

◇ 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 previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		41%	-4 ✧	-2 ✧	-11 ✧
My work		77%	-1 ✧	+3 ✧	-1 ✧
My manager		71%	-2 ✧	+3 ✧	0
Pay and benefits		61%	+4 ✧	+32 ✧	+25 ✧
Learning and development		55%	-1	+5 ✧	-1 ✧
Organisational objectives and purpose		84%	-2 ✧	+1 ✧	-3 ✧
Resources and workload		75%	-1	+2 ✧	-2 ✧
Inclusion and fair treatment		79%	-2 ✧	+4 ✧	0
My team		81%	0	+1 ✧	-2 ✧

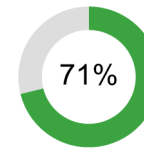


Strength of association with engagement

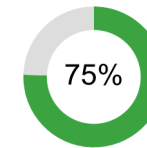


Statistically significant difference from comparison

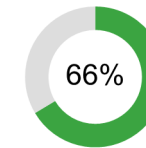
Wellbeing



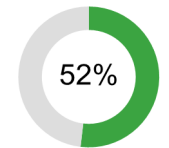
Overall, how satisfied are you with your life nowadays?



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

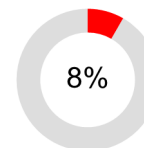


Overall, how happy did you feel yesterday?

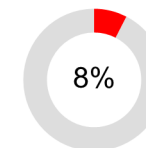


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

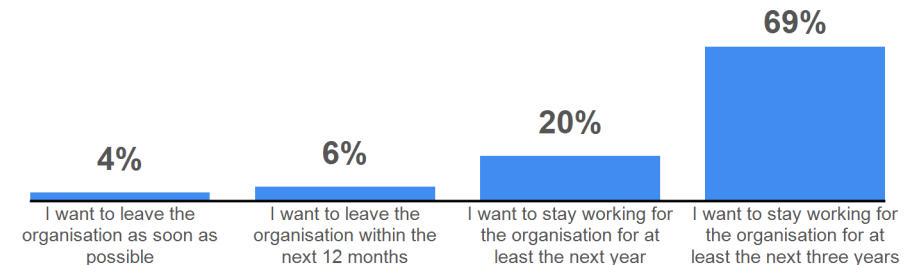


During the past 12 months have you personally experienced discrimination at work?



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
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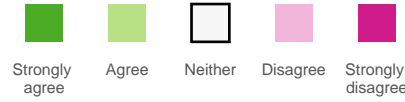
My work

77% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	45	47	5	0	0	92%	-1 ◆	+3 ◆	+1 ◆
B02 I am sufficiently challenged by my work	36	45	9	8	0	81%	-1 ◆	+2 ◆	-2 ◆
B03 My work gives me a sense of personal accomplishment	28	50	13	7	0	78%	0	+2 ◆	-1 ◆
B04 I feel involved in the decisions that affect my work	16	43	20	15	6	59%	-3 ◆	+3 ◆	-5 ◆
B05 I have a choice in deciding how I do my work	26	51	13	7	0	77%	-1 ◆	+4 ◆	-2 ◆

Organisational objectives and purpose

84% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of the organisation's purpose	27	59	9	0	0	86%	-1 ◆	+1 ◆	-3 ◆
B07 I have a clear understanding of the organisation's objectives	23	59	12	5	0	81%	-1 ◆	+2 ◆	-3 ◆
B08 I understand how my work contributes to the organisation's objectives	27	57	11	0	0	83%	-2 ◆	+1	-3 ◆



All questions by theme

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My manager

71% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	28	44	16	9	3	71%	-2 ◆	+3 ◆	-1 ◆
B10	My manager is considerate of my life outside work	49	38	8	5	0	87%	+1 ◆	+5 ◆	+2 ◆
B11	My manager is open to my ideas	40	43	10	5	2	83%	-1 ◆	+2 ◆	-1 ◆
B12	My manager helps me to understand how I contribute to the organisation's objectives	25	44	21	8	2	69%	-2 ◆	+5 ◆	+1 ◆
B13	Overall, I have confidence in the decisions made by my manager	34	43	13	6	4	77%	-2 ◆	+5 ◆	0
B14	My manager recognises when I have done my job well	37	45	11	5	2	82%	-2 ◆	+3 ◆	+1
B15	I receive regular feedback on my performance	25	43	17	12	3	68%	-2 ◆	+1 ◆	-2 ◆
B16	The feedback I receive helps me to improve my performance	24	41	22	9	4	65%	-2 ◆	+4 ◆	0
B17	I think that my performance is evaluated fairly	25	45	19	8	3	70%	-2 ◆	+7 ◆	+2 ◆
B18	Poor performance is dealt with effectively in my team	9	29	37	15	10	38%	-3 ◆	-1 ◆	-5 ◆

My team

81% 0

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	39	46	9	5	1	86%	-1	+1 ◆	-1 ◆
B20	The people in my team work together to find ways to improve the service we provide	34	47	12	5	2	82%	0	+2 ◆	-2 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	29	45	16	7	3	74%	-1	0	-4 ◆



All questions by theme

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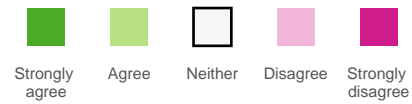
Learning and development

55% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	16	52	17	11	4	68%	-1	+5 ◆	+1 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	41	33	11	5	53%	-2 ◆	+1 ◆	-5 ◆
B24	There are opportunities for me to develop my career in the organisation	10	40	25	16	9	50%	0	+8 ◆	0
B25	Learning and development activities I have completed while working for the organisation are helping me to develop my career	10	38	31	15	6	48%	-2 ◆	+5 ◆	-1 ◆

Inclusion and fair treatment

79% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	31	52	9	5	3	83%	-2 ◆	+5 ◆	+1 ◆
B27	I am treated with respect by the people I work with	35	51	8	5	1	86%	-1 ◆	+2 ◆	0
B28	I feel valued for the work I do	24	46	17	10	3	70%	-2 ◆	+6 ◆	+1
B29	I think that the organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	25	51	15	5	2	76%	-2 ◆	+4 ◆	-1 ◆



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Resources and workload

75% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	27	57	9	6		84%	0	+1 ◆	-2 ◆
B31 I get the information I need to do my job well	16	54	17	10		71%	-1	+1 ◆	-3 ◆
B32 I have clear work objectives	21	55	14	7		76%	-2 ◆	+1 ◆	-3 ◆
B33 I have the skills I need to do my job effectively	28	61	8			89%	0	+1 ◆	-1 ◆
B34 I have the tools I need to do my job effectively	16	51	15	13	5	67%	-3 ◆	-2 ◆	-7 ◆
B35 I have an acceptable workload	11	53	18	14	5	63%	0	+4 ◆	-1 ◆
B36 I achieve a good balance between my work life and my private life	20	53	15	9		73%	+1	+7 ◆	+2 ◆

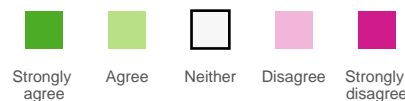
Pay and benefits

61% +4

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	11	49	18	16	6	59%	+3 ◆	+28 ◆	+22 ◆
B38 I am satisfied with the total benefits package	14	52	18	12		66%	+4 ◆	+33 ◆	+27 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	14	45	19	16	7	58%	+3 ◆	+33 ◆	+26 ◆



All questions by theme

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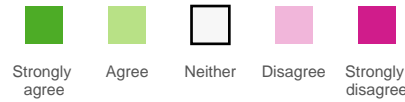
Leadership and managing change

41% -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that the organisation as a whole is managed well	5	41	30	18	7	46%	-4 ◆	0	-10 ◆
B41	Senior managers in the organisation are sufficiently visible	9	44	22	18	7	52%	-3 ◆	-1 ◆	-14 ◆
B42	I believe the actions of senior managers are consistent with the organisation's values	7	38	35	15	6	45%	-5 ◆	-1	-12 ◆
B43	I believe that the Board has a clear vision for the future of the organisation	5	34	43	13	6	39%	-3 ◆	-3 ◆	-15 ◆
B44	Overall, I have confidence in the decisions made by senior managers within the organisation	5	36	35	17	7	41%	-5 ◆	-1	-11 ◆
B45	I feel that change is managed well in the organisation		24	32	29	11	27%	-5 ◆	-3 ◆	-12 ◆
B46	When changes are made in the organisation they are usually for the better		22	43	24	8	24%	-5 ◆	-2 ◆	-10 ◆
B47	The organisation keeps me informed about matters that affect me	6	51	25	14	5	57%	-3 ◆	+1 ◆	-8 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	5	33	31	22	9	38%	-2 ◆	+2 ◆	-7 ◆
B49	I think it is safe to challenge the way things are done in the organisation	5	34	32	19	9	40%	-3 ◆	-2 ◆	-10 ◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of the organisation	15	48	26	7	7	64%	-2 ◆	+6 ◆	-3 ◆
B51 I would recommend the organisation as a great place to work	15	48	27	8	8	63%	-2 ◆	+16 ◆	+4 ◆
B52 I feel a strong personal attachment to the organisation	13	38	33	13	13	51%	0	+4 ◆	-3 ◆
B53 The organisation inspires me to do the best in my job	10	37	35	14	14	47%	-1 ◆	+3 ◆	-4 ◆
B54 The organisation motivates me to help it achieve its objectives	9	35	36	15	5	44%	-2 ◆	+2 ◆	-4 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers in the organisation will take action on the results from this survey	7	36	29	18	10	43%	-3 ◆	-1	-12 ◆
B56 I believe that managers where I work will take action on the results from this survey	13	43	24	13	8	55%	-3 ◆	0	-7 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	8	27	41	16	9	34%	-4 ◆	+1	-8 ◆



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	32	56	7			88%	-2 ◆	+1 ◆	-1 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	19	49	20	9		69%	-3 ◆	+1 ◆	-4 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	17	52	21	7		68%	-3 ◆	+3 ◆	-1 ◆
B61 When I talk about the organisation I say "we" rather than "they"	21	51	19	7		72%	-1	+2 ◆	-6 ◆
B62 I have some really good friendships at work	32	51	14			82%	+1	+7 ◆	+3 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	24	46	17	9		71%	--	+4 ◆	0
B64 Senior managers inspire people across the organisation to do their best	6	31	38	18	7	37%	--	0	-9 ◆
B65 My manager leads our team with confidence	28	46	15	7		74%	--	+4 ◆	-2 ◆
B66 Senior managers lead the organisation with confidence	9	38	34	13	6	47%	--	0	-10 ◆
B67 My manager empowers me to do my job effectively	27	48	15	7		75%	--	+3 ◆	0
B68 The organisation's senior managers empower teams to deliver	7	32	39	15	7	39%	--	-1 ◆	-9 ◆
B69 Senior managers in the organisation actively role model the behaviours set out in the Welsh Government Leadership Statement	6	27	47	13	7	33%	--	-2 ◆	-10 ◆
B70 My manager actively role models the behaviours set out in the Welsh Government Leadership Statement	17	42	30	7		59%	--	+2 ◆	-3 ◆

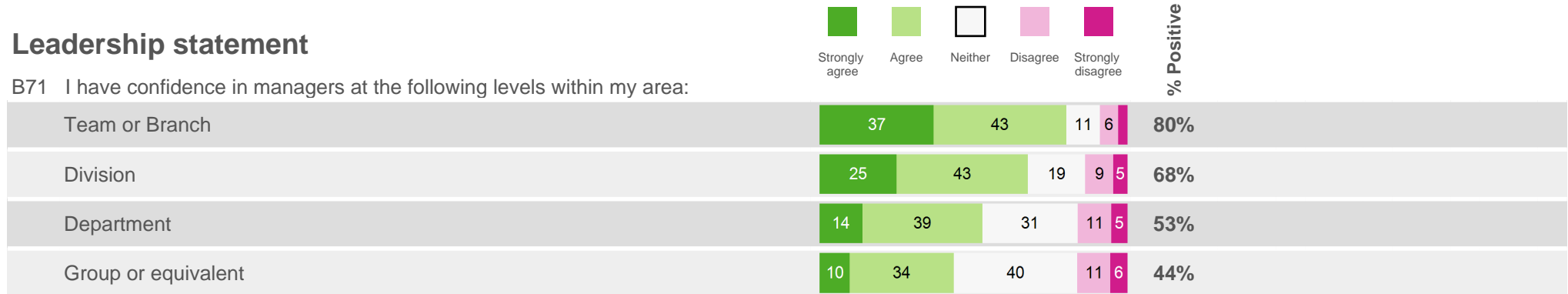


All questions by theme

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Leadership statement

B71 I have confidence in managers at the following levels within my area:





All questions by theme

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Wellbeing

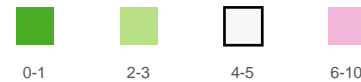


Unlike the questions B01-B71 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

W01 Overall, how satisfied are you with your life nowadays?	9	19	53	18	71%	-1	+6 ◆	+3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	17	51	25	75%	0	+4 ◆	+2 ◆
W03 Overall, how happy did you feel yesterday?	13	21	43	23	66%	+1 ◆	+4 ◆	+1 ◆

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?	25	26	19	29	52%	0	+2 ◆	-1
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All questions by theme

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Your plans for the future

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

		Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave the organisation as soon as possible	4%	0	-5 ◇	-8 ◇
I want to leave the organisation within the next 12 months	6%	0	-9 ◇	-13 ◇
I want to stay working for the organisation for at least the next year	20%	-1	-12 ◇	-18 ◇
I want to stay working for the organisation for at least the next three years	69%	+1	+27 ◇	+18 ◇

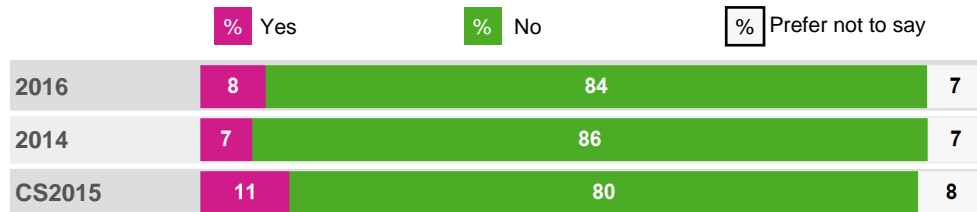


All questions by theme

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Discrimination, harassment and bullying

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



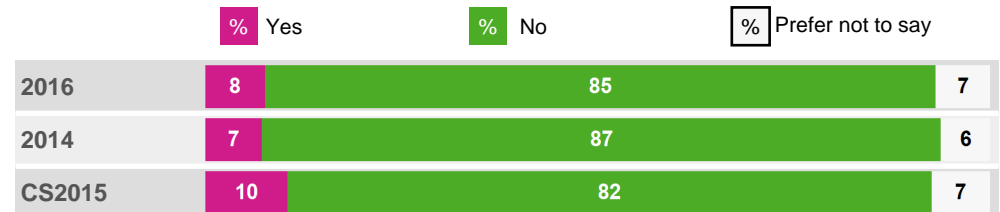
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	40
Caring responsibilities	28
Disability	39
Ethnic background	16
Gender	32
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	101
Main spoken/written language or language ability	35
Religion or belief	11
Sexual orientation	--
Social or educational background	16
Working location	75
Working pattern	62
Any other grounds	82
Prefer not to say	37

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

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



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)

Who	Response Count
A colleague	76
Your manager	81
Another manager in my part of the Welsh Government	82
Someone you manage	15
Someone who works for another part of the Welsh Government	26
A member of the public	--
Someone else	--
Prefer not to say	52

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



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Welsh Government questions

		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	24	59	12			84%	-3 ◆
F02	The organisation is committed to moving resources to areas of Ministerial priority	13	49	28	8		62%	+8 ◆
F03	The organisation is taking action to tackle complexity	6	39	32	17	6	45%	+1
F04	I think that generally the different parts of the organisation work well together		28	33	28	8	31%	-5 ◆
F05	Our team regularly looks for better ways of working with external stakeholders	17	50	24	7		67%	-2 ◆
F06	I feel that my opinion is valued	14	51	21	10		65%	-3 ◆
F07	I am satisfied with my working environment	15	56	15	10		71%	-2 ◆
F08	I have the technology (ICT/IT) I need to do my job effectively	9	42	16	21	13	50%	-8 ◆
F09	After a period of sick absence, my manager and I have a Return to Work discussion (Yes, No, N/A)	48	8	44			48%	--



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Welsh Government questions

Difference
from previous
survey

F10 Which of the following communication methods do you think is the most effective at keeping you informed about the key priorities of the Welsh Government?

Intranet homepage news		40%	--
Permanent Secretary's updates (e.g. weekly bulletins, news briefs)		11%	--
Group/departmental email updates		13%	--
Face to face events with the Permanent Secretary or Deputy Permanent Secretaries/Director General		5%	--
Face to face meetings with line manager or team		28%	--
Exchange/online forum		1%	--
Other		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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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

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.

Welsh Government: People Survey 2016

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