

Directorates year-on-year comparison

The following tables show the summary results for each directorate in 2014, March 2015, July 2015, November 2015 and combined results for 2015*. The last column highlights the significant differences in 2015 results **compared with the directorate results in 2014**. In this context *significant* is considered a difference of greater than +/- 5 percentage points.

*Combined results from three pulse surveys completed in 2015

The **green** shading shows where a directorate results in 2015 are significantly better (either *greater agreement* or *less disagreement*) than its results in 2014 and the **red** shading shows where a directorate results in 2015 are significantly worse (either *less agreement* or *greater disagreement*) than its results in 2014.

However, in some cases there may be *greater agreement* and *greater disagreement*, so a statement may be considered as **positive** as well as **negative**.

Note: Percentages are calculated as a proportion of respondents to each statement and have been rounded to the nearest integer when presented in the table. Full accuracy is maintained in the calculations. Also note that March, July and November pulse survey results presented here are for information only.

Adult wellbeing directorate (AWB)

Statements 1-6

Improvement	<i>greater agreement or less disagreement</i>
Deterioration	<i>less agreement or greater disagreement</i>

Statement	Agree/ Disagree	AWB 2014	AWB March 15	AWB July 15	AWB Nov 15	AWB 2015*
1. I have received sufficient training and development for me to be able to do my work.	Agr	58%	63%	66%	48%	59%
	Dis	39%	32%	27%	43%	34%
2. I feel my views on changes affecting my area of work are valued.	Agr	49%	51%	55%	50%	52%
	Dis	40%	40%	42%	45%	42%
3. My immediate manager motivates me.	Agr	58%	75%	70%	64%	71%
	Dis	35%	18%	23%	29%	22%
4. My immediate manager gives me regular feedback on my performance.	Agr	58%	73%	78%	52%	68%
	Dis	36%	22%	20%	36%	26%
5. I have a monthly one-to-one supervision meeting with my line manager.	Agr	47%	69%	63%	54%	63%
	Dis	45%	29%	33%	41%	34%
6. The council has a clear sense of direction.	Agr	43%	41%	33%	18%	32%
	Dis	43%	38%	48%	60%	47%

Statement 7

Improvement	<i>greater response for 'Change for better' or less response for 'Change for worse'</i>
Deterioration	<i>less response for 'Change for worse' or greater response for 'change for worse'</i>

Statement	Better/ Worse	AWB 2014	AWB March 15	AWB July 15	AWB Nov 15	AWB 2015*
7. Looking ahead at the next year or so, I think the Council will:	Better	27%	21%	20%	10%	17%
	Worse	33%	24%	38%	52%	36%

Statements 8-23

Improvement	<i>greater agreement or less disagreement</i>
Deterioration	<i>less agreement or greater disagreement</i>

Statement	Agree/ Disagree	AWB 2014	AWB March 15	AWB July 15	AWB Nov 15	AWB 2015*
8. How do you rate your last performance review in terms of: defining goals and objectives that are smart.	Agr	55%	64%	66%	51%	61%
	Dis	22%	21%	18%	24%	21%
9. How do you rate your last performance review in terms of: taking account of how I perform my role (competencies / behaviours) as well as what I do.	Agr	65%	71%	71%	57%	67%
	Dis	15%	13%	17%	14%	14%
10. How do you rate your last performance review in terms of: helping me improve my performance.	Agr	54%	50%	60%	50%	53%
	Dis	23%	33%	20%	21%	26%
11. I've had my objectives set for 2015/16 - March/July/November pulse survey I've had my objectives set for 2014/15 – 2014 annual survey	Agr	55%	36%	73%	50%	51%
	Dis	28%	49%	15%	29%	33%
12. I would recommend the council as a place to work.	Agr	43%	49%	58%	43%	50%
	Dis	36%	28%	23%	50%	33%
13. I intend to still be working for the council in the next 12 months.	Agr	64%	72%	72%	61%	69%
	Dis	16%	15%	18%	15%	16%
14. I'm willing to work beyond what is normally required in my job to help the council succeed.	Agr	72%	80%	68%	66%	72%
	Dis	14%	8%	23%	22%	16%
15. I'm happy with the physical working conditions at my location (e.g. ventilation, temperature, space to work).	Agr	56%	48%	39%	48%	46%
	Dis	40%	44%	56%	48%	48%
16. I am able to balance my work and my personal life.	Agr	71%	77%	73%	69%	74%
	Dis	24%	18%	22%	21%	20%
17. Usually, I have the resources to do my job properly.	Agr	62%	52%	74%	48%	57%
	Dis	30%	41%	15%	45%	35%

Statement	Agree/ Disagree	AWB 2014	AWB March 15	AWB July 15	AWB Nov 15	AWB 2015*
18. I speak highly of the services we provide to people outside of the council.	Agr	62%	71%	66%	50%	63%
	Dis	15%	6%	10%	24%	12%
19. In my department, team meetings/briefings are generally informative and useful.	Agr	76%	84%	76%	67%	76%
	Dis	17%	8%	15%	21%	14%
20. In my department, team meetings/briefings are conducted on a regular basis.	Agr	79%	93%	88%	71%	85%
	Dis	15%	5%	5%	21%	10%
21. Communications within the council work well.	Agr	39%	44%	44%	40%	43%
	Dis	50%	39%	54%	48%	46%
22. The council has had to respond to significant financial pressures and the need to transform services. I am kept informed of the resulting changes.	Agr	62%	64%	63%	50%	60%
	Dis	31%	28%	32%	40%	33%
23. The council treats customers/clients/service users equally and fairly.	Agr	Not asked in 2014	58%	53%	52%	55%
	Dis		21%	30%	31%	26%

Statements 24a-24f

Please note: for 24a – 24e less agreement or more disagreement represents an improvement and more agreement or less disagreement a deterioration

Improvement	<i>less agreement or greater disagreement</i>
Deterioration	<i>greater agreement or less disagreement</i>

Statement	Agree/ Disagree	AWB 2014	AWB March 15	AWB July 15	AWB Nov 15	AWB 2015*
24. I sometimes feel bullied/ harassed by: a. Managers.	Agr	18%	5%	5%	19%	9%
	Dis	77%	85%	90%	76%	84%
24. I sometimes feel bullied/ harassed by: b. Senior managers*	Agr	Not asked in 2014	11%	10%	26%	15%
	Dis		77%	88%	64%	77%
24. I sometimes feel bullied/ harassed by: c. Colleagues in my team.	Agr	4%	8%	3%	7%	6%
	Dis	93%	89%	95%	90%	91%
24. I sometimes feel bullied/ harassed by: d. Other colleagues in the council.	Agr	6%	3%	5%	10%	6%
	Dis	86%	87%	90%	88%	88%
24. I sometimes feel bullied/ harassed by: e. Members (councillors).	Agr	3%	5%	5%	2%	4%
	Dis	80%	62%	73%	80%	70%
24. I sometimes feel bullied/ harassed by: f. Customers / clients / service users.	Agr	20%	20%	17%	15%	17%
	Dis	72%	70%	73%	78%	73%

*Senior manager-refers here to a manager who **is not** responsible for your work on a day to day basis.

Statements 25a-25g

Improvement	<i>greater agreement or less disagreement</i>
Deterioration	<i>less agreement or greater disagreement</i>

Statement	Agree/ Disagree	AWB 2014	AWB March 15	AWB July 15	AWB Nov 15	AWB 2015*
25. Employees are treated equally and fairly whatever their: a. Religion.	Agr	79%	82%	90%	76%	83%
	Dis	1%	0%	0%	5%	1%
25. Employees are treated equally and fairly whatever their: b. Race.	Agr	79%	82%	90%	76%	83%
	Dis	3%	0%	0%	2%	1%
25. Employees are treated equally and fairly whatever their: c. Gender.	Agr	81%	84%	88%	76%	83%
	Dis	1%	0%	3%	5%	2%
25. Employees are treated equally and fairly whatever their: d. Sexual orientation.	Agr	80%	79%	90%	76%	81%
	Dis	1%	0%	0%	5%	1%
25. Employees are treated equally and fairly whatever their: e. Disability status.	Agr	80%	74%	88%	71%	77%
	Dis	3%	5%	0%	7%	4%
25. Employees are treated equally and fairly whatever their: f. Age.	Agr	80%	85%	85%	71%	81%
	Dis	5%	0%	5%	7%	3%
25. Employees are treated equally and fairly whatever their: g. Position in the organisation.	Agr	58%	62%	65%	59%	62%
	Dis	23%	18%	25%	20%	21%
25. Employees are treated equally and fairly whatever their: h. Pregnancy and maternity.	Agr	66%	58%	68%	76%	66%
	Dis	3%	2%	2%	0%	1%

Employee engagement indicator – Adults wellbeing directorate (AWB)

Statement	AWB 2014	AWB March 15	AWB July 15	AWB Nov 15	AWB 2015*	AWB 2015 vs AWB 2014
6. The council has a clear sense of direction.	0%	3%	-15%	-43%	-15%	↓
12. I would recommend the council as a place to work.	7%	21%	35%	-7%	17%	↑
13. I intend to still be working for the council in the next 12 months.	48%	57%	54%	46%	53%	↑
14. I'm willing to work beyond what is normally required in my job to help the council succeed.	58%	71%	45%	44%	56%	↓
18. I speak highly of the services we provide to people outside of the council.	46%	65%	56%	26%	51%	↑
Overall employee engagement indicator	32%	44%	35%	13%	32%	=

Please note that all figures shown in this table are net agreement for each statement and the overall indicator is the average of net agreements

Children's directorate (CWB)

Statements 1-6

Improvement	<i>greater agreement or less disagreement</i>
Deterioration	<i>less agreement or greater disagreement</i>

Statement	Agree/ Disagree	CWB 2014	CWB March 15	CWB July 15	CWB Nov 15	CWB 2015*
1. I have received sufficient training and development for me to be able to do my work.	Agr	68%	59%	70%	70%	66%
	Dis	27%	37%	25%	26%	30%
2. I feel my views on changes affecting my area of work are valued.	Agr	54%	46%	66%	46%	53%
	Dis	40%	46%	29%	48%	40%
3. My immediate manager motivates me.	Agr	76%	66%	85%	74%	75%
	Dis	20%	22%	14%	15%	17%
4. My immediate manager gives me regular feedback on my performance.	Agr	78%	67%	78%	76%	74%
	Dis	18%	27%	17%	19%	21%
5. I have a monthly one-to-one supervision meeting with my line manager.	Agr	71%	75%	75%	54%	69%
	Dis	27%	19%	17%	43%	25%
6. The council has a clear sense of direction.	Agr	35%	28%	28%	17%	25%
	Dis	45%	50%	47%	61%	52%

Statement 7

Improvement	<i>greater response for 'Change for better' or less response for 'Change for worse'</i>
Deterioration	<i>less response for 'Change for worse' or greater response for 'change for worse'</i>

Statement	Better/ Worse	CWB 2014	CWB March 15	CWB July 15	CWB Nov 15	CWB 2015*
7. Looking ahead at the next year or so, I think the Council will:	Better	21%	11%	15%	15%	14%
	Worse	28%	28%	31%	30%	30%

Statements 8-23

Improvement	<i>greater agreement or less disagreement</i>
Deterioration	<i>less agreement or greater disagreement</i>

Statement	Agree/ Disagree	CWB 2014	CWB March 15	CWB July 15	CWB Nov 15	CWB 2015*
8. How do you rate your last performance review in terms of: defining goals and objectives that are smart.	Agr	63%	58%	65%	70%	64%
	Dis	18%	20%	17%	13%	17%
9. How do you rate your last performance review in terms of: taking account of how I perform my role (competencies / behaviours) as well as what I do.	Agr	68%	64%	68%	69%	67%
	Dis	18%	10%	17%	13%	14%
10. How do you rate your last performance review in terms of: helping me improve my performance.	Agr	59%	46%	57%	54%	52%
	Dis	23%	23%	27%	22%	24%
11. I've had my objectives set for 2015/16 - March/July/November pulse survey I've had my objectives set for 2014/15 – 2014 annual survey	Agr	60%	34%	60%	57%	50%
	Dis	26%	47%	25%	23%	32%
12. I would recommend the council as a place to work.	Agr	44%	40%	49%	41%	44%
	Dis	33%	29%	25%	41%	31%
13. I intend to still be working for the council in the next 12 months.	Agr	65%	65%	58%	54%	60%
	Dis	13%	9%	13%	11%	11%
14. I'm willing to work beyond what is normally required in my job to help the council succeed.	Agr	73%	76%	82%	80%	79%
	Dis	14%	8%	7%	11%	9%
15. I'm happy with the physical working conditions at my location (e.g. ventilation, temperature, space to work).	Agr	48%	61%	42%	49%	51%
	Dis	43%	37%	53%	44%	45%
16. I am able to balance my work and my personal life.	Agr	68%	66%	77%	62%	69%
	Dis	28%	29%	19%	31%	26%
17. Usually, I have the resources to do my job properly.	Agr	52%	53%	53%	57%	54%
	Dis	44%	43%	42%	43%	43%

Statement	Agree/ Disagree	CWB 2014	CWB March 15	CWB July 15	CWB Nov 15	CWB 2015*
18. I speak highly of the services we provide to people outside of the council.	Agr	75%	63%	72%	62%	66%
	Dis	10%	17%	10%	13%	13%
19. In my department, team meetings/briefings are generally informative and useful.	Agr	74%	64%	77%	83%	74%
	Dis	20%	24%	12%	11%	16%
20. In my department, team meetings/briefings are conducted on a regular basis.	Agr	78%	69%	83%	91%	81%
	Dis	18%	27%	8%	9%	15%
21. Communications within the council work well.	Agr	47%	28%	52%	38%	40%
	Dis	41%	61%	42%	40%	48%
22. The council has had to respond to significant financial pressures and the need to transform services. I am kept informed of the resulting changes.	Agr	61%	56%	55%	53%	55%
	Dis	28%	29%	32%	31%	30%
23. The council treats customers/clients/service users equally and fairly.	Agr	Not asked in 2014	54%	60%	50%	55%
	Dis		22%	23%	26%	24%

Statements 24a-24f

Please note: for 24a – 24e less agreement or more disagreement represents an improvement and more agreement or less disagreement a deterioration

Improvement	<i>less agreement or greater disagreement</i>
Deterioration	<i>greater agreement or less disagreement</i>

Statement	Agree/ Disagree	CWB 2014	CWB March 15	CWB July 15	CWB Nov 15	CWB 2015*
24. I sometimes feel bullied/ harassed by: a. Managers.	Agr	12%	15%	8%	7%	10%
	Dis	85%	78%	85%	87%	83%
24. I sometimes feel bullied/ harassed by: b. Senior managers*	Agr	Not asked in 2014	17%	15%	20%	17%
	Dis		72%	75%	70%	73%
24. I sometimes feel bullied/ harassed by: c. Colleagues in my team.	Agr	8%	9%	5%	7%	7%
	Dis	91%	84%	88%	85%	86%
24. I sometimes feel bullied/ harassed by: d. Other colleagues in the council.	Agr	12%	5%	13%	7%	9%
	Dis	85%	84%	75%	78%	79%
24. I sometimes feel bullied/ harassed by: e. Members (councillors).	Agr	2%	2%	3%	0%	2%
	Dis	88%	81%	83%	70%	78%
24. I sometimes feel bullied/ harassed by: f. Customers / clients / service users.	Agr	23%	12%	15%	22%	16%
	Dis	74%	76%	75%	67%	73%

*Senior manager-refers here to a manager who **is not** responsible for your work on a day to day basis.

Statements 25a-25g

Improvement	<i>greater agreement or less disagreement</i>
Deterioration	<i>less agreement or greater disagreement</i>

Statement	Agree/ Disagree	CWB 2014	CWB March 15	CWB July 15	CWB Nov 15	CWB 2015*
25. Employees are treated equally and fairly whatever their: a. Religion.	Agr	81%	68%	77%	78%	74%
	Dis	3%	3%	2%	0%	2%
25. Employees are treated equally and fairly whatever their: b. Race.	Agr	81%	68%	77%	80%	75%
	Dis	3%	3%	2%	0%	2%
25. Employees are treated equally and fairly whatever their: c. Gender.	Agr	80%	69%	75%	78%	74%
	Dis	7%	5%	7%	2%	5%
25. Employees are treated equally and fairly whatever their: d. Sexual orientation.	Agr	79%	68%	78%	74%	73%
	Dis	4%	3%	2%	2%	2%
25. Employees are treated equally and fairly whatever their: e. Disability status.	Agr	74%	69%	75%	74%	73%
	Dis	7%	5%	3%	4%	4%
25. Employees are treated equally and fairly whatever their: f. Age.	Agr	82%	73%	79%	80%	77%
	Dis	6%	5%	3%	0%	3%
25. Employees are treated equally and fairly whatever their: g. Position in the organisation.	Agr	60%	59%	53%	57%	56%
	Dis	26%	19%	31%	26%	25%
25. Employees are treated equally and fairly whatever their: h. Pregnancy and maternity.	Agr	71%	66%	65%	65%	65%
	Dis	4%	5%	3%	4%	4%

Employee engagement indicator – Children’s wellbeing directorate (CWB)

Statement	CWB 2014	CWB March 15	CWB July 15	CWB Nov 15	CWB 2015*	CWB 2015 vs CWB 2014
6. The council has a clear sense of direction.	-9%	-22%	-18%	-43%	-27%	↓
12. I would recommend the council as a place to work.	11%	10%	24%	0%	12%	↑
13. I intend to still be working for the council in the next 12 months.	52%	56%	45%	43%	48%	↓
14. I'm willing to work beyond what is normally required in my job to help the council succeed.	60%	68%	75%	69%	71%	↑
18. I speak highly of the services we provide to people outside of the council.	65%	46%	62%	49%	52%	↓
Overall employee engagement indicator	36%	32%	37%	24%	31%	↓

Please note that all figures shown in this table are net agreement for each statement and the overall indicator is the average of net agreements

Economy, communities and corporate directorate (ECC)

Statements 1-6

Improvement	<i>greater agreement or less disagreement</i>
Deterioration	<i>less agreement or greater disagreement</i>

Statement	Agree/ Disagree	ECC 2014	ECC March 15	ECC July 15	ECC Nov 15	ECC 2015*
1. I have received sufficient training and development for me to be able to do my work.	Agr	71%	78%	82%	82%	80%
	Dis	24%	19%	15%	13%	16%
2. I feel my views on changes affecting my area of work are valued.	Agr	59%	67%	65%	76%	68%
	Dis	32%	28%	21%	17%	22%
3. My immediate manager motivates me.	Agr	71%	75%	75%	83%	77%
	Dis	22%	18%	17%	11%	16%
4. My immediate manager gives me regular feedback on my performance.	Agr	73%	70%	77%	75%	74%
	Dis	20%	22%	15%	17%	18%
5. I have a monthly one-to-one supervision meeting with my line manager.	Agr	59%	51%	54%	59%	54%
	Dis	38%	43%	39%	39%	41%
6. The council has a clear sense of direction.	Agr	35%	31%	37%	38%	35%
	Dis	48%	47%	40%	40%	43%

Statement 7

Improvement	<i>greater response for 'Change for better' or less response for 'Change for worse'</i>
Deterioration	<i>less response for 'Change for worse' or greater response for 'change for worse'</i>

Statement	Better/ Worse	ECC 2014	ECC March 15	ECC July 15	ECC Nov 15	ECC 2015*
7. Looking ahead at the next year or so, I think the Council will:	Better	16%	7%	11%	11%	9%
	Worse	44%	33%	51%	44%	43%

Statements 8-23

Improvement	<i>greater agreement or less disagreement</i>
Deterioration	<i>less agreement or greater disagreement</i>

Statement	Agree/ Disagree	ECC 2014	ECC March 15	ECC July 15	ECC Nov 15	ECC 2015*
8. How do you rate your last performance review in terms of: defining goals and objectives that are smart.	Agree	70%	79%	69%	75%	75%
	Disagree	16%	7%	12%	11%	10%
9. How do you rate your last performance review in terms of: taking account of how I perform my role (competencies / behaviours) as well as what I do.	Agree	74%	82%	75%	79%	79%
	Disagree	13%	6%	10%	12%	9%
10. How do you rate your last performance review in terms of: helping me improve my performance.	Agree	62%	66%	62%	73%	68%
	Disagree	23%	18%	19%	13%	17%
11. I've had my objectives set for 2015/16 - March/July/November pulse survey I've had my objectives set for 2014/15 – 2014 annual survey	Agree	74%	50%	65%	73%	63%
	Disagree	14%	35%	20%	16%	24%
12. I would recommend the council as a place to work.	Agree	42%	55%	54%	55%	55%
	Disagree	35%	23%	28%	24%	25%
13. I intend to still be working for the council in the next 12 months.	Agree	63%	74%	78%	71%	75%
	Disagree	14%	6%	8%	12%	9%
14. I'm willing to work beyond what is normally required in my job to help the council succeed.	Agree	80%	87%	89%	88%	88%
	Disagree	10%	7%	3%	4%	5%
15. I'm happy with the physical working conditions at my location (e.g. ventilation, temperature, space to work).	Agree	71%	72%	72%	61%	69%
	Disagree	27%	27%	19%	33%	26%
16. I am able to balance my work and my personal life.	Agree	77%	80%	82%	87%	83%
	Disagree	18%	15%	8%	11%	12%
17. Usually, I have the resources to do my job properly.	Agree	69%	78%	73%	79%	77%

Statement	Agree/ Disagree	ECC 2014	ECC March 15	ECC July 15	ECC Nov 15	ECC 2015*
	Dis	30%	18%	20%	20%	19%
18. I speak highly of the services we provide to people outside of the council.	Agr	65%	75%	76%	79%	77%
	Dis	17%	13%	5%	4%	7%
19. In my department, team meetings/briefings are generally informative and useful.	Agr	75%	72%	78%	79%	76%
	Dis	15%	18%	14%	11%	14%
20. In my department, team meetings/briefings are conducted on a regular basis.	Agr	79%	73%	67%	78%	72%
	Dis	16%	24%	28%	16%	23%
21. Communications within the council work well.	Agr	45%	47%	51%	46%	48%
	Dis	47%	41%	38%	43%	41%
22. The council has had to respond to significant financial pressures and the need to transform services. I am kept informed of the resulting changes.	Agr	68%	61%	54%	66%	60%
	Dis	21%	27%	32%	24%	28%
23. The council treats customers/clients/service users equally and fairly.	Agr	Not asked in 2014	64%	70%	67%	67%
	Dis		18%	13%	11%	14%

Statements 24a-24f

Please note: for 24a – 24e less agreement or more disagreement represents an improvement and more agreement or less disagreement a deterioration

Improvement	<i>less agreement or greater disagreement</i>
Deterioration	<i>greater agreement or less disagreement</i>

Statement	Agree/ Disagree	ECC 2014	ECC March 15	ECC July 15	ECC Nov 15	ECC 2015*
24. I sometimes feel bullied/ harassed by: a. Managers.	Agr	9%	4%	8%	6%	6%
	Dis	89%	92%	91%	87%	90%
24. I sometimes feel bullied/ harassed by: b. Senior managers*	Agr	Not asked in 2014	3%	6%	7%	5%
	Dis		89%	88%	83%	87%
24. I sometimes feel bullied/ harassed by: c. Colleagues in my team.	Agr	9%	5%	6%	7%	6%
	Dis	88%	93%	92%	90%	92%
24. I sometimes feel bullied/ harassed by: d. Other colleagues in the council.	Agr	10%	5%	5%	5%	5%
	Dis	85%	87%	92%	89%	89%
24. I sometimes feel bullied/ harassed by: e. Members (councillors).	Agr	11%	17%	11%	12%	13%
	Dis	77%	65%	77%	76%	72%
24. I sometimes feel bullied/ harassed by: f. Customers / clients / service users.	Agr	30%	33%	21%	26%	27%
	Dis	65%	61%	75%	65%	67%

*Senior manager-refers here to a manager who **is not** responsible for your work on a day to day basis.

Statements 25a-25g

Improvement	<i>greater agreement or less disagreement</i>
Deterioration	<i>less agreement or greater disagreement</i>

Statement	Agree/ Disagree	ECC 2014	ECC March 15	ECC July 15	ECC Nov 15	ECC 2015*
25. Employees are treated equally and fairly whatever their: a. Religion.	Agr	79%	81%	87%	77%	82%
	Dis	2%	3%	0%	0%	1%
25. Employees are treated equally and fairly whatever their: b. Race.	Agr	78%	81%	85%	74%	80%
	Dis	2%	3%	0%	1%	1%
25. Employees are treated equally and fairly whatever their: c. Gender.	Agr	76%	81%	86%	74%	81%
	Dis	9%	5%	7%	6%	6%
25. Employees are treated equally and fairly whatever their: d. Sexual orientation.	Agr	75%	74%	85%	74%	78%
	Dis	2%	5%	0%	0%	2%
25. Employees are treated equally and fairly whatever their: e. Disability status.	Agr	71%	74%	86%	74%	78%
	Dis	6%	7%	0%	4%	4%
25. Employees are treated equally and fairly whatever their: f. Age.	Agr	73%	76%	84%	76%	79%
	Dis	8%	9%	5%	6%	7%
25. Employees are treated equally and fairly whatever their: g. Position in the organisation.	Agr	56%	60%	68%	57%	61%
	Dis	29%	23%	21%	21%	22%
25. Employees are treated equally and fairly whatever their: h. Pregnancy and maternity.	Agr	74%	71%	76%	70%	72%
	Dis	2%	6%	2%	1%	3%

Employee engagement indicator – Economy, communities and corporate directorate (ECC)

Statement	ECC 2014	ECC March 15	ECC July 15	ECC Nov 15	ECC 2015*	ECC 2015 Vs ECC 2014
6. The council has a clear sense of direction.	-13%	-17%	-3%	-2%	-8%	↑
12. I would recommend the council as a place to work.	7%	32%	27%	30%	29%	↑
13. I intend to still be working for the council in the next 12 months.	49%	68%	70%	59%	66%	↑
14. I'm willing to work beyond what is normally required in my job to help the council succeed.	70%	79%	86%	84%	83%	↑
18. I speak highly of the services we provide to people outside of the council.	48%	63%	71%	75%	70%	↑
Overall employee engagement indicator	32%	45%	50%	49%	48%	↑

Please note that all figures shown in this table are net agreement for each statement and the overall indicator is the average of net agreement

Appendix: The Questionnaire

Employee Opinion Survey

November 2015

"Have your say"

Introduction

To help us keep our finger on the pulse and make sure that changes are happening, we are now issuing the second of 3 'pulse surveys' that will take place in 2015. The first took place in March and the second in July, this November survey will be the last one for 2015. We will aim to publish the results to everyone the following month.

Rather than issuing a survey to everyone: we randomly selected one third of the directorate each time to complete the pulse survey. The idea is that we don't bombard everyone with surveys, but that we do get an accurate picture of how planned changes are developing.

If you are invited to participate in the survey this time round, please take some time out to reflect and complete the survey. We value your opinion and we want to hear from you as to what it's like to work for the council and whether the council is heading in the right direction. There are some key elements around health and wellbeing, performance, resources, development, communications and equality. Your views really do count and you can make change happen so please let us have your opinion.

To have your say, please complete the survey by Friday 04 December. The results will be published in January 2016.

CONFIDENTIALITY:

The survey, as always, is confidential. However in very exceptional circumstances where there is concern that you or others are at risk of harm, in order to fulfil our duty of care we may need to make an exception and investigate.

If you have any questions about the survey, please speak to your manager.

If you require this document in an alternative format or would like a paper copy, please email the research and business intelligence team: researchteam@herefordshire.gov.uk

Instructions for completing the questionnaire

If you have more than one job within the organisation, please complete the survey based on what you consider to be your main job. If you are on a secondment, please complete this for the job to which you are seconded.

For most questions, all you have to do is read a statement and decide how far you agree with it, and then tick the appropriate box. If you consider the question is not relevant to you, you have no opinion or you are not in a position to judge, please tick the "unable to agree or disagree" box.

	Strongly agree	Agree	Disagree	Strongly disagree	Unable to agree or disagree
1. I have received sufficient training and development for me to be able to do my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I feel my views on changes affecting my area of work are valued.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My immediate manager motivates me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My immediate manager gives me regular feedback on my performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I have a monthly one-to-one supervision meeting with my line manager.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The council has a clear sense of direction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Looking ahead at the next year or so, I think the council will:

- Change for the better*
 Stay the same
 Change for the worse
 No opinion

	Strongly agree	Agree	Disagree	Strongly disagree	Unable to agree or disagree
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How do you rate your last performance review in terms of:

8. defining goals and objectives that are smart.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. taking account of how I perform my role (competencies / behaviours) as well as what I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. helping me improve my performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I've had my objectives set for 2015/16.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I would recommend the council as a place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. I intend to still be working for the council in the next 12 months.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. I'm willing to work beyond what is normally required in my job to help the council succeed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. I'm happy with the physical working conditions at my location (e.g. ventilation, temperature, space to work).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. I am able to balance my work and my personal life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Usually, I have the resources to do my job properly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. I speak highly of the services we provide to people outside of the council.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In my department, team meetings / briefings:

19. are generally informative and useful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. are conducted on a regular basis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Communications within the council work well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. The council has had to respond to significant financial pressures and the need to transform services. I am kept informed of the resulting changes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. The council treats customers/clients/service users equally and fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly agree	Agree	Disagree	Strongly disagree	Unable to agree or disagree
24. I sometimes feel bullied / harassed by:					
a. Managers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Senior managers*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Colleagues in my team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Other colleagues in the council.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Members (Councillors).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Customers / Clients / Service users.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. Employees are treated equally and fairly whatever their:					
a. Religion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Race.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Gender.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Sexual orientation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Disability status.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Age.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Position in the organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Pregnancy and maternity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Senior manager - refers here to a manager who **is not** responsible for your work on a day to day basis.

26. What is the nature of your contract of employment?

- Employee-permanent*
 Employee-fixed term contract
 Interim / temporary

27. What more could we all do, to improve our health and wellbeing at work?

In which section do you currently work?

Please tick the one box that best reflects where you work in the current organisation structure. If unsure please ask your manager.

If you have more than one job within the council, please complete this part based on what you consider to be your main job. If you are on secondment please complete this for the job to which you are seconded.

Adults and wellbeing directorate

- Adults operations*
 Other - adults and wellbeing

Chief executive and team

Children's wellbeing directorate

- Education and commissioning*
 Sageguarding and family support
 Other - children's wellbeing

Economy, communities and corporate directorate

- Community and customer services*
 Economic, environment and cultural services
 Governance
 Placed based commissioning
 Resources

Are there any other comments and / or suggestions for improvements you would like to make?

Thank you for completing this questionnaire.

Please only complete the survey once. If you have completed the survey online, please do NOT return a paper copy.

The results will be published in January 2016 and will be available on the intranet.

When complete please click 'submit'