Autumn 2013 survey report for:

AGO

Attorney General's Office

Returns: 35 Response rate: 88%

Your engagement index

71%

Difference from previous survey	Difference from CS2013	Difference from CS High Performers
-10 ✧	+13 ✧	+9 ✧

See the appendix for further details

The three elements of engagement and their component questions are:	% Positive	Difference from previous survey	Difference from CS2013
Say: speaks positively of the organisation...			
B50. I am proud when I tell others I am part of the AGO	**86%**	-7	+30 ✧
B51. I would recommend the AGO as a great place to work	**71%**	-18	+27 ✧
Stay: emotionally attached and committed to the organisation...			
B52. I feel a strong personal attachment to the AGO	**69%**	-13 ✧	+23 ✧
Strive: motivated to do the best for the organisation...			
B53. The AGO inspires me to do the best in my job	**71%**	-13 ✧	+28 ✧
B54. The AGO motivates me to help it achieve its objectives	**60%**	-22 ✧	+20 ✧

✧ = 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 CS2013	Difference from CS High Performers
Leadership and managing change		**67%**	-19 ✧	+25 ✧	+16 ✧
My work		**83%**	-4	+10 ✧	+5 ✧
My manager		**73%**	-10 ✧	+6 ✧	+4
Pay and benefits		**27%**	-9 ✧	-3	-8 ✧
Learning and development		**61%**	-2	+14 ✧	+7 ✧
Resources and workload		**78%**	-17	+4	+1
Organisational objectives and purpose		**88%**	-12	+5 ✧	0
My team		**79%**	-14	0	-2
Inclusion and fair treatment		**84%**	-9	+10 ✧	+6 ✧

✧ = 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 CS2013.

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

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change	Strength of association with engagement:		
B41. Members of the Executive Board in the AGO are sufficiently visible	**86%**	-12	+35 ✧
B40. I feel that the AGO as a whole is managed well	**77%**	-18	+34 ✧
B42. I believe the actions of members of the Executive Board are consistent with the AGO's values	**77%**	-13	+34 ✧
B45. I feel that change is managed well in the AGO	**57%**	-22 ✧	+29 ✧
B46. When changes are made in the AGO they are usually for the better	**54%**	-14 ✧	+27 ✧
B49. I think it is safe to challenge the way things are done in the AGO	**63%**	-14 ✧	+24 ✧
B44. Overall, I have confidence in the decisions made by the AGO's Executive Board	**63%**	-32	+22 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	**57%**	-20 ✧	+21 ✧
B43. I believe that the Executive Board has a clear vision for the future of the AGO	**60%**	-27 ✧	+18 ✧
B47. The AGO keeps me informed about matters that affect me	**74%**	-15	+16 ✧
My work	Strength of association with engagement:		
B04. I feel involved in the decisions that affect my work	**71%**	-13 ✧	+18 ✧
B03. My work gives me a sense of personal accomplishment	**91%**	+9	+17 ✧
B01. I am interested in my work	**94%**	-1	+5
B02. I am sufficiently challenged by my work	**83%**	-4	+5 ✧
B05. I have a choice in deciding how I do my work	**77%**	-10 ✧	+5
My manager	Strength of association with engagement:		
B18. Poor performance is dealt with effectively in my team	**60%**	-9 ✧	+22 ✧
B12. My manager helps me to understand how I contribute to the AGO's objectives	**74%**	-8 ✧	+12 ✧
B09. My manager motivates me to be more effective in my job	**74%**	-5	+9 ✧
B16. The feedback I receive helps me to improve my performance	**69%**	-8 ✧	+9 ✧
B17. I think that my performance is evaluated fairly	**71%**	-11 ✧	+9 ✧
B15. I receive regular feedback on my performance	**69%**	-16 ✧	+5
B13. Overall, I have confidence in the decisions made by my manager	**74%**	-18	+3
B14. My manager recognises when I have done my job well	**80%**	-12	+3
B10. My manager is considerate of my life outside work	**83%**	-7	+2
B11. My manager is open to my ideas	**80%**	-10	+1

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 CS2013	Difference from CS High Performers
My work :Strength of association with engagement									
B01. I am interested in my work	51	43	6			**94%**	-1	+5	+2
B02. I am sufficiently challenged by my work	40	43	6	11		**83%**	-4	+5 ✧	+1
B03. My work gives me a sense of personal accomplishment	40	51	6			**91%**	+9	+17 ✧	+13 ✧
B04. I feel involved in the decisions that affect my work	29	43	9	9	11	**71%**	-13 ✧	+18 ✧	+11 ✧
B05. I have a choice in deciding how I do my work	31	46	17			**77%**	-10 ✧	+5	0
Organisational objectives and purpose :Strength of association with engagement									
B06. I have a clear understanding of the AGO's purpose	49	49				**97%**	-3	+12 ✧	+8
B07. I have a clear understanding of the AGO's objectives	34	46	9	9		**80%**	-20	0	-5 ✧
B08. I understand how my work contributes to the AGO's objectives	44	41	15			**85%**	-12	+3	-1

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 manager

:Strength of association with engagement

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	34	40	11	11		74%	-5	+9 ✧	+4
B10. My manager is considerate of my life outside work	37	46	9	6		83%	-7	+2	-1
B11. My manager is open to my ideas	40	40	17			80%	-10	+1	-2
B12. My manager helps me to understand how I contribute to the AGO's objectives	34	40	14	11		74%	-8 ✧	+12 ✧	+8 ✧
B13. Overall, I have confidence in the decisions made by my manager	43	31	14	9		74%	-18	+3	-2
B14. My manager recognises when I have done my job well	37	43	14	6		80%	-12	+3	0
B15. I receive regular feedback on my performance	29	40	17	14		69%	-16 ✧	+5	0
B16. The feedback I receive helps me to improve my performance	26	43	20	9		69%	-8 ✧	+9 ✧	+4
B17. I think that my performance is evaluated fairly	29	43	20	9		71%	-11 ✧	+9 ✧	+5
B18. Poor performance is dealt with effectively in my team	20	40	23	11	6	60%	-9 ✧	+22 ✧	+18 ✧

My team

:Strength of association with engagement

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B19. The people in my team can be relied upon to help when things get difficult in my job	57	29		11		86%	-14	+2	0
B20. The people in my team work together to find ways to improve the service we provide	54	26	9	9		80%	-12	0	-3
B21. The people in my team are encouraged to come up with new and better ways of doing things	51	20	14	11		71%	-16 ✧	-1	-5

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 CS2013	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	17	51	23	6		**69%**	-6	+8 ✧	+4
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	51	17	14	6	**63%**	-1	+15 ✧	+9 ✧
B24. There are opportunities for me to develop my career in the AGO	17	40	11	14	17	**57%**	-2	+19 ✧	+10 ✧
B25. Learning and development activities I have completed while working for the AGO are helping me to develop my career	11	46	20	11	11	**57%**	+2	+16 ✧	+9 ✧
Inclusion and fair treatment :Strength of association with engagement									
B26. I am treated fairly at work	43	40	9	9		**83%**	-15	+5	+2
B27. I am treated with respect by the people I work with	49	40	6	6		**89%**	-11	+4	+2
B28. I feel valued for the work I do	40	37		17		**77%**	-10 ✧	+14 ✧	+10 ✧
B29. I think that the AGO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	37	51	6	6		**89%**	-1	+16 ✧	+11 ✧

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 CS2013	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	34	51	6	9		**86%**	-9	+2	-1
B31. I get the information I need to do my job well	29	46	11	14		**74%**	-18	+5	+1
B32. I have clear work objectives	23	51	9	17		**74%**	-21	-1	-5 ✧
B33. I have the skills I need to do my job effectively	43	51	6			**94%**	-6	+6	+4
B34. I have the tools I need to do my job effectively	34	40	9	14		**74%**	-26	+3	-1
B35. I have an acceptable workload	23	49	14	6	9	**71%**	-23	+12 ✧	+6 ✧
B36. I achieve a good balance between my work life and my private life	26	43	17	9	6	**69%**	-13 ✧	+1	-4
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	6	20	9	37	29	**26%**	-15 ✧	-3	-10 ✧
B38. I am satisfied with the total benefits package	9	20	23	23	26	**29%**	-5	-4	-9 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	9	17	11	29	34	**26%**	-8 ✧	+1	-6 ✧

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

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that the AGO as a whole is managed well	29	49	11	11		77%	-18	+34 ✧	+21 ✧
B41. Members of the Executive Board in the AGO are sufficiently visible	26	60	11			86%	-12	+35 ✧	+24 ✧
B42. I believe the actions of members of the Executive Board are consistent with the AGO's values	26	51	23			77%	-13	+34 ✧	+22 ✧
B43. I believe that the Executive Board has a clear vision for the future of the AGO	26	34	31	6		60%	-27 ✧	+18 ✧	+5
B44. Overall, I have confidence in the decisions made by the AGO's Executive Board	23	40	31			63%	-32	+22 ✧	+12 ✧
B45. I feel that change is managed well in the AGO	26	31	20	23		57%	-22 ✧	+29 ✧	+18 ✧
B46. When changes are made in the AGO they are usually for the better	26	29	34	11		54%	-14 ✧	+27 ✧	+19 ✧
B47. The AGO keeps me informed about matters that affect me	29	46	14	11		74%	-15	+16 ✧	+10 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	29	29	23	14	6	57%	-20 ✧	+21 ✧	+13 ✧
B49. I think it is safe to challenge the way things are done in the AGO	23	40	20	14		63%	-14 ✧	+24 ✧	+15 ✧

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 CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the AGO	31	54	11			**86%**	-7	+30 ✧	+20 ✧
B51. I would recommend the AGO as a great place to work	26	46	11	14		**71%**	-18	+27 ✧	+16 ✧
B52. I feel a strong personal attachment to the AGO	26	43	11	17		**69%**	-13 ✧	+23 ✧	+16 ✧
B53. The AGO inspires me to do the best in my job	29	43	20	6		**71%**	-13 ✧	+28 ✧	+21 ✧
B54. The AGO motivates me to help it achieve its objectives	26	34	26	11		**60%**	-22 ✧	+20 ✧	+12 ✧
Taking action									
B55. I believe that members of the Executive Board in the AGO will take action on the results from this survey	34	46	17			**80%**	-10	+37 ✧	+28 ✧
B56. I believe that managers where I work will take action on the results from this survey	29	54	14			**83%**	-4	+29 ✧	+24 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	29	49	17	6		**77%**	-2	+44 ✧	+37 ✧

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

Organisational Culture

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B58. I am trusted to carry out my job effectively	34	57				91%	-1	+3	+1
B59. I believe I would be supported if I try a new idea, even if it may not work	29	54	9	9		83%	+1	+15 ✧	+12 ✧
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	34	49	11	6		83%	+3	+18 ✧	+13 ✧
B61. When I talk about the AGO I say "we" rather than "they"	46	40	6	6		86%	-7	+18 ✧	+10 ✧
B62. I have some really good friendships at work	20	40	29	9		60%	+4	-16 ✧	-19 ✧

Please note these questions were not asked on paper surveys in 2012.

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

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. This scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not all at 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.

	% 0-4	% 5-6	% 7-8	% 9-10	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
W01. Overall, how satisfied are you with your life nowadays?	19	25	47	9	56%	-17 ✧	-7 ✧	-10 ✧
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	19	50	22	72%	-10 ✧	+3	-1
W03. Overall, how happy did you feel yesterday?	22	25	34	19	53%	-17 ✧	-6 ✧	-10 ✧

	% 0-1	% 2-3	% 4-5	% 6-10				
W04. Overall, how anxious did you feel yesterday?	13	31	16	41	44%	-21 ✧	-6 ✧	-9 ✧

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the AGO?		Difference from previous survey	Difference from CS2013	Difference from CS High Performers
I want to leave the AGO as soon as possible	**17%**	+9	+9	+7
I want to leave the AGO within the next 12 months	**29%**	0	+16	+12
I want to stay working for the AGO for at least the next year	**37%**	-17	+7	+2
I want to stay working for the AGO for at least the next three years	**17%**	+7	-31	-41

The Civil Service Code

Differences are based on '% Yes' score	% Yes	% No	**% Yes**	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	100		**100%**	0	+11	+6
D02. Are you aware of how to raise a concern under the Civil Service Code?	97		**97%**	+15	+33 ✧	+27 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in the AGO it would be investigated properly?	100		**100%**	+5	+33 ✧	+27 ✧

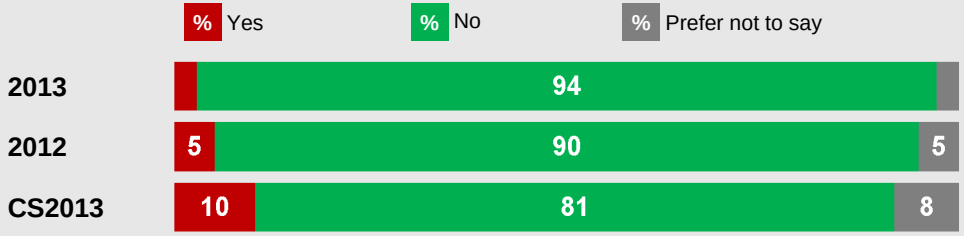
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

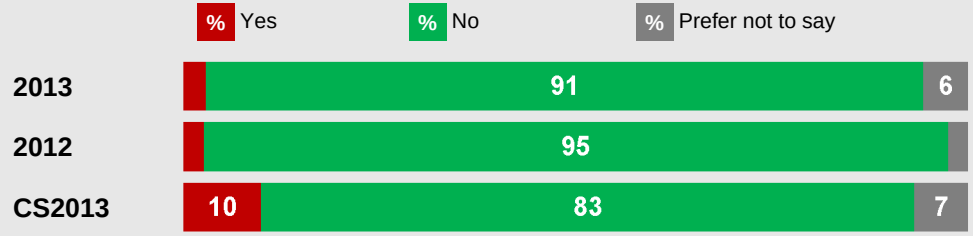
All questions by theme

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)

	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)

	Response count
A colleague	--
Your manager	--
Another manager in my part of the AGO	--
Someone you manage	--
Someone who works for another part of the AGO	--
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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✧

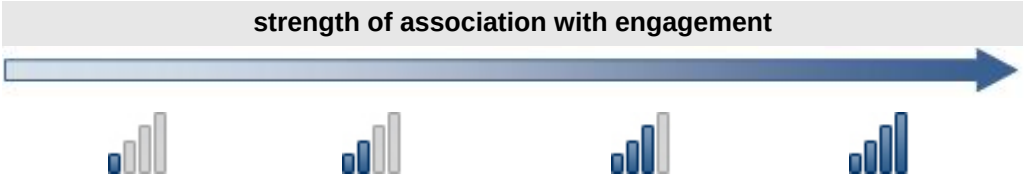
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



the analysis has not identified a significant association with engagement

Confidentiality

This survey was carried out as part of the 2013 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.