



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		54%	0	+11 ✧	+1
My work		80%	+1	+5 ✧	+2
Pay and benefits		39%	-1	+9 ✧	+2
My team		87%	+6 ✧	+7 ✧	+4 ✧
My manager		70%	+2	+2	-1
Organisational objectives and purpose		81%	0	-2	-7 ✧
Learning and development		51%	+4	+1	-4 ✧
Inclusion and fair treatment		83%	+1	+7 ✧	+3 ✧
Resources and workload		81%	+2	+8 ✧	+5 ✧



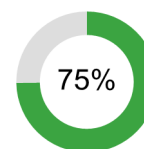
Strength of association with engagement



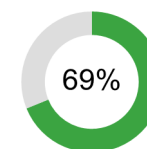
Statistically significant difference from comparison

Wellbeing

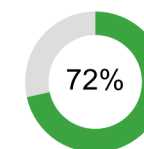
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



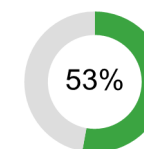
W01. Overall, how satisfied are you with your life nowadays?



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



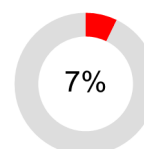
W03. Overall, how happy did you feel yesterday?



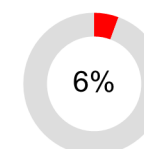
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

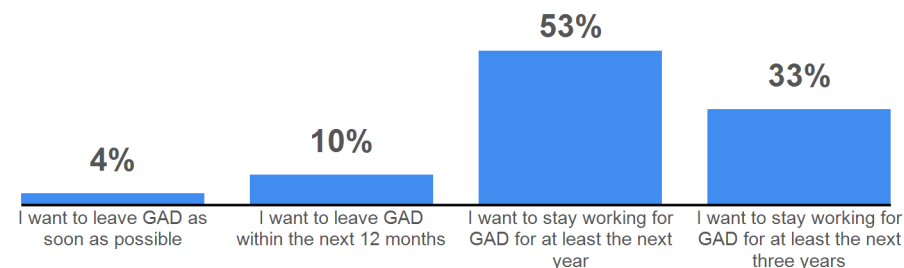


During the past 12 months have you personally experienced discrimination at work?



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
^ indicates a variation in question wording from your previous survey

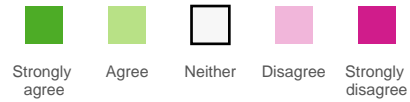
My work

80% +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	30	59	9	0	0	89%	+1	-1	-3 ◆
B02 I am sufficiently challenged by my work	30	50	10	7	0	81%	-3	+1	-2
B03 My work gives me a sense of personal accomplishment	19	58	16	7	0	77%	-1	+2	-2
B04 I feel involved in the decisions that affect my work	18	55	16	9	0	73%	+9 ◆	+16 ◆	+11 ◆
B05 I have a choice in deciding how I do my work	27	53	14	0	0	80%	-2	+6 ◆	+1

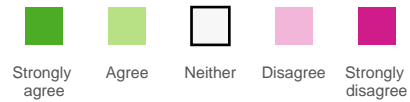
Organisational objectives and purpose

81% 0

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 GAD's purpose	23	62	9	5	0	86%	+2	0	-5 ◆
B07 I have a clear understanding of GAD's objectives	20	58	15	6	0	78%	-5 ◆	-2	-7 ◆
B08 I understand how my work contributes to GAD's objectives	22	56	14	6	0	78%	+2	-5 ◆	-9 ◆



All questions by theme

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

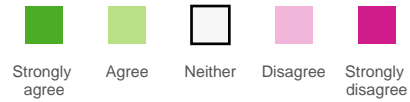
My manager

70% +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
B09	My manager motivates me to be more effective in my job	26	50	13	8		76%	+4 ◆	+7 ◆	+3 ◆
B10	My manager is considerate of my life outside work	38	44	15			82%	+2	-1	-4 ◆
B11	My manager is open to my ideas	30	51	13			82%	-5 ◆	+1	-3 ◆
B12	My manager helps me to understand how I contribute to GAD's objectives	15	51	24	8		66%	+8 ◆	+2	-3
B13	Overall, I have confidence in the decisions made by my manager	30	53	14			82%	+3	+9 ◆	+4 ◆
B14	My manager recognises when I have done my job well	28	53	9	6		81%	+10 ◆	+3 ◆	0
B15	I receive regular feedback on my performance	20	48	23	6		69%	+7 ◆	+2	-1
B16	The feedback I receive helps me to improve my performance	16	49	22	9		65%	+5 ◆	+3	-1
B17	I think that my performance is evaluated fairly	14	52	24	7		65%	0	+2	-3
B18	Poor performance is dealt with effectively in my team		30	52	12		32%	-10 ◆	-7 ◆	-10 ◆

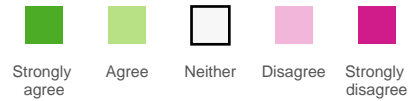
My team

87% +6

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	38	49	10			86%	-1	+2	-1
B20	The people in my team work together to find ways to improve the service we provide	28	58	10			86%	+3 ◆	+4 ◆	+1
B21	The people in my team are encouraged to come up with new and better ways of doing things	28	61	8			89%	+17 ◆	+14 ◆	+10 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

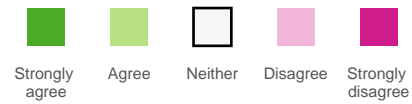
Learning and development

51% +4

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	10	42	32	14	0	52%	-5 ◆	-9 ◆	-16 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	41	36	14	0	47%	+9 ◆	-3 ◆	-10 ◆
B24	There are opportunities for me to develop my career in GAD	6	46	28	14	6	53%	+3	+10 ◆	+2
B25	Learning and development activities I have completed while working for GAD are helping me to develop my career	0	49	30	9	8	53%	+8 ◆	+9 ◆	+1

Inclusion and fair treatment

83% +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
B26	I am treated fairly at work	30	54	8	6	0	85%	+2	+6 ◆	+2
B27	I am treated with respect by the people I work with	38	50	8	4	0	88%	-3	+4 ◆	+1
B28	I feel valued for the work I do	19	56	14	6	5	75%	+1	+11 ◆	+5 ◆
B29	I think that GAD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29	54	12	6	0	82%	+2	+9 ◆	+4 ◆



All questions by theme

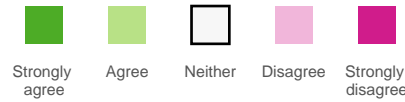
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Resources and workload **81%** +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

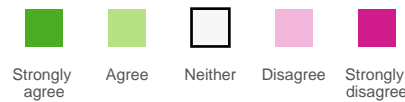
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	17	70	9	5	5	86%	+4 ◆	+4 ◆	0
B31 I get the information I need to do my job well	10	66	18	5	5	76%	-3	+7 ◆	+2
B32 I have clear work objectives	9	71	15	5	5	80%	+4 ◆	+5 ◆	0
B33 I have the skills I need to do my job effectively	21	73	6	5	5	94%	+7 ◆	+5 ◆	+2 ◆
B34 I have the tools I need to do my job effectively	13	68	12	6	5	81%	-1	+11 ◆	+5 ◆
B35 I have an acceptable workload	15	58	15	8	5	74%	+3	+15 ◆	+9 ◆
B36 I achieve a good balance between my work life and my private life	25	54	10	7	5	79%	+3	+12 ◆	+7 ◆

Pay and benefits **39%** -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
B37 I feel that my pay adequately reflects my performance	5	38	21	26	11	42%	+1	+10 ◆	+3 ◆
B38 I am satisfied with the total benefits package	5	38	26	21	10	43%	-8 ◆	+9 ◆	+3
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	30	23	26	18	5	33%	+3	+6 ◆	-1



All questions by theme

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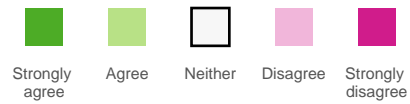
Leadership and managing change

54% 0

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 GAD as a whole is managed well	6	55	25	8	6	62%	+5 ◆	+15 ◆	+3 ◆
B41 Senior managers in GAD are sufficiently visible	13	50	20	13	6	63%	-9 ◆	+8 ◆	-2
B42 I believe the actions of senior managers are consistent with GAD's values	10	49	30	7	4	59%	-3	+10 ◆	+2
B43 I believe that the Management Board has a clear vision for the future of GAD	10	50	31	5	4	60%	-3	+17 ◆	+6 ◆
B44 Overall, I have confidence in the decisions made by GAD's senior managers	10	46	30	9	6	55%	+1	+11 ◆	+1
B45 I feel that change is managed well in GAD	5	24	35	27	9	29%	0	-1	-12 ◆
B46 When changes are made in GAD they are usually for the better	8	35	40	13	6	43%	+1	+13 ◆	+5 ◆
B47 GAD keeps me informed about matters that affect me	9	51	24	13	6	60%	-2	+4 ◆	-4 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	8	44	34	8	6	52%	+8 ◆	+14 ◆	+5 ◆
B49 I think it is safe to challenge the way things are done in GAD	9	47	24	14	6	56%	0	+12 ◆	+7 ◆



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 CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of GAD	18	49	29			66%	+2	+8 ◆	0
B51 I would recommend GAD as a great place to work	16	51	25	6		67%	+3	+16 ◆	+6 ◆
B52 I feel a strong personal attachment to GAD	16	44	26	10	5	60%	+5 ◆	+12 ◆	+4 ◆
B53 GAD inspires me to do the best in my job	9	46	33	9		54%	+2	+8 ◆	+2
B54 GAD motivates me to help it achieve its objectives	8	42	33	11	6	50%	0	+7 ◆	0

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 GAD will take action on the results from this survey	11	41	30	15		52%	-5 ◆	+6 ◆	-2
B56 I believe that managers where I work will take action on the results from this survey	10	45	30	12		55%	+2	0	-9 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	6	24	50	15		30%	-2	-4 ◆	-11 ◆



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 CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	25	66	7			90%	-2	+2 ◆	0
B59 I believe I would be supported if I try a new idea, even if it may not work	13	58	21	7		70%	+3	+2	-3 ◆
B60 When I talk about GAD I say "we" rather than "they"	28	54	14			82%	+1	+11 ◆	+4 ◆
B61 I have some really good friendships at work	18	43	27	8		62%	-1	-15 ◆	-19 ◆

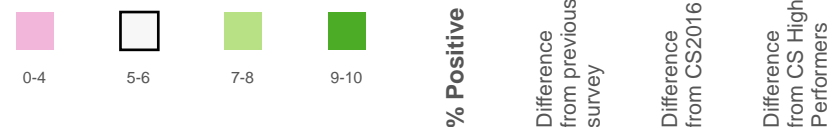
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior managers in GAD actively role model the behaviours set out in the Civil Service Leadership Statement	10	39	39	7	5	49%	+12 ◆	+5 ◆	-1
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	14	49	27	6		63%	+14 ◆	+2	-4 ◆

All questions by theme

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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?	8	17	66	9	75%	+9 ◆	+8 ◆	+5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	22	56	13	69%	+3	-2	-5 ◆
W03 Overall, how happy did you feel yesterday?	11	18	57	15	72%	+13 ◆	+8 ◆	+5 ◆

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?	15	37	20	28	53%	+11 ◆	+3	0



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 CS2016	Difference from CS High Performers
I want to leave GAD as soon as possible	4%	-1	-4	-7
I want to leave GAD within the next 12 months	10%	-1	-5	-8
I want to stay working for GAD for at least the next year	53%	+5	+21 ◆	+14 ◆
I want to stay working for GAD for at least the next three years	33%	-3	-10 ◆	-18 ◆

The Civil Service Code

Differences are based on '% Yes' score

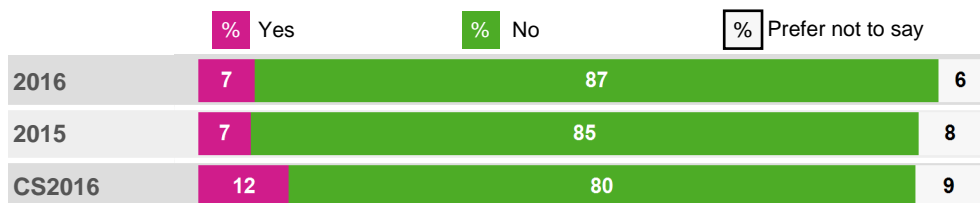
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	95	5	95%	-1	+4 ◆	0
D02. Are you aware of how to raise a concern under the Civil Service Code?	62	38	62%	+9 ◆	-5 ◆	-12 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in GAD it would be investigated properly?	81	19	81%	+1	+13 ◆	+6 ◆

All questions by theme

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^ 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?



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?

Results for this question have been suppressed as there are fewer than ten responses

For respondents who selected 'Yes' to question E03.

E06. In your opinion, has this issue been resolved?

Results for this question have been suppressed as there are fewer than ten responses

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	--
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	--

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)

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 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.