

# Government Internal Audit Agency

Returns : 115

Response rate : 84%

PEOPLE SURVEY 2015



Strength of association with engagement



Statistically significant difference from comparison

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



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The table below shows how you performed on each of the nine 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.

## Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and Managing Change		45%	-2	+2	-6 ✧
My work		78%	+4 ✧	+3 ✧	0
My manager		68%	+2	+2	-3 ✧
Resources and workload		68%	-4 ✧	-5 ✧	-9
Learning and development		45%	-2 ✧	-4 ✧	-10 ✧
Pay and benefits		30%	0	+1	-6 ✧
Organisational objectives and purpose		83%	+4	+1	-3
My team		76%	-1	-4 ✧	-7 ✧
Inclusion and fair treatment		76%	+6 ✧	+1	-3

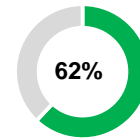


Strength of association with engagement

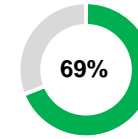


Statistically significant difference from comparison

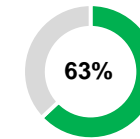
## Wellbeing



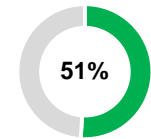
1



-3

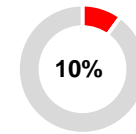


Overall, how happy did you feel yesterday?

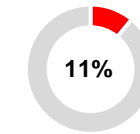


No or low anxiety yesterday?

## Discrimination, bullying and harassment

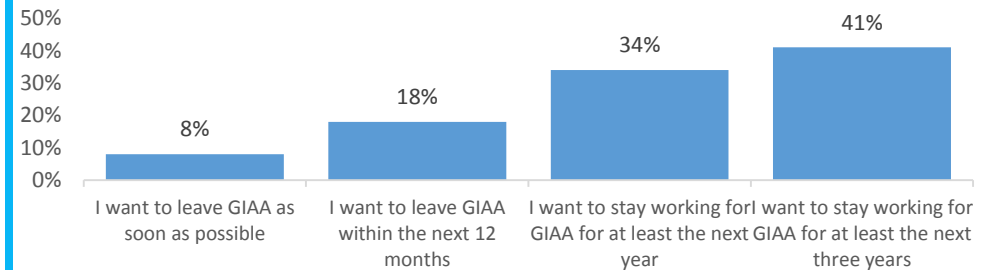


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future



2

2

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### My work

**78 %** **+4**

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	43	45	9	30	4	88%	-2	-1	-3 ◇
B02 I am sufficiently challenged by my work	39	48	7	50	7	87%	+5 ◇	+8 ◇	+4 ◇
B03 My work gives me a sense of personal accomplishment	24	54	12	9	2	78%	+4	+3	0
B04 I feel involved in the decisions that affect my work	14	46	22	12	5	60%	+5 ◇	+4	-4 ◇
B05 I have a choice in deciding how I do my work	25	53	11	11	2	78%	+8 ◇	+5	0

### Organisational objectives and purpose

**83 %** **+4**

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of GIAA's purpose	31	56	7	4	2	87%	0	+2	-2
B07 I have a clear understanding of GIAA's objectives	25	54	12	7	2	79%	+1	0	-5 ◇
B08 I understand how my work contributes to GIAA's objectives	28	56	11	4	2	84%	+4	+1	-3

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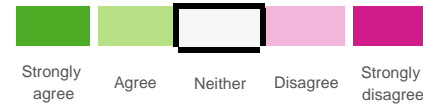
### My manager

**68 %** +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	25	41	23	8	4	66%	-4 ◇	-2	-6 ◇
B10	My manager is considerate of my life outside work	45	43	7	3	1	88%	+4 ◇	+6 ◇	+3 ◇
B11	My manager is open to my ideas	43	40	10	6	1	83%	0	+2	+2
B12	My manager helps me understand how I contribute to GIAA's objectives	20	46	23	9	2	66%	+21 ◇	+3	-2
B13	Overall, I have confidence in the decisions made by my manager	32	40	22	4	3	72%	0	0	-5
B14	My manager recognises when I have done my job well	31	50	13	3	3	81%	+1	+2 ◇	0
B15	I receive regular feedback on my performance	20	47	21	9	3	67%	-2 ◇	0	-3
B16	The feedback I receive helps me to improve my performance	19	43	28	8	2	62%	-2	+1	-2
B17	I think that my performance is evaluated fairly	18	44	25	8	4	62%	0	0	-4 ◇
B18	Poor performance is dealt with effectively in my team	10	19	53	14	4	29%	-9 ◇	-10	-14 ◇

### My team

**76 %** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	32	50	7	8	3	82%	-1	-2	-5 ◇
B20	The people in my team work together to find ways to improve the service we provide	23	52	16	8	2	75%	-5 ◇	-5 ◇	-9
B21	The people in my team are encouraged to come up with new and better ways of doing things	22	50	18	9	2	72%	+4 ◇	-2	-7

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### Learning and development

**45 %** -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	16	46	25	13	1	62%	-7 ◇	-1	-5 ◇
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	35	33	17	3	47%	-4	-5 ◇	-11 ◇
B24	There are opportunities for me to develop my career in GIAA	10	27	32	20	11	37%	0 ◇	-4 ◇	-13 ◇
B25	Learning and development activities I have completed while working for GIAA are helping me develop my career	9	23	41	22	5	32%	-1	-12	-18 ◇

### Inclusion and fair treatment

**76 %** +5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	27	54	12	6	1	81%	+6 ◇	+3	-1
B27	I am treated with respect by the people I work with	33	54	12	0	0	87%	0	+2	0
B28	I feel valued for the work I do	21	48	16	10	5	69%	+9 ◇	+5 ◇	0
B29	I think that the organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	46	19	9	4	68%	+7 ◇	-4	-10 ◇

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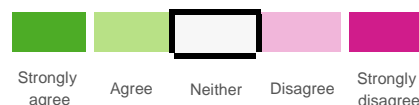
### Resources and workload

**68 %** -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	24	54	14	8	0	78%	-4 ◇	-5 ◇	-8 ◇
B31 I get the information I need to do my job well	14	42	21	21	3	56%	-10 ◇	-3	-17 ◇
B32 I have clear work objectives	21	57	14	7	1	78%	+3	+3	-1 ◇
B33 I have the skills I need to do my job effectively	27	58	10	4	0	85%	-7 ◇	-3	-5 ◇
B34 I have the tools I need to do my job effectively	15	43	25	13	3	58%	-5 ◇	-11 ◇	-16 ◇
B35 I have an acceptable workload	7	45	27	17	3	52%	-6 ◇	-7 ◇	-8 ◇
B36 I achieve a good balance between my work life and my private life	13	55	18	12	2	68%	0	+1	-4 ◇

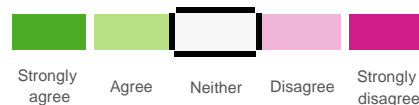
### Pay and benefits

**30 %** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	5	29	28	24	13	34%	-1	+3	-3
B38 I am satisfied with the total benefits package	5	27	29	28	11	32%	0	-1	-7 ◇
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	20	29	27	19	25%	0	0	-7 ◇

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### Leadership and Managing Change

**45 %** -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that [my organisation] as a whole is managed well	4	39	32	18	7	43%	-9 ◇	-3 ◇	-14 ◇
B41	Senior managers in GIAA are sufficiently visible	12	43	18	20	7	55%	+1	+2	-11 ◇
B42	I believe the actions of senior managers are consistent with GIAA's values	8	44	32	11	5	52%	+4 ◇	+7 ◇	-4 ◇
B43	I believe that the Senior Management team has a clear vision for the future of GIAA	10	41	30	15	4	51%	-8 ◇	+9 ◇	-3 ◇
B44	Overall, I have confidence in the decisions made by GIAA's senior managers	10	36	38	11	6	46%	-1	+4	-6
B45	I feel that change is managed well in GIAA	5	31	33	20	11	36%	+1	+6 ◇	-3 ◇
B46	When changes are made in GIAA they are usually for the better	2	30	50	15	4	32%	-2	+5 ◇	-3 ◇
B47	GIAA keeps me informed about matters that affect me	4	52	28	13	3	56%	-4 ◇	0	-8 ◇
B48	I have the opportunity to contribute my views before decisions are made that affect me	5	32	37	18	7	37%	-2 ◇	+1	-8 ◇
B49	I think it is safe to challenge the way things are done in [my organisation]	12	34	37	10	7	46%	+1	+5 ◇	-4 ◇

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### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of [my organisation]	11	38	35	12	4	49%	+8 ◇	-8 ◇	-17 ◇
B51 I would recommend [my organisation] as a great place to work	8	34	40	11	6	42%	+10 ◇	-5 ◇	-17 ◇
B52 I feel a strong personal attachment to [my organisation]	9	24	38	21	9	33%	+1	-14 ◇	-20 ◇
B53 GIAA inspires me to do the best in my job	7	30	42	14	7	37%	+4 ◇	-7 ◇	-14 ◇
B54 GIAA motivates me to help it achieve its objectives	5	35	38	14	7	40%	+5 ◇	-2	-8 ◇

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers in GIAA will take action on the results from this survey	10	50	30	5	6	60%	-1	+17 ◇	+5 ◇
B56 I believe that managers where I work will take action on the results from this survey	14	48	23	12	3	62%	0	+7 ◇	-1
B57 Where I work, I think effective action has been taken on the results of the last survey	4	17	59	18	3	21%	-12 ◇	-12 ◇	-21 ◇



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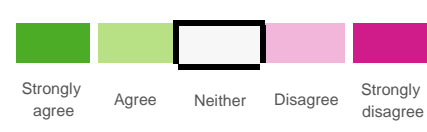
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## All questions by theme

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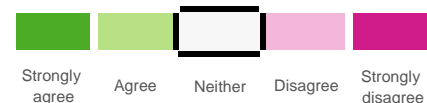
### Organisational Culture **73 %**



**% Positive**  
 Difference from previous survey  
 Difference from CS2015  
 Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58	I am trusted to carry out my job effectively	33	38	35	12	4	90%	+8 ⚡	+2	+1
B59	I believe I would be supported if I try a new idea, even if it may not work	21	34	40	11	6	67%	+8	-1	-6 ⚡
B60	My performance is evaluated based on whether I get things done, rather than solely follow processes	20	24	38	21	9	70%	+5 ⚡	+5 ⚡	0
B61	When I talk about GIAA I say 'we' rather than 'they'	36	30	42	14	7	79%	+9 ⚡	+9 ⚡	+1
B62	I have some really good friendships at work	18	35	38	14	7	57%	-3	-19 ⚡	-22 ⚡

### Leadership Statement **55 %**



Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63	My manager inspires my team to do our best	21	40	24	12	3	61%		-6 ⚡	-10 ⚡
B64	Senior managers inspire people across GIAA to do their best	7	31	41	16	5	38%		+1	-8 ⚡
B65	My manager leads our team with confidence	23	47	21	6	3	70%		0	-6
B66	Senior Managers lead GIAA with confidence	8	47	30	10	5	55%		+8 ⚡	-2
B67	My manager empowers me to do my job effectively	32	44	16	5	4	76%		+4 ⚡	0
B68	GIAA's senior managers empower teams to deliver	11	31	42	8	8	42%		+2	-7
B69	Senior managers in GIAA actively role model the behaviours set out in the Civil Service Leadership Statement	9	31	43	12	5	40%		+5 ⚡	-3
B70	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	42	35	4	2	61%		+4 ⚡	-1

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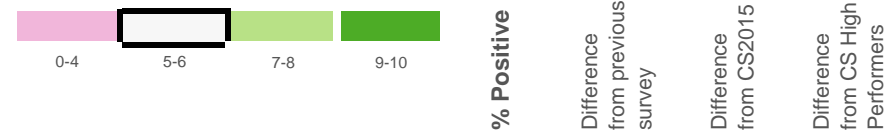
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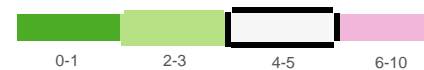
### Wellbeing



Unlike the questions B01-B70 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. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	17	21	52	10	62%	+2	-3 ◇	-6 ◇
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile	17	14	52	16	68%	+8 ◇	+3 ◇	-6 ◇
W03 Overall, how happy did you feel yesterday	19	18	44	18	62%	+5 ◇	0	-4 ◇
W04 Overall, how anxious did you feel yesterday?	15	36	18	30	48%	+10 ◇	-2	-4



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### 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 CS2015	Difference from CS High Performers
I want to leave GIAA as soon as possible		8%	+4	-4 ◇	-3 ◇
I want to leave GIAA within the next 12 months		18%	+3 ◇	-2	-2
I want to stay working for GIAA for at least the next year		34%	-4	-4 ◇	-4
I want to stay working for GIAA for at least the next three years		41%	+1 ◇	-2	-10

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			99%	+4 ◇	+8 ◇	+4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			82%	-1	+16 ◇	+10 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in [your organisation] it would be investigated properly?			86%	+8 ◇	+18	+13 ◇

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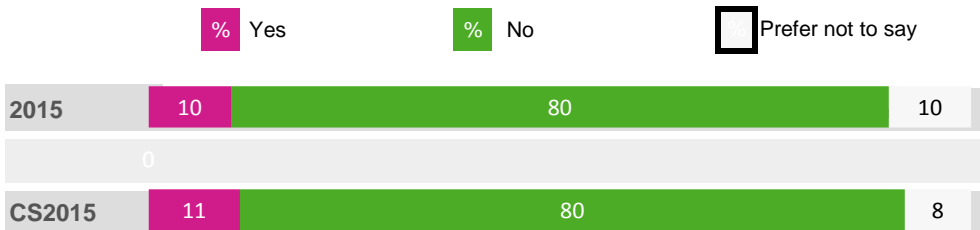
## All questions by theme

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### Discrimination, harassment and bullying

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



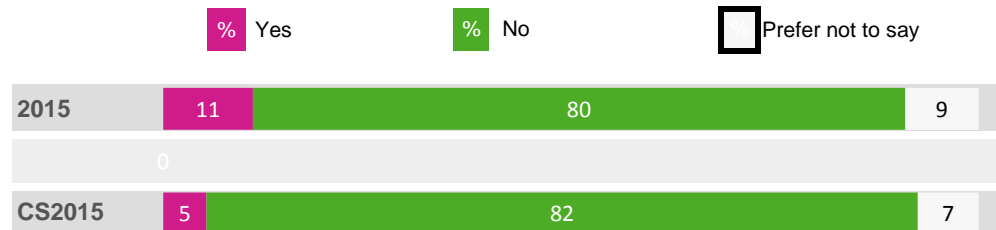
For respondents who selected 'Yes' to question E01.

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 '--'

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



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 [your organisation]	--
Someone you manage	--
Someone who works for another part of [your organisation]	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

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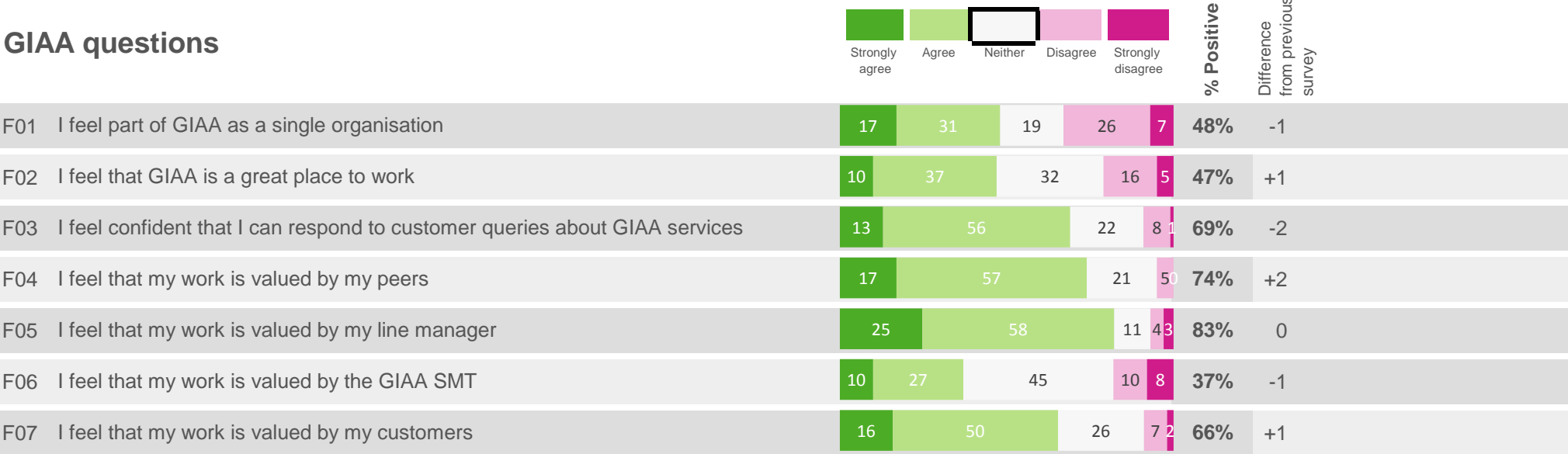
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### GIAA questions



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## 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	GIAA was not part of the 2014 Civil Service Survey. However, GIAA did operate its own survey using the CSPS Questions and the data from that is used for the comparisons results from 2014.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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.

strength of association  
with engagement



2  
the analysis has not identified a  
significant association with engagement

### Confidentiality

The survey was carried out as part of the 2015 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 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.