



Success. Mapped.

Strathbogie Shire Council

Alignment & Engagement Survey 2022

Executive Presentation

15 February 2023

Strathbogie
SHIRE COUNCIL



This is what we will cover

1 The Alignment and Engagement Survey tool

2 Overall results – Alignment and Engagement

3 Demographic level results

4 Areas of strength

5 Potential areas for focus

6 Qualitative feedback

7 Our take on your results and next steps

Agenda

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Understanding Alignment and Engagement



What is organisational alignment?

Successful organisations have all their systems, processes, departments, employees and customers **aligned to the organisational strategic plan.**

That is, employees know and understand the strategic plan, and how each of their individual roles contributes towards the organisation achieving its goals.



What is employee engagement?

Employee engagement refers to the degree to which your **employees feel emotionally connected to the organisation**, have positive attitudes and go the extra mile.

We measure attitudes, beliefs and behavioural indicators relating to emotional engagement, cognitive engagement, and behavioural engagement.

The framework is psychometrically valid

Alignment Factors

**Energise
people**



Long term direction



Senior leadership

&

**Enable
people**



Team leadership



Team effectiveness



Performance focus



Investment in people



Investment in systems

&

Engagement Drivers and Factor

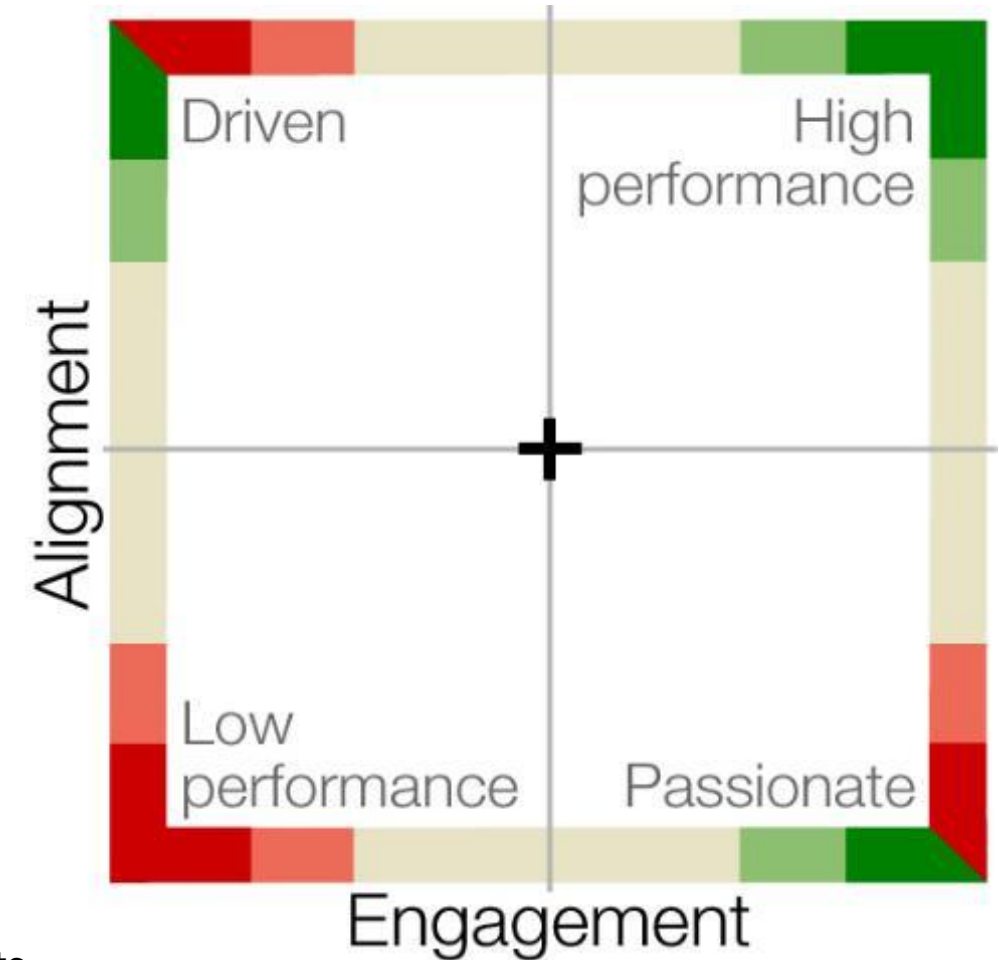
**Engage
people**



The alignment items that best drive engagement



Think and feel positively, make discretionary efforts



A little about the survey process and how we manage confidentiality



Insync could see who said what – but our integrity is one reason why Strathbogie Shire Council used a third party



Reports can't be generated for groups with fewer than **6 responses**



Strathbogie Shire Council doesn't know who responded and who didn't

Some basic information about the survey



95 individuals completed the survey out of 152 invitations, delivering a response rate of **63%**



Survey was open from the 1st -15th of December 2022



Employees completed the survey online (surveys delivered via emails and text messages)



Average response rate for the benchmark is **65%**



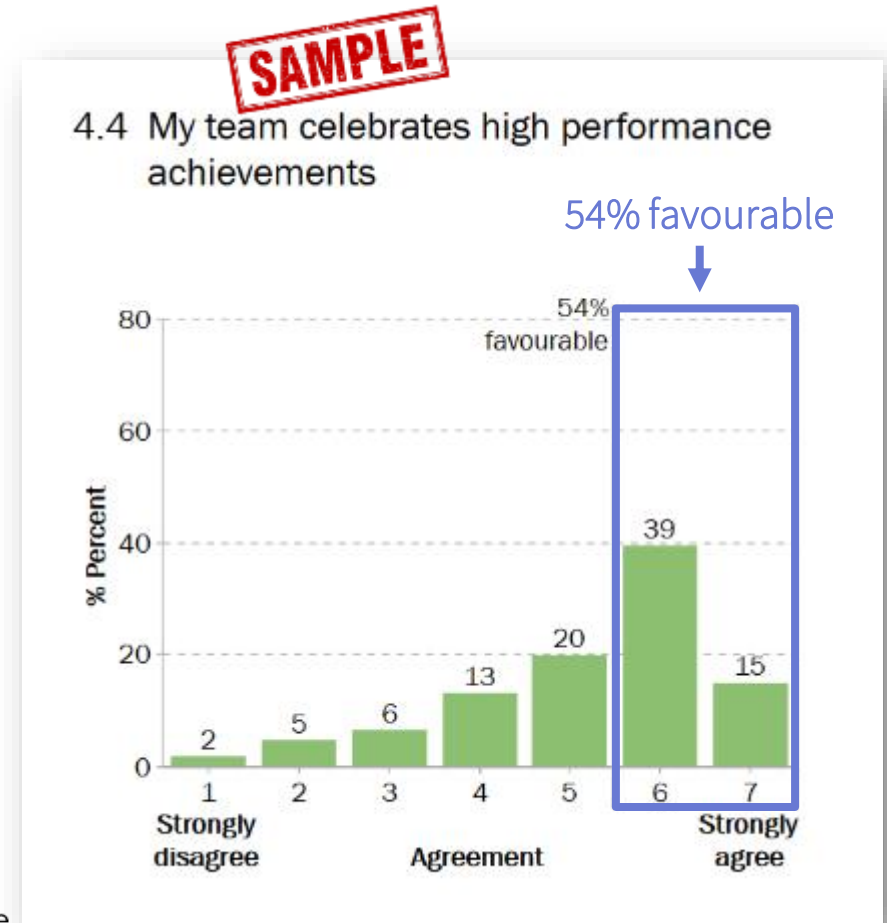
Benchmark comprises of **78 local government studies** with over 32,000 responses

Your results are delivered in two measures

1. **Percent favourable:** an **absolute** measure of the percentage of respondents who scored items either a 6 or 7 out of 7
2. **The colour:** shows performance against the benchmark, based on the average raw score:

Note: Historical changes (shifts in scores between the previous and the current survey) is a third measure that Council will have in future reports

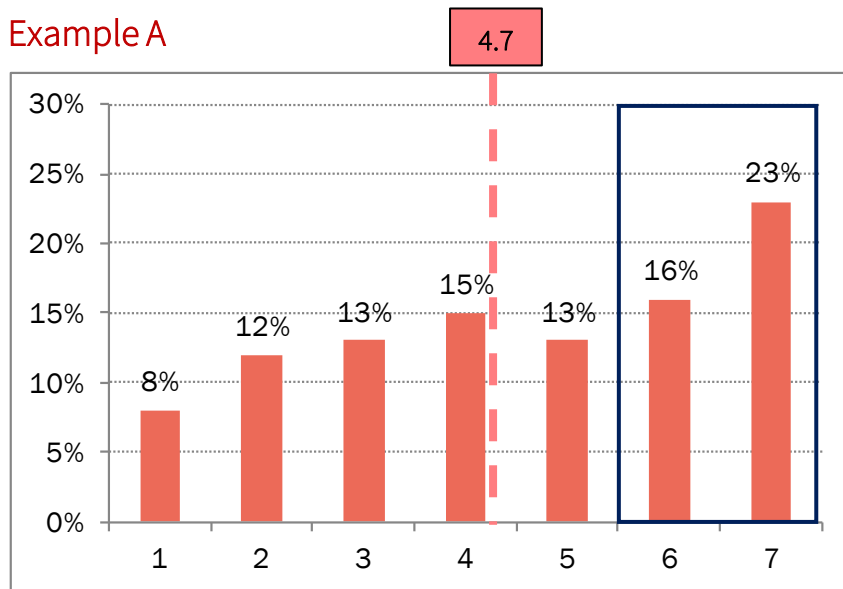
Bottom decile (P0 – P10)
 # Bottom quartile (P10 – P25)
 # 2nd and 3rd quartiles (P25 – P75)
 # Top quartile (P75 – P90)
 # Top decile (P90 – P100)



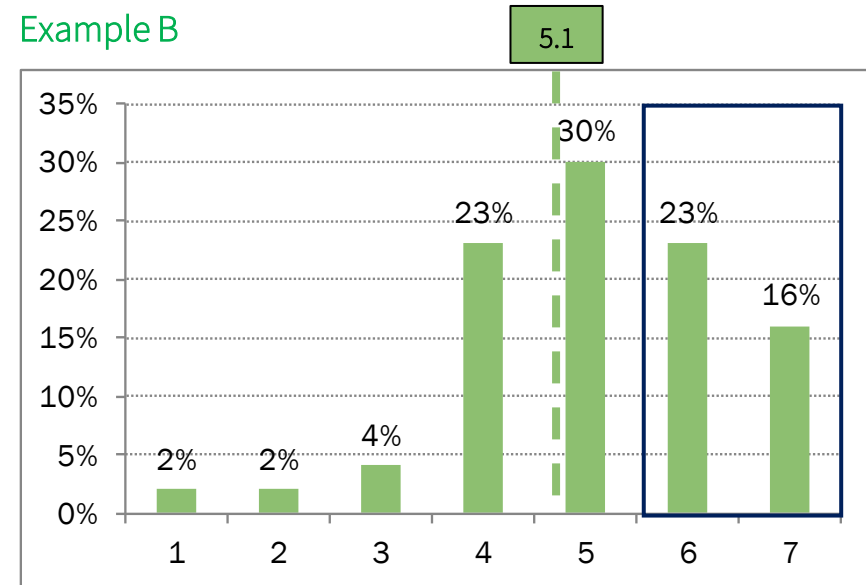
Understanding the benchmark

MEASURE	DEFINITION	EXAMPLE A	EXAMPLE B
% FAVOURABLE	Percentage of employees that responded 6 – ‘agree’ or 7 – ‘strongly agree’	16+23=39%	23+16=39%
BENCHMARKING	The <u>average</u> of total responses (<i>not just 6 and 7 responses</i>)	4.7	5.1
QUARTILE	Based on benchmarked companies	Bottom	Top
COLOUR	Where we are placed relative to other companies in the benchmark	Light Red	Light Green

Example A



Example B



Bottom decile # Bottom quartile # 2nd and 3rd quartiles # Top quartile # Top decile

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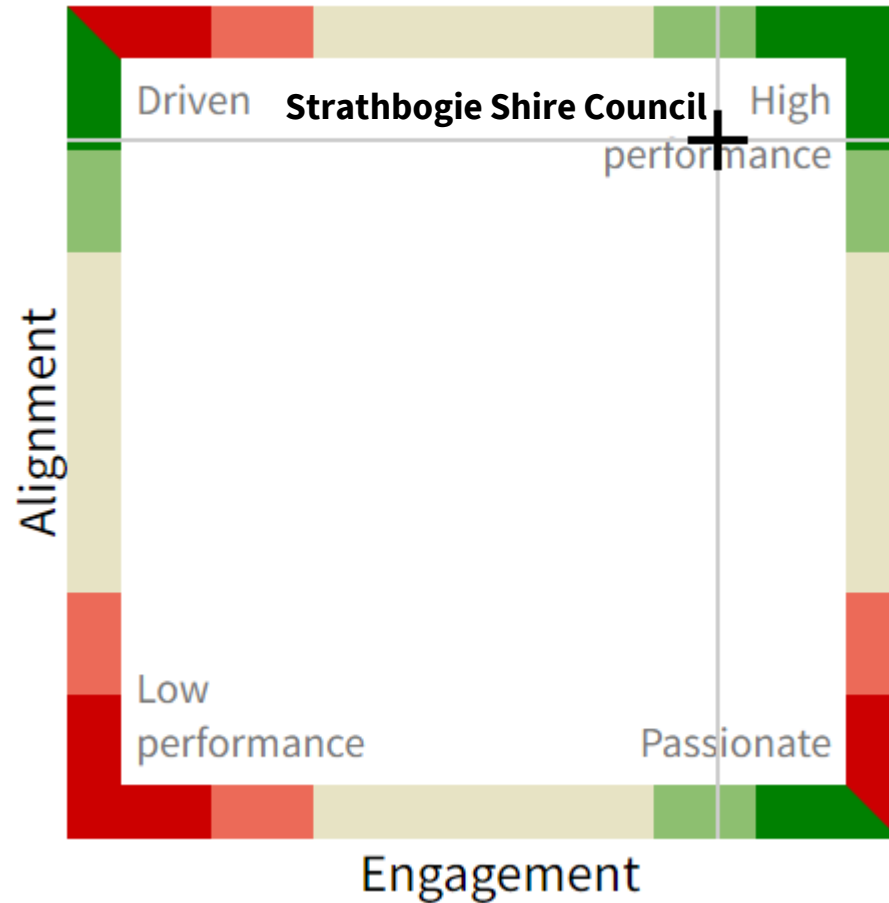
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Overall results



Alignment and Engagement compare well against the benchmark

Local government benchmark



	December 2022 % Favourable
Alignment	60%
Engagement	68%

Bottom decile # Bottom quartile # 2nd and 3rd quartiles # Top quartile # Top decile # No benchmark comparison

More than half the alignment items are in the top 10% of the benchmark

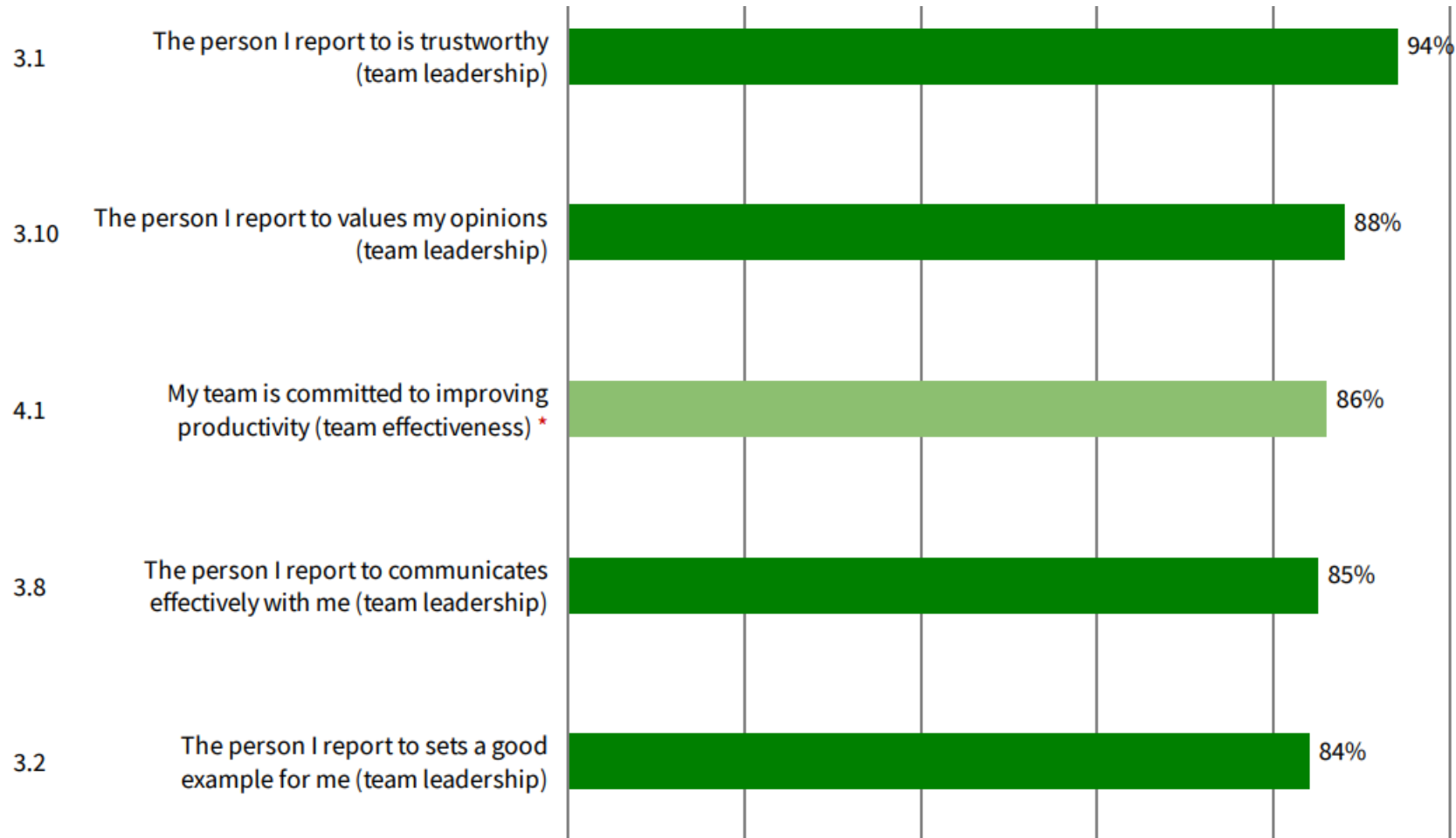
Alignment Factors

Energise people		Long term direction
		Senior leadership
&		
Enable people		Team leadership
		Team effectiveness
		Performance focus
		Investment in people
		Investment in systems

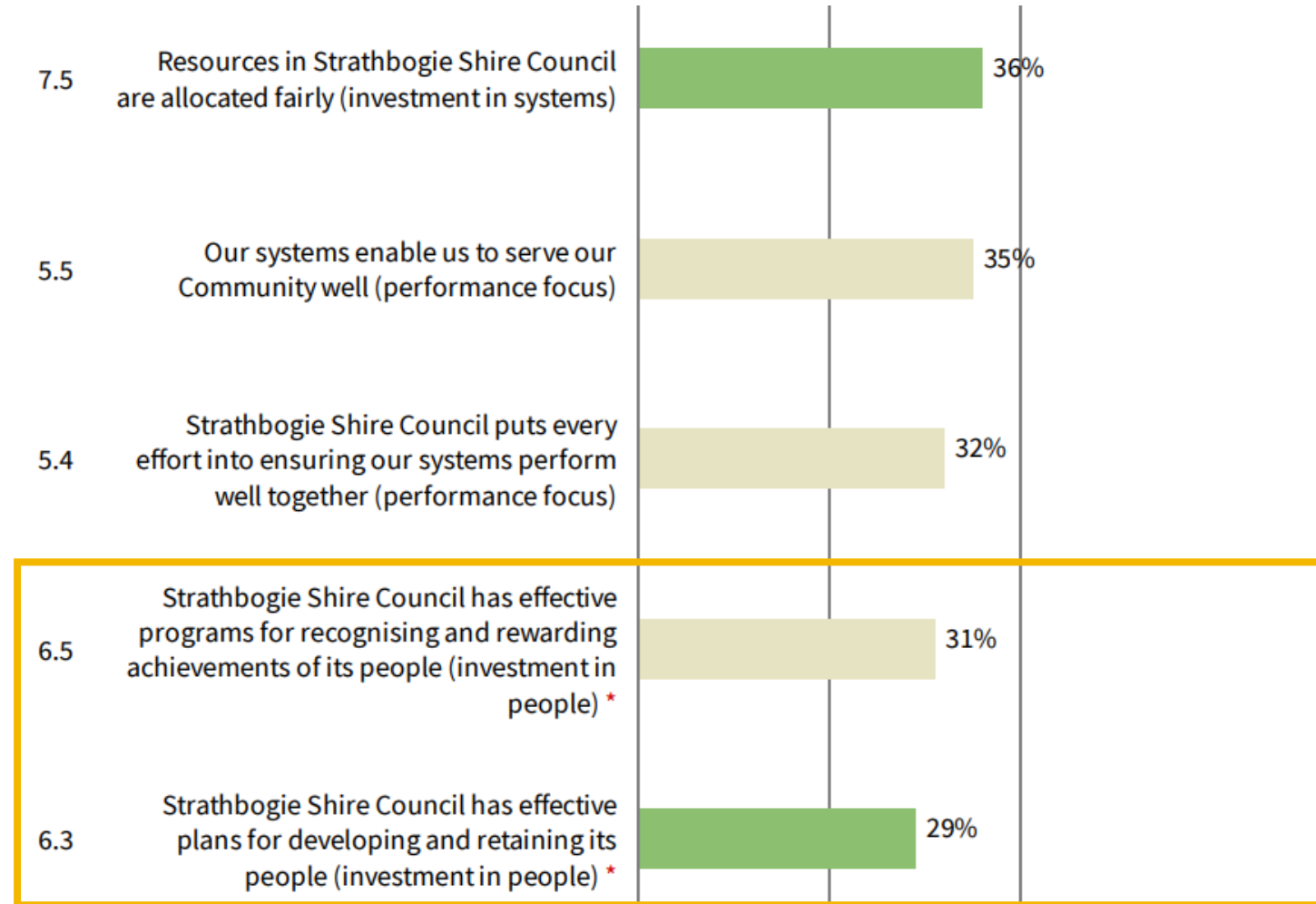
Dec 2022 % Fav	Bottom decile	Bottom Quartile	Mid Quartiles	Top Quartile	Top Decile
58%	-	-	4	1	5
57%	-	-	1	-	7
81%	-	-	2	-	9
69%	-	-	2	3	4
51%	-	-	4	3	1
49%	-	-	1	3	6
50%	-	-	3	1	2
Alignment overall	0	0	17	11	34

Bottom decile # Bottom quartile # 2nd and 3rd quartiles # Top quartile # Top decile # No benchmark comparison

Top performing items: Team Leadership items dominate the list



Lowest performing items: it is typical for statements in the 'Investment in people' factor to score low compared to other survey items



Engagement & Engagement drivers



Seven out of 10 respondents say that they would happily do extra to help Council succeed

Survey item	Dec 2022 % Fav
I happily do extra work to help Strathbogie Shire Council succeed	74%
I am proud to be working here	73%
I believe that my own success is important to the success of Strathbogie Shire Council	73%
I can envisage a fulfilling future for myself at Strathbogie Shire Council	71%
I would recommend Strathbogie Shire Council as a workplace to my family and friends	71%
Overall, I am satisfied with my job	71%
Most challenges I face at work are good learning experiences	66%
I look forward to work each day	66%
I volunteer to do extra work on special projects and initiatives	58%
I have a strong sense of belonging to Strathbogie Shire Council	62%
Engagement	68%

Bottom decile
 # Bottom quartile
 # 2nd and 3rd quartiles
 # Top quartile
 # Top decile
 # No benchmark comparison

Perceived care and commitment to staff is the most powerful driver of engagement

Engagement Driver	Dec 2022 % Fav
My team is committed to improving productivity	86%
The person I report to is interested in my job satisfaction	82%
I understand how my role contributes to Strathbogie Shire Council's long term goals and strategies	78%
Our everyday actions and performance are clearly linked to Strathbogie Shire Council's goals	66%
Strathbogie Shire Council is committed to best practice in our industry	63%
Strathbogie Shire Council's chosen values and behaviours are demonstrated every day in my team	63%
Strathbogie Shire Council is committed to high standards of performance	61%
Strathbogie Shire Council cares about and is committed to me	58%
My skills and talents are used to their full potential	54%
Our Executive Leadership team has a vision for Strathbogie Shire Council that inspires me	40%

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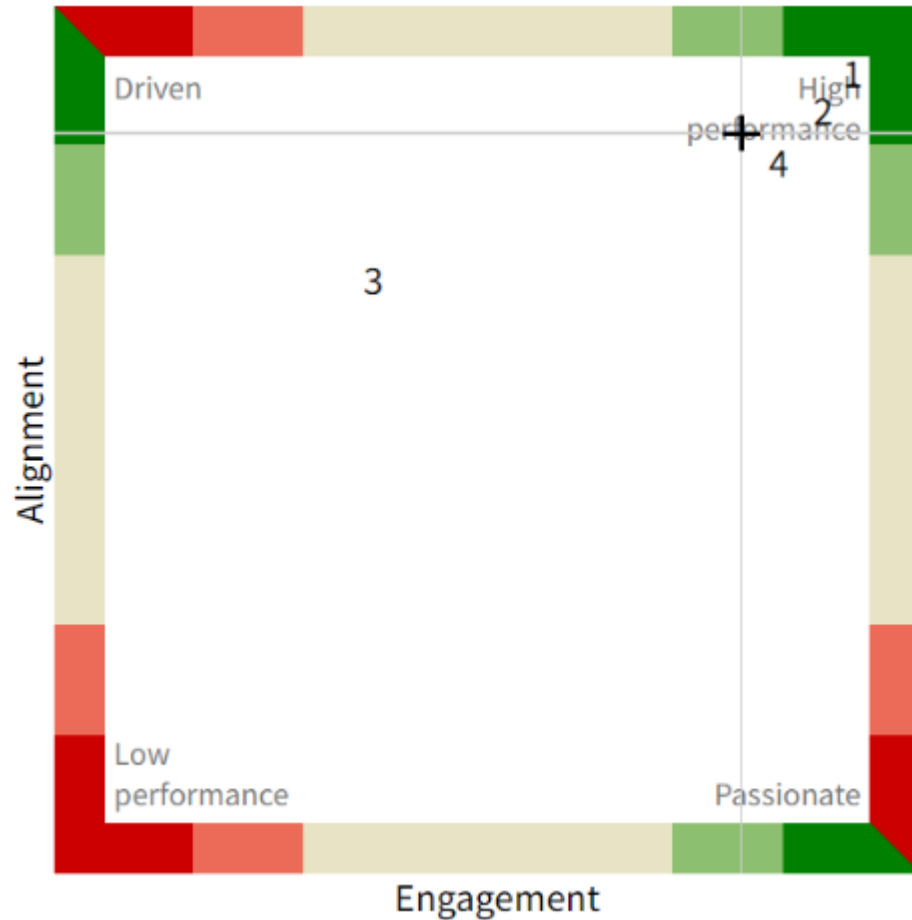
4 Areas of strength

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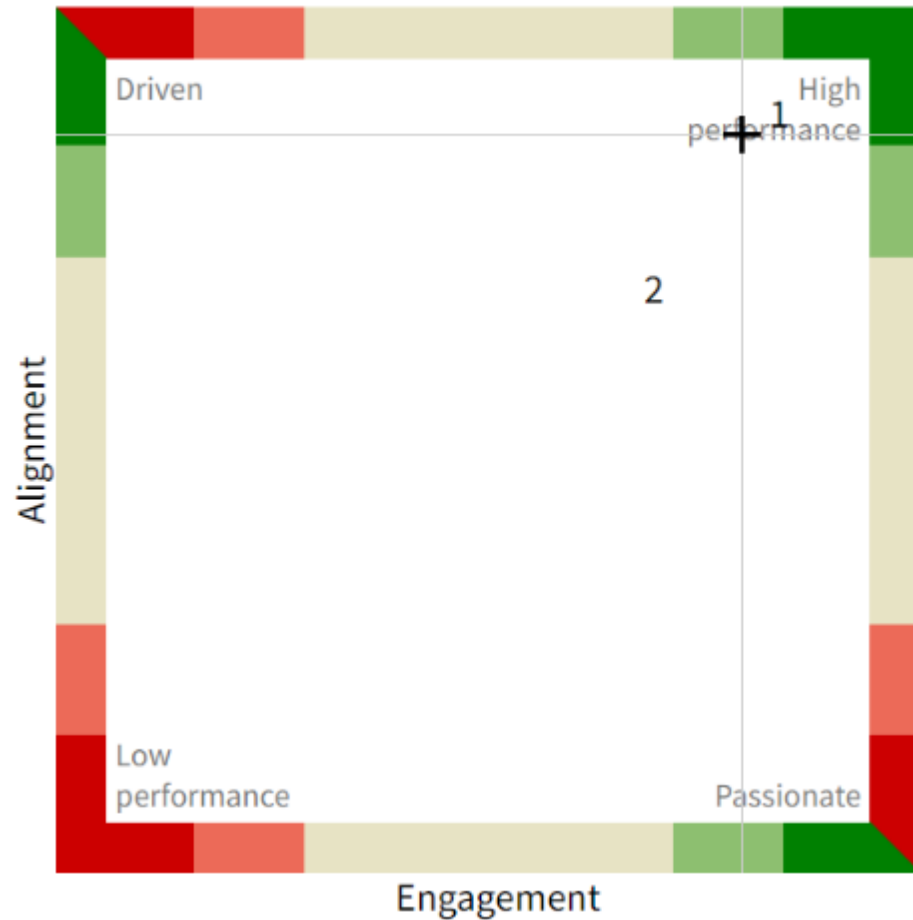
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Three of the four directorates have both alignment and engagement in the top portion of the benchmark



	Directorate	Alignment	Engagement	n
+	All staff	60%	68%	95
1	Executive	75%	86%	9
2	Sustainable Infrastructure	61%	74%	25
3	People and Governance	55%	57%	27
4	Community & Planning	60%	69%	34

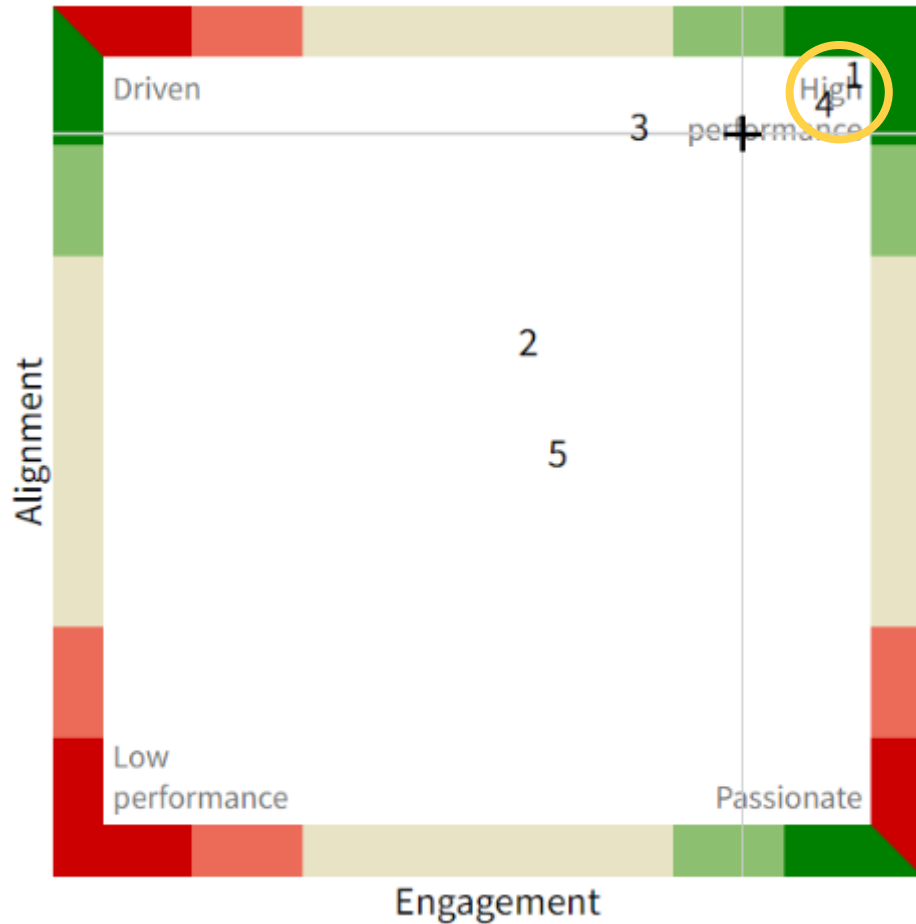
Indoor staff are more aligned and engaged than their outdoor colleagues



	Location	Alignment	Engagement	n
+	All staff	60%	68%	95
1	Indoor eg. Main Office (Nagambie, VIC, MCH)	63%	70%	71
2	Outdoor eg. Depots (Euroa, Nagambie), Transfer Station, School Crossing	52%	63%	24

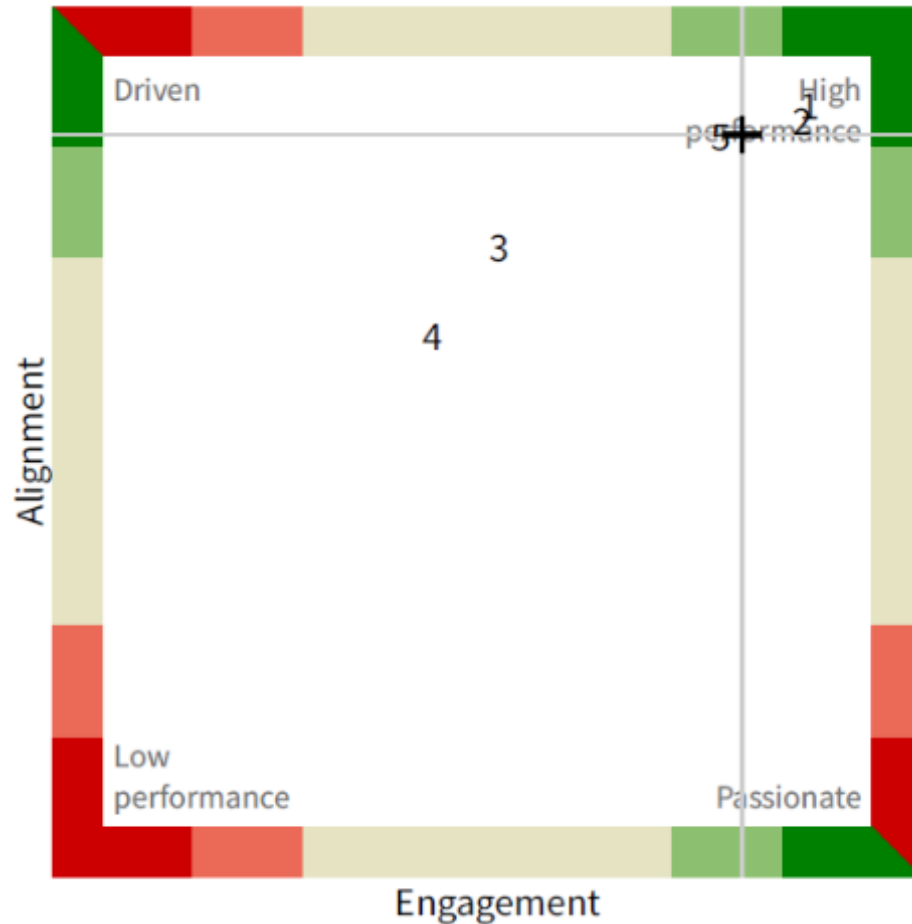
Bottom decile # Bottom quartile # 2nd and 3rd quartiles # Top quartile # Top decile # No benchmark comparison

Senior Officers/SEOs and respondents in Bands 2-4 are the most aligned and engaged



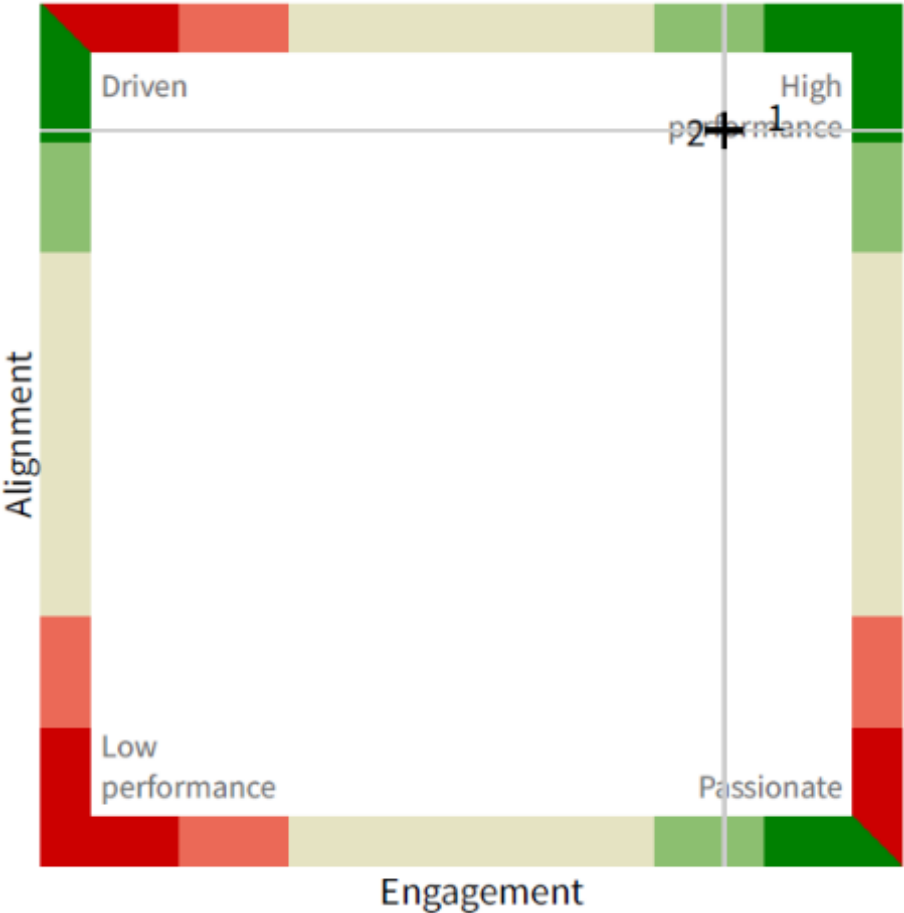
	Job Level	Alignment	Engagement	n
+	All staff	60%	68%	95
1	Senior Officer/SEO	70%	78%	14
2	Band 7 - 8	57%	63%	17
3	Band 5 - 6	60%	65%	34
4	Band 2 - 4	64%	77%	22
5	Other	40%	55%	8

Alignment and engagement drop off slightly at the 5-10 year mark



	Length of Service	Alignment	Engagement	n
+	All staff	60%	68%	95
1	Less than 1 year	63%	71%	29
2	1 - 4 years	61%	69%	38
3	5 - 10 years	54%	60%	8
4	11 - 20 years	55%	63%	12
5	20+ years	58%	70%	8

Men and Women have similar levels of alignment & engagement



	Gender	Alignment	Engagement	n
+	All staff	60%	68%	95
1	Woman	61%	71%	61
2	Man	60%	67%	32

Almost half of respondents wish to stay at Council for 5+ years



	Intention to stay	Alignment	Engagement	n
+	All staff	60%	68%	95
1	1 - 5 years	63%	68%	29
2	5 years +	63%	78%	43
3	Uncertain	51%	53%	20

Respondents who say they have meetings with their team every fortnight are the most aligned and engaged



	Frequency of meetings with team	Alignment	Engagement	n
+	All staff	60%	68%	95
1	Weekly	63%	69%	47
2	Fortnightly	65%	77%	29
3	Monthly	55%	60%	6
4	Less than monthly	55%	62%	6
5	Never	32%	44%	7

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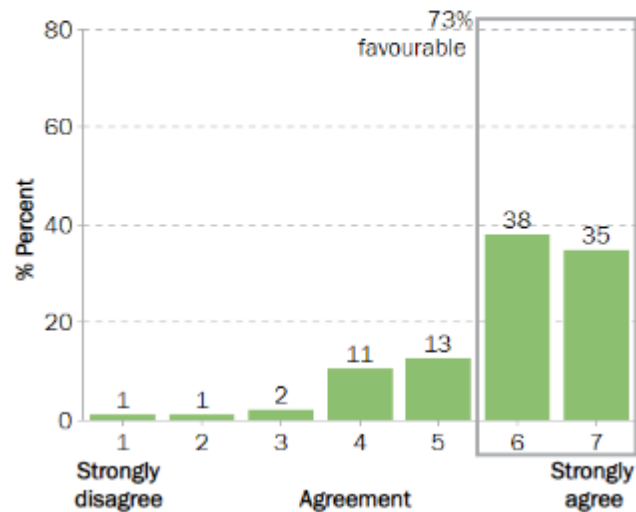
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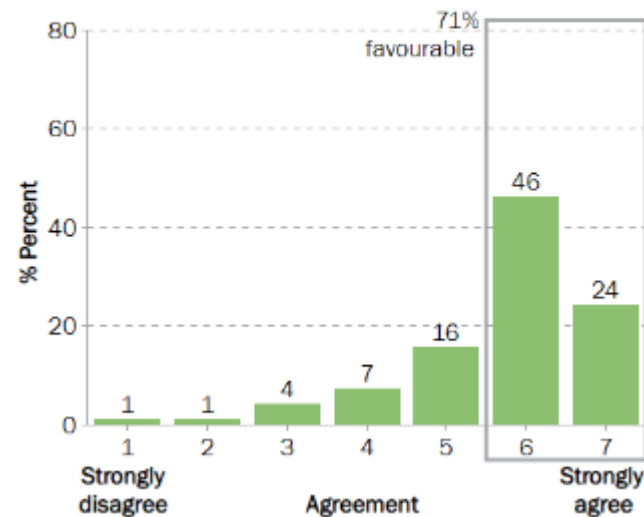
7 Our take on your results and next steps

Levels of pride, overall satisfaction and advocacy are high

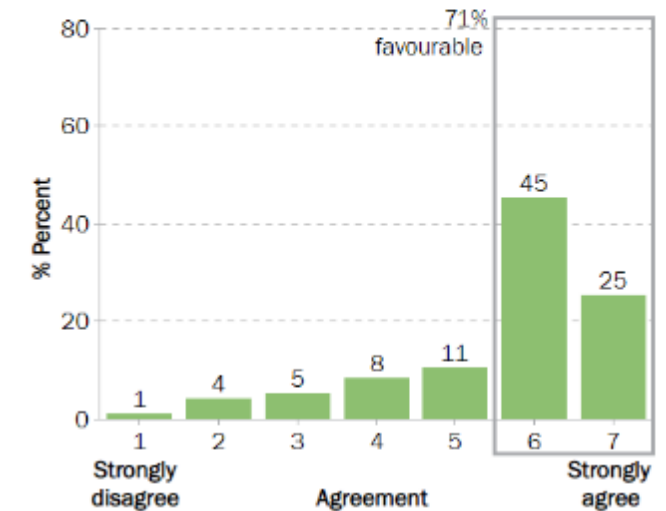
8.1 I am proud to be working here



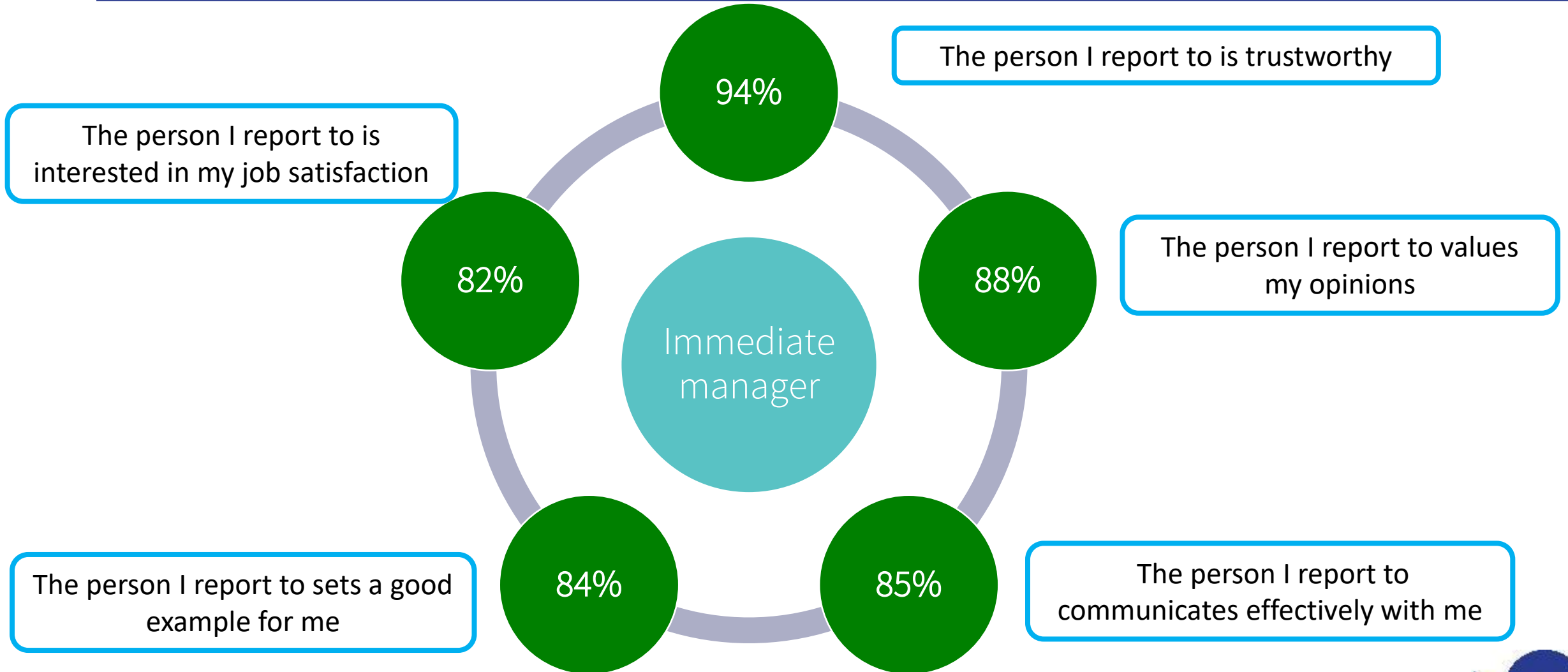
8.3 Overall, I am satisfied with my job



8.2 I would recommend Strathbogie Shire Council as a workplace to my family and friends



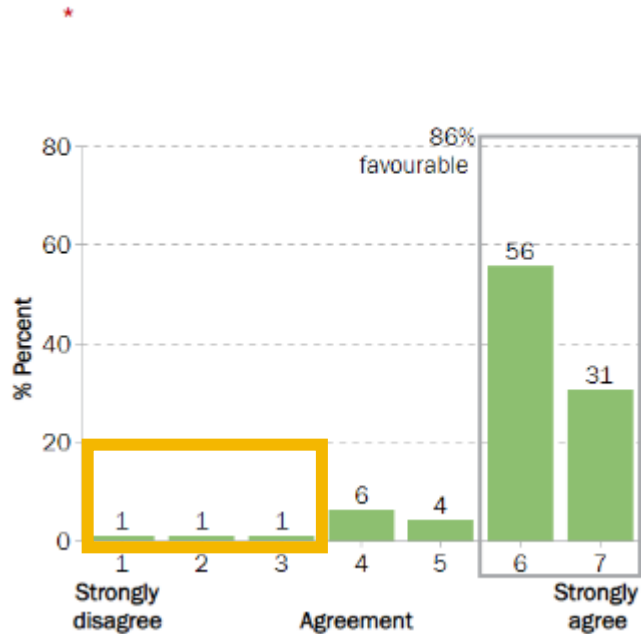
Employees tend to hold their immediate manager in high regard



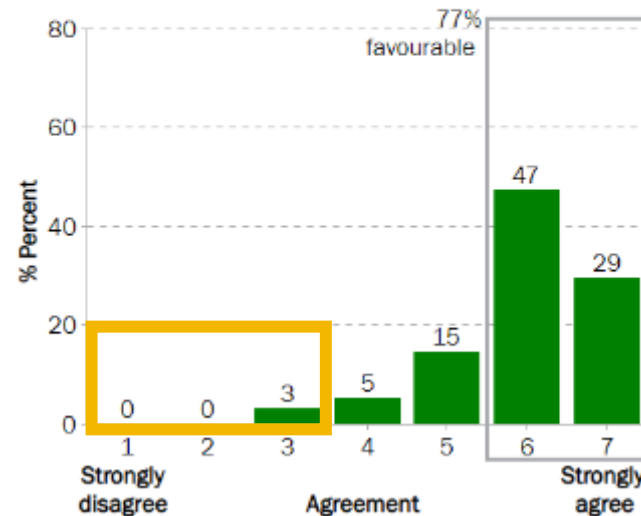
Most respondents believe that their teams are performance focussed

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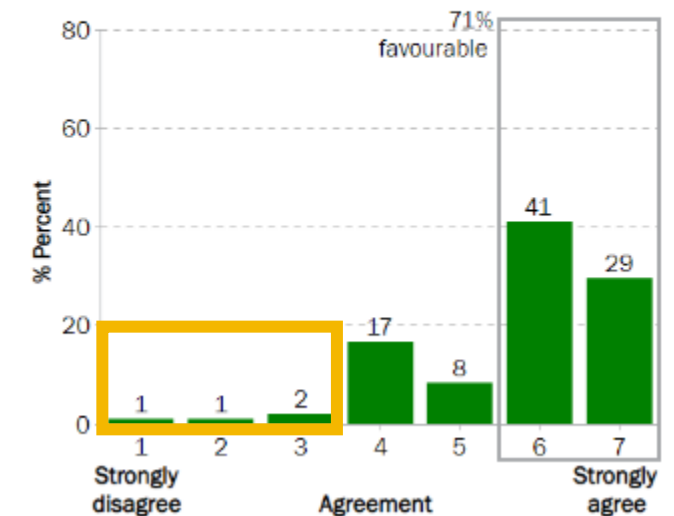
4.1 My team is committed to improving productivity



4.7 Information is openly shared in my team



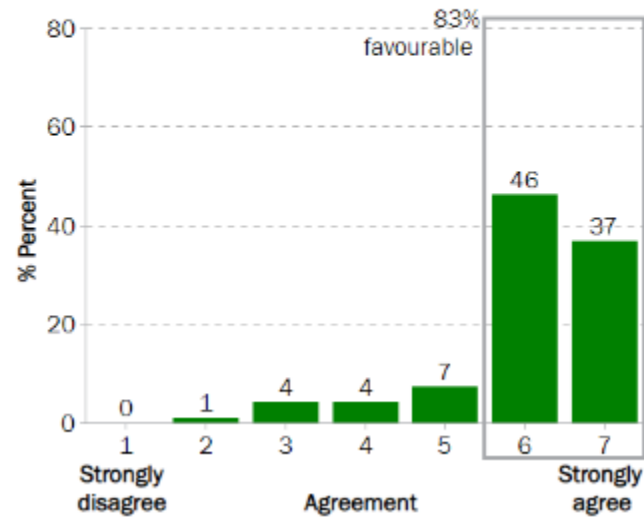
4.8 My team copes well with change



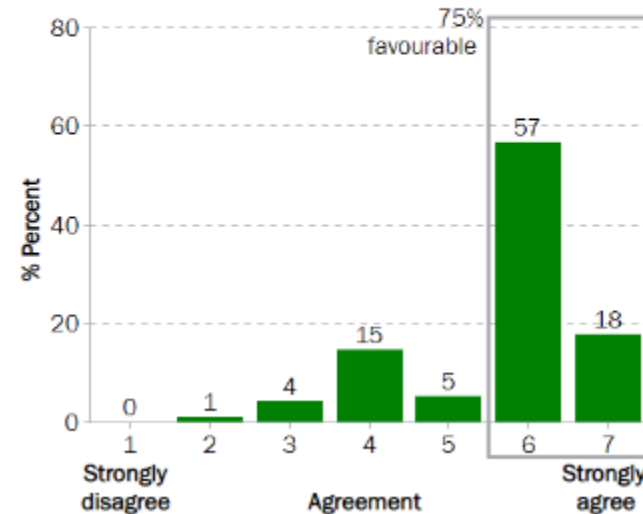
Eight out of 10 respondents say that they see the link between their role and the 'bigger picture'

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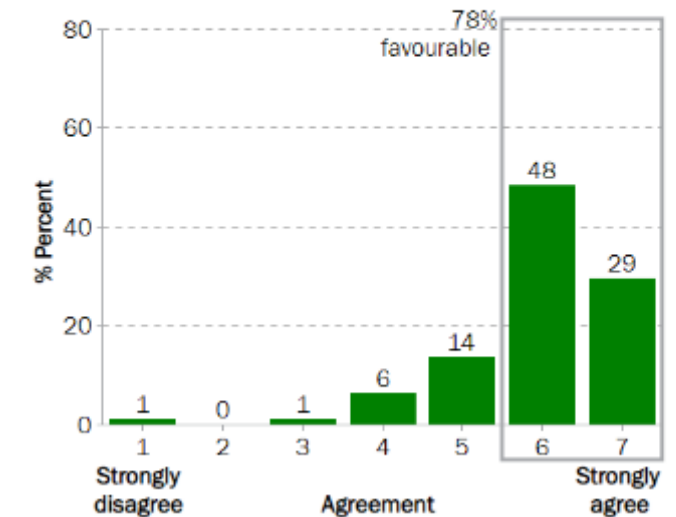
4.2 I understand my team's long term goals



1.7 There is a clear connection between what my team does and what Strathbogie Shire Council wants to achieve



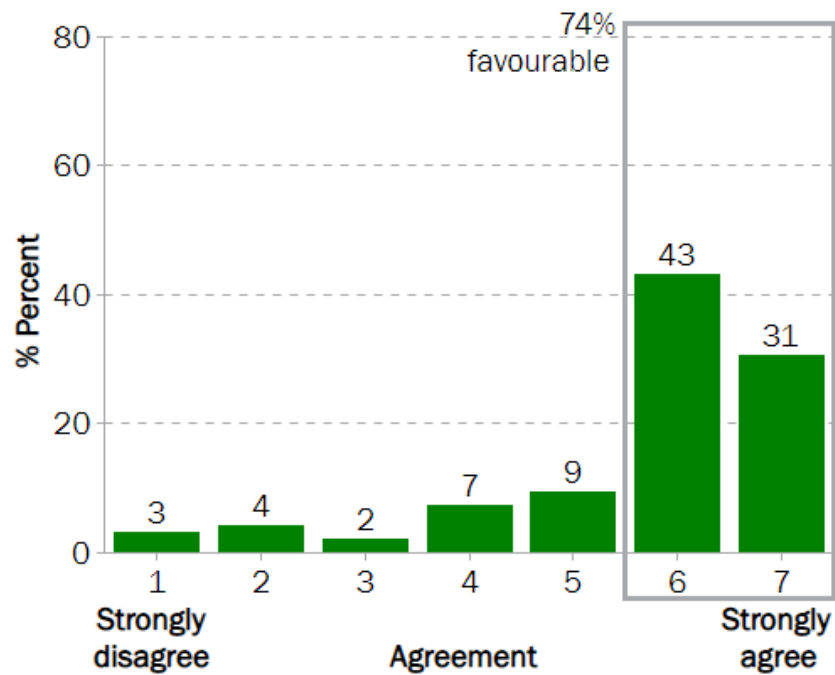
1.8 I understand how my role contributes to Strathbogie Shire Council's long term goals and strategies *



Expectations around work-life balance are increasing

It is good to see that 3/4ths of the respondents say council supports them in this regard

6.10 Strathbogie Shire Council helps me to achieve the ideal work-life balance



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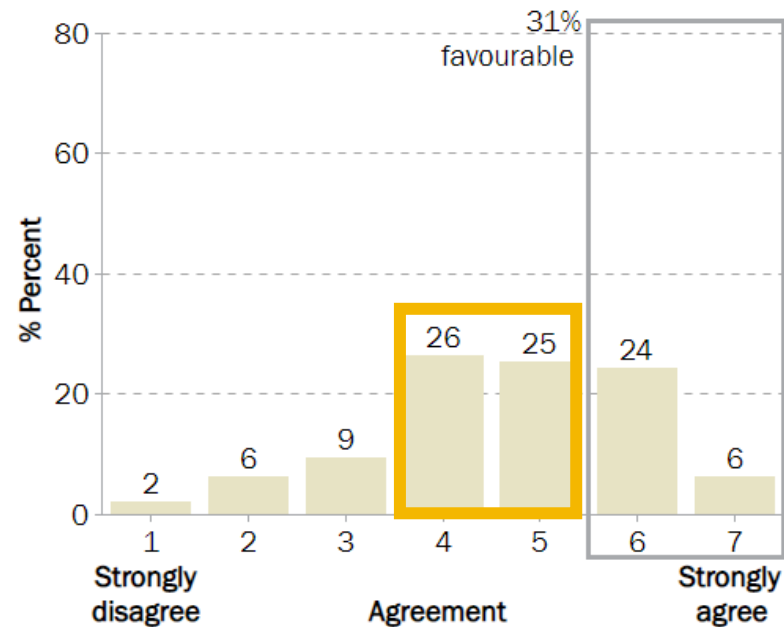
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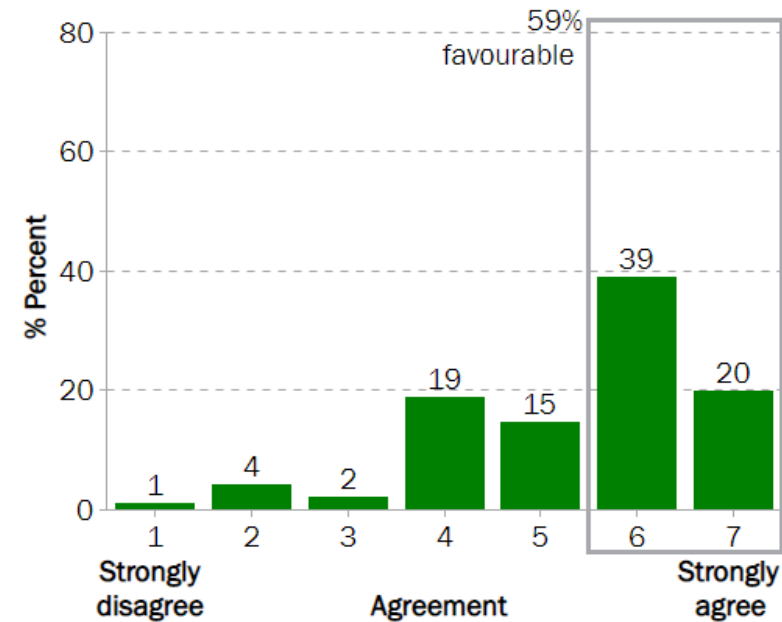
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Is there an opportunity for Council to create better processes for employee recognition?

6.5 Strathbogie Shire Council has effective programs for recognising and rewarding achievements of its people

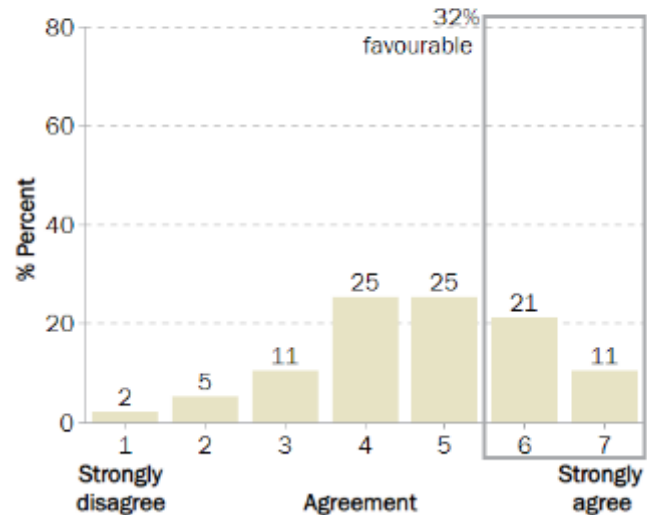


2.7 Our Executive Leadership Team go out of their way to acknowledge and thank people for their contribution

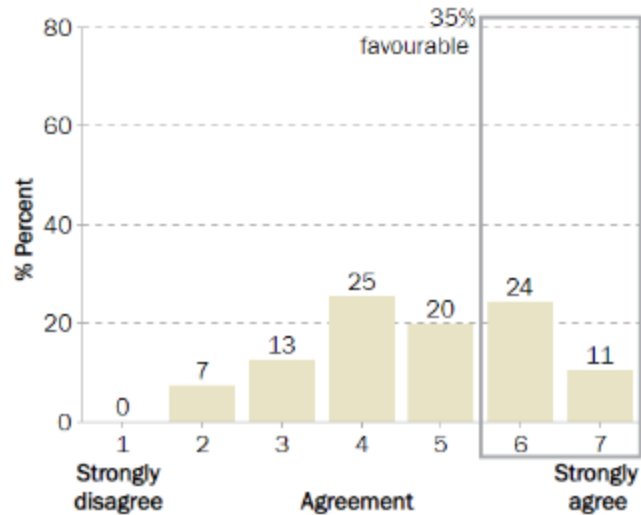


Only 35% of respondents fully agree that Council's systems enable staff to serve the community

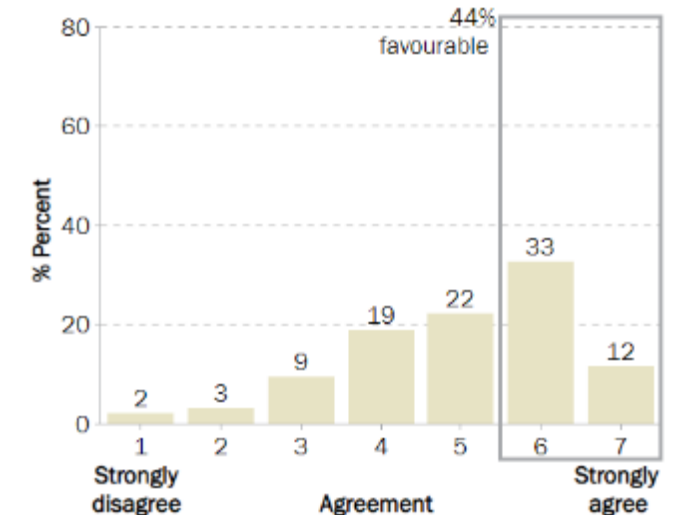
5.4 Strathbogie Shire Council puts every effort into ensuring our systems perform well together



5.5 Our systems enable us to serve our Community well



7.6 Strathbogie Shire Council is committed to continually improving our systems



Related comments - Systems

“Get 1 system that does everything rather than having to look in multiple different spaces to find the information required. Pathway is a system that seems to encapture all information”

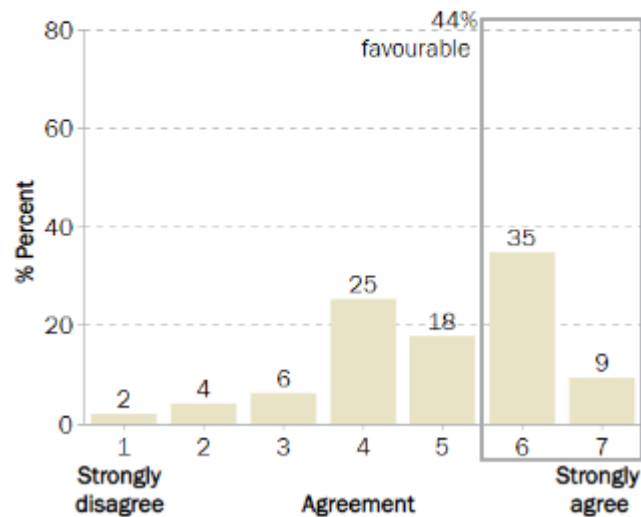
“IT need more support - things are getting just left as there is no time to fix or work out a new system - ie Service requests are not being done as soon as needed - not their fault, just resources and experience”

“I believe our IT systems are letting us down as they are quite old and not all systems talk to each other. This causes a lot of extra work going from one system to the other in order to get to the end goal. There are more up to date systems out there that would streamline our roles and allow us to undertake a lot more work remotely in the field. I believe some of these systems will also provide us with a much better resource for managing dangerous properties, and people and animals that present as a risk to staff.”

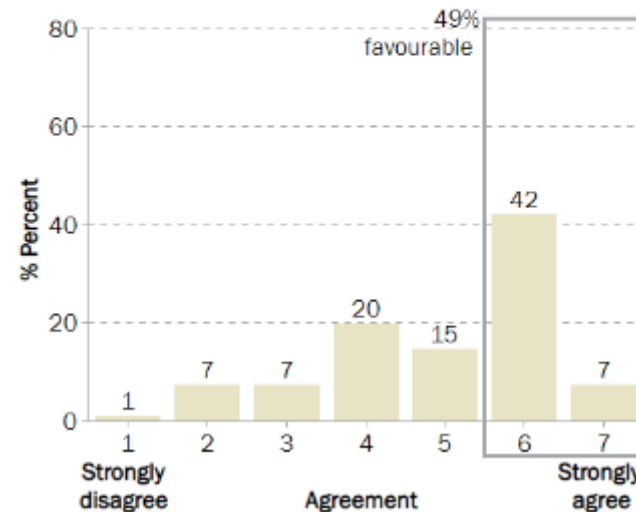
“The current computer systems/software that Council uses could be better. Some of these systems are outdated and have poor functionality”

It is important to keep staff informed in a timely manner and also provide rationale for decisions/changes where possible

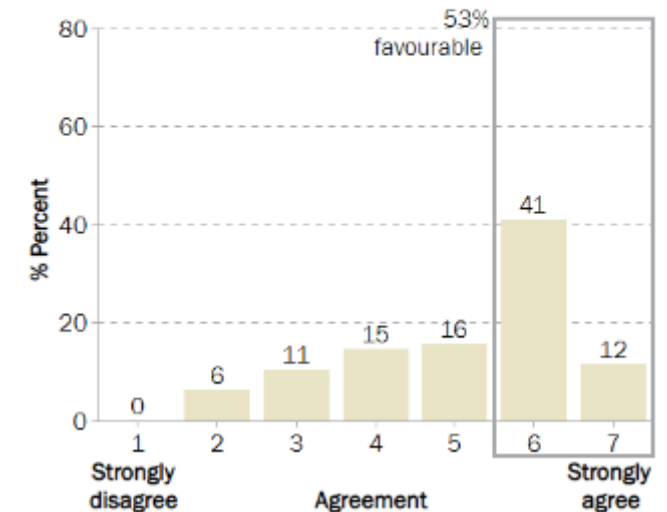
1.3 I understand how Strathbogie Shire Council expects to achieve its overall aims



1.5 The reasons for significant organisational changes are explained to me

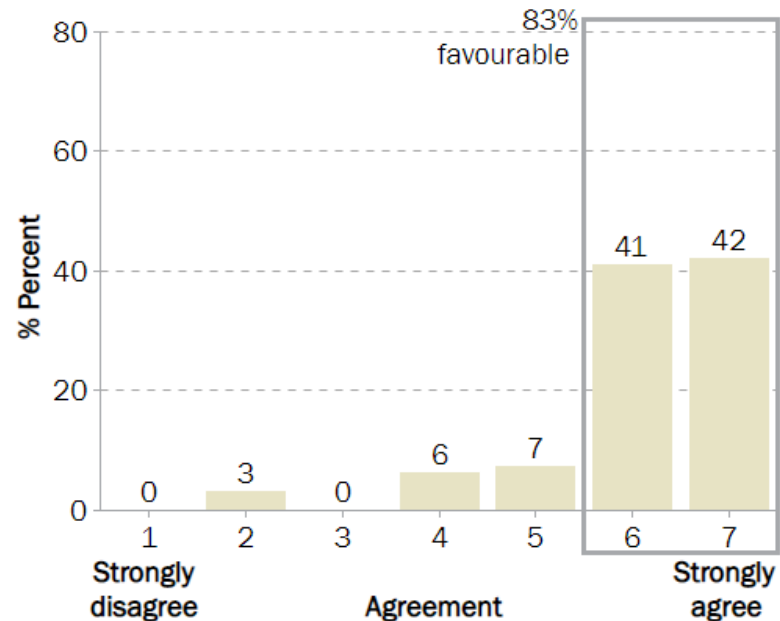


1.2 I can easily refer to our list of organisational goals when I need to

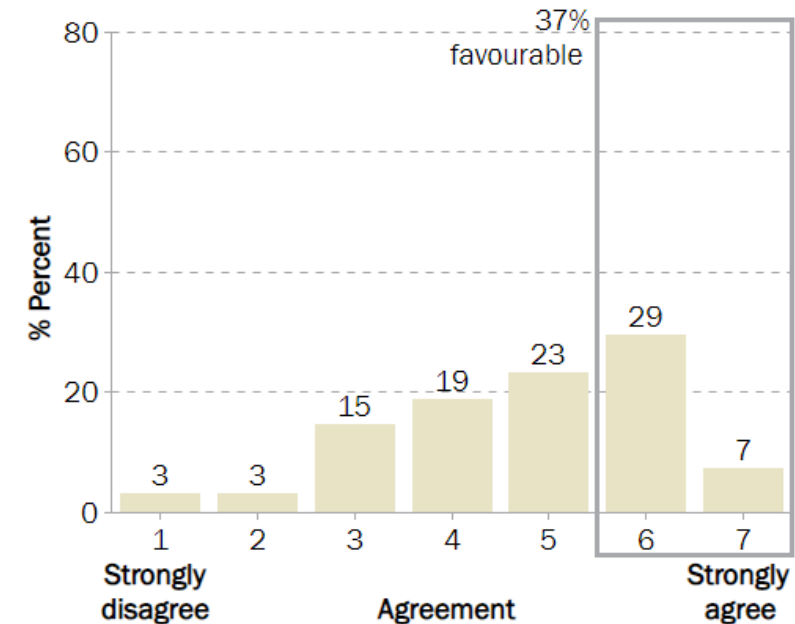


The cost associated with an “it’s not us, it’s them” mindset is difficult to quantify, however it can create silos which have a negative impact on organisational performance

4.6 My team has a strong culture of providing service to the Community and/or across other teams within Strathbogie Shire Council



5.6 Departments in this organisation provide good customer service to each other



Related comments – Collaboration and Communication

“Improve communications between teams. There seems to be a delineation between indoor and outdoor staff (Office and Depot).”

“More integration Between Departments so that we all understand what we all do.”

“More social and team building activities”

“I think we need to do more to break down silos between divisions and also indoor / outdoor. I believe much of this is caused by a building that is not suited to collaboration!”

“Creating a clear channel of communication between departments, Improving the systems that provide information to deliver works.”

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How can we make Strathbogie Shire Council a better place to work?



Improve collaboration and communication between teams

More cross collaboration between indoor and outdoor staff

Better communication between departments, being more proactive than reactive



Improve Council's systems

improve ICT systems/ budget process more streamlined- infowise is clunky, electronic HR system, maintain infrastructure.

More online systems and updating systems. We keep paying top dollar for crap. Invest in officer's computer program and recording systems and get the money back in increased efficiency and staff productivity.



Improve physical workspace

The actual facilities we work in are not ideal. The fact that our building is not up to code and we are now facing sharing desks makes things stressful.

Council employees are working in sub-standard conditions that are not only not fit for purpose but prevent inclusivity because of the lack of proper access to most building

What are the top three things Strathbogie Shire Council does well as an employer?



Flexibility and Work-life balance

Brilliant Work Life Balance - great flexibility providing our hours are worked and goals are achieved

Supportive if life events mean the need to take sick leave/family leave



Friendly, caring and supportive culture/organisation

Support staff who need it - sickness, mental health etc

Staff are very friendly and welcoming.



Professional development provided to employees

Care for it's people and support for career development

Opportunities, a persons ambition is the only limiting factor within this organization.

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High level results at a glance



Council's alignment and engagement levels compare well against the benchmark. Alignment is in the top decile and engagement is in the top quartile.



Levels of alignment and engagement are tightly clustered at a department level, with three of the four directorates having both alignment and engagement in the top portion of the benchmark



Almost half of those that responded wish to stay at Council for 5+ years



Levels of pride, overall satisfaction and advocacy are high with seven out of ten respondents rating these aspects favourably



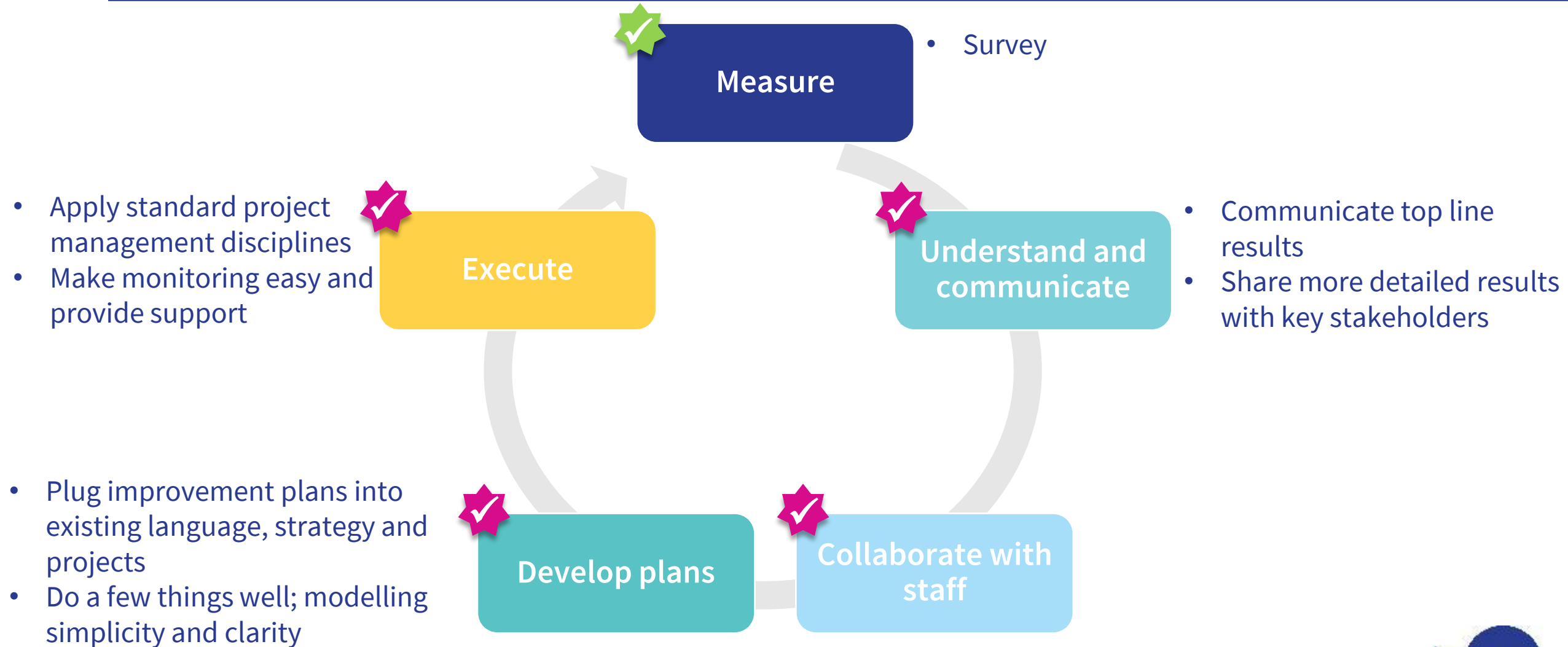
People leaders at Council are regarded well and most respondents agree that their teams are performance focussed and that they see alignment between their roles and the 'bigger picture'. A majority of staff also agree that Council is supportive of work-life balance.



The data suggests that there are opportunities for Council to improve with regards to employee recognition, its systems, top down communication and collaboration.

Communicating the survey results and prioritising a few key actions are critical next steps

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Thank you
Any questions?



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