

EMPLOYEE SURVEY RESULTS

Report of the Chief Executive of Derby Homes

1. SUMMARY

To inform the Committee of the outcome of the employee survey carried out in December 2010.

2. RECOMMENDATION

To note the results of the survey and that an Action Plan has been produced by Heads of Service.

3. MATTER FOR CONSIDERATION

- 3.1 A mini-employee attitude survey was carried out in December 2010. The survey was administered internally, using SNAP survey software. Hard copies of the survey were issued to Repairs Team operatives.
- 3.2 A total of 207 surveys were returned from a workforce of 460. This represents a 45% return rate.
- 3.3 The survey comprised five statements. These were the same five statements used in the previous mini-employee survey in May 2009. This enables a direct comparison of the results of both surveys.
- 3.4 In June 2010, Derby Homes' workforce increased by 50% with the transfer of Repairs Team employees from Derby City Council (DCC). This survey was issued six-months after transfer and responses from this group of employee are included in the latest survey results.
- 3.5 See Appendix 1 for a report of the findings.
- 3.6 See Appendix 2 for comparison graphs of the 2009 and 2010 surveys.
- 3.7 See Appendix 3 for the results of the operatives in the Repairs Team.
- 3.8 See Appendix 4 for the Action Plan produced by Heads of Service. This will be reviewed and updated on a regular basis.

4. CONSULTATION IMPLICATIONS

Appendices 1, 2, 3 and 4 have been posted on the intranet and will be presented to the next JCC in June 2011.

The areas listed below have no implications directly arising from this report:

- Financial and Business Plan
- Legal and Confidentiality
- Personnel
- Environmental
- Equalities Impact Assessment
- Health & Safety
- Risk
- Policy Review

If Board members or others would like to discuss this report ahead of the meeting please contact the author, or Phil Davies, Chief Executive, phil.davies@derbyhomes.org – Phone: 01332 888528

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Background Information: None.

Supporting Information: None.

1.0 Employee Survey Report

A mini-employee attitude survey was carried out in December 2010. The survey was administered internally, using SNAP survey software. Hard copies of the survey were issued to Repairs Team operatives.

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2.0 Results

Comparison charts for 2009 and 2010 results have been produced for each of the five statements (see attached). The results are shown as a percentage of surveys returned to enable a like for like comparison.

A table has been produced for each statement, together with a short commentary comparing the two sets of results.

2.1 Statement 1 Morale is high where I work

	2009	2010	% Difference
Agree	19	24	
Strongly Agree	4	6	
Total Agree	23	30	+7
Neither Agree Nor Disagree	20	32	
Disagree	33	28	
Strongly Disagree	24	11	
Total Disagree	57	39	-18

This statement is about how individuals feel about their team and those immediately around them. This shows an improvement, with the biggest shift in opinion moving from disagreeing with the statement to the neutral stance.

2.2 Statement 2 I feel valued at work

	2009	2010	% Difference
Agree	30	32	
Strongly Agree	4	7	
Total Agree	34	39	+5
Neither Agree Nor Disagree	24	34	
Disagree	27	21	
Strongly Disagree	14	6	
Total Disagree	41	27	-14

This shows an improvement, with a significant shift from the negative response to the neutral position.

2.3 Statement 3 Derby Homes has an open and honest culture

	2009	2010	% Difference
Agree	19	31	
Strongly Agree	2	4	
Total Agree	21	35	+14
Neither Agree Nor Disagree	36	36	
Disagree	23	22	
Strongly Disagree	20	6	
Total Disagree	43	28	-15

This is the statement that shows the area that we have most improved in. Respondents strongly disagreeing with the statement have reduced from 20% to 6% since 2009. With the neutral response remaining identical there is a significant shift to agreement with the statement.

2.4 Statement 4 I think that the efforts made to improve morale are having a positive impact

	2009	2010	% Difference
Agree	15	22	
Strongly Agree	2	3	
Total Agree	17	25	+8
Neither Agree Nor Disagree	36	43	
Disagree	28	25	
Strongly Disagree	19	7	
Total Disagree	44	32	-8

This statement was introduced in a previous survey following a period where intensive specific efforts were being made in an attempt to improve morale. It was not a particularly relevant statement to include in this latest survey because there

have not been any notable new initiatives introduced to improve morale within the last twelve months. Some comments confirmed this, with respondents stating that they were not aware of what was being done to improve morale. This would explain an increase in the “neither agree nor disagree” category. Despite this, there was still an improvement in the results.

2.5 Statement 5 My morale and how I feel about work has improved over the last 12 months

	2009	2010	% Difference
Agree	15	16	
Strongly Agree	4	7	
Total Agree	19	23	+4
Neither Agree Nor Disagree	36	33	
Disagree	28	33	
Strongly Disagree	18	12	
Total Disagree	46	45	-1

The responses to this statement have changed the least of the five statements, which crudely indicates that the majority of respondents feel the same as they did 12 months ago. However, this statement is not necessarily a “happiness” indicator. Arguably, someone very happy at work could strongly disagree with this statement, because their morale and how they feel about work has not improved but remained constant.

3.0 Team Responses

Respondents were not asked to identify which part of the organisation they work in. In future surveys, we need to ensure that we ask for this information because it could give us valuable insight into different areas of the organisation.

However, we do know that the hard copies we received were from operatives within the repairs team, and charts have been produced to illustrate these results (see Appendix 3). We received an approximate 30% return rate from this group.

The results for each question are almost identical, with a majority going for the neutral response and an equal number agreeing and disagreeing with each response. The one notable exception to this is the response to “My morale and how I feel about work has improved over the last 12 months.” This statement showed a shift to the negative.

There were very few comments on these forms. However, a couple of respondents said that costs connected to the call out system were continually being “targeted” and that they would like some thanks for going out in all weathers.

The hard copy returns were only from the operatives and represent approximately three quarters of the transferred staff. The managers, supervisors and back office staff who transferred received electronic surveys.

4.0 Comments

The comments received were a very mixed bag and broadly be divided as follows:

- 27% positive
- 59% negative
- 14% observation / suggestion.

Some comments were very positive: “I feel valued at work, my manager is excellent, I enjoy the work I do. The working environment is good.”

Other comments were from clearly disgruntled employees: “Everyone is waiting to see where the axe will fall so morale is low there are so many rumours going around. So of course there is worry.”

Some comments were observations or suggestions: “The only way to cut costs radically is to move out of Cardinal Square to London Rd and shut down a minimum of 50% of Housing Offices. A city centre co-location could be run from the resources centre and would be more convenient for tenants to get to.”

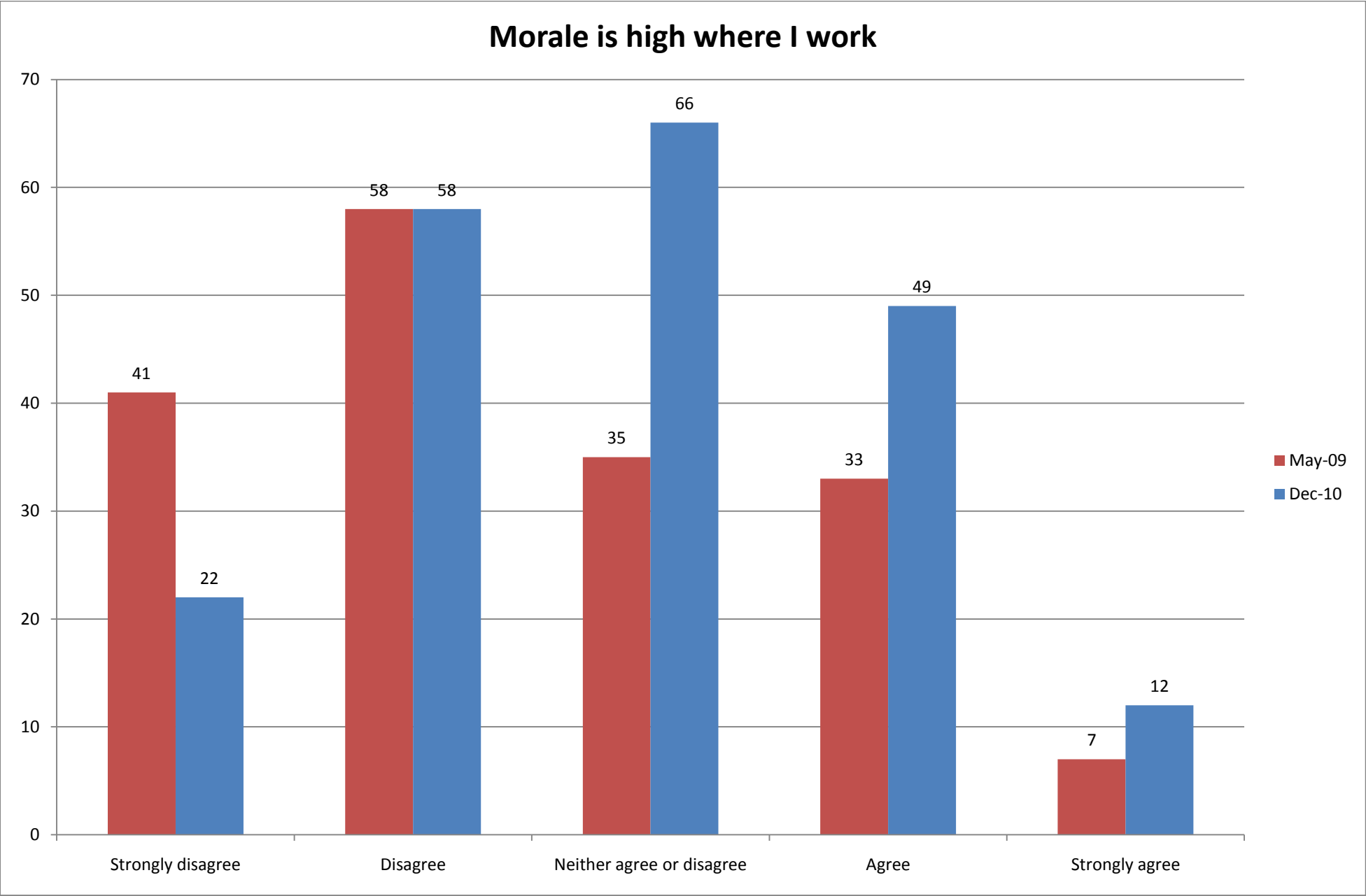
It is clear that some employees are concerned about what the future holds. There are several comments relating to a lack of communication and not being kept informed. A couple of respondents specifically stated that they were frustrated that senior managers do not respond to emails. One respondent stated that they had not had a team meeting since May 11 2010.

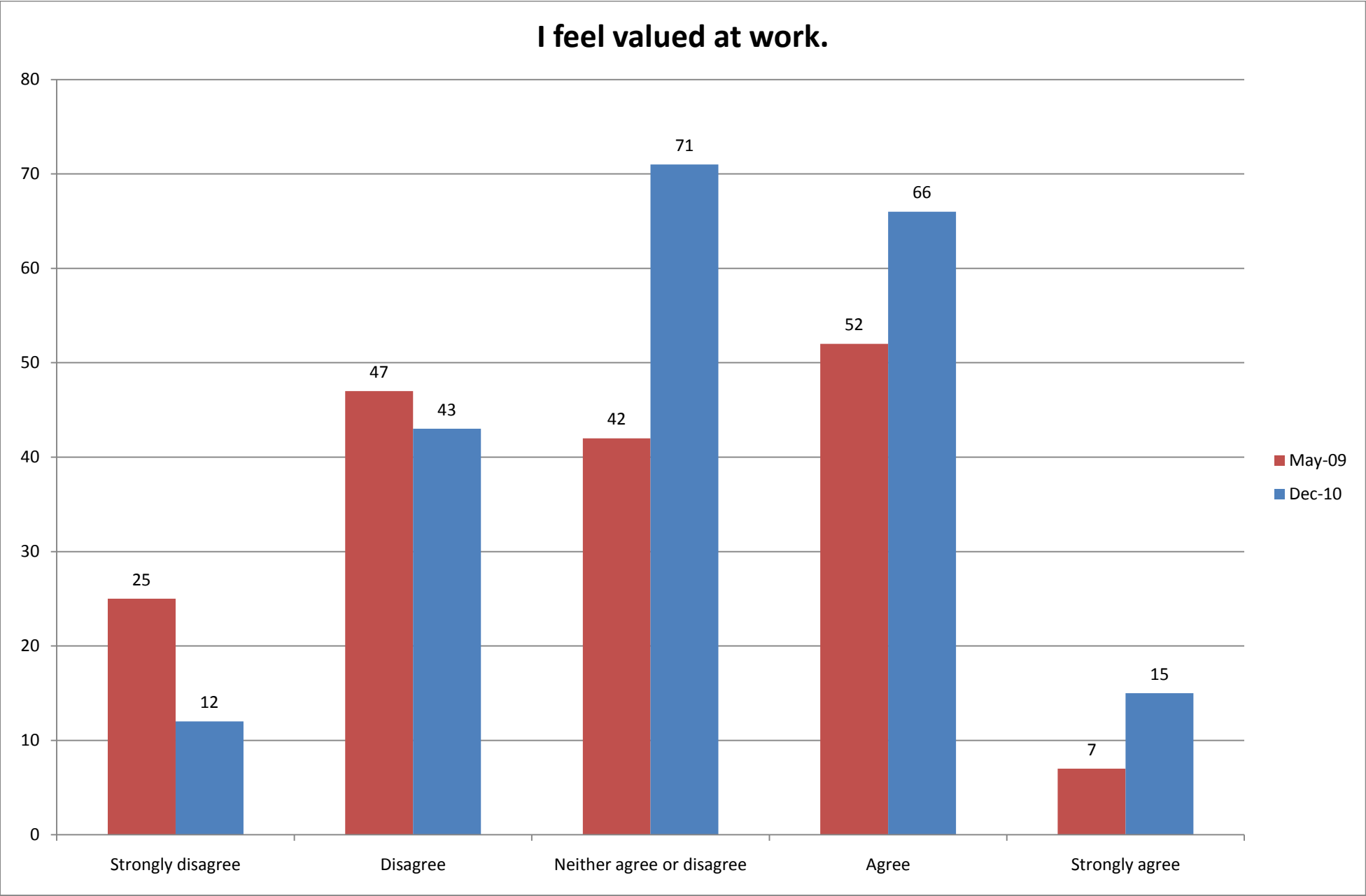
5.0 Conclusion

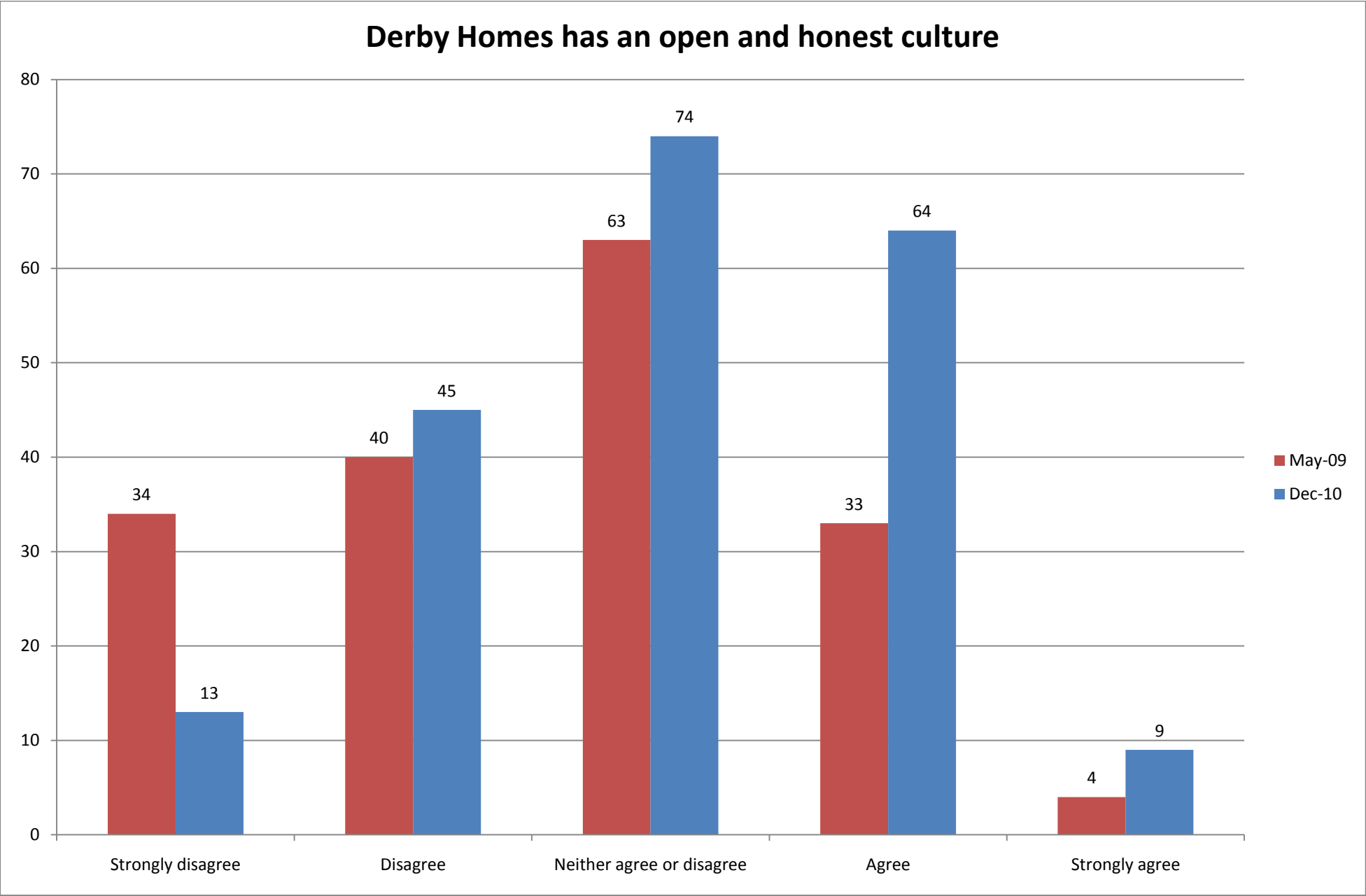
The results of this survey are extremely positive. An improvement has been made in the responses to each of the five statements compared with May 2009. In some cases this improvement has been significant. In the current climate, with Business Transformation and uncertainties throughout the public sector, and when we consider that our workforce increased by 50% six months ago, these results are particularly pleasing.

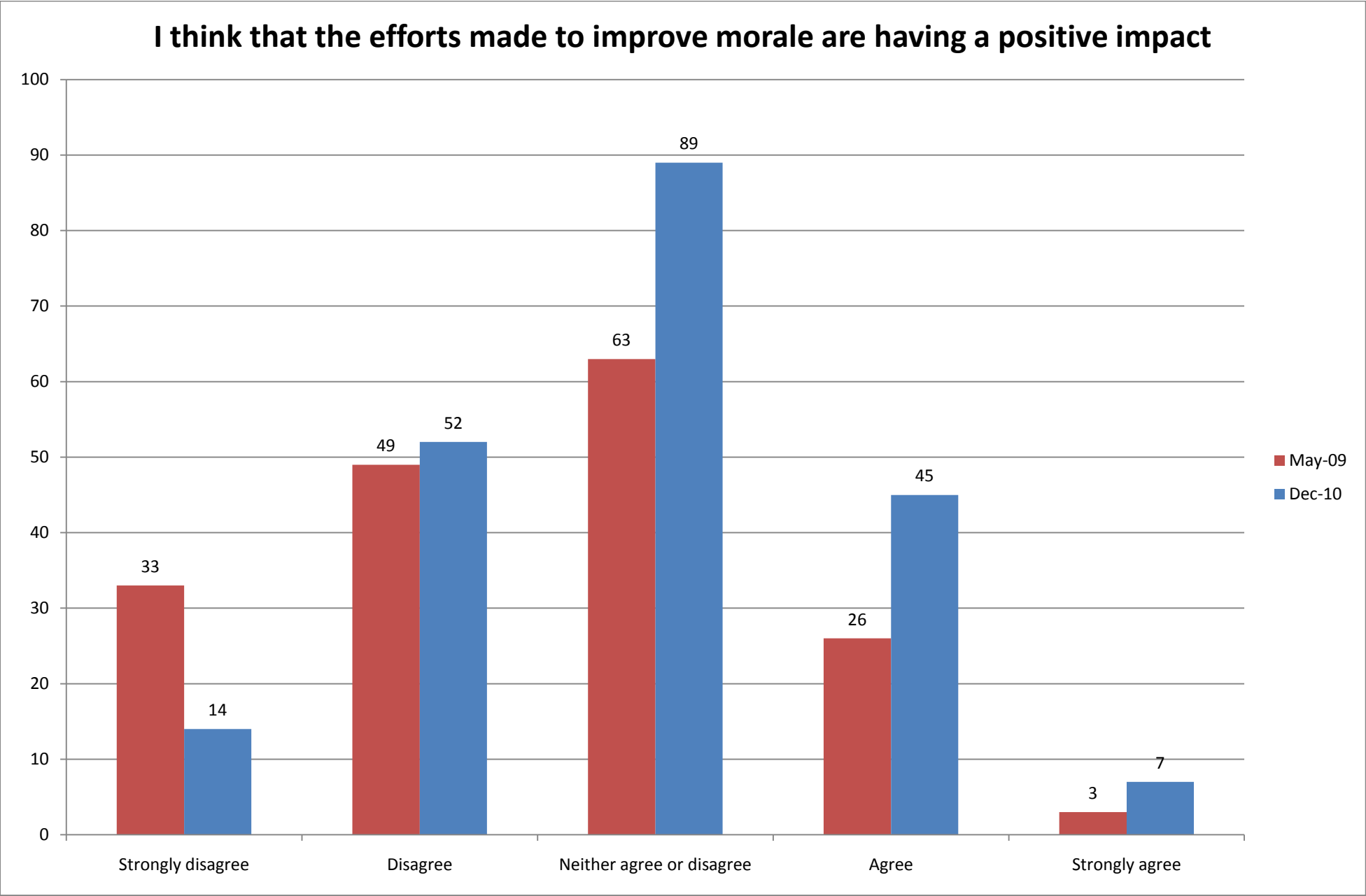
However, there is no room for complacency and although the results have improved since the last survey, there is room for continuing improvement across all areas relating to morale, making people feel valued and demonstrating an open and honest culture.

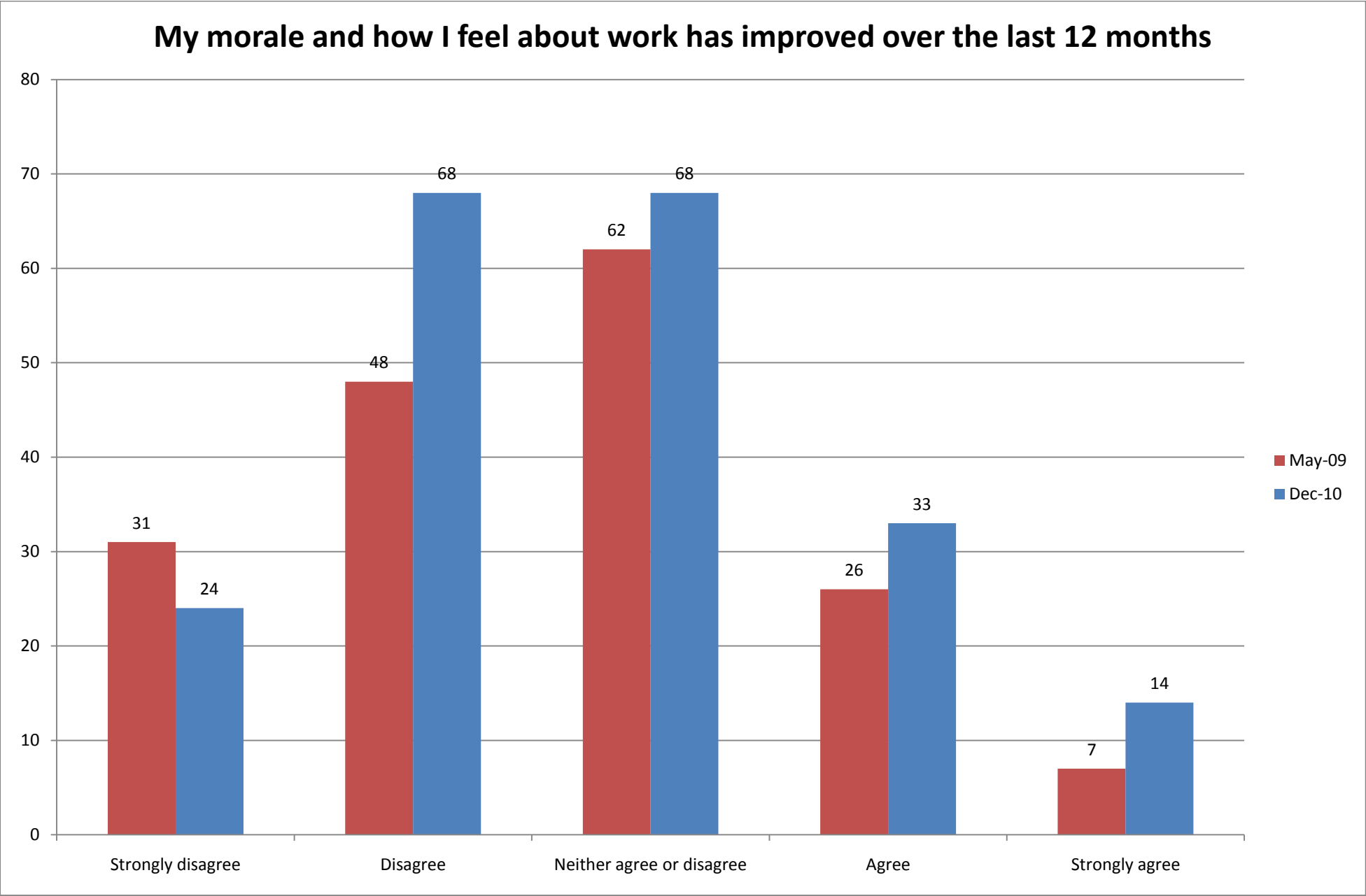
An action plan needs to be developed and implemented to address areas of concern highlighted through the survey.

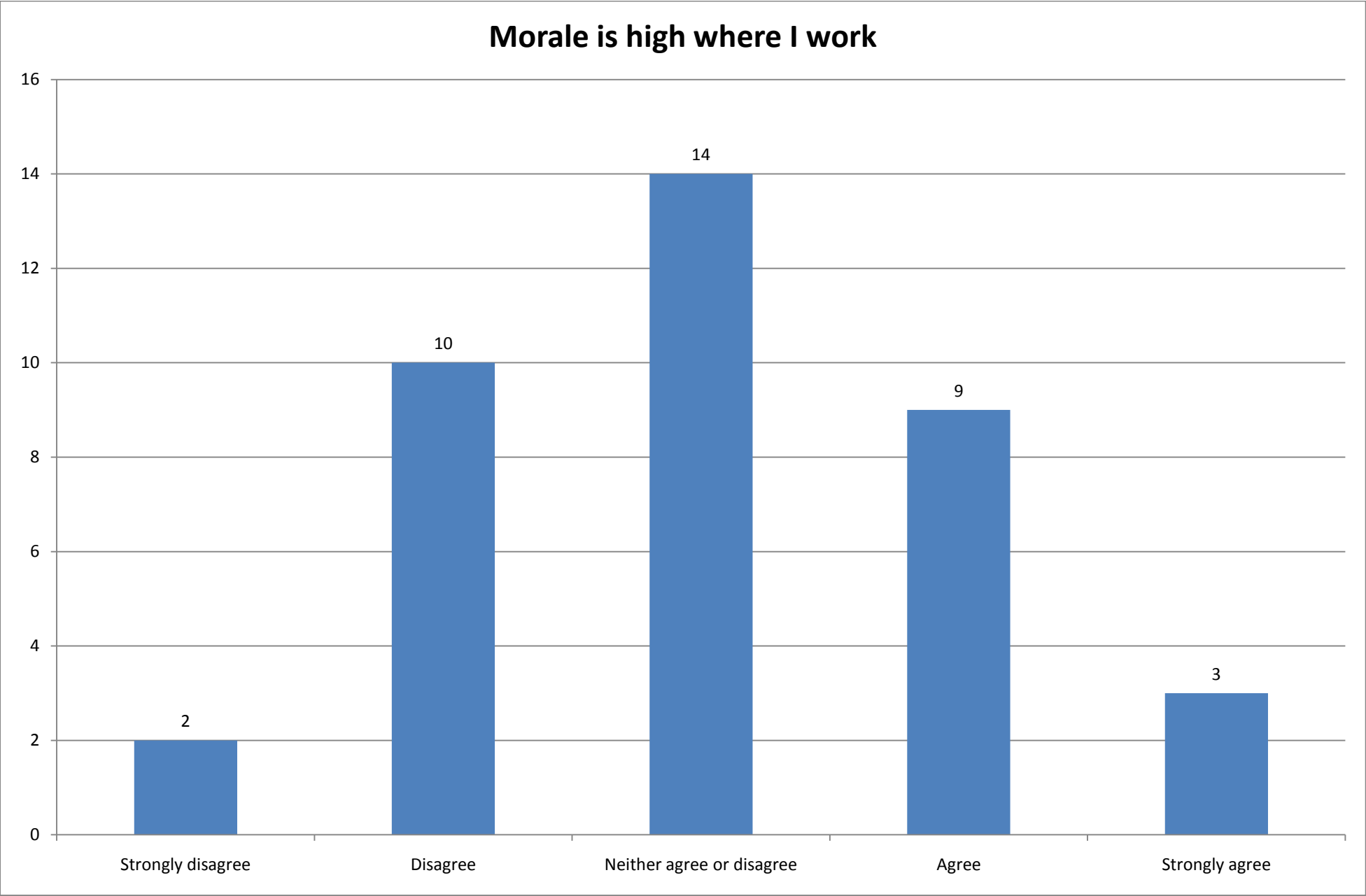




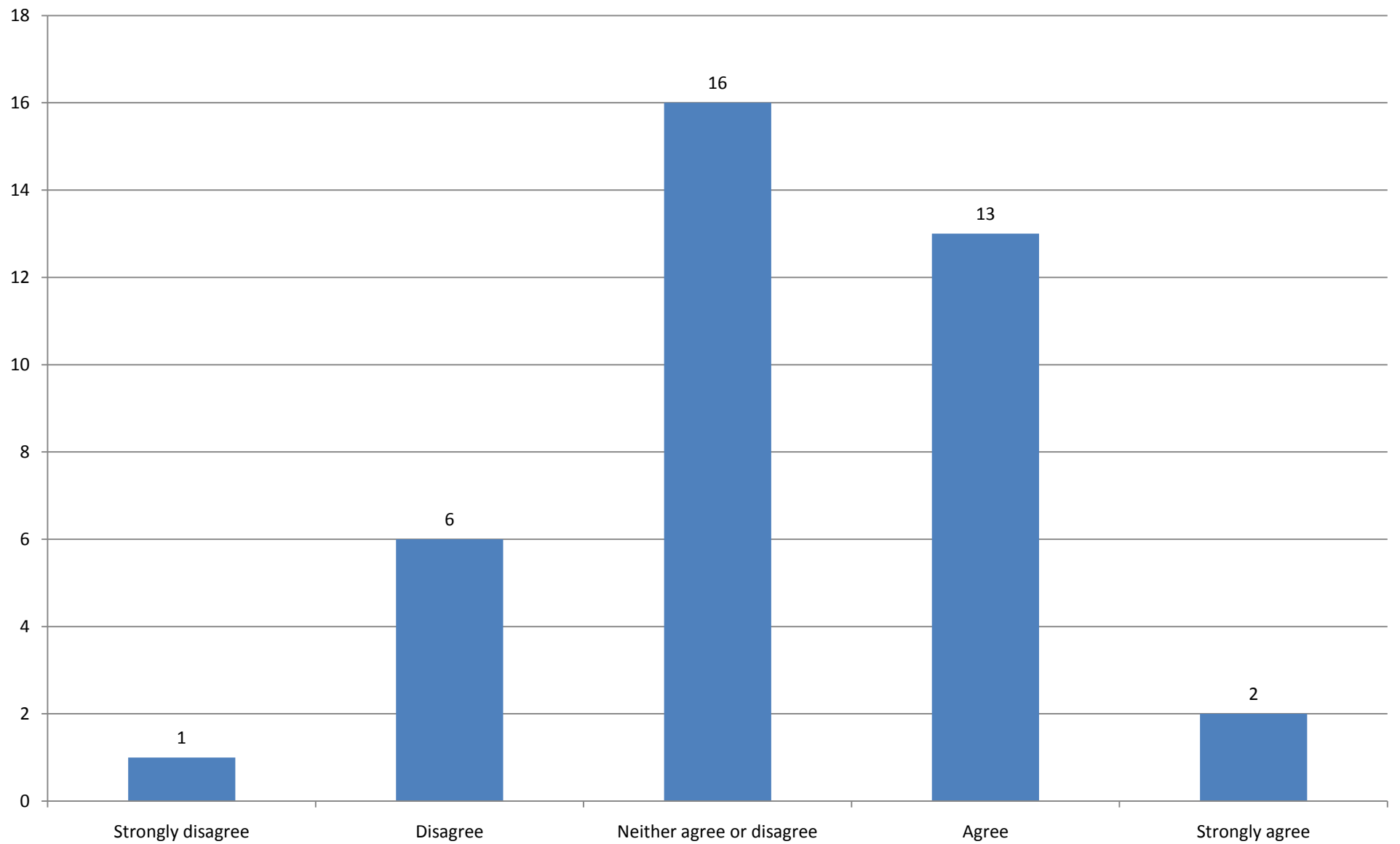




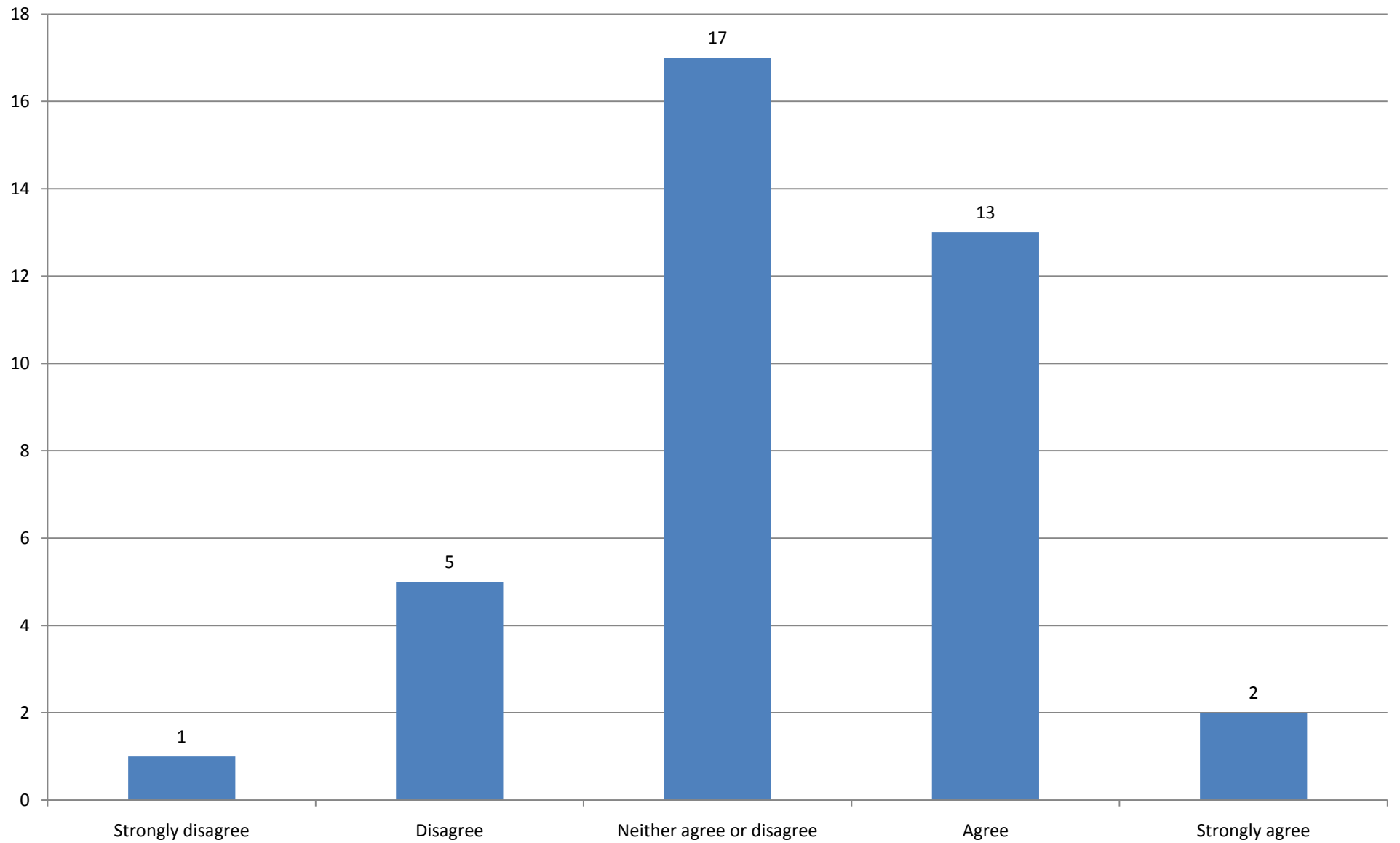




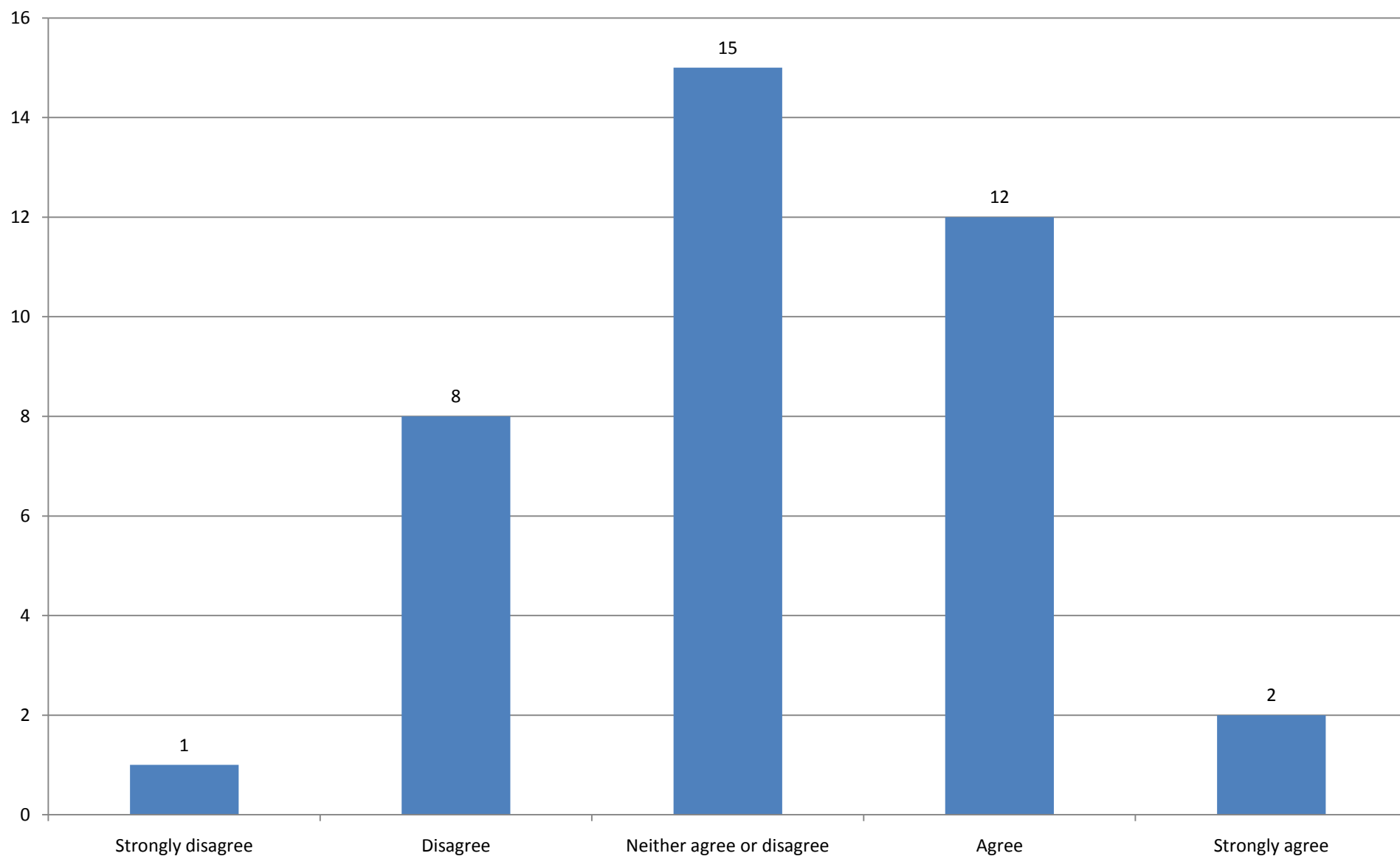
I feel valued at work



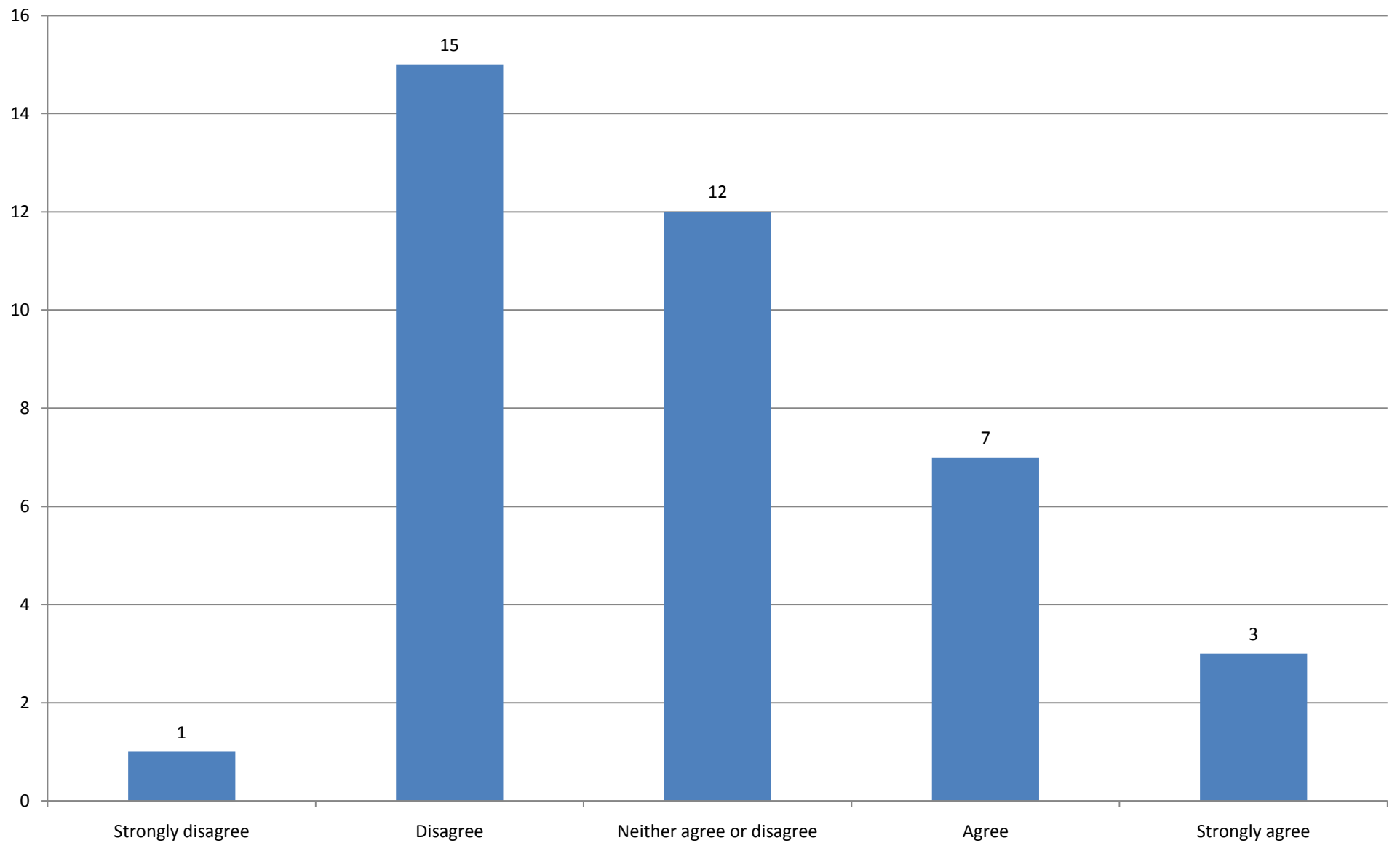
Debry Homes has an open and honest culture



I think that the efforts made to improve morale are having a postive impact



My morale and how i feel about work has improved over the last 12 months



Employee Survey – Action Plan - 2011 Heads of Service

Heads of service considered the employee survey results. The survey was conducted late 2010. The key themes showed improvements in all areas, although the results around morale for the transferred staff showed some confusion.

Heads of Service felt that maintaining good employee morale was difficult at a time of downsizing and review. All of our actions centred around this fact.

Action	Officer	Date
Action One Heads of service will offer leadership and ensure appropriate we support and participate in employee consultation and communication during structural reviews.	ALL	On going
Action Two We will support innovation and encourage managers to implement changes in working practices.	ALL	On Going
Action Three We will monitor staff comments and complaints, for example through team meetings, the employee forum and the JCC and take action to respond to these as appropriate.	ALL	June September January April
Action Four We will support innovation and encourage managers to implement changes in working practices.	ALL	On Going
Action Five Consider what legitimate actions can be taken to improve the return rates of future employee surveys.	ALL	March