



**St Helena
Government**

2015
St Helena Government
Employee Opinion Survey

FULL REPORT

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Foreword

Firstly I would like to express my thanks to everyone who took the time to complete the survey and share their thoughts, opinions and experiences. Your responses will directly influence the Fresh Start programme and direction we take to ensure SHG is a great place to work, where all employees are appropriately rewarded and recognised for their contributions, and where everyone has the opportunity to develop within the organisation.

The messages from the 2015 Employee Opinion Survey are very loud and very clear. We can all see from the survey results that SHG has a long way to go before we become the organisation that we all want to be. By working together, we will succeed.

There are some really important messages that we need to acknowledge. In particular I agree with the person who stated that *“Serving this amazing Island as part of SHG should be an honour”*. I certainly feel that way and I want every SHG employee to feel the same.

And to the employee who said *“The commitment given by the Chief Secretary to action the outcome of this survey needs to be honoured rather than just paying lip service to a process.”* And to those of you those who think it, I say: we will!

We have a lot of work to do to address the many important issues highlighted by the respondents to the survey, but we are committed to delivering positive change and we will.

We will all need to contribute to the change we want to see...I look forward to joining you all in delivering the future.

Very Best Wishes

A handwritten signature in black ink that reads "Roy Burke". The signature is written in a cursive style with a long horizontal stroke extending to the right.

Roy Burke, Chief Secretary

Introduction

This report provides the detailed results of the 2015 Employee Opinion Survey conducted during May and June 2015 across the St Helena Government (SHG).

The report is segmented into the following main areas:

1. How the survey tool was developed
2. Communications
3. Survey Methodology
4. SHG Employee Engagement Model
5. Respondents
6. Overview of Results
7. Employee Engagement Index
8. Assessment by Themes
9. Views on Technical Cooperation Officers (TCOs)
10. Moving Forward

How the survey tool was developed

In order to design the most appropriate survey questionnaire, obtain a good response rate, and to show the organisation that we are serious about focused, directed change and giving employees a voice, SHG committed to:

1. Demonstrating that all senior managers are committed to the survey initiative and to plan to act on the results
2. Adopting a project management approach with a clear communications plan.
3. Involving employees at all levels in the definition of the content of the survey (that is, identification of issues and content areas).
4. Choosing survey topics that can be acted upon and plan to act on the results.
5. Pilot testing the questionnaire.
6. Using everyday language in the questionnaire, so that each employee is able to understand and relate to the questions and response categories.
7. Including clear and easy-to-understand instructions in the questionnaire.
8. Ensuring that responses can be submitted anonymously.

The survey was developed and managed by the following project team:

- Paula McLeod, Statistics
- Jackie Moyce, Human Resources
- John Paterson, Human Resources
- Nicole Richards, Information Technology
- Kerisha Stevens, Public Relations

The project team adopted the following process to design the questionnaire because it was felt important to gather feedback on the content, clarity, readability, relevance, length, and comprehensiveness of the item set, as well as the overall experience of completing the survey instrument.

- 1) Developed a list of possible key themes and questions based on the feedback received from the earlier staff consultation exercise carried out by the Chief Secretary. *(A copy of the Key Themes Exercise document is attached at Appendix 1a)*
- 2) Received feedback on the possible key themes and Example Questions from a large group of employees, representing all grades and departments – the pilot group. *(A copy of the Pilot Group Feedback Form is attached at Appendix 1b)*
- 3) Developed a draft questionnaire based on the feedback received from the pilot group.
- 4) The draft questionnaire was then tested by a small, select group of employees – the critique group. *(A copy of the Critique Group Feedback Form is attached at Appendix 2)*
- 5) The questionnaire was revised and the project team agreed the final version of the survey tool. *(A copy of the survey tool is attached at Appendix 3)*

Communications

The project team followed a structured communications plan to encourage participation. *(See Appendix 4)*

A set of Frequently Asked Questions were published to help address employee concerns on a number of issues, including confidentiality. *(See Appendix 5)*

Survey methodology

The survey launched on 12 May 2015 and closed on 2 June 2015 (a three week period).

Given that most employees do not have access to a PC at work, staff had the option of completing the survey via Survey Monkey or on paper. Survey stations were set up across the organisation at which employees could get a paper version of the survey, and post the completed form into a sealed box. Employees could also get a copy of the paper version from their HR Focal Point or Communications Officers.

In order to encourage participation from the 'hard to reach' and those employees with literacy problems, we did outreach work, including one-to-one and group support sessions. We also told employees that they could get help to complete the survey form from friends or

family if they wanted. This approach worked well, as we had a very high response rate from a number of 'hard to reach' areas.

SHG Employee Engagement Model

The survey was entitled 'Employee Opinion Survey' rather than Employee Engagement Survey because the concept of Employee Engagement was not well understood across SHG at the time of the survey.

However, the survey was designed to measure Employee Engagement.

Employee engagement is about an organisation understanding a good fit for the employee. What drives and motivates an employee? What skills and knowledge can the organisation leverage to achieve government initiatives and what skills and knowledge does the employee require in their job to feel satisfied, motivated, involved in and enthusiastic about their work?

Employee Engagement can be seen in two ways:

- 1) An employee's commitment to a job and organisation, i.e. an employee who is fully involved in and enthusiastic about their work; and
- 2) Employee satisfaction, i.e. employee perceptions of their job and workplace.

Increased employee engagement means that an employee is satisfied with their job, which can lead to a happier work and home life. It can also result in fewer staff voluntarily leaving their jobs. Additionally, employee engagement can create motivation and inspiration resulting in job promotion or other job interests within SHG.

The SHG Employee Engagement Model consists of both employee **commitment** to the job and organisation, along with the employee **satisfaction** with the workplace and job. The SHG Employee Engagement Model identifies 18 themes that influence employee engagement which is measured through an **Employee Engagement Index**.

The Employee Opinion Survey enables SHG to assess and measure employee engagement through a set of 13 questions that were incorporated amongst the following 18 themes:

Change: employees' perceptions of SHG's approach to change

Commitment & Motivation: employees' perceptions of their commitment to SHG and their personal motivation

Communication: employees' perceptions on how well SHG communicates with them, and opportunities for employees to safely express their views

Decision Making: employees' perceptions of the ease of personal work related decision making – autonomy to make decisions

Health, Safety & Wellness: employees' perception of the conditions and measures in place to support and protect them in their work environment

Job Satisfaction: employees' perceptions of job satisfaction

Line Manager: employees' perceptions of the quality of leadership and supervision they receive from their line manager

Pay: employees' perceptions of the current pay system

Performance & Career: employees' perceptions of how their performance is managed and their opportunities for career progression within SHG

Planning: employees' perceptions of how well SHG plans for the future and opportunities for employees to contribute to future plans

Policies & Procedures: employees' perceptions of the relevance and ease of understanding HR and work related policies and procedures

Quality: employees' perceptions of SHG's commitment to providing quality services to customers

Resources: employees' perceptions of resource allocation and availability

Respect & Value: employees' perceptions on how employees are treated

Reward and Recognition: employees' perceptions of the current approach to reward and recognition

Senior Manager: employees' perceptions of accessibility of Senior Managers, their ability to provide direction and to display commitment to SHG

Teamwork: employees' perceptions of teamwork at a local and SHG wide level

Training: employees' perceptions of their opportunities for development within SHG

Respondents

386 employees responded to the 2015 Employee Opinion Survey representing a response rate of 53%, compared with a 40% response rate in 2011.

The response rates vary considerably between and within the different Directorates. (Note: A quarter of respondents (25%) chose not to state where they worked.)

Information in this report is provided by the 386 SHG employees who responded to the survey by either hard copy (202) or electronically (184).

This is an encouraging response rate with one in every two SHG employees taking the

time to participate. One in three of those who completed a questionnaire added an additional comment. These comments were carefully edited to protect the identity of those who provided them before being presented to the Business Delivery Group.

Overview of Results

Results of the 2015 Employee Opinion Survey have identified areas of strength, opportunities for improvement and priority areas for improvement with each employee engagement and satisfaction question established from positive scores.

Positive scores are the percentage of survey respondents who responded “Strongly Agree” or “Agree” to a statement. The level of agreement of respondents to the questions asked was used to produce our two key indicators- percentage positive (people who agree or strongly agree with statement) and percentage negative (people who disagree or strongly disagree).

Grouping results into these categories provides an additional layer of insight into the data and provides a baseline to prioritise activities to improve engagement across SHG.

The percentage of people who gave a neutral response (don’t know or neither agree or disagree) is also of interest but is not presented in detail in this report. Overall 30% of responses were neutral and this shows that people not knowing how to respond to these questions, being reluctant to express their true opinions or feeling that inconsistencies throughout SHG prevent them from truthfully answering one way or another. As well as improving on positive scores and engagement there is a need to increase the proportion of responses that express a definite opinion, good or bad it is important that employees have solid views and are able to express them.

The level of “positive” response is used to rank each of the questions and then to prioritise areas for action as follows:

1 - Priority Area for Improvement (Positive score less than 55%)

2 - Area for Improvement (Positive Score above or equal to 55%, less than 70%)

3 - Strengths (Positive Score above or equal to 70%)

The overall rating for the 2015 Opinion Survey was 49% positive. This means there is a lot that needs to be done to improve employee perceptions of working for SHG.

Theme	% Positive	% Negative
Overall	49%	23%
<i>Performance & Career</i>	72%	13%
<i>Line Manager</i>	71%	9%
<i>Job Satisfaction</i>	69%	11%
<i>Senior Managers</i>	64%	10%
<i>Resources</i>	62%	14%
<i>Commitment & Motivation</i>	62%	13%
<i>Respect & Value</i>	60%	16%
<i>Quality</i>	56%	15%
<i>Training</i>	52%	15%
<i>Health, Safety and Wellness</i>	48%	28%
<i>Teamwork</i>	44%	22%
<i>Decision Making</i>	42%	37%
<i>Communication</i>	40%	31%
<i>Policies and Procedures</i>	36%	28%
<i>Change</i>	35%	23%
<i>Planning</i>	26%	35%
<i>Reward & Recognition</i>	23%	47%
<i>Pay</i>	19%	54%

Employee Engagement Index

The Employee Engagement Index is an index used by SHG to measure the engagement of its employees and refers to the average of positive scores in 13 of the 77 questions in the survey.

RESULTS

13 questions were asked around Engagement.

1. I want to develop my career at SHG
2. I believe that SHG is changing for the better
3. I am proud to work for SHG
4. I am happy to encourage friends to work at SHG
5. I plan to be working for SHG a year from now
6. My job is a good fit to my skills and interests
7. I feel I am valued by my line manager
8. I am treated with respect by other employees of SHG
9. I am satisfied with my workload
10. I enjoy my job
11. I am satisfied with the quality of supervision I receive
12. The people I work with cooperate to get the work done
13. I will get the opportunity to fully develop my skills and abilities at SHG

The 2015 Engagement Index is 63%.

	Positive Score
I want to develop my career at SHG	71%
I believe that SHG is changing for the better	27%
I am proud to work for SHG	68%
I am happy to encourage friends to work at SHG	60%
I plan to be working for SHG a year from now	63%
My job is a good fit to my skills and interests	78%
I feel I am valued by my line manager	69%
I am treated with respect by other employees of SHG	60%
I am satisfied with my workload	58%
I enjoy my job	83%
I am satisfied with the quality of supervision I receive	70%
The people I work with cooperate to get the work done	72%
I will get the opportunity to fully develop my skills and abilities at SHG	45%

2015 Engagement Index	63%
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Assessment by Themes

The Positive Score Index for each theme represents the average positive score for all questions in the respective themes. The table below categorises the themes by priority category based on their positive scores indexes, starting with the lowest scoring theme - Pay.

Theme	Positive Score Index	Priority Category
Pay	19%	Priority Area for Improvement
Reward & Recognition	23%	Priority Area for Improvement
Planning	26%	Priority Area for Improvement
Change	35%	Priority Area for Improvement
Policies & Procedures	36%	Priority Area for Improvement
Communication	40%	Priority Area for Improvement

Decision Making	42%	Priority Area for Improvement
Teamwork	44%	Priority Area for Improvement
Health, Safety & Wellness	48%	Priority Area for Improvement
Training	52%	Priority Area for Improvement
Quality	56%	Area for Improvement
Respect & Value	60%	Area for Improvement
Commitment & Motivation	62%	Area for Improvement
Resources	62%	Area for Improvement
Senior Managers	64%	Area for Improvement
Job Satisfaction	69%	Area for Improvement
Line Managers	71%	Strength
Performance & Career	72%	Strength

Before each theme is considered in more detail it is useful to note that the overall results indicate that the majority of employees are generally satisfied with a number of areas around job satisfaction, supervision, management and resources, and are proud to work for SHG. However, they feel that they are underpaid, undervalued and not recognised or rewarded for their efforts. This is well illustrated by this comment from one of the respondents:

“I do enjoy my job, it’s just the need to be appreciated by SHG and respected by other staff and the pay grade reflect the job.”

The following two tables help to further illustrate this view:

Top Ten Positive Statements	
1	I know what is expected of me in my job
2	I enjoy my job
3	I know my role in helping SHG deliver good quality services
4	I am happy to suggest how we can improve the way we work
5	My job is a good fit to my skills and interests
6	I am able to contact my Senior Manager if I need to
7	My Line Manager is usually available to me when I have questions or need help
8	I am treated with respect by my immediate work colleagues
9	My Line Manager treats me fairly
10	I want to develop my career at SHG

Top Ten Negative Statements	
1	I {don't} have to get approval to do things most of the time *
2	I am satisfied with SHG's approach to annual pay increases
3	Hard work is usually rewarded at SHG
4	SHG rewards individual and team efforts
5	The current pay system encourages me to do more than is expected of me
6	The current pay system encourages me to stay at SHG
7	I believe that rewards are given fairly where I work
8	I am paid appropriately for my qualifications and work-related experience
9	I am clear about SHG's plans for the next 12 months
10	SHG is good at planning for the future

* Several negatively phrased questions were included in the questionnaire, i.e. a negative response would be a good thing. This has been adjusted for in the scoring so that positive remains "good" and negative "bad".

In the following section, a brief summary of the findings is given, along with the positive score for each question within the theme, and the positive score index for the theme as a whole. Where possible, one or more employee comments are given to help to illustrate employee perceptions.

Pay Theme

With an extremely low positive score (19%), pay is the single biggest issue for the vast majority of respondents. Most employees feel that the current pay system is inappropriate, and does not encourage them to contribute more.

RESULTS

QUESTION	Priority	Positive Score
I am paid appropriately for my qualifications and work-related experience	1	27
The current pay system encourages me to stay with SHG	1	21
The current pay system encourages me to do more than is expected of me	1	13
I am satisfied with SHG's approach to annual pay increases	1	14

Pay Theme Positive Score Index	19
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Employee comments:

"My pay does not reflect my skills and if it were not for the love of my job I would have gone back to the UK long ago."

"Salary is inadequate for the work we do."

"The pay structure needs to be reviewed so that our role can be paid better for the work we do."

"I work really hard at my job because I love it and I know where I sit in the grand SHG plan but I

sacrifice my family and home to do that with little financial or quality of life reward.”

“I feel that the Performance Reward should go back to what it was e.g. everyone gets an increment every year until they reach the top of their scale. At present it seems that it is mainly line managers who get the increments. I do not think it is a fair system as everyone work towards the objectives of the Directorate and in turn, to the goals of SHG. Whilst the Line managers might drive it, the lower paid staff does the work and they do not receive any financial reward.”

Reward & Recognition Theme

Although some line managers are seen to recognise employees’ good work, the majority of respondents feel that hard work is not rewarded across SHG in a consistent, fair way.

RESULTS

QUESTION	Priority	Positive Score
Hard work is usually rewarded at SHG	1	11
My line manager recognises me whenever I do a good job	2	58
SHG rewards individual and team efforts	1	11
I believe that rewards are given fairly where I work	1	13

Reward & Recognition Theme Positive Score Index	23
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Employee comments:

“I have worked for SHG for more than three decades but there has been no recognition of that what so ever.”

“Teams are always rewarded, but there is blame culture when a member of the team does wrong it is not the team’s fault but yours? But when you complete something positive it is the group’s effort. How is this right or fair?”

“... think that it is unfair that if you don't get good grades then you won't get an increment, I feel as long as you are not on the top of your scale you should still be entitled to an increment.”

“The recognition of work well done is not applied consistently across SHG. Whilst some directorates reward their staff well, others do not.”

Planning Theme

The majority of respondents feel that SHG does not plan well and that they are not clear about the SHG wide plans for the future. However, they do feel that they can contribute to team plans and are aware of their team’s plans for the future.

RESULTS

QUESTION	Priority	Positive Score
SHG is good at planning for the future	1	16
I am clear about SHG's plans for the next 12 months	1	16
My views are sought on my team's plans for the future	1	33
I am clear about my team's plans for the next 12 months	1	38

Planning Theme Positive Score Index	26
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Employee comments:

"I don't feel SHG is very good at planning long term because people who make the long term plans for the Island are only here short term and often compare St Helena to places like the UK when planning. This makes planning inconsistent and very little gets accomplished."

"A clear steer on what SHG is aiming to achieve over the next 3 years is needed. As employees we need to understand what SHG's agreed priorities are, and what that means for the service area I work in."

Change Theme

While some employees believe that they are clear about the reasons for change and can contribute to the change process, many feel that SHG is not changing for the better, and that it does not manage change well. The majority of respondents also feel that Directors are not establishing a clear direction for SHG.

RESULTS

QUESTION	Priority	Positive Score
I am clear about the reasons for change within SHG	2	55
I believe that SHG is changing for the better	1	27
I think that SHG manages change well	1	15
I can contribute to the change process	2	55
Our Directors are establishing a clear direction for SHG	1	25

Change Theme Positive Score Index	35
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Employee comments:

"Comments about change or better/alternative solutions are not always considered or welcome."

"Management seems to want to believe they empower people and allow them to express views which seems to be in theory but not in practice."

"The past year in SHG feels like a step backwards that reminds me of SHG in the 1990s"

with cliques of newly arrived expats who reinvent the wheel and then use it to take us around in circles. We spend too much time changing what the previous post holder put in place that we are not moving forward. Greater emphasis needs to be placed on continuity.”

Policies & Procedures Theme

The majority of respondents believe that HR policies and procedures are not easy to understand and it is not easy to get answers about them. They also feel that work policies and procedures are not well developed, and involve unnecessary steps.

RESULTS

QUESTION	Priority	Positive Score
The SHG Code of Management for employees makes sense to me	1	45
The work policies and procedures in my department are well developed and organised	1	40
It is easy to get answers to questions about HR policies	1	38
Procedures necessary to do my job often involve unnecessary steps	1	19
Policies & Procedures Theme Positive Score Index		36

Employee comments:

“HR processes are cumbersome, take too much time to manage and implement and need to change.”

“Far too much red tape, far too little delegation.”

“Generally corporate procedures are overly complicated, inconsistently applied, long winded and prone to creating errors, frustration and inefficiency.”

Communication Theme

The majority of participants feel that SHG does not communicate well with staff on issues that are important to them, and that the fear of negative consequences stop them from expressing their opinions.

RESULTS

QUESTION	Priority	Positive Score
SHG does a good job communicating about changes or decisions that affect me	1	35
SHG keeps me up-to-date with important issues	1	46
I feel free to express my opinions without worrying about negative consequences	1	39
Information flows well from senior managers to staff	1	38
Communication Theme Positive Score Index		40

Employee Comments:

“Although many SHG employees have a voice, they are afraid to speak up due to consequences, line managers might treat you unfairly and also fellow employees because of a negative statement you have made.”

“SHG does not communicate well both internally and externally. SHG does not 'dare to share' in terms of information sharing, thus appearing to be a closed organisation.”

“Communication between departments is poor, this is also frustrating and can make tasks so much more difficult.”

Decision Making Theme

Most participants felt that they generally have to get approval to do things, that decision-making is slow, and that they have limited freedom to make their own decisions about how to do their job.

RESULTS

QUESTION	Priority	Positive Score
Decisions are made quickly where I work	1	46
I have the freedom to make my own decisions about how to do my job	2	55
I have to get approval to do things most of the time	1	26
Decision Making Theme Positive Score Index		42

Employee comments:

“...could staff or middle managers be trusted to make more decisions within their own areas, I feel more Responsibility/Accountability should be expected within each department. A lot of processes in SHG are slow because the long chains of commands cause major bottlenecks in the current system.”

“There are too many people to run things by within the directorate, why not allow persons who have decision making etc. on their job profiles make the appropriate decisions especially if they are the most experienced to do so.”

“Financial decisions are mainly approved by the Castle. This has to change. When budgets are agreed for a new financial year, Directorates should be able to manage the spend themselves. They should not have to keep getting approval from the Castle.”

Teamwork Theme

The results show that there is a strong feeling amongst participants that with there is good cooperation with immediate colleagues, divisions across do not work together as ‘one organisation’.

RESULTS

QUESTION	Priority	Positive Score
I believe that all the divisions in SHG interact and work together to achieve a common goal	1	25
The people I work with cooperate to get the work done	3	71
Our Managers are committed to working as 'one organisation'	1	37
Teamwork Theme Positive Score Index		44

Employee comments:

“An overview of performance against strategic targets by individual directorates should be widely communicated to promote an understanding of the areas in which performance is being exceeded or not met so that action and resources can be targeted in the areas of need/ learn from others successes/ promote an understanding across SHG of the issues that other directorates are experiencing.”

Health, Safety & Wellness Theme

The majority of respondents feel positive about the ability to be able leave work to deal with personal matters. However, there is evidence of a large number of employees often work long hours and a clear view that SHG’s approach to health and safety is inadequate.

RESULTS

QUESTION	Priority	Positive Score
I am satisfied with the safety measures that are in place in SHG	1	39
I am satisfied with the physical workplace conditions in my place of work	1	44
SHG takes health, safety and wellness seriously	1	37
I can leave work to take care of personal matters if I need to	2	63
I {do not} often work longer than my contracted hours*	2	56

* Negatively phrased question- adjusted for in analysis.

Health, Safety & Wellness Theme Positive Score Index	48
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Employee comments:

“Health and Safety is non-existent.”

“SHG should consider their employees more particularly in relation to the environment they work in and their Health & Safety/Space.”

“Capacity issues need to be addressed across SHG to promote a better attitude towards work and work/ leisure balance.”

Training Theme

Although most respondents are aware of available training and development opportunities, they do not feel that they get access to those opportunities that will allow them to fully develop their skills and abilities beyond those required for their current role.

RESULTS

QUESTION	Priority	Positive Score
I am aware of available training and development opportunities	3	70
I get the training I need to do a first-class job	1	48
My training only meets my needs for my current job	1	45
I will get the opportunity to fully develop my skills and abilities within SHG	1	45

Training Theme Positive Score Index	52
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Employee comments:

"I have taken every training opportunity available to me in SHG since the start of my employment five years ago - I am a qualified and experienced worker able to do my job and do it well - I just wonder how much longer I can sit in my current position which no longer challenges me before I opt to find greener pastures."

"I have indicated the same training for the past 5-6 years but to date have not received any."

Quality Theme

The results appear incongruent to some degree, illustrating a 'disconnect' between employees' views about quality service provision within their own team or department, and the whole organisation, with very few agreeing that SHG provides quality services.

RESULTS

QUESTION	Priority	Positive Score
SHG provides quality services to the people of St Helena	1	26
Good customer service is a top priority in my department	2	60
My team has a clear set of quality service standards	2	59
I know my role in helping SHG deliver good quality services	3	80

Quality Theme Positive Score Index	56
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Employee comments:

"I do get a lot of negative comments from our customers..."

“I feel that there is some poor customer service within the government.”

“Performance within SHG is very patchy.”

Respect & Value Theme

While the majority of respondents feel that their line manager values them, many also feel that their suggestions are not given serious consideration. Also, while most feel that immediate work colleagues and other SHG employees treat them with respect, they believe that there is inequality of treatment within SHG.

RESULTS

QUESTION	Priority	Positive Score
I feel I am valued at work by my line manager	2	69
All employees are treated equally	1	41
My suggestions are given serious consideration	1	51
I am treated with respect by my immediate work colleagues	3	78
I am treated with respect by other employees of SHG	2	60

Respect & Value Theme Positive Score Index	60
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Commitment & Motivation Theme

The results indicate that while the majority of employees are proud to work for SHG, and would encourage friends and family to work here, they believe that they do have a better chance of promotion or a pay increase if they do a good job. This reflects the majority view that the current pay system does not motivate staff. It is very encouraging that many respondents agreed that they are happy to suggest how they can improve the way they work.

RESULTS

QUESTION	Priority	Positive Score
I am proud to work for SHG	2	68
I am happy to encourage friends to work at SHG	2	60
I am happy to suggest how we can improve the way we work	3	79
If I do a good job I have a better chance of getting a promotion or pay rise	1	39
I plan to be working for SHG a year from now	2	63

Commitment & Motivation Theme Positive Score Index	62
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Employee comments:

“I take great pride in my job, and my aim is to always give each and every patient the very best of my knowledge and skills.”

“Management seems to want to believe they empower people and allow them to express views which seems to be in theory but not in practice.”

“Comments about change or better/alternative solutions are not always considered or welcome.”

Resources Theme

With a relatively high positive score index of 62%, and a very encouraging score of 78% on the question “My job is a good fit to my skills and interests”, this theme is generally positive. However, it is concerning that a large number of respondents stated that they cannot get the tools they need to do their job.

RESULTS

QUESTION	Priority	Positive Score
I can get the information I need to do my job	2	63
I can get the tools I need to do my job	1	52
My skills and abilities are fully used within SHG	2	59
My team has capacity to deal with unplanned work	2	59
My job is a good fit to my skills and interests	3	78

Resources Theme Positive Score Index	62
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Employee comments:

“I’ve been clear about what resources I need to do my job, but these have been rejected.”

“A big concern is not having the tools to do a good job and adequate staff.”

Senior Manager Theme

Although the results show that most employees find it easy to contact their Senior Manager, a large number feel that their Senior Manager is not open to feedback, does not establish a clear direction for their section, and does not display commitment, team spirit, and pride in working for SHG.

RESULTS

QUESTION	Priority	Positive Score
I am able to contact my Senior Manager if I need to	3	78
My Senior Manager establishes a clear direction for my section	2	57
My Senior Manager displays commitment, team spirit, and pride in working for SHG	2	60
My Senior Manager is open to feedback from multiple sources	2	63

Senior Manager Theme Positive Score Index	64
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Employee comments:

“There is no clear direction as to where we are headed and what we would like to achieve across SHG.”

“It would be helpful for senior managers to be involved and understand how their line managers are practically managing their staff - improving the working environment.”

Job Satisfaction Theme

The vast majority of respondents stated that they enjoy their job, which is encouraging for the future of SHG. It is also encouraging that most employees are satisfied with their workload and have the opportunity to find solutions that allow them to achieve their targets.

RESULTS

QUESTION	Priority	Positive Score
I am satisfied with my workload	2	58
I have the opportunity to find solutions that allow me to achieve my targets	2	66
I enjoy my job	3	83
Job Satisfaction Theme Positive Score Index		69

Line Manager Theme

As the second highest positive score (71%), the responses to this theme indicate that the majority of line managers are available to provide support to staff, treat their staff fairly, and that most employees are satisfied with the quality of supervision they receive. The two areas that need to be addressed are the example set by some line managers, and the level of support some line managers give to help staff progress in the role.

RESULTS

QUESTION	Priority	Positive Score
My Line Manager treats me fairly	3	73
My Line Manager is usually available to me when I have questions or need help	3	78
My Line Manager sets a good example	2	67
My Line Manager takes a personal interest in helping me to get ahead at my job	2	65
I am satisfied with the quality of supervision I receive	3	70
Line Manager Theme Positive Score Index		71

Performance & Career Theme

It is very clear from the results that the overwhelming majority of respondents (92%) know what is expected of them, and that most employees (72%) want to develop their career at SHG. Again, this is very encouraging for the future of SHG. On a slightly less positive note, fewer employees (66%) believe that they can develop their career at SHG. The other areas that need attention are line managers speaking to their staff about their progress, and allowing more employees to get involved in planning the work objectives for their area.

RESULTS

QUESTION	Priority	Positive Score
I know what is expected of me in my job	3	92
In the last 12 months my Manager has talked to me about my progress	2	67
I am involved in planning the work objectives of my section or service area	2	62
I believe that I can develop my career at SHG	2	66
I want to develop my career at SHG	3	71
Performance & Career Theme Positive Score Index		72

Views on Technical Cooperation Officers (TCOs)

While there were no questions specifically designed to elicit views on TCOs, eight respondents made comments about TCOs (shown below) that highlight a number of important issues, including:

- Pay inequality between TCOs and local staff
- Contribution made by TCOs
- Value of TCOs
- Accountability of TCOs
- Dedication and commitment to St Helena's future
- Devaluing contributions from local staff
- Skills and knowledge transfer
- Succession planning

Although they are the views of a very small number of respondents, there will be other employees that share these views. Also, the issues highlighted by these comments are very important and must be addressed if SHG is to become a successful, sustainable organisation.

“Some TC posts are taken over by Saints but they receive the local wage. Many posts have been created for Expats who come to the island, some Expat partners are given jobs over the saints.... not sure why?”

“With all respect, I think less money should be spent on recruiting TC staff. Our Saints can do most of the jobs that TC's come here to do if they were given the same money and

privileges. There are some TCO's that come to St Helena to pick the brains of the Saints and put forward the same recommendations that Saints do. The only unfortunate thing is that the suggestions from the Saints are not taken into consideration but they came up with the ideas/different ways of working long before the TCO even knew that St Helena exist. TCO get loads of privileges and Saints get none. We have to pay our utilities and run the household on the £5106 per annum and TCO's get 10 times as much income to do the same thing. Why can't SHG give the local officers a paid holiday to Cape Town every 2 years or money towards their utilities/ cost of living allowance?"

"In many cases there are TC officers doing the same job as local people but being paid 3 or 4 times as much."

"We employ TC's that is no help to us to us what-so-ever, they do not have the relevant experience, in this division we have had a few, the two in which area extremely knowledgeable is the two that their contracts will not be renewed, but we still depend on their expertise. So why not extend their contracts?"

"Is it possible to divide TC roles into two or three defined roles for succession management? And still make financial savings."

"It is disappointing that SHG's SMT consists of all non-St. Helenian staff. St. Helena's change must be based on making things better first for Saints (propriety), making provision for those who show clear dedication and commitment to the island (Non Saints) and its developing economy and then tourism. Someone who is not a St. Helenian does not get that – even though they think they do. I work really hard at my job because I love it and I know where I sit in the grand SHG plan but I sacrifice my family and home to do that with little financial or quality of life reward. When I compare my sacrifices, work ethic and outputs to some other staff members and expatriate staff I am angered that they don't work as hard as I do which is de-motivating. Expatriate staff do not have the added "living" worries that we as Saints have yet are able to enjoy salaries, allowances and travel opportunities that gives them a better quality of life. I am not saying that we do not need some expatriate staff – because we do! What I am saying is that TC posts must be more accountable in terms of their deliverables and that Saints need to be recognised and rewarded to a level that we can at least feel equal and empowered to do better so that change is embraced."

"There is a divide between TC staff and local employees that never existed in the past. There is little skills/knowledge transfer from some TC posts to local colleagues which goes against the point of having TC staff. Is it still DFID policy for TC staff to transfer skills and knowledge to locally recruited SHG employees?"

"The past year in SHG feels like a step backwards that reminds me of SHG in the 1990s with cliques of newly arrived expats who reinvent the wheel and then use it to take us around in circles. We spend too much time changing what the previous post holder put in place that we are not moving forward. Greater emphasis needs to be placed on continuity."

"Permanent staff must show commitment to the service and be willing to be trained if SHG is to reduce TC posts."

Moving Forward

While the results of the survey highlight many positive views, there are a number of very important issues that need to be addressed. We, the St Helena Government must address these issues, and find ways to ensure that employees are better engaged, motivated and able to continue to deliver high quality services to the people of St Helena.

Areas of concern flagged by staff in the surveys will be reviewed so that options and strategies can be identified to address them as a matter of priority. Our goal is continuous improvement, both at the corporate level and within directorates. We will repeat the survey in 2016 to measure our progress.

Action Steps

- 1) We will share the survey results with all managers, and hold them accountable for the results, otherwise we risk increased disengagement.
- 2) In order to ensure that we address the issues most effectively, we will take action at a corporate level and at a local level.

Corporate Level

- a) Discuss the results at the Business Delivery Group (BDG).
- b) Select the organisation wide areas to improve during this survey cycle.
- c) Identify the BDG member to lead on the area.
- d) Develop and implement the action plans.

Local Level

The key is to make individual employees responsible for coming up with ideas so they have ownership in the process.

- a) Talk openly about the results in smaller groups

Managers will work with their teams to improve key issues at a local level (e.g. communication, recognition, feedback). We will adopt a focus group approach, where employees talk openly about the survey results. Where necessary, a skilled moderator will facilitate the group to prompt discussion.

- b) Select Areas to Improve

During the employee focus group meetings, the moderator will prompt employees to come to consensus on which areas they should narrow their efforts for improvement. Employees should choose their own destiny, rather than have actions forced upon them.

c) Discuss critical areas and ideas for improvement

Once the focus areas have been chosen, the groups will need to discuss these issues in more depth, by:

- Defining the survey item and what it means to their team
- Discussing why they think that their team performance isn't where they'd like it to be on this item.
- Providing examples of when things have gone well and poorly.
- Identify potential solutions.

d) Make decisions

When the group has fully discussed its selected areas for improvement, they should come to consensus and make some decisions for action, and arrangements for measuring progress. Sometimes a manager or senior manager might have to get involved to make final decisions.

e) Implement decisions for action

When implementing the decisions for action, present the actions in a way that is not seen as overwhelming. For example:

- Break up big changes into small steps
- Split up ownership of tasks to ensure that as many people as possible are involved and accountable
- Do small experiments before making a big commitment to the change

f) Check-in and evaluate progress

Check in after a month, or two months to see if the action plan is working and employees are pleased with the changes. If it's not working, the team will need to adjust it or agree alternatives.

g) Repeat and keep moving forward

The manager will continue to check-in to evaluate if the team is making progress. If things are going well, the team can move onto another focus area and start implementing improvements there.

Appendix 1 a

2015 Employee Opinion Survey Key Themes Exercise – Examples of Possible Questions

Appraisals

- People are rewarded according to their job performance
- My supervisor provides me with adequate feedback
- I know what is expected of me in my job
- In the last 12 months my Manager has talked to me about my progress

Career

- I believe there are adequate ways for me to develop my career at SHG
- I plan to be working for SHG a year from now
- I have the opportunity to progress within SHG

Change

- I feel the organisation is going in the “right” direction
- I am clear about the reasons for change
- SHG manages change well
- All employees have an opportunity to contribute to the change agenda

Commitment

- The organisational culture enhances employee commitment
- Employees are committed to serving our customers well
- Employees are committed to improving quality of services
- Employees are held accountable for their work

Communication

- SHG does a good job communicating about changes or decisions that affect employees
- Our senior leaders establish a clear direction for SHG.
- SHG keeps me up-to-date
- I feel free to express my opinions without worrying about negative consequences
- Information flows well from senior managers to staff across SHG

Creativity and Excellence

- My ideas are suggestions are encouraged and acted upon
- I think that SHG encourages people to be creative
- Innovation is valued in SHG
- Rules and regulations in SHG stifle creativity
- I have seen employees’ ideas being adopted at SHG
- Overall, employees of SHG strive to improve its results

Decision making

- I am involved in decisions that affect my work
- I have the freedom to make my own decisions about how to do my job
- I have to get approval to do things most of the time

Department

- My department is well-managed.
- My work group focuses on fixing the problem rather than finding someone to blame.
- The morale in my department is generally high
- I have the support at work need to provide a high level of service

Health, Safety and Wellness

- I am satisfied with the health and wellness programmes available to me within SHG
- I am satisfied with the safety measures that are in place in SHG
- I am satisfied with the physical workplace conditions in my place of work
- SHG needs to take health, safety and wellness more seriously

Motivation

- I understand the work objectives of my section or service area
- SHG removes obstacles that prevent me performing to best effect
- I have the opportunity to find solutions that allow me to achieve my targets
- Staff in my Section/Division is generally motivated

Organisational Culture

- Employees are valued as an asset to SHG
- Open and honest communication is an important part of our culture
- Our culture encourages high performance and process improvement
- SHG promotes an inclusive public service where employees are treated equally
- I have positive working relationships with my co-workers

Pay

- I am paid appropriately for the qualifications and work-related experience that I have
- The current pay system has a positive effect on employee productivity
- The current pay system has a positive effect on encouraging employee mobility and taking on increased responsibility
- I am satisfied with SHG's approach to annual pay increases

Planning

- SHG is good at planning
- My views are sought on plans for the future.
- I know how my work contributes to the achievement of my Division's objectives
- I am clear about SHG's plans for the next 2 years
- I am clear about SHG's plans for the next 5 years

Policies and Procedures

- Policies and procedures for employees make sense to me.
- The work policies are well developed and organized
- It is easy to get answers to questions about personnel policies.
- Procedures necessary to do my job often involve unnecessary steps.

Recognition

- Hard work is usually rewarded at SHG
- If I do a good job I have a better chance of getting ahead
- People generally feel appreciated where I work
- I am recognized whenever I do a good job

Resources

- I can get the information I need to do my job
- I can get the tools I need to do my job
- My skills and abilities are utilized effectively within SHG
- My team has capacity to deal with unplanned work
- My job is a good fit to my skills and interests

Respect & Value

- I feel I am valued at work.
- My suggestions are given serious consideration
- I am treated with respect by others with whom I work
- I feel that SHG values honest answers

Reward

- SHG has an adequate rewards programme in place to help celebrate and acknowledge individual and team efforts
- I believe that rewards are given fairly where I work
- I believe that rewards are given fairly cross SHG

Satisfaction

- I am satisfied with my workload
- I am happy to encourage friends and colleagues to work at SHG
- I am proud to work for SHG
- I feel that this Employee Opinion survey will help SHG measure satisfaction of employees
- I have support at work to provide a high level of service

Senior Managers/ Leadership

- I am able to contact Senior Management as needed
- Our managers and leaders are competent and ethical
- Senior Managers know how employees feel about working for SHG
- Our leaders establish a clear direction for the organisation.
- The leadership fosters organizational commitment, team spirit, and pride in working for SHG
- Leaders are open to feedback from multiple sources

Supervisor/ Manager

- I am treated fairly by my supervisor
- My manager is available to me when I have questions or need help
- My manager sets a good example.
- My supervisor takes a personal interest in helping me to get ahead at my job.
- I am satisfied with the quality of supervision I receive

Teamwork

- I believe that all the divisions in SHG interact and work together to achieve a common goal
- The people I work with cooperate to get the work done.
- There is a spirit of we're all in this together across work groups
- Our leaders are committed to working as 'one organisation'

Training

- SHG supports my work related learning and development
- I am aware of available training and development activities
- I get the training I need to do a first-class job
- My training meets my needs for my current job
- I will get the opportunity to fully develop my skills and abilities within SHG

Work/Life

- I can leave work to take care of personal matters if I need to
- I have support at work to balance work priorities with my personal life
- My department offers flexible working arrangements
- I often work long hours

Appendix 1b

2015 EMPLOYEE OPINION SURVEY - PILOT GROUP FEEDBACK

Can all respondents please answer the questions 1 to 10

- 1) What version of the survey did you complete? Paper/ Survey Monkey
- 2) How long did it take to complete the survey?
- 3) Are the instructions clear? **Yes/No**
If **No**, what needs to be clarified?
- 4) Can the 'Confidentiality Promise' be strengthened? **Yes/No**
If **Yes**, how?
- 5) Are all the questions perfectly clear? **Yes/No**
- 6) Are there any unfamiliar terms?
If **Yes**, which ones? (e.g. 1.2; 3.1)
- 7) Are there multiple ways to interpret any of the questions? **Yes/No**
If **Yes**, which ones?
- 8) Should the language be simplified? **Yes/No**
If **Yes**, how?
- 9) Were you able to easily and accurately answer the all the questions? **Yes/No**
If **No**, which ones?
- 10) Did you have to make a best-guess for any questions? **Yes/No**
If **Yes**, which ones?

Thanks!! Now, can Survey Monkey respondents please answer the next few questions...

- 1) Is the survey page layout user-friendly? **Yes/No**
If **No**, why not?
- 2) Are the items on each page visible without scrolling? **Yes/No**
- 3) Are the navigation buttons (next, back, submit) in view? **Yes/No**
- 4) Is the progress bar visible? **Yes/No**

Thanks for your help!!

John

Appendix 2

2015 EMPLOYEE OPINION SURVEY - CRITIQUE GROUP FEEDBACK

Please answer the following questions:

- 1) Did the survey take too long? **Yes/No**
- 2) Were all the questions perfectly clear? **Yes/No**
- 3) If you were not required to complete the survey, would you have stopped doing it at any point? **Yes/No**
- 4) Were there any unfamiliar terms? **Yes/No**

If **Yes**, which ones? (e.g. 1.2; 3.1)

- 5) Were there multiple ways to interpret any of the questions? **Yes/No**

If **Yes**, which ones?

- 6) Should the language be simplified? **Yes/No**

- 7) Were you able to easily and accurately answer the all the questions? **Yes/No**

- 8) Did you have to make a best-guess for any questions? **Yes/No**

If **Yes**, which ones?

- 9) Were there any questions that a 'typical respondent' would not know the answer to? **Yes/No**

If **Yes**, which ones?

Please indicate when you will be available for my phone call on Wednesday 15 April:

9-10	10-11	11-12	12-1	1-2	3-4
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Thanks for your help!!

John



St Helena
Government

2015 Employee Opinion Survey

Welcome to SHG's 2015 Employee Opinion Survey. This is a key step in our journey to create an environment that encourages and celebrates success, an organisation that is seen as a great place to work, that provides us with challenge and recognises achievement.

First, we need to assess how we are doing and understand your views on those issues that you have said are most important to you. This survey is specifically tailored to SHG and its people. It gives us all an opportunity to rate many aspects of working in SHG, and make positive suggestions for improvement. I encourage everyone to complete the survey so that we get an accurate picture of what it is like to work in SHG and what you would like to see in the future. After the survey, we will develop an improvement plan with you. We will deliver on that plan as promised to turn SHG into a place where people want to work, and are proud to work for.

Confidentiality Statement

We take the issue of confidentiality very seriously. We are committed to protecting both the confidentiality and identity of our employees when they are responding to surveys. All responses will be anonymous; you don't need to identify yourself at any stage of the survey. We only ask for some demographic data to ensure we can interpret the results as well as possible and focus our actions where they are most needed. We pledge that your privacy and anonymity will be protected by strict adherence to best practices concerning the collection of employee opinion data, including:

1. When answering the survey by paper, you will **never** be asked to identify yourself. Only the data analysts will see individual completed survey, no-one else!
2. When answering surveys online, it impossible to trace your answers back to you.
3. **No-one** will receive the results of any individual survey. Your individual survey responses will always be combined with those of other people- it is not possible for your individual responses to be viewed by management (the exception is for free-text comments- see below).
4. The free-text comments you provide will be grouped together with those from all other employees and randomised before management sees them. Please be aware that whatever you write into those fields is what management will be able to read. Please consider this when writing your comments, as a particular reference or 'turn of phrase' may identify you.

If you have any concerns about the process, confidentiality, or any other issue please contact John Paterson at john.paterson@sainthelena.gov.sh or on 22470 ext. 230.

PLEASE SUBMIT YOUR RESPONSE BEFORE 4.00 pm on TUESDAY 2 JUNE 2015.

I am looking forward to working with you to make SHG a great place to work!

Kind regards

Roy Burke, Chief Secretary

Below are several statements grouped under the "themes" of concern to SHG employees. Please rate each statement according to how strongly, or not, you agree with it. Record your answer by ticking or marking the box alongside which shows your level of agreement with the statement.	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Performance & Career					
I know what is expected of me in my job					
In the last 12 months my Manager has talked to me about my progress					
I am involved in planning the work objectives of my section or service area					
I believe that I can develop my career at SHG					
I want to develop my career at SHG					
Change					
I am clear about the reasons for change within SHG					
I believe that SHG is changing for the better					
I think that SHG manages change well					
I can contribute to the change process					
Our Directors are establishing a clear direction for SHG					
Commitment & Motivation					
I am proud to work for SHG					
I am happy to encourage friends to work at SHG					
I am happy to suggest how we can improve the way we work					
If I do a good job I have a better chance of getting a promotion or pay rise					
I plan to be working for SHG a year from now					
Communication					
SHG does a good job communicating about changes or decisions that affect me					
SHG keeps me up-to-date with important issues					
I feel free to express my opinions without worrying about negative consequences					
Information flows well from senior managers to staff					
Decision Making					
Decisions are made quickly where I work					
I have the freedom to make my own decisions about how to do my job					
I have to get approval to do things most of the time					
Health, Safety & Wellness					
I am satisfied with the safety measures that are in place in SHG					
I am satisfied with the physical workplace conditions in my place of work					
SHG takes health, safety and wellness seriously					
I can leave work to take care of personal matters if I need to					
I often work longer than my contracted hours					
Pay					
I am paid appropriately for my qualifications and work-related experience					
The current pay system encourages me to stay with SHG					
The current pay system encourages me to do more than is expected of me					
I am satisfied with SHG's approach to annual pay increases					
Reward & Recognition					
Hard work is usually rewarded at SHG					
My line manager recognises me whenever I do a good job					
SHG rewards individual and team efforts					
I believe that rewards are given fairly where I work					
Planning					
SHG is good at planning for the future					
I am clear about SHG's plans for the next 12 months					
My views are sought on my team's plans for the future					
I am clear about my team's plans for the next 12 months					
Policies & Procedures					
The SHG Code of Management for employees makes sense to me					
The work policies and procedures in my department are well developed and organised					

<p>Below are several statements grouped under the "themes" of concern to SHG employees. Please rate each statement according to how strongly, or not, you agree with it. Record your answer by ticking or marking the box alongside which shows your level of agreement with the statement.</p>	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
It is easy to get answers to questions about HR policies					
Procedures necessary to do my job often involve unnecessary steps					
Quality					
SHG provides quality services to the people of St Helena					
Good customer service is a top priority in my department					
My team has a clear set of quality service standards					
I know my role in helping SHG deliver good quality services					
Resources					
I can get the information I need to do my job					
I can get the tools I need to do my job					
My skills and abilities are fully used within SHG					
My team has capacity to deal with unplanned work					
My job is a good fit to my skills and interests					
Respect & Value					
I feel I am valued at work by my line manager					
All employees are treated equally					
My suggestions are given serious consideration					
I am treated with respect by my immediate work colleagues					
I am treated with respect by other employees of SHG					
Job Satisfaction					
I am satisfied with my workload					
I have the opportunity to find solutions that allow me to achieve my targets					
I enjoy my job					
Senior Manager					
I am able to contact my Senior Manager if I need to					
My Senior Manager establishes a clear direction for my section					
My Senior Manager displays commitment, team spirit, and pride in working for SHG					
My Senior Manager is open to feedback from multiple sources					
Line Manager					
My Line Manager treats me fairly					
My Line Manager is usually available to me when I have questions or need help					
My Line Manager sets a good example					
My Line Manager takes a personal interest in helping me to get ahead at my job					
I am satisfied with the quality of supervision I receive					
Teamwork					
I believe that all the divisions in SHG interact and work together to achieve a common goal					
The people I work with cooperate to get the work done					
Our Managers are committed to working as 'one organisation'					
Training					
I am aware of available training and development activities					
I get the training I need to do a first-class job					
My training only meets my needs for my current job					
I will get the opportunity to fully develop my skills and abilities within SHG					

It will be very helpful to look at how employee opinions vary between directorates, departments and grades. Your answers are treated with the strictest of confidence: no-one will link your answers back to you and we will make sure that we group answers so that responses from small sections stay anonymous. You do not have to provide any details you are not comfortable with but it will be very helpful if you do.

Directorate:

- Corporate Services
- ENRD
- Health
- Safeguarding
- Police
- Education
- Access
- Other
- Prefer not to say

Section:

Grade:

- A-C
- D-E
- F or above
- TC

Finally, if you have anything else to add, or have any comments or feedback you would like taken in to consideration please add in the box below. This is not a requirement of the survey, just an opportunity for you to let us know what you are thinking.

Additional Comments:

Appendix 4

2015 Employee Opinion Survey –Communications Plan

Aim

To help to prepare all St Helena Government employees for the change programme with a particular focus on the internal communications required prior, during, and after the distribution of the 2015 Employee Opinion Survey.

Objectives

There are several objectives of this pre-survey communication plan, including:

- To assist managers in informing their teams about the key messages driving the change agenda.
- To communicate the goals, expected outcomes, and timelines for the project, with an emphasis on how to get employees involved and encourage their participation
- To plan the internal communication strategies (in terms of content and the best methods to use) that will accompany each stage of the survey rollout

Key Messages

To ensure consistent communication throughout the whole organisation, several key messages have been developed and should be included in written and verbal communications when promoting the change agenda. SHG's internal communications should aim to capture these key messages in order to ensure maximum engagement of everyone in the change agenda

- SHG is serious about improving the way we work.
- SHG is serious about providing our customers with the high quality services they deserve.
- SHG is serious about improving the workplace experiences of all our employees.
- SHG is serious about giving all employees a voice.

Communication Plan

Stage 1 - Initial Promotion Email Broadcast: Circulate at least 1 week prior to survey period

Supplement with:

- Information in internal newsletters and bulletin boards
- Posters advertising the project around the workplace
- Promote the project at manager and team meetings

Stages 2 and 3 - Survey reminder Emails: Circulate end of 1st and 2nd week of survey period

Supplement with:

- Information in internal newsletters and bulletin boards
- Posters advertising the project around the workplace
- Standing item on the agenda for team meetings
- Individual contact with departmental managers

Stage 4 - Survey Closed Email: Circulate last day of survey period

Supplement with:

- Information in internal newsletters and bulletin boards

Stage 5 - Overview of Results Email: Circulate within 3 weeks of the survey closing

Supplement with:

- Information in internal newsletters and bulletin boards
- Posters around the workplace

Stage 6 – Publication of Full Results: Circulate within 4 weeks of the survey closing

Presentation to informal Legislative Council and Business Delivery Group

Publication of full report on SHG website

Email to Communications Officers and HR Focal Points for SHG wide distribution

Appendix 5

Frequently Asked Questions

It is important to offer **Frequently Asked Questions**. These FAQs can be included in emails (as an attachment), made available on our intranet or distributed as hard copies.

1. What does the change agenda want to achieve?

A strategic goal of the change agenda is to develop strategies that will successfully address the key workplace issues that hamper our performance as an organisation. We are embarking on a 5-step process of (1) Preparing, (2) Assessing, (3) Consulting on Outcomes, (4) Taking Action, and (5) Reviewing.

2. Who is leading the change agenda?

The Chief Secretary, Roy Burke.

3. How do I get involved?

In the first instance, all employees will be invited to complete a survey. Following this step, you will be encouraged to take part in discussions about the results, and to help develop and deliver the changes we want to see across SHG. .

4. Why should I get involved?

It is important to have as many employees as possible in our organisation complete the survey in order to maximise the representativeness of the results. The more employees who complete the survey, the more likely strategies implemented are going to address the majority of concerns.

The process provides you with an excellent opportunity to anonymously comment on how you feel about your job! It also enables you to become actively involved in a process aimed at identifying and addressing ...

5. What questions are included in the survey?

The questions in the survey have been developed from well-tested measures and have been arranged into 9 major sections:

- 1) General Information (e.g., demographic questions)
- 2) Communication
- 3) Customer Service (Internal and External)
- 4) Decision Making/ Autonomy
- 5) Efficiency
- 6) Employee Involvement
- 7) Leadership
- 8) Managing Performance
- 9) Planning for the Future

6. How long does it take to complete the survey?

Completing the survey takes approximately 15 minutes, and can be completed during work time.

7. Is participation in the survey compulsory?

No. Participation is entirely voluntary.

8. What measures are taken to protect my confidentiality?

Individual responses to the survey are anonymous (the names of individual persons are not required in any of the responses) and will remain completely confidential. Only the survey analysts will have access to individual responses.

Feedback will be done in such a way as to ensure individuals cannot be identified. In this respect, responses will be combined across groups of employees in the organisation and will be reported only at the group-level. Furthermore, we will not report on very small workgroups (i.e., those with less than 10 responses) to ensure that anonymity is protected (in line with ethical guidelines for the conduct of research).

For online administration of the survey, we use numerous security standards and procedures to protect personally identifiable information and prevent unauthorised access to confidential information. Any data collected as part of this project will be stored securely in accordance with good practice and the principles of the Data Protection Act.

9. What sort of feedback will we receive?

The results will be made available to you, approximately 4 weeks after the data collection has been completed. Results will be provided for the organisation as a whole. Results will then be discussed across the organisation to further understand the issues raised and potential interventions.

The survey results in combination with the focus group outcomes will be used to formulate action plans, which will be communicated and rolled out over the next few months. The aim of the plans is to successfully address the issues that have been raised by the survey and focus groups so that SHG becomes a high performing organisation that our customers value and our employees are proud to work for.

In a year's time, you will be asked to complete the same survey for a second time to evaluate the success of chosen interventions.



**St Helena
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