

Returns: 72

Response rate: 53%

Your engagement index

67%

Difference from previous survey

+2

Difference from CS2011

+12 ✧

Difference from CS High Performers

+5 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2011
B50. I am proud when I tell others I am part of GAD	66%	-6	+14 ✧
B51. I would recommend GAD as a great place to work	68%	-11	+25 ✧

Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to GAD	59%	+16 ✧	+14 ✧
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Strive: motivated to do the best for the organisation...

B53. GAD inspires me to do the best in my job	49%	-2	+11 ✧
B54. GAD motivates me to help it achieve its objectives	52%	+6	+17 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these themes, ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Leadership and managing change		61%	+1	+23 ✧	+14 ✧
My work		81%	+2	+10 ✧	+5
My line manager		67%	-1	+3	0
Pay and benefits		42%	-6	+11 ✧	+3
Learning and development		60%	-1	+17 ✧	+9 ✧
Resources and workload		79%	0	+6	+3
Organisational objectives and purpose		88%	-3	+7 ✧	+2
My team		79%	+3	+2	-2
Inclusion and fair treatment		81%	-1	+8 ✧	+3


✧ = Statistically significant difference from comparison


Top three key driver themes in more detail


The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change	Strength of association with engagement: 		
B44. Overall, I have confidence in the decisions made by GAD's senior managers	68%	+2	+32 ◇
B46. When changes are made in GAD they are usually for the better	54%	-5	+31 ◇
B41. Senior managers in GAD are sufficiently visible	75%	+7	+29 ◇
B42. I believe the actions of senior managers are consistent with GAD's values	68%	+1	+29 ◇
B40. I feel that GAD as a whole is managed well	69%	+10	+29 ◇
B43. I believe that the management board has a clear vision for the future of GAD	68%	-6	+29 ◇
B45. I feel that change is managed well in GAD	45%	-2	+18 ◇
B49. I think it is safe to challenge the way things are done in GAD	54%	+4	+16 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	44%	+8	+9 ◇
B47. GAD keeps me informed about matters that affect me	63%	-6	+8 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My work	Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	67%	0	+17 ◇
B05. I have a choice in deciding how I do my work	86%	+4	+15 ◇
B02. I am sufficiently challenged by my work	83%	+1	+9 ◇
B03. My work gives me a sense of personal accomplishment	79%	-1	+7
B01. I am interested in my work	92%	+5	+3

	% Positive	Diff. from previous survey	Difference from CS2011
My line manager	Strength of association with engagement: 		
B13. Overall, I have confidence in the decisions made by my manager	83%	+7	+12 ◇
B18. Poor performance is dealt with effectively in my team	44%	-2	+7
B11. My manager is open to my ideas	85%	+1	+6
B16. The feedback I receive helps me to improve my performance	63%	+7	+6
B17. I think that my performance is evaluated fairly	68%	-5	+5
B14. My manager recognises when I have done my job well	76%	-1	0
B12. My manager helps me to understand how I contribute to GAD's objectives	58%	-4	0
B10. My manager is considerate of my life outside work	78%	-9	-1
B15. I receive regular feedback on my performance	57%	+2	-3
B09. My manager motivates me to be more effective in my job	60%	-2	-3

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison



My work									
:Strength of association with engagement									
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B01. I am interested in my work	42	50	7			92%	+5	+3	0
B02. I am sufficiently challenged by my work	36	47	10	6		83%	+1	+9 ✧	+4
B03. My work gives me a sense of personal accomplishment	24	56	13	8		79%	-1	+7	+2
B04. I feel involved in the decisions that affect my work	19	47	25	7		67%	0	+17 ✧	+7
B05. I have a choice in deciding how I do my work	38	49	13			86%	+4	+15 ✧	+9 ✧
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of GAD's purpose	32	58	10			90%	0	+6 ✧	+1
B07. I have a clear understanding of GAD's objectives	26	64	10			90%	-1	+12 ✧	+6 ✧
B08. I understand how my work contributes to GAD's objectives	31	54	14			85%	-7	+4	-1

All questions by theme

This section shows the results for each question in the survey, by theme.

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	17	43	21	18		60%	-2	-3	-7
B10. My manager is considerate of my life outside work	31	47	13	8		78%	-9	-1	-5
B11. My manager is open to my ideas	25	60	8	4		85%	+1	+6	+3
B12. My manager helps me to understand how I contribute to GAD's objectives	17	42	29	13		58%	-4	0	-6
B13. Overall, I have confidence in the decisions made by my manager	29	54	11	6		83%	+7	+12 ◇	+9 ◇
B14. My manager recognises when I have done my job well	20	56	17	4		76%	-1	0	-3
B15. I receive regular feedback on my performance	16	41	30	11		57%	+2	-3	-8 ◇
B16. The feedback I receive helps me to improve my performance	14	49	25	10		63%	+7	+6	+2
B17. I think that my performance is evaluated fairly	14	54	23	8		68%	-5	+5	+1
B18. Poor performance is dealt with effectively in my team	7	37	36	19		44%	-2	+7	+4

My team

:Strength of association with engagement

B19. The people in my team can be relied upon to help when things get difficult in my job	33	49	13	6		82%	-2	0	-3
B20. The people in my team work together to find ways to improve the service we provide	22	61	15			83%	+6	+5	+1
B21. The people in my team are encouraged to come up with new and better ways of doing things	19	51	19	10		71%	+6	+2	-4

All questions by theme

This section shows the results for each question in the survey, by theme.

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Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	13	57	21	9		70%	+2	+16 ◇	+7
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	46	33	13		54%	-5	+10 ◇	+2
B24. There are opportunities for me to develop my career in GAD	13	48	20	17		61%	+1	+29 ◇	+22 ◇
B25. Learning and development activities I have completed while working for GAD are helping me to develop my career	11	42	34	11		54%	-2	+14 ◇	+8 ◇

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	29	54	8	7		83%	+1	+5	+2
B27. I am treated with respect by the people I work with	35	49	8	7		85%	-4	+1	-2
B28. I feel valued for the work I do	21	46	24	8		68%	0	+8 ◇	+1
B29. I think that GAD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	31	56	10			87%	0	+17 ◇	+11 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

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Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	26	54	13	7	7	81%	-1	-2	-6 ✧
B31. I get the information I need to do my job well	15	63	19	1	2	78%	+1	+10 ✧	+7
B32. I have clear work objectives	14	61	18	7	0	75%	-1	+1	-3
B33. I have the skills I need to do my job effectively	31	57	11	1	1	88%	-5	-1	-3
B34. I have the tools I need to do my job effectively	22	61	13	4	0	83%	-1	+13 ✧	+8 ✧
B35. I have an acceptable workload	13	57	24	7	0	69%	0	+9 ✧	+4
B36. I achieve a good balance between my work life and my private life	26	53	18	1	2	79%	+5	+12 ✧	+6

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	7	35	18	31	8	42%	-6	+10 ✧	+3
B38. I am satisfied with the total benefits package	10	35	30	21	4	45%	-12	+11 ✧	+4
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	32	27	23	11	39%	0	+12 ✧	+4

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison



Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that GAD as a whole is managed well	14	56	25	6	6	69%	+10	+29 ✧	+15 ✧
B41. Senior managers in GAD are sufficiently visible	17	58	14	10	10	75%	+7	+29 ✧	+16 ✧
B42. I believe the actions of senior managers are consistent with GAD's values	13	56	25	7	7	68%	+1	+29 ✧	+18 ✧
B43. I believe that the management board has a clear vision for the future of GAD	17	51	31			68%	-6	+29 ✧	+17 ✧
B44. Overall, I have confidence in the decisions made by GAD's senior managers	13	56	24	8	8	68%	+2	+32 ✧	+20 ✧
B45. I feel that change is managed well in GAD	8	37	37	18	18	45%	-2	+18 ✧	+8 ✧
B46. When changes are made in GAD they are usually for the better	13	41	37	8	8	54%	-5	+31 ✧	+22 ✧
B47. GAD keeps me informed about matters that affect me	10	54	27	10	10	63%	-6	+8 ✧	+1
B48. I have the opportunity to contribute my views before decisions are made that affect me	13	31	36	13	7	44%	+8	+9 ✧	+1
B49. I think it is safe to challenge the way things are done in GAD	17	37	33	10	10	54%	+4	+16 ✧	+8 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of GAD	25	41	28	6	6	66%	-6	+14 ◇	+1
B51. I would recommend GAD as a great place to work	28	39	27	6	6	68%	-11	+25 ◇	+13 ◇
B52. I feel a strong personal attachment to GAD	21	38	27	13	13	59%	+16 ◇	+14 ◇	+6
B53. GAD inspires me to do the best in my job	17	32	37	14	14	49%	-2	+11 ◇	0
B54. GAD motivates me to help it achieve its objectives	15	37	34	14	14	52%	+6	+17 ◇	+7
Taking action									
B55. I believe that senior managers in GAD will take action on the results from this survey	8	37	37	14	4	45%	-13	+6	-5
B56. I believe that managers where I work will take action on the results from this survey	4	37	38	15	6	41%	-3	-8	-15 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	23	60	13	4	4	23%	-	-6	-14 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave GAD as soon as possible		0%	-3	-7	-10
I want to leave GAD within the next 12 months		10%	0	-1	-5
I want to stay working for GAD for at least the next year		31%	-2	+4	-4
I want to stay working for GAD for at least the next three years		59%	+6	+6	-1

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	+1	+7 [^]	+1
D02. Are you aware of how to raise a concern under the Civil Service Code?		52	48%	0	-11 [^]	-18 [^]
D03. Are you confident that if you raised a concern under the Civil Service Code in GAD it would be investigated properly?		19	81%	+6	+17 [^]	+10 [^]

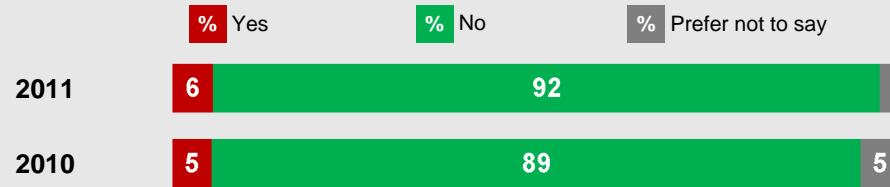
[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

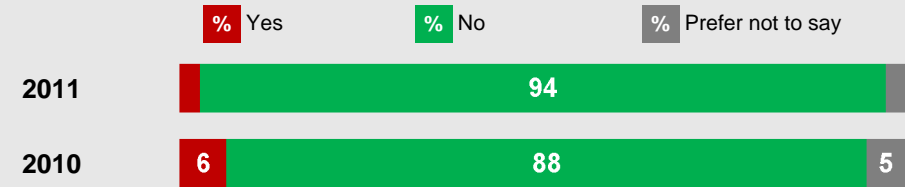
All questions by theme

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 E01.

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

Ground	Response count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	--
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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

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)

Who	Response count
A colleague	--
Your manager	--
Another manager in my part of GAD	--
Someone you manage	--
Someone who works for another part of GAD	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

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 Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2010 Civil Service People 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✧

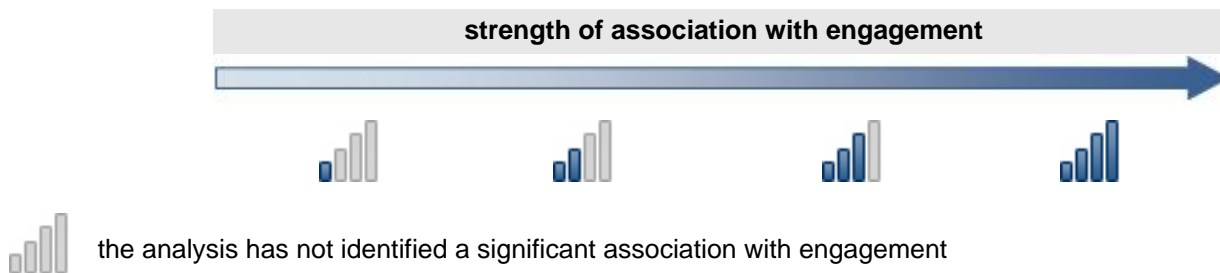
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). 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. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2011 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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 less 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.