


Returns : 132

Response rate : 84%

Civil Service People Survey 2014

 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.



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 CS2014	Difference from CS High Performers
My work		74%	+1	-1	-4 ✧
My manager		63%	-1	-5 ✧	-8 ✧
Pay and benefits		34%	-8 ✧	+6 ✧	-1
Leadership and Managing Change		58%	+3	+15 ✧	+8 ✧
Resources and workload		82%	+4 ✧	+8 ✧	+5 ✧
Organisational objectives and purpose		81%	+7 ✧	-2	-7 ✧
My team		73%	0	-6 ✧	-9 ✧
Learning and development		51%	-1	+2	-4 ✧
Inclusion and fair treatment		80%	0	+4 ✧	+1

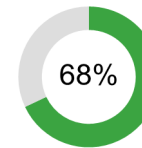


Strength of association with engagement

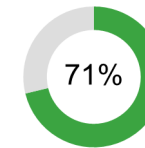


Statistically significant difference from comparison

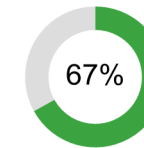
Wellbeing



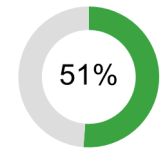
Overall, how satisfied are you with your life nowadays?



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

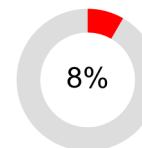


Overall, how happy did you feel yesterday?

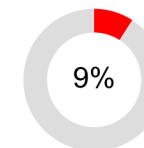


No or low anxiety yesterday

Discrimination, bullying and harassment

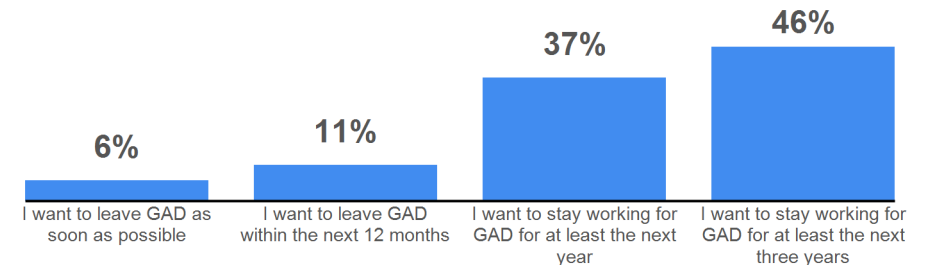


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





All questions by theme

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

My work

74% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	33	52	10	5		84%	-4 ◆	-5 ◆	-8 ◆
B02 I am sufficiently challenged by my work	30	48	11	8		78%	-1	-1	-4 ◆
B03 My work gives me a sense of personal accomplishment	27	45	19	8		71%	-2	-4 ◆	-7 ◆
B04 I feel involved in the decisions that affect my work	14	44	27	12		58%	+6 ◆	+2	-4 ◆
B05 I have a choice in deciding how I do my work	24	56	11	8		80%	+7 ◆	+5 ◆	0

Organisational objectives and purpose

81% +7

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of GAD's purpose	23	59	14			83%	-2	-3 ◆	-8 ◆
B07 I have a clear understanding of GAD's objectives	17	61	16	5		79%	+8 ◆	-2	-7 ◆
B08 I understand how my work contributes to GAD's objectives	21	61	14			82%	+14 ◆	-2	-6 ◆



All questions by theme

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

My manager

63% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	20	39	26	12	5	58%	-8 ◆	-10 ◆	-13 ◆
B10 My manager is considerate of my life outside work	39	39	15	5	1	77%	-2	-4 ◆	-8 ◆
B11 My manager is open to my ideas	23	55	14	5	1	79%	-2	-1	-6 ◆
B12 My manager helps me to understand how I contribute to GAD's objectives	14	37	36	10	3	51%	-6 ◆	-14 ◆	-18 ◆
B13 Overall, I have confidence in the decisions made by my manager	26	44	23	5	2	70%	-11 ◆	-4 ◆	-7 ◆
B14 My manager recognises when I have done my job well	24	51	15	8	2	75%	+5 ◆	-2	-6 ◆
B15 I receive regular feedback on my performance	16	44	16	19	5	60%	+3	-5 ◆	-9 ◆
B16 The feedback I receive helps me to improve my performance	14	51	19	14	4	64%	+9 ◆	+3	-1
B17 I think that my performance is evaluated fairly	14	45	30	9	2	59%	-5 ◆	-4 ◆	-8 ◆
B18 Poor performance is dealt with effectively in my team	9	26	47	16	8	35%	+2	-4 ◆	-8 ◆

My team

73% 0

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	31	50	13	5	1	81%	+1	-3 ◆	-6 ◆
B20 The people in my team work together to find ways to improve the service we provide	23	51	19	5	2	74%	+2	-6 ◆	-9 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	21	43	22	11	3	64%	-3	-9 ◆	-14 ◆



All questions by theme

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

Learning and development

51% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	8	49	21	16	5	57%	-1	-5 ◆	-10 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	40	30	17	8	46%	+1	-5 ◆	-11 ◆
B24	There are opportunities for me to develop my career in GAD	11	43	20	20	7	54%	+2	+12 ◆	+5 ◆
B25	Learning and development activities I have completed while working for GAD are helping me to develop my career	11	36	33	14	6	48%	-4	+5 ◆	-2

Inclusion and fair treatment

80% 0

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	37	42	13	6		80%	-3	0	-3 ◆
B27	I am treated with respect by the people I work with	45	45	5			90%	+3	+6 ◆	+3 ◆
B28	I feel valued for the work I do	27	41	22	9		67%	+1	+3	-2
B29	I think that GAD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	36	45	10	6		81%	-3	+7 ◆	+3 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

Resources and workload

82% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	20	67	8	5		87%	+8 ◆	+3 ◆	0
B31 I get the information I need to do my job well	14	62	16	8		76%	+1	+6 ◆	+2
B32 I have clear work objectives	17	62	16	5		79%	+6 ◆	+3 ◆	0
B33 I have the skills I need to do my job effectively	19	73	7			92%	+7 ◆	+3 ◆	+1
B34 I have the tools I need to do my job effectively	17	71	8			88%	+5 ◆	+16 ◆	+12 ◆
B35 I have an acceptable workload	18	59	10	12		76%	+2	+17 ◆	+10 ◆
B36 I achieve a good balance between my work life and my private life	31	45	14	8		77%	+1	+10 ◆	+2

Pay and benefits

34% -8

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	8	29	24	27	13	36%	-7 ◆	+7 ◆	0
B38 I am satisfied with the total benefits package	8	36	26	20	11	44%	-5	+12 ◆	+4 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	27	30	22		21%	-13 ◆	-3	-10 ◆



All questions by theme

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

Leadership and
Managing Change

58% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40 I feel that GAD as a whole is managed well	7	64	18	11		70%	+8 ◆	+25 ◆	+14 ◆
B41 Senior managers in GAD are sufficiently visible	15	56	17	8		71%	+3	+18 ◆	+8 ◆
B42 I believe the actions of senior managers are consistent with GAD's values	12	58	20	6		70%	+5 ◆	+23 ◆	+15 ◆
B43 I believe that the Management Board has a clear vision for the future of GAD	7	44	40	9		50%	-2	+6 ◆	-2
B44 Overall, I have confidence in the decisions made by GAD's senior managers	9	59	22	8		68%	+6 ◆	+24 ◆	+17 ◆
B45 I feel that change is managed well in GAD		33	41	16	7	36%	-1	+5 ◆	-2
B46 When changes are made in GAD they are usually for the better	5	41	42	11		45%	+5 ◆	+16 ◆	+8 ◆
B47 GAD keeps me informed about matters that affect me	12	57	20	7		69%	0	+11 ◆	+5 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	6	40	32	15	7	46%	+4	+10 ◆	+3
B49 I think it is safe to challenge the way things are done in GAD	9	47	27	10	7	56%	+6 ◆	+15 ◆	+8 ◆

All questions by theme

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^ indicates a variation in question wording from your previous survey

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of GAD	21	48	24	5	5	69%	-1	+10 ◆	+3
B51 I would recommend GAD as a great place to work	23	45	24	6	6	68%	-1	+20 ◆	+8 ◆
B52 I feel a strong personal attachment to GAD	17	32	33	13	5	49%	+1	+2	-5 ◆
B53 GAD inspires me to do the best in my job	14	34	37	10	5	48%	-5	+3	-3
B54 GAD motivates me to help it achieve its objectives	11	36	35	13	5	48%	+2	+5 ◆	-2

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers in GAD will take action on the results from this survey	15	44	27	10	6	59%	+7 ◆	+14 ◆	+6 ◆
B56 I believe that managers where I work will take action on the results from this survey	12	36	36	9	7	48%	0	-8 ◆	-13 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	8	33	39	14	5	42%	+14 ◆	+7 ◆	+1



All questions by theme

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

Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	27	65	5			92%	+5 ◇	+3 ◇	+1
B59 I believe I would be supported if I try a new idea, even if it may not work	16	48	23	9		64%	+2	-4 ◇	-8 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	14	55	20	8		69%	+2	+4 ◇	-2
B61 When I talk about GAD I say "we" rather than "they"	30	54	11			84%	+7 ◇	+16 ◇	+6 ◇
B62 I have some really good friendships at work	19	42	27	11		61%	0	-14 ◇	-18 ◇

All questions by theme

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

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. 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 CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	10	22	58	10	68%	+1	+4 ◆	+2
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	22	53	18	71%	+5 ◆	+2	-1
W03 Overall, how happy did you feel yesterday?	11	22	50	17	67%	+5 ◆	+7 ◆	+4 ◆



W04 Overall, how anxious did you feel yesterday?	22	30	22	27	51%	-7 ◆	+1	-1
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All questions by theme

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

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 CS2014	Difference from CS High Performers
I want to leave GAD as soon as possible		6%	+2	-1	-4
I want to leave GAD within the next 12 months		11%	-3	-3	-7
I want to stay working for GAD for at least the next year		37%	-1	+6 ◇	-1
I want to stay working for GAD for at least the next three years		46%	+3	0	-8 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		6	94%	+4 ◇	+4 ◇	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		41	59%	+12 ◇	-5 ◇	-12 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in GAD it would be investigated properly?		23	77%	-1	+9 ◇	+4 ◇

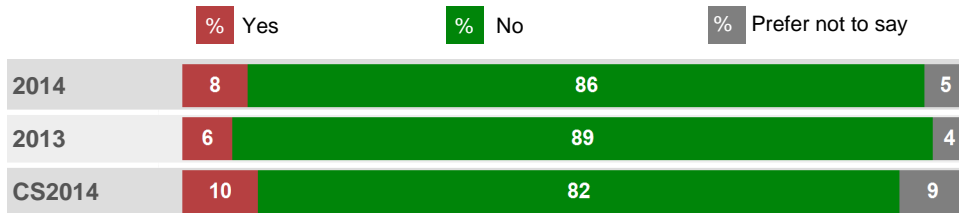


All questions by theme

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

Discrimination, harassment and bullying

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



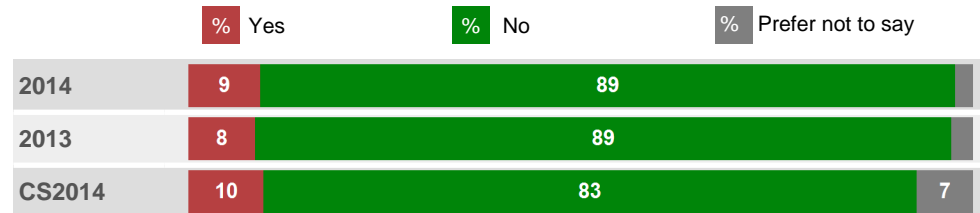
For respondents who selected 'Yes' to question E01.

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)

Person	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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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



 the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 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.