



Gangmasters
Licensing Authority

GLA39/9.2 Staff Survey

16 October 2013

Board Paper Reference – GLA39/9.2 – Staff Survey

1. Purpose of the Report

1.1 To report on the outcomes of the 2013 Staff survey.

2. Recommendation

2.1 The Board to note and make comments as necessary about the findings of the survey.

3. Reasons for Recommendation

- 3.1 The GLA ran annual staff surveys in 2009 and 2010. Following the announcement of the Comprehensive Spending review outcomes in 2010, it was decided to suspend the staff survey in order to make savings on the budget.
- 3.2 Earlier this year, following the arrival of the new Chief Executive, it was agreed that work on employee engagement was required. This forms part of the People priorities for the Strategy for Protecting Vulnerable and Exploited Workers 2013-2016 and will be included in the People strategy.
- 3.3 The survey was run by an external company to provide anonymity. The purpose of the survey was to gain an insight into employee opinions in regards to a number of criteria. The survey is based upon the same questions used in the 2010 survey to allow for meaningful comparison. The questions used in the survey were developed by GLA in consultation with Ararna Limited. The questions covered the following subject areas:
- Background Information
 - Leadership and Management
 - Learning and Development
 - Engagement
 - Internal Communications
 - Recognition and Rewards
- 3.4 For each question, excluding the initial background questions, there were four possible responses: Strongly Agree, Agree, Disagree, and Strongly Disagree. The questions are shown at annex 1.
- 3.4 The survey was live for two weeks from the 18th July to the 2nd August 2013. Over the course of this period, forty-nine responses were received out of a possible sixty-four¹. This accounts for 77% of the organisation, an improvement on the 73% response rate for 2010. All participants were provided with the opportunity to add further comment before submitting the survey. Of the forty-nine surveys submitted, thirty-five respondents provided

¹ Staff headcount is now higher at 68.

further comment. Again, this was an improvement on the twenty-nine comments received from the 2010 survey.

- 3.5 The detailed results of the staff survey are attached at **annex 2**. The Board are asked to note that the last staff survey was run in 2010 and therefore it has been difficult to make a statistically reliable comparison. Over the last few years, the GLA has gone through a period of significant change resulting from the Comprehensive Spending Review; reducing budgets, a reduction in staffing and the outcomes of the Red Tape Challenge. These will all have had an impact on staff engagement. We are planning to use the 2013 survey results to provide a baseline for future comparison.
- 3.6 The responses generated were examined at the team seminar in September in order to aid improvement in the way in which business is conducted. Staff were asked to provide feedback on a series of issues that arose from the results of the survey. The outcomes of this discussion and the staff survey results were used to draw up an action plan. The action plan will be shared with F&GP for information.
- 3.7 The GLA will conduct annual staff engagement surveys for comparative purposes, continued professional development and improvement.

4. Summary of Key Points

- 4.1 The GLA staff survey achieved a completion rate of 77%. Work will now be taken forward on driving up engagement in each of the key areas.

5. Financial Implications and Budget Provision

- 5.1 The cost of the survey has been met from the budget for 2013/14 at a cost of £2300+VAT.

6. Organisational Risks

- 6.1 The main risk to the organisation is a lack of staff engagement which could result in staff leaving or feeling demotivated.

7. Policy Implications and Links to Strategic Priorities

- 7.1 This work forms part of the People priorities work on staff engagement.

8. Details of Consultation/EQIA

- 8.1 All staff are invited to contribute to the survey and make comments. The survey is available in an electronic format but could be made accessible in other ways if required.

9. Background Papers and Relevant Published Documents

- 9.1 None

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Staff Survey Questions

Leadership and management

1. I understand how my objectives contribute to the corporate objectives for the GLA.

Assess whether link is being made with individual objectives to corporate objectives/business plan.

2. I understand what is expected of me in my role.

Assess whether they understand what their job contributes to the GLA

3. My manager motivates and inspires me to be more effective in my job.

Assess whether managers are creating a vision for staff – leadership and management

4. I receive regular constructive feedback on my performance.

Assess whether managers are giving feedback on performance

5. Poor performance is tackled effectively by my manager.

Assess whether managers are dealing with those staff who are not performing at the expected level.

Learning and Development

6. I am involved in identifying my learning and development needs as well as the activities required to meet them.

Assess whether staff understand what their development needs should achieve for them

7. The personal development opportunities that I have participated in over the last 12 months have helped me to do my job.

Assess whether staff have gained skills which will help them to do their job

8. For managers: the people I manage have the right skills to do the job.

Assess whether managers are able to recognise the skills that are required to do the job

9. I receive the appropriate support to develop my skills for the future.

Assess whether managers are giving staff the requisite levels of support to do their job and equality of opportunity

10. I feel encouraged to share my skills, knowledge and experiences with others.

Assess whether staff feel empowered to share learning and development

11. I am encouraged to get involved in decision-making that affects my team

12. I am encouraged to get involved in decision-making that affects the organisation

These questions assess whether staff feel involved in the decision-making process which impacts on them

Engagement

13. I am proud to work for the GLA.

14. I often think about leaving the GLA to work elsewhere (negatively phrased question)

15. I am treated with fairness and respect.

16. I would speak highly of the mission and strategic objectives of the GLA.

17. The senior managers lead by example.

All these questions are designed to assess whether staff are engaged with the GLA.

Internal Communications

18. The GLA keeps me informed of changes that will affect me.

19. I understand where I can find information that I need.

20. I contribute to the development of GLA policies and plans.

These questions are designed to look at the information flows in the organisation and assess whether they are working.

Recognition and Reward

21. My contribution to the GLA is recognised and valued.

Assess whether the reward system recognises the contribution of staff to the organisation and managers are

22. I feel that the reward system is fair.

Assess whether there is equality of opportunity

Results of the Staff Survey

Overview

Leadership and Management

Responses regarding the GLA corporate objectives were mixed. Whilst 59% of respondents agreed that they understand how their objectives contribute to the corporate objectives for the GLA, 41% of respondents either disagreed or strongly disagreed with the statement. In 2010, 88% agreed that they understood how they contributed to the corporate objectives. This downward shift may be explained by the change in direction that the GLA are facing. This will be addressed by more communication on how the GLA is performing.

An overwhelming 98% of respondents either agreed or strongly agreed that they understand what is expected of them in their role. In 2010 this figure was slightly lower at 84% so staff are clearer about their role. The majority of respondents, 86%, either agreed or strongly agreed that their manager motivates and inspires them to be more effective in their job. In 2010 this figure was very similar at 84%.

73% of respondents either agreed or strongly agreed that they receive regular constructive feedback on their performance, 27% disagreed or strongly disagreed with the statement. In 2010, this figure was about the same at 75%.

Of those surveyed 78% either agreed or strongly agreed that poor performance is tackled effectively by their manager. In 2010, this figure was 84% which is marginally higher and shows a downward shift in managers being seen as tackling performance issues.

Learning and Development

A high proportion of respondents, 84%, either agreed or strongly agreed that they are involved in identifying their learning and development needs as well as the activities required to meet them. The figure in 2010 was 81%.

Results were more mixed regarding personal development opportunities. Whilst 43% of respondents agreed that the personal development opportunities that they had participated in over the last twelve months had helped them to do their job, 33% disagreed. In 2010, the figure was 60%. There were several comments about a lack of L&D in the organisation which would account for the reduction in satisfaction.

Of those surveyed, 22% were eligible to answer the question concerning whether or not the people they manage possess the correct skills to carry out their role. The majority of respondents agreed that they did, however, 27% of those that responded disagreed. In 2010, the figure was similar at 18% but only 3% disagreed. This could indicate that managers in 2013 do not believe their staff have the requisite skills required to carry out their role.

Noticeably, 55% of respondents either disagreed or strongly disagreed that they receive the appropriate support to develop their skills for the future. In 2010, the figure was 60% so this another area where staff are less satisfied about L&D.

67% of respondents agreed or strongly agreed that they feel encouraged to share their skills, knowledge and experience with others, 33% disagreed or strongly disagreed. In 2010, this was 72%, which again shows a downward trend in 2013.

The results for decision making were slightly more positive with 73% of respondents agreeing or strongly agreeing that they feel encouraged to get involved in decision-making that affects their team whilst only 27% disagreed or strongly disagreed. In 2010, this figure was 67%. A greater number of respondents disagreed that that they are involved in decision making that affects the organisation. Of those surveyed, 35% were in disagreement. In 2010, this figure was significantly lower at 40% agreeing with this statement. The 2013 figures for these two questions show a positive shift in the organisation in more inclusive decision making.

Engagement

The engagement responses proved particularly positive. A high proportion of respondents, 63%, strongly agreed that they were proud to work for the GLA. This figure rose to 98% including both those who agreed and strongly agreed with the statement. In 2010, the figure was 84% and so there has been a positive shift in 2013. We would like this figure to be 100% in 2014 as this would show real engagement with the organisation.

When asked whether or not they often think about leaving the GLA to work elsewhere, 78% of respondents either disagreed or strongly disagreed. In 2010, this figure was lower at 68% disagreeing or strongly disagreeing. Again this shows a positive shift in engagement.

Additionally, 80% of respondents agreed or strongly agreed that that were treated with fairness and respect. This is an increase on 2010 where the figure was 67%. An overwhelming 98% of respondents agreed or strongly agreed that they would speak highly of the mission and strategic objectives of the GLA. This was also an increase on the 2010 figure which was 85%. Furthermore, 55% of respondents agreed that the senior managers lead by example whereas in 2010 the figure was only 46%.

Internal Communications

Overall, responses were generally positive in regards to internal communications. When asked if they felt that the GLA had kept them informed of the recent changes, 92% either agreed or strongly agreed. This is a major improvement on the 2010 figure which was only 53%. Of those surveyed, 84% either agreed or strongly agreed that they understand where they can find the information that they require. This is an improvement on the 2010 figure of 70%. The responses for whether or not employees feel that they contribute to the development of GLA policies and plans were less positive with 65% of respondents in agreement or strong agreement with the statement and 33% in disagreement. This is an improvement on the 2010 figure which was 47%.

Recognition and Reward

Whilst 67% of respondents either agreed or strongly agreed that their contribution to the GLA is recognised and valued, 33% of respondents either disagreed or strongly disagreed. This figure is very similar to the 2010 outcome which was 65%. The results regarding the reward system proved less positive, 67% of respondents either disagreed or strongly disagreed that the reward system is fair. This is an area where satisfaction has decreased as in 2010, 45% of staff felt the reward system was fair.

Further Comments Analysis

Of the forty-nine surveys submitted, thirty-five respondents provided further comment. The general consensus appears to be that the recent changes have had a positive impact upon the workings of the Gangmasters Licensing Authority (GLA). Many of the changes have been well received, in particular the appointment of a new Chief Executive. Comments referred to the 'new and progressive leadership' of the GLA which has provided 'a clear focus'. However, certain areas

were highlighted as requiring attention such as the lack of learning and development opportunities. There were numerous comments that further investment in this area is required. Additionally, it was felt that problems exist in communication which has led to the duplication of work. There were respondents who commented that the changes brought in could have been communicated in a more effective manner. There were also references to the divide felt between those staff working remotely and those situated in the office. It was felt by some respondents that the current changes had not gone far enough. With changes still in progress it was commented that it will prove beneficial to continue to capture employee insights moving forwards.

In 2010, we had 29 comments from staff which were more negative than the 2013 comments. There were many comments which concerned managers and their inability to deal with performance issues. There was a feeling that managers did not have the skills to do their job properly. Respondents also felt aggrieved about the reward system which they felt was divisive and lacking in transparency. Home-based workers were feeling isolated at this time as there were no team seminars for staff. This meant they felt communication was not working effectively and staff were in the dark about what was happening. The issue of the split between home and office staff was also raised in 2010. There were also comments about a lack of structured training being in place which would have meant staff were not able to do their jobs effectively.