



**St Helena  
Government**

# PROSPECTUS FOR CHANGE 2020-2023

St Helena - a great place to live, learn,  
work, visit and invest



# FOREWORD

This Prospectus for Change (PFC) sets out our vision for SHG. The document might be new, but the content is based very much on what you told us during our recent Employee Engagement, and builds on the foundations which have been well laid though the 2016 – 2019 PFC.

Our vision as a public service is for ***St Helena to be a great place to live, work, visit and invest.*** Our mission is to ***improve the lives of all within our community and help the Island thrive.*** This is an ambitious mission, and with the local community looking to SHG to lead the way, we need to ensure that everything we do is underpinned by our values; **Fairness, Integrity and Teamwork.**

With a regular weekly air service, St Helena is increasingly becoming a part of the global village, we can no longer refer to the “outside world” as something separate and across the ocean; the internet, air access, and television have brought the rest of the world to our doorstep, along with increased opportunities and new challenges.

Our biggest strength in SHG is our staff, we have a dynamic workforce with sought-after skills. We have solid foundations on which to build an even stronger public service, one which is well equipped to deal with current and future challenges. With your support and commitment, I am confident that during the next three years, the people of St Helena will be served by an even better SHG that delivers a service which truly improves and enriches people’s lives.

I hope you will embrace this document, and I look forward to hearing your views, your comments, and your ideas which will help to turn our vision into a reality.

I am very proud to be associated with you all.

“Alone we can do so little; together we can do so much” (Helen Keller)



Susan O'Bey

Chief Secretary

# WHERE WE HAVE COME FROM

The 2016-2019 Prospectus for Change (PFC) was an action plan to address the feedback from the 2015 Employee Opinion Survey (EOS). It supports the strategic goal from the St Helena Island 10 Year Plan, to be an 'Effective, efficient and accountable public sector', working towards the policy priority to 'Strengthen Governance and organisational structures to facilitate sustainable change.'

Since 2016, together we have made good progress in putting your suggestions into action.

Key achievements from 2016 to 2019 include:

- Creation of the Employee Representative Committee and Partnership Forum
- Introduction of Job Cadres
- Succession Plans put in place to localise posts
- Introduction of the first Future Leaders Programme
- Thin Client introduced in all directorates
- Intranet launched and available to all staff
- Establishment of a Training Needs Analysis process
- Introduction of a Workplace Wellbeing Programme
- Provision of the Staff Handbook for all employees
- A Continuous Improvement Programme in place with a number of Change Champions identified and trained, and two achieving ICIPS accreditation
- Creation of our new Vision, Mission and Values



# FUTURE CHALLENGES

The world has and is continuing to change at a fast pace for St Helena. We are now in the age of air access, which brings with it new opportunities. The next three years and beyond will be challenging for the Island; we will need to make tough decisions, improve services, and ensure effectiveness.

Consequently, in SHG we face some significant challenges. Our workforce is central to our success and is fundamental to developing an organisation that is fit for the future. Many of the demands are known, but some are not yet fully realised and others will emerge as the future unfolds.

Some of these challenges are:

- The pressures on the local economy
- Rising cost of living
- Increasing health needs
- An aging demographic
- An uncertain economic outlook and impact on budgetary constraints
- The need for consideration of enhanced partnership working
- The impact of Digital Transformation - on the way we work and deliver
- The impact of losing critical people and experience, along with the challenges of recruitment in some key roles
- Limited skills and experience on Island

The demands on staff to deliver excellent services are ever increasing and we need to be an employer which is able to attract and retain the right people, in the right places, with the right skills. The introduction of the fibre optic cable will bring further transformation and it is important that the PFC supports our people in being able to prepare for and successfully navigate an uncertain, ambiguous and complex future.

To respond to the challenges outlined we will only achieve our ambitions and be successful with this transformation through our people. To do this, we will need to understand the level of investment we are making in our people, in addition to remuneration, to make the right choices in the future. Our PFC, 10 Year Plan, Labour Market Strategy, Sustainable Economic Development Plan and Workforce Plan will all help us to identify and address gaps, set out our future ambition for our people and provide us with strategic direction.



## AIMS AND OBJECTIVES

This prospectus has been designed to engage and support you. We want to achieve an environment where we listen to each other and as a result, improve motivation, ways of working and individual capability at all levels.

Based on feedback from the 2018 EOS and 2019 *We Are Listening* diagnosis, this prospectus aims to:

- Bring to life our vision, mission and values;
- Create an environment where managers confidently lead and engage with their teams to support them to develop and flourish;
- Support and empower leadership to provide a strong, strategic narrative about the organisation and its future direction;
- Engage employees to let your voices be heard and embedded throughout the organisation.



# WHERE WE ARE TODAY



This is not a ‘relaunch’ – this is continuous improvement - with the 2020-2023 PFC building on the foundations put in place by the 2016-2019 PFC. A huge amount of hard work has already been undertaken, with some great achievements, and this prospectus builds on all that has gone before, addressing the key cross-cutting themes identified through the 2018 EOS and 2019 *We Are Listening*.

The 2020-2023 PFC focuses on our people being at the heart of our vision and being critical to our long-term success. This prospectus seeks to provide a framework, guidance and activities which will promote engagement with you to help achieve our strategic objectives.

Your prospectus seeks to identify and develop an organisational culture that supports all of us. Being aware of

our organisational culture is very important to enable us in SHG to successfully deliver our objectives and achieve our goals.

**Culture** is essentially about ‘how we do things around here’. Feedback has shown that a lot of what we do is good and does not need to change altogether, but some of ‘how we are doing things’ does need to change.

**Employee engagement** can be seen as the way people think, act and behave at work. Engaged staff are committed and act as ambassadors for our organisation, supporting our vision, mission and values. Evidence shows that higher levels of engagement in an organisation contribute to better performance, better quality of service and greater wellbeing for employees. Ideally, we would like to foster a culture of engaged employees.

# WHAT DO WE STILL NEED TO DO?

Some of what we said we would do by 2019 is still in progress or hasn't been fully realised as yet.

We still need to:

- Introduce the Employee Recognition Scheme.
- Develop a Core Leadership Programme to help support the development of strong leadership and 'one' culture.
- Complete the introduction of cadres across all Directorates and ensure horizontal integration between cadres.
- Utilise the Continuous Improvement Group to reduce bureaucracy and streamline our systems and processes to improve service delivery.
- Continue to identify investment in Information Technology and become 'digital by default'.
- Improve performance management processes so they support us in managing people fairly and equitably through setting objectives, targets and expected behaviours, recognising achievement and addressing capability and conduct issues.
- Train and develop people to embrace change both within their current jobs and in future ways of working and delivering services.
- Provide a healthy work place that values inclusion and diversity.
- Communicate and engage with each other in honest and accessible ways, that allows everyone to understand what our organisation is trying to achieve and how to play our part in it.
- Ensure the right organisational structure for delivery.

# VISION, MISSION AND VALUES

In order to develop the 2020-2023 PFC, the diagnostic stage sought to ascertain how we think and feel as an organisation, how aligned we are and how we can make changes to progress.

From *We Are Listening* you gave your interpretation of our current vision, mission and values. Using your thoughts and suggestions, we have developed our new strategic pillar.

Our vision, mission and values need to be embedded in everything we do. It is important that we use consistent, relatable language so they become internalised and embedded into processes like recruitment, induction, appraisals, professional development and decision-making.

The success of our organisation depends on having a solid vision for the future, with an engaged team that is dedicated to making that vision a reality.

**Everyone needs to be on the same page.**

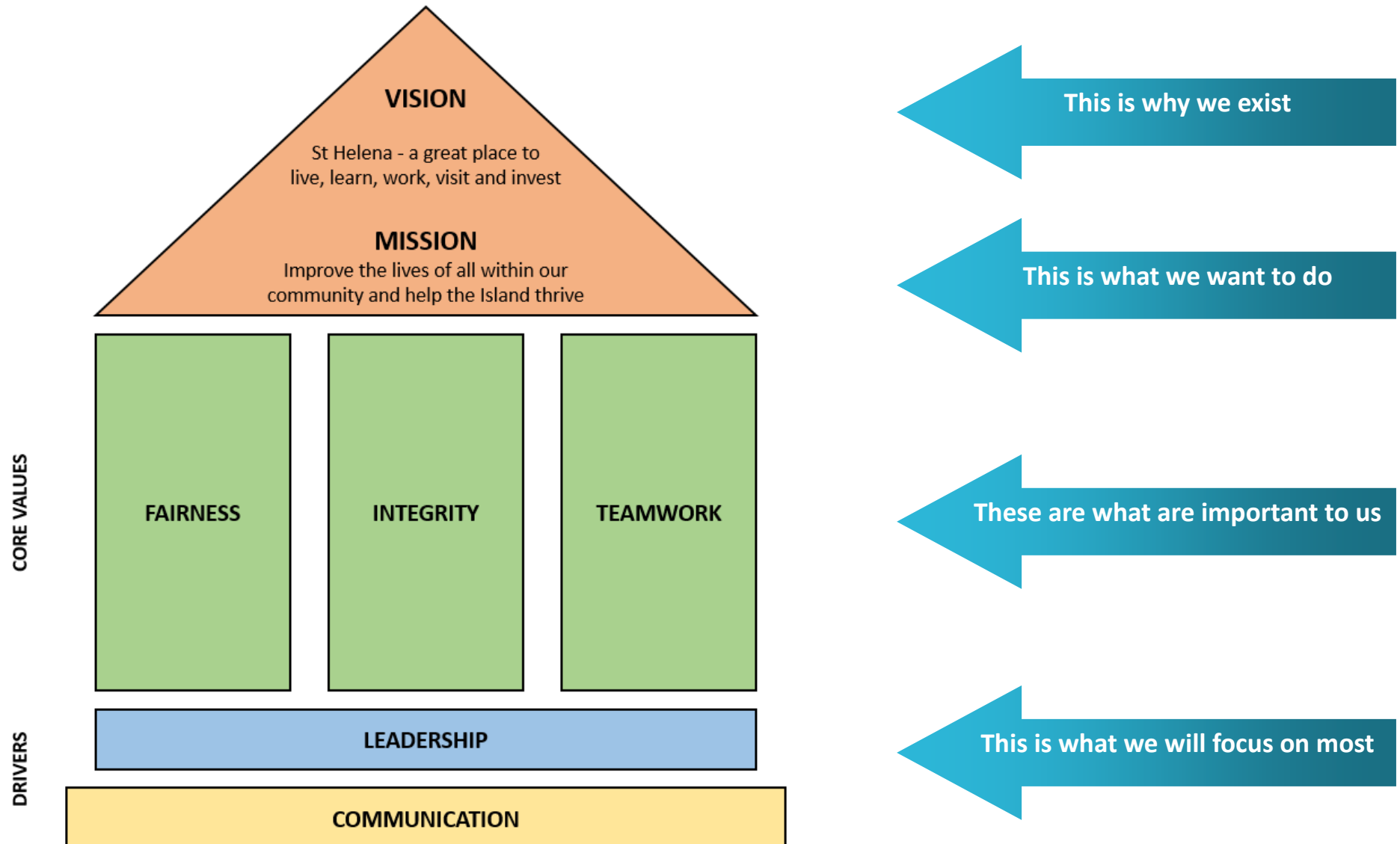
You have stressed the importance of good **leadership** and according to our data, many of the problem areas stem from inconsistent management of resources and inconsistency in management decisions and outcomes.

Another key theme which goes hand-in-hand with leadership is **communication**. Credible leadership means open communication. From what you told us, we propose that leadership and communication should be the organisational performance drivers and therefore solid foundations for our strategic model.

**Communication and Leadership drive  
Fairness, Integrity and Teamwork, so we can  
deliver our Vision and Mission for St Helena.**



# NEW STRATEGIC PILLAR



# OUR CORE VALUES

In order to have an aligned strategy, our values should underpin everything we do. Without our values, there is a risk that we do things without purpose.

In February 2019, we commenced work on the development of our new organisational values, with your support and input.

Through taking a consultative approach, we have now agreed to our core values being Fairness, Integrity and Teamwork (F.I.T).



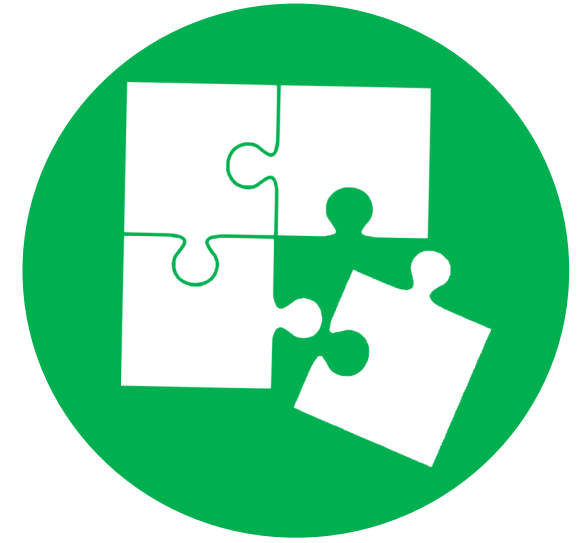
## FAIRNESS

We act as role models and have fair and consistent standards.  
We champion equality, inclusion and respect.



## INTEGRITY

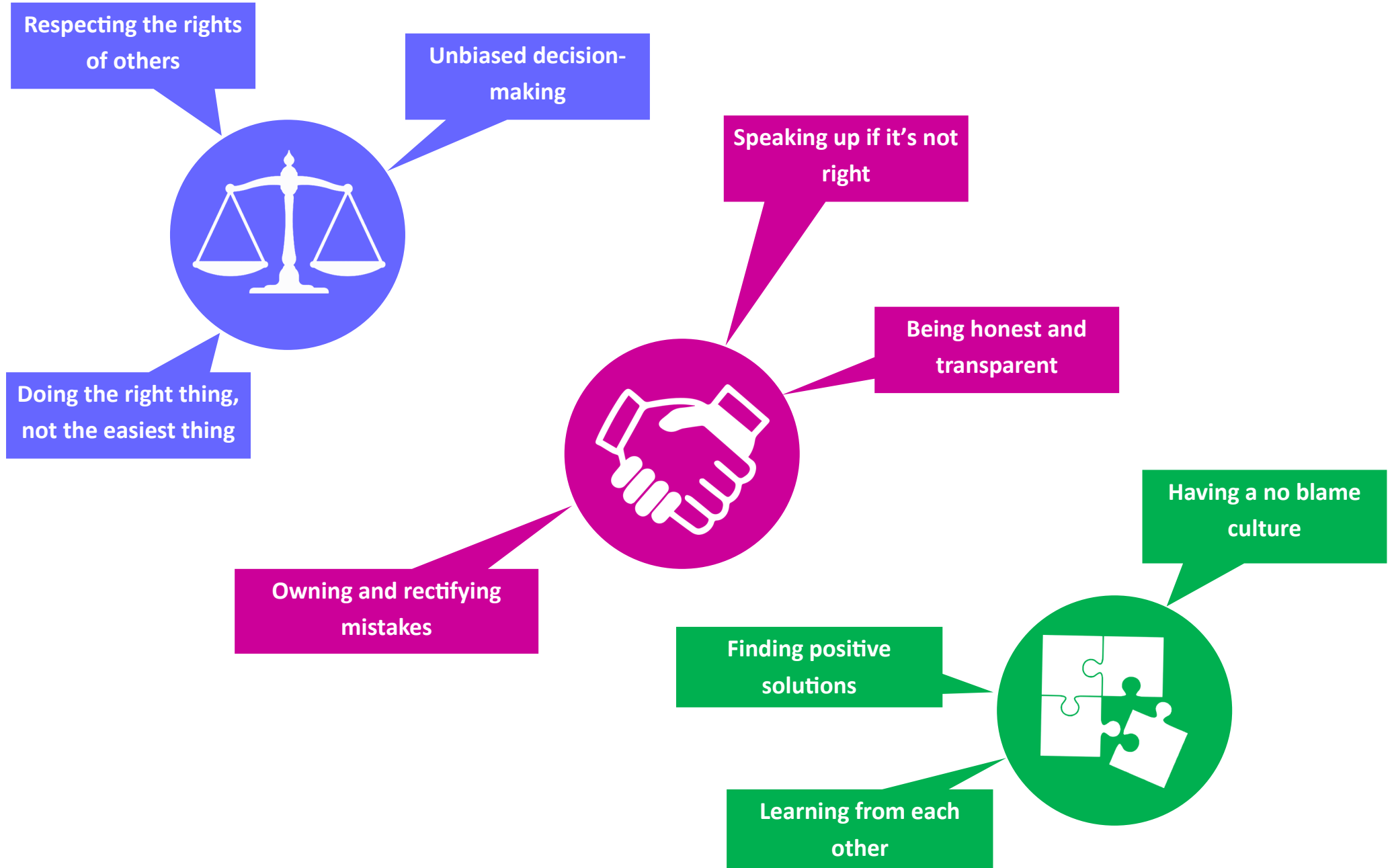
We communicate openly and we are honest, accountable and ethical.



## TEAMWORK

We work together and we support each other.

## What does this mean in practice?



# WE LISTENED - THIS IS WHAT YOU TOLD US

We heard a wide range of views from you through the 2018 Employee Opinion Survey and 2019 *We Are Listening* diagnosis.

We have collated your responses into 12 key areas, without losing individual experiences to help build up the big picture.

## FAIRNESS

- There are inconsistent standards across directorates. Colleagues are inconsistently recognised and managed; creating an 'in-group' and 'out-group' culture.
- SHG's processes for measuring employee contribution is perceived as unfair or unjust. Employees do not feel empowered to make decisions and some feel afraid to say what they think.
- There is too much inconsistency with pay boundaries and staff are not recognised equally for qualifications or experience.

## INTEGRITY

- We are failing to communicate a coherent message about the strategy to all members of the organisation – people feel confused.
- Groups and individuals lack an understanding of how they fit or why they matter. As a result, people and projects are becoming complacent.
- There is little effective process to have honest conversations about tough issues. Meetings are often seen as a waste of time because it is unclear why they are taking place or who gets to make decisions.

## TEAMWORK

- Directorates work in silos, preventing collaboration and the flow of information and resources between departments.
- In some areas people work in cliques, which ostracises other employees and splits the working atmosphere and productivity.
- While managers are busy focusing on their many necessary operational distractions, many take their eye off the teamwork ball. As a result, communication is suffering – managers are preoccupied and sometimes fail to recognise people, celebrate success and invest time reviewing processes, practices and better ways of working across functions.

## COMMUNICATION

- Employees say that they fear being branded a ‘trouble maker’ if they open up - but the reality is that we can’t execute our strategies, lower costs, or effectively launch new processes or services when people fail to communicate with constructive candour.

## LEADERSHIP

- There is some inconsistency between the organisation’s vision, mission and values and the way it is actually experienced by employees.
- Leaders are not visible. Staff are not heard, because managers do not have the time to listen or act on what they hear.



# STRATEGIES AND INITIATIVES

Consistent themes have emerged from the feedback you have given us – all of which have helped to focus the Next Steps set out in this Prospectus. These will lead us on a journey of improvement over the next three years. The Prospectus also runs in tandem with the 10 Year Plan, Workforce Plan, the Labour Market Strategy, the Sustainable Economic Development Plan and other strategies across SHG. All of these initiatives are a combined effort to address, manage or mitigate our future challenges. The Next Steps are a summary of the key deliverables, which will be presented in more detail in the Action Plan.

## UNDERSTAND AND EMBED THE VISION, MISSION AND VALUES

Discussions with colleagues in focus groups and one-to-ones showed that people believed in the public sector; felt their role contributed to society and that this was what they were committed to. We have worked together with managers and staff to establish what it is that is important to them and to create our new values, which is being launched with this prospectus.

### Next steps

- Keep our vision, mission and values visual and use as part of everything we do.
- Turn our values into action through a Values Framework, which will translate our values into the tangible behaviours we want to see from each other, and to inspire us to keep improving. These will be developed, assessed and celebrated by linking the framework to recruitment, professional development etc.

## LEADERSHIP

Managers and leaders play a vital role in effective employee engagement and so as leaders we will work with you to clarify your roles and responsibilities and provide new tools to help champion a positive culture. We will promote a coaching and restorative approach to leadership and management. We will embed a strong 'one team' approach and recognise the challenges and opportunities in other locations. We will embed the leadership behaviours and values with core management competencies at various levels across the organisation and develop leadership and management training.

### Next steps

- Introduction of a Core Leadership Development Programme across all levels of leadership.
- Creation of a Coaching and Mentoring Network, with 24 coaches accredited to ILM.
- Develop a regular meeting network of middle managers, utilising action learning sets to develop skills and solve organisational issues.
- Develop a Leadership Competency Framework (as part of the Core Leadership Development Programme) to develop/enhance management skills of leaders at all levels.
- Senior leaders deliver key messages using appropriate communication methods (such as the intranet or face-to-face) wherever possible.

## RECOGNITION AND FEEDBACK

We recognise the value of effective one-to-one conversations as one of our most valuable engagement resources and a key to effective performance management. These are essential checking-in points for us and should take place throughout the year in addition to the annual performance review. They provide an opportunity to gain the necessary clarity on expectations and behaviour, gain direction and ensure that we all feel encouraged and supported. Good managers should be accessible, supportive, interested and keen to make sure employees feel trusted and are able to perform well.

These should be accompanied by regular, constructive team meetings where everyone is encouraged to contribute and share information and ideas. New tools will be made available to managers to help them run these meetings and cascade important service and corporate messages.

### Next steps

- Review the annual performance appraisal process to make sure it's fit for purpose and provide support to managers who fail to complete the process within the given timescales.
- Provide innovative opportunities for leaders to showcase individual and team work/achievements and build a sense of community through a 'Celebrating Success' page on the intranet and notice boards.
- Finalise and roll out the Employee Recognition Scheme.
- Develop fair and transparent pay and reward policies.
- Complete cadres in all directorates.
- Operate a staff survey once every two years from 2021, with a commitment to increase response rates and improve on measures of staff wellbeing and engagement.
- Undertake a customer survey in 2021 for feedback on how SHG is performing.
- Use targeted pulse surveys to ascertain progress against actions or views on topical issues - targeting hot spots and evaluating responses to new initiatives in a more timely manner.

## IMPROVE INTERNAL COMMUNICATIONS

We want to promote better internal communication by positively modelling staff engagement and demonstrating this through our leadership team. We will develop and support a structured approach to employee voice groups where colleagues will play a pivotal role in improving employee engagement. We will further improve and review existing channels of communication and explore more digital means of communicating with you and listening to your feedback.

### Next steps

- Through the Continuous Improvement Group, create 'Improvement Circles' that involves and empowers staff at all levels to make improvements.
- Develop effective use of the intranet and Thin Client, to move towards a digital workforce - through encouragement of desk-hopping, sharing updates in staff meetings and lessen the need for printing by providing staff with the resources where needed.
- Provide updates at the Partnership Forum where members of the Employee Representative Committee (ERC) and Core Leadership Group (CLG) meet on a quarterly basis on staff feedback and actions being taken by Core Leadership Group.
- Reintroduction of a Corporate Induction Programme - to include new local and overseas staff and managers, alongside utilising the intranet for self-service information on the structure and policies of the organisation.
- Implement an Employee Engagement Toolkit via the Intranet for all staff.

## HEALTH AND WELLBEING

To have an engaged workforce we all need to feel happy and healthy. We will continue to support Directorates to develop Workforce Wellbeing in the organisation.

### Next steps

- Equip employees to do their jobs safely and have access to information and resources on making healthy lifestyle choices.
- Continue to work with the Health Directorate to encourage use of the 'Half Hour a Week' activity time.
- We will work with the Mental Health Team to promote openness and remove stigma around mental health in the workplace.
- Develop a Health and Safety policy for employees.

# ENSURING YOUR PROSPECTUS IS DELIVERED

To deliver high quality performance, employee engagement is a fundamental underpinning strategy .

Successful delivery of this Prospectus will need all key stakeholders to own its implementation and management. This Prospectus is not a HR & OD plan, owned just by our HR & OD team. It is a strategy that all levels of leadership across our organisation will need to play their part in implementing.

Potential outcomes of this Prospectus will include a more engaged workforce – highlighted by improvements in engagement scores, which in turn should create tangible benefits including:

- Greater productivity
- Improved financial performance
- Increased innovation
- Healthy turnover
- Improved morale and wellbeing



# HOW WILL WE KNOW IT IS WORKING?

We need to make sure that the work we do is really making a difference to you. To help us do this, we will use a number of different evaluation tools to monitor progress including:

- Workforce analysis statistics such as absence rates, turnover, health and safety incidents.
- Corporate performance measures including customer satisfaction, financial efficiencies, strategic objectives and corporate project progression.
- A bi-annual employee engagement survey which will allow us to find out how engaged we are, address any particular issues and analyse the factors behind success.
- Pulse surveys to test particular issues throughout the year.
- We will report on our progress to CLG and the ERC on a quarterly basis and let you know how we are doing through our internal communication channels.





# FURTHER INFORMATION

2020-2023 Prospectus for Change

**For queries or feedback please contact:**

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## Our thanks to:

You, the employee, for sharing your views

Core Leadership Group

Employee Representative Committee

Statistics Office

Press Office

Employee models

**IMPROVING TOGETHER**



