



Welsh Assembly Government

Returns: 4,080

Response rate: 68%

Your engagement index

57%

Difference from
previous survey

-

Difference from
CS2010

+1 ✧

Difference from CS High
Performers

-5 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2010
B50. I am proud when I tell others I am part of the organisation	54%	-	-1
B51. I would recommend the organisation as a great place to work	51%	-	+9 ✧

Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to the organisation	45%	-	-1 ✧
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Strive: motivated to do the best for the organisation...

B53. The organisation inspires me to do the best in my job	40%	-	0
B54. The organisation motivates me to help it achieve its objectives	36%	-	0

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these 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.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change		31%	-	-6 ✧	-15 ✧
My work		74%	-	+3 ✧	-1 ✧
My line manager		69%	-	+4 ✧	+1 ✧
Learning and development		50%	-	+6 ✧	0
Resources and workload		74%	-	+1 ✧	-3 ✧
Organisational objectives and purpose		80%	-	-1 ✧	-7 ✧
Pay and benefits		57%	-	+20 ✧	+14 ✧
Inclusion and fair treatment		76%	-	+3 ✧	0
My team		80%	-	+3 ✧	0 ✧


✧ = Statistically significant difference from comparison

Top three key driver themes in more detail


The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from CS2010
Leadership and managing change Strength of association with engagement: 			
B48. I have the opportunity to contribute my views before decisions are made that affect me	33%	-2 ◇	+1 ◇
B46. When changes are made in the organisation they are usually for the better	22%	-	-1 ◇
B47. The organisation keeps me informed about matters that affect me	52%	-2 ◇	-2 ◇
B49. I think it is safe to challenge the way things are done in the organisation	36%	-3 ◇	-4 ◇
B45. I feel that change is managed well in the organisation	23%	-3 ◇	-4 ◇
B40. I feel that the organisation as a whole is managed well	36%	-7 ◇	-5 ◇
B44. Overall, I have confidence in the decisions made by Senior Civil Servants within the organisation	27%	-	-9 ◇
B43. I believe that the Strategic Delivery and Performance Board has a clear vision for the future of the organisation	26%	-5 ◇	-9 ◇
B42. I believe the actions of Senior Civil Servants are consistent with the organisation's values	29%	-9 ◇	-11 ◇
B41. Senior Civil Servants in the organisation are sufficiently visible	30%	-8 ◇	-15 ◇

My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	54%	-2	+5 ◇
B02. I am sufficiently challenged by my work	78%	+4 ◇	+5 ◇
B05. I have a choice in deciding how I do my work	74%	0	+4 ◇
B01. I am interested in my work	91%	-	+3 ◇
B03. My work gives me a sense of personal accomplishment	74%	+4 ◇	+3 ◇

My line manager Strength of association with engagement: 			
B13. Overall, I have confidence in the decisions made by my manager	76%	+1	+7 ◇
B12. My manager helps me to understand how I contribute to the organisation's objectives	65%	-	+7 ◇
B17. I think that my performance is evaluated fairly	68%	-1	+7 ◇
B09. My manager motivates me to be more effective in my job	68%	+1	+6 ◇
B10. My manager is considerate of my life outside work	83%	0	+5 ◇
B16. The feedback I receive helps me to improve my performance	62%	+1	+5 ◇
B11. My manager is open to my ideas	82%	-	+4 ◇
B15. I receive regular feedback on my performance	64%	+1	+4 ◇
B14. My manager recognises when I have done my job well	80%	+2 ◇	+4 ◇
B18. Poor performance is dealt with effectively in my team [^]	39%	+4 ◇	+1 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

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






	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My work									
 :Strength of association with engagement									
B01. I am interested in my work	44	47	5			91%	-	+3 ◇	0
B02. I am sufficiently challenged by my work	30	48	11	9		78%	+4 ◇	+5 ◇	0
B03. My work gives me a sense of personal accomplishment	23	51	14	9		74%	+4 ◇	+3 ◇	-2 ◇
B04. I feel involved in the decisions that affect my work	12	42	20	19	7	54%	-2	+5 ◇	-3 ◇
B05. I have a choice in deciding how I do my work	19	55	13	9		74%	0	+4 ◇	-2 ◇
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of the organisation's purpose	20	63	11	5		83%	-	-1 ◇	-7 ◇
B07. I have a clear understanding of the organisation's objectives	17	60	15	7		77%	-	-1	-9 ◇
B08. I understand how my work contributes to the organisation's objectives	21	60	12	5		81%	-1	+1	-5 ◇

All questions by theme

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




	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My line manager									
 :Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	20	48	19	10	4	68%	+1	+6 ◇	+1 ◇
B10. My manager is considerate of my life outside work	37	47	11	4		83%	0	+5 ◇	+1 ◇
B11. My manager is open to my ideas	32	49	12	5		82%	-	+4 ◇	0
B12. My manager helps me to understand how I contribute to the organisation's objectives	18	47	23	9		65%	-	+7 ◇	+1 ◇
B13. Overall, I have confidence in the decisions made by my manager	27	49	14	6		76%	+1	+7 ◇	+2 ◇
B14. My manager recognises when I have done my job well	29	51	12	5		80%	+2 ◇	+4 ◇	+1
B15. I receive regular feedback on my performance	18	46	19	13	4	64%	+1	+4 ◇	-1 ◇
B16. The feedback I receive helps me to improve my performance	17	46	25	10		62%	+1	+5 ◇	+1 ◇
B17. I think that my performance is evaluated fairly	18	51	22	8		68%	-1	+7 ◇	+2 ◇
B18. Poor performance is dealt with effectively in my team [^]	8	31	36	17	9	39%	+4 ◇	+1 ◇	-3 ◇
My team									
 :Strength of association with engagement									
B19. The people in my team can be relied upon to help when things get difficult in my job	34	51	9	5		85%	-	+1 ◇	-1 ◇
B20. The people in my team work together to find ways to improve the service we provide	30	52	11	6		82%	-2 ◇	+4 ◇	0
B21. The people in my team are encouraged to come up with new and better ways of doing things	25	49	16	8		73%	+2 ◇	+3 ◇	-1 ◇

All questions by theme

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	11	55	20	12		65%	-9 ◇	+10 ◇	+2 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	42	33	12		52%	-	+4 ◇	-1
B24. There are opportunities for me to develop my career in the organisation	6	29	25	25	16	35%	-	+6 ◇	-1 ◇
B25. Learning and development activities I have completed while working for the organisation are helping me to develop my career	8	38	31	16	7	46%	-7 ◇	+5 ◇	0
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	24	58	11	5		82%	0	+4 ◇	0
B27. I am treated with respect by the people I work with	29	58	9			87%	-	+4 ◇	+1
B28. I feel valued for the work I do	17	48	19	12	5	65%	0	+5 ◇	0
B29. I think that the organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	17	53	20	7		70%	-	0	-5 ◇

All questions by theme

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





	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Resources and workload									
Strength of association with engagement									
B30. In my job, I am clear what is expected of me	19	62	11	7		82%	0	0	-4 ◇
B31. I get the information I need to do my job well	11	55	20	12		66%	+4 ◇	-1	-4 ◇
B32. I have clear work objectives	16	60	14	9		75%	-	+1 ◇	-4 ◇
B33. I have the skills I need to do my job effectively	23	66	8			89%	0	+1 ◇	-1 ◇
B34. I have the tools I need to do my job effectively	13	58	16	11		71%	-	-1 ◇	-5 ◇
B35. I have an acceptable workload	8	54	17	16	5	62%	-4 ◇	+1	-5 ◇
B36. I achieve a good balance between my work life and my private life	15	57	16	10		71%	-4 ◇	+2 ◇	-2 ◇
Pay and benefits									
Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	7	51	18	18	6	58%	-	+20 ◇	+13 ◇
B38. I am satisfied with the total benefits package	9	52	23	13	4	61%	-9 ◇	+22 ◇	+14 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	8	44	21	20	7	52%	-8 ◇	+21 ◇	+13 ◇

All questions by theme

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change									
 :Strength of association with engagement									
B40. I feel that the organisation as a whole is managed well	33		30	25	10	36%	-7 ◇	-5 ◇	-18 ◇
B41. Senior Civil Servants in the organisation are sufficiently visible	27		25	30	15	30%	-8 ◇	-15 ◇	-30 ◇
B42. I believe the actions of Senior Civil Servants are consistent with the organisation's values	26		42	19	10	29%	-9 ◇	-11 ◇	-23 ◇
B43. I believe that the Strategic Delivery and Performance Board has a clear vision for the future of the organisation	24		52	15	8	26%	-5 ◇	-9 ◇	-21 ◇
B44. Overall, I have confidence in the decisions made by Senior Civil Servants within the organisation	25		40	22	11	27%	-	-9 ◇	-21 ◇
B45. I feel that change is managed well in the organisation	22		28	34	15	23%	-3 ◇	-4 ◇	-16 ◇
B46. When changes are made in the organisation they are usually for the better	20		40	29	10	22%	-	-1 ◇	-10 ◇
B47. The organisation keeps me informed about matters that affect me	4	49	25	17	6	52%	-2 ◇	-2 ◇	-10 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	30		30	26	11	33%	-2 ◇	+1 ◇	-6 ◇
B49. I think it is safe to challenge the way things are done in the organisation	33		31	23	10	36%	-3 ◇	-4 ◇	-11 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

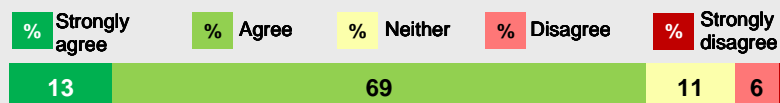
◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the organisation	11	43	32	11		54%	-	-1	-10 ◇
B51. I would recommend the organisation as a great place to work	10	41	32	13	4	51%	-	+9 ◇	-1 ◇
B52. I feel a strong personal attachment to the organisation	10	35	34	17	5	45%	-	-1 ◇	-9 ◇
B53. The organisation inspires me to do the best in my job	7	32	37	18	5	40%	-	0	-9 ◇
B54. The organisation motivates me to help it achieve its objectives	6	30	39	19	6	36%	-	0	-10 ◇
Taking action									
B55. I believe that Senior Civil Servants in the organisation will take action on the results from this survey		26	31	27	13	29%	-	-9 ◇	-19 ◇
B56. I believe that managers where I work will take action on the results from this survey	7	37	27	19	10	45%	-	-2 ◇	-8 ◇

All questions by theme

Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

82%	2010 % Positive
-	Difference from previous survey
0	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

64%	2010 % Yes
-	Difference from previous survey
-14 ^	Difference from CS2010

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for the Welsh Assembly Government?

Statement	%	Difference from previous survey	Difference from CS2010
I want to leave the Welsh Assembly Government as soon as possible	4%	-	-4 ^
I want to leave the Welsh Assembly Government within the next 12 months	7%	-	-4 ^
I want to stay working for the Welsh Assembly Government for at least the next year	20%	-	-6 ^
I want to stay working for the Welsh Assembly Government for at least the next three years	69%	-	+15 ^

The Civil Service Code

Differences are based on '% Yes' score

Question	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	89	11	-	+9 ^
E02. Are you aware of how to raise a concern under the Civil Service Code?	57	43	-	+4 ^
E03. Are you confident that if you raised a concern under the Civil Service Code in the Welsh Assembly Government it would be investigated properly?	65	35	-	+3 ^

^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

9% | Previous survey

10% [^] | CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



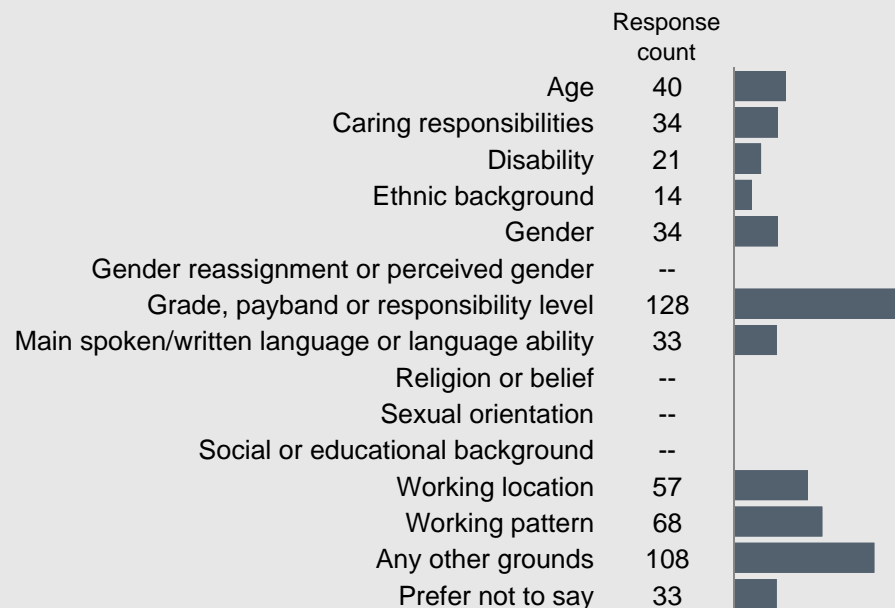
% Yes

7% | Previous survey

10% [^] | CS2010

For respondents who selected 'Yes' to question F01.

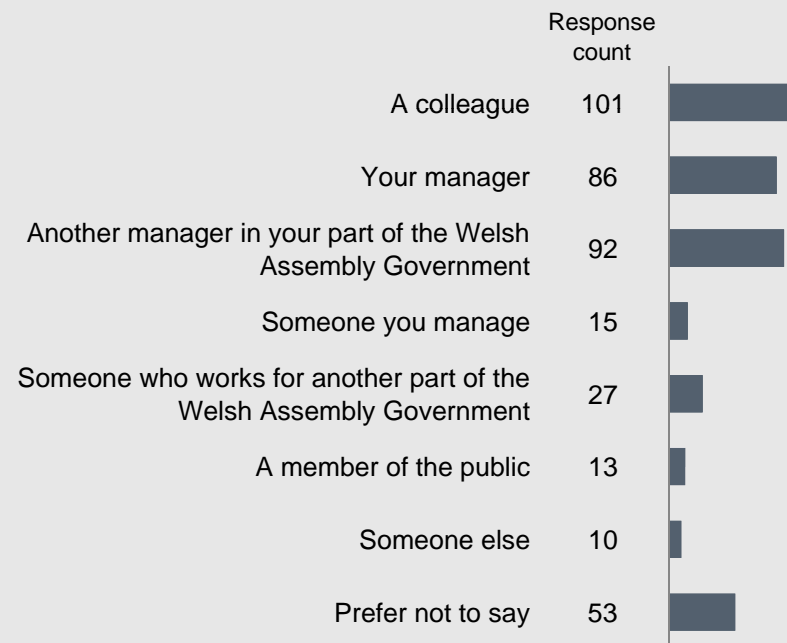
F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question F03.

F04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey
Welsh Assembly Government questions							
G01. I understand the vision and values of the organisation	10	64	19	6		74%	-6 ◇
G02. I understand how my work contributes to the objectives of my division	17	68	10	4		85%	-1
G03. I feel that my opinion is valued	9	48	25	14	4	57%	-9 ◇
G04. I think that generally the different parts of the organisation work well together		27	30	32	9	29%	-2 ◇
G05. The organisation puts the citizen at the heart of decision making		31	41	19	6	34%	-4 ◇
G06. Our team regularly looks for better ways of working with external stakeholders	11	51	26	8		63%	-9 ◇
G07. I have confidence in the Senior Civil Servants in my department	7	35	31	17	10	42%	-5 ◇
G08. The work of the Strategic Delivery and Performance Board is sufficiently visible		22	40	26	10	24%	-7 ◇
G09. I am satisfied with my working environment	11	56	16	13	4	67%	-4 ◇
G10. I have the technology (ICT/IT) I need to do my job effectively	12	57	12	14	5	69%	-2 ◇

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 Staff Survey 2010. 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.
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 2010 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: ✧

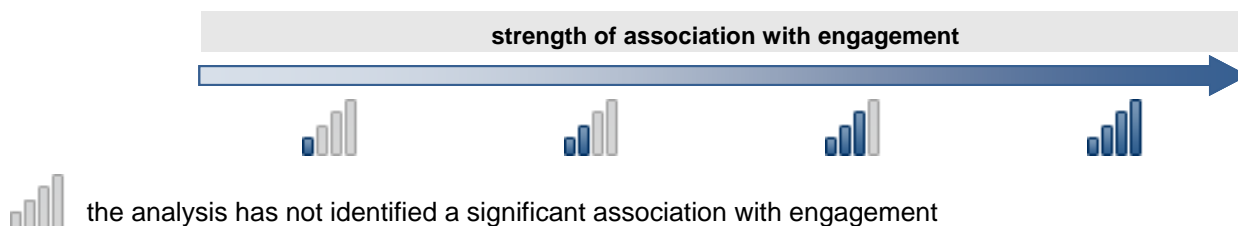
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



Confidentiality

This survey was carried out as part of the 2010 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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 results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.