

Returns: 117

Response rate: 78%

Your engagement index

63%

Difference from previous survey	Difference from CS2012	Difference from CS High Performers
-5 ✧	+5 ✧	0

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 CS2012
B50. I am proud when I tell others I am part of GAD	61%	-5	+8 ✧
B51. I would recommend GAD as a great place to work	66%	-2	+19 ✧

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

B52. I feel a strong personal attachment to GAD	46%	-13 ✧	+1
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Strive: motivated to do the best for the organisation...

B53. GAD inspires me to do the best in my job	50%	+1	+9 ✧
B54. GAD motivates me to help it achieve its objectives	46%	-6	+7 ✧

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		55%	-6	+14 ✧	+5 ✧
My work		73%	-8 ✧	0	-3
My line manager		62%	-6	-4 ✧	-7 ✧
Pay and benefits		39%	-3	+9 ✧	+4
Learning and development		53%	-6	+9 ✧	+1
Resources and workload		79%	0	+6 ✧	+3
Organisational objectives and purpose		83%	-6	+1	-4 ✧
My team		77%	-2	-1	-4 ✧
Inclusion and fair treatment		76%	-5	+1	-2


✧ = 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 CS2012.

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

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change	Strength of association with engagement: 		
B41. Senior managers in GAD are sufficiently visible	75%	0	+27 ✧
B43. I believe that the management board has a clear vision for the future of GAD	62%	-7	+22 ✧
B42. I believe the actions of senior managers are consistent with GAD's values	63%	-5	+21 ✧
B40. I feel that GAD as a whole is managed well	62%	-7	+20 ✧
B44. Overall, I have confidence in the decisions made by GAD's senior managers	59%	-9 ✧	+19 ✧
B46. When changes are made in GAD they are usually for the better	44%	-10 ✧	+19 ✧
B47. GAD keeps me informed about matters that affect me	67%	+3	+10 ✧
B49. I think it is safe to challenge the way things are done in GAD	47%	-8	+6 ✧
B45. I feel that change is managed well in GAD	33%	-12 ✧	+4
B48. I have the opportunity to contribute my views before decisions are made that affect me	36%	-8	0

	% Positive	Diff. from previous survey	Difference from CS2012
My work	Strength of association with engagement: 		
B05. I have a choice in deciding how I do my work	74%	-12 ✧	+2
B01. I am interested in my work	90%	-2	0
B04. I feel involved in the decisions that affect my work	53%	-14 ✧	0
B03. My work gives me a sense of personal accomplishment	72%	-7	0
B02. I am sufficiently challenged by my work	76%	-7 ✧	0

	% Positive	Diff. from previous survey	Difference from CS2012
My line manager	Strength of association with engagement: 		
B13. Overall, I have confidence in the decisions made by my manager	74%	-9 ✧	+3
B17. I think that my performance is evaluated fairly	62%	-5	0
B09. My manager motivates me to be more effective in my job	64%	+4	-2
B10. My manager is considerate of my life outside work	78%	0	-3
B18. Poor performance is dealt with effectively in my team	32%	-12 ✧	-5 ✧
B16. The feedback I receive helps me to improve my performance	55%	-9	-5 ✧
B14. My manager recognises when I have done my job well	70%	-6	-7 ✧
B11. My manager is open to my ideas	72%	-13 ✧	-7 ✧
B15. I receive regular feedback on my performance	56%	-1	-8 ✧
B12. My manager helps me to understand how I contribute to GAD's objectives	51%	-7	-9 ✧

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 CS2012
 Difference from CS High Performers

My work

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B01. I am interested in my work	32	57	6			90%	-2	0	-2
B02. I am sufficiently challenged by my work	27	49	16	7		76%	-7 ◇	0	-4 ◇
B03. My work gives me a sense of personal accomplishment	23	49	18	9		72%	-7	0	-5 ◇
B04. I feel involved in the decisions that affect my work	13	40	25	19		53%	-14 ◇	0	-7 ◇
B05. I have a choice in deciding how I do my work	20	55	20	5		74%	-12 ◇	+2	-3

Organisational objectives and purpose

 :Strength of association with engagement

B06. I have a clear understanding of GAD's purpose	19	68	7	5		87%	-3	+3	-3 ◇
B07. I have a clear understanding of GAD's objectives	22	61	10	5		83%	-8 ◇	+4 ◇	-2
B08. I understand how my work contributes to GAD's objectives	15	63	14	6		79%	-6	-3	-8 ◇

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 CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	18	46	19	13	4	64%	+4	-2	-4 ◇
B10. My manager is considerate of my life outside work	35	43	15	4		78%	0	-3	-5 ◇
B11. My manager is open to my ideas	25	47	20	7		72%	-13 ◇	-7 ◇	-10 ◇
B12. My manager helps me to understand how I contribute to GAD's objectives	10	41	34	12		51%	-7	-9 ◇	-15 ◇
B13. Overall, I have confidence in the decisions made by my manager	25	50	20	6		74%	-9 ◇	+3	-1
B14. My manager recognises when I have done my job well	22	49	20	7		70%	-6	-7 ◇	-9 ◇
B15. I receive regular feedback on my performance	13	43	22	19		56%	-1	-8 ◇	-12 ◇
B16. The feedback I receive helps me to improve my performance	17	37	31	8	6	55%	-9	-5 ◇	-8 ◇
B17. I think that my performance is evaluated fairly	17	46	21	12	4	62%	-5	0	-5 ◇
B18. Poor performance is dealt with effectively in my team	5	27	48	17		32%	-12 ◇	-5 ◇	-9 ◇

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	38	48	10	4		85%	+4	+2	-1
B20. The people in my team work together to find ways to improve the service we provide	26	53	15	6		79%	-4	0	-2
B21. The people in my team are encouraged to come up with new and better ways of doing things	19	47	23	9		66%	-5	-5 ◇	-10 ◇

All questions by theme

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

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◇ indicates statistically significant difference from comparison



Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	14	43	27	14	4	57%	-13 ◇	-1	-8 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	36	34	14	4	48%	-6	+2	-3
B24. There are opportunities for me to develop my career in GAD	18	34	26	13	9	52%	-8	+17 ◇	+9 ◇
B25. Learning and development activities I have completed while working for GAD are helping me to develop my career	16	39	28	12	4	55%	+2	+15 ◇	+9 ◇

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	32	45	14	7	4	78%	-6	0	-3 ◇
B27. I am treated with respect by the people I work with	32	50	10	4	4	83%	-2	-1	-4 ◇
B28. I feel valued for the work I do	20	45	25	9	4	65%	-3	+3	-2
B29. I think that GAD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	35	42	17	4	4	77%	-10 ◇	+5 ◇	-1

All questions by theme

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

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◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	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	19	62	15	4	80%	0	-3 ◇	-6 ◇	
B31. I get the information I need to do my job well	15	63	17	5	78%	0	+9 ◇	+5 ◇	
B32. I have clear work objectives	14	64	15	4	78%	+3	+3	-2	
B33. I have the skills I need to do my job effectively	16	68	13	3	85%	-3	-4 ◇	-6 ◇	
B34. I have the tools I need to do my job effectively	15	59	21	5	74%	-9 ◇	+3	-1	
B35. I have an acceptable workload	12	65	17	5	77%	+7	+17 ◇	+11 ◇	
B36. I achieve a good balance between my work life and my private life	22	62	5	9	84%	+5	+16 ◇	+10 ◇	
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	8	33	21	23	15	41%	-1	+10 ◇	+5 ◇
B38. I am satisfied with the total benefits package	13	32	23	24	8	45%	0	+12 ◇	+6 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	8	24	27	26	15	32%	-8	+6 ◇	-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 CS2012	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	12	50	25	10		62%	-7	+20 ◇	+6 ◇
B41. Senior managers in GAD are sufficiently visible	20	55	10	9	5	75%	0	+27 ◇	+15 ◇
B42. I believe the actions of senior managers are consistent with GAD's values	9	54	26	5	6	63%	-5	+21 ◇	+9 ◇
B43. I believe that the management board has a clear vision for the future of GAD	12	50	26	10		62%	-7	+22 ◇	+10 ◇
B44. Overall, I have confidence in the decisions made by GAD's senior managers	10	48	27	12		59%	-9 ◇	+19 ◇	+7 ◇
B45. I feel that change is managed well in GAD	4	28	37	22	8	33%	-12 ◇	+4	-6 ◇
B46. When changes are made in GAD they are usually for the better	4	40	40	15		44%	-10 ◇	+19 ◇	+9 ◇
B47. GAD keeps me informed about matters that affect me	15	52	23	7		67%	+3	+10 ◇	+3
B48. I have the opportunity to contribute my views before decisions are made that affect me	8	28	38	18	8	36%	-8	0	-6 ◇
B49. I think it is safe to challenge the way things are done in GAD	9	37	35	12	6	47%	-8	+6 ◇	0

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 CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of GAD	15	47	29	5	4	61%	-5	+8 ◇	-3
B51. I would recommend GAD as a great place to work	22	43	23	9	1	66%	-2	+19 ◇	+8 ◇
B52. I feel a strong personal attachment to GAD	13	33	38	11	5	46%	-13 ◇	+1	-6 ◇
B53. GAD inspires me to do the best in my job	11	39	36	10	4	50%	+1	+9 ◇	+1
B54. GAD motivates me to help it achieve its objectives	11	34	39	11	4	46%	-6	+7 ◇	-1
Taking action									
B55. I believe that senior managers in GAD will take action on the results from this survey	7	39	31	15	9	46%	+1	+3	-7 ◇
B56. I believe that managers where I work will take action on the results from this survey	5	33	38	16	8	38%	-2	-13 ◇	-21 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	13	58	16	11		15%	-8 ◇	-17 ◇	-25 ◇

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 CS2012	Difference from CS High Performers
I want to leave GAD as soon as possible		4%	+4	-4	-6
I want to leave GAD within the next 12 months		10%	0	-2	-6
I want to stay working for GAD for at least the next year		37%	+6	+9 [^]	+3
I want to stay working for GAD for at least the next three years		48%	-11	-3	-11 [^]

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers	
D01. Are you aware of the Civil Service Code?		90	10	90%	-3	+1	-4 [^]
D02. Are you aware of how to raise a concern under the Civil Service Code?		44	56	44%	-4	-19 [^]	-25 [^]
D03. Are you confident that if you raised a concern under the Civil Service Code in GAD it would be investigated properly?		75	25	75%	-7	+8 [^]	+4

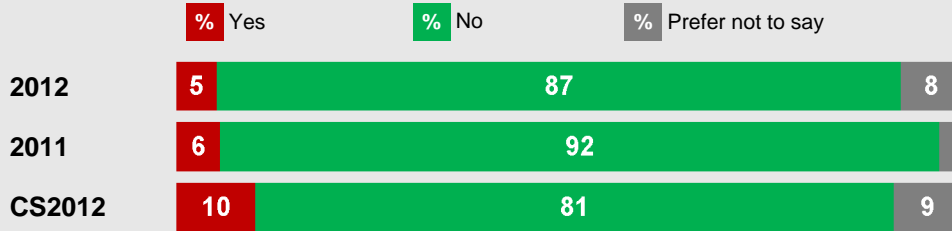
[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

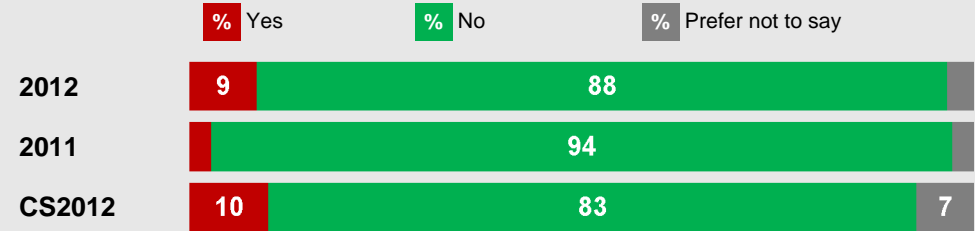
All questions by theme

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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✦

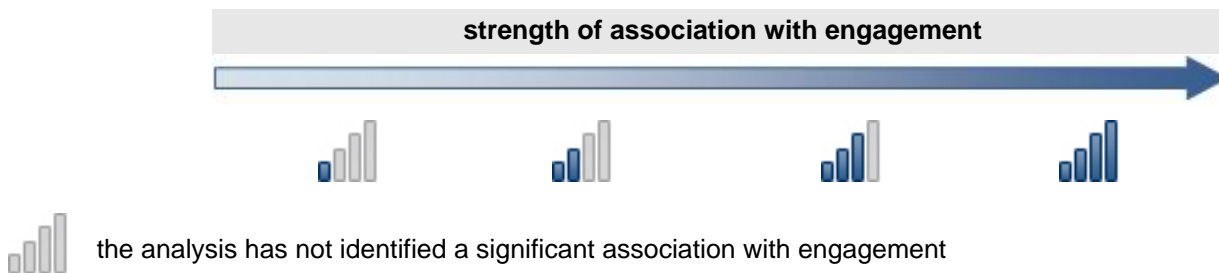
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2012 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.