

Your engagement index

65%

Difference from
CS2010

+9 ✧

Difference from CS High
Performers

+3 ✧

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 CS2010
B50. I am proud when I tell others I am part of GAD	72%	+17 ✧
B51. I would recommend GAD as a great place to work	78%	+37 ✧

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

B52. I feel a strong personal attachment to GAD	43%	-3
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Strive: motivated to do the best for the organisation...










B53. GAD inspires me to do the best in my job	51%	+12 ✧
B54. GAD motivates me to help it achieve its objectives	46%	+10 ✧

✧ = 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 ¹	Theme score % positive	Difference from CS2010	Difference from CS High Performers
Leadership and managing change		60%	+23 ✧	+13 ✧
My work		80%	+9 ✧	+4 ✧
My line manager		68%	+3 ✧	0
Learning and development		60%	+17 ✧	+11 ✧
Inclusion and fair treatment		81%	+8 ✧	+5 ✧
Organisational objectives and purpose		91%	+10 ✧	+4 ✧
Pay and benefits		48%	+11 ✧	+5 ✧
Resources and workload		79%	+6 ✧	+2 ✧
My team		75%	-2	-5 ✧




✧ = Statistically significant difference from comparison

¹The table above shows the strength of association between engagement and the themes for HM Treasury (Corporate Report)

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 the Civil Service 2010 benchmark (CS2010).




✦ indicates statistically significant difference from comparison

	% Positive	Diff. from CS2010
Leadership and managing change Strength of association with engagement: 		
B43. I believe that the management board has a clear vision for the future of GAD	74%	+39 ✦
B46. When changes are made in GAD they are usually for the better	59%	+36 ✦
B44. Overall, I have confidence in the decisions made by GAD's senior managers	66%	+31 ✦
B42. I believe the actions of senior managers are consistent with GAD's values	67%	+28 ✦
B41. Senior managers in GAD are sufficiently visible	68%	+23 ✦
B45. I feel that change is managed well in GAD	47%	+19 ✦
B40. I feel that GAD as a whole is managed well	60%	+19 ✦
B47. GAD keeps me informed about matters that affect me	70%	+15 ✦
B49. I think it is safe to challenge the way things are done in GAD	50%	+11 ✦
B48. I have the opportunity to contribute my views before decisions are made that affect me	36%	+4
My work Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	66%	+17 ✦
B05. I have a choice in deciding how I do my work	83%	+12 ✦
B02. I am sufficiently challenged by my work	83%	+9 ✦
B03. My work gives me a sense of personal accomplishment	80%	+9 ✦
B01. I am interested in my work	87%	-1
My line manager Strength of association with engagement: 		
B17. I think that my performance is evaluated fairly	73%	+11 ✦
B18. Poor performance is dealt with effectively in my team	47%	+9 ✦
B10. My manager is considerate of my life outside work	87%	+9 ✦
B13. Overall, I have confidence in the decisions made by my manager	76%	+8 ✦
B11. My manager is open to my ideas	84%	+6 ✦
B12. My manager helps me to understand how I contribute to GAD's objectives	62%	+4
B14. My manager recognises when I have done my job well	77%	0
B09. My manager motivates me to be more effective in my job	62%	0
B16. The feedback I receive helps me to improve my performance	56%	-1
B15. I receive regular feedback on my performance	55%	-5

All questions by theme

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








✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2010	Difference from CS High Performers
My work								
 :Strength of association with engagement								
B01. I am interested in my work	41	46	9	4		87%	-1	-4 ✧
B02. I am sufficiently challenged by my work	38	45	11			83%	+9 ✧	+5
B03. My work gives me a sense of personal accomplishment	26	54	14	5		80%	+9 ✧	+4
B04. I feel involved in the decisions that affect my work	14	52	18	13		66%	+17 ✧	+10 ✧
B05. I have a choice in deciding how I do my work	30	52	10	8		83%	+12 ✧	+6 ✧
Organisational objectives and purpose								
 :Strength of association with engagement								
B06. I have a clear understanding of GAD's purpose	35	55	5	4		90%	+6 ✧	0
B07. I have a clear understanding of GAD's objectives	37	54	5			91%	+14 ✧	+6 ✧
B08. I understand how my work contributes to GAD's objectives	31	60	5			91%	+11 ✧	+5 ✧

All questions by theme

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








✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2010	Difference from CS High Performers
My line manager								
 :Strength of association with engagement								
B09. My manager motivates me to be more effective in my job	18	43	22	15		62%	0	-5
B10. My manager is considerate of my life outside work	39	48	8	4		87%	+9 ✧	+5 ✧
B11. My manager is open to my ideas	27	56	11	4		84%	+6 ✧	+2
B12. My manager helps me to understand how I contribute to GAD's objectives	12	50	26	12		62%	+4	-2
B13. Overall, I have confidence in the decisions made by my manager	26	51	16	8		76%	+8 ✧	+2
B14. My manager recognises when I have done my job well	16	60	16	5		77%	0	-3
B15. I receive regular feedback on my performance	11	44	23	18	4	55%	-5	-11 ✧
B16. The feedback I receive helps me to improve my performance	13	43	25	18		56%	-1	-5
B17. I think that my performance is evaluated fairly	16	56	13	11		73%	+11 ✧	+6 ✧
B18. Poor performance is dealt with effectively in my team	9	38	32	16	6	47%	+9 ✧	+5
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	27	57	14			84%	+1	-2
B20. The people in my team work together to find ways to improve the service we provide	26	51	21			77%	-1	-5 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	16	49	26	8		65%	-5	-9 ✧

All questions by theme

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








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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2010	Difference from CS High Performers
Learning and development								
 :Strength of association with engagement								
B22. I am able to access the right learning and development opportunities when I need to	13	54	26	7	7	68%	+12 ✦	+5
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	44	37	4	4	59%	+11 ✦	+6
B24. There are opportunities for me to develop my career in GAD	15	45	17	17	5	60%	+31 ✦	+24 ✦
B25. Learning and development activities I have completed while working for GAD are helping me to develop my career	12	43	37	7	7	56%	+14 ✦	+9 ✦
Inclusion and fair treatment								
 :Strength of association with engagement								
B26. I am treated fairly at work	33	50	9	9	9	83%	+4	+1
B27. I am treated with respect by the people I work with	37	51	8	4	4	88%	+5 ✦	+1
B28. I feel valued for the work I do	23	45	21	11	11	67%	+7 ✦	+2
B29. I think that GAD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	37	50	9	4	4	87%	+16 ✦	+12 ✦

All questions by theme

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







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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2010	Difference from CS High Performers
Resources and workload								
 :Strength of association with engagement								
B30. In my job, I am clear what is expected of me	23	59	12	6		82%	0	-4 ✦
B31. I get the information I need to do my job well	13	64	14	9		77%	+10 ✦	+7 ✦
B32. I have clear work objectives	15	61	17	7		76%	+2	-3
B33. I have the skills I need to do my job effectively	23	70	8			92%	+4 ✦	+2
B34. I have the tools I need to do my job effectively	15	69	13			84%	+12 ✦	+8 ✦
B35. I have an acceptable workload	16	53	14	15		70%	+8 ✦	+3
B36. I achieve a good balance between my work life and my private life	23	52	14	11		74%	+5	+1
Pay and benefits								
 :Strength of association with engagement								
B37. I feel that my pay adequately reflects my performance	8	40	23	26		48%	+10 ✦	+3
B38. I am satisfied with the total benefits package	13	44	25	14	4	57%	+18 ✦	+10 ✦
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	8	32	30	22	9	40%	+9 ✦	+1

All questions by theme

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






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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2010	Difference from CS High Performers
Leadership and managing change								
 :Strength of association with engagement								
B40. I feel that GAD as a whole is managed well	13	47	32	7		60%	+19 ✧	+6 ✧
B41. Senior managers in GAD are sufficiently visible	16	52	16	15		68%	+23 ✧	+8 ✧
B42. I believe the actions of senior managers are consistent with GAD's values	12	55	24	7		67%	+28 ✧	+16 ✧
B43. I believe that the management board has a clear vision for the future of GAD	17	57	20	5		74%	+39 ✧	+27 ✧
B44. Overall, I have confidence in the decisions made by GAD's senior managers	15	51	23	9		66%	+31 ✧	+19 ✧
B45. I feel that change is managed well in GAD	5	41	35	16		47%	+19 ✧	+8 ✧
B46. When changes are made in GAD they are usually for the better	7	52	33	8		59%	+36 ✧	+27 ✧
B47. GAD keeps me informed about matters that affect me	12	58	18	10		70%	+15 ✧	+7 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	32	46	12	5	36%	+4	-3
B49. I think it is safe to challenge the way things are done in GAD	11	39	37	9	4	50%	+11 ✧	+3

All questions by theme

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

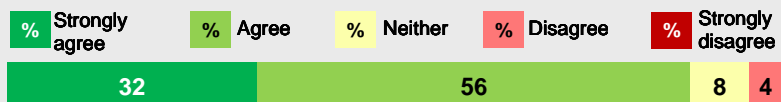
✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2010	Difference from CS High Performers
Engagement								
B50. I am proud when I tell others I am part of GAD	20	52	21	7		72%	+17 ✧	+7 ✧
B51. I would recommend GAD as a great place to work	27	51	16			78%	+37 ✧	+26 ✧
B52. I feel a strong personal attachment to GAD	15	27	44	12		43%	-3	-11 ✧
B53. GAD inspires me to do the best in my job	13	38	38	9		51%	+12 ✧	+2
B54. GAD motivates me to help it achieve its objectives	10	36	38	11	4	46%	+10 ✧	+1
Taking action								
B55. I believe that senior managers in GAD will take action on the results from this survey	12	46	28	10	4	58%	+20 ✧	+10 ✧
B56. I believe that managers where I work will take action on the results from this survey	10	34	42	10	4	44%	-2	-9 ✧

All questions by theme

Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

88% | **2010 % Positive**

+6 ✧ | Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

89% | **2010 % Yes**

+11 ✧ | Difference from CS2010

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for GAD?

Statement	Percentage	Difference from CS2010
I want to leave GAD as soon as possible	3%	-4
I want to leave GAD within the next 12 months	10%	-1
I want to stay working for GAD for at least the next year	33%	+7 ✧
I want to stay working for GAD for at least the next three years	53%	-1

The Civil Service Code

Differences are based on '% Yes' score

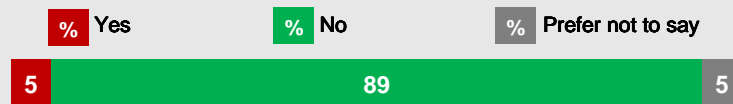
Statement	% Yes	% No	% Positive	Difference from CS2010
E01. Are you aware of the Civil Service Code?	92	8	92%	+12 ✧
E02. Are you aware of how to raise a concern under the Civil Service Code?	48	52	48%	-4
E03. Are you confident that if you raised a concern under the Civil Service Code in GAD it would be investigated properly?	75	25	75%	+13 ✧

✧ indicates statistically significant difference from comparison

All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

10% ✧ | CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



% Yes

10% ✧ | CS2010

For respondents who selected 'Yes' to question F01.

F02. 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, payband 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 F03.

F04. 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 your 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 '--'

✧ indicates statistically significant difference from comparison

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).
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 2010 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 CS2010 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.

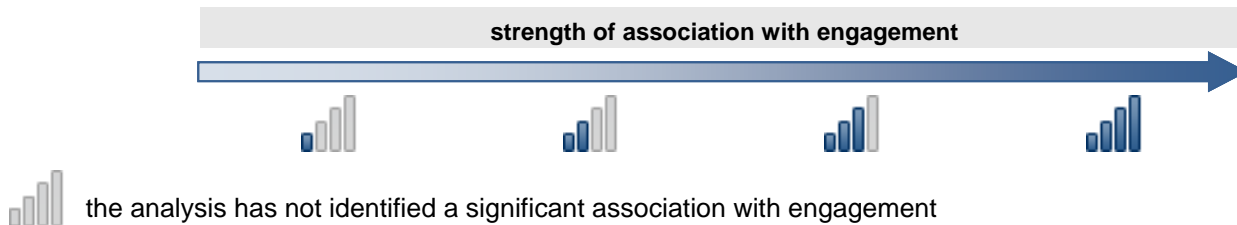
The employee engagement index

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 shown below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2010 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 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.