



Returns : 1,806

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.





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		50%	+1	+3 ✧	-2 ✧
My manager		71%	+1	+1 ✧	-1 ✧
My work		79%	0	+3 ✧	-1
Learning and development		66%	+5 ✧	+13 ✧	+9 ✧
Pay and benefits		17%	-2 ✧	-13 ✧	-19 ✧
Resources and workload		74%	-2 ✧	+1 ✧	-1 ✧
Organisational objectives and purpose		78%	-2 ✧	-4 ✧	-9 ✧
My team		81%	-1	0	-3 ✧
Inclusion and fair treatment		82%	+3 ✧	+6 ✧	+2 ✧



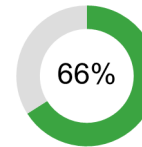
Strength of association with engagement



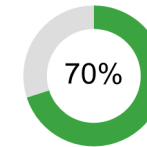
Statistically significant difference from comparison

## Wellbeing

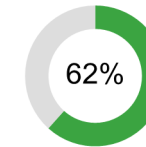
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



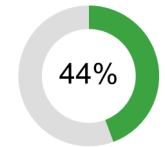
W01. Overall, how satisfied are you with your life nowadays?



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



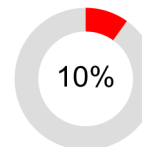
W03. Overall, how happy did you feel yesterday?



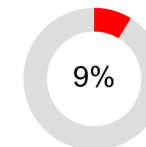
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

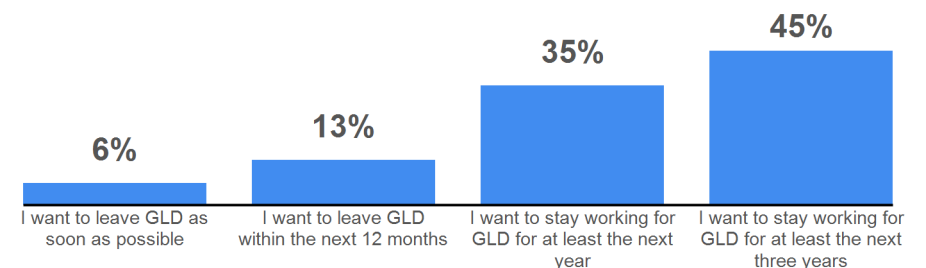


During the past 12 months have you personally experienced discrimination at work?



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
B54 I am trusted to carry out my job effectively	93%	B43 When changes are made in GLD they are usually for the better	45%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	73%
B01 I am interested in my work	91%	B40 I believe that the Board has a clear vision for the future of GLD	44%	B35 I feel that my pay adequately reflects my performance	68%
B31 I have the skills I need to do my job effectively	91%	B17 Poor performance is dealt with effectively in my team	44%	B36 I am satisfied with the total benefits package	62%
B26 I am treated with respect by the people I work with	90%	B53 Where I work, I think effective action has been taken on the results of the last survey	38%	B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	43%
B09 My manager is considerate of my life outside work	88%	B51 GLD motivates me to help it achieve its objectives	36%	B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	41%



## All questions by theme

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

### My work

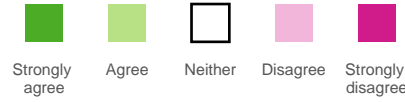
79%

0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	42	49	5	0	0	91%	0	+1 ◆	-1 ◆
B02 I am sufficiently challenged by my work	43	43	7	6	0	86%	0	+5 ◆	+2 ◆
B03 My work gives me a sense of personal accomplishment	30	49	13	6	0	79%	-1	+3 ◆	0
B04 I feel involved in the decisions that affect my work	17	40	21	17	5	57%	-1	-1	-7 ◆
B05 I have a choice in deciding how I do my work	29	50	13	7	0	79%	+1	+4 ◆	-1

### Organisational objectives and purpose\*

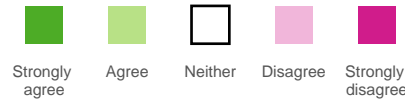
78%

-2 ◆

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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06 I have a clear understanding of GLD's objectives	18	60	14	7	0	78%	-1	-2 ◆	-8 ◆
B07 I understand how my work contributes to GLD's objectives	20	57	15	7	0	77%	-3 ◆	-6 ◆	-10 ◆



## All questions by theme

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

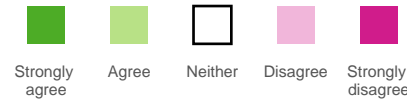
### My manager

**71%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	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	29	45	14	8	8	74%	+1	+4 ◆	0
B09	My manager is considerate of my life outside work	51	37	7	7	7	88%	+1	+4 ◆	+1
B10	My manager is open to my ideas	43	42	10	5	5	85%	0	+3 ◆	0
B11	My manager helps me to understand how I contribute to GLD's objectives	20	43	26	9	9	63%	-1	-3 ◆	-8 ◆
B12	Overall, I have confidence in the decisions made by my manager	36	44	11	6	6	80%	+2 ◆	+6 ◆	+2 ◆
B13	My manager recognises when I have done my job well	38	44	11	5	5	82%	+2 ◆	+3 ◆	0
B14	I receive regular feedback on my performance	24	44	15	13	13	68%	+1	0	-4 ◆
B15	The feedback I receive helps me to improve my performance	23	44	20	9	9	67%	+1	+4 ◆	0
B16	I think that my performance is evaluated fairly	24	43	20	9	9	67%	+1	+2 ◆	-3 ◆
B17	Poor performance is dealt with effectively in my team	10	27	44	12	7	38%	-2 ◆	-2 ◆	-6 ◆



All questions by theme

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

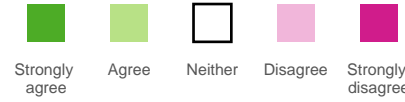
My team

81% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	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	40	46	9			86%	-2 ◆	+1 ◆	-1 ◆
B19	The people in my team work together to find ways to improve the service we provide	35	47	13			82%	-1	0	-2 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	30	45	18	6		75%	+1	-1	-5 ◆

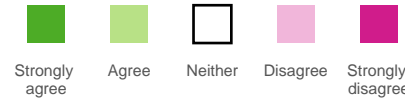
Learning and development

66% +5 ◆

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 CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	20	56	13	9		76%	+3 ◆	+13 ◆	+7 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	19	51	21	8		70%	+4 ◆	+18 ◆	+12 ◆
B23	There are opportunities for me to develop my career in GLD	16	45	18	13	8	61%	+8 ◆	+14 ◆	+6 ◆
B24	Learning and development activities I have completed while working for GLD are helping me to develop my career	14	43	27	11	5	57%	+5 ◆	+11 ◆	+6 ◆



All questions by theme

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

Inclusion and fair treatment

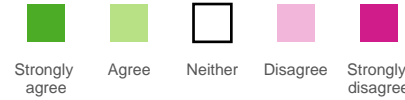
82%

+3

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25 I am treated fairly at work	33	51	8	5		84%	+3	+4	+1
B26 I am treated with respect by the people I work with	40	50	7			90%	+2	+5	+2
B27 I feel valued for the work I do	27	46	14	9		73%	+3	+7	+1
B28 I think that GLD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	33	49	10	5		82%	+2	+6	+3

Resources and workload\*

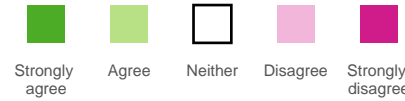
74%

-2

◆ 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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29 I get the information I need to do my job well	15	61	14	8		76%	0	+6	+2
B30 I have clear work objectives	17	60	14	7		77%	-3	+2	-3
B31 I have the skills I need to do my job effectively	27	64	7			91%	-1	+2	0
B32 I have the tools I need to do my job effectively	16	53	15	13		69%	-2	-1	-8
B33 I have an acceptable workload	11	51	13	17	8	62%	-3	+1	-5
B34 I achieve a good balance between my work life and my private life	20	49	14	13	5	68%	-1	0	-5



All questions by theme

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

Pay and benefits

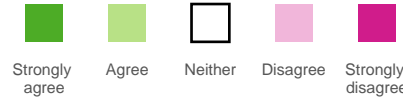
17%

-2 ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	15	15	31	37		17%	-2 ◆	-13 ◆	-20 ◆
B36 I am satisfied with the total benefits package	17	18	31	32		19%	-1	-14 ◆	-21 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	12	13	31	42		14%	-1	-11 ◆	-18 ◆

Leadership and managing change\*

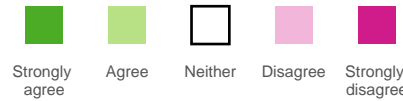
50%

+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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 Senior managers in GLD are sufficiently visible	15	53	15	12	5	68%	+4 ◆	+8 ◆	0
B39 I believe the actions of senior managers are consistent with GLD's values	12	47	29	8	5	58%	+2 ◆	+4 ◆	-2 ◆
B40 I believe that the Board has a clear vision for the future of GLD	8	37	44	7		45%	-1	-4 ◆	-9 ◆
B41 Overall, I have confidence in the decisions made by GLD's senior managers	9	43	33	10	5	52%	0	+4 ◆	-2 ◆
B42 I feel that change is managed well in GLD	6	35	36	18	6	40%	-2 ◆	+7 ◆	0
B43 When changes are made in GLD they are usually for the better	5	29	45	16	5	34%	0	+1	-7 ◆
B44 GLD keeps me informed about matters that affect me	9	56	21	11		65%	+1	+7 ◆	0
B45 I have the opportunity to contribute my views before decisions are made that affect me	8	33	31	22	7	41%	+4 ◆	+2 ◆	-7 ◆
B46 I think it is safe to challenge the way things are done in GLD	7	38	31	16	8	45%	+3 ◆	-1 ◆	-8 ◆





## 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 GLD	20	48	24	6		69%	+3 ◆	+7 ◆	0
B48 I would recommend GLD as a great place to work	18	46	24	9		64%	+5 ◆	+9 ◆	+1 ◆
B49 I feel a strong personal attachment to GLD	15	32	32	17		46%	0	-3 ◆	-10 ◆
B50 GLD inspires me to do the best in my job	12	37	32	14	5	49%	+1	+2 ◆	-5 ◆
B51 GLD motivates me to help it achieve its objectives	11	34	36	14	5	45%	0	-1 ◆	-9 ◆

### 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 GLD will take action on the results from this survey	15	48	21	10	6	63%	+5 ◆	+12 ◆	+5 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	13	35	38	9	6	47%	-1	+11 ◆	+3 ◆



## 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 CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	38	55			5	93%	+2 ◆	+4 ◆	+2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	21	50	19		8	72%	+2 ◆	+1	-4 ◆
B56 In GLD, people are encouraged to speak up when they identify a serious policy or delivery risk	21	53	17		7	74%	New	+7 ◆	+3 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	17	49	19		10	67%	New	+3 ◆	-1 ◆
B58 GLD is committed to creating a diverse and inclusive workplace	27	55			12	82%	New	+8 ◆	+4 ◆

### 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 GLD actively role model the behaviours set out in the Civil Service Leadership Statement	11	43	35		7	55%	+4 ◆	+8 ◆	0
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	25	45	21		7	70%	+3 ◆	+4 ◆	-2 ◆

### Civil Service vision

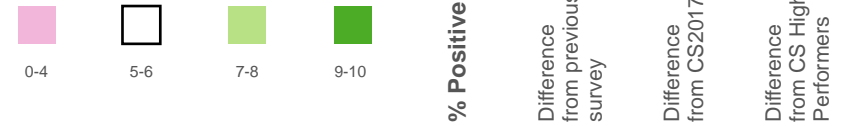
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	7	35	16	34	8	41%	New	-1 ◆	-14 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	6	28	26	32	8	34%	New	-3 ◆	-11 ◆



## 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?	11	23	53	13	66%	0	0	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	21	50	20	70%	-1	-1 ◆	-3 ◆
W03 Overall, how happy did you feel yesterday?	13	25	45	16	62%	-1	-2 ◆	-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?	15	29	21	34	44%	-1	-4 ◆	-7 ◆
--	----	----	----	----	-----	----	------	------



## 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 CS2017	Difference from CS High Performers
I want to leave GLD as soon as possible		6%	0	-2 ◇	-5 ◇
I want to leave GLD within the next 12 months		13%	-2	-1 ◇	-5 ◇
I want to stay working for GLD for at least the next year		35%	0	+1 ◇	-4 ◇
I want to stay working for GLD for at least the next three years		45%	+2	+1 ◇	-7 ◇

### 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?		6	94%	-1	+2 ◇	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		28	72%	-2 ◇	+5 ◇	-1 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in GLD it would be investigated properly?		21	79%	+1	+9 ◇	+3 ◇

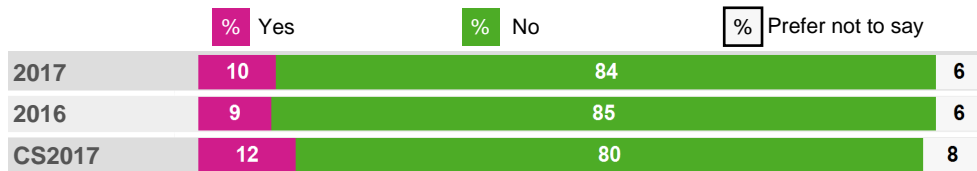


## All questions by theme

◆ 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?

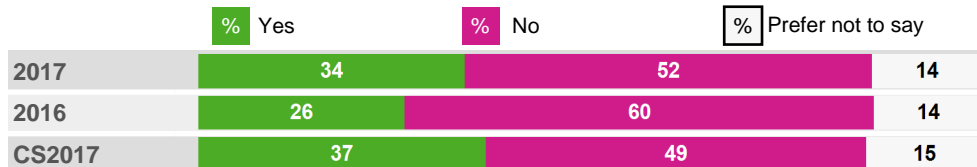


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	33
Caring responsibilities	28
Disability	16
Ethnic background	26
Gender	34
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	52
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	14
Working location	10
Working pattern	58
Any other grounds	41
Prefer not to say	21

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	50
Your manager	39
Another manager in my part of GLD	29
Someone you manage	--
Someone who works for another part of GLD	13
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 '--'



All questions by theme

◆ indicates statistically significant difference from comparison  
^ 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	8	39	20	27	7	47%	-7 ◆
F02 Over the last 12 months, I have been able to undertake my 5 days learning activity^	Yes: 53%		No: 47%			53%	-22 ◆
F03 I review my career development options with my manager on a regular basis	11	43	21	19	6	54%	0
F04 My manager encourages me to make time for learning and development	23	51	16	7		74%	+2 ◆
F05 I am aware of my line manager's leadership pledge	Yes: 45%		No: 55%			45%	-12 ◆
F06 For respondents who selected 'Yes' to the question above, my line manager is fulfilling their leadership pledge	26	44	26			70%	-2 ◆
F07 I am aware of the GLD 'My Good Manager' statement	Yes: 51%		No: 49%			51%	0
F08 For respondents who selected 'Yes' to the question above, My line manager lives the GLD 'My Good Manager' statement	26	45	23			71%	+4 ◆
F09 GLD is committed to promoting Diversity and Inclusion in the workplace	29	56	10			85%	New
F10 I believe that people in GLD value and respect each other	25	57	13			82%	+4 ◆
F11 I believe that people in GLD embrace new ideas and collaborate	17	54	21	7		71%	+3 ◆
F12 I believe that people in GLD take pride in the high standard of our service	26	56	13			82%	+3 ◆



## 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.