

Be Heard – survey results

Customer and Local Services

February 2021

Engagement Levels



People find the working environment stimulating

HIGH MENTAL ACTIVATION



LOW MENTAL ACTIVATION
People find the working environment unchallenging

The Be Heard survey provides us with lots of rich information and detail about how you feel. And it focuses on working out what our employee engagement levels are. This is because:

When people are engaged they feel connected to each other and to the aims of the organisation they work for. They believe in a shared purpose and feel they play an important part in fulfilling it.

An engaged workforce is more motivated and productive because people take pride in what they're doing and have faith in those around them. This leads to better working relationships, greater collaboration and ultimately a more successful organisation.

The diagram on the left shows the additional information on the level of engagement among our people. There are nine groups, ranging from people who are highly engaged, to people who are bored and disengaged.

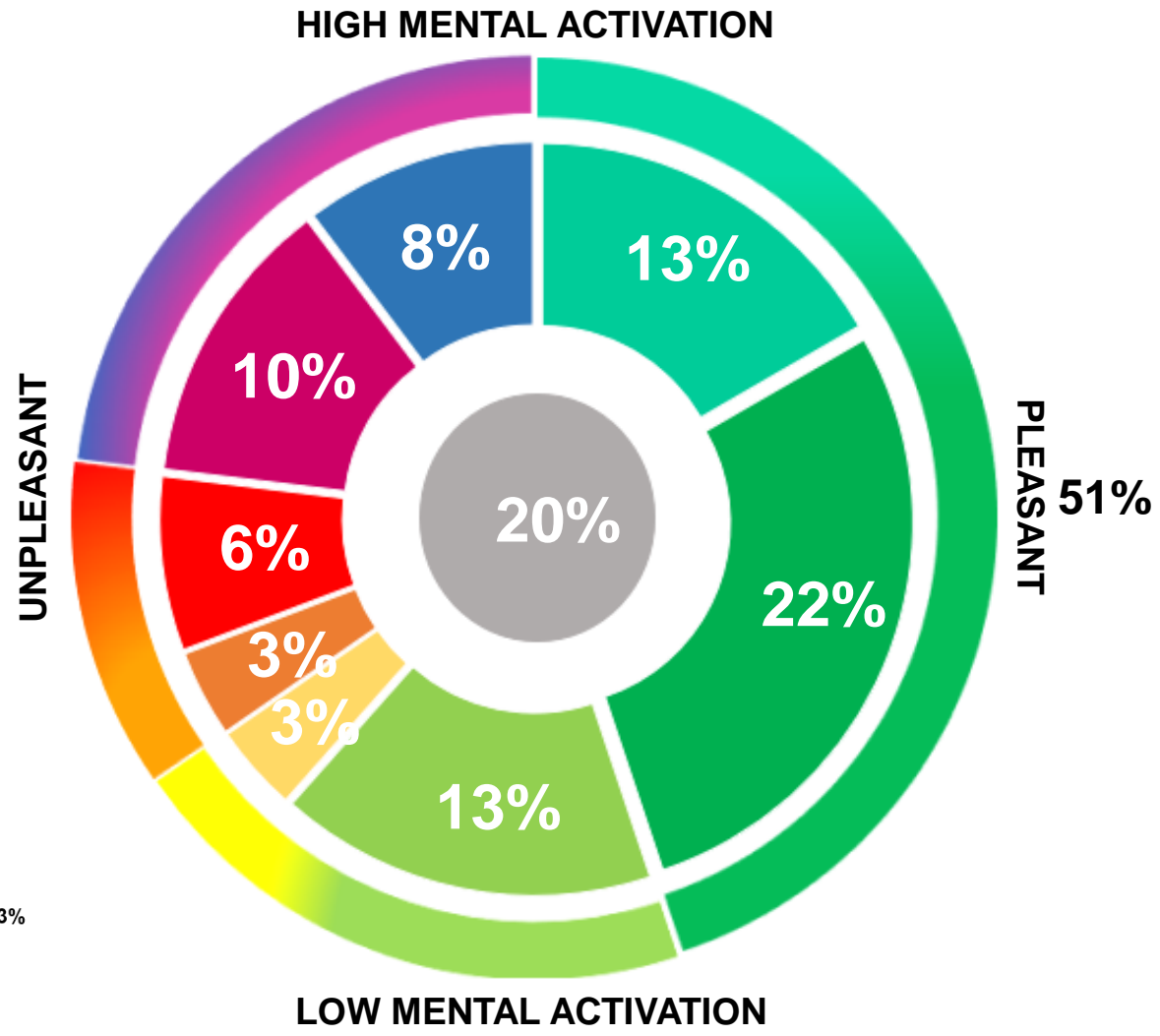
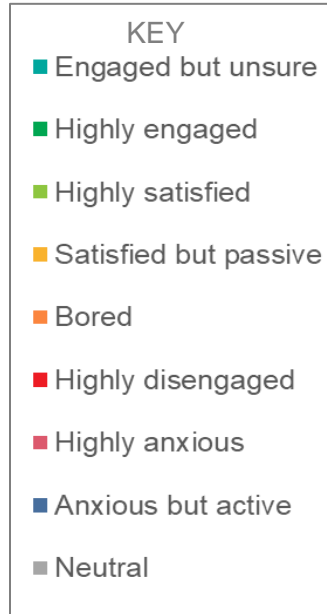
CLS Overall Engagement Results



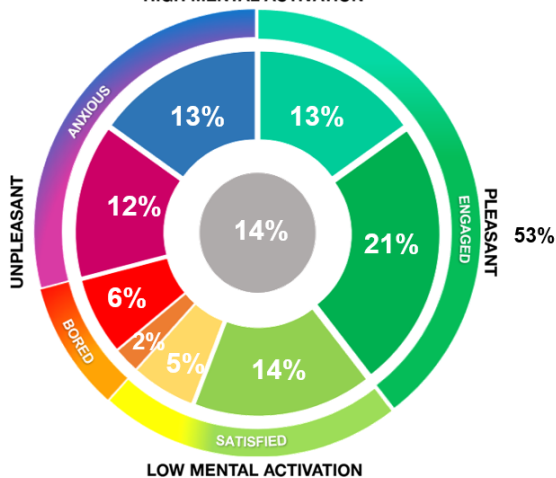
Our overall employee engagement figure is **51%** and our response rate was **83%**

The survey was conducted as we emerged from living and working through the first wave of the Covid-19 pandemic, so the participation rate is good and our engagement score is understandable.

The diagram on the left shows us that 51% (the green and yellow areas) are engaged. It suggests that 38% of our people are telling us they need more support or information. It also tells us that 9% of our employees are bored or disengaged.



GoJ Overall Engagement Results
HIGH MENTAL ACTIVATION



The Be Heard survey is based on 8 factors of engagement



My Manager highlights that people work for people. A good manager will talk with confidence about the direction and vision of the organisation, take an interest in the personal growth of their people and build effective teams.



Leadership is a prime influence on employee engagement. Leadership needs to drive forward change while creating a balance between work and personal life.



My Company measures how much people value the company they work for, how proud they are to work there, and whether they feel they're making a difference.



Personal Growth tells us if people feel challenged in their jobs, if they feel their skills are used to the full and if they feel there are opportunities to advance.



My Team is important as friendship and support from your workmates can make all the difference to your day. And as any good employer knows, team spirit fosters productivity.



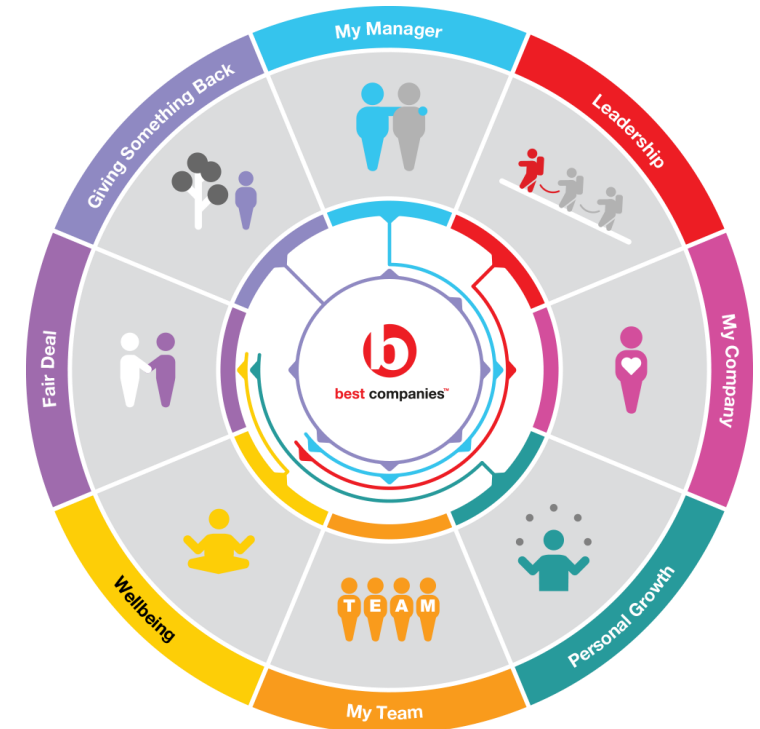
The balance between work and home life - the famous "work/life ratio" - is vitally important. **Wellbeing** measures stress and pressure and their impact on your health and performance.



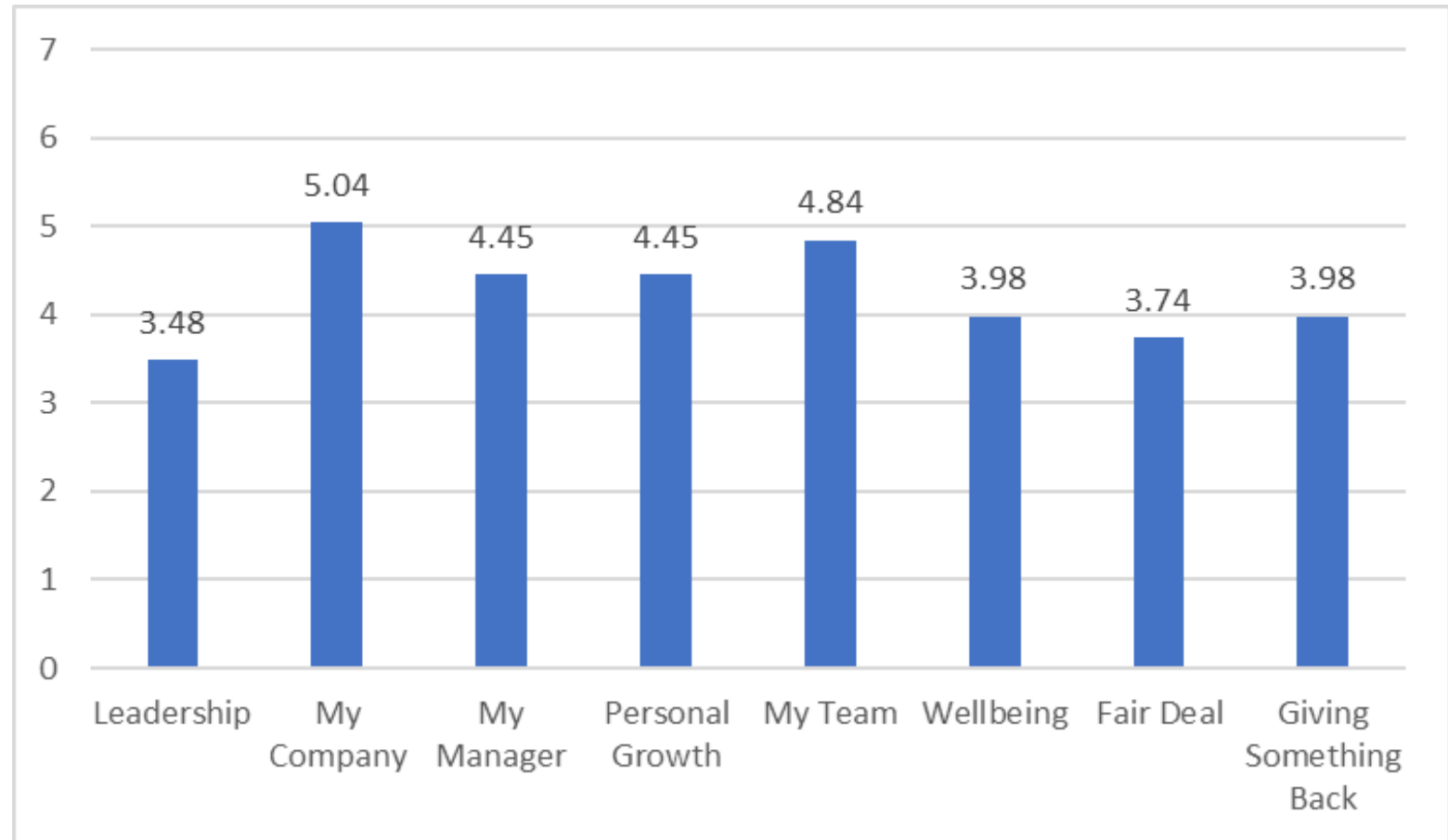
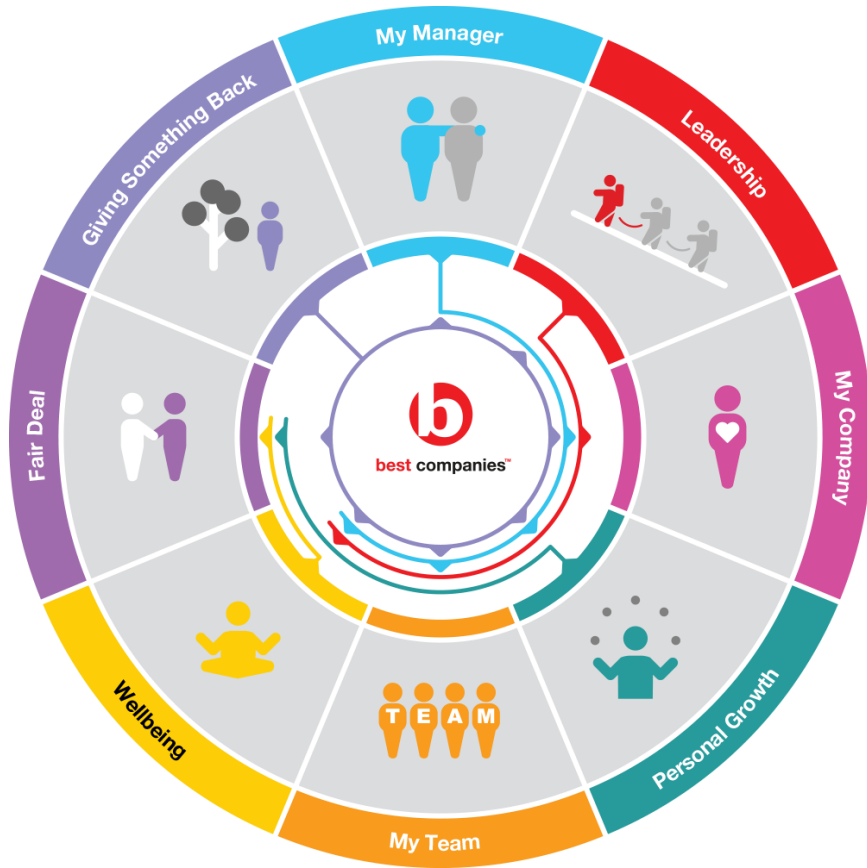
Fair Deal tells us whether people feel they feel the organisation values them and whether they feel pay and benefits compare well with those of counterparts in similar organisations.



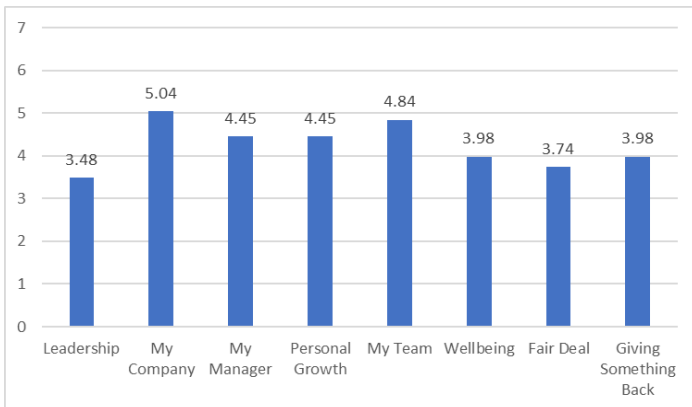
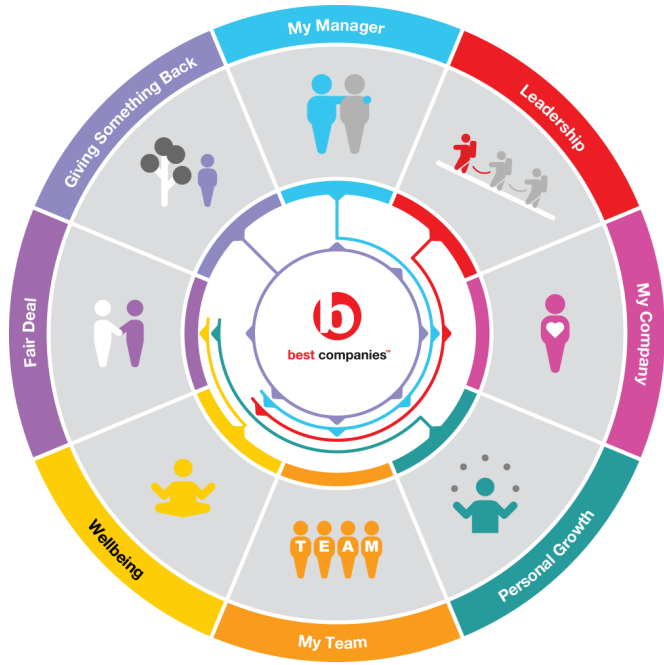
Giving Something Back or giving back to the local and wider community involves how we think about the environment and we think profit and budget concerns are the only things driving the organisation.



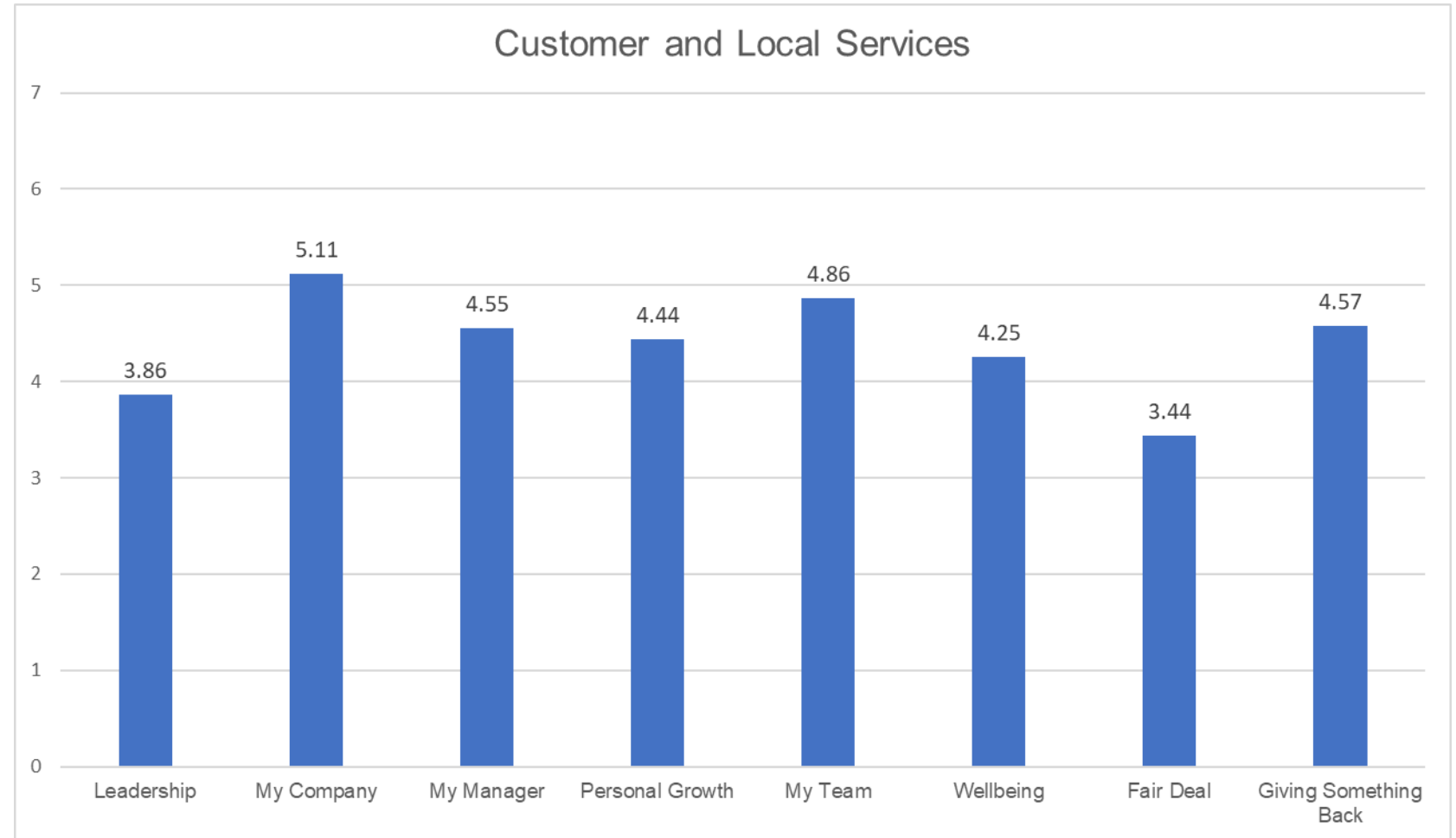
Overall Government of Jersey results by engagement factor



CLS results by engagement factor



Overall Government of Jersey results by engagement factor



CLS Results: Top 15 most highly correlated questions



| Most highly correlated questions | Pearson Correlation |
|---|---------------------|
| I would leave tomorrow if I had another job | 0.723 |
| I love working for this organisation | 0.718 |
| My manager cares about how satisfied I am in my job | 0.716 |
| My manager motivates me to give my best every day | 0.706 |
| My manager helps me to fulfil my potential | 0.705 |
| This job is good for my own personal growth | 0.703 |
| My manager is an excellent role model for me | 0.694 |
| I have confidence in the leadership skills of my manager | 0.681 |
| I feel proud to work for this organisation | 0.680 |
| My manager takes an active interest in my wellbeing | 0.679 |
| I have confidence in the leadership skills of the senior management team | 0.673 |
| My manager cares about me as an individual | 0.665 |
| I feel that my manager talks openly and honestly with me | 0.663 |
| My manager shares important knowledge and information with me | 0.660 |
| My manager would be quick to respond if I showed signs of being under too much pressure | 0.641 |

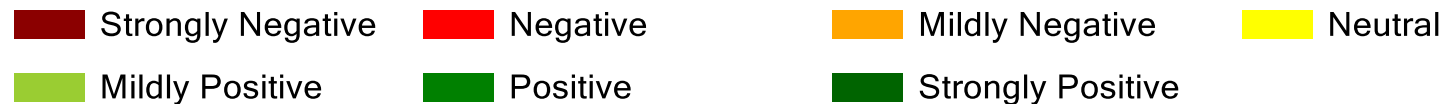
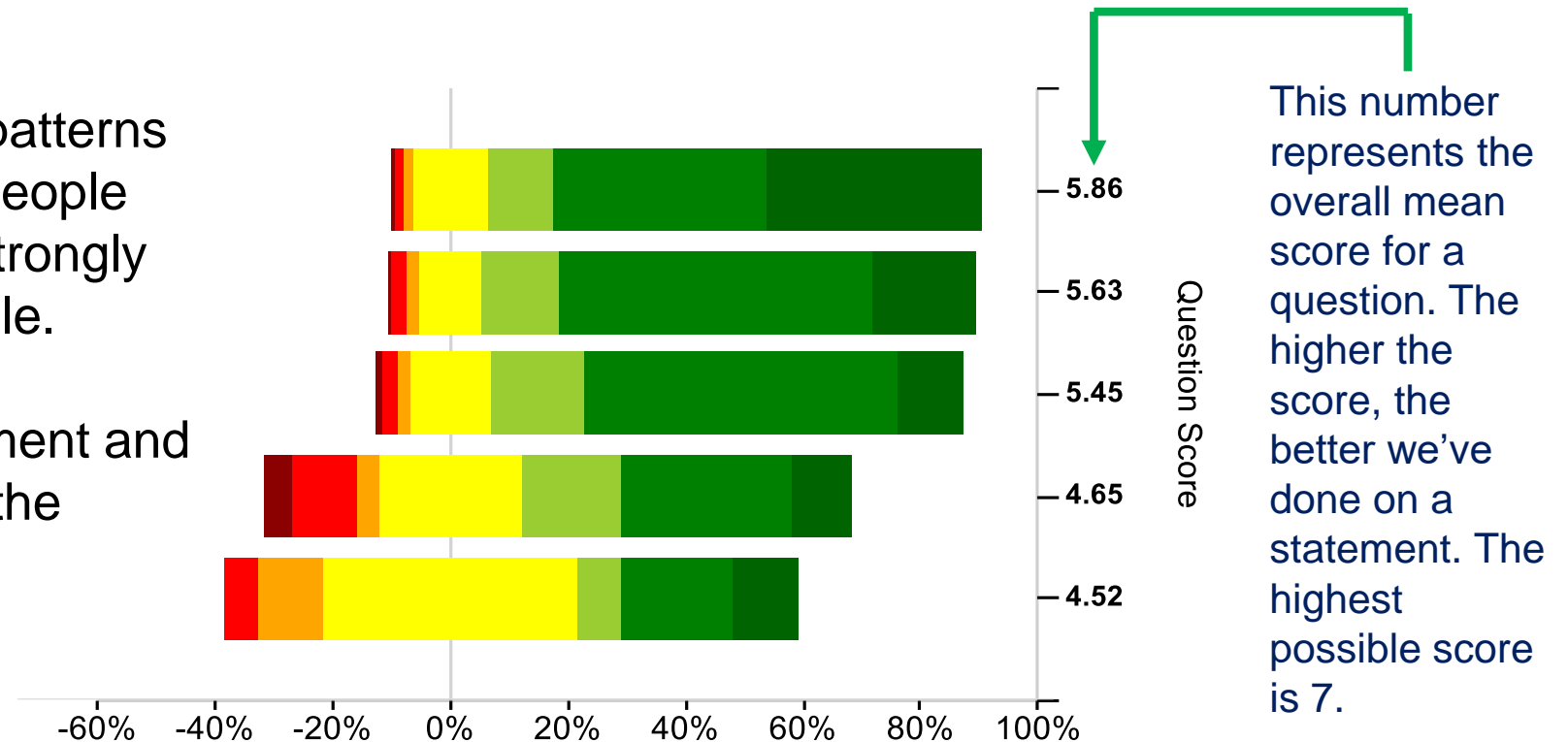
| Key |
|--|
| Managerial Engagement |
| Organisational Clarity |
| Personal Growth & My Company Questions |

* These are the questions most correlated to engagement in CLS

Understanding our results – how to interpret heatmaps

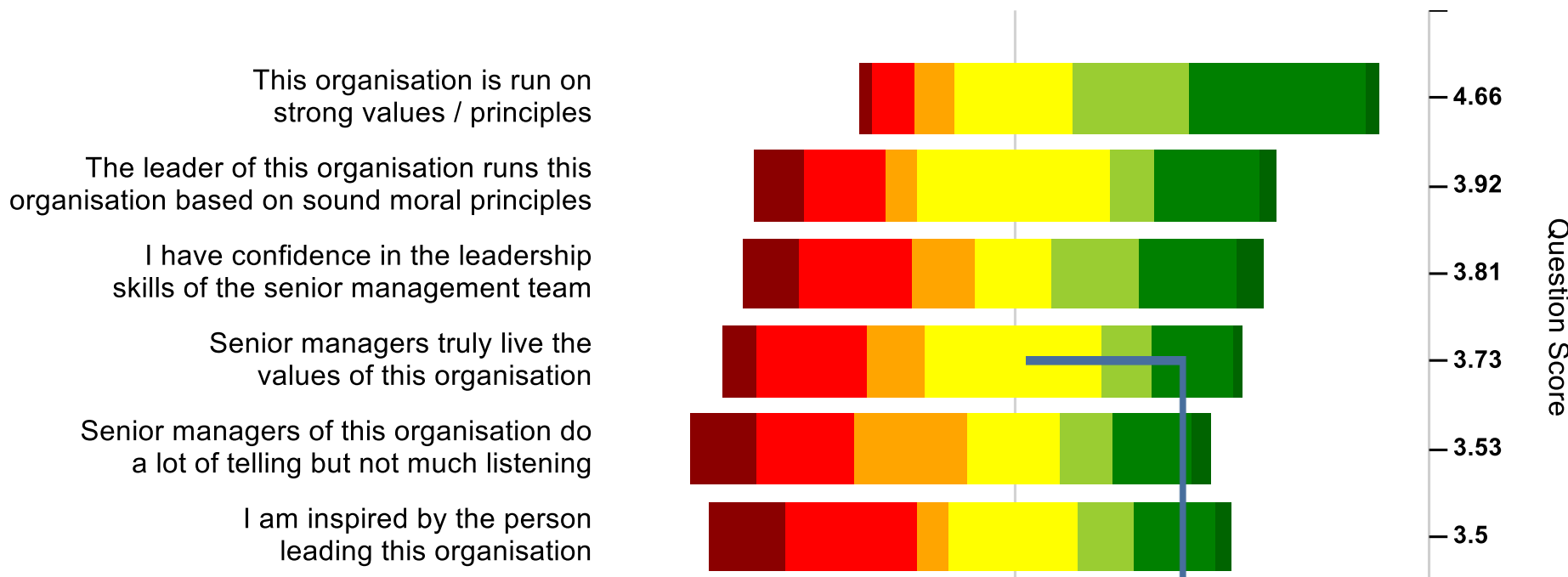


- A heatmap shows the response patterns and gives an idea of how many people responded at each point of the Strongly Positive to Strongly Negative scale.
- Red indicates areas for improvement and green is always positive (even if the statement is phrased negatively).



NB: yellow is neutral
The larger the yellow areas, the bigger the opportunity: people are telling us they want more information.

CLS results: Be Heard Survey – Leadership



■ Strongly Negative ■ Negative ■ Mildly Negative ■ Neutral
■ Mildly Positive ■ Positive ■ Strongly Positive

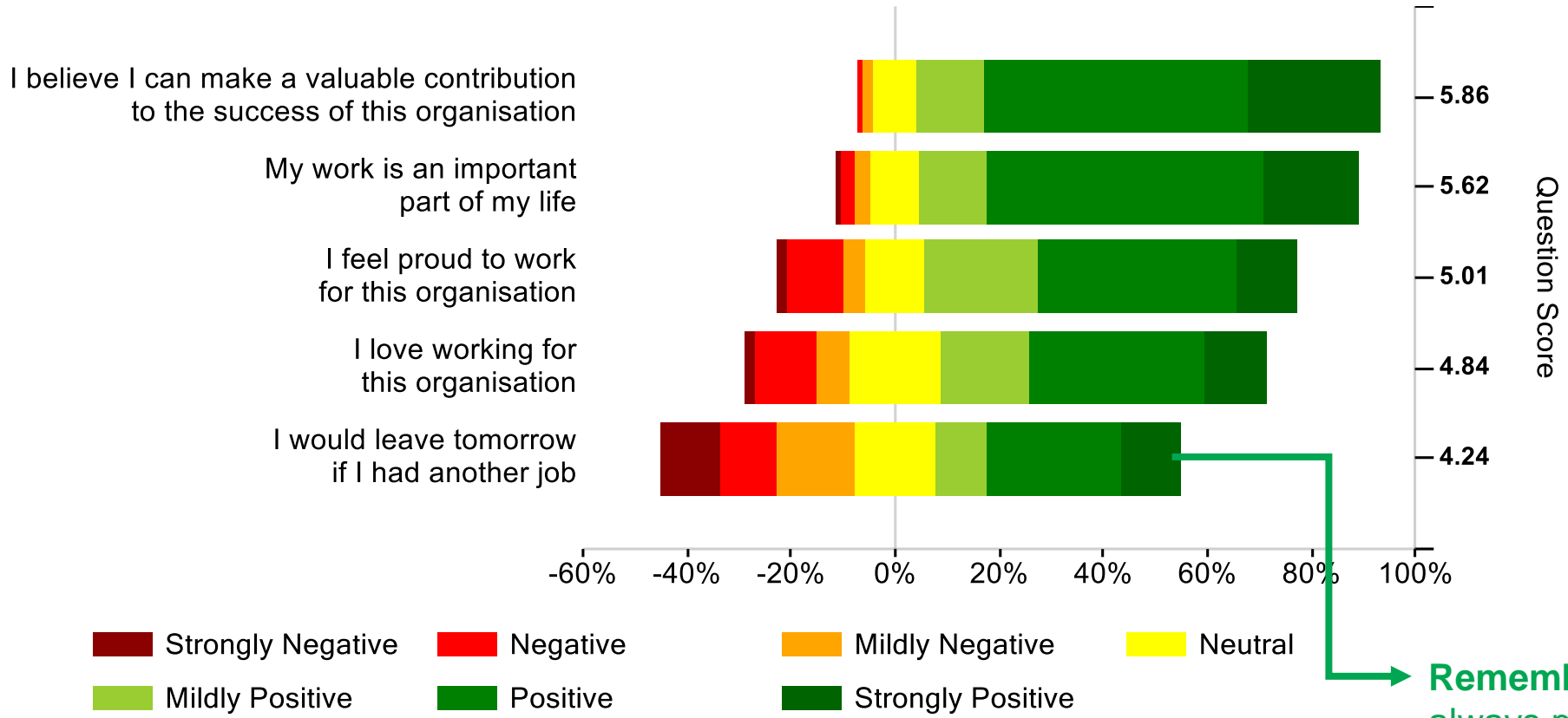
Remember: yellow is neutral The larger the yellow areas, the bigger the opportunity: people are telling us they're not able to comment and would benefit from more information

* Responses available on heatmap are from all job grades combined

CLS results: Be Heard Survey – My Company*



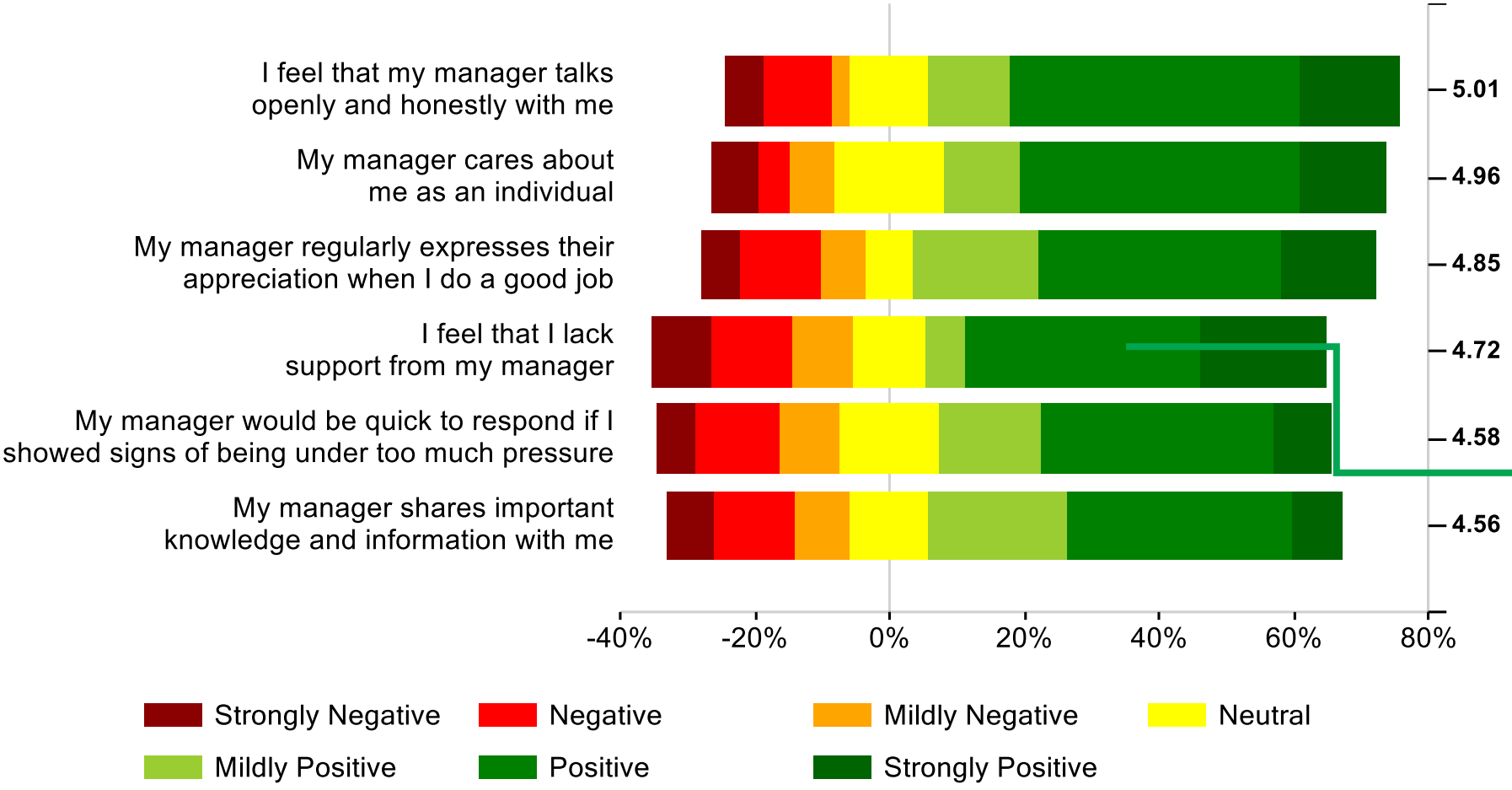
*My Company means Government of Jersey



Remember: green is always positive, even if the question is phrased negatively

* Responses available on heatmap are from all job grades combined

CLS results: Be Heard Survey – My Manager (1 of 2)

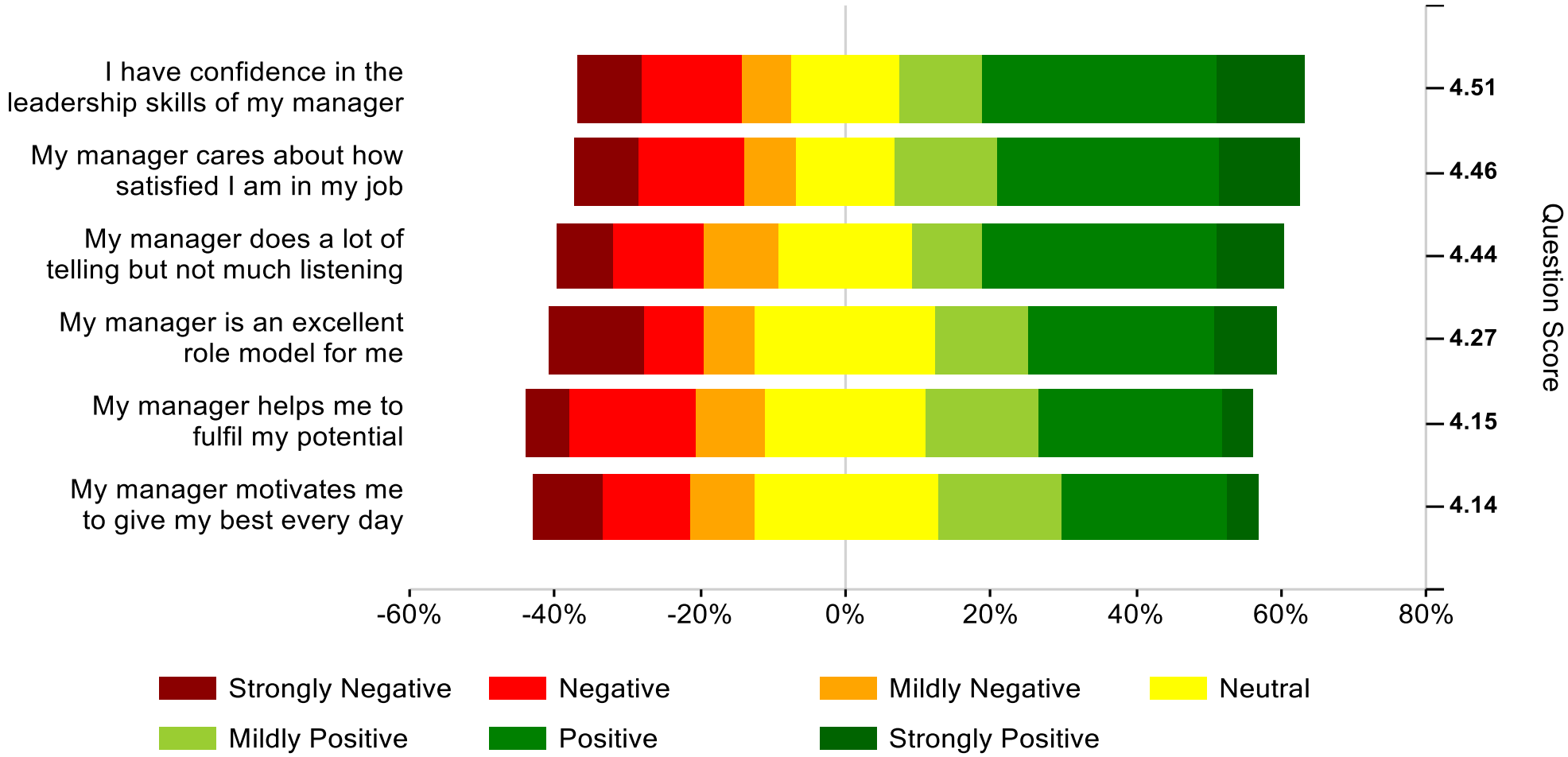


Question Score

Remember: green is always positive, even if the question is phrased negatively. This means a lot of people disagreed with the statement

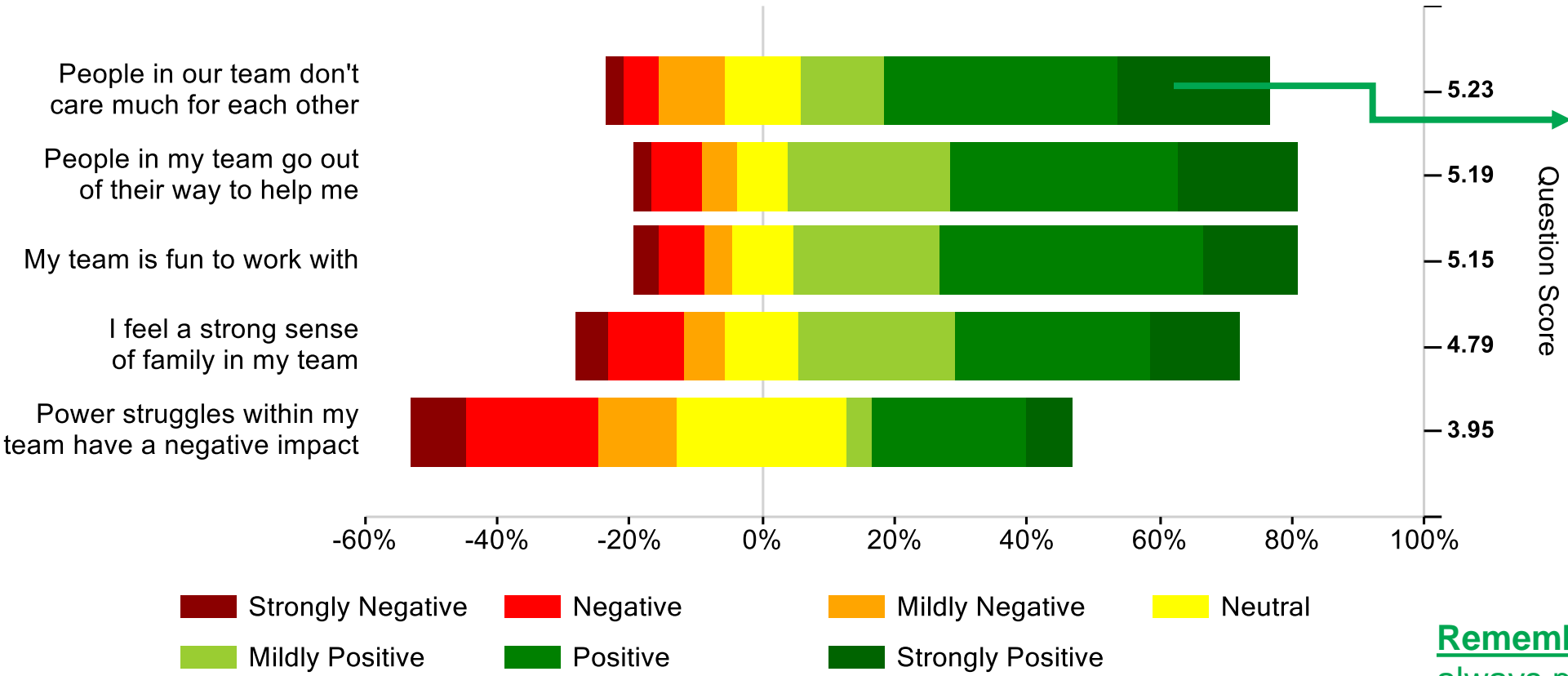
* Responses available on heatmap are from all job grades combined

CLS results: Be Heard Survey – My Manager (2 of 2)



* Responses available on heatmap are from all job grades combined

CLS results: Be Heard Survey – My Team

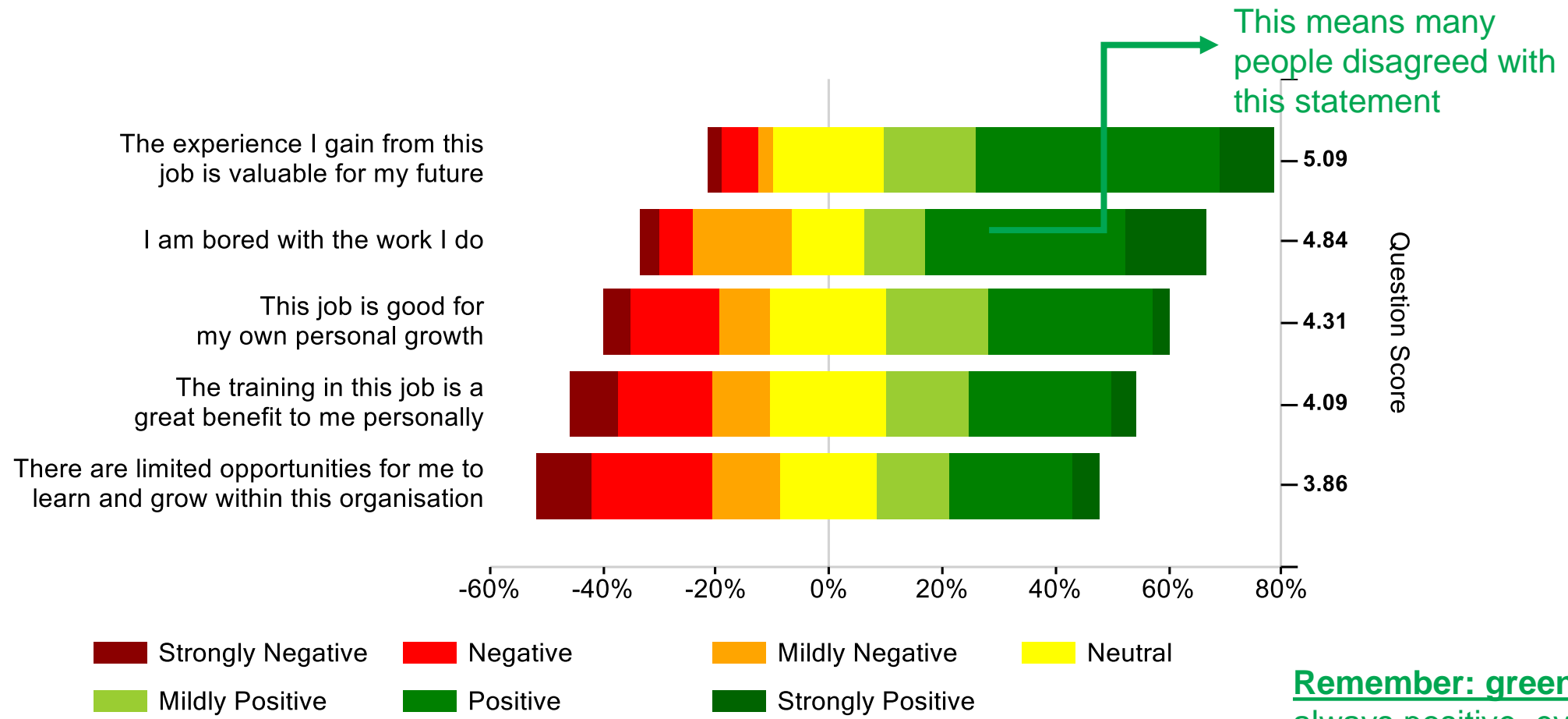


This means many people disagreed with this statement

Remember: green is always positive, even if the question is phrased negatively

* Responses available on heatmap are from all job grades combined

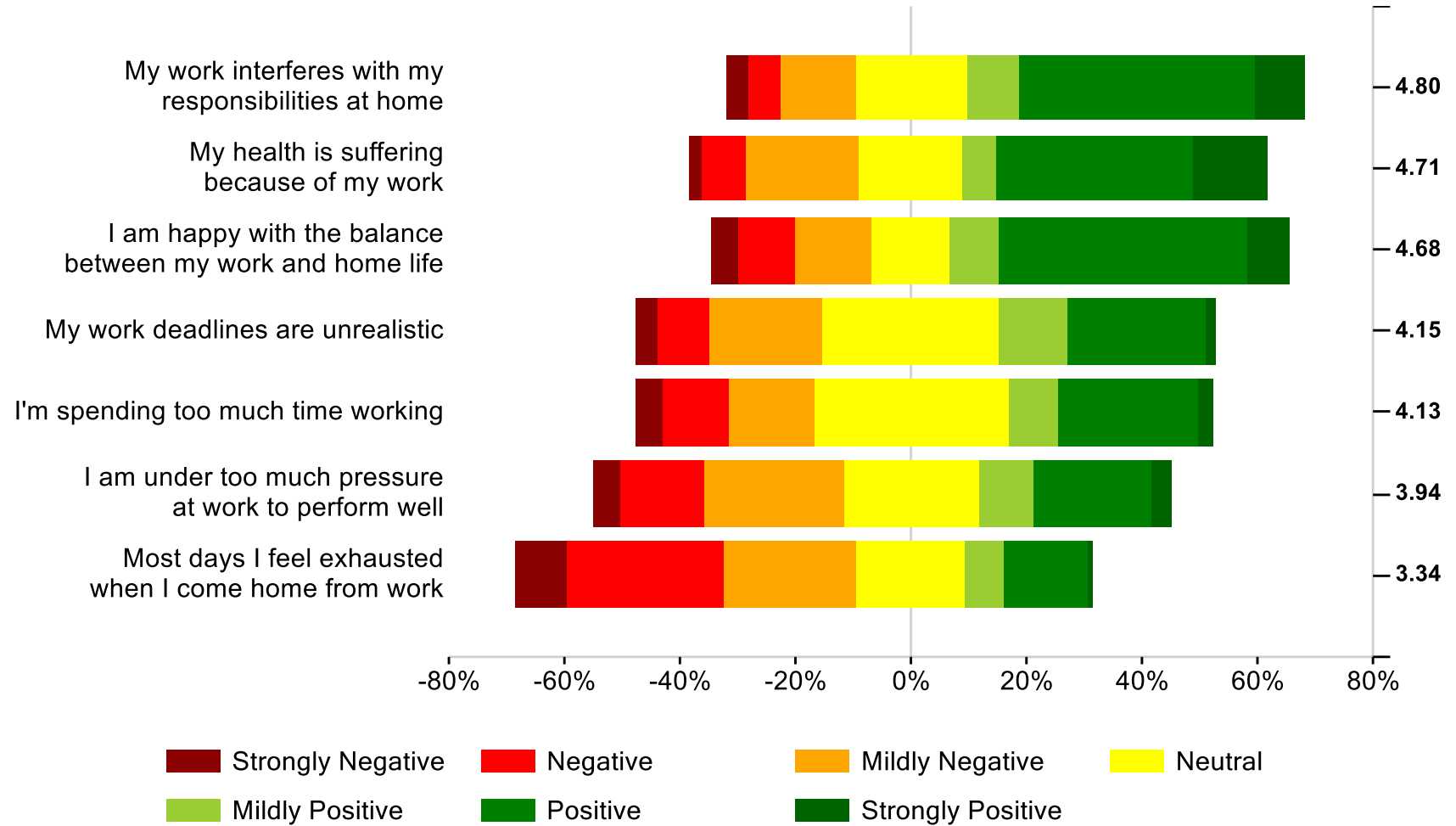
CLS results: Be Heard Survey – Personal Growth



Remember: green is always positive, even if the question is phrased negatively

* Responses available on heatmap are from all job grades combined

CLS results: Be Heard Survey – Wellbeing



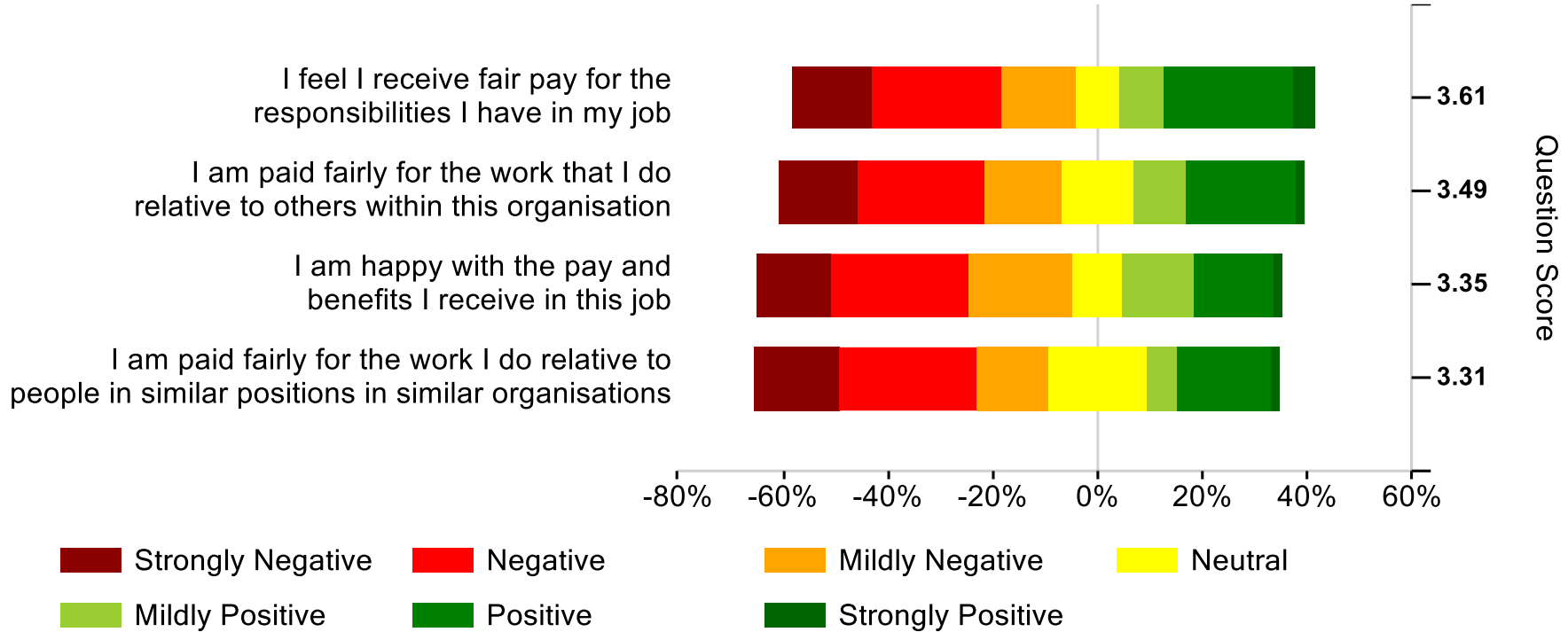
The Wellbeing scores are a reflection of how hard people have been working during this extraordinary year.

Please note that there are wide variations in the feedback that colleagues have provided about their wellbeing, depending on the types and areas of their work.

Wellbeing is a priority area of focus to help improve how colleagues feel

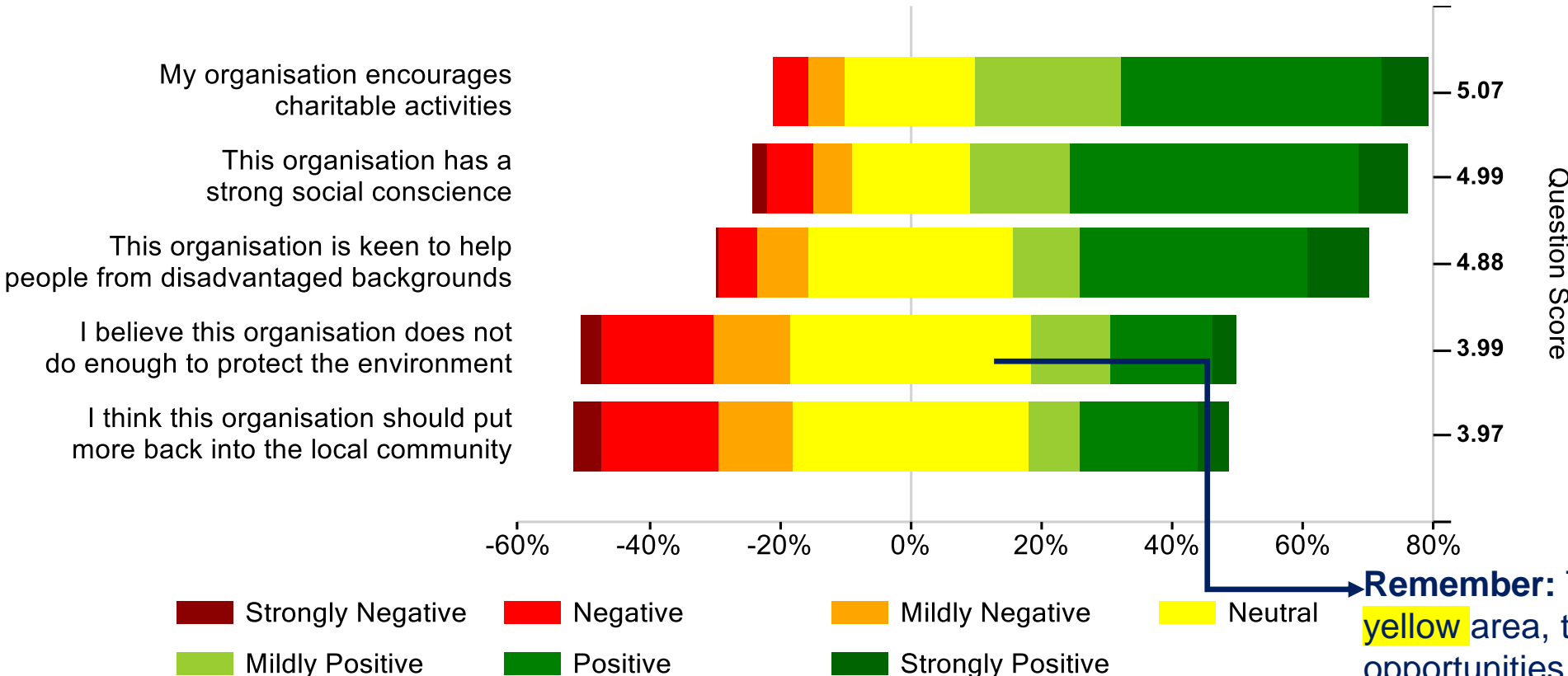
* Responses available on heatmap are from all job grades combined

CLS results: Be Heard Survey – Fair Deal



* Responses available on heatmap are from all job grades combined

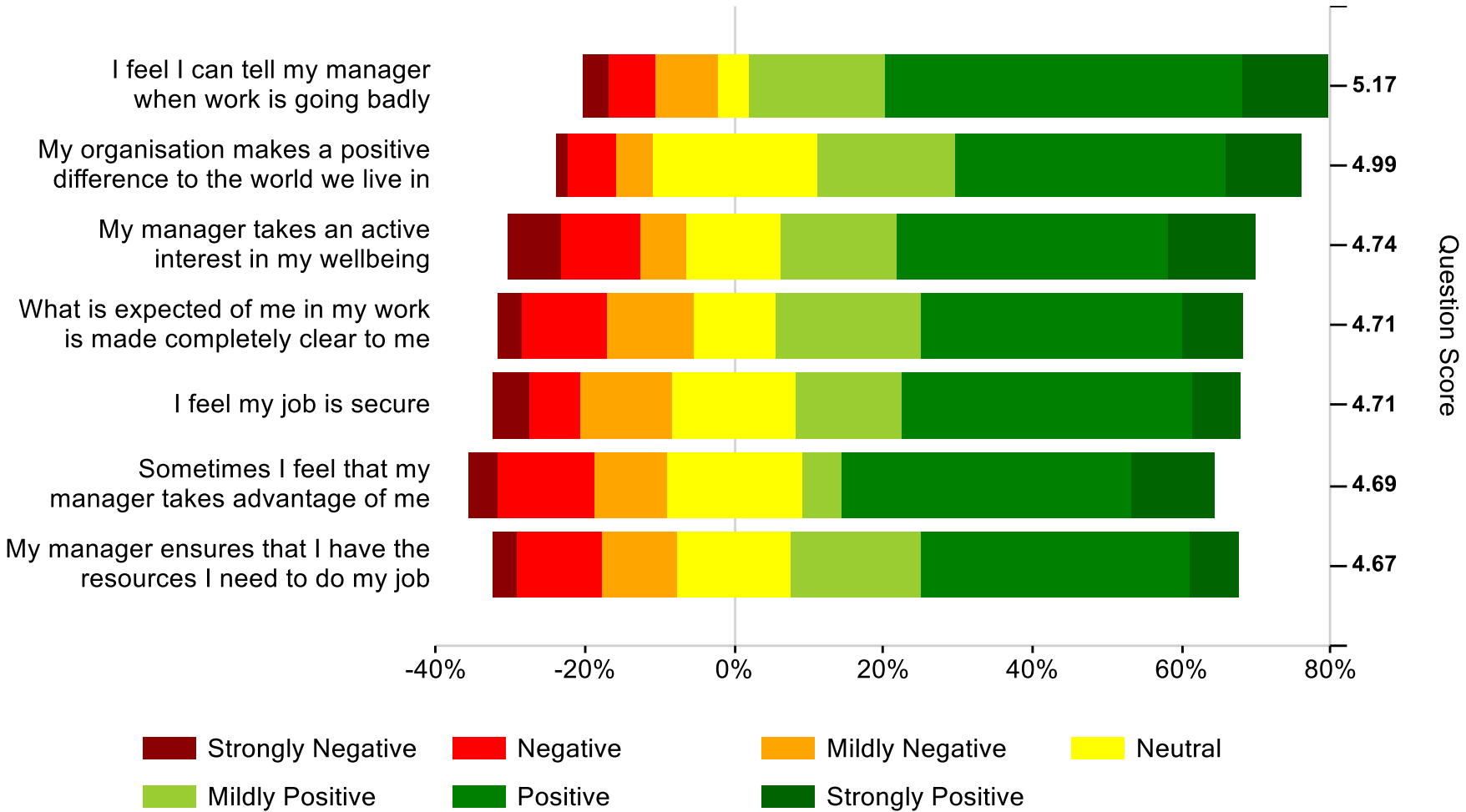
CLS results: Be Heard Survey – Giving Something back



Remember: The larger the yellow area, the more opportunities there are to improving engagement by providing more information

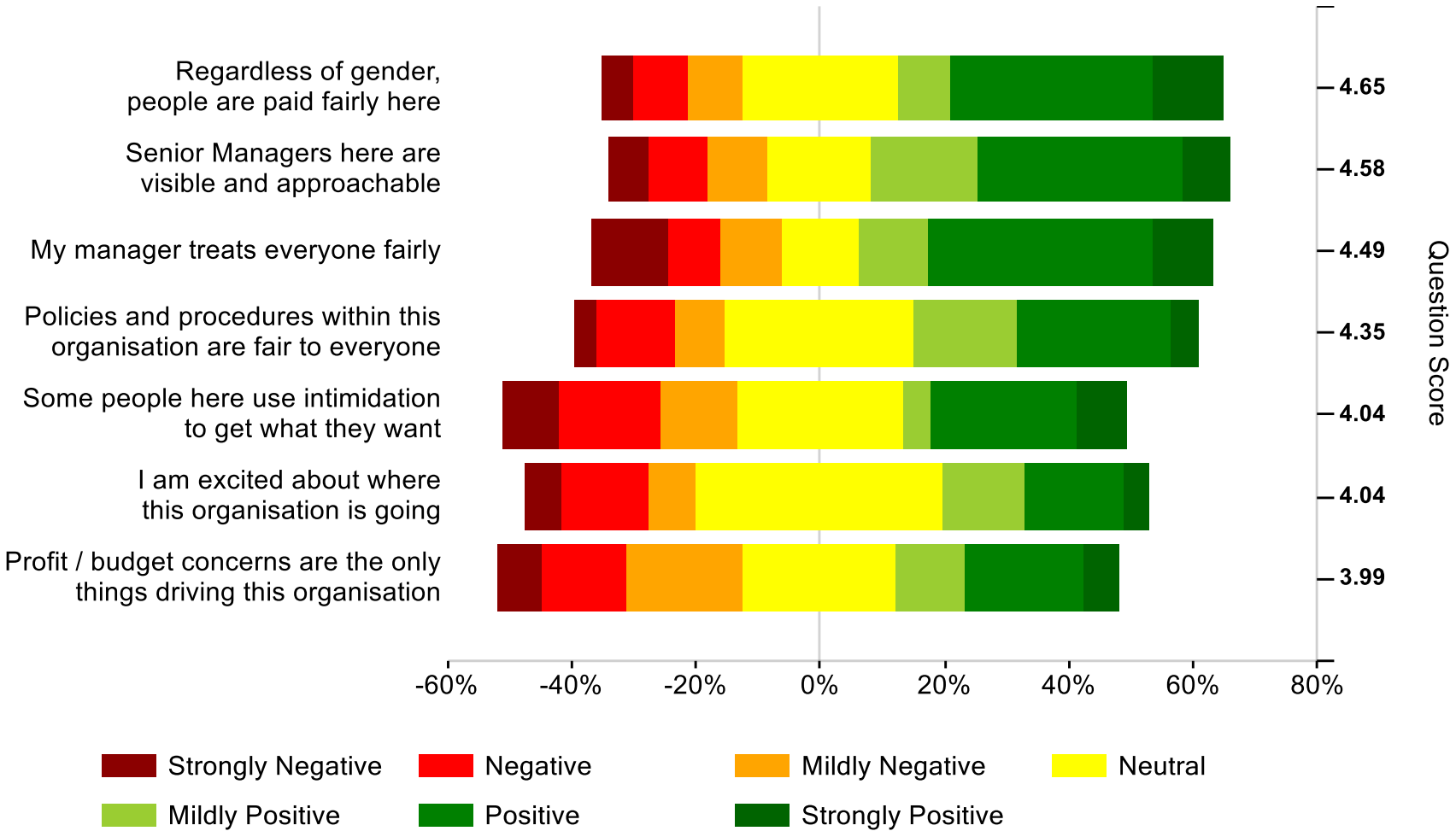
* Responses available on heatmap are from all job grades combined

CLS results: Be Heard Survey – Feedback (1 of 3)



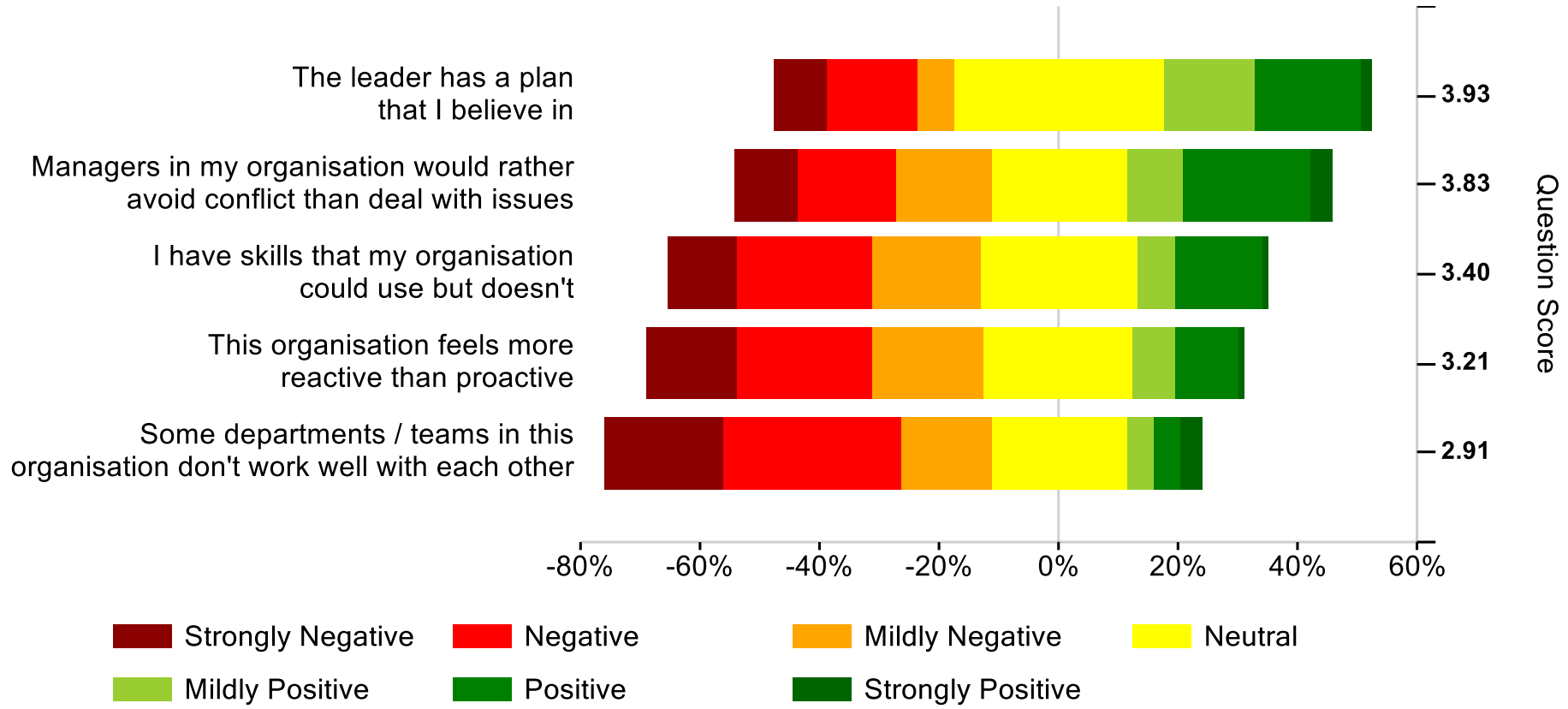
* Responses available on heatmap are from all job grades combined

CLS results: Be Heard Survey – Feedback (2 of 3)



* Responses available on heatmap are from all job grades combined

CLS results: Be Heard Survey – Feedback (3 of 3)



* Responses available on heatmap are from all job grades combined

CLS results: Customer service questions

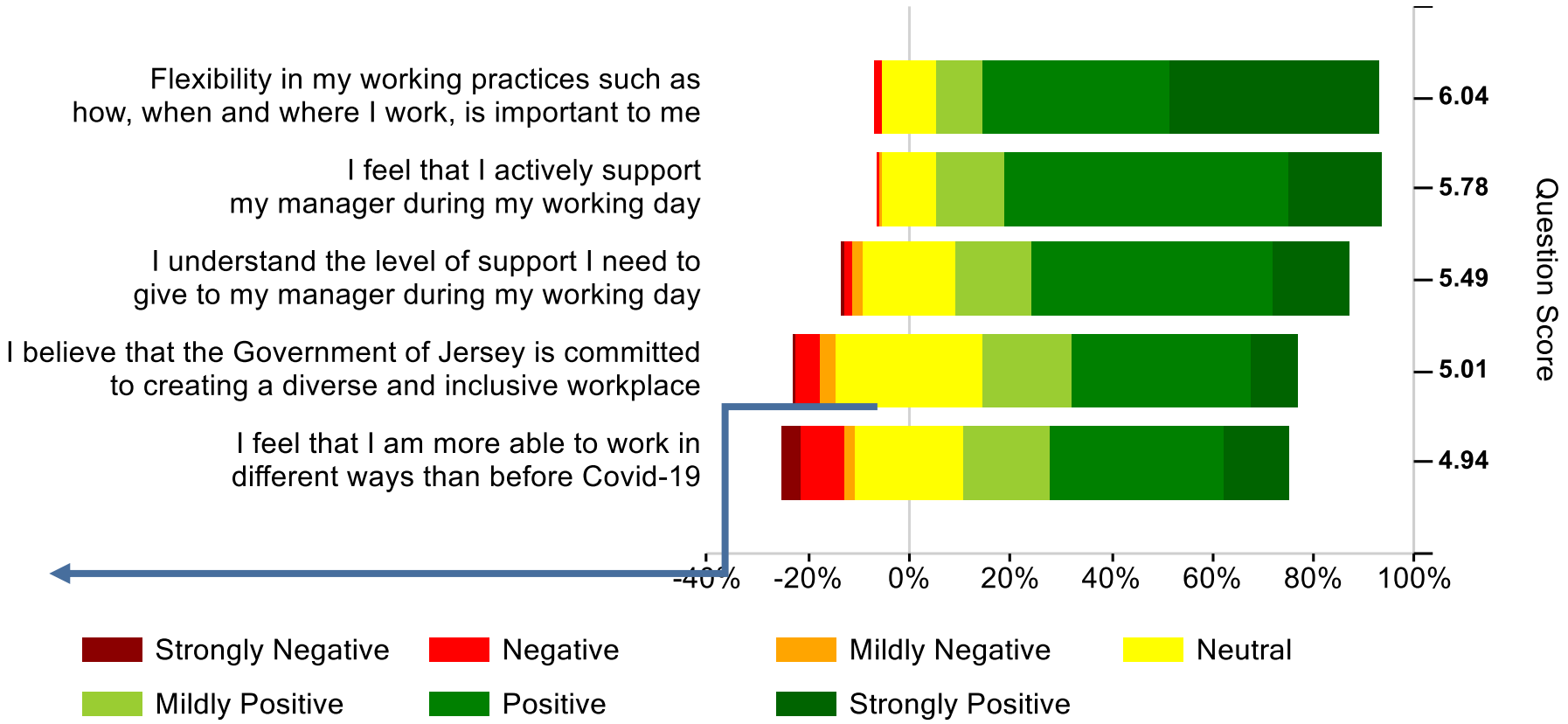


Customers include all users of Government services or citizens with rights and expectations *This includes anyone who interacts with any part of Government of Jersey either voluntarily or involuntarily or because they are required to *Other examples of how we might refer to customers: Business Owner, Patient, Citizen, Client, Service User, Student, Pensioner, Tax payer, Architect, Prisoner, Income Support Recipient, Supplier

CLS results: Government of Jersey bespoke questions (1 of 3)



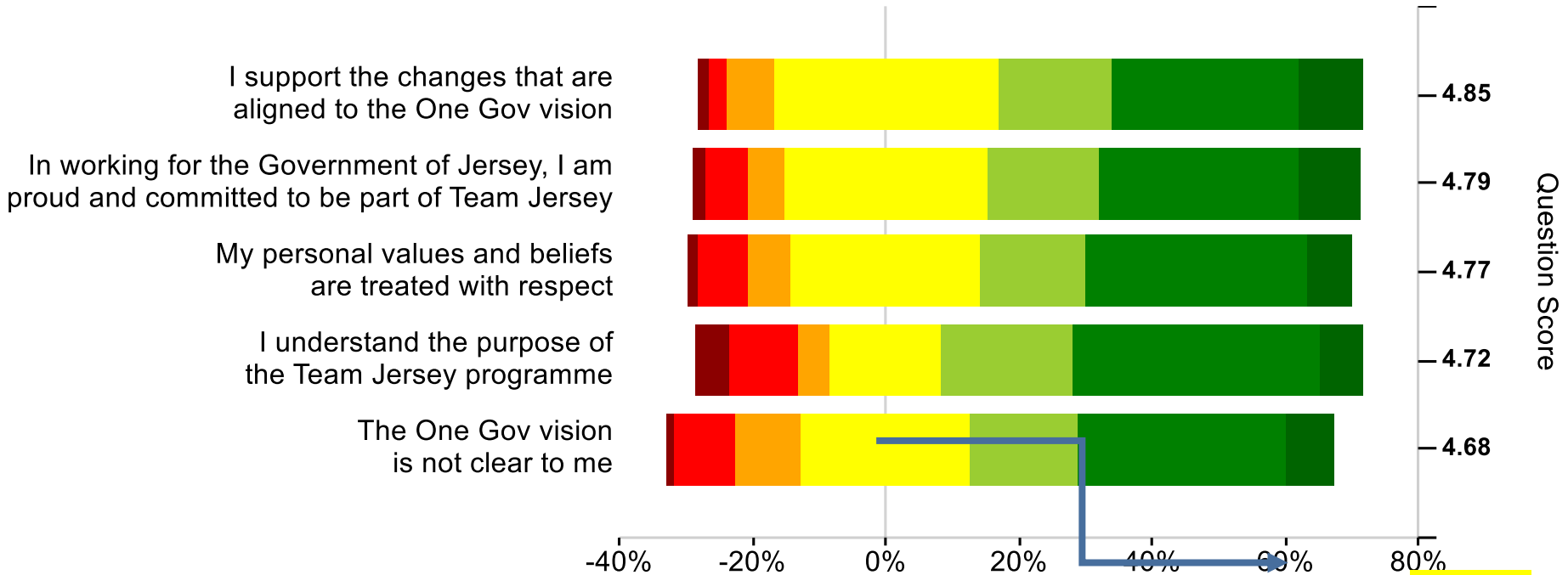
NB: yellow is neutral The larger the yellow areas, the bigger the opportunity: Where people have engaged with the Team Jersey programme, they are positive



NB: the highest possible score is 7, and everything over 4 is positive.

* Responses available on heatmap are from all job grades combined

CLS results: Government of Jersey bespoke questions (2 of 3)



■ Strongly Negative ■ Negative ■ Mildly Negative ■ Neutral
■ Mildly Positive ■ Positive ■ Strongly Positive

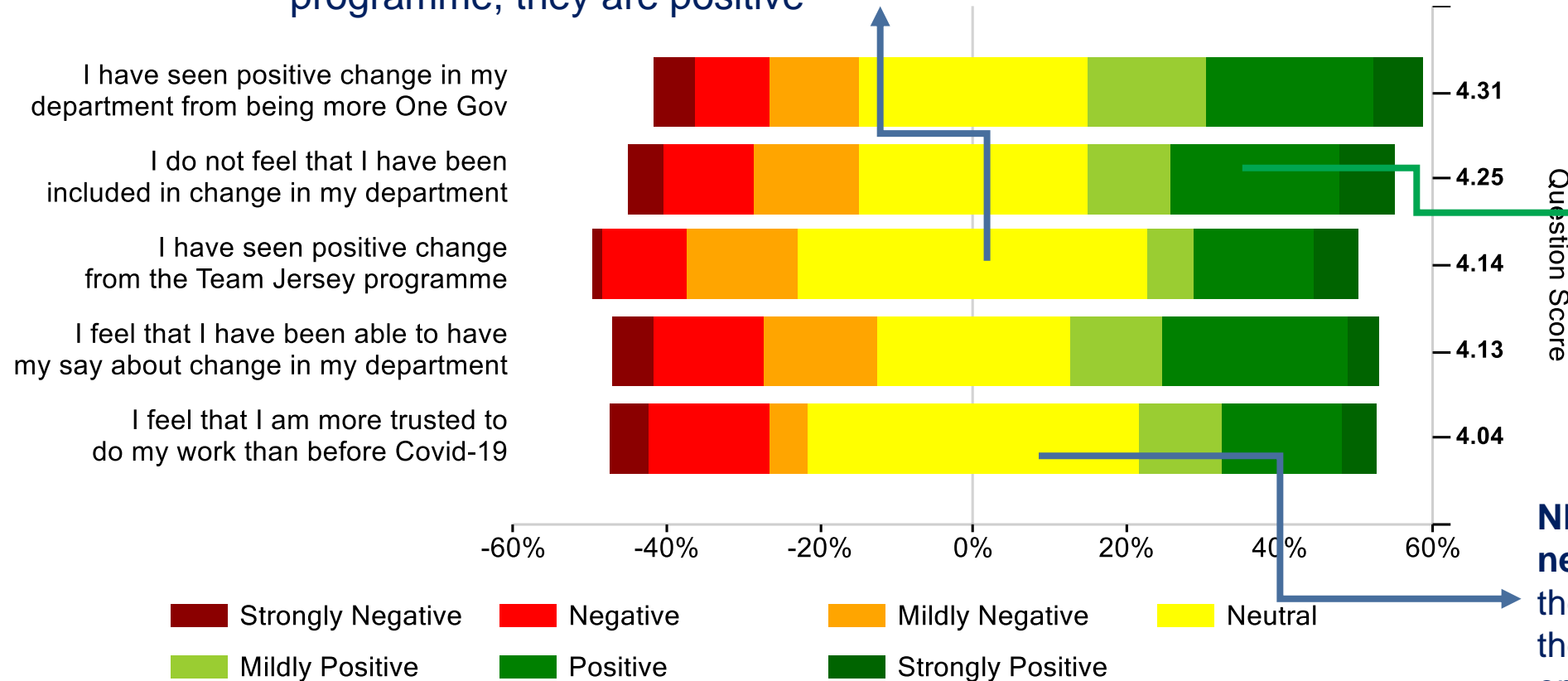
NB: yellow is neutral
 The larger the yellow areas, the bigger the opportunity: people are telling us they want more information.

* Responses available on heatmap are from all job grades combined

CLS results: Government of Jersey bespoke questions (3 of 3)



Where people have engaged with the Team Jersey programme, they are positive



Remember: green is always positive, even if the question is phrased negatively

NB: yellow is neutral The larger the yellow areas, the bigger the opportunity: people are telling us they want more information.

* Responses available on heatmap are from all job grades combined