

REPORT OF HUMAN RESOURCES MANAGER

SUBJECT: EMPLOYEE ENGAGEMENT

Purpose of the Report

The purpose of this report is to inform the Personnel Committee on what progress is being made to drive improved levels of employee engagement within PCNPA.

The paper provides specific insight into the roll-out of an Employee Opinion Survey, which will act as spring board for developing a Staff Engagement Strategy and Plan.

Background

The Authority last completed an Employee Opinion Survey in 2008, to obtain quantitative information on staff engagement.

Since then a commitment has been made to progress towards accreditation against the Corporate Health Standard (part of the *'Healthy Working Wales Programme'*). The Standard is the beacon for exemplar employers who demonstrate sustainable human resource practices, supporting employee health and wellbeing. Employee engagement is a key indicator for employee wellbeing and mental health.

2020 Employee Opinion Survey (EOS)

PCNPA's Leadership Team recently approved the roll-out of a staff survey for 2020.

The EOS will be the main tool by which the Authority will regularly measure staff engagement, to show trends and build an annual plan of action to monitor progress from one year to the next.

The wider benefit of which, will have a direct impact in increasing staff commitment and performance.

Aims & Objectives of the EOS

The EOS will help:

- obtain a more representative sample of employee opinion across the Authority;
- compare our people management practices and employee climate across PCNPA internally and (in time) externally with similar benchmark organisations;
- gain enhanced commitment of staff so as to have a positive impact on service delivery;
- create a feedback mechanism that demonstrates employee's view are valued by the Authority;
- explore specific workforce issues affecting staff morale and commitment;
- provide the Personnel Committee an overview of employee motivation and performance across PCNPA; and
- provide managers with information on the trends in the staff motivation climate.

Scope of Survey

The Survey is completed anonymously, so staff can provide open and frank feedback. It will be based on 8 themes with 37 structured questions, a comments box at the end of each theme and 2 free text questions. Please see Appendix A for the actual survey.

The Survey will be conducted annually going forward. By doing this, the value is greatly enhanced if it can be compared with previous years and benchmarked with comparable surveys conducted by similar organisations. This will enable demonstrable progress and improvements to be tracked.

Whilst the themes are likely to remain similar each year, the exact questions may change in future years should PCNPA decide to commit to achieving *Best Companies* or *Great Workplace* accreditation, which both run their own but similar surveys.

Demographic classification was considered to determine if the certain areas impact the scores favourably or unfavourably. These were:

1.	Employee or Manager
2.	Age
3.	Gender
4.	Length of Service
5.	Department (large enough to maintain anonymity)

However, in order to retain a high level of confidence in the survey, classification areas will not be used in 2020; but will be used in future years when staff have built up their level of trust in the process.

Survey Audience

The Survey will include all 'staff' employed on the payroll across all sites. This will include both casual and temporary members of staff and fixed term employees.

Survey Timing

The Survey will go live for two weeks in July, with a possible extension if response rates are low. This may be necessary as the timing coincides with PCNPA starting to reopen its Centres.

Communications

Advance publicity to employees is an essential element to in getting a good response rate for the survey. A Communications Plan has been drawn and includes:

- Staff Newsletter announcements showing that staff's opinions really do count. The first announcement has gone out endorsed by the Chief Executive calling upon everyone to have their say.
- EOS Championed by the Staff Reps Forum members, to promote the benefits and encourage staff to respond.
- Involving managers in its promotion.

Due to most staff working from home or being furloughed at present, a Poster campaign was removed from the plan.

Data Collection

The Survey will be conducted on-line via Survey Monkey. A paper survey will be used (although not encouraged) for those who are less inclined to use technology.

Data capture and analysis will be conducted by the Human Resources Manager to support the production of a Management Report to the Leadership team in the first instance. Due to the cost, it was decided not to have the survey externally managed and feedback through the Staff Forum was that sufficient independence could be achieved through the HR Manager.

Report Deliverables

A high-level summary report will be provided to the Personnel Committee and a detailed Management Report for the Leadership Team.

The Management Report should enable discussion and exploration of the issues at Leadership Team prior to similar feedback, discussions and explorations rolled out and rolled back up through staff and through the Staff Reps Forum.

Employee Feedback & Actions

Employee feedback will happen within the following two months of the survey being completed, but not before Leadership Team approval. Agreement will be reached at Leadership Team as to:

- how the results are translated into actions at a top-level and how these are prioritised;
- who owns these actions and how staff are involved in tackling local priorities;
- who will drive changes through to completion against an agreed timetable; and
- how will 'Management' communicate 'wins'.

Almost as important as the quantitative results is the opportunity to discuss and explore what they mean. Therefore a 'roll out and roll back' approach will be adopted to enable 1) a consideration of the qualitative as well as quantitative aspects; and 2) an emphasis on the feedback and listening aspects.

Fundamental to achieving this, HR will facilitate a discussion with Staff Reps Forum members.

High Level Milestones

	Milestones	Date
1.	Staff to Complete Survey	July 2020
2.	Analysis of Survey results	By 14 August 2020
3.	Presentation to Leadership Team	w/c 17 August 2020
4.	Employee Feedback	w/c 24 August 2020
5.	Focus group meeting with Staff Forum Members	w/c 7 September 2020
6.	Act Planning	September 2020 onwards
7.	Feedback to Personnel Committee	October 2020

Welsh Language considerations

Consideration will be given to a bi-lingual survey, where requested in 2020. Although HR have no notification of any employee having requested that correspondence is sent to them in the Welsh language in accordance with the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards Regulations (No.1) 2015. In following years the survey will be published bi-lingual. The only thing stopping this being done in 2020 were the resource implications, as a result of the coronavirus pandemic.

Human Rights considerations

The survey will be anonymous so no employee can be identified for expressing their right of thought, belief or religion. However, the Authority will reserve the right not to publish 'verbatim' comments, which breach our Dignity at Work Policy.

APPENDIX A

EMPLOYEE OPINION SURVEY STATEMENTS

The survey uses a Likert scale: *Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree*

ABOUT THE AUTHORITY

- I am clear about the Authority's aims and objectives
- I can clearly see how my team contribute to the Authority's success
- I would recommend PCNPA as a good place to work
- The Authority values its employees
- Departments and staff pull together as one
- Overall, I am satisfied working here

Comments:

SERVING OUR COMMUNITY AND CUSTOMERS

- The Authority is service driven and looks after its visitors and customers
- We work to high professional standards
- The work of PCNPA makes a significant impact to the environment, community and society as a whole

Comments:

COMMUNICATION AND INVOLVEMENT

- I am kept informed about key issues affecting the Authority
- There is good communication between different parts of the Authority
- I feel my views and ideas are listened to
- There are effective processes for staff to make their views known to management
- Decision making is effective within in the Authority

Comments:

PERCEPTIONS OF MANAGEMENT AND LEADERSHIP

- I have trust in the Leadership of the Authority
- The Leadership Team deliver on their promises

- My Line Manager motivates me to perform my best
- My Line Manager gives praise and recognition for excellent work
- My Line Manager listens to what I have to say

Comments:

REWARDS AND BENEFITS

- I am paid fairly for the job that I do (compared with the amount I could earn elsewhere in this geographical area, for a similar role)
- I am satisfied with the benefits I receive
- I can see a clear link between my efforts and the amount I am paid

Comments:

HEALTH AND WELLBEING

- I have a pleasant working environment
- I do not worry too much about work, when I'm at home
- If I had a problem at work or at home, I feel my Line Manager would be supportive
- I do not feel overworked

Comments:

YOUR JOB

- I feel secure in my role at PCNPA
- I have the resources I need to do my job
- I am clear about what is expected of me
- My job makes the best use of my abilities
- I find my job interesting and fulfilling
- I am unlikely to look for another job outside of the Authority in the next 2 years

Comments:

LEARNING AND DEVELOPMENT

- I have received the training and development I need to do my job
- I have had the opportunity to develop my skills or progress my career with the Authority since joining
- I have had a formal discussion on my performance/development within the last year

Comments:

OPEN ENDED QUESTION

Are there some things we are doing really well here?

Are there some things that need to be improved?

Recommendation: Members are asked to NOTE this report

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