



Your engagement index

61%

Difference from previous survey

+2 ✧

Difference from CS2012

+3 ✧

Difference from CS High Performers

-2 ✧

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 CS2012
B50. I am proud when I tell others I am part of the organisation	61%	+3 ✧	+8 ✧
B51. I would recommend the organisation as a great place to work	58%	+3 ✧	+12 ✧

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

B52. I feel a strong personal attachment to the organisation	48%	+2 ✧	+4 ✧
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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	45%	+3 ✧	+4 ✧
B54. The organisation motivates me to help it achieve its objectives	43%	+4 ✧	+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 CS2012	Difference from CS High Performers
Leadership and managing change		39%	+6 ✧	-1 ✧	-11 ✧
My work		77%	+2 ✧	+5 ✧	+1 ✧
My line manager		71%	+3 ✧	+5 ✧	+2 ✧
Learning and development		54%	+3 ✧	+10 ✧	+2 ✧
Resources and workload		76%	+2 ✧	+2 ✧	-1 ✧
Pay and benefits		54%	+1 ✧	+24 ✧	+18 ✧
Organisational objectives and purpose		83%	+3 ✧	+1 ✧	-4 ✧
My team		82%	+1	+4 ✧	+1 ✧
Inclusion and fair treatment		80%	+2 ✧	+5 ✧	+3 ✧


✧ = 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 CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
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	37%	+4 ◇	+1 ◇
B42. I believe the actions of senior managers are consistent with the organisation's values^	43%	+9 ◇	+1
B40. I feel that the organisation as a whole is managed well	43%	+3 ◇	+1
B44. Overall, I have confidence in the decisions made by senior managers within the organisation^	40%	+8 ◇	0
B47. The organisation keeps me informed about matters that affect me	56%	+3 ◇	0
B43. I believe that the Board has a clear vision for the future of the organisation^	39%	+9 ◇	0
B41. Senior managers in the organisation are sufficiently visible^	47%	+11 ◇	-1 ◇
B49. I think it is safe to challenge the way things are done in the organisation	39%	+3 ◇	-1 ◇
B46. When changes are made in the organisation they are usually for the better	24%	+2 ◇	-1 ◇
B45. I feel that change is managed well in the organisation	27%	+3 ◇	-2 ◇

My work		Strength of association with engagement: 	
B04. I feel involved in the decisions that affect my work	59%	+3 ◇	+6 ◇
B03. My work gives me a sense of personal accomplishment	78%	+3 ◇	+6 ◇
B05. I have a choice in deciding how I do my work	76%	+2 ◇	+4 ◇
B02. I am sufficiently challenged by my work	80%	+2 ◇	+4 ◇
B01. I am interested in my work	93%	+1 ◇	+3 ◇

My line manager		Strength of association with engagement: 	
B17. I think that my performance is evaluated fairly	71%	+4 ◇	+9 ◇
B09. My manager motivates me to be more effective in my job	73%	+4 ◇	+7 ◇
B12. My manager helps me to understand how I contribute to the organisation's objectives	68%	+2 ◇	+7 ◇
B13. Overall, I have confidence in the decisions made by my manager	77%	+2 ◇	+6 ◇
B16. The feedback I receive helps me to improve my performance	65%	+5 ◇	+6 ◇
B10. My manager is considerate of my life outside work	85%	+2 ◇	+5 ◇
B14. My manager recognises when I have done my job well	82%	+2 ◇	+4 ◇
B15. I receive regular feedback on my performance	68%	+5 ◇	+4 ◇
B11. My manager is open to my ideas	83%	+2 ◇	+4 ◇
B18. Poor performance is dealt with effectively in my team	40%	+1 ◇	+3 ◇

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



My work									
:Strength of association with engagement									
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B01. I am interested in my work	45	47	5			93%	+1 ◇	+3 ◇	+1 ◇
B02. I am sufficiently challenged by my work	34	46	10	8		80%	+2 ◇	+4 ◇	0
B03. My work gives me a sense of personal accomplishment	27	51	12	7		78%	+3 ◇	+6 ◇	+1 ◇
B04. I feel involved in the decisions that affect my work	15	44	19	17	5	59%	+3 ◇	+6 ◇	0
B05. I have a choice in deciding how I do my work	23	53	14	7		76%	+2 ◇	+4 ◇	-1 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the organisation's purpose	25	61	10	4		86%	+2 ◇	+2 ◇	-4 ◇
B07. I have a clear understanding of the organisation's objectives	21	60	14	5		80%	+3 ◇	+2 ◇	-5 ◇
B08. I understand how my work contributes to the organisation's objectives	24	60	11	4		84%	+2 ◇	+3 ◇	-2 ◇

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 CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	25	48	16	8		73%	+4 ◇	+7 ◇	+4 ◇
B10. My manager is considerate of my life outside work	42	43	10			85%	+2 ◇	+5 ◇	+2 ◇
B11. My manager is open to my ideas	37	46	11	4		83%	+2 ◇	+4 ◇	+1 ◇
B12. My manager helps me to understand how I contribute to the organisation's objectives	22	46	24	7		68%	+2 ◇	+7 ◇	+2 ◇
B13. Overall, I have confidence in the decisions made by my manager	32	45	14	6		77%	+2 ◇	+6 ◇	+2 ◇
B14. My manager recognises when I have done my job well	33	48	12	4		82%	+2 ◇	+4 ◇	+2 ◇
B15. I receive regular feedback on my performance	21	46	19	10		68%	+5 ◇	+4 ◇	-1
B16. The feedback I receive helps me to improve my performance	21	44	24	8		65%	+5 ◇	+6 ◇	+3 ◇
B17. I think that my performance is evaluated fairly	22	49	20	6		71%	+4 ◇	+9 ◇	+4 ◇
B18. Poor performance is dealt with effectively in my team	9	31	38	15	7	40%	+1 ◇	+3 ◇	-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	38	49	8	4		87%	+1	+4 ◇	+1 ◇
B20. The people in my team work together to find ways to improve the service we provide	33	51	11	5		84%	+1 ◇	+5 ◇	+2 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	27	48	17	7		75%	+1	+4 ◇	-1 ◇

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 CS2012	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	15	53	20	11		67%	+1 ◇	+9 ◇	+3 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	40	35	10		52%	+3 ◇	+6 ◇	0
B24. There are opportunities for me to develop my career in the organisation	10	38	25	18	10	47%	+6 ◇	+12 ◇	+5 ◇
B25. Learning and development activities I have completed while working for the organisation are helping me to develop my career	10	38	32	15	5	48%	+2 ◇	+9 ◇	+2 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	29	56	9	4		85%	+2 ◇	+7 ◇	+4 ◇
B27. I am treated with respect by the people I work with	33	56	8			89%	+2 ◇	+5 ◇	+2 ◇
B28. I feel valued for the work I do	22	49	17	9		71%	+4 ◇	+9 ◇	+4 ◇
B29. I think that the organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	21	53	18	5		75%	+2 ◇	+3 ◇	-4 ◇

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 CS2012	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	24	61	9	5	85%	+3 ◇	+1 ◇	-2 ◇	
B31. I get the information I need to do my job well	14	57	18	10	71%	+3 ◇	+3 ◇	-2 ◇	
B32. I have clear work objectives	19	60	12	7	79%	+4 ◇	+4 ◇	0	
B33. I have the skills I need to do my job effectively	26	64	7		90%	+1 ◇	+1 ◇	-1 ◇	
B34. I have the tools I need to do my job effectively	15	55	16	12	69%	-1 ◇	-2 ◇	-6 ◇	
B35. I have an acceptable workload	9	55	17	14	65%	+2 ◇	+4 ◇	-1 ◇	
B36. I achieve a good balance between my work life and my private life	17	57	15	9	74%	+2 ◇	+6 ◇	0	
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	7	45	19	22	52%	0	+22 ◇	+16 ◇	
B38. I am satisfied with the total benefits package	9	48	23	15	57%	+2 ◇	+24 ◇	+18 ◇	
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	10	41	22	19	51%	+1	+25 ◇	+18 ◇	

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2012
 Difference from CS High Performers

Leadership and managing change

 : Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B40. I feel that the organisation as a whole is managed well	4	39	31	20	6	43%	+3 ◇	+1	-14 ◇
B41. Senior managers in the organisation are sufficiently visible [^]	7	40	24	22	7	47%	+11 ◇	-1 ◇	-13 ◇
B42. I believe the actions of senior managers are consistent with the organisation's values [^]	5	37	37	14	6	43%	+9 ◇	+1	-11 ◇
B43. I believe that the Board has a clear vision for the future of the organisation [^]	5	35	43	13	5	39%	+9 ◇	0	-12 ◇
B44. Overall, I have confidence in the decisions made by senior managers within the organisation [^]	5	35	36	17	7	40%	+8 ◇	0	-12 ◇
B45. I feel that change is managed well in the organisation		25	33	31	9	27%	+3 ◇	-2 ◇	-12 ◇
B46. When changes are made in the organisation they are usually for the better		21	42	27	7	24%	+2 ◇	-1 ◇	-12 ◇
B47. The organisation keeps me informed about matters that affect me	5	51	27	13	4	56%	+3 ◇	0	-8 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	34	32	23	8	37%	+4 ◇	+1 ◇	-5 ◇
B49. I think it is safe to challenge the way things are done in the organisation	4	35	31	22	8	39%	+3 ◇	-1 ◇	-7 ◇

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 CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the organisation	15	47	29	8	8	61%	+3 ◇	+8 ◇	-3 ◇
B51. I would recommend the organisation as a great place to work	14	44	30	9	9	58%	+3 ◇	+12 ◇	+1 ◇
B52. I feel a strong personal attachment to the organisation	12	36	34	14	4	48%	+2 ◇	+4 ◇	-4 ◇
B53. The organisation inspires me to do the best in my job	10	35	36	15	4	45%	+3 ◇	+4 ◇	-4 ◇
B54. The organisation motivates me to help it achieve its objectives	8	34	38	16	4	43%	+4 ◇	+4 ◇	-4 ◇
Taking action									
B55. I believe that senior managers in the organisation will take action on the results from this survey [^]	5	33	32	21	9	38%	+4 ◇	-5 ◇	-16 ◇
B56. I believe that managers where I work will take action on the results from this survey	10	41	26	15	7	51%	+4 ◇	0	-8 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	6	23	46	17	8	29%	+3 ◇	-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 CS2012	Difference from CS High Performers
I want to leave the organisation as soon as possible		3%	-1 ^	-5 ^	-7 ^
I want to leave the organisation within the next 12 months		6%	+1	-7 ^	-11 ^
I want to stay working for the organisation for at least the next year		22%	0	-7 ^	-13 ^
I want to stay working for the organisation for at least the next three years		70%	0	+18 ^	+10 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		5	95%	+3 ^	+6 ^	+1 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		29	71%	+5 ^	+8 ^	+2 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Welsh Government it would be investigated properly?		27	73%	+4 ^	+7 ^	+2 ^

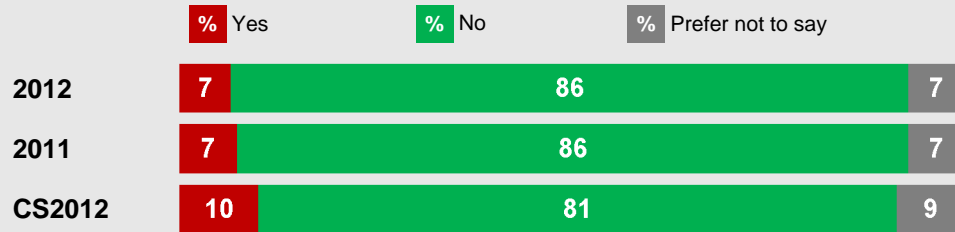
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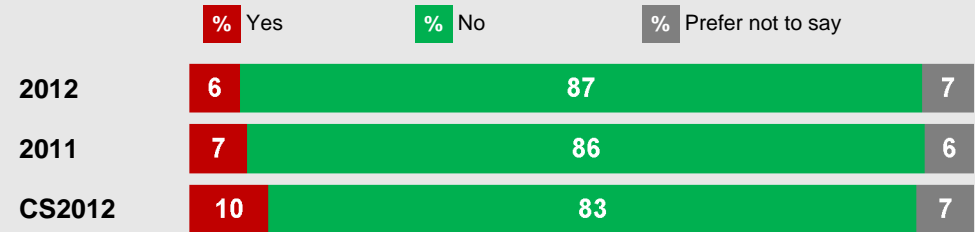
All questions by theme

Discrimination, harassment and bullying

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

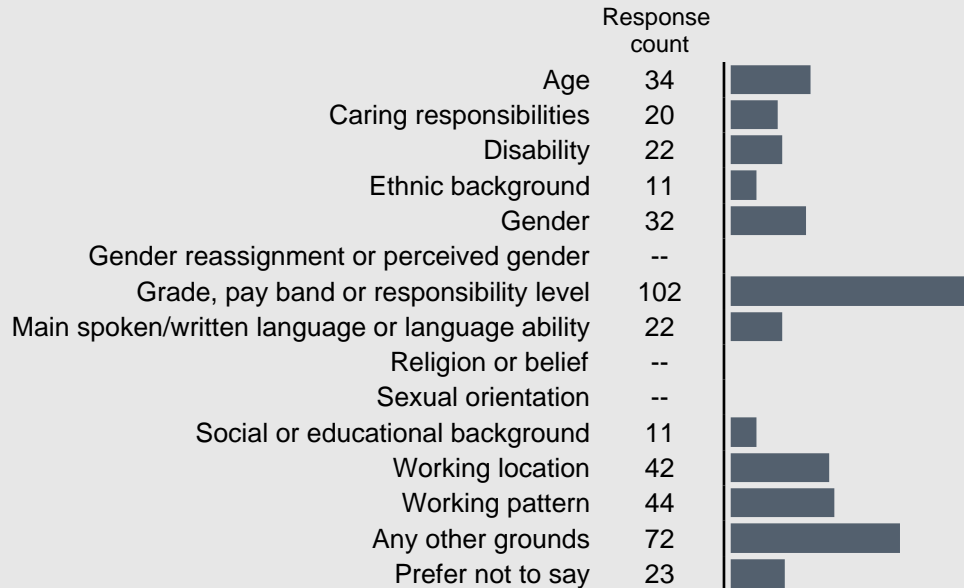


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

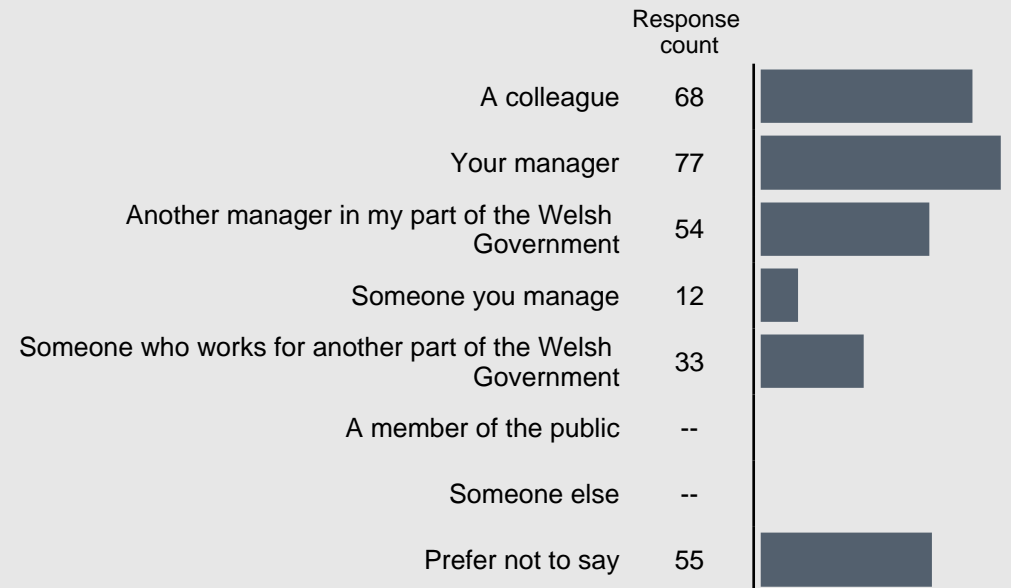
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



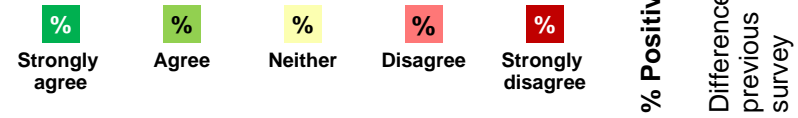
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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	12	64	18	5		77%	+2 ◇
F02. I feel that my opinion is valued	7	45	29	15	4	52%	+2 ◇
F03. I think that generally the different parts of the organisation work well together		27	32	30	8	30%	0
F04. The organisation puts the citizen at the heart of decision making	5	38	38	15	4	43%	+4 ◇
F05. Our team regularly looks for better ways of working with external stakeholders	15	52	24	6		68%	+2 ◇
F06. The corporate communications I receive help me to understand the key priorities of the organisation	5	46	34	12		51%	+2 ◇
F07. My DG area (or equivalent) does a good job of keeping me informed about the priorities for our area	8	45	29	14	4	53%	+1
F08. I have confidence in senior managers at Executive Band level or above within my DG area (or equivalent)	9	44	29	13	5	53%	+3 ◇
F09. I am satisfied with my working environment	14	55	16	11	4	70%	+2 ◇
F10. I have the technology (ICT/IT) I need to do my job effectively	10	47	15	18	9	57%	-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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✦

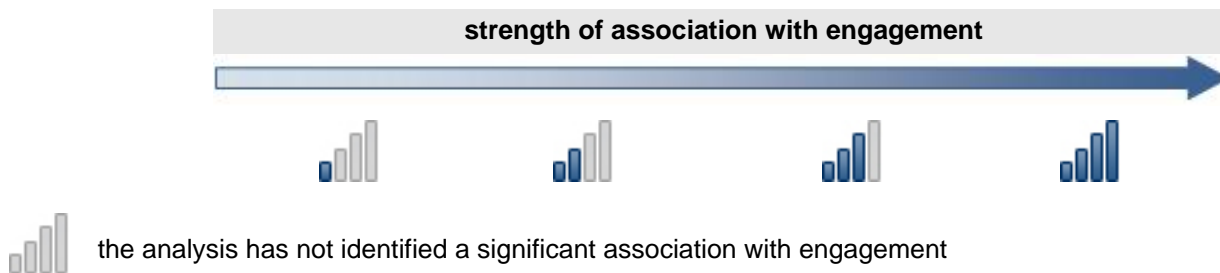
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2012 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.