

◇ 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 CS2016	Difference from CS High Performers
Leadership and managing change		49%	+2 ✧	+6 ✧	-3 ✧
My work		79%	+1	+4 ✧	+1
My manager		71%	-1	+2 ✧	0
Pay and benefits		19%	0	-12 ✧	-19 ✧
Learning and development		61%	+2 ✧	+11 ✧	+6 ✧
Resources and workload		77%	+2 ✧	+4 ✧	+1
Organisational objectives and purpose		82%	+3 ✧	0	-5 ✧
My team		82%	+1	+2 ✧	-2 ✧
Inclusion and fair treatment		79%	0	+4 ✧	0



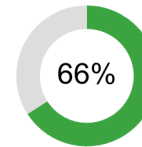
Strength of association with engagement



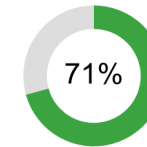
Statistically significant difference from comparison

Wellbeing

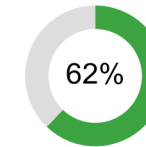
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



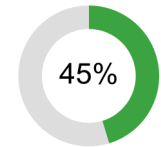
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



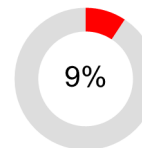
W03. Overall, how happy did you feel yesterday?



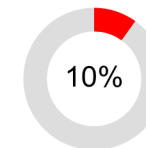
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

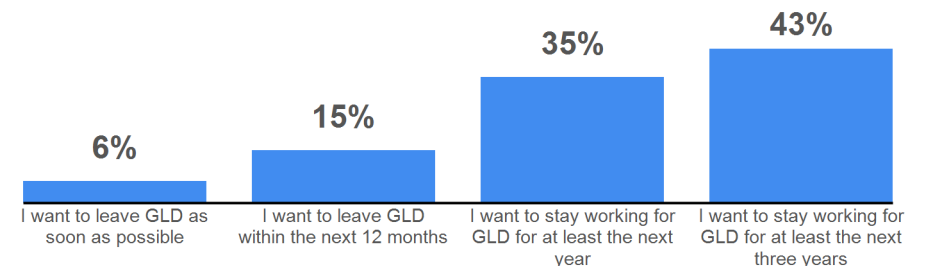


During the past 12 months have you personally experienced discrimination at work?



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
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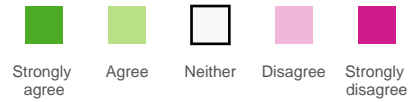
My work

79% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	45	46	6	6	6	91%	0	+2 ◆	0
B02 I am sufficiently challenged by my work	40	45	7	6	6	85%	+1	+5 ◆	+3 ◆
B03 My work gives me a sense of personal accomplishment	31	49	11	6	6	81%	+1	+5 ◆	+2 ◆
B04 I feel involved in the decisions that affect my work	17	42	21	16	5	58%	+2 ◆	+1 ◆	-3 ◆
B05 I have a choice in deciding how I do my work	29	50	12	7	7	79%	0	+5 ◆	0

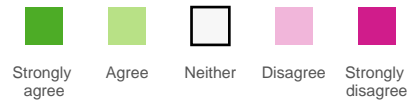
Organisational objectives and purpose

82% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of GLD's purpose	29	58	9	5	5	87%	+2 ◆	+1 ◆	-3 ◆
B07 I have a clear understanding of GLD's objectives	24	56	14	5	5	80%	+3 ◆	0	-5 ◆
B08 I understand how my work contributes to GLD's objectives	26	55	14	5	5	80%	+3 ◆	-3 ◆	-7 ◆



All questions by theme

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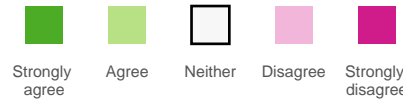
My manager

71% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	28	45	15	9	9	73%	0	+4 ◆	0
B10	My manager is considerate of my life outside work	47	40	9	9	9	87%	0	+4 ◆	+1 ◆
B11	My manager is open to my ideas	40	45	11	9	9	84%	0	+4 ◆	0
B12	My manager helps me to understand how I contribute to GLD's objectives	22	42	25	9	9	64%	0	-1	-6 ◆
B13	Overall, I have confidence in the decisions made by my manager	34	45	13	5	9	79%	0	+6 ◆	0
B14	My manager recognises when I have done my job well	36	44	12	5	9	80%	-1	+2 ◆	-1 ◆
B15	I receive regular feedback on my performance	25	42	18	12	9	67%	-1	+1	-2 ◆
B16	The feedback I receive helps me to improve my performance	23	43	22	9	9	66%	-2 ◆	+4 ◆	0
B17	I think that my performance is evaluated fairly	24	42	21	10	9	66%	-1	+3 ◆	-2 ◆
B18	Poor performance is dealt with effectively in my team	11	29	43	11	6	39%	+1	0	-4 ◆

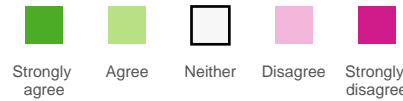
My team

82% +1

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 CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	40	47	9	9	9	88%	+1	+3 ◆	+1
B20	The people in my team work together to find ways to improve the service we provide	34	49	12	9	9	83%	+1	+2 ◆	-1 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	27	47	18	6	9	74%	+1	-1	-5 ◆



All questions by theme

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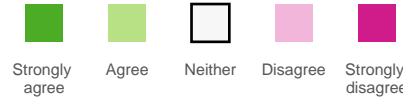
Learning and development

61% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	21	53	16	9		74%	+3 ◆	+13 ◆	+6 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	19	47	25	7		66%	+2 ◆	+15 ◆	+9 ◆
B24	There are opportunities for me to develop my career in GLD	14	39	21	16	10	53%	+2	+10 ◆	+2 ◆
B25	Learning and development activities I have completed while working for GLD are helping me to develop my career	14	39	29	13	6	53%	+2 ◆	+9 ◆	+2 ◆

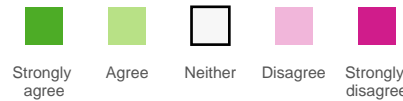
Inclusion and fair treatment

79% 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 CS2016	Difference from CS High Performers
B26	I am treated fairly at work	32	49	10	6		81%	-2 ◆	+2 ◆	-2 ◆
B27	I am treated with respect by the people I work with	39	49	8			87%	-1	+3 ◆	0
B28	I feel valued for the work I do	26	43	15	12		69%	0	+5 ◆	-1
B29	I think that GLD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	31	49	12	5		80%	+2 ◆	+6 ◆	+2 ◆



All questions by theme

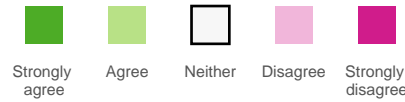
◆ indicates statistically significant difference from comparison
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Resources and workload **77%** +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	26	62	8	2	2	88%	+1	+5 ◆	+1 ◆
B31 I get the information I need to do my job well	19	56	16	7	7	75%	+5 ◆	+7 ◆	+1 ◆
B32 I have clear work objectives	22	58	12	6	2	81%	+3 ◆	+5 ◆	+1
B33 I have the skills I need to do my job effectively	31	60	7	1	1	91%	+1 ◆	+3 ◆	0
B34 I have the tools I need to do my job effectively	19	52	13	12	4	71%	+5 ◆	+1	-5 ◆
B35 I have an acceptable workload	12	53	15	14	6	65%	0	+7 ◆	0
B36 I achieve a good balance between my work life and my private life	20	49	14	13	4	69%	+1	+2 ◆	-3 ◆

Pay and benefits

19% 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 CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	17	17	32	32	2	20%	0	-12 ◆	-19 ◆
B38 I am satisfied with the total benefits package	18	21	30	28	3	21%	+1	-13 ◆	-20 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	13	15	32	38	2	15%	-1	-11 ◆	-19 ◆



All questions by theme

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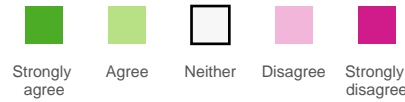
Leadership and
managing change

49% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40 I feel that GLD as a whole is managed well	8	49	28	10	5	57%	+3 ◆	+10 ◆	-1
B41 Senior managers in GLD are sufficiently visible	15	50	19	12	5	64%	0	+9 ◆	-1 ◆
B42 I believe the actions of senior managers are consistent with GLD's values	12	44	31	8	5	56%	+2 ◆	+7 ◆	-2 ◆
B43 I believe that the Board has a clear vision for the future of GLD	8	38	44	5	5	46%	0	+3 ◆	-8 ◆
B44 Overall, I have confidence in the decisions made by GLD's senior managers	9	42	33	10	6	52%	+3 ◆	+8 ◆	-3 ◆
B45 I feel that change is managed well in GLD	6	36	35	18	6	42%	+3 ◆	+13 ◆	+1 ◆
B46 When changes are made in GLD they are usually for the better	5	28	43	17	6	34%	+2 ◆	+4 ◆	-5 ◆
B47 GLD keeps me informed about matters that affect me	10	53	21	11	5	63%	+2 ◆	+8 ◆	-1
B48 I have the opportunity to contribute my views before decisions are made that affect me	6	30	32	24	7	37%	0	-1	-11 ◆
B49 I think it is safe to challenge the way things are done in GLD	7	34	32	18	9	41%	+2 ◆	-2 ◆	-7 ◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of GLD	18	47	26	6	6	66%	+3 ◆	+7 ◆	-1
B51 I would recommend GLD as a great place to work	17	43	27	10	5	59%	+2	+8 ◆	-1 ◆
B52 I feel a strong personal attachment to GLD	14	32	34	15	5	46%	+2 ◆	-2 ◆	-10 ◆
B53 GLD inspires me to do the best in my job	13	35	33	14	5	48%	+4 ◆	+2 ◆	-5 ◆
B54 GLD motivates me to help it achieve its objectives	11	33	35	14	6	44%	+3 ◆	+1	-6 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that senior managers in GLD will take action on the results from this survey	14	44	24	11	7	58%	+1	+12 ◆	+4 ◆
B56 I believe that managers where I work will take action on the results from this survey	21	48	18	8	5	69%	+3 ◆	+13 ◆	+5 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	14	35	37	9	6	48%	+5 ◆	+13 ◆	+7 ◆



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	36	54	6			90%	-1	+2 ◆	0
B59 I believe I would be supported if I try a new idea, even if it may not work	20	50	20	8		70%	+2 ◆	+1	-4 ◆
B60 When I talk about GLD I say "we" rather than "they"	23	49	16	10		72%	+5 ◆	0	-7 ◆
B61 I have some really good friendships at work	29	47	17	5		77%	+2 ◆	0	-4 ◆

Leadership statement

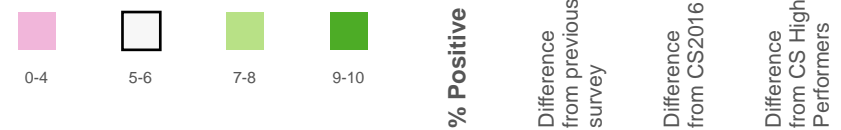
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior managers in GLD actively role model the behaviours set out in the Civil Service Leadership Statement	10	41	37	9		50%	+7 ◆	+7 ◆	+1
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	21	46	23	6		67%	+3 ◆	+6 ◆	0



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Wellbeing



Unlike the questions B01-B63 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	22	52	14	66%	+1	0	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	20	51	20	71%	+1	0	-3 ◆
W03 Overall, how happy did you feel yesterday?	15	23	44	18	62%	+1	-1 ◆	-4 ◆

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	19	26	22	32	45%	+3 ◆	-5 ◆	-8 ◆



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Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for GLD?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave GLD as soon as possible		6%	-1	-2 ◇	-5 ◇
I want to leave GLD within the next 12 months		15%	+3 ◇	0	-4 ◇
I want to stay working for GLD for at least the next year		35%	-2	+3 ◇	-4 ◇
I want to stay working for GLD for at least the next three years		43%	-1	0	-8 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		5	95%	0	+4 ◇	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		25	75%	+5 ◇	+8 ◇	+1
D03. Are you confident that if you raised a concern under the Civil Service Code in GLD it would be investigated properly?		22	78%	+1	+11 ◇	+3 ◇

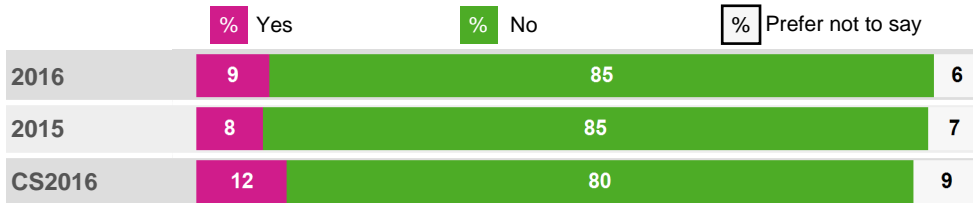


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Discrimination, harassment and bullying

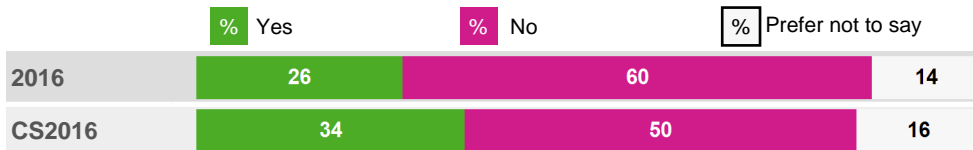
E01. During the past 12 months, have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?



For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count
Age	24
Caring responsibilities	21
Disability	17
Ethnic background	15
Gender	34
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	38
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	17
Working location	--
Working pattern	37
Any other grounds	25
Prefer not to say	27

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	43
Your manager	36
Another manager in my part of GLD	47
Someone you manage	--
Someone who works for another part of GLD	12
A member of the public	--
Someone else	14
Prefer not to say	23

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



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Government Legal Department questions

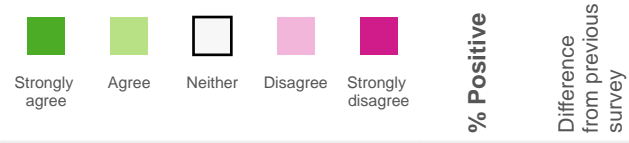
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 GLD feels like one organisation	9	45	20	21	5	54%	+8 ◆
F02 I am able to access my 5 days' learning a year	Yes: 75%		No: 25%			75%	--
F03 I review my career development options with my manager on a regular basis	12	43	22	18	5	55%	-3 ◆
F04 My manager encourages me to make time for learning and development	22	49	18	8		71%	+1
F05 I am aware of my line manager's leadership pledge	Yes: 57%		No: 43%			57%	--
F06 For respondents who selected 'Yes' to the question above, my line manager is fulfilling their leadership pledge	24	48	24			72%	--
F07 I am aware of the GLD 'My Good Manager' statement	Yes: 51%		No: 49%			51%	--
F08 For respondents who selected 'Yes' to the question above, My line manager lives the GLD 'My Good Manager' statement	24	44	26			68%	--
F09 I am aware of GLD's diversity and inclusion action plan	Yes: 78%		No: 22%			78%	--
F10 Do you know what GLD's ABC Champions do?	Yes: 73%		No: 27%			73%	--
F11 For respondents who selected yes to the question E01 or E03, did you raise the discrimination, bullying or harassment you experienced with either you ABC Champion or someone else in GLD?	Yes: 19%		No: 81%			19%	--
F12 I believe that people in GLD value and respect each other	19	59	16	5		78%	--
F13 I believe that people in GLD embrace new ideas and collaborate	13	54	23	8		67%	--



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Government Legal Department questions



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	I believe that people in GLD take pride in the high standard of our service	22	57		15	5	79%	--



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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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 fewer 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.