



Your engagement index

64%

Difference from previous survey

+3 ✧

Difference from CS2013

+6 ✧

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 CS2013
B50. I am proud when I tell others I am part of the organisation	65%	+4 ✧	+9 ✧
B51. I would recommend the organisation as a great place to work	66%	+7 ✧	+21 ✧

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

B52. I feel a strong personal attachment to the organisation	52%	+4 ✧	+7 ✧
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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	50%	+5 ✧	+7 ✧
B54. The organisation motivates me to help it achieve its objectives	48%	+5 ✧	+8 ✧

✧ = 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 CS2013	Difference from CS High Performers
Leadership and managing change		45%	+5 ✧	+3 ✧	-6 ✧
My work		79%	+2 ✧	+5 ✧	+1 ✧
My manager		72%	+1	+5 ✧	+2 ✧
Learning and development		59%	+5 ✧	+12 ✧	+5 ✧
Resources and workload		76%	0	+2 ✧	-1 ✧
Pay and benefits		61%	+8 ✧	+32 ✧	+27 ✧
Organisational objectives and purpose		87%	+3 ✧	+4 ✧	-1 ✧
Inclusion and fair treatment		81%	+1 ✧	+7 ✧	+3 ✧
My team		81%	-1	+2 ✧	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 CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change		Strength of association with engagement: 	
B40. I feel that the organisation as a whole is managed well	51%	+8 ◇	+8 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	43%	+6 ◇	+7 ◇
B42. I believe the actions of senior managers are consistent with the organisation's values	49%	+6 ◇	+6 ◇
B44. Overall, I have confidence in the decisions made by senior managers within the organisation	46%	+7 ◇	+5 ◇
B45. I feel that change is managed well in the organisation	32%	+5 ◇	+4 ◇
B49. I think it is safe to challenge the way things are done in the organisation	41%	+2 ◇	+3 ◇
B43. I believe that the Board has a clear vision for the future of the organisation	45%	+5 ◇	+3 ◇
B41. Senior managers in the organisation are sufficiently visible	54%	+7 ◇	+3 ◇
B47. The organisation keeps me informed about matters that affect me	60%	+4 ◇	+2 ◇
B46. When changes are made in the organisation they are usually for the better	28%	+5 ◇	+1 ◇
My work		Strength of association with engagement: 	
B04. I feel involved in the decisions that affect my work	60%	+1	+7 ◇
B05. I have a choice in deciding how I do my work	78%	+1 ◇	+5 ◇
B03. My work gives me a sense of personal accomplishment	80%	+2 ◇	+5 ◇
B02. I am sufficiently challenged by my work	83%	+3 ◇	+5 ◇
B01. I am interested in my work	94%	+1 ◇	+5 ◇
My manager		Strength of association with engagement: 	
B12. My manager helps me to understand how I contribute to the organisation's objectives	71%	+3 ◇	+9 ◇
B17. I think that my performance is evaluated fairly	71%	0	+8 ◇
B09. My manager motivates me to be more effective in my job	73%	0	+7 ◇
B13. Overall, I have confidence in the decisions made by my manager	78%	+1	+7 ◇
B16. The feedback I receive helps me to improve my performance	66%	+1	+7 ◇
B14. My manager recognises when I have done my job well	83%	+1 ◇	+6 ◇
B15. I receive regular feedback on my performance	69%	+1 ◇	+5 ◇
B10. My manager is considerate of my life outside work	85%	0	+5 ◇
B11. My manager is open to my ideas	84%	+1	+5 ◇
B18. Poor performance is dealt with effectively in my team	42%	+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 CS2013	Difference from CS High Performers
B01. I am interested in my work	48	46	4			94%	+1 ◇	+5 ◇	+2 ◇
B02. I am sufficiently challenged by my work	39	44	9	6		83%	+3 ◇	+5 ◇	+2 ◇
B03. My work gives me a sense of personal accomplishment	31	50	12	7		80%	+2 ◇	+5 ◇	+1 ◇
B04. I feel involved in the decisions that affect my work	17	43	19	16	5	60%	+1	+7 ◇	0
B05. I have a choice in deciding how I do my work	25	52	13	7		78%	+1 ◇	+5 ◇	+1 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of the organisation's purpose	30	59	8			89%	+3 ◇	+4 ◇	-1
B07. I have a clear understanding of the organisation's objectives	26	59	11	4		85%	+4 ◇	+5 ◇	0
B08. I understand how my work contributes to the organisation's objectives	29	57	9	4		86%	+2 ◇	+4 ◇	0

All questions by theme

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

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My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	27	45	17	8		73%	0	+7 ◇	+3 ◇
B10. My manager is considerate of my life outside work	44	41	10			85%	0	+5 ◇	+1 ◇
B11. My manager is open to my ideas	39	45	11	4		84%	+1	+5 ◇	+1 ◇
B12. My manager helps me to understand how I contribute to the organisation's objectives	25	46	21	7		71%	+3 ◇	+9 ◇	+5 ◇
B13. Overall, I have confidence in the decisions made by my manager	34	44	13	6		78%	+1	+7 ◇	+2 ◇
B14. My manager recognises when I have done my job well	36	47	11	5		83%	+1 ◇	+6 ◇	+3 ◇
B15. I receive regular feedback on my performance	23	46	17	11		69%	+1 ◇	+5 ◇	+1
B16. The feedback I receive helps me to improve my performance	23	43	22	8		66%	+1	+7 ◇	+1 ◇
B17. I think that my performance is evaluated fairly	23	48	19	7		71%	0	+8 ◇	+4 ◇
B18. Poor performance is dealt with effectively in my team	10	32	36	15	7	42%	+1 ◇	+3 ◇	0

My team

:Strength of association with engagement

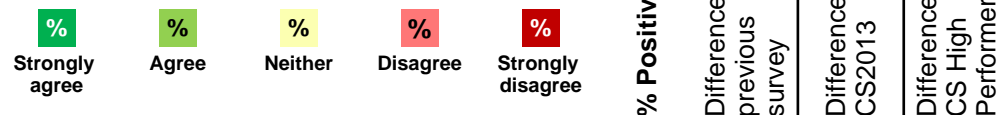
B19. The people in my team can be relied upon to help when things get difficult in my job	38	48	9	4		87%	0	+3 ◇	+1 ◇
B20. The people in my team work together to find ways to improve the service we provide	34	49	11	5		83%	-1 ◇	+3 ◇	0
B21. The people in my team are encouraged to come up with new and better ways of doing things	29	46	16	8		75%	0	+2 ◇	-2 ◇

All questions by theme

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Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	17	53	18	10		70%	+3 ◇	+9 ◇	+5 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	42	32	9		57%	+5 ◇	+9 ◇	+3 ◇
B24. There are opportunities for me to develop my career in the organisation	13	43	23	13	8	56%	+8 ◇	+18 ◇	+8 ◇
B25. Learning and development activities I have completed while working for the organisation are helping me to develop my career	13	41	30	12	4	54%	+5 ◇	+12 ◇	+5 ◇

Inclusion and fair treatment

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B26. I am treated fairly at work	33	53	9	4		85%	0	+7 ◇	+4 ◇
B27. I am treated with respect by the people I work with	36	53	8			88%	0	+4 ◇	+2 ◇
B28. I feel valued for the work I do	24	48	16	9		72%	+1	+9 ◇	+4 ◇
B29. I think that the organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	52	14	5		78%	+4 ◇	+6 ◇	0

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	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	26	59	9	6	84%	0	+1 ◇	-2 ◇	
B31. I get the information I need to do my job well	16	56	17	9	72%	+1 ◇	+3 ◇	-1 ◇	
B32. I have clear work objectives	21	57	13	7	79%	-1	+3 ◇	-1 ◇	
B33. I have the skills I need to do my job effectively	27	63	7		90%	+1	+2 ◇	0	
B34. I have the tools I need to do my job effectively	17	55	15	11	71%	+2 ◇	0	-5 ◇	
B35. I have an acceptable workload	11	52	17	15	62%	-2 ◇	+3 ◇	-3 ◇	
B36. I achieve a good balance between my work life and my private life	19	54	14	9	73%	0	+5 ◇	+1	
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	10	50	18	17	60%	+8 ◇	+31 ◇	+25 ◇	
B38. I am satisfied with the total benefits package	12	52	21	11	64%	+7 ◇	+32 ◇	+27 ◇	
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	13	45	20	16	59%	+8 ◇	+34 ◇	+27 ◇	

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 CS2013	Difference from CS High Performers
B40. I feel that the organisation as a whole is managed well	5	45	26	18	5	51%	+8 ◇	+8 ◇	-6 ◇
B41. Senior managers in the organisation are sufficiently visible	9	45	22	19	6	54%	+7 ◇	+3 ◇	-8 ◇
B42. I believe the actions of senior managers are consistent with the organisation's values	7	42	34	12	5	49%	+6 ◇	+6 ◇	-6 ◇
B43. I believe that the Board has a clear vision for the future of the organisation	6	39	42	9	4	45%	+5 ◇	+3 ◇	-10 ◇
B44. Overall, I have confidence in the decisions made by senior managers within the organisation	6	40	33	15	6	46%	+7 ◇	+5 ◇	-5 ◇
B45. I feel that change is managed well in the organisation		29	31	28	9	32%	+5 ◇	+4 ◇	-7 ◇
B46. When changes are made in the organisation they are usually for the better		25	42	24	6	28%	+5 ◇	+1 ◇	-7 ◇
B47. The organisation keeps me informed about matters that affect me	6	54	24	11	4	60%	+4 ◇	+2 ◇	-4 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	5	38	31	20	7	43%	+6 ◇	+7 ◇	-1 ◇
B49. I think it is safe to challenge the way things are done in the organisation	5	36	31	19	8	41%	+2 ◇	+3 ◇	-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 CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the organisation	17	48	26	7	7	65%	+4 ◇	+9 ◇	0
B51. I would recommend the organisation as a great place to work	18	48	25	7	7	66%	+7 ◇	+21 ◇	+10 ◇
B52. I feel a strong personal attachment to the organisation	14	38	32	13	4	52%	+4 ◇	+7 ◇	0
B53. The organisation inspires me to do the best in my job	12	38	34	13	4	50%	+5 ◇	+7 ◇	0
B54. The organisation motivates me to help it achieve its objectives	11	37	35	13	4	48%	+5 ◇	+8 ◇	0
Taking action									
B55. I believe that senior managers in the organisation will take action on the results from this survey	6	37	31	18	8	43%	+5 ◇	0	-9 ◇
B56. I believe that managers where I work will take action on the results from this survey	12	42	25	15	6	54%	+2 ◇	0	-5 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	7	25	46	15	7	31%	+3 ◇	-2 ◇	-8 ◇

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 CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	31	58	6			90%	-	+2 ◇	-1 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	18	53	19	8		71%	-	+3 ◇	0
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	16	54	21	6		71%	-	+6 ◇	+1 ◇
B61. When I talk about the organisation I say "we" rather than "they"	21	51	19	7		72%	-	+5 ◇	-4 ◇
B62. I have some really good friendships at work	32	50	14			82%	-	+6 ◇	+3 ◇

Please note these questions were not asked on paper surveys in 2012.

All questions by theme

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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

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. This 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. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

W01. Overall, how satisfied are you with your life nowadays?	10	19	54	16	70%	+3 ◇	+7 ◇	+4 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	18	50	25	75%	+3 ◇	+6 ◇	+2 ◇
W03. Overall, how happy did you feel yesterday?	14	21	45	19	64%	+3 ◇	+5 ◇	+2 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	25	26	19	30	51%	+1	+1 ◇	-2 ◇

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 CS2013	Difference from CS High Performers
I want to leave the organisation as soon as possible		3%	0	-5 ^	-7 ^
I want to leave the organisation within the next 12 months		5%	0	-8 ^	-11 ^
I want to stay working for the organisation for at least the next year		20%	-2 ^	-10 ^	-15 ^
I want to stay working for the organisation for at least the next three years		71%	+1	+23 ^	+13 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		4	96%	+2 ^	+7 ^	+3 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		27	73%	+2 ^	+9 ^	+3 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Welsh Government it would be investigated properly?		24	76%	+3 ^	+9 ^	+3 ^

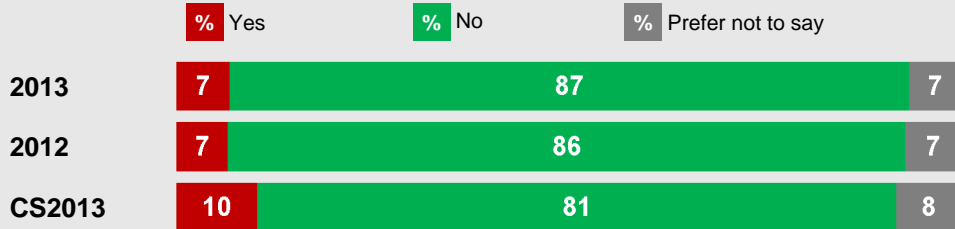
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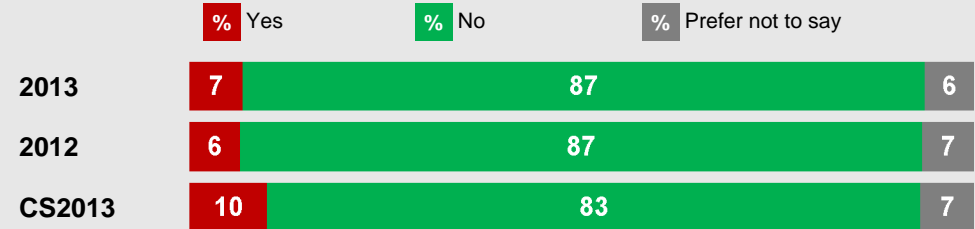
All questions by theme

Discrimination, harassment and bullying

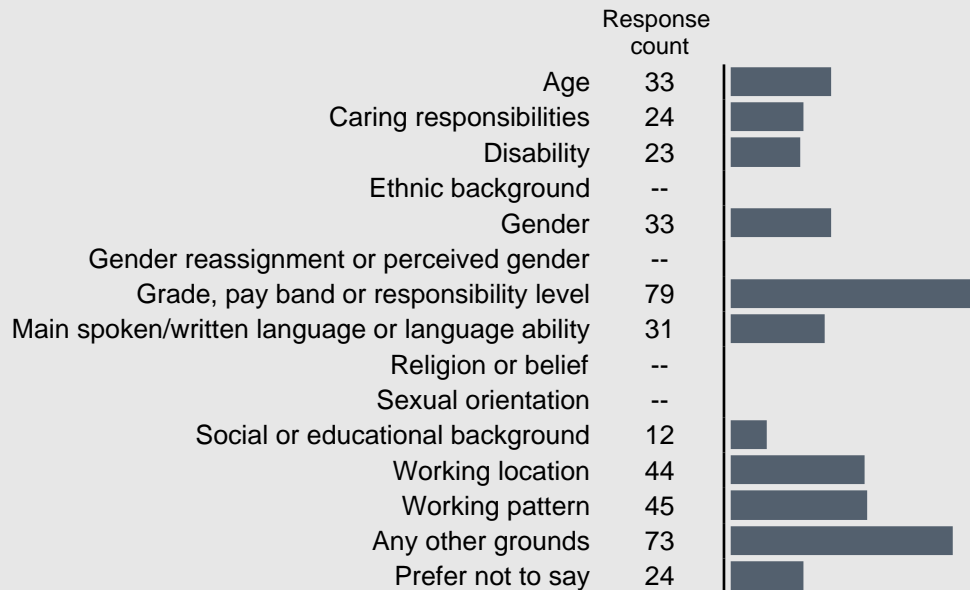
E01. During the past 12 months, have you personally experienced discrimination at work?



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

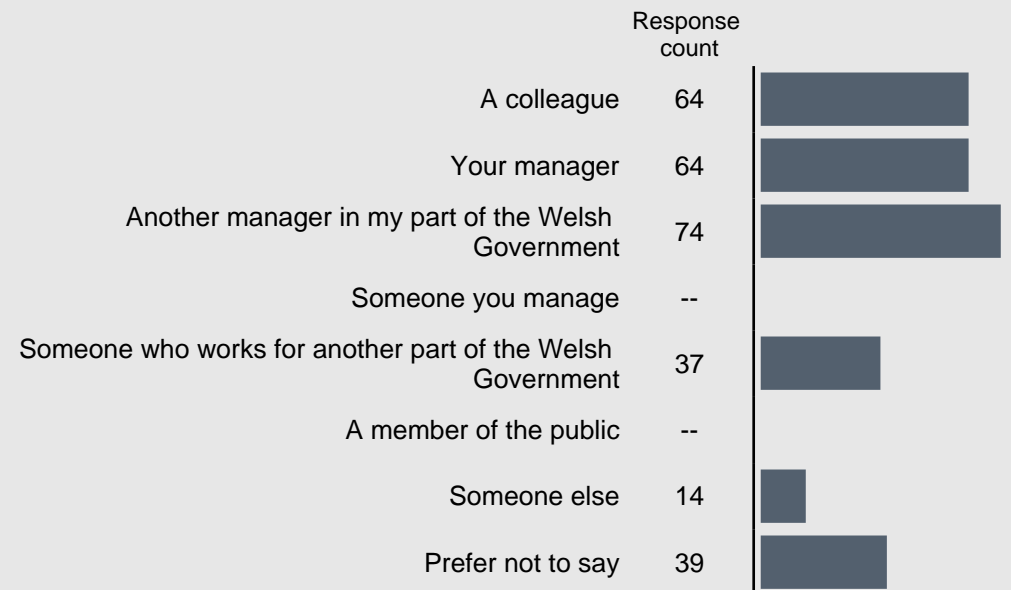


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



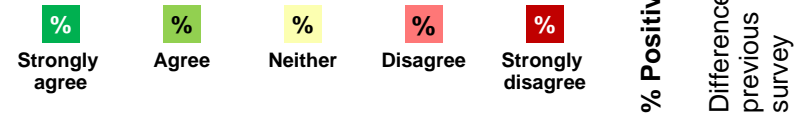
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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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. The organisation is focused on supporting Ministers to deliver outcomes for the people and communities of Wales	26	61	10			87%	-
F02. I think that generally the different parts of the organisation work well together	4	34	29	28	6	38%	+8 ✦
F03. Our team regularly looks for better ways of working with external stakeholders	17	52	23	7		69%	+2 ✦
F04. I feel that my opinion is valued	14	54	20	9		67%	+15 ✦
F05. My DG area (or equivalent) does a good job of keeping me informed about the priorities for our area	12	48	26	11		60%	+7 ✦
F06. I have confidence in senior managers at Executive Band level or above within my DG area (or equivalent)	13	45	27	10	4	58%	+5 ✦
F07. I am satisfied with my working environment	17	57	13	9		74%	+4 ✦
F08. I have the technology (ICT/IT) I need to do my job effectively	12	46	16	18	9	58%	0
F09. The organisation is committed to moving resources to areas of Ministerial priority	11	49	33	5		60%	-
F10. The organisation is taking action to tackle complexity	6	36	41	13	4	42%	-

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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✦

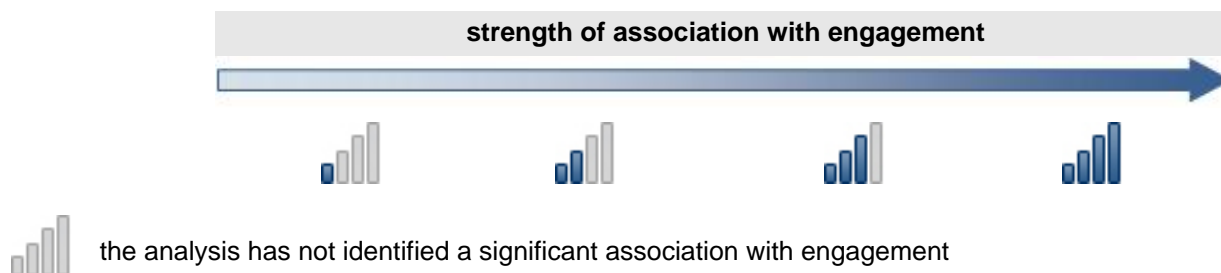
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2013 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.