



**PEAK
DISTRICT**
NATIONAL
PARK

Staff Survey 2014

Results



Executive summary

Overall the 2014 survey has seen a negative direction of travel across a large number of areas. However, although this is a worrying trend it is important to recognise that the Authority still has some very positive results. The executive summary sets out some of the key results.

- 49% of respondents strongly agree or agree they feel valued by the Authority this is 3% lower than the results from 2012. The 2014/15 target for feeling valued in the Performance and Business Plan is >52%.
- The 2012 staff survey identified 4 key questions that impacted on the performance indicator of staff feeling valued. The positive results of these questions have declined since 2012:
 - 12% decline in agreement with the statement the Authority shows genuine care and concern for me (from 50% in 2012 to 38% in 2014)
 - 10% decline in agreement with the statement the Authority treats its staff fairly (from 57% in 2012 to 47% in 2014)
 - 6% decline in agreement with the statement I get a real sense of achievement working for the Authority (from 63% in 2012 to 57% in 2014)
 - 2% decline in agreement with the statement overall I have confidence in the leadership of the Authority (from 28% in 2012 to 26% in 2014)
- Since 2010 the direction of travel across all the attitude statements has been negative. On average, since 2012, 5% fewer respondents strongly agree or agree with the attitude statements. However there are still some positive results:
 - 82% of respondents agree that they do things that are above the call of duty
 - 77% of respondents agree that they enjoy working for the Authority
- The agreement with the overall perception statements has also declined across all the statements since 2012. The decline is on average 7.5%.
- The agreement with the majority of statements in the communication and engagement section has also declined. The two largest areas of decline are
 - eZine keeps me informed has decreased by 28% (from 69% in 2012 to 41% in 2014)
 - I am hardly ever given mixed messages has decreased by 13% (from 49% in 2012 to 36% in 2014)
- 64% of respondents strongly agree or agree that their manager involves them in developing the teams work activities for the year ahead. This is an increase of 5% since 2012 (59%) and is at the highest level since this questions has been asked.
- There has been a some improvement in the agreement with a number of the statements relating to managers:
 - 73% of respondents strongly agree or agree that their manager keeps them informed (a 3% increase since 2012 – 64%)
 - 74% of respondents strongly agree or agree that their manager praises them for work done well (a 2% increase since 2012 – 64%)
 - 66% of respondents strongly agree or agree their manager gives them feedback (a 2% increase since 2012 – 64%)

- 27% of respondents strongly agree or agree that the leadership provides clear strategic direction for the Authority. This has increased by 3% since 2012 (24%).
- On average 86% of respondents strongly agreed or agreed the need to develop income from sources other than the Defra Grant. The results regarding staff understanding how to develop income is not as strong
 - 30% of respondents strongly agree or agree that they understand how to develop income from Giving /Sponsorship
 - 48% of respondents strongly agree or agree that they understand how to develop income from Income Generation
 - 37% of respondents strongly agree or agree that they understand how to develop income from External Funding

Introduction

The staff survey is run every two years. The survey provides the Authority with valuable employee feedback on various aspects of working for the Authority such as 'feeling valued' and 'confidence in the leadership'. The survey can help identify areas where the Authority is doing well and areas where improvements could be made to enhance employee engagement. It also provides an opportunity to get insights and feedback from employees on Authority strategy.

Methodology

- Survey conducted 1 October 2014 to 21 Nov 2014
- Survey was run in-house using Survey Monkey and paper questionnaires where no email address was available
- The survey questions included :
 - key attitudinal questions (including feeling valued)
 - key questions from each section of the previous surveys
 - questions relating to the Employee Improvement Action Plan
 - key changes (Moving Forward in a Time of Change strategy, 4 quadrants)
 - questions posed by Staff Committee

Response rate

62% response rate (256 responses). This is the highest response rate since 2008 (66%).

Year	Response Rate %	% of survey respondents who are casual
2014	62	22
2012	57	21
2010	58	11
2008	66	11

Demographics

		% of Staff	% of survey respondents	Response rate within the demographic %
Contract	Employee	39	78	75
	Casual*	61	22	34
Work hours	Full time	32	45	84
	Part time	68	56	48
Line Management		14	59	100
Directorate	Corporate Resources**	15	20	82
	Enterprise and Field Services	39	40	60
	Land Management	31	25	46
	Planning**	8	10	81
	Policy and Partnership*	8	6	46

**Includes Casual Survey and Data Assistants/Supervisors*

*** Please note Corporate Resources and Planning have few casual workers which could affect response rates*

Findings

Feeling Valued

The 2012 staff survey identified (through regression analysis) the key questions that have an impact on how valued staff feel. The below table sets out the results from those key questions.

Table 1: % of respondents that strongly agree and agree to questions relating to I feel valued

	2014 (%)	2012 (%)	2010 (%)	2008 (%)
I feel valued as an individual by the Authority	49	52	58	52
The Authority shows genuine care and concern for me	38	50	52	46
Overall, I feel the Authority treats its staff fairly	47	57	-	-
Overall I have confidence in the leadership of the Authority	26	28	-	-
I get a real sense of achievement working for the Authority	57	63	69	62

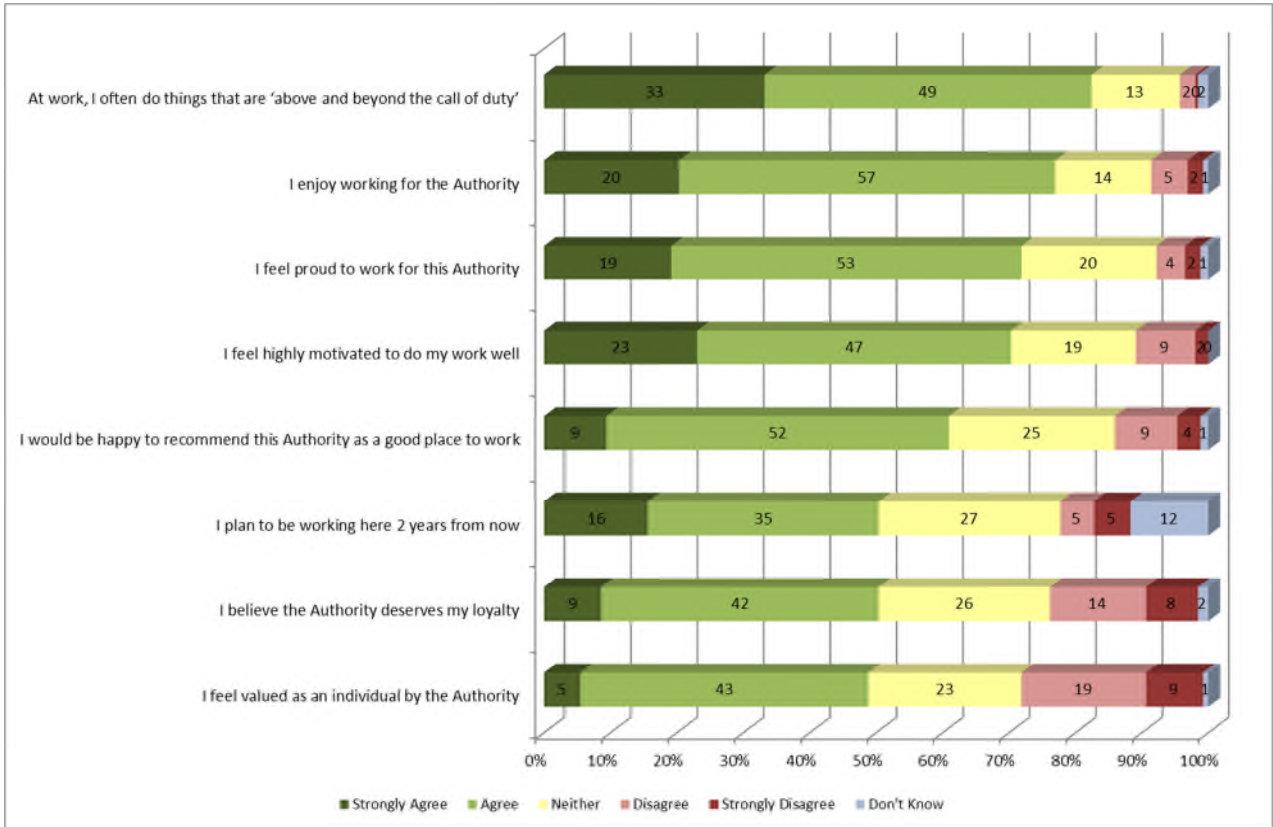
* From 2014 question includes Heads of Service and Assistant Directors

- 49% of respondents 'strongly agree' or 'agree' that they feel valued by the Authority. The 2014/15 target in the Performance and Business Plan is >52%. The 2014 result is below this target.

The 4 key questions that impact feeling valued have declined since 2012:

- 12% decline in agreement with the Authority shows genuine care and concern for me (from 50% in 2012 to 38% in 2014)
- 10% decline in agreement with the Authority treats its staff fairly (from 57% in 2012 to 47% in 2014)
- 6% decline in agreement with I get a real sense of achievement working for the Authority (from 63% in 2012 to 57% in 2014)
- 2% decline in agreement with overall I have confidence in the leadership of the Authority (from 28% in 2012 to 26% in 2014)

Attitude Statements



% of respondents that Strongly Agree and Agree with the attitude statements

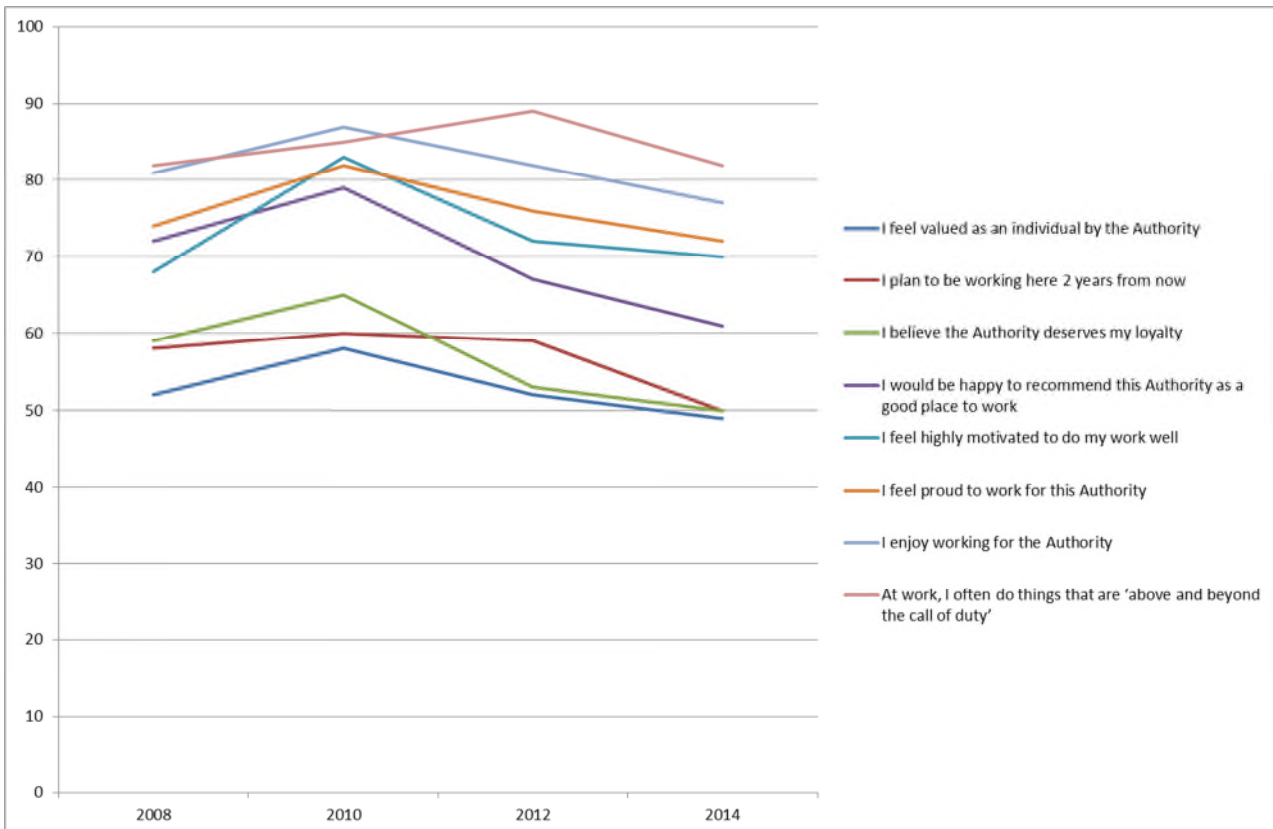


Table 2: % of respondents that strongly agree and agree to the attitude statements

	2014 (%)	2012 (%)	2010 (%)	2008 (%)
I feel valued as an individual by the Authority	49	52	58	52
I plan to be working here 2 years from now	50	59	60	58
I believe the Authority deserves my loyalty	50	53	65	59
I would be happy to recommend this Authority as a good place to work	61	67	79	72
I feel highly motivated to do my work well	70	72	83	68
I feel proud to work for this Authority	72	76	82	74
I enjoy working for the Authority	77	82	87	81
At work, I often do things that are 'above and beyond the call of duty'	82	89	85	82

- Since 2010 the direction of travel across all the attitude statements has been negative.
- On average, since 2012, 5% fewer respondents strongly agree or agree with the attitude statements.
- 49% of respondents strongly agree or agree that they feel valued by the Authority. The 2014/15 target in the Performance and Business Plan is >52%. The 2014 result is below this target.

Overall perceptions

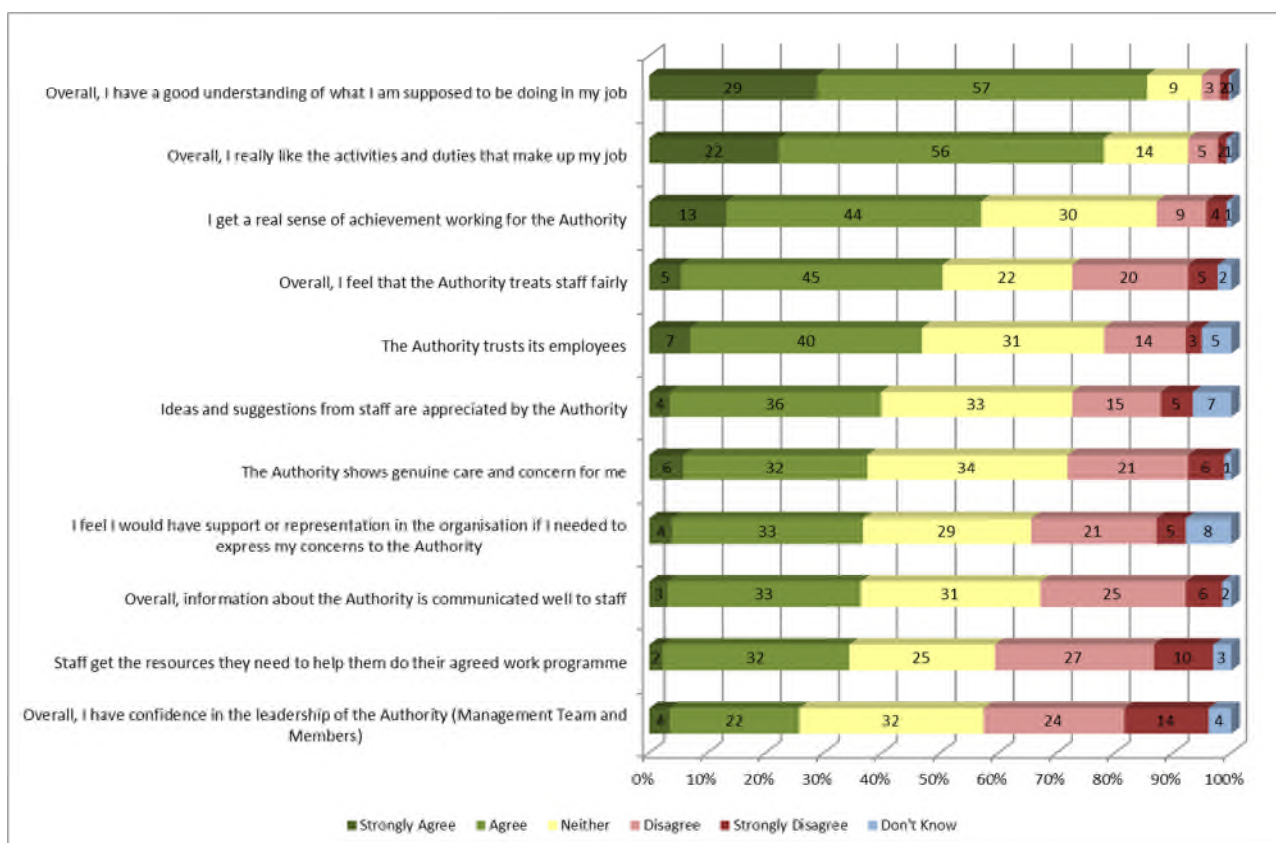


Table 3: % of respondents that strongly agree and agree to the overall perception statements

	2014 (%)	2012 (%)	2010 (%)	2008 (%)
I have a good understanding of what I am supposed to be doing in my job	86	90	91	93
I really like the activities and duties that make up my job	78	80		-
I get a real sense of achievement working for the Authority	57	63	69	62
I feel that the Authority treats staff fairly	47	57	-	-
The Authority trusts its employees	50	58	60	66
Ideas and suggestions from staff are appreciated by the Authority	40	49	-	-
The Authority shows genuine care and concern for me	38	50	52	46
I feel I would have support or representation in the organisation if I needed to express my concerns...	37	43	45	44
Information about the Authority is communicated well to staff	36	53	-	-
Staff get the resources they need to help them do their agreed work programme	34	38	-	-
I have confidence in the leadership of the Authority	26	28	-	-

- There has been a decline in number of respondents who strongly agree or agree with the overall perceptions statements since 2012:
 - Information has been communicated well has fallen by 17% (from 53% in 2012 to 36% in 2014)
 - The Authority shows me genuine care and concern has fallen by 12% (from 50% in 2012 to 38% in 2014)
 - The Authority treats staff fairly has fallen by 10% (from 57% in 2012 to 47% in 2014)
- Confidence in the Leadership of the Authority has remained fairly static. Falling by 2% since 2012 (from 28% in 2012 to 26% in 2014).

Policies and procedures

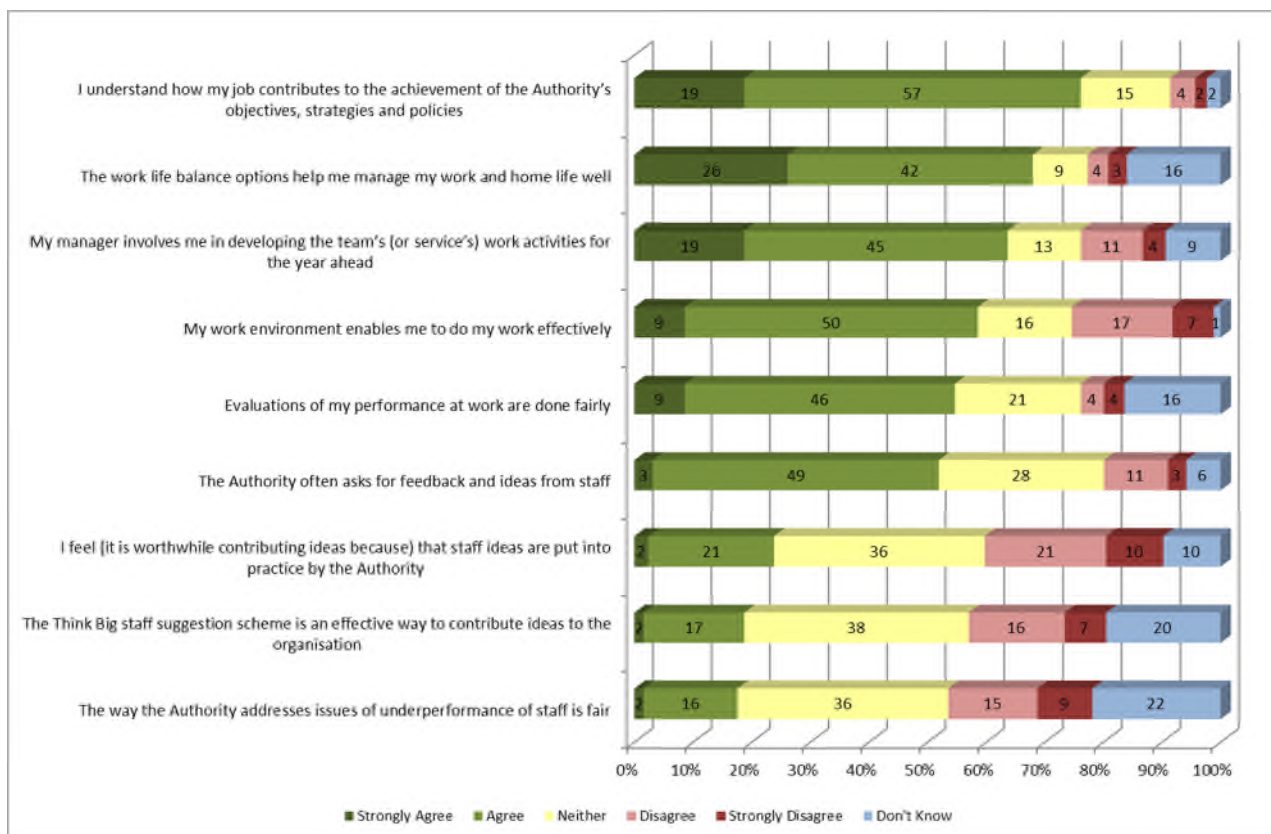


Table 4: % of respondents that strongly agree and agree to the policies and procedures statements

	2014 (%)	2012 (%)	2010 (%)	2008 (%)
I understand how my job contributes to the achievement of the Authority's objectives, strategies and policies	76	-	-	-
The work life balance options help me manage my work and home life well	68	71	77	69
My manager involves me in developing the team's (or service's) work activities for the year ahead	64	59	61	58
My work environment enables me to do my work effectively	59	59	58	67
Evaluations of my performance at work are done fairly	55	57	68	66
The Authority often asks for feedback and ideas from staff	52	60	69	43
I feel (it is worthwhile contributing ideas because) that staff ideas are put into practice by the Authority	23	30	43	21
The Think Big staff suggestion scheme is an effective way to contribute ideas to the organisation	19	29	37	-
The way the Authority addresses issues of underperformance of staff is fair	18	18	26	30

- 76% of respondents strongly agree or agree that they understand how their job contributes to the achievement of the Authority's objective, strategies and policies.
- 64% of respondents strongly agree or agree that their manager involves them in developing the teams work activities for the year ahead. This is an increase of 5% since 2012 (59%) and is at the highest level since this questions has been asked.
- There has been no change since 2012 to the percentage of respondents who strongly agree or agree that the way the Authority address underperformance is effective (18%).
- However, 55% of respondents strongly agree or agree that evaluations of their performance at work are done fairly.
- 19% of respondents think that the Think Big Scheme is effective. 23% of respondents strongly disagree or disagree that the scheme is effective.

Communication and engagement

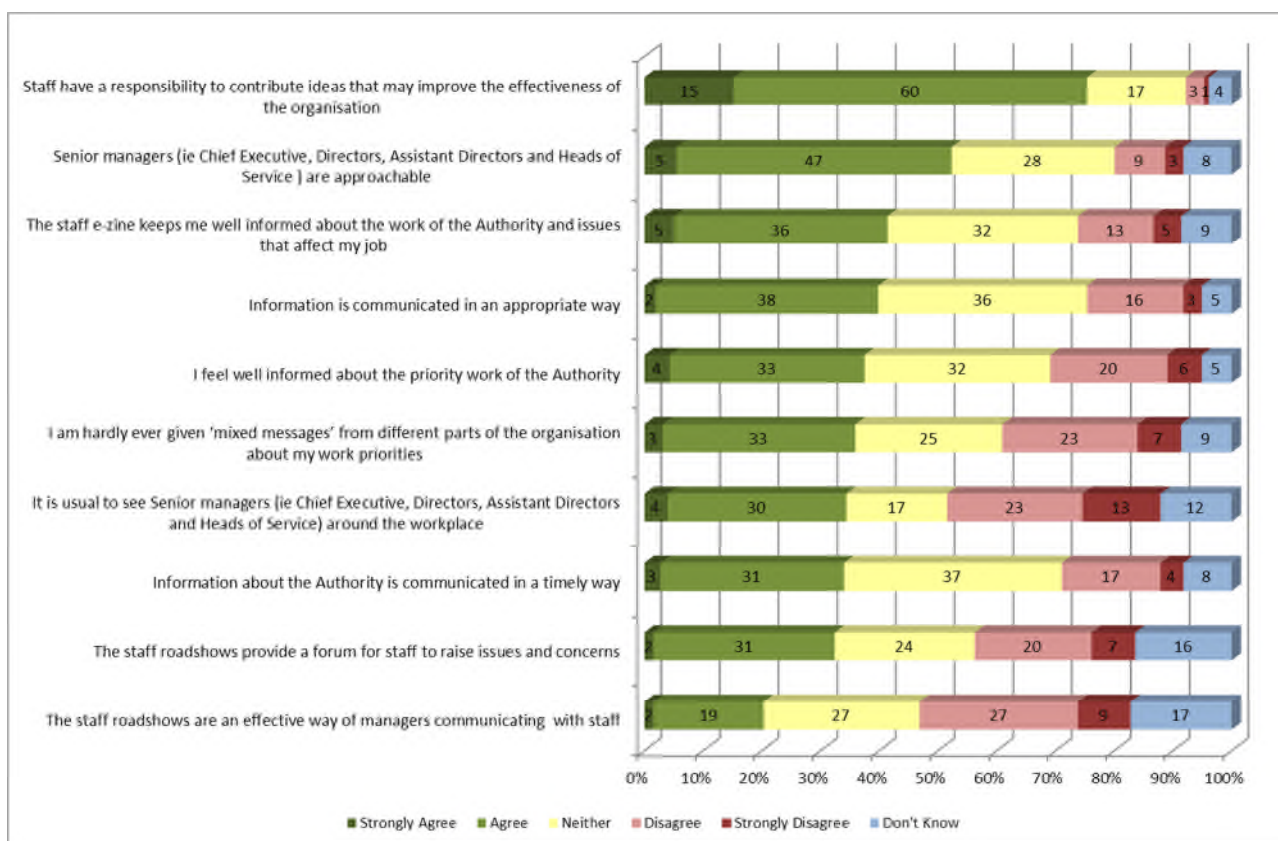


Table 5: % of respondents that strongly agree and agree to the communication and engagement statements

	2014 (%)	2012 (%)	2010 (%)	2008 (%)
Staff have a responsibility to contribute ideas that may improve the effectiveness of the organisation	75	-	-	-
Senior managers (ie Chief Executive, Directors, Assistant Directors and Heads of Service) are approachable	52*	45	67	71
The staff e-zine keeps me well informed about the work of the Authority and issues that affect my job	41	69	67	69
Information is communicated in an appropriate way	40	40	-	-
I feel well informed about the priority work of the Authority	37	44	57	53
I am hardly ever given 'mixed messages' from different parts of the organisation about my work priorities	36	49	49	47
It is usual to see Senior managers (ie Chief Executive, Directors, Assistant Directors and Heads of Service) around the workplace	34	38	-	-
Information about the Authority is communicated in a timely way	34	38	-	-
The staff roadshows provide a forum for staff to raise issues and concerns	33	-	-	-
The staff roadshows are an effective way of managers communicating with staff	21	-	-	-

* From 2014 question includes Heads of Service and Assistant Directors

- 52% of respondents strongly agree or agree that senior manager are approachable. This is an increase of 7% since 2012. However it should be noted the definition of senior managers has changed since 2012 and now includes Heads of Service and Assistant Directors.
- A number of the statements have seen a decline in the percentage of respondents strongly agreeing or agreeing with them since 2012 including
 - eZine keeps me informed has decreased by 28% (from 69% in 2012 to 41% in 2014)
 - I am hardly ever given mixed messages has decreased by 13% (from 49% in 2012 to 36% in 2014)
 - I am well informed about the priority work of the Authority has decreased by 7% (from 44% in 2012 to 37% in 2014)
 - It is usual to see senior managers round the workplace has decreased by 4% (from 38% in 2012 to 34% in 2014)
 - Information about the Authority is communicate in a timely was has decreased by 4% (from 38% in 2012 to 34% in 2014)
- 21% of respondents strongly agree or agree that the roadshows are an effective way of managers communicating with staff. 36% of respondents strongly disagree or disagree with this statement.
- 33% of respondents strongly agree or agree that the staff roadshows provide a forum to raise issues and concerns. 27% of respondents strongly disagree or disagree with this statement.

Relationship with Manager

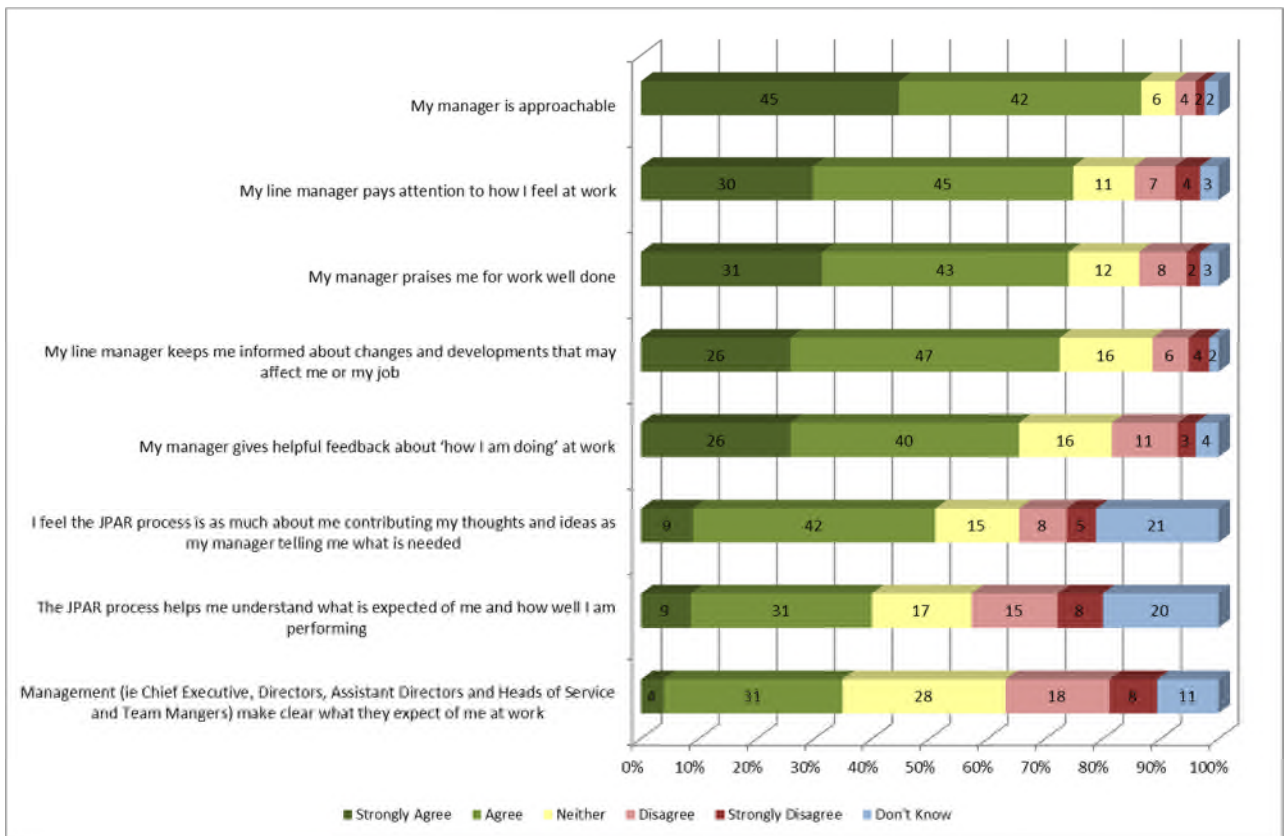


Table 6: % of respondents that strongly agree and agree to the relationship with manager statements

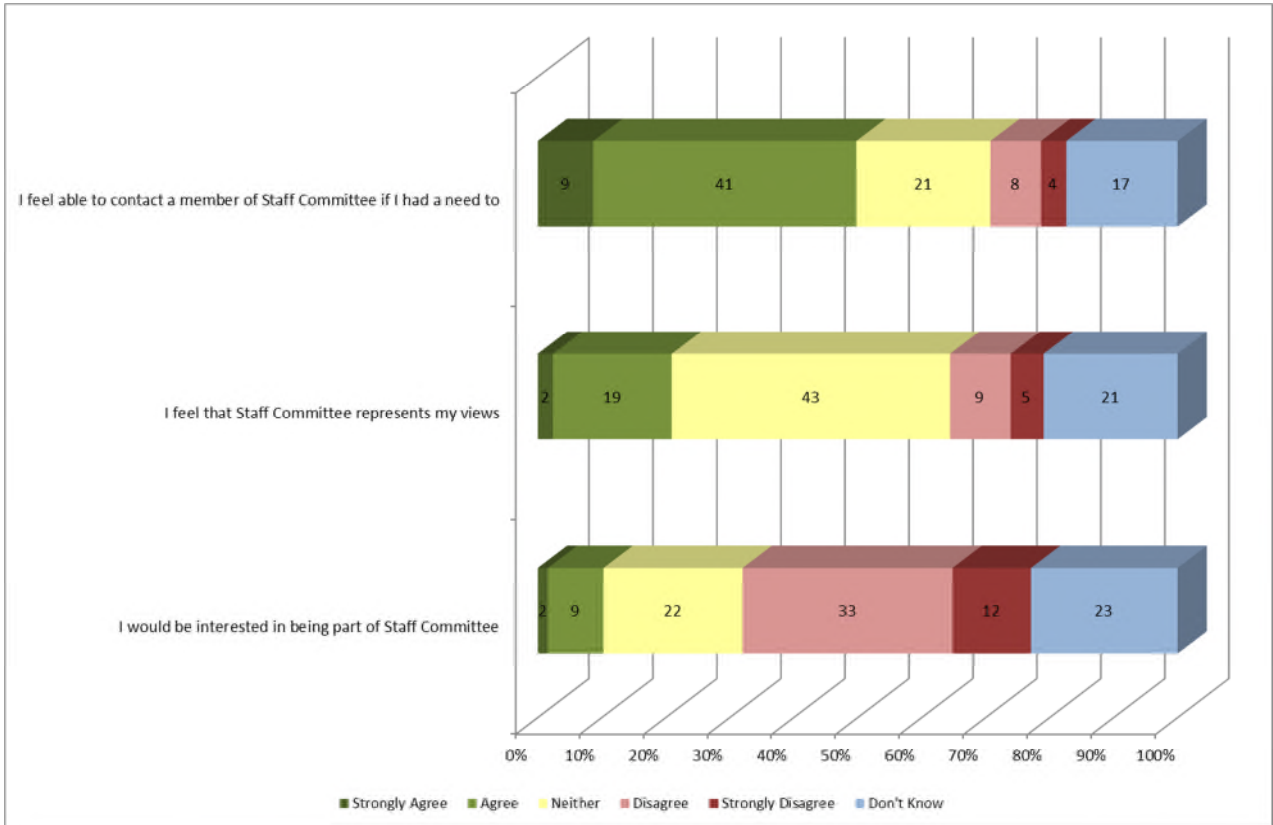
	2014 (%)	2012 (%)	2010 (%)	2008 (%)
My manager is approachable	87			
My line manager pays attention to how I feel at work	75	77	71	70
My manager praises me for work well done	74	72	73	69
My line manager keeps me informed about changes and developments that may affect me or my job	73	70	77	76
My manager gives helpful feedback about 'how I am doing' at work	66	64	65	63
I feel the JPAR process is as much about me contributing my thoughts and ideas as my manager telling me what is needed	51	-	-	-
The JPAR process helps me understand what is expected of me and how well I am performing	40	-	-	-
Management (ie Chief Executive, Directors, Assistant Directors and Heads of Service and Team Mangers) make clear what they expect of me at work	35	59	-	-

- 87% of respondents strongly agree or agree that their manager is approachable
- There has been a slight improvement in the agreement with a number of the statements relating to managers
 - 73% of respondents strongly agree or agree that their manager keeps them informed (a 3% increase since 2012 – 70%)
 - 74% of respondents strongly agree or agree that their manager praises them for work done well (a 2% increase since 2012 – 72%)
 - 66% of respondents strongly agree or agree their manager gives them feedback (a 2% increase since 2012 – 64%)
- 35% of respondents strongly agree or agree that management make clear what they expect of them at work. This has decreased by 24% since 2012.

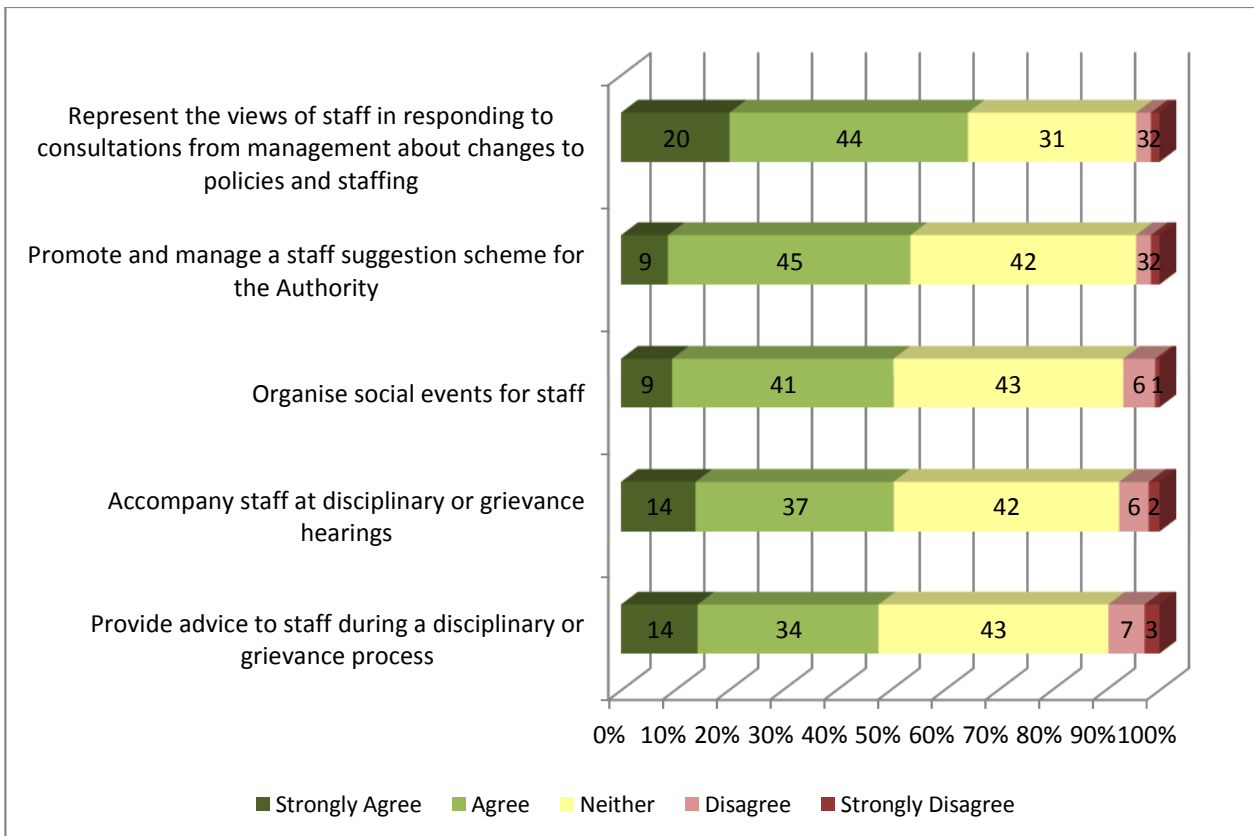
Casual workers do not participate in the JPAR process. The following results concerning JPARs exclude casual workers.

- 49% of respondents excluding casuals strongly agree or agree that the JPAR process helps them to understand what is expected of them and how their performing
- 63% of respondents excluding casuals strongly agree or agree the JPAR is as much about contributing their thoughts and ideas my manager telling me what's needed

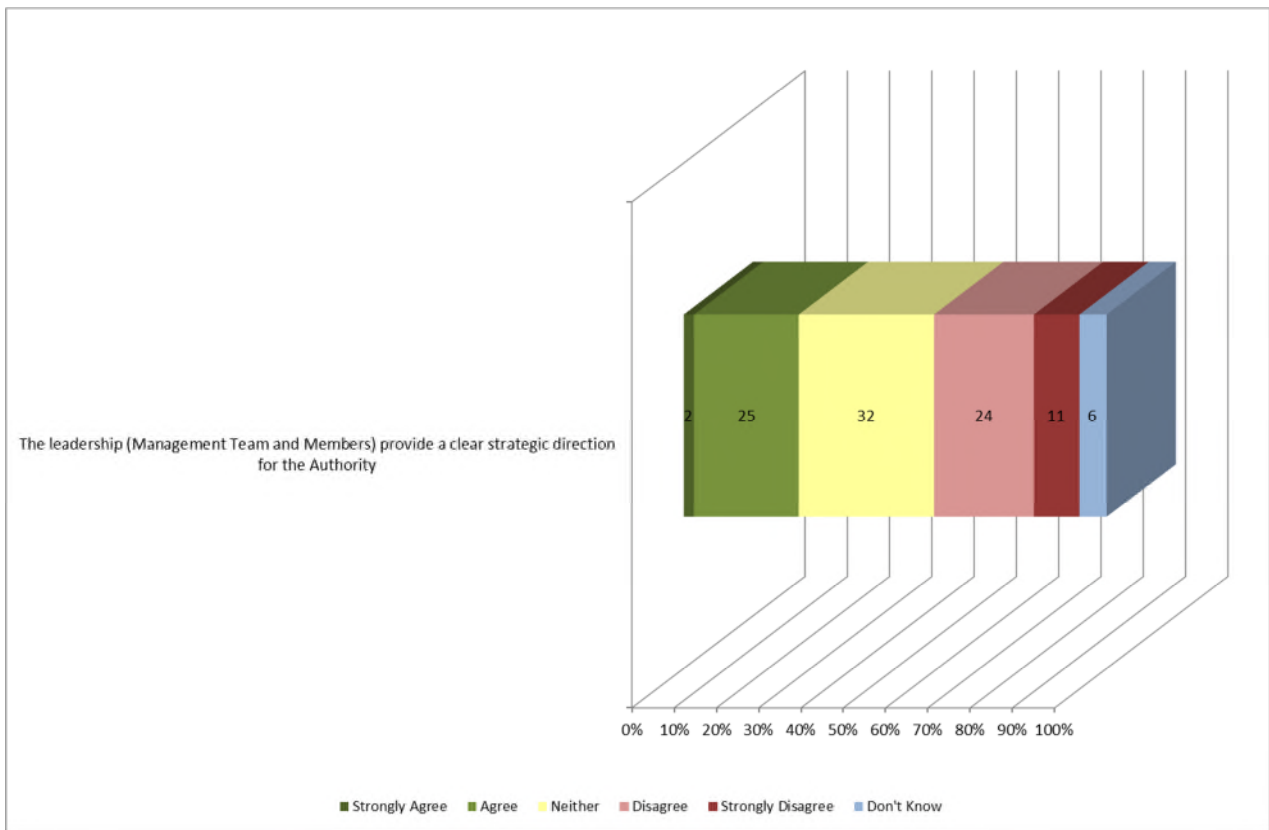
Staff Committee



The role of staff committee is to:

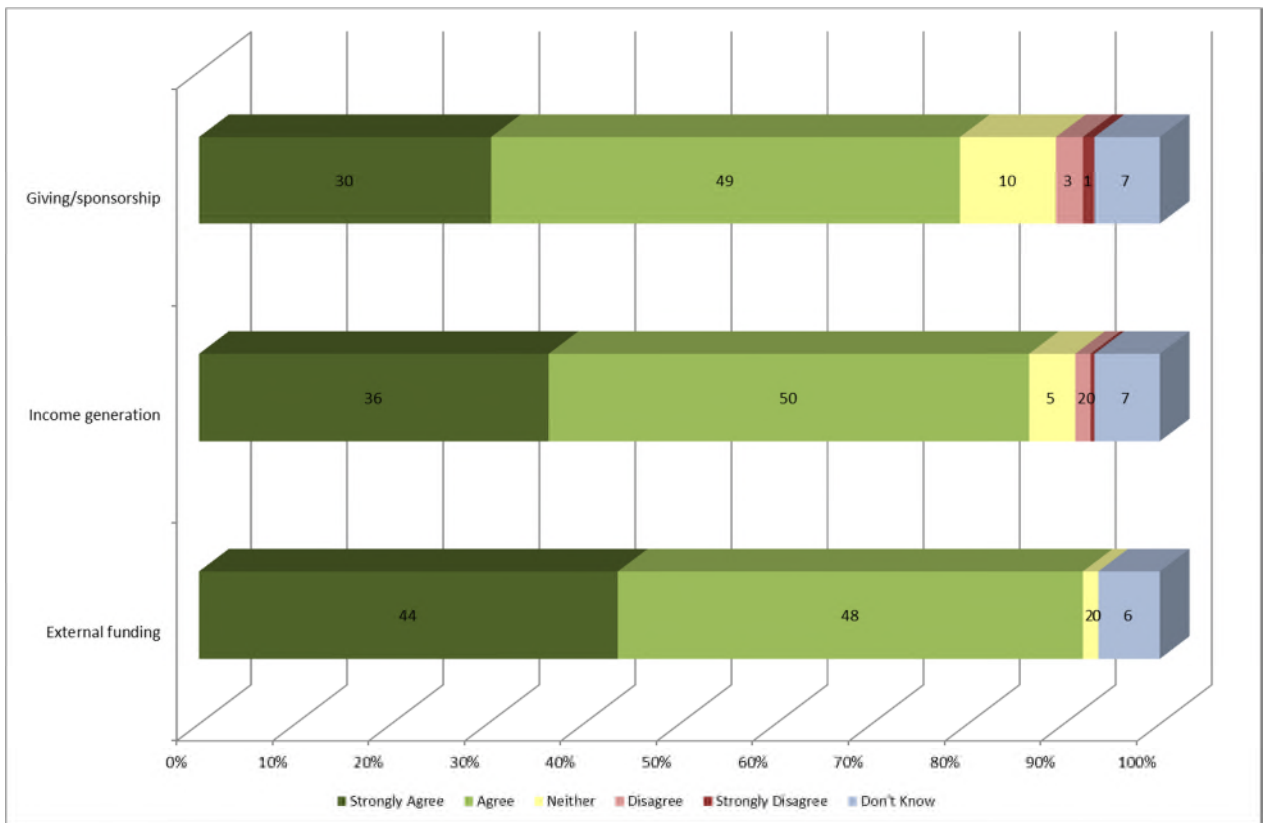


The Future

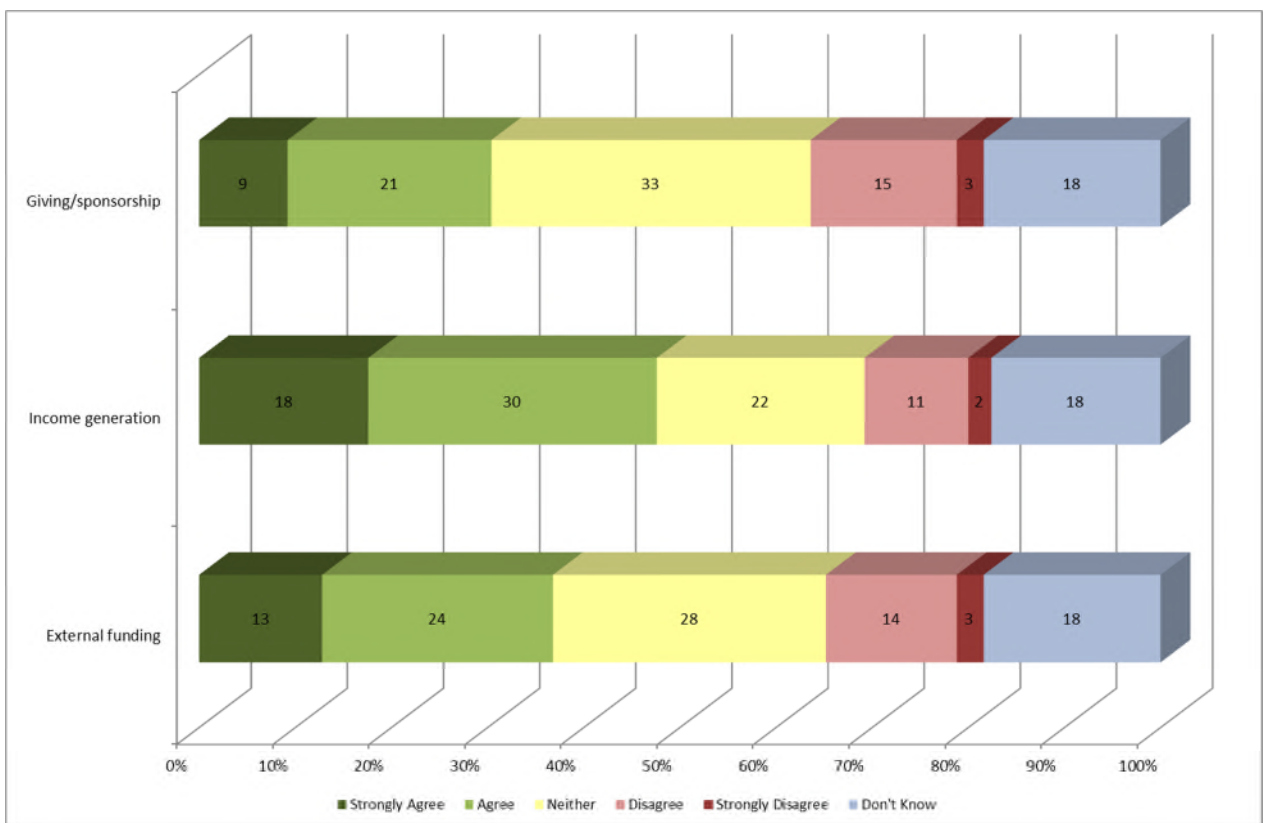


- 27% of respondents strongly agree or agree that the leadership provides clear strategic direction for the Authority. This has increased by 3% since 2012 (24%)

I understand the need for the Authority to develop income from sources other than the Defra Grant through:



I feel I know how to contribute to developing income from sources other than the Defra Grant through:



- 86% of respondents strongly agreed or agreed that they understand the need to develop income from sources other than the Defra Grant.
 - 92% External funding
 - 86% Income generation
 - 79% Giving/sponsorship

- However knowing how to develop the income from other sources is not as strong
 - 30% Giving /sponsorship (43% excluding casuals)
 - 48% Income Generation (53% excluding casuals)
 - 37% External Funding (34% excluding casuals)

What more could be done to help your understanding?

There seemed to be some of misunderstanding about this question however the three most popular areas covered are set out below

- communication (19 comments)
- leadership (10 comments)
- managers (10 comments)

With appropriate support what more could you do?

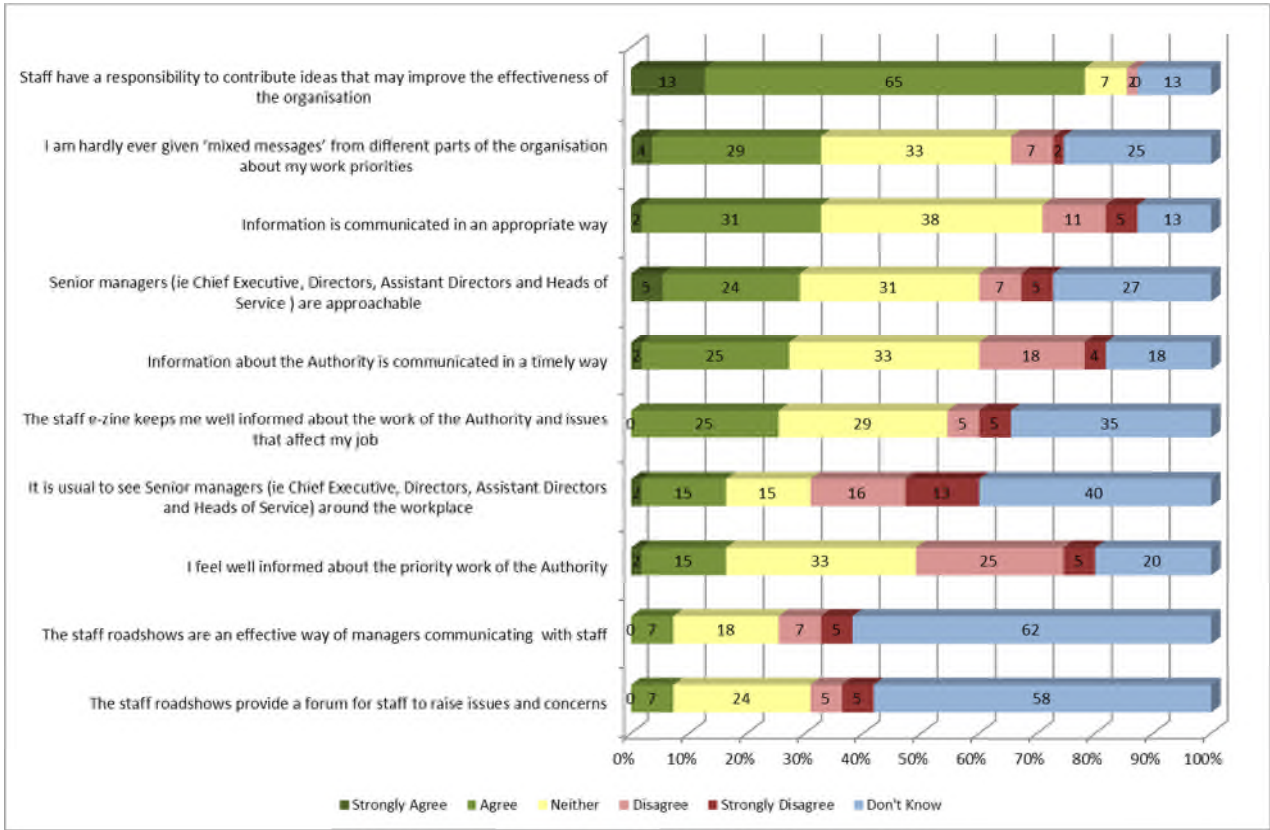
As per the last question this questions was largely mis-interpreted.

Is there anything else you would like to say about the Authority?

The three most popular areas to comment on were

- Organisation structure and culture (13 comments)
- New Chief Executive (8 comments)
- Communications (9 comments)

CASUAL WORKERS ONLY - COMMUNICATION AND ENGAGEMENT -



A number of managers have raised questions with HR about how the Authority engages and communicates with casual workers. The above chart shows the responses to the questions from the communication and engagement section of the questionnaire for casuals only.

- 17% of casual respondents strongly agree or agree that it is usual to see senior managers around the workplace. 29% strongly disagree or disagree with this statement and 40% do not think the question is relevant to them.
- 17% of casual respondents feel well informed about the priority work of the Authority. 30% of casual respondents strongly disagreed or disagreed with this statement.
- 27% of casual respondents strongly agree or agree that that information about the Authority is communicated in a timely way.
- 29% of casual respondents feel senior managers are approachable.

You said...
...**We did!**



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Employee Engagement



The PDNPA Leadership Team are listening, and in 2014/15 have made a commitment to the following aspirations:

- **Vision, Mission and Corporate Direction**
establish a shared sense of purpose amongst staff to act as a true enabler of sustainable performance
- **Leadership Team Development**
create a cohesive leadership team, who understand their role and purpose in leading the organisational culture in a time of change
- **Internal Communication Strategy**
ensure open and authentic communications so that staff feel well informed about what's happening in the PDNPA

- **Give Employees Meaningful Voice**
open channels to enable staff to 'have their say' about what is going on in the PDNPA
- **Integrate the JPAR scheme with core processes**
so that staff understand the benefits and see the outcomes from an effective JPAR
- **Manage Unsatisfactory Performance**
enable line managers to handle any perceived failures to meet acceptable performance in an objective and systematic way
- **Well Being at Work**
facilitate stress management and promotion of psychological well being
- **Enhance Competence in People Management and Communication Skills**
bring HR policies to life for managers and ensure they become effective communicators
- **Manage Change Effectively**
ensure the objectives of change are met, whilst gaining the understanding and commitment of staff, both during and after implementation
- **Manage Information**
have clean, accurate data sets that are accessible through the IT network to all staff across properties of the Authority

Progress against these aspirations will be monitored at Staff Committee Management meetings and scrutinised at the Local Joint Committee. More details can be found each month on the intranet at:

Useful documents / Human Resources / Employee Engagement



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