

Returns : 357

Response rate : 80%

Civil Service People Survey 2016


 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 CS2016	Difference from CS High Performers
Leadership and managing change		35%	-8 ✧	-18 ✧
My work		72%	-3 ✧	-6 ✧
Learning and development		38%	-13 ✧	-18 ✧
My manager		65%	-3 ✧	-6 ✧
Pay and benefits		29%	-2	-9 ✧
Organisational objectives and purpose		75%	-7 ✧	-12 ✧
Inclusion and fair treatment		67%	-9 ✧	-12 ✧
My team		68%	-12 ✧	-15 ✧
Resources and workload		68%	-5 ✧	-8 ✧



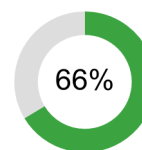
Strength of association with engagement



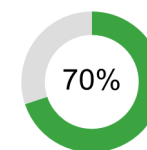
Statistically significant difference from comparison

## Wellbeing

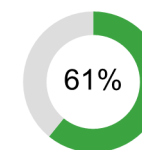
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



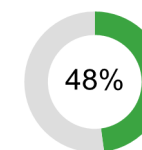
W01. Overall, how satisfied are you with your life nowadays?



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



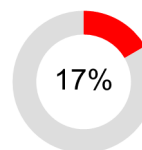
W03. Overall, how happy did you feel yesterday?



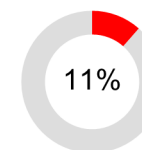
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

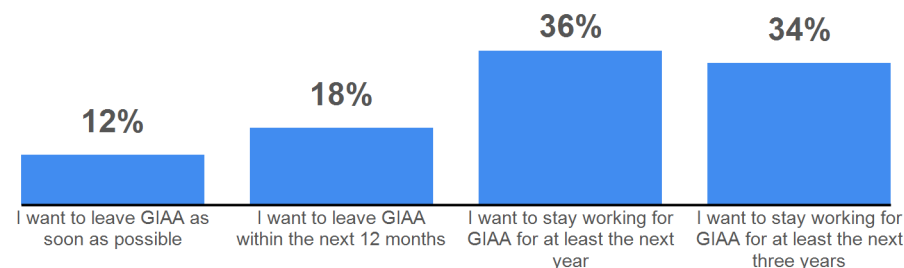


During the past 12 months have you personally experienced discrimination at work?



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

### My work

72%



Strength of association with engagement



% Positive

Difference from CS2016

Difference from CS High Performers

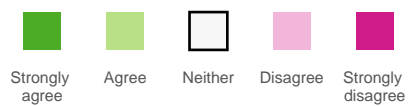
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	40	49	5	1	1	89%	-1	-3 ◆
B02 I am sufficiently challenged by my work	36	45	10	6	1	81%	+1	-2 ◆
B03 My work gives me a sense of personal accomplishment	25	47	14	8	6	72%	-3 ◆	-7 ◆
B04 I feel involved in the decisions that affect my work	14	37	20	18	11	50%	-6 ◆	-11 ◆
B05 I have a choice in deciding how I do my work	21	49	13	11	6	70%	-4 ◆	-9 ◆

### Organisational objectives and purpose

75%



Strength of association with engagement



% Positive

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of GIAA's purpose	27	53	10	6	1	81%	-5 ◆	-10 ◆
B07 I have a clear understanding of GIAA's objectives	22	50	14	9	1	72%	-7 ◆	-12 ◆
B08 I understand how my work contributes to GIAA's objectives	22	51	14	8	5	73%	-10 ◆	-14 ◆

## All questions by theme

◆ indicates statistically significant difference from comparison

### My manager

65%



Strength of association with engagement



% Positive

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	22	45	18	10	5	67%	-1	-6 ◆
B10 My manager is considerate of my life outside work	41	42	9			83%	+1	-2 ◆
B11 My manager is open to my ideas	33	46	12	5		79%	-1	-5 ◆
B12 My manager helps me to understand how I contribute to GIAA's objectives	16	41	28	9	6	57%	-7 ◆	-12 ◆
B13 Overall, I have confidence in the decisions made by my manager	26	41	20	6	6	67%	-6 ◆	-11 ◆
B14 My manager recognises when I have done my job well	26	49	13	6	5	75%	-3 ◆	-6 ◆
B15 I receive regular feedback on my performance	19	48	16	12	5	67%	+1	-2 ◆
B16 The feedback I receive helps me to improve my performance	17	40	25	13	5	57%	-5 ◆	-9 ◆
B17 I think that my performance is evaluated fairly	17	44	23	7	10	61%	-2 ◆	-7 ◆
B18 Poor performance is dealt with effectively in my team	8	30	37	14	11	38%	-1	-5 ◆

### My team

68%



Strength of association with engagement



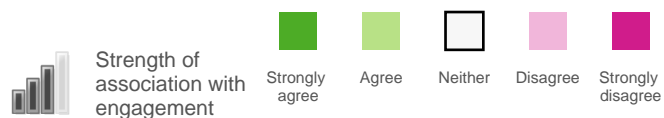
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	26	48	13	7	5	75%	-10 ◆	-12 ◆
B20 The people in my team work together to find ways to improve the service we provide	24	44	17	10	6	68%	-14 ◆	-17 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	21	41	19	13	6	61%	-13 ◆	-18 ◆

## All questions by theme

◆ indicates statistically significant difference from comparison

### Learning and development

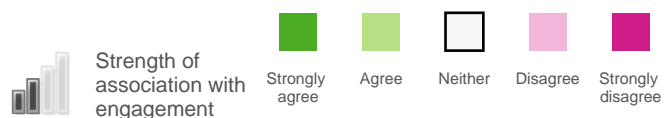
38%



	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B22 I am able to access the right learning and development opportunities when I need to	8	45	23	17	6	53%	-8 ◆	-14 ◆
B23 Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	34	34	18	6	42%	-9 ◆	-15 ◆
B24 There are opportunities for me to develop my career in GIAA	7	24	35	20	15	31%	-12 ◆	-21 ◆
B25 Learning and development activities I have completed while working for GIAA are helping me to develop my career	5	20	46	19	11	24%	-19 ◆	-27 ◆

### Inclusion and fair treatment

67%

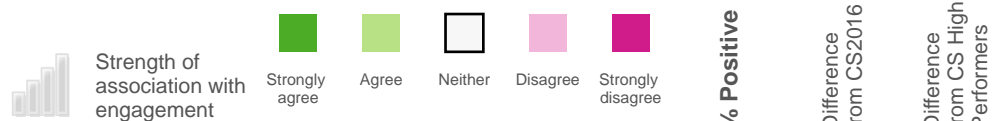


	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B26 I am treated fairly at work	22	51	15	8	4	73%	-6 ◆	-10 ◆
B27 I am treated with respect by the people I work with	26	53	10	7	4	79%	-5 ◆	-8 ◆
B28 I feel valued for the work I do	17	42	18	15	8	59%	-5 ◆	-11 ◆
B29 I think that GIAA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	41	30	6	7	57%	-17 ◆	-21 ◆

## All questions by theme

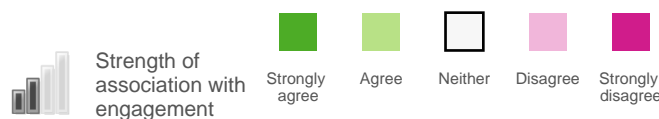
◆ indicates statistically significant difference from comparison

### Resources and workload **68%**



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	26	54	8	8	8	80%	-2 ◆	-6 ◆
B31 I get the information I need to do my job well	14	48	16	16	5	63%	-6 ◆	-11 ◆
B32 I have clear work objectives	19	53	16	7	5	72%	-3 ◆	-8 ◆
B33 I have the skills I need to do my job effectively	26	57	11			82%	-6 ◆	-9 ◆
B34 I have the tools I need to do my job effectively	12	48	19	16	5	60%	-10 ◆	-15 ◆
B35 I have an acceptable workload	11	47	19	17	6	58%	0	-7 ◆
B36 I achieve a good balance between my work life and my private life	15	49	19	12	5	64%	-3 ◆	-8 ◆

### Pay and benefits **29%**



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	29	19	29	20		32%	0	-7 ◆
B38 I am satisfied with the total benefits package	26	23	29	19		30%	-4 ◆	-10 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	21	22	27	27		24%	-3 ◆	-10 ◆

## All questions by theme

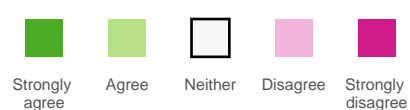
◆ indicates statistically significant difference from comparison

### Leadership and managing change

35%



Strength of association with engagement



% Positive

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B40 I feel that GIAA as a whole is managed well	5	28	33	21	12	33%	-14 ◆	-25 ◆
B41 Senior managers (SLT) in GIAA are sufficiently visible	9	34	24	22	11	43%	-12 ◆	-23 ◆
B42 I believe the actions of senior managers (SLT) are consistent with GIAA's values	7	28	41	14	10	35%	-14 ◆	-23 ◆
B43 I believe that the Senior Management Team (SLT) has a clear vision for the future of GIAA	8	31	33	16	11	40%	-3 ◆	-14 ◆
B44 Overall, I have confidence in the decisions made by GIAA's senior managers (SLT)	6	26	39	15	13	32%	-12 ◆	-22 ◆
B45 I feel that change is managed well in GIAA		26	35	23	13	29%	0	-12 ◆
B46 When changes are made in GIAA they are usually for the better		19	56	13	9	21%	-9 ◆	-17 ◆
B47 GIAA keeps me informed about matters that affect me	9	42	25	15	10	51%	-5 ◆	-14 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me		26	29	27	14	30%	-8 ◆	-17 ◆
B49 I think it is safe to challenge the way things are done in GIAA	7	28	40	14	12	34%	-9 ◆	-15 ◆

## All questions by theme

⬠ indicates statistically significant difference from comparison

### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of GIAA	8	34	41	10	7	42%	-17 ⬠	-25 ⬠
B51 I would recommend GIAA as a great place to work	6	21	48	15	10	27%	-24 ⬠	-34 ⬠
B52 I feel a strong personal attachment to GIAA	5	13	40	27	15	19%	-29 ⬠	-37 ⬠
B53 GIAA inspires me to do the best in my job	6	17	47	19	12	22%	-23 ⬠	-30 ⬠
B54 GIAA motivates me to help it achieve its objectives	5	19	46	18	12	24%	-20 ⬠	-27 ⬠

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B55 I believe that senior managers (SLT) in GIAA will take action on the results from this survey	7	40	31	11	12	47%	+1	-8 ⬠
B56 I believe that managers where I work will take action on the results from this survey	14	45	20	10	11	59%	+3 ⬠	-6 ⬠
B57 Where I work, I think effective action has been taken on the results of the last survey	8	22	43	15	12	31%	-4 ⬠	-11 ⬠



## All questions by theme

✦ indicates statistically significant difference from comparison

### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	28	53	10	5	5	81%	-7 ✦	-9 ✦
B59 I believe I would be supported if I try a new idea, even if it may not work	16	47	20	12	5	63%	-6 ✦	-11 ✦
B60 When I talk about GIAA I say "we" rather than "they"	16	37	27	13	6	54%	-18 ✦	-25 ✦
B61 I have some really good friendships at work	19	50	19	10	2	69%	-8 ✦	-12 ✦

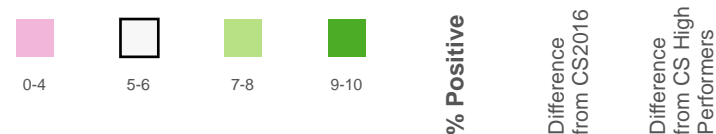
### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B62 Senior managers (SLT) in GIAA actively role model the behaviours set out in the Civil Service Leadership Statement	8	31	38	13	10	39%	-5 ✦	-11 ✦
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	18	45	24	8	6	63%	+1	-4 ✦

## All questions by theme

◆ indicates statistically significant difference from comparison

### Wellbeing

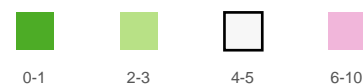


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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 CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	17	17	54	13	66%	0	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	18	46	23	70%	-1	-4 ◆
W03 Overall, how happy did you feel yesterday?	17	22	43	18	61%	-3 ◆	-5 ◆

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?	21	27	20	32	48%	-2	-5 ◆
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## All questions by theme

✦ indicates statistically significant difference from comparison

### Your plans for the future

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

			Difference from CS2016	Difference from CS High Performers
I want to leave GIAA as soon as possible		12%	+3	+1
I want to leave GIAA within the next 12 months		18%	+3 ✦	-1
I want to stay working for GIAA for at least the next year		36%	+4 ✦	-3 ✦
I want to stay working for GIAA for at least the next three years		34%	-10 ✦	-18 ✦

### The Civil Service Code

Differences are based on '% Yes' score

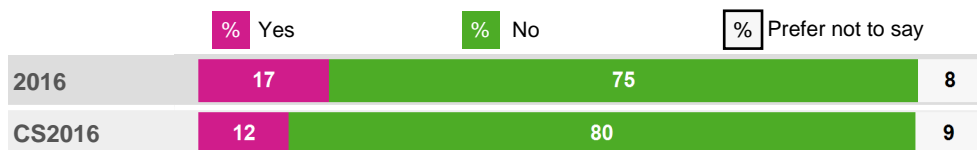
	% Yes	% No	% Yes	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			98%	+6 ✦	+3 ✦
D02. Are you aware of how to raise a concern under the Civil Service Code?		16	84%	+17 ✦	+10 ✦
D03. Are you confident that if you raised a concern under the Civil Service Code in GIAA it would be investigated properly?		24	76%	+9 ✦	+1

All questions by theme

✦ indicates statistically significant difference from comparison

Discrimination, harassment and bullying

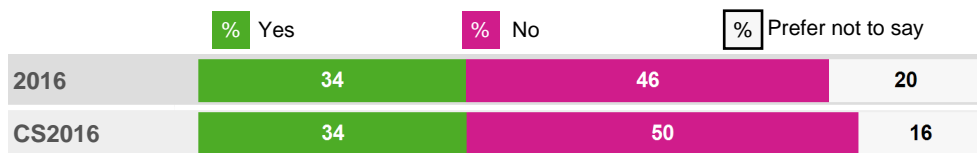
E01. During the past 12 months, have you personally experienced discrimination at work?



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	11
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	22
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	13
Working pattern	--
Any other grounds	17
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)

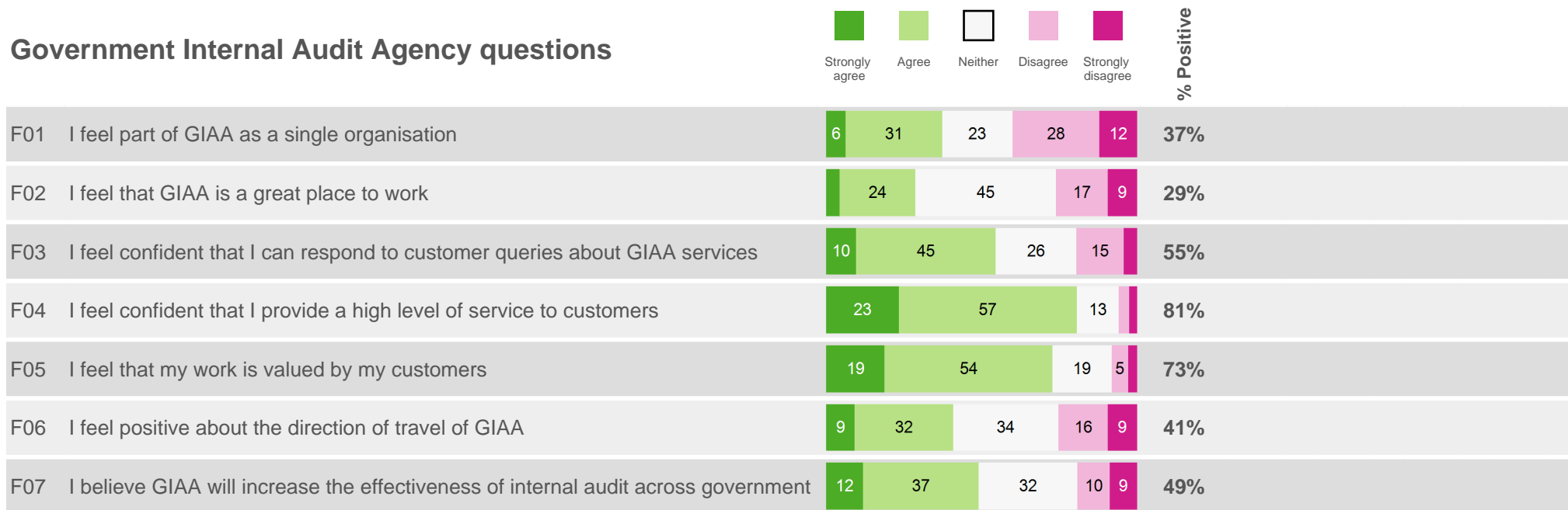
	Response Count
A colleague	10
Your manager	17
Another manager in my part of GIAA	15
Someone you manage	--
Someone who works for another part of GIAA	--
A member of the public	--
Someone else	--
Prefer not to say	10

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

## All questions by theme

◆ indicates statistically significant difference from comparison

### Government Internal Audit Agency questions



## 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> ).
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 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.