



# Cayman Islands Government

Returns : 2,811

Response rate : 72%

Civil Service Engagement Survey 2018

✧ Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.

## Engagement Index

70%

Difference from previous survey +3

Difference from CIG High Performers -3 ✧

## My work

76%

Difference from previous survey +2 ✧

Difference from CIG High Performers -4 ✧

## Organisational objectives and purpose

87%

Difference from previous survey +3 ✧

Difference from CIG High Performers -5 ✧

## My manager

61%

Difference from previous survey +3 ✧

Difference from CIG High Performers -4 ✧

## My team

72%

Difference from previous survey +3 ✧

Difference from CIG High Performers -5 ✧

## Learning and development

59%

Difference from previous survey +6 ✧

Difference from CIG High Performers -5 ✧

## Inclusion and fair treatment

66%

Difference from previous survey +4 ✧

Difference from CIG High Performers -8 ✧

## Resources and workload

73%

Difference from previous survey +2 ✧

Difference from CIG High Performers -3 ✧

## Pay and benefits

37%

Difference from previous survey +8 ✧

Difference from CIG High Performers -5 ✧

## Leadership and managing change

50%

Difference from previous survey +3 ✧

Difference from CIG High Performers -8 ✧



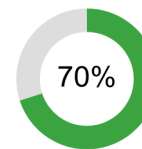
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

## Drivers of Engagement

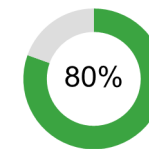
Rank		% Positive	Difference from previous survey	Difference from CIG High Performers
1	F05 I feel proud to be a Civil Servant	87%	New	-1 ✧
2	B59 My organisation is committed to creating an inclusive workplace	55%	+5 ✧	-11 ✧
3	B27 I feel valued for the work I do	64%	+6 ✧	-6 ✧
4	B03 My work gives me a sense of personal accomplishment	85%	+3 ✧	-4 ✧
5	B06 I have a clear understanding of my organisation's objectives	84%	+4 ✧	-5 ✧

## Wellbeing

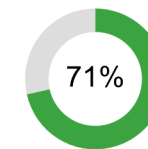
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



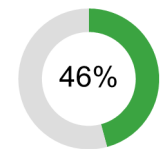
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



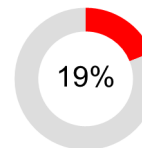
W03. Overall, how happy did you feel yesterday?



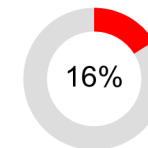
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

■ % responding Yes

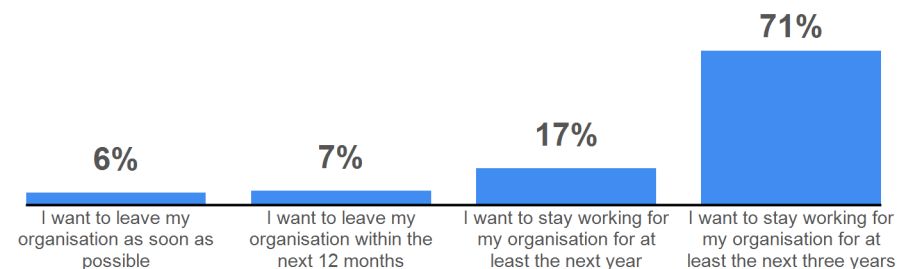


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future





## Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B01 I am interested in my work	95%	B53 Where I work, I think effective action has been taken on the results of the last survey	39%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	47%
B62 I am aware of the Civil Service vision to be a "World Class Civil Service"	94%	B43 When changes are made in my organisation they are usually for the better	37%	B35 I feel that my pay adequately reflects my performance	46%
B31 I have the skills I need to do my job effectively	92%	F03 I have skills and talents that are not currently being utilised but are needed in Government	34%	B45 I have the opportunity to contribute my views before decisions are made that affect me	31%
B63 I understand how my work contributes to helping us become a "World Class Civil Service"	91%	B57 My performance is evaluated based on whether I get things done, rather than solely follow processes	33%	B46 I think it is safe to challenge the way things are done in my organisation	29%
B07 I understand how my work contributes to my organisation's objectives	90%	B59 My organisation is committed to creating an inclusive workplace	32%	F02 I have regular meaningful conversations with my manager about my development	26%



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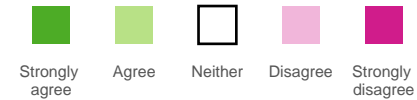
## All questions by theme

◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### My work

76%

+2 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CIG High Performers

B01 I am interested in my work

71

24

95%

0

-3 ◆

B02 I am sufficiently challenged by my work

40

40

12

6

80%

0

-5 ◆

B03 My work gives me a sense of personal accomplishment

46

39

10

85%

+3 ◆

-4 ◆

B04 I feel involved in the decisions that affect my work

19

36

21

16

7

55%

+4 ◆

-8 ◆

B05 I have a choice in deciding how I do my work

21

43

21

11

64%

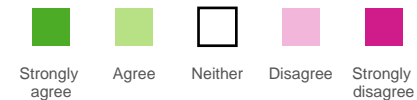
+2 ◆

-12 ◆

### Organisational objectives and purpose

87%

+3 ◆ Difference from previous survey



B06 I have a clear understanding of my organisation's objectives

37

47

10

5

84%

+4 ◆

-5 ◆

B07 I understand how my work contributes to my organisation's objectives

46

43

7

90%

+2 ◆

-4 ◆



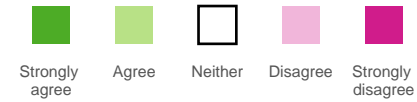
## All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

## My manager

61%

+3 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CIG High Performers

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CIG High Performers
B08 My manager motivates me to be more effective in my job	27	38	19	10	6	65%	+4 ◆	-3 ◆
B09 My manager is considerate of my life outside work	28	36	20	10	6	63%	+4 ◆	-14 ◆
B10 My manager is open to my ideas	27	39	20	9	5	66%	+1	-7 ◆
B11 My manager helps me to understand how I contribute to my organisation's objectives	24	41	22	9	6	65%	+4 ◆	-4 ◆
B12 Overall, I have confidence in the decisions made by my manager	26	38	22	9	6	64%	+3 ◆	-5 ◆
B13 My manager recognises when I have done my job well	29	39	18	9	5	68%	+2 ◆	-6 ◆
B14 I receive regular feedback on my performance	18	39	22	14	7	56%	+2 ◆	-2 ◆
B15 The feedback I receive helps me to improve my performance	23	39	24	9	5	61%	+4 ◆	-4 ◆
B16 I think that my performance is evaluated fairly	19	40	25	10	6	59%	+3 ◆	-2 ◆
B17 Poor performance is dealt with effectively in my team	12	30	32	14	12	42%	+3 ◆	-3 ◆



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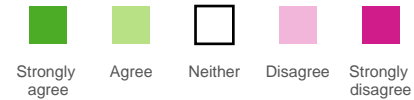
## All questions by theme

◆ indicates statistically significant difference from comparison  
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### My team

72%

+3 ◆ Difference from previous survey



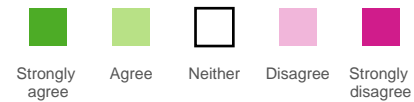
% Positive  
Difference from previous survey  
Difference from CIG High Performers

B18	The people in my team can be relied upon to help when things get difficult in my job	29	46	14	8	75%	+5 ◆	-5 ◆
B19	The people in my team work together to find ways to improve the service we provide	28	45	16	7	73%	+3 ◆	-4 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	26	43	19	8	69%	+2 ◆	-7 ◆

### Learning and development

59%

+6 ◆ Difference from previous survey



B21	I am able to access the right learning and development opportunities when I need to	16	41	24	13	6	57%	+7 ◆	-10 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	21	42	25	8		63%	+4 ◆	-4 ◆
B23	There are opportunities for me to develop my career in my organisation	15	36	25	13	10	52%	+7 ◆	-5 ◆
B24	Learning and development activities I have completed while working for my organisation are helping me to develop my career	19	44	23	8	5	64%	+5 ◆	-5 ◆



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### Inclusion and fair treatment

66%

+4 ◆ Difference from previous survey

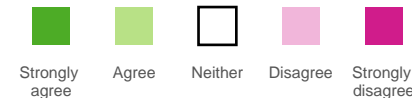


B25	I am treated fairly at work	22	42	21	9	6	64%	+3 ◆	-7 ◆
B26	I am treated with respect by the people I work with	27	50	15	5		77%	+3 ◆	-4 ◆
B27	I feel valued for the work I do	23	41	20	10	6	64%	+6 ◆	-6 ◆
B28	I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	22	39	24	9	6	61%	+2 ◆	-12 ◆

### Resources and workload

73%

+2 ◆ Difference from previous survey



B29	I get the information I need to do my job well	17	52	19	9		69%	+3 ◆	-6 ◆
B30	I have clear work objectives	24	57	13	5		80%	+2 ◆	-4 ◆
B31	I have the skills I need to do my job effectively	41	51		6		92%	0	-3 ◆
B32	I have the tools I need to do my job effectively	20	45	18	13		65%	+3 ◆	-11 ◆
B33	I have an acceptable workload	16	47	16	13	7	64%	+4 ◆	-6 ◆
B34	I achieve a good balance between my work life and my private life	21	45	18	11	5	66%	+2 ◆	-5 ◆



## All questions by theme

◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### Pay and benefits

37%

+8 ◆ Difference from previous survey



B35	I feel that my pay adequately reflects my performance	6	26	23	27	18	32%	+9 ◆	-4 ◆
B36	I am satisfied with the total benefits package	11	38	25	17	8	49%	+8 ◆	-7 ◆
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	24	24	27	20	30%	+8 ◆	-5 ◆

### Leadership and managing change

50%

+3 ◆ Difference from previous survey



B38	"Senior managers" in my organisation are sufficiently visible	19	45	20	11	5	64%	+2 ◆	-10 ◆
B39	I believe the actions of "senior managers" are consistent with my organisation's values	16	39	28	11	6	56%	+1	-10 ◆
B40	I believe that the "senior managers" have a clear vision for the future of my organisation	18	37	29	10	6	55%	+5 ◆	-4 ◆
B41	Overall, I have confidence in the decisions made by my organisation's "senior managers"	17	36	29	12	7	53%	+3 ◆	-7 ◆
B42	I feel that change is managed well in my organisation	9	34	32	18	7	43%	+2 ◆	-7 ◆
B43	When changes are made in my organisation they are usually for the better	12	34	37	12	6	46%	+4 ◆	-9 ◆
B44	My organisation keeps me informed about matters that affect me	14	41	26	13	6	55%	+3 ◆	-4 ◆
B45	I have the opportunity to contribute my views before decisions are made that affect me	10	29	30	20	11	39%	+4 ◆	-10 ◆
B46	I think it is safe to challenge the way things are done in my organisation	11	32	28	16	13	43%	+4 ◆	-7 ◆





## All questions by theme

♦ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CIG High Performers
B47 I am proud when I tell others I am part of my organisation	34	40	20			75%	+4 ♦	-6 ♦
B48 I would recommend my organisation as a great place to work	25	36	27	8		61%	+5 ♦	-5 ♦
B49 I feel a strong personal attachment to my organisation	32	37	21	6		70%	+5 ♦	-4 ♦
B50 My organisation inspires me to do the best in my job	28	35	25	8		63%	+5 ♦	-4 ♦
B51 My organisation motivates me to help it achieve its objectives	24	35	29	9		59%	+6 ♦	-5 ♦

### Taking action

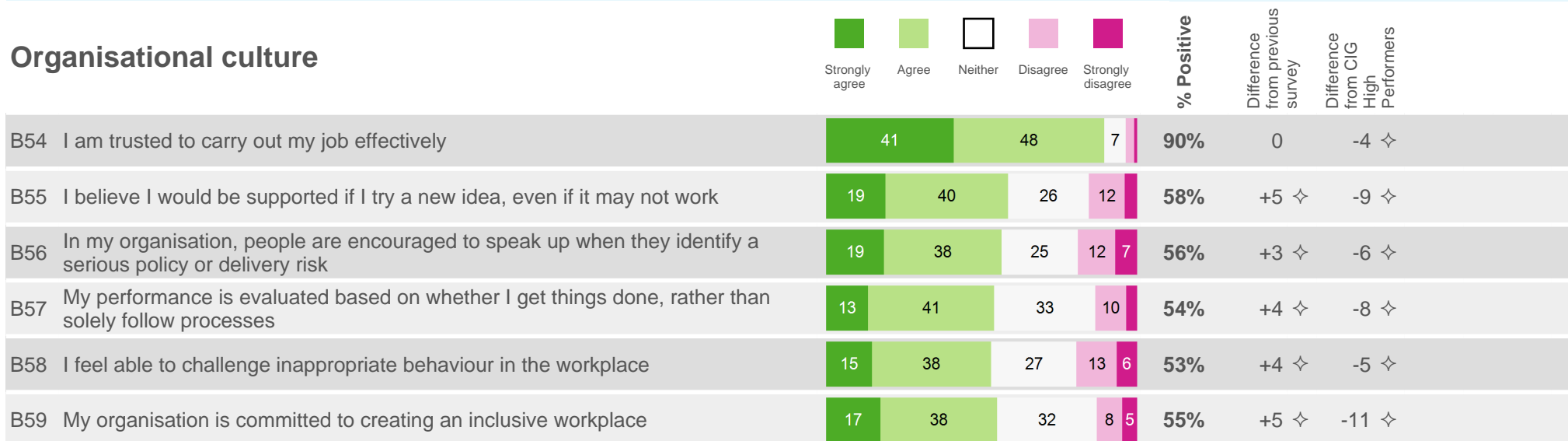
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CIG High Performers
B52 I believe that "senior managers" in my organisation will take action on the results from this survey	18	32	30	11	9	49%	+6 ♦	-9 ♦
B53 Where I work, I think effective action has been taken on the results of the last survey	12	27	39	13	10	38%	New	-5 ♦



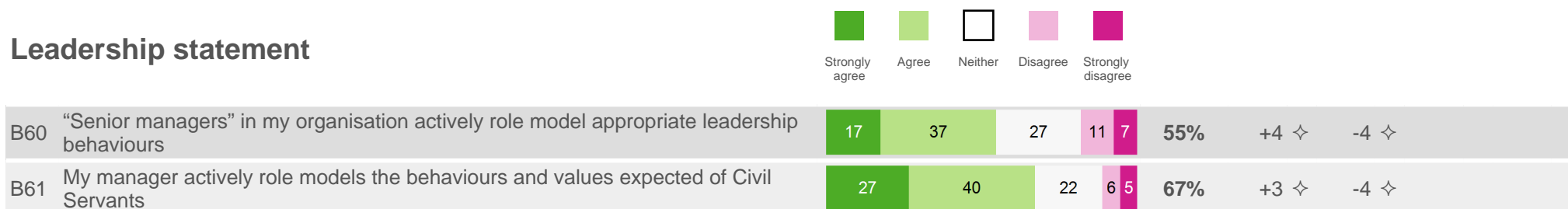
## All questions by theme

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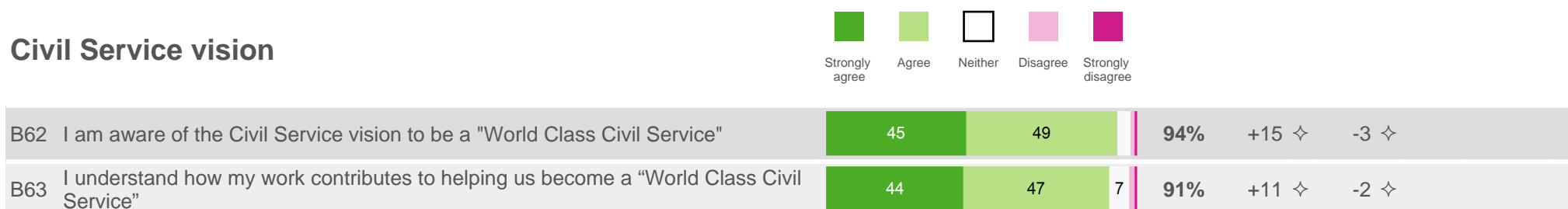
## Organisational culture



## Leadership statement



## Civil Service vision









## All questions by theme

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### Wellbeing

Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, 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.

					% Positive	Difference from previous survey	Difference from CIG High Performers
W01 Overall, how satisfied are you with your life nowadays?	9	21	43	27	70%	+8 ✦	-2 ✦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	6	14	39	41	80%	+5 ✦	-4 ✦
W03 Overall, how happy did you feel yesterday?	11	17	35	36	71%	+3 ✦	-2 ✦

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

					% Positive	Difference from previous survey	Difference from CIG High Performers
W04 Overall, how anxious did you feel yesterday?	28	17	20	34	46%	0	-6 ✦



## All questions by theme

◇ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for your organisation?

			Difference from previous survey	Difference from CIG High Performers
I want to leave my organisation as soon as possible		6%	-3 ◇	-3 ◇
I want to leave my organisation within the next 12 months		7%	-1	-5 ◇
I want to stay working for my organisation for at least the next year		17%	0	-7 ◇
I want to stay working for my organisation for at least the next three years		71%	+3 ◇	-1 ◇

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CIG High Performers
D01. Are you aware of our Public Servants Code of Conduct?		8	92%	-1	-4 ◇
D02. Are you aware of how to raise a concern about a colleague breaching the public servants Code of Conduct?		29	71%	+5 ◇	-5 ◇
D03. Are you confident that if you raised a concern in your organisation it would be investigated properly?		41	59%	+4 ◇	-7 ◇
D04. Are you aware of our public sector values?		24	76%	+3 ◇	-8 ◇

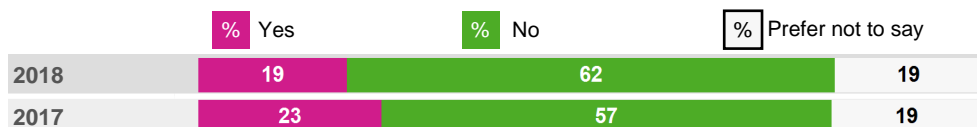


## All questions by theme

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### Discrimination, harassment and bullying

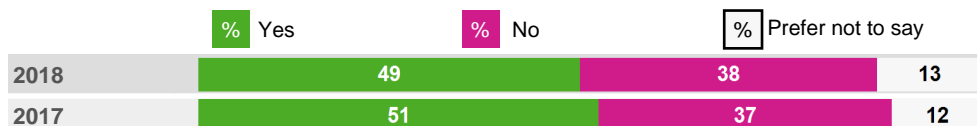
E01. During the past 12 months have you personally experienced discrimination at work?



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



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

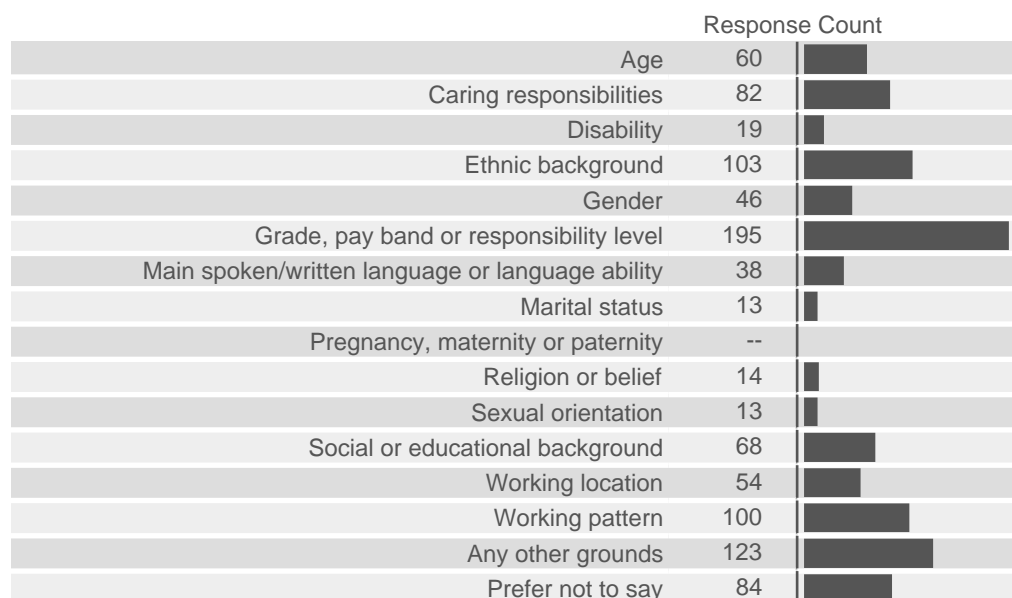


For respondents who selected 'Yes' to question E03.  
E06. In your opinion, has this issue been resolved?



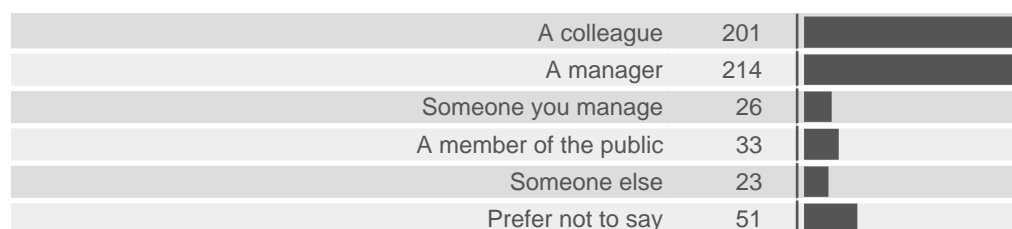
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)



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)



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



## All questions by theme

✦ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

### Cayman Islands Government questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CIG High Performers
F01	I have regular meaningful conversations with my manager about my performance	14	37	25	17	6	51%	+5 ✦	-5 ✦
F02	I have regular meaningful conversations with my manager about my development	12	34	28	19	7	46%	+7 ✦	-8 ✦
F03	I have skills and talents that are not currently being utilised but are needed in Government	19	34	34	11		53%	0	-5 ✦
F04	If I thought it was important enough; I have the capacity to do more	20	44	25	8		65%	+1	-5 ✦
F05	I feel proud to be a Civil Servant	49	38	11			87%	New	-1 ✦



## Appendix

### 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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2017 Civil Service Engagement Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CIG High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2018 Civil Service Engagement Survey.

### 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': page 2 of this report shows the questions that had the strongest association with engagement in this unit.

### Confidentiality

The Cayman Islands Government commissioned ORC International to carry out this 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 the overall CIG results.

ORC's Privacy Policy ([www.orcinternational.co.uk/privacy](http://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.