

**\*PART 1 – PUBLIC DOCUMENT**

**AGENDA ITEM No.**

**10**

**TITLE OF REPORT: STAFF SURVEY 2012**

This Key Findings Report is presented for Committee discussion.

**North Hertfordshire District Council**



# **Staff Survey 2012**

## **Key Findings Report**

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**Introduction**

The 2012 Staff Survey gave staff the opportunity to have their say on various issues concerning working at NHDC. In a change from recent years, NHDC administered the 2012 Survey in-house.

In total, 224 staff completed the Survey. This is a response rate of 61% (based on a sample of 365 staff, which does not include those who were unable to complete it – e.g. due to long-term sick leave or maternity leave). Although this is a decrease of 7% since 2010, a small decrease was expected due to bringing the survey in-house rather than partnering with another authority.

**Key findings****General**

- The results are encouraging, with large numbers of staff responding positively
- The large majority of questions showed improvements since 2010 in respondents' satisfaction levels and agreement levels with positive statements - even where the 2010 results had showed significant improvements since 2007
- As in 2010, staff are concerned about job security and opportunities for career progression. Dissatisfaction with office accommodation is also an issue

**Working at NHDC**

- NHDC was rated as one of the best/above average as a place to work by 55% of respondents (an increase of 3% on 2010)
- Across all 15 statements asked about working at NHDC, responses were more positive than in 2010
- Overall, respondents indicated that they were treated more fairly and had fewer concerns about bullying/harassment than in the previous survey

**Satisfaction with job factors**

- Since 2010, ten job factors saw an increase in satisfaction levels, three decreased and four remained unchanged
- Job aspects staff are most satisfied with remained as 'friendly colleagues' (92%), 'working hours' (88%) and 'interesting work' (84%)
- The largest change was a 15 % point drop in satisfaction with job security
- Dissatisfaction ratings as a whole are up since 2010. They are particularly high for career progression (56%), job security (50%) and basic pay (40%)

**Satisfaction with the Council's benefits package**

- Compared to 2010, satisfaction has increased for 12 of the Council's benefits, while just six have seen a decrease
- The only significant decrease in satisfaction was for 'time off for family emergencies', which fell six percentage points to 68%
- However, dissatisfaction levels were low across all benefits (0% to 5%)
- Respondents from Customer Services were least satisfied with the benefits package; those from Finance, Policy & Governance were the most satisfied

## Training and Development

- The council-wide results were very similar to the 2010 survey (relatively low levels of agreement; very low levels of disagreement)
- Respondents from Customer Services agreed more strongly than the other directorates that the Council's training and development is appropriate for their role and responsibilities

## Information provision

- Fewer than a sixth of respondents feel under informed or uninformed about what NHDC does
- There was a 10 percentage point rise in the number of respondents who are confident in the information that is given to them

## Communications

- Compared with 2010, seven out of eight statements have seen an increase in satisfaction levels, with all but two now in excess of 50%
- Communications between directorates remains an issue for staff and there is wide variation in the directorate level responses
- Respondents were more satisfied than in 2010 with the methods of corporate communication

## Management

### *Line Management*

- Since 2010, 11 out of 15 statements around line manager style have seen an increase in positive responses
- Most statements gained a positive response from at least 8 out of 10 respondents

### *Senior Management / organisational change*

- The majority of respondents now have confidence in NHDC's senior management
- They also feel significantly more positive about the way organisational change is planned, managed and delivered

## Office accommodation

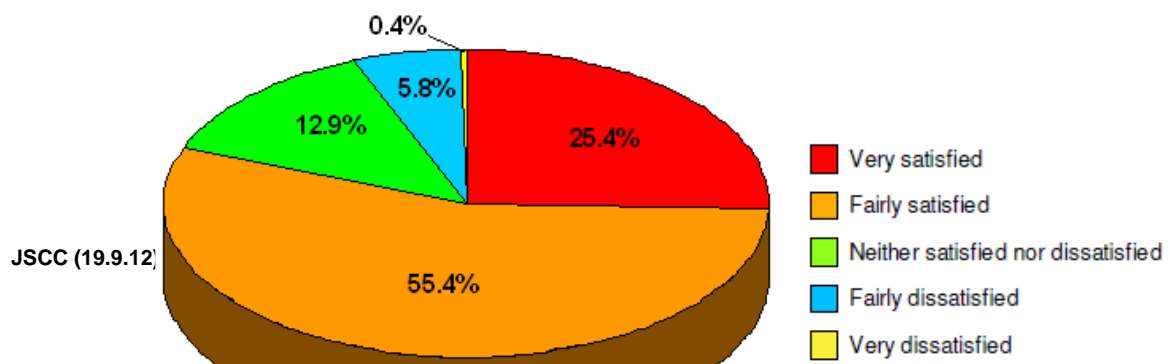
- Responses indicate that staff are much less satisfied with their workplace than before the major relocation to Gernon Road in 2010
- There were significant differences between the directorates

## Customer Service

- Responses were largely unchanged from 2010; the overall picture is positive

## Overall Satisfaction

- The proportion of respondents either very or fairly satisfied with their job increased 3.5 percentage points since 2010
- The proportion of respondents satisfied with their job was highest in Customer Services (86%)



The 2012 Staff Survey gave staff the opportunity to have their say on issues such as working conditions, benefits, management, training and development opportunities and how they feel about working at NHDC. It also enabled staff to suggest improvements the council could make.

The results will be used to identify potential improvements, from which a corporate action plan and individual service area action plans will be created.

### **Methodology**

In recent years, NHDC has partnered with another local authority to administer the survey and produce the report on our behalf, in 2010 we partnered with Dacorum Borough Council. In 2012, it was felt that the survey could be successfully administered in-house without compromising the confidentiality of individual responses. Therefore, NHDC's Communications team administered the survey this year using SNAP survey software.

An online questionnaire was created using SNAP software. To enable monitoring of satisfaction trends, the majority of questions from the 2010 survey were maintained. Staff were invited to complete it by way of a global email invitation and paper copies were also available for those staff without computer access.

The survey went live on 7 February and closed on 16 March. To maximise the response rate, the opportunity to win John Lewis gift vouchers was used as an incentive. A reminder to complete the survey was also included in Team Talk and emailed to all staff on 7 March.

In total, 224 staff completed the Survey. This is a response rate of 61% (based on a sample of 365 staff, which does not include those who were unable to complete it – e.g. due to long-term sick leave or maternity leave). This is a decrease of 7% on 2010, which had the highest ever response rate for an NHDC Staff Survey.

### **Reporting of data**

This report shows the key results from the 2012 Survey and sets out how the overall results compare with 2010. For some results, data from 2007 is also shown.

The 2012 findings are also presented split by directorate. These have been colour coded:

- blue means the percentage is higher than the 2012 council-wide figure
- red means the percentage is lower
- significant differences between the directorates are also highlighted in grey

Agreement ratings and satisfaction ratings have been worked out by adding the percentages for the two positive indicators – e.g. strongly agree and tend to agree; always applies and usually applies; or very satisfied and fairly satisfied.

Results tables/charts included in the main report do not always show every response category, as some have been condensed to highlight key points (table and chart numbers correspond to the question numbers used in the Survey). Full results tables – overall and split by directorate – have been included in the appendix and are

hyperlinked in the main report. Tables 1-9, which show the profile of the sample, are in the appendix only.

Please note that, due to rounding, figures may not always add up to 100% – where percentages are low, they have been rounded to one decimal place. No replies have been omitted prior to calculating percentages – however, for some questions, ‘not applicable’ answers were removed before percentages were calculated to make it a more accurate representation

Marked up surveys will be produced for the following service areas:

- Leisure & Environmental Services
- Cultural Services
- Customer Services Centre
- Human Resources
- Development & Building Control
- Housing & Public Protection
- Finance, Performance & Asset Management
- Revenues, Benefits & IT (inc MSU)
- Policy & Community Services

This data will be passed to the relevant Head of Service or corporate manager along with the appendix detailed above so that any areas of concern at service area level can be investigated and action plans produced.

Due to having responses of less than 10, the following service areas will not receive marked up surveys (however, the usefulness of grouped responses will be investigated):

- Corporate Strategic Planning & Enterprise
- Corporate Legal Services
- Democratic Services

### **Abbreviations**

**CS** Customer Services Directorate

**FPG** Finance, Policy and Governance

**PHE** Planning, Housing and Enterprise

**Pos Ind** the percentage change is a positive indicator

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Just over 55% of respondents rated NHDC as one of the best/above average as a place to work. This is an increase of 3% since 2010. Only 2% of respondents said NHDC was one of the worst/below average as a place to work – a 6% decrease since 2010.

*Table 10a – NHDC as a place to work compared to others (overall)*

	2010	2012	% point change since 2010
One of the best	11.0%	12.9%	+2%
Above average	40.7%	42.4%	+2%
Average	37.6%	41.1%	+3.5%
Below average	6.2%	2.2%	-4%
One of the worst	1.7%	0.0%	-2%
No opinion	2.8%	1.3%	-1.5%
One of the best / above average	51.7%	55.3%	+4%
Below average / one of the worst	7.9%	2.2%	-6%

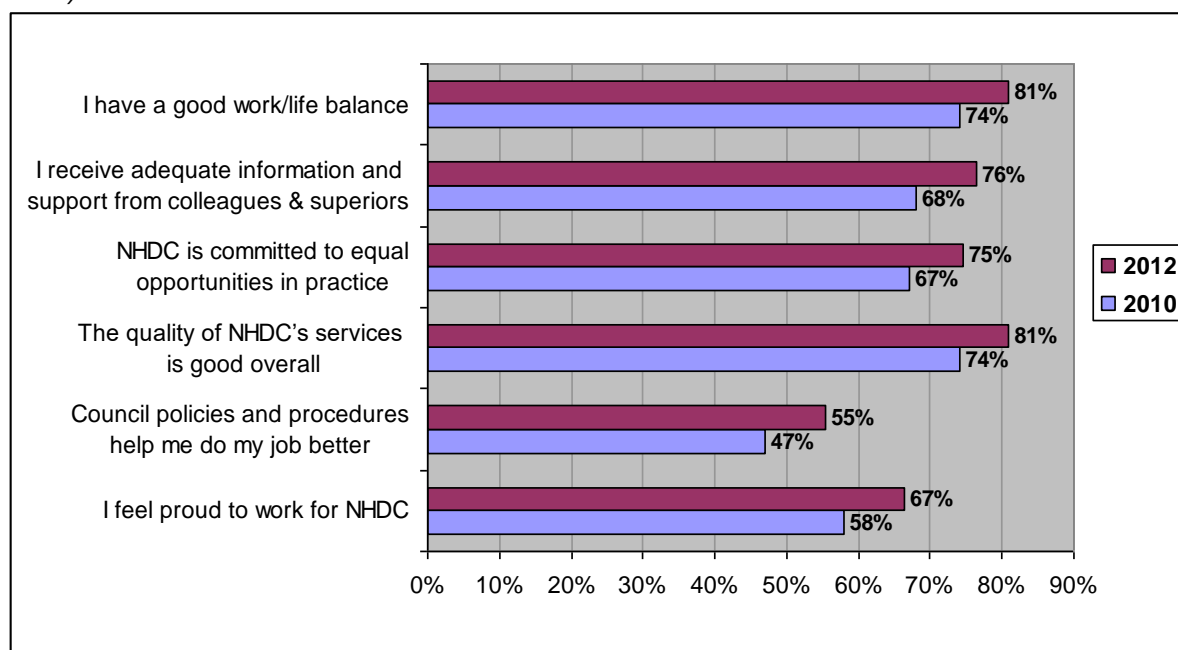
*Table 10b – NHDC as a place to work compared to others, 2012 results by directorate (areas of significant difference highlighted in grey)*

	Overall 2012	CS	FPG	PHE
One of the best / above average	55.3%	70.4%	45.7%	56.4%
Below average / one of the worst	2.2%	1.4%	2.2%	3.6%

In question 12, staff were asked to provide an agreement rating for 15 statements about working at NHDC. Compared with 2010, level of agreement has increased for all 15 statements. The graph below illustrates the six statements with the largest % point increase since 2010:



Chart 12 – Agreement with statements about NHDC: top 6 increases since 2010)



There were variances in level of agreement between the directorates, with Customer Services seeing the largest increases. Click for full results tables: [council wide](#) and [by directorate](#).

#### Staff comments

Staff who replied 'tend to disagree' or 'strongly disagree' to any of the statements about working at NHDC were invited to add their comments explaining why they disagreed. The below give a flavour of those received:

#### **Support from colleagues and superiors**

*"There is definitely a culture of do as I say, not as I do"*

*"I don't feel that I receive sufficient support and direction from my line manager and am left to get on with the job"*

*"I don't always have enough support to carry out my job to a high standard"*

#### **Policies & Procedures**

*"Council procedures strangle efficiency. Council obsessed with the management of appearances"*

*"There are numerous policies which add enormous amounts of work with no benefit in terms of outcomes"*

#### **Work/life balance**

*"There is just too much to do to nowadays be able to do it in work time"*

## Recognition

*“Often, recognition for good work and service is usurped by management with no acknowledgement to the actual person who has produced the work or provided the good service”*

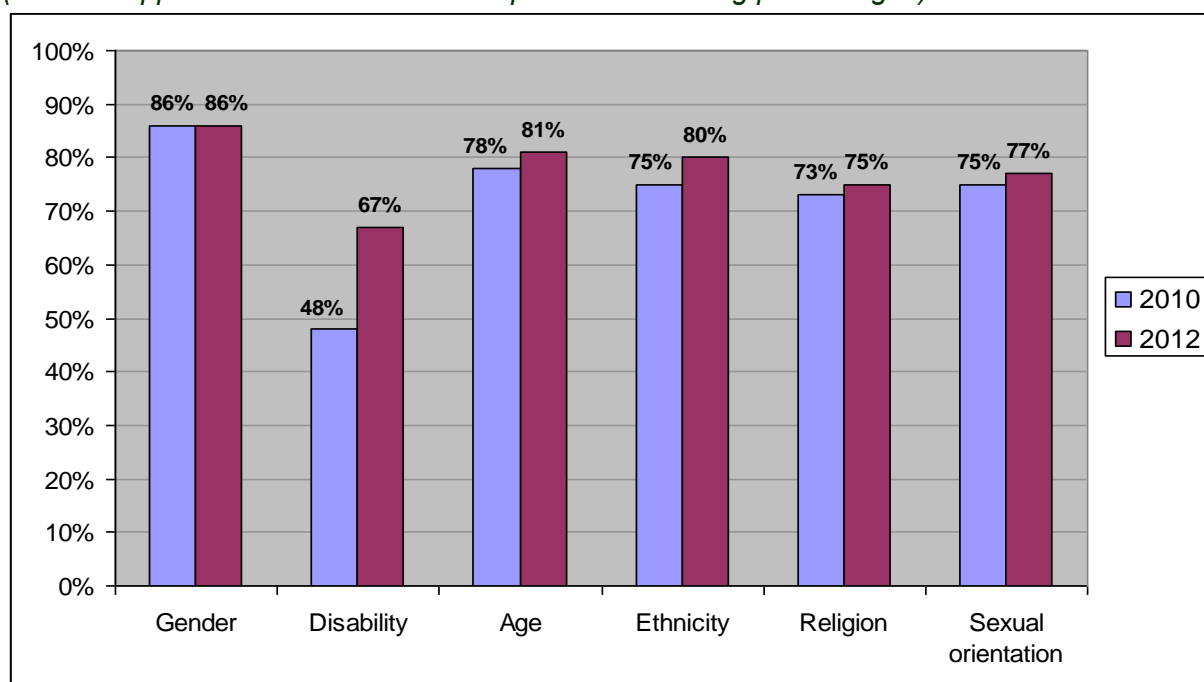
## Lack of authority

*“We have all the responsibility but none of the authority to sort it out”*

## Diversity/equality

Staff were asked to provide an agreement rating about how they are treated as an employee by NHDC in respect of gender, ethnicity, disability, age, religion and sexual orientation. The level of agreement increased across five out of six elements since 2010.

*Chart 14 – Agreement rating for how staff are treated as employees by NHDC (n.b. ‘not applicable’ answers removed prior to calculating percentages)*



Disagreement levels were also low, ranging from 0% to 2%. This was the same across all directorates and there were no significant differences in responses across the directorates. Click for the full, [council-wide results table](#) (the table for directorate level results has not been included for this question as the small sample rates may compromise confidentiality).

## Staff comments

Staff who disagreed with any of the six elements were invited to submit additional comments detailing why they were in disagreement. A selection is shown below:

*“There is a lack of respect in NHDC for those of a certain age. People out of your service area talk down to you and lack human respect”*

*“Sometimes I feel more experienced officers who do not work in my section talk down to me and do not treat me as an equal”*

## **Bullying/harassment**

Overall, there appear to be fewer concerns over bullying and harassment than in 2010. Table 16a shows that fewer staff agree and more staff disagree that they have concerns over bullying/harassment than they did two years ago. There are no significant differences between concerns over colleagues, customers and management.

*Table 16a – Agreement rating with concerns over bullying/harassment*

Statement	2010		2012	
	Agree	Disagree	Agree	Disagree
I have concerns over bullying / harassment at work directed at me by colleagues	5% (11 staff)	75% (179 staff)	3% (5 staff)	79% (143 staff)
I have concerns over bullying / harassment at work directed at me by customers	6% (14 staff)	69% (162 staff)	2% (4 staff)	75% (136 staff)
I have concerns over bullying / harassment at work directed at me by management	7% (16 staff)	73% (176 staff)	4% (7 staff)	75% (137 staff)

These results are broadly the same across the directorates. However, respondents from Housing, Planning & Enterprise and Customer Services expressed a stronger sense of disagreement with the statements, as the [full results table by directorate](#) shows.

### *Staff comments*

A selection of comments from staff who agreed with any of the statements about bullying/harassment is shown below:

*“The abuse and harassment I get from customers is part of my job and I have learnt to accept and not let it get to me”*

*“The top levels of management at NHDC do not (as far as I know) make any attempts to take pro active steps to act on comments in previous staff surveys and resolve employees’ issues”*

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## 4 SATISFACTION WITH JOB FACTORS

As with the 2010 and 2007 surveys, the job aspects staff are most satisfied with are:

- 'friendly colleagues' (92%)
- 'working hours' (88%)
- 'interesting work' (84%)

Overall, since 2010, ten job factors have seen an increase, while only three have decreased. Four remain unchanged. The greatest increase in satisfaction was for having 'sufficient resources to do your job' and 'sufficient resources for your department' (10 and 11 percentage points respectively).

However, the largest change was a 15% point decrease in satisfaction with job security, falling from 58% in 2010 to 43%. Whilst this has historically been much lower than other job factors, 2012 has seen a much larger decrease than previous years.

The [full results table](#) shows that staff are, on the whole, satisfied with job factors at NHDC – the only other factor that rated below 50% for satisfaction was 'opportunity for career progression', which remained unchanged from 2010 at 35%.

As well as having the lowest satisfaction rating, dissatisfaction is also at its highest for 'opportunity for career progression', with 56% dissatisfied. Dissatisfaction ratings as a whole are up since 2010, with them ranging from 8% (friendly colleagues) to 56% (career progression). Dissatisfaction was also high for job security and basic pay.

### *Job factors by Directorate*

The table below summarises the main variances in terms of directorate level satisfaction:

*Table 21 – Main differences in satisfaction with job factors by directorate*

Job Factor	Overall 2012	Customer Services	Finance, Policy & Governance	Planning, Housing & Enterprise
Interesting work	84%	89%	79%	87%
Working hours	88%	93%	87%	82%
Office accommodation	62%	65%	55%	71%
Sufficient resources to do your job	70%	79%	66%	67%
Sufficient resources for your department	62%	73%	58%	55%
Feedback on your performance	74%	83%	67%	80%
Receiving praise for good work	73%	80%	70%	73%
Working for successful organisation	69%	76%	65%	71%

The [full results table by directorate](#) sets out satisfaction ratings for all job factors.

### *Most important factors*

The three most important job factors identified by respondents were (in order): 'interesting work', 'basic pay' and 'job security'. Two of the job factors selected in the

top three most important (job security and basic pay) were rated as two of the highest for dissatisfaction.

The only variation by directorate was that FPG identified job security as the most important job factor.

#### *Staff comments*

Those respondents who were 'fairly' or 'very dissatisfied' with any of the job factors listed were invited to add comments to explain their dissatisfaction.

A categorised selection, focusing on job security, career progression, basic pay, best use of skills and office accommodation are shown below:

#### **Job security**

*"Job security is a problem with local authority work at this time, especially with the onset of Shared Services"*

*"Jobs have been spared up to now but it is what happens in the future that is on many minds"*

#### **Career progression**

*"In the current economic climate there is almost no opportunity for career progression throughout the organisation"*

*"I've been doing the same job for 10 years and still have not been able to identify opportunities for career progression"*

#### **Basic pay**

*"The basic pay does not correspond to the skills and knowledge required to do my job. I have skills that would be of use but are wasted as I am unable to get involved"*

#### **Best use of skills / recognition**

*"We rarely get praised but always get pointed out when doing something wrong"*

*"I feel that I could deliver more if I was not constricted by administrative duties and had more support in this area"*

#### **Office accommodation**

*"Generally the accommodation in DCO is poor by modern office standards."*

*"Open plan is noisy and very distracting, taking away from one's concentration. Some rooms are very cold and others very hot"*

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As with previous surveys, a number of the benefits listed are not applicable to all staff – e.g. lease car allowances, employee assistance programme, adoption leave, maternity/paternity leave and retirement.

Compared to 2010, satisfaction has increased for 12 of the council's benefits, while just six have seen a decrease. The benefit showing the greatest increase is 'lease car allowances', up from 18% in 2010 to 35% in 2012. Other significant increases were:

- 'long service awards' (up 11% to 50%)
- 'free parking' (up 8% to 89%); and
- 'retirement' (up 8% to 36%).

The table below highlights the five benefits staff are most satisfied with:

*Table 24a – Top five benefits in terms of staff satisfaction*

Benefit	2012	% point change since 2010
Free parking	89%	+8%
Additional holiday after 5 years	86%	+3%
Time off for family emergencies	68%	-6%
Free or subsidised eye tests	68%	+2%
Flexi time	78%	+4%

The only benefit that saw a significant decrease was 'time off for family emergencies', which went down six percentage points to 68%.

Dissatisfaction levels were low across all council benefits, ranging from 0% ('adoption leave') to 5% ('long service awards' and 'home-working'). Click for the [full, council-wide results table](#), which shows satisfaction levels for all benefits since 2007.

#### *Council Benefits by Directorate*

The table below summarises the main variances in terms of satisfaction with benefits at

Directorate level. Overall, Customer Services were least satisfied with the benefits package, while Finance, Policy & Governance were the most satisfied.

Table 24b – Main differences in satisfaction with Council benefits by directorate

Benefit	Overall 2012	CS	FPG	PHE
Employee Assistance Programme	34%	47%	28%	27%
Free parking	89%	85%	95%	84%
Positive People Company	36%	54%	30%	24%
Leisure centre concessions	63%	75%	53%	64%
Personal Accident Cover	47%	45%	53%	40%
Paternity Leave	18%	11%	22%	20%
Professional Fees	41%	37%	39%	51%
Professional Study	41%	31%	38%	55%
Flexi time	78%	65%	87%	78%
Flexible working	56%	45%	64%	56%
Homeworking	59%	47%	70%	62%

The [full results table by directorate](#) sets out satisfaction ratings for all benefits.

#### *Most / least important benefits*

When asked to specify the three most important benefits, respondents identified 'flexi-time' as the most important (59%), closely followed by 'final salary pension' (58%) and 'free parking' (42%). These were broadly similar to 2010, which had 'time off for family emergencies' in third place over 'free parking'

The benefits seen as being least important to staff were 'adoption leave' (0%), 'employee positive programme' (0.4%) and 'employee assistance programme' (0.9%).

#### *Staff comments*

Respondents who were 'fairly' or 'very' dissatisfied with any of the staff benefits were given the opportunity to comment on their dissatisfaction. A categorised selection is shown below:

#### **Homeworking**

*"I don't think this is a very good idea as it leaves the department very short staffed and sometimes unable to take holidays and flexi-time"*

*"Differing rules across departments/posts as to who should be entitled to home work"*

#### **Flexi Time**

*"Not allowed this as not enough resources in the department"*

#### **Pension**

*"Strongly disagree with recent changes. Wish more staff had put up a fight and the union had more teeth"*

### **Time off for family emergencies**

*“A blanket rule is seems to be applied to time of for family emergencies, each case should be judged individually”*

### **Car allowances**

*“I don't think the car allowance paid reflects the costs of motoring”*

### **Long Service Awards**

*“Long service awards are really insignificant compared to other companies, not really worth having at all”*

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## 6 TRAINING AND DEVELOPMENT

As the table below demonstrates, the only significant change from 2010 is a decrease of five percentage points in the agreement rating about training in relation to staff's current role and responsibilities. However, the wording of this question changed in 2012, which altered the focus from usefulness to appropriateness, therefore altering the ability to effectively benchmark against the 2010 results.

*Table 27a – Agreement with statements about training and development*

Statement	2005	2007	2010	2012	% point change since 2010
The learning and development the Council provides is appropriate for my role and responsibilities <i>(2010 and before: 'Training and development the council provides is useful for my current work and responsibilities')</i>	70%	68%	65%	60%	-5%
The council provides useful career development activities <i>(2010 and before: 'The training &amp; development the council provides is useful for my future career development')</i>	58%	53%	49%	49%	No change
The opening and closing sessions by senior managers in council training courses are helpful and should continue	30%	35%	33%	32%	-1%
I feel confident that feedback given in the closing session of Council training courses will be acted on	29%	34%	30%	31%	+1%

\*\* The question concerning the learning menu and central library was not asked in this year's survey\*\*

### *Training and Development by Directorate*

Unlike in 2010, results by directorate show greater variation, as table 27b demonstrates:

*Table 27b – Agreement with statements about training and development, by directorate*

Statement	Overall 2012	CS	FPG	PHE
The learning and development the Council provides is appropriate for my role and responsibilities <i>(2010 and before: 'Training and development the council provides is useful for my current work and responsibilities')</i>	60%	71%	56%	58%
The council provides useful career development activities <i>(2010 and before: 'The training &amp; development the council provides is useful for my future career development')</i>	49%	54%	48%	49%
The opening and closing sessions by senior managers in council training courses are helpful and should continue	32%	38%	31%	27%
I feel confident that feedback given in the closing session of Council training courses will be acted on	31%	44%	24%	27%

In particular, responses indicate that staff in Customer Services appear to agree more strongly than the other directorates that the Council's training and development is appropriate for their role and responsibilities.

#### *Staff comments*

Several respondents who 'tended to disagree' or 'strongly disagreed' with the statements above made additional comments and these are summarised below:

*"Not enough variety of courses that are interesting"*

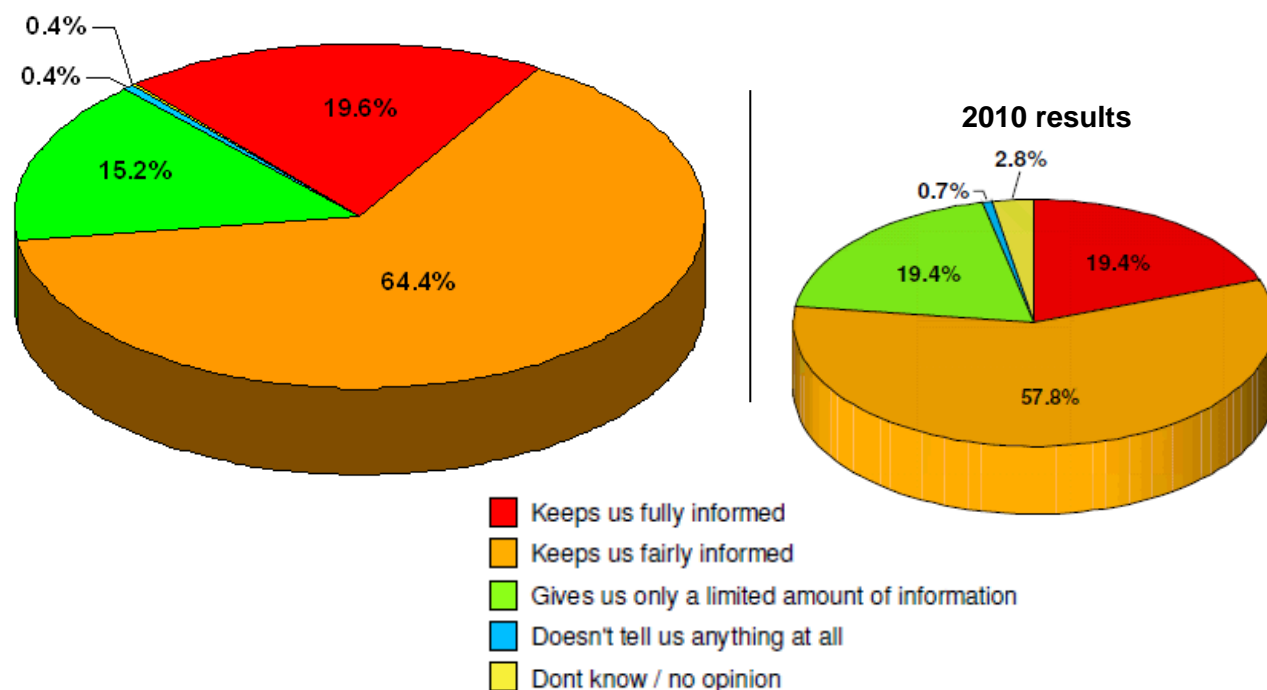
*"Training is often box ticking and doesn't actually serve the purpose of what you want it for. It's also too generic rather than department specific so many examples are irrelevant"*

*"Senior management / Member introductions are pointless and irrelevant – they don't add anything to the event"*

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## 7 INFORMATION PROVISION

Chart 29 – Are staff informed about what NHDC does?



The above charts show that, since 2010, there has been an increase in the number of staff who feel fully or fairly informed. Fewer than a sixth of respondents feel that they are only given limited information about NHDC or that the council doesn't tell them anything at all.

### Receiving and finding information

Table 30 – Agreement with statements about information at NHDC (council wide and by directorate – biggest variances by directorate highlighted grey)

Statement	2010	2012	% point change since 2010	CS	FPG	PHE
I receive or know where to find enough information about important Council decisions	72%	76%	+4%	80%	69%	84%
I receive enough information about the work of other Directorates and Services	52%	49%	-3%	54%	47%	47%
I only receive internal information that is relevant or useful to me	27%	38%	+11%	47%	33%	40%
I have confidence in the information given to me	59%	69%	+10%	75%	69%	67%

Overall, results indicate that staff have a more positive view about information provision, with three out of the four statements showing an increase since 2010. Of particular note is a 10 percentage point rise in staff who have confidence in the information given to them. Whilst there was a small decline in agreement with the

statement that staff receive enough information about the work of other Directorates and Services, the disagreement rating for this statement was low at 12%.

Table 30 suggests that, overall, staff in Customer Services hold more positive views about information provision than the other directorates.

#### *Information sources*

In terms of current sources used by staff to find out information about NHDC, the results were broadly similar to 2010. The top four are:

- Intranet (160 staff)
- Team meetings (153 staff)
- Personal contact from immediate manager / supervisor (144 staff)
- Internet email (139 staff)

The sources least used by staff are also similar to 2010. They are:

- Members Information Service (MIS) weekly publication (19 staff)
- Notice boards (19 staff)
- Trade Union (21 staff)
- Face-to-face briefings from Chief Executive and other senior managers (23 staff)

The table below shows the top three preferred future sources for finding out information (2010 data not shown as top three were identical).

*Table 31 – Top three preferred future sources for finding out information (council wide and by directorate – biggest variances by directorate highlighted grey)*

<b>Council wide 2012</b>	<b>Customer Services</b>	<b>Finance, Policy &amp; Governance</b>	<b>Planning, Housing &amp; Enterprise</b>
Team meetings (54%)	Personal contact from immediate manager (49%)	Team meetings (58%)	Team meetings (56%)
Personal contact from immediate manager (43%)	Intranet (47%)	Personal contact from immediate manager (52%)	Intranet (44%)
Intranet (41%)	Team meetings (44%)	Intranet (34%)	Monthly Team Talk (38%)

There was broad agreement across the three directorates about how staff would like to receive their information in future, with team meetings and the intranet consistently popular. The only significant variation was that, in the Planning, Housing & Enterprise directorate, 'Personal contact from immediate manager' was not as popular as the other two, where only 25% of respondents rated it in their top three.

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## 8 COMMUNICATIONS

The overall picture about communications is positive. Compared with the 2010 survey, seven out of eight statements about communications have seen an increase in satisfaction levels and the eighth could not be compared due to a change in wording.

Agreement ratings are now in excess of 50% for all but two statements and disagreement ratings are low (ranging from 1% to 19%). The only statement with a relatively high disagreement rating (19%) is 'communications are good between different directorates' – however, this has decreased since 2010.

The statements that have shown the largest increase in agreement are:

- 'Outlook helps me to understand what other services at NHDC are doing' (12 percentage points)
- 'Team Talk is an effective way of helping me understand what is going on at the council (8 percentage points)
- NHDC News helps me to understand what colleagues in other areas of the council are doing (8 percentage points)
- Communications are good between different directorates (7 percentage points)

Click for the [full council-wide results table](#).

There was wide variation between the directorates in terms of agreement levels with the eight statements. Respondents from Customer Services agree more strongly that communications are effective. The biggest variations are highlighted below:

*Table 33 – Agreement with statements about Communications: 2012 by directorate*

Statement	Council wide 2012	CS	FPG	PHE
Communications are good within my directorate	63%	72%	57%	64%
Team Talk is an effective way of helping me to understand what is going on at the Council	66%	76%	66%	56%
NHDC News helps me to understand what colleagues in other areas of the Council are doing	72%	82%	64%	73%
Outlook magazine helps me to understand what other services at the Council are doing	76%	89%	70%	73%

Click for [the full, directorate level results table](#).

### Staff comments

Staff who provided a disagreement rating for any of the statements above were invited to submit additional comments. These are summarised below:

*“Other directorates/departments repeatedly make decisions that impact our work without consulting our department or thinking of a contingency plan”*

*“I am aware that senior managers meet regularly but I'm not sure if it is communicated to officers who are not managers”*

*“Communication within and between teams has suffered as a result of home-working”*

### **Corporate methods of communication**

*Table 35 – Satisfaction with main corporate methods of communication*

<b>Communication Method</b>	<b>2010</b>	<b>2012</b>	<b>% point change since 2010</b>
Monthly Team Talk	59%	70%	+11%
Directorate briefings	40%	42%	+2%
NHDC News	68%	77%	+9%
Chief Exec & senior managers briefings	35%	47%	+13%
Global e-mails (i.e. link only messages LOMS or subject only messages SOMS)	N/A (Global emails & LOMs separate)	72%	N/A
Message Board on Intranet	65%	75%	+10%
Hot Topics on Intranet	63%	66%	+3%
Members Information Service (MIS) - weekly publication	22%	22%	No change

Satisfaction levels have increased for seven of the nine methods of corporate communication.

There is variation in the satisfaction levels of the different directorates, with Customer Services showing higher levels of satisfaction – a change from 2010 when they were the least satisfied with the key corporate methods of communication. Click for the [full directorate level results table](#).

#### *Staff comments*

Staff who were dissatisfied with any of the statements concerning the corporate methods of communication were asked to submit additional comments. A selection is shown below:

*“Briefings from Chief Executive guarded and uninformative”*

*“No alerts about important outside developments – e.g. passing of Localism Act. Internal publications and alerts need to be more timely with more emphasis on hard news”*

*“What is a directorate briefing?”*

## Frequency of team meetings and satisfaction with 1-to-1s

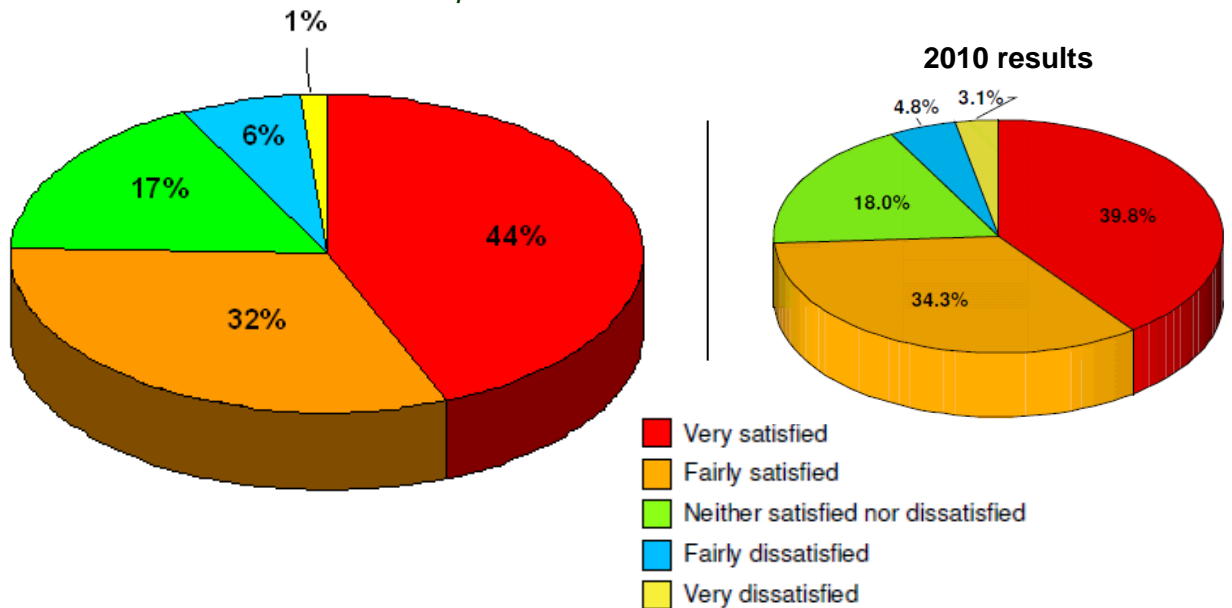
Table 37 – Frequency of team meetings: council-wide and 2012 split by directorate

Frequency	2010	2012	% point change since 2010	CS	FPG	PHE
Weekly	11%	9%	-3%	7%	3%	16%
Fortnightly	9%	5%	-4%	7%	4%	4%
Monthly	44%	51%	+7%	42%	60%	53%
Every 2 months	8%	10%	+2%	11%	12%	7%
Every 3 months	11%	7%	-4%	9%	7%	7%
Every 6 months	9%	8%	-1%	9%	8%	6%
Never	9%	10%	+1%	16%	7%	7%

Overall, team meetings appear to take place slightly less frequently, with weekly and fortnightly meetings down and monthly and bi-monthly meetings up. Similar to 2010, one in 10 respondents said that their line manager ‘never’ held team meetings. Staff selecting ‘never’ was highest within the Customer Services directorate.

In terms of satisfaction with the 1-to-1 process, 76% of staff were satisfied (a slight increase since 2010) while 7% were dissatisfied. Satisfaction was highest for staff in Planning, Housing & Enterprise.

Chart 38 – Satisfaction with the 1-to-1 process?



### Staff comments

Respondents who were ‘fairly’ or ‘very’ dissatisfied with the 1-to-1 process were invited to submit additional comments. A selection are detailed below:

*“My manager is so busy that they do not generally have time for regular 1-to-1 meetings”*

*“If we have a one to one nothing seems to get done about the points raised so have not bothered to ask for one for some time”*

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The first section considers immediate line management, the second looks at senior management and statements concerning organisational change.

### ***Immediate Line Management***

Compared with the 2010 survey, 11 out of 15 statements around line manager style saw an increase in positive responses. Only two saw a small decrease, and two remained the same.

The proportion of positive responses was high for all statements, with most gaining a positive response from at least 8 out of 10 respondents:

- the lowest was for [my line manager] 'acts on my ideas' (70%);
- the highest was for [my line manager] 'is approachable' (92%)

The table below shows statements with the largest positive increases and those that decreased:

*Table 40 – Statements about line management: decreases and largest increases (figures show % of respondents who selected 'always applies' / 'usually applies')*

Statement	2007	2010	2012	% point change since 2010
Gives me adequate information and support to do my job	67%	70%	79%	+9%
Appreciates the pressures I come under in my job	65%	71%	79%	+8%
Supports my learning and development (2010 and before: 'Discusses my training and development needs')	68%	72%	80%	+8%
Gives me credit if I've done a good job	68%	74%	81%	+7%
Gives me enough responsibility	70%	78%	77%	-1%
Consults me on matters where I can contribute	75%	83%	81%	-2%

It should be noted that several statements that have seen a small % point increase since 2010 enjoyed a significant increase between 2007 and 2010 (for example, 'listens to my ideas' and 'acts on my ideas'). Click for the [full, council-wide results table](#).

There were virtually no significant differences between the responses of the different directorates. Click for the [directorate split results table](#).

#### *Staff comments*

Staff who provided a negative response to any of the statements about their line manager were invited to submit additional comments and a selection of these is detailed below:

*"Won't let go and allow me to supervise as my job description states; has to micro-manage everything"*



*“I’m not always clear what is expected of me and don’t always feel supported or receive feedback from my line manager”*

*“Would be surprised to ever be told I had done a good job”*

## **Senior Management**

*Table 42a – Agreement with statements about Senior Management*

<b>Statement</b>	<b>2007</b>	<b>2010</b>	<b>2012</b>	<b>% point change since 2010</b>
Senior Management have a clear vision of where the Council is going	50%	56%	60%	+4%
Senior Management are interested in listening to staff opinions (2010 and before: ‘Senior Management are not interested in listening to staff opinions’)	*25%	*25%	45%	N/A
I have confidence in the Senior Management of this organisation	39%	43%	55%	+12%
Senior Management keep other staff fully informed about the decisions they make	31%	36%	41%	+5%

Table 42a above shows that, since 2010, a higher percentage of respondents have a positive view of the vision and abilities of senior management, and whether they keep staff fully informed about their decisions. The majority of respondents now have confidence in NHDC’s senior management.

Whilst agreement levels are not particularly high, disagreement levels are low, ranging from 4% to 10%:

- the lowest (4%) is for ‘Senior Management have a clear vision of where the Council is going’ (down from 10% in 2010)
- the highest (10%) is for ‘Senior Management are interested in listening to staff opinions’ (can’t compare with 2010, due to a wording change)
- 10% of respondents also disagreed that ‘Senior Management keep other staff fully informed about the decisions they make’. However, this is an improvement from 2010, where 17% disagreed.

There was some variation between the different directorates, with the respondents from Planning, Housing & Enterprise providing the most positive results across the four statements. They showed particularly stronger agreement with the statement around the vision of Senior Management. Click for the [directorate split results table](#), which highlights the key variations.

### *Organisational change*

Since 2010, there has been a significant improvement in how respondents feel about organisational change and the way it is planned and managed. Four out of five statements saw an increase in agreement levels and all saw a significant decrease in the percentage of respondents who disagreed. See table 42c below:

Table 42c – Agreement and disagreement with statements about organisational change

Statement	% agree 2010	% agree 2012	% point change since 2010	% disagree 2010	% disagree 2012	% point change since 2010
Organisational changes are planned well	25%	35%	+10%	29%	14%	-15% (pos ind)
Realistic timetables are set for change	26%	37%	+11%	28%	14%	-14% (pos ind)
Staff are kept informed of changes	44%	52%	+8%	19%	12%	-7% (pos ind)
Staff are consulted as part of Organisational change	47%	47%	no change	17%	11%	-6% (pos ind)
When Senior Management makes changes it generally achieves what it set out to do	35%	42%	+7%	12%	6%	-6% (pos ind)

In 2010, close to one in three staff disagreed that changes were planned well. This has dropped to just over one in seven in 2012. Disagreement levels have also halved since 2010 for the statement ‘when Senior Management makes changes it generally achieves what it set out to do’.

As with the section above, there were some variations between directorates, with the respondents from Planning, Housing & Enterprise again providing the most positive results across the five statements. Of particular note was the difference in disagreement levels concerning whether Senior Management achieves what it sets out to do when making changes. Click for the [full results table by directorate](#).

#### Staff comments

A selection of comments from staff who disagreed with any of the statements around senior management or organisational change are shown below:

*“There is not a lot of communication from senior managers about decisions that are made”*

*“There have been recent restructures that have been unnecessarily long in the planning resulting in pressured timetables”*

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## 10 OFFICE ACCOMMODATION

Following the 2010 staff survey, NHDC relocated staff to the Council Offices in Gernon Road. The differences between 2010 and 2012 should be seen in this context and will be useful in highlighting key issues that remain from the office accommodation move.

Staff were asked how satisfied they are with key elements of office accommodation provision. The results strongly suggest that staff are much less satisfied with their workplace than they were in 2010:

- 15 out of 20 elements saw a drop in satisfaction levels since 2010
- only three saw an increase (two new elements were introduced in the 2012 survey)
- most decreases were by 5 percentage points or more
- three elements have satisfaction levels of 40% or lower
- there has been a significant increase in satisfaction with recycling facilities and the provision of meeting rooms

The table below shows the elements where satisfaction levels have increased and those with the largest % point decrease:

*Table 44 - Satisfaction with key elements of office accommodation*

Element	2007	2010	2012	% point change since 2010
Provision of meeting rooms	46%	47%	62%	+15%
Provision of recycling receptacles	35%	33%	71%	+38%
The appearance of the main reception area	73%	67%	76%	+9%
Temperature at your workplace on hot days	51%	46%	33%	-13%
Temperature at your workplace on cold days	68%	52%	40%	-12%
Lighting levels at your workplace	71%	77%	66%	-11%
The space where you work	80%	75%	67%	-9%
Provision of quiet working areas	48%	45%	36%	-9%
Provision of kitchen facilities near workplace	83%	80%	71%	-9%
Cleanliness in kitchen area nearest your workplace during the last 2 months	68%	61%	55%	-6%
Provision of toilet facilities near workplace	78%	77%	71%	-6%

Click for the [full, council-wide table of results](#).

There were significant variations at directorate level, both generally and for specific elements. The [full table](#) provides statistics for all elements of office accommodation by directorate. However, key points are:

- respondents from FPG were least satisfied with their workplace
- only 50% of respondents from CS were satisfied with opportunities for home working (this compares with 79% from FPG and 78% from PHE)
- there was most variation concerning 'the provision of toilet facilities near workplace'

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## 11 CUSTOMER SERVICE

As with previous surveys, the statement with the highest level of agreement was 'I understand how Customer Service relates to my job' (91%)

Table 45 shows that, council wide, there are no substantial changes since 2010. However, the biggest change was a positive increase of five percentage points in the level of agreement for the positive impact the Customer Service Centre has had on customer service.

*Table 45 – Agreement with statements about customer service, council wide and 2012 results by directorate*

Statement	2007	2010	2012	% point change since 2010	CS	FPG	PHE
I understand how Customer Service (2010 and before, 'Customer Care') relates to my job	92%	92%	91%	-1%	96%	89%	91%
I have a good understanding of the Council's Customer Care Standards	84%	89%	88%	-2%	93%	84%	91%
I feel that the Customer Service Centre has helped improve customer service (2010 and before, 'Customer Care') for my area	37%	45%	50%	+5%	63%	38%	60%

However, there is significant variation by directorate. Specifically, respondents from Finance, Policy & Governance are less positive about customer service, particularly how much customer service in their area has been improved by the Customer Service Centre.

### 3Cs procedure

*Table 46 – Agreement with statements about NHDC's 3Cs procedure: council-wide and 2012 results by directorate*

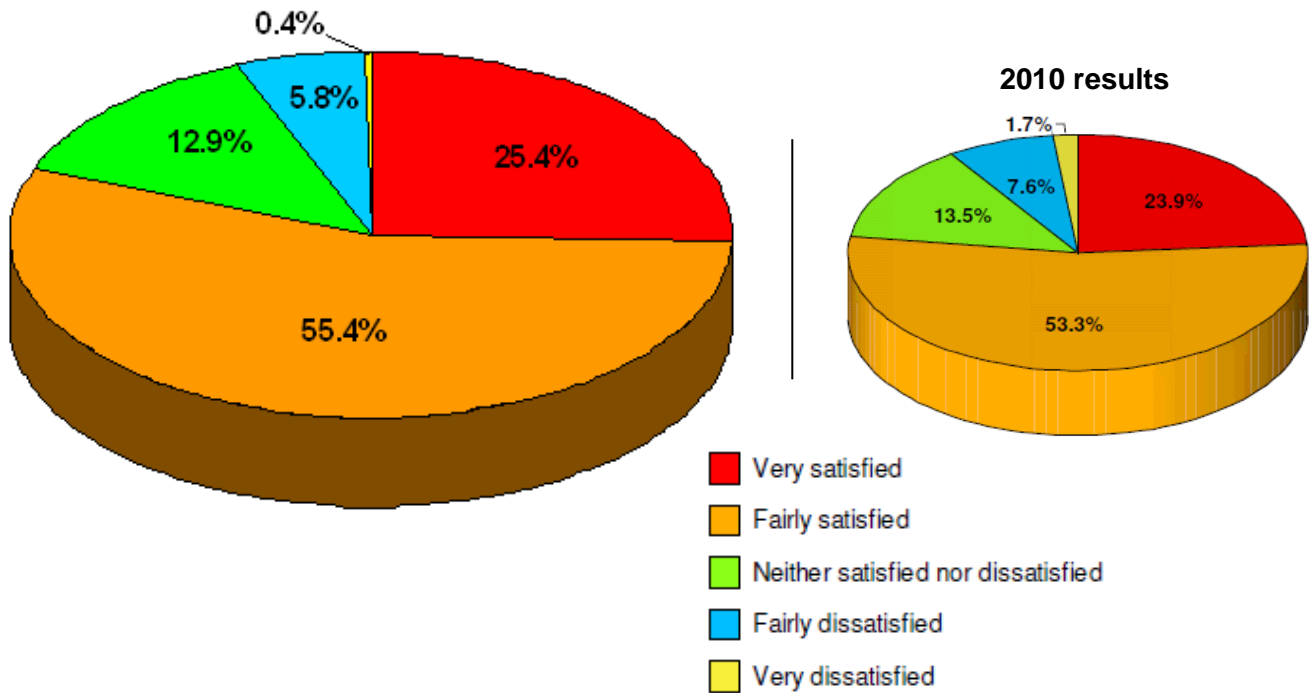
Statement	2007	2010	2012	% point change since 2010	CS	FPG	PHE
I have a good understanding of the 3Cs procedure and my responsibilities within it	73%	79%	80%	+1%	89%	74%	86%
The 3Cs procedure helps refine the service we give to our customers to better meet their needs	No data	70%	72%	+2%	87%	68%	66%
I consistently follow the 3Cs procedure	No data	68%	67%	-1%	76%	62%	67%
The 3Cs procedure is effective	44%	59%	58%	-1%	69%	57%	51%
I feel the Council offers good customer service training	not asked	not asked	63%	N/A	79%	52%	64%

As the table above shows, there have been no significant changes since 2010 in how respondents view NHDC's 3Cs procedure. Whilst agreement levels for some statements are relatively low, levels of disagreement are very low, ranging from 2% to 5%.

Respondents from the Customer Services directorate are the most positive about the 3Cs procedure; those from Finance, Policy & Governance are least positive.

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Chart 47 – Overall satisfaction with current job



The proportion of people either very or fairly satisfied with their job was high (81%) and showed an increase of 3.5 percentage points since 2010. Dissatisfaction also fell by three percentage points (down from 9% in 2010 to 6% this year).

Overall job satisfaction varies by directorate:

- Customer Services: 86% (up from 80% in 2010)
- Planning, Housing & Enterprise: 78% (down from 81% in 2010)
- Finance, Policy & Governance: 78% (up from 72% in 2010)

*Additional comments about working at NHDC*

The final question in the Staff Survey invited respondents to comment on working at NHDC. These comments are shown below:

*“Some managers could do with refresher training on how to actually manage people – although they may be good at their day to day job, effectively managing a team is a completely different skill set”*

*“I do really like my job, and appreciate having it, but some parts of the job have certainly changed for the worse as there are fewer people in NHDC”*

*“Despite the current difficult economic times, I still feel NHDC is a very friendly, fair and interesting place to work”*

*“I like my work and am fortunate to work with a lovely group of people. But recent changes in management, working arrangements and office moves*

*combined with home working and job insecurity because of cuts has had a big effect on morale and enthusiasm for the job”*

*“Understandably, there is a tendency to only think of the District Council Office building and the staff who work there in many areas of council internal communication and provision”*

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## 13 CONCLUSION AND NEXT STEPS

The results of the 2012 staff survey are very encouraging, with large numbers of staff responding positively. The majority of questions showed improvements since 2010 in respondents' agreement levels with positive statements and in their satisfaction levels.

However, the survey did highlight several areas for improvement. As in 2010, staff are concerned about job security and opportunities for career progression. In fact, dissatisfaction levels with job factors were up overall. Respondents also made clear that they would like several aspects concerned with office accommodation to be addressed.

Finally, there were some key differences between the responses of staff from the three directorates which will need to be considered when formulating action plans.

It should be noted that the individual comments that have been included (in all but the final section) are a selection taken from comments provided by staff *who were dissatisfied*. Whilst they raise various issues that should be considered, they should not be seen as representative of staff views as a whole.

Please click if you would like to see the [percentage of respondents who left comments for each free text question](#).

To tackle the issues and areas of concern raised by this survey, a corporate action plan will be produced and publicised. Results by service will also be available where 10 or more staff responded and each service will complete their own Staff Survey Action Plan.

The full report will be available on the intranet.

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## APPENDIX – Full results tables for all questions

All 'a' tables show council-wide results over time.

All 'b' tables show the 2012 results split by directorate, with significant variations highlighted grey

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### **Overall satisfaction**

[Tables 47a & 47b](#) – Overall satisfaction with current job

[Table 50](#) – % of respondents who commented when invited to do so if they disagreed/were  
dissatisfied

*Table 1 – Profile of sample by gender*

<b>Q1 Are you</b>		
Male	65	29%
Female	159	71%

*Table 2 – Profile of sample by age*

<b>Q2 Into which of these age groups do you fall?</b>		
Under 25	3	1%
25-39	62	28%
40-49	78	35%
50-59	61	27%
60+	20	9%

*Table 3 – Profile of sample by directorate*

<b>Q3 Which directorate do you work in?</b>		
Customer Services	71	32%
Finance, Policy & Governance	92	41%
Planning, Housing & Enterprise	55	25%
Democratic Services	6	3%

*Table 4 – Profile of sample by service area*

<b>Q4 Which service area do you work in?</b>		
Leisure & Environmental Services	17	8%
Cultural Services	10	5%
Customer Service Centre	14	6%
Human Resources	15	7%
Development & Building Control	21	9%
Housing & Public Protection	24	11%
Corporate Strategic Planning & Enterprise	9	4%
Finance, Performance & Asset Management	15	7%
Revenues, Benefits & IT (inc MSU)	55	25%
Policy & Community Services	12	5%
Corporate Legal Services	6	3%
Democratic Services	6	3%
Customer Service Directorate (other)	8	4%
Other	12	5%

*Table 5 – Profile of sample by location*

<b>Q5 Where are you based (tick all that apply)?</b>		
Gernon Road	160	71%
The Document Centre	3	1%
Hitchin Museum	3	1%
Letchworth Museum	7	3%
Harkness Court	13	6%
Work from home all the time	8	4%
Work from home + one or more above	80	36%
Other	7	3%

*Table 6 – Profile of sample by length of service*

<b>Q6 How long have you worked for the Council?</b>		
Up to 6 months	7	3%
Over 6 months but less than 1 year	2	1%
Over 1 year but less than 2 years	11	5%
Over 2 years but less than 5 years	48	21%
Over 5 years but less than 10 years	67	30%
Over 10 years but less than 15 years	43	19%
15+ years	46	21%

*Table 7 – Profile of sample by employment status*

<b>Q7 Do you work full-time or part-time?</b>		
Part-time	71	32%
Full-time	153	68%

*Table 8 – Profile of sample by contract type*

<b>Q8 Is your contract with NHDC permanent or temporary?</b>		
Permanent	210	94%
Temporary	14	6%

*Table 9 – Profile of sample by salary grade*

<b>Q9 What grade is your current job?</b>		
1-3	44	20%
4-6	68	30%
7-9	59	26%
10-12	39	17%
13+	7	3%
Don't know	7	3%

## WORKING AT NHDC

Table 10 – NHDC rated as a place to work: council-wide and 2012 results by directorate

Rating	2010	2012	% point change since 2010	2012 BY DIRECTORATE		
				CS	FPG	PHE
One of the best	11.0%	12.9%	+1.9%	14.1%	10.9%	16.4%
Above average	40.7%	42.4%	+1.7%	56.3%	34.8%	40.0%
Average	37.6%	41.1%	+3.5%	26.8%	51.1%	40.0%
Below average	6.2%	2.2%	-4%	1.4%	2.2%	3.6%
One of the worst	1.7%	0.0%	-1.7%	0.0%	0.0%	0.0%
No opinion	2.8%	1.3%	-1.5%	1.4%	1.1%	0.0%
One of the best / above average	51.7%	55.3%	+3.6%	70.4%	45.7%	56.4%
Below average / one of the worst	7.9%	2.2%	-5.7%	1.4%	2.2%	3.6%

Table 11 – Agreement rating with statements about NHDC: council-wide and 2012 by direc

Statement	2010	2012	% point change since 2010	2012 BY DIRECTORATE		
				CS	FPG	PHE
I like to know what's going on in NHDC and am already involved	35.0%	40.6%	+5.6%	40.8%	37.0%	45.5%
I like to know what's going on in NHDC and would like to become more involved	18.0%	17.4%	-0.6%	16.9%	17.4%	20.0%
I like to know what's going on in NHDC but I don't really want to get involved	37.0%	37.9%	+0.9%	40.8%	39.1%	32.7%
I am not really interested in NHDC, it's just a job	5.0%	1.8%	-3.2%	0.0%	3.3%	0.0%
No opinion	6.0%	2.2%	-3.8%	1.4%	3.3%	1.8%

Table 12a – Agreement rating for statements about working at NHDC

Statement	2007	2010	2012	% point change since 2010
I feel proud to work for NHDC	53%	58%	67%	+9%
I feel valued and recognised for the work that I do	52%	56%	63%	+6%
I am able to cope with the demands of the job	80%	90%	92%	+2%
I have a clear understanding of the contributions I am expected to make	81%	84%	88%	+4%
I am aware of the vision for North Herts & NHDC mission	73%	83%	87%	+4%
I understand what I have to do in my role to help achieve this vision	74%	77%	80%	+3%
Council policies and procedures help me to provide a good service to the public	55%	61%	65%	+4%
Council policies & procedures help me do my job better	46%	47%	55%	+8%
I'm given enough support to do my job to a high standard	54%	63%	69%	+6%
The quality of NHDC's services is good overall	68%	74%	81%	+7%
The quality of services is good within my area	75%	86%	88%	+2%
NHDC is committed to equal opportunities in principle	75%	80%	83%	+3%
NHDC is committed to equal opportunities in practice	63%	67%	75%	+8%
I receive adequate information and support from colleagues & superiors	62%	68%	76%	+8%
I have a good work/life balance	N/A	74%	81%	+7%

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Table 12b - Agreement with statements about NHDC – 2012 results by directorate

Statement	% agree CS	% agree FPG	% agree PHE
I feel proud to work for NHDC	76%	61%	66%
I feel valued and recognised for the work that I do	72%	60%	60%
I am able to cope with the demands of the job	99%	90%	86%
I have a clear understanding of the contributions I am expected to make	93%	87%	86%
I am aware of the vision for North Herts & NHDC mission	90%	85%	89%
I understand what I have to do in my role to help achieve this vision	87%	80%	75%
Council policies and procedures help me to provide a good service to the public	69%	62%	67%
Council policies and procedures help me do my job better	63%	53%	53%
I am given enough support to do my job to a high standard	72%	65%	73%
The quality of NHDC's services is good overall	86%	77%	86%
The quality of services is good within my area	96%	84%	84%
NHDC is committed to equal opportunities in principle	89%	82%	78%
NHDC is committed to equal opportunities in practice	79%	74%	73%
I receive adequate information and support from colleagues & superiors	78%	76%	75%
I have a good work/life balance	86%	85%	69%

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Table 14 – Agreement rating for how staff are treated as employees by NHDC

Factor	2010			2012		
	Agree	Disagree	Neutral	Agree	Disagree	Neutral
Gender	86%	1%	13%	86%	0%	14%
Disability	48%	2%	50%	67%	2%	32%
Age	78%	3%	20%	81%	2%	16%
Ethnicity	75%	3%	23%	80%	0%	20%
Religion	73%	0%	27%	75%	2%	24%
Sexual orientation	75%	0%	25%	77%	0%	23%

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Table 16a – Agreement and disagreement ratings for statements about bullying/harassment

Statement	2010		Council wide 2012	
	Agree	Disagree	Agree	Disagree
I have concerns over bullying / harassment at work directed at me by colleagues	5% (11 staff)	75% (179 staff)	3% (5 staff)	79% (143 staff)
I have concerns over bullying / harassment at work directed at me by customers	6% (14 staff)	69% (162 staff)	2% (4 staff)	75% (136 staff)
I have concerns over bullying / harassment at work directed at me by management	7% (16 staff)	73% (176 staff)	4% (7 staff)	75% (137 staff)

Table 16b – Agreement and disagreement ratings and numbers for statements about bullying/harassment: 2012 results by directorate (number of staff in brackets)

Statement	Council wide 2012		CS		FPG		HPE	
	Agree	Dis	Agree	Dis	Agree	Dis	Agree	Dis
I have concerns over bullying / harassment at work directed at me by colleagues	3% (5)	79% (143)	2% (1)	80% (48)	1% (1)	72% (52)	5% (2)	93% (39)
I have concerns over bullying / harassment at work directed at me by customers	2% (4)	75% (136)	3% (2)	78% (49)	2% (2)	67% (48)	0% (0)	83% (35)
I have concerns over bullying / harassment at work directed at me by management	4% (7)	75% (137)	3% (2)	79% (49)	4% (3)	65% (48)	2% (1)	86% (36)

\*\*not applicable answers removed when calculating percentages\*\*

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## JOB FACTORS

Table 21a – Satisfaction rating for job factors

Job Factor	2007	2010	2012	% point change since 2010
Interesting work	80%	85%	84%	-1%
Basic pay	62%	61%	56%	-5%
Job security	67%	58%	43%	-15%
Friendly colleagues	88%	90%	92%	+2%
Working hours	88%	84%	88%	+4%
Office accommodation	64%	62%	62%	No change
Sufficient resources to do your job	63%	60%	70%	+10%
Sufficient resources for your department	54%	51%	62%	+11%
Making the best use of your skills and abilities	68%	68%	73%	+5%
Feedback on your performance	62%	69%	74%	+5%
Feeling you have accomplished something worthwhile at work	69%	72%	72%	No change
Receiving regular, yearly appraisals	76%	79%	81%	+2%
Receiving praise for good work	62%	65%	73%	+8%
Receiving sufficient training to do job well	67%	73%	73%	No change
Working for successful organisation	57%	65%	69%	+4%
Opportunity to show initiative	68%	66%	72%	+6%
Opportunity for career progression	35%	35%	35%	No change

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Table 21b – Satisfaction rating for job factors: 2012 results by directorate

Job Factor	Overall 2012	CS	FPG	PHE
Interesting work	84%	89%	79%	87%
Basic pay	56%	58%	60%	53%
Job security	43%	38%	46%	46%
Friendly colleagues	92%	93%	88%	95%
Working hours	88%	93%	87%	82%
Office accommodation	62%	65%	55%	71%
Sufficient resources to do your job	70%	79%	66%	67%
Sufficient resources for your department	62%	73%	58%	55%
Making the best use of your skills and abilities	73%	76%	73%	73%
Feedback on your performance	74%	83%	67%	80%
Feeling you have accomplished something worthwhile at work	72%	77%	70%	71%
Receiving regular, yearly appraisals	81%	86%	79%	78%
Receiving praise for good work	73%	80%	70%	73%
Receiving sufficient training to do job well	73%	76%	72%	71%
Working for successful organisation	69%	76%	65%	71%
Opportunity to show initiative	72%	76%	73%	66%
Opportunity for career progression	35%	38%	36%	33%

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Table 23 – Three most important job factors: council-wide and 2012 results by directorate

2010	2012	2012 RESULTS BY DIRECTORATE		
		CS	FPG	PHE
Interesting work	Interesting work (54.5%)	Interesting work (63%)	Job security (55.4%)	Interesting work (58.2%)
Basic pay	Basic pay (53.6%)	Basic pay (45.1%)	Basic pay (54.3%)	Basic pay (58.2%)
Job security	Job security (51.8%)	Job security (45.1%)	Interesting work (47.8%)	Job security (52.7%)

## COUNCIL'S BENEFITS PACKAGE

Table 24a – Satisfaction rating for the Council's benefits

Benefit	2007	2010	2012	% point change since 2010
Final salary pension	67%	71%	67%	-4%
Lease car allowances	20%	18%	36%	+18%
Occupational health	26%	25%	Not asked	N/A
Employee Assistance Programme	Not asked	Not asked	34%	N/A
Free parking	78%	81%	89%	+8%
Positive People Company	29%	33%	36%	+3%
Leisure centre concessions	52%	61%	63%	+2%
Additional holiday after 5 years	75%	83%	86%	+3%
Personal Accident Cover	43%	48%	47%	-1%
Adoption Leave	6%	11%	9%	-2%
Maternity Leave	16%	21%	17%	-4%
Paternity Leave	11%	16%	18%	+2%
Time off for family emergencies	64%	74%	68%	-6%
Free or subsidised eye tests	53%	66%	68%	+2%
Long Service Awards	Not asked	39%	50%	+11%
Professional Fees	Not asked	39%	41%	+2%
Professional Study	Not asked	39%	41%	+2%
Flexi time	Not asked	74%	78%	+4%
Flexible working	Not asked	59%	56%	-3%
Retirement	Not asked	28%	36%	+8%
Homeworking	Not asked	Not asked	59%	N/A

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Table 24b – Satisfaction rating for the Council's benefits: 2012 results by directorate

Benefit	Overall 2012	CS	FPG	PHE
Final salary pension	67%	65%	71%	69%
Lease car allowances	36%	32%	34%	42%
Occupational health	Not asked	Not asked	Not asked	Not asked
Employee Assistance Programme	34%	47%	28%	27%
Free parking	89%	85%	95%	84%
Positive People Company	36%	54%	30%	24%
Leisure centre concessions	63%	75%	53%	64%
Additional holiday after 5 years	86%	80%	90%	85%
Personal Accident Cover	47%	45%	53%	40%
Adoption Leave	9%	7%	12%	4%
Maternity Leave	17%	18%	16%	18%
Paternity Leave	18%	11%	22%	20%
Time off for family emergencies	68%	66%	68%	73%
Free or subsidised eye tests	68%	72%	66%	66%
Long Service Awards	50%	52%	52%	46%
Professional Fees	41%	37%	39%	51%
Professional Study	41%	31%	38%	55%
Flexi time	78%	65%	87%	78%
Flexible working	56%	45%	64%	56%
Retirement	36%	37%	39%	31%
Homeworking	59%	47%	70%	62%

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Table 26 – Three most important benefits: council-wide and 2012 results by directorate

2010	2012	2012 RESULTS BY DIRECTORATE		
		CS	FPG	PHE
Final salary pension (77%)	Flexi-time (58.9%)	Final salary pension (59.2%)	Flexi time (66.3%)	Final salary pension (69.1%)
Flexi-time (73%)	Final salary pension (58%)	Flexi-time (50.7%)	Final salary pension (52.2%)	Flexi-time (56.4%)
Time off for family emergencies (66%)	Free parking (42%)	Free parking (47.9%)	Home working (44.6%)	Free parking (36.4%)

## TRAINING & DEVELOPMENT

Table 27a – Agreement rating for statements about training and development

Statement	2007	2010	2012	% point change since 2010
The learning and development the Council provides is appropriate for my role and responsibilities (2010 and before: 'Training and development the council provides is useful for my current work and responsibilities')	68%	65%	60%	-5%
The council provides useful career development activities (2010 and before: 'The training & development the council provides is useful for my future career development')	53%	49%	49%	No change
The opening and closing sessions by senior managers in council training courses are helpful and should continue	35%	33%	32%	-1%
I feel confident that feedback given in the closing session of Council training courses will be acted on	34%	30%	31%	+1%

Table 27b – Agreement rating for statements about training and development: 2012 results by directorate

Statement	Overall 2012	CS	FPG	PHE
The learning and development the Council provides is appropriate for my role and responsibilities (2010 and before: 'Training and development the council provides is useful for my current work and responsibilities')	60%	71%	56%	58%
The council provides useful career development activities (2010 and before: 'The training & development the council provides is useful for my future career development')	49%	54%	48%	49%
The opening and closing sessions by senior managers in council training courses are helpful and should continue	32%	38%	31%	27%
I feel confident that feedback given in the closing session of Council training courses will be acted on	31%	44%	24%	27%

## COMMUNICATIONS

Table 29a – Are staff informed about what NHDC does?

	2007	2010	2012	% point change since 2010
Keeps us fully informed	Not asked	19.4%	19.6%	+0.2%
Keeps us fairly informed	Not asked	57.8%	64.3%	+6.5%
Gives us only a limited amount of information	Not asked	19.4%	15.2%	-4.2%
Doesn't tell us anything at all	Not asked	0.7%	0.4%	-0.3%
Don't know / No opinion	Not asked	2.8%	0.4%	-2.4%

Table 29b – Are staff informed about what NHDC does?: 2012 results by directorate

	Overall 2012	CS	FPG	PHE
Keeps us fully informed	19.6%	19.7%	23.9%	14.5%
Keeps us fairly informed	64.3%	69.0%	58.7%	69.1%
Gives us only a limited amount of information	15.2%	11.3%	16.3%	14.5%
Doesn't tell us anything at all	0.4%	0.0%	1.1%	0.0%
Don't know / No opinion	0.4%	0.0%	0.0%	1.8%

Table 30 – Agreement rating for statements about information at NHDC: council-wide and 2012 results by directorate

Statement	2007	2010	2012	% point change since 2010	2012 BY DIRECTORATE		
					CS	FPG	PHE
I receive or know where to find enough information about important Council decisions	Not asked	72%	76%	+4%	80%	69%	84%
I receive enough information about the work of other Directorates and Services	Not asked	52%	49%	-3%	54%	47%	47%
I only receive internal information that is relevant or useful to me	Not asked	27%	38%	+11%	47%	33%	40%
I have confidence in the information given to me	Not asked	59%	69%	+10%	75%	69%	67%

*Table 31 – Top 3 current sources for receiving information: council-wide and 2012 results by directorate*

2010	2012	2012 RESULTS BY DIRECTORATE		
		CS	FPG	PHE
Intranet	Intranet (71.4%)	Intranet (74.6%)	Intranet (65.2%)	Intranet (80%)
Personal contact from immediate manager	Team meetings (68.3%)	Personal contact from immediate manager (70.4%)	Team meetings (67.4%)	Team meetings (74.5%)
Team meeting	Personal contact from immediate manager (64.3%)	Team meetings (67.6%)	Personal contact from immediate manager (62%)	Internet/email (65.5%)

*Table 32 – Top 3 preferred future sources: council-wide and 2012 results by directorate*

2010	2012	2012 RESULTS BY DIRECTORATE		
		CS	FPG	PHE
Team meetings	Team meetings (53.6%)	Personal contact from immediate manager (49%)	Team meetings (58%)	Team meetings (56%)
Personal contact from immediate manager	Personal contact from immediate manager (43.3%)	Intranet (47%)	Personal contact from immediate manager (52%)	Intranet (44%)
Intranet	Intranet (40.6%)	Team meetings (44%)	Intranet (34%)	Monthly Team Talk (38%)

*Table 33a – Agreement rating for statements about Communications*

Statement	2007	2010	2012	% point change since 2010
Communications are good within my directorate	52%	56%	63%	+7%
Team Talk is an effective way of helping me to understand what is going on at the Council	64%	58%	66%	+8%
NHDC News helps me to understand what colleagues in other areas of the Council are doing	64%	64%	72%	+8%
Outlook magazine helps me to understand what other services at the Council are doing	N/A	64%	76%	+12%

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*Table 33b – Agreement rating for statements about Communications: 2012 results by directorate*

Statement	Council wide 2012	2012 BY DIRECTORATE		
		CS	FPG	PHE
Communications are good within my directorate	63%	72%	57%	64%
Team Talk is an effective way of helping me to understand what is going on at the Council	66%	76%	66%	56%
NHDC News helps me to understand what colleagues in other areas of the Council are doing	72%	82%	64%	73%
Outlook magazine helps me to understand what other services at the Council are doing	76%	89%	70%	73%

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*Table 35a – Satisfaction rating for main corporate methods of communication*

Communication Method	2007	2010	2012	% point change since 2010
Monthly Team Talk	Not asked	59%	70%	+11%
Directorate briefings	Not asked	40%	42%	+2%
NHDC News	Not asked	68%	77%	+9%
Chief Exec & senior managers briefings	Not asked	35%	47%	+13%
Global e-mails (i.e. link only messages LOMS or subject only messages SOMS)	Not asked	N/A (Glob. Emails & LOMs separate)	72%	N/A
Message Board on Intranet	Not asked	65%	75%	+10%
Hot Topics on Intranet	Not asked	63%	66%	+3%
Members Information Service (MIS) - weekly publication	Not asked	22%	22%	No change

*Table 35b– Satisfaction rating for main corporate methods of communication: 2012 results by directorate*

Communication Method	Overall 2012	CS	FPG	PHE
Monthly Team Talk	70%	78%	69%	66%
Directorate briefings	42%	62%	33%	35%
NHDC News	77%	86%	75%	69%
Chief Exec & senior managers briefings	47%	48%	49%	47%
Global e-mails (i.e. link only messages LOMS or subject only messages SOMS)	72%	72%	73%	75%
Message Board on Intranet	75%	86%	65%	78%
Hot Topics on Intranet	66%	73%	57%	73%
Members Information Service (MIS) - weekly publication	22%	23%	19%	24%

Table 37 – Frequency of team meetings: council-wide and 2012 results by directorate

Frequency	2007	2010	2012	% point change since 2010	2012 BY DIRECTORATE		
					CS	FPG	PHE
Weekly	Not asked	11%	9%	-3%	7%	3%	16%
Fortnightly	Not asked	9%	5%	-4%	7%	4%	4%
Monthly	Not asked	44%	51%	+7%	42%	60%	53%
Every 2 months	Not asked	8%	10%	+2%	11%	12%	7%
Every 3 months	Not asked	11%	7%	-4%	9%	7%	7%
Every 6 months	Not asked	9%	8%	-1%	9%	8%	6%
Never	Not asked	9%	10%	+1%	16%	7%	7%

Table 38 – Satisfaction rating for the 1-to-1 process: council-wide and 2012 results by directorate

Rating	2010	2012	% point change since 2010	2012 BY DIRECTORATE		
				CS	FPG	PHE
Very satisfied	40%	44%	+4%	48%	42%	44%
Fairly satisfied	34%	32%	-2%	30%	27%	38%
Neither satisfied nor dissatisfied	18%	17%	-1%	17%	23%	9%
Fairly dissatisfied	5%	6%	+1%	4%	7%	7%
Very dissatisfied	3%	1%	-2%	1%	1%	2%
Satisfied	74%	76%	+1%	78%	70%	82%
Dissatisfied	8%	8%	No change	6%	8%	9%

## MANAGEMENT

Table 40a – Agreement rating for statements about line manager style

Statement	2007	2010	2012	% point change since 2010
Is approachable	86%	92%	92%	No change
Is open and honest	81%	87%	87%	No change
Consults me on matters where I can contribute	75%	83%	81%	-2%
Keeps me in touch with what is going on	69%	76%	81%	+5%
Makes decisions quickly when needed	69%	75%	80%	+5%
Appreciates the pressures I come under in my job	65%	71%	79%	+8%
Makes clear what is expected of me	70%	75%	81%	+6%
Listens to my ideas	67%	82%	83%	+1%
Acts on my ideas	56%	67%	70%	+3%
Gives me credit if I've done a good job	68%	74%	81%	+7%
Gives me feedback on how I'm doing	65%	72%	78%	+6%
Gives me adequate information and support to do my job	67%	70%	79%	+9%
Supports my learning and development (2010 and before: 'Discusses my training and development needs')	68%	72%	80%	+8%
Gives me enough responsibility	70%	78%	77%	-1%
Encourages new ideas and innovation	62%	70%	76%	+6%

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Table 40b – Agreement rating for statements about line manager style: 2012 results by directorate

Statement	Overall 2012	CS	FPG	PHE
Is approachable	92%	92%	92%	91%
Is open and honest	87%	89%	87%	84%
Consults me on matters where I can contribute	81%	85%	79%	80%
Keeps me in touch with what is going on	81%	87%	76%	80%
Makes decisions quickly when needed	80%	80%	79%	78%
Appreciates the pressures I come under in my job	79%	80%	75%	82%
Makes clear what is expected of me	81%	83%	83%	76%
Listens to my ideas	83%	85%	82%	86%
Acts on my ideas	70%	76%	65%	69%
Gives me credit if I've done a good job	81%	80%	82%	84%
Gives me feedback on how I'm doing	78%	79%	75%	82%
Gives me adequate information and support to do my job	79%	85%	78%	71%
Supports my learning and development (2010 and before: 'Discusses my training and development needs')	80%	82%	76%	82%
Gives me enough responsibility	77%	79%	79%	71%
Encourages new ideas and innovation	76%	78%	77%	71%

Table 42a – Agreement rating for statements about senior management

Statement	2010	2012	% point change since 2010
Senior Management have a clear vision of where the Council is going	56%	60%	+4%
Senior Management are interested in listening to staff opinions (2010 and before: 'Senior Management are not interested in listening to staff opinions')	*25%	45%	N/A
I have confidence in the Senior Management of this organisation	43%	55%	+12%
Senior Management keep other staff fully informed about the decisions they make	36%	41%	+5%
Organisational changes are planned well	25%	35%	+10%
Realistic timetables are set for change	26%	37%	+11%
Staff are kept informed of changes	44%	52%	+8%
Staff are consulted as part of Organisational change	47%	47%	No change
When Senior Management makes changes it generally achieves what it set out to do	35%	42%	+7%

Table 42b – Agreement rating for statements about senior management: 2012 results by directorate

Statement	Overall 2012	CS	FPG	PHE
Senior Management have a clear vision of where the Council is going	60%	63%	53%	73%
Senior Management are interested in listening to staff opinions (2010 and before: 'Senior Management are not interested in listening to staff opinions')	45%	45%	46%	47%
I have confidence in the Senior Management of this organisation	55%	55%	53%	64%
Senior Management keep other staff fully informed about the decisions they make	41%	42%	39%	47%
Organisational changes are planned well	35%	39%	33%	36%
Realistic timetables are set for change	37%	34%	34%	47%
Staff are kept informed of changes	52%	61%	46%	56%
Staff are consulted as part of Organisational change	47%	54%	38%	56%
When Senior Management makes changes it generally achieves what it set out to do	42%	39%	42%	49%



*Table 42c – Agreement and disagreement ratings for statements about organisational change*

Statement	2007	% agree 2010	% agree 2012	% point change since 2010	% disagree 2010	% disagree 2012	% point change since 2010
Organisational changes are planned well	Not asked	25%	35%	+10%	29%	14%	-15% (pos ind)
Realistic timetables are set for change	Not asked	26%	37%	+11%	28%	14%	-14% (pos ind)
Staff are kept informed of changes	Not asked	44%	52%	+8%	19%	12%	-7% (pos ind)
Staff are consulted as part of Organisational change	Not asked	47%	47%	no change	17%	11%	-6% (pos ind)
When Senior Management makes changes it generally achieves what it set out to do	Not asked	35%	42%	+7%	12%	6%	-6% (pos ind)

*Table 42d – Agreement and disagreement ratings for statements about organisational change: 2012 results by directorate*

Statement	% agree Overall 2012	% agree CS	% agree FPG	% agree PHE	% disag Overall 2012	% disag CS	% disag FPG	% disag PHE
Organisational changes are planned well	35%	39%	33%	36%	14%	16%	14%	13%
Realistic timetables are set for change	37%	34%	34%	47%	14%	17%	15%	9%
Staff are kept informed of changes	52%	61%	46%	56%	12%	11%	14%	9%
Staff are consulted as part of Organisational change	47%	54%	38%	56%	11%	10%	12%	11%
When Senior Management makes changes it generally achieves what it set out to do	42%	39%	42%	49%	6%	11%	9%	2%

## OFFICE ACCOMMODATION

Table 44a – Satisfaction rating for elements of office accommodation

Element	2007	2010	2012	% point change since 2010
The space where you work	80%	75%	67%	-9%
Temperature at your workplace on hot days	51%	46%	33%	-13%
Temperature at your workplace on cold days	68%	52%	40%	-12%
Lighting levels at your workplace	71%	77%	66%	-11%
Provision of meeting rooms	46%	47%	62%	+15%
Provision of filing/storage facilities	54%	56%	51%	-5%
Provision of quiet working areas	48%	45%	36%	-9%
Provision of toilet facilities near workplace	78%	77%	71%	-6%
Provision of kitchen facilities near workplace	83%	80%	71%	-9%
Provision of vending facilities near workplace	54%	53%	51%	-2%
Equipment provided for you to your job (i.e. telephone, computer, printers etc)	Not asked	79%	77%	-2%
Provision of recycling receptacles (e.g. cans, glass)	35%	33%	71%	+38%
The general appearance of your workplace	67%	63%	60%	-3%
The general appearance of corridors/stairs	61%	62%	59%	-3%
Cleanliness in workplace during the last 2 months	65%	61%	56%	-5%
Cleanliness in the kitchen area nearest your workplace during the last 2 months	68%	61%	55%	-6%
Cleanliness in the toilets nearest your workplace during the last 2 months	62%	63%	62%	-1%
The appearance of your main reception area	73%	67%	76%	+9%

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Table 44b – Satisfaction rating for elements of office accommodation: 2012 results by direc

Element	Overall 2012	CS	FPG	PHE
The space where you work	67%	69%	64%	67%
Temperature at your workplace on hot days	33%	34%	34%	33%
Temperature at your workplace on cold days	40%	42%	35%	49%
Lighting levels at your workplace	66%	73%	58%	73%
Provision of meeting rooms	62%	68%	54%	69%
Provision of filing/storage facilities	51%	58%	44%	56%
Provision of quiet working areas	36%	42%	29%	38%
Provision of toilet facilities near workplace	71%	75%	60%	82%
Provision of kitchen facilities near workplace	71%	71%	62%	84%
Provision of vending facilities near workplace	51%	61%	49%	46%
Equipment provided for you to your job (i.e. phone, PC)	77%	79%	75%	82%
Provision of recycling receptacles (for cans, glass)	71%	73%	66%	73%
The general appearance of your workplace	60%	68%	55%	62%
The general appearance of corridors/stairs	59%	66%	53%	60%
Cleanliness in workplace during the last 2 months	56%	56%	54%	56%
Cleanliness in nearest kitchen area during last 2 mths	55%	58%	51%	56%
Cleanliness in nearest toilets during last 2 months	62%	58%	52%	66%

The appearance of your main reception area	76%	85%	67%	82%
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## CUSTOMER SERVICE

*Table 45 – Agreement rating for statements about Customer Service: council-wide and 2012 results by directorate*

Statement	2007	2010	2012	% point change since 2010	2012 BY DIRECTORATE		
					CS	FPG	PHE
I understand how Customer Service relates to my job	92%	92%	91%	-1%	96%	89%	91%
I have a good understanding of the Council's Customer Care Standards	84%	89%	88%	-2%	93%	84%	91%
I feel that the Customer Service Centre has helped improve customer service for my area	37%	45%	50%	+5%	63%	38%	60%

*Table 46 – Agreement rating for statements about 3Cs procedure: council-wide and 2012 results by directorate*

Statement	2007	2010	2012	% point change since 2010	2012 BY DIRECTORATE		
					CS	FPG	PHE
I have a good understanding of the 3Cs procedure and my responsibilities within it	73%	79%	80%	+1%	89%	74%	86%
The 3Cs procedure helps refine the service we give to our customers to better meet their needs	No data	70%	72%	+2%	87%	68%	66%
I consistently follow the 3Cs procedure	No data	68%	67%	-1%	76%	62%	67%
The 3Cs procedure is effective	44%	59%	58%	-1%	69%	57%	51%
I feel the Council offers good customer service training	not asked	not asked	63%	N/A	79%	52%	64%

## OVERALL SATISFACTION

Table 47a – Overall satisfaction with current job

	2010	2012	% point change since 2010
Very satisfied	23.9%	25.4%	+1.5%
Fairly satisfied	53.3%	55.4%	+2.1%
Neither satisfied nor dissatisfied	13.5%	12.9%	-0.6%
Fairly dissatisfied	7.6%	5.8%	-1.8% (pos ind)
Very dissatisfied	1.7%	0.4%	-1.3% (pos ind)
Overall satisfaction	77.2%	80.8%	+3.6%
Overall dissatisfaction	9.3%	6.2%	-3.1% (pos ind)

Table 47b – Overall satisfaction with current job: 2012 results by directorate

	Overall 2012	CS	FPG	PHE
Very satisfied	25.4%	31.0%	23.9%	23.6%
Fairly satisfied	55.4%	54.9%	54.3%	54.5%
Neither satisfied nor dissatisfied	12.9%	11.3%	16.3%	9.1%
Fairly dissatisfied	5.8%	2.8%	4.3%	12.7%
Very dissatisfied	0.4%	0.0%	1.1%	0.0%
Overall satisfaction	80.8%	85.9%	78.2%	78.1%
Overall dissatisfaction	6%	2.8%	5.4%	12.7%

*Table 50 – % and number of respondents who commented when invited to do so if they disagreed / were dissatisfied*

QUESTION	COMMENTS BY
Q13 - If you responded 'tend to disagree' or 'strongly disagree' with any of the statements about <b>working at NHDC</b> , please comment below	44 (19.6% of respondents)
Q15 - If you responded 'disagree' or 'strongly disagree' to any of the statements concerning <b>how you are treated</b> , please comment below.	9 (4% of respondents)
Q20 - Do you have any additional comments you would like to make about <b>bullying and/or harassment at work?</b>	22 (9.8% of respondents)
Q22 - If you responded either 'fairly dissatisfied' or 'very dissatisfied' with any of the <b>Job Factors</b> listed please comment below	72 (32.1% of respondents)
Q25 - If you responded 'fairly dissatisfied' or 'very dissatisfied' to any of the <b>Staff Benefits</b> listed please comment below	29 (12.9% of respondents)
Q28 - If you responded 'tend to disagree' or 'strongly disagree' to any of the statements about <b>Training and Development</b> please comment below	21 (9.4% of respondents)
Q34 - If you responded 'tend to disagree' or 'strongly disagree' to any of the statements about <b>Communications</b> , please comment below	30 (13.4% of respondents)
Q36 - If you responded 'fairly dissatisfied' or 'very dissatisfied' to any of the <b>Corporate Communication Methods</b> listed please comment below	23 (10.3% of respondents)
Q39 - If you were 'fairly dissatisfied' or 'very dissatisfied' with the <b>1-to-1 process</b> please comment below	16 (7.1% of respondents)
Q41 - If you have responded 'rarely applies' or 'never applies' to any of the statements about <b>Line Manager style</b> , please comment below	16 (7.1% of respondents)
Q43 - If you wish to add any additional comments to your responses to any of the statements about <b>Senior Management and Organisational Change</b> , please comment below	24 (10.7% of respondents)
Q48 If you have <b>any other comments about working for NHDC</b> , please add them below	25 (11.2% of respondents)

[BACK TO REPORT](#)

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