



◇ 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 CS2014	Difference from CS High Performers
Leadership and Managing Change		45%	0	+1 ✧	-5 ✧
My work		79%	0	+3 ✧	0
My manager		73%	+1	+5 ✧	+2 ✧
Resources and workload		76%	0	+2 ✧	-1 ✧
Learning and development		56%	-3 ✧	+7 ✧	+1 ✧
Pay and benefits		58%	-3 ✧	+30 ✧	+23 ✧
Organisational objectives and purpose		85%	-1 ✧	+2 ✧	-2 ✧
My team		81%	0	+2 ✧	-1 ✧
Inclusion and fair treatment		81%	0	+5 ✧	+2 ✧

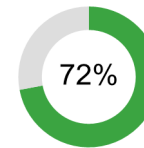


Strength of association with engagement

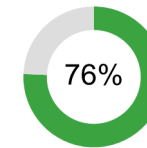


Statistically significant difference from comparison

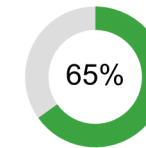
Wellbeing



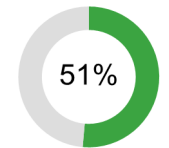
Overall, how satisfied are you with your life nowadays?



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

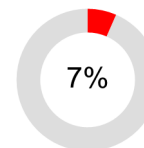


Overall, how happy did you feel yesterday?

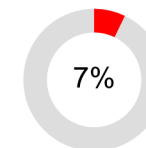


No or low anxiety yesterday

Discrimination, bullying and harassment

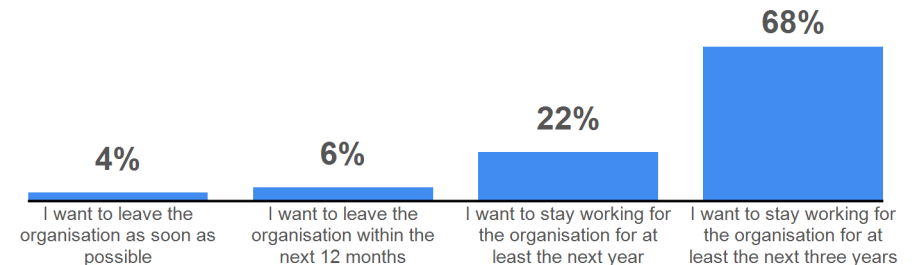


During the past 12 months have you personally experienced discrimination at work?



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
^ indicates a variation in question wording from your previous survey

My work

79% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	48	45				93%	-1	+4 ◆	+1 ◆
B02 I am sufficiently challenged by my work	40	42	9	7		82%	-1	+3 ◆	0
B03 My work gives me a sense of personal accomplishment	30	48	13	7		78%	-2 ◆	+3 ◆	0
B04 I feel involved in the decisions that affect my work	17	44	18	15	5	62%	+1	+5 ◆	0
B05 I have a choice in deciding how I do my work	26	51	12	8		78%	0	+3 ◆	-2 ◆

Organisational objectives and purpose

85% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of the organisation's purpose	29	59	8			88%	-1 ◆	+2 ◆	-3 ◆
B07 I have a clear understanding of the organisation's objectives	24	59	12			83%	-2 ◆	+2 ◆	-3 ◆
B08 I understand how my work contributes to the organisation's objectives	27	58	10			85%	-1 ◆	+2 ◆	-3 ◆



All questions by theme

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My manager

73% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	29	45	14	9		73%	+1	+5 ◆	+2 ◆
B10	My manager is considerate of my life outside work	47	39	9			86%	+1	+5 ◆	+1
B11	My manager is open to my ideas	42	43	9			84%	+1	+5 ◆	0
B12	My manager helps me to understand how I contribute to the organisation's objectives	26	45	19	7		71%	0	+7 ◆	+2 ◆
B13	Overall, I have confidence in the decisions made by my manager	36	44	12	5		79%	+1 ◆	+6 ◆	+2 ◆
B14	My manager recognises when I have done my job well	39	45	10	5		83%	0	+6 ◆	+2 ◆
B15	I receive regular feedback on my performance	25	45	16	11		70%	+1	+5 ◆	+1 ◆
B16	The feedback I receive helps me to improve my performance	25	42	21	9		67%	+1	+6 ◆	+1 ◆
B17	I think that my performance is evaluated fairly	25	46	17	8		72%	+1	+9 ◆	+5 ◆
B18	Poor performance is dealt with effectively in my team	10	31	37	15	8	40%	-1	+1 ◆	-3 ◆

My team

81% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	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	48	8			87%	0	+3 ◆	0
B20	The people in my team work together to find ways to improve the service we provide	35	47	11	6		82%	-1 ◆	+2 ◆	-1 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	30	45	15	8		75%	0	+1 ◆	-3 ◆



All questions by theme

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Learning and development

56% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	16	53	17	11	11	69%	-1	+7 ◆	+2 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	42	32	10	10	55%	-2 ◆	+4 ◆	-2 ◆
B24	There are opportunities for me to develop my career in the organisation	11	39	25	17	9	50%	-6 ◆	+8 ◆	+1
B25	Learning and development activities I have completed while working for the organisation are helping me to develop my career	11	39	32	12	5	50%	-3 ◆	+7 ◆	+1 ◆

Inclusion and fair treatment

81% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	33	52	9	9	1	85%	0	+6 ◆	+2 ◆
B27	I am treated with respect by the people I work with	37	51	8	8	1	88%	-1	+3 ◆	+1 ◆
B28	I feel valued for the work I do	27	45	16	9	1	72%	0	+8 ◆	+3 ◆
B29	I think that the organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	51	15	5	1	78%	0	+4 ◆	0



All questions by theme

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Resources and workload **76%** **0**

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	27	57	9	6		84%	0	0	-3 ◆
B31 I get the information I need to do my job well	16	56	16	10		72%	0	+2 ◆	-2 ◆
B32 I have clear work objectives	22	57	13	7		78%	0	+3 ◆	-1 ◆
B33 I have the skills I need to do my job effectively	29	61	7			90%	0	+1 ◆	-1 ◆
B34 I have the tools I need to do my job effectively	17	53	15	12		70%	-1	-2 ◆	-6 ◆
B35 I have an acceptable workload	11	52	16	15	6	63%	+1	+4 ◆	-3 ◆
B36 I achieve a good balance between my work life and my private life	20	53	14	10		73%	-1	+6 ◆	-1 ◆

Pay and benefits **58%** **-3**

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	10	46	18	19	7	56%	-4 ◆	+27 ◆	+20 ◆
B38 I am satisfied with the total benefits package	13	49	21	13		62%	-2 ◆	+30 ◆	+22 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	13	42	21	17	7	55%	-4 ◆	+31 ◆	+24 ◆



All questions by theme

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Leadership and Managing Change

45% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40	I feel that the organisation as a whole is managed well	5	44	28	16	6	50%	-1	+4 ◆	-6 ◆
B41	Senior managers in the organisation are sufficiently visible	10	45	21	18	6	55%	+1 ◆	+2 ◆	-8 ◆
B42	I believe the actions of senior managers are consistent with the organisation's values	7	42	33	13	5	49%	0	+2 ◆	-6 ◆
B43	I believe that the Board has a clear vision for the future of the organisation	6	36	43	10	5	42%	-3 ◆	-3 ◆	-11 ◆
B44	Overall, I have confidence in the decisions made by senior managers within the organisation	6	40	33	14	7	46%	0	+2 ◆	-5 ◆
B45	I feel that change is managed well in the organisation		29	32	28	9	32%	0	+1	-6 ◆
B46	When changes are made in the organisation they are usually for the better		26	42	22	7	29%	+1	-1	-8 ◆
B47	The organisation keeps me informed about matters that affect me	7	53	23	13		60%	-1	+2 ◆	-4 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	6	34	31	22	7	40%	-3 ◆	+4 ◆	-3 ◆
B49	I think it is safe to challenge the way things are done in the organisation	6	37	30	19	8	43%	+1	+2 ◆	-5 ◆



All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of the organisation	17	49	25	7		66%	+1	+7 ◆	0
B51 I would recommend the organisation as a great place to work	17	48	24	8		65%	0	+17 ◆	+5 ◆
B52 I feel a strong personal attachment to the organisation	14	38	33	13		51%	-1	+3 ◆	-3 ◆
B53 The organisation inspires me to do the best in my job	11	37	34	14		49%	-1	+4 ◆	-2 ◆
B54 The organisation motivates me to help it achieve its objectives	10	36	35	14	5	46%	-2 ◆	+3 ◆	-4 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers in the organisation will take action on the results from this survey	7	39	27	19	9	46%	+3 ◆	+1	-7 ◆
B56 I believe that managers where I work will take action on the results from this survey	14	45	21	13	7	59%	+5 ◆	+3 ◆	-2 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	9	29	39	15	8	38%	+7 ◆	+3 ◆	-2 ◆



All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	33	57	6			90%	0	+1 ◆	-1 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	19	52	18	9		71%	+1	+3 ◆	-1
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	17	54	19	7		71%	0	+6 ◆	+1
B61 When I talk about the organisation I say "we" rather than "they"	21	51	18	7		72%	0	+4 ◆	-6 ◆
B62 I have some really good friendships at work	31	50	14			82%	0	+6 ◆	+2 ◆



All questions by theme

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

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	10	18	55	17	72%	+2 ◆	+8 ◆	+6 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	17	51	24	76%	+1	+6 ◆	+3 ◆
W03 Overall, how happy did you feel yesterday?	14	21	45	20	65%	+1	+5 ◆	+2 ◆
W04 Overall, how anxious did you feel yesterday?	23	28	20	29	51%	0	+1 ◆	-1 ◆



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 the Welsh Government?

			Difference from previous survey	Difference from CS2014	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		6%	+1	-8 ◇	-12 ◇
I want to stay working for the organisation for at least the next year		22%	+2 ◇	-10 ◇	-16 ◇
I want to stay working for the organisation for at least the next three years		68%	-3 ◇	+22 ◇	+15 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97%	+1 ◇	+8 ◇	+4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		23	77%	+3 ◇	+13 ◇	+5 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Welsh Government it would be investigated properly?		22	78%	+2 ◇	+9 ◇	+4 ◇

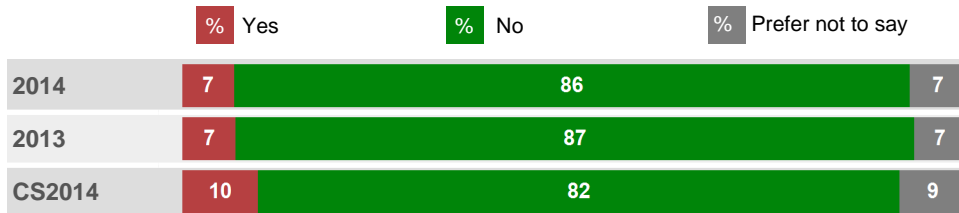


All questions by theme

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Discrimination, harassment and bullying

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



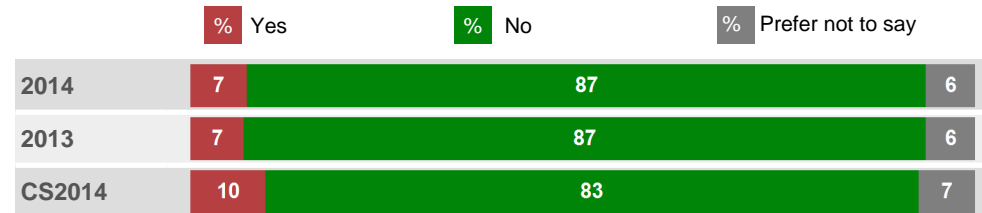
For respondents who selected 'Yes' to question E01.

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

	Response Count	
Age	28	
Caring responsibilities	25	
Disability	24	
Ethnic background	--	
Gender	28	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	79	
Main spoken/written language or language ability	27	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	12	
Working location	41	
Working pattern	44	
Any other grounds	63	
Prefer not to say	13	

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	67	
Your manager	65	
Another manager in my part of the Welsh Government	62	
Someone you manage	12	
Someone who works for another part of the Welsh Government	28	
A member of the public	--	
Someone else	11	
Prefer not to say	47	

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



All questions by theme

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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	26	61	10			87%	0
F02	I think that generally the different parts of the organisation work well together	33		29	27	7	37%	-1
F03	Our team regularly looks for better ways of working with external stakeholders	18	51	22	7		69%	-1
F04	I feel that my opinion is valued	15	54	19	9		68%	+1
F05	My DG area (or equivalent) does a good job of keeping me informed about the priorities for our area	12	50	24	11		62%	+2 ◆
F06	I have confidence in senior managers at Executive Band level or above within my DG area (or equivalent)	13	46	25	11		60%	+1 ◆
F07	I am satisfied with my working environment	16	57	13	11		73%	-1
F08	I have the technology (ICT/IT) I need to do my job effectively	11	48	15	18	9	58%	+1
F09	The organisation is committed to moving resources to areas of Ministerial priority	9	45	36	7		54%	-6 ◆
F10	The organisation is taking action to tackle complexity	5	39	36	14	5	44%	+3 ◆



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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all 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.

Welsh Government: People Survey 2014

Social research number: 8/2015

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