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JOINT NATURE CONSERVATION COMMITTEE

FOURTH JNCC STAFF SATISFACTION SURVEY

Paper by Tracey Quince and Amanda Gregory

1. Background to the survey

- 1.1 A staff satisfaction survey was undertaken within JNCC in November 2006. This was the fourth survey of its type. The aims of the survey were to gain an understanding of the attitudes and opinions of staff now JNCC is an employer in its own right, and to assess how attitudes have changed since the last survey in 2002.
- 1.2 All aspects of the survey were undertaken in-house. The process was overseen by a project team comprising staff members and representatives from the Human Resources team and the Trade Unions. The project team decided on the format of the questionnaire, promotion of the survey to staff and the analysis and presentation of the results.
- 1.3 Staff views were obtained by means of a questionnaire. Staff were asked how satisfied they were with each of 89 aspects of work, using a scale of 1 to 6 (1 being completely satisfied and 6 being completely dissatisfied). Staff were also asked to say whether each aspect of work was important to them. The subjects covered included internal communication, external relations, management, pay and conditions, facilities and environmental management. The questionnaire also included space for free text comments.
- 1.4 The questionnaire was designed to be returned anonymously. However, it did ask for basic information on employment status, office location, grade, gender and length of service. This information enabled more refined analysis of the results.
- 1.5 Following a poster campaign for two weeks, questionnaires were distributed to all staff on 6 November and returned two weeks later. Questionnaires were distributed to all 118 members of staff with 99 being returned. This represents a 83% return, which is an excellent response for this type of survey; the findings can therefore be treated with some confidence.

2. Findings of the survey

2.1 Annex A contains a summary of the key findings from the survey. Some of the main conclusions are:

- i. the aspects of work with which staff were most *satisfied* include comparability of pay and conditions with colleagues, lack of discrimination, and freedom to join a Trade Union;
- ii. the aspects of work with which staff were most *dissatisfied* include opportunities for promotion, and communication between management groups, teams and projects within JNCC;
- iii. the aspects of work of *most importance* to staff include having interesting and satisfying work, having good leadership and being trusted;
- iv. the aspects of work of *least importance* to staff include changing JNCC's name and the outcomes of the FMPR.

2.2 In comparison with the results from the last staff survey in 2002:

- i. equality in pay and conditions with colleagues within JNCC was a major cause of dissatisfaction in 2002, when staff were employed by the country agencies. Now that staff are employed by the JNCC Support Co. on a single set of terms and conditions satisfaction levels have risen dramatically;
- ii. some issues contributing to staff dissatisfaction in 2002 remain in 2006, notably concerns regarding aspects of management;
- iii. aspects of work flagged up as contributing to staff dissatisfaction in 2006 but not raised four years earlier include the JNCC's name and identity and internal communication.

3. Issues relating to the Joint Committee

3.1 Several of the questions in the questionnaire related directly or indirectly to the Joint Committee and its relationship with staff. Relevant findings are presented graphically in Annex B.

3.2 Consideration of the results relating to the Joint Committee will be undertaken by the Process Working Group in due course. It is envisaged that the Process Working Group will develop an action plan to address some of the concerns raised.

4. Benchmarking

4.1 In analysing the results of the survey it was considered important to benchmark JNCC against other organisations. The survey findings were therefore compared with information obtained from a local authority and from general private sector businesses. In many cases the results were not directly comparable, but it was possible to undertake benchmarking using certain general themes, such as job satisfaction, staff development, working environment and strategy/vision. It is pleasing to note that in almost all cases JNCC compared very favourably with other organisations.

5. The way forward

5.1 The results of the staff survey were disseminated to staff at an open meeting in March. At this meeting management gave their response to the results and informed staff of the action they proposed to take to address some of the issues raised. The Executive Management Board has now agreed an action plan (see Annex C).

Annex A. Summary of findings from 2006 JNCC staff satisfaction survey**Table 1. Top 15 'most satisfied' aspects ordered by level of satisfaction**

	Is this important to you?		Average satisfaction level (1 = low, 6 = high)
	yes	no	
I am treated equally at work regardless of sex, race, disability, sexual orientation, age or religion	69.7%	2.0%	5.60
I feel free to join a recognised Trade Union	47.5%	20.2%	5.59
My employer is flexible to my circumstances outside work	68.7%	4.0%	5.44
I am aware of the JNCC Greening Group	45.5%	11.1%	5.24
I have adequate information on joining a trade union	41.4%	23.2%	5.15
I have access to facilities for making drinks and basic food, if required	66.7%	4.0%	5.05
I know where to find details of all JNCC policies affecting my terms and conditions	62.6%	5.1%	4.94
I have comparable pay and conditions with colleagues	61.6%	8.1%	4.93
My personal life is taken into account when I need to travel for business purposes	60.6%	6.1%	4.89
I understand the role of the unions in JNCC	45.5%	20.2%	4.89
I have a secure job at JNCC Support Co	66.7%	2.0%	4.82
I have interesting/satisfying work	73.7%	0.0%	4.80
I feel trusted and have full authority when work is delegated	69.7%	3.0%	4.76
I am able to get help and guidance when I need it	71.7%	2.0%	4.72
I understand how I can contribute to JNCC's effort to reduce its environmental impact	53.5%	6.1%	4.71

Table 2. Top 15 'most dissatisfied' aspects ordered by level of satisfaction

	Is this important to you?		Average satisfaction level (1 = low, 6 = high)
	yes	no	
Sufficient progress has been made on the name change	48.5%	18.2%	2.12
There are adequate opportunities for promotion within JNCC	55.6%	11.1%	2.62
The different teams/programmes/projects communicate effectively with other JNCC locations	56.6%	12.1%	2.80
I feel able to contribute my views to the management groups	45.5%	23.2%	2.97
Information flows effectively within JNCC between you and Committee	43.4%	22.2%	2.98
Information flows effectively within JNCC between you and: EMB	45.5%	20.2%	2.99
The different teams/programmes/projects communicate effectively with each other	62.6%	6.1%	3.07
I feel there are opportunities to communicate with members of the Joint Committee	40.4%	21.2%	3.11
JNCC keeps the impact of its business travel to a minimum	60.6%	3.0%	3.12
I feel informed about the work of the management groups	49.5%	18.2%	3.13
The offices are cleaned effectively	63.6%	5.1%	3.16
The different teams/programmes/projects communicate effectively with Committee	47.5%	19.2%	3.22
I believe that our external partners understand our vision and strategy	46.5%	16.2%	3.24
JNCC has a clear identity	57.6%	6.1%	3.26
I have a good understanding of the contribution made by staff in different locations	50.5%	12.1%	3.34

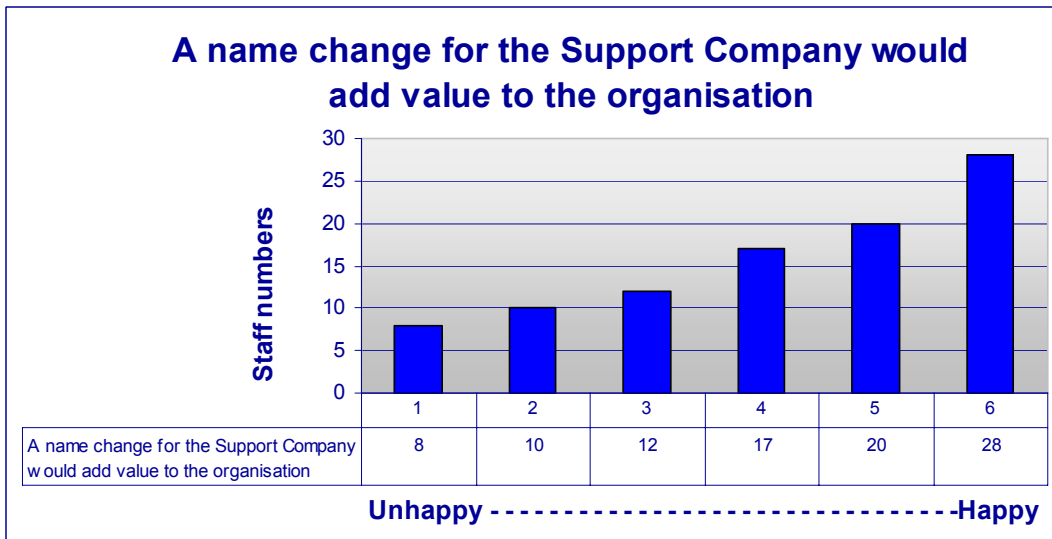
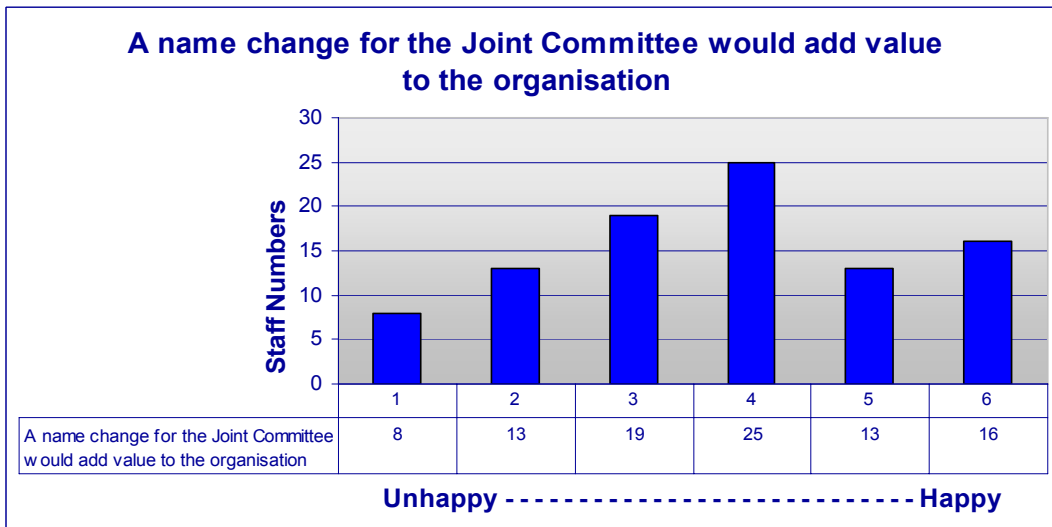
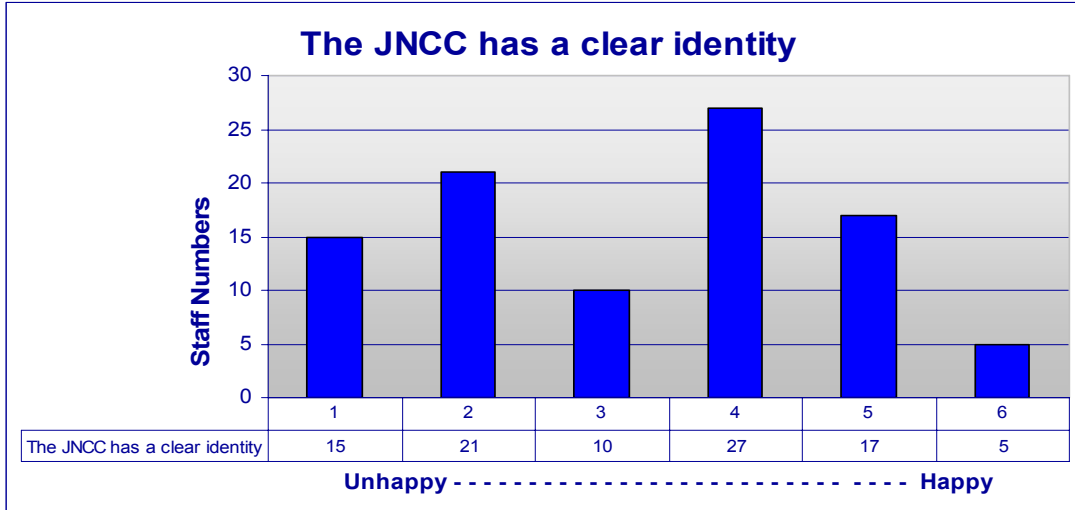
Table 3. Top 15 ‘most important’ aspects ordered by importance

	Is this important to you?		Average satisfaction level (1 = low, 6 = high)
	yes	no	
I have interesting/satisfying work	73.7%	0.0%	4.80
I am able to get help and guidance when I need it	71.7%	2.0%	4.72
My team has good leadership	70.7%	0.0%	4.09
I am treated equally at work regardless of sex, race, disability, sexual orientation, age or religion	69.7%	2.0%	5.60
I feel trusted and have full authority when work is delegated	69.7%	3.0%	4.76
My employer is flexible to my circumstances outside work	68.7%	4.0%	5.44
I have access to facilities for making drinks and basic food, if required	66.7%	4.0%	5.05
I have a secure job at JNCC Support Co	66.7%	2.0%	4.82
I have clear aims and objectives for my job	66.7%	3.0%	4.59
I have access to safe drinking water	66.7%	5.1%	4.14
Management has created a trusting and sharing atmosphere in which to work	66.7%	4.0%	3.96
I feel the facilities available to staff are adequate	66.7%	2.0%	3.65
I am confident that good performance will be appropriately rewarded	66.7%	5.1%	3.63
I have a safe and comfortable physical environment in which to work effectively	65.7%	5.1%	4.69
All levels of management are visible and approachable	65.7%	7.1%	3.78

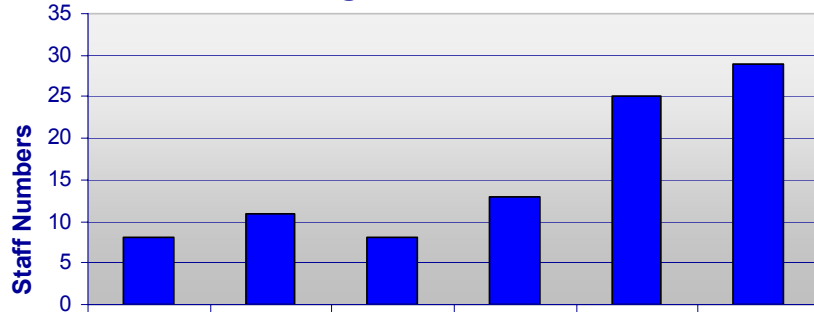
Table 4. Top 15 'least important' aspects ordered by importance

	Is this important to you?		Average satisfaction level (1 = low, 6 = high)
	yes	no	
A name change for the Joint Committee would add value to the organisation	29.3%	33.3%	3.74
Effective changes were made as a result of the last staff survey	37.4%	16.2%	3.62
Staff input influenced the FMPR outcomes	39.4%	12.1%	4.22
I feel there are opportunities to communicate with members of the Joint Committee	40.4%	21.2%	3.11
A name change for the Support Company would add value to the organisation	40.4%	23.2%	4.21
I have adequate information on joining a trade union	41.4%	23.2%	5.15
I am aware of the JNCC management groups	42.4%	24.2%	4.20
Information flows effectively within JNCC between you and: Committee	43.4%	22.2%	2.98
The FMPR had a positive effect/impact on the JNCC	43.4%	8.1%	4.55
I feel inspired by the mission and strategic objectives	44.4%	18.2%	3.60
I feel that the Joint Committee is effective in providing strategic leadership for the organisation	44.4%	16.2%	3.64
I feel able to contribute my views to the management groups	45.5%	23.2%	2.97
Information flows effectively within JNCC between you and: EMB	45.5%	20.2%	2.99
I feel my interests are appropriately represented by the Trade Unions in JNCC	45.5%	17.2%	4.28
A name change for the whole of JNCC would add value to the organisation	45.5%	20.2%	4.31

Annex B. Results of the staff satisfaction survey relevant to the Joint Committee



A name change for the whole of JNCC would add value to the organisation

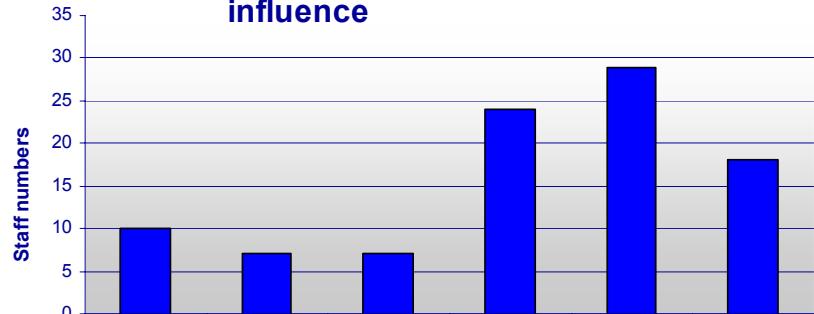


A name change for the whole of JNCC would add value to the organisation

1	2	3	4	5	6
8	11	8	13	25	29

Unhappy ----- Happy

Changing the JNCC's name will improve growth and influence

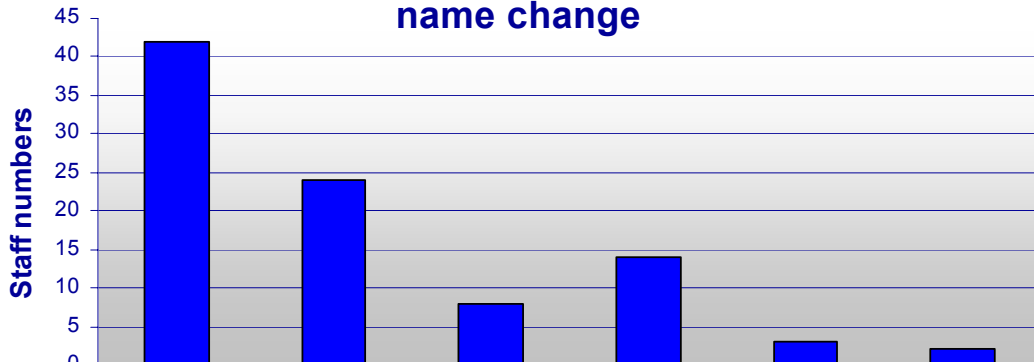


Changing the JNCC's name will improve growth and influence

1	2	3	4	5	6
10	7	7	24	29	18

Unhappy ----- Happy

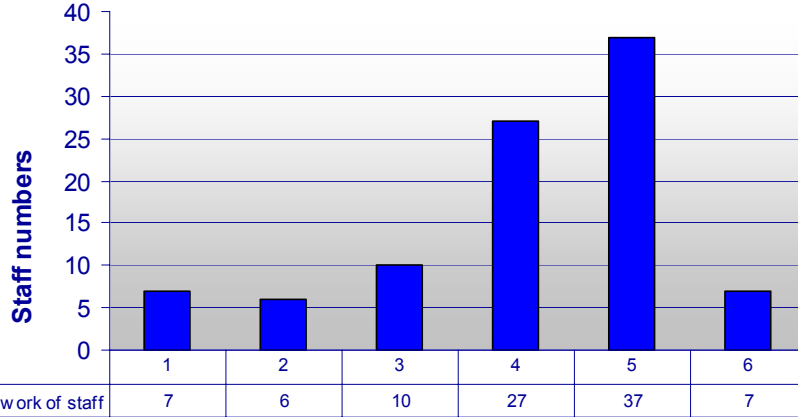
Sufficient progress has been made on the name change



1	2	3	4	5	6
42	24	8	14	3	2

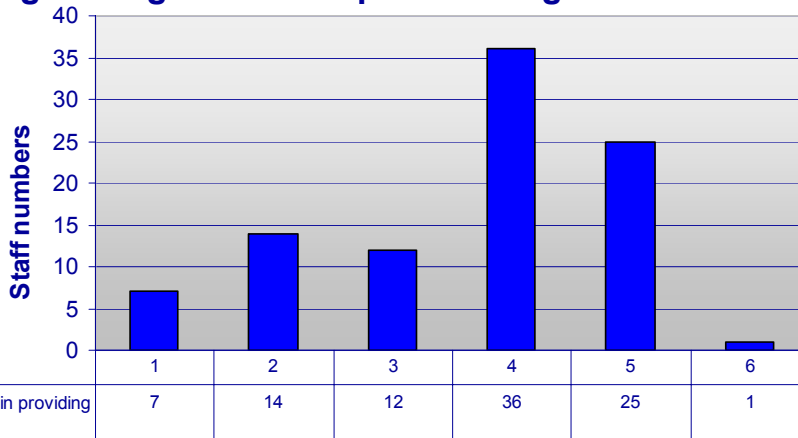
Unhappy ----- Happy

I feel the Joint Committee has a high regard for the work of staff



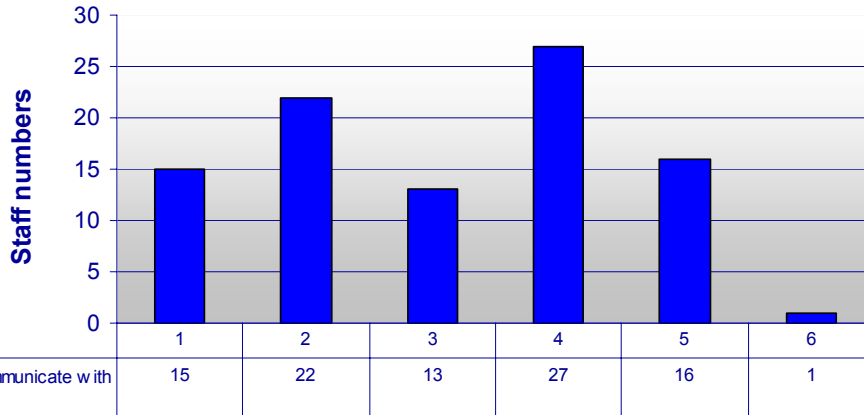
Unhappy-----Happy

I feel that the Joint Committee is effective in providing strategic leadership for the organisation



Unhappy-----Happy

I feel there are opportunities to communicate with members of the Joint Committee



Unhappy-----Happy

Annex C. 2006 staff satisfaction survey: EMB action plan

Action	Timing	Responsible director
<i>Name change and identity</i>		
Agree course of action with new chairman, once appointed	October 2007	Deryck Steer
<i>External relations</i>		
Implement the external communications strategy	May 2007 (EMB sign-off) June 2007 onwards (implementation)	Marcus Yeo
Review the programme of stakeholder consultation for the Framework for UK Nature Conservation and implement	April 2007 onwards	Malcolm Vincent
<i>Committee</i>		
Develop recommendations for improving Committee members' engagement with staff and agree with chairman	June 2007	Deryck Steer
<i>Strategy and vision</i>		
Ensure overview of JNCC strategy is included in induction programme for new staff	April 2007 onwards	Marcus Yeo
<i>Management</i>		
Make improvements to management groups following recent review	April 2007 (EMB agree action) May 2007 onwards (implementation)	Marcus Yeo
Ensure that management responsibilities are given appropriate prominence in all managers' performance agreements	April 2007 onwards	Marcus Yeo / Malcolm Vincent
Agree training and development needs for managers in JNCC	May 2007	all
<i>Internal communications</i>		
Agree responsibilities for communication at all levels within the organisation (Programme Leaders, Team Managers, etc)	May 2007	Marcus Yeo
Identify small number of 'quick wins' to improve internal communication	June 2007	Marcus Yeo
<i>Terms and conditions</i>		
Review performance reward schemes and make changes as necessary	September 2007	Marcus Yeo
<i>Personal development</i>		
Agree actions to improve opportunities for personal development within JNCC	September 2007	Marcus Yeo

Action	Timing	Responsible director
<i>Facilities</i>		
Agree mechanism for getting staff input regarding improvements to office facilities in Monkstone House	May 20 07	Marcus Yeo
Ensure adequate office facilities are available following relocation of Brussels and Aberdeen offices	Brussels office move – September 2007 Aberdeen office move planned for December 2008	Marcus Yeo
<i>Environmental management</i>		
Implement the Sustainable Development Action Plan	April 2007 onwards	Marcus Yeo