

Annex 1 – Orbis Staff Survey detailed results



Executive pack

Orbis

2018 survey distributed 2nd October 2017 until 13th November 2017

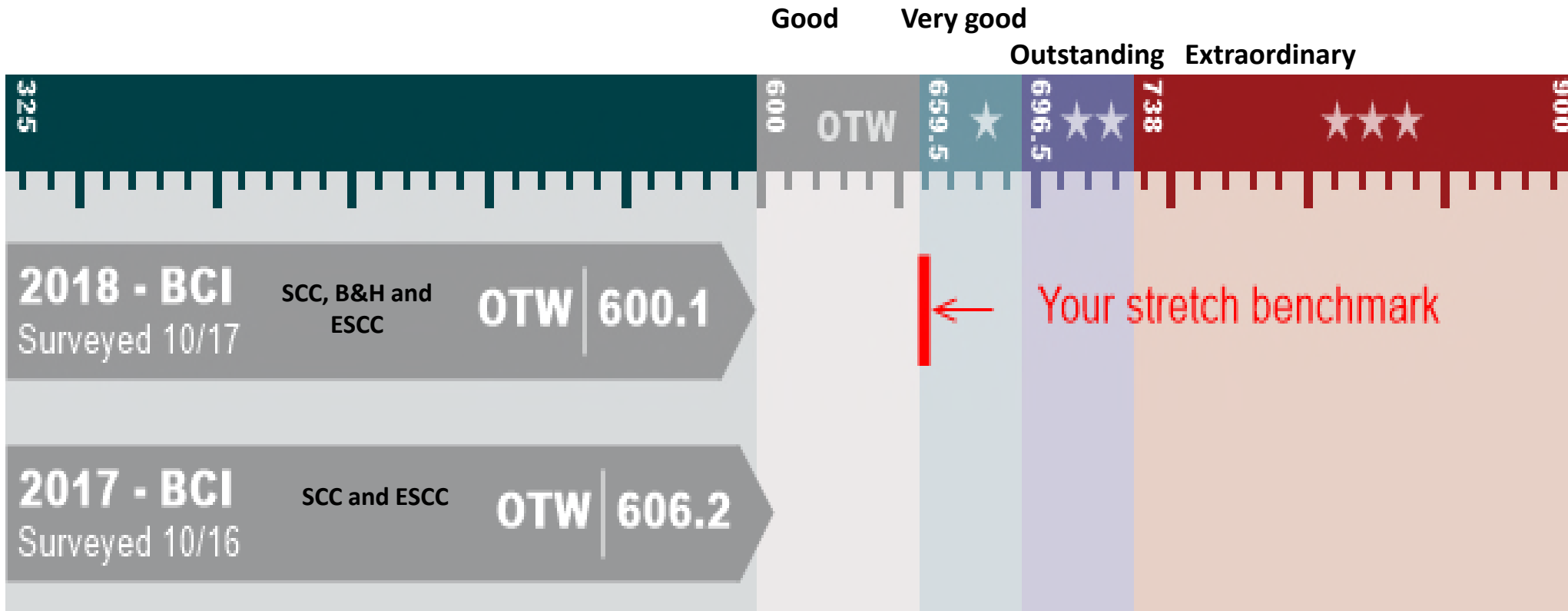
2018 responses across Job Grades



best companies™

Job Grade	Number of Responses	Percentage of Responses
Team Member B&H: Scale 1 to 6 and SO1/2 ESCC: SS 1 to SS 9 SCC: PS 1 to PS 7	392/736	53%
Team Leader/Supervisor B&H: M11 and M10 ESCC: SS9 to SS11 SCC: PS8 and PS9	417/615	68%
Manager B&H: M9 to M6 ESCC: SS12 and SS13, LMG1 to 3 SCC: PS10 to PS12	365/506	72%
Senior Manager B&H: M5 and M4, JNC 2B and 2C ESCC: LMG4 to LMG8 SCC: PS13 to PS17	80/101	79%
Director B&H: COB 2B, COB1A 2 and COB 1A 1 ESCC: DCO Band A SCC: PS18 and PS19	2/2 Total 1256/1960	100%

Best Companies Score & Response Rate for Orbis

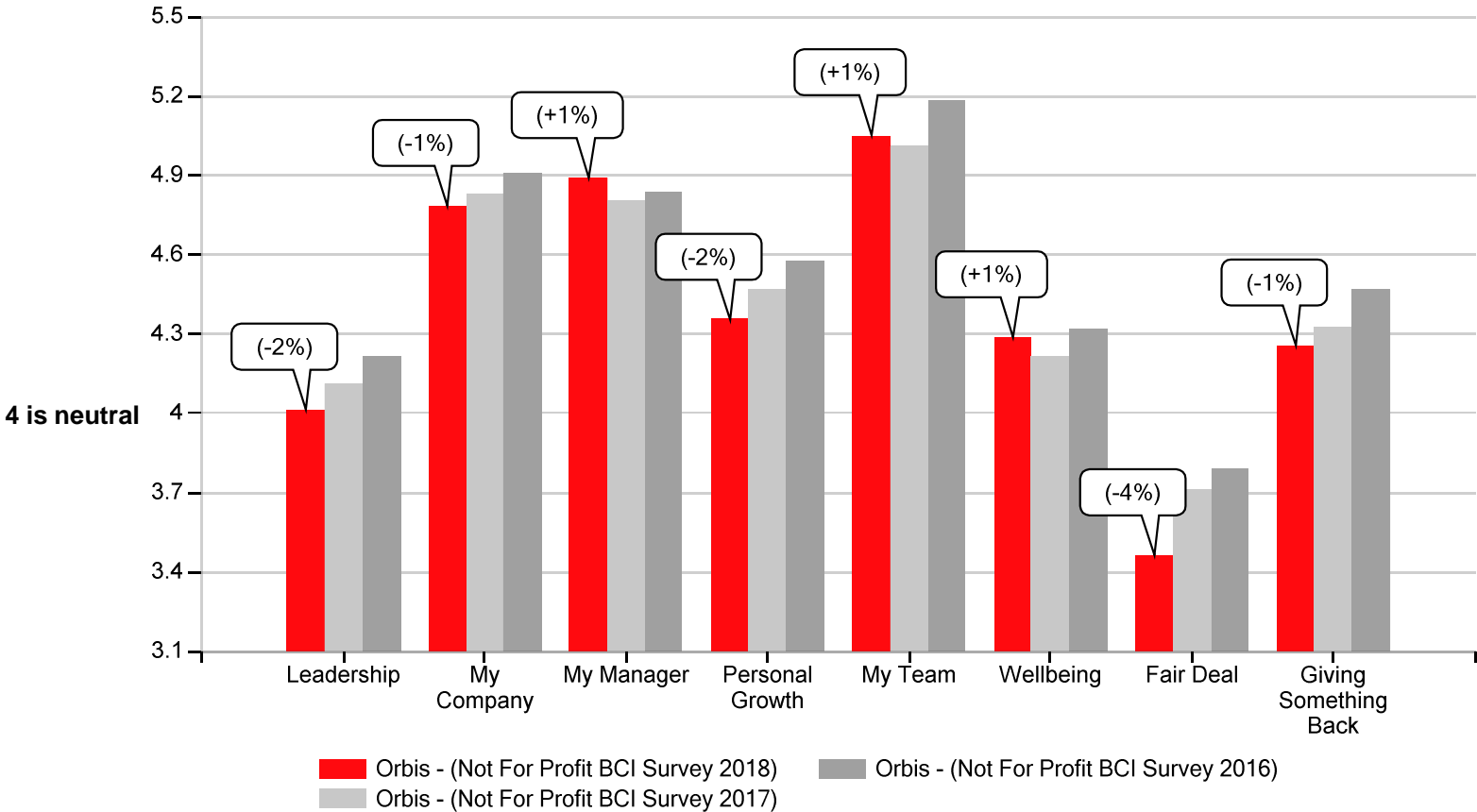


Survey	No. of Responses
Orbis 2018	64.08% (1256/1960)
Big Companies Average, Not For Profit Sectors Accreditation 2017	40.42%

2018 Orbis compared to 2017 and 2016



Overall by Factor filtered by Employment Group (Orbis)



“Leaders” – Orbis sovereign leads

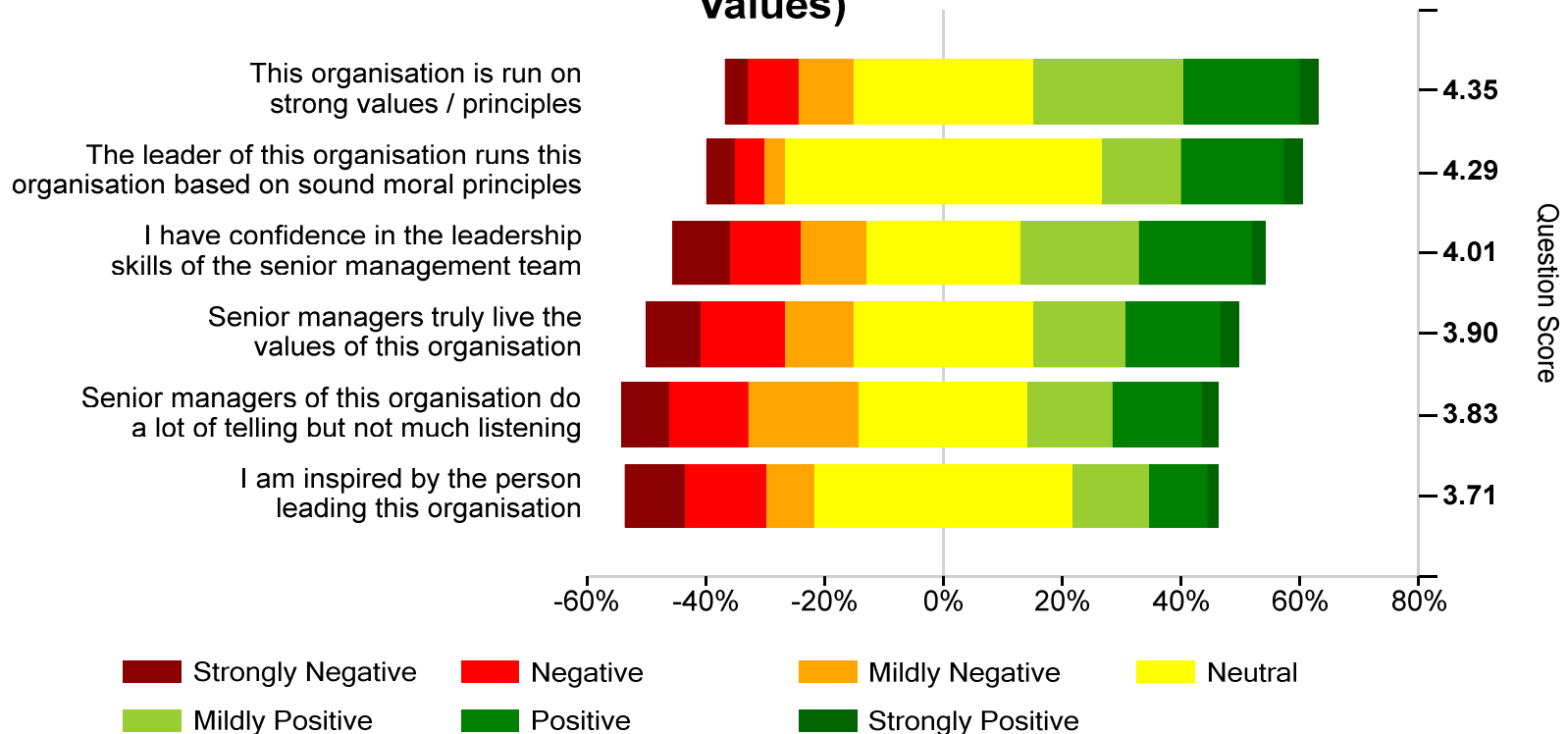
“Senior Management” - Your Local Leadership Team (OLT/SLT)

2018 Orbis Leadership Questions – Heat Map



best companies™

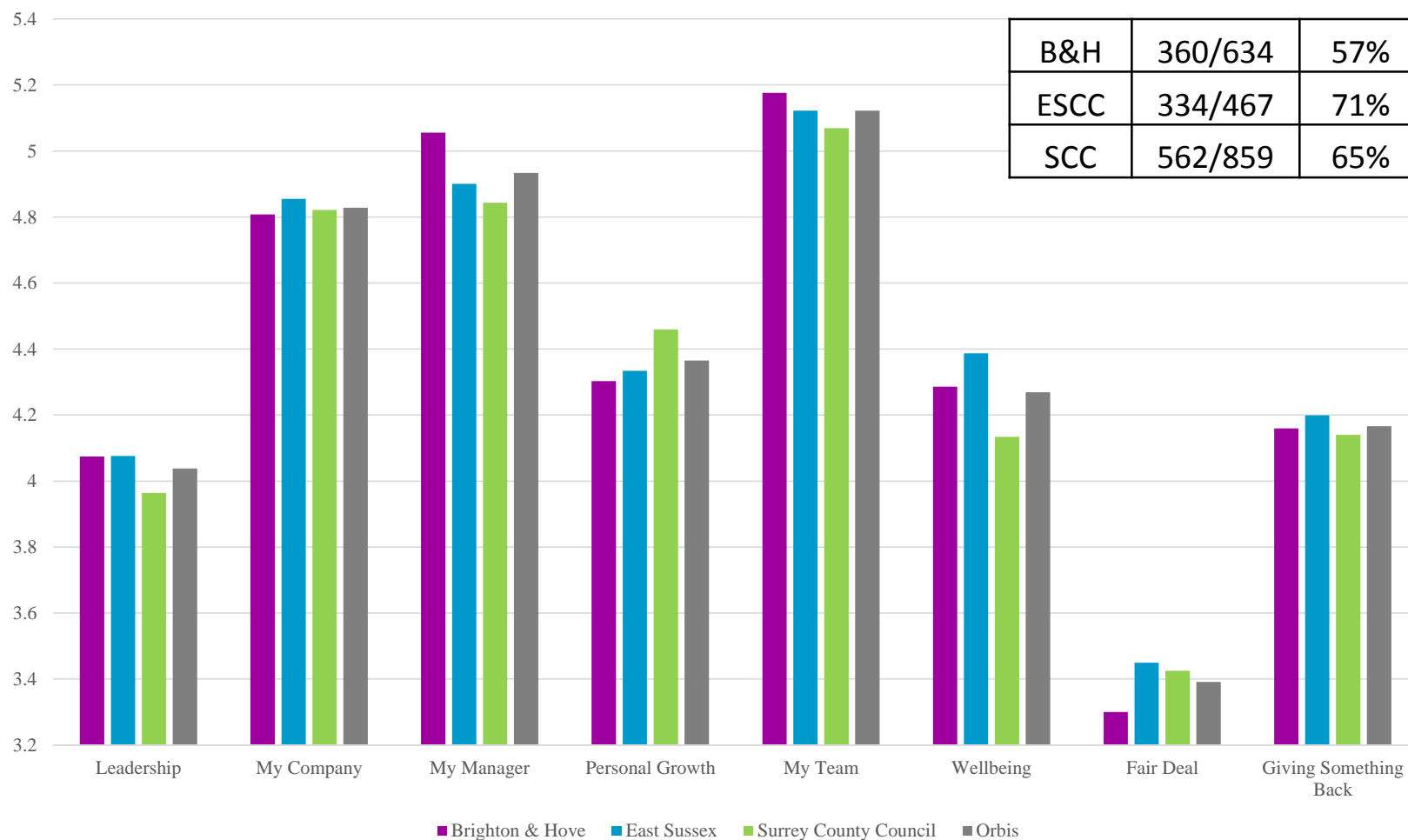
Leadership by Question Heatmap filtered by Employment Group (Multiple Values)



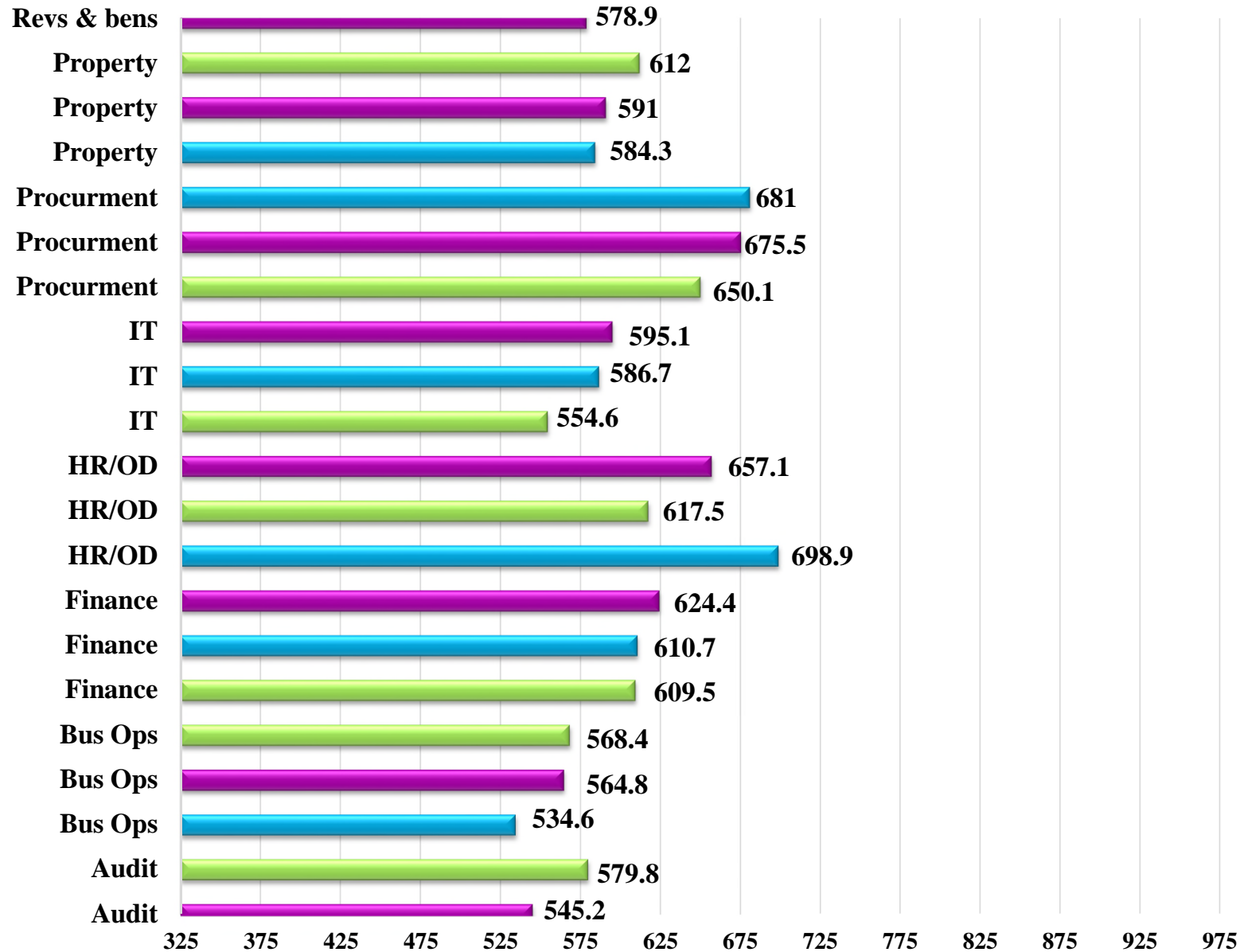
Heat maps. The different colours represent the strength of feeling in response to the question. For example, dark green means strongly positive, yellow represents a neutral response and dark red indicates strongly negative.

The numbers on the vertical axis to the right indicates each questions' actual score. The questions are listed in order of their score with the highest scoring question at the top.

2018 responses by factor/sovereign organisation vs. Orbis



BCI 2018



Lowest scoring questions

Score	Factor	Question
3.20	Fair deal	I am paid fairly for the work I do relative to people in similar positions in similar organisations
3.45	Wellbeing	Most days I feel exhausted when I come home from work
3.45	Fair deal	I feel I receive fair pay for the responsibilities I have in my job
3.50	Giving something back	Profit / budget concerns are the only things driving this organisation
3.50	Personal growth	There are limited opportunities for me to learn and grow within this organisation
3.50	Fair deal	I am happy with the pay and benefits I receive in this job

Highest scoring questions

Score	Factor	Question
5.56	My Company	I believe I can make a valuable contribution to the success of this organisation
5.52	My Team	People in my team go out of their way to help me
5.41	My Manager	I feel that my manager talks openly and honestly with me
5.33	My Team	People in our team don't care much for each other
5.27	My Manager	My manager cares about me as an individual
5.27	My Company	My work is an important part of my life

- For 15 most highly correlated questions see appendix C

What makes this a great workplace?



Themes

- Great people to work with and good team spirit
- Supportive and approachable line managers
- Flexible working and good benefits
- Seeing the impact of good work on the community

***“I enjoy working here as we provide a great service to clients and the team is doing the best they can. The working relationship with other departments has improved due to good communication on all levels within my team.*”**

I like the agile working and the team I am in is very supportive of each other. I really enjoy working with the people in my team and my Manager is supportive in my work and always there to help”

What would make this a better place to work?



Themes

- Poor behaviour/work ethic is not challenged/dealt with
- Buddy culture and favouritism by managers
- Pay gaps between council's for the same role as well as big gaps between team members and managers
- Lack of clarity and direction from SLT
- Limited opportunity to move up the ladder
- Lack of progression and training opportunities

“Less bureaucracy and red tape. The amount of processes I have to go through to do my job is demotivating, demoralising and I can't progress anything. I'm in Orbis, we have managers, but we are lacking leaders. We have a service direction, but no one is joined up, we aren't moving forward. Orbis needs better leaders”

Managerial Engagement



MC³ by Manager Ratings against 1-3 star ratings

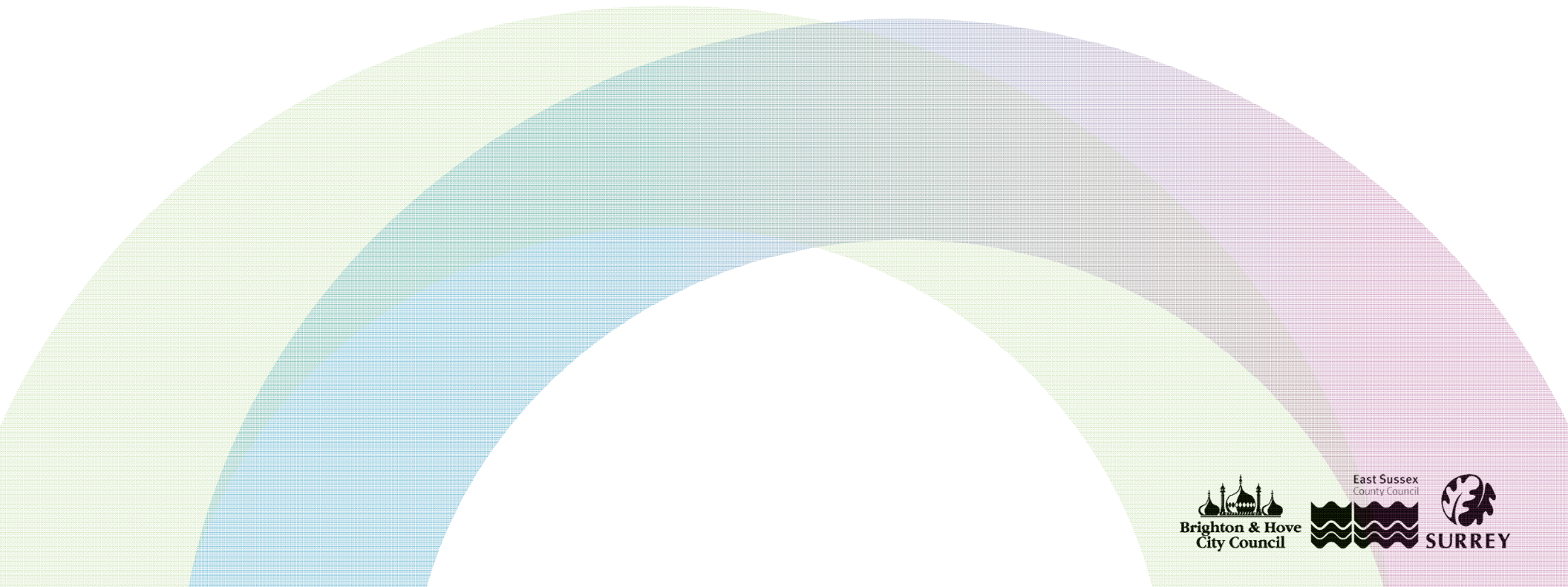


	MC3 Overall	Motivates	Inspiring	Energising	Considers	Recognising	Supporting	Converses	Listening	Informing	Cares	Understanding	Caring
3* Manager	82.58 -17	79.52 -20	82.22 -23	78.89 -19	83.33 -18	85.42 -18	83.33 -19	85.42 -15	84.79 -16	87.50 -17	84.00 -17	83.33 -16	84.72 -18
2* Manager	76.71 -11	72.57 -13	74.79 -16	72.22 -12	77.33 -12	79.17 -12	76.98 -13	80.00 -10	79.17 -10	81.67 -11	77.78 -11	77.38 -10	78.13 -12
1* Manager	71.46 -6	67.26 -8	68.52 -9	66.67 -7	72.04 -7	72.73 -5	72.07 -8	74.96 -5	73.33 -4	76.34 -5	71.89 -5	71.67 -4	72.62 -6
Orbis	65.50	59.60	59.08	60.13	65.49	67.39	64.20	69.96	69.05	70.85	66.94	67.38	66.53

Key: ■ 3* Manager ■ 2* Manager ■ 1* Manager

Shades of blue indicate where performance matches that of a benchmark

Key themes



Headline Orbis wide themes



- Personal Growth
- Leadership
- Wellbeing- (lower scores for senior job grades)
- Fair deal- messaging
- Giving Something Back- messaging

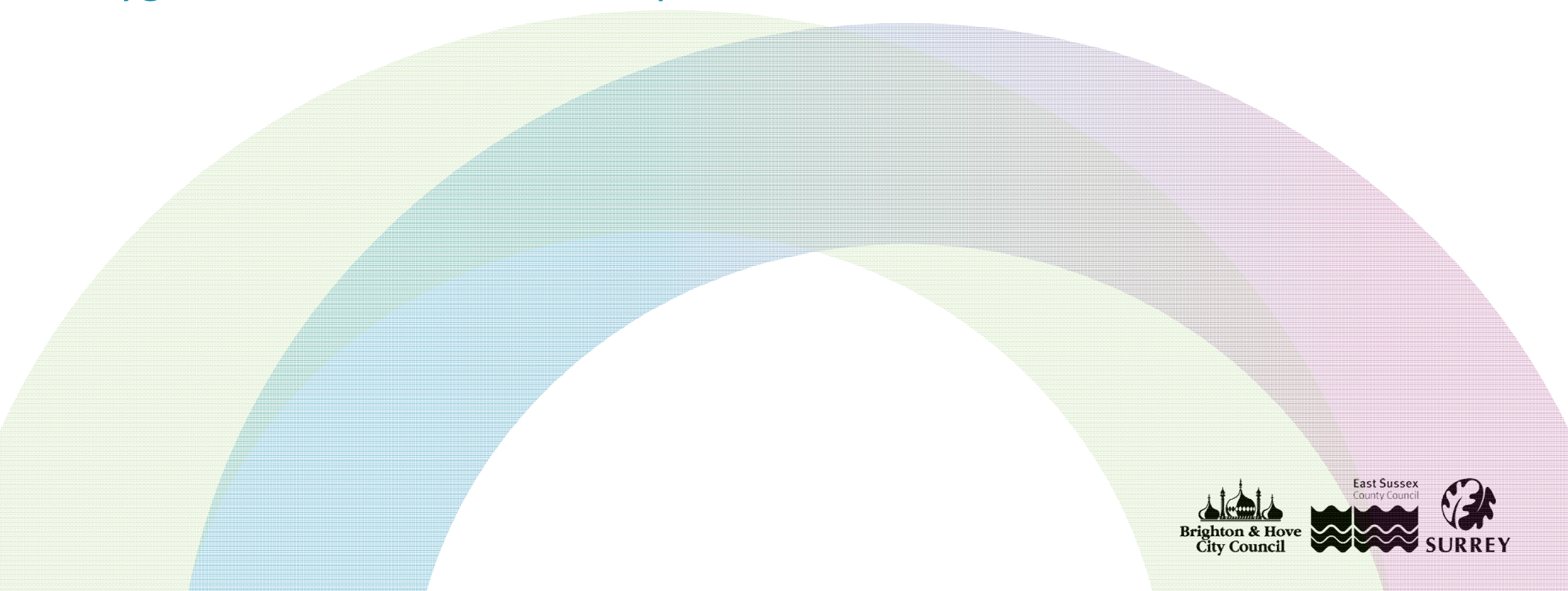
Themes and focus by service



Service	Themes	Actions
IT & Digital	Personal Growth Leadership	Reviewed feedback at SLT and SMT level. At IT&D management community event March 26 discuss: <ul style="list-style-type: none"> • Learning and development • Service identity • Retelling the Orbis Story SLT members are meeting with their teams to work on communication and embed change.
Finance	Leadership Fair deal	The actions will be identified by the People Strategy Group
Property	Personal Growth Leadership Fair Deal and Giving Something Back	Staff drop-in sessions and actions identified by Staff Engagement Group (SEG) early March Staff forum w/c March 19 Action group March 26
Procurement	Leadership wellbeing Wellbeing	PA is collating the responses from team meetings and SLT to discuss next steps against these
HR/OD	Staff workshops to identify themes of focus	Mar 21. sovereign staff workshops to identify factors most important to them. Apr 24 extended HROD leadership team to look at the outcome and discuss actions.
Bus Ops	To be discussed March 20	

What's next

Hygiene factors and next steps



Hygiene Factors Working Group- themes that are tying in with the Staff Survey



Communication about the key areas as defined in the motivational models and the Staff Survey.

What can we do now, instead of waiting?

- Use different mediums and methods to make it work effectively. Can include useful sharing/cheat sheets, what we learn etc.

Specifically include updates/explanations around:

- Pay & Reward
- IT
- Leadership
- Wellbeing

Enabling skill sets

- To empower challenging conversations around poor behaviour/work ethic
- Use emotional intelligence and resilience training produced for Procurement.

Manager's Charter

- A charter for managers – something to sign up to, which works on top of the EPIC behaviours.
- Guidelines to peers on how to deal with undesirable behaviour if the code is broken.
- Include guidelines and tools to support managers in this area



Next steps



What has happened?

- Survey results discussed at each service's SLT
- Themes identified

What's happening now?

- Survey results are discussed at each service's SLT
- Themes have been identified
- Results are shared with staff

What's next	Timeframes
Each service to exploring themes of focus and agree on actions	February-March
Programme Team reconnect with services to consolidate outcomes of discussions and design cross-Orbis interventions and consult on bespoke activities	March-April