



**St Helena
Government**

2018

**St Helena Government
Employee Opinion Survey**

FULL REPORT

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Foreword

It is three years since the last survey took place and it is pleasing to note that the 2018 Employee Engagement Index shows a reasonable improvement. This year 426 employees completed the survey compared with 386 in 2015, a modest increase of 5%, but an increase nonetheless.

As a result of the 2015 survey, we introduced the Prospectus for Change which set out the areas where we want to see improvements. We have seen the introduction of a number of competency based Cadres which allow staff to be recognised for the achievement of competencies and relevant qualifications. It was good to see that following the annual elections which took place earlier this year, the Employee Representative Committee (ERC) is fully up to strength with a number of people electing to serve a further term. I have attended a number of ERC meetings and I have been impressed with the professionalism and enthusiasm displayed by all of the members. We also recently launched a staff well-being programme which has been well received.

That said, the results in some areas of the survey indicate that there is still some considerable way to go before SHG becomes a really great place to work. As with the previous survey there are some important messages which we need to acknowledge and act upon, some relate to the quality of our leadership with comments such as;

“My Supervisor and Line Manager are not people that are approachable.”

“Sadly SHG remains hierarchical and silo based. Directors seem free to act on their own agendas, are rarely seen and most front line staff feel ignored.”

“There is still a culture of senior management meetings 'cascading' information rather than a more dynamic and interactive relationship between senior management and front line staff.”

Communication is still a key concern for many staff and the recent survey conducted by the Future Leaders has highlighted specific areas which we need to work together to address.

I would like to end by saying a sincere thank you to everyone who took the time to complete the survey, your views and comments will provide the basis for the next phase of the Prospectus for Change as we continue our drive for positive and effective change across SHG.

Best wishes



Susan O'Bey, Chief Secretary

Introduction

Since the 2015 Employee Opinion Survey (EOS) there have been a number of changes put in place throughout St Helena Government (SHG) after the development of the 2016-2019 Prospectus for Change (PFC). The aim of the 2018 EOS is to further develop the PFC with staff and to fulfil the promise to turn SHG into a place where people want to work, are proud to work and customers value.

The PFC states that by 2019 we want to be 'Providing our staff with the opportunity to help define the future direction of SHG' and 'Developing a culture of openness and honesty within SHG ensuring we meet progression aspirations'. The 2018 EOS aims to fulfil these objectives by building on the 2015 EOS.

Survey Methodology

The survey launched on 3rd April 2018 and closed on 17th April 2018 (a two week period). As with the 2015 EOS, staff had the option of completing the survey online 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 forms into a sealed box.

In order to encourage participation from the 'hard to reach' and those employees with literacy problems, we offered outreach work, which could have included one-to-one and group support sessions. This approach worked well in 2015. In addition, the Communications Officers, HR Focal Points and section heads would have given support if required.

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

- Neil Fantom, Statistics
- Barbara George, Human Resources
- Jackie Moyce, Human Resources
- Nicole Richards, Information Technology
- Kerisha Stevens, Public Relations
- Justine Joshua, Statistics
- Bertina Benjamin, Statistics (Data Entry)

How the survey was pitched

- **6th March** – Head of HR sent an initial email to inform Core Leadership Group when and how the survey would be launched.
- **11th March** – Briefing session with Communications Officers and HR Focals, who were informed of their responsibility to raise awareness of the survey and offer assistance.
- **23rd March** – Communications Officers were sent an internal press release from the EOS Survey Project Team (through Head of News) to distribute to

all staff. The release informed staff of the upcoming survey, reasons for the survey, contact details of the EOS Project Team and opening and closing dates. There was an attached poster for distribution throughout Directorates.

- **29th March** – Communication Officers were sent an internal press release from EOS Survey Project Team (through Head of News) to distribute to all staff. This was a reminder of the survey launch date with the same information as the previous release.
- **3rd April (Launch Day)** - Communication Officers were sent an internal press release from EOS Survey Project Team (through Head of News) to distribute to all staff. This was the day of launch and the release reminded staff of the information in the previous releases. The link to the online survey was also given. This was also sent as an external public press release.
- **12th April** – Communication Officers were sent an internal press release from EOS Survey Project Team (through Head of News) to distribute to all staff. This release was a reminder that there was 5 days left to the deadline for the survey, as well as an incentive for directorates with the highest percentage of responses. An extended lunchbreak was promised by the EOS Survey Project Team for the winning directorate. The same background, completion date and contact details were also given.

Respondents

2018 Response figures:

Total responses:	426 (58% of SHG employees)
Online:	258 (61%)
Paper:	168 (39%)
Additional comments:	85 (20%)

In comparison:

The 58% response rate is an improvement to 2015, which had 386 responses and a 53% response rate. One in two employees participated in the survey in 2015 and 2018. In 2015 the number of employees who made additional comments were one in three. In 2018 this figure decreased to one in five. Whilst the survey is not compulsory, it is encouraged and employees should understand the importance of the survey and the changes that will come about as a result. This response rate demonstrate that more staff understand their part in the future direction of SHG.



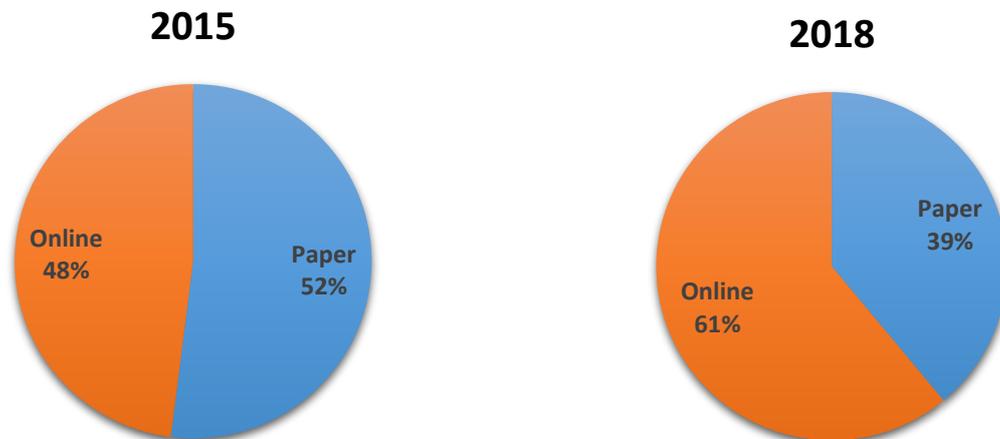
2015

Respondents who made additional comments



2018

In 2018, 258 responses were made online and 168 on paper, compared to 184 online and 202 on paper in 2015. The charts below shows this increase:



The increase in the number of respondents who completed their survey online could indicate:

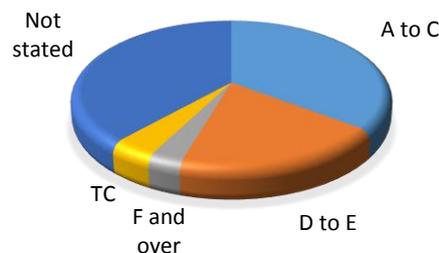
- More staff have easier access to computers. 75-80% of SHG employees have access to a PC at work. This is a step in the right direction, as the PFC states that SHG wants to make the advancement of ICT a top priority and SHG aims to be “Digital by Default’, optimizing the use of digital technology for staff’.
- More office staff participated in the survey than staff who work away from the computer or in the field, without access. The PFC states that ‘Communication with employees is significantly improved resulting in all employees having a clear understanding about decisions or changes that affect them.’
- More staff are confident in using the online survey option because it is easier and/or quicker. This would be encouraging as the PFC wants improved ‘Internet access within Directorates to enable staff to carry out their jobs more effectively.’

An additional question was included in the 2018 survey, asking employees if they had participated in the 2015 survey and if they were employed by SHG at the time.

53% said they also did the EOS survey in 2015 (10% did not answer).
66% said they were employed by SHG in 2015 (7% did not answer).

Grade distribution:

35% A - C
19% D - E,
3% F and over
4% TC
38% not stated



Although not a requirement, the 38% of respondents who decided not to give their grade distribution could indicate a lack of trust in the anonymity of the survey.

Departmental response rates, 2018:

Corporate Services	54%
Education and Employment	54%
ENRD	53%
Safeguarding	48%
Police	34%
Health	26%

Excludes 11 who stated “Other”.

Air Access was included in Corporate Services.

We assessed the return rates for each directorate, in order to ascertain where communication or accessibility problems lie. Various factors can play a role in the non-returns, ranging from shift-workers missing the information, field workers not having access, the background and importance of the survey not being presented clearly, or reminders not being effective. These issues need to be addressed in order to reach a higher percentage of staff in future surveys. Although a 100% return rate is not realistic with any survey, it is ideal to have a high percentage return to truly reflect the employee voice.

Overview of results

The key objectives of the 2018 Employee Opinion Survey are to identify areas of strength and opportunities for improvement. To simplify the analysis, responses to each question have been grouped into “positive”, “neutral”, and “negative” responses. Positive responses are those which agree or strongly agree with the statement, negative responses are those that disagree or strongly disagree with the statement and neutral scores are those that neither agree nor 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.

Positive responses are then grouped into three categories; positive scores less than 70% indicate areas of improvement (yellow), scores 55% and below indicating priority areas (red) and strengths are those with positive scores above 70% (green).



The results for the 2018 EOS are directly compared to the 2015 EOS to show areas of improvement and key areas that need developing. The overall positive ratings comparisons are shown in the table below.

Overall, 56% of responses were positive, 24% neutral, and 20% were negative. In comparison, the overall rating for the 2015 EOS was 49% positive. Although it is promising that the number of positives increased, a lot of work still needs to be done in order to make SHG ‘a great place to work’.

Positives By Theme

	2015	2018	Change (in %age points)
Pay	19%	25%	6
Reward & Recognition	23%	29%	6
Planning	26%	31%	5
Change	35%	36%	1
Communication	40%	40%	0
Policies and Procedures	36%	45%	9
Health, Safety and Wellness	48%	48%	0
Decision Making	42%	55%	13
Teamwork	44%	55%	11
Training	52%	61%	9
Commitment & Motivation	62%	68%	6
Respect & Value	60%	68%	8
Quality	56%	70%	14
Senior Managers	64%	72%	8
Resources	62%	72%	10
Performance & Career	72%	75%	3
Line Manager	71%	78%	7
Job Satisfaction	69%	78%	9

From the above table we can see that the **priority areas for improvement** are similar to the 2015 EOS, with **Pay** heading the top priority:

- Pay
- Reward & Recognition
- Planning
- Change
- Communication
- Policies and Procedures
- Health, Safety and Wellness
- Decision Making
- Teamwork

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.

This table shows the employee engagement comparison to the 2015 EOS:

	2015	2018
I want to develop my career at SHG	71%	74%
I believe that SHG is changing for the better	27%	26%
I am proud to work for SHG	68%	78%
I am happy to encourage friends to work at SHG	60%	71%
I plan to be working for SHG a year from now	63%	73%
My job is a good fit to my skills and interests	78%	86%
I feel I am valued by my line manager	69%	71%
I am treated with respect by other employees of SHG	60%	70%
I am satisfied with my workload	58%	70%
I enjoy my job	83%	89%
I am satisfied with the quality of supervision I receive	70%	78%
The people I work with cooperate to get the work done	72%	84%
I will get the opportunity to fully develop my skills and abilities at SHG	45%	55%
Overall Engagement Index	63%	71%

Top Ten Positive Statements (2018)

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

Top Ten Negative Statements (2018)

1. Hard work is usually rewarded at SHG
2. The current pay system encourages me to do more than is expected of me
3. I am satisfied with SHG's approach to annual pay increases
4. SHG rewards individual and team efforts
5. The current pay system encourages me to stay at SHG
6. I am clear about SHG's plans for the next 12 months
7. SHG is good at planning for the future
8. If I do a good job I have a better chance of getting a promotion or pay rise
9. Information flows well from senior managers to staff
10. I am paid appropriately for my qualifications and work-related experience

Assessment by Themes: RESULTS COMPARISON

Pay: employees' perceptions of the current pay system

Although the overall positive score for pay rose by 6% it is still the biggest concern for the majority of respondents. From the results, we can see that the biggest area of concern is employees' discontent with the pay system, with the majority feeling it gives them no incentive to go above and beyond, or encouragement to stay with SHG in the future.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
I am paid appropriately for my qualifications and work-related experience	1	27	39
The current pay system encourages me to stay with SHG	1	21	26
The current pay system encourages me to do more than is expected of me	1	13	14
I am satisfied with SHG's approach to annual pay increases	1	14	20

Employee comments:

"A pay grade should be looked at for the type of work we do, and for the section we work for - not anyone would do this type of work."

"Saint Helenian colleagues who have the same qualifications as overseas colleagues are leaving because the pay difference is ridiculous. SHG needs to look after its local employees better than what they are doing."

"SHG have worked to improve salary and career progression through Schemes of Service in some cadres but not all."

“With regards to the annual increase in wages, we were told this year that there was no money to allow this to happen. Not satisfied, especially knowing that the cost of living still goes up all the time.”

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

There was an overall positive increase in how respondents feel they are rewarded for hard work. However, this remains a high priority and the greatest area of concern remains the fairness of reward distribution to individuals and teams.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
Hard work is usually rewarded at SHG	1	11	14
My line manager recognises me whenever I do a good job	2	58	65
SHG rewards individual and team efforts	1	11	14
I believe that rewards are given fairly where I work	1	13	25

Employee comments:

“I do feel that SHG do not provide enough incentives for their employees and don't encourage them to work to the best of their ability.”

“I don't see the purpose of an annual performance appraisal cause nothing comes of it in the end.”

“Some employees may not have all the qualifications but have a wealth of experience which is not recognised. Why can't jobs be recognised by performance levels as well and receive remuneration for this?”

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

Respondents still feel that they can contribute to team plans and are aware of their team’s plans for the future. These areas had the biggest positive increase. However, respondents still feel that SHG does not plan well and that they are not clear about the SHG’s wider plans for the future.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
SHG is good at planning for the future	1	16	16
I am clear about SHG’s plans for the next 12 months	1	16	17
My views are sought on my team's plans for the future	1	33	43
I am clear about my team's plans for the next 12 months	1	38	47

Employee comments:

“Succession planning is not in place. Why are so many temporary positions taken rather than permanent which would be more cost effective in the long run.”

“How can we allow unqualified teachers to stand in front of our children. Pupil numbers are small enough to have simply one or two schools. This way all children would have a qualified and experienced teacher teaching them!”

“There also needs to be more forward planning to ensure that provisions are in place for all situations so the existing staff are not left with an unrealistic workload and feel as though they are being unfairly treated and over worked.”

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

The most significant difference to the 2015 EOS was the respondents’ understanding of why SHG are making changes. This has now moved to a priority area for improvement. Respondents also cannot see how SHG is changing for the better.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
I am clear about the reasons for change within SHG	1	55	50
I believe that SHG is changing for the better	1	27	26
I think that SHG manages change well	1	15	17
I can contribute to the change process	2	55	55
Our Directors are establishing a clear direction for SHG	1	25	34

Employee comments:

“While I’m very aware of what is happening and how things work in my own section, and feel very valued; my knowledge of wider SHG activities, and SHG’s overall goals for the next 12 months is limited.”

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

Communication continues to be a priority area, with a significant number of respondents feeling that SHG does not communicate well with staff on issues that are important to them. There has been a notable decline in the number of respondents who feel they are entitled to express their opinion.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
SHG does a good job communicating about changes or decisions that affect me	1	35	34
SHG keeps me up-to-date with important issues	1	46	50
I feel free to express my opinions without worrying about negative consequences	1	39	36
Information flows well from senior managers to staff	1	38	42

Employee comments:

“Communications still need to be strengthened in SHG but we have come a long way.”

“I feel that there is not enough engagement with staff on what the Leaders of SHG are planning that affects those staff.”

“Communication is fine although sometimes you are expected to know things by osmosis.”

“The Code of Management really needs to be incorporated into an easy to read format, that is easily understood by all managers.”

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

A notable increase in positive responses were received for the overall policies and procedures questions. Despite this, it still stands as a priority area, with the biggest concern being restrictions when carrying out one’s role.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
The SHG Code of Management for employees makes sense to me	1	45	54
The work policies and procedures in my department are well developed and organised	1	40	50
It is easy to get answers to questions about HR policies	1	38	41
Procedures necessary to do my job often involve unnecessary steps	1	19	36

Employee comments:

“Sometimes organisational, structural and attitudinal barriers can get in the way of what we do but usually there is a solution.”

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

There was a marginal increase in the majority of positive responses, with the greatest positive response being the respondents’ satisfaction with safety measures in the workplace.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
I am satisfied with the safety measures that are in place in SHG	1	39	42
I am satisfied with the physical workplace conditions in my place of work	1	44	47
SHG takes health, safety and wellness seriously	1	37	37
I can leave work to take care of personal matters if I need to	2	63	64
I often work longer than my contracted hours	2	56	52

Employee comments:

“I am not happy with the maternity leave and mothers are forced to return to work early as they cannot cope with no salary and a new baby.”

“How is it possible for teachers to only have 4 sick days for their children.”

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

A greater number of employees said decisions are made quickly at work in the 2018 EOS. This positive view on decision making is also reflected in the greater number of employees who feel they can make their own decisions. This conflicts with the biggest priority area in this theme, which links with the biggest area of concern under policies and procedures – restrictions when carrying out one’s role.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
Decisions are made quickly where I work	2	46	55
I have the freedom to make my own decisions about how to do my job	2	55	63
I have to get approval to do things most of the time	1	26	45

Employee comments:

“Unfairness to staff is a problem. Managers and Supervisors need be more consistent in what they say e.g. if it is no for one it is no for everybody.”

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

There has been an overall increase in the positive responses towards teamwork. There continues to be a strong repertoire between colleagues, though the priority area is still focused on the lack of interaction between the divisions of SHG and the harmonious relationship between managers.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
I believe that all the divisions in SHG interact and work together to achieve a common goal	1	25	30
The people I work with cooperate to get the work done	3	71	84
Our Managers are committed to working as 'one organisation'	1	37	50

Employee comments:

“Directorates do not work as a team, everybody is busy but some directorates are too demanding of information in very short timeframes.”

“I believe that more needs to be done to bring the different SHG departments together and work more collaboratively.”

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

There was an overall positive increase from respondents to upskilling and training. Employees are happier with the training opportunities available to them and the training they receive to develop their skills needed for their jobs.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
I am aware of available training and development opportunities	3	70	81
I get the training I need to do a first-class job	2	48	55
My training only meets my needs for my current job	1	45	52
I will get the opportunity to fully develop my skills and abilities within SHG	2	45	55

Employee comments:

“Whilst the survey highlighted necessity of training and development, because of time constraints within our Section time for study has been neglected.”

“We have skills gaps on island and we will always have them if SHG is not prepared to train staff.”

“Training staff is one of SHG's highest priorities compared to the other organisations that I have worked for on St Helena.”

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

The results show that although employees do not feel they are rewarded for doing a good job, there has been a significant increase in the number of employees who are proud to work for SHG, and would encourage others to work here. It is very encouraging that the majority of respondents agreed that they are happy to suggest how they can improve the way they work.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
I am proud to work for SHG	3	68	78
I am happy to encourage friends to work at SHG	3	60	71
I am happy to suggest how we can improve the way we work	3	79	83
If I do a good job I have a better chance of getting a promotion or pay rise	1	39	33
I plan to be working for SHG a year from now	3	63	73

Employee comments:

“Like to be valued for what I do. I have experience and dedicated service to SHG, but in order to progress in pay scale there is always a target to do more qualifications. Find this frustrating at times. I enjoy my job but do feel that we should be paid for what we do.”

“I am fully committed to my job, but I don’t feel that SHG feels the same towards their staff. I do go above and beyond what I am supposed to do for my Job, but the way we have been treated by SHG, makes me wonder, why bother.”

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

Overall, there has been a positive increase in responses from employees to respect in the workplace, especially between colleagues. Fairness is still an issue, with just over half of the respondents feeling they are treated equally.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
I feel I am valued at work by my line manager	3	69	71
All employees are treated equally	1	41	51
My suggestions are given serious consideration	2	51	62
I am treated with respect by my immediate work colleagues	3	78	87
I am treated with respect by other employees of SHG	3	60	70

Employee comments:

“I feel there is different rules for different sections with in the directorate which upsets the moral of staff.”

“In my opinion SHG has no different treatment of staff who are dedicated and work hard than those who can who barely bother to turn up and make the effort.”

“SHG needs to look after their employees more. They should aim to boost morale, communicate more effectively and appreciate the hard work of their employees more.”

Quality: employees’ perceptions of SHG’s commitment to proving quality services to customers

The majority of respondents have an overall increased positive view of customer service within their own section. On the other hand, few respondents feel SHG provide a quality service. The theme of quality saw the biggest percentage change.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
SHG provides quality services to the people of St Helena	1	26	38
Good customer service is a top priority in my department	3	60	77
My team has a clear set of quality service standards	3	59	75
I know my role in helping SHG deliver good quality services	3	80	89

Employee comments:

“SHG is becoming a 'laid back' organisation. Some staff have no pride in working for the organisation and it therefore affects customer service and the way staff interact with each other. In some areas there is no professionalism and no respect for the system.”

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

Overall, the total percentage of positive responses to this theme increased, indicating that to a degree, respondents are satisfied with their senior managers’ performance and motivation.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
I am able to contact my Senior Manager if I need to	3	78	85
My Senior Manager establishes a clear direction for my section	2	57	67
My Senior Manager displays commitment, team spirit, and pride in working for SHG	2	60	68
My Senior Manager is open to feedback from multiple sources	2	63	68

Employee comments:

“Sadly SHG remains hierarchical and silo based. Directors seem free to act on their own agendas, are rarely seen and most front line staff feel ignored.”

“There is still a culture of senior management meetings 'cascading' information rather than a more dynamic and interactive relationship between senior management and front line staff.”

Resources: employees’ perceptions of resource allocation and availability

There has been an overall increase in positive responses for this theme. The majority of employees report being prepared for unscheduled workload and feel they have the resources to cope. The physical resources needed for the job had the lowest positive score, however it is now an area for improvement and not a priority.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
I can get the information I need to do my job	3	63	78
I can get the tools I need to do my job	2	52	58
My skills and abilities are fully used within SHG	2	59	64
My team has capacity to deal with unplanned work	3	59	73
My job is a good fit to my skills and interests	3	78	86

Employee comments:

“Online/ distance learning are only possible during own time and using own resources.”

“We do not have access to share point and therefore we cannot access the code of management. This is really annoying.”

“Our budgets are spent on the daily essentials and nothing left for replacing or purchasing resources.”

“Constant budgetary restraints is frustrating and at times is an obstacle for us to achieve what we set out to do.”

“It would be great if the Code of Management could be put into one document instead of having to look back and forth between different documents to find the information required.”

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

As with the 2015 EOS, it is encouraging to see that nearly all respondents know what is expected of them, and that more employees for the 2018 EOS want to develop their career at SHG. Fewer employees believe that they can develop their career at SHG, however the increase from 66 to 69% is progress. There has been a slight increase in line managers speaking to their staff about their progress. The statistics show that more employees are getting involved in planning the work objectives for their area.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
I know what is expected of me in my job	3	92	96
In the last 12 months my Manager has talked to me about my progress	2	67	68
I am involved in planning the work objectives of my section or service area	2	62	69
I believe that I can develop my career at SHG	2	66	69
I want to develop my career at SHG	3	71	74

Employee comments:

“There was to be a salary review but this has not happened across the whole of SHG. To be equal this should be extended across SHG and not just for specific cadres.”

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

This theme again made the second highest positive score, increasing from 71 to 78%, with all areas highlighted as a strength. This indicates that the majority of respondents are happy with their line managers as role models, they feel their line managers are involved and interested in their career and they receive adequate support.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
My Line Manager treats me fairly	3	73	83
My Line Manager is usually available to me when I have questions or need help	3	78	84
My Line Manager sets a good example	3	67	76
My Line Manager takes a personal interest in helping me to get ahead at my job	3	65	70
I am satisfied with the quality of supervision I receive	3	70	78

Employee comments:

“There are people like myself that would like to use the knowledge I have to further my career and make a difference rather than those who have the responsibilities and just don’t care.”

“My Supervisor and Line Manager are not people that are approachable.”

Job Satisfaction: employees’ perceptions of job satisfaction

The top theme for the highest ranking score was job satisfaction, which is encouraging feedback for SHG. All areas are now highlighted as a strength, with the highest positive area being enjoyment of the job.

QUESTION	Priority	Positive Score (2015)	Positive Score (2018)
I am satisfied with my workload	3	58	70
I have the opportunity to find solutions that allow me to achieve my targets	3	66	76
I enjoy my job	3	83	89

Employee comments:

“The culture of the organisation need to be more engaging so that it will be a great place to work and to serve the people of St Helena.”

“Working for the people of St Helena is a reward in itself. The job which is performed is satisfying and it is easy to see what we as a service provides.”

Moving Forward

The results from the 2018 survey featured more positive views than the 2015 survey, however there are still 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.

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 with Core Leadership Group (CLG).
- b) Select the organisation wide areas to improve during this survey cycle.
- c) 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.

- b) Select Areas to Improve

During the employee focus group meetings, a 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.

d) 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

e) 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.

f) 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.