

Your engagement index

73%

Difference from
previous survey

+2

Difference from
CS2010

+17 ✧

Difference from CS High
Performers

+11 ✧

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 CS2010
B50. I am proud when I tell others I am part of the AGO	82%	-2	+27 ✧
B51. I would recommend the AGO as a great place to work	79%	+4	+38 ✧

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

B52. I feel a strong personal attachment to the AGO	73%	-1	+27 ✧
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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	82%	+11	+43 ✧
B54. The AGO motivates me to help it achieve its objectives	76%	+16 ✧	+41 ✧

✧ = 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 ¹	Theme score % positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change		64%	+3	+27 ✧	+18 ✧
My work		80%	-7	+9 ✧	+5 ✧
My line manager		78%	-4	+14 ✧	+11 ✧
Learning and development		46%	-12	+3	-3
Pay and benefits		32%	-19 ✧	-5 ✧	-11 ✧
Organisational objectives and purpose		90%	+10	+9 ✧	+3 ✧
Resources and workload		84%	+9	+10 ✧	+6 ✧
My team		91%	+4	+14 ✧	+11 ✧
Inclusion and fair treatment		87%	-1	+13 ✧	+11 ✧

✧ = Statistically significant difference from comparison


¹The table above shows the strength of association between engagement and the themes for Treasury Solicitor (Corporate Report)

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 the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from CS2010
Leadership and managing change	Strength of association with engagement: 		
B45. I feel that change is managed well in the AGO	67%	+16	+39 ◇
B41. Members of the Executive Board in the AGO are sufficiently visible	79%	+4	+34 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	65%	+6	+33 ◇
B40. I feel that the AGO as a whole is managed well	74%	+9	+33 ◇
B42. I believe the actions of members of the Executive Board are consistent with the AGO's values	65%	-10	+25 ◇
B43. I believe that the Executive Board has a clear vision for the future of the AGO	59%	+18 ◇	+24 ◇
B44. Overall, I have confidence in the decisions made by the Executive Board	59%	-11	+23 ◇
B49. I think it is safe to challenge the way things are done in the AGO	62%	0	+22 ◇
B46. When changes are made in the AGO they are usually for the better	42%	-10	+19 ◇
B47. The AGO keeps me informed about matters that affect me	71%	+7	+16 ◇

My work	Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	76%	+5	+27 ◇
B03. My work gives me a sense of personal accomplishment	79%	-9	+8 ◇
B05. I have a choice in deciding how I do my work	76%	-15	+6
B02. I am sufficiently challenged by my work	76%	-10	+3
B01. I am interested in my work	91%	-7	+3








My line manager	Strength of association with engagement: 		
B15. I receive regular feedback on my performance	79%	+2	+19 ◇
B12. My manager helps me to understand how I contribute to the AGO's objectives	76%	-11	+18 ◇
B18. Poor performance is dealt with effectively in my team	55%	-6	+17 ◇
B13. Overall, I have confidence in the decisions made by my manager	85%	-6	+17 ◇
B09. My manager motivates me to be more effective in my job	76%	-8	+15 ◇
B11. My manager is open to my ideas	91%	-4	+14 ◇
B10. My manager is considerate of my life outside work	91%	+3	+13 ◇
B16. The feedback I receive helps me to improve my performance	69%	+3	+12 ◇
B14. My manager recognises when I have done my job well	88%	-8	+11 ◇
B17. I think that my performance is evaluated fairly	72%	-10	+10 ◇

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

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






	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My work									
 :Strength of association with engagement									
B01. I am interested in my work	53	38	6			91%	-7	+3	0
B02. I am sufficiently challenged by my work	26	50	15	9		76%	-10	+3	-1
B03. My work gives me a sense of personal accomplishment	26	53	15	6		79%	-9	+8 ◇	+3
B04. I feel involved in the decisions that affect my work	26	50	18			76%	+5	+27 ◇	+20 ◇
B05. I have a choice in deciding how I do my work	18	59	15	6		76%	-15	+6	0
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of the AGO's purpose	35	56	9			91%	+11	+7 ◇	+1
B07. I have a clear understanding of the AGO's objectives	24	68	9			91%	+18	+14 ◇	+6
B08. I understand how my work contributes to the AGO's objectives	26	62	12			88%	0	+8 ◇	+2

All questions by theme

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



	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	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	24	53	12	9		76%	-8	+15 ◇	+10 ◇
B10. My manager is considerate of my life outside work	38	53	9			91%	+3	+13 ◇	+9 ◇
B11. My manager is open to my ideas	24	68	6			91%	-4	+14 ◇	+10 ◇
B12. My manager helps me to understand how I contribute to the AGO's objectives	21	55	18	6		76%	-11	+18 ◇	+12 ◇
B13. Overall, I have confidence in the decisions made by my manager	26	59	12			85%	-6	+17 ◇	+11 ◇
B14. My manager recognises when I have done my job well	27	61	6	6		88%	-8	+11 ◇	+8 ◇
B15. I receive regular feedback on my performance	12	67	12	9		79%	+2	+19 ◇	+13 ◇
B16. The feedback I receive helps me to improve my performance	13	56	22	9		69%	+3	+12 ◇	+7
B17. I think that my performance is evaluated fairly	16	56	19	9		72%	-10	+10 ◇	+5
B18. Poor performance is dealt with effectively in my team	13	42	39	6		55%	-6	+17 ◇	+14 ◇
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	53	44				97%	+7	+14 ◇	+12
B20. The people in my team work together to find ways to improve the service we provide	50	41	9			91%	+3	+13 ◇	+9 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	41	44	12			85%	+2	+15 ◇	+11 ◇

All questions by theme

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	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	59	24	12			62%	+4	+6	-1
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	41	26	21		50%	-14	+2	-3
B24. There are opportunities for me to develop my career in the AGO	21	26	32	18		24%	-26 ◇	-5	-12 ◇
B25. Learning and development activities I have completed while working for the AGO are helping me to develop my career	6	42	30	18		48%	-11	+7	+2
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	32	59	6			91%	-2	+13 ◇	+10 ◇
B27. I am treated with respect by the people I work with	29	62	9			91%	0	+8 ◇	+4
B28. I feel valued for the work I do	24	56	15			79%	-5	+19 ◇	+14 ◇
B29. I think that the AGO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	58	12			85%	+5	+14 ◇	+10 ◇

All questions by theme

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





	%	%	%	%	%	% Positive	Difference from previous survey	Difference from CS2010	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	29	62	9			91%	+11	+9 ◇	+5
B31. I get the information I need to do my job well	21	62	9	6		82%	+5	+15 ◇	+12 ◇
B32. I have clear work objectives	18	71	6			88%	+8	+14 ◇	+9 ◇
B33. I have the skills I need to do my job effectively	26	71				97%	+10	+9	+6
B34. I have the tools I need to do my job effectively	15	71	9	6		85%	+14 ◇	+14 ◇	+10 ◇
B35. I have an acceptable workload	6	62	21	9		68%	+8	+6	+1
B36. I achieve a good balance between my work life and my private life	12	62	15	9		74%	+9	+4	0
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		35	15	38	9	38%	-13	0	-7
B38. I am satisfied with the total benefits package		30	24	33	9	33%	-20 ◇	-5	-13 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		21	26	35	15	24%	-25 ◇	-7 ◇	-16 ◇

All questions by theme

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




	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	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	12	62	21			74%	+9	+33 ◇	+20 ◇
B41. Members of the Executive Board in the AGO are sufficiently visible	21	59	15	6		79%	+4	+34 ◇	+20 ◇
B42. I believe the actions of members of the Executive Board are consistent with the AGO's values	9	56	26	9		65%	-10	+25 ◇	+13 ◇
B43. I believe that the Executive Board has a clear vision for the future of the AGO		56	32	6		59%	+18 ◇	+24 ◇	+12 ◇
B44. Overall, I have confidence in the decisions made by the Executive Board		56	35			59%	-11	+23 ◇	+11 ◇
B45. I feel that change is managed well in the AGO		64	12	18		67%	+16	+39 ◇	+28 ◇
B46. When changes are made in the AGO they are usually for the better		42	42	12		42%	-10	+19 ◇	+11 ◇
B47. The AGO keeps me informed about matters that affect me		68	18	9		71%	+7	+16 ◇	+8 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	9	56	21	12		65%	+6	+33 ◇	+26 ◇
B49. I think it is safe to challenge the way things are done in the AGO	9	53	26	9		62%	0	+22 ◇	+15 ◇

All questions by theme

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

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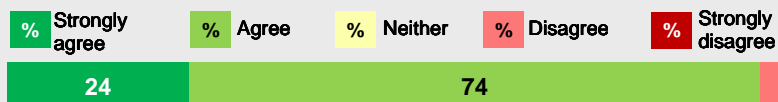
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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the AGO	32	50	12	6		82%	-2	+27 ◇	+18 ◇
B51. I would recommend the AGO as a great place to work	29	50	9	9		79%	+4	+38 ◇	+27 ◇
B52. I feel a strong personal attachment to the AGO	21	52	15	9		73%	-1	+27 ◇	+19 ◇
B53. The AGO inspires me to do the best in my job	21	62	15			82%	+11	+43 ◇	+34 ◇
B54. The AGO motivates me to help it achieve its objectives	21	56	18	6		76%	+16 ◇	+41 ◇	+31 ◇
Taking action									
B55. I believe that members of the Executive Board in the AGO will take action on the results from this survey	12	59	21	6		71%	+2	+33 ◇	+23 ◇
B56. I believe that managers where I work will take action on the results from this survey	12	62	18	6		74%	0	+27 ◇	+21 ◇

All questions by theme

Data Security

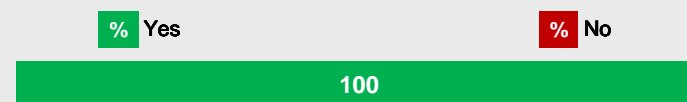
C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

97%	2010 % Positive
+8	Difference from previous survey
+14 ✧	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

100%	2010 % Yes
+11	Difference from previous survey
+22 ✧	Difference from CS2010

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for the AGO?

Statement	%	Difference from previous survey	Difference from CS2010
I want to leave the AGO as soon as possible	12%	+7	+4
I want to leave the AGO within the next 12 months	12%	+5	+1
I want to stay working for the AGO for at least the next year	62%	-3	+36 ✧
I want to stay working for the AGO for at least the next three years	15%	-10	-40

The Civil Service Code

Differences are based on '% Yes' score

Statement	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	97	3	+2	+16 ✧
E02. Are you aware of how to raise a concern under the Civil Service Code?	82	18	+20	+30 ✧
E03. Are you confident that if you raised a concern under the Civil Service Code in the AGO it would be investigated properly?	91	9	+14	+29 ✧

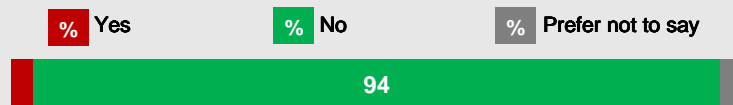
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

4% | Previous survey

10% [^] | CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



% Yes

11% | Previous survey

10% [^] | CS2010

For respondents who selected 'Yes' to question F01.

F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

Ground	Response count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, payband 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 '--'

For respondents who selected 'Yes' to question F03.

F04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

Response	Response count
A colleague	--
Your manager	--
Another manager in your 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 '--'

[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

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 2009 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.
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 2010 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: ✧

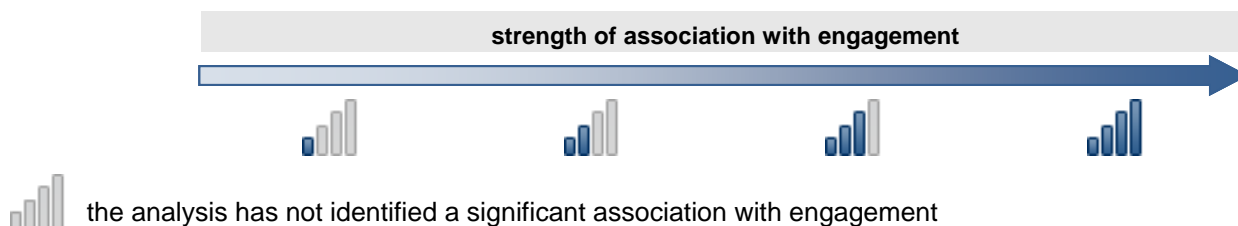
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



Confidentiality

This survey was carried out as part of the 2010 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 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.