

Health and Safety Executive Senior Management Team Paper			SMT/08/60
Meeting date:	1 October 2008	FOI status:	Open
Type of Paper:	Above the line	Trim Reference:	2008/508849
Exemptions:	None		

HEALTH AND SAFETY EXECUTIVE
The HSE Senior Management Team
Employee Engagement – Staff Survey 2009
A paper by Gaynor Coldrick
Advisor: Mark Bassett
Cleared by Gaynor Coldrick – 23 September 2008

Issue

1. To propose that HSE joins the Civil Service Staff Survey 2009, and this will form the HSE Staff Survey 2009.

Timing

2. With immediate effect. HSE needs to confirm with Cabinet Office that it will join the January/February 2009 survey and provide the additional questions in October.

Recommendation

3. The Senior Management Team is asked to agree to:
 - a. HSE joining the Civil Service Staff Survey and, with suitable added questions, this will form the HSE Staff Survey 2009.
 - b. HRD to work with Communication Division in developing 10-15 additional questions for the survey.

Background

4. The current approach to staff surveys in the Civil Service is for each Department to undertake their own, covering similar questions but with no consistency of process, timing and frequency. This is seen centrally as inefficient and costly and there is limited ability to benchmark and learn from best-practice.
5. The Cabinet Secretary set up a review and it has now been agreed that the Civil Service will adopt a single staff survey across all civil servants. The first survey is planned to be launched ahead of the 09/10 planning cycle, probably in January/February 2009. Further surveys will run annually, and the system will be jointly co-ordinated by a central programme team and departmental HR communities through existing survey managers.
6. A central contractor will be appointed to deliver the main service. Departments will continue to brand their own surveys in line with their existing processes, and internal communications will be managed by the Departments.
7. The first survey is being seen as “transitional”. It is not compulsory for HSE to join this first survey. But it is expected that most of the large Departments and some of the agencies will be part of it. All civil servants must be covered by the second survey.

Argument

8. HSE’s last staff survey was conducted in November 2006. The results were analysed and individual D/Ds undertook their own action plans in response. Their initial responses are available on the intranet. The D/Ds have been reminded to update this with the outcomes.
9. The SMT agreed not to run a survey in 2007 because of the increased resource pressure arising from HWWW. Since then, HR and CD have been aware of the emerging wider Civil Service survey proposal, so we have not gone ahead with our own version in 2008.

10. It is now almost 2 years since the last HSE survey and there are expectations within HSE that we should run another one soon. We therefore have 3 options:
 - a) Postpone for another year and join the Civil Service-wide survey later in 2009;
 - b) Commission our own independent Staff Survey shortly;
 - c) Join the transitional Civil Service survey this year.
11. This Civil Service survey is part of a wider initiative on employee engagement and joining the survey at this time would suit our needs in benchmarking both within HSE and across the Civil Service. It can, and should, also inform our work on culture, embedding the new strategy and new ways of working over the coming year.
12. The survey will contain a standard set of questions (see Annex 1), but these can be supplemented by a smaller set from individual departments (currently planned to be up to 10-15 questions). We have mapped the standard questions against those from our previous survey and there is a reasonable match. We judge therefore that the standard set, plus the ability to add a further set should suit our particular purposes.
13. We recommend Option (c) and we propose that HRD works with Communications Directorate to develop the additional question set. These will need to be agreed in October to fit the current timetable set by the Cabinet Office.

Consultation

14. Consultation has taken place with Communications Directorate.

Presentation

15. N/A

Costs and Benefits

16. The cost of the Civil Service survey will be met by Departments but it is expected to yield general savings to the Civil Service.

Financial / Resource Implications for HSE

17. It is currently proposed that the costs to Departments will be shared on a pro-rata basis from existing budgets. The Cabinet Office has yet to go out to tender therefore we do not have detailed costs. However the CO's supporting analysis estimated a cost of £1.80 per capita. We therefore expect the cost to HSE to be less than £10k, compared to the consultants' cost of our previous survey of £40k. We also anticipate some saving in HSE staff time.
18. HRD had allocated funding in this year's budget for the Staff Survey based on previous costs. However, we have identified the potential savings in our budget management process within RPD.

Action

19. SMT are asked to decide which of the 3 options in Paragraph 10 should be progressed.

Leadership Interaction: Internal Communication & Information flow

Theme	How employees get hold of the information they need to perform their jobs and how leaders in the organisation communicates to and with employees about corporate and local issues.
No of questions	3
	Click here for the detailed question set

Employee Autonomy & Involvement

Theme	The opportunities for employees to be involved in decision-making at corporate and local levels and the degree of control they have over their own roles and business areas.
No of questions	2
	Click here for the detailed question set

Facilitative Line management

Theme	The relationship between line managers and their direct reports, and managers' role as a 'gateway' to organisational policies and practices.
No of questions	9
	Click here for the detailed question set

Inspirational Vision & Direction

Theme	How the organisation arrives at and communicates its idea of how the future will look and its strategy for getting there.
No of questions	3
	Click here for the detailed question set

Leadership Effectiveness

Theme	The assessment and relationship of senior managers in the department.
No of questions	7
	Click here for the detailed question set

Organisational Change

Theme	Focuses on the applicability and implementation of change.
No of questions	2
	Click here for the detailed question set

Organisational Culture & Efficiency

Theme	Key aspects of organisational culture, including how efficient processes are and how the organisation conducts itself in dealing with new ideas, change and conflict.
No of questions	8
	Click here for the detailed question set

Personal / Career Development & Performance Management

Theme The opportunities for professional and personal development and advancement within the organisation.

No of questions 6

[Click here for the detailed question set](#)

Positive Corporate Image & Reputation

Theme Internal and external stakeholder opinions of the organisation.

No of questions 3

[Click here for the detailed question set](#)

Work Itself

Theme The degree of interest and challenge in job roles

No of questions 2

[Click here for the detailed question set](#)

Work-Life Balance & Resources

Theme The opportunities for employees to adjust their working arrangements in order to balance their work and personal lives. The availability of resources such as materials, equipment, tools, funding and people that employees need to perform their jobs.

No of questions 4

[Click here for the detailed question set](#)

Recognition & Reward

Theme How the organisation shows that it recognises and appreciates employees' efforts at work and rewards good performance. Also includes the package of remuneration and benefits available to employees.

No of questions 5

[Click here for the detailed question set](#)

Employee Engagement Index

Theme How connected and motivated staff are to the department. The index is the final output of the survey assessment as it the items are not directly actionable - they are the output to experiencing the elements above.

No of questions 6

[Click here for the detailed question set](#)