

MESSAGE TO ALL COUNCIL EMPLOYEES FROM ANDREW KILBURN, CHIEF EXECUTIVE

THE COUNCIL'S EMPLOYEE SURVEY

LISTENING TO WHAT YOU HAD TO SAY

The Council ran its first comprehensive employee survey in December 2003 and the results are now available on the intranet.

Thank you for taking the time to tell us what you think about working for the Council. Your views are very important – we need to build on what works and improve the things that don't.

Your Key Messages

The survey makes very interesting reading. Many of the results across the Council are in line with, or better than, other public sector/local authority results.

You said that:

- Oldham is a positive place of work, providing interesting work, job security, with friendly colleagues and a suitable work-life balance
- the Council's commitment to equality is clear
- line managers are rated well
- most staff discuss their development needs with their line managers and feel they receive credit for good work
- on the whole you are neutral about the Council as an employer (40 per cent), whilst 25 per cent are positive and 30 per cent critical
- key motivators are interesting work and satisfactory levels of basic pay
- however satisfaction with pay is low
- you understand how your role fits in with your service, but you are not clear on how it fits in with the Council's corporate objectives
- communication is poor
- confidence in senior managers and councillors is low, and
- the prospect of a personal development appraisal is welcomed.

ACTING ON WHAT YOU HAVE SAID

Your views have been debated at Strategic Management Team, shared with the Management Forum, Cabinet Members and trade unions. We are going to take action in the following key areas:

- Use focus groups to explore in more detail what are the issues and what exactly needs to be done
- Review how we recruit people to work for the Council
- Promote all the benefits for working for the Council
- Review and improve our family friendly policies and practices
- Tackle issues of pay inequality through the job evaluation project
- Make sure we manage change better
- Improve communications mechanisms and bring people together more
- Improve the reputation of the Council and people's pride in working for the Council
- Recognise and rewards staff for their good work, and
- Get senior managers and councillors out more on the front line, so they know you and the work you do, and you get to know them.

Thank you once again for giving us your views. I will let you know how successful we are in improving what we do in future staff newsletters.

Andrew Kilburn
Chief Executive

25 February 2004

APPENDIX 1: DRAFT SUMMARY REPORT AND TOP LINE DATA

Oldham MBC Employee Survey
2003

Summary Report and Top Line Data

For Oldham Metropolitan Borough Council



November - December 2003

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Introduction

Background and Objectives

This document contains a summary of the main findings from the employee survey carried out by MORI (Market & Opinion Research International), on behalf of INLOGOV and Oldham Metropolitan Borough Council (MBC) in 2003. Detailed responses for different staff groupings (demographics such as: gender, age, length of service, grade, departments/service areas) can be found in the computer tables section of this volume.

The principle aim of this survey was to assess employees' opinions of working for Oldham MBC in order to provide baseline information to INLOGOV as part of the study (commissioned by the ODPM) to assess the effectiveness of interventions in those authorities concerned. It is anticipated that the survey will be repeated after a period of time has elapsed in order to track progress on key measures.

That objective aside, the survey results also provide important management information to the authority about the way staff feel about issues that affect them and their work and about the authority more generally.

In order to put the findings in perspective, they are compared against MORI normative data. The questionnaire was designed by MORI in collaboration with INLOGOV and Oldham MBC officers. It covered the following areas:

- Job satisfaction and working life at MBC
- Relationship to the organisation
- Awareness and understanding of corporate aims and objectives
- Learning, training & development opportunities
- Management practice
- Views on Councillors
- Communications
- Equal opportunities
- Customer focus
- Attitudes to change & the future
- Suggestions for improvements.

Methodology

A self completion questionnaire was designed by MORI in conjunction with MBC and distributed via the pay roll run to all staff (excluding teaching staff). Each questionnaire included a covering letter explaining the purpose of the research, plus a reply-paid envelope for returns to be sent direct to MORI.

A total of approximately 7,000 questionnaires were sent out, of which 1,897 were returned during the fieldwork period (15 November 2003 – 15 December 2003). The response rate of around 27% is a little lower than average (40% is typical) but in MORI's experience, this level of response is not without precedent, particularly in larger metropolitan organisations and organisations undergoing radical and unpopular change.

The response rate is in line with other similar organisations, and allows us to be confident that data are statistically robust.

Interpretation of the Data

The data tables show the results broken down by the main demographic (gender, age, grade, department, etc) and attitudinal variables (satisfaction, level of information, etc).

- Where percentages in the following data do not add up to 100%, this may be due to computer rounding or multiple responses.
- An asterisk (*) denotes a figure less than 0.5% but greater than zero.
- It is important to note that caution should be exercised where groups of less than 30 employees have been analysed, as large differences between data will need to be present in order for these differences to be statistically significant.

Comparative Data

This report includes comparisons with other staff surveys MORI has undertaken. Normative data is provided, where available, for all local authorities or public sector organisations surveyed by MORI in the last five years. Where these figures are not available, data for all organisations and companies across both private and public sectors is provided instead.

The normative data are copyright to MORI and should not be separately reproduced without permission.

Acknowledgements

MORI would like to thank Michael Hughes at INLOGOV and Bernard Turczynsky and Ann McCormack at Oldham MBC for their invaluable assistance

Staff Attitude Survey 2003 for Oldham MBC

throughout this project. We would especially like to thank all employees who gave up their time to take part in this survey.

Publication of the Data

As with all our studies, these findings are subject to our Standard Terms & Conditions of Contract. Any press release or publication of the findings of this survey requires the advance approval of MORI. Such approval is only refused on the grounds of misinterpretation of the research findings.

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Checked & Approved:

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Helen Rice

Checked & Approved:

.....
Paul Samuels

Overview

Despite a fairly low response rate, many of the results across the Council are generally in line with or better than the MORI norms, particularly in relation to satisfaction with the job and according to a number of factors. Key strengths include a positively perceived place of work, which provides interesting work, job security, friendly colleagues and a suitable work-life balance. Furthermore the Council is making its commitment to equality clear and the authority is seen by many as free from bullying and harassment.

Line managers are also rated particularly highly which may reflect their supportive role through this period of change. Most staff discuss their development with their line managers and feel they receive credit for good work.

Notably, it is on the corporate measures where employees are most critical and where attitudes are out of line with what MORI tends to find in similar organisations. However, while many people seem to be critical of the authority as an employer, most remain neutral. In terms of the 'bigger picture', this is encouraging as these employees are easier to convert to 'advocates' than those who are openly critical.

Achieving this shift in perceptions will clearly not be easy, but will need the authority to address those issues that are related most closely to people's attitudes not just those that employees themselves *say* are important.

Having interesting work and satisfaction with levels of basic pay are cited as key motivators by staff themselves. As elsewhere in the public sector, however, satisfaction with pay is low. What is important to note, though is that in our experience and based on what we know from other relevant research, is that in reality other factors have a much greater influence on satisfaction. It is really only when these elements are missing that dissatisfaction with pay becomes an issue.

Indeed, recent research conducted by MORI for the IDeA has found that authorities which achieve a CPA score of 'Excellent' tend to have employees who are satisfied with their ability to have an input into work planning, have opportunities to show their initiative, rate their line managers more positively on their willingness to listen to employees' ideas, and are consulted about things that affect them and their work. They also feel that their authority keeps them well informed and believe that the reasons for change within their organisation are well communicated, and that change is well managed. Many of these are issues for Oldham MBC.

What the results for Oldham imply when looking at the bigger picture is that employees are generally satisfied with their day to day lives working for the authority and are closely allied to their service goals and have a customer focus, but it seems have a somewhat distant relationship to the corporate centre and little understanding of how their role fits in with the overall aims and objectives of the authority.

Staff Attitude Survey 2003 for Oldham MBC

One of the factors responsible for this detachment is the standard of communications within the organisation. Keeping staff informed has been shown to be a key driver of satisfaction for the authority – highlighted by the fact that those departments who are the least informed are the most dissatisfied. A lack of information provision, particularly in the formats staff prefer, and doubts over its credibility, undermines confidence and satisfaction and may in part explain the lack of confidence in the senior management.

As identified by staff themselves as the most important change Oldham MBC could make to improve the authority, better communications is vital. In particular staff want to hear more about what is happening corporately and how this affects them and their job. More than that though, staff want to be listened to and consulted on changes that will affect them. This might also involve senior managers becoming more visible to overcome some of the poor perceptions staff hold with regard to this group.

Related to value and recognition is ensuring staff have access to appropriate training and development opportunities. The Council's commitment to training is certainly queried, but it may be these can be overcome by giving line managers more responsibility for identifying these needs through a formalised appraisal process. The prospect of a personal development appraisal is warmly welcomed though there are doubts over whether formal appraisals will have a substantial impact on career development. A shorter term response would be to publicise and promote the current training programme.

Summary of Findings

Relationship to the Organisation

- The degree to which employees are prepared to act as advocates of their organisation is fundamental to organisational success, and has been demonstrated by many widely accepted business models. The largest proportion of employees, two-in-five (40%), are neither advocates nor critics of Oldham MBC as an employer but instead consider themselves as neutral towards the Council. This compares to a quarter of employees (25%) who say they speak highly of the Council as an employer, while nearly a third (30%) are critical. This level of neutrality is a mixed result for the Council as, although the proportion who say they would speak highly of the Council is five percentage points lower than the MORI normative result across local authorities (30%) and three points below the public sector average (28%), the proportion who are critical is also lower (7% and 2% points respectively).
- The extent to which services are praised by employees is similar; nearly two-in-five (38%) are neutral. Of the rest, a quarter (26%) speak highly about the services provided by Oldham MBC, but more (29%) are critical. This finding is quite favourable when compared to MORI local authority and public sector averages.
- Comparatively few staff are aware of Oldham MBC's corporate goals (48%) or say that they understand them (38%).
- Indeed, whilst two thirds (68%) of staff say they have a clear understanding of what *their* contribution to the organisation, just under half (48%) are able to relate this to the Council's *corporate* goals.

Job Satisfaction

- Overall job satisfaction is on par with other local authorities and the public sector average. Three in five staff (59%) are satisfied with their present job, the same as MORI's public sector (58%) and local authority (59%) norms.
- Staff who feel they are kept informed are significantly more satisfied (78%), than those who do not (48%).
- Female (61%) and white (60%) members of staff have higher levels of job satisfaction than their male (55%) and BME (49%) counter-parts. Similarly those who have been employed by the Council for less than 3 years (73%) are more satisfied with their present job than those who have been employed for longer (54%).
- Staff in the Education, Employment and Culture department (70%) are the most satisfied, while those in Environmental Services (53%) and the Chief Executive's Department (53%) are the least.

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- Satisfaction with working hours (82%), friendly colleagues (86%) and interesting work (79%) is high compared to other measures. These factors are in line with MORI public sector and local authority norms, with the exception of working hours which is significantly higher than both norms.
- The majority are positive about other specific aspects of the job such as job security (57%), benefits package (57%) and working environment (60%). Again these factors perform broadly in line with MORI norms.
- Staff are the most dissatisfied with basic pay (43%) and the resources available to do their job (42%) and for their department¹ (33%). Dissatisfaction with basic pay is higher than the average for other local authorities, while dissatisfaction with resources available for their job is below both public sector and local authority averages.
- Interesting work (63%), basic pay (60%) and job security (58%) are the three factors most frequently stated as important to staff in their jobs.
- Two in five staff feel that stress is affecting their personal life and job performance (41% and 39% respectively), though an equal proportion disagree (37% and 38% respectively). This is in line with the MORI norm.

Management Issues

- In general, perceptions of line management are relatively positive.
- Key strengths in this area include approachability (78%), communicating openly and honestly (69%), decision making (65%), consulting staff (61%) and clarifying expectations (61%), reflecting the general view of line managers across local government.
- Of those factors measured, identifying training and development needs (39%) and providing feedback (43%) are where manager are weakest.
- Line manager's perceived ability to make decisions and willingness to give credit for good work are both above MORI's normative averages. Other factors broadly in line with the norms.
- Staff perceptions of senior management are generally negative. Only one in five (20%) have confidence in Oldham MBC's senior management, below both public sector (27%) and local authority averages (23%). Only a quarter (25%) believe senior management have a clear vision of where the local authority is going – again a little lower than we would expect in similar authorities (28%).

¹ Data on satisfaction with resources for your department is not available for public sector and local authority averages.

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- Employees are less positive about Oldham's councillors. Only 12% believe that officers and councillors have a good working relationship and even fewer have confidence in them (9%). Two in five (37%) believe councillors are not interested in listening to staff opinions.
- The need for change at Oldham MBC is widely recognised by staff. Three-quarters (77%) say they understand the need for change and two thirds look forward to it as a challenge (64%) and support the need for it to take place (66%). Importantly though, just under a quarter (24%) feel that the reasons for change are well communicated and only a fifth (18%) feel that change is well managed.

Training & Development

- Almost two thirds (64%) of staff have met with management to discuss their personal development at Oldham MBC, in the last year. Just under half (46%) have had such a meeting in the last six months.
- Staff perceptions of the Council's approach to and provision of training are mixed. Half (50%) of staff agree that the training and development of employees is taken seriously and almost as many (46%) feel that they do receive sufficient training for their job. This means however that a significant minority of employees disagree (29% and 34% respectively).
- Only two in five (41%) say that they receive all the training they need on health & safety issues related to their job and as many (40%) disagree.
- The idea of having personal development appraisals is generally well received. Four in five staff believe that an appraisal would be a valuable opportunity to discuss their work with their line manager (80%) and slightly fewer (72%) agree that it would be useful in their current role, or that it would be helpful for their future career development (68%).

Equality

- On most aspects of equality a significant proportion of staff do not hold a strong opinion, but few people are openly critical. Where MORI holds normative data, views are slightly more positive, and incidence of discrimination lower, than we find in other organisations.
- The majority of staff agree that the Council is an Equal Opportunities employer (71%) and has made its commitment to equal opportunities (75%) and racial equality (73%) clear.
- Awareness of the Council's Race Equality Scheme and Equal Opportunities Policy is higher among white (74% and 76% respectively) than BME employees (64% and 61% respectively).

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- Most employees feel that Oldham MBC is a positive place to work, and that they are not personally disadvantaged on the grounds of age (83%), sex (85%), race (86%), religion (87%) or physical ability (73%). However, fewer believe that their work environment is free from bullying or harassment in general (65%) and that in general they are treated fairly (67%).
- One half of staff agree that Oldham MBC is taking effective preventative action on race discrimination and only 13% believe that the authority is slow to deal with cases of discrimination.
- Oldham MBC is not widely regarded as family friendly. Two in five (43%) members of staff believe they work for a family friendly employer and similarly that part-timers have equal access to career progression, although many employees appear unaffected by these issues and hold no strong views.

Communications

- The extent to which employees feel informed about things that affect them and their work is generally accepted as one of the 'key drivers' of job satisfaction. The extent to which this applies in Oldham however, is comparatively low. Only 3% of employees feel *fully* informed, and just one third (33%) feel *fairly* informed. Most (57%) feel *uninformed*. This contrasts sharply with typical results for the public sector and other local authorities (51% and 43% informed respectively).
- Perceptions of the level of information available vary by department. Staff in Education, Employment and Culture are the most positive (38%). In contrast, more staff in Environmental Services (23%) and the Chief Executive's Department (22%) feel the Council does not tell them much at all about what goes on.
- Senior staff are not surprisingly most positive about their access to information. One in five Heads of Service and above feel *fully* informed (22%), against a Council average of 3%. Next are those at Grades PO 45-57 with 59% who feel *fairly* informed.
- Those staff who feel the most 'informed' are more likely to be more positive about a range of factors and about their job satisfaction overall. This applies particularly to those who have been employed by the Council for less than three years and employees in the highest grades, who all feel more informed than their counterparts and also are generally more satisfied.
- There remains an issue with the perceived credibility of internal communications, which may be a function of channel, the speed or the nature of information being communicated, and which you may wish to investigate further. Just over two-in-five (41%) employees say that they

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always or usually believe the information communicated by the Council, and this falls well below the MORI norms for the public sector as a whole (57%) and for local authorities (52%). A further quarter (28%) say they believe the information communicated about half the time, and 15% feel they can seldom or never believe it.

- At present many staff feel they are not receiving information through the channels they prefer. Nearly two-thirds (64%) of staff, receive most of their information through the Oldham Chronicle while only a small minority actually prefer to receive it in this way (11%). Similarly three-in-five (60%) say they receive most of their information through the grapevine and rumour but only 2% prefer this source. The most preferred means of receiving communications are through personal contact from line management (56%) and team briefings (53%). Three in five staff (47%) are already having team briefings in their part of the organisation.
- Staff opinion is polarised as to whether communications are improving. A quarter (26%) agrees that communications in Oldham MBC Council are becoming more open, and the same proportion (27%) disagree – the rest are neutral.
- Almost three in five (55%) employees feel that there are not enough opportunities to pass information upwards.

Relationship to Residents

- A high level of awareness of the importance of customer service is apparent, with the majority of staff saying they know what standards the Council expects (74%) and feeling that their service is serious about customer care (74%). Indeed, two-thirds (66%) agree that they feel personally responsible for improving customer care.
- Just under half (48%), however, feel the quality of their service is improving, yet only one in three (35%) feel they are encouraged to suggest improvements to their service.
- Despite a positive attitude towards customer care at the service or individual level, far fewer staff believe there is corporate commitment to this aim. Only two-in-five staff (39%) feel the Council is serious about improving the quality of services it provides. More notable still is the fact that only a small minority of employees believe the Council understands the needs of local people (19%) or feels that involvement from local people is welcomed (27%) – despite the fact that undoubtedly many of the authority's own employees will also be Oldham residents.



Oldham MBC Employee Survey 2003

This topline document gives full, unweighted results for a self completion survey carried out among staff of Oldham Metropolitan Borough Council between 15th November and 15th December 2003.

COMPARISONS WITH OTHER AUTHORITIES:

Where appropriate, this document includes comparisons with research findings conducted for other authorities and public sector organisations, surveyed by MORI in the last five years.

These comparisons are intended to provide a context in which to place findings for Oldham and to aid in the interpretation of results. However, because MORI has not worked for every local authority, this is by no means exhaustive and is not a league table.

In addition, the surveys concerned may differ in timing and methodology. This data is the copyright of MORI and should not be released to any third party without the written permission of MORI.

TECHNICAL DETAILS:

Results are based on 1,897 Oldham MBC staff unless otherwise stated, representing a response rate of 27%.

Results based on fewer than 50 people should be interpreted with caution

Where results do not sum to 100%, this may be due to multiple responses or computer rounding

An asterisk (*) represents a figure greater than zero, but less than 0.5%

SECTION 1: WORKING AT OLDHAM MBC

Q1. **Overall, how satisfied or dissatisfied are you with your present job?**
PLEASE WRITE IN ONE SCORE IN THE BOX PROVIDED

	Oldham	<i>Public sector</i>	<i>Local authority</i>
	%	%	%
Very satisfied	15	13	14
Fairly satisfied	44	45	45
Neither satisfied nor dissatisfied ..	14	15	14
Fairly dissatisfied	17	17	16
Very dissatisfied.....	8	8	8
No opinion/DK.....	1	2	1

Q2. **How would you rate Oldham MBC as a place to work compared with other organisations?** PLEASE WRITE IN ONE SCORE IN THE BOX PROVIDED

	Oldham	<i>Public sector</i>	<i>Local authority</i>
	%	%	%
One of the worst.....	5	8	8
Below average	21	22	22
About average.....	41	37	42
Above average.....	20	19	19
One of the best	6	5	5
No opinion/DK.....	7	3	4

Q3. Here are a number of statements about Oldham MBC. Please indicate to what extent you agree or disagree with each. PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO f)

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	No opinion/DK/NS
	%	%	%	%	%	%
a) I feel proud to work for Oldham MBC						
Oldham	8	27	40	17	7	2
Public sector	16	31	35	10	5	3
Local authority	11	28	39	13	6	3
b) I feel valued and recognised for the work that I do						
Oldham	8	27	16	25	23	2
Public sector	7	26	20	26	19	2
Local authority	7	24	19	26	22	2
c) I have a clear understanding of the contribution I am expected to make.....						
Oldham	23	45	14	11	5	2
Public sector	24	45	14	11	4	2
Local authority	23	46	14	10	4	2
d) I am aware of Oldham MBC's corporate aims and overall objectives						
Oldham	12	37	20	15	9	8
Public sector	N/A	N/A	N/A	N/A	N/A	N/A
Local authority	N/A	N/A	N/A	N/A	N/A	N/A
e) I feel that I understand Oldham MBC's corporate aims and overall objectives.....						
Oldham	10	30	23	18	11	9
Public sector	17	43	17	13	6	4
Local authority	12	35	22	16	8	7

CONTINUED

Q3 Here are a number of statements about Oldham MBC. Please indicate to what extent you agree or disagree with each. PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO f)

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	No opinion/DK/NS
	%	%	%	%	%	%
f) I understand what I have to do in my role to contribute to these objectives						
Oldham	15	32	21	15	9	7
Public sector	N/A	N/A	N/A	N/A	N/A	N/A
Local authority.....	N/A	N/A	N/A	N/A	N/A	N/A

Staff Attitude Survey 2003 for Oldham MBC

Q4.a Below is a list of things that a job may offer. First, please indicate how satisfied or dissatisfied you are with each of these factors in YOUR job?
PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO r)

	Very satisfied	Fairly satisfied	Neither/nor	Fairly dissatisfied	Very dissatisfied	Not stated/DK/NS
	%	%	%	%	%	%
a) Interesting work						
Oldham	32	46	11	6	3	*
Public sector	29	45	14	8	3	1
Local authority	30	45	13	7	3	1
b) Basic pay						
Oldham	7	36	13	23	19	*
Public sector	7	32	18	24	17	1
Local authority	8	36	16	23	15	1
c) Good benefits package (e.g. pensions, Worklife Balance policy)						
Oldham	14	43	23	11	6	3
Public sector	15	39	23	11	6	5
Local authority	14	43	23	10	5	5
d) Job security						
Oldham	15	42	20	12	9	3
Public sector	18	41	18	11	8	4
Local authority	15	40	19	12	10	4
e) Friendly colleagues						
Oldham	48	37	8	3	2	*
Public sector	43	41	10	3	1	1
Local authority	46	39	8	3	2	2
f) Working hours						
Oldham	37	45	8	6	3	*
Public sector	26	43	14	10	5	1
Local authority	31	44	12	7	4	1
g) Working environment						
Oldham	21	39	14	15	10	*
h) Sufficient resources to do your job						
Oldham	10	32	15	23	19	1
Public sector	10	37	18	21	12	2
Local authority	9	35	18	22	15	2
i) Sufficient resources for your department						
Oldham	8	25	19	24	21	3
Public sector	N/A	N/A	N/A	N/A	N/A	N/A
Local authority	N/A	N/A	N/A	N/A	N/A	N/A

CONTINUED

Q4 **Below is a list of things that a job may offer. First, please indicate how satisfied or dissatisfied you are with each of these factors in YOUR job?**
 a) PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO r)

	Very satisfied	Fairly satisfied	Neither/nor	Fairly dissatisfied	Very dissatisfied	Not stated/DK/NS
	%	%	%	%	%	%
j) Making the best use of your skills and ability						
Oldham	14	41	17	17	10	*
Public sector	10	37	20	20	11	2
Local authority	11	40	18	19	11	2
k) Feedback on your performance						
Oldham	10	27	20	22	18	2
Public sector	8	29	25	22	13	3
Local authority	8	28	24	21	16	3
l) Feeling you have accomplished something worthwhile at work						
Oldham	20	42	17	11	8	1
Public sector	17	44	20	12	6	2
Local authority	18	43	18	12	7	2
m) Receiving regular, yearly appraisals						
Oldham	12	23	21	15	19	10
n) Receiving input into job plans						
Oldham	7	23	26	19	17	9
o) Receiving praise for good work						
Oldham	12	29	20	18	20	2
Public sector	9	27	23	21	17	3
Local authority	10	27	23	19	17	3
p) Receiving sufficient training to do your job well						
Oldham	13	34	21	18	12	2
Public sector	12	36	24	17	9	2
Local authority	12	35	22	18	11	3

CONTINUED

Q4.a **Below is a list of things that a job may offer. First, please indicate how satisfied or dissatisfied you are with each of these factors in YOUR job?**
PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO r)

	Very satisfied	Fairly satisfied	Neither/nor	Fairly dissatisfied	Very dissatisfied	Not stated/DK/NS
	%	%	%	%	%	%
q) Working for a successful organisation						
Oldham	10	25	30	19	13	3
Public sector	9	33	35	12	6	5
Local authority	8	30	35	14	8	5
r) Opportunity to show initiative						
Oldham	16	35	20	14	13	2
Public sector	17	39	20	14	8	2
Local authority	14	36	22	15	9	3

Q4b. **Now, looking at the list again, which six are most important to you?**

PLEASE TICK SIX MOST IMPORTANT

	Oldham	Public Sector	Local authority
	%	%	%
a) Interesting work.....	63	66	64
b) Basic pay	60	67	64
c) Good benefits package (e.g. pensions, Worklife Balance policy)	37	27	31
d) Job security	58	45	49
e) Friendly colleagues	47	43	45
f) Working hours	39	29	31
g) Working environment	33	N/A	N/A
h) Sufficient resources to do your job	32	29	33
i) Sufficient resources for your department.....	12	N/A	N/A
j) Making the best use of your skills and ability	27	16	14
k) Feedback on your performance	14	37	34
l) Feeling you have accomplished something worthwhile at work	35	48	41
m) Receiving regular, yearly appraisals.....	5	N/A	N/A
n) Receiving input into job plans.....	5	N/A	N/A
o) Receiving praise for good work	20	20	17
p) Receiving sufficient training to do your job well	26	22	25
q) Working for a successful organisation.....	10	13	11
r) Opportunity to show initiative.....	20	22	19

Q5. To what extent do you agree or disagree with the following statements?

PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO b)

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Not stated/DK
a) I feel that stress at work is affecting me in my personal life....						
Oldham	15	26	20	20	17	2
Public sector.....	14	25	20	23	16	3
Local authority.....	14	25	20	22	15	3
b) I feel that stress at work is affecting me in my job performance						
Oldham	13	26	20	21	17	2
Public sector.....	12	25	22	24	14	3
Local authority.....	14	26	21	21	14	3

Q6.a Which single phrase best describes the way you would speak of Oldham MBC to people outside the organisation: a) as an employer

PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) AND b)

	Oldham	Public Sector	Local authority
	%	%	%
I would be critical of Oldham MBC without being asked	8	10	8
I would be critical of Oldham MBC if I am asked.....	22	27	24
I would be neutral towards Oldham MBC..	40	32	34
I would speak highly of Oldham MBC if I am asked.....	19	22	23
I would speak highly of Oldham MBC without being asked	6	6	7
No opinion/Not stated.....	6	3	4

Q6.b **Which single phrase best describes the way you would speak of Oldham MBC to people outside the organisation: b) about its services**
PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) AND b)

	Oldham	Public Sector	Local authority
	%	%	%
I would be critical of Oldham MBC without being asked	7	14	8
I would be critical of Oldham MBC if I am asked.....	22	34	27
I would be neutral towards Oldham MBC ..	38	28	34
I would speak highly of Oldham MBC if I am asked.....	19	15	20
I would speak highly of Oldham MBC without being asked	7	4	5
No opinion/Not stated.....	8	5	6

SECTION 2: TRAINING & PERSONAL DEVELOPMENT

Q7. **When did you last meet with your line manager or other manager to discuss your personal development at Oldham MBC?**
PLEASE WRITE IN ONE SCORE IN THE BOX

	%
Within the last 6 months	46
7 months – 1 year ago.....	18
11 months – 18 months ago.....	8
19 months – 2 years ago.....	3
Over 2 years ago.....	5
Never had one.....	15
Don't know/Can't remember/Not stated.....	4

Q8. Here are a number of statements about the training and development opportunities provided by Oldham MBC. Please indicate the extent to which you agree or disagree with each

PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO c)

	Strongly agree	Tend to agree	Neither/nor	Tend to disagree	Strongly disagree	DK/NA/Not stated
	%	%	%	%	%	%
a) The training and development of employees is taken seriously ..	17	33	17	18	11	4
b) I received sufficient training to keep me up to date with health and safety policies and practices relevant to my job	12	29	16	23	17	3
c) I receive sufficient training and development for my job.....	14	32	18	20	14	2

Q9. Here are a number of statements about how Oldham MBC might monitor and assess your personal development in the future. Please indicate the extent to which you agree or disagree with each.

PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO d)

	Strongly agree	Tend to agree	Neither/nor	Tend to disagree	Strongly disagree	DK/no opinion/NS
	%	%	%	%	%	%
a) A personal development appraisal would be a valuable opportunity to discuss my work with my line manager....	36	44	11	4	2	3
b) A personal development appraisal would help me identify my strengths and weaknesses in relation to my job performance	34	44	12	5	2	3
c) A personal development appraisal would be useful for my current work and responsibilities	31	41	17	6	2	3
d) A personal development appraisal would be useful for my future career development	31	37	17	7	4	4

SECTION 3: MANAGEMENT STYLE

Q 10. Listed below are a number of statements that could be used to describe your immediate line manager, i.e. the person to whom you report to on a day-to-day basis. Please indicate how often these apply to each if at all.
PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO m)

	Always applies	Usually applies	Sometimes applies	Rarely applies	Never applies	DK/no opinion/NS
	%	%	%	%	%	%
a) My line manager ... Is approachable						
Oldham	51	27	13	5	2	1
Public sector norm	46	31	13	N/A	4	4
Local authority norm	49	32	12	N/A	5	2
b) Is open and honest						
Oldham	43	26	16	7	4	4
Public sector norm	35	34	18	N/A	8	5
Local authority norm	38	32	17	N/A	8	5
c) Consults me on matters where I can contribute						
Oldham	34	26	19	10	8	3
Public sector norm	25	32	24	N/A	11	4
Local authority norm	29	31	25	N/A	12	4
d) Keeps me in touch with what's going on						
Oldham	25	30	23	13	8	2
Public sector norm	21	34	28	N/A	13	3
Local authority norm	21	33	29	N/A	14	3
e) Makes decisions quickly when needed						
Oldham	31	34	19	8	5	3
Public sector norm	27	33	21	N/A	15	4
Local authority norm	27	34	22	N/A	12	4
f) Appreciates the pressure I come under in my job						
Oldham	27	26	18	12	11	5
Public sector norm	24	31	24	N/A	15	6
Local authority norm	25	30	24	N/A	16	6
g) Makes clear what is expected of me						
Oldham	29	32	21	9	6	2
Public sector norm	24	35	25	N/A	13	3
Local authority norm	27	35	23	N/A	12	3

CONTINUED

Q10 Listed below are a number of statements that could be used to describe your immediate line manager, i.e. the person to whom you report to on a day-to-day basis. Please indicate how often these apply to each if at all. PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO m)

	Always applies	Usually applies	Sometimes applies	Rarely applies	Never applies	DK/no opinion/NS
	%	%	%	%	%	%
h) My line manager ...						
Listens to my ideas						
Oldham	31	29	17	10	9	3
Public sector norm	28	31	22	N/A	10	5
Local authority norm.....	28	32	23	N/A	12	5
i) Acts on my ideas						
Oldham	15	25	30	13	12	5
Public sector norm	10	29	39	N/A	13	6
Local authority norm.....	10	29	39	N/A	15	7
j) Gives me credit if I've done a good job						
Oldham	31	25	19	11	11	3
Public sector norm	26	27	24	N/A	18	5
Local authority norm.....	26	26	26	N/A	19	4
k) Gives me feedback on how I am doing						
Oldham	21	22	21	18	14	3
Public sector norm	17	24	28	N/A	25	5
Local authority norm.....	17	24	31	N/A	25	5
l) Identifies my training and development needs						
Oldham	17	22	21	18	16	6
Public sector norm	18	24	26	N/A	26	5
Local authority norm.....	19	25	25	N/A	25	5
m) Discusses how I can apply any training I have had recently						
Oldham	13	17	20	20	23	7

Q11. Here are a number of statements about Oldham MBC's senior management. Please indicate the extent to which you agree or disagree with each. *
PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO d)

	Strongly agree %	Tend to agree %	Neither agree nor disagree %	Tend to disagree %	Strongly disagree %	DK/no opinion/ NS %
a) Senior management have a clear vision of where the council is going						
Oldham	5	20	28	17	12	19
Public sector norm	7	27	26	17	9	12
Local authority norm	6	22	26	16	10	15
b) Senior management are not interested in listening to staff opinions						
Oldham	14	23	22	19	10	12
Public sector norm	12	22	21	22	9	9
Local authority norm	12	22	22	20	9	9
c) I have confidence in the Senior management of this organisation						
Oldham	5	15	27	23	20	11
Public sector norm	6	21	27	21	16	7
Local authority norm	5	17	27	21	18	8
d) Speaking up on issues where you disagree with senior management can damage your career prospects						
Oldham	18	23	26	12	6	16
Public sector norm	18	28	25	15	5	10
Local authority norm	18	28	25	13	5	12

Q12. Here are the same statements about Oldham MBC's councillors. Please indicate the extent to which you agree or disagree with each. PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO d)

	Strongly agree	Tend to agree	Neither/nor	Tend to disagree	Strongly disagree	DK/no opinion/NS
	%	%	%	%	%	%
a) Councillors have a clear vision of where the Council is going	2	10	26	23	18	22
b) Councillors are not interested in listening to staff opinions	16	21	23	12	9	19
c) I have confidence in this authority's councillors.....	2	7	27	24	24	16
d) Speaking up on issues where you disagree with councillors can damage your career prospects:	13	16	30	11	5	25

Q13. The statements below are about the overall management of the Council. How strongly do you agree or disagree with each? PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO e)

	Strongly agree	Tend to agree	Neither/nor	Tend to disagree	Strongly disagree	DK/no opinion/NA/NS
	%	%	%	%	%	%
a) In Oldham MBC it is clear who is responsible for what.....	3	17	22	30	15	13
b) If someone asked me about a service provided by Oldham MBC, I would be able to help them find the right person to speak to	9	38	15	17	11	10
c) Councillors are committed to working on behalf of the people in Oldham.....	4	20	30	17	13	16
d) Councillors and officers have a positive working relationship .	2	10	32	16	10	30
e) I am provided with the financial information that is necessary to manage my service	4	14	20	12	12	38

SECTION 4: COMMUNICATIONS

- Q14. Different organisations have different ideas about giving out information to their employees. Which of these would you say is the way that Oldham MBC does it?

PLEASE WRITE ONE SCORE IN THE BOX

	Oldham	<i>Public sector</i>	<i>Local authority</i>
	%	%	%
Keeps us fully informed.....	3	6	5
Keeps us fairly well informed.....	32	45	38
Gives us only a limited amount of information	37	33	37
Doesn't tell us much at all about what goes on	20	13	15
Don't know/No opinion/NS	8	3	4

- Q15. When Oldham MBC puts out information to employees, how do you feel about it?

PLEASE WRITE ONE SCORE IN THE BOX

	Oldham	<i>Public sector</i>	<i>Local authority</i>
	%	%	%
You can always believe it.....	4	11	9
You can usually believe it.....	37	46	43
You can believe it about half the time	28	25	28
You can seldom believe it	12	8	8
You can never believe it.....	3	2	2
Don't know/No opinion/NS	16	8	10

Q16. **Listed below are a number of ways in which you may receive information about Oldham MBC.**
 a **From which sources do you receive most of your information about Oldham MBC?**

	Oldham	Public sector	Local authority
	%	%	%
a) Intranet	35	35	40
b) E-mail	41	51	38
c) Noticeboards	35	31	36
d) Memos	55	N/A	N/A
e) Corporate staff newsletter	25	N/A	N/A
f) Departmental newsletters.....	29	N/A	N/A
g) Oldham Chronicle	64	N/A	N/A
h) The Oldhamer	34	N/A	N/A
i) Team briefings	47	51	52
j) Personal contact from immediate manager/ supervisor	48	58	58
k) Personal contact from Senior Management.....	17	20	18
l) Trade Union	16	21	24
m) Grapevine/rumour	60	58	60
n) Press/external media	31	30	37

Q16. **Listed below are a number of ways in which you may receive information about Oldham MBC.**
 b **And which ways would you prefer to receive your information?**

	Oldham	Public sector	Local authority
	%	%	%
a) Intranet	28	36	35
b) E-mail	39	42	40
c) Noticeboards	19	20	25
d) Memos	34	N/A	N/A
e) Corporate staff newsletter	33	N/A	N/A
f) Departmental newsletters.....	38	N/A	N/A
g) Oldham Chronicle	11	N/A	N/A
h) The Oldhamer	8	N/A	N/A
i) Team briefings	53	55	57
j) Personal contact from immediate manager/ supervisor	56	59	57
k) Personal contact from Senior Management.....	35	36	36
l) Trade Union	13	13	15

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m) Grapevine/rumour	2	6	9
n) Press/external media	3	5	7

Q 17. The following statements may relate to communications at Oldham MBC. To what extent do you agree or disagree with each?

PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO f)

	Strongly agree %	Tend to agree %	Neither agree nor disagree %	Tend to disagree %	Strongly disagree %	No opinion/ DK/ NS %
a) Communications in Oldham MBC are becoming more open						
Oldham	2	24	33	19	8	15
Public sector norm	3	32	29	24	7	6
b) Communications are good within my department						
Oldham	7	34	21	22	12	4
Public sector norm	13	38	16	18	8	4
Local authority norm	9	32	18	26	11	3
c) Communications are good between different departments						
Oldham	1	9	24	34	19	14
d) There is not enough opportunity for employees to let Oldham MBC know how they feel about things that affect them and their work						
Oldham	24	38	17	10	4	8
Public sector norm	20	34	20	15	5	6
Local authority norm	22	36	19	13	4	6
e) Staff are consulted on management decisions which affect them and their work						
Oldham	3	17	17	31	24	8
Public sector norm	4	17	17	31	25	6
Local authority norm	3	16	16	32	26	6
f) We have team briefings in my part of the organisation						
Oldham	22	35	11	11	15	7
Public sector norm	N/A	N/A	N/A	N/A	N/A	N/A
Local authority norm	N/A	N/A	N/A	N/A	N/A	N/A

Q 18. Here are some phrases which people might use when talking about recent changes at Oldham MBC. How strongly do you agree or disagree with each?

PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO e)

	Strongly agree %	Tend to agree %	Neither agree nor disagree %	Tend to disagree %	Strongly disagree %	No opinion/ DK/ NS %
a) I understand the need for change.....						
Oldham	32	44	11	4	2	6
Public sector norm	30	47	12	6	2	4
Local authority norm	29	46	12	7	2	4
b) I look forward to change as a challenge						
Oldham	23	41	21	7	2	6
Public sector norm	19	40	25	10	3	3
Local authority norm	16	38	27	12	4	5
c) The reasons for change are well communicated to me.....						
Oldham	6	18	25	29	15	8
Public sector norm	6	23	23	28	13	4
Local authority norm	4	20	23	31	16	5
d) I support the need for change.....						
Oldham	26	41	21	4	2	7
Public sector norm	22	40	22	8	3	6
Local authority norm	20	40	24	7	3	5
e) Change here is well managed						
Oldham	4	13	25	26	20	10
Public sector norm	2	14	24	31	20	6
Local authority norm	2	13	25	30	23	7

SECTION 5 MEETING THE NEEDS OF OLDHAM RESIDENTS

Q Here are some statements about the way the Council relates to local people.
19. How strongly do you agree or disagree with each?

PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO d)

	Strongly agree %	Tend to agree %	Neither agree nor disagree %	Tend to disagree %	Strongly disagree %	DK/no opinion/ NS %
a) The Council welcomes the involvement of local people in its decision-making.....	4	23	28	21	9	15
b) The Council understands the needs of local people.....	2	17	28	26	16	11
c) The Council is prepared to change its plans in response to the views of local people.....	2	13	25	28	18	14
d) The Council is serious about improving the quality of services that are provided to the people in Oldham	8	32	25	15	10	10

Q Now thinking about your particular service area, to what extent to you agree
20. or disagree with each of these statements?

PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO e)

	Strongly agree %	Tend to agree %	Neither agree nor disagree %	Tend to disagree %	Strongly disagree %	DK/no opinion/ NS %
a) I know what standards the Council expects of staff when they deal with customers.....	29	45	12	5	2	7
b) My service is serious about Customer Care	37	37	13	4	2	7
c) I feel personally responsible for improving customer service.....	31	35	19	5	2	8
d) Employees are encouraged to suggest how services could be improved.....	11	24	25	20	12	8
e) The quality of my service is improving.....	16	32	26	11	7	8

SECTION 6: EQUAL OPPORTUNITIES

Q 21. **To what extent to do agree or disagree with the following statements about Equal Opportunities at Oldham MBC?**
PLEASE WRITE IN ONE SCORE a) TO j)

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	DK/no opinion/NS
	%	%	%	%	%	%
a) Oldham MBC is an Equal Opportunities employer	28	43	13	7	5	4
b) I am aware of the Council's Race Equality Scheme	30	43	11	6	2	7
c) I am aware of the Council's Equal Opportunities Policy ...	30	44	11	5	3	6
d) I feel that I am fairly treated here	25	42	14	10	7	2
e) My work environment is free from bullying and harassment	32	33	12	13	9	2
f) Oldham MBC has taken effective action to prevent all forms of racial harassment	18	33	24	7	4	15
g) My work environment is free from ethnic discrimination	34	41	11	6	3	6
h) Oldham MBC is a 'family friendly' employer	14	29	26	13	8	10
i) Part time workers have equal access to career progression	12	25	24	11	7	21
j) Oldham MBC is slow to deal with cases of discrimination	5	8	31	10	6	41

Q22. **To what extent have you felt disadvantaged at Oldham MBC on account of...?**
PLEASE WRITE IN ONE SCORE FOR EACH STATEMENT a) TO e)

	A great deal %	A fair amount %	Not much %	Not at all %	No opinion/ DK/NS %
Your sex	2	5	15	70	8
Your age	2	7	16	67	8
Your race/ethnicity	1	3	8	78	9
Your religion	1	2	7	80	10
A disability	1	1	6	67	25

Q23. **Finally, if you could make one suggestion to improve Oldham MBC for the better, what would it be?**
PLEASE WRITE BELOW

	%
Consult all staff/listen to views/opinions	6
Improved communications	6
Ensure equal opportunities.....	3
Better basic pay	2
Improve financial management	2
Reduce management structure	2
Period of stability	2
Value staff	2
Improve staff training	2
Employ more staff	2
Improve treatment of staff	2
Other	22
No opinion/DK/Not stated	46

SECTION 7: ABOUT YOU

THE MORI PROMISE

As an independent, objective research company, MORI promises that your questionnaire will never be linked to you as an individual. It is important for us to be able to look at how views vary for different people in the organisation, which is why we need to know things like whether you are male or female, how long you have been with the organisation and your grade, for example. What we will not do, is analyse the information you give us in such a way that you can be identified individually. We also promise not to look at the views of groups of less than 10 people separately or provide the Council with information the will enable them to do this. MORI is a member of the Market Research Society and is bound by its Code of Conduct not to identify individual respondent's views.

C1	Is your job?	
	PLEASE TICK ONE	
		%
	Full time	72
	Part time.....	27
	Not stated	1

C2	Where are you based?	
	PLEASE TICK ONE	
		%
	Civic Centre	22
	Other town centre building	21
	Outside town centre.....	55
	Not stated	2

C3	How long have you worked for Oldham MBC?	
	PLEASE TICK ONE	
		%
	Up to 1 year	11
	Over 1 year and up to 3 years.....	15
	Over 3 years and up to 5 years.....	12
	Over 5 years and up to 10 years.....	16
	Over 10 years	45
	Not stated	1

C4	Is your contract with Oldham MBC?	
	PLEASE TICK ONE	
		%
	Permanent	90
	Temporary.....	7
	Standby	*
	Casual.....	1
	Other (please specify).....	1
	Not stated.....	1

C5	What scale/grade are you?	
	PLEASE TICK ONE	
		%
	Head of Service/Assistant Director/Chief Officer	1
	PO 45-47	2
	PO 35-44	15
	SO1-SO2	12
	Grade/Scale 1-6, including manual and craft grades	51
	Standby/casual	2
	Other (please specify).....	4
	Not stated.....	12

C6 How regularly do you deal with the public on the phone or on a face-to-face basis in your job?
PLEASE TICK ONE

	%
Most of the time	50
Some of the time	23
Occasionally	17
Never	8
Not stated	1

C7 Which Division/Department do you work in?
PLEASE TICK ONE

	%
CE – People & Quality	2
CE – Legal & Democratic Services.....	2
CE – Corporate Policy	3
CE – Finance, IT & Resources	8
Environmental Services.....	19
Social Services & Health.....	26
Regeneration.....	2
Education, Employment & Culture.....	33
Not stated	4

C8 Are you...
PLEASE TICK ONE

	%
Male.....	29
Female	70
Not stated	1

C9 How old are you?
PLEASE TICK ONE

	%
Under 25	5
25 – 34	17
35 – 44	31
45 – 54	30
55+	17
Not stated	1

C10 Do you have any long-standing illness, disability or infirmity? (long-standing means anything that has troubled you over a period of time or that is likely to affect you over a period of time)
PLEASE TICK ONE

	%
Yes	13
No.....	84
Not stated.....	3

C11 How would you describe your ethnic group?
PLEASE TICK ONE

	%
White – British	91
White – Irish	1
Any other White background.....	1
Mixed – White and Black Caribbean.....	*
Mixed – White and Black African	*
Mixed – White and Asian... ..	*
Mixed – Other Mixed background.....	*
Asian or Asian British: Indian.....	1
Asian or Asian British: Pakistani.....	1
Asian or Asian British: Bangladeshi.....	1
Asian or Asian British: other Asian	*
Black or Black British – Caribbean.....	*
Black or Black British – African	*
Black or Black British – other Black background.....	0
Chinese	0*
Any other ethnic group	*
Not stated	2

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