Autumn 2013 survey report for:

GAD

GOVERNMENT ACTUARY'S DEPARTMENT

Returns: 142 Response rate: 85%

Your engagement index

66%

Difference from previous survey	Difference from CS2013	Difference from CS High Performers
+3 ✧	+8 ✧	+4 ✧

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 GAD	**70%**	+9 ✧	+14 ✧
B51. I would recommend GAD as a great place to work	**70%**	+4	+25 ✧
Stay: emotionally attached and committed to the organisation...			
B52. I feel a strong personal attachment to GAD	**49%**	+3	+3
Strive: motivated to do the best for the organisation...			
B53. GAD inspires me to do the best in my job	**53%**	+3	+10 ✧
B54. GAD motivates me to help it achieve its objectives	**46%**	0	+6 ✧

✧ = 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
My work		**73%**	0	-1	-5 ✧
Leadership and managing change		**55%**	0	+13 ✧	+4 ✧
My team		**73%**	-4	-6 ✧	-8 ✧
My manager		**64%**	+3	-3	-5 ✧
Pay and benefits		**42%**	+3	+13 ✧	+8 ✧
Organisational objectives and purpose		**74%**	-9 ✧	-8 ✧	-13 ✧
Resources and workload		**78%**	-1	+4 ✧	+1
Learning and development		**52%**	-1	+5 ✧	-3
Inclusion and fair treatment		**80%**	+4 ✧	+6 ✧	+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 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
My work	Strength of association with engagement:		
B02. I am sufficiently challenged by my work	**79%**	+3	+1
B05. I have a choice in deciding how I do my work	**73%**	-2	0
B04. I feel involved in the decisions that affect my work	**53%**	0	-1
B01. I am interested in my work	**88%**	-2	-1
B03. My work gives me a sense of personal accomplishment	**73%**	+1	-2
Leadership and managing change	Strength of association with engagement:		
B42. I believe the actions of senior managers are consistent with GAD's values	**65%**	+2	+22 ✧
B44. Overall, I have confidence in the decisions made by GAD's senior managers	**62%**	+3	+21 ✧
B40. I feel that GAD as a whole is managed well	**62%**	0	+19 ✧
B41. Senior managers in GAD are sufficiently visible	**68%**	-7 ✧	+17 ✧
B46. When changes are made in GAD they are usually for the better	**41%**	-3	+14 ✧
B49. I think it is safe to challenge the way things are done in GAD	**50%**	+3	+11 ✧
B43. I believe that the management board has a clear vision for the future of GAD	**52%**	-9 ✧	+11 ✧
B47. GAD keeps me informed about matters that affect me	**69%**	+2	+11 ✧
B45. I feel that change is managed well in GAD	**37%**	+4	+9 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	**41%**	+6 ✧	+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	**80%**	-5 ✧	-3 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	**67%**	+1	-6 ✧
B20. The people in my team work together to find ways to improve the service we provide	**72%**	-8 ✧	-8 ✧

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	32	56	10			**88%**	-2	-1	-4 ✧
B02. I am sufficiently challenged by my work	28	51	14	5		**79%**	+3	+1	-3 ✧
B03. My work gives me a sense of personal accomplishment	23	51	18	9		**73%**	+1	-2	-6 ✧
B04. I feel involved in the decisions that affect my work	13	39	29	13	5	**53%**	0	-1	-8 ✧
B05. I have a choice in deciding how I do my work	23	49	19	7		**73%**	-2	0	-5 ✧
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of GAD's purpose	18	66	13			**85%**	-3	0	-5 ✧
B07. I have a clear understanding of GAD's objectives	18	53	23	7		**70%**	-12 ✧	-9 ✧	-15 ✧
B08. I understand how my work contributes to GAD's objectives	23	45	25	7		**68%**	-11 ✧	-14 ✧	-18 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.
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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	18	48	20	12		66%	+2	+1	-4 ✧
B10. My manager is considerate of my life outside work	35	44	15			80%	+2	-1	-4 ✧
B11. My manager is open to my ideas	29	52	13	4		81%	+9 ✧	+2	-2
B12. My manager helps me to understand how I contribute to GAD's objectives	13	43	30	11		56%	+5	-6 ✧	-10 ✧
B13. Overall, I have confidence in the decisions made by my manager	35	46	10	6	4	81%	+7 ✧	+10 ✧	+5 ✧
B14. My manager recognises when I have done my job well	22	49	18	11		70%	0	-7 ✧	-10 ✧
B15. I receive regular feedback on my performance	13	44	24	18		57%	+1	-7 ✧	-11 ✧
B16. The feedback I receive helps me to improve my performance	14	41	35	10		55%	0	-5 ✧	-10 ✧
B17. I think that my performance is evaluated fairly	17	47	25	8		64%	+2	+1	-3
B18. Poor performance is dealt with effectively in my team	7	26	48	13	6	33%	0	-6 ✧	-9 ✧

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	32	49	12	6		80%	-5 ✧	-3 ✧	-6 ✧
B20. The people in my team work together to find ways to improve the service we provide	22	50	18	7	4	72%	-8 ✧	-8 ✧	-11 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	23	44	23	8		67%	+1	-6 ✧	-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 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	18	40	25	13	4	58%	+1	-3	-7 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	34	36	16	4	45%	-3	-3	-9 ✧
B24. There are opportunities for me to develop my career in GAD	16	36	29	12	8	52%	0	+14 ✧	+5 ✧
B25. Learning and development activities I have completed while working for GAD are helping me to develop my career	12	40	34	9	5	52%	-3	+11 ✧	+4 ✧
Inclusion and fair treatment :Strength of association with engagement									
B26. I am treated fairly at work	33	50	11	4		82%	+4 ✧	+4 ✧	+1
B27. I am treated with respect by the people I work with	38	49	7			87%	+4 ✧	+3 ✧	+1
B28. I feel valued for the work I do	24	43	22	8	4	67%	+2	+4 ✧	-1
B29. I think that GAD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	40	43	12			84%	+7 ✧	+11 ✧	+6 ✧

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 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	18	61	14	7		79%	-1	-4 ✧	-7 ✧
B31. I get the information I need to do my job well	18	57	18	6		75%	-3	+6 ✧	+2
B32. I have clear work objectives	14	58	19	8		73%	-5 ✧	-3	-7 ✧
B33. I have the skills I need to do my job effectively	23	63	11			86%	+1	-3 ✧	-4 ✧
B34. I have the tools I need to do my job effectively	23	60	15			82%	+8 ✧	+11 ✧	+7 ✧
B35. I have an acceptable workload	18	57	12	11		75%	-2	+15 ✧	+9 ✧
B36. I achieve a good balance between my work life and my private life	32	44	14	6	4	76%	-8 ✧	+8 ✧	+3 ✧
Pay and benefits :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	8	35	24	19	14	43%	+2	+14 ✧	+8 ✧
B38. I am satisfied with the total benefits package	10	38	19	20	12	49%	+3	+16 ✧	+11 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	27	24	24	17	35%	+3	+9 ✧	+3

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 GAD as a whole is managed well	11	51	28	9		62%	0	+19 ✧	+6 ✧
B41. Senior managers in GAD are sufficiently visible	20	48	23	6		68%	-7 ✧	+17 ✧	+7 ✧
B42. I believe the actions of senior managers are consistent with GAD's values	14	51	26	7		65%	+2	+22 ✧	+10 ✧
B43. I believe that the management board has a clear vision for the future of GAD	11	41	38	9		52%	-9 ✧	+11 ✧	-3
B44. Overall, I have confidence in the decisions made by GAD's senior managers	11	51	29	7		62%	+3	+21 ✧	+11 ✧
B45. I feel that change is managed well in GAD	7	30	41	14	7	37%	+4	+9 ✧	-2
B46. When changes are made in GAD they are usually for the better	7	34	49	9		41%	-3	+14 ✧	+6 ✧
B47. GAD keeps me informed about matters that affect me	15	54	19	10		69%	+2	+11 ✧	+4 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	11	31	34	19	6	41%	+6 ✧	+5 ✧	-2
B49. I think it is safe to challenge the way things are done in GAD	9	40	30	15	5	50%	+3	+11 ✧	+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
Engagement									
B50. I am proud when I tell others I am part of GAD	23	48	26			**70%**	+9 ✧	+14 ✧	+5 ✧
B51. I would recommend GAD as a great place to work	28	41	23	5		**70%**	+4	+25 ✧	+14 ✧
B52. I feel a strong personal attachment to GAD	13	36	38	11		**49%**	+3	+3	-4 ✧
B53. GAD inspires me to do the best in my job	15	38	33	12		**53%**	+3	+10 ✧	+3
B54. GAD motivates me to help it achieve its objectives	11	35	39	13		**46%**	0	+6 ✧	-2
Taking action									
B55. I believe that senior managers in GAD will take action on the results from this survey	12	40	31	11	6	**52%**	+6 ✧	+9 ✧	0
B56. I believe that managers where I work will take action on the results from this survey	8	39	36	10	6	**48%**	+9 ✧	-6 ✧	-11 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	7	20	52	16	5	**27%**	+13 ✧	-6 ✧	-12 ✧

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
Organisational Culture									
B58. I am trusted to carry out my job effectively	27	59	8	4		**87%**	+5 ✧	-1	-4 ✧
B59. I believe I would be supported if I try a new idea, even if it may not work	18	45	26	10		**62%**	+2	-5 ✧	-9 ✧
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	10	57	24	7		**67%**	+3	+3	-3
B61. When I talk about GAD I say "we" rather than "they"	26	51	17	5		**77%**	+3	+9 ✧	+1
B62. I have some really good friendships at work	17	45	26	10		**62%**	+10 ✧	-14 ✧	-17 ✧

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?	7	25	54	13	67%	-3	+4 ✧	+1
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	24	51	15	66%	-4	-3	-6 ✧
W03. Overall, how happy did you feel yesterday?	12	26	45	17	62%	-9 ✧	+2	-1

	% 0-1	% 2-3	% 4-5	% 6-10				
W04. Overall, how anxious did you feel yesterday?	22	36	19	23	58%	0	+8 ✧	+5 ✧

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 CS2013	Difference from CS High Performers
I want to leave GAD as soon as possible	**4%**	0	-3	-6
I want to leave GAD within the next 12 months	**14%**	+4	+1	-2
I want to stay working for GAD for at least the next year	**38%**	+1	+8 ✧	+3
I want to stay working for GAD for at least the next three years	**43%**	-5	-5 ✧	-15 ✧

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?	90	10	**90%**	0	+1	-4 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	47	53	**47%**	+3	-17 ✧	-23 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in GAD it would be investigated properly?	78	22	**78%**	+4	+11 ✧	+6 ✧

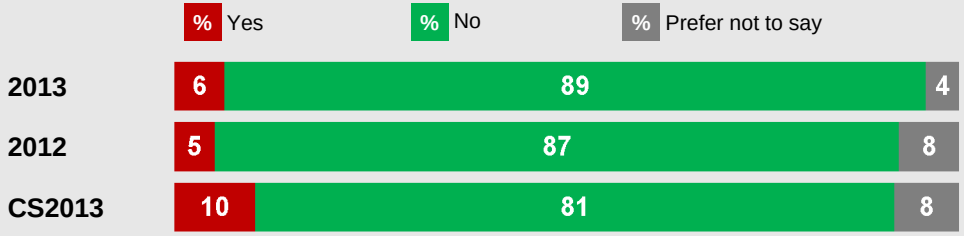
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

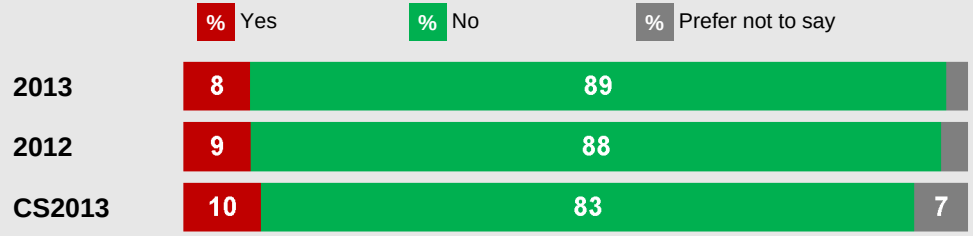
All questions by theme

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 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 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: ✧

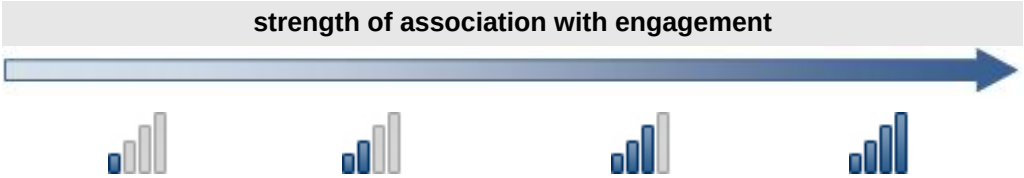
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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