PUBLIC SERVICE 2018 SURVEY

Results for British Virgin Islands

Forename Surname

JOURNEY THROUGH YOUR RESULTS...

ORC INTERNATIONAL

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03.
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Recommendations for action

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01.

Getting the most out of this pack

GETTING THE MOST OUT OF THIS PACK

This pack contains a wealth of information about your organisation's People Survey results, providing much more detail than you would see in your pdf Highlight Reports.

The purpose of this pack is to help you explore your results in more detail, and to quickly and accurately extract relevant slides, tables and charts, for use in your own briefings and presentations.

The best way to use this deck is to think about: 1. your reader or audience; 2. the purpose of your briefing or presentation; 3. the key messages you want to convey. Instead of sharing this pack in its entirety, you should then extract the content you think will be most useful.

Going into this pack with a plan will ensure both you and your audience don't become overwhelmed by the vast amounts of information available!

Top Tips

✓ You do not need to start from scratch – use this pack to produce briefing notes and presentations!

✓ You do not need to use and share every slide

✓ You can change the order of the slides you select to tell your story

✓ Text boxes can be edited on each slide, to draw out your key messages

✓ Draw out differences within your organisation by extracting content from the supplementary Appendices deck

GUIDE TO USING THIS PACK

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01.

The People Survey results provide you with an opportunity to review and reflect.

Take the time to digest the responses and identify what is working well, what is working less well and start to ask yourself why opinions are the way they are.

ⓘ

The fundamental aims of the People Survey are to understand the working experience of employees in the Civil Service, to explore employee engagement, and to provide information to drive continual improvement.

These results are just the start of the process; your next steps are critical.

02.

Employee engagement is beneficial to the individual and to the organisation. To build engagement you need to build trust.

The way in which you explore these results and enlist the help of others to address the findings can help. Establish open channels of communication where ideas can be shared and problems can be resolved.

03.

Where are opinions strongest?

Don't forget to celebrate what is working well and look at how you can build on those successes.

04.

What makes a difference?

Statistical analysis has been used to draw out the topics which are having the biggest impact on your employees' engagement score. By focusing efforts here you are more likely to have a bigger impact on engagement.

Draw on your experience and keep an eye on the future.

05.

Engagement doesn't happen in a vacuum. Keep in mind what has happened over the last year and what will or might happen in the future. Engaged employees support an agile organisation.

Don't try and do everything yourself.

Prioritise your actions and enlist the help of others.

06.

GLOSSARY OF TERMS

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
CS2018	The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2018 Civil Service People Survey. The 'CS High Performer' comparator for the Proxy Stress Index has been corrected (reissued 23/11/2018).

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

Statistical significance

Statistical testing has been carried out to identify statistically significant* differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results.
*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

The employee engagement index

The survey includes five questions that make up the engagement index (B47-B51). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. A statistical technique (a form of regression) is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement'.

Confidentiality

The survey was carried out as part of the 2018 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.
ORC's Privacy Policy (www.orcinternational.co.uk/privacy) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.

02. Introduction to the People survey

INTRODUCTION

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Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, motivated to contribute to organisational success and able to enhance their own wellbeing.

Research suggests that increased engagement and wellbeing positively affect factors relevant to organisational performance – such as productivity, absenteeism and customer service – as well as having positive effects on the people involved.

The Civil Service People Survey measures employee engagement and allows Civil Servants to share their views on every aspect of working in the Civil Service.

"You are the final arbiters of how successful we are in taking steps to prepare the Civil Service to meet the challenges of the future; and it's your views that will show how much more we need to do and where."

John Manzoni, Chief Executive of the Civil Service and Permanent Secretary for Cabinet Office, launching the 10th Civil Service People Survey.

302,170
employees took part in the 2018 People Survey

66%
response rate achieved across the Civil Service

CIVIL SERVICE SUCCESS STORIES

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Identifying success stories across the Civil Service

In 2015 the Civil Service employee engagement team (EET) used three years of Civil Service People Survey results to identify consistently high performing teams, or teams who have exhibited strong improvements in employee engagement over this time period. EET interviewed these teams to find out what they are doing to raise engagement.

The resulting case studies from these interviews showcase the approaches taken and outcomes experienced by some Civil Service teams who have achieved outstanding engagement and wellbeing scores in the Civil Service People Survey. They are designed to help managers and leaders in the Civil Service to identify ideas to apply to their teams.

You can read the case studies here: https://www.gov.uk/government/collections/engagement-and-wellbeing-civil-service-success-stories

Following the 2018 People Survey the EET will be collating further case studies from across the Civil Service to add to the library. Please get in touch with the EET (eep@cabinetoffice.gov.uk) to find out more about how to contribute.

Building an engaged team

Interviews with high performing teams revealed eight themes or ideas for building an engaged team with high wellbeing:

1. Leaders should welcome feedback
2. Prioritise feedback, involvement and consultation
3. Encourage innovation and creativity
4. Make time for frontline exposure
5. Challenge negative behaviours
6. Support flexible working approaches
7. Build team spirit
8. Take action on your People Survey results

Read more here: https://www.gov.uk/government/collections/engagement-and-wellbeing-civil-service-success-stories

03. What is employee engagement?

OUR ENGAGEMENT MODEL

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ⓘ

Employee engagement is an outcome of working experiences. It is a culmination of thoughts, expectations, and culture. The five questions here are used to produce an engagement score for each employee. They capture engagement through asking how colleagues talk about their organisation, whether they have an emotional attachment to their organisation, and whether their organisation inspires them.

Higher employee engagement is linked to higher organisational performance, lower sickness, and higher levels of happiness.

Say

I am proud when I tell others I am part of my organisation

I would recommend my organisation as a great place to work

Stay

I feel a strong personal attachment to my organisation

Strive

My organisation inspires me to do the best in my job

My organisation motivates me to help it achieve its objectives

EMPLOYEE ENGAGEMENT INDEX

04. Headline results

WHO TOOK PART?

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725
employees gave their feedback

28%
response rate

46pp*
lower than response rates of organisations of a similar size**

CS2018 78%

British Virgin Islands	Constitutionally Established D...	Governor's Group	Ministry of Communication and Works	Ministry of Education and Culture	Ministry of Finance	Ministry of Health and Social ...	Ministry of Natural Resources ...
26%	47%	34%	30%	10%	40%	22%	40%

Please note that groups with fewer than ten respondents will not be displayed

*pp - percentage points   **Size benchmark 2,500 to 5,999 employees   ■ 2018

WHO TOOK PART?

725
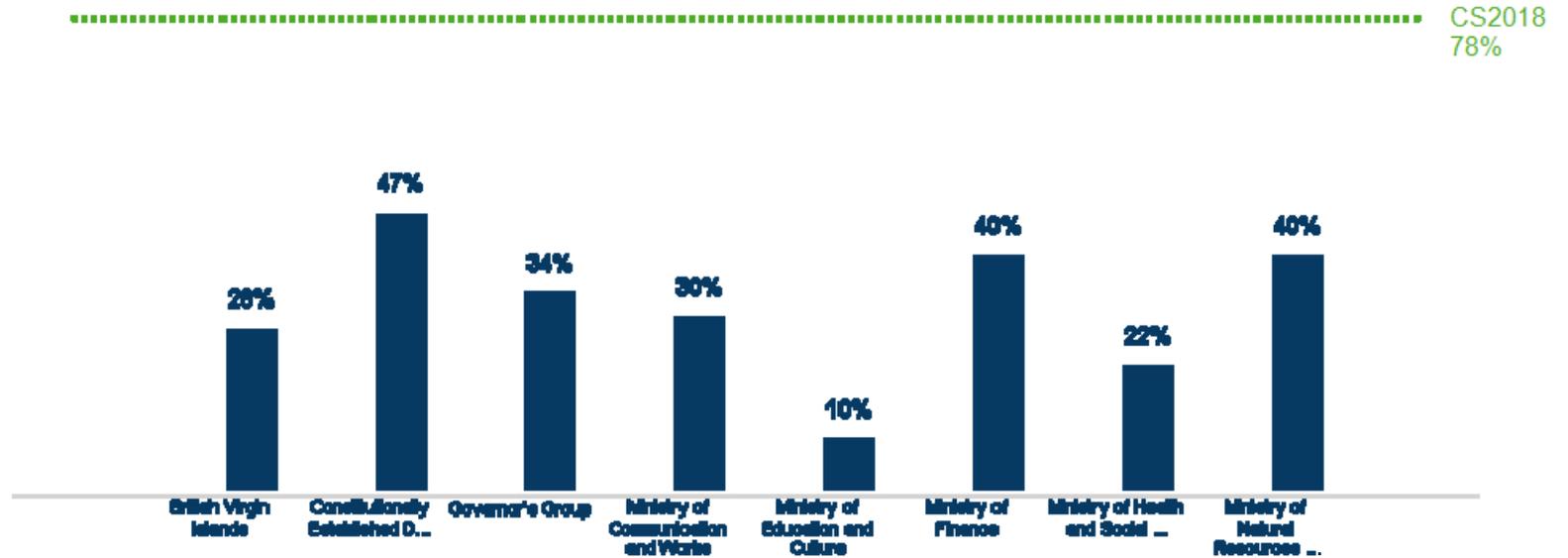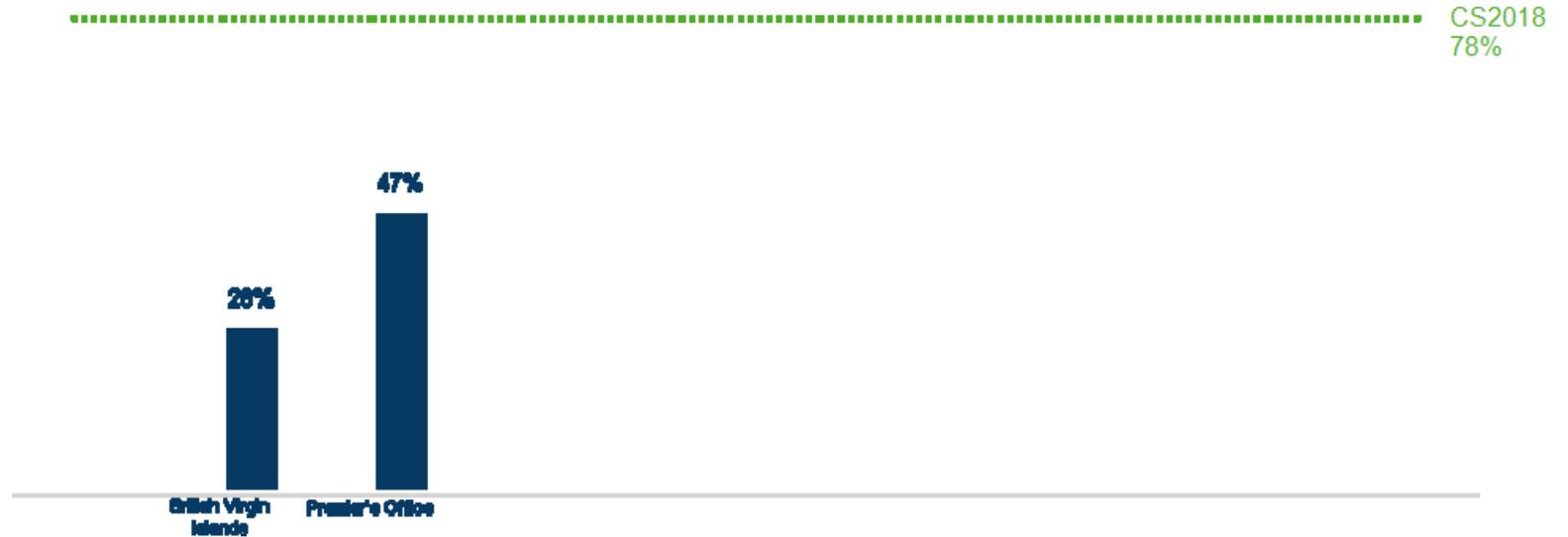employees gave their feedback

28%
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46pp*
lower than response rates of organisations of a similar size**

CS2018
78%

47%

26%

British Virgin Islands

Premier's Office

Please note that groups with fewer than ten respondents will not be displayed

*pp - percentage points

**Size benchmark 2,500 to 5,999 employees

2018

EMPLOYEE EXPERIENCE PROFILES IN BVI

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91% Engagement Score	81% Engagement Score	68% Engagement Score	58% Engagement Score	47% Engagement Score	31% Engagement Score	25% Engagement Score
5% Enthusiasts	**14%** Onboard	**20%** Critical friends	**22%** Committed for now	**24%** Critics	**9%** Cynics	**7%** Withdrawn
Positive, invested and empowered	Positive and committed, but unhappy with current pay	Happy with the day-to-day, but cynical of change and leadership	Likes the work, but lacks confidence in senior managers and is unhappy with pay and benefits	Aligned to organisational objectives, but feels frustrated and undervalued	Likes the people, but feels dissatisfied with the organisation	Disconnected, fed up and wants to leave their organisation
35 COLLEAGUES	99 COLLEAGUES	140 COLLEAGUES	156 COLLEAGUES	167 COLLEAGUES	62 COLLEAGUES	48 COLLEAGUES

ⓘ This employee experience segmentation identifies groups of employees who have responded in similar ways to not just the engagement questions but also the questions within the core themes.
By using all these questions, the employee experience segmentation provides a more holistic picture for understanding different groups within your organisation.

THE EMPLOYEE EXPERIENCE

	Profile	Engagement Index	My work	Organisational objectives and purpose	My manager	My team	Learning and development	Inclusion and fair treatment	Resources and workload	Pay and benefits	Leadership and managing change
BVI Overall		58%	70%	84%	53%	64%	52%	54%	66%	17%	40%
Enthusiasts	**5%**	91%	93%	100%	94%	88%	94%	99%	96%	72%	90%
Onboard	**14%**	81%	91%	99%	86%	92%	82%	90%	86%	5%	72%
Critical friends	**20%**	68%	83%	94%	71%	81%	67%	79%	82%	43%	60%
Committed for now	**22%**	58%	79%	89%	59%	70%	52%	58%	69%	2%	33%
Critics	**24%**	47%	52%	73%	27%	36%	34%	26%	50%	14%	19%
Cynics	**9%**	31%	52%	71%	27%	59%	33%	22%	48%	3%	8%
Withdrawn	**7%**	25%	35%	40%	6%	20%	12%	7%	30%	3%	5%

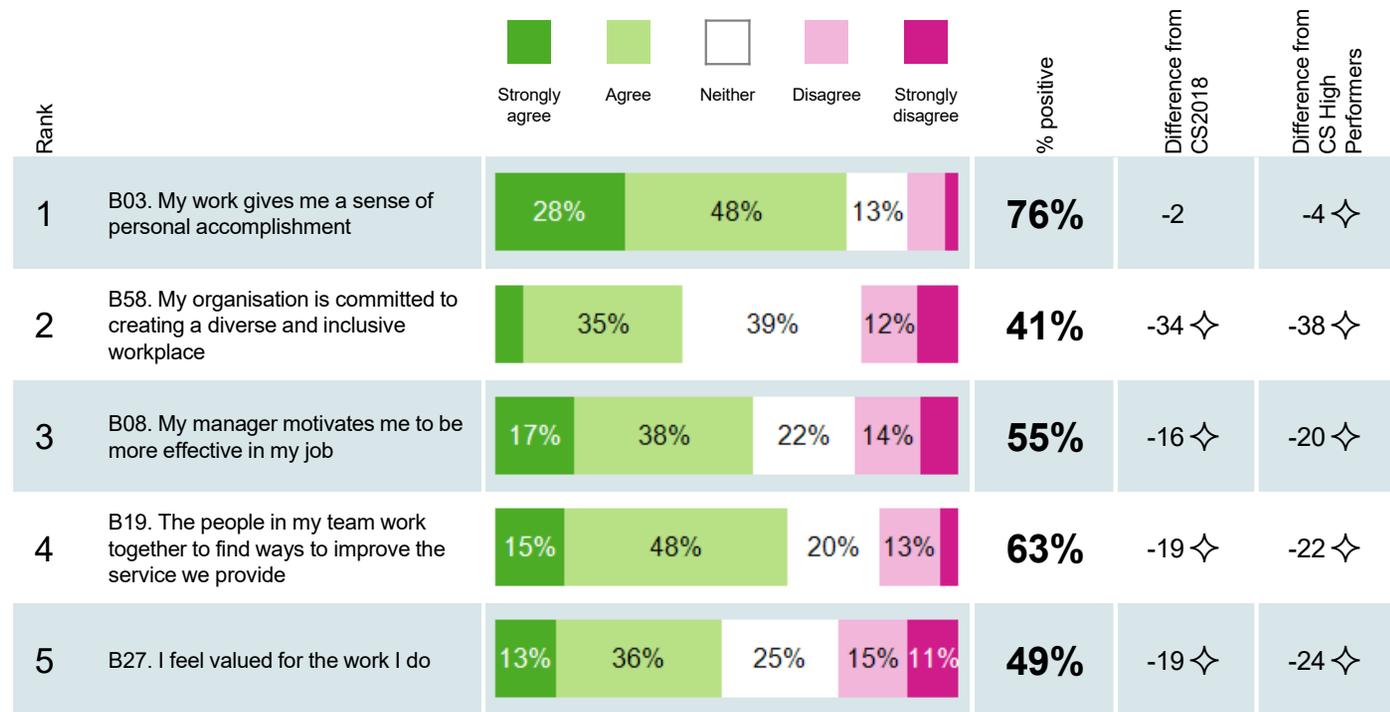● 10% points or more above BVI Overall   ● 10% points or more below BVI Overall

DRIVERS OF ENGAGEMENT IN BVI

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Engagement is an outcome measure and a reflection of the working experience.

Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from CS2018	Difference from CS High Performers
1	B03. My work gives me a sense of personal accomplishment	28%	48%	13%			**76%**	-2	-4 ✧
2	B58. My organisation is committed to creating a diverse and inclusive workplace		35%	39%	12%		**41%**	-34 ✧	-38 ✧
3	B08. My manager motivates me to be more effective in my job	17%	38%	22%	14%		**55%**	-16 ✧	-20 ✧
4	B19. The people in my team work together to find ways to improve the service we provide	15%	48%	20%	13%		**63%**	-19 ✧	-22 ✧
5	B27. I feel valued for the work I do	13%	36%	25%	15%	11%	**49%**	-19 ✧	-24 ✧

Rank

✧ *indicates statistically significant difference from comparison*

ENGAGEMENT
# INDEX SCORES FOR ALL ORGANISATIONS

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81 Your position out of 103 organisations in 2018

ⓘ

Each bar in the chart represents an organisation. British Virgin Islands is indicated by the dark blue bar. Lighter blue bars represent other organisations in the same size band (organisations with 2,500 to 5,999 employees).

High performers benchmark 66%

CS2018 62%

ENGAGEMENT QUESTIONS
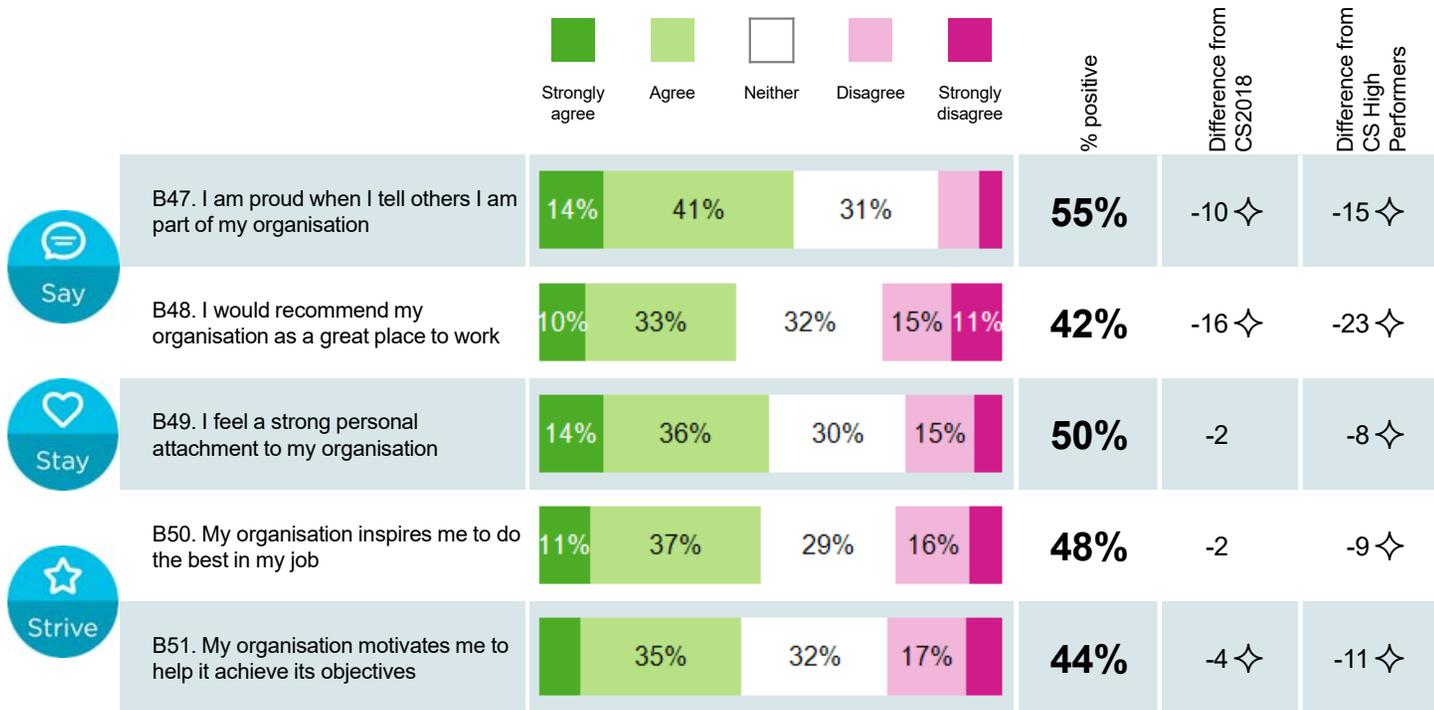

ORC INTERNATIONAL

2018

58%
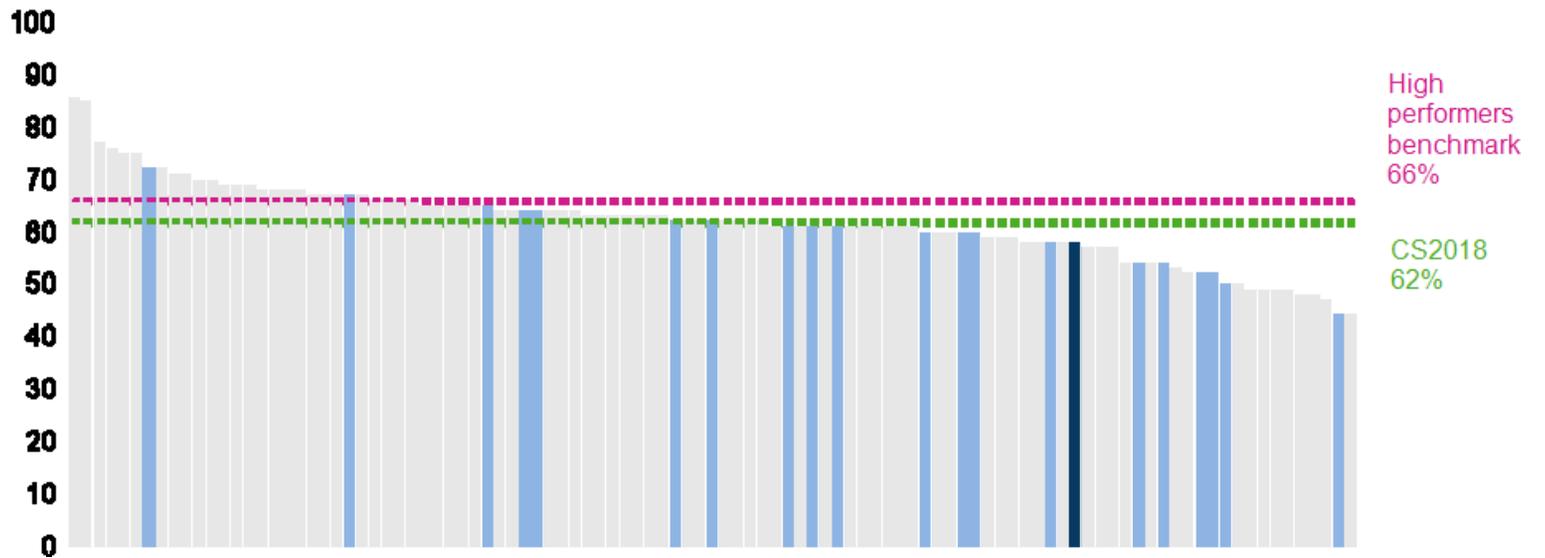
The overarching engagement index is just part of the story.

When reviewing the results look at individual questions that make up the index. Consider what neutral responses might mean, explore how opinions have changed, and how figures compare to the benchmarks.

	Legend	% positive	Difference from CS2018	Difference from CS High Performers
	Strongly agree / Agree / Neither / Disagree / Strongly disagree			
Say — B47. I am proud when I tell others I am part of my organisation	14% / 41% / 31%	55%	-10 ◇	-15 ◇
B48. I would recommend my organisation as a great place to work	10% / 33% / 32% / 15% / 11%	42%	-16 ◇	-23 ◇
Stay — B49. I feel a strong personal attachment to my organisation	14% / 36% / 30% / 15%	50%	-2	-8 ◇
Strive — B50. My organisation inspires me to do the best in my job	11% / 37% / 29% / 16%	48%	-2	-9 ◇
B51. My organisation motivates me to help it achieve its objectives	35% / 32% / 17%	44%	-4 ◇	-11 ◇

◇ indicates statistically significant difference from comparison
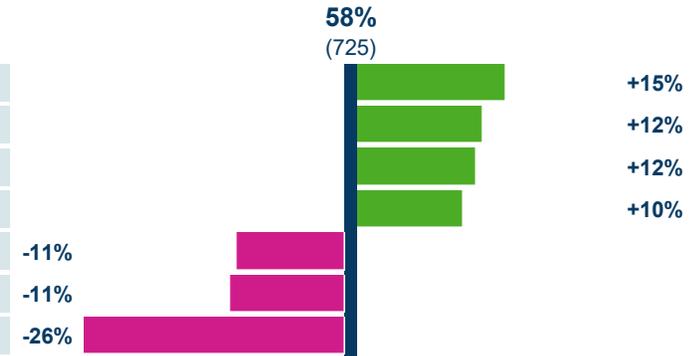
BVI DEMOGRAPHIC SUMMARY BY ENGAGEMENT

ⓘ

These results summarise key demographic differences in engagement across BVI. The demographics included in the analysis are: Your Future Plans, Location, Length of Service, Line Management Responsibility, Working Pattern, Gender, Disability, Ethnicity, Sexual Orientation, Grade and Age.

Please note the demographic groups are analysed independently.

● 10% points or more above BVI Overall
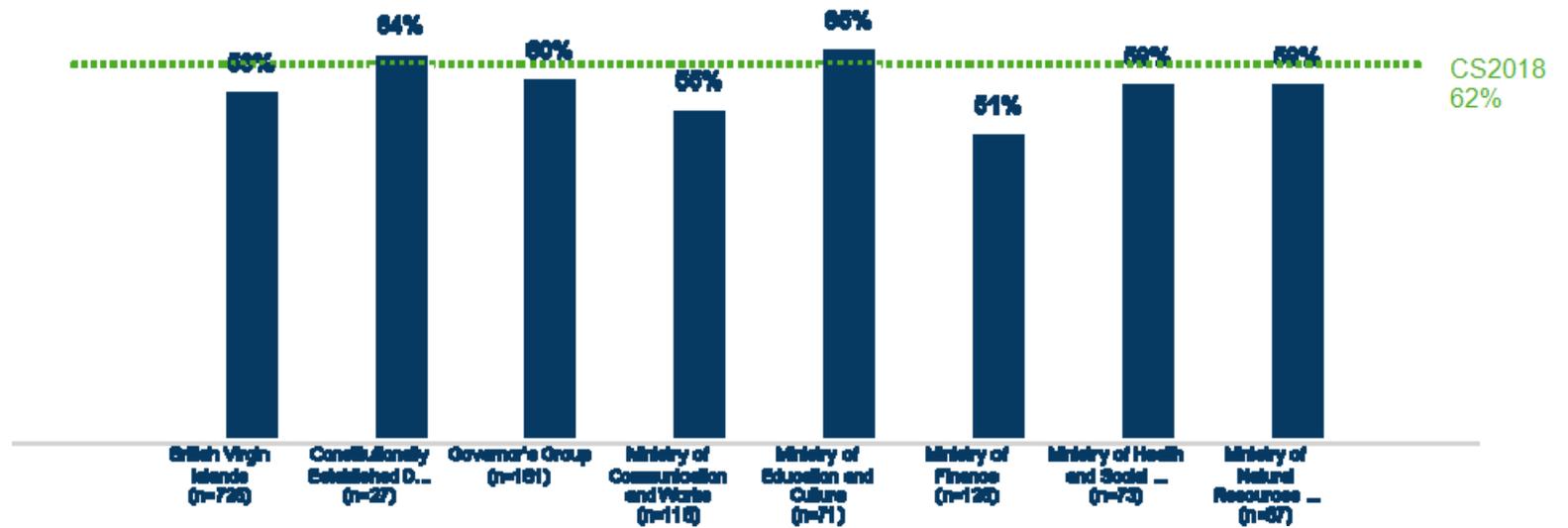● 10% points or more below BVI Overall

58%
(725)

Length of Service: At least 6 months but not more than 1 year	+15%
Grade: B/C (Anguilla); Head of Department (Bermuda); Grades 17 - 18 (BVI)	+12%
Grade: A/B/ RAPF Comissioner/ RAPF Deputy (Anguilla); Deputy head of the Civil Service, Financial Secretary, P...	+12%
Ethnicity: White	+10%
Your Future Plans: I want to leave my organisation within the next 12 months	-11%
Gender: Prefer not to say	-11%
Your Future Plans: I want to leave my organisation as soon as possible	-26%

2018 ENGAGEMENT SCORES

ORC INTERNATIONAL

ⓘ

Keep in mind how engagement levels differ across the organisation and whether there is a need to focus efforts in particular areas.

CS2018 62%

Please note that groups with fewer than ten respondents will not be displayed

■ 2018

2018 ENGAGEMENT SCORES

ⓘ

Keep in mind how
engagement levels
differ across the
organisation and
whether there is a need
to focus efforts in
particular areas.

CS2018
62%

British Virgin
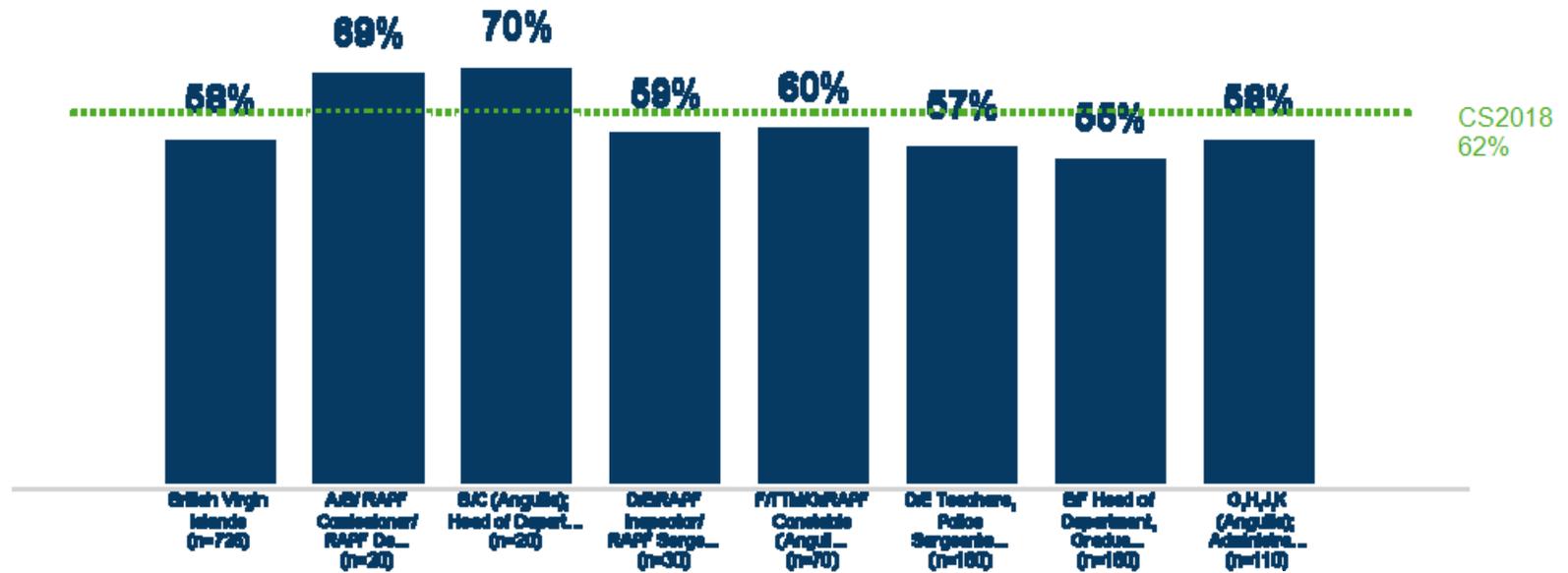Islands
(n=726)

Premier's Office
(n=60)

Please note that groups with fewer than ten respondents will not be displayed

2018

ENGAGEMENT BY GRADE

ⓘ

Engagement of
colleagues influences
others. Keep in mind
how engagement levels
differ by seniority and
whether there is a need
to focus efforts on
particular groups of
staff.

Grade	Engagement
British Virgin Islands (n=725)	58%
A/B/ RAPF Commissioner/ RAPF De... (n=20)	69%
B/C (Anguilla; Head of Depart... (n=20)	70%
D/E/RAPF Inspector/ RAPF Serge... (n=30)	59%
F/TT/MO/RAPF Constable (Angui... (n=70)	60%
D/E Teachers, Police Sergeants... (n=160)	57%
E/F Head of Department, Gradua... (n=160)	55%
G,H,J,K (Anguilla; Administra... (n=110)	58%

CS2018 62%

Please note that groups with fewer than ten respondents will not be displayed

2018

ENGAGEMENT BY GRADE

Engagement of colleagues influences others. Keep in mind how engagement levels differ by seniority and whether there is a need to focus efforts on particular groups of staff.
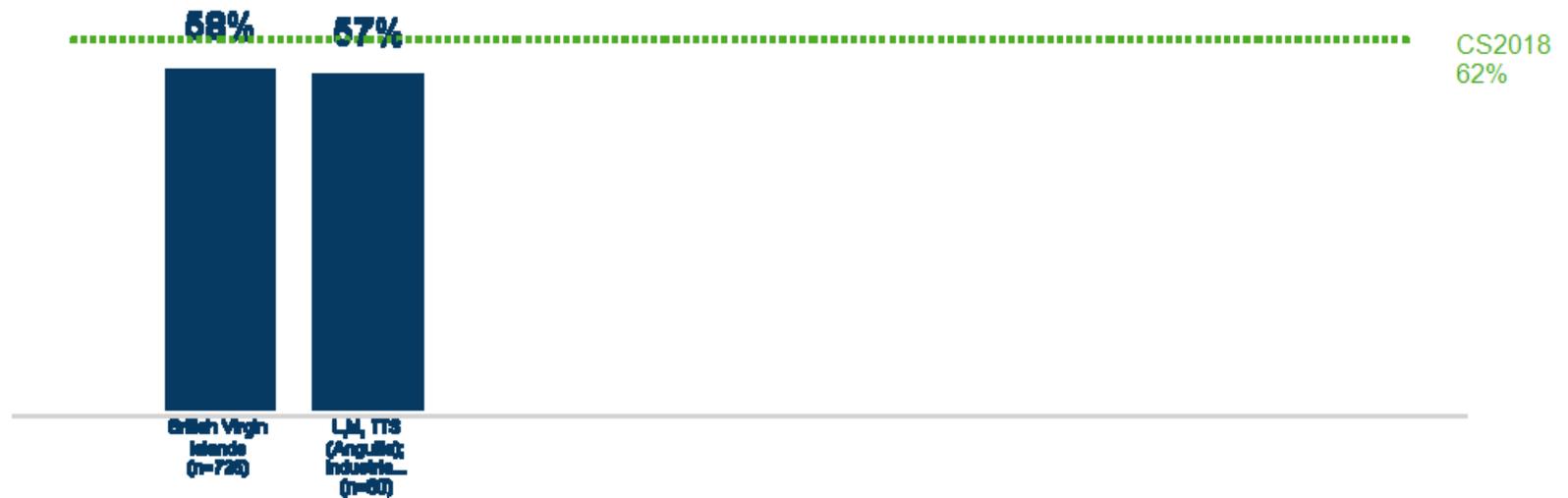

58%   57%

CS2018 62%

British Virgin Islands (n=726)

L,M, TTS (Anguilla; Industrie... (n=60)

Please note that groups with fewer than ten respondents will not be displayed

2018

05. Core theme breakdown

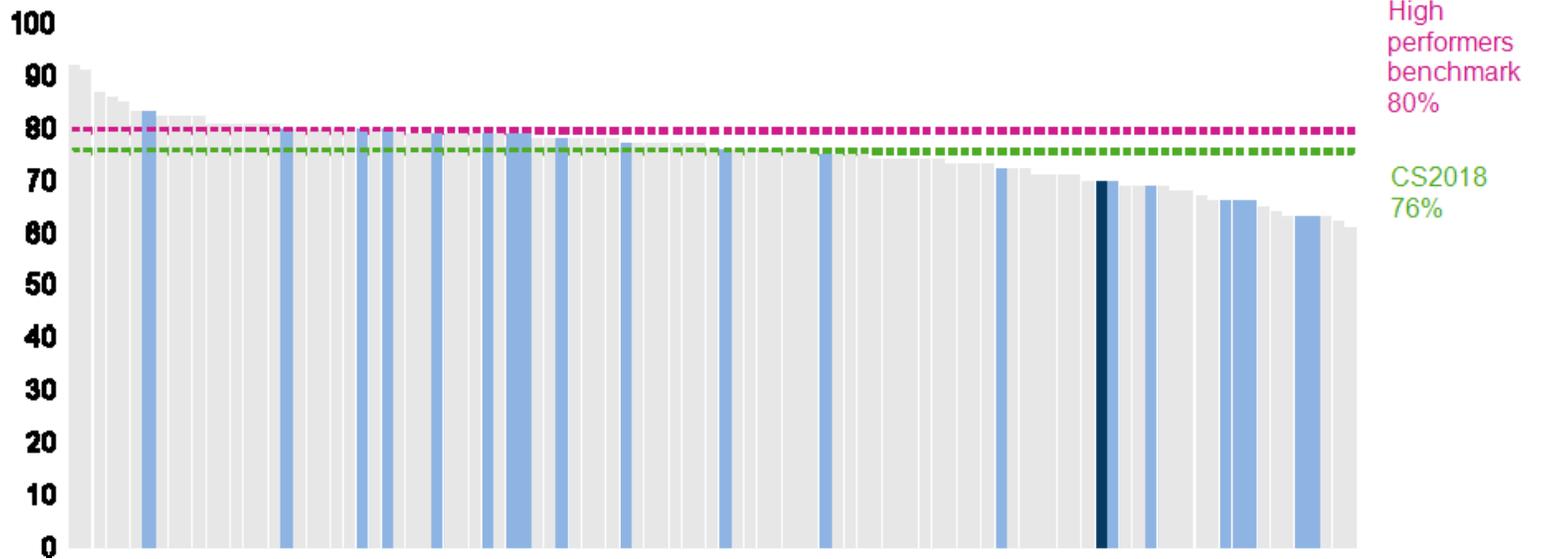# MY WORK
SECTION SCORES FOR ALL ORGANISATIONS

82 Your position out of 103 organisations in 2018

ⓘ

Each bar in the chart represents an organisation. British Virgin Islands is indicated by the dark blue bar. Lighter blue bars represent other organisations in the same size band (organisations with 2,500 to 5,999 employees).

High performers benchmark 80%

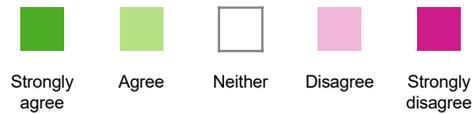CS2018 76%

MY WORK QUESTIONS

![ORC INTERNATIONAL logo]

Questions within My Work theme are often answered positively.

But how do results compare across different areas of your organisation, job roles, grades and length of service? Are there groups that score much more highly than others, and what characteristics do they have.

2018

70%

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from CS2018	Difference from CS High Performers
B01. I am interested in my work	50%	42%				**93%**	+3 ✧	0
B02. I am sufficiently challenged by my work	25%	43%	17%	12%		**68%**	-13 ✧	-15 ✧
B03. My work gives me a sense of personal accomplishment	28%	48%	13%			**76%**	-2	-4 ✧
B04. I feel involved in the decisions that affect my work	13%	36%	23%	18%	10%	**49%**	-9 ✧	-14 ✧
B05. I have a choice in deciding how I do my work	17%	48%	18%	10%		**66%**	-12 ✧	-15 ✧

✧ *indicates statistically significant difference from comparison*

ORGANISATIONAL OBJECTIVES AND PURPOSE SECTION SCORES FOR ALL ORGANISATIONS

45 Your position out of 103 organisations in 2018

Each bar in the chart represents an organisation. British Virgin Islands is indicated by the dark blue bar. Lighter blue bars represent other organisations in the same size band (organisations with 2,500 to 5,999 employees).

High performers benchmark 87%

CS2018 83%

ORGANISATIONAL OBJECTIVES AND PURPOSE QUESTIONS

For questions within the Organisational Objectives and Purpose theme look for key groups that score below the organisation overall.

If questions have high neutral responses this could suggest further communication is required on organisational purpose and objectives.

2018

84%

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from CS2018	Difference from CS High Performers
B06. I have a clear understanding of my organisation's objectives	28%	51%	12%			**79%**	-2	-7 ✧
B07. I understand how my work contributes to my organisation's objectives	37%	51%				**88%**	+4 ✧	0
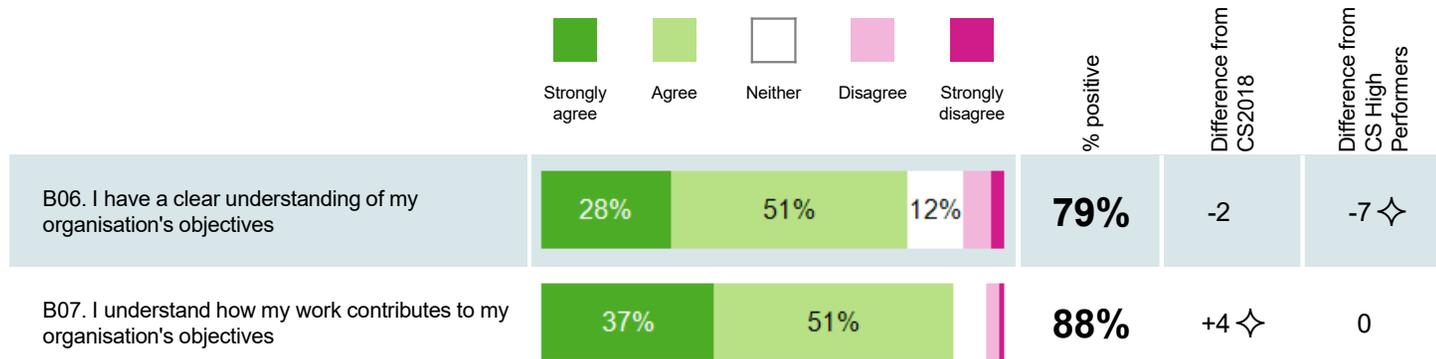
✧ *indicates statistically significant difference from comparison*

MY MANAGER
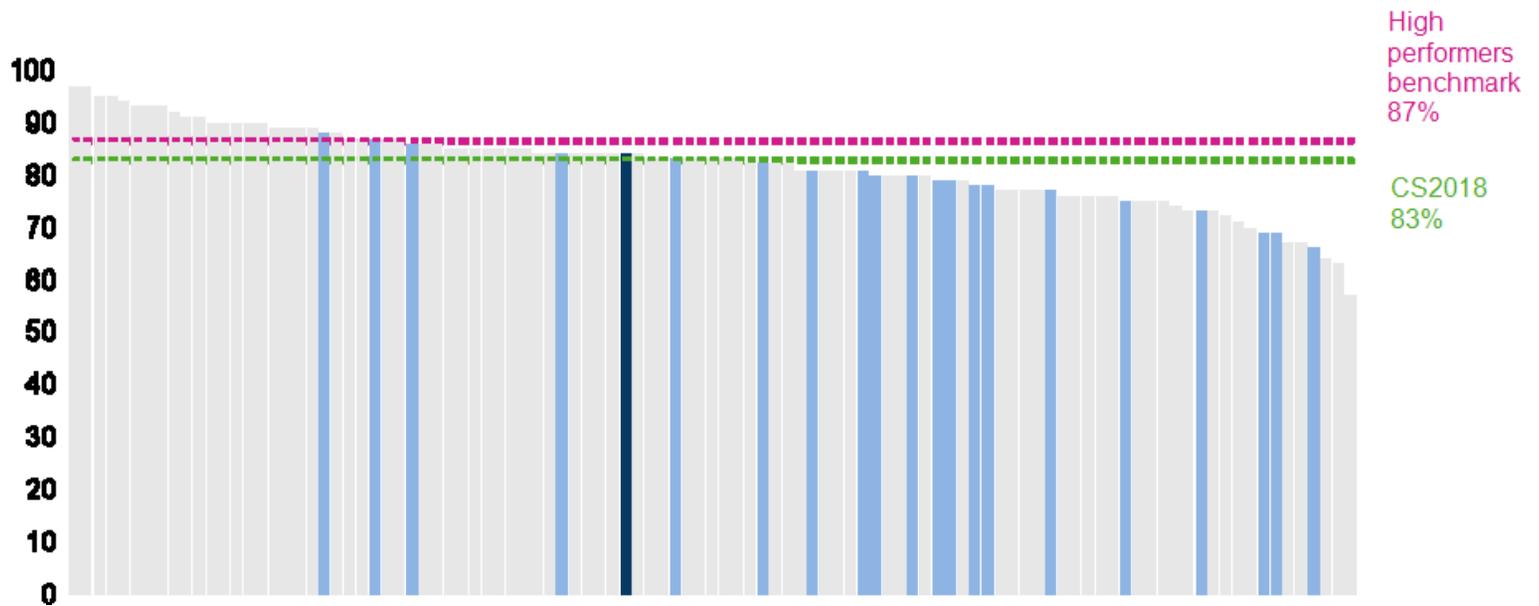# SECTION SCORES FOR ALL ORGANISATIONS

ⓘ

Each bar in the chart represents an organisation. British Virgin Islands is indicated by the dark blue bar. Lighter blue bars represent other organisations in the same size band (organisations with 2,500 to 5,999 employees).

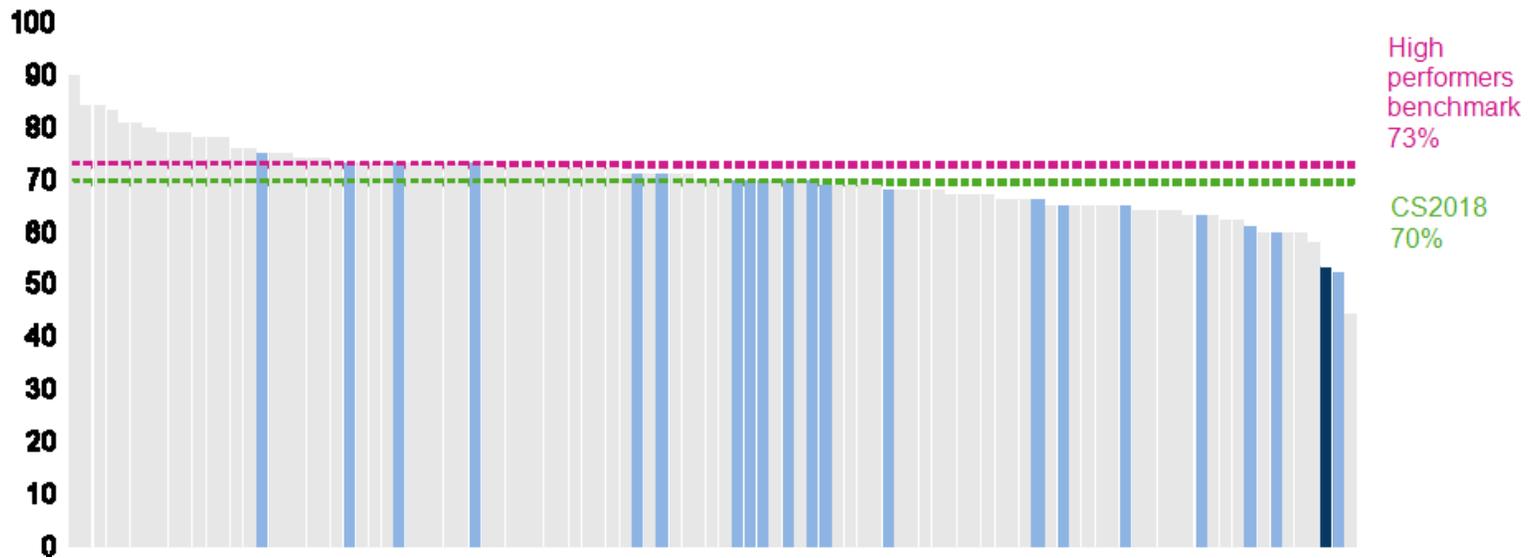**101** Your position out of 103 organisations in 2018

High performers benchmark 73%

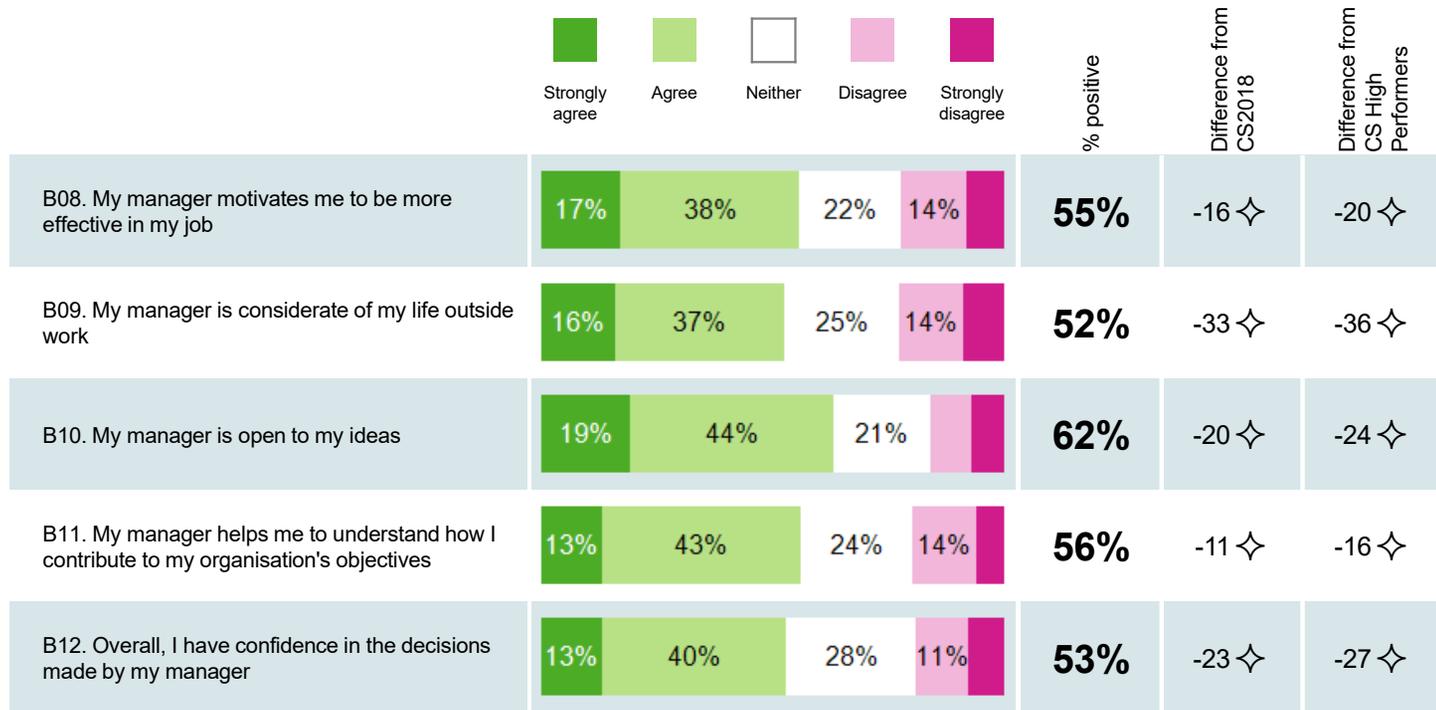CS2018 70%

MY MANAGER QUESTIONS

ORC INTERNATIONAL

These questions within My Manager theme focus on overall manager attributes and behaviours.

How do results compare across different areas of your organisation and what behaviours are engaging managers portraying?

2018

53%

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from CS2018	Difference from CS High Performers
B08. My manager motivates me to be more effective in my job	17%	38%	22%	14%		**55%**	-16 ✧	-20 ✧
B09. My manager is considerate of my life outside work	16%	37%	25%	14%		**52%**	-33 ✧	-36 ✧
B10. My manager is open to my ideas	19%	44%	21%			**62%**	-20 ✧	-24 ✧
B11. My manager helps me to understand how I contribute to my organisation's objectives	13%	43%	24%	14%		**56%**	-11 ✧	-16 ✧
B12. Overall, I have confidence in the decisions made by my manager	13%	40%	28%	11%		**53%**	-23 ✧	-27 ✧

✧ indicates statistically significant difference from comparison
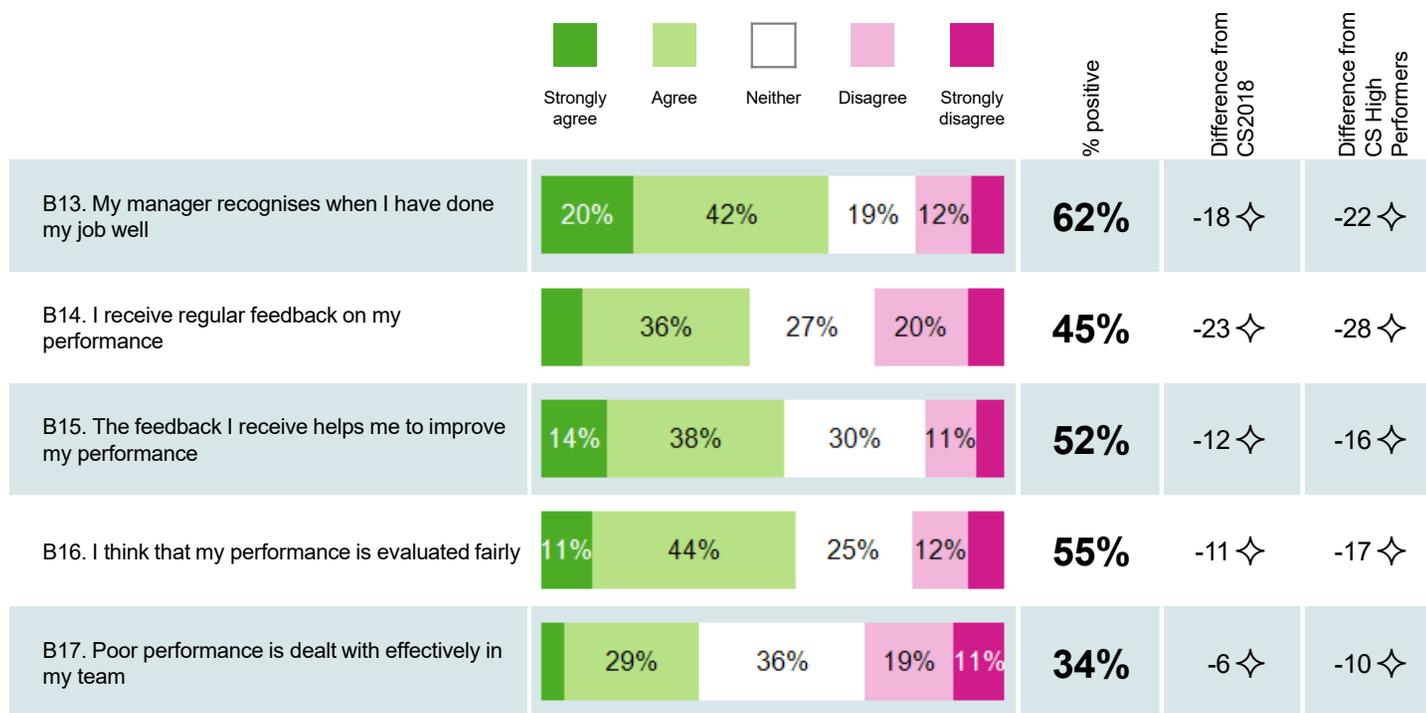
MY MANAGER QUESTIONS

![ORC INTERNATIONAL]

These questions within My Manager theme focus on recognition and performance management.

How is positive feedback and recognition balanced with constructive feedback for individual development?

2018

53%

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from CS2018	Difference from CS High Performers
B13. My manager recognises when I have done my job well	20%	42%	19%	12%		**62%**	-18 ✧	-22 ✧
B14. I receive regular feedback on my performance		36%	27%	20%		**45%**	-23 ✧	-28 ✧
B15. The feedback I receive helps me to improve my performance	14%	38%	30%	11%		**52%**	-12 ✧	-16 ✧
B16. I think that my performance is evaluated fairly	11%	44%	25%	12%		**55%**	-11 ✧	-17 ✧
B17. Poor performance is dealt with effectively in my team		29%	36%	19%	11%	**34%**	-6 ✧	-10 ✧

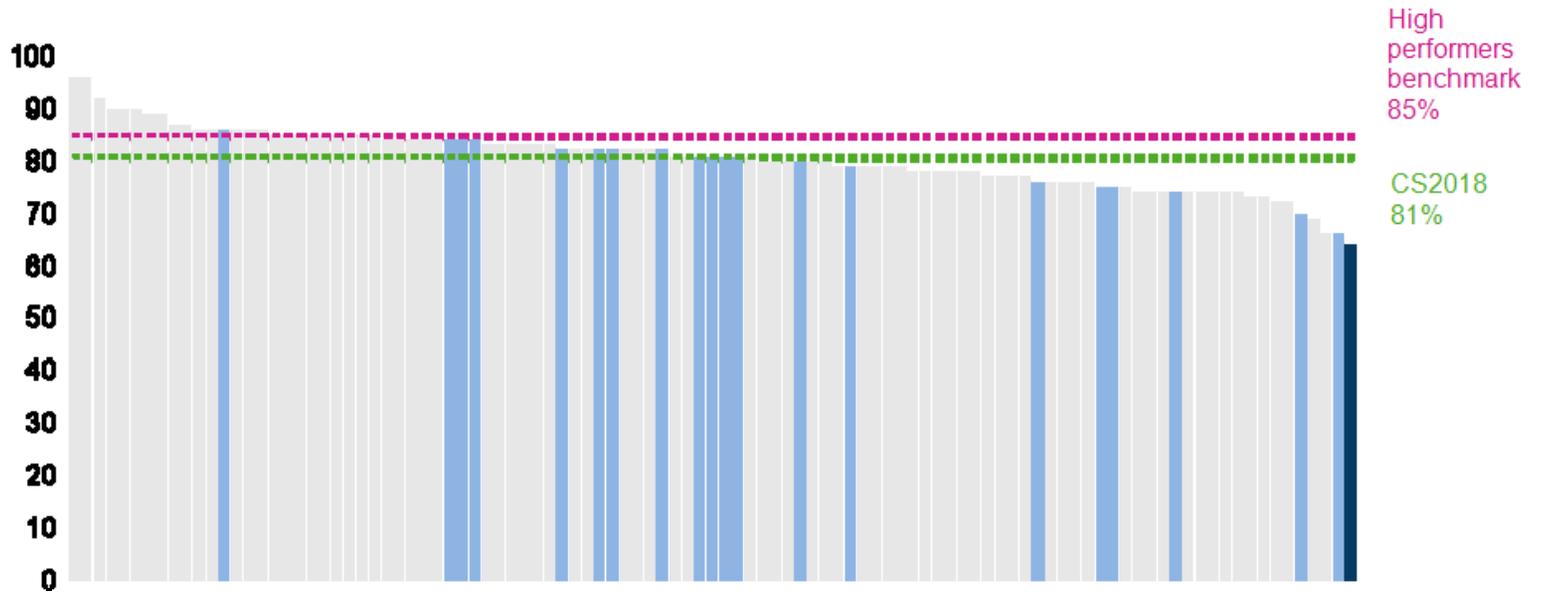✧ *indicates statistically significant difference from comparison*

103 Your position out of 103
organisations in 2018

Each bar in the chart
represents an
organisation. British
Virgin Islands is
indicated by the dark
blue bar. Lighter blue
bars represent other
organisations in the
same size band
(organisations with
2,500 to 5,999
employees).

High
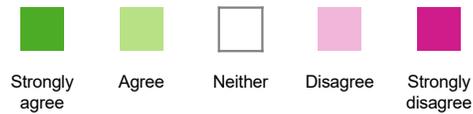performers
benchmark
85%

CS2018
81%

2018

64%

Questions within My Team theme are often answered positively.

Questions on improving the service and coming up with new ways of doing things also align to how innovative colleagues feel they can be.

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from CS2018	Difference from CS High Performers
B18. The people in my team can be relied upon to help when things get difficult in my job	16%	49%	20%	10%		66%	-20 ✧	-22 ✧
B19. The people in my team work together to find ways to improve the service we provide	15%	48%	20%	13%		63%	-19 ✧	-22 ✧
B20. The people in my team are encouraged to come up with new and better ways of doing things	16%	46%	23%	10%		62%	-15 ✧	-18 ✧

✧ *indicates statistically significant difference from comparison*

LEARNING AND DEVELOPMENT
SECTION SCORES FOR ALL ORGANISATIONS

59 Your position out of 103 organisations in 2018

Each bar in the chart represents an organisation. British Virgin Islands is indicated by the dark blue bar. Lighter blue bars represent other organisations in the same size band (organisations with 2,500 to 5,999 employees).

High performers benchmark 59%

CS2018 54%
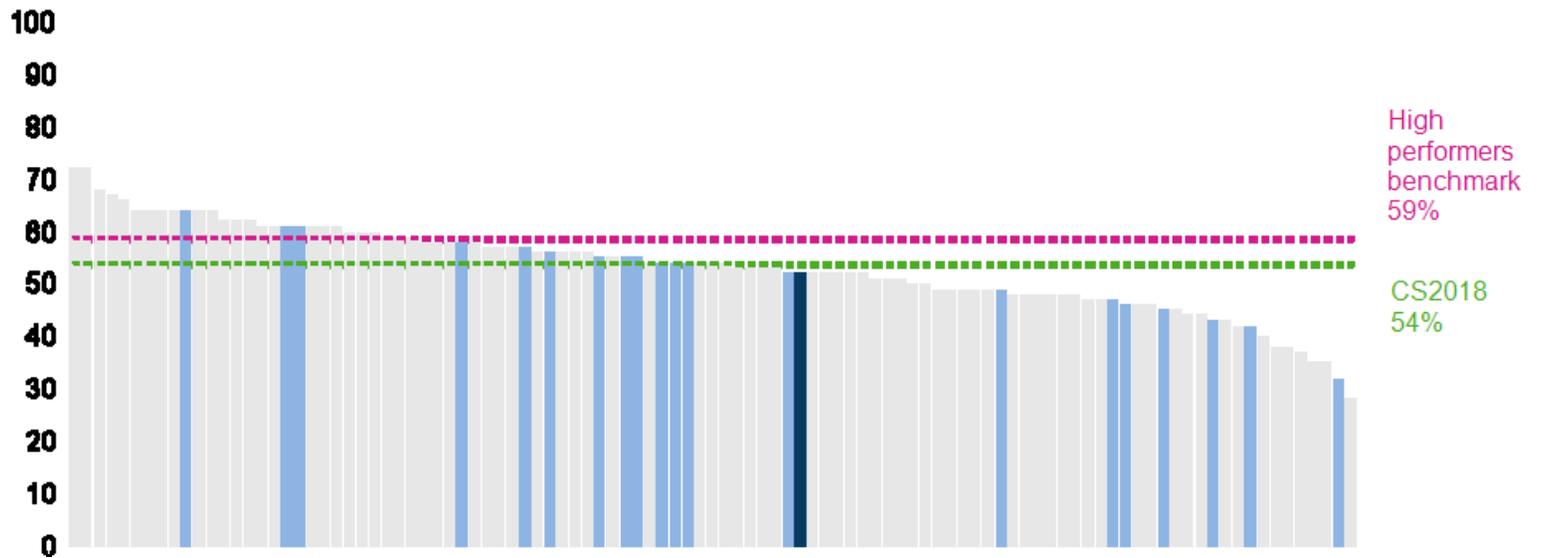
LEARNING AND DEVELOPMENT QUESTIONS
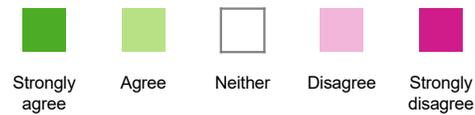
ORC INTERNATIONAL

2018

52%

Responses to questions about Learning and Development often vary between different demographic groups.

Some key demographics to look at include job roles, grades and length of service.

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from CS2018	Difference from CS High Performers
B21. I am able to access the right learning and development opportunities when I need to		43%	27%	17%		**50%**	-15 ✧	-19 ✧
B22. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10%	43%	29%	12%		**53%**	0	-6 ✧
B23. There are opportunities for me to develop my career in my organisation		38%	25%	17%	10%	**47%**	-1	-9 ✧
B24. Learning and development activities I have completed while working for my organisation are helping me to develop my career	11%	49%	26%			**60%**	+12 ✧	+7 ✧

✧ *indicates statistically significant difference from comparison*

INCLUSION AND FAIR TREATMENT
SECTION SCORES FOR ALL ORGANISATIONS

ORC INTERNATIONAL

102 Your position out of 103 organisations in 2018

Each bar in the chart represents an organisation. British Virgin Islands is indicated by the dark blue bar. Lighter blue bars represent other organisations in the same size band (organisations with 2,500 to 5,999 employees).

High performers benchmark 81%

CS2018 78%
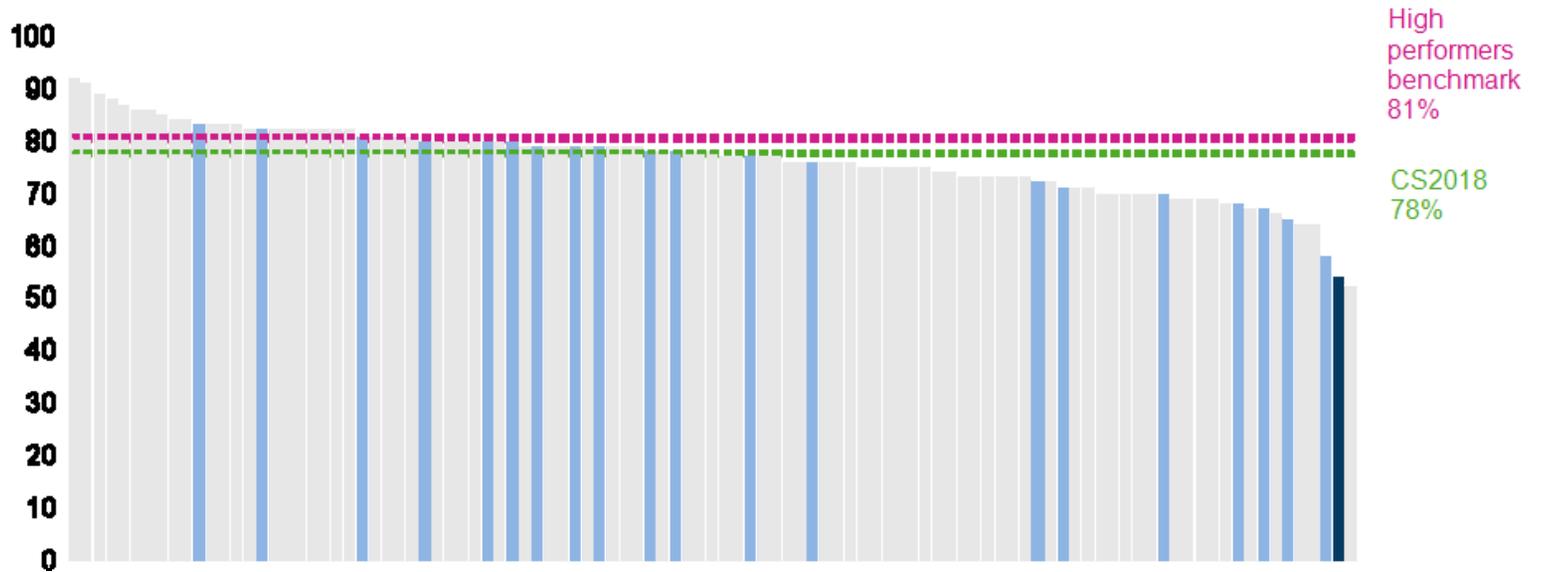
INCLUSION AND FAIR TREATMENT QUESTIONS

ORC INTERNATIONAL

2018

54%

Questions in the Inclusion and Fair Treatment theme could be broken down by the diversity demographics as well as results across grades, job roles and length of service to provide further insights into this theme.
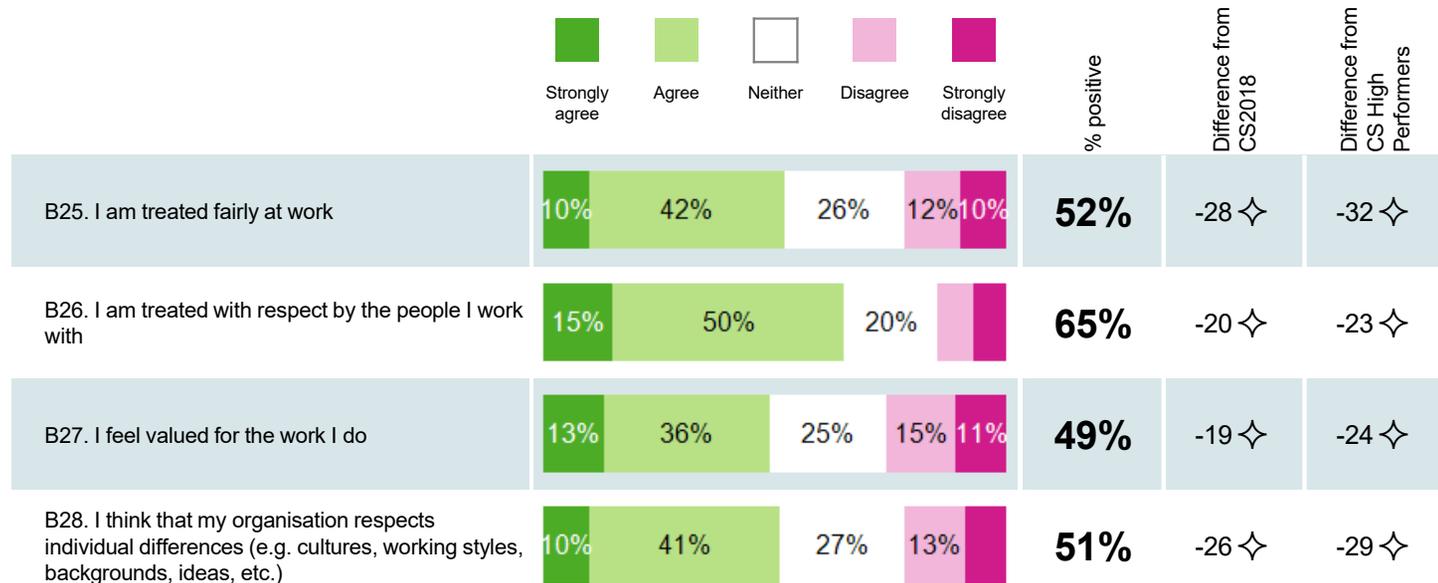
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from CS2018	Difference from CS High Performers
B25. I am treated fairly at work	10%	42%	26%	12%	10%	**52%**	-28 ◇	-32 ◇
B26. I am treated with respect by the people I work with	15%	50%	20%			**65%**	-20 ◇	-23 ◇
B27. I feel valued for the work I do	13%	36%	25%	15%	11%	**49%**	-19 ◇	-24 ◇
B28. I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	10%	41%	27%	13%		**51%**	-26 ◇	-29 ◇

◇ *indicates statistically significant difference from comparison*

BVI DEMOGRAPHIC SUMMARY BY INCLUSION & FAIR TREATMENT

- ● 10% points or more above BVI Overall
- ● 10% points or more below BVI Overall

54%
(725)

These results summarise key demographic differences in inclusion & fair treatment scores across BVI. The demographics included in the analysis are: Your Future Plans, Location, Length of Service, Line Management Responsibility, Working Pattern, Gender, Disability, Ethnicity, Sexual Orientation, Grade and Age.

Please note the demographic groups are analysed independently.

Demographic	Difference
Length of Service: At least 6 months but not more than 1 year	+19%
Length of Service: Less than 6 months	+10%
Sexual Orientation: Prefer not to say	-10%
Your Future Plans: I want to leave my organisation within the next 12 months	-10%
Disability: Yes	-12%
Ethnicity: Mixed	-17%
Disability: Prefer not to say	-19%
Ethnicity: Prefer not to say	-19%
Age: Prefer not to say	-20%
Gender: Prefer not to say	-26%
Your Future Plans: I want to leave my organisation as soon as possible	-28%
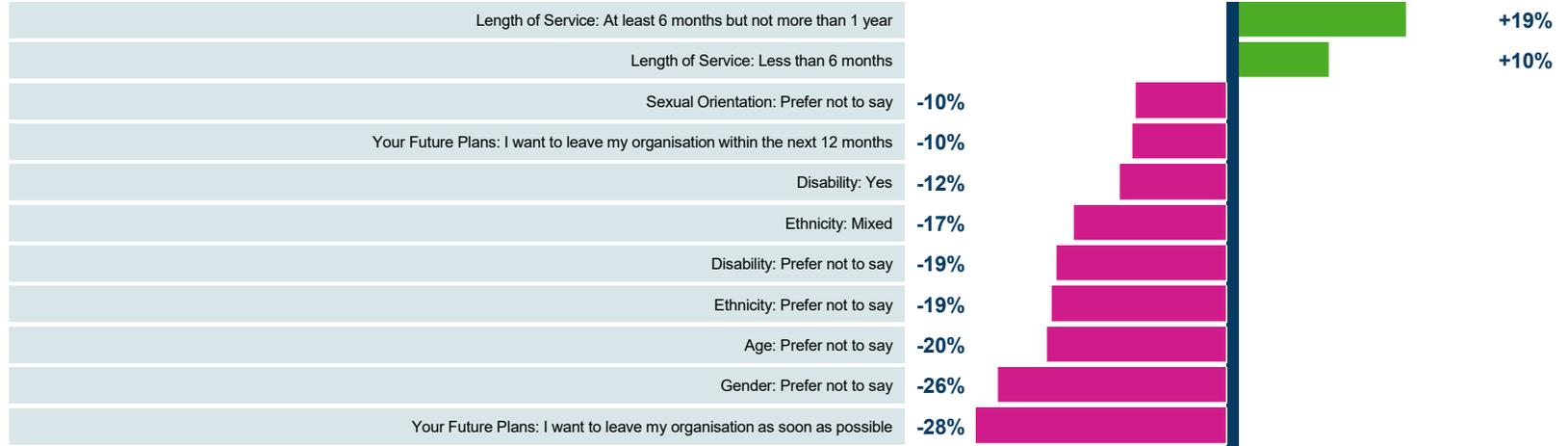
WHERE IS BHD HIGHEST AND LOWEST IN BVI?

Inclusion and fair treatment theme score

Teams with highest negative theme score	% Negative
Customs Department	34%
Supreme Court	34%
Department of Inland Revenue	33%
Treasury Department	33%
Magistracy	33%
Department of Public Works	32%
Department of Water and Sewage	31%
Ministry of Finance	29%
Ministry of Communication and Works	27%
Royal Virgin Islands Police Force	26%

Teams with highest positive theme score	% Positive
Attorney General's Chambers	80%
Governor's Office	78%
Her Majesty's Post Office	77%
Department of Disaster Management	75%
Cabinet Office	73%
Ministry of Education and Culture	73%
Department of Agriculture	70%
Pre-Primary and Primary Eduction	66%
Constitutionally Established Departments	64%
Department of Information and Public Relations	64%

RESOURCES AND WORKLOAD
SECTION SCORES FOR ALL ORGANISATIONS

ORC INTERNATIONAL

87 Your position out of 103 organisations in 2018

Each bar in the chart represents an organisation. British Virgin Islands is indicated by the dark blue bar. Lighter blue bars represent other organisations in the same size band (organisations with 2,500 to 5,999 employees).

High performers benchmark 76%

CS2018 73%

RESOURCES AND WORKLOAD QUESTIONS
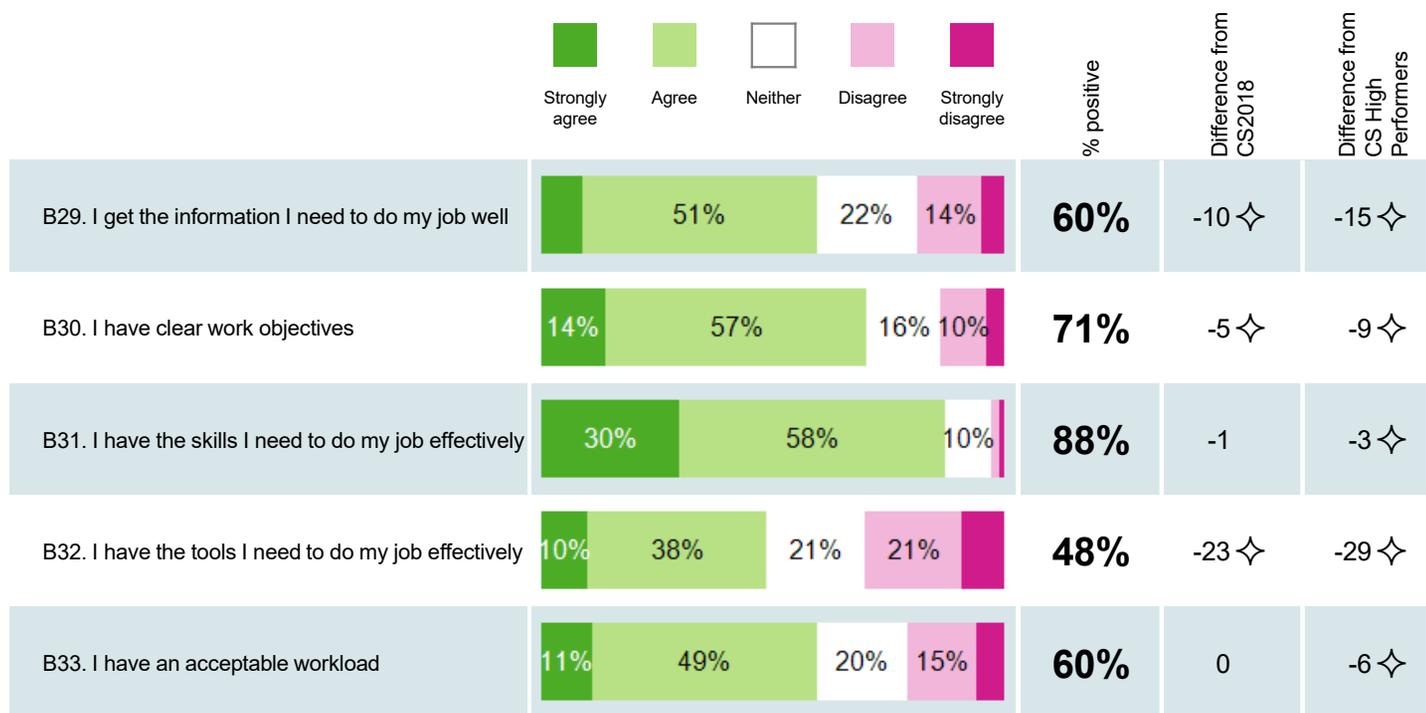
ORC INTERNATIONAL
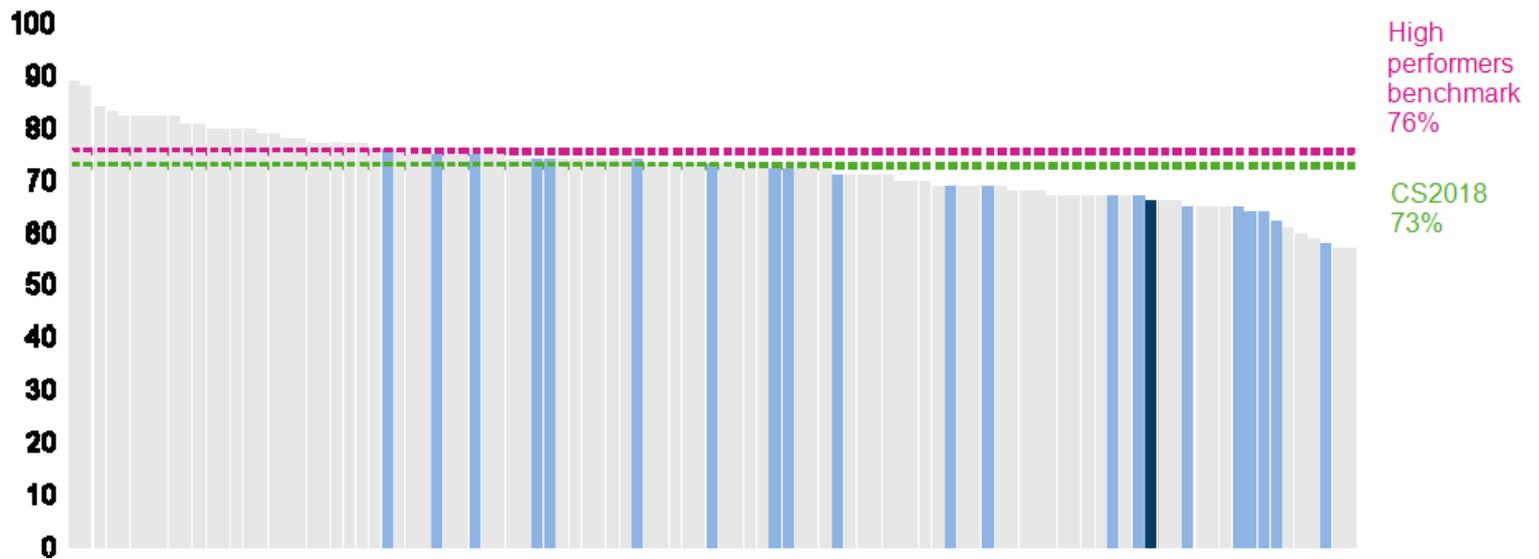
Questions in this theme could link to areas in My Work, Organisational Objectives and Purpose and Learning and Development themes.

How do results compare across different areas of your organisation, job roles, grades and with length of service?

2018

66%

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from CS2018	Difference from CS High Performers
B29. I get the information I need to do my job well		51%	22%	14%		**60%**	-10 ✧	-15 ✧
B30. I have clear work objectives	14%	57%	16%	10%		**71%**	-5 ✧	-9 ✧
B31. I have the skills I need to do my job effectively	30%	58%	10%			**88%**	-1	-3 ✧
B32. I have the tools I need to do my job effectively	10%	38%	21%	21%		**48%**	-23 ✧	-29 ✧
B33. I have an acceptable workload	11%	49%	20%	15%		**60%**	0	-6 ✧

✧ *indicates statistically significant difference from comparison*
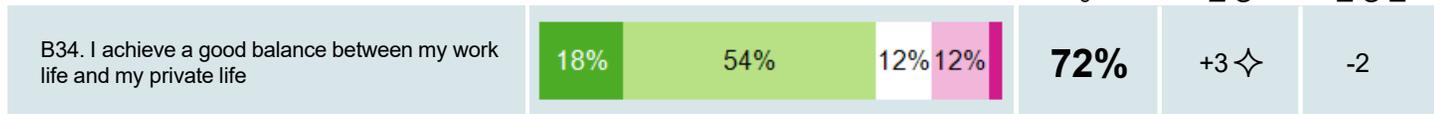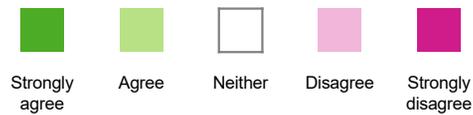
RESOURCES AND WORKLOAD QUESTIONS

ℹ

These questions in the Resources and Workload theme focus on work life balance and workload.

Particular groups you may want to look at include different grades and part/full time employees.

2018

66%

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from CS2018	Difference from CS High Performers
B34. I achieve a good balance between my work life and my private life	18%	54%	12%	12%		**72%**	+3 ✧	-2

✧ *indicates statistically significant difference from comparison*

PAY AND BENEFITS
SECTION SCORES FOR ALL ORGANISATIONS

ORC
INTERNATIONAL

99
Your position out of 103 organisations in 2018

Each bar in the chart represents an organisation. British Virgin Islands is indicated by the dark blue bar. Lighter blue bars represent other organisations in the same size band (organisations with 2,500 to 5,999 employees).

High performers benchmark 37%

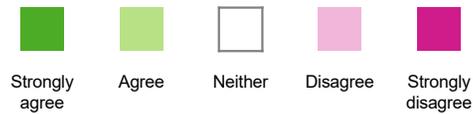CS2018 31%
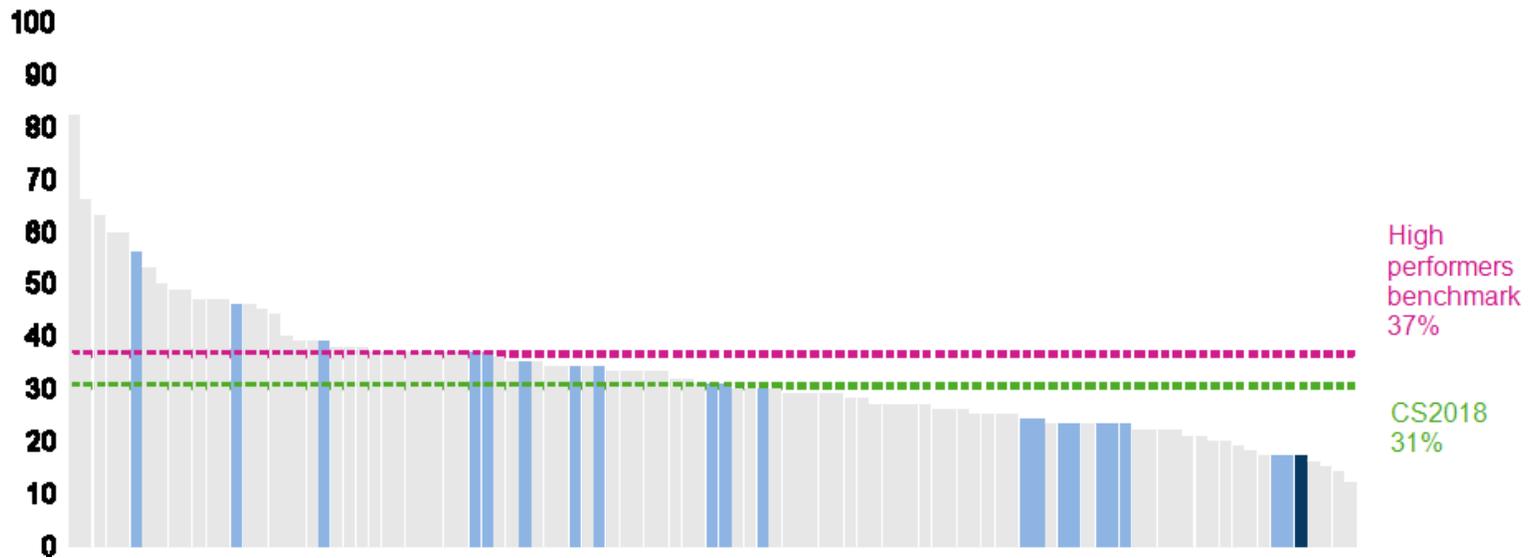
PAY AND BENEFITS QUESTIONS

ORC INTERNATIONAL

Questions on the Pay and Benefits theme often score less positively than other themes.

Are scores being driven by high levels of negativity or uncertainty?

If there are any areas where limited direct action can be taken, can more be done to promote non-financial recognition?

2018

17%

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from CS2018	Difference from CS High Performers
B35. I feel that my pay adequately reflects my performance		15%	22%	32%	29%	**17%**	-14 ✧	-21 ✧
B36. I am satisfied with the total benefits package		18%	28%	30%	21%	**20%**	-15 ✧	-23 ✧
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable		12%	24%	32%	31%	**13%**	-14 ✧	-20 ✧

✧ *indicates statistically significant difference from comparison*

LEADERSHIP AND MANAGING CHANGE
SECTION SCORES FOR ALL ORGANISATIONS

ORC INTERNATIONAL

77 Your position out of 103 organisations in 2018

Each bar in the chart represents an organisation. British Virgin Islands is indicated by the dark blue bar. Lighter blue bars represent other organisations in the same size band (organisations with 2,500 to 5,999 employees).

High performers benchmark 55%

CS2018 47%

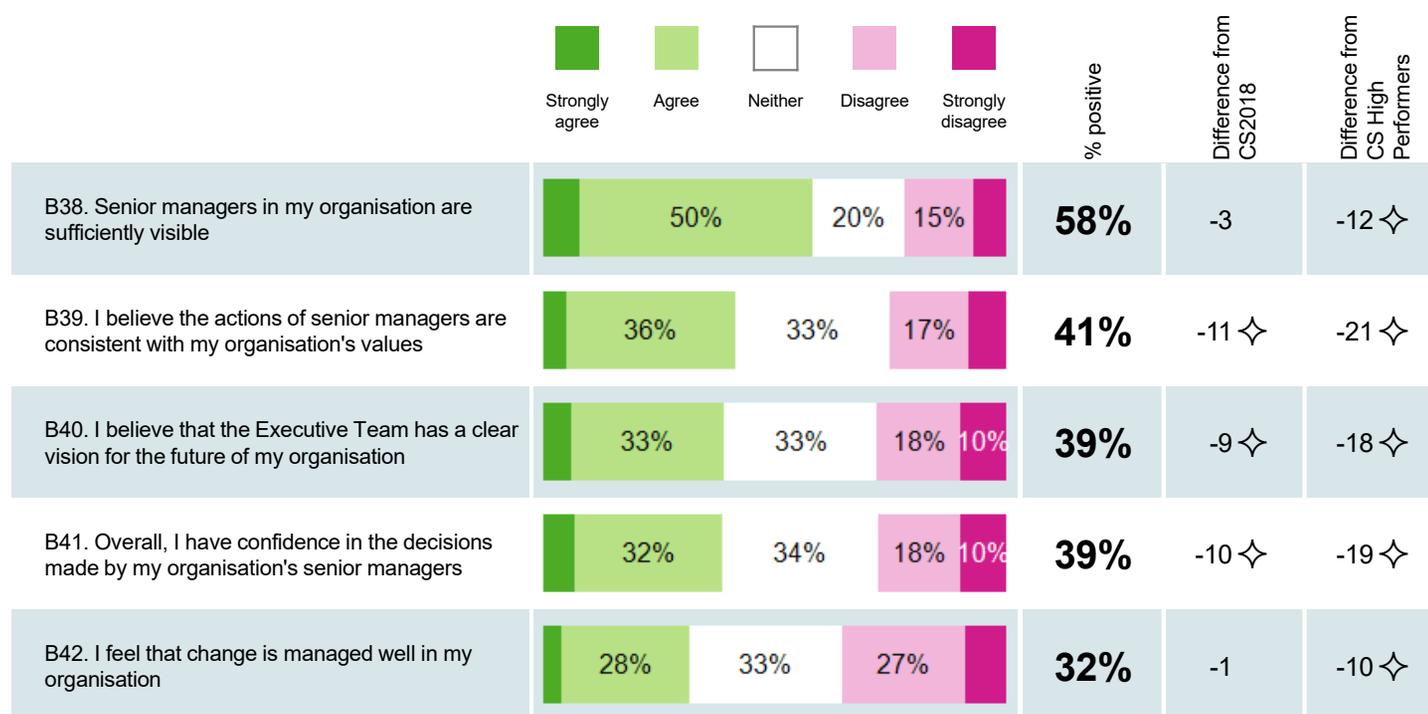# LEADERSHIP AND MANAGING CHANGE QUESTIONS

ORC INTERNATIONAL
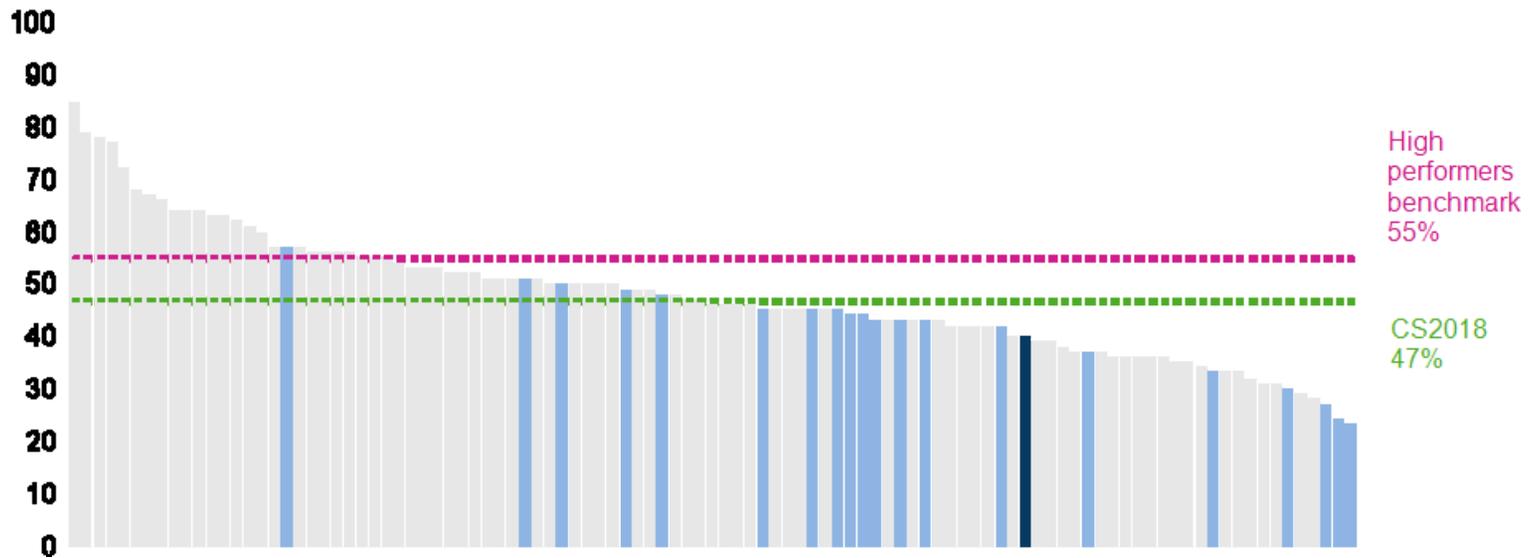
These questions focus specifically on Leadership and should be linked to results in the Leadership Statement theme.

High neutral results may indicate a lack of connection with the leaders in your organisation.

2018

40%

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from CS2018	Difference from CS High Performers
B38. Senior managers in my organisation are sufficiently visible		50%	20%	15%		**58%**	-3	-12 ✧
B39. I believe the actions of senior managers are consistent with my organisation's values		36%	33%	17%		**41%**	-11 ✧	-21 ✧
B40. I believe that the Executive Team has a clear vision for the future of my organisation		33%	33%	18%	10%	**39%**	-9 ✧	-18 ✧
B41. Overall, I have confidence in the decisions made by my organisation's senior managers		32%	34%	18%	10%	**39%**	-10 ✧	-19 ✧
B42. I feel that change is managed well in my organisation		28%	33%	27%		**32%**	-1	-10 ✧

✧ *indicates statistically significant difference from comparison*

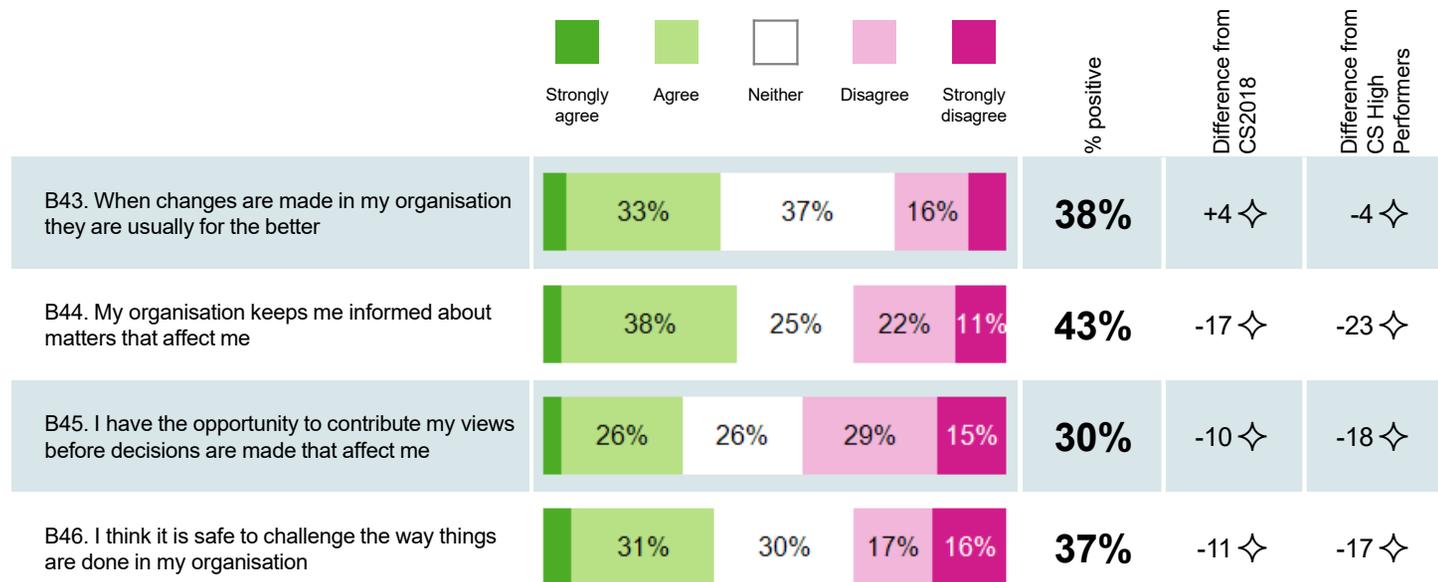# LEADERSHIP AND MANAGING CHANGE QUESTIONS

ORC INTERNATIONAL

These questions focus specifically on managing change and the employee voice.

How do results compare across different areas of your organisation and what best practice can be learnt from high performing areas?

2018

40%

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from CS2018	Difference from CS High Performers
B43. When changes are made in my organisation they are usually for the better		33%	37%	16%		**38%**	+4 ◇	-4 ◇
B44. My organisation keeps me informed about matters that affect me		38%	25%	22%	11%	**43%**	-17 ◇	-23 ◇
B45. I have the opportunity to contribute my views before decisions are made that affect me		26%	26%	29%	15%	**30%**	-10 ◇	-18 ◇
B46. I think it is safe to challenge the way things are done in my organisation		31%	30%	17%	16%	**37%**	-11 ◇	-17 ◇

◇ *indicates statistically significant difference from comparison*

06. Other survey themes

ORGANISATIONAL CULTURE
SECTION SCORES FOR ALL ORGANISATIONS

102 Your position out of 103 organisations in 2018

(i)

Each bar in the chart represents an organisation. British Virgin Islands is indicated by the dark blue bar. Lighter blue bars represent other organisations in the same size band (organisations with 2,500 to 5,999 employees).

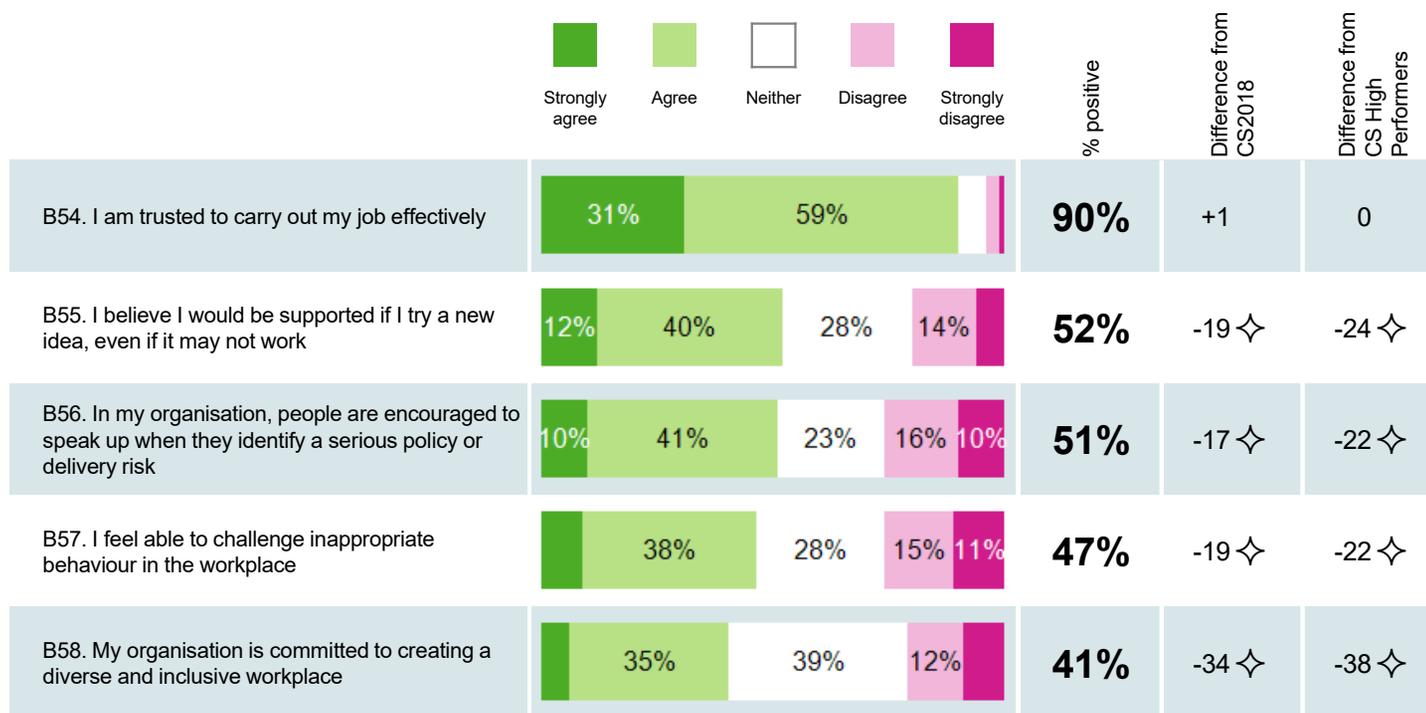High performers benchmark 77%

CS2018 74%
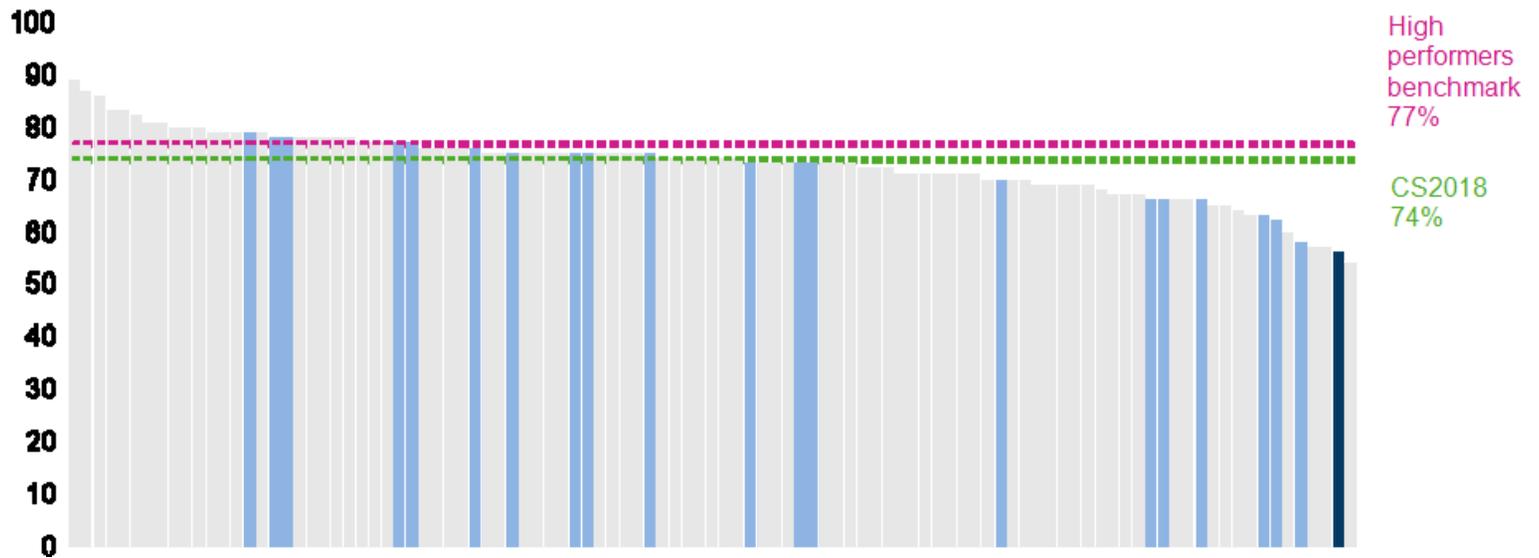
ORGANISATIONAL CULTURE QUESTIONS

Organisational Culture questions measure some of the desired cultural outcomes of the Civil Service Reform Plan.

How do results compare across different areas of your organisation and what best practice can be learnt from high performing areas?

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from CS2018	Difference from CS High Performers
B54. I am trusted to carry out my job effectively	31%	59%				**90%**	+1	0
B55. I believe I would be supported if I try a new idea, even if it may not work	12%	40%	28%	14%		**52%**	-19 ✧	-24 ✧
B56. In my organisation, people are encouraged to speak up when they identify a serious policy or delivery risk	10%	41%	23%	16%	10%	**51%**	-17 ✧	-22 ✧
B57. I feel able to challenge inappropriate behaviour in the workplace		38%	28%	15%	11%	**47%**	-19 ✧	-22 ✧
B58. My organisation is committed to creating a diverse and inclusive workplace	35%		39%	12%		**41%**	-34 ✧	-38 ✧

✧ *indicates statistically significant difference from comparison*

LEADERSHIP STATEMENT
SECTION SCORES FOR ALL ORGANISATIONS
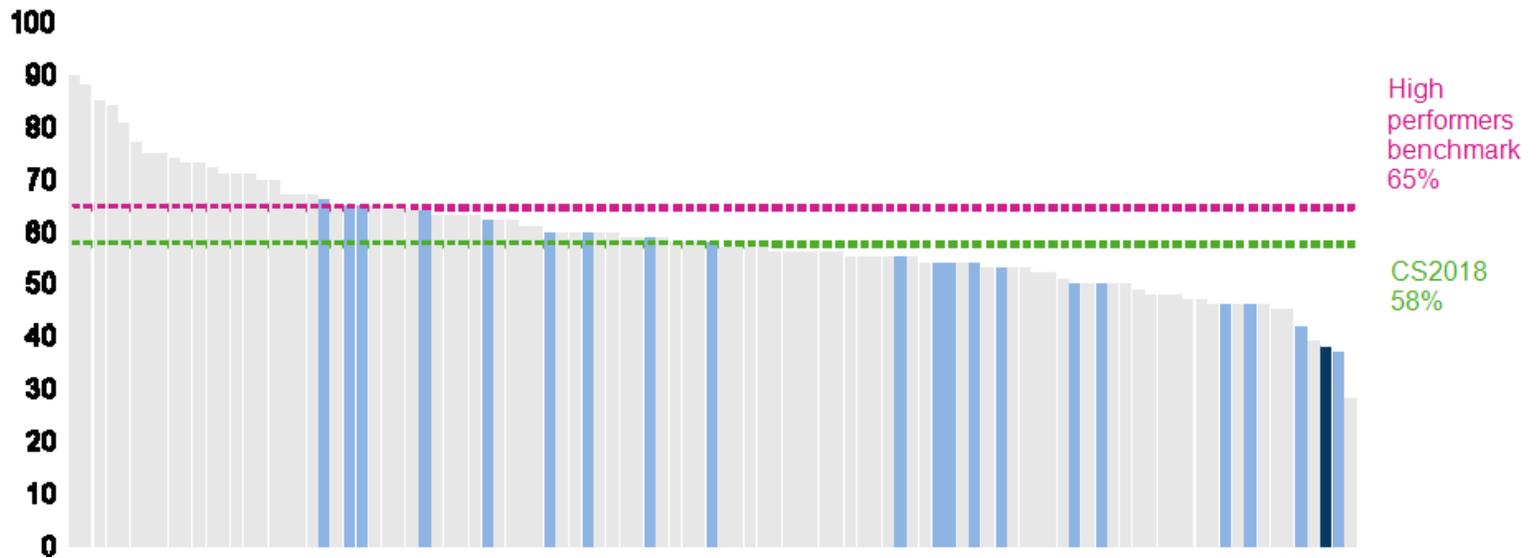
ORC INTERNATIONAL

101 Your position out of 103 organisations in 2018

Each bar in the chart represents an organisation. British Virgin Islands is indicated by the dark blue bar. Lighter blue bars represent other organisations in the same size band (organisations with 2,500 to 5,999 employees).

High performers benchmark 65%

CS2018 58%

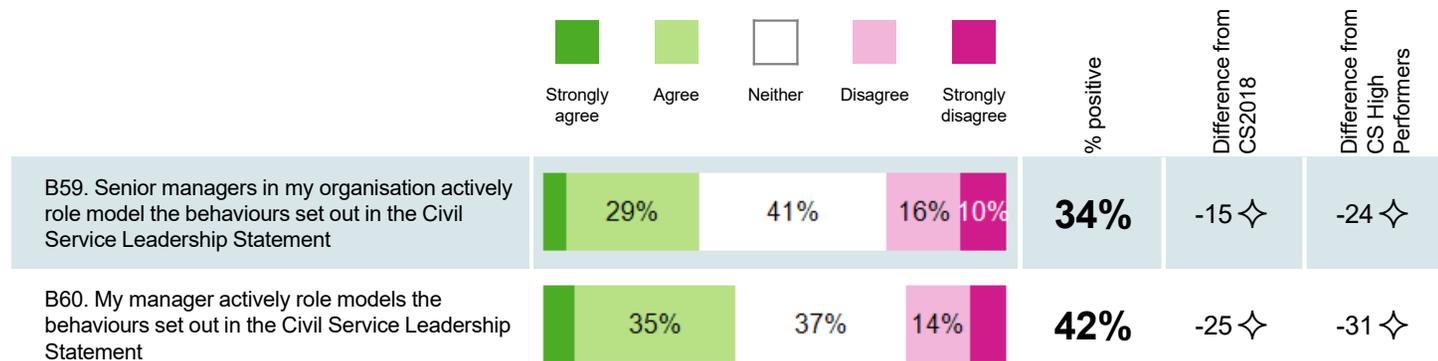# LEADERSHIP STATEMENT QUESTIONS

The 3 key characteristics expected of leaders are:

- Inspiring - about our work and its future

- Confident - in our engagement

- Empowering - our teams to deliver

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from CS2018	Difference from CS High Performers
B59. Senior managers in my organisation actively role model the behaviours set out in the Civil Service Leadership Statement		29%	41%	16%	10%	**34%**	-15 ✧	-24 ✧
B60. My manager actively role models the behaviours set out in the Civil Service Leadership Statement		35%	37%	14%		**42%**	-25 ✧	-31 ✧

✧ *indicates statistically significant difference from comparison*

CIVIL SERVICE VISION
SECTION SCORES FOR ALL ORGANISATIONS

29 Your position out of 103 organisations in 2018

Each bar in the chart represents an organisation. British Virgin Islands is indicated by the dark blue bar. Lighter blue bars represent other organisations in the same size band (organisations with 2,500 to 5,999 employees).

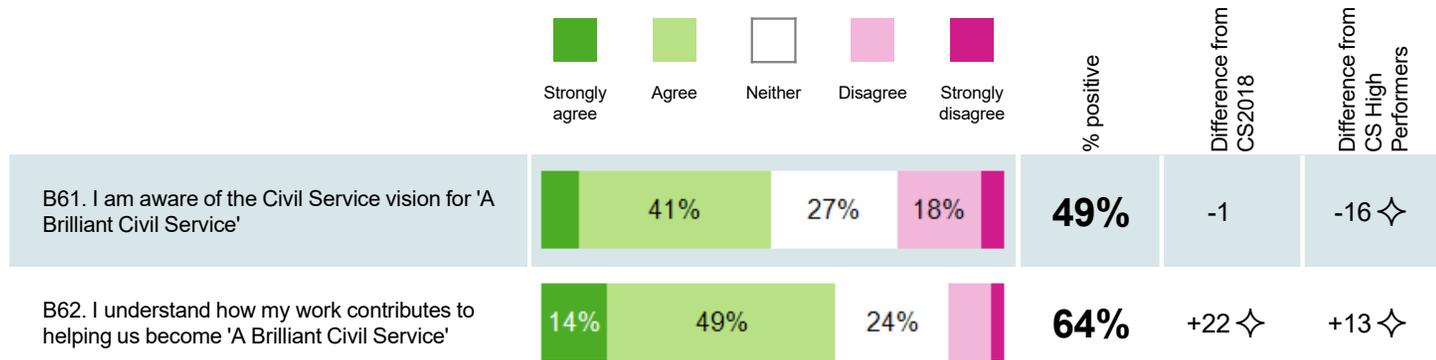High performers benchmark 58%

CS2018 46%
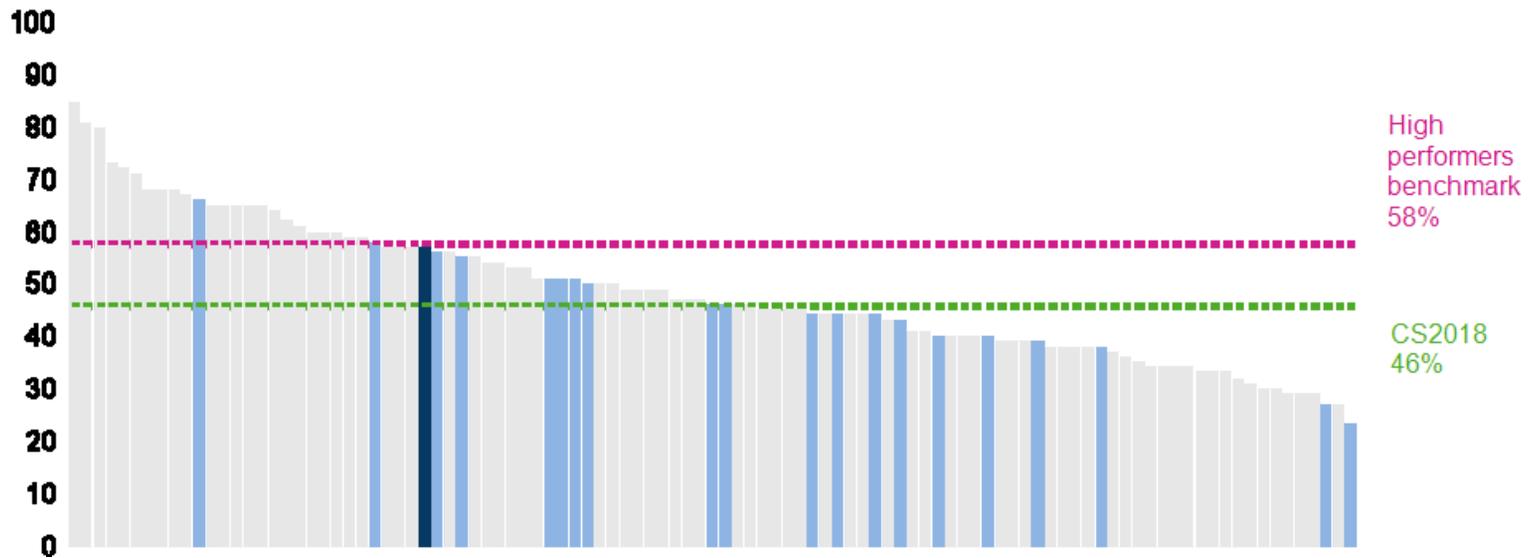
CIVIL SERVICE VISION QUESTIONS

These questions look at awareness and understanding of the overall Vision for a Brilliant Civil Service in your organisation.

How do results compare across different areas of your organisation and what best practice can be learnt from high performing areas?

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from CS2018	Difference from CS High Performers
B61. I am aware of the Civil Service vision for 'A Brilliant Civil Service'		41%	27%	18%		**49%**	-1	-16 ◇
B62. I understand how my work contributes to helping us become 'A Brilliant Civil Service'	14%	49%	24%			**64%**	+22 ◇	+13 ◇

◇ indicates statistically significant difference from comparison

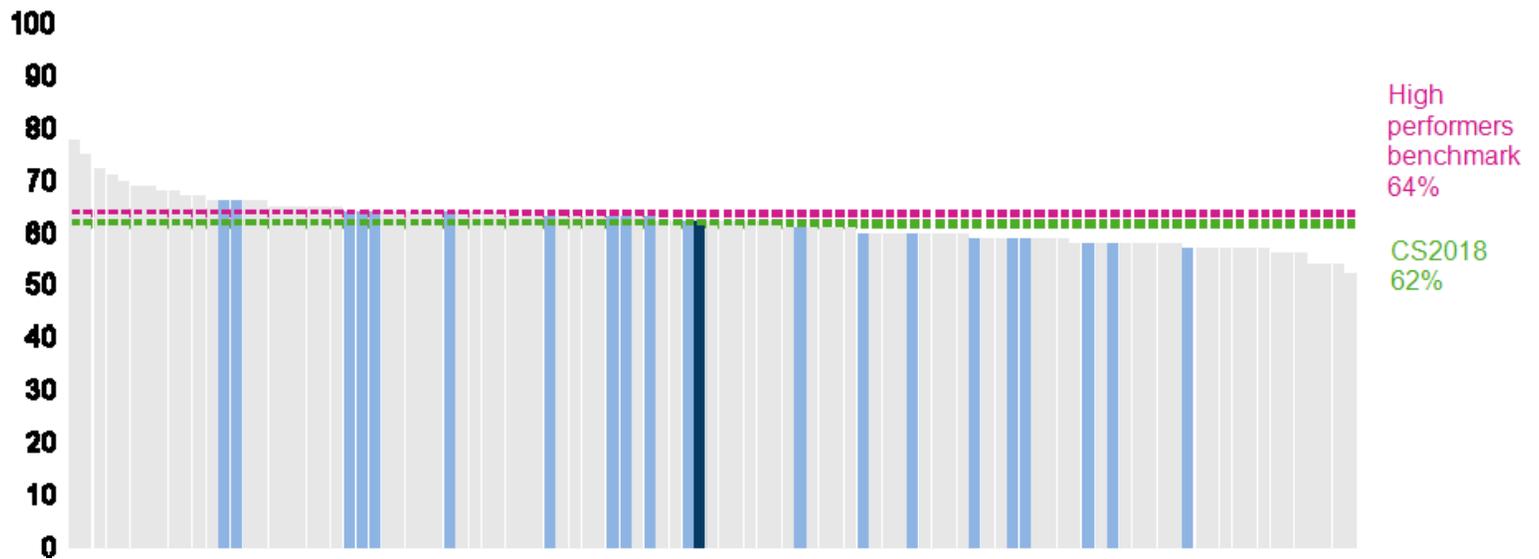# WELLBEING
SECTION SCORES FOR ALL ORGANISATIONS

51 Your position out of 103 organisations in 2018

Each bar in the chart represents an organisation. British Virgin Islands is indicated by the dark blue bar. Lighter blue bars represent other organisations in the same size band (organisations with 2,500 to 5,999 employees).

High performers benchmark 64%

CS2018 62%

WELLBEING QUESTIONS

Research shows that one of the benefits for an individual employee of working in a more engaged workforce is that they tend to have higher levels of wellbeing.

What does this look like across different groups of employees in your organisation?

63%	74%	69%	35%
Overall, how satisfied are you with your life nowadays?	Overall, to what extent do you feel that the things you do in your life are worthwhile?	Overall, how happy did you feel yesterday?	Overall, how anxious did you feel yesterday?

The four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

	0-4	5-6	7-8	9-10

	distribution	% positive	Difference from CS2018	Difference from CS High Performers
W01. Overall, how satisfied are you with your life nowadays?	12% / 25% / 41% / 22%	**63%**	-3 ✧	-6 ✧
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	18% / 42% / 32%	**74%**	+3	0
W03. Overall, how happy did you feel yesterday?	15% / 16% / 37% / 32%	**69%**	+7 ✧	+4 ✧

For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.

	0-1	2-3	4-5	6-10

	distribution	% negative	Difference from CS2018	Difference from CS High Performers
W04. Overall, how anxious did you feel yesterday?	28% / 15% / 22% / 35%	**35%**	+3	+5 ✧

✧ *indicates statistically significant difference from comparison*

PROXY STRESS INDEX AND PERMA INDEX

ORC
INTERNATIONAL

37%
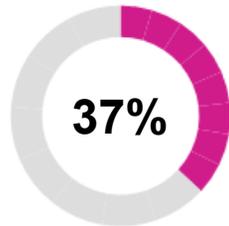
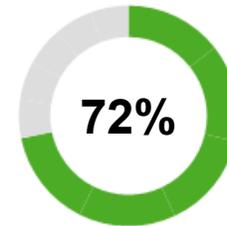| Difference from CS2018	+8 ✧
Difference from CS High Performers	+10 ✧

72%

Difference from CS2018	-2 ✧
Difference from CS High Performers	-3 ✧

Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.
We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

		% positive
B05	I have a choice in deciding how I do my work	66%
B08	My manager motivates me to be more effective in my job	55%
B18	The people in my team can be relied upon to help when things get difficult in my job	66%
B26	I am treated with respect by the people I work with	65%
B30	I have clear work objectives	71%
B33	I have an acceptable workload	60%
B45	I have the opportunity to contribute my views before decisions are made that affect me	30%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	73%

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.
The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index.
A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

		% positive
B01	I am interested in my work	93%
B03	My work gives me a sense of personal accomplishment	76%
B18	The people in my team can be relied upon to help when things get difficult in my job	66%
W01	Overall, how satisfied are you with your life nowadays?	63%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	74%

✧ indicates statistically significant difference from comparison

ORC INTERNATIONAL

07.

Understanding bullying, harassment and discrimination

BULLYING, HARASSMENT AND DISCRIMINATION QUESTIONS

ORC INTERNATIONAL

Experiences of unreasonable behaviour are likely to have an impact on perceptions of inclusion and fair treatment.

How strongly does your organisation promote a zero tolerance for bullying and harassment and an open-door policy for reporting it?
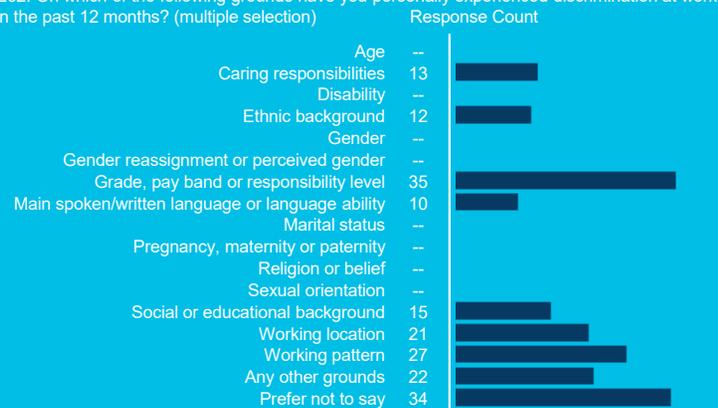
E01. During the past 12 months have you personally experienced discrimination at work?

Difference from CS2018

20%	Yes	+8
61%	No	-20
19%	Prefer not to say	+11

For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

Response Count

Age	--
Caring responsibilities	13
Disability	--
Ethnic background	12
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	35
Main spoken/written language or language ability	10
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	15
Working location	21
Working pattern	27
Any other grounds	22
Prefer not to say	34

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

E03. During the past 12 months have you personally experienced bullying or harassment at work?

Difference from CS2018

18%	Yes	+7
73%	No	-9
9%	Prefer not to say	+3

For respondents who selected 'Yes' to question E03.
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

Response Count

A colleague	35
Your manager	44
Another manager in my part of the organisation	21
Someone you manage	--
Someone who works for another part of your organisation	17
A member of the public	--
Someone else	--
Prefer not to say	23
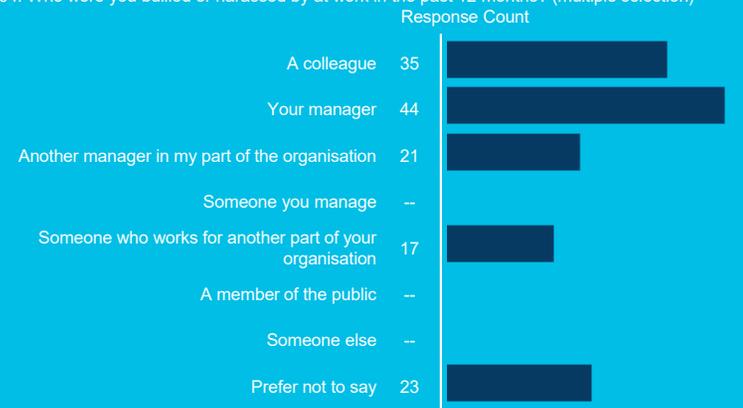
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?

Difference from CS2018

40%	Yes	0
48%	No	+2
12%	Prefer not to say	-2

For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

Difference from CS2018

15%	Yes	-4
69%	No	+8
15%	Prefer not to say	-3

BHD BY KEY DEMOGRAPHICS

![ORC INTERNATIONAL]

E01. During the past 12 months have you personally experienced discrimination at work?

by Gender

	Yes	No	Prefer not to say
Man	19	58	22
Woman	19	66	15
Prefer not to say	24	40	37

0% 20% 40% 60% 80% 100%

by Disability

	Yes	No	Prefer not to say
Yes	26	59	15
No	18	64	18
Prefer not to say	34	29	37

0% 20% 40% 60% 80% 100%

by Ethnicity

	Yes	No	Prefer not to say
White	10	70	20
Mixed	18	43	39
Black or Black British	19	64	17
Prefer not to say	18	43	39

0% 20% 40% 60% 80% 100%

by Sexual Orientation

	Yes	No	Prefer not to say
Heterosexual / straight	19	63	18
LGBO	19	62	19
Prefer not to say	26	52	23

0% 20% 40% 60% 80% 100%

● Yes   ● No   ○ Prefer not to say

Please note that groups with fewer than ten respondents will not be displayed

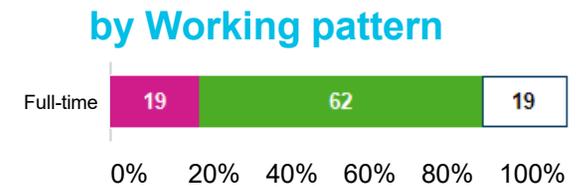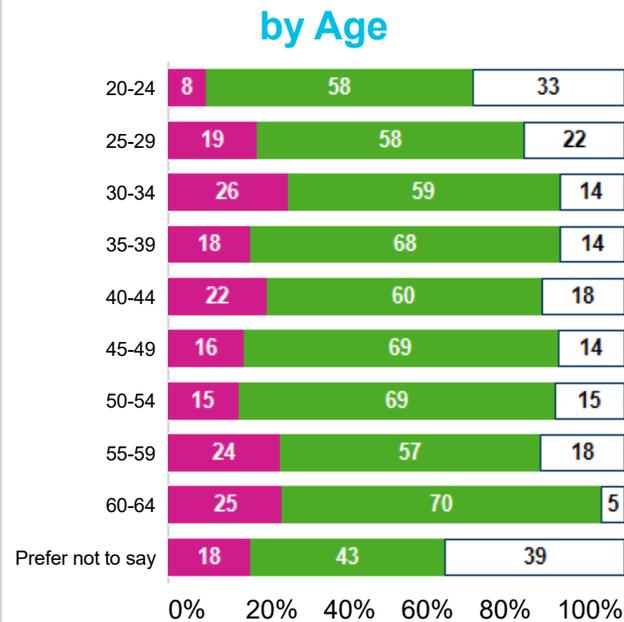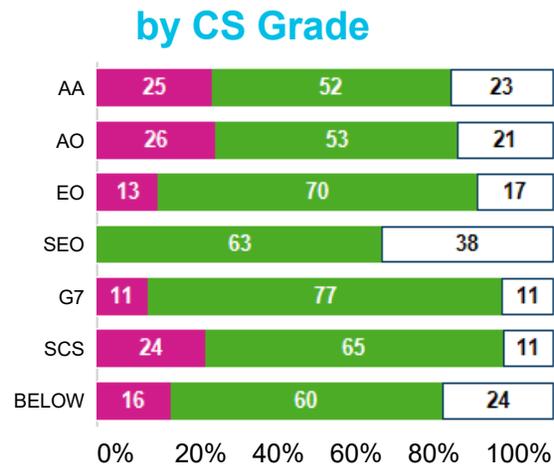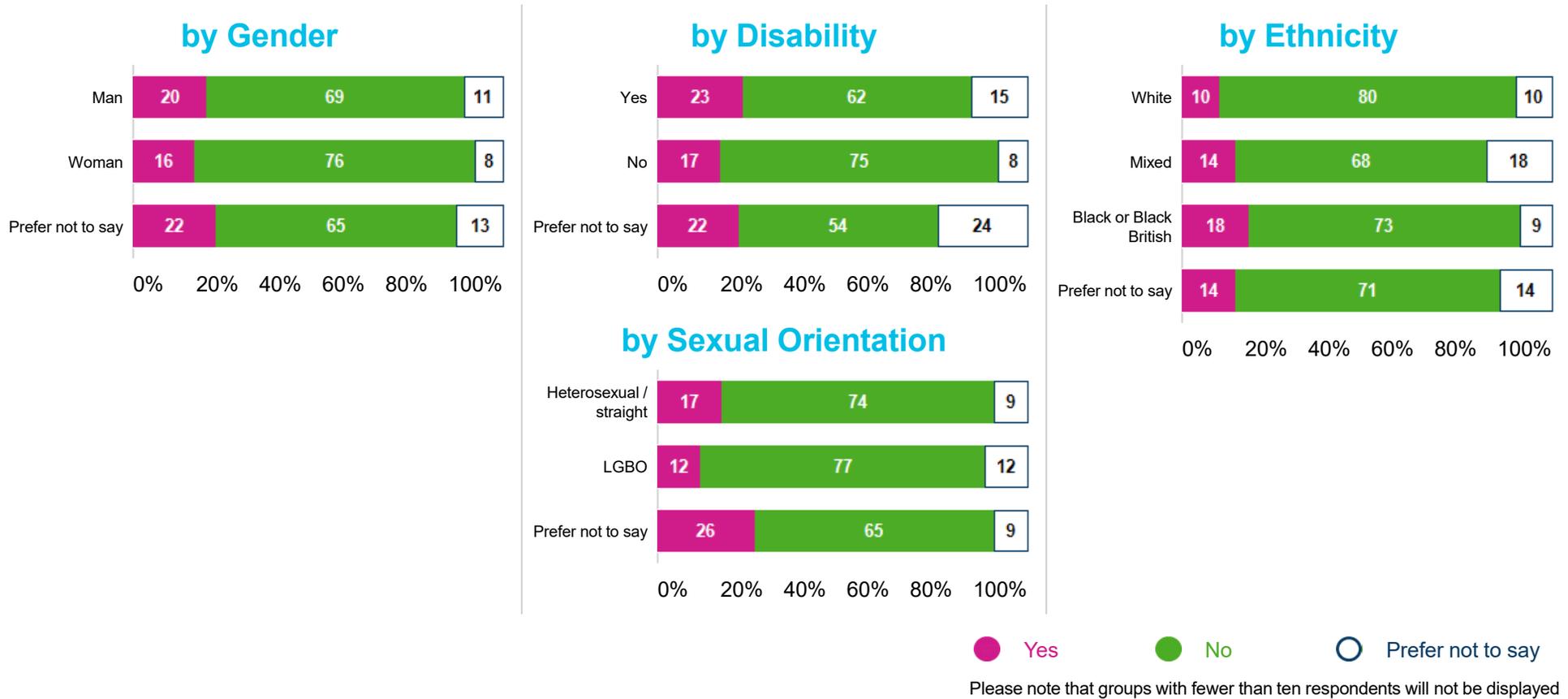# BHD BY KEY DEMOGRAPHICS

E01. During the past 12 months have you personally experienced discrimination at work?

by CS Grade

Grade	Yes	No	Prefer not to say
AA	25	52	23
AO	26	53	21
EO	13	70	17
SEO		63	38
G7	11	77	11
SCS	24	65	11
BELOW	16	60	24

by Age

Age	Yes	No	Prefer not to say
20-24	8	58	33
25-29	19	58	22
30-34	26	59	14
35-39	18	68	14
40-44	22	60	18
45-49	16	69	14
50-54	15	69	15
55-59	24	57	18
60-64	25	70	5
Prefer not to say	18	43	39

by Working pattern

Pattern	Yes	No	Prefer not to say
Full-time	19	62	19

● Yes   ● No   ○ Prefer not to say

Please note that groups with fewer than ten respondents will not be displayed
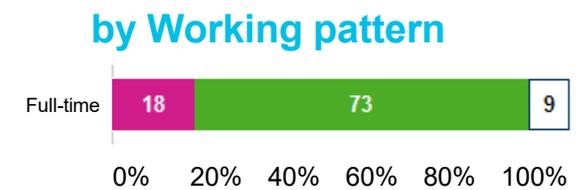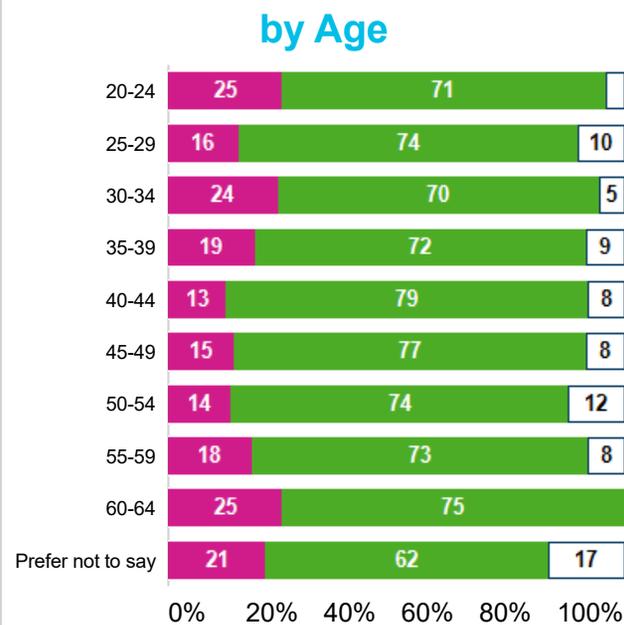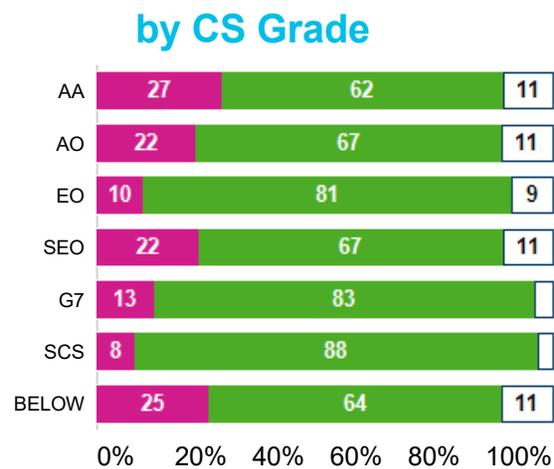
BHD BY KEY DEMOGRAPHICS

ORC INTERNATIONAL

E03. During the past 12 months have you personally experienced bullying or harassment at work?

by Gender

	Yes	No	Prefer not to say
Man	20	69	11
Woman	16	76	8
Prefer not to say	22	65	13

by Disability

	Yes	No	Prefer not to say
Yes	23	62	15
No	17	75	8
Prefer not to say	22	54	24

by Ethnicity

	Yes	No	Prefer not to say
White	10	80	10
Mixed	14	68	18
Black or Black British	18	73	9
Prefer not to say	14	71	14

by Sexual Orientation

	Yes	No	Prefer not to say
Heterosexual / straight	17	74	9
LGBO	12	77	12
Prefer not to say	26	65	9

● Yes   ● No   ○ Prefer not to say

Please note that groups with fewer than ten respondents will not be displayed

BHD BY KEY DEMOGRAPHICS

ORC INTERNATIONAL

E03. During the past 12 months have you personally experienced bullying or harassment at work?

by CS Grade

Grade	Yes	No	Prefer not to say
AA	27	62	11
AO	22	67	11
EO	10	81	9
SEO	22	67	11
G7	13	83	
SCS	8	88	
BELOW	25	64	11

by Age

Age	Yes	No	Prefer not to say
20-24	25	71	
25-29	16	74	10
30-34	24	70	5
35-39	19	72	9
40-44	13	79	8
45-49	15	77	8
50-54	14	74	12
55-59	18	73	8
60-64	25	75	
Prefer not to say	21	62	17

by Working pattern

	Yes	No	Prefer not to say
Full-time	18	73	9

● Yes   ● No   ○ Prefer not to say

Please note that groups with fewer than ten respondents will not be displayed

WHERE IS BHD HIGHEST AND LOWEST IN BVI?

ORC
INTERNATIONAL

E01. During the past 12 months have you personally experienced discrimination at work?

Teams with highest discrimination scores	% Yes
Department of Public Works	42%
Magistracy	38%
Department of Water and Sewage	34%
Ministry of Communication and Works	31%
Royal Virgin Islands Police Force	29%
Treasury Department	27%
Constitutionally Established Departments	22%
Customs Department	21%
Governor's Office	20%
Supreme Court	20%

Please note, the table above only shows the top 10 teams, based on the highest Negative scores. There is 1 other team with 20% not shown in this table.

Teams with lowest discrimination scores	% No
Cabinet Office	90%
Central Statistics Office	89%
Department of Disaster Management	85%
Department of Information Technology	78%
Pre-Primary and Primary Eduction	77%
Department of Inland Revenue	73%
Her Majesty's Post Office	73%
Department of Human Resources	72%
Ministry of Education and Culture	72%
Constitutionally Established Departments	70%

Please note, the table above only shows the top 10 teams, based on the highest Positive scores. There are another 3 teams with 70% not shown in this table.

WHERE IS BHD HIGHEST AND LOWEST IN BVI?

ORC
INTERNATIONAL

E03. During the past 12 months have you personally experienced bullying or harassment at work?

Teams with highest bullying/ harassment scores	% Yes
Magistracy	46%
Customs Department	32%
Governor's Office	30%
Department of Public Works	29%
Ministry of Communication and Works	28%
Her Majesty's Post Office	26%
Department of Water and Sewage	24%
Social Development Department	22%
Ministry of Finance	21%
British Virgin Islands	18%

Teams with lowest bullying/ harassment scores	% No
Attorney General's Chambers	91%
Cabinet Office	90%
Department of Information and Public Relations	90%
Central Statistics Office	89%
Department of Information Technology	89%
Pre-Primary and Primary Eduction	86%
Department of Disaster Management	83%
Department of Human Resources	83%
Deputy Governor's Office	83%
Constitutionally Established Departments	81%

Please note, the table above only shows the top 10 teams, based on the highest Negative scores. There are another 2 teams with 18% not shown in this table.

OPEN COMMENTS

What would you like your organisation to change to make it a great place to work?

The open comments questions bring the results to life. The comments tool will allow you to segment your comments by demographics and engagement profiles to understand specific issues for different groups.

Respondents are asked to provide a comment and theme it themselves. Results here show the % of comments mentioning each theme and how that number compares to the previous survey.

Note: Percentages will not add up to 100% as comments can be across a number of themes.

Theme	%
Communications	41%
Working environment or facilities	39%
Leadership	36%
Team working	34%
My work	32%
Learning and development	32%
Resources and workload	31%
Organisational objectives and purpose	30%
Pay and benefits	30%
Inclusion and fair treatment	28%
Performance management	25%
Managing change	25%
Line management/ management where I work	21%
Customer service	19%
HR processes or procedures	19%
IT systems	18%
Discrimination, bullying or harassment	12%
Something else	4%
No Theme	2%

09. Recommendations for action

BELIEF IN TAKING ACTION

ORC INTERNATIONAL

" I believe that senior managers in my organisation will take action on the results from this survey "

- 34%
- 30%
- 35%

" Where I work, I think effective action has been taken on the results of the last survey "

- 11%
- 32%
- 57%
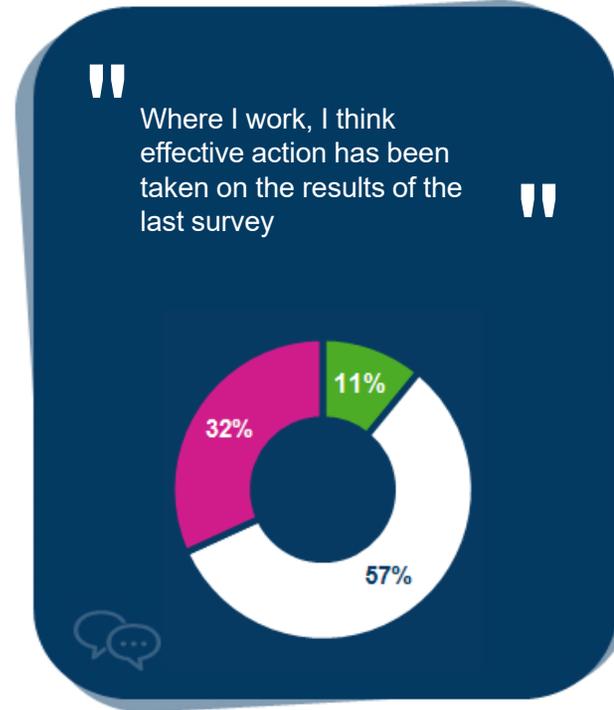
ℹ The People Survey is not just about measuring opinions, it is about inspiring action and driving changes. These questions measure whether employees trust managers to act on the results of the survey and can see measurable change.

● Positive
○ Neutral
● Negative

Creating a culture of action within your organisation is critical. ORC provide a Culture of Action webinar that could provide you with further guidance and support on how to achieve this.

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from CS2018	Difference from CS High Performers
B52. I believe that senior managers in my organisation will take action on the results from this survey		24%	35%	18%	16%	**30%**	-19 ✧	-28 ✧
B53. Where I work, I think effective action has been taken on the results of the last survey			57%	16%	16%	**11%**	-25 ✧	-34 ✧
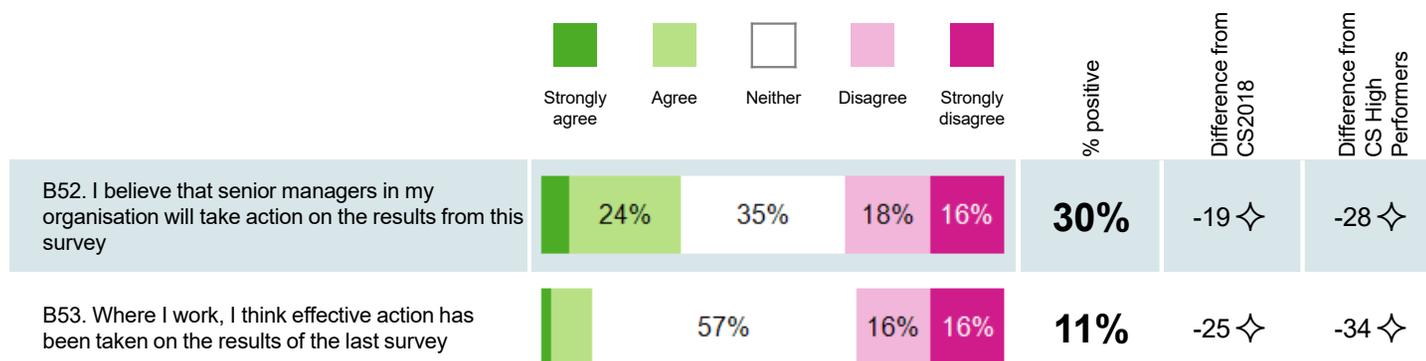
✧ *indicates statistically significant difference from comparison*

CIVIL SERVICE WIDE IMPACT OF ACTION
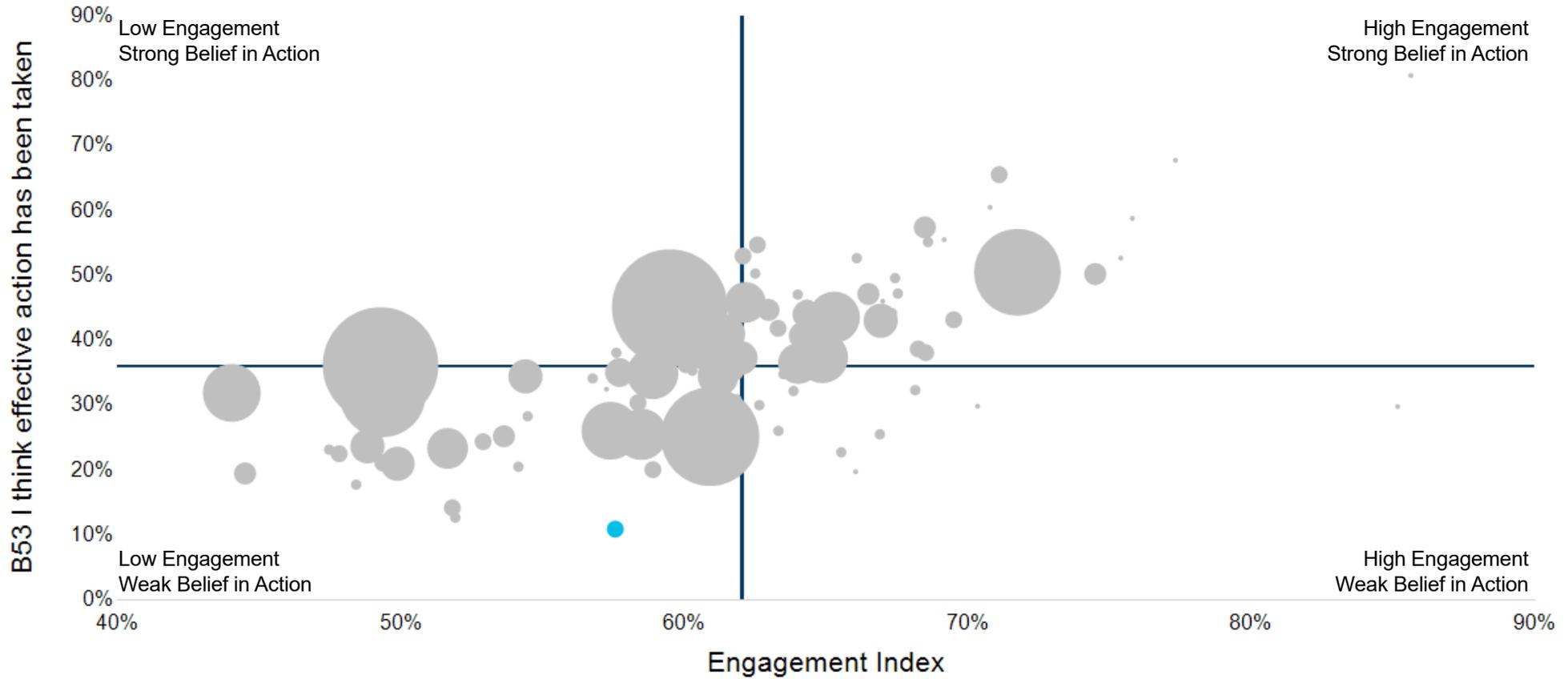
This visually represents the correlation between the overall EEI score for organisations who take part in the People Survey and their positive score (% agree / strongly agree) for Question B53 'Where I work, I think effective action has been taken on the results of the last survey'. The blue circle represents your own organisation and the grey circles represent other organisations who participate in the People Survey.

ORC INTERNATIONAL

Low Engagement **Strong Belief in Action**	High Engagement **Strong Belief in Action**
Our colleagues believe that action is being taken based on the survey, however our engagement levels remain relatively low. Are the efforts taken not hitting the mark to improve engagement? Understand more about the action being taken across the department using the reporting tools: are there large differences in scores for this question in different areas? In those areas of the department that have seen improvements in both their scores for action and engagement, what is it that has driven this improvement? Understand high performing areas that are getting action right and use this information to support others.	Departments sitting in this quadrant are on the right track. Engagement is above average as is the feeling that something is being done about the survey results. If particularly strong, reach out and share your story across the Civil Service so others can benefit from your methods. Being in this quadrant is a positive, however there is always work to do. Look at building on these results by ensuring colleagues believe further action is going to be taken, get action right for your department and watch engagement scores increase further.
Low Engagement **Weak Belief in Action**	**High Engagement** **Weak Belief in Action**
Engagement scores are relatively low and colleagues do not fully believe that any effective action has been taken on the survey results. Is this due to lack of resource and support to drive actions and therefore engagement, or are the actions we are taking struggling to make an impact? If resources and support are a problem, reach out to others in the top quadrant to understand how they have achieved success and identify any quick wins. Remember to continually communicate any actions as being a direct result of colleague feedback as colleagues do not always immediately associate the connection. Action and communication need to happen continuously: simply implementing a 'You said we did' campaign a month before the next survey often won't cut it.	Our colleagues have above average engagement levels, however the feeling that effective action has been taken on the survey is low. We are potentially missing out on further improvement in engagement levels. It can be very dangerous to not implement action plans because engagement levels are at a 'satisfactory' level: this can lead to disengagement very quickly. Using the reporting tools, look across the department and create success stories where action has been taken and engagement improved and create short interviews with high performers on what actions they have implemented following the survey to increase positivity across the department.

RECOMMENDATIONS FOR ACTION

ORC
INTERNATIONAL

CELEBRATE

WARNING SIGNS

OPPORTUNITIES

[Add recommendations here]

[Add recommendations here]

[Add recommendations here]

ACTION PLANNING vs. CULTURE OF ACTION

ORC INTERNATIONAL

A culture of action is not the same as action planning.
Action planning often involves a series of activities which happen after the survey results are in and are designed around the primary goal of creating a plan.
ORC International's culture of action approach takes lessons from the organisations who deliver truly successful action combined with the best principles of transformational communications, learning theory and behaviour change.

A CULTURE OF ACTION IS ACHIEVED WHEN...

VALUED

Everyone sees how important it is to create an engaging place to work. They see the value of taking action and they are inspired and motivated to do it.

ENABLED

They are enabled. Everyone knows how they personally can take action and have the tools they need to make an impact.

ONGOING

Action isn't a standalone process, it doesn't just happen at one point in time. It becomes something everyone throughout the organisation embraces, talks about and does every day.

DELIVERS RESULTS

The actions people take have a measurable impact of performance.

CREATING A CULTURE OF ACTION INVOLVES EVERYONE

ORC INTERNATIONAL

THE TOP TEAM SET THE TONE

MANAGERS AND CHAMPIONS ARE ENABLED AND EMPOWERED

INDIVIDUALS ARE INVOLVED

THE CORE TEAM AND INTERESTED SPECIALISTS ARE PROVIDED WITH TOOLS TO HELP THEM HAVE STRATEGIC IMPACT...

CORE TEAM
Create success, embedding engagement, gain buy in, demonstrate impact.

LEADERS
A clear steer on where to focus to get the biggest return. Help cutting through the details to see where their energies need to be best spent.

MANAGERS
Need to drive and create change in their teams and to have the tools and guidance to do this.

INTERESTED SPECIALISTS
Teams with a responsibility for a specific aspect of the employee experience, e.g. Diversity and Inclusion.

CHAMPIONS
Build expertise, empower others and network to support embedding a culture of action.

PEOPLE
An opportunity to gather ideas and involvement from front line employees across the organisation.