

# EXECUTIVE COUNCIL

## PUBLIC

**Title of Report:** People Survey 2015  
**Paper Number:** 107/16  
**Date of Meeting:** 30 May 2016  
**Report of:** Financial Secretary (as Acting DHR at time of survey)

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### Purpose

1. To advise ExCo of the results of the recent People Survey and make recommendations on improvements that can be made.

### Recommendation

2. Honourable Members are invited to:
  - a) Note the results from the 2015 People Survey (Appendix A);
  - b) Support the list of actions setting out areas of potential improvement (Appendix B);
  - c) Support the staff leaflet to be distributed (Appendix C); and
  - d) Publish this paper.

### Additional Budgetary Implications

3. None

### Background

4. In October 2015 FIG ran its first People Survey for five years. The survey ran from 1<sup>st</sup> October to 13<sup>th</sup> November 2015 and was based predominantly on the questions asked in the UK Civil Service People Survey, though amended for local circumstances in a number of places.
5. The survey was run using SurveyMonkey online with hard copy surveys being available from Human Resources, Treasury and Policy Unit. Each Friday during the survey period non-managerial volunteers were available to assist people completing the survey and the Training Centre provided access to computers for non-office based staff resulting in a 96% online response rate. The survey was anonymous and statistics produced by the Policy Unit.

6. A raffle was organised by the PR team to offer an incentive to responding and the survey was completed by 426 staff, representing a return rate of 80%. The return rate itself is a good indication that staff in FIG are keen for their views to be heard (compared to the UK Civil Service response rate of 65%).
7. The core questionnaire included 80 questions about how people perceive their work split across ten themes. Each question asked respondents to rank their agreement to the question across five categories ranging from strongly agree to strongly disagree. In addition staff were also asked questions on their future working intentions, work-related demographics and personal characteristics in order to provide better analysis.

## **Results**

8. The headline results across the themes were as follows (detailed results see Appendix A):

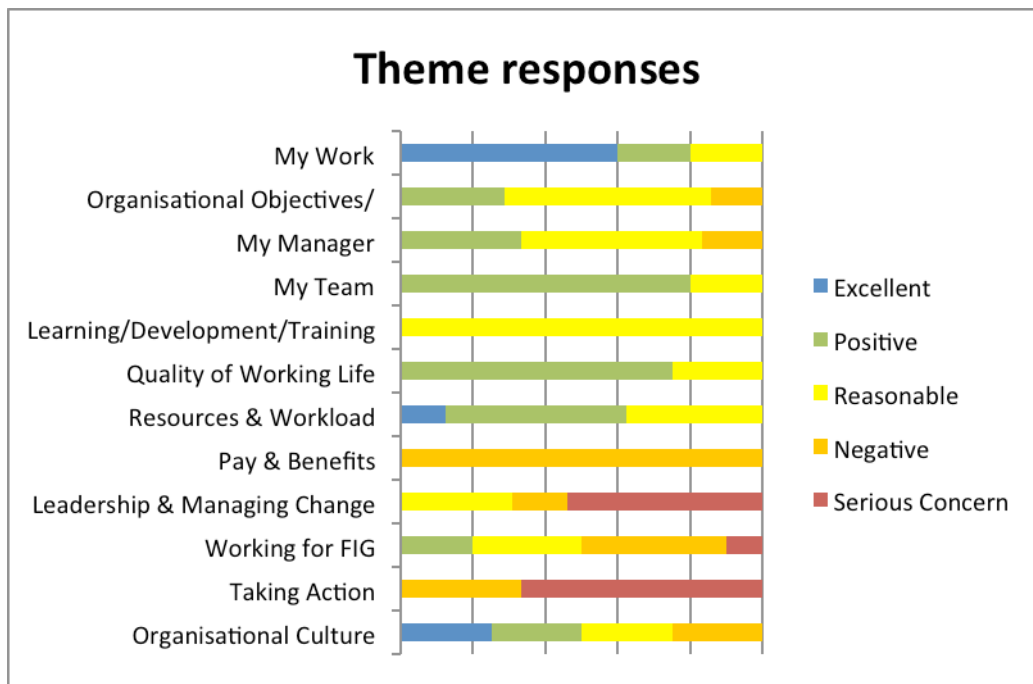
	Score
My work	78%
Organisational Objectives and Purpose	52%
My Manager	52%
My Team	66%
Learning and Development	51%
Quality of Working Life	63%
Resources and workload	64%
Pay and Benefits	34%
Leadership and Managing Change	26%
Overall engagement	48%
Departmental engagement	65%

9. There are some key positives coming out of the survey indicating that in general people enjoy the work they do and the teams they work in, with quality of working life being high and they understand what is expected from them:
  - 96% are interested in their work;
  - 84% feel sufficiently challenged by their work;
  - 84% feel their work gives them a sense of personal achievement;
  - 85% feel they have the skills needed to do their job effectively;
  - 86% feel trusted to carry out their job effectively.
10. There are other areas that indicated that FIG could be improving the work environment, in particular with Pay & Benefits and Leadership & Managing Change being scored lower than other categories. This is not to say these factors are unique to FIG, as an example FIG Pay & Benefits scored 34% against 30% in the UK Civil Service. Therefore to get a better understanding of where issues may sit further analysis was undertaken.
11. Directors were provided with summaries of the results for each FIG section (with smaller sections consolidated to ensure anonymity) and comments provided from the free text comment boxes (after a review by the Policy Unit to ensure no answer identified

individuals). The Chief Executive was provided with free text comments relating to CMT, individual directors, his role or MLAs.

## Analysis

12. Firstly aggregated responses were categorised into a range from Excellent to Serious Concern. This enabled a focus on the themes, and individual questions, that were of the most concern.



13. 223 staff provided comments in the free-text comment box in response to the question “What would you like FIG to change to make it a great place to work?”. These comments were reviewed and grouped into eight themes:

- Staff Management;
- Learning, Development and Training;
- Immigration and Recruitment;
- Resourcing and facilities;
- Pay and Benefits;
- Leadership;
- Communication;
- Service Delivery.

14. Within this the top areas mentioned were:

1. Increased pay 30%
2. Insufficient staff 14%
3. Communication between departments and colleagues 10%
3. More appreciation of staff 10%
5. Improved decision making 9%
5. Improve job evaluations/pay scales 9%

A report summarising the comments in each area has been reviewed by CMT and actions needed have been incorporated into the action list discussed below.

15. Whilst reviewing the summary responses it was highlighted that some questions were scored lower overall due to the diversity of roles within FIG. As an example, *“I was given an opportunity to feed into my Department’s Business Plan”* was scored 24% overall. It is perhaps not reasonable to expect, or need, all FIG staff to be involved in the business plan preparation. Therefore this, and other, questions were analysed further splitting the response by three grade bandings:

Grade B – A3 Management/Leadership Roles  
Grade F – C Supervisory/skilled roles  
Grade I – G All other roles

In the example question mentioned this showed I – G 3%, F – C 25% and B – A3 57%. The overall response is therefore less concerning across FIG as a whole. However, this does highlight the lack of engagement in more senior roles with directorate business plans and the focus on improving this area will therefore be focused on working with Heads of Service.

16. In other areas it was important to understand whether the scores varied across directorates. Further analysis was therefore done in some areas across directorates to highlight any issues of particular concern in certain areas of FIG. This analysis did not show many particular areas where directorates differed except three areas:
- *“My team frequently chooses to help other Government departments”* overall 55%  
The average here was brought down by a 26% response from Central Services and 35% from Education. However, after considering this, these directorates are relatively self-contained in the services they deliver therefore this is not felt to be a concern.
  - *“I have the tools I need to do my job effectively”* overall 59%  
The average here was brought down by 43% in Health, 47% in Law & Regulation and 47% in PWD. These directors will be asked to review the responses by section to highlight whether directorate resources needed to be re-prioritised within the service.
  - *“I have an acceptable workload”* overall 55%  
Here the lower scores of 25% in Mineral Resources, 36% in Treasury and 45% in Emergency Services were the only ones below 50%. Again, these directors will be asked to review the responses by section to highlight whether directorate resources needed to be re-prioritised within the service or result from particular capacity issues at the time of the survey.
17. In all areas, directors have been asked to discuss results with their teams and include a section in their departmental business plan around how engagement, and specific issues such as those above, are going to be addressed going forward.

## **Working and Focus Groups**

18. This analysis highlighted key issues to be considered across FIG. Having discussed these at CMT it was felt important that these were considered by a cross-section of FIG. Therefore CMT agreed the creation of a working group consisting of two Directors (DHR and DoE), two Heads of Service and two other employees (assisted by the Stats and Performance Officer). All staff were therefore asked if they would like to be involved in this working group.
19. 18 expressions of interest were received to sit on the working group. In order to ensure all those interested had a chance to be involved the Acting DHR (FS) and DoE held two off-site Focus Groups with all those that could attend which included staff between grades H and B and across all but one of the directorates.
20. These Focus Groups discussed a number of potential improvements that could address some of the lower scored areas and at the end of each session asked to vote for the person within the afternoon's group that they felt would be the best staff representative on the working group.
21. The resulting working group consisted of Acting DHR (FS), DoE, one PWD Head of Service, one Executive Management Head of Service, one PWD Grade H employee and one Health Grade C employee. At the first meeting the group discussed all questions with a score less than 60% that wasn't directorate specific and the second meeting discussed the draft action plan resulting from these improvements.

### **Action List**

22. The Action list (Appendix B) proposed is a comprehensive list of all ideas put forward by the focus groups, working group and from the free-text comments put together with links to the original question asked. This is intended to be a rolling checklist of actions that should be worked on over the forthcoming months and years. CMT have reviewed the full action list and are supportive of the actions proposed, though noted that some are longer term ambitions. The purpose of this paper is to ensure MLAs are supportive of the actions on the list before responsible directors define the priority and deadlines and policy development for each item. At a summary level this can be broken down into 10 overarching areas, which have been allocated a lead director:

#### **1. Review and update key procedures**

**Director lead: DHR**

Procedures felt in the need of update were the Management Code, Code of Conduct and values for the Civil Services & MLAs and declarations of perceived conflicts of interest. However, it was also felt important that existing procedures, particularly those in the Management Code, are applied consistently across directorates, therefore there are clear links to the training theme that will be considered.

Other improvements are felt to be needed in procedures relating to Performance Management, the Hay evaluation structure, making better use of exit interviews and the creation of a staff handbook. Some of these areas are already underway with research having been undertaken into updated Performance Management Systems and approval of new grievance procedures in ExCo 60/16.

## **2. Improve training and development opportunities** **Director Lead: DHR**

Whilst people feel they have the skills needed to undertake their current roles there's a clear wish from people to develop more. This does not mean that the training opportunities are not available in all cases but with only 52% aware of the Community Development Fund there is a clear need to improve awareness of this and other schemes.

Other areas where specific new training is suggested is in customer service, management and leadership skills from supervisory level upwards, social media, Management Code, preparation of Job Descriptions, encouraging job swaps/secondments (both internally and externally). Again, since the survey was run some of the suggestions highlighted are already underway with an improved induction programme, revisions to the apprenticeship scheme to encourage more trades and training on corporate policies such as whistleblowing.

Some further practical solutions will be investigated including ensuring line managers assess training needs at the start of employment, considering protected study time during working hours, access to training for those on overseas contracts and refreshing the FIG mentoring scheme.

## **3. Improve the MLA/Civil Service interface** **Director Lead: CE/Chair MLAs**

The review of free text comments highlighted a number of areas that indicated improvements in the MLA/Civil Service interface would be beneficial. In particular the leadership and managing change theme appears to have been influenced by a perceived blame culture that could be reduced by an improved working relationship between MLAs and the Civil Service which may in turn encourage people to be less afraid to challenge things within the organisation.

## **4. Improve communication and vision** **Director Lead: CE**

Communication within teams rather than across FIG came out strongly from the comments, Focus Groups and working group. Therefore actions suggested are strongly led by directorates holding more team meetings, verbal updates and away days. As important is Heads of Service and Directors making time to listen to staff views in such forums. However, lower themes such as organisational objectives and purpose also indicate that a clearer vision for FIG as a whole, or better communication of the existing vision, would give employees a greater understanding of what they are working towards. Other actions included are that FIG should have a corporate brand, a clear social media policy, an intranet (or improved public folders) and reintroduce the lapsed "Fig tree" staff newsletter.

As important is ensuring that the right information gets to the right people with non-office based staff feeling cut off from the wider FIG team through lack of access to the computer network through which most communications are based. Comments indicated that most employees are not concerned with corporate communication but that line managers should be ensuring the information relevant to them gets to them, often with informal discussions being the preference.

As the majority of suggested actions sit within individual directorates (due to the diverse services) specific actions were split between directors the Chief Executive is allocated as an oversight lead.

## **5. Improve decision making**

**Director Lead: AG**

The Leadership & Managing Change was the lowest scored theme. In the comments nearly 10% were focused on a perceived need to improve decision-making through increased professionalism and reduction of personal influences. Staff felt that policy direction was changed too frequently and that once decisions are made they shouldn't be changed as it left them unsure of the organisation's direction. A key action coming out of this was for more explanation to be given for why decisions have been made (both from ExCo and other Committees and those made by Directors, Heads of Service and line managers). A practical action was that people who had contributed to Committee/ExCo papers should be recognised as well as the relevant Director (some directorates already do this but again should be consistently applied). CMT noted that the majority of this should be covered by the Effective Decision Making review currently underway by the AG.

## **6. Review immigration policy**

**Director Lead: HoP**

Immigration policy is seen by many to be influencing the lower scores in predictably Pay and Rewards, but also in Leadership & Managing Change with some feeling that immigration policies need to be more flexible to encourage contract workers to stay longer and feel integrated into the workforce earlier. Views are unsurprisingly split on this issue with 2% of those commenting feeling contract posts should be localised and a (assuming different) 2% that local preference on candidates should be removed. However, the overall feeling appears to be that by allowing longer contracts and residency, particularly for senior posts, the "churn" within FIG could be reduced thereby improving the management of change. Other suggestions included allowing a more gradual change of benefits packages on the move from overseas to local terms.

## **7. Improve business planning processes**

**Director Lead: HoP**

Again in response to the Leadership and Managing Change theme and Organisational Purpose employees felt that the vision of the organisation, particularly at directorate level, often changed with senior staff, suggesting that directorate business plans should effectively be set for a five year term and that planning processes and projects should be longer than individuals' contract terms. Whilst most seemed unconcerned about not being involved in business planning itself, actions include directors providing a summary to all team members of the plans (with varying level of details depending on directorate and seniority). To demonstrate concerns on workload a proposal was made to include current departmental capacity as part of the quarterly reporting of KPIs to ensure these are reviewed in context.

## **8. Improve employee consultation and management**

**Director Lead: DHR**

A strong theme running through the survey responses was that FIG should make better use of employee consultation and engagement. The advantages of this was also evident

in the use of focus and working groups on this survey as without this the actions proposed may not have been appropriate. Actions to consider include; use of mediators, encouraging a more active trade union, staff consultation forums, continuation of People Surveys, directorate based staff away days, 1:2:1s and more social occasions.

The second part of this theme is to improve management skills and operations. Suggestions such as better use of handover notes and senior roles gaining a better understanding of operational issues were felt may improve the Leadership and Managing Change theme.

## **9. Review Pay and Reward policy**

**Director Lead: DHR**

A low score in this area is not particularly surprising due to the natural reaction on being asked whether people feel their pay is appropriate, and is comparable to the UK results. During the focus and working groups the focus however was more on improvements needed in flexibility and appreciation than the pay rates themselves.

Analysis also showed the expected split of views between overseas and locally employed staff with calls to both increase and reduce the benefits of contract staff. 10% of those providing comments stated that more appreciation should be shown to staff through means other than pay. Most were supportive of the re-introduction of the increments policy though a number felt that poor performance should result in a decrease down the increment scale (on the basis that this would further motivate those performing well).

The overarching recommendation here is for the regular review of Pay and Rewards policy with some areas to be considered; consideration of Total Reward Statements to reduce the perceived disparity between employment types, promotion of flexible working hours, modernised parental leave, improved annual leave for those with children, creation of a Volunteer day allowance on top of annual leave, encouraging people to say “thanks”, better communication of the advantages of working in the public sector versus private sector (sick pay, annual leave, pension etc) and sending Christmas cards to all staff.

## **10. Consider improvements to facilities and equipment**

**Director Lead: DPW**

Some of the additional questions about working for FIG indicated that people would not necessarily recommend FIG as a great place to work (28%). Comments indicated that one reason for this was the quality of the facilities, for example the “LARD Shed” being an often cited example. 8% of those commenting felt that improvements to working areas or purpose built facilities were needed and 5% that better IT or other equipment would improve their view of working for FIG. The action list therefore includes reviewing FIG facilities and IT replacement policy. However, these are anticipated to be longer term priorities.

### **Next Steps**

22. If MLAs are supportive of the items in the attached Action List then CMT lead directors will be asked to continue to work on these actions and propose priorities and deadlines. This list will then be monitored through CMT and where policy proposals are recommended these will be presented to ExCo in due course.

23. Update emails, including summary results, have been sent to all staff since the survey was undertaken. At this time it is proposed that the attached staff leaflet (Appendix C) is sent out to all staff over email and provided in hard copy to non-computer based sections. The leaflet is intended to provide staff with an update on the areas FIG is intending to work on as set out in section 21. [NB. Formatting by PR section suggested]
24. The individuals that were involved in the working group were asked if they'd be willing to continue to participate as this progressed and all were happy to do so. It is therefore suggested that a future staff newsletter could contain summaries from individuals involved about some of the areas being proposed.

### **Next Year**

25. The People Survey has been a useful and important exercise and it's clear that it should continue. However, in the analysis of the responses it came to light that some of the questions (due to being designed for an office based civil service) are not relevant to FIG, or to some sections within FIG. It is therefore proposed that prior to the next survey the questions are defined further and consideration be given to tailoring some questions to different circumstances, for example, business planning questions not being needed for staff groups I – G.
26. The Director of HR has therefore suggested that given the number of development areas that have been identified, a full survey within a short timeframe (one year one) may not help assess the impact of any actions we have taken and may well act to demotivate staff, if no broad changes can be seen. However, by focusing on the areas that have been prioritised, which one would expect to be the foundations for further development, we can more readily see the impact our actions have had on workforce perceptions. This process allows us to learn from the steps we have taken and refocus our efforts if we have not achieved the desired outcome.

### **Financial Implications**

27. None at this stage. Action items will be costed as part of any policy proposals put forward to ExCo.

### **Legal Implications**

28. None.

### **Human Resource Implications**

29. There are no specific employment issues relating to the report. However, the actions which are been take to address the development that have been identified will impact significantly on how we lead, manage and develop our workforce.
30. The Management Code and associated Policies and Procedures are under review. Subject to the approval of the revised arrangements will be roll-out across all directorates. This process will be supported by a comprehensive programme of training

and staff briefings to ensure the new arrangements operate effectively. By taking this holistic approach to we develop our workforce and management practice we believe we can make significant strides to address the critical areas of development.

31. The ongoing engagement of our workforce in how we develop as an organisation is vital. To aid this process it is proposed that we adopt a two stage process to measure the impact of the actions we are taking in relation to the survey results.
  - (1) Focus groups run in each directorate and where appropriate corporately to test views and opinions on the action taken and the impact this has had in the work place.
  - (2) One or more thematic surveys linked to the areas in which investment has been made in tackling priority issues. (i.e. Management; Communication; Workforce Development).

## Appendix A: Detailed 2015 People Survey Results

Score	Category	Priority	Comment
80%+	Excellent	N/A	Areas of excellence
60% - 79%	Positive	N/A	Areas to encourage and built on within FIG
40% - 59%	Reasonable	Low	Encouraging areas that should be reviewed to consider any shortcomings that can be addressed
20% - 39%	Negative	Medium	Action plan needed to address finding
<20%	Serious Concern	High	High priority action required

### Theme: My Work

Individual statements		Score
B1	I am interested in my work	96%
B2	I am sufficiently challenged by my work	84%
B3	My work gives me a sense of personal accomplishment	84%
B4	I feel involved in the decisions that affect my work	55%
B5	I have a choice in deciding how I do my work	70%
<b>Overall theme</b>		<b>78%</b>

### Theme: Organisational Objectives and Purpose

Individual statements		Score
B6	I have a clear understanding of FIG's purpose	51%
B7	I have a clear understanding of FIG's objectives	43%
B8	I understand how my work contributes to my Department's objectives	78%
B9	I understand how my work contributes to FIG's objectives	55%
B10	I am aware of the Islands' Plan	62%
B11	I am aware of the Department's Business Plan	48%
B12	I was given an opportunity to feed in to my Department's Business Plan	23%
<b>Overall theme</b>		<b>52%</b>

## Appendix A: Detailed 2015 People Survey Results

### Theme: My Manager

Individual statements		Score
B13	My manager helps me understand how my work contributes to my Department's objectives	56%
B14	My manager helps me understand how my work contributes to FIG's objectives	41%
B15	My manager motivates me to be more effective in my job	51%
B16	My manager is considerate of my life outside work	67%
B17	My manager is open to my ideas	66%
B18	My manager helps me understand how I contribute to my Department's objectives	52%
B19	My manager helps me to understand how I contribute to FIG's objectives	36%
B20	Overall, I have confidence in the decisions made by my manager	62%
B21	My manager recognises when I have done my job well	62%
B22	I receive regular feedback on my performance	46%
B23	I think that my performance is evaluated fairly	46%
B24	Poor performance is dealt with effectively in my team	34%
<b>Overall theme</b>		<b>52%</b>

### Theme: My Team

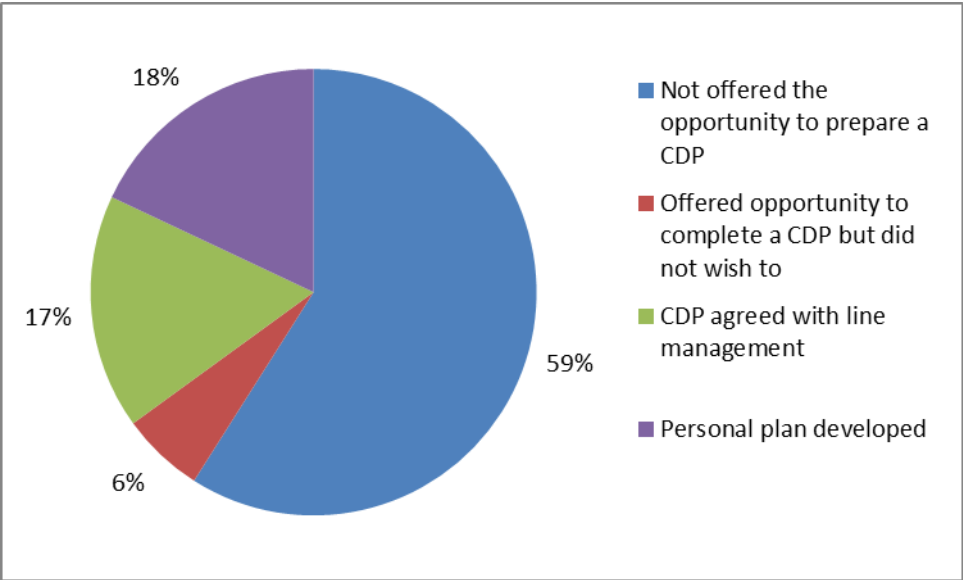
Individual statements		Score
B25	The people in my team can be relied upon to help when things get difficult in my job	77%
B26	The people in my team work together to find ways to improve the service we provide	72%
B27	The people in my team are encouraged to come up with new and better ways of doing things	63%
B28	My team cooperates effectively with other Government Departments to get work done	64%
B29	My team frequently chooses to help other Government Departments	56%
<b>Overall theme</b>		<b>66%</b>

# Appendix A: Detailed 2015 People Survey Results

## Theme: Learning, Development and Training

Individual statements		Score
B30	My training needs have been identified	53%
B31	I am able to access the right learning & development or training	44%
B32	Learning, developing or training activities I have completed in the past 12 months have helped to improve my performance	52%
B33	There are opportunities for me to develop my career in FIG	44%
B34	Learning, development and training activities I have completed while working for FIG are helping to develop my career	55%
<b>Overall theme</b>		<b>51%</b>

## Career Development Plan Awareness



## Appendix A: Detailed 2015 People Survey Results

Learning and Development Training	FIG Average
Awareness of Community Development Fund (CDF)	52%
Undertaking training funded by CDF	6%
Undertaking training funded by Department	8%
Undertaking self-funded training	10%
Undertaking training funded elsewhere (e.g. scholarship)	1%

### Theme: Quality of Working Life

Individual statements		Score
B35	I am treated fairly at work	74%
B36	I am treated with respect by the people I work with	74%
B37	I feel valued for the work I do	60%
B38	I think that FIG respects individual differences	44%
<b>Overall theme</b>		<b>63%</b>

### Theme: Resources and Workload

Individual statements		Score
B39	In my job, I am clear what is expected of me	79%
B40	I get the information I need to do my job well	63%
B41	I have clear work objectives	72%
B42	I have the skills I need to do my job effectively	87%
B43	I have the tools I need to do my job effectively	59%
B44	I have an acceptable workload	55%
B45	I achieve a good balance between my work life and private life	61%
B46	There are sufficient people in my team to allow me to undertake my duties and responsibilities properly	41%
<b>Overall theme</b>		<b>64%</b>

## Appendix A: Detailed 2015 People Survey Results

### Theme: Pay and Benefits

Individual statements		Score
B47	I feel that my pay adequately reflects my performance	35%
B48	I am satisfied with the total benefits package	34%
B49	Compared to other jobs I am qualified to do outside FIG, my pay is reasonable	33%
	<b>Overall theme</b>	<b>34%</b>

### Theme: Leadership and Managing Change

Individual statements		Score
B50	I feel that FIG as a whole is managed well	17%
B51	Directors in FIG are sufficiently visible	28%
B52	I believe the actions of Directors are consistent with FIG's values	19%
B53	I believe that CMT has a clear vision for the future	9%
B54	I believe that FIG has a clear vision for the future	15%
B55	Overall, I have confidence in the decisions made by my Director	46%
B56	I feel that change is managed well in FIG	9%
B57	When changes are made in FIG they are usually for the better	14%
B58	FIG keeps me informed about matters that affect me	30%
B59	My Head of Service keeps me informed about matters that affect me	48%
B60	I have the opportunity to contribute my views before decisions are made that affect me	30%
B61	I think it is safe to challenge the way things are done in my Department	49%
B62	I think it is safe to challenge the way things are done in FIG	19%
	<b>Overall theme</b>	<b>26%</b>

## Appendix A: Detailed 2015 People Survey Results

### Theme: Working for FIG

Individual statements		Score
B63	I am proud when I tell others I work for FIG	35%
B64	I would recommend FIG as a great place to work	28%
B65	I feel a strong personal attachment to FIG	26%
B66	FIG inspires me to do the best in my job	21%
B67	FIG motivates me to help it achieve its objectives	17%
B68	I am proud when I tell others I work for my Department	61%
B69	I would recommend my Department as a great place to work	55%
B70	I feel a strong personal attachment to my Department	64%
B71	My Department inspires me to do the best in my job	58%
B72	My Department motivates me to help it achieve its objectives	55%

### Theme: Taking Action

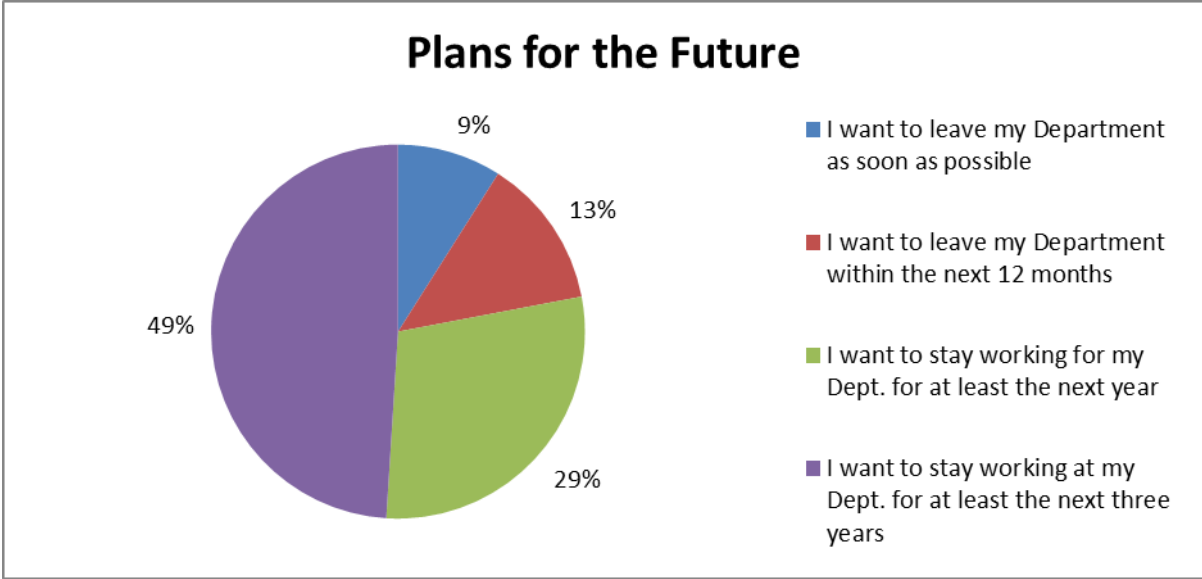
Individual statements		Score
B73	I believe that senior managers in FIG will take action on the results from this survey	15%
B74	I believe that managers where I work will take action from the results of this survey	28%
B75	Where I work, I think effective action has been taken on the results of the last survey	5%

### Theme: Organisational Culture

Individual statements		Score
B76	I am trusted to carry out my job effectively	86%
B77	I believe I would be supported if I try a new idea, even if it may not work	61%
B78	My performance is evaluated based on whether I get things done, rather than solely follow processes	48%
B79	When I talk about FIG I say 'we' rather than 'they'	33%
B80	I have some really good friendships at work	79%

**Appendix A: Detailed 2015 People Survey Results**

**Proportion of respondents indicating their plans for the future in relation to staying in their Department.**



**Proportion of respondents indicating their awareness of the Management Code.**

	<b>FIG Average</b>
Awareness of Public Service Code of Conduct within the Management Code	66%
Awareness of how to raise a grievance under the Management Code	61%
Confidence that a concern raised under the grievance procedure would be investigated properly	38%
Awareness of how to raise a fraud, corruption or “whistleblowing” concern	51%

## Appendix B – Action List

	Question addresses	Action Proposed	Lead	Currently underway
<b>1. Review and Update Key Procedures</b>			<b>Lead: DHR</b>	
1.	B7, B58	Create staff handbook	CMT	HR Business Plan
2.	B24	Performance management systems to be updated	DHR	PMS review underway
3.	B24	Management Code to be updated	DHR	Chapter 4 underway
4.	B24	Consider implementing 360o feedback	DHR	PMS review underway
5.	B46, B48, B49, B62	Consistently apply HR procedures and policies across FIG	DHR	
6.	B47-B49	Review the Hay evaluation system	DHR	
7.	B47-B49	Review guidance on preparing Job Descriptions	DHR	
8.	B50	Review procedure for declaring conflicts of interests (Civil Service & MLAs)	AG	Effective Decision Making
9.	B50	Review Code of Conduct for Civil Service and ensure well defined and communicated	DHR	Review of Chapter 4
10.	B50	Define and communicate FIG's values	DHR	
11.	B63-B66, B79	Consider ways to make better use of exit interviews and feedback	DHR	
12.	Policies	Improve grievance chapter	DHR	Approved ExCo 60/16
<b>2. Improve training and development opportunities</b>			<b>Lead: DHR</b>	
13.	B7, B58	Improve induction	DoE	Induction now updated
14.	B24, Policies	Training on Management Code (following Item 3)	DHR	
15.	B24, B63-B66, B79	Training for supervisors/line managers/foremen	DHR	Leadership/ Supervisory training
16.	B30-B34, B38	Line managers should assess training needs at start of employment	DHR	
17.	B30-B34, B38	Improve communication of training available including awareness of CDS	DoE	Started by emails
18.	B30-B34, B38	Consider a policy for providing protected study time	DHR	
19.	B30-B34, B38	Considering providing access to training for contract officers as retention measure	DoE/DHR	
20.	B30-B34, B38	Improve quality of locally run courses	DoE	Training Centre working on.
21.	B30-B34, B38	Refresh mentor scheme	DHR	
22.	B30-B34, B38	Encourage succession plans/career development plans	DHR	
23.	B30-B34, B38	Investigate opportunities for external secondments	DHR	Contact made with HCC
24.	B30-B34, B38	Consider options for internal job swaps/secondments	DHR	
25.	B30-B34, B38	Place apprentices in departments to encourage people into trades	DoE	Apprentice scheme reviewed
26.	B47-B49	Train managers on preparation of Job Descriptions (following Item 7)	DHR	
27.	B50	Mandatory customer service training for front line staff	DoE	

## Appendix B – Action List

	Question addresses	Action Proposed	Lead	Currently underway
28.	B50	Provide diversity and equality training	DHR	
29.	B50	Training in decision making and leadership for middle management	DHR	Leadership/ Supervisory training
30.	Policies	Training on Whistleblowing policy	AG	Training Centre preparing
31.	Policies	Training on Anti-fraud and corruption policy	FS	Training Centre preparing
<b>3. Improve the MLA/Civil Service Interface</b>			<b>Lead: CE/Chair MLAs</b>	
32.	B44	Reduce blame culture	DHR/MLAs	
33.	B44	Policy decisions to take into account capacity	MLAs	
34.	B44	Directorates to be allowed to prioritise work more	MLAs	
35.	B50	Review Code of Conduct for MLAs and ensure well defined and communicated	Speaker	
36.	B50, B67	Increase MLA support for Civil Service	MLAs	
<b>4. Improve Communication and vision</b>			<b>Lead: CE</b>	
37.	B7, B58	Reintroduce Staff newsletter “Fig tree”	PR	
38.	B7, B58	Improve public folders/create intranet	DCS	
39.	B7, B58	Improve communication for non-computer based staff	DPW/DHS	
40.	B7, B58	Summaries from CMT for all staff	CMT	CMT review highlighted
41.	B7, B58	Information should be filtered – everyone doesn’t need to know everything	CMT	
42.	B7, B58	Better communication with Heads of Service	CMT	
43.	B7, B58	Full press releases/clickable links when emailed	PR	
44.	B47-B49	Better explanation of increases (cost of living v. inflation)	FS	
45.	B47-B49	Better explanation of increments when not given	DHR	
46.	B50	Each directorate set out team communication (team meetings, verbal updates etc)	DHR	
47.	B50	Review Islands Plan vision to ensure clear and well communicated	MLAs	
48.	B50	Define a corporate brand	PR	
49.	B50	New senior staff listen to staff views	DHR	
50.	B62	Create social media policy and provide training	PR	
51.	B67	Improve the way people communicate with each other through training	DoE	
52.	B74	Directors to share People Survey results with teams	CMT	CMT reminded
<b>5. Improve Decision-making</b>			<b>Lead: AG</b>	
53.	B50	Explanations for decisions made by ExCo	MLAs	Effective Decision Making
54.	B50, B62	Explanations for decisions made by directors/Heads of Service	CMT	

## Appendix B – Action List

	Question addresses	Action Proposed	Lead	Currently underway
55.	B67	Recognise contributors to work (ExCo papers) as well as lead director	AG	Effective Decision Making
<b>6. Review Immigration Policy</b>			<b>Lead: HoP</b>	
56.	B50	Consider longer term contracts for senior posts	DHR	Immigration review
57.	B30-B34, B38	Encourage contract workers to settle as way to localise	DESI/DHR	Immigration review
58.	B44	Encourage more flexible immigration policies	DESI/HoP	Immigration review
59.	B50	Consideration of immigration policy issues to encourage longer residency	HoP/DESI	Immigration review
<b>7. Improve Business Planning Processes</b>			<b>Lead: HoP</b>	
60.	B4, B12, B19	Directors to provide a business plan summary to their teams	CMT	
61.	B44	KPIs on capacity to be reported quarterly	HoP/DHR	
62.	B50	Visions within each directorate that are not changed	HoP/CMT	
63.	B50	Planning processes and projects should be longer than 2 year contract lengths	HoP	
64.	B74	People Survey summary in all Directorate Business Plans	HoP/CMT	CMT advised to include
<b>8. Improve Employee Consultation and Management</b>			<b>Lead: DHR</b>	
65.	B4, B12, B19	Encourage listening to teams in forums	CMT	
66.	B4, B7, B12, B19, B58	Hold staff away days in directorates	CMT	
67.	B4, B7, B12, B19, B58	Supervisors/middle mngrs to hold regular staff meetings/updates	HoS	
68.	B24	Encourage more frequent 1:2:1s with line managers	DHR	
69.	B44	Keep list of previous staff who may be willing to cover vacancies	DHR	
70.	B44	Keep skills list of people in the Islands who may be willing to cover vacancies	DHR	Casual register in place
71.	B50	Better management of contract end dates by managers	DHR	
72.	B50	Improve staff handover notes (require leaving procedure and link to gratuity	DoE	
73.	B50	CMT to gain better operational understanding with directorates	CMT	
74.	B51	Encourage directors to walk around own directorates more	CMT	
75.	B51	More directorate social occasions	CMT	
76.	B62	Use mediators on difficult issues	DHR	
77.	B62	Encourage more active trade union	DHR/DoE	
78.	B62	Create staff representation structure	DHR	
79.	B62	Consider staff consultation forums	DHR	
80.	B67	Continue with People Surveys (consider frequency of 2 years)	DHR	
<b>9. Review Pay &amp; Reward Policy</b>			<b>Lead: DHR</b>	

## Appendix B – Action List

	Question addresses	Action Proposed	Lead	Currently underway
81.	B44	Don't require overtime to be worked	DHR	
82.	B44, B47-B49	Promote flexible working hours	DHR	
83.	B47-B49	Pay and Reward policy to be regularly reviewed	DHR	
84.	B47-B49	Consider decreasing pay with poor performance as well as increased with good	DHR	
85.	B47-B49	Encourage contractors to settle through more flexible change in rewards	DHR	
86.	B47-B49	Review long service rewards (appreciation not necessarily financial)	DHR	
87.	B47-B49	Better communication of total rewards across types (Total Reward statements)	DHR	
88.	B47-B49	Improve/modernise parental leave	DHR	
89.	B47-B49	Improve leave for employees with children	DHR	
90.	B47-B49	Consider removal of 30 day cap on carrying over holiday days	DHR	
91.	B47-B49	Create Volunteer Day	DHR	
92.	B47-B49	Communicate public sector benefits better (sick pay, annual leave, pension)	DHR	
93.	B47-B49	Send Christmas cards to all staff (or party)	CE/MLAs	
94.	B63-B66, B79	More staff appreciation (not necessarily through pay) "thanks"	DHR	
<b>10. Consider Improvements to Facilities and Equipment</b>			<b>Lead: DPW</b>	
95.	B63-B66, B79	Improve working environment/maintenance of buildings	DPW	
96.	B63-B66, B79	Improve IT equipment	DCS	

# 2015 People Survey

In November 2015 80% of FIG employees completed the first People Survey in five years. Following the results from this survey a number of you participated in focus groups and a working group that prepared an action list. CMT and ExCo have now reviewed this and agreed a number of bits of work that need doing as an outcome. Here we set out some of the results and areas we are planning on working on. These won't all happen at once and more work will be needed to decide how they'll be achieved but this should give you an idea of what we plan to do.

Some of the highlights were:

- 96% are interested in their work;
- 84% feel sufficiently challenged by their work;
- 84% feel their work gives them a sense of personal achievement;
- 85% feel they have the skills needed to do their job effectively;
- 86% feel trusted to carry out their job effectively.

## What you told us we could do better and what we plan to do about it

