2019/20

EMPLOYEE ENGAGEMENT SURVEY

**Summary of
Recommendations
& Action Plan**

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Overview

This document presents the recommendations from the 2019/20 Employee Engagement Survey conducted by the Communications and Customer Relations Unit (CCRU) in an effort to understand the issues facing staff at the Accountant General's Department and to establish a baseline from which to construct and improve staff engagement initiatives.

Of the 163 employees employed in September 2019 when the 19/20 AGD Staff Engagement survey was conducted, 83 responded for a response rate of 51%.

Survey findings revealed that 53 % of respondents were engaged at some level while 47% of respondents were disengaged.

Table 1: Breakdown of AGD Staff Engagement Levels

Engagement Level	No. of Respondents	Percentage Engagement
Overall Engagement	44	53%
Fully Engaged	4	5%
Somewhat Engaged	40	48%
Disengaged	39	47%

One of the best strategies is to improve engagement in an organisation is to identify areas for improvement within the engagement drivers and implement programs targeted at improving those drivers.

Twelve drivers crossing several survey constructs were selected to assess the level of engagement among individual employees. The engagement drivers were divided into two (2) categories:

1. **Commitment and Dedication Drivers (Pride, Motivation, Intent to stay)**
   Commitment and dedication refers to an individual's level of personal motivation and conviction in their job. When employees are committed and dedicated to their work, they care not only about the quality of their own work but are also invested in the collective work of their group, unit, and organisation. This is a defining characteristic of employee engagement.

2. **Effective Environment Drivers (Efficient, Productive workplace)**

Employees who are exerting their best efforts in their job will thrive and continue to give their best in a work environment that supports their efforts. Without an effective work environment, employees risk becoming frustrated. Research shows that frustrated employees typically do one of three things: 1) Find innovative ways around environmental barriers and become engaged; 2) Get tired of challenging environmental barriers and leave the organization; or, 3) Lower their expectations and become disengaged.

Paying attention to environmental factors is something that usually lies within an organisation's span of control and can pay big dividends in engaging employees.

Commitment and Dedication Drivers

1. **Clear and Promising Direction : Departmental Mission and Purpose, and Management's Vision are Emphasized**

Measurement Question Results:

No.	Question	% Unfavourable	% Neutral	% Favourable
Q37	I know and understand AGD strategic goals.	12.0%	38.6%	49.4%

*Scale: % Strongly Disagree (1) + % Disagree (2) = **% Unfavourable**;
% Neutral (3) = **% Neutral**;
% Agree (4) + % Strongly Agree (5) = **% Favourable**.*

2. **Commitment to Excellence: Employees are enabled to do their Best**

Measurement Question Results:

No.	Question	% Unfavourable	% Neutral	% Favourable
Q26	My team (unit) is participatory and encourages and enables me to achieve my tasks.	9.6%	42.2%	48.2%

3. **Confidence in Leaders: Open two-way communication that builds trust is Encouraged**

Measurement Question Results:

No.	Question	% Unfavourable	% Neutral	% Favourable
Q19	The senior management team (directors, senior directors, executives) here is transparent.	46.9%	38.6%	14.4%

4. **Development Opportunities**

Measurement Question Results:

No.	Question	% Unfavourable	% Neutral	% Favourable
Q30	I am satisfied with my opportunities for professional growth here.	34.9%	36.1%	28.9%

5. **Respect and Recognition**

Measurement Question Results:

No.	Question	% Unfavourable	% Neutral	% Favourable
Q13	I feel my organisation sufficiently celebrates staff accomplishments and milestones.	42.2%	39.8%	18.1%

Effective Environment Drivers

6. **Overall Happiness and Job Satisfaction**

Measurement Question Results:

No.	Question	% Unfavourable	% Neutral	% Favourable
Q4	On a scale of 1 to 5, how happy are you at work?	26.5%	43.4%	30.1%

7. **Authority and Empowerment : Employees feel their Opinions Count**

Measurement Question Results:

No.	Question	% Unfavourable	% Neutral	% Favourable
Q22	On a scale of 1 to 5, how comfortable do you feel giving upwards feedback to your immediate supervisor?	18.0%	32.5%	49.4%

8. **Clear Expectations and Feedback: Employees Know What is Expected**
Measurement Question Results:

No.	Question	% Unfavourable	% Neutral	% Favourable
Q18	I regularly receive performance feedback from my supervisor.	34.9%	43.4%	21.7%

9. Collaboration: Teamwork is Promoted

Measurement Question Results:

No.	Question	% Unfavourable	% Neutral	% Favourable
Q27	There is a strong feeling of teamwork and participation in the AGD.	41.0%	39.8%	19.3%

10. Support and Resources: Tools and Equipment are Sufficient and Reliable

Measurement Question Results:

No.	Question	% Unfavourable	% Neutral	% Favourable
Q35	The systems and processes here support me and my colleagues getting our work done effectively.	55.4%	21.7%	22.9%

11. Work, Structure and Process: Equitable workloads / internal effectiveness is a priority

Measurement Question Results:

No.	Question	% Unfavourable	% Neutral	% Favourable
Q10	I feel that the amount of work allotted to me is reasonable.	21.7%	30.1%	48.2%

12. Focused on Employee Well-Being

Measurement Question Results:

No.	Question	% Unfavourable	% Neutral	% Favourable
Q11	I feel valued at work	31.3%	38.6%	30.1%

Table 2: Engagement Drivers Comparison (From Most to Least %Unfavourable)

No.	Question Category	Engagement Driver Category	Engagement Driver	Question	% Unfavourable	% Neutral	% Favourable
Q35	Personal Growth	Effective Environment	Support and Resources	The systems and processes here support me and my colleagues getting our work done effectively.	55.4%	21.7%	22.9%
Q19	Relationships with Managers	Commitment and Dedication	Confidence in Leaders	The senior management team (directors, senior directors, executives) here is transparent.	46.9%	38.6%	14.4%
Q13	Recognition	Commitment and Dedication	Respect and Recognition	I feel my organisation sufficiently celebrates staff accomplishments and milestones.	42.2%	39.8%	18.1%
Q27	Relationships with Colleagues	Effective Environment	Collaboration: Teamwork is Promoted	There is a strong feeling of teamwork and participation in the AGD.	41.0%	39.8%	19.3%
Q18	Relationships with Managers	Effective Environment	Clear Expectations and Feedback	I regularly receive performance feedback from my supervisor.	34.9%	43.4%	21.7%
Q30	Personal Growth	Commitment and Dedication	Development Opportunities	I am satisfied with my opportunities for professional growth here.	34.9%	36.1%	28.9%
Q11	Recognition	Effective Environment	Focused on Employee Well-Being	I feel valued at work	31.3%	38.6%	30.1%
Q4	Happiness	Effective Environment	Overall Happiness and Job Satisfaction	On a scale of 1 to 5, how happy are you at work?	26.5%	43.4%	30.1%
Q10	Wellness	Effective Environment	Work, Structure and Process	I feel that the amount of work allotted to me is reasonable.	21.7%	30.1%	48.2%
Q22	Relationships with Managers	Effective Environment	Authority and Empowerment	On a scale of 1 to 5, how comfortable do you feel giving upwards feedback to your immediate supervisor?	18.0%	32.5%	49.4%
Q37	Company Alignment	Commitment and Dedication	Clear and Promising Direction	I know and understand AGD strategic goals.	12.0%	38.6%	49.4%
Q26	Relationships with Colleagues	Commitment and Dedication	Commitment to Excellence	My team (unit) is participatory and encourages and enables me to achieve my tasks.	9.6%	42.2%	48.2%

Recommendations

1. **Clear and Promising Direction : Departmental Mission and Purpose, and Management's Vision are Emphasized**

   This engagement driver had one of the highest favourability scores at 49.4%. Achieving a high level of employee engagement does not only mean improving low-scoring factors. It also means focusing on maintaining the high-scoring areas. There is still much room for improvement in this area as the neutral score was a relatively high 38.6%. The following are suggested to improve scores in the right direction:

   - The Mission and Vision Statements as well as the Core Values are to be placed strategically throughout the Department to improve internal awareness. Annual Organizational/Corporate plans should be shared with each staff member.
     - In light of the recent relocation and consequent splintering of the department into numerous physical spaces, it is recommended that focus be placed on new internal communications methods (to be developed as part of an internal communication plan). This will help to provide employees with clarity of purpose and commitment to the organisational vision and

   - Culture Guide- A general agreement (by management) is to be established as to the culture that the Department wants to embrace; it must be clearly defined and expected outcomes outlined. An Organisational Culture Specialist is to be engaged to identify areas of concern in our culture and to and make recommendations for improvements and create an implementation action plan.

2. **Commitment to Excellence: Employees are enabled to do their Best**

   This engagement driver had the lowest unfavourable rating at 9.6%. Neutral and Favourability scores were almost evenly matched at 42.2% and 48.2% respectively. Note that the measurement question was localised to the unit level. Middle managers play a key role in employee engagement, creating a respectful and trusting relationship with their direct reports, communicating company values and setting expectations for the day-to-day business of any organization. Findings here bode well for successful change implementation. The following are recommended:

   - Developing line management (supervisory) capabilities for all supervisors/managers through training to provide supportive and empowering

supervision as well as to demonstrate inspirational leadership behaviours. Training to include emotional intelligence; transparency; equitable behaviour, building supervisor-supervisee trust, work cohesion and commonality of purpose. Special focus on Coaching to enable them to take an active role in building engagement plans with their reports.

- Executive team to hold managers accountable (could be an annual performance target), track their progress, and ensure that they prioritise regular engagement with their staff. Scheduled activities can include one- on- one check ins, monthly team meetings etc.

- Executive team must provide necessary support/ resources to managers for engagement activities. Could include an annual budget that each manager can reasonably utilize. This is particularly relevant because of the decentralisation of staff; engaged units/divisions build engaged organisations.

3. **Confidence in Leaders: Open two-way communication that builds trust is Encouraged**

This driver had the second highest unfavorability rating at 46.9% and the lowest favourability score of all the drivers at 14.4%. The measurement question focused on senior management – staff communication. Marked improvement must be made in this area to improve transparency and create a high trust environment.

- Internal Communication Policy to be developed by the CCRU to improve information flow and transparency. Plan should include general agreements regarding the filter and flow of all information throughout the Department. The aim is to improve transparency through open communication.

- Executive team leaders should prioritise visibility. Show up physically and sit-down face to face with staff and where possible send out personal emails about critical issues. This is preferable to emails 'sent on behalf of' executive team members (especially about sensitive matters or including significant change). This fosters perception of leaders as open-minded and authentic in their communications, which earns the trust of employees.

- Promote open door policy messages and innovation culture. Senior leaders must encourage employees to suggest ideas to take the strategy forward rather than dictating it as a 'done deal' and actively encourage them to challenge the status quo without fear of repercussions. Active listening increases confidence in leaders, capacity building activities in this area may be necessary.

- Senior Management is encouraged to avail themselves for periodic updates with their respective reports.

4. Development Opportunities

This engagement driver had very 'middle of the road' ratings. Primarily neutral at 36.1% with similar scores for unfavorability (34.9%) and favourability (28.9)%. The following are suggested:

- Opportunities for training and personal development provided that are focused on strengthening employees' capabilities to perform well. Training team to review whether a section of the budget can be afforded to skill/career development (area of training or development may not have to be directly linked to current duties). Appropriate selection mechanism would need to be generated and subject to availability of funds.

- Career/ Personal Development Assessments to be done into how cross-organizational job rotation can be facilitated.

- Reconfigure job roles where possible to increase motivating elements. For example, outstanding performers and middle managers/ supervisors need to be empowered by being given larger responsibilities, trained for their expanded roles and more involved in strategic decisions.

5. Respect and Recognition

This driver had the second of the lowest favourability rating at 18.1%.

- Rewards and Recognition Programme to be improved to include better incentives; selection mechanism may need to be revisited.
- Rewards and Recognition Programme expanded to include recognition for appointments and academic attainments.
- Implementation of PMAS will assist will build performance culture and provide a means for equitably rewarding high performance
- Annual performance Awards function should be established as an HR deliverable.

6. **Overall Happiness and Job Satisfaction**

This driver score had one of the highest neutral scores at 43.4%. The unfavorability score at (26.5%) is within an acceptable range. Favourability score was 30.1%

This therefore suggests that with effective changes to improve favourability scores among all the engagement drivers, overall satisfaction can be improved significantly in a short amount of time. Suggestions are as follows:

- Clarify and document appointment process, including HR's service timeline, which should then be shared with all staff. This will help combat feels of instability.
- Clear documentation to be made from communication with affected staff and their supervisors regarding status of appointment and other HR related matters.
- Better and regular communication of HR processes, benefits, services to all staff is needed.
- Employee listening platforms to be created where HR can survey workers, gather comments and suggestions, conduct exit interviews, etc. and use these finding to improve working relations and environment.

7. **Authority and Empowerment : Employees feel their Opinions Count**

The driver had one of the highest favourability scores at 49.4% Note that the measurement was focused on relationships with line managers. Improvements can be achieved by:

- Involving employees within higher-level decision-making and organisational processes.

- Inviting a wider audience to take part in committees and taskforces when applicable.

8. **Clear Expectations and Feedback: Employees Know What is Expected**

    The driver was tied for the highest neutral rating at 43.4%. The following are suggested:

    - Supervisors should be to be encouraged to provide performance feedback frequently, in accordance with system (PMAS) requirements. Performance Management issues should be somewhat alleviated by the PMAS.

    - Supervisor Training in performance coaching, monitoring and evaluation
    - HR to revamp orientation programme, onboarding is a key time to connect new employees with their work, team goals and sets the course for a good work experience. Possible mentorship programme can be explored as well as annual reorientation exercise.

9. **Collaboration: Teamwork is Promoted**

    This engagement driver had a primarily unfavourable rating at 41.0%, with a neutral rating of 39.8% and favourability at 19.3%.

    - Relationship management sessions are to be planned and incorporated in annual training plan to aid in the issues of lack of collegial trust, respect and teamwork.

    - Incorporating team-work and team building into the culture guide to be created will assist in improving this metric.

10. **Support and Resources: Tools and Equipment are Sufficient and Reliable**

    This engagement driver had the highest unfavourability scores at 55.4%. This is true not just of the 12 engagement drivers but also it was ranked as the most unfavourable score of the entire survey (tied with unsafe work environment). This most important drivers of employee engagement may also be one of the most overlooked: making sure employees have all the tools they need to succeed in their roles. The following are suggested:

    - Central share drive created for all users for access to essential resources such as forms etc.

- Better working relationship and communication between staff and IMU re: hardware and software downtime.
- Acquiring critical resources/tools for efficient staff function must be prioritised by management
- Efforts for modernising archaic ways of doing things must be an organisational priority. Culture of innovation must be celebrated.

11. Work, Structure and Process: Equitable workloads / internal effectiveness is a priority

This engagement driver one of the highest favourable ratings at 48.2%.

12. Focused on Employee Well-Being

This engagement driver has very similar ratings for all scores. Neutral score was the highest at 38.6%, scores for unfavorability (31.3%) and favourability (30.1)%. The following are suggested:

- Implementing organisational practices and communication activities that demonstrate to employees that the organisation genuinely cares about their wellbeing, morale and performance.

- Staff Engagement Activities to be prioritised

Next Steps

1. **Share Survey Findings with Managers and Employees**

    - Share results of survey with each manager with messaging of plans to utilize findings of survey to prepare action plans that will be implemented in the upcoming financial year 2020/21.

    - Mangers should be encouraged have employees participate in small work unit groups to review reports as they are distributed and give their feedback on what they would like to see implemented coming out of the findings with the view that it will be complied and shared with all senior managers and executive team by end of April 2020.

2. **Management to Prepare and Present Action Plan for Improvement to staff**

    - Feedback from managers re: team input to be complied with recommendations presented in this report and an action plan developed with appropriate timelines and realistic outcomes defined.

    - Action plan to be ready for circulation by end of May 2020 and full implementation by January 2021.

3. **Resurvey annually to track improvement**

    - 2020/21 Engagement Survey to be completed in Quarter 4

Action Plan 2020/21

Recommendations	Action to be Taken	Responsible Officer
Share summary report with Unit Heads for further discussions with team members; Units to return with feedback/recommendations for inclusion in action plan	Summary report to be shared with Unit Heads by May 8, 2020	SDCS
	Unit Heads to discuss with team members and revert with any recommendations or feedback for inclusion in the action plan	Unit Heads
Promulgate Mission; Vision Statements and AGD Core Values	To be placed strategically throughout the Department to improve internal awareness and promoted through other mediums	PR Officer
Promulgate Annual Organizational/Corporate plans	Approved version to be placed on intranet and issue via all users	SDCS
Engage a Culture Specialist to aid in determining and establish the required culture for the AGD	Engagement of Culture Specialist	OD Manager Procurement
	Develop and execute related culture implementation plan	Culture Specialist; OD Manager
Supervisors/Line Managers training in leadership, performance management and feedback, emotional intelligence etc.	Training Manager to engage vendor for Leading High-Performance teams	Training Manager
	Supervisors to be trained in performance coaching, monitoring & evaluation	Supplier; Training Manager
Supervisors/Line managers to hold periodic feedback on performance with employees	Build requirement into Unit/Individual work plans	Divisional Heads and Directors
Team building/Unit level engagement activities	Training Manager to build this into annual training and development plans	Training Manager Unit Heads
Development of Internal Communications Plan to provide information flow and transparency	CCRU to build this into the Overall Communication Plan for the AGD	CCRU
Provide an avenue/mechanism for employee feedback	Quarterly Suggestion Box that is attended to by the Executive Assistant to the AG	Executive Assistant - AG
Provide opportunities for Job rotation, career development and the reconfiguration of job roles for staff to expand their roles, become involved in strategic decisions	Continue implementation of Succession Plan	Training Manager
	Opportunities for Job rotation - plan to be devised for execution	HRM&D Head
	Revisit various committees/working groups with a view to invite staff to join	SDCS
Revamp rewards and recognition programme	Review selection mechanism and include appointments and academic achievements as part of the conditions	OD Manager CCRU
	Institute an Annual Performance Awards ceremony	OD Manager

Clear documentation and communication with staff on HR related matters: processes, benefits and other services	Disseminate appointment process	HRM&D
	Disseminate information on employee benefits and any other services	HRM&D
	HR to have 1 session per quarter with all line managers addressing their HR Role and procedures to follow (e.g. Focusing on Disciplinary actions procedures, dealing with punctuality and attendance issues, dress codes etc.)	HRM&D
Opportunities for feedback – exit interviews	Conduct Employee Exit interviews – form questions to be agreed for immediate use	HRM&D
Revamp Orientation Programme	Quarterly full orientation sessions (to include internal and external reps from OSC etc.)	HRM&D – Training Manager - full
Ensure requisite tools and equipment to aid in internal communication	Central shared drive to be created for all users to house general forms	IMU
	Documentation access and usage guide to be developed in relation to this shared drive	OD Manager/Registry
	Filling of Business Analysis role to aid in process mapping, automation and innovation	HRM&D
Development and approval Annual Staff Engagement Activities	Develop Staff Engagement Activities for AG Approval – execute accordingly	Staff Engagement Committee
Conduct Annual Staff Engagement Survey	Annual Staff Engagement Survey to be done via survey monkey	HRM&D & CCRU