

Staff Engagement Survey Results

24 January 2022

Reference: LG (2022) Paper 009

Executive summary

1. This paper provides:
 - An overview of the staff engagement survey results (Annex A)
 - An anonymised summary of the comments provided in the survey (Annex B)
 - Proposed next steps for Groups to take forward work on their results

Issues and options

2. The survey was open between Monday 15 November and Monday 29 November inclusive. It was held in partnership with the Welsh Parliament. In addition to the “happiness index” 20 questions provided by Work L, both Parliaments asked an additional set of joint questions.

	2021	2020
Response rate	72%	82%
Overall engagement score	71%	75%
Average wellbeing score	65	70

Highest scoring questions	2021	2020
I have a good relationship with my manager.	83%	83%
The people in my team work together to find ways to improve the service we provide.	82%	N/A
My manager takes a positive interest in my health and wellbeing	81%	N/A

People in my team can be relied upon to help when things get difficult in my job.	81%	82%
My manager listens to my views.	80%	78%

Lowest scoring questions	2021	2020
I have used the learning and development opportunities completed in the last 12 months to expand my knowledge and performance.	51%	59%
It is safe to challenge the way things are done in the Parliament.	55%	63%
Learning and development activities I have completed while working for the Parliament are helping me to develop my career.	55%	59%
I rarely feel anxious about work.	56%	58%
I can access the right learning and development opportunities when I need to.	57%	65%

Understanding the survey results

- 3. The survey results are consistently down on last year. The section on “My Manager” was the only area where results were either the same or higher than last year.

- 4. Our high and low scoring areas remain the same as 2020. In 2021, we held a number of follow up reference groups on the survey results. Our findings were used to develop our People and Culture strategy. This strategy has only been in place since around the time of the 2021 survey. Many of the recurring themes from both surveys will be addressed via the People and Culture strategy and New Ways of Working. Communications around the survey should reiterate while making clear that further analysis and then action plans will be taken forward as a result of the most recent survey.

- 5. As the key themes are the same as last year, there would be little value in holding reference groups on the same topics again. Instead, we are proposing the following actions in response to the survey:
 - a) **Provide a workshop for office heads to enable them to lead discussions on the survey results within their own teams**

6. The workshops will explore the true value of employee engagement, and how to achieve it. Office heads will be given an opportunity to understand the links between the Six Steps of driving happiness and achieving results, supporting them to have discussions with their own offices and enabling them to develop office level action plans. This is intended to shape a culture where local issues can be discussed and resolved within offices where possible. Research from our survey provider suggests that 77% of employees think nothing happens as a result of a survey, so developing and sharing action plans with our staff is important to shift this view. Furthermore, it demonstrates that office heads are taking accountability for issues experienced in their team and expressed in the survey. It also allows office heads to channel feedback to LG via group heads on issues that need to be addressed or answered at a corporate level. If office discussions are constructive, they can be repeated at intervals allowing issues to be aired and resolved in real time rather than at the next staff survey.

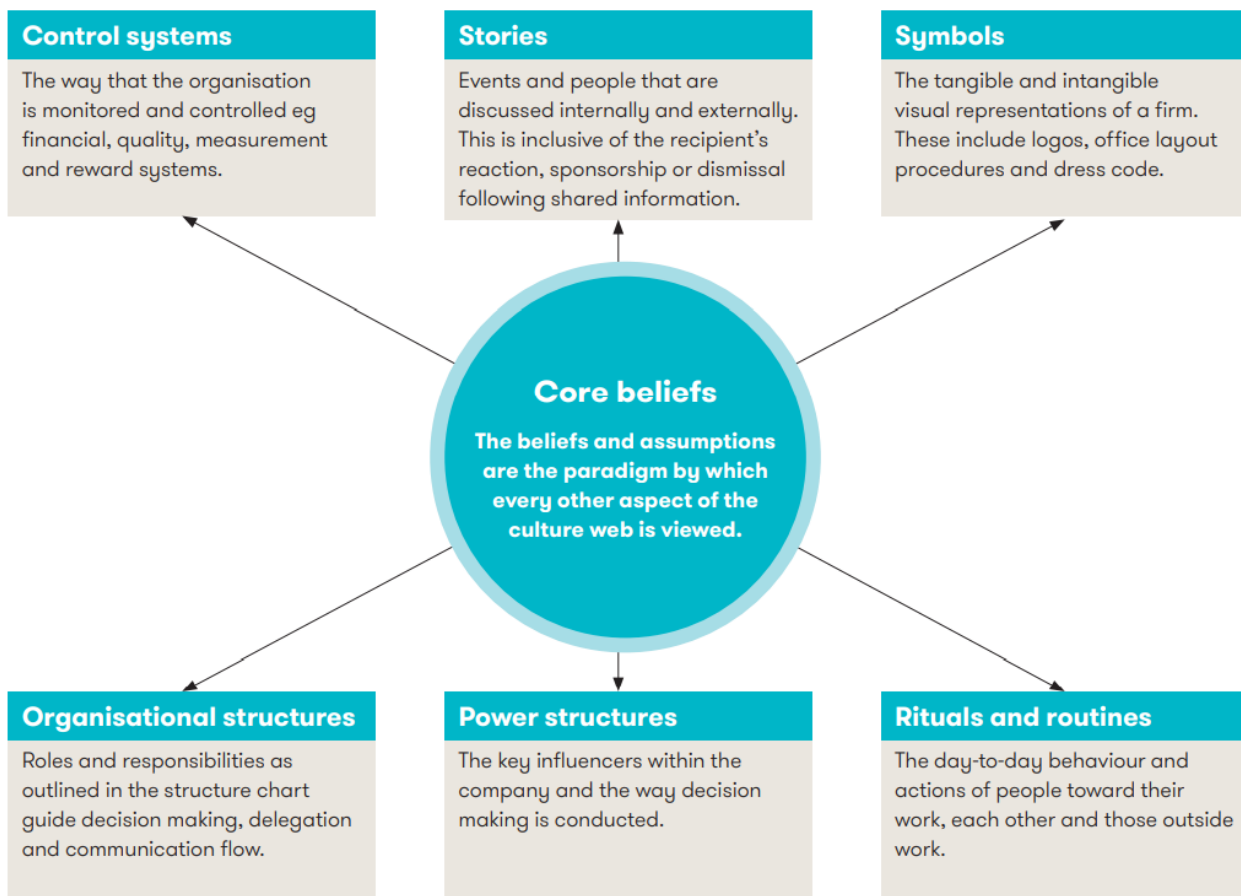
b) An independent review of the data in the survey

7. Supported by a provider, this will involve a desk audit of the results to help identify themes and the 'story' in our data. As part of this, they will also review the outputs from last year's reference groups which will add context to the data. This review could also involve a small number of interviews with a mix of managers across the organisation asking for their insight and experience of situations and approaches that the data is indicating. The output would be a narrative report and conclusions and input for the people and culture strategy and our internal communication strategy.

c) A "deeper dive" into our culture to inform longer term plans

8. Culture is characterised by both formal drivers, leadership, strategy, corporate responsibility, people management, resource management, process and change and secondly, how staff informally understand and represent Parliament. Johnson and Scholes describe how to understand the informal aspects with a model called the culture web, shown below. A deeper dive would involve an assessment of the formal and informal drivers of our culture to determine where the gaps and risks exist. The aim would be to codify our culture and put in place a highly practical Cultural Action Plan.

9. We anticipate this work to be carried out by a specialist provider and as such the approach would be defined by their own methodology. A traditional approach would typically involve surveys, interviews, focus groups, and desk research but may also include more interactive interventions.



Leadership Group's Results

10. Colleagues were asked about LG. The results for all staff and LG's own response to these questions are presented in this table.

	2021	2020
Leadership Group actions are consistent with the Parliament's values and behaviours.	60% (all staff) 65% (LG response)	66% (all staff) 63% (LG response)
Overall, I have confidence in the decisions made by the Leadership Group.	60% (all staff) 76% (LG response)	68% (all staff) 77% (LG response)
I believe that Leadership Group have a clear strategy for the future	62% (all staff) 91% (LG response)	N/A

I feel the SPCB as a whole is managed well.	63% 79% (LG response)	N/A
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11. LG is invited to discuss these results. There has been a significant decrease on what were some of our lowest scores last year. It is proposed that LG has its own action plan to address these issues that it revisits on a regular basis at meetings. It may be useful for LG to discuss its own scores in this section, particularly the question around values and what it wishes to do to address this.

12. For the wider staff group, providing greater transparency to staff on decisions and discussions at LG may help to improve understanding of the decisions and how values are considered as part of the decision-making process. Views are invited on the following ideas.

- LG papers could have a section on our values to ensure that they are considered as part of decision making.
- People and Culture to work with the LG secretariat to create and update an LG intranet page. This would include an up to date photograph of each member of LG and a short blurb from everyone.
- LG decisions and discussions could be published in a briefing on the intranet rather than cascaded. This might include blogs and short videos from LG members on the topics discussed.

13. If an intranet page was to become a hub of information about LG and its decisions, there would need to be strong buy-in and commitment from each member of LG to provide content. This would be supported by People and Culture.

Wellbeing

14. The survey results produce a wellbeing risk index. We scored 34% which is categorized as “good” and compares to 41% for other public sector bodies and 40% for all companies. However, it means that 34% of colleagues are at risk of having poor well-being. We have seen a decline in our wellbeing scores. This is not unique to us and follows a trend seen globally over the course of the pandemic.

15. LG has already stated that colleague wellbeing is a priority. LG is invited to discuss the following suggestions:

- Group Heads produce wellbeing plans for their groups. This could be done using findings from Office Head’s discussions within their own teams on the survey results.
- a follow-up pulse survey held in June to gauge views after plans are in place
- a discussion with counterparts at the Welsh Parliament. Their scores are also down on last year but are 5% higher than ours. There may be some merit in sharing ideas and experiences.

	2021	2020
Average engagement score for wellbeing	65%	70%
I am happy at work	67%	72%
I rarely feel anxious at work	56%	58%
My employer cares for my wellbeing	70%	80%
I feel confident that my employer has made the right decisions to keep me safe whilst carrying out my role at this time.	75%	83%
I feel my employer cares about my health and wellbeing at this time.	71%	83%
I have enough energy for family and friends during leisure time.	62%	N/A

Learning and Development

16. There is a decline in all scores across this theme, most noticeably “I can access the right learning and development opportunities” (-9 from 2020) and “I have used the learning and development opportunities completed in the last 12 months” (-8 from 2020).

17. The People and Culture strategy seeks to ensure colleagues can access meaningful learning opportunities. Frameworks to support this are currently being explored, including:

- completing an organisational Training Needs Analysis to identify current and future needs
- implementing a revised PDP process to ensure that meaningful development conversations are taking place

- reviewing our approach to setting training budgets

	2021	2020
Focusing our learning and development activities and investments on the things that support the delivery of our strategic plan.		
I am being developed.	61%	65%
I can access the right learning and development opportunities when I need to.	57%	65%
I have used the learning and development opportunities completed in the last 12 months to expand my knowledge and performance.	51%	59%
Learning and development activities I have completed while working for the Parliament are helping me to develop my career.	55%	59%

High scoring areas

18. It's worthwhile noting that we continued to score well under "instilling pride", "my manager and "my team". Good working relationships and trust within teams is one of the building blocks of effective communication and engagement more widely.

Summary of comments received

19. In the survey, respondents were invited to include comments under three questions:

- What three changes would improve your workplace happiness?
- What else could the SPCB do to promote and advance inclusion:
 - For you?
 - For the staffing group?
 - For members and their staff?
 - For the people of Scotland that we engage with?
- Any additional comments?

20. A summary of the comments is available at Annex B and each LG member has received a summary of comments from their own Groups.

21. In terms of improving workplace happiness, recurring themes included:

- work/life balance
- collaboration/information sharing
- empowerment
- reward and recognition
- difficulties challenging bad behaviours

Governance

22. LG has ownership of the survey and the organisational response to the survey results. This will be supported by People and Culture.

23. We will complete EQIA and DPIA as part of the planning stage and as we progress the activities in the action plans.

Resource implications

24. The cost of the office head workshops will be met within existing budgets. Additional budget for the cultural review, supported by a specialist provider, will be sought from 2021-22 contingency via SRB.

25. Discussions are underway with our survey provider to confirm the format of the office head workshops. It is anticipated that they will last half a day.

26. Time for office heads to attend workshop and speak to staff – time invested in our people as promised.

Communications

27. The survey results will be issued to colleagues by the end of January.

28. The key to communications is transparency. Colleagues would benefit from understanding exactly how LG is responding to the survey results. An intranet page will be set up detailing progress and next steps. This could include short pieces from LG on work underway.

Publication Scheme

29. The survey results will be shared with colleagues at the end of January. The paper can be published thereafter.

Next steps

30. The next steps are to:

- Communicate results
- Arrange office head workshops
- Create an action plan arising from LG's discussions, office head workshops and the independent review of our data
- Create intranet pages to improve LG profile and transparency of decisions

Decision

31. LG is invited to:

- discuss the survey results and agree the priority action areas
- note P&C's plans for post survey work
- agree to office head workshops
- agree to commit time to providing content for an LG intranet page on an ongoing basis including updates on progress with the survey results
- agree to discuss at a later date an LG action plan specifically around dealing with the decrease in scores around leadership and change following the office heads workshops and the deeper analysis.