

Example pages from a:

Housing Staff Survey

Report 2004



Prepared by:
Priority Research Ltd

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On behalf of:
A Housing Association

1. Introduction

Background

A Housing Association engaged Priority Research Ltd to conduct a staff satisfaction survey during 2004.

Aims and objectives

The aim of the research was to collect information on current levels of satisfaction amongst staff with various aspects of their working life at the association, in particular with issues affecting recruitment and retention of staff; individual job roles; working environment ; training and development; line management and leadership; organisational direction; culture; customer service and quality; communication and information.

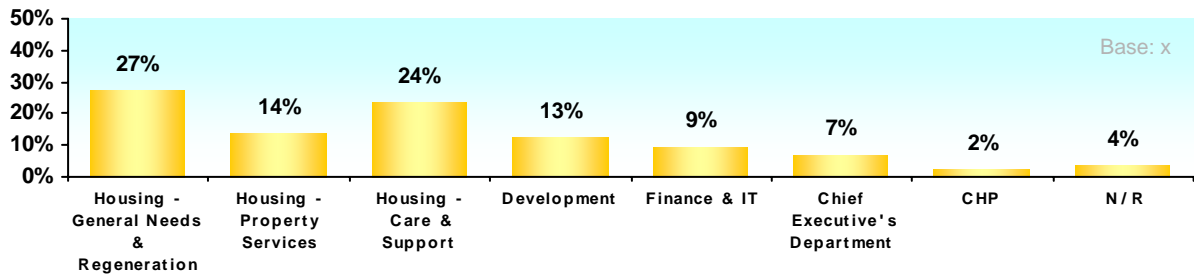
The parameters of the survey were determined by representatives of the housing association and a Priority Research consultant.

The survey was self completed by respondents after the association distributed the PRL designed questionnaire to every member of staff. PRL was then responsible for data entry and analysis, prior to production of the final report.

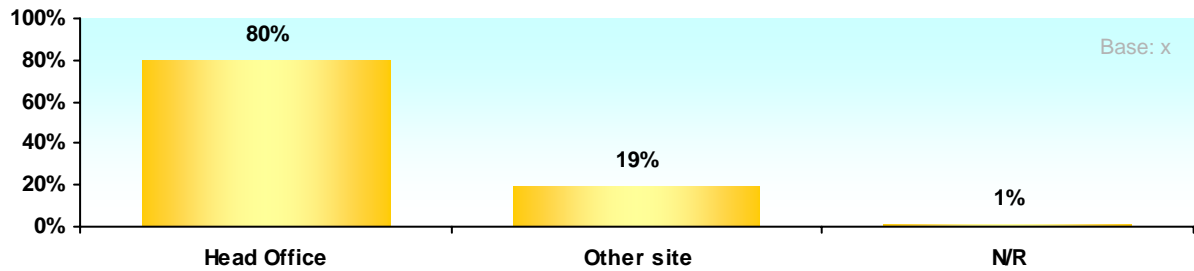
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3.1 Demographic information

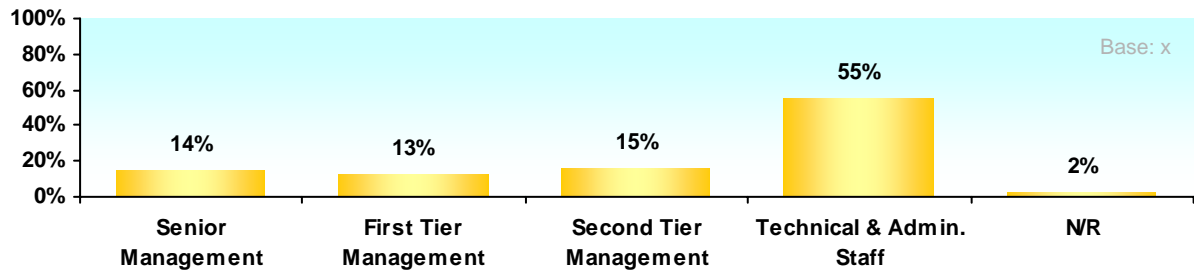
3.1.1 In which department do you work?



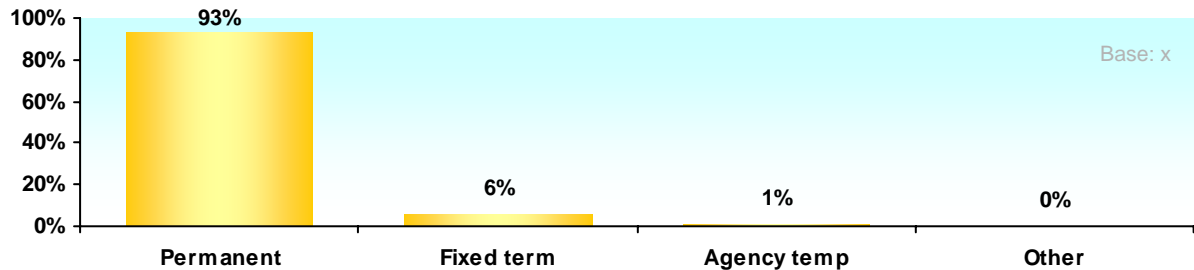
3.1.2 Where are you based?



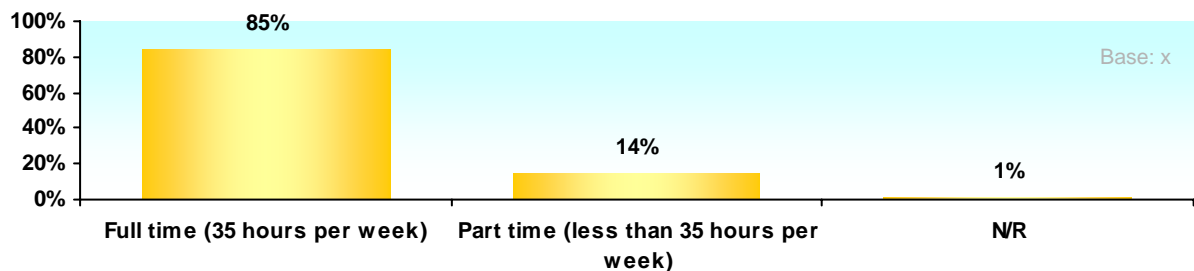
3.1.3 How would you classify your job?



3.1.4 Which of the following best describes your contract?



3.1.5 Do you work full or part time?



3.2 Training and Development

Commentary

Training and development was one of the major themes of the survey results, chiefly because it was one of the main factors that staff said influenced them when joining the organisation and would encourage them to stay. This is particularly true if a wide definition of training and development is used that includes providing opportunities for staff to make more use of their skills and abilities along with interesting work that provides new challenges.

The other reason why this topic is a major theme is the disappointing overall satisfaction rating given to training and development, only 38.8% reported that they were satisfied overall, with 37.5% expressing clear dissatisfaction. The lowest ratings by department were in Property Services (16.7%) and Finance and IT (25.0%). In contrast, on average over half of staff in other PRL surveys were satisfied with training and development (55.6%). It was true that 32.4% felt training and development had improved over the last 12 months, but again the same proportion actively disagreed that this was the case.

To deal with training first, it is of concern that only 39.2% felt that they had received adequate training to do their jobs and only a little over half even knew what additional training opportunities were available to them (52.5%). These findings were relatively consistent across departments but were lower for Technical and Administrative staff (33.3% and 44.4% respectively).

Another area of training where there was room for improvement was the induction of new employees where here again only a little over a third (38.2%) agreed that it was handled well (although this did rise to 59.1% of those working at the organisation for less than a year and to 55.0% in the Care and Support department).

The low ratings given for training are obviously linked with the opportunities staff feel that they have for developing themselves and their career within the organisation. Only one in five (20.7%) were satisfied with their chances of progression, but even in a wider sense there were still only around a third (36.3%) who agreed with the statement "I believe I have the opportunity for personal development and growth in this organisation". In contrast, recently published average figures for staff surveys in the housing association sector recorded higher percentages for these two questions (42.0% and 57.0% respectively [1]).

The appraisal system is one of the tools that can be used to ensure that staff are fulfilling their potential and receiving the training that they need, however yet again there seems to be a lack of confidence in the system with only 38.2% of those who expressed an opinion saying that the appraisal system evaluated their performance fairly. This lack of confidence could possibly be improved upon by ensuring staff had a better understanding of the system, as only 55.5% said that they understood it. The group of staff who claimed the least understanding of the appraisal system were those in second tier management positions (only 38.5% agreed).

Notes on the presentation of data

The chart on the next page summarises the level of agreement respondents reported with a variety of statements regarding their training and development.

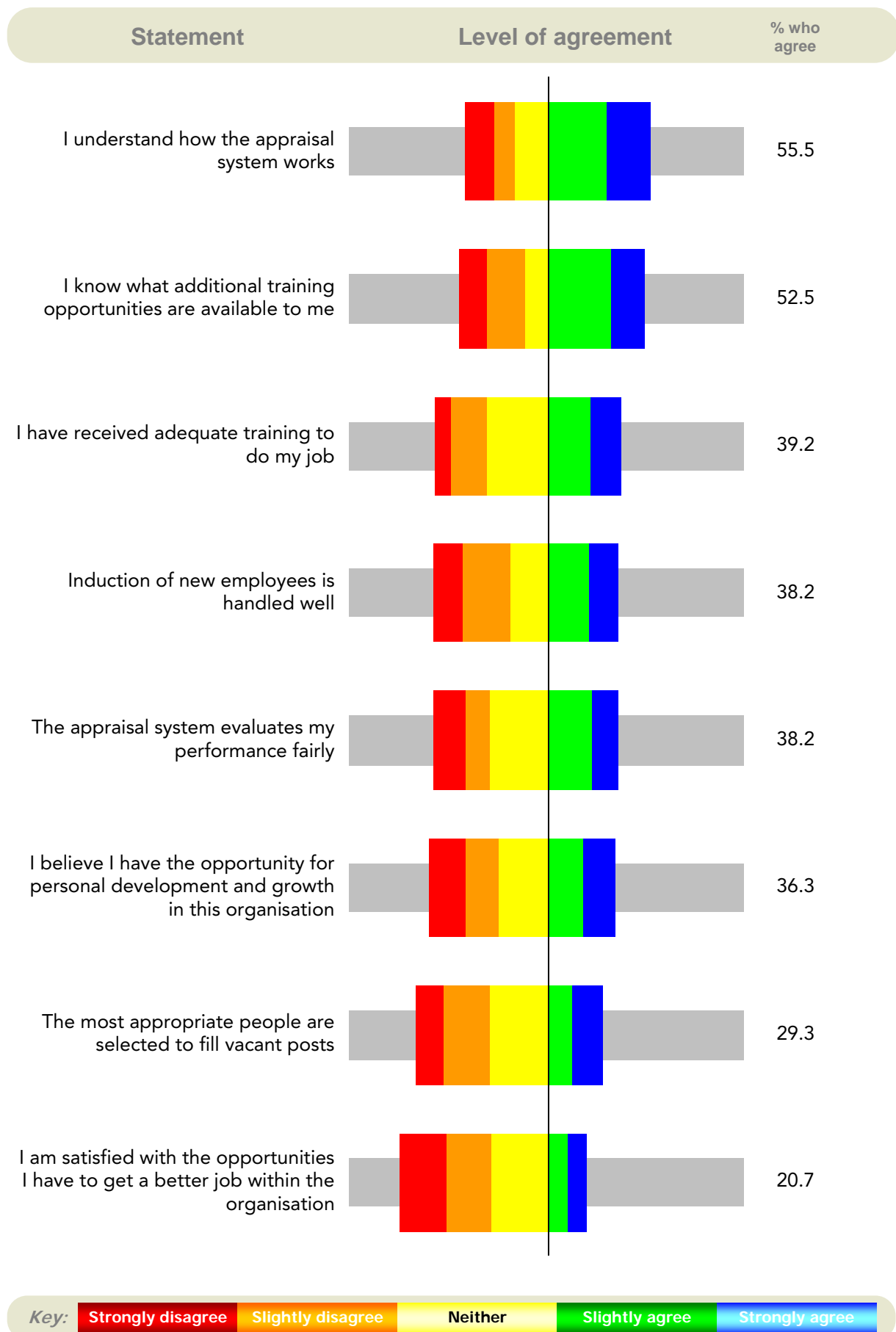
Respondents were asked to rate each feature on a five-point scale, marked 'Strongly agree' through to 'Strongly disagree'. The bar chart shows the proportions of respondents who ticked each of the rating statements, omitting those who did not respond or express an opinion.

The column of figures at the right of the chart shows the percentage of respondents who slightly or strongly agreed.

[1] ORC International, *A Piece in the Jigsaw: A comparison of staff opinion surveys in eight housing associations* (February 2002) p.6

3.2 Training and Development

3.2.1 Training and Development- summary of opinion



38.8% were satisfied overall with the training and development opportunities

32.4% agreed that satisfaction with training and development had increased in the last 12 months

3.3 Line Managers

Commentary

The results opposite demonstrate that the relationship between members of staff and their line manager is largely very positive. The top two items in the graph opposite suggest that there is a strong degree of trust between staff and their line managers, with over 80% agreeing their line manager trusts them to do their job and listens to their views. This positive relationship is further reinforced by the fact that overall satisfaction with line managers was the highest rated of all the overall satisfaction statements (78.8%). This overall satisfaction is similar to that found in surveys done for other clients of Priority Research. Furthermore, when asked if their satisfaction had increased with a number of factors over the last 12 months, respondents were most likely to agree that their satisfaction with their line manager had increased over that period (53.8%).

The pattern of response to the statements in this section actually showed a considerable degree of consistency as all except one statement had around three quarters of respondents agreeing.

Three quarters agreed that their manager recognises and appreciates good performance (74.6%), this is slightly higher than found in recently published research done within other housing associations (69%, [1]).

The item with the lowest level of agreement relates to line managers applying policies consistently and dealing fairly with everyone (63.7% agreed, but 21.3% disagreed). This probably relates to the fact that only 30% agreed that policies were applied consistently across departments.

Notes on the presentation of data

The chart on the next page summarises the level of agreement with various statements regarding respondents' line managers.

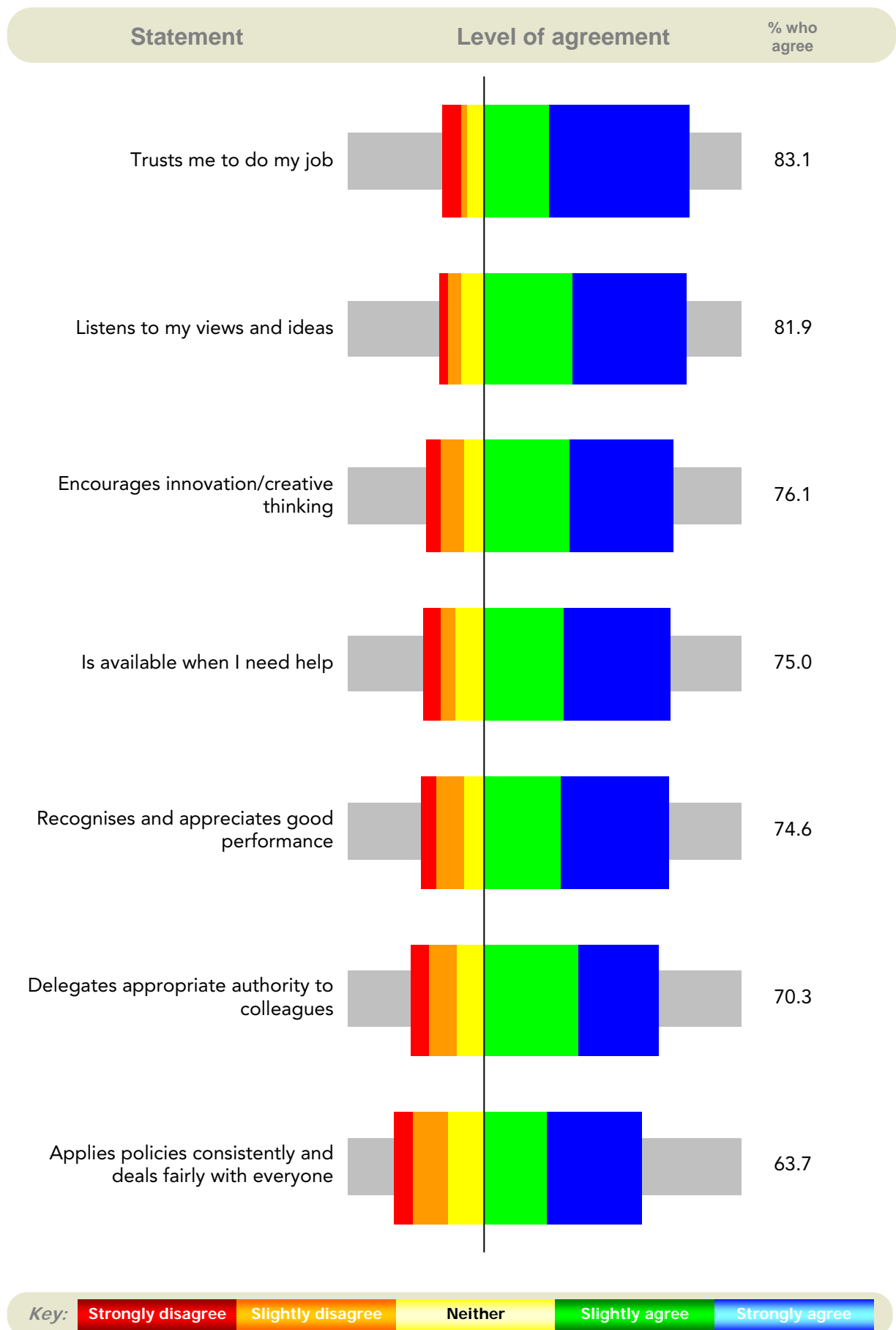
Respondents were asked to rate each statement on a five-point scale, marked 'Strongly agree' through to 'Strongly disagree'. The bar chart shows the proportions of respondents who ticked each of the rating statements, omitting those who did not respond or express an opinion.

The column of figures at the right of the chart shows the percentage of respondents who slightly or strongly agreed.

[1] ORC International, *A Piece in the Jigsaw: A comparison of staff opinion surveys in eight housing associations* (February 2002) p.6

3.3 Line Managers

3.3.1 Line Managers - summary of opinion



78.8% were satisfied overall with their line manager
 53.8% agreed that satisfaction with their line manager had increased in the last 12 months

3.4 Overall

Commentary

Respondent's overall satisfaction with working for the organisation stood at 66.7%, which was almost exactly the same as the average satisfaction rating given by employees of other PRL clients (65.8%).

It is a highly positive result for the organisation that, overall, respondents were most satisfied with the job that they do and with their line managers. This is further reflected in the third highest statement where more than two thirds were satisfied overall with the organisation and its direction (67.5%).

As reported elsewhere in the results there was potential to improve the communication and provision of information and to improve the training and development opportunities within the organisation. The fact that these two factors have the lowest overall levels of satisfaction in the chart opposite is a further indication of the consistency of the results. Of greatest concern is the low overall rating given to training and development, which is lower than would normally be expected in a survey of housing association staff.

Notes on the presentation of data

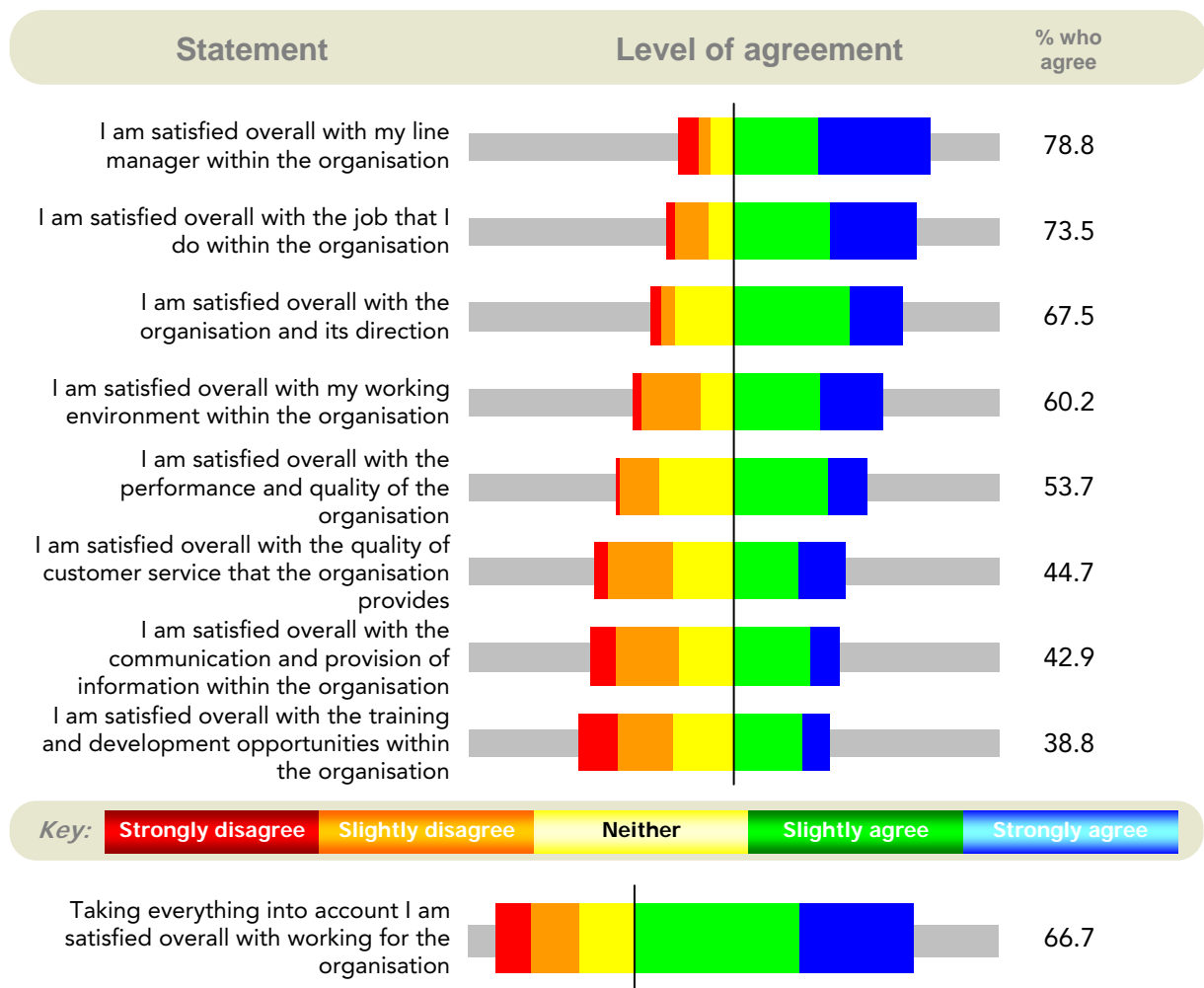
The chart on the next page summarises the level of agreement with various statements regarding respondents' overall satisfaction.

Respondents were asked to rate each aspect on a five-point scale, marked 'Strongly agree' through to 'Strongly disagree'. The bar chart shows the proportions of respondents who ticked each of the rating statements, omitting those who did not respond or express an opinion.

The column of figures at the right of the chart shows the percentage of respondents who slightly or strongly agreed.

3.4 Overall

3.4.1 Overall summary of opinion



3.4.2 Detailed response

	Percentages					Further details				
	Strongly disagree	Slightly disagree	Neither	Slightly agree	Strongly agree	Base	N/R	Don't know/N.A.	Response	Total base
I am satisfied overall with the job that I do within the organisation	3.6	13.3	9.6	38.6	34.9	x	1.2	1.2	97.6	x
I am satisfied overall with my working environment within the organisation	3.6	22.9	13.3	34.9	25.3	x	1.2	1.2	97.6	x
I am satisfied overall with the training and development opportunities within the organisation	15.0	22.5	23.8	27.5	11.3	x	0.0	5.9	94.1	x
I am satisfied overall with the organisation and its direction	3.6	6.0	22.9	47.0	20.5	x	1.2	1.2	97.6	x
I am satisfied overall with the performance and quality of the organisation	1.2	15.9	29.3	37.8	15.9	x	1.2	2.4	96.5	x
I am satisfied overall with my line manager within the organisation	7.5	5.0	8.8	33.8	45.0	x	2.4	3.5	94.1	x
I am satisfied overall with the communication and provision of information within the organisation	10.7	25.0	21.4	31.0	11.9	x	0.0	1.2	98.8	x
I am satisfied overall with the quality of customer service that the organisation provides	5.3	26.3	23.7	26.3	18.4	x	0.0	10.6	89.4	x
Taking everything into account I am satisfied overall with working for the organisation	8.3	11.9	13.1	39.3	27.4	x	0.0	1.2	98.8	x



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