

Returns : 358

Response rate : 78%

Civil Service People Survey 2017



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.

## Engagement Index

49%

Difference from previous survey +1

Difference from CS2017 -12 ✧

Difference from CS High Performers -16 ✧

## My work

72%

Difference from previous survey 0

Difference from CS2017 -4 ✧

Difference from CS High Performers -7 ✧

## Organisational objectives and purpose

72%

Difference from previous survey -1

Difference from CS2017 -10 ✧

Difference from CS High Performers -15 ✧

## My manager

65%

Difference from previous survey 0

Difference from CS2017 -4 ✧

Difference from CS High Performers -7 ✧

## My team

72%

Difference from previous survey +4 ✧

Difference from CS2017 -9 ✧

Difference from CS High Performers -12 ✧

## Learning and development

44%

Difference from previous survey +6 ✧

Difference from CS2017 -9 ✧

Difference from CS High Performers -14 ✧

## Inclusion and fair treatment

69%

Difference from previous survey +2

Difference from CS2017 -8 ✧

Difference from CS High Performers -11 ✧

## Resources and workload

67%

Difference from previous survey 0

Difference from CS2017 -6 ✧

Difference from CS High Performers -9 ✧

## Pay and benefits

22%

Difference from previous survey -7 ✧

Difference from CS2017 -8 ✧

Difference from CS High Performers -14 ✧

## Leadership and managing change

42%

Difference from previous survey +7 ✧

Difference from CS2017 -4 ✧

Difference from CS High Performers -9 ✧

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 CS2017	Difference from CS High Performers
Leadership and managing change		42%	+7 ◇	-4 ◇	-9 ◇
My manager		65%	0	-4 ◇	-7 ◇
My work		72%	0	-4 ◇	-7 ◇
Learning and development		44%	+6 ◇	-9 ◇	-14 ◇
Resources and workload		67%	0	-6 ◇	-9 ◇
Pay and benefits		22%	-7 ◇	-8 ◇	-14 ◇
Organisational objectives and purpose		72%	-1	-10 ◇	-15 ◇
My team		72%	+4 ◇	-9 ◇	-12 ◇
Inclusion and fair treatment		69%	+2	-8 ◇	-11 ◇



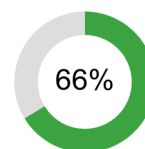
Strength of association with engagement



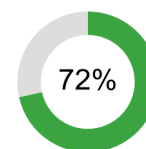
Statistically significant difference from comparison

## Wellbeing

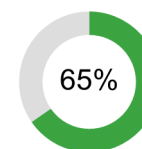
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



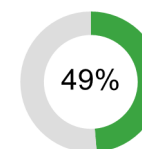
W01. Overall, how satisfied are you with your life nowadays?



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



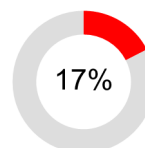
W03. Overall, how happy did you feel yesterday?



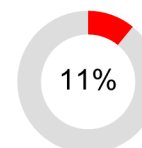
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

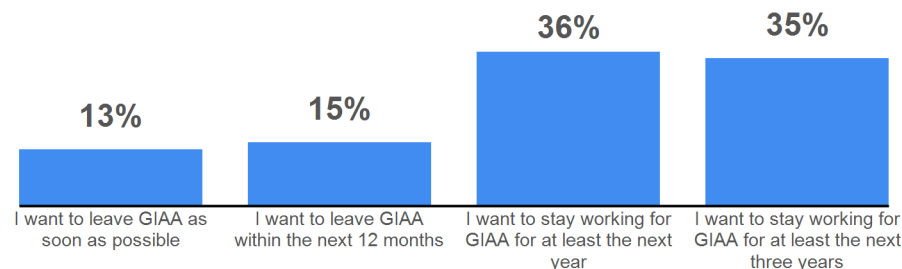


During the past 12 months have you personally experienced discrimination at work?


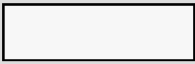


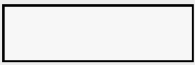

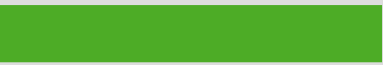
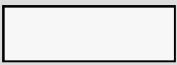




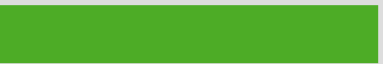




During the past 12 months have you personally experienced bullying or harassment at work?

## Your plans for the future



## Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B01 I am interested in my work	 90%	B17 Poor performance is dealt with effectively in my team	 42%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	 68%
B31 I have the skills I need to do my job effectively	 88%	B43 When changes are made in GIAA they are usually for the better	 42%	B35 I feel that my pay adequately reflects my performance	 59%
B09 My manager is considerate of my life outside work	 84%	B51 GIAA motivates me to help it achieve its objectives	 38%	B36 I am satisfied with the total benefits package	 54%
B54 I am trusted to carry out my job effectively	 84%	B50 GIAA inspires me to do the best in my job	 37%	B42 I feel that change is managed well in GIAA	 49%
B26 I am treated with respect by the people I work with	 83%	B47 I am proud when I tell others I am part of GIAA	 37%	B49 I feel a strong personal attachment to GIAA	 43%

## All questions by theme

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

### My work

72%

0

Difference  
from  
previous  
survey



Strength of  
association  
with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2017

Difference  
from CS High  
Performers

B01	I am interested in my work	43	47	7	7	90%	+1	0	-2 ◆
B02	I am sufficiently challenged by my work	35	46	11	7	81%	0	0	-2 ◆
B03	My work gives me a sense of personal accomplishment	25	47	15	10	72%	+1	-4 ◆	-7 ◆
B04	I feel involved in the decisions that affect my work	14	37	19	22	51%	0	-7 ◆	-13 ◆
B05	I have a choice in deciding how I do my work	22	46	15	11	69%	-1	-7 ◆	-11 ◆

### Organisational objectives and purpose\*

72%

-1

Difference  
from  
previous  
survey



Strength of  
association  
with  
engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

B06	I have a clear understanding of GIAA's objectives	26	47	15	11	73%	0	-8 ◆	-14 ◆
B07	I understand how my work contributes to GIAA's objectives	27	44	18	8	72%	-2	-12 ◆	-16 ◆

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### My manager

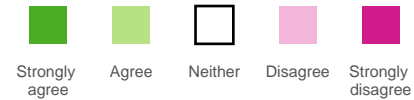
65%

0

Difference  
from  
previous  
survey



Strength of  
association  
with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2017

Difference  
from CS High  
Performers

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	23	45	14	13	5	69%	+1	-1	-6 ◆
B09 My manager is considerate of my life outside work	41	42	9	5	5	84%	0	-1	-4 ◆
B10 My manager is open to my ideas	35	45	10	7	5	80%	0	-2 ◆	-5 ◆
B11 My manager helps me to understand how I contribute to GIAA's objectives	19	39	26	13	5	58%	+1	-8 ◆	-13 ◆
B12 Overall, I have confidence in the decisions made by my manager	29	42	17	8	5	71%	+4 ◆	-4 ◆	-8 ◆
B13 My manager recognises when I have done my job well	28	48	12	8	5	76%	+1	-3 ◆	-6 ◆
B14 I receive regular feedback on my performance	19	46	17	13	5	65%	-1	-2 ◆	-7 ◆
B15 The feedback I receive helps me to improve my performance	19	40	23	12	6	59%	+2	-5 ◆	-8 ◆
B16 I think that my performance is evaluated fairly	17	41	26	11	5	58%	-3	-7 ◆	-12 ◆
B17 Poor performance is dealt with effectively in my team	9	25	42	17	7	34%	-4 ◆	-6 ◆	-10 ◆

## All questions by theme

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

### My team

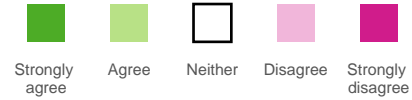
72%

+4 ◆

Difference  
from  
previous  
survey



Strength of  
association  
with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2017

Difference  
from CS High  
Performers

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	27	49	14	7		76%	+2	-9 ◆	-11 ◆
B19	The people in my team work together to find ways to improve the service we provide	26	47	15	10		73%	+5 ◆	-10 ◆	-12 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	24	42	19	13		65%	+4 ◆	-10 ◆	-14 ◆

### Learning and development

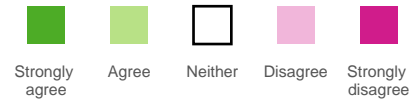
44%

+6 ◆

Difference  
from  
previous  
survey



Strength of  
association  
with  
engagement



		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	9	42	25	18	6	51%	-2	-12 ◆	-18 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	36	32	17	6	45%	+3	-7 ◆	-12 ◆
B23	There are opportunities for me to develop my career in GIAA	8	34	22	18	17	43%	+12 ◆	-4 ◆	-12 ◆
B24	Learning and development activities I have completed while working for GIAA are helping me to develop my career	7	28	33	21	10	35%	+11 ◆	-11 ◆	-16 ◆

## All questions by theme

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^ indicates a variation in question wording from your previous survey

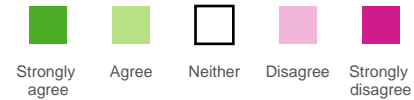
### Inclusion and fair treatment

69% +2

Difference from previous survey



Strength of association with engagement



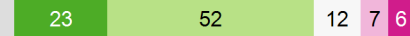
% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B25 I am treated fairly at work



75%

+2

-5 ♦

-9 ♦

B26 I am treated with respect by the people I work with



83%

+3 ♦

-2 ♦

-4 ♦

B27 I feel valued for the work I do



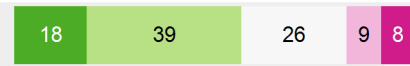
60%

+1

-5 ♦

-12 ♦

B28 I think that GIAA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)



57%

0

-19 ♦

-23 ♦

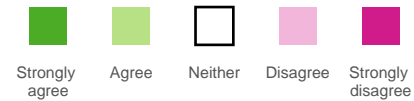
### Resources and workload\*

67% 0

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

B29 I get the information I need to do my job well



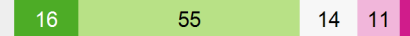
58%

-5 ♦

-12 ♦

-16 ♦

B30 I have clear work objectives



71%

0

-4 ♦

-9 ♦

B31 I have the skills I need to do my job effectively



88%

+6 ♦

0

-3 ♦

B32 I have the tools I need to do my job effectively



59%

-1

-11 ♦

-18 ♦

B33 I have an acceptable workload



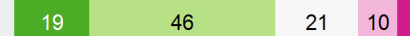
57%

-1

-3 ♦

-9 ♦

B34 I achieve a good balance between my work life and my private life



65%

+1

-3 ♦

-8 ♦

## All questions by theme

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

### Pay and benefits

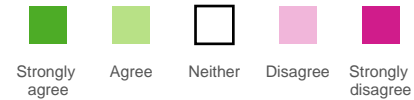
22%

-7 ◆

Difference  
from  
previous  
survey



Strength of  
association  
with  
engagement



% Positive

Difference  
from  
previous  
survey

Difference  
from  
CS2017

Difference  
from CS High  
Performers

B35 I feel that my pay adequately reflects my performance



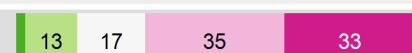
24% -9 ◆ -7 ◆ -13 ◆

B36 I am satisfied with the total benefits package



27% -4 ◆ -7 ◆ -14 ◆

B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable



15% -9 ◆ -10 ◆ -17 ◆

### Leadership and managing change\*

42%

+7 ◆

Difference  
from  
previous  
survey



Strength of  
association  
with  
engagement



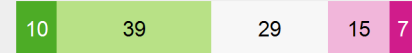
\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

B38 Senior managers in GIAA are sufficiently visible^



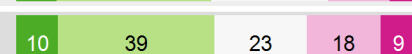
59% +17 ◆ -1 -9 ◆

B39 I believe the actions of senior managers are consistent with GIAA's values^



49% +14 ◆ -5 ◆ -11 ◆

B40 I believe that the Senior Leadership Team has a clear vision for the future of GIAA^



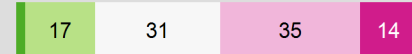
49% +10 ◆ +1 -5 ◆

B41 Overall, I have confidence in the decisions made by GIAA's Senior Leadership Team^



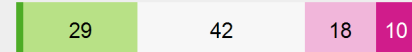
40% +8 ◆ -9 ◆ -15 ◆

B42 I feel that change is managed well in GIAA



20% -10 ◆ -13 ◆ -21 ◆

B43 When changes are made in GIAA they are usually for the better



30% +9 ◆ -3 ◆ -10 ◆

B44 GIAA keeps me informed about matters that affect me



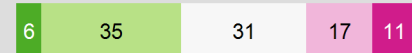
58% +7 ◆ 0 -7 ◆

B45 I have the opportunity to contribute my views before decisions are made that affect me



34% +4 ◆ -4 ◆ -13 ◆

B46 I think it is safe to challenge the way things are done in GIAA



41% +7 ◆ -5 ◆ -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 CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of GIAA	11	30	37	15	7	42%	0	-20 ◆	-27 ◆
B48 I would recommend GIAA as a great place to work	8	23	35	23	10	31%	+4 ◆	-24 ◆	-32 ◆
B49 I feel a strong personal attachment to GIAA	7	18	31	29	15	25%	+7 ◆	-24 ◆	-31 ◆
B50 GIAA inspires me to do the best in my job	8	21	37	25	9	28%	+6 ◆	-19 ◆	-26 ◆
B51 GIAA motivates me to help it achieve its objectives	7	21	38	24	10	28%	+4 ◆	-18 ◆	-25 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that senior managers in GIAA will take action on the results from this survey^	12	44	24	12	8	56%	+9 ◆	+5 ◆	-2
B53 Where I work, I think effective action has been taken on the results of the last survey	10	33	31	16	10	44%	+13 ◆	+7 ◆	-1

## All questions by theme

◆ indicates statistically significant difference from comparison  
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### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	28	56	9	6		84%	+2	-5 ◆	-7 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	17	45	21	12		62%	0	-8 ◆	-13 ◆
B56 In GIAA, people are encouraged to speak up when they identify a serious policy or delivery risk	15	41	27	11	5	56%	New	-10 ◆	-15 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	14	50	18	12	5	64%	New	+1	-4 ◆
B58 GIAA is committed to creating a diverse and inclusive workplace	14	45	29	8		59%	New	-15 ◆	-19 ◆

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior managers in GIAA actively role model the behaviours set out in the Civil Service Leadership Statement^	9	35	36	13	8	44%	+5 ◆	-3 ◆	-11 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	24	43	20	9	5	66%	+3 ◆	0	-6 ◆

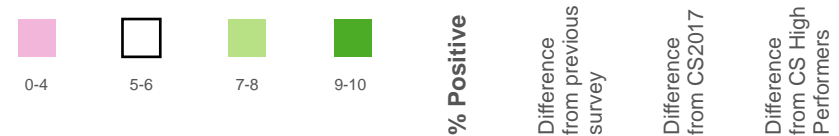
### Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	15	58	12	12		73%	New	+30 ◆	+18 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	11	42	25	17		54%	New	+17 ◆	+9 ◆

## 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.

W01 Overall, how satisfied are you with your life nowadays?	14	19	53	14	66%	0	0	-2
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	18	48	23	72%	+2	0	-2
W03 Overall, how happy did you feel yesterday?	16	19	45	20	65%	+5 ◆	+2	0

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?	19	29	22	30	49%	+1	0	-3 ◆
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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 GIAA?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave GIAA as soon as possible		13%	+1	+5	+2 ✦
I want to leave GIAA within the next 12 months		15%	-3	+1	-3 ✦
I want to stay working for GIAA for at least the next year		36%	0	+3 ✦	-2
I want to stay working for GIAA for at least the next three years		35%	+2	-9 ✦	-17 ✦

### The Civil Service Code

Differences are based on '% Yes' score

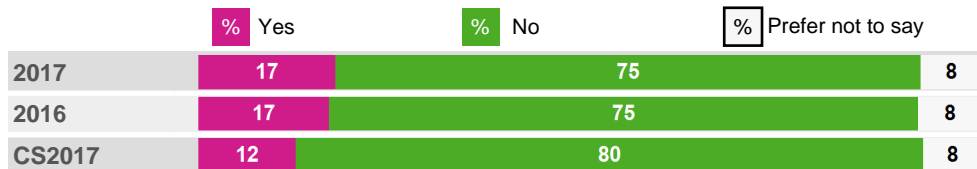
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			98%	+1	+6 ✦	+4 ✦
D02. Are you aware of how to raise a concern under the Civil Service Code?		21	79%	-5 ✦	+11 ✦	+5 ✦
D03. Are you confident that if you raised a concern under the Civil Service Code in GIAA it would be investigated properly?		25	75%	-1	+5 ✦	0

## 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?

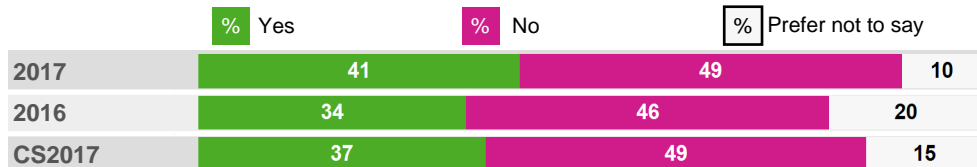


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	11
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	18
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	18
Working pattern	--
Any other grounds	11
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	12
Your manager	--
Another manager in my part of GIAA	13
Someone you manage	--
Someone who works for another part of GIAA	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

## All questions by theme

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

### Government Internal Audit Agency questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I feel part of GIAA as a single organisation	6	27	18	34	15	32%	-5 ✧
F02	I feel that GIAA is a great place to work	7	23	37	24	8	31%	+2
F03	I feel confident that I can respond to customer queries about GIAA services	11	50	22	15		61%	+6 ✧
F04	I feel confident that I provide a high level of service to customers	23	59	12			82%	+1
F05	I feel that my work is valued by my customers	20	57	18			77%	+4 ✧
F06	I feel positive about the direction of travel of GIAA	9	35	30	17	9	44%	+3 ✧
F07	I believe GIAA will increase the effectiveness of internal audit across government	15	36	32	9	8	51%	+2
F08	Do you think the changes and initiatives that GIAA have introduced would make you more inclined to report bullying and harassment?	Yes: 33% No: 21% Don't know: 46%					33%	New
F09	Do you feel GIAA is serious about addressing concerns raised about bullying and harassment?	Yes: 63% No: 12% Don't know: 25%					63%	New

## 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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (B47-B51). 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

### Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

### Confidentiality

The survey was carried out as part of the 2017 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.