

# **HARROW COUNCIL**

**Staff survey 2003**

## **Performance measures and actions**

Following the staff survey the Council has identified 3 key areas for action to be addressed at a corporate, departmental and local level:

1. Improving two way communication on direction, progress and achievements
  - The Council will implement a core briefing system for face to face briefings to be used in all Council Departments
  - Departments will arrange regular staff meetings with all staff
2. Ensuring all staff have regular appraisals
  - An individual performance appraisal and development programme will be introduced for all staff
3. Making it easier to share good ideas, work together and get things done
  - The Council will provide e- and paper newsletters and hold events to share good practice and achievements

Specific action plans will be incorporated into the Council's Strategy for People and in HR and Directorate Service Plans

The four key questions which will measure performance will be:

- How do you rate Harrow Council as a place to work compared to other places you of?
- How well informed do you feel about issues which affect you?
- How satisfied are you with your current job?
- My SDR was a useful exercise

The Council will aim to reach or exceed the Work Foundation benchmark for each of these 4 key questions.

Progress on the Strategy for People will be also be assessed through measuring the degree of improvement on the descriptive questions in the survey in the 2005 and 2007 surveys.

Harrow Council exceeded the Workforce Benchmark in many of the answers to the questions underneath. The Council will aim to reach or exceed the Work Foundation benchmark for each of these by 2007.

Staff survey	Key Priorities ( letters relate to specific actions in the strategy)				
	1	2	3	4	5
How well does your job provide you with the following features.....	abd		e		af
How far do you agree / disagree with the following statements on t&d....	ghj	abce	a		fh
How far do you agree with the following statements about your manager.	j	b	c	ab	acefh
How far do you agree with the following statements about Harrow Council.		abg	ace	ab	ef
How far do you agree with the following statements about your job			ce	abfg	a

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How far do you agree with the following statements about communication			a	ab	ef
How far do you agree with the following statements about senior managers		b	ac	ab	egh
How far do you agree with the following statements about change			c	ab	aef

The Council will also measure progress towards the Work Foundation benchmark in the following questions where the Council responses were found to be significantly short of the benchmark in both 2005 and 2007 with the aim of achieving Work Foundation Benchmark in 2007

Question	Harrows score	Work Foundation's Benchmark	degree of under performance
<b>Views on Harrow Council</b>			
<ul style="list-style-type: none"> <li>How do you rate Harrow Council as a place to work compared to other places you have worked in or know of?</li> </ul>	HMS 0.07	0.41	significantly short
<ul style="list-style-type: none"> <li>I understand Harrow Council's strategic direction and objectives</li> </ul>	HMS 0.23	0.82	significantly short
<ul style="list-style-type: none"> <li>I can understand how my own work objectives fit into those of Harrow Council</li> </ul>	HMS 0.49	0.68	significantly short
<ul style="list-style-type: none"> <li>I am proud to work for Harrow Council</li> </ul>	HMS 0.27	0.54	significantly short
<ul style="list-style-type: none"> <li>Policies and procedures are applied consistently across the Council</li> </ul>	HMS -0.47	-0.04	significantly more negative
<ul style="list-style-type: none"> <li>Different divisions and departments in Harrow work effectively with one another</li> </ul>	HMS -0.53	0.02	significantly short
<ul style="list-style-type: none"> <li>Good practice and ideas are being shared effectively between different parts of the Council</li> </ul>	HMS -0.58	-0.19	significantly more negative
<ul style="list-style-type: none"> <li>I am confident that Harrow has a good understanding of the needs of customers</li> </ul>	HMS 0.44	0.67	significantly short
<ul style="list-style-type: none"> <li>The changes we are making will make us more effective as an organisation</li> </ul>	HMS 0.07	0.53	significantly short
<ul style="list-style-type: none"> <li>I am well informed about the changes taking place within Harrow</li> </ul>	HMS -0.13	0.31	significantly more negative
<ul style="list-style-type: none"> <li>I feel positive about the future of Harrow Council</li> </ul>	HMS -0.02	0.31	significantly short
<b>Communication</b>			
<ul style="list-style-type: none"> <li>none significantly short</li> </ul>			
<b>You and your job</b>			
<ul style="list-style-type: none"> <li>none significantly short</li> </ul>			
<b>Management Style - Line Managers</b>			
<ul style="list-style-type: none"> <li>Motivating</li> </ul>	HMS 0.38	0.79	falls well below
<b>Management Style - Senior Managers (CEO, Executive Directors and Directors)</b>			

<ul style="list-style-type: none"> <li>Senior Managers demonstrate they value the contribution of individuals at the Council</li> </ul>	HMS -0.21	0.11	falls well below norm
<ul style="list-style-type: none"> <li>Level of Senior Management visibility in their area</li> </ul>	HMS - 0.22	0.72	significantly below
<b>Learning &amp; Development</b>			
<ul style="list-style-type: none"> <li>I feel I have equal access to promotion opportunities</li> </ul>	HMS 0.01	0.36	significantly short