

Your engagement index

81%

Difference from
previous survey

-1

Difference from CS2012

+23 ✧

Difference from CS
High Performers

+18 ✧

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 AGO	92%	+4	+39 ✧
B51. I would recommend the AGO as a great place to work	90%	+4	+43 ✧

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

B52. I feel a strong personal attachment to the AGO	82%	+6	+38 ✧
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Strive: motivated to do the best for the organisation...










B53. The AGO inspires me to do the best in my job	85%	+2	+44 ✧
B54. The AGO motivates me to help it achieve its objectives	82%	-3	+44 ✧

✧ = 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		86%	+2	+45 ✧	+35 ✧
My work		87%	-5	+14 ✧	+11 ✧
My line manager		84%	+2	+18 ✧	+15 ✧
Pay and benefits		36%	-14 ✧	+6 ✧	+1
Learning and development		63%	-6	+19 ✧	+11 ✧
Resources and workload		94%	+5	+20 ✧	+17 ✧
Organisational objectives and purpose		99%	+2	+17 ✧	+12
My team		93%	+2	+15 ✧	+12 ✧
Inclusion and fair treatment		94%	-3	+19 ✧	+16 ✧


✧ = 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: 	
B44. Overall, I have confidence in the decisions made by the AGO's Executive Board	95%	+1	+56 ✧
B40. I feel that the AGO as a whole is managed well	95%	-2	+52 ✧
B45. I feel that change is managed well in the AGO	79%	+3	+50 ✧
B41. Members of the Executive Board in the AGO are sufficiently visible	97%	0	+49 ✧
B42. I believe the actions of members of the Executive Board are consistent with the AGO's values	90%	-1	+48 ✧
B43. I believe that the Executive Board has a clear vision for the future of the AGO	87%	+5	+48 ✧
B46. When changes are made in the AGO they are usually for the better	68%	+1	+43 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	77%	0	+41 ✧
B49. I think it is safe to challenge the way things are done in the AGO	77%	-2	+37 ✧
B47. The AGO keeps me informed about matters that affect me	90%	+10	+33 ✧

My work		Strength of association with engagement: 	
B04. I feel involved in the decisions that affect my work	85%	-4	+32 ✧
B05. I have a choice in deciding how I do my work	87%	-7	+15 ✧
B02. I am sufficiently challenged by my work	87%	-1	+11 ✧
B03. My work gives me a sense of personal accomplishment	82%	-12	+9 ✧
B01. I am interested in my work	95%	-2	+5



My line manager		Strength of association with engagement: 	
B18. Poor performance is dealt with effectively in my team	69%	+16 ✧	+32 ✧
B12. My manager helps me to understand how I contribute to the AGO's objectives	82%	0	+21 ✧
B13. Overall, I have confidence in the decisions made by my manager	92%	+4	+21 ✧
B15. I receive regular feedback on my performance	84%	+5	+21 ✧
B17. I think that my performance is evaluated fairly	82%	-3	+20 ✧
B16. The feedback I receive helps me to improve my performance	77%	+6	+17 ✧
B14. My manager recognises when I have done my job well	92%	+1	+15 ✧
B09. My manager motivates me to be more effective in my job	79%	0	+14 ✧
B11. My manager is open to my ideas	90%	-1	+11 ✧
B10. My manager is considerate of my life outside work	90%	-7	+9 ✧

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



	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
My work									
 :Strength of association with engagement									
B01. I am interested in my work	62	33				95%	-2	+5	+3
B02. I am sufficiently challenged by my work	41	46	5	8		87%	-1	+11 ✧	+7 ✧
B03. My work gives me a sense of personal accomplishment	44	38	13	5		82%	-12	+9 ✧	+4 ✧
B04. I feel involved in the decisions that affect my work	33	51	10			85%	-4	+32 ✧	+25 ✧
B05. I have a choice in deciding how I do my work	42	45	11			87%	-7	+15 ✧	+10 ✧
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of the AGO's purpose	64	36				100%	0	+16 ✧	+10
B07. I have a clear understanding of the AGO's objectives	62	38				100%	+3	+21 ✧	+15 ✧
B08. I understand how my work contributes to the AGO's objectives	53	45				97%	+3	+16 ✧	+11 ✧

All questions by theme

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	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	% Positive	Difference from previous survey	Difference from CS2012	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	41	38	13	5		79%	0	+14 ✧	+11 ✧
B10. My manager is considerate of my life outside work	46	44	10			90%	-7	+9 ✧	+7 ✧
B11. My manager is open to my ideas	49	41	8			90%	-1	+11 ✧	+7 ✧
B12. My manager helps me to understand how I contribute to the AGO's objectives	38	44	13	5		82%	0	+21 ✧	+16 ✧
B13. Overall, I have confidence in the decisions made by my manager	46	46	5			92%	+4	+21 ✧	+17 ✧
B14. My manager recognises when I have done my job well	36	56	5			92%	+1	+15 ✧	+13 ✧
B15. I receive regular feedback on my performance	16	68	11	5		84%	+5	+21 ✧	+16 ✧
B16. The feedback I receive helps me to improve my performance	21	56	21			77%	+6	+17 ✧	+14 ✧
B17. I think that my performance is evaluated fairly	26	56	13	5		82%	-3	+20 ✧	+15 ✧
B18. Poor performance is dealt with effectively in my team	21	49	28			69%	+16 ✧	+32 ✧	+28 ✧
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	56	44				100%	+6	+17 ✧	+14 ✧
B20. The people in my team work together to find ways to improve the service we provide	46	46	5			92%	-2	+13 ✧	+11 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	44	44	8	5		87%	+2	+16 ✧	+11 ✧

All questions by theme

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

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	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2012</div></div>	<div><div>Difference from CS High Performers</div></div>
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	23	51	26			74%	-8 ✧	+16 ✧	+10 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	18	46	28	8		64%	-6	+18 ✧	+12 ✧
B24. There are opportunities for me to develop my career in the AGO	21	38	18	10	13	59%	+3	+24 ✧	+16 ✧
B25. Learning and development activities I have completed while working for the AGO are helping me to develop my career	16	39	32	8	5	55%	-12 ✧	+16 ✧	+9 ✧
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	41	56				97%	-3	+19 ✧	+16 ✧
B27. I am treated with respect by the people I work with	41	59				100%	+3	+16 ✧	+13 ✧
B28. I feel valued for the work I do	41	46	10			87%	-4	+25 ✧	+20 ✧
B29. I think that the AGO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	45	45	8			89%	-8	+18 ✧	+11 ✧

All questions by theme

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

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	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div>% Positive</div>	<div>Difference from previous survey</div>	<div>Difference from CS2012</div>	<div>Difference from CS High Performers</div>
Resources and workload									
 :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	46	49				95%	-2	+11 ✧	+8 ✧
B31. I get the information I need to do my job well	33	59	5			92%	-5	+24 ✧	+20 ✧
B32. I have clear work objectives	41	54				95%	+7	+20 ✧	+16 ✧
B33. I have the skills I need to do my job effectively	46	54				100%	0	+12	+9
B34. I have the tools I need to do my job effectively	44	56				100%	+12	+28 ✧	+25 ✧
B35. I have an acceptable workload	31	64				95%	+13	+35 ✧	+29 ✧
B36. I achieve a good balance between my work life and my private life	31	51	5	10		82%	+11 ✧	+14 ✧	+9 ✧
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	8	33	10	44	5	41%	-3	+10 ✧	+5
B38. I am satisfied with the total benefits package	8	26	31	31	5	33%	-23 ✧	0	-6 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	8	26	18	38	10	33%	-17 ✧	+8 ✧	+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 CS2012	Difference from CS High Performers
Leadership and managing change  :Strength of association with engagement									
B40. I feel that the AGO as a whole is managed well	36	59	5			95%	-2	+52 ✧	+38 ✧
B41. Members of the Executive Board in the AGO are sufficiently visible	59	38				97%	0	+49 ✧	+37 ✧
B42. I believe the actions of members of the Executive Board are consistent with the AGO's values	38	51	8			90%	-1	+48 ✧	+36 ✧
B43. I believe that the Executive Board has a clear vision for the future of the AGO	31	56	13			87%	+5	+48 ✧	+36 ✧
B44. Overall, I have confidence in the decisions made by the AGO's Executive Board	36	59	5			95%	+1	+56 ✧	+43 ✧
B45. I feel that change is managed well in the AGO	23	56	18			79%	+3	+50 ✧	+41 ✧
B46. When changes are made in the AGO they are usually for the better	18	50	32			68%	+1	+43 ✧	+33 ✧
B47. The AGO keeps me informed about matters that affect me	28	62	8			90%	+10	+33 ✧	+26 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	33	44	15	8		77%	0	+41 ✧	+35 ✧
B49. I think it is safe to challenge the way things are done in the AGO	28	49	18	5		77%	-2	+37 ✧	+30 ✧

All questions by theme

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

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	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	% 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 AGO	46	46	5			92%	+4	+39 ✧	+28 ✧
B51. I would recommend the AGO as a great place to work	51	38	8			90%	+4	+43 ✧	+32 ✧
B52. I feel a strong personal attachment to the AGO	41	41	10	5		82%	+6	+38 ✧	+30 ✧
B53. The AGO inspires me to do the best in my job	38	46	13			85%	+2	+44 ✧	+35 ✧
B54. The AGO motivates me to help it achieve its objectives	41	41	15			82%	-3	+44 ✧	+35 ✧
Taking action									
B55. I believe that members of the Executive Board in the AGO will take action on the results from this survey	49	41	10			90%	-1	+47 ✧	+36 ✧
B56. I believe that managers where I work will take action on the results from this survey	45	42	8	5		87%	-1	+35 ✧	+27 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	41	38	18			79%	-3	+48 ✧	+40 ✧

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave the AGO as soon as possible		8%	+5	0	-2
I want to leave the AGO within the next 12 months		28%	+19	+16	+11
I want to stay working for the AGO for at least the next year		54%	-2	+25 ^	+20 ^
I want to stay working for the AGO for at least the next three years		10%	-22	-41	-49

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?			100%	+3	+12	+7
D02. Are you aware of how to raise a concern under the Civil Service Code?		18	82%	+3	+19 ^	+13 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the AGO it would be investigated properly?		5	95%	+1	+28 ^	+23 ^

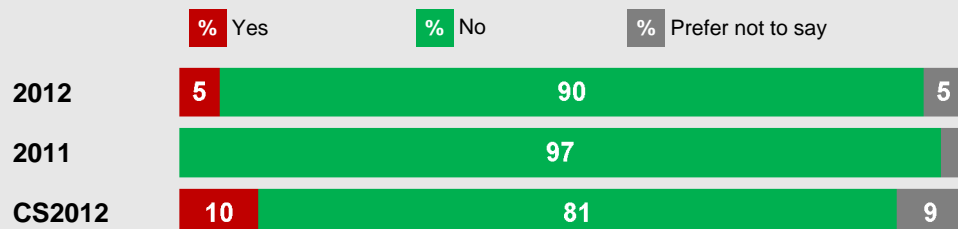
^ indicates a variation in question wording from your previous survey

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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?



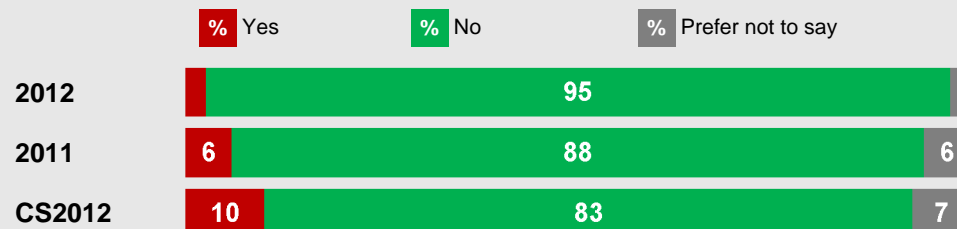
For respondents who selected 'Yes' to question E01.

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

	Response count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	--
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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)

	Response count
A colleague	--
Your manager	--
Another manager in my part of the AGO	--
Someone you manage	--
Someone who works for another part of the AGO	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

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: ✧

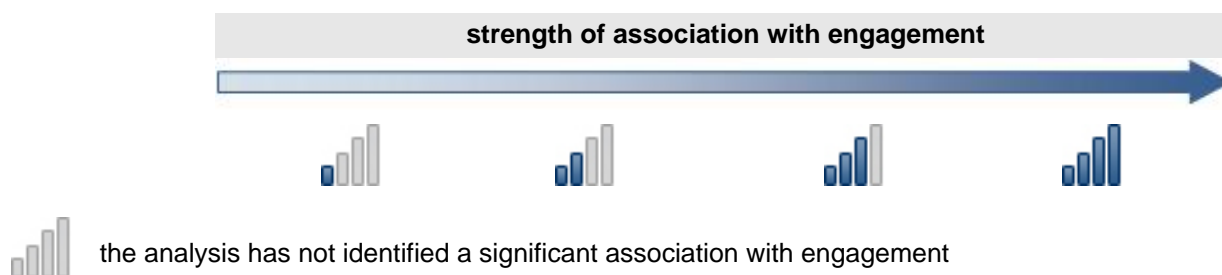
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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