

In confidence

# BT Lancashire Services

Staff Engagement Survey – August/September 2016 Results

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Owner(s): Pauline Redhead



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## 1 Background

With the aim of improving communication and staff engagement, an initial staff survey was launched in July 2014 in order to promote and encourage open and honest feedback from all members of Staff (except Directors) within BT Lancashire Services. This survey was repeated in December 2014, July 2015 and, more recently, in August 2016. This short report summarises the main points/issues emerging from the July 2016 exercise including response rates, engagement scores, key themes and a detailed action plan.

## 2 Statements

The short, confidential survey comprises the following statements, with staff given the opportunity to indicate how much they agree or disagree, score against a ten-point-scale or free-type their comments.

- Senior Managers (i.e. Directors and Service Heads) clearly identify and articulate the future direction of the organisation, lead transformational change and inspire others to do so.
- The Senior Leadership Team (i.e. Directors and Senior Managers) are sufficiently visible in BT Lancashire Services.
- I understand how my work contributes to the future of BT Lancashire Services.
- I believe that when change happens it happens for the right business reasons.
- Things are changing for the better in my business unit.
- Working for BT Lancashire Services motivates me to do the best I can.
- I take pride in the service BT Lancashire Services provides to its customers.
- I feel my ideas and opinions count.
- I am empowered to challenge working practices and make improvements.
- I feel well informed of the budget challenges facing our customers and how they impact on BT Lancashire Services.
- My achievements are recognised and celebrated.
- What are your thoughts on the reward and recognition tool (Champions) being a valuable tool to recognise colleagues' achievements and to say thanks for a job well done?
- I have a formal appraisal or performance development review (PDR) with my Line Manager at least once a year.
- I think my performance on the job is evaluated fairly.
- My immediate Line Manager coaches me to give my best performance and gives me regular, useful feedback.
- My immediate Line Manager encourages the development of others.
- I am able to use my skills and abilities.
- I have adequate materials, supplies and equipment to do my work.

- What are your thoughts on your working environment?
- It is easy for me to work with colleagues in other parts of BT Lancashire Services to deliver what the customer needs.
- I have a good relationship with my team and my immediate Line Manager and I feel he/she cares about me as a person.
- I have a good work life balance.
- Do you feel you are encouraged to report errors, accidents or incidents and when errors, near misses or incidents are reported, do you feel action is taken to ensure that they do not happen again?
- My team has a meeting at least every month.
- I feel well informed about BT Lancashire Services.
- On a scale of 1-10 (1 being not satisfied and 10 being very satisfied) how do you feel communication has been improved since the last survey was carried out in July 2015?
- Which communication channels do you feel are most effective?
- On a scale of 1-10 (1 being not satisfied and 10 being very satisfied) how do you feel working within BT Lancashire Services in general has improved since the last survey was carried out in July 2015?
- On a scale of 1-10 (1 being not satisfied and 10 being very satisfied) how satisfied are you working for BT Lancashire Services?
- The space below has been provided for you to feedback any additional comments. This can be further feedback on one of the points above or comments about a topic or area that has not been covered.

Staff were also asked to provide their thoughts on the Reward and Recognition Scheme, their working environment, the methods of communication used within BTLS and any other feedback they wished to divulge.

### 3 Response Rates

The table below shows the volumes and response rate percentages per service area.

Service Area	Volume of responses received	% response rate
Corporate, Commercial and Financial Services	20	100%
Education Services	40	82%
ICT Services	187	71%
Payroll and Recruitment Services	53	77%
Revenue and Benefits Service	45	79%
<b>BTLS Total</b>	<b>345</b>	<b>75%</b>

### 4 Corporate Results - Summary

#### 4.1 Corporate Response Rate

The response rate showed a positive increase across the majority of BTLS service areas and the corporate target of 75% was met. The table below shows the increase, year on year.

Response Rate	Jun 2014 Response Rate	Dec 2014 Response Rate	Jun 2015 Response Rate	Aug/Sept 2016 Response Rate
BTLS overall	45%	52%	65%	<u>75%</u>

## 4.2 Corporate Statements and Responses

The following results have been compiled from responses given to the survey.

Statement	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
Senior Managers (i.e. Directors and Service Heads) clearly identify and articulate the future direction of the organisation lead transformational change and inspire others to do so.	3%	19%	23%	45%	11%
I understand how my work contributes to the future of BT Lancashire Services?	1%	8%	14%	55%	22%
I believe that when change happens it happens for the right business reasons.	5%	18%	33%	38%	6%
Things are changing for the better in my business unit.	7%	19%	30%	34%	10%
Working for BT Lancashire Services motivates me to do the best I can.	5%	16%	28%	41%	10%
I take pride in the service BT Lancashire Services provides to its customers.	2%	9%	19%	45%	25%
I feel my ideas and opinions count.	7%	19%	23%	37%	14%
I feel well informed of the budget challenges facing our customers and how they impact on BT Lancashire Services.	1%	9%	17%	55%	18%
Statement	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
I am empowered to challenge working practices and make	4%	21%	22%	40%	12%

improvements.					
My achievements are recognised and celebrated.	6%	14%	29%	41%	10%
I think my performance on the job is evaluated fairly.	2%	6%	18%	55%	19%
My immediate Line Manager coaches me to give my best performance and gives me regular useful feedback.	4%	11%	17%	41%	27%
My immediate Line Manager encourages the development of others.	3%	5%	21%	42%	29%
I am able to use my skills and abilities.	3%	12%	11%	51%	23%
I have adequate materials supplies and equipment to do my work.	2%	10%	8%	63%	18%
It is easy for me to work with colleagues in other parts of BT Lancashire Services to deliver what the customer needs.	6%	22%	27%	38%	7%
I have a good work life balance.	2%	11%	10%	58%	19%
I feel well informed about BT Lancashire Services.	1%	7%	28%	52%	12%
I have a good relationship with my team and my immediate Line Manager and I feel he/she cares about me as a person.	1%	6%	8%	46%	39%

Statement	Yes	No
The Senior Leadership Team (i.e. Directors and Senior Managers) are sufficiently visible in BT Lancashire Services.	65%	35%
I have a formal appraisal or performance development review (PDR) with my Line Manager at least once a year.	90%	10%
Do you feel you are encouraged to report errors accidents or incidents and when errors near misses or incidents are reported, do you feel action is taken to ensure that they do not happen again?	81%	19%
My team has a meeting at least every month.	77%	23%

### 4.3 Corporate Employee Engagement Index (EEI)

The “employee engagement index” provides a collective measure of an employee’s engagement factors.

Scores are measured on a 5 point scale where each “Strongly Disagree” is assigned a value of 1, “Disagree” a value of 2, and so on, up to “Strongly Agree” with a value of 5. The score is the average

of the responses, so the higher the score the better. All questions are phased positively, so a higher score indicates a more positive result.

The EEI score is the average of 5 statements. **The BTLS corporate EEI score is 3.36.**

The statement highlighted in **red** is the **lowest scoring question** and the statement highlighted in **blue** is the **top scoring question**.

Statement	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	TOTAL POINTS	EEI SCORE
I believe when change happens it happens for the right business reasons	17	122	339	528	110	1116	3.19
Working for BT Lancashire Services motivates me to do the best I can	16	112	288	572	170	1158	3.31
I feel like my ideas and opinions count	25	128	240	508	240	1141	3.26
I am empowered to challenge working practices and make improvements	15	148	228	552	205	1148	3.28
I am able to use my skills and abilities	9	82	111	708	405	1315	3.76

The EEI scores for each **service area** have been broken down as follows:

Statement	Corporate, Commercial and Financial	Education	ICT	Payroll and Recruitment	Revenue and Benefits
I believe when change happens it happens for the right business reasons	3.90	3.48	3.01	3.28	3.60
Working for BT Lancashire Services motivates me to do the best I can	4.00	3.83	3.14	3.45	3.44
Statement	Corporate, Commercial and Financial	Education	ICT	Payroll and Recruitment	Revenue and Benefits
I feel like my ideas and opinions count	4.00	3.68	3.16	3.34	3.27
I am empowered to challenge working practices and make improvements	4.00	3.68	3.10	3.47	3.49

I am able to use my skills and abilities	4.75	4.28	3.69	3.81	3.80
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#### 4.4 Staff Satisfaction

Staff were asked to state, on a scale of 1-10 (1 being not satisfied and 10 being very satisfied), how satisfied they are working for BT Lancashire Services. The graph below shows the comparison to previous years.



As can be seen from the graph there has been another positive trend in response to this question with, year on year, an increase in staff scoring 7-10.

#### 4.5 Key Themes

The key themes which have emerged from the feedback staff provided to the 'open feedback' questions are summarised below:-

- The working environment, whilst viewed by many in a positive light, fluctuating temperature levels of the air conditioning raised many concerns, as did the hot desking policy.
- In respect of the Reward and Recognition Scheme, whilst viewed positively by 47% of staff, there is valid feedback about the usage and areas of opportunity were suggested
- Of the nine questions used to monitor staff engagement, ICT Services' results improved on seven of them. Payroll and Recruitment Services however, has seen a downturn overall.

#### 4.6 Additional Comments

- Whilst a decrease in staff morale has been highlighted, the restructures within both ICT Services and the Revenue and Benefits Service could potentially have had an impact on people's recent outlook.



- Whilst internal communication remains a regular topic, including inter-team working arrangements, the volume of feedback around this topic is seen to have stemmed since the last survey.
- Whilst there has been a huge improvement in the volume of team meetings and PDRs taking place across the organisation, there remains a small pocket of Managers not meeting the frequency targets.

## **5 Recommendations following August/September 2016 Staff Survey**

The results were outlined during October's BTLS Senior Leadership Team Brief and Managers were notified that an extended Report would be circulated to them in due course. The intention is for Managers then to have a wider discussion in teams with a view to making suggestions for improvements. A detailed plan of actions is being drawn up to address key issues fed back through the Survey and identified and agreed in the team reviews. However, upon first analysis, actions are likely to include:-

- Consider issuing guidance on the usage of the air conditioning system, explore development of corporate office standards (including noise levels and clear desk policy) for Managers to enforce and continue to assess ways to improve inter-team interaction, reviewing those recently implemented
- Re-issue guidance on usage of the Reward and Recognition Scheme (for example Managers converting customer compliments into Champions) and explore options of widening the scope for recognition (for example the creation of a 'behind the scenes' award for those who don't interact with the customer directly)
- Heightened focus within Payroll and Recruitment Services and consider re-issuing the staff survey to staff in this Service in six months' time
- Review the recently implemented change to communication process and continue the review of BTLS intranet and roll-out of 'Manager Portal'
- Work with AMS to resolve current issues with the air conditioning system and consider issuing guidance on the appropriate usage of the system when current problems are resolved.