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CAIRNGORMS NATIONAL PARK AUTHORITY
STAFF CONSULTATIVE FORUM

2009 Staff Survey Results - Summary

The attached paper sets out the highlights and "shadows" we have picked out of the variety of data coming back from the staff survey.

Overall, the responses to the staff survey were excellent, with average scores in the 8 response areas returning a score of between 4.7 and 5.5 out of 7. We have gone through the report and identified:

- Key highlights arising from the staff survey that we think we should seek to protect, and ensure that any future organisational development actions taken do not cut across or undermine these current "successes".

- "Shadows" where, while overall responses are still acceptable, there is room for improvement or consideration required to ensure that some aspects of our operations do not fall back and become problematic.

It is obviously a time of ongoing change within the organisation, and while it is now quite some time since the survey was undertaken, it is timely to consider the outcome at this point in order to ensure we have agreement around the positive organisational aspects we would seek to protect (and build on where possible) while change is being implemented.

Equally, in reviewing and possibly making changes in roles, structures and processes, there is an opportunity to consider improvements that can be implemented to remove the shadows cast by some of the survey responses.

Please bear in mind some significant changes in structure and management arrangements have already been taken since these results were completed in early 2010, and this may have had some impact on feelings / perceptions expressed at the point of the 2009 survey.

Management Team have considered these highlights and shadows and have identified the corresponding actions.

Staff are invited to consider the areas highlighted in the attached paper and to confirm whether the organisational areas highlighted in the attached form an appropriate focus for future activity in design of HR and other organisational development; and in consideration of internal management and communication processes. .

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2009 Staff Survey Results

Highlights

Key highlights arising from the staff survey that we think we should seek to protect, and ensure that any future organisational development actions taken do not cut across or undermine these current "successes".

Staff Survey area / question	Comments
I feel that my manager talks openly and honestly with me (+60% / -12%)	Overall scores for "my manager" are very positive and this is one of the key highlights. Need to make sure we maintain suitable platforms to continue to support and encourage this behaviour.
My manager does a lot of telling but not much listening (-61% / +9%)	As above – and also key that we acknowledge the time required in managing staff to be able to listen to staff without always being driven by the next deadline.
I feel I can make a difference in this organisation (+66% / -2%)	Very strong indication that organisational processes allow people to input and that they can see their input actually changing what happens.
I feel I can make a valuable contribution to the success of this organisation (+63% / -0%)	As above, and also support to other indicators highlighting people seem well aware of how the "fit" into the overall organisational picture.
My work is an important part of my life (+67%/ -3%)	This result substantiates the view that we have a very enthusiastic and committed workforce, the majority of whom appear to feel passionate about what they do. However, on the downside, given this result it does not come as a surprise that the work/life balance result is not quite so positive
This job is good for my personal growth (+61% / -3%)	Continue to have regard to job design that as far as possible overlaps organisational requirements with individual aspirations. Appraisal system is key
My work is stimulating (+59% / -6%)	As above, and key personal input into future job changes.
The training in this job is a great benefit to me personally (+57% / -6%)	Maintain sensitivity in training approval process to fit organisational need with personal development goals.
Profit/budget concerns are the only things driving this organisation (-68%/ +0%)	Very encouraging that despite the recession, staff still feel that we are not driven by budgets. Even though the economic climate in the public sector was not as bad 10 months ago as it is now, there was already then an inkling that things were getting worse.
I am happy with the pay and benefits I receive in this job (+77% / -7%)	Will be difficult in current climate, but must continue to have regard to fairness and justification of any future pay / terms & conditions proposals.

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Shadows

Potential areas for improvement, while recognising that the overall staff survey results are very positive, would appear to be focused on the following survey questions.

Staff Survey area / question	Comments / future action
My manager motivates me to give my best every day (+28% / -24%)	Despite the overall very positive scores across most of the "my manager" section there appears to be some gap in the motivational aspects of the organisation's management activities.
I have confidence in the leadership skills of the senior management team (+31% / -21%)	**The SCF is asked to consider where the specific issues of leadership are perceived to be**. Of course, the survey pre-dates senior management changes over Spring 2010 and we may equally wish to see what changes in this measure come up at the next survey.
Senior managers of this organisation do a lot of telling but not much listening (-32% / +15%)	Senior managers as distinct from line managers more generally seen as more oriented toward telling than listening. Do MT members in particular have to reflect on how they are providing opportunities to their teams as a whole to input? Equally, it is worth reflecting that in overall balance of organisational decision making, it may be correct the MT members are seen as decision-makers.
There are limited opportunities for me to learn and grow within this organisation (-34% / +19%)	Somewhat at odds with other "personal growth" responses, but can see this is a real issue within a small organisation with limited promotion opportunities – and one increasingly with fewer opportunities from vacancies. Need to think more about how we see roles and people progressing and developing to fit with changing organisational requirements. Although there remains a delicate balance between adjusting individual roles to reflect changing circumstances and actually creating new roles, particularly at a senior level, which should be subject to open internal competition.
I feel a strong sense of family in my team (+42% / -23%)	Perhaps a function of the wide range of different activities we cover within our groups / teams. Also is somewhat contradicted by "people in our team don't care much for each other" (-66% / +8%) so maybe no specific action needed here other than ongoing current promotion of programme teams group communications internally?
I have had stress related symptoms in the last 12 months (-51%/+21%)	This is not bad as the results appear, but it is a concern that 11 people have had stress related symptoms. Should we be encouraging staff to report stress more actively so that we can work together to manage it; should we be promoting the Employee Assistance Programme more widely; should we ask line managers to be more vigilant about stress in their staff?

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Most days I feel exhausted when I come home from work (-29%/+14%	In addition to the 14% who agreed with this comment, 25 % slightly agreed. There is still a prevalent view amongst staff that they are stretched, and will become more so over the coming months. We need to emphasise to staff that's its not about less staff doing more work, but is more about us as an organisations making more strategic decisions about which pieces of work are a priority, and which pieces of work will be dropped
I am happy with the balance between my work and home life (+44% / -11%)	In environment of potential pay restrictions, are there things we can do to improve overall fit of work / life balance. This already a reasonable strong result, although 30% are in neutral or slightly agree area – **consider through SCF if there are any other quick wins we can implement here to plug perceived gaps.**
There is an individual in my team who is disruptive (-54% / +21%)	One in five staff think they are dealing with a disruptive individual, so while the overall result is with a majority refuting this scenario, we think this is worth looking into. It may well also be linked to leadership views – are senior managers being seen to accommodate or work round disruptive behaviour rather than tackle it?
Some departments / teams in this organisation don't work well with each other (+38% / -6%)	Large minority with perception is lack of integration between teams and some breakdown in internal communications between some staff / teams. More work needed in fully establishing delivery mechanisms –Also may be some further work needed on reinforcing need to think through activities before commencement and identify other areas of the organisation who may wish to influence or who may be impacted by the activity.

David Cameron
Kate Christie
22 September 2010