



✧ Statistically significant difference from comparison

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





✧ Statistically significant difference from comparison

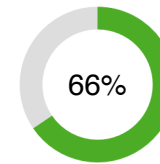
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

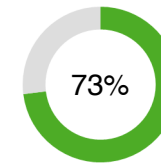
Rank		% Positive	Difference from CS2018	Difference from CS High Performers
1	B25 I am treated fairly at work	76%	-5 ✧	-8 ✧
2	B22 Learning and development activities I have completed in the past 12 months have helped to improve my performance	53%	0	-6 ✧
3	B19 The people in my team work together to find ways to improve the service we provide	85%	+3 ✧	0

Wellbeing

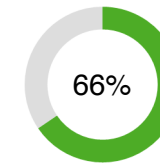
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



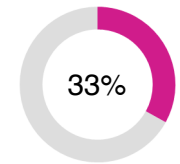
W01. Overall, how satisfied are you with your life nowadays?



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

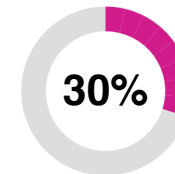


W03. Overall, how happy did you feel yesterday?

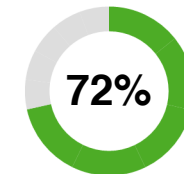


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index



PERMA Index



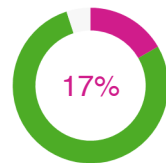
For further information about these indices, please refer to page 15.

Discrimination, bullying and harassment

■ % responding Yes ■ % responding No □ % responding Prefer not to say

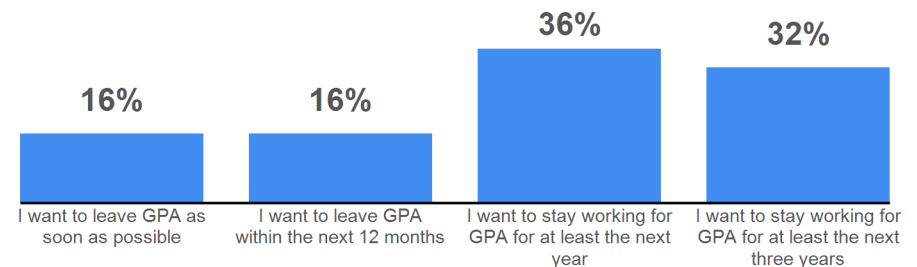


During the past 12 months have you personally experienced discrimination at work?



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
B31 I have the skills I need to do my job effectively	90%	B53 Where I work, I think effective action has been taken on the results of the last survey	52%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	53%
B54 I am trusted to carry out my job effectively	90%	B43 When changes are made in GPA they are usually for the better	43%	B35 I feel that my pay adequately reflects my performance	46%
B05 I have a choice in deciding how I do my work	87%	B59 Senior managers in GPA actively role model the behaviours set out in the Civil Service Leadership Statement	39%	B42 I feel that change is managed well in GPA	43%
B01 I am interested in my work	87%	B17 Poor performance is dealt with effectively in my team	37%	B45 I have the opportunity to contribute my views before decisions are made that affect me	40%
B09 My manager is considerate of my life outside work	87%	B22 Learning and development activities I have completed in the past 12 months have helped to improve my performance	37%	B36 I am satisfied with the total benefits package	38%



All questions by theme

◆ indicates statistically significant difference from comparison

My work

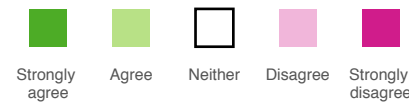
74%



B01	I am interested in my work	38	48	6	7	87%	-3 ◆	-6 ◆
B02	I am sufficiently challenged by my work	34	42	8	12	76%	-4 ◆	-7 ◆
B03	My work gives me a sense of personal accomplishment	25	42	16	15	66%	-11 ◆	-14 ◆
B04	I feel involved in the decisions that affect my work	13	42	18	17	55%	-3 ◆	-8 ◆
B05	I have a choice in deciding how I do my work	36	51	8		87%	+10 ◆	+7 ◆

Organisational objectives and purpose

76%



B06	I have a clear understanding of GPA's objectives	27	48	11	10	5	74%	-7 ◆	-12 ◆
B07	I understand how my work contributes to GPA's objectives	31	47	9	9		78%	-6 ◆	-10 ◆



All questions by theme

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My manager

70%



Question	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	30	41	17	8		71%	0	-5 ✦
B09 My manager is considerate of my life outside work	49	38	5	7		87%	+1	-2 ✦
B10 My manager is open to my ideas	39	46	10			85%	+2 ✦	-1 ✦
B11 My manager helps me to understand how I contribute to GPA's objectives	24	47	20	7		71%	+4 ✦	-1
B12 Overall, I have confidence in the decisions made by my manager	35	41	13	8		76%	0	-5 ✦
B13 My manager recognises when I have done my job well	38	42	14			80%	0	-4 ✦
B14 I receive regular feedback on my performance	24	40	20	13		65%	-3 ✦	-9 ✦
B15 The feedback I receive helps me to improve my performance	23	41	27	5		64%	0	-5 ✦
B16 I think that my performance is evaluated fairly	24	42	24	8		66%	-1	-6 ✦
B17 Poor performance is dealt with effectively in my team	13	28	37	16	7	40%	0	-3 ✦



All questions by theme

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My team

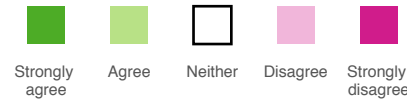
82%



B18	The people in my team can be relied upon to help when things get difficult in my job	39	47	8	7	86%	0	-2 ✦
B19	The people in my team work together to find ways to improve the service we provide	33	52	8	8	85%	+3 ✦	0
B20	The people in my team are encouraged to come up with new and better ways of doing things	33	43	15	8	76%	-1	-4 ✦

Learning and development

53%



B21	I am able to access the right learning and development opportunities when I need to	15	48	22	12	63%	-1	-5 ✦
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	39	37	6	53%	0	-6 ✦
B23	There are opportunities for me to develop my career in GPA	13	35	23	13	48%	0	-8 ✦
B24	Learning and development activities I have completed while working for GPA are helping me to develop my career	13	33	37	13	45%	-2 ✦	-8 ✦



All questions by theme

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Inclusion and fair treatment

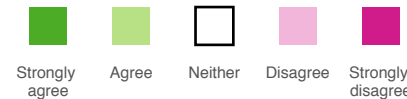
71%



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2018	Difference from CS High Performers
B25 I am treated fairly at work	37	39	13	8	8	76%	-5 ◆	-8 ◆
B26 I am treated with respect by the people I work with	34	46	13	6	6	80%	-5 ◆	-8 ◆
B27 I feel valued for the work I do	22	41	23	7	8	63%	-5 ◆	-10 ◆
B28 I think that GPA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	27	38	22	12	8	65%	-12 ◆	-15 ◆

Resources and workload

68%



Question	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	9	44	22	21	8	53%	-17 ◆	-22 ◆
B30 I have clear work objectives	16	49	16	10	9	65%	-11 ◆	-15 ◆
B31 I have the skills I need to do my job effectively	32	58	8	8	8	90%	+1 ◆	-1 ◆
B32 I have the tools I need to do my job effectively	18	50	13	16	8	68%	-3 ◆	-9 ◆
B33 I have an acceptable workload	8	52	19	13	8	60%	0	-6 ◆
B34 I achieve a good balance between my work life and my private life	23	48	13	10	6	71%	+2 ◆	-4 ◆



All questions by theme

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Pay and benefits

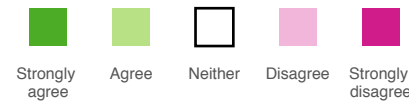
29%



Question	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	30	22	31	15	33%	+2	-5 ◆	
B36 I am satisfied with the total benefits package	30	29	26	13	33%	-3 ◆	-11 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	21	24	33	20	23%	-3 ◆	-9 ◆	

Leadership and managing change

48%



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2018	Difference from CS High Performers
B38 Senior managers in GPA are sufficiently visible	14	48	21	12	6	62%	0	-9 ◆
B39 I believe the actions of senior managers are consistent with GPA's values	10	40	28	13	9	50%	-2 ◆	-12 ◆
B40 I believe that the Executive Team has a clear vision for the future of GPA	16	40	27	10	8	56%	+8 ◆	-1
B41 Overall, I have confidence in the decisions made by GPA's senior managers	8	43	28	13	9	50%	+1	-8 ◆
B42 I feel that change is managed well in GPA	28	26	32	12	31%	-2 ◆	-11 ◆	
B43 When changes are made in GPA they are usually for the better	34	43	13	7	37%	+2 ◆	-5 ◆	
B44 GPA keeps me informed about matters that affect me	8	44	24	18	6	53%	-7 ◆	-13 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	8	33	19	28	12	41%	0	-7 ◆
B46 I think it is safe to challenge the way things are done in GPA	9	41	22	18	10	50%	+3 ◆	-3 ◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2018	Difference from CS High Performers
B47 I am proud when I tell others I am part of GPA	13	39	36	11		53%	-13 ⬠	-18 ⬠
B48 I would recommend GPA as a great place to work	9	37	34	13	7	46%	-12 ⬠	-19 ⬠
B49 I feel a strong personal attachment to GPA	11	24	33	27	5	35%	-17 ⬠	-22 ⬠
B50 GPA inspires me to do the best in my job	8	33	35	20		42%	-8 ⬠	-15 ⬠
B51 GPA motivates me to help it achieve its objectives	8	31	35	22		39%	-8 ⬠	-15 ⬠

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2018	Difference from CS High Performers
B52 I believe that senior managers in GPA will take action on the results from this survey	13	43	27	11	7	56%	+7 ⬠	-3 ⬠
B53 Where I work, I think effective action has been taken on the results of the last survey	10	24	52	9	5	34%	-2 ⬠	-11 ⬠



All questions by theme

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Organisational culture

	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	33	58	8			90%	+1	-1
B55 I believe I would be supported if I try a new idea, even if it may not work	22	45	25	8		67%	-5 ⬠	-9 ⬠
B56 In GPA, people are encouraged to speak up when they identify a serious policy or delivery risk	22	41	22	11	5	63%	-5 ⬠	-11 ⬠
B57 I feel able to challenge inappropriate behaviour in the workplace	18	44	22	12		63%	-3 ⬠	-7 ⬠
B58 GPA is committed to creating a diverse and inclusive workplace	25	43	23			68%	-6 ⬠	-11 ⬠

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2018	Difference from CS High Performers
B59 Senior managers in GPA actively role model the behaviours set out in the Civil Service Leadership Statement	10	35	39	8	8	45%	-4 ⬠	-13 ⬠
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	28	39	23	5	5	68%	0	-5 ⬠

Civil Service vision

	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'	35	50	9	6		85%	+34 ⬠	+19 ⬠
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	28	49	14	8		77%	+35 ⬠	+26 ⬠



All questions by theme

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Wellbeing

Unlike the questions B01-B62 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.

	0-4	5-6	7-8	9-10	% Positive	Difference from CS2018	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	11	23	52	14	66%	-1	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	19	53	20	73%	+2 ◆	-1
W03 Overall, how happy did you feel yesterday?	15	20	43	22	66%	+3 ◆	0

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	% Negative	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	17	32	17	33	33%	+1	+3 ◆



All questions by theme

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Your plans for the future

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

			Difference from CS2018	Difference from CS High Performers
I want to leave GPA as soon as possible		16%	+9	+4
I want to leave GPA within the next 12 months		16%	+2	-3
I want to stay working for GPA for at least the next year		36%	+2	-4 ✦
I want to stay working for GPA for at least the next three years		32%	-12 ✦	-21 ✦

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		11	89%	-3 ✦	-5 ✦
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	-1	-7 ✦
D03. Are you confident that if you raised a concern under the Civil Service Code in GPA it would be investigated properly?		32	68%	-3 ✦	-8 ✦

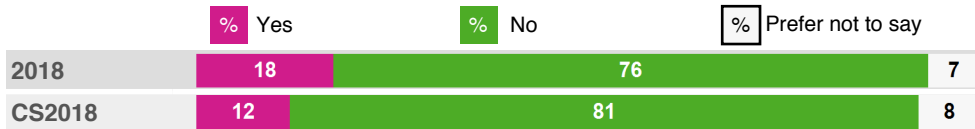


All questions by theme

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Discrimination, harassment and bullying

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

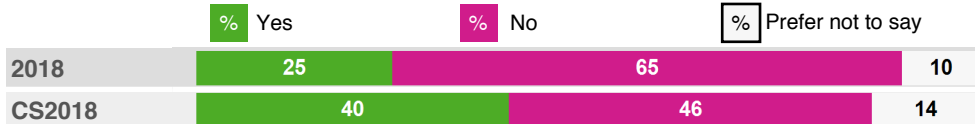


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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)

	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	--
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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)

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

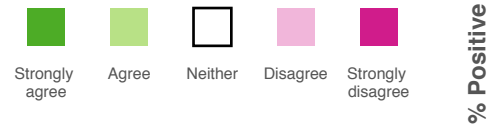
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'



All questions by theme

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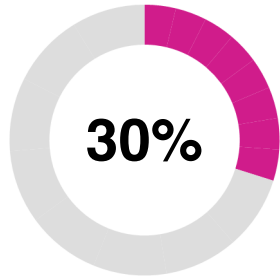
Government Property Agency questions



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive
F01	I am familiar with the GPA business plan	Yes: 78% No: 12% Don't know: 10%					78%
F02	I understand how my work contributes to the delivery of the GPA business plan	31	43	18	8		73%
F03	I understand what the GPA values are	35	50	11			85%

Proxy Stress Index and PERMA Index

✦ indicates statistically significant difference from comparison



Difference from CS2018 +1 ✦
Difference from CS High Performers -2 ✦

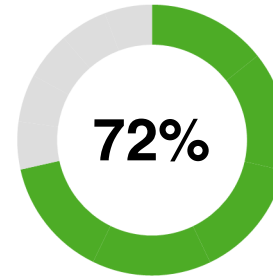
Proxy Stress Index

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	87%
B08	My manager motivates me to be more effective in my job	71%
B18	The people in my team can be relied upon to help when things get difficult in my job	86%
B26	I am treated with respect by the people I work with	80%
B30	I have clear work objectives	65%
B33	I have an acceptable workload	60%
B45	I have the opportunity to contribute my views before decisions are made that affect me	41%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	78%



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

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	87%
B03	My work gives me a sense of personal accomplishment	66%
B18	The people in my team can be relied upon to help when things get difficult in my job	86%
W01	Overall, how satisfied are you with your life nowadays?	66%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	73%



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).
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.

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 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.