



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 CS2015	Difference from CS High Performers
Leadership and managing change		47%	-1	+5 ✧	-4 ✧
My work		78%	0	+4 ✧	0
My manager		71%	0	+3 ✧	0
Pay and benefits		19%	-3 ✧	-11 ✧	-17 ✧
Learning and development		59%	-3 ✧	+10 ✧	+4 ✧
Resources and workload		75%	-1	+2 ✧	-2 ✧
Organisational objectives and purpose		80%	+1	-3 ✧	-7 ✧
My team		81%	+1 ✧	+1 ✧	-2 ✧
Inclusion and fair treatment		80%	-1	+5 ✧	+1 ✧

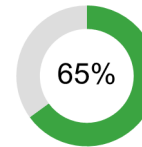


Strength of association with engagement

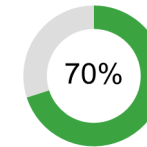


Statistically significant difference from comparison

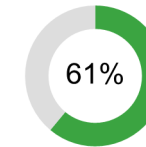
Wellbeing



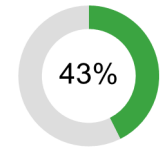
Overall, how satisfied are you with your life nowadays?



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

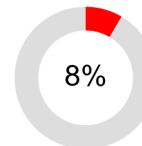


Overall, how happy did you feel yesterday?

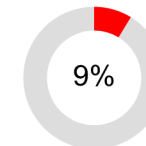


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

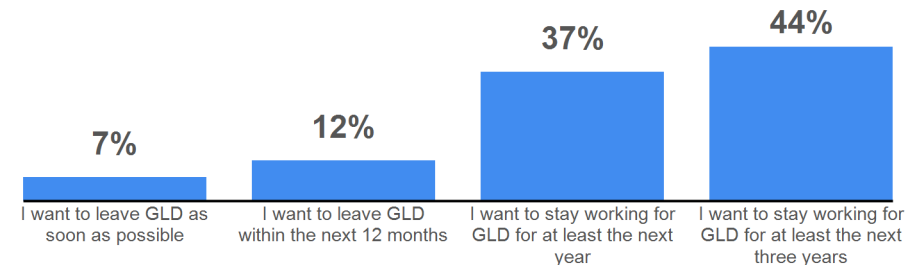


During the past 12 months have you personally experienced discrimination at work?



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

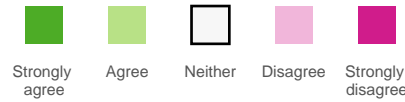
My work

78% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	46	45	5	0	0	92%	-1	+3 ◆	0
B02 I am sufficiently challenged by my work	41	44	7	7	0	85%	+1	+6 ◆	+2 ◆
B03 My work gives me a sense of personal accomplishment	31	49	12	6	0	80%	-1	+4 ◆	+1 ◆
B04 I feel involved in the decisions that affect my work	16	39	22	17	5	56%	-2 ◆	0	-8 ◆
B05 I have a choice in deciding how I do my work	27	51	13	7	0	78%	+1	+5 ◆	0

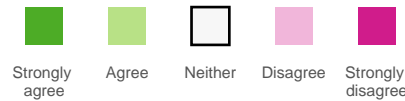
Organisational objectives and purpose

80% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of GLD's purpose	26	59	9	5	0	85%	+2 ◆	0	-4 ◆
B07 I have a clear understanding of GLD's objectives	22	55	15	7	0	77%	0	-3 ◆	-7 ◆
B08 I understand how my work contributes to GLD's objectives	24	53	14	6	0	78%	0	-5 ◆	-9 ◆



All questions by theme

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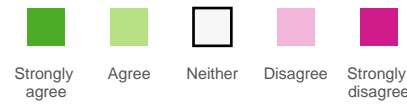
My manager

71% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	30	43	16	8	8	73%	-1	+5 ◆	+1
B10	My manager is considerate of my life outside work	47	40	9	9	9	87%	0	+5 ◆	+1 ◆
B11	My manager is open to my ideas	41	44	10	10	9	85%	0	+4 ◆	0
B12	My manager helps me to understand how I contribute to GLD's objectives	22	41	25	9	9	64%	0	0	-4 ◆
B13	Overall, I have confidence in the decisions made by my manager	37	42	13	5	5	79%	-2 ◆	+7 ◆	+2 ◆
B14	My manager recognises when I have done my job well	39	42	11	5	5	81%	0	+3 ◆	0
B15	I receive regular feedback on my performance	25	44	16	13	13	68%	0	+2 ◆	-2 ◆
B16	The feedback I receive helps me to improve my performance	24	44	20	9	9	68%	+1	+7 ◆	+3 ◆
B17	I think that my performance is evaluated fairly	26	42	21	8	8	67%	-2 ◆	+5 ◆	-1
B18	Poor performance is dealt with effectively in my team	12	27	45	11	6	38%	-1	-1	-5 ◆

My team

81% +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 CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	41	46	8	8	8	87%	+2 ◆	+3 ◆	0
B20	The people in my team work together to find ways to improve the service we provide	34	49	12	5	5	83%	+2 ◆	+2 ◆	-1 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	28	45	18	6	6	73%	+1	-1 ◆	-5 ◆



All questions by theme

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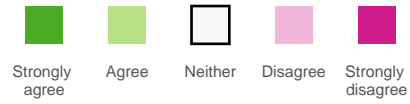
Learning and development

59% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	19	53	16	10	2	71%	-2 ◆	+8 ◆	+4 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	48	25	8	2	64%	-4 ◆	+13 ◆	+6 ◆
B24	There are opportunities for me to develop my career in GLD	13	38	21	17	11	51%	-2 ◆	+10 ◆	+2 ◆
B25	Learning and development activities I have completed while working for GLD are helping me to develop my career	12	38	31	13	6	50%	-3 ◆	+7 ◆	+1

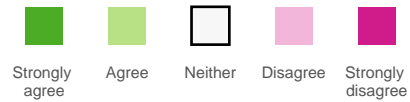
Inclusion and fair treatment

80% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	31	53	9	5	2	83%	0	+5 ◆	+2 ◆
B27	I am treated with respect by the people I work with	38	49	8	5	0	88%	-1 ◆	+3 ◆	+1 ◆
B28	I feel valued for the work I do	25	45	15	11	2	70%	-2 ◆	+6 ◆	+1
B29	I think that GLD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29	49	15	5	2	78%	0	+5 ◆	0



All questions by theme

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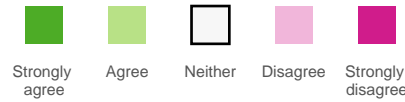
Resources and workload

75% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	28	59	7	5		87%	-1	+4 ◆	+1 ◆
B31 I get the information I need to do my job well	20	51	18	9		71%	-3 ◆	+2 ◆	-2 ◆
B32 I have clear work objectives	21	56	13	8		77%	-1	+2 ◆	-2 ◆
B33 I have the skills I need to do my job effectively	31	60	6			90%	-2 ◆	+2 ◆	0
B34 I have the tools I need to do my job effectively	18	48	16	13	5	66%	-2 ◆	-3 ◆	-8 ◆
B35 I have an acceptable workload	13	52	15	14	6	65%	+3 ◆	+5 ◆	0
B36 I achieve a good balance between my work life and my private life	19	49	15	12	5	68%	+2 ◆	+1	-4 ◆

Pay and benefits

19% -3

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	17	17	33	31		19%	-3 ◆	-12 ◆	-18 ◆
B38 I am satisfied with the total benefits package	18	21	32	28		20%	-3 ◆	-13 ◆	-19 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	14	15	31	37		17%	-2 ◆	-9 ◆	-15 ◆



All questions by theme

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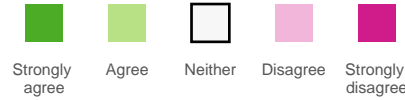
Leadership and managing change

47% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that GLD as a whole is managed well	9	45	29	13	5	54%	-1	+8 ◆	-2 ◆
B41 Senior managers in GLD are sufficiently visible	14	50	20	12	5	64%	-1	+11 ◆	-2 ◆
B42 I believe the actions of senior managers are consistent with GLD's values	12	42	34	8	5	54%	+1	+9 ◆	-2 ◆
B43 I believe that the Board has a clear vision for the future of GLD	9	36	43	8	5	46%	+2 ◆	+3 ◆	-8 ◆
B44 Overall, I have confidence in the decisions made by GLD's senior managers	10	39	34	12	5	49%	-1	+7 ◆	-3 ◆
B45 I feel that change is managed well in GLD	6	33	35	19	7	39%	+1	+9 ◆	+1
B46 When changes are made in GLD they are usually for the better	5	26	44	18	6	31%	+2 ◆	+5 ◆	-4 ◆
B47 GLD keeps me informed about matters that affect me	9	53	23	11	5	61%	-4 ◆	+6 ◆	-3 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	7	30	32	24	8	36%	-4 ◆	0	-8 ◆
B49 I think it is safe to challenge the way things are done in GLD	9	30	34	19	8	39%	0	-2 ◆	-11 ◆



All questions by theme

◆ indicates statistically significant difference from comparison
^ 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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of GLD	18	45	28	6	6	62%	+2 ◆	+5 ◆	-4 ◆
B51 I would recommend GLD as a great place to work	16	42	27	10	5	58%	0	+11 ◆	-1
B52 I feel a strong personal attachment to GLD	13	30	34	16	7	44%	+2 ◆	-3 ◆	-10 ◆
B53 GLD inspires me to do the best in my job	11	33	36	14	6	44%	0	-1	-8 ◆
B54 GLD motivates me to help it achieve its objectives	10	30	38	15	6	41%	0	-1	-8 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers in GLD will take action on the results from this survey	13	43	27	10	6	57%	-3 ◆	+13 ◆	+2 ◆
B56 I believe that managers where I work will take action on the results from this survey	20	46	21	8	5	66%	0	+11 ◆	+4 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	14	30	42	9	5	44%	-3 ◆	+10 ◆	+2 ◆



All questions by theme

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^ 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 CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	36	55			5	91%	-1	+3 ◆	+1 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	20	47		22	9	68%	-1	0	-5 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	19	47		21	9	66%	-1	+1	-4 ◆
B61 When I talk about GLD I say "we" rather than "they"	22	45		20	10	67%	+4 ◆	-3 ◆	-12 ◆
B62 I have some really good friendships at work	29	45		18	6	75%	+1	-1 ◆	-4 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	26	46		18	7	72%	--	+5 ◆	+1
B64 Senior managers inspire people across GLD to do their best	11	36		35	13	47%	--	+10 ◆	+1
B65 My manager leads our team with confidence	31	49		13	5	79%	--	+9 ◆	+3 ◆
B66 Senior managers lead GLD with confidence	15	42		33	7	57%	--	+10 ◆	0
B67 My manager empowers me to do my job effectively	28	45		17	7	73%	--	+1 ◆	-2 ◆
B68 GLD's senior managers empower teams to deliver	11	34		40	10	45%	--	+5 ◆	-3 ◆
B69 Senior managers in GLD actively role model the behaviours set out in the Civil Service Leadership Statement	11	33		44	8	43%	--	+8 ◆	0
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	22	41		28	5	64%	--	+7 ◆	+2 ◆



All questions by theme

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Wellbeing



Unlike the questions B01-B70 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 CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	23	53	12	65%	-3 ◆	0	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	20	52	18	70%	-3 ◆	-1 ◆	-4 ◆
W03 Overall, how happy did you feel yesterday?	15	24	45	16	61%	-2 ◆	-1	-4 ◆

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



W04 Overall, how anxious did you feel yesterday?	16	26	24	33	43%	-3 ◆	-7 ◆	-10 ◆
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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 GLD?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave GLD as soon as possible		7%	+1 ◇	-2 ◇	-5 ◇
I want to leave GLD within the next 12 months		12%	-1	-4 ◇	-8 ◇
I want to stay working for GLD for at least the next year		37%	+1	+5 ◇	-1
I want to stay working for GLD for at least the next three years		44%	-2	+2 ◇	-7 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		6	95%	+1 ◇	+4 ◇	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		30	70%	+3 ◇	+4 ◇	-2 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in GLD it would be investigated properly?		23	77%	-2 ◇	+9 ◇	+4 ◇

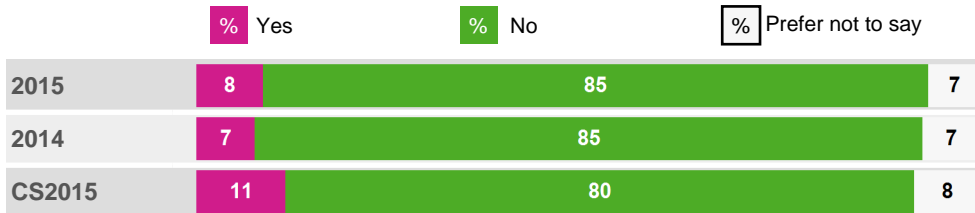


All questions by theme

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Discrimination, harassment and bullying

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



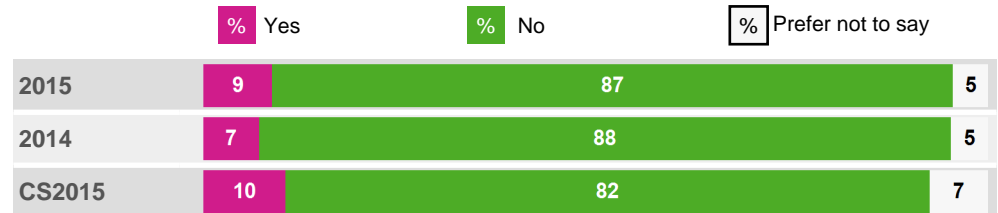
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	20
Caring responsibilities	24
Disability	11
Ethnic background	17
Gender	36
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	35
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	16
Working location	--
Working pattern	36
Any other grounds	25
Prefer not to say	14

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)

Who	Response Count
A colleague	45
Your manager	34
Another manager in my part of GLD	32
Someone you manage	--
Someone who works for another part of GLD	10
A member of the public	--
Someone else	12
Prefer not to say	16

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



All questions by theme

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^ indicates a variation in question wording from your previous survey

Government Legal Department questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 GLD feels like One Organisation^	9	37	25	24	5	46%	-3 ◆
F02 Learning and development activities I have completed in the past 12 months have helped me to improve my team's performance	11	48	30	9		58%	+1
F03 I review my career development needs with my manager on a regular basis^	13	44	22	16	5	58%	-3 ◆
F04 My manager encourages me to make time for learning and development	20	50	19	8		70%	+1



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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.