# STRATA JOINT SCRUTINY COMMITTEE

DATE OF MEETING: 30 November 2017

**PUBLICATION DATE:** 

REPORT OF: HR Lead for Strata

SUBJECT: Staff engagement survey – results and summary

#### 1. PURPOSE

1.1 The JSC is asked to consider, note and make recommendations in relation to the results of the staff engagement survey for 2017. An action plan will be drawn up by the Strata management team and HR and discussed with UNISON for their input.

#### 2. BACKGROUND AND METHODOLOGY

- 2.1 The Staff Engagement Survey was designed in-house by the HR Lead for Strata following research into workplace factors that are considered to be the best indicators of staff engagement.
- 2.2 This survey is sent out annually to facilitate year on year comparisons.
- 2.3 Staff were asked to indicate their agreement or disagreement with 24 statements as well as answer the following questions:
  - Would you recommend Strata as a place to work?
  - What two improvements do you think it is most important that Strata makes?
  - People who have regular contact with their line managers manager were asked to indicate their agreement or disagreement with 6 statements about them.
- 2.4 The survey was placed online and sent out in September as a link in an e-mail to all Strata staff. It is an anonymous survey with individuals asked to indicate in which location they work.
- 2.5 Results are analysed using excel and SSPS software.

#### 3 Results

- 3.1 **52** staff completed the questionnaire. This is an outstanding response of 73% of the workforce.
- 3.2 Where there is a positive improvement on previous years, the figures are highlighted in green. There has been improvement in every area compared to 2016.
- 3.3 The improvement in the management and culture of Strata has also been commented upon by UNISON.
- 3.4 88% of the 49 respondents to this particular question would recommend Strata as a place to work.

## 3.5 Full survey results:

| Sol | nking about your current employment at Strata Service utions, do you agree or disagree with the following ements: | Agree | Neither agree<br>nor disagree | Disagree | No. of respondents |
|-----|---|-------|-------------------------------|----------|--------------------|
|     |   | %     | %                             | %        |                    |
| Α   | I know what is expected of me at work   | 92    | 2                             | 6        | 51                 |
|     | 2016 result   | 78    | 6                             | 16       | 32                 |
|     | 2015 result   | 76    | 11                            | 13       | 38                 |
| В   | I have all the tools and equipment I need to do my job well   | 86    | 8                             | 6        | 51                 |
|     | 2016 result   | 65    | 10                            | 26       | 31                 |
|     | 2015 result   | 79    | 13                            | 8        | 38                 |
| С   | I understand how my work fits in with the overall work of the Company   | 88    | 6                             | 6        | 51                 |
|     | 2016 result   | 78    | 22                            | 0        | 32                 |
|     | 2015 result   | 82    | 8                             | 11       | 38                 |
| D   | I get the respect I deserve at work from my colleagues  | 86    | 10                            | 4        | 51                 |
|     | 2016 result   | 66    | 22                            | 13       | 32                 |
|     | 2015 result   | 87    | 8                             | 5        | 38                 |
| Е   | I have the opportunity to do my job to the best of my ability   | 64    | 14                            | 22       | 51                 |
|     | 2016 result   | 59    | 13                            | 28       | 32                 |
|     | 2015 result   | 76    | 13                            | 10       | 38                 |
| F   | I regularly receive supportive feedback and appreciation from my line manager                                     | 81    | 8                             | 12       | 51                 |
|     | 2016 result   | 71    | 16                            | 13       | 31                 |
|     | 2015 result   | 63    | 13                            | 24       | 38                 |
| G   | I can rely on my line manager to help me out with a work problem  | 88    | 4                             | 8        | 51                 |
|     | 2016 result   | 65    | 29                            | 7        | 31                 |
|     | 2015 result   | 78    | 16                            | 5        | 37                 |
| Н   | My ideas and suggestions about my work and the work of the company are listened to                                | 82    | 14                            | 4        | 49                 |
|     | 2016 result   | 55    | 36                            | 10       | 31                 |
|     | 2015 result   | 60    | 32                            | 8        | 37                 |

| 2016 result  |          | My job is important to the company in meeting its priorities | 86        | 6  | 8   | 51 |
|--|----------|--|-----------|----|-----|----|
| 2015 result   76   16   8   8   18   4   4   2015 result   75   9   16   2016 result   2015 result   81   81   11   11   12   2015 result   82   30   16   2016 result   82   30   16   2015 result   83   33   33   33   33   33   33   3   |          |  |           |    |     | 32 |
| The company is focused on improving services for its customers   2016 result   75   9   16   2015 result   92   8   0   0   6   4   4   2015 result   83   13   3   2015 result   81   81   11   12   2015 result   81   82   11   2015 result   83   13   3   2015 result   83   13   3   2015 result   84   85   16   4   2015 result   86   23   10   2015 result   87   88   28   14   2015 result   87   89   2016 result   81   61   61   61   61   61   61   61  |          |  |           |    |     | 38 |
| Customers   2016 result   92   8   0   | -        |  |           |    |     | 51 |
| 2016 result   2015 result   92   8   0   | J        | . , ,  | 70        | 10 | 4   | 51 |
| Note   |          |  | 75        | 0  | 16  | 32 |
| The members of my team are committed to working to the best of their ability   2016 result   2015 result   81   81   11   12   16   17   18   19   19   19   19   19   19   19   |          |  |           |    |     | 38 |
| best of their ability   2016 result   83   13   3   2015 result   81   81   11   | V        |  |           | _  |     | 50 |
| 2016 result   83   13   3   3   2015 result   81   8   11   11   11   12   12   13   16   13   16   18   17   19   18   18   11   18   19   19   | ,        |  | 90        | О  | 4   | 50 |
| 2015 result  |          | •  | 02        | 12 | 2   | 30 |
| L   My line manager champions improvements that benefit our customers   2016 result   2015 result   65   27   8   8   8   8   14   2015 result   65   27   8   8   8   14   2015 result   65   27   8   8   14   2015 result   65   27   8   8   14   2015 result   65   27   30   13   2015 result   71   16   38   26   2016 result   75   14   12   2015 result   75   14   12   2015 result   75   26   24   2015 result   77   2016 result   2016 result   2015 result   77   2016 result   2015 result   77   2016 result   2016 result   77   2016 result   2016 result   77   2016 resu |          |  |           |    |     | 37 |
| Customers   2016 result   68   23   10   2015 result   65   27   8   8   14   2015 result   57   30   13   2015 result   47   16   38   2016 result   47   16   38   2015 result   43   22   35   2015 result   43   22   35   2016 result   47   16   38   2015 result   47   16   38   2015 result   43   22   35   2016 result   43   22   35   2016 result   43   37   20   2016 result   43   37   20   2016 result   43   37   20   2015 result   45   2015 result   46   2015 result   47   13   16   2015 result   56   28   16   2015 result   56   28   16   2015 result   57   13   16   2015 result   57   10   10   2016 result   57   2016 result   2015 result   47   22   31   2015 result   47   40   13   31   31   32   31   32   31   32   31   33   33  |          |  |           |    |     | 51 |
| 2016 result   2015 result   68   23   10   2015 result   65   27   8   8   14   2015 result   58   28   14   2016 result   57   30   13   2015 result   57   30   13   2015 result   49   22   30   10   2016 result   47   16   38   2015 result   47   16   38   2015 result   47   16   38   2015 result   48   22   35   2016 result   47   2016 result   47   2016 result   48   2015 result   49   20   30   30   30   30   30   30   30   | <b>-</b> | 1 .  | 00        | 10 | 4   | 31 |
| March   Color   Colo |          |  | 60        | 22 | 10  | 24 |
| M  |          |  |           |    |     | 31 |
| grow within the organisation   2016 result   57   30   13   2015 result   49   22   30   30   31   2015 result   49   22   30   30   32   30   32   30   32   30   33   32   30   33   32   30   33   32   30   33   32   30   33   32   30   33   32   30   33   32   35   35   36   35   36   35   36   35   36   35   36   35   36   36   | N 4      |  |           |    |     | 37 |
| 2016 result   2015 result   49   22   30   30   30   30   30   30   30   | IVI      |  | 58        | 28 | 14  | 50 |
| 2015 result  |          |  | <i></i>   | 20 | 40  | 20 |
| N  |          |  |           |    |     | 30 |
| 2016 result   47   16   38   2015 result   43   22   35   35   35   36   37   37   37   37   38   37   37   38   37   38   38  |          |  |           |    |     | 37 |
| 2015 result  | N        |  |           |    |     | 50 |
| O  |          |  |           |    |     | 32 |
| Communication is good   2016 result   43   37   20   2015 result   50   26   24  |          |  |           |    |     | 37 |
| 2016 result  | O        | •  | 75        | 14 | 12  | 51 |
| 2015 result  |          |  |           |    |     |    |
| P  |          |  |           |    |     | 30 |
| me   2016 result   56   28   16   2015 result   71   13   16   13   16   2016 result   81   6   13   2015 result   95   0   6   6   71   10   19   8   8   2   10   10   10   10   10   10   10  |          |  |           |    |     | 38 |
| 2016 result   56   28   16   2015 result   71   13   16   13   16   2016 result   81   6   13   2015 result   95   0   6   6   71   10   19   2016 result   2016 result   47   22   31   2015 result   47   22   31   2015 result   47   40   13   3   5   1 am supported when I have to do emotionally demanding work   2016 result   48   22   31   2015 result   48   20   31   2015 result   69   14   17   7   1 can talk to my line manager about something that has upset or annoyed me at work   2016 result   63   30   7   2015 result   75   17   8   10   2   2016 result   75   17   8   2016 result   75   17   2016 re | P        | ,  | 77        | 8  | 16  | 51 |
| 2015 result   71   13   16   |          |  |           |    | 4.0 |    |
| Ny working time can be flexible   2016 result   81   6   13   2015 result   95   0   6   6   71   10   19   81   6   71   10   19   81   6   71   71   7   7   7   7   7   7   7   |          |  |           |    |     | 32 |
| 2016 result   2015 result   95   0   6   |          |  |           |    |     | 38 |
| 2015 result   95   0   6   | Q        |  |           |    |     | 51 |
| When changes are made at work I am clear how they will work in practice   2016 result   47   22   31   2015 result   47   40   13   15   14   2016 result   48   22   31   2015 result   48   22   31   2015 result   48   22   31   2015 result   69   14   17   1   17   1   17   1   18   18  |          |  |           |    |     | 32 |
| work in practice       2016 result       47       22       31         2015 result       47       40       13         S       I am supported when I have to do emotionally demanding work       71       15       14         2016 result       48       22       31         2015 result       69       14       17         T       I can talk to my line manager about something that has upset or annoyed me at work       79       8       14         2016 result       63       30       7         2015 result       75       17       8         U       I get the help and support I need from colleagues to do my job       88       10       2         2016 result       72       19       9  |          |  |           |    |     | 38 |
| 2016 result   47   22   31   2015 result   47   40   13  | R        |  | 71        | 10 | 19  | 48 |
| 2015 result  |          |  |           |    |     |    |
| S   I am supported when I have to do emotionally demanding work   2016 result   48   22   31   2015 result   69   14   17   T   I can talk to my line manager about something that has upset or annoyed me at work   2016 result   63   30   7   2015 result   75   17   8   T   I get the help and support I need from colleagues to do my job   2016 result   72   19   9  |          |  |           |    |     | 32 |
| work       2016 result       48       22       31         2015 result       69       14       17         T       I can talk to my line manager about something that has upset or annoyed me at work       79       8       14         2016 result       63       30       7         2015 result       75       17       8         U       I get the help and support I need from colleagues to do my job       88       10       2         2016 result       72       19       9   |          |  |           |    |     | 29 |
| 2016 result   48   22   31     2015 result   69   14   17     1 can talk to my line manager about something that has upset or annoyed me at work   2016 result   63   30   7     2015 result   75   17   8     U   I get the help and support I need from colleagues to do my job   2016 result   72   19   9  | S        | 1  | 71        | 15 | 14  | 41 |
| 2015 result   69   14   17   |          |  |           |    |     |    |
| T       I can talk to my line manager about something that has upset or annoyed me at work       79       8       14         2016 result       63       30       7         2015 result       75       17       8         U       I get the help and support I need from colleagues to do my job       88       10       2         2016 result       72       19       9  |          |  |           |    |     | 23 |
| upset or annoyed me at work       63       30       7         2016 result       75       17       8         U       I get the help and support I need from colleagues to do my job       88       10       2         2016 result       72       19       9   |          |  |           |    |     | 29 |
| 2016 result   63   30   7  | T        | , ,  | <b>79</b> | 8  | 14  | 51 |
| 2015 result  U I get the help and support I need from colleagues to do my job  2016 result  75 17 8  10 2  75 17 8  76 17 8  77 19 9   |          |  |           |    |     |    |
| U I get the help and support I need from colleagues to do my job 2016 result 72 19 9   |          |  |           |    |     | 30 |
| job  |          |  |           |    |     | 36 |
| 2016 result 72 19 9  | U        |  | 88        | 10 | 2   | 51 |
|  |          |  | 72        | 19 | 9   | 32 |
|  |          | 2015 result  | 84        | 11 | 5   | 38 |
|  | V        |  |           |    |     | 51 |
| , ,  |          | •  |           |    |     | 31 |
|  |          |  |           |    |     | 38 |

| W | I have enough opportunities to question my line manager | 75 | 6  | 20 | 51 |
|---|---|----|----|----|----|
|   | about changes at work                                   |    |    |    |    |
|   | 2016 result   | 52 | 32 | 16 | 31 |
|   | 2015 result   | 60 | 22 | 19 | 37 |
| Χ | I am happy with Strata as my employer                   | 67 | 29 | 4  | 51 |
|   | 2016 result   | 55 | 26 | 19 | 31 |
|   | 2015 result   | 63 | 24 | 13 | 38 |

### Do you have regular contact with the person who manages your line manager?

78% of the 51 respondents to this question have regular contact with their line managers manager.

| man | ou do have regular contact with your line managers ager, please tell us if you agree or disagree with the wing statements: | Agree | Neither<br>agree nor | Disagree | No. of respondents |
|-----|--|-------|----------------------|----------|--------------------|
|     |  | %     | %                    | %        |                    |
| Α   | I regularly receive supportive feedback and appreciation from my line manager's manager                                    | 77    | 15                   | 8        | 39                 |
|     | 2016 result  | 50    | 21                   | 29       | 24                 |
|     | 2015 result  | 74    | 15                   | 11       | 27                 |
| В   | I can rely on my line manager's manager to help me out with a work problem   | 95    | 5                    | 0        | 39                 |
|     | 2016 result  | 63    | 17                   | 21       | 24                 |
|     | 2015 result  | 89    | 12                   | 0        | 26                 |
| С   | My line manager's manager champions improvements that benefit our customers  | 92    | 8                    | 0        | 39                 |
|     | 2016 result  | 65    | 17                   | 17       | 23                 |
|     | 2015 result  | 89    | 12                   | 0        | 26                 |
| D   | My Line Manager's Manager communicates important information to me (asked only 2017)                                       | 83    | 13                   | 5        | 40                 |
| Е   | I can talk to my line manager's manager about something that has upset or annoyed me at work                               | 92    | 8                    | 0        | 39                 |
|     | 2016 result  | 70    | 9                    | 22       | 23                 |
|     | 2015 result  | 74    | 22                   | 4        | 27                 |
| F   | I have enough opportunities to question my line  | 82    | 15                   | 3        | 39                 |
|     | manager's manager about changes at work  |       |                      |          |                    |
|     | 2016 result  | 44    | 35                   | 22       | 23                 |
|     | 2015 result  | 89    | 4                    | 8        | 26                 |

## Would you recommend Strata as a place to work?

88% of the 49 respondents to this particular question would recommend Strata as a place to work. This compares to 87% in 2015 and 68% in 2016.

# What two improvements do you think it's important that Strata makes?

#### Comments

The most popular comments are summarised here.

| The most popular comments said by 3 or more people:  | Number of people that made the comment |
|--|--|
| Strata are over committed and staff are under too much pressure, not enough capacity so can't keep up with workload. Need to be more realistic about what can be achieved with capacity available / employ more staff. | 14                                     |
| Fairer pay against each other, market rates.   | 5                                      |
| Strata needs to communicate better to customers.   | 4                                      |
| Everyone is expected to be excellent at customer care, databases, information security and multiple other skills. It's not possible to be great at all those things. Have specific people for specific roles.          | 4                                      |
| Managers need to talk to each other before giving work to already busy staff that they don't manage.   | 3                                      |
| I would like the chance to work from home more.  | 3                                      |

## Please tell us which location you work in:

There were 46 respondents to this question.

