

# Be Heard survey results

Health and Community 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.

# Health and Community Services Overall Engagement Results

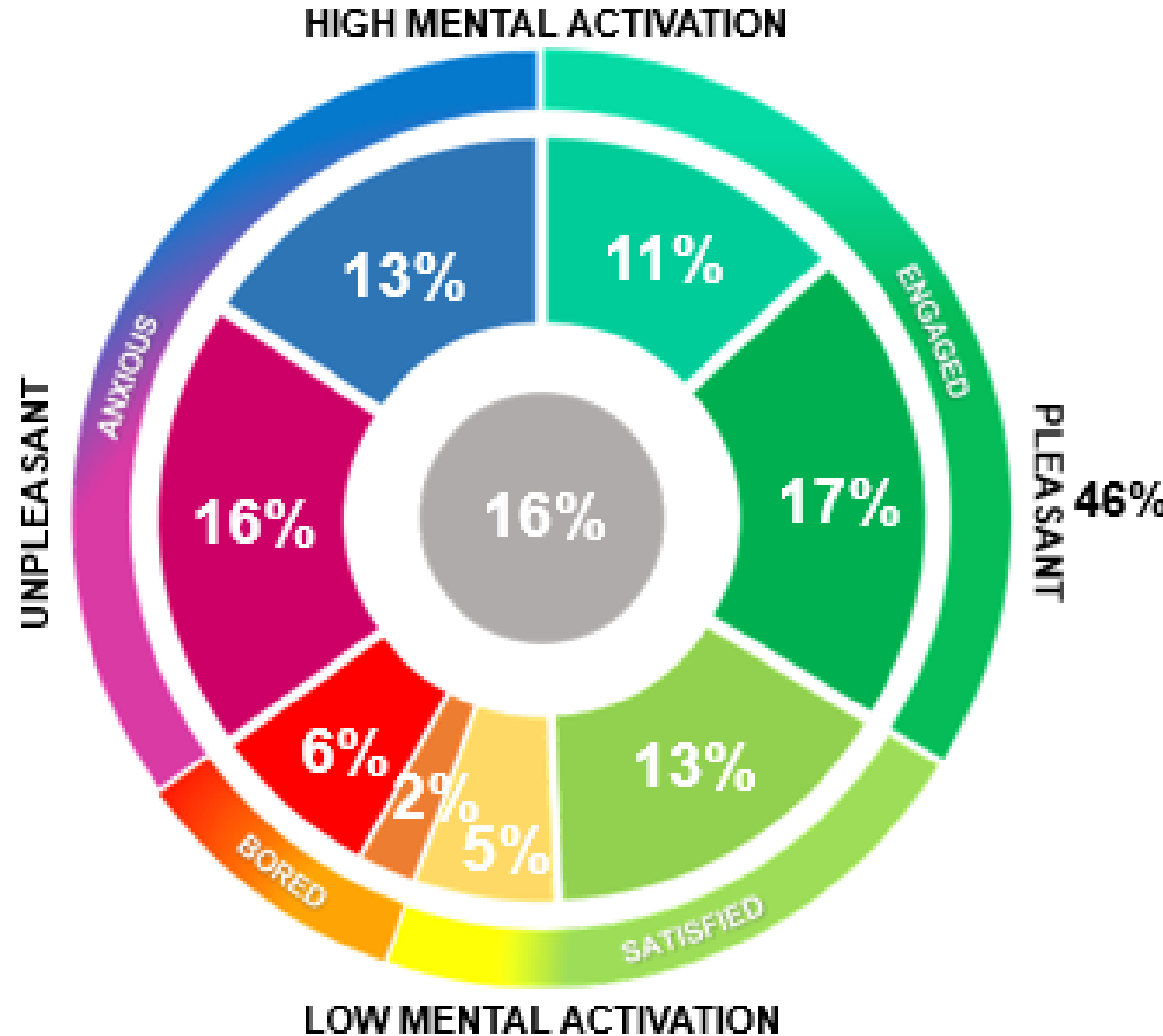


Our overall HCS employee engagement figure is **46%** and our response rate was **43%** as 1,047 colleagues participated in the survey

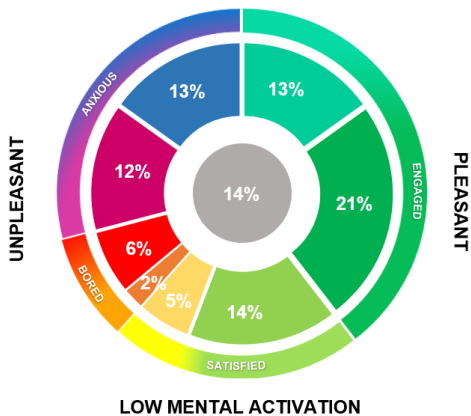
Given that the survey was conducted as we emerged from living and working through the first wave of the Covid-19 pandemic, this understandable

The diagram on the left shows us that 46% (the green and yellow areas) are engaged. It suggests that 45% of our people are telling us they need more support or information.

It also tells us that 8% of our employees are disengaged.



GoJ Overall Engagement Results  
HIGH MENTAL ACTIVATION



LOW 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.



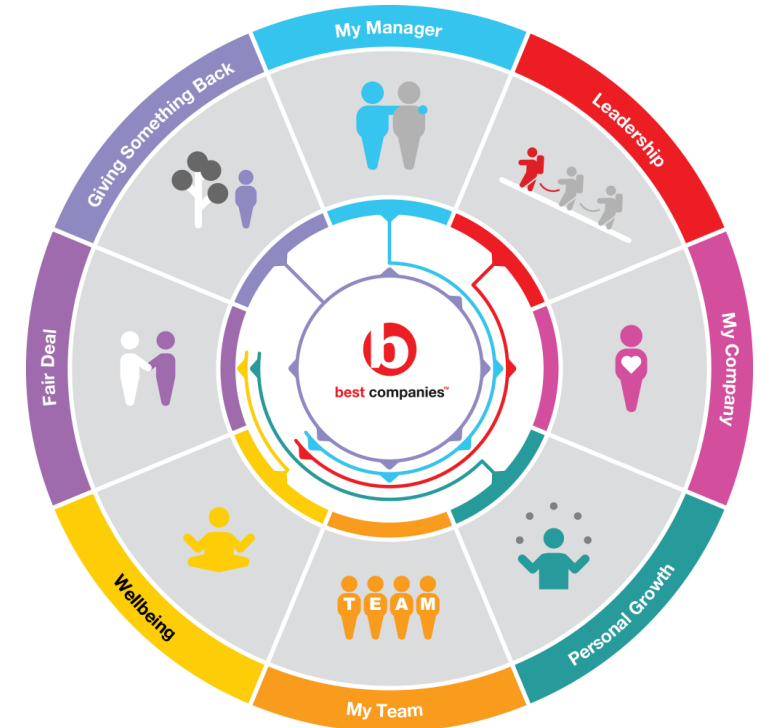
The balance between work and home life - the famous "work/life ratio" - is vitally important. **Wellbeing** measures stress and pressure and their impact on your health and performance.



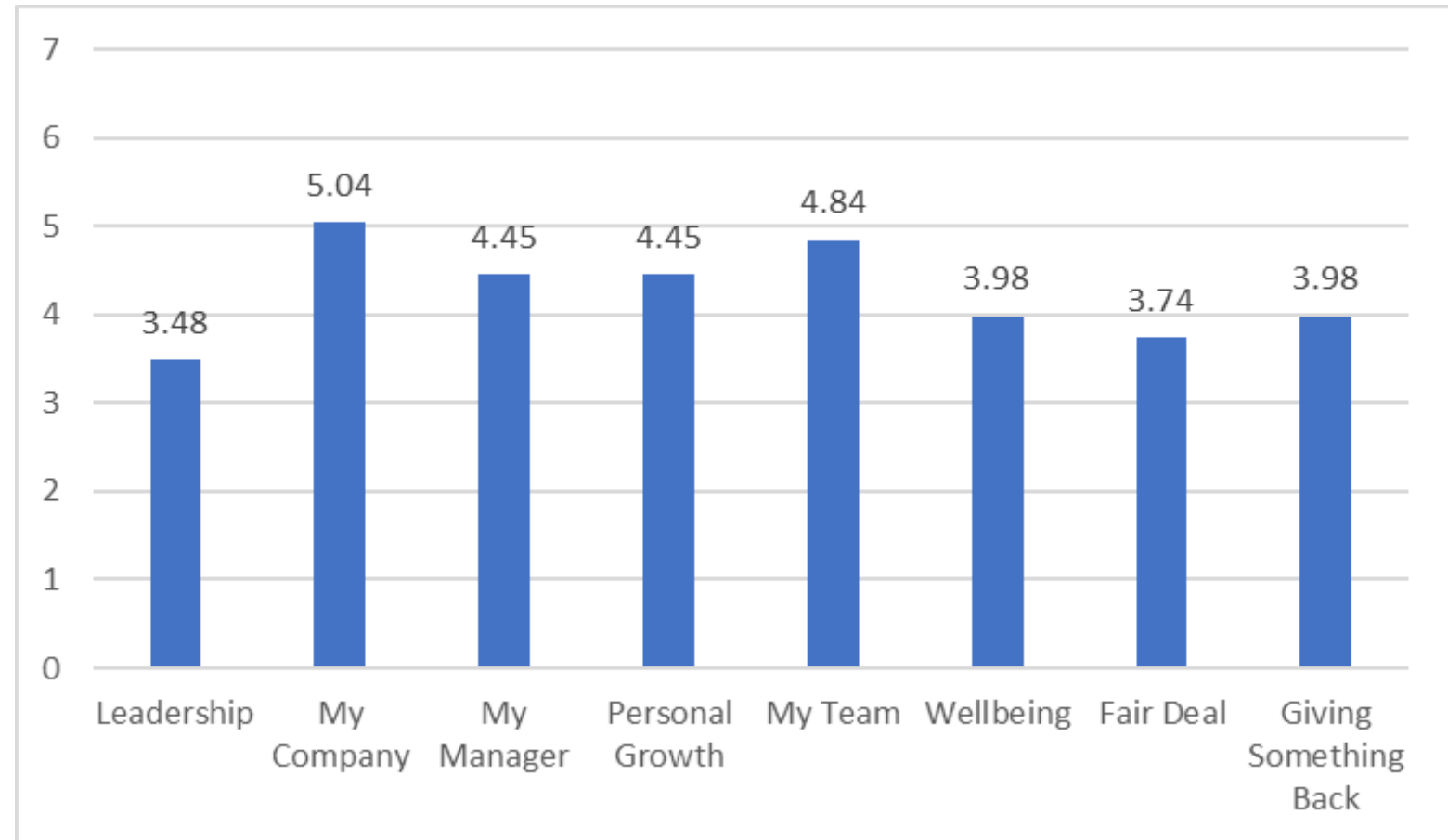
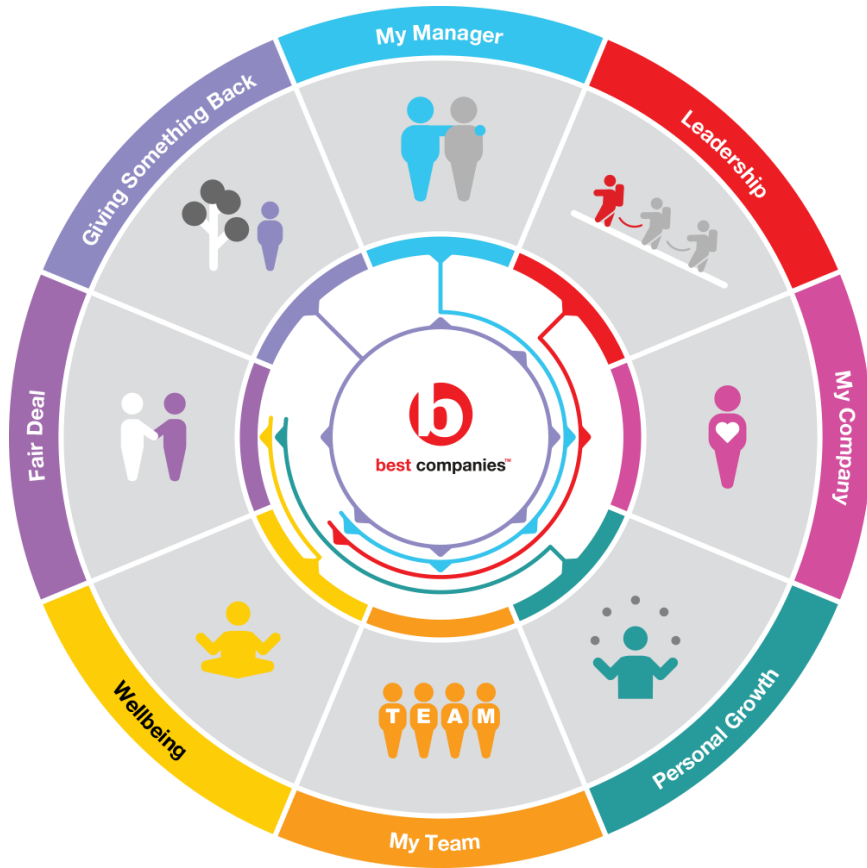
**Fair Deal** tells us whether people feel they feel the organisation values them and whether they feel pay and benefits compare well with those of counterparts in similar organisations.



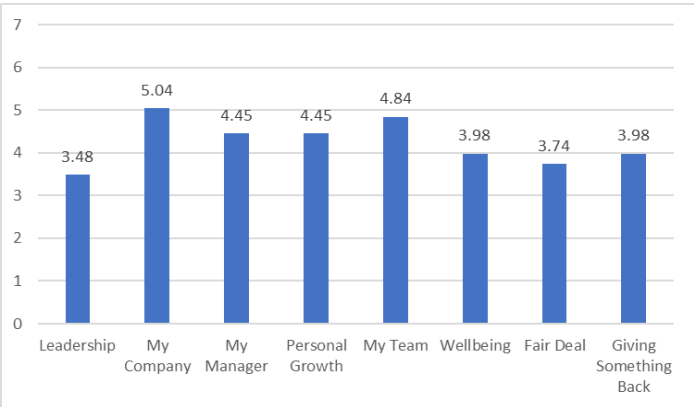
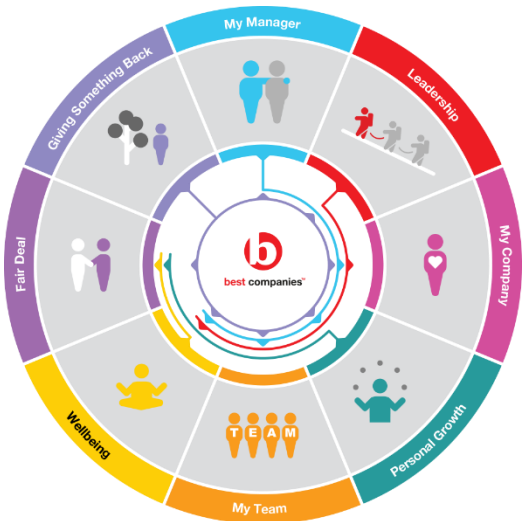
**Giving Something Back** or giving back to the local and wider community involves how we think about the environment and we think profit and budget concerns are the only things driving the organisation.



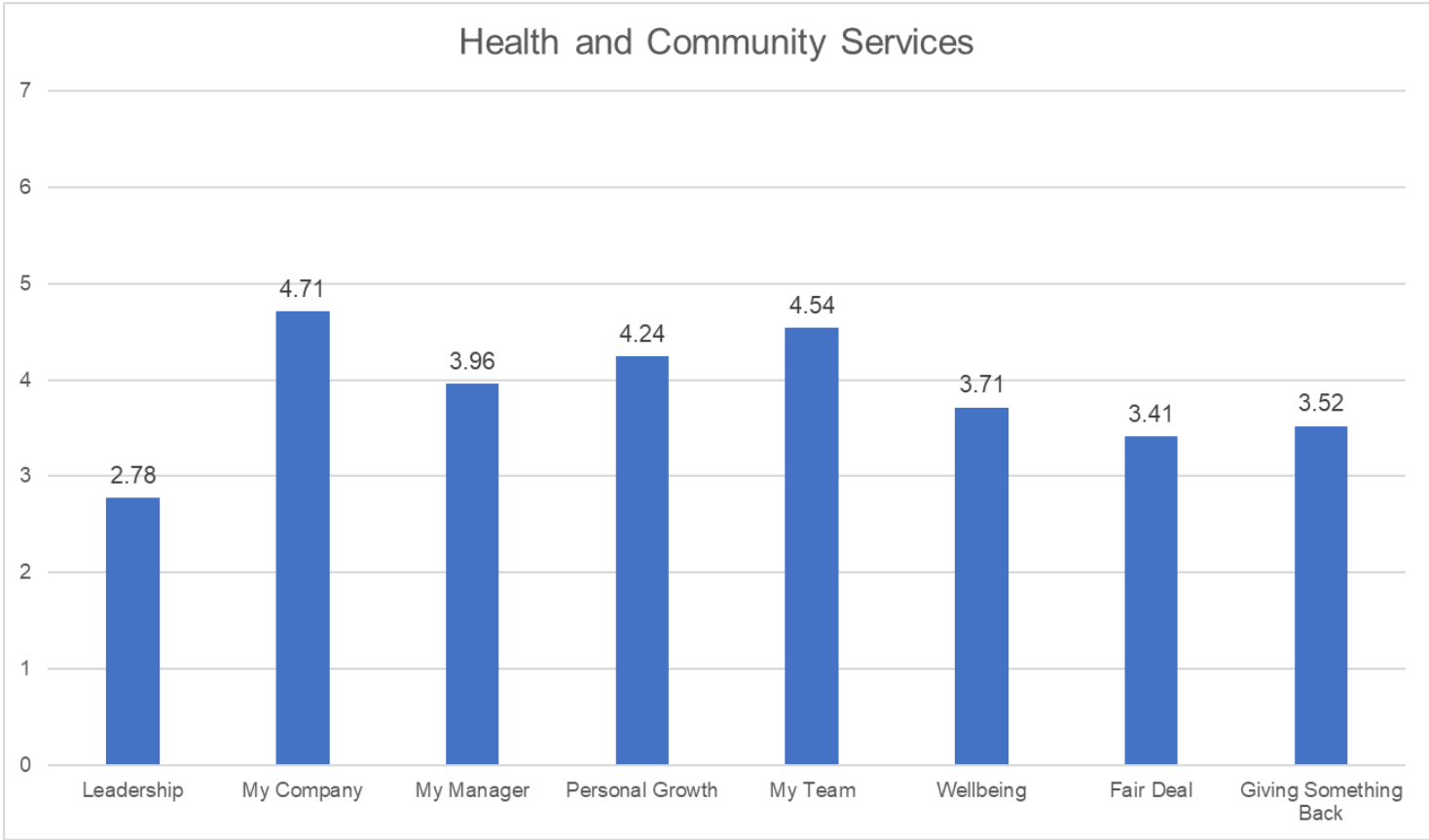
# Overall Government of Jersey results by engagement factor



# Health and Community Services results by engagement factor



Overall Government of Jersey results by engagement factor



# HCS Results: Top 15 most highly correlated questions



Most highly correlated questions	Pearson Correlation
I love working for this organisation	0.712
My manager cares about how satisfied I am in my job	0.705
I would leave tomorrow if I had another job	0.703
I feel proud to work for this organisation	0.695
I have confidence in the leadership skills of my manager	0.691
My manager helps me to fulfil my potential	0.690
This job is good for my own personal growth	0.690
This organisation is run on strong values / principles	0.684
My manager motivates me to give my best every day	0.674
I have confidence in the leadership skills of the senior management team	0.671
My manager takes an active interest in my wellbeing	0.670
My manager would be quick to respond if I showed signs of being under too much pressure	0.670
My health is suffering because of my work	0.658
My manager is an excellent role model for me	0.656
My manager cares about me as an individual	0.655

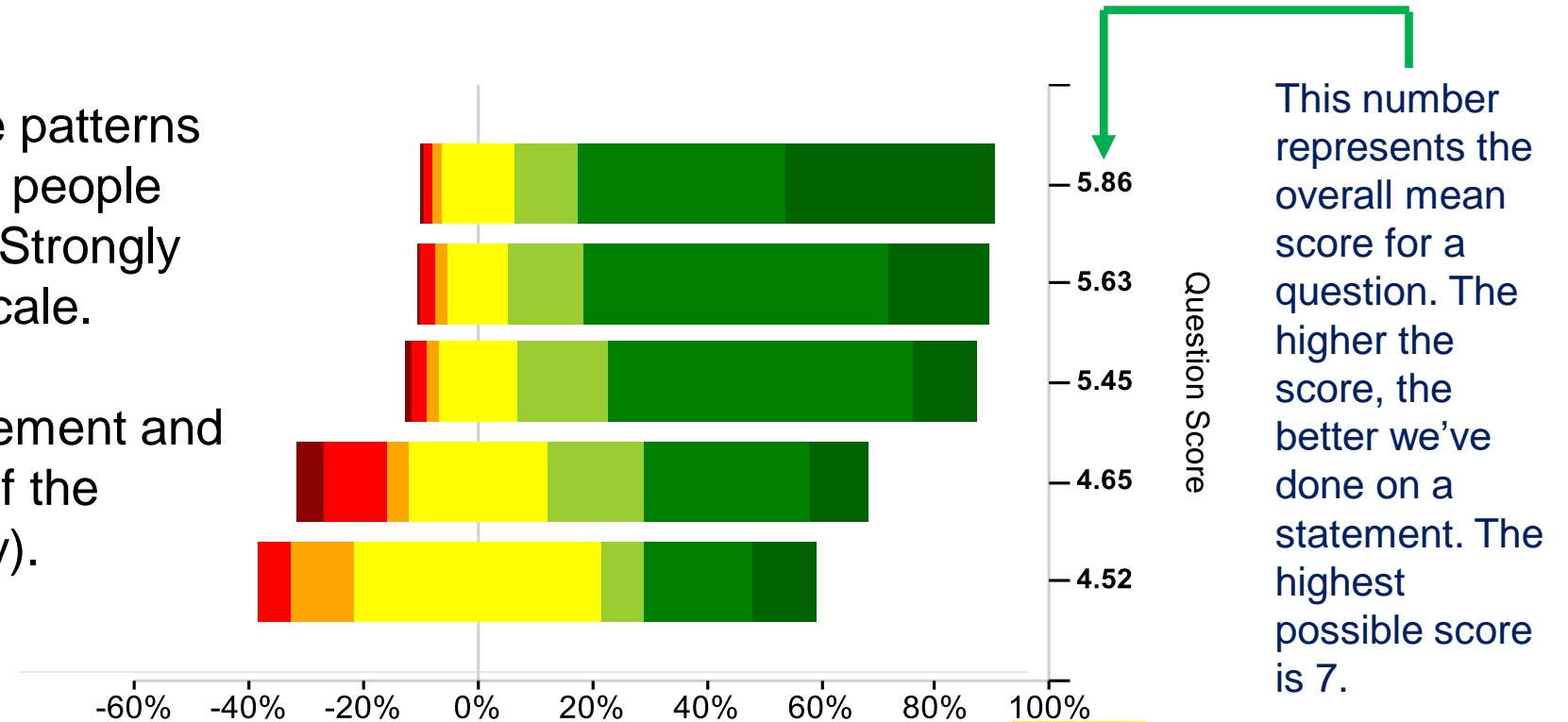
Key
Managerial Engagement
Organisational Clarity
Personal Growth & My Company Questions

\* These are the questions most correlated to engagement in HCS

# 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).

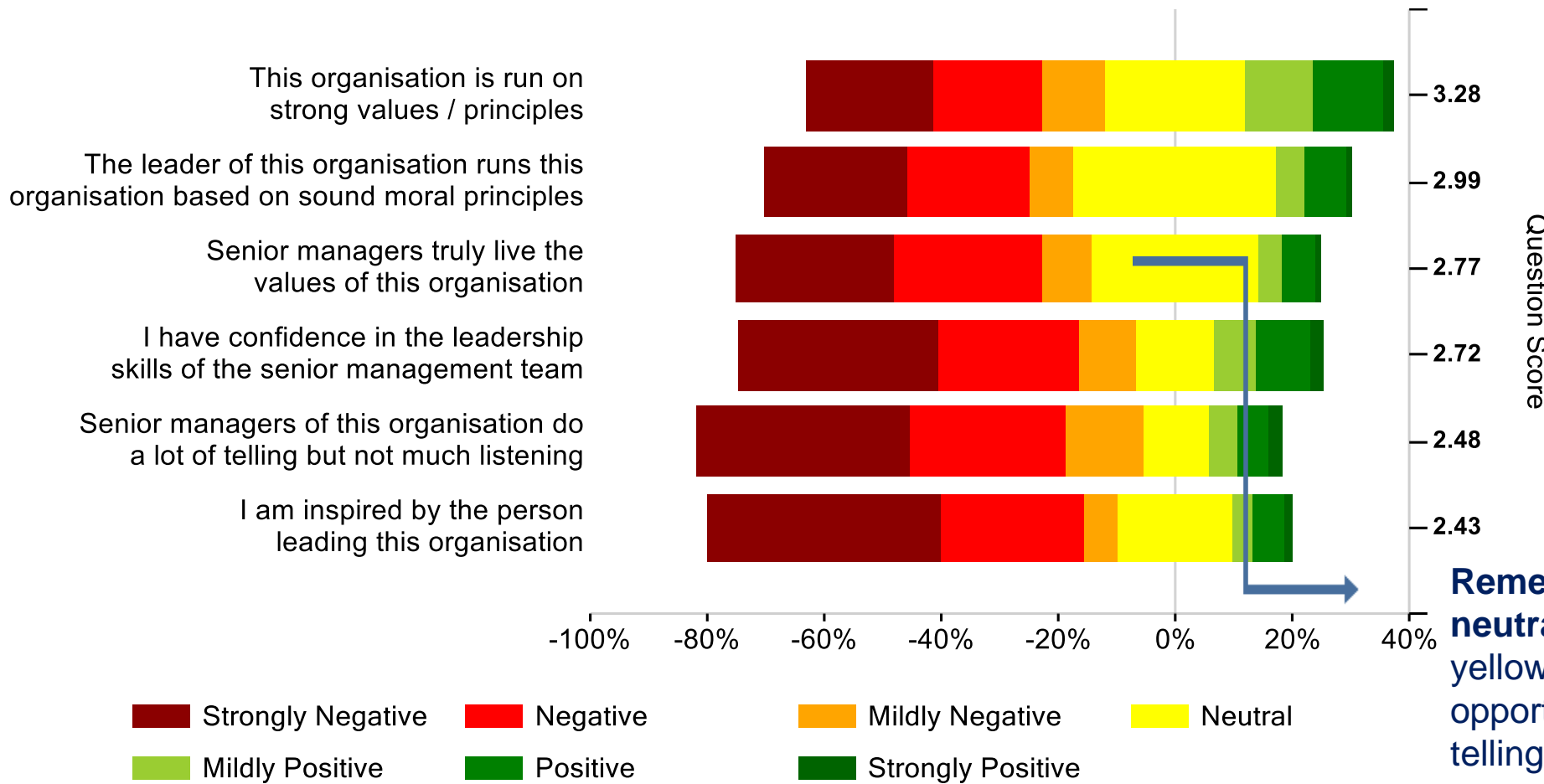


Strongly Negative    Negative    Mildly Negative    Neutral  
Mildly Positive    Positive    Strongly Positive

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



# HCS results: Be Heard Survey – Leadership



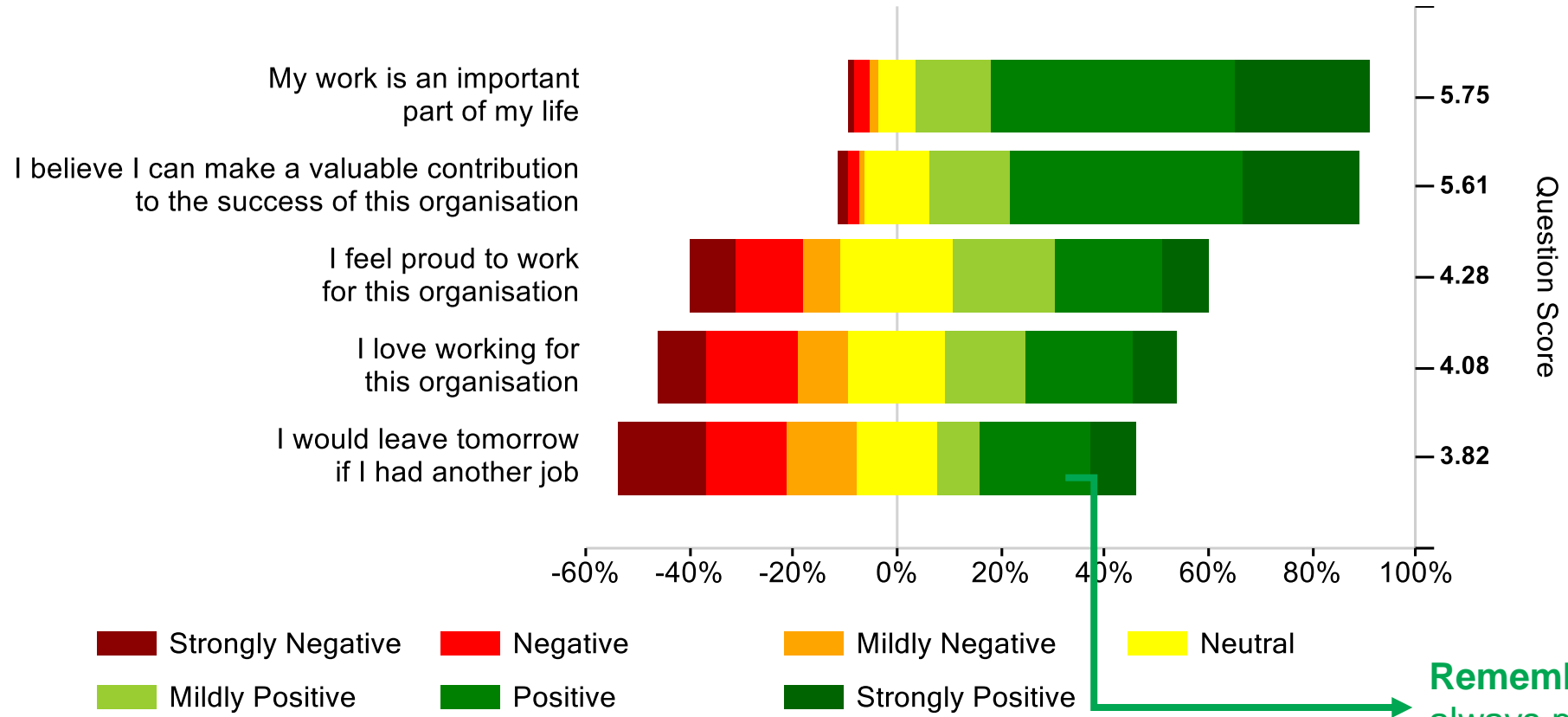
**Remember: yellow is neutral** The larger the yellow areas, the bigger the opportunity: people are telling us they're not able to comment and would benefit from more information

\* Responses available on heatmap are from all job grades combined

# HCS results: Be Heard Survey – My Company\*



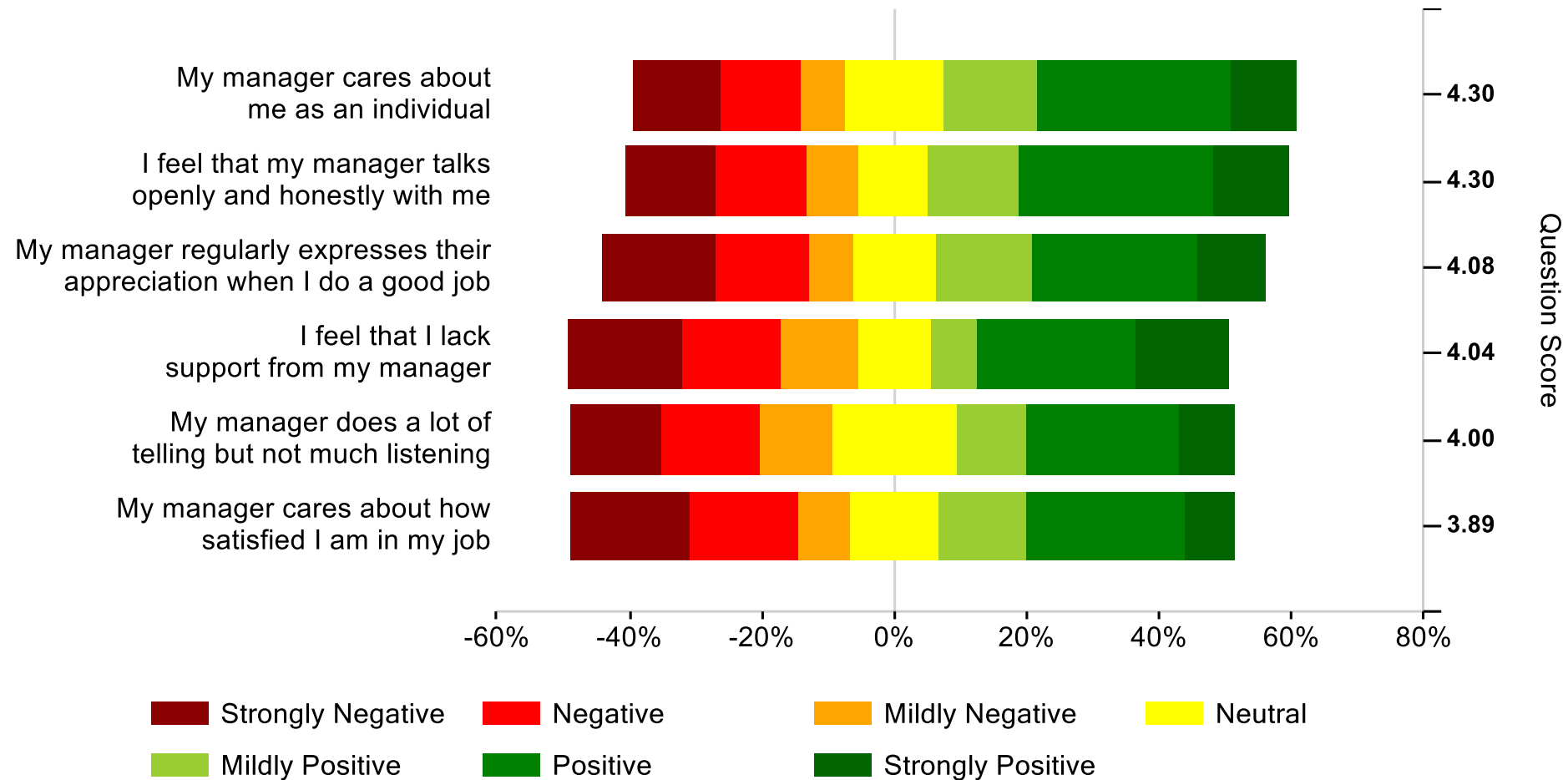
\*My Company means Government of Jersey



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

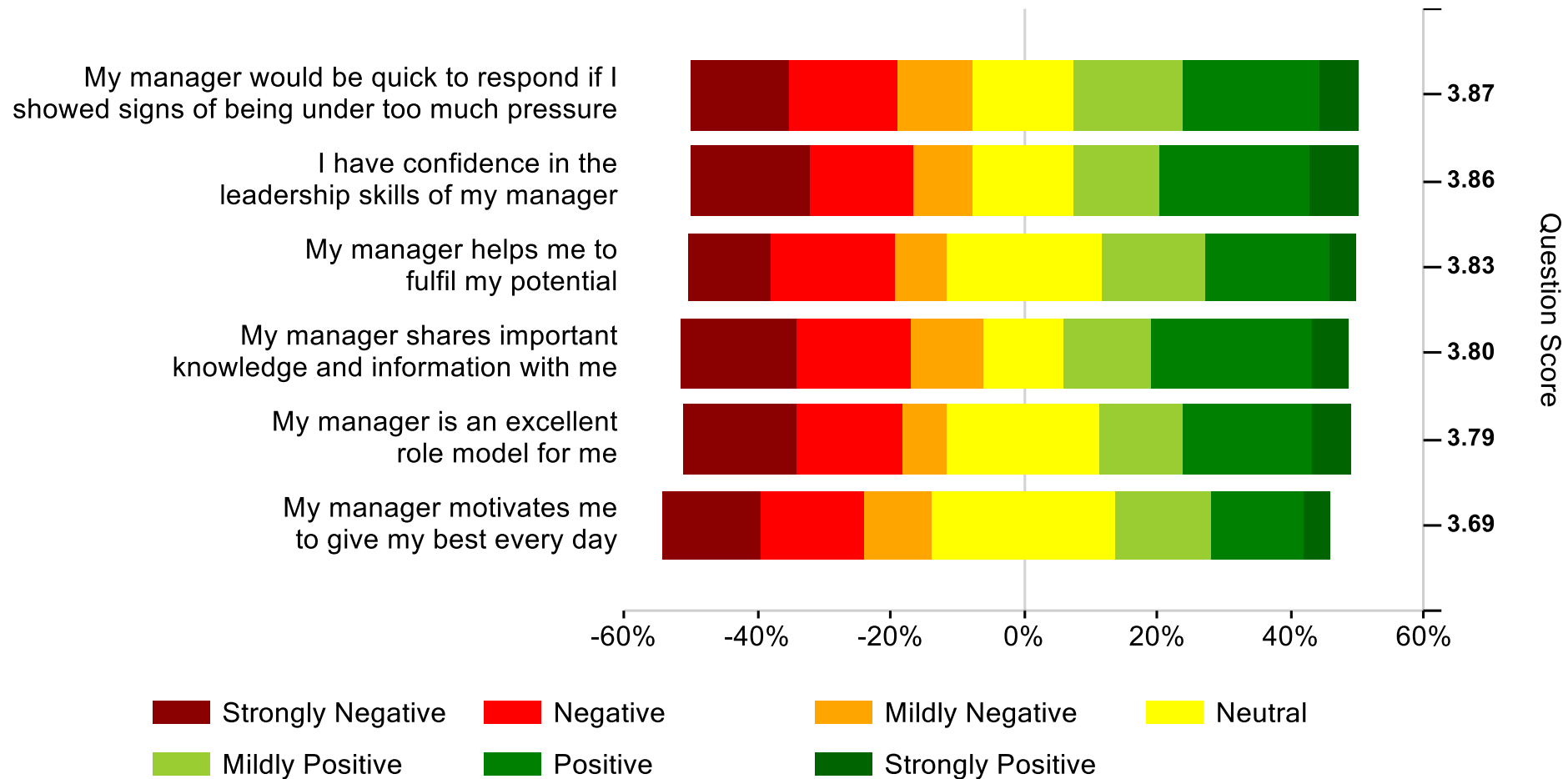
\* Responses available on heatmap are from all job grades combined

# Overall HCS results: My Manager (1 of 2)



\* Responses available on heatmap are from all job grades combined

# Overall HCS results: My Manager (2 of 2)



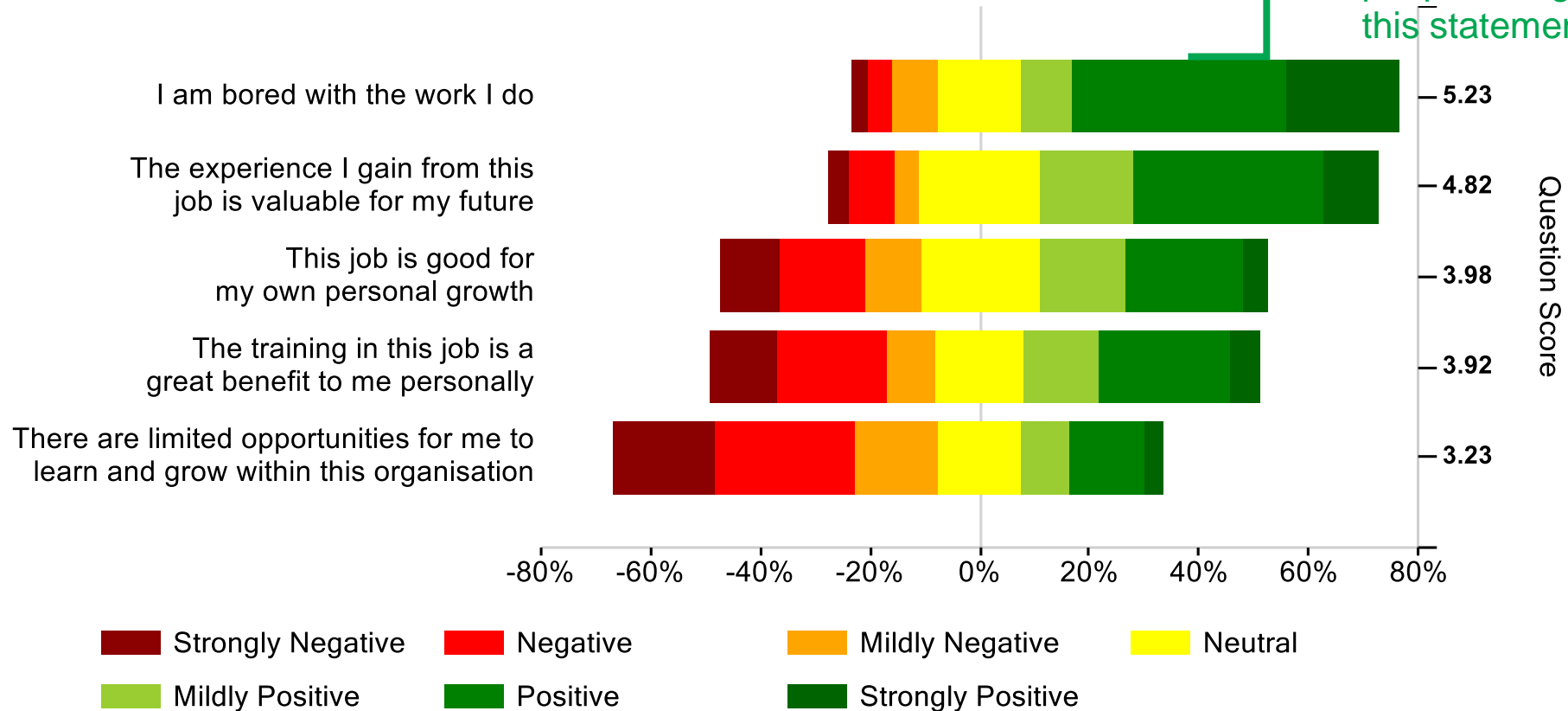
\* Responses available on heatmap are from all job grades combined

# Overall HCS results: Personal Growth



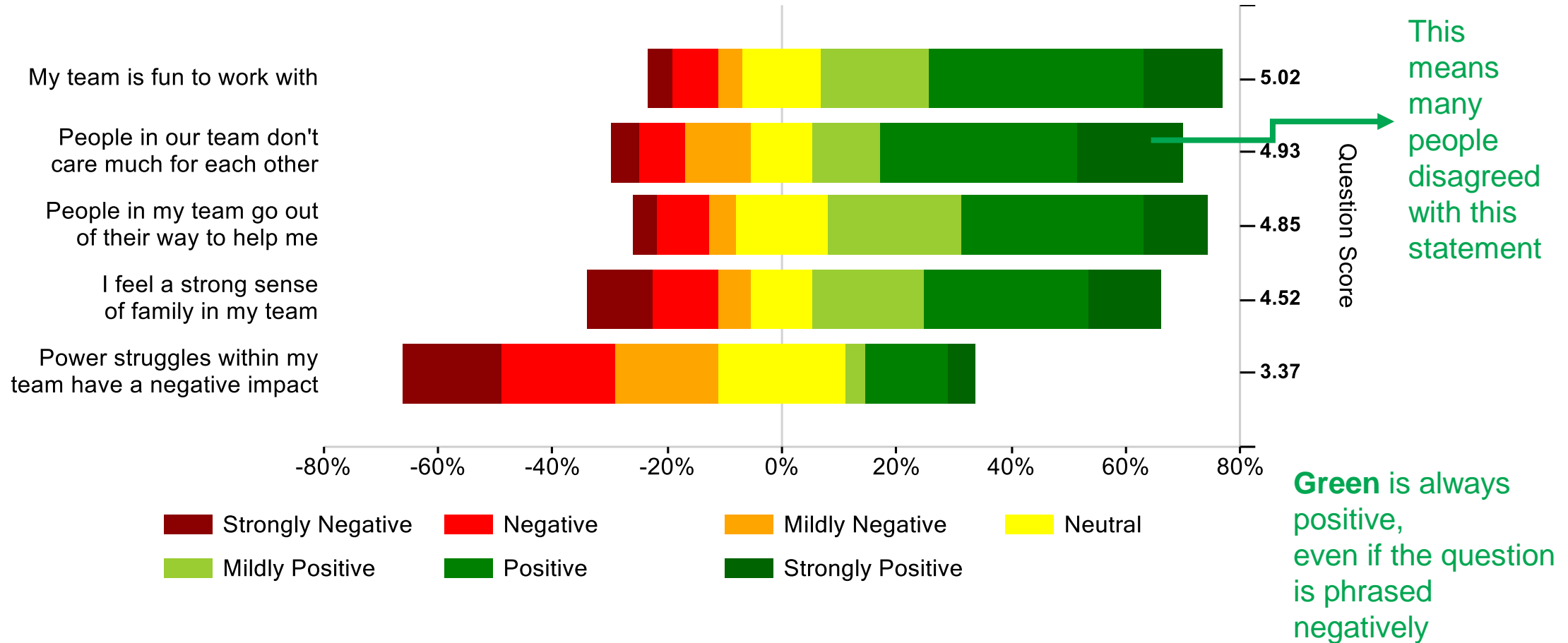
Green is always positive, even if the question is phrased negatively

This means many people disagreed with this statement



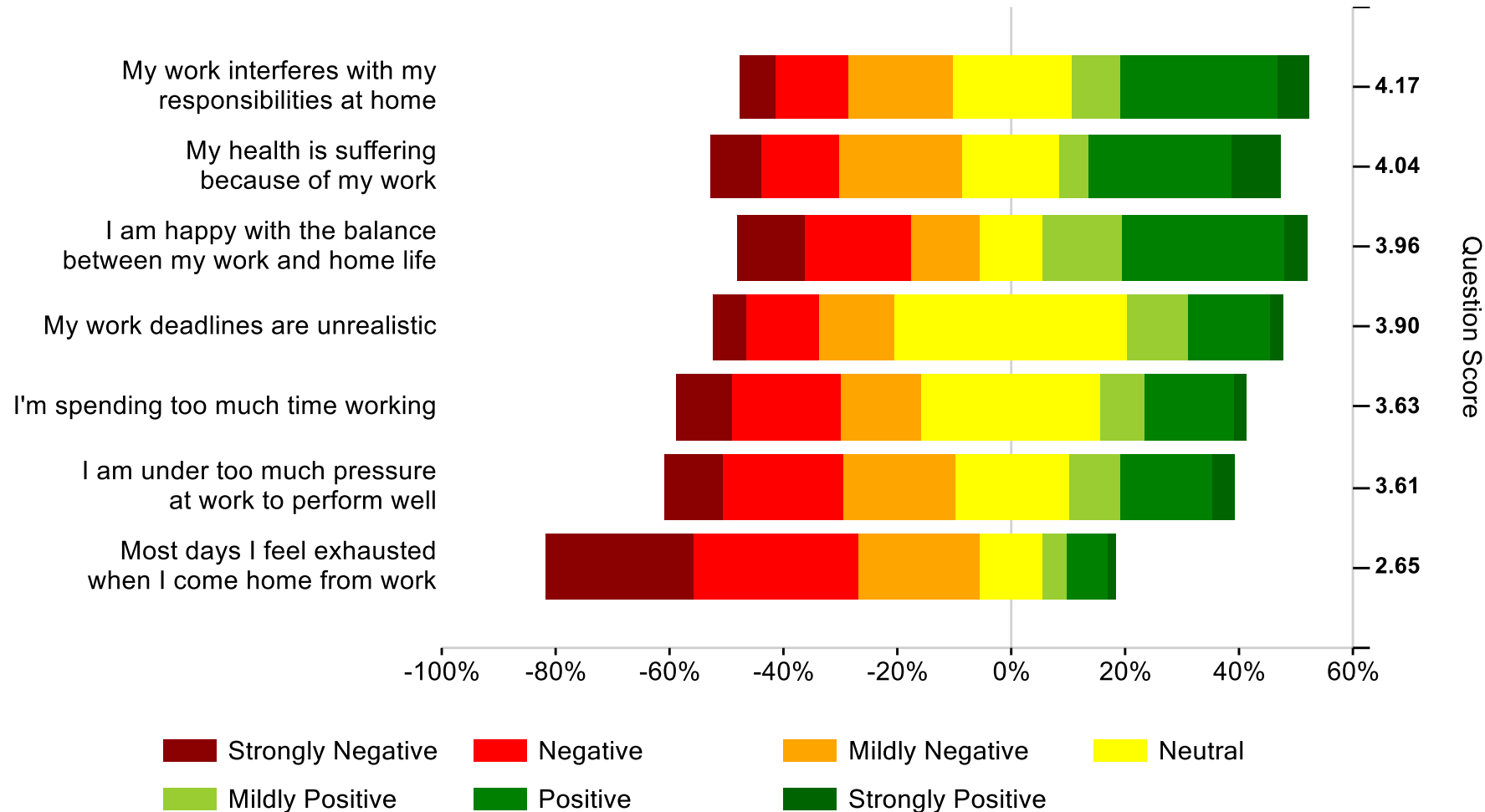
\* Responses available on heatmap are from all job grades combined

# Overall HCS results: My Team



\* Responses available on heatmap are from all job grades combined

# Overall HCS results: Wellbeing



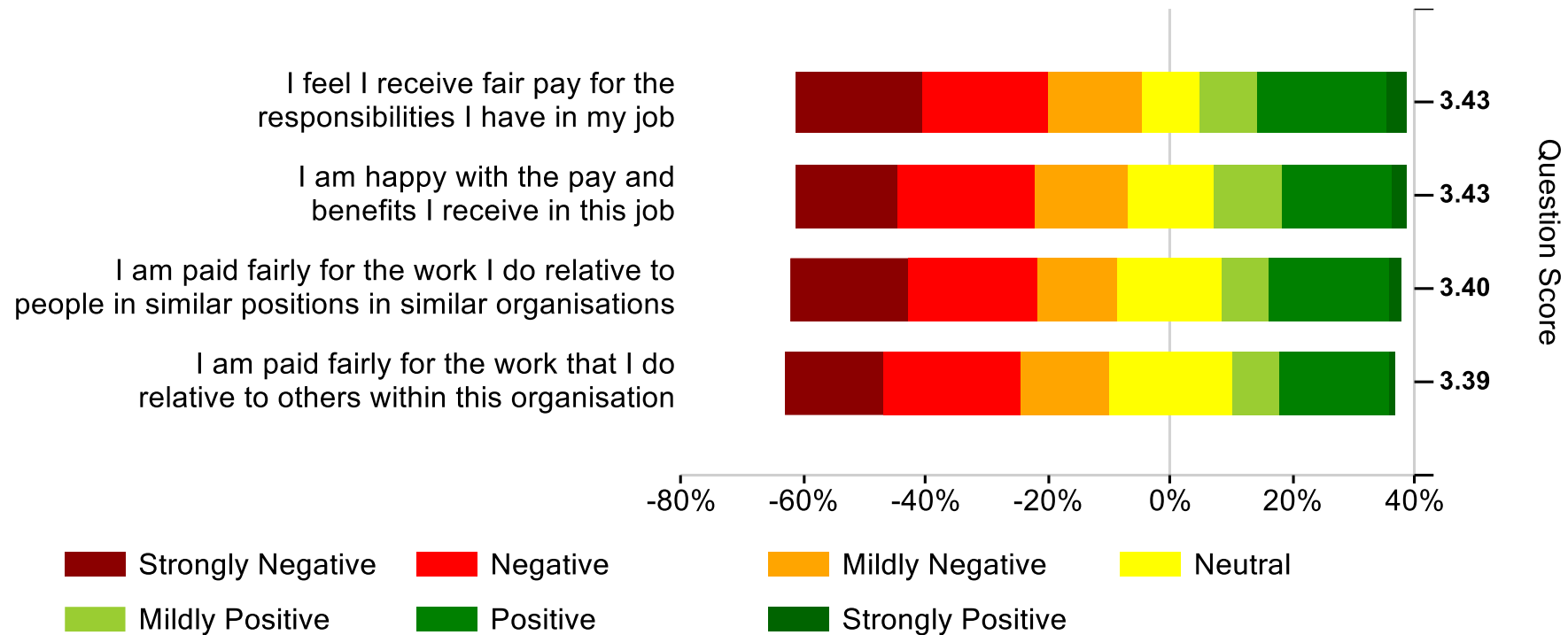
The Wellbeing scores are a reflection of how hard people have been working during this extraordinary year.

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

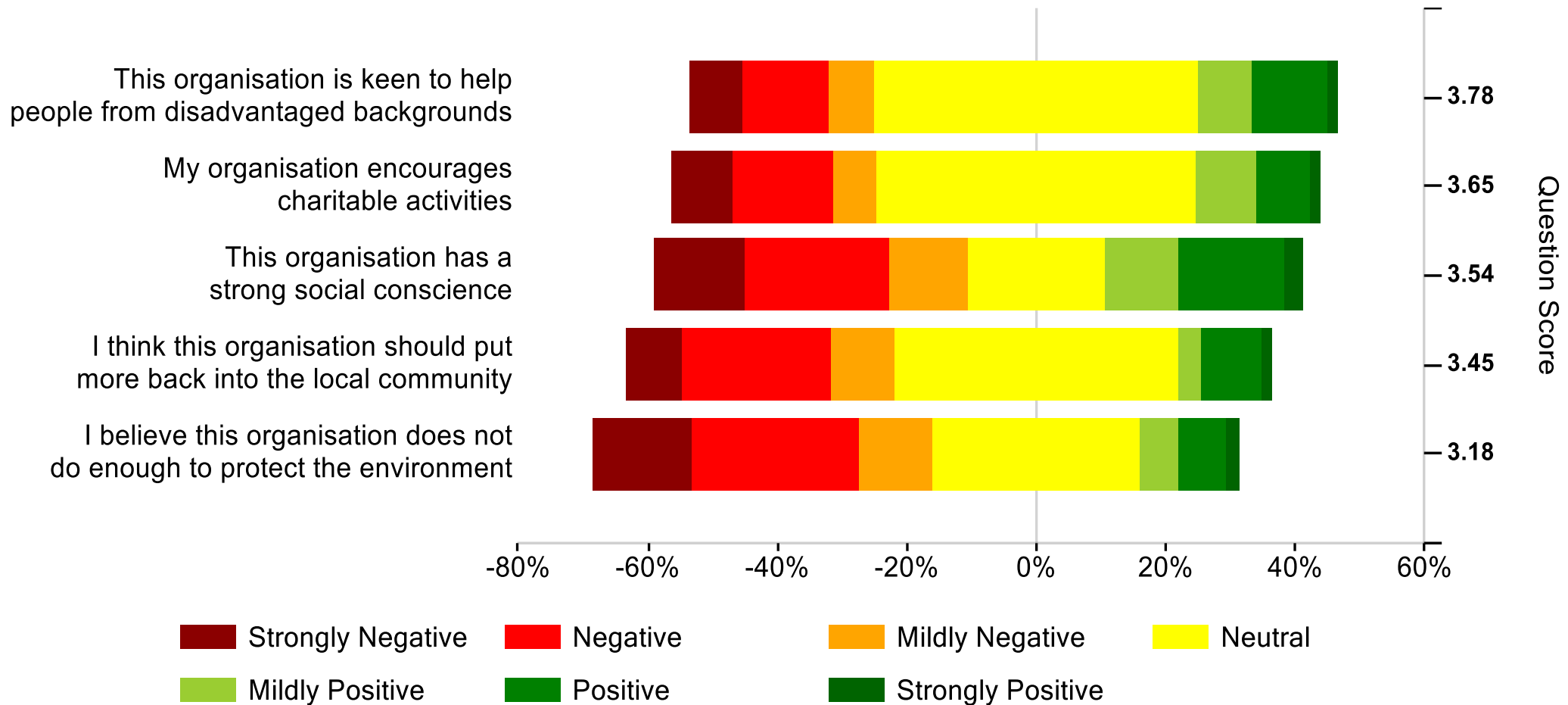
# Overall HCS results: Fair deal



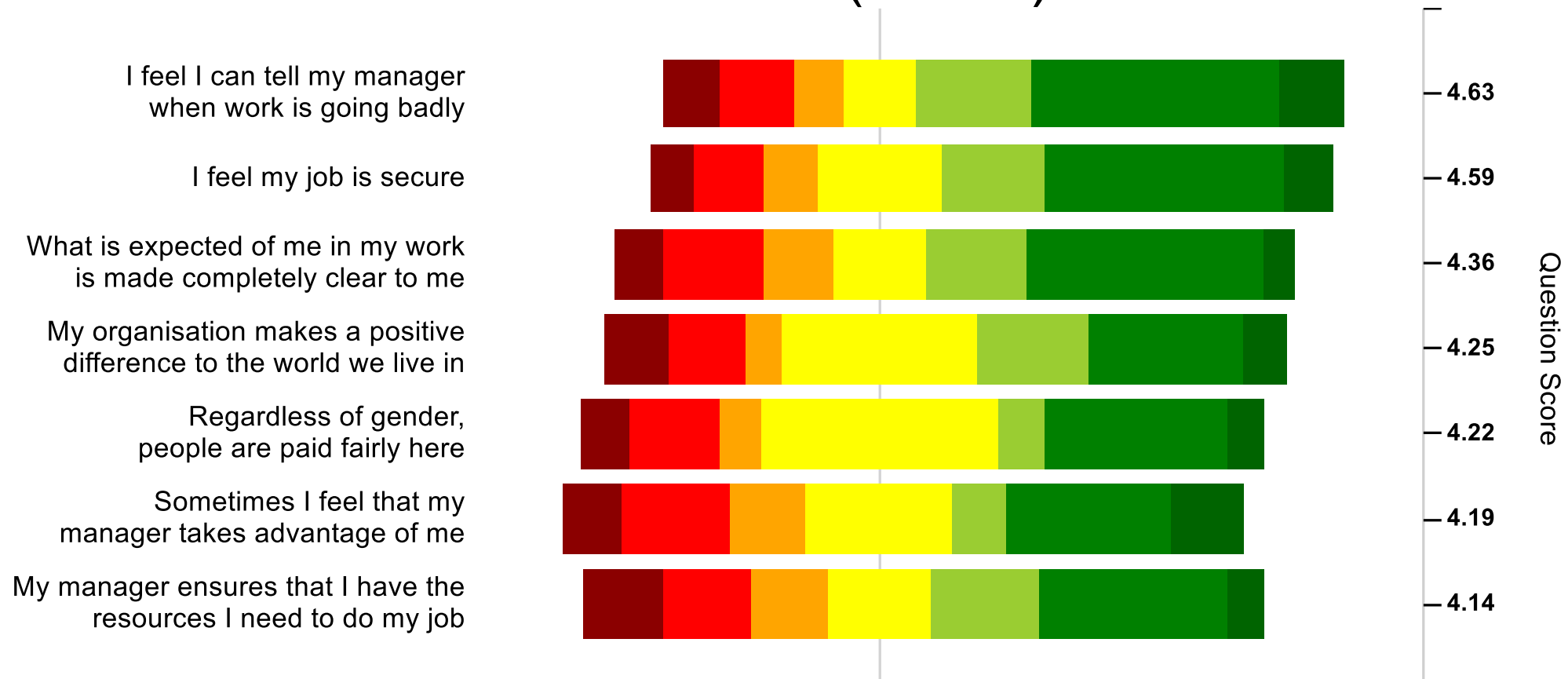
\* Responses available on heatmap are from all job grades combined



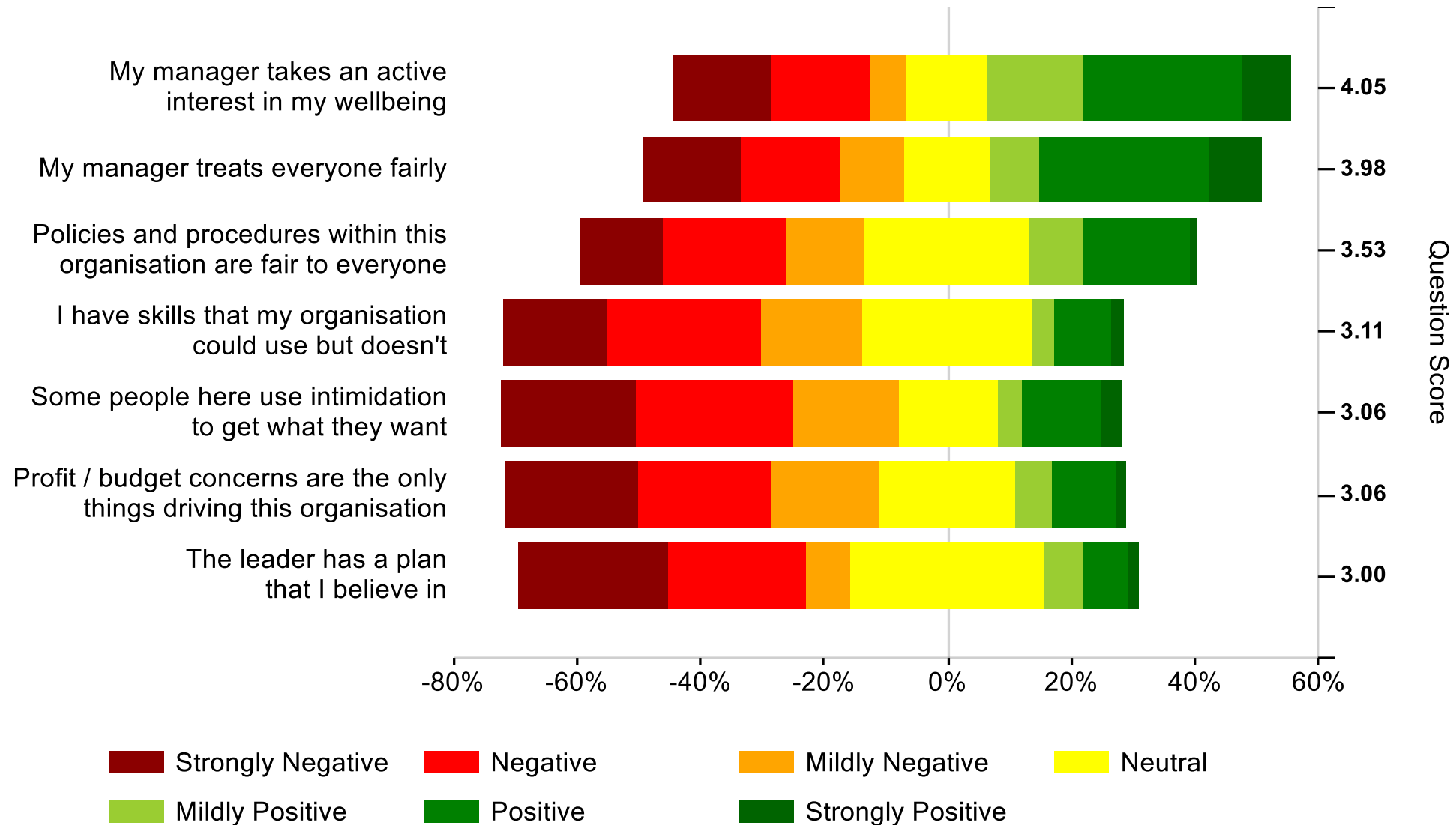
# Overall HCS results: Giving Something Back



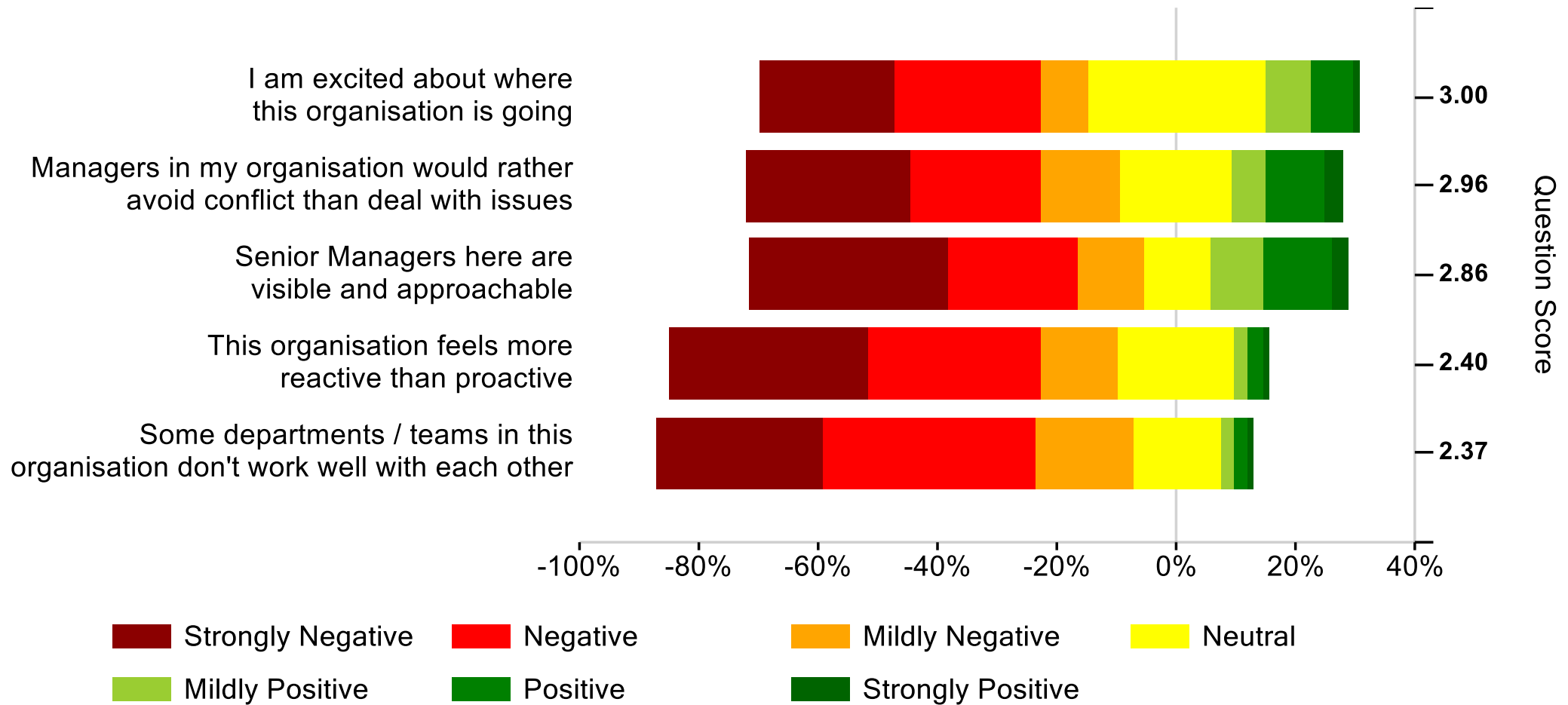
# Overall HCS results: Feedback (1 of 3)



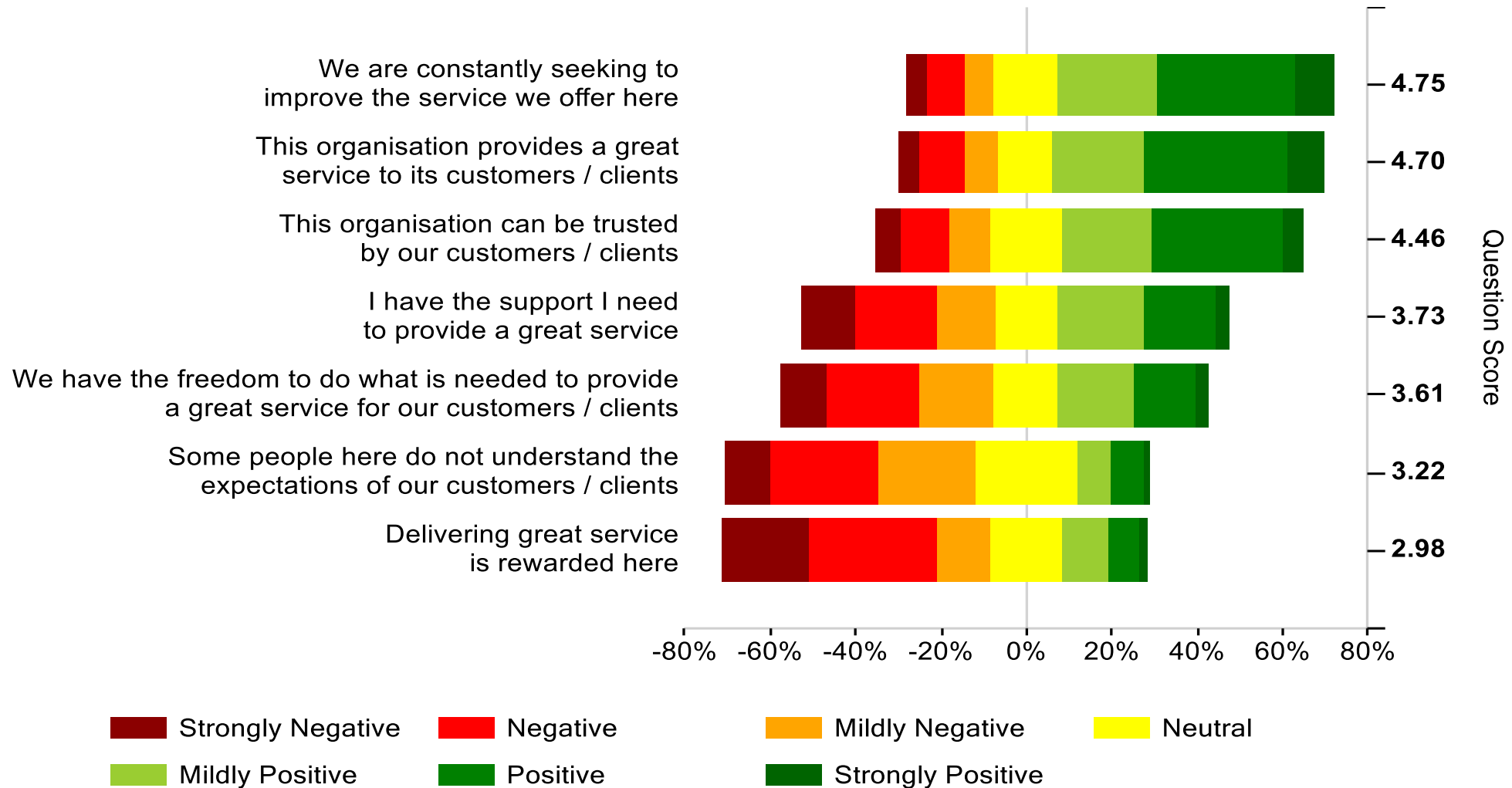
# Overall HCS results: Feedback (2 of 3)



# Overall HCS results: Feedback (3 of 3)



# HCS results: Customer service



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

# HCS 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

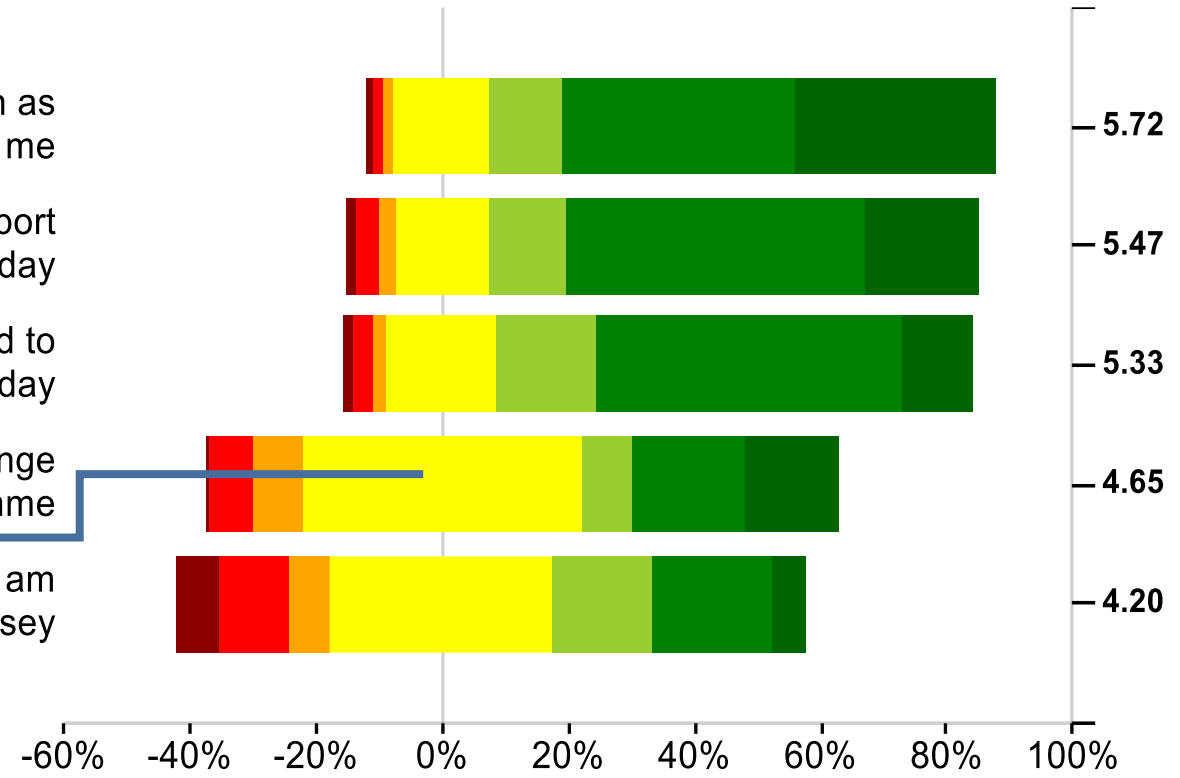
Flexibility in my working practices such as how, when and where I work, is important to me

I feel that I actively support my manager during my working day

I understand the level of support I need to give to my manager during my working day

I have seen positive change from the Team Jersey programme

In working for the Government of Jersey, I am proud and committed to be part of Team Jersey

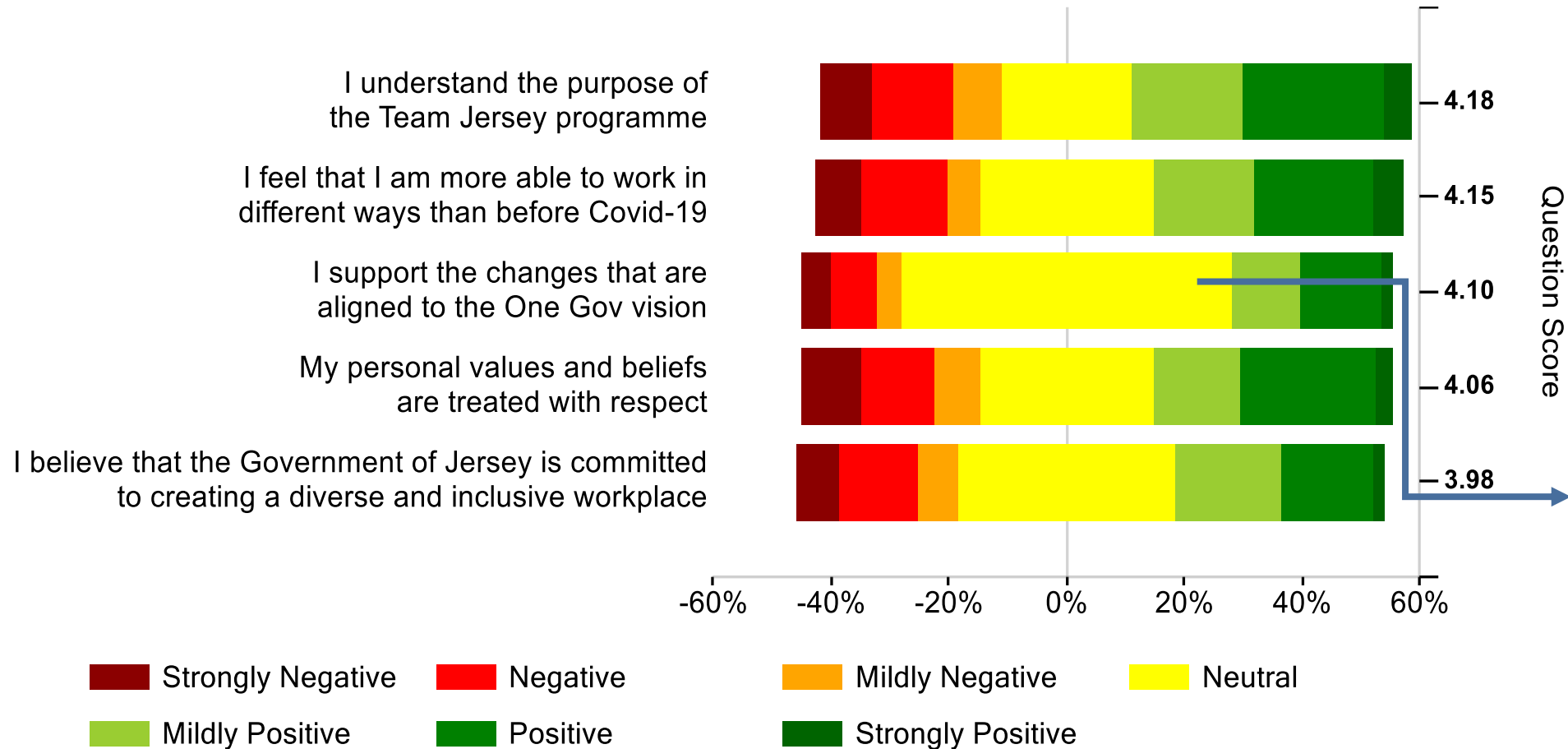


**NB: the highest possible score is 7, and everything over 4 is positive.**



\* Responses available on heatmap are from all job grades combined

# HCS results: Government of Jersey bespoke questions (2 of 3)



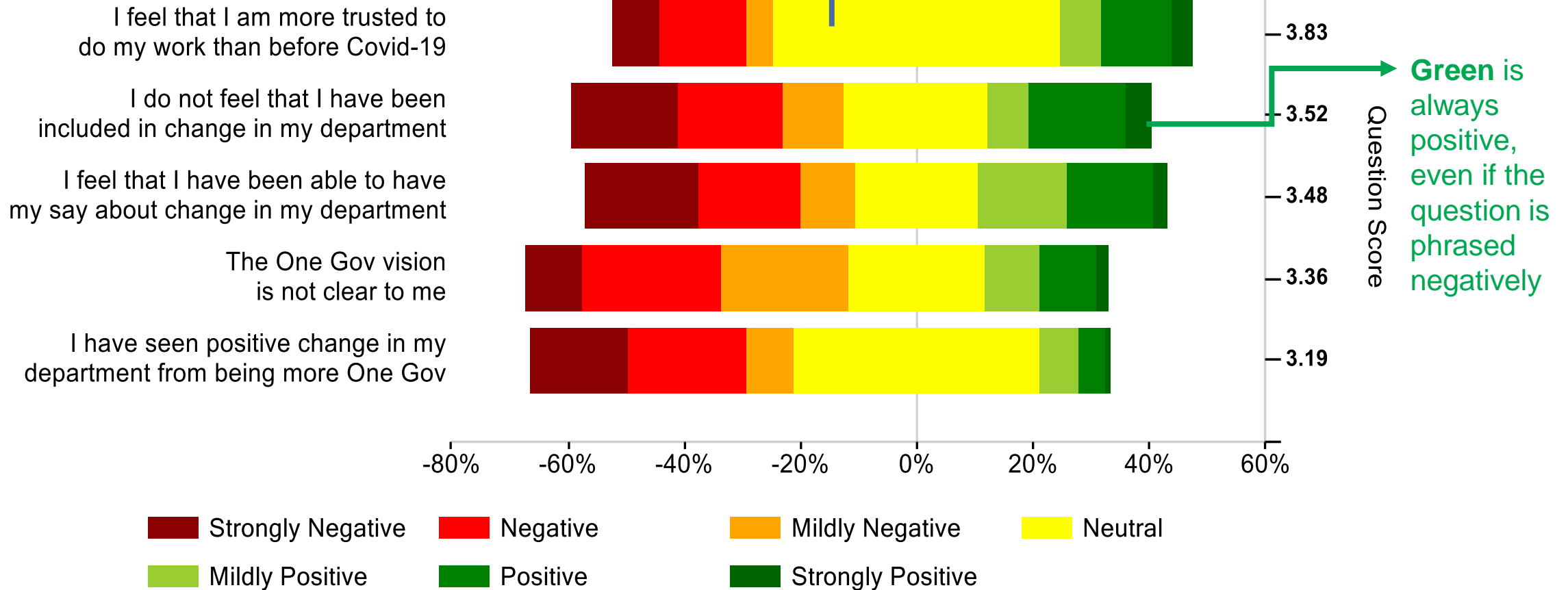
**NB: yellow is neutral.** The larger the yellow areas, the bigger the opportunity: people are telling us they want more information.

\* Responses available on heatmap are from all job grades combined

# HCS results: Government of Jersey bespoke questions (3 of 3)



**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