

DERBYSHIRE COUNTY COUNCIL

CABINET MEETING

10 January 2012

Report of the Director of HR

EMPLOYEE SURVEY 2011 (Finance and Management)

1. Purpose of the Report

To inform Cabinet of the results of the Employee Survey 2011.

2. Information and Analysis

Cabinet approved an in-house Employee Survey at its meeting on 12 July 2011. The survey was conducted between 5 September and 3 October 2011. There were 4551 responses giving a 33% response rate compared to 32% in 2008.

The key messages from the survey are that employees:

For Areas of Strength

- Identify with the Council and its service ethos and are confident in the value of their own work in contributing to this, and therefore feel motivated to do the best job they can.
- Place great value on the strength of teamworking and the support of their colleagues.
- Appreciate the opportunities for learning and career development.
- Consider that they are treated fairly and inclusively.

- Consider their wellbeing in the working environment is well supported.

For Areas for Improvement

- Consider that change is poorly managed and consultation and communication on change is not sufficient or effective.
- Consider information is not cascaded down or passed upwards effectively and that they are not as fully informed as they should be.
- Consider poor performance is not managed well.
- Consider pay and benefits do not fairly reflect the increasing demands made on them.
- Raise questions over senior managers' clarity of vision for the organisation, confidence in decisions they make and how good their communication with employees is.
- Have concerns about job security.

These findings give very similar signals to the results of the 2008 employee survey, the Best Places to Work surveys of 2010 and 2011 and employee panels held in 2010 and 2011:

- In the 2008 employee survey, areas for improvement focused on communication.
- In the Best Places to Work surveys, leadership and fair deal (pay) were the main areas for improvement.
- At recent employee panels, employees have identified areas for improvement to be the management of change, management decision making and communication, performance management and workload.

Detailed analysis is contained in the appendices:

Appendix 1 – Survey Results

Appendix 2 – Analysis of Survey Results – narrative of results illustrated by employee comment.

Appendix 3 – Summary of Survey Results and Available Benchmarking

Appendix 4 – Analysis of Employee Comments

Appendix 5 – Ranking of Employee Responses – Positive and Negative

The limited benchmarking data available has been set out in Appendix 3. In relation to other local authorities, they have been reluctant to share detailed information from their own surveys and in any event these surveys may not contain questions which enable meaningful benchmarking to be carried out. However this Council has proposed through the East Midlands Counties HR group that the potential for

developing common core survey questions and sharing responses is explored.

The detailed results of the survey are currently being considered corporately and by Chief Officers in relation to their departmental specific results. Further analysis is being undertaken to determine trends against demographic data, e.g. length of service, grade, gender, age and ethnicity.

The survey provides invaluable feedback from our employees on their concerns and provides an opportunity for the Council to respond accordingly. The Council will seek to preserve the positive outcomes in the current organisational climate and the significant changes being made to services. In relation to the key areas for improvement, there are no quick and immediate answers to the issues raised and the Council's response will require a considered approach rather than simply developing an 'Action Plan'. The issues of concern raised by employees will provide an important backcloth and as such will need to be considered by the Council in relation to service and other change programmes affecting staff, for example the Changing the Way Derbyshire Works programme, but also will need to be addressed in the implementation of Service Plans and in the development of HR and OD Strategy.

However there are a number of initiatives which are seeking to address the issues raised by employees. For example, the proposals for Leadership and Management Development and the roll-out of performance management under the 'My Plan' proposals, which were all approved by Cabinet on 11 October 2011, will form the basis to address the leadership, management of change, communication and poor performance issues identified by employees in the survey. Chief Officers will be considering how employee responses to the survey can be integrated into these initiatives and what further initiatives might complement these to address the concerns raised by employees.

Employees are being advised of the survey results in Workforce and on Dnet and the DCC website and have been invited to propose any actions they see fit to address the issues. The Employee Panel will be a useful means of further consultation. The trade unions' views on the survey results will be discussed at the Corporate Joint Committee meeting on 18 January 2012. There will be further communication and consideration of appropriate responses following detailed consultation with Elected Members, Chief Officers, staff and the trade unions.

3. Financial Considerations

Five participating employees were selected at random and have been given their £50 prize vouchers.

4. Considerations

In preparing this report the relevance of the following factors has been considered: legal, prevention of crime and disorder, equality of opportunity, environmental, health, property and transport considerations.

5. Key Decision

No.

6. Officer's Recommendation

That Cabinet:

- Notes the results of the Employee Survey 2011.
- Receives further reports on the proposed responses to the Employee Survey, following detailed consultation with interested parties as set out in the report.



DERBYSHIRE EMPLOYEE SURVEY SEPTEMBER 2011

PROFILE OF RESPONDENTS

In September 2011 13,631 staff from Derbyshire County Council were contacted either by email or post and asked to complete a staff survey. The number of respondents by department is shown in the table below together with details of the overall and departmental response rates.

| Department | Number of completed questionnaires | Percentage of respondents by department | Total number questionnaires issued (email + paper) | Response rate |
|-------------------------------|------------------------------------|---|--|---------------|
| Adult Care | 1101 | 24% | 3880 | 28% |
| CAYA | 1632 | 36% | 5630 | 29% |
| Chief Executives | 106 | 2% | 296 | 36% |
| Corporate Resources | 594 | 13% | 2185 | 27% |
| Cultural & Community Services | 273 | 6% | 589 | 46% |
| Environmental Services | 403 | 9% | 1051 | 38% |
| Total | 4109 | 90% | 13631 | 30% |
| Not answered | 442 | 10% | | |
| Total | 4551 | 100% | | |
| Overall response rate | | | | 33% |

The table below shows the total number of questionnaires completed by department and also shows whether respondents completed their questionnaire on-line or using the paper questionnaire.

| Department | | Source | | |
|-------------------------------|---------------|--------------|---------------------|---------------|
| | | On line form | Paper questionnaire | Total |
| Adult Care | Number | 565 | 536 | 1101 |
| | Row % | 51.3% | 48.7% | 100.0% |
| CAYA | Number | 1126 | 506 | 1632 |
| | Row % | 69.0% | 31.0% | 100.0% |
| Chief Executives | Number | 105 | 1 | 106 |
| | Row % | 99.1% | .9% | 100.0% |
| Corporate Resources | Number | 425 | 169 | 594 |
| | Row % | 71.5% | 28.5% | 100.0% |
| Cultural & Community Services | Number | 181 | 92 | 273 |
| | Row % | 66.3% | 33.7% | 100.0% |
| Environmental Services | Number | 303 | 100 | 403 |
| | Row % | 75.2% | 24.8% | 100.0% |
| Not answered | Number | 236 | 206 | 442 |
| | Row % | 53.4% | 46.6% | 100.0% |
| Total | Number | 2941 | 1610 | 4551 |
| | Row % | 64.6% | 35.4% | 100.0% |

INSTRUCTIONS FOR COMPLETING THIS FORM

If you have more than one job with the County Council please make your choice in relation to what you consider to be your **main** job with the Council.

Please mark one box only for each question unless otherwise stated.

YOUR JOB AND WORKING FOR DERBYSHIRE COUNTY COUNCIL

Q1. My job: Below is a list of statements about your main job with the Council. Please indicate how strongly you agree or disagree with each one.

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Don't know |
|--|----------------|-------|----------------------------|----------|-------------------|------------|
| My job gives me a sense of personal achievement | 23.9% | 52.1% | 13.7% | 7.2% | 3.0% | 0.1% |
| I have a choice in deciding how I do my job | 14.1% | 49.8% | 18.9% | 12.9% | 4.2% | 0.2% |
| My job makes full use of my skills | 14.2% | 39.4% | 17.8% | 20.7% | 7.8% | 0.2% |
| I understand how my work contributes to my service's aims | 25.3% | 60.5% | 10.1% | 2.7% | 1.0% | 0.4% |
| My manager makes clear what is expected of me in my job | 23.0% | 47.3% | 17.4% | 8.6% | 3.5% | 0.3% |
| My manager encourages me to come up with new and better ways of doing things | 20.0% | 38.6% | 22.5% | 12.0% | 6.5% | 0.3% |
| I feel involved in decisions that affect my job | 10.3% | 27.3% | 22.8% | 23.6% | 15.6% | 0.5% |
| I feel my job is secure | 4.5% | 18.2% | 26.7% | 26.3% | 19.4% | 5.0% |

Q2. Working for Derbyshire: How strongly do you agree or disagree with each of the following statements about your working experience with the Council?

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Don't know |
|--|----------------|-------|----------------------------|----------|-------------------|------------|
| I feel proud to work for Derbyshire | 19.2% | 45.0% | 25.4% | 7.1% | 2.9% | 0.4% |
| I would recommend the Council as a good place to work | 15.4% | 44.6% | 24.2% | 10.6% | 4.6% | 0.6% |
| I believe my work makes a difference to the lives of Derbyshire people | 27.8% | 50.4% | 16.4% | 3.7% | 1.2% | 0.5% |

| Q3. Recognition, feedback and performance: How strongly do you agree or disagree with each of the following statements about how your achievements are recognised, what feedback you receive and how performance is managed? | | | | | | |
|---|----------------|-------|----------------------------|----------|-------------------|------------|
| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Don't know |
| I feel valued and recognised for the work I do | 10.6% | 39.1% | 22.5% | 19.8% | 8.8% | 0.3% |
| I feel motivated to do the best job I can | 18.3% | 44.9% | 18.3% | 13.1% | 5.2% | 0.2% |
| My manager gives me feedback on how I am doing | 14.9% | 43.4% | 19.6% | 15.5% | 6.4% | 0.3% |
| The feedback I receive helps me to improve my performance | 13.8% | 37.9% | 28.9% | 12.6% | 5.7% | 1.1% |
| I think that my performance is evaluated fairly | 11.7% | 40.0% | 29.1% | 11.1% | 5.4% | 2.6% |
| Poor performance is dealt with effectively in my team | 6.8% | 27.3% | 30.6% | 20.0% | 10.2% | 5.1% |
| I have identified my performance objectives with my manager in the last 12 months | 13.3% | 41.3% | 17.5% | 16.8% | 9.0% | 2.0% |

| Q4. Teamwork: How strongly do you agree or disagree with each of the following statements about how well people work together in your team? | | | | | | |
|--|----------------|-------|----------------------------|----------|-------------------|------------|
| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Don't know |
| The people in my team can be relied on to help when needed | 37.2% | 46.6% | 9.5% | 4.7% | 1.3% | 0.8% |
| The people in my team work together to find ways to improve the service we provide | 30.8% | 44.5% | 15.3% | 6.9% | 1.6% | 0.9% |
| My team has regular meetings | 25.3% | 40.5% | 11.8% | 14.2% | 7.2% | 1.1% |
| I am happy to approach my manager when I have an issue to discuss | 37.3% | 45.0% | 8.5% | 5.5% | 3.4% | 0.3% |
| There is good cooperation within my department | 21.9% | 41.6% | 20.8% | 10.1% | 4.5% | 1.2% |
| There is good cooperation between departments | 7.5% | 27.4% | 35.2% | 18.1% | 7.2% | 4.5% |

| Q5. Communication: How strongly do you agree or disagree with each of the following statements about how good communication is around you? | | | | | | |
|---|----------------|-------|----------------------------|----------|-------------------|------------|
| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Don't know |
| I feel fully informed about what is happening in my service area | 7.3% | 31.6% | 25.8% | 25.0% | 9.8% | 0.5% |
| I feel fully informed about what is happening in the Council | 3.8% | 26.4% | 33.1% | 25.1% | 10.8% | 0.8% |
| I have the information I need to do my job well | 11.0% | 49.0% | 24.1% | 10.6% | 4.7% | 0.5% |

Listed below are a number of ways in which you may currently receive or would prefer to receive information about the Council:

Q6a. Please indicate how you **currently receive** information about the Council

Q6b. Please indicate how you would **prefer to receive** information about the Council

| | Q6a. How do you <u>currently receive</u> your information? | Q6b. How would you <u>prefer to receive</u> your information? |
|--|---|--|
| Departmental meetings with my director | 8.8% | 14.2% |
| Senior manager forums/meetings/briefings for managers | 14.1% | 16.6% |
| Team meetings/briefings with my line manager | 62.1% | 47.7% |
| DNet - the Council's Intranet | 47.3% | 24.6% |
| Employee newsletter/Workforce | 75.5% | 27.4% |
| Emails | 56.9% | 34.9% |
| Payslips messages | 70.9% | 26.3% |
| Letters or leaflets with payslips | 54.9% | 24.7% |
| Personal contact from senior managers 'walking the floor' | 14.8% | 24.7% |
| One-to-One with my manager | 46.9% | 33.4% |
| Local media including local newspapers, TV and local radio | 21.1% | 5.4% |
| Gossip / Grapevine / Rumour | 45.0% | 3.2% |
| Employee Panel | 3.1% | 7.2% |
| Staff Forums | 3.8% | 10.4% |
| Roadshows | 4.4% | 6.1% |
| Information guides | 6.7% | 8.8% |
| On-line question facility | 3.7% | 7.6% |
| Trade Unions | 20.8% | 10.0% |
| Other (Please select box and write in below) | 0.8% | 1.0% |

Q7. Learning and career development: How strongly do you agree or disagree with each of the following statements about how your training needs are met?

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Don't know |
|--|----------------|-------|----------------------------|----------|-------------------|------------|
| I receive the training I need to do my job effectively | 16.5% | 50.5% | 18.8% | 10.3% | 3.6% | 0.2% |
| I am aware of the learning and development opportunities that are available to me | 13.8% | 51.4% | 17.8% | 12.6% | 3.7% | 0.7% |
| My manager demonstrates his/her commitment to the training and development of employees in my team | 18.4% | 42.3% | 23.5% | 10.1% | 4.6% | 1.1% |

Q8. Pay and benefits: How strongly do you agree or disagree with each of the following statements about how fair your pay and benefits are?

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Don't know |
|---|----------------|-------|----------------------------|----------|-------------------|------------|
| I receive fair pay for what I am expected to do in my job | 6.6% | 32.5% | 17.9% | 26.3% | 16.3% | 0.4% |
| I am satisfied with the other benefits I receive | 6.1% | 33.5% | 29.9% | 17.3% | 9.4% | 3.8% |
| I feel my pay adequately reflects my performance | 5.7% | 25.1% | 22.4% | 27.8% | 18.0% | 1.0% |

Q9. Leadership: How strongly do you agree or disagree with each of the following statements about how the Council is led?

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Don't know |
|---|----------------|-------|----------------------------|----------|-------------------|------------|
| I know who the senior managers in my department are | 26.1% | 54.4% | 7.9% | 7.4% | 2.8% | 1.4% |
| Senior managers communicate well with employees | 8.1% | 25.4% | 30.4% | 24.8% | 9.5% | 1.8% |
| I believe senior managers have a clear vision of where the Council is going | 6.9% | 23.8% | 37.8% | 14.5% | 7.0% | 10.1% |
| I have confidence in the decisions made by the Council's senior managers | 5.2% | 18.4% | 41.0% | 18.5% | 10.4% | 6.4% |

Q10. Change: How strongly do you agree or disagree with each of the following statements about how change is managed in the Council?

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Don't know |
|---|----------------|-------|----------------------------|----------|-------------------|------------|
| I feel change is managed well in the Council | 1.9% | 16.3% | 33.7% | 30.8% | 13.3% | 3.9% |
| When changes are made in the Council they are usually for the better | 1.8% | 12.6% | 41.2% | 29.7% | 10.9% | 3.9% |
| I have the opportunity to contribute my views before decisions are made which affect me | 1.8% | 14.4% | 27.5% | 35.5% | 18.8% | 2.0% |
| The reasons for change are well communicated to me | 2.1% | 21.6% | 32.5% | 29.0% | 13.4% | 1.3% |

Q11. Inclusion and fair treatment: How strongly do you agree or disagree with each of the following statements about how you are treated?

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Don't know |
|--|----------------|-------|----------------------------|----------|-------------------|------------|
| I am treated fairly by the Council | 10.2% | 48.4% | 25.1% | 10.7% | 4.8% | 0.8% |
| I am able to be myself at work | 18.9% | 61.5% | 12.7% | 4.5% | 2.2% | 0.1% |
| My manager encourages a working culture based on fairness and respect for others | 21.8% | 49.7% | 17.5% | 6.1% | 3.6% | 1.2% |
| I feel able to speak up and challenge the way things are done in the Council | 6.0% | 27.2% | 31.3% | 23.9% | 9.7% | 1.8% |

Q12. During the past 12 months, have you personally experienced discrimination at work?

4.2% - Yes

(If 'Yes' please go to question 13)

88.6% - No

7.2% - Prefer Not To Say

} (If 'No' or 'Prefer not to say' please go to question 14)

Q13. On which of the following grounds have you personally experienced discrimination in the past 12 months?

30.3% - Age

17.0% - Sex

2.1% - Gender reassignment

26.6% - Disability

4.8% - Religion or Belief

3.2% - Pregnancy & maternity

4.3% - Race

2.7% - Sexual Orientation

3.7% - Marriage & civil partnership

Q14. During the past 12 months, have you personally experienced bullying or harassment at work?

7.9% - Yes

83.7% - No

8.4% - Prefer Not To Say

Q15. Wellbeing: How strongly do you agree or disagree with each of the following statements about your work/life balance and wellbeing?

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Don't know |
|--|----------------|-------|----------------------------|----------|-------------------|------------|
| I am able to achieve a good balance between my life at work and my life outside work | 17.5% | 52.6% | 14.4% | 11.4% | 3.7% | 0.3% |
| My manager takes concerns about my wellbeing and working environment seriously | 21.9% | 46.6% | 18.2% | 7.7% | 3.9% | 1.7% |
| The Council supports employees well when they have to be off work | 15.1% | 43.5% | 22.7% | 7.2% | 3.3% | 8.2% |
| I understand my responsibilities for health and safety and wellbeing | 26.8% | 65.2% | 6.6% | 0.7% | 0.3% | 0.4% |

Comments: Would you like to make any other comment about working for the Council? Please do so in the box below.

EMPLOYEE PANEL

The Employee Panel is a volunteer group of employees who we consult from time to time on employment issues. Consultation is normally via discussion groups at County Hall or surveys and it is in work time.

Would you be interested in joining the Panel to make your views known?

12.9% - Yes

84.5% - No

2.6% - I'm already on the panel

If you are interested in joining the Panel please provide your contact details at the bottom of this page or alternatively you may wish to make contact direct with Tracey Wall on 01629 536924 or tracey.wall@derbyshire.gov.uk

PRIZE DRAW

As a 'thank you' for taking part in this survey every employee can be entered into a prize draw to win one of five £50 high street shopping vouchers.

Do you wish to be entered into the prize draw?

66.9% - Yes

33.1% - No

If you want to be entered in the prize draw you will need to provide your name and contact details below

CONTACT DETAILS *(optional)*

Please provide your contact details below if you wish to join the Employee Panel **OR** if you wish to be entered in the prize draw. We promise your details will not be used for any other purpose and will not be stored with the results from this survey.

Name

[illegible]

How would you prefer us to contact you?

☐ Telephone☐ Email

If you prefer us to contact you by post please enter your address below.

House Number / Name

[illegible]**Postcode**

| | | | | | | |
|--|--|--|--|--|--|--|
| | | | | | | |
|--|--|--|--|--|--|--|

If you prefer us to contact you by phone please enter your number below.

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If you prefer us to contact you by email please enter your e-mail address below.

A horizontal number line with 20 equally spaced tick marks. The line is black and the tick marks are short vertical segments perpendicular to the line. There are no numbers or labels on the line.

YOUR EMPLOYMENT WITH DERBYSHIRE COUNTY COUNCIL

The following questions are optional but are used to help us ensure that we have a fair representation of all employees. It will also assist us in identifying if the views of particular groups of employees differ and help us to address their issues and concerns.

The information we collect is used to ensure that we promote equality and diversity and is used for no other purpose. The survey is anonymous and the data collected does not identify you and is confidential.

No information will be used that:

- is based on the views of fewer than 10 people
- allows anyone from small teams to be identified

Please answer the following questions in relation to what you consider to be your main job with the Council.

How long have you worked for Derbyshire County Council? *(continuous employment)*

4.2% - Up to 1 year

8.1% - 1 - 2 Years

19.0% - 2 - 5 Years

24.0% - 5 - 10 Years

21.1% - 10 - 20 Years

23.6% - 20 Years+

Your Grade

38.4% - 1 - 6 (full time salary £12049 - £17875)

33.0% - 7 - 10 (full time salary £18431 - £28279)

21.1% - 11 - 14 (full time salary £29239 - £46763)

2.6% - 15 and above (full time salary £48379+)

4.9% - Other (Please write in)

Do you manage people?

28.7% - Yes

71.3% - No

Do you work full time or part time?

53.5% - Full time

46.5% - Part time

If you work part time how many hours do you work in your main job?

Which department/division do you work in?

Adult Care

8.9% - Direct Care - Home
5.9% - Direct Care - Residential
3.2% - Direct Care - Day
0.3% - Direct Care - Mental Health
3.4% - Fieldwork North
2.0% - Fieldwork South
1.3% - Strategy and Commissioning
0.5% - Mental Health
1.3% - HR/Secretariat

CAYA

3.0% - Safeguarding and Specialist Services
17.5% - Children and Families
2.0% - Resources (exc. Catering)
7.3% - Catering
0.3% - Planning and Service Development
4.4% - Education Improvement
Development and Commissioning
1.1% - Engagement and Skills (exc. MATs)
4.1% - Multi Agency Teams

Chief Executives

0.9% - Office of Chief Executive and Emergency
Planning
1.0% - Policy, Research, Regeneration
and Community Safety
0.7% - Communication and Access to Services

Cultural and Community Services

5.5% - Libraries and Heritage
0.1% - Information, Policy and Partnership
1.1% - Trading Standards

Corporate Resources

2.4% - HR
1.6% - Finance
2.4% - Transformation
1.1% - Legal Services
3.9% - Property (exc. Business Units)
3.0% - Property - Business Units

Environmental Services

1.9% - Highways Area Management
1.8% - Consultancy and Contracting
1.3% - Integrated Transport (exc. SCPs)
1.3% - School Crossing Patrols
1.0% - Resources and Improvement
1.2% - Planning and Environment
(exc. Countryside)
1.2% - Countryside

What is your employee category?

50.6% - Fixed Desk Worker (based in one office)
27.2% - Flexible Worker (work from other bases or from home occasionally)
21.0% - Mobile Worker (work away from base majority of time - at other sites, from home, visiting service users)
0.0% - Field Worker (spend 90% of time out of the office)
1.2% - Homeworker (work from home most of the time)
0.0% - Don't Know

How often does your job involve dealing with the public?

72.6% - Most days
6.9% - At least once a week
1.9% - Monthly
13.9% - Occasionally
4.6% - Never

ABOUT YOU

Gender 23.0% - Male 77.0% - Female

Age 2.8% - Under 25 12.2% - 25 - 34 21.6% - 35 - 44
36.2% - 45 - 54 26.0% - 55 - 64 1.2% - 65+

Please describe yourself: (Please X ONE box only)

White - 97.3%

English/Welsh/Scottish/Northern
Irish/British

Irish

Gypsy or Irish Traveller

Any other White background (Please specify)

Mixed - 0.4%

White & Black Caribbean

White & Black African

White & Asian

Any other Mixed/multiple ethnic background
(Please specify)

Black or Black British - 0.5%

Caribbean

African

Any other Black/African/Caribbean background
(Please specify)

Asian or Asian British - 0.8%

Indian

Pakistani

Chinese

Bangladeshi

Any other Asian background (Please specify)

Other ethnic group - 0.1%

Arab

Any other ethnic group (Please specify)

Sexual orientation

89.5% - Heterosexual

1.4% - Lesbian or Gay Woman

7.1% - Prefer Not To Say

0.5% - Bisexual

0.4% - Gay Man

1.0% - Other

Do you consider yourself disabled?

5.2% - Yes

94.8% - No

What is your religion?

33.8% - No Religion

0.8% - Buddhist

0.2% - Jewish

63.2% - Christian

0.1% - Hindu

1.4% - Any other religion (please specify)

0.2% - Sikh

0.3% - Muslim

Employee Survey 2011
Analysis of Survey Results

Introduction

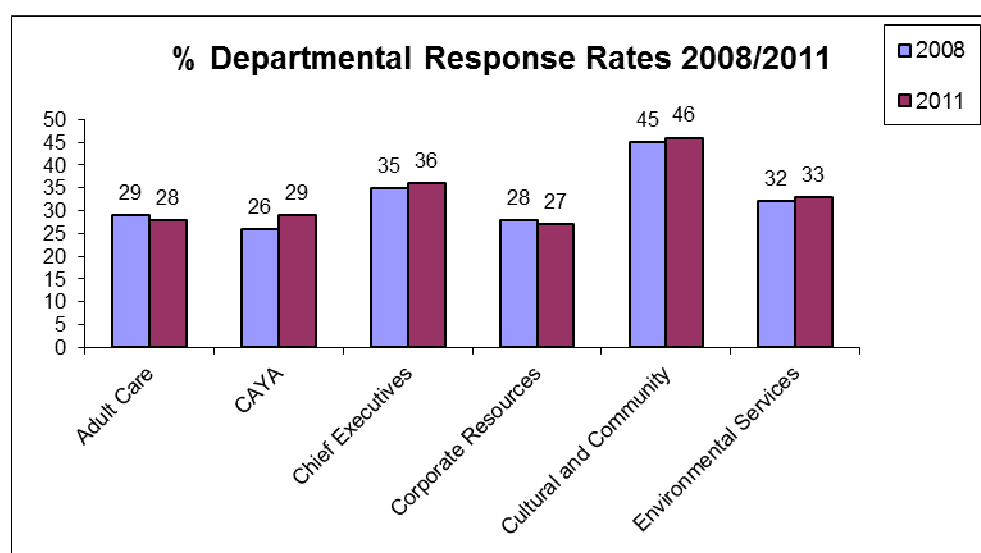
The 2011 employee survey included 13631 Derbyshire County Council employees outside of schools. The survey was conducted on line via Email, with a paper copy for those without an Email address. Where possible, this analysis uses comparisons with the 2008 employee survey and with the CIPD 2011 Autumn Outlook survey.

The survey was conducted over a 4 week period up to 3 October 2011.

Response Rates

In total 4551 staff returned a questionnaire. Based on a total headcount of 13631 staff, this gives a response rate of 33%, a 1% increase on the previous employee survey in 2008.

The table below gives the percentage response rate by Department and comparisons to 2008. Additionally, 442 employees (10% of those surveyed) chose not to identify their Department.



Survey Objectives

The survey objectives were to:

- Give employees opportunity to express their views on working for Derbyshire.
- Identify strengths and areas for improvement where employees are expressing concerns.
- Assess employee engagement.

The Questionnaire

The questionnaire was arranged into eleven sections:

- My Job
- Working for Derbyshire
- Recognition, Feedback and Performance
- Teamwork
- Communication
- Learning & Career Development
- Pay & Benefits
- Leadership
- Change
- Inclusion & Fair Treatment
- Wellbeing

In addition employees had the opportunity to add individual comments about working for the council and about communication.

Further specific questions were included regarding discrimination and bullying and harassment.

Percentage Favourable Scores

Results are reported as “positive” “neutral” negative” or “don’t know”. All questions were positively phrased – this allows for ease of completion and understanding when completing the questionnaire and a simpler scoring system.

A positive response relates to a “Strongly agree” or “agree” answer.

Neutral relates to a “neither agree nor disagree” answer.

A negative response relates to a “Disagree” or “Strongly Disagree” answer.

Don’t know indicates the respondent ticked “don’t know” as their response.

Highest & Lowest Scoring Questions

The questions with the highest percentage positive score were:

| Question | Category | Positive Score |
|---|------------|----------------|
| I understand my responsibilities for health & safety & well being | Wellbeing | 92% |
| I understand how my work contributes to my services aims | My Job | 86% |
| The people in my team can be relied on to help when needed | Teamwork | 84% |
| I am happy to approach my manager when I have an issue to discuss | Teamwork | 82% |
| I know who the senior managers in my department are | Leadership | 81% |

The questions with the lowest percentage positive score were:

| Question | Category | Positive Score |
|---|------------|----------------|
| When changes are made in the council they are usually for the better | Change | 14% |
| I have the opportunity to contribute my views before decisions are made which affect me | Change | 16% |
| I feel change is managed well in the council | Change | 18% |
| I feel my job is secure | My Job | 23% |
| I have confidence in the decisions made by the council's senior managers | Leadership | 24% |

These highest and lowest scores give a strong indication of overall employee views expressed in the survey.

Results in Detail

This part of the report discusses the findings from the 2011 survey in detail. Each section is discussed in turn, as featured in the survey questionnaire. Where applicable, comparisons are made with the CIPD 2011 Autumn Outlook survey and Derbyshire County Council 2008 survey results. Because the survey has been carried out in-house, we do not have up-to-date public sector benchmarking data. However relevant public sector data from 2008 has been applied in the summary document attached as Appendix 3 to the Cabinet report.

Against each heading used in the Employee Survey, specific comments have been added which reflect employee opinion. In total, 1096 comments were received and these have been summarised in an attached document as Appendix 4 to the Cabinet report.

Engagement

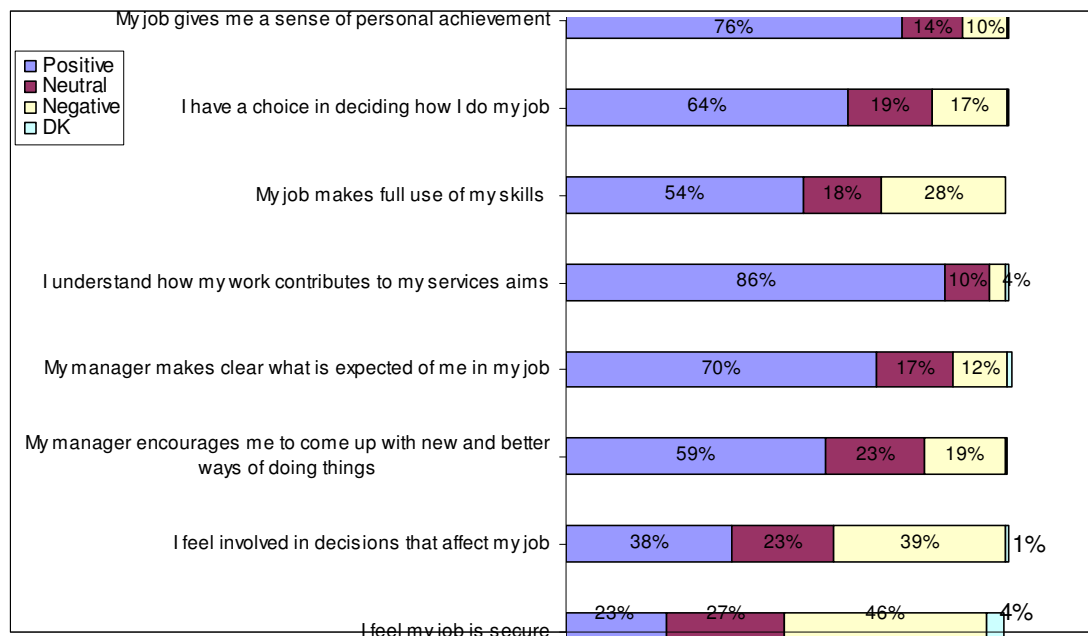
Questions specifically relating to employee engagement have been taken from the separate question categories as follows:

| No. | Engagement Question | Category | 2008 | 2011 |
|-----|---|-----------------|------|------|
| 1 | My job gives me a sense of personal achievement | My Job | 69% | 76% |
| 2 | I feel involved in decisions which affect my job | My Job | - | 38% |
| 3 | I feel proud to work for Derbyshire | Working for DCC | 51% | 64% |
| 4 | I would recommend the Council as a good place to work | Working for DCC | 49% | 60% |
| 5 | I believe my work makes a difference to | Working for | 50% | 78% |

| | | | | |
|----|--|---------------------------------------|------------|------------------|
| | the lives of Derbyshire people | DCC | | |
| 6 | I feel valued and recognised for the work I do | Recognition, Feedback and Performance | 41% | 50% |
| 7 | I feel motivated to do the best job I can | Recognition, Feedback and Performance | 67% | 63% |
| 8 | I feel fully informed about what is happening in my service area | Communication | - | 39% |
| 9 | I feel fully informed about what is happening in the Council | Communication | 55% | 30% |
| 10 | I have the information I need to do my job well | Communication | - | 60% |
| 11 | I am committed to helping DCC succeed | | 72% | - |
| | | | | |
| | Engagement index score | | 57% | 56% (60%) |

The employee engagement score has remained stable. Where the additional questions, which were not asked in the same form in 2008, are removed from the analysis, it does rise to 60% positive. Notably questions 1, 3, 4, 5 and 6 show significant increases in positive response, indicating that employees feel closely connected to their work and its purpose.

My Job



The results present a positive view from employees relating to their job role. A strong majority of employees feel that their job gives them a sense of personal achievement, makes use of their skills and that they have a choice in how they complete their duties. In addition, employees consider that line

managers are providing clear expectations of employees' job roles and there is a very clear indication that employees understand how their work contributes to service aims.

In the 2011 survey, 70% of employees felt that their manager makes clear what is expected of them, compared to 73% in 2008. Although this shows a slight downward trend, there has been little fluctuation over time, which shows that management are, in the main, embedding their Performance reviews either formally or informally into day to day management of their teams. A clear indication of this is reflected within the comments made from survey respondents;

'Managers are very supportive and appreciative of innovative ways of working and open to suggestions. They manage to juggle employee well being and morale alongside issues relating to funding and targets.'

'I am well informed of the developments and future strategic development of the role.'

'I do feel that what I do is valid and important and that I am well supported to make decisions relating to my work.'

The two areas where employees are less positive are feeling involved in decisions that affect their job and job security. Considering the national agenda around pay awards and budgets, it is perhaps to be expected that some employees express concern on these issues;

Job security is clearly a major concern for employees with only 23% feeling their job is secure and a further 27% of employees giving a neutral response of neither agreeing nor disagreeing.

This insecurity came out of the survey with a number of comments reflecting this;

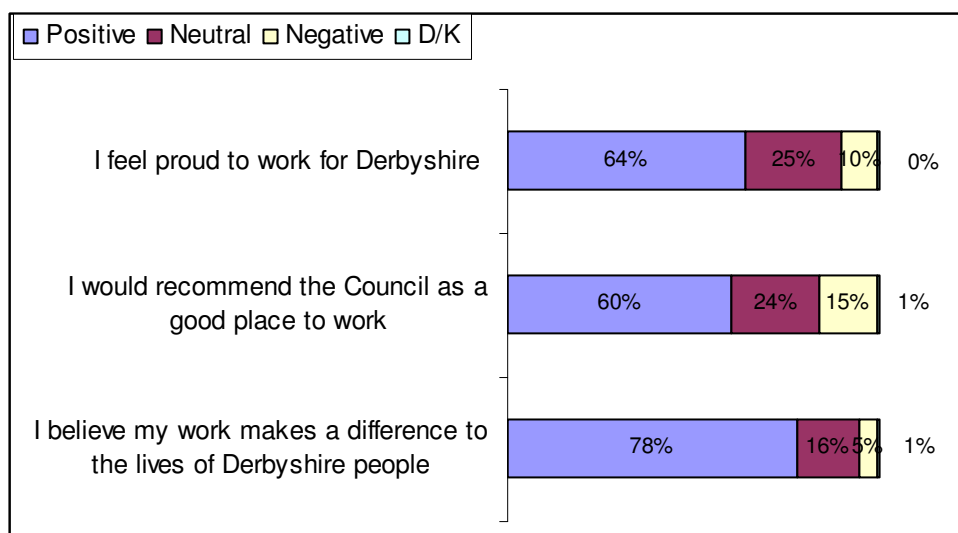
'I feel isolated vulnerable and fearful for my job security and justifiably so.'

'[There is] A lot of uncertainty re job security and nothing is being communicated.'

'I worry about job security in the wake of government funding cuts, but feel that I can rely on the council, as my employer, to do the best that it can for me.'

'Decisions are being made about the way which I do my job at senior management level where there appears to be a lack of understanding and consideration for what I, and others within my job role, do on a day to day basis.'

Working for Derbyshire



These questions have a strong positive response - 64% of employees are proud to work for the Council, and 60% would recommend the Council as a good place to work. Pride in an organisation is often a strong indicator of employees' engagement levels, which usually translates into committed and effective staff which is important in times of change and economic uncertainty. When comparing to the 2008 survey, where 56% of employees felt proud to work for Derbyshire County Council, an increase to 64% is reassuring considering the changes that the Council has implemented or is implementing and it is encouraging that the percentage of employees being positive about the Council as an employer has risen from 49% in 2008 to 60% in 2011. In the CIPD 2011 Autumn Outlook survey it was found that only 43% of public sector employees said that they would recommend their employer so the Council is well above this public sector comparison.

In addition 78% of employees believe that their job makes a difference to the people of Derbyshire. Therefore employees are very clear about how their work contributes to their team as well as the Council as a whole. This was a theme that was very much drawn out in the comments from the Survey, which are indicated below;

'I get a great sense of achievement out of doing my job.'

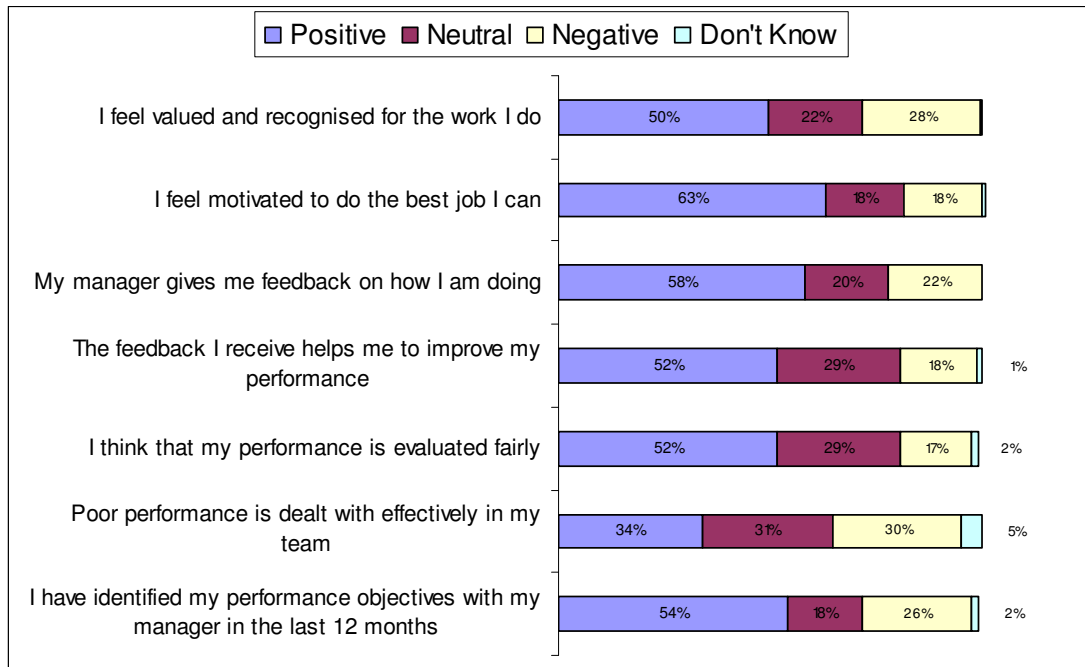
'I am proud to work for the council and I feel the service we provide is the best around.'

'Credit is not given [to DCC] where due by the public, press or politicians.'

'I have worked for DCC for 25 years and have felt proud of the work that I have done and the fantastic difference the council has made to the quality of people's lives.'

'The council is a good employer and as with a lot of organisations is continually evolving and growing.'

Recognition, Feedback and Performance



There are a variety of employee views towards recognition, feedback and performance. As with most organisations, these issues relate strongly to employee relationships with their direct line manager, and the knowledge of what is expected of them. PDR and management objectives are clearly being communicated to staff at individual team level, which is borne out by comments received.

In 2008 41% of employees said that they felt valued and recognised for the work that they did. In 2011, this figure has risen to 50%. This shows a trend towards line management showing greater appreciation for the work done by employees. In terms of employee motivation, in 2008, 67% of employees said that they felt motivated to do the best job that they could, and this has reduced slightly in 2011 to 63%. When comparing 2008 figures to 2011 on feedback from management to staff, the percentage has again gone from 55% to 58%, again reinforcing the fact that management are engaging their staff in their job, duties, and teams. This is very much in line with the national trend in Public Sector workers, where the CIPD 2011 Autumn Employee Outlook Survey states on average 58% of employees felt management give feedback to employees.

'My supervisor is excellent, and she takes my concerns and issues seriously and responds to questions relate directly to the management team.'

'Managers are very supportive and appreciative of innovative ways of working and open to suggestions. They manage to juggle employee well being and morale alongside issues relating to funding and targets.'

'My Manager supports me and makes me feel that the work I do is valued.'

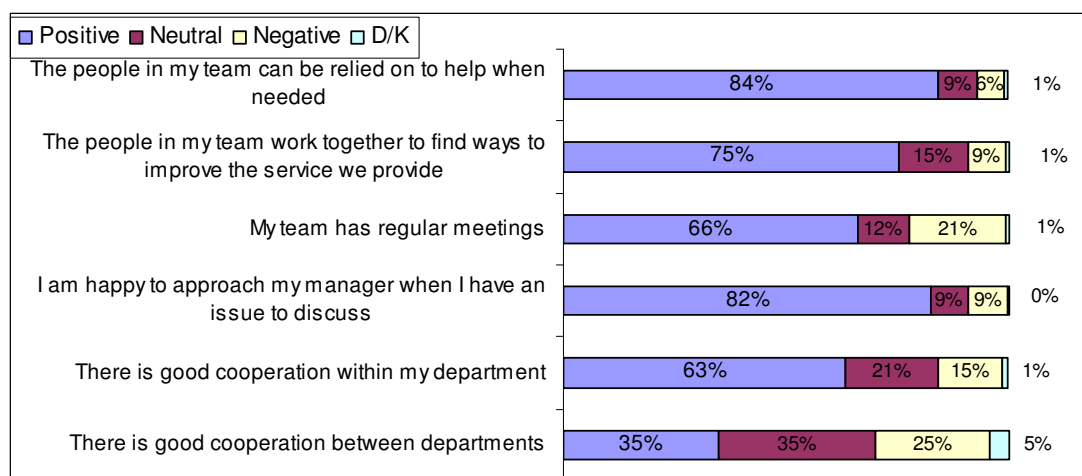
Looking specifically at performance, only 51% of employees feel that their own performance was fairly evaluated.

Employees feel strongly that managers should tackle individual's poor performance more resolutely (34% positive response). This has previously been made clear by employees attending employee panel sessions. The feeling from comments was as follows;

'It's so hard to get rid of someone who is being carried; the council protects people too much.'

'Tackling poor performance should be given more priority within Derbyshire County Council.'

Teamwork



Employees overall feel that teamwork is strong. Employees feel that the support and loyalty that they gain from people that they work with on a day to day basis is extremely positive and as an employer the Council should celebrate the strong teamwork ethics that are obviously prevalent. This was noted as a strength in Best Places to Work surveys in 2010 and 2011 and by employees in employee panels in 2010 and 2011.

In 2008, regular team meetings were held with 64% of employees and in 2011 this figure has risen slightly to 66%. In addition, within departments, inter-team working still remains at a fairly stable level with 2008 employees stating 65% of teams cooperated within the department well and in 2011 this figure just slightly dropping to 63%.

Overall, comments made from employees relating to teamwork stated:

'I have worked for Derbyshire county council for 3 years.....I absolutely love my job and the team of managers and employees they are fantastic.'

'This [council] is without doubt the best led and managed team I have worked for. There appears to be clear vision and structure in senior management positions and respect for employees and their opinions.'

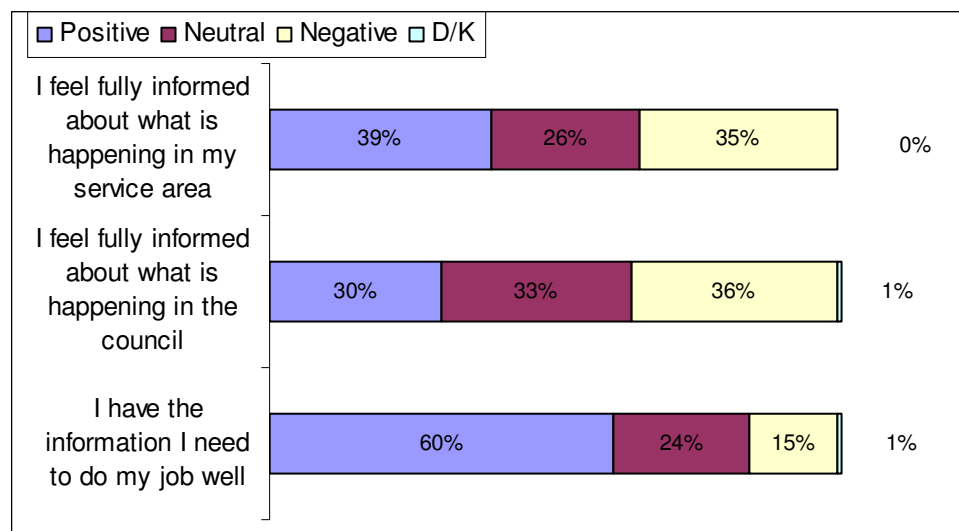
The one area that employees feel that teamwork needs to improve is inter-departmental working. These concerns are confirmed by comparing 2008 figures to 2011. In 2008, 41% of employees felt that inter-departmental co-operation was good compared to 35% in 2011. The figures reflect the comments raised by employees;

'Communication and understanding between departments is very poor and often the attitude when communicating with other departments borders on being rude.'

'Communication between departments is not good and it impacts on people negatively.'

'There is tension and a lack of team working between departments which impact on consistency.'

Communication



In an organisation this size, communication can be challenging and difficult. However, as communication is the key to the success of any organisation, it is a major concern that employees feel that this is an area where substantial improvement is required. In 2008 55% of employees felt positive about communication within the Council and in 2011 this figure has significantly dropped to 30%.

Employees do not feel positive about communication in their service areas and also their positive response on having the information to do their job well has fallen from 66% to 60%.

From comments provided, it appears that employees do not feel positive about communication through the major change programmes the Council has implemented and is implementing. In the CIPD 2011 Autumn Employee Outlook survey, overall public sector employees felt that they were fully or fairly well informed was just 46% of the time, which shows that the above percentages for the Council are below the national average.

Although there are effective methods of downward communication in some areas of the Council, comments and feedback indicate that it is not entirely effective and in addition, employees state that upward communication also needs further development.. There were several comments received which suggested that more needs to be done to actively involve and consult staff before big decisions are made.

'Communication is poor and irregular.'

'Communication is one way.'

'Poor communication continues to be a problem within the authority, particularly at the present time, when there is so much uncertainty due to budget restrictions and further changes. Communication needs to be in 'Plain English'.

'Many decisions appear to be shrouded in secrecy behind closed doors'

Furthermore, comparing the 2008 survey to the 2011 survey, employees stating that they have the information needed to do their job well has slightly decreased from 66% to 60%. However, overall, employees did feel that their direct line managers do make clear what is expected of them in their job

'Most of my communication is with my line-manager, who is excellent'

Communication Methods

The most frequent five ways information is currently communicated to employees within DCC according to the 2011 and the 2008 surveys is;

| Method Current 2011 | % | Method 2008 | % |
|-----------------------------------|----------|-----------------------------------|----------|
| Employee Newsletter/Workforce | 76% | Employee Newsletter/Workforce | 69% |
| Payslip Messages | 71% | Payslip Messages | 64% |
| Team Meetings/Briefings | 62% | Team Meetings/Briefings | 64% |
| Emails | 57% | Letters or Leaflets with Payslips | 60% |
| Letters or Leaflets with Payslips | 55% | Emails | 47% |

Employees stated in the survey that their top 5 preferred ways to receive information are;

| Method Preferred 2011 | % | Method Preferred 2008 | % |
|-------------------------------|-----|-----------------------------------|-----|
| Team Meetings/Briefings | 48% | Team Meetings/Briefings | 50% |
| Emails | 35% | One-to-Ones with Manager | 29% |
| One-to-Ones with Manager | 33% | Emails | 26% |
| Employee Newsletter/Workforce | 27% | Employee Newsletter/Workforce | 25% |
| Payslip Messages | 26% | Letters or Leaflets with Payslips | 25% |

45% of employees feel that they gain information from gossip/rumour or the grapevine, whereas only 3.2% would prefer this method. Again, this may link into perceived downward communication problems.

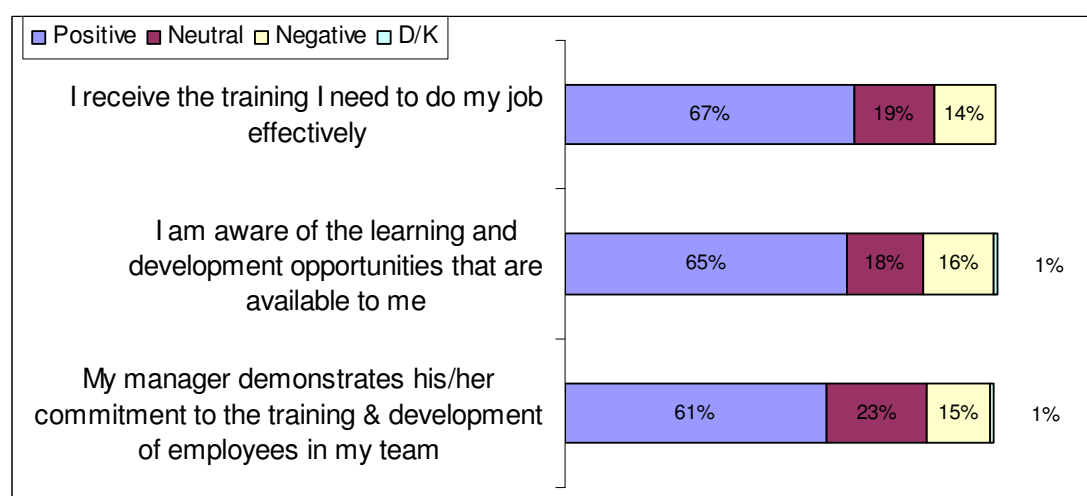
'The rumour mill works overtime due to communication from the top to the bottom not being effective and trustworthy. I would rather know the facts than hearsay.'

'We gain information via gossip, rumour and speculation which almost on every item becomes a reality.'

Although not the highest percentage shown, employees recognise the effectiveness of information provided with their payslip;

I feel very out of the loop and the only way I know what's happening is from Nick Hodgson's note on my payslip

Learning and Career Development



Overall the picture relating to Learning and Career development is positive. There is a sense of general satisfaction with training and development in the Council and employees feel strongly that the Council should maintain its investment in learning and development. In the 2008 survey, 65% of employees stated that they felt that their manager demonstrates a commitment to training and development of employees in their team, compared to 61% in 2011. The percentage of employees saying they received the training they need to do their job effectively is the same in the 2008 and 2011 surveys - 67% of employees stated that they felt positive about this issue. This was a higher positive response than in Best Places to Work surveys in 2010 and 2011.

'We always have the support and training needed.'

'I feel that the training opportunities are very good within DCC.'

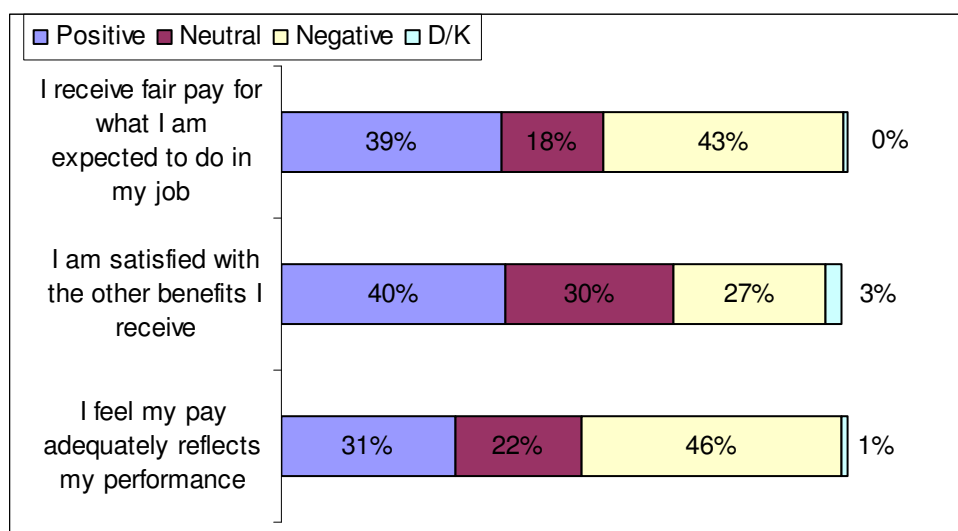
'The council should invest in employees' professional development.'

The one area of concern for employees is that during this time of savings and cuts, training and development is not the priority that it has been in the past and a number of comments from employees reflect this concern;

'There are no funds available for training.'

'Although there is much written about advancing employees skills, in reality this is not always easy to access.'

Pay and Benefits



With the 2011 CIPD Autumn Outlook Survey stating that 45% of public sector workers feeling that their standard of living had decreased and additionally 78% of employees stating that they have received a pay freeze, it is no surprise that Council employees feel similarly regarding pay and benefits.

Only 39% of employees feel that they get fair pay for their job and only 31% feel that their pay adequately reflects their performance.

The implementation of Single Status and the national pay and pensions position have perhaps combined to produce the negative feeling towards pay and benefits. This view was also reflected in the Best Places to Work surveys in 2010 and 2011 and in employee panels in those years.

'I do not feel that my pay reflects what I am expected to do in my work role, especially since single status was implemented I am now working more hours for less money.'

'Single status has seen many staff devalued and underpaid.'

'I am finding it increasingly difficult to remain positive while my pay has been reduced.'

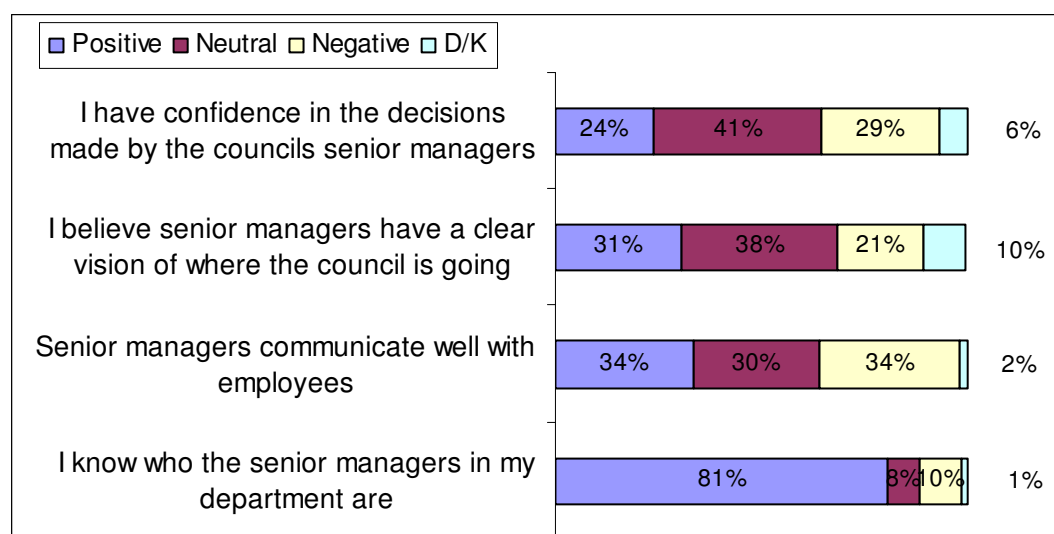
'As an employee, I feel my role and the responsibilities I undertake were not adequately reflected in the single status review.'

'I feel very differently now about working for the council than I did a year ago, and I am disheartened.'

However, it was noted that although pay and conditions had changed, which were part of a national agenda, the Council was trying its best to keep employees' jobs.

In the current climate I would rather face cuts to pay and conditions rather than face redundancy.'

Leadership



In the 2011 survey, leadership presents a mixture of views from employees. Only 34% of employees felt that Senior Managers were communicating clearly and that the senior managers did not understand the front line services that decisions were impacting on and therefore only 24% of employees felt that they have confidence in decisions made by senior managers. This is in line with findings from the Best Places to Work surveys and employee panels in 2010 and 2011. A suggested area for improvement mentioned by a few employees was to request that senior managers go back to the 'shop floor' to see how decisions made at senior levels impact on the day to day running of front line services.

It should be noted that the neutral response (neither agree nor disagree) was higher than the positive or negative response, suggesting that some employees were undecided or didn't know in response to this question.

Senior managers do not understand how changes they make impact on the front line service.

'I would like senior management to show real commitment towards ground level staff.'

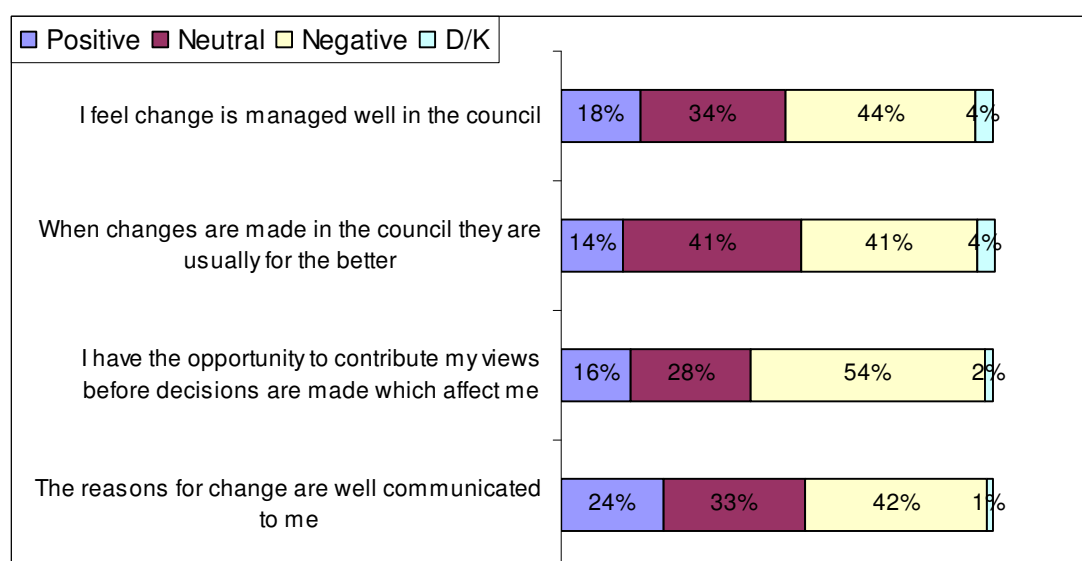
I would like senior management / directors of service to be very honest and transparent in the next 12 months if cuts are coming. Treat workers with a human touch and this will no doubt bring some much needed respect back...'

'Management should work a day on the shop floor, and then they would see what their changes are doing to the service.'

However, a number of employees still felt that they understood senior management's strains and felt that they were positively engaged with the workforce;

'There appears to be clear vision and structure in senior management positions and respect for employees and their opinions.'

Change



The responses reflect the significant period of change that the Council has gone through and subsequently how these changes have impacted on employees. These are the least positive employee responses from the survey. Only 18% of employees felt positive about change being managed well and only 14% felt that changes were made for the better. Again a major theme that is prevalent is communication, as only 24% of employees felt that the reasons for change had been communicated to them.

'Too much change in too little time with too little communication.'

'Changes are being made in relations to business services and no one tells us what has been agreed and why.'

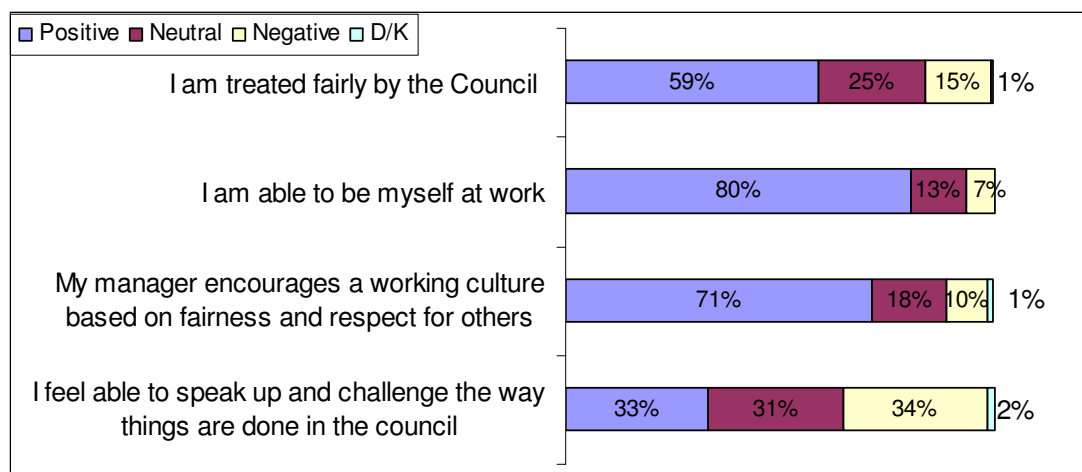
'I enjoy my job and believe that change in Derbyshire is taken at a steady pace which I believe keep people feeling stable and on board.'

'It feels like changes are often made without consulting the people whom they will effect to see what the implications would be, or if we might have other ideas.'

However, a small number of employees have noted that Derbyshire County Council have tried to communicate and manage change well;

'I believe Derbyshire county council have managed through some very difficult situations well and that they do their best to look after employees.'

Inclusion and Fair Treatment



Looking at the above picture, the employees completing the 2011 survey are very positive about inclusion and fair treatment as a whole, with 80% of employees stating that they could be themselves at work and 71% stating that their manager encourages a culture of fairness and respect for others.

An area of concern is the question of feeling able to speak up and challenge the way things are done within the Council where only 33% of employees answered positively. However, this could be connected to the issue of communication being one way within the Council.

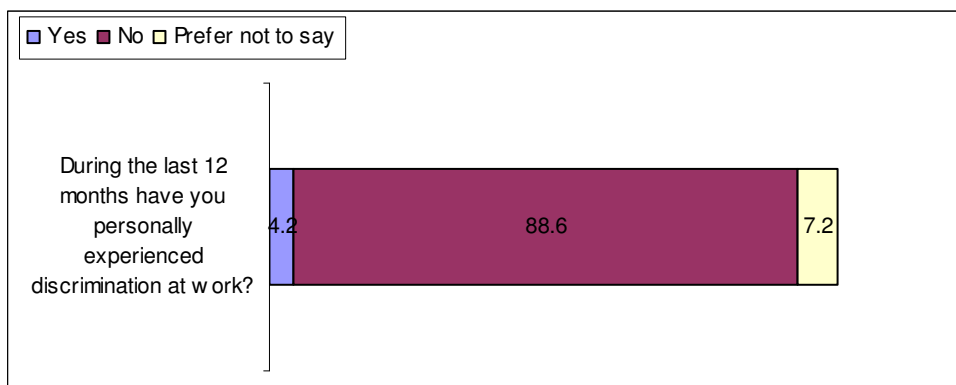
Comparing 2008 survey respondents to 2011 on the issue of whether managers encourage a working culture based on fairness and respect for others, show an upward trend with 68% of employees being positive in 2008 and 71% in 2011. In the 2011 Autumn CIPD Outlook Survey on average, 68% of Public Sector employees stated that they were treated fairly by their employer, whereas in the Council the percentage is 59%, so a little below this national average.

Overall, employees feel that they are treated with fairness and respect. The majority of employees stated that they felt that they were being treated fairly.

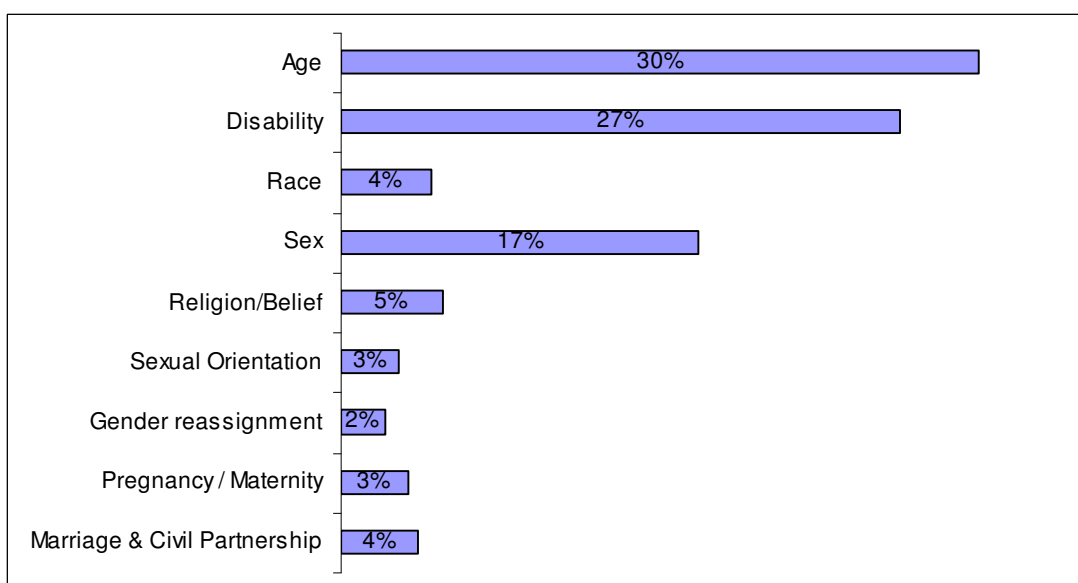
'I have worked for the council for more than 30 yrs; I have always been well treated and respected.'

However, a couple of specific cases were highlighted where people felt that they had not received the most positive support possible.

On the question of whether employees had personally experienced discrimination the response was:



Of those employees that felt they had been discriminated against, the grounds are detailed below.



Although there appears to be a small percentage of employees saying they had experienced discrimination, this does amount to over 190 employees. Where possible, this will be analysed further against demographic data.

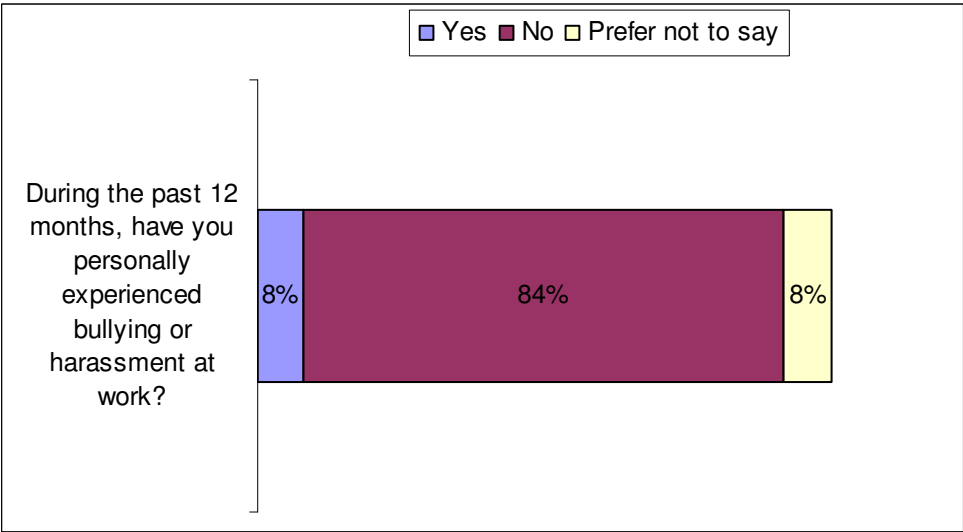
Comments received from the survey bear out some of the themes stated above

'I feel embarrassed that I have to remind my manager that I am disabled and unable to perform certain tasks.'

'I felt discriminated against by council officers who simply informed me that my services were no longer required due to my age.'

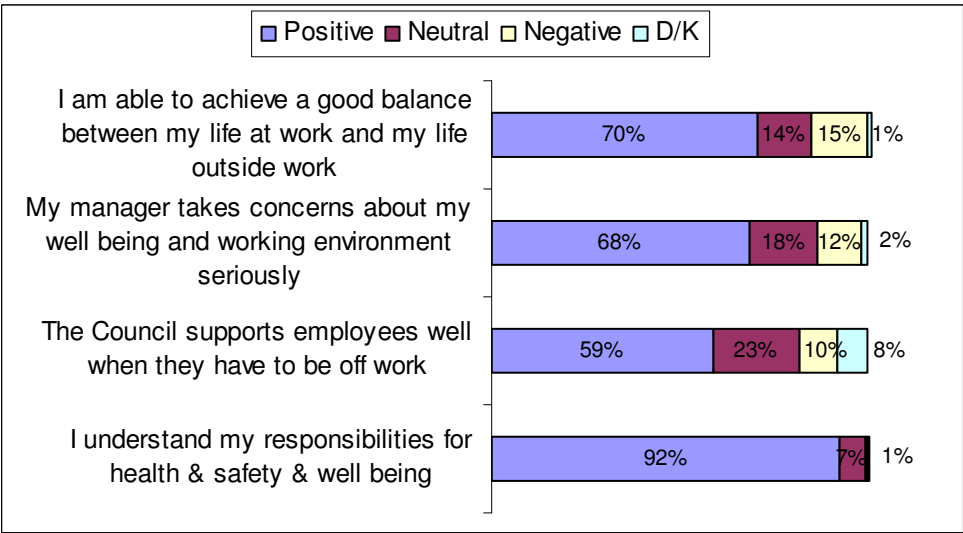
Another question asked was 'During the past 12 months, have you personally experienced bullying or harassment at work?' Responses are reflected in the chart below with 8% of people stating that they have received bullying or harassment at work in the last 12 months, amounting to 360 people. Again this needs to be analysed further against demographic data where possible.

Looking at the CIPD 2011 Autumn Outlook Survey, nationally in the Public Sector, 25% of respondents felt that they had noticed bullying in the workplace.



One comment was:
'We need more positive action on equal opportunities and discrimination please.'

Wellbeing



The above chart represents a very positive picture of employees' views towards the Council as an employer. Employees feel that should their health deteriorate, support mechanisms are in place to help them. As the Council offers Occupational Health support, Health and Safety guidance, Physiotherapy and Counselling, it is no surprise that these benefits are very positively received by all who have accessed them. In total 92% of employees

responding to the survey said that they understood their responsibilities for Health & Safety and Wellbeing;

'There is a lot of support for employees i.e. occupational health and the counsellors.'

'I agree strongly the offer of support occupational health services I think is something to be proud of.'

I put a lot of value on occupational health services.'

'I had a life threatening operation and got support from my manager and my return to work was incredible. I feel lucky to work for such a caring employer.'

'I have been quite ill the council have been fantastic with regard to hospital appointments and they've organised physiotherapy for me. Thank you.'

In addition, Work life balance is very positively received and is perceived as a good and flexible benefit. In the CIPD Autumn 2011 Outlook survey, on average, public sector workers stated that their employers helped with work life balance 32% of the time, which shows that Derbyshire County Council's flexible working policies as well as their wellbeing programmes have made a very positive difference to our employees as in Derbyshire County Council 70% of employees felt positive about work life balance provided.

'I am very grateful to have flexible working.'

'I came to DCC so I could have flexible working.'

Additional Views Expressed by Employees in the Comment Section

Savings

Regarding savings, a good number of staff mentioned that they would be able to offer ideas and suggestions...

'If you asked front line staff where money could be saved, we would know. Senior Managers don't know what can be done and what is being wasted and thrown away. If you ask us, we could help.'

Employee Panel

Employees were asked if they would want to be a member of the Employee Panel in the future and over 500 employees expressed an interest in this. This is encouraging and shows that a significant number of people wish to take part in the Council's decision making process and to have their voice heard.

| EMPLOYEE SURVEY 2011 - SUMMARY OF RESULTS AND BENCHMARKING | | Employee Response | | | | | | Benchmarking | | | | | |
|--|--|-------------------|------------|------------|------------|------------|---------------|--------------|---|---|---------------------------|------------------------------|------------------------|
| | | Positive | Neutral | Negative | Don't Know | Manager Q. | Engagement Q. | | Benchmark Q. 2008 Employee Survey Positive Score | CIPD Public Sector Autumn Outlook Survey 2011 | MORI Local Govt Norm 2008 | MORI Public Sector Norm 2008 | MORI Top Ten Norm 2008 |
| MY JOB | | | | | | | | | | | | | |
| 1 a | My job gives me a sense of personal achievement | 76% | 14% | 10% | 0% | | √ | | | | | | |
| b | I have a choice in deciding how I do my job | 64% | 19% | 17% | 0% | | | | | | | | |
| c | My job makes full use of my skills | 54% | 18% | 29% | 0% | | | | | | | | |
| d | I understand how my work contributes to my services aims | 86% | 10% | 4% | 0% | | | | | | | | |
| e | My manager makes clear what is expected of me in my job | 70% | 17% | 12% | 0% | √ | | | √ | 73% | 65% | 64% | 74% |
| f | My manager encourages me to come up with new and better ways of doing things | 59% | 23% | 19% | 0% | √ | | | | | | | |
| g | I feel involved in decisions that affect my job | 38% | 23% | 39% | 1% | | √ | | | | | | |
| h | I feel my job is secure | 23% | 27% | 46% | 5% | | | | | | | | |
| | | | | | | | | | | | | | |
| | Average | 59% | 19% | 22% | 1% | | | | | | | | |

| | | Employee Response | | | | | | Benchmarking | | | | | |
|-------------------------------|--|-------------------|------------|------------|------------|------------|---------------|--------------|---|---|---------------------------|------------------------------|------------------------|
| | | Positive | Neutral | Negative | Don't Know | Manager Q. | Engagement Q. | | Benchmark Q. 2008 Employee Survey Positive Score | CIPD Public Sector Autumn Outlook Survey 2011 | MORI Local Govt Norm 2008 | MORI Public Sector Norm 2008 | MORI Top Ten Norm 2008 |
| WORKING FOR DERBYSHIRE | | | | | | | | | | | | | |
| 2 a | I feel proud to work for Derbyshire | 64% | 25% | 10% | 0% | | √ | | √ | 56% | 42% | 51% | 82% |
| b | I would recommend the Council as a good place to work | 60% | 24% | 15% | 1% | | √ | | √ | 49% | 43% | 33% | 38% |
| c | I believe my work makes a difference to the lives of Derbyshire people | 78% | 16% | 5% | 1% | | √ | | √ | 50% | 29% | 41% | |
| | | | | | | | | | | | | | |
| | Average | 67% | 22% | 10% | 1% | | | | | | | | |

| EMPLOYEE SURVEY 2011 - SUMMARY OF RESULTS AND BENCHMARKING | | | Employee Response | | | | | | | Benchmarking | | | | |
|--|---|---|-------------------|---------|----------|------------|------------|---------------|--|--------------|-------------------------------------|---|---------------------------|------------------------------|
| | | | Positive | Neutral | Negative | Don't Know | Manager Q. | Engagement Q. | | Benchmark Q. | 2008 Employee Survey Positive Score | CIPD Public Sector Autumn Outlook Survey 2011 | MORI Local Govt Norm 2008 | MORI Public Sector Norm 2008 |
| RECOGNITION, FEEDBACK AND PERFORMANCE | | | | | | | | | | | | | | |
| 3 | a | I feel valued and recognised for the work I do | 50% | 22% | 28% | 0% | | √ | | √ | 41% | | 37% | 38% |
| | b | I feel motivated to do the best job I can | 63% | 18% | 18% | 1% | | √ | | √ | 67% | | | |
| | c | My manager gives me feedback on how I am doing | 58% | 20% | 22% | 0% | √ | | | √ | 55% | 58% | | 56% |
| | d | The feedback I receive helps me to improve my performance | 52% | 29% | 18% | 1% | | | | | | | | |
| | e | I think that my performance is evaluated fairly | 52% | 29% | 17% | 2% | | | | | | | | |
| | f | Poor performance is dealt with effectively in my team | 34% | 31% | 30% | 5% | | | | | | | | |
| | g | I have identified my performance objectives with my manager in the last 12 months | 54% | 18% | 26% | 2% | √ | | | | | | | |
| | | | | | | | | | | | | | | |
| | | Average | 52% | 24% | 23% | 2% | | | | | | | | |

| | | | Employee Response | | | | | | | Benchmarking | | | | | |
|----------|---|--|-------------------|---------|----------|------------|---|--|--|--------------|---------------|--------------|-------------------------------------|---|---------------------------|
| | | | Positive | Neutral | Negative | Don't Know | | | | Manager Q. | Engagement Q. | Benchmark Q. | 2008 Employee Survey Positive Score | CIPD Public Sector Autumn Outlook Survey 2011 | MORI Local Govt Norm 2008 |
| TEAMWORK | | | | | | | | | | | | | | | |
| 4 | a | The people in my team can be relied on to help when needed | 84% | 9% | 6% | 1% | | | | | | | | | |
| | b | The people in my team work together to find ways to improve the service we provide | 75% | 15% | 9% | 1% | | | | | | | | | |
| | c | My team has regular meetings | 66% | 12% | 21% | 1% | | | | √ | 64% | | | | |
| | d | I am happy to approach my manager when I have an issue to discuss | 82% | 9% | 9% | 0% | √ | | | | | | | | |
| | e | There is good cooperation within my department | 63% | 21% | 15% | 1% | | | | √ | 65% | | 62% | 70% | |
| | f | There is good cooperation between departments | 35% | 35% | 25% | 5% | | | | √ | 41% | | 27% | 30% | |
| | | | | | | | | | | | | | | | |
| | | Average | 68% | 17% | 14% | 1% | | | | | | | | | |
| | | Best Places to Work Survey 2010 | 65% | | | | | | | | | | | | |
| | | Best Places to Work Survey 2011 | 65% | | | | | | | | | | | | |

| EMPLOYEE SURVEY 2011 - SUMMARY OF RESULTS AND BENCHMARKING | | | Employee Response | | | | | | | Benchmarking | | | | | |
|--|---|--|-------------------|---------|----------|------------|------------|---------------|--|--------------|-------------------------------------|---|---------------------------|------------------------------|------------------------|
| | | | Positive | Neutral | Negative | Don't Know | Manager Q. | Engagement Q. | | Benchmark Q. | 2008 Employee Survey Positive Score | CIPD Public Sector Autumn Outlook Survey 2011 | MORI Local Govt Norm 2008 | MORI Public Sector Norm 2008 | MORI Top Ten Norm 2008 |
| COMMUNICATION | | | | | | | | | | | | | | | |
| 5 | a | I feel fully informed about what is happening in my service area | 39% | 26% | 35% | 0% | | √ | | | | | | | |
| | b | I feel fully informed about what is happening in the council | 30% | 33% | 36% | 1% | | √ | | √ | 55% | 46% | 50% | 53% | 79% |
| | c | I have the information I need to do my job well | 60% | 24% | 15% | 1% | | √ | | √ | 66% | | 55% | 52% | |
| | | | | | | | | | | | | | | | |
| | | Average | 43% | 28% | 29% | 0% | | | | | | | | | |

| | | | Employee Response | | | | | | | Benchmarking | | | | | |
|---------------------------------|---|--|-------------------|---------|----------|------------|---|--|--|--------------|---------------|--|--------------|-------------------------------------|---|
| | | | Positive | Neutral | Negative | Don't Know | | | | Manager Q. | Engagement Q. | | Benchmark Q. | 2008 Employee Survey Positive Score | CIPD Public Sector Autumn Outlook Survey 2011 |
| LEARNING AND CAREER DEVELOPMENT | | | | | | | | | | | | | | | |
| 7 | a | I receive the training I need to do my job effectively | 67% | 19% | 14% | 0% | | | | √ | 67% | | 51% | 51% | |
| | b | I am aware of the learning and development opportunities that are available to me | 65% | 18% | 16% | 1% | | | | | | | | | |
| | c | My manager demonstrates his/her commitment to the training & development of employees in my team | 61% | 23% | 15% | 1% | √ | | | √ | 65% | | | | |
| | | | | | | | | | | | | | | | |
| | | Average | 64% | 20% | 15% | 1% | | | | | | | | | |
| | | Best Places to Work Survey 2010 | 58% | | | | | | | | | | | | |
| | | Best Places to Work Survey 2011 | 55% | | | | | | | | | | | | |

| EMPLOYEE SURVEY 2011 - SUMMARY OF RESULTS AND BENCHMARKING | | | Employee Response | | | | | | | Benchmarking | | | | |
|--|---|---|-------------------|---------|----------|------------|------------|---------------|--|--------------|-------------------------------------|---|---------------------------|------------------------------|
| | | | Positive | Neutral | Negative | Don't Know | Manager Q. | Engagement Q. | | Benchmark Q. | 2008 Employee Survey Positive Score | CIPD Public Sector Autumn Outlook Survey 2011 | MORI Local Govt Norm 2008 | MORI Public Sector Norm 2008 |
| PAY AND BENEFITS | | | | | | | | | | | | | | |
| 8 | a | I receive fair pay for what I am expected to do in my job | 39% | 18% | 43% | 0% | | | | | | | | |
| | b | I am satisfied with the other benefits I receive | 40% | 30% | 27% | 3% | | | | | | | | |
| | c | I feel my pay adequately reflects my performance | 31% | 22% | 46% | 1% | | | | | | | | |
| | | | | | | | | | | | | | | |
| | | Average | 37% | 23% | 38% | 1% | | | | | | | | |
| | | Best Places to Work Survey 2010 | 41% | | | | | | | | | | | |
| | | Best Places to Work Survey 2011 | 40% | | | | | | | | | | | |

| | | | Employee Response | | | | | | | Benchmarking | | | | | |
|------------|---|---|-------------------|---------|----------|------------|--|--|--|--------------|---------------|--------------|-------------------------------------|---|---------------------------|
| | | | Positive | Neutral | Negative | Don't Know | | | | Manager Q. | Engagement Q. | Benchmark Q. | 2008 Employee Survey Positive Score | CIPD Public Sector Autumn Outlook Survey 2011 | MORI Local Govt Norm 2008 |
| LEADERSHIP | | | | | | | | | | | | | | | |
| 9 | a | I know who the senior managers in my department are | 81% | 8% | 10% | 1% | | | | | | | | | |
| | b | Senior managers communicate well with employees | 34% | 30% | 34% | 2% | | | | | | | | | |
| | c | I believe senior managers have a clear vision of where the council is going | 31% | 38% | 21% | 10% | | | | | | | | | |
| | d | I have confidence in the decisions made by the councils senior managers | 24% | 41% | 29% | 6% | | | | | | | | | |
| | | | | | | | | | | | | | | | |
| | | Average | 42% | 29% | 24% | 5% | | | | | | | | | |
| | | Excluding Q9a | 29% | 36% | 28% | 6% | | | | | | | | | |
| | | Best Places to Work Survey 2010 | 34% | | | | | | | | | | | | |
| | | Best Places to Work Survey 2011 | 30% | | | | | | | | | | | | |

| EMPLOYEE SURVEY 2011 - SUMMARY OF RESULTS AND BENCHMARKING | | | Employee Response | | | | | | | Benchmarking | | | | |
|--|---|---|-------------------|---------|----------|------------|------------|---------------|--|--------------|-------------------------------------|---|---------------------------|------------------------------|
| | | | Positive | Neutral | Negative | Don't Know | Manager Q. | Engagement Q. | | Benchmark Q. | 2008 Employee Survey Positive Score | CIPD Public Sector Autumn Outlook Survey 2011 | MORI Local Govt Norm 2008 | MORI Public Sector Norm 2008 |
| CHANGE | | | | | | | | | | | | | | |
| 10 | a | I feel change is managed well in the council | 18% | 34% | 44% | 4% | | | | | | | | |
| | b | When changes are made in the council they are usually for the better | 14% | 41% | 41% | 4% | | | | | | | | |
| | c | I have the opportunity to contribute my views before decisions are made which affect me | 16% | 28% | 54% | 2% | | | | | | | | |
| | d | The reasons for change are well communicated to me | 24% | 33% | 42% | 1% | | | | | | | | |
| | | | | | | | | | | | | | | |
| | | Average | 18% | 34% | 45% | 3% | | | | | | | | |

| | | | Employee Response | | | | | | | Benchmarking | | | | | |
|------------------------------|---|--|-------------------|---------|----------|------------|---|--|---|--------------|---------------|--------------|-------------------------------------|---|---------------------------|
| | | | Positive | Neutral | Negative | Don't Know | | | | Manager Q. | Engagement Q. | Benchmark Q. | 2008 Employee Survey Positive Score | CIPD Public Sector Autumn Outlook Survey 2011 | MORI Local Govt Norm 2008 |
| INCLUSION AND FAIR TREATMENT | | | | | | | | | | | 68% | | | | |
| 11 | a | I am treated fairly by the Council | 59% | 25% | 15% | 1% | | | | | | | | | |
| | b | I am able to be myself at work | 80% | 13% | 7% | 0% | | | | | | | | | |
| | c | My manager encourages a working culture based on fairness and respect for others | 71% | 18% | 10% | 1% | √ | | √ | 68% | | | | | |
| | d | I feel able to speak up and challenge the way things are done in the council | 33% | 31% | 34% | 2% | | | | | | | | | |
| | | | | | | | | | | | | | | | |
| | | Average | 61% | 22% | 16% | 1% | | | | | | | | | |

- 12 During the past 12 months, have you personally experienced discrimination at work?

| Yes | No | Prefer Not to Say |
|-----|-----|-------------------|
| 4% | 89% | 7% |

- 13 On which of the following grounds have you personally experienced discrimination in the past 12 months?

| Age | Disability | Race | Sex | Religion or belief | Sexual Orientation | Gender Reassignment | Pregnancy and Maternity | Marriage and Civil Partnerships |
|-----|------------|------|-----|--------------------|--------------------|---------------------|-------------------------|---------------------------------|
| 30% | 27% | 4% | 17% | 5% | 3% | 2% | 3% | 4% |

- 14 During the past 12 months, have you personally experienced bullying or harassment at work?

| Yes | No | Prefer Not to Say |
|-----|-----|-------------------|
| 8% | 84% | 8% |

| EMPLOYEE SURVEY 2011 - SUMMARY OF RESULTS AND BENCHMARKING | | | Employee Response | | | | | | | Benchmarking | | | | |
|--|---|--|-------------------|---------|----------|------------|------------|---------------|--|--------------|-------------------------------------|---|---------------------------|------------------------------|
| | | | Positive | Neutral | Negative | Don't Know | Manager Q. | Engagement Q. | | Benchmark Q. | 2008 Employee Survey Positive Score | CIPD Public Sector Autumn Outlook Survey 2011 | MORI Local Govt Norm 2008 | MORI Public Sector Norm 2008 |
| WELLBEING | | | | | | | | | | | | | | |
| 15 | a | I am able to achieve a good balance between my life at work and my life outside work | 70% | 14% | 15% | 1% | | | | | | | | |
| | b | My manager takes concerns about my well being and working environment seriously | 68% | 18% | 12% | 2% | √ | | | | | | | |
| | c | The Council supports employees well when they have to be off work | 59% | 23% | 10% | 8% | | | | | | | | |
| | d | I understand my responsibilities for health & safety & well being | 92% | 7% | 1% | 0% | | | | | | | | |
| | | | | | | | | | | | | | | |
| | | Average | 72% | 15% | 9% | 3% | | | | | | | | |
| | | Excluding Q15d | 66% | 18% | 12% | 4% | | | | | | | | |
| | | Best Places to Work Survey 2010 | 50% | | | | | | | | | | | |
| | | Best Places to Work Survey 2011 | 49% | | | | | | | | | | | |

| | Positive | | | | | | | | | 2008 Employee Survey Positive Score |
|---------------------------------|----------|--|--|--|--|--|--|--|--|-------------------------------------|
| Benchmark Questions Average | 60% | | | | | | | | | 59% |
| | | | | | | | | | | |
| Engagement Questions Average | 56% | | | | | | | | | 57% |
| Best Places to Work Survey 2010 | 67% | | | | | | | | | |
| Best Places to Work Survey 2011 | 65% | | | | | | | | | |
| | | | | | | | | | | |
| Manager Questions Average | 65% | | | | | | | | | 67% |
| Best Places to Work Survey 2010 | 56% | | | | | | | | | |
| Best Places to Work Survey 2011 | 57% | | | | | | | | | |

| SUMMARY | | | | | | |
|---------------------------------------|--|----------------|----------|---------|----------|------------|
| | | | Positive | Neutral | Negative | Don't Know |
| My Job | | | 59% | 19% | 22% | 1% |
| Working for Derbyshire | | | 67% | 22% | 10% | 1% |
| Recognition, Feedback and Performance | | | 52% | 24% | 23% | 2% |
| Teamwork | | | 68% | 17% | 14% | 1% |
| Communication | | | 43% | 28% | 29% | 0% |
| Learning and Career Development | | | 64% | 20% | 15% | 1% |
| Pay and Benefits | | | 37% | 23% | 38% | 1% |
| Leadership | | | 42% | 29% | 24% | 5% |
| | | Excluding Q9a | 29% | 36% | 28% | 6% |
| Change | | | 18% | 34% | 45% | 3% |
| Inclusion and Fair Treatment | | | 61% | 22% | 16% | 1% |
| Wellbeing | | | 72% | 15% | 9% | 3% |
| | | Excluding Q15d | 66% | 18% | 12% | 4% |

| RANKED SUMMARY - POSITIVE RESPONSES | | |
|---------------------------------------|--|----------|
| | | Positive |
| Change | | 18% |
| Pay and Benefits | | 37% |
| Leadership | | 42% |
| Communication | | 43% |
| Recognition, Feedback and Performance | | 52% |
| My Job | | 59% |
| Inclusion and Fair Treatment | | 61% |
| Learning and Career Development | | 64% |
| Working for Derbyshire | | 67% |
| Teamwork | | 68% |
| Wellbeing | | 72% |

Employee Survey 2011

Analysis of Employee Comments

Employee Survey 2011 – Analysis of Comments Made

This analysis gives a summary of comments made by employees in the free space provided in the survey. Unless the employee has stated in their comments the service or department they work in this is generally not able to be determined.

Total comments received were 1096

Of these – comments that were of a negative nature comprised 948, meaning 86.5% of comments were negative in nature.

These have been split into 42 different areas / topics.

The top ten issues commented on by employees were as follows.

| | |
|--------------------------|-----|
| Single Status | 154 |
| Communication | 97 |
| Workload | 93 |
| IT Systems and Equipment | 53 |
| Senior Management | 65 |
| Training | 36 |
| Change | 26 |
| Flexible working | 26 |
| Attendance Management | 25 |
| Restructurings | 21 |

Other topics which were commented on by 10 or more employees include accommodation, discrimination, bullying, mileage, workforce, utilisation of skills and career progression, multi-agency teams, savings, job security, performance and payslips.

There were also 71 miscellaneous comments which could be allocated to specific topics, and also several topics on which very few employees commented and could therefore be more appropriately catalogued as miscellaneous.

Single Status

The main issues raised under this topic were:

- Disparity between role and pay – employees felt undervalued and underpaid, that their role was misunderstood either by the assessors or their own managers, or that certain specific skills had not counted towards the valuation of their jobs.

- Staff feeling demoralised – terms like “a kick in the teeth” negative, unsupported, disheartened, insulted, and “the single most demotivating tool in the history of the organisation” are some of the comments.
- Appeals process – several employees commented that this was too lengthy – in the meantime they are unsure whether they should apply for other jobs or wait for the outcome of the appeal – by which time their pay may have already reduced.

Communication

The main issues raised were:

- There was either no consultation at all or where there was consultation views were subsequently ignored.
- Changes are made that affect frontline services by decision makers who are unaware of those roles or the affect the decision has on service provision.
- Information is simply not cascaded down – even when decisions are made that directly affect employees or how they carry out their role – in two cases employees were unaware of changes to their role until reprimanded by their manager.
- Additionally, following recent restructurings, 7 employees complained their division was not included on the survey, when in fact they were incorporated into other divisions.

Workload

The main issues employees commented on included:

- Staffing cuts had resulted in everyone having more work to do – this was resulting in staff having to work extra hours and this had now become the expected “norm”.
- Normal working life was a feeling of always having too much work to do in the time available.
- Several employees commented that recent changes to their role meant they were spending an inordinate amount of time on paperwork – (85%) and that this was having a detrimental affect on service users.

IT Systems & Equipment

Issues raised related mainly to SAP – workplace/orderpoint as follows:

- SAP was described variously as unreliable, complicated, not user friendly, slow, time consuming, caused duplication, complex and

confusing. Specific issues mentioned as being unacceptable were the one week close down and incorrect pay.

- Disappointment expressed in the way the introduction of SAP was handled – training, communication.
- Difficulty in accessing IT remotely.

Training

Issues raised under training included:

- No budgets for training so no training courses available.
- TUPE'd staff - several commented they had received no induction and no training though new to the role.
- Training not supported unless it was relevant to current role – thereby preventing transfer across job families.

Attendance Management

There was an even split of comments regarding attendance management:

- Half the employees that commented appeared not to take time off – their comments included feeling the sick pay scheme was too generous, being annoyed at having to pull in extra work to cover for absent colleagues, and a general impression that employees on long term sick were on occasion playing the system – plus – they are able to take all their annual leave on their return.
- The other employees that commented appeared to be employees who had had to take time off – and felt they had been treated too harshly – comments such as intimidated, threatened, hounded and harassed were used. Several employees in this group commented that the attendance management scheme was not appropriate for absences rate to particular problems – car accident, bereavement, miscarriage were quoted.
- Some employees though specifically said that they had received some support whilst off sick.
- Further comments included there should be some sort of acknowledgement or incentive for those employees who took no time off sick.

Change

The issues raised relating to change were broadly those raised under communication:

- Little of no consultation or communication.

- No account taken of employees.

Restructurings

Issues raised under restructurings were mainly concerned with the following:

- No consultation – several employees specifically referred to specific restructurings and commented they felt it had been badly handled – little consultation, information and lack of support following changes implemented.
- A feeling that senior managers who implement the changes are out of touch with the frontline staff delivering the service.

Management

Issues relating specifically to management did not particularly fall into set areas – there was some comment relating to information being passed on, confusion where line manager posts were vacant, or based elsewhere, and one employee stated they had 3 managers so were unable to comment. Some employees appear to be based out in the field and therefore they are unable to meet with their line management regularly.

Flexible Working

This encompasses all aspects of flexible working as well as the flexible working hours scheme. Issues raised were:

- Flexi scheme being applied inconsistently with some areas insisting on core hours or not being allowed to work later than 5 pm.
- Employers wanted to be able to work at home on occasion but felt there was a perception it was an excuse not to do any work.
- Mainly though this was an area that was positively received and some people stated it was the reason that they either remained at DCC or chose to work here in the first place.

**Employee Survey 2011 - Ranking of Employee Responses by Positive Score
(Strongly Agree and Agree - Ascending Order)**

| Question | Positive Score | Question Category |
|--|-----------------------|---------------------------------------|
| When changes are made in the council they are usually for the better | 14% | Change |
| I have the opportunity to contribute my views before decisions are made which affect me | 16% | Change |
| I feel change is managed well in the council | 18% | Change |
| I feel my job is secure | 23% | My Job |
| I have confidence in the decisions made by the councils senior managers | 24% | Leadership |
| The reasons for change are well communicated to me | 24% | Change |
| I feel fully informed about what is happening in the council | 30% | Communication |
| I believe senior managers have a clear vision of where the council is going | 31% | Leadership |
| I feel my pay adequately reflects my performance | 31% | Pay and Benefits |
| I feel able to speak up and challenge the way things are done in the council | 33% | Inclusion and Fair Treatment |
| Senior managers communicate well with employees | 34% | Leadership |
| Poor performance is dealt with effectively in my team | 34% | Recognition, Feedback and Performance |
| There is good cooperation between departments | 35% | Teamwork |
| I feel involved in decisions that affect my job | 38% | My Job |
| I feel fully informed about what is happening in my service area | 39% | Communication |
| I receive fair pay for what I am expected to do in my job | 39% | Pay and Benefits |
| I am satisfied with the other benefits I receive | 40% | Pay and Benefits |
| I feel valued and recognised for the work I do | 50% | Recognition, Feedback and Performance |
| The feedback I receive helps me to improve my performance | 52% | Recognition, Feedback and Performance |
| I think that my performance is evaluated fairly | 52% | Recognition, Feedback and Performance |
| My job makes full use of my skills | 54% | My Job |
| I have identified my performance objectives with my manager in the last 12 months | 54% | Recognition, Feedback and Performance |
| My manager gives me feedback on how I am doing | 58% | Recognition, Feedback and Performance |
| I am treated fairly by the Council | 59% | Inclusion and Fair Treatment |
| The Council supports employees well when they have to be off work | 59% | Wellbeing |
| My manager encourages me to come up with new and better ways of doing things | 59% | My Job |
| I would recommend the Council as a good place to work | 60% | Working for Derbyshire |
| I have the information I need to do my job well | 60% | Communication |
| My manager demonstrates his/her commitment to the training & development of employees in my team | 61% | Learning and Career Development |
| There is good cooperation within my department | 63% | Teamwork |
| I feel motivated to do the best job I can | 63% | Recognition, Feedback and Performance |
| I have a choice in deciding how I do my job | 64% | My Job |
| I feel proud to work for Derbyshire | 64% | Working for Derbyshire |
| I am aware of the learning and development opportunities that are available to me | 65% | Learning and Career Development |
| My team has regular meetings | 66% | Teamwork |
| I receive the training I need to do my job effectively | 67% | Learning and Career Development |

**Employee Survey 2011 - Ranking of Employee Responses by Positive Score
(Strongly Agree and Agree - Ascending Order)**

| Question | Positive Score | Question Category |
|--|-----------------------|------------------------------|
| My manager takes concerns about my well being and working environment seriously | 68% | Wellbeing |
| I am able to achieve a good balance between my life at work and my life outside work | 70% | Wellbeing |
| My manager makes clear what is expected of me in my job | 70% | My Job |
| My manager encourages a working culture based on fairness and respect for others | 71% | Inclusion and Fair Treatment |
| The people in my team work together to find ways to improve the service we provide | 75% | Teamwork |
| My job gives me a sense of personal achievement | 76% | My Job |
| I believe my work makes a difference to the lives of Derbyshire people | 78% | Working for Derbyshire |
| I am able to be myself at work | 80% | Inclusion and Fair Treatment |
| I know who the senior managers in my department are | 81% | Leadership |
| I am happy to approach my manager when I have an issue to discuss | 82% | Teamwork |
| The people in my team can be relied on to help when needed | 84% | Teamwork |
| I understand how my work contributes to my services aims | 86% | My Job |
| I understand my responsibilities for health & safety & well being | 92% | Wellbeing |

**Employee Survey 2011 - Ranking of Employee Responses by Negative Score
(Strongly Disagree and Disagree - Ascending Order)**

| Question | Negative Score | Question Category |
|--|-----------------------|---------------------------------------|
| I understand my responsibilities for health & safety & well being | 1% | Wellbeing |
| I understand how my work contributes to my services aims | 4% | My Job |
| I believe my work makes a difference to the lives of Derbyshire people | 5% | Working for Derbyshire |
| I am able to be myself at work | 7% | Inclusion and Fair Treatment |
| The people in my team work together to find ways to improve the service we provide | 9% | Teamwork |
| I am happy to approach my manager when I have an issue to discuss | 9% | Teamwork |
| The people in my team can be relied on to help when needed | 9% | Teamwork |
| I feel proud to work for Derbyshire | 10% | Working for Derbyshire |
| My manager encourages a working culture based on fairness and respect for others | 10% | Inclusion and Fair Treatment |
| My job gives me a sense of personal achievement | 10% | My Job |
| I know who the senior managers in my department are | 10% | Leadership |
| The Council supports employees well when they have to be off work | 11% | Wellbeing |
| My manager takes concerns about my well being and working environment seriously | 12% | Wellbeing |
| My manager makes clear what is expected of me in my job | 12% | My Job |
| I receive the training I need to do my job effectively | 14% | Learning and Career Development |
| I would recommend the Council as a good place to work | 15% | Working for Derbyshire |
| I have the information I need to do my job well | 15% | Communication |
| My manager demonstrates his/her commitment to the training & development of employees in my team | 15% | Learning and Career Development |
| There is good cooperation within my department | 15% | Teamwork |
| I am able to achieve a good balance between my life at work and my life outside work | 15% | Wellbeing |
| I am treated fairly by the Council | 16% | Inclusion and Fair Treatment |
| I am aware of the learning and development opportunities that are available to me | 16% | Learning and Career Development |
| I think that my performance is evaluated fairly | 17% | Recognition, Feedback and Performance |
| I have a choice in deciding how I do my job | 17% | My Job |
| The feedback I receive helps me to improve my performance | 18% | Recognition, Feedback and Performance |
| I feel motivated to do the best job I can | 18% | Recognition, Feedback and Performance |
| My manager encourages me to come up with new and better ways of doing things | 19% | My Job |
| My team has regular meetings | 21% | Teamwork |
| I believe senior managers have a clear vision of where the council is going | 22% | Leadership |
| My manager gives me feedback on how I am doing | 22% | Recognition, Feedback and Performance |
| There is good cooperation between departments | 25% | Teamwork |
| I have identified my performance objectives with my manager in the last 12 months | 26% | Recognition, Feedback and Performance |
| I am satisfied with the other benefits I receive | 27% | Pay and Benefits |
| I have confidence in the decisions made by the councils senior managers | 29% | Leadership |
| I feel valued and recognised for the work I do | 29% | Recognition, Feedback and Performance |
| My job makes full use of my skills | 29% | My Job |

**Employee Survey 2011 - Ranking of Employee Responses by Negative Score
(Strongly Disagree and Disagree - Ascending Order)**

| Question | Negative Score | Question Category |
|---|-----------------------|---------------------------------------|
| Poor performance is dealt with effectively in my team | 30% | Recognition, Feedback and Performance |
| I feel able to speak up and challenge the way things are done in the council | 34% | Inclusion and Fair Treatment |
| I feel fully informed about what is happening in my service area | 35% | Communication |
| I feel fully informed about what is happening in the council | 36% | Communication |
| I feel involved in decisions that affect my job | 39% | My Job |
| I receive fair pay for what I am expected to do in my job | 40% | Pay and Benefits |
| When changes are made in the council they are usually for the better | 41% | Change |
| The reasons for change are well communicated to me | 42% | Change |
| Senior managers communicate well with employees | 43% | Leadership |
| I have the opportunity to contribute my views before decisions are made which affect me | 44% | Change |
| I feel change is managed well in the council | 44% | Change |
| I feel my job is secure | 46% | My Job |
| I feel my pay adequately reflects my performance | 46% | Pay and Benefits |