

Issues from previous surveys with actions taken so far:

2006/2008 Survey Issues	Actions
Working conditions (e.g. office accommodation, showers, canteen facilities)	Improvements to office accommodation and canteen facilities through DBS Programme Increased number of showers within HQ
Performance feedback/wider application of appraisals Improve keeping staff informed and cross departmental communications	Corporate framework for ERDPs and wider more consistent application Establishment of Connections Notice-boards Recycling computers for wider installation Development of internal communications strategy Co-ordination of internal communications identifying linked themes between different strands of communications
Senior management visibility	Expansion of CMT visits Establishment of annual Employee Conference including Discussion Groups with members of CMT and Heads of Service Articles on senior management team in Connect
2011 Survey Issues	Actions as part of Employee Engagement Programme
Effective leadership Council acting on feedback from workforce Having open and honest culture Management of change Inter-departmental communication Belief our customers think we are doing a good job Easy to understand information Motivation by line managers/supervisors	Employee Charter Managers' Briefings Team Talk Listening Meetings Service/Learning Visits Employee Conference Chief Executive Blog/Questions Employee Recognition Management Training and Support Reaction (review process)
2013 Survey Issues	Actions
Responses	Action
<u>Leadership:</u> Effectiveness of elected member leadership Senior management acting openly and fairly Dissatisfaction with leadership and direction received	Training and development, raise profile with open communication to increase visibility, transparency and trust Running 'story' on main issues coming out of Committee by Service Managers each month/Committee cycle e.g. 'Committee diaries' section for each service on intranet for updates
<u>Communications:</u> Council acting on feedback Communication between areas of Council Honesty Open/transparent	Improve communication methods, and of actions taken e.g. from Employee Engagement Programme, Conference, Survey using methods that reach whole workforce, reinforced by manager and supervisor participation to ensure dissemination

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<u>Culture:</u> Becoming more open, honest and transparent	Linked with above - open communications
<u>Training & Development:</u> More commitment to training	Review of training provision within services, use of informal/bespoke training using existing experience when applicable
<u>Relationships:</u> Becoming strained	Develop resilience training and support, review use of temporary appointments
<u>Overall</u>	Take more targeted approach rather than one size fits all, departmental action plans
2015 Survey Issues	Actions
Significant variation in responses at service level indicating areas of major concern e.g. supervision, communications, morale <u>Overall:</u> Disaggregating to incremental approach bespoke to each service e.g. for up to 200 employees, adapting bespoke solutions to suit services and focusing engagement activity on areas with the lowest survey results <u>Specific:</u> Focused work with Direct Services aimed at addressing problems, improving communications, ensuring individual ERDPs, individual training plans in development, management development activity to develop positive management, transparency and fairness and team building to improve morale, being valued and fairness	
<u>Specific:</u> Every employee having an employee in the last 12 months	Bespoke ERDP toolkit developed, first line supervisor training provided and ongoing support to develop capacity
Unacceptable behaviour and bullying in the workplace	Established and reviewed team meetings, providing a forum for staff communications with a feedback mechanism, one to one drop in sessions
Strained relationships at work	Management development activity, Moray Management Methods providing consistent base for people management, development plans for supervisory staff, ongoing support and open HR sessions
Low morale and not feeling valued	Employee involvement and team building, workforce task groups, train the trainer events, risk assessment staff hand/guide book
2017 Survey Issues	Actions
<u>Leadership:</u> Continue to development and improve skills, competencies and behaviours of managers in managing their teams	MMM framework reviewed and training links added for ease of reference. Training/briefing sessions completed and a MMM training plan rolled out Enhanced blended suite of learning available E-Learning induction package completed and corporate e-induction now live Flexible Working Development Fund – management development courses delivered.

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Continue to promote and inform on the role of Elected Members	EM Strategy developed which includes self-directed learning. To develop an engagement calendar specifically for Ems. Due to resources this was not fully implemented and will be carried forward with the results from 2019 Survey
<u>Communications:</u> Council acting on feedback Communication between areas of Council Honesty Open/transparent	Targeted approach for Direct Services which embedded the foundations from 2016 action plans Utilisation of different forums and platforms to communicate with the workforce and delivery of engagement programme.
<u>Culture:</u> continue to embed wider aspects of a positive workforce culture	Linked with above and implementation of service specific action plans. Development of management tools to aid improvement
<u>Training & Development:</u> Supervision	Supervisory training delivered to Direct Services as part of their specific service action plan Access to Flexible Working Development Fund training courses on specific management development courses and resilience training
<u>Relationships:</u> target to service specific areas of concern to improve relationships at work - linked to training and development	See above and links to improving communications