



Your engagement index

59%

Difference from previous survey

+2 ✧

Difference from CS2011

+3 ✧

Difference from CS High Performers

-3 ✧

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 CS2011
B50. I am proud when I tell others I am part of the organisation	58%	+4 ✧	+6 ✧
B51. I would recommend the organisation as a great place to work	55%	+4 ✧	+12 ✧

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

B52. I feel a strong personal attachment to the organisation	46%	+1	0
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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	42%	+3 ✧	+4 ✧
B54. The organisation motivates me to help it achieve its objectives	39%	+3 ✧	+4 ✧

✧ = 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 CS2011	Difference from CS High Performers
Leadership and managing change		34%	+3 ✧	-4 ✧	-13 ✧
My work		75%	+1	+4 ✧	-1 ✧
My line manager		68%	0	+4 ✧	+1 ✧
Resources and workload		74%	0	+1 ✧	-2 ✧
Pay and benefits		52%	-5 ✧	+21 ✧	+13 ✧
Learning and development		51%	+1	+8 ✧	0
Organisational objectives and purpose		81%	+1	0	-5 ✧
My team		81%	+1	+4 ✧	+1 ✧
Inclusion and fair treatment		78%	+1 ✧	+4 ✧	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 CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change		Strength of association with engagement: 	
B40. I feel that the organisation as a whole is managed well	40%	+5 ◇	0
B46. When changes are made in the organisation they are usually for the better	22%	0	-1 ◇
B49. I think it is safe to challenge the way things are done in the organisation	36%	+1	-2 ◇
B47. The organisation keeps me informed about matters that affect me	53%	0	-2 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	33%	0	-3 ◇
B45. I feel that change is managed well in the organisation	24%	+1	-3 ◇
B44. Overall, I have confidence in the decisions made by Senior Civil Servants within the organisation	32%	+5 ◇	-4 ◇
B42. I believe the actions of Senior Civil Servants are consistent with the organisation's values	33%	+5 ◇	-6 ◇
B43. I believe that the Strategic Delivery and Performance Board has a clear vision for the future of the organisation	30%	+4 ◇	-9 ◇
B41. Senior Civil Servants in the organisation are sufficiently visible	36%	+6 ◇	-9 ◇

My work		Strength of association with engagement: 	
B04. I feel involved in the decisions that affect my work	56%	+2 ◇	+7 ◇
B05. I have a choice in deciding how I do my work	74%	0	+4 ◇
B02. I am sufficiently challenged by my work	78%	0	+4 ◇
B01. I am interested in my work	91%	0	+3 ◇
B03. My work gives me a sense of personal accomplishment	75%	+1	+3 ◇

My line manager		Strength of association with engagement: 	
B12. My manager helps me to understand how I contribute to the organisation's objectives	65%	0	+7 ◇
B09. My manager motivates me to be more effective in my job	69%	+2 ◇	+6 ◇
B17. I think that my performance is evaluated fairly	67%	-1	+5 ◇
B13. Overall, I have confidence in the decisions made by my manager	76%	0	+5 ◇
B10. My manager is considerate of my life outside work	83%	0	+4 ◇
B14. My manager recognises when I have done my job well	80%	0	+4 ◇
B16. The feedback I receive helps me to improve my performance	61%	-2	+3 ◇
B15. I receive regular feedback on my performance	63%	-1	+3 ◇
B11. My manager is open to my ideas	81%	0	+3 ◇
B18. Poor performance is dealt with effectively in my team	39%	+1	+2 ◇

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

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2011
 Difference from CS High Performers

My work									
:Strength of association with engagement									
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B01. I am interested in my work	44	48	5			91%	0	+3 ◇	0
B02. I am sufficiently challenged by my work	32	47	11	9		78%	0	+4 ◇	-1 ◇
B03. My work gives me a sense of personal accomplishment	25	50	14	8		75%	+1	+3 ◇	-2 ◇
B04. I feel involved in the decisions that affect my work	13	44	21	17	6	56%	+2 ◇	+7 ◇	-3 ◇
B05. I have a choice in deciding how I do my work	19	55	16	7		74%	0	+4 ◇	-3 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the organisation's purpose	22	61	12	4		83%	+1	0	-6 ◇
B07. I have a clear understanding of the organisation's objectives	17	60	16	6		77%	+1	-1 ◇	-7 ◇
B08. I understand how my work contributes to the organisation's objectives	22	59	12	5		82%	+1	+1 ◇	-4 ◇

All questions by theme

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	21	48	18	9		69%	+2 ◇	+6 ◇	+2 ◇
B10. My manager is considerate of my life outside work	37	46	12			83%	0	+4 ◇	+1 ◇
B11. My manager is open to my ideas	34	47	13	4		81%	0	+3 ◇	0
B12. My manager helps me to understand how I contribute to the organisation's objectives	18	47	25	8		65%	0	+7 ◇	+1 ◇
B13. Overall, I have confidence in the decisions made by my manager	29	47	15	6		76%	0	+5 ◇	+1 ◇
B14. My manager recognises when I have done my job well	30	50	13	6		80%	0	+4 ◇	+1 ◇
B15. I receive regular feedback on my performance	18	45	22	12		63%	-1	+3 ◇	-3 ◇
B16. The feedback I receive helps me to improve my performance	18	42	27	10		61%	-2	+3 ◇	-1 ◇
B17. I think that my performance is evaluated fairly	19	48	24	7		67%	-1	+5 ◇	0
B18. Poor performance is dealt with effectively in my team	7	32	38	15	7	39%	+1	+2 ◇	-1 ◇

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	36	50	9	4		86%	+2 ◇	+4 ◇	+1 ◇
B20. The people in my team work together to find ways to improve the service we provide	32	51	12	5		83%	+1	+5 ◇	+1 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	27	47	17	8		74%	+1	+5 ◇	0

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 CS2011	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	21	11		66%	0	+12 ◇	+2 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	39	36	12		50%	-3 ◇	+5 ◇	-3 ◇
B24. There are opportunities for me to develop my career in the organisation	7	34	28	21	10	41%	+6 ◇	+10 ◇	+2 ◇
B25. Learning and development activities I have completed while working for the organisation are helping me to develop my career	8	38	34	14	6	46%	0	+6 ◇	+1
Inclusion and fair treatment									
:Strength of association with engagement									
B26. I am treated fairly at work	25	58	11	4		83%	+2 ◇	+5 ◇	+3 ◇
B27. I am treated with respect by the people I work with	30	57	9			87%	0	+3 ◇	0
B28. I feel valued for the work I do	18	49	20	10		67%	+2 ◇	+7 ◇	+1
B29. I think that the organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	55	19	6		73%	+2 ◇	+3 ◇	-4 ◇

All questions by theme

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Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	20	61	11	6	6	82%	0	-1 ✧	-4 ✧
B31. I get the information I need to do my job well	12	55	20	10	10	67%	+1	0	-3 ✧
B32. I have clear work objectives	16	59	15	8	8	76%	0	+2 ✧	-2 ✧
B33. I have the skills I need to do my job effectively	24	65	9	1	1	89%	0	+1 ✧	-2 ✧
B34. I have the tools I need to do my job effectively	13	57	16	11	11	70%	0	0	-5 ✧
B35. I have an acceptable workload	8	55	17	15	5	63%	+1	+2 ✧	-2 ✧
B36. I achieve a good balance between my work life and my private life	15	57	16	10	10	72%	+1	+5 ✧	-1 ✧

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	6	46	20	22	6	52%	-6 ✧	+20 ✧	+13 ✧
B38. I am satisfied with the total benefits package	9	46	26	15	4	55%	-6 ✧	+21 ✧	+14 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	9	42	23	20	7	50%	-2 ✧	+23 ✧	+15 ✧

All questions by theme

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Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that the organisation as a whole is managed well	37		31	22	7	40%	+5 ✧	0	-14 ✧
B41. Senior Civil Servants in the organisation are sufficiently visible	4	32	28	27	10	36%	+6 ✧	-9 ✧	-23 ✧
B42. I believe the actions of Senior Civil Servants are consistent with the organisation's values	30		45	16	6	33%	+5 ✧	-6 ✧	-17 ✧
B43. I believe that the Strategic Delivery and Performance Board has a clear vision for the future of the organisation	27		53	11	6	30%	+4 ✧	-9 ✧	-21 ✧
B44. Overall, I have confidence in the decisions made by Senior Civil Servants within the organisation	29		41	19	8	32%	+5 ✧	-4 ✧	-16 ✧
B45. I feel that change is managed well in the organisation	22		30	33	12	24%	+1	-3 ✧	-13 ✧
B46. When changes are made in the organisation they are usually for the better	20		41	28	9	22%	0	-1 ✧	-9 ✧
B47. The organisation keeps me informed about matters that affect me	4	49	27	15	6	53%	0	-2 ✧	-9 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	30		32	25	10	33%	0	-3 ✧	-11 ✧
B49. I think it is safe to challenge the way things are done in the organisation	33		32	23	9	36%	+1	-2 ✧	-10 ✧

All questions by theme

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

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◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the organisation	12	46	30	9		58%	+4 ◇	+6 ◇	-7 ◇
B51. I would recommend the organisation as a great place to work	11	44	31	11		55%	+4 ◇	+12 ◇	0
B52. I feel a strong personal attachment to the organisation	11	35	35	15	4	46%	+1	0	-8 ◇
B53. The organisation inspires me to do the best in my job	8	34	36	17	4	42%	+3 ◇	+4 ◇	-7 ◇
B54. The organisation motivates me to help it achieve its objectives	7	32	38	18	5	39%	+3 ◇	+4 ◇	-6 ◇
Taking action									
B55. I believe that Senior Civil Servants in the organisation will take action on the results from this survey	4	30	33	23	10	34%	+5 ◇	-5 ◇	-16 ◇
B56. I believe that managers where I work will take action on the results from this survey	8	40	28	17	7	48%	+3 ◇	-1 ◇	-8 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	5	21	46	19	9	26%	-	-3 ◇	-11 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave the organisation as soon as possible		4%	0	-4 ^	-6 ^
I want to leave the organisation within the next 12 months		5%	-2 ^	-6 ^	-10 ^
I want to stay working for the organisation for at least the next year		22%	+2 ^	-6 ^	-13 ^
I want to stay working for the organisation for at least the next three years		69%	0	+16 ^	+9 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	+2 ^	+6 ^	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+10 ^	+7 ^	+1 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Welsh Government it would be investigated properly?		30	70%	+5 ^	+5 ^	-2 ^

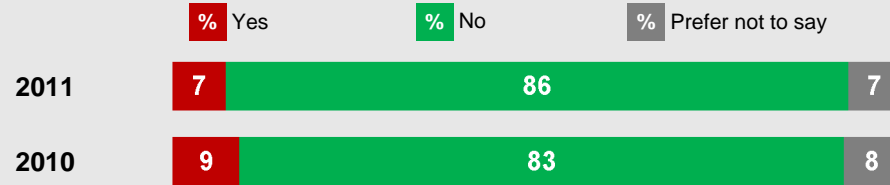
^ indicates a variation in question wording from your previous survey

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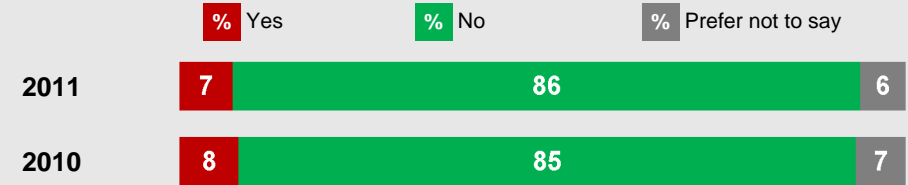
All questions by theme

Discrimination, harassment and bullying

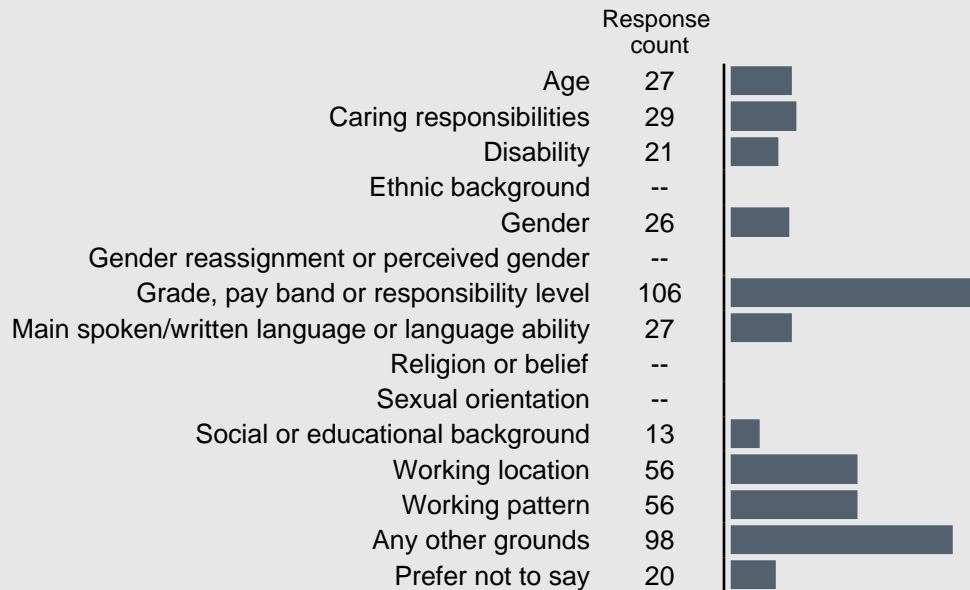
E01. During the past 12 months, have you personally experienced discrimination at work?



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

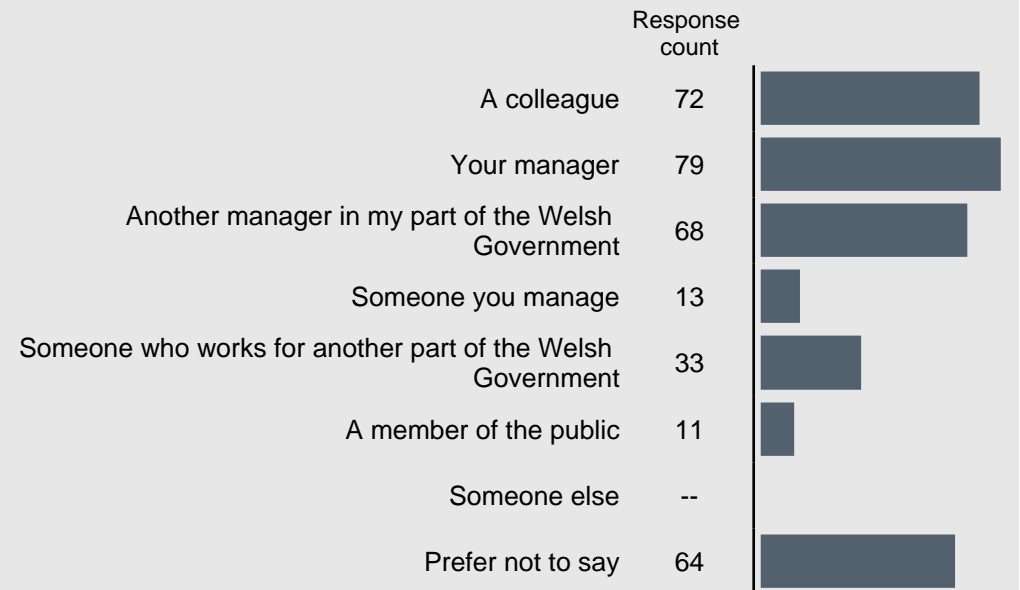


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question E03.
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



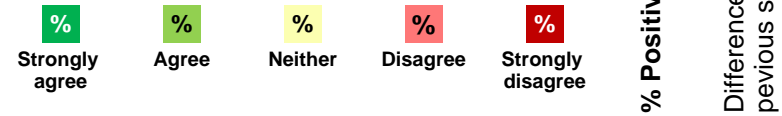
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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

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◇ indicates statistically significant difference from comparison



Welsh Government questions

Question	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey
F01. I understand the vision and values of the organisation	11	63	20	5		74%	0
F02. I feel that my opinion is valued	6	44	30	16	4	50%	-7 ◇
F03. I think that generally the different parts of the organisation work well together		28	31	31	8	30%	+1
F04. The organisation puts the citizen at the heart of decision making	4	35	40	17	4	39%	+5 ◇
F05. Our team regularly looks for better ways of working with external stakeholders	14	52	25	7		66%	+3 ◇
F06. The corporate communications I receive help me to understand the key priorities of the organisation	4	45	36	12		49%	-
F07. My DG area (or equivalent) does a good job of keeping me informed about the priorities for our area	9	43	29	14	5	52%	-
F08. I have confidence in senior managers at Executive Band level or above within my DG area (or equivalent)	8	42	32	13	5	50%	-
F09. I am satisfied with my working environment	12	55	16	13	4	68%	+1
F10. I have the technology (ICT/IT) I need to do my job effectively	10	53	14	16	7	63%	-6 ◇

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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✦

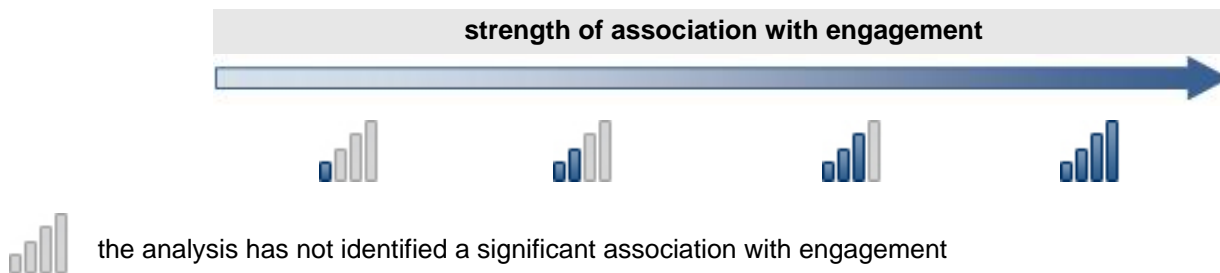
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2011 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 the 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.