

# THE VIEW FROM YOU 2013

Plymouth City Council



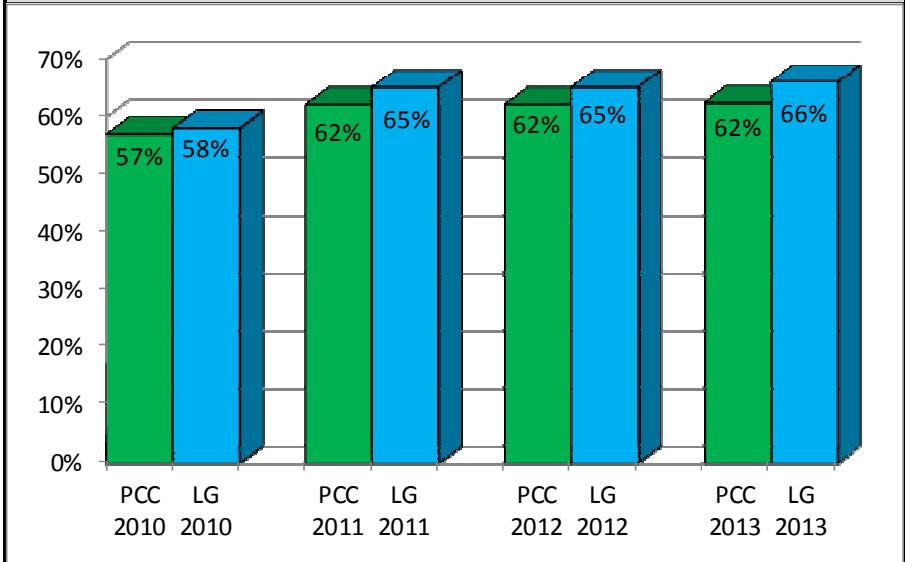
Your Employee Engagement Index is:

**62%**

Your Return Rate is:

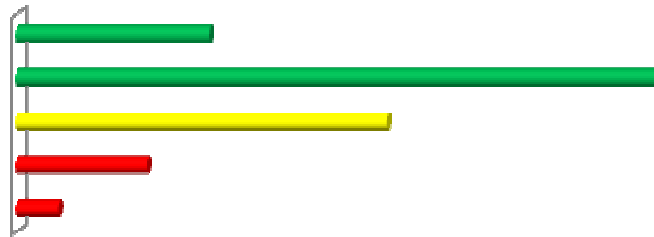
**54%**

## Employee Engagement Index 2010-2013



## Breakdown of Staff Engagement

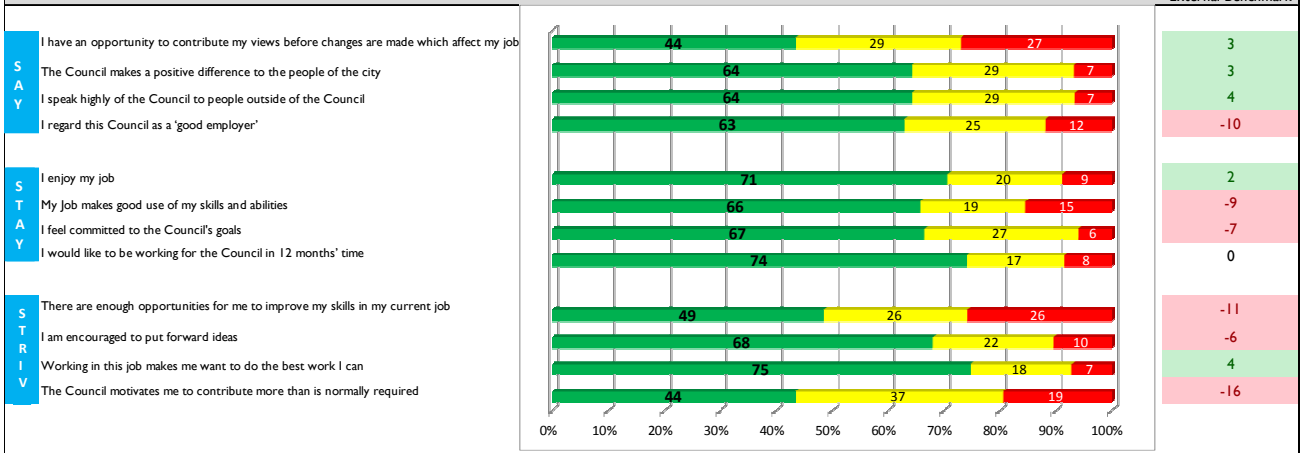
Highly Engaged	14%
Engaged	47%
Neutral	27%
Disengaged	9%
Highly Disengaged	3%



## Engagement Questions

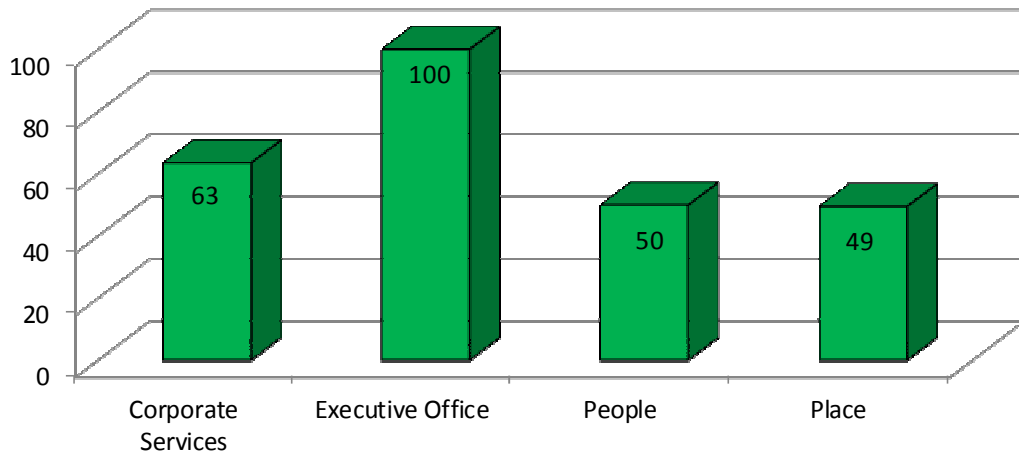
## Positive, Neutral, Negative Scores

% Variance from External Benchmark

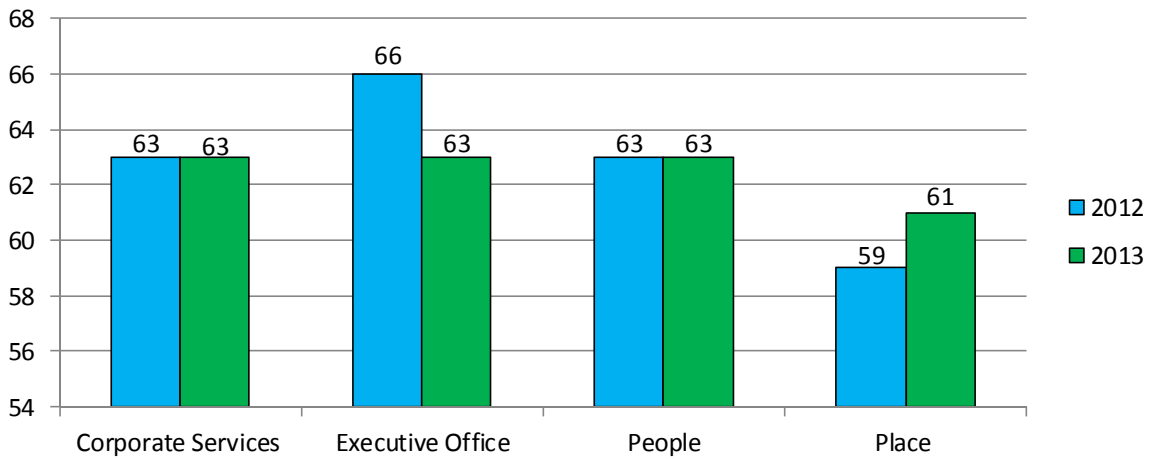


<b>Top 5 Positive Scores</b>		<b>2013</b>
15. I am aware of the Council's Co-operative values		<b>81</b>
20. The way I work supports the Council's Co-operative values		<b>77</b>
2. Working in this job makes me want to do the best work I can		<b>75</b>
11. I would like to be working for the Council in 12 months' time		<b>74</b>
19. I believe the Council works in partnership with others		<b>72</b>
<b>Top 5 Neutral Scores</b>		<b>2013</b>
14. I feel that issues identified in previous Staff Surveys are being acted upon		55
13. The Council motivates me to contribute more than is normally required		37
21. I believe the way the Council operates supports me to work in line with the Cooperative values.		36
17. I believe we are a Democratic Council		34
16. I believe we are a Fair Council		31
<b>Top 5 Negative Scores</b>		<b>2013</b>
3. I have the opportunity to contribute my views before changes are made which affect my job		<b>27</b>
4. There are enough opportunities for me to improve my skills in my current job		<b>26</b>
6. I am happy with my working environment		<b>26</b>
14. I feel that issues identified in previous Staff Surveys are being acted upon		<b>21</b>
13. The Council motivates me to contribute more than is normally required		<b>19</b>

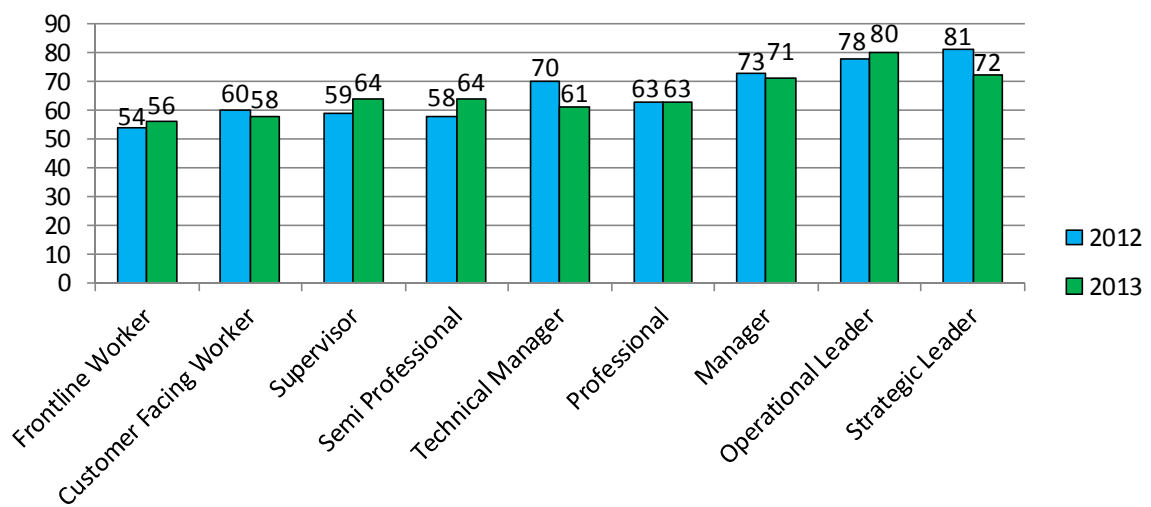
### Response Rates of Directorates



### Engagement Scores of Directorates



### Engagement Scores by Job Type



## 2. Change from Previous Surveys

Change from Previous Survey (2012)		2013	2012	Variance
P	12. I speak highly of the Council to people outside of the Council	64	57	7
O	13. The Council motivates me to contribute more than is normally required	44	37	7
S	10. I regard this Council as a 'good employer'	63	57	6
I	3. I have the opportunity to contribute my views before changes are made which affect my job	44	38	6
T	14. I feel that issues identified in previous Staff Surveys are being acted upon	24	20	4
I	4. There are enough opportunities for me to improve my skills in my current job	49	45	4
V	1. I am encouraged to put forward new ideas	68	67	1
E	6. I am happy with my working environment	50	49	1
	5. I enjoy my job	71	70	1
	8. The Council makes a positive difference to the people of the city	64	64	0
	2. Working in this job makes me want to do the best work I can	75	76	-1
	11. I would like to be working for the Council in 12 months' time	74	77	-3
	7. My job makes a good use of my skills and abilities	66	75	-9
	9. I feel committed to the Council's Goals	66	83	-17

## 3. Full Comparison to Local Government Benchmarks

LG Benchmark Comparison		2013	LG	Variance
	12. I speak highly of the Council to people outside of the Council	64	60	4
	15. I am aware of the Council's Co-operative values	81	77	4
	2. Working in this job makes me want to do the best work I can	75	71	4
	8. The Council makes a positive difference to the people of the city	64	61	3
	3. I have the opportunity to contribute my views before changes are made which affect my job	44	41	3
	5. I enjoy my job	71	69	2
	11. I would like to be working for the Council in 12 months' time	74	74	0
	1. I am encouraged to put forward new ideas	68	74	-6
	9. I feel committed to the Council's Goals	66	74	-8
	7. My job makes a good use of my skills and abilities	66	75	-9
	10. I regard this Council as a 'good employer'	63	73	-10
	4. There are enough opportunities for me to improve my skills in my current job	49	60	-11
	14. I feel that issues identified in previous Staff Surveys are being acted upon	24	37	-13
	6. I am happy with my working environment	50	65	-15
	13. The Council motivates me to contribute more than is normally required	44	60	-16

## 4. Summary

The response rate for the council was 54%, slightly up on the 2012 survey. Further analysis reveals that the response rate for online responses (office based staff) was 72%, which was significantly up to that of 2012 (67%). However, the response rate for offline staff (non-office based) fell from 30% in 2012 to 19% this year, and down from 36% in 2011.

The most common responses centre around a lack of belief from staff that anything will change as a result of the survey, and a belief that individuals would be identified and penalised for their responses.

The overall engagement index for the council (utilising the industry standard 'Say, Stay, Strive' model) remained the same as 2011 and 2012 at 62%, indicating an overall stability of engagement levels. However, the local government benchmark for these questions rose slightly to 66% (updated as at October 2013). As can be seen (page 3 table 2) one directorate improved their engagement rate (Place by 2%), two remained the same (People and Corporate Services) whilst Executive Office declined by 3%.

An analysis of the top five questions for each category (positive, neutral, negative) reveals the following:

- The top two highest scores related to corporate values. Awareness of corporate values scored 81%, reflecting the recent engagement exercise around values. This was supported by the question on staff belief that the way they work supports our co-operative values (77%). The other high scoring questions related to peoples jobs, in terms of doing the best job they can, and wanting to remain working for the council. The question on the co-operative value of working in partnership also scored highly (72%), which was significantly higher than the other three values.
- Staff neither agreed nor disagreed that actions were taken as a result of issues highlighted from previous surveys. Other high scoring neutral questions cluster around questions on corporate values, in terms of belief in the way the council operates supports corporate values and the values of democracy and fairness themselves.
- In terms of negative scoring questions, none scored higher than 27% negative which is encouraging. Whilst the highest negative score came from the question "I have the opportunity to contribute my views before changes are made which affect my job" this question attracted a higher positive score than in 2012 and increased by 7%. Other high scoring negative questions related to work environment and opportunities to improve skills, both of which fell slightly from the previous year.

An analysis of changes from the previous survey shows that the majority of the questions (9 out of 14) increased their positive response rate from 2012. The highest increase (7%) came on the Statement "I speak highly of the Council to people outside of the Council" (up to 64% and now higher than the Local Government benchmark). A further 7% rise was seen in the question of the Council motivating staff. Similar rises (6%) can be seen in questions relating to the Council as a good employer and staff having the opportunity to contribute their views before change. Even though overall levels of agreement remain low, there was a 4% higher agreement that issues identified in previous surveys are being acted on.

When comparing the council scores to the local government benchmarks we can see the following:

- The council exceeds the Local Government benchmark in six questions, by up to 4% but scores below in a further eight questions, by up to 16%.

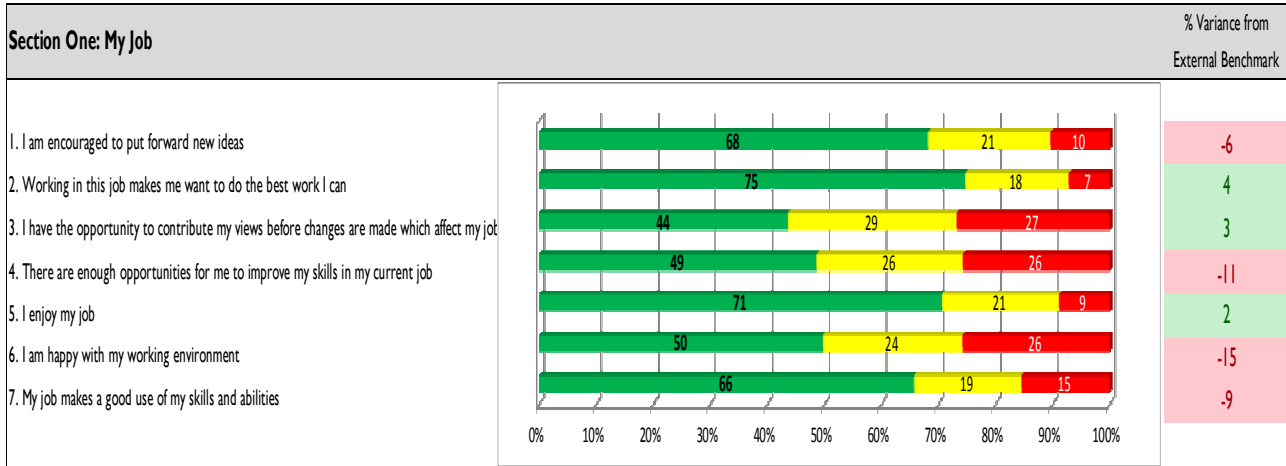
- The questions with the highest positive variance came on speaking highly of the council to people outside of work, and wanting to do the best work they can (both 4%).
- The questions with the greatest negative variance centred around working environment and council motivating staff to contribute more than is normally required, though both scored a higher positive score than they did in 2012.

In terms of change from 2012 there has been an increase in the engagement levels of Frontline Workers, Semi Professionals, Supervisors and Operational Leaders. There has been a small decline in engagement levels of Customer Facing Workers and Managers (both -2%), and a significant decline for Technical Managers and Strategic Leaders (both scoring -9%). The only job type which has remained the same in comparison to 2012 was the Professional job types.

## 5. Analysis of Individual Sections

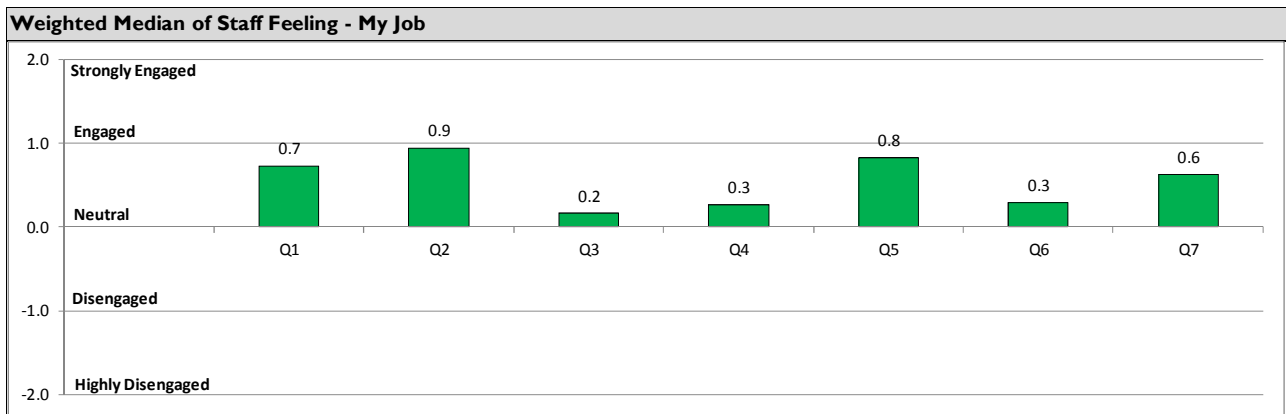
### Section One: My Job

#### 1. Percentage Scores for each Question & Variance from LG Benchmark



**Positive** (Strongly Agree & Agree)  
**Neutral** (Neither Agree nor Disagree)  
**Negative** (Disagree & Strongly Disagree)

#### 2. Weighted Median Scores



The Weighted Median Score for each question shows the strength of feeling (positive or negative) for each question.

All answers will fall within the range -2 to +2.

The best overall score for each question would be +2, the worst would be -2.

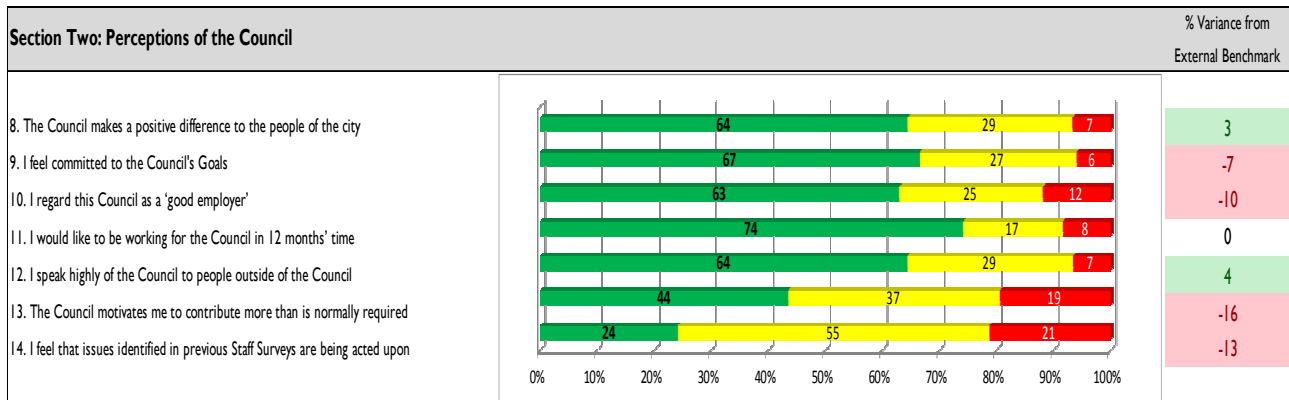
A score over +1 is considered to show an area of strength.

A score below 0 is considered to highlight a problem.

A score below -1 is a sign of a serious problem.

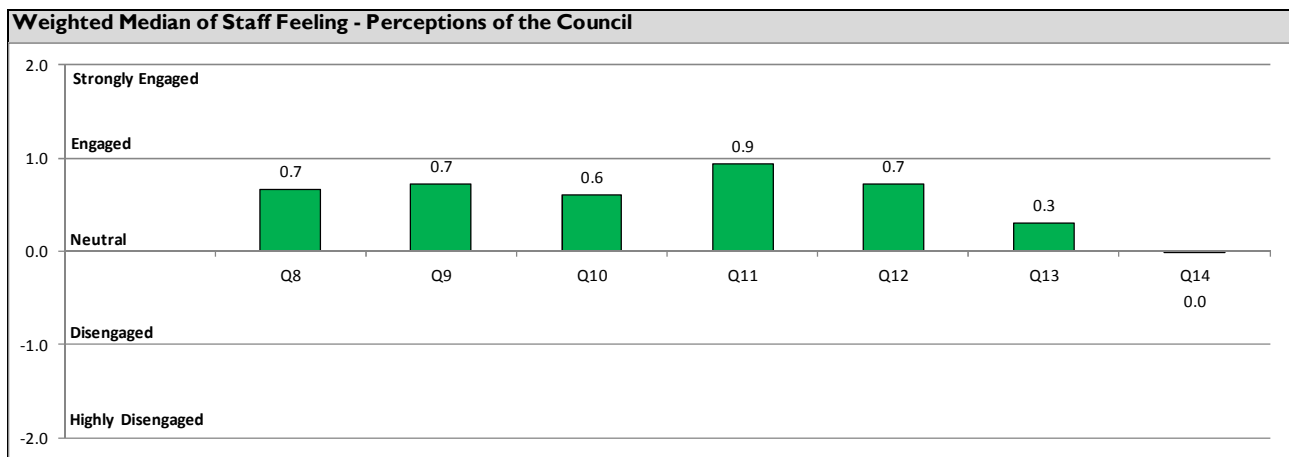
## Section Two: Perceptions of the Council

### I. Percentage Scores for each Question & Variance from LG Benchmark



**Positive** (Strongly Agree & Agree)  
**Neutral** (Neither Agree nor Disagree)  
**Negative** (Disagree & Strongly Disagree)

### 2. Weighted Median Scores



The Weighted Median Score for each question shows the strength of feeling (positive or negative) for each question.

All answers will fall within the range -2 to +2.

The best overall score for each question would be +2, the worst would be -2.

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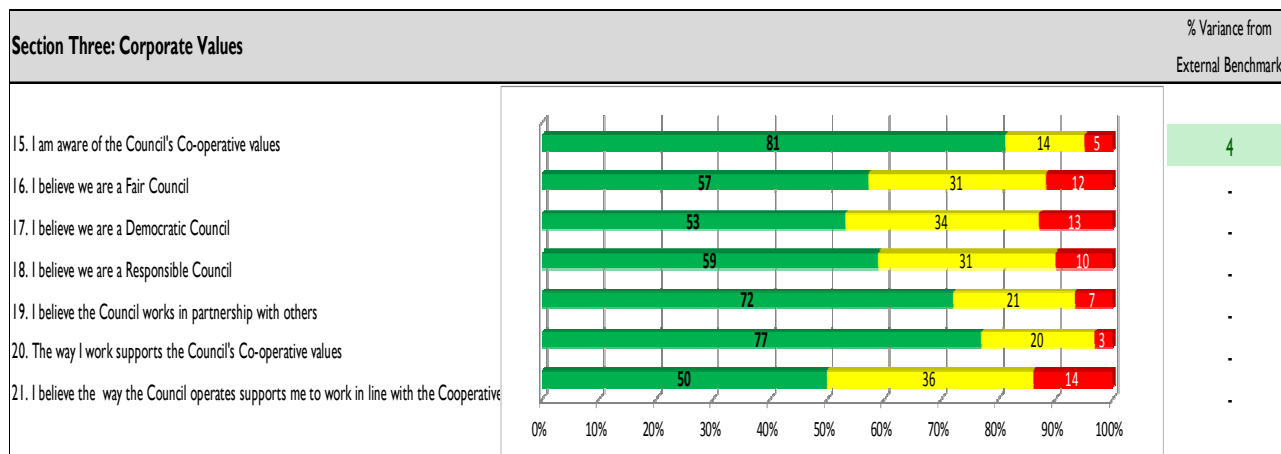
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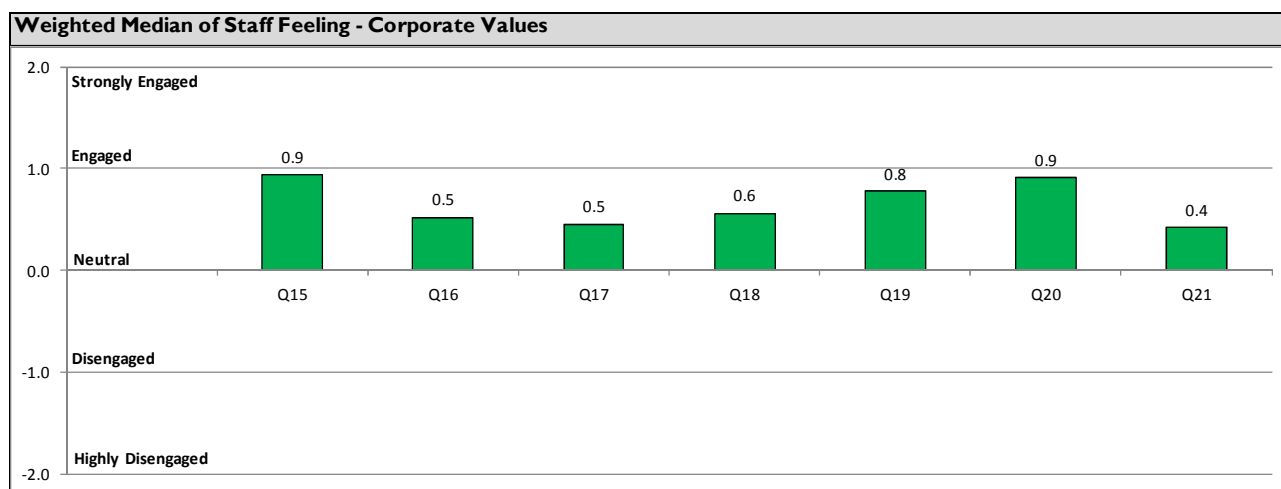
## Section Three: Corporate Values

### I. Percentage Scores for each Question & Variance from LG Benchmark



**Positive** (Strongly Agree & Agree)  
**Neutral** (Neither Agree nor Disagree)  
**Negative** (Disagree & Strongly Disagree)

### 2. Weighted Median Scores



The Weighted Median Score for each question shows the strength of feeling (positive or negative) for each question.

All answers will fall within the range -2 to +2.

The best overall score for each question would be +2, the worst would be -2.

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