



YOUR VOICE 2017

GLA

RESPONSE RATE:

92%

RESPONSES:

805
of 874



YOUR EMPLOYEE ENGAGEMENT SCORE:



79%

VARIANCE from PREVIOUS SURVEY:

0

VARIANCE from BENCHMARK:



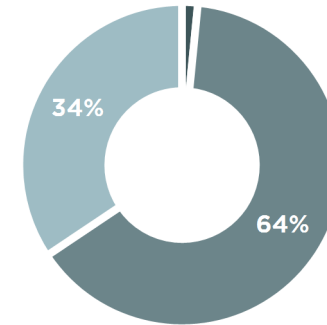
+11

Employee engagement is about more than just satisfaction. It's a mutually beneficial relationship between the employee and organisation. Engagement is a good indicator of how connected they are to the organisation and in helping it to achieve its goals.

Benchmark group: Public Sector UK

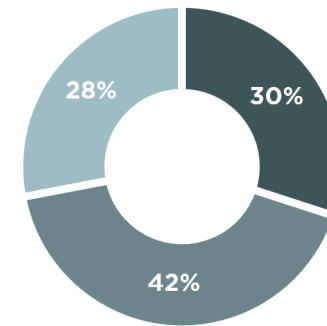
VARIANCE FROM PREVIOUS SURVEY

- 1 question above
- 41 questions in line
- 22 questions below



VARIANCE FROM BENCHMARK

- 15 questions above
- 21 questions in line
- 14 questions below



WHAT NOW?

1. TAKE THE TIME TO EXPLORE

AND UNDERSTAND THE RESULTS IN THIS REPORT.

2. DISCUSS THE RESULTS WITH YOUR TEAM

IDENTIFY THE THINGS TO CELEBRATE (STRENGTHS) OR IMPROVE (ACTION AREAS).

3. WORK TOGETHER

TO BUILD A PLAN OF ACTION.



TOP 3 HIGHEST SCORING QUESTIONS:

% POSITIVE

Q3. I have a clear understanding of the purpose and objectives of the GLA	86%
Q4. I understand how my work contributes to the success of the GLA	86%
Q74. I believe in the purpose and objectives of the GLA	85%



BOTTOM 3 LOWEST SCORING QUESTIONS:

% POSITIVE

Q27. Executive Leadership are sufficiently accessible	35%
Q31. Executive Leadership motivate and inspire us around a common goal	35%
Q34. When key organisational changes are made, they are usually for the better	35%

EMPLOYEE ENGAGEMENT



HOW ENGAGED IS YOUR TEAM?

THESE RESULTS PROVIDE A MEASURE OF ENGAGEMENT FOR YOUR TEAM.

YOUR ENGAGEMENT SCORE ISN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR YOU. IT ALSO MEASURES THE EMOTIONAL CONNECTION AND COMMITMENT COLLEAGUES HAVE TO WORKING FOR THE ORGANISATION.

THERE'S A LOT OF EVIDENCE TO SHOW A STRONG LINK BETWEEN ENGAGED COLLEAGUES AND IMPROVED BUSINESS PERFORMANCE.

YOUR EMPLOYEE ENGAGEMENT SCORE	79%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
				0	+11

		26	49	16		75%	-3	+14
SAY	Q72. I would recommend the GLA as a great place to work							
	Q73. I am proud to work for the GLA	36	47	13		83%	-3	+13
STAY	Q74. I believe in the purpose and objectives of the GLA	34	51	11		85%	0	0
	Q75. I would like to be working for the GLA in 12 months' time	33	35	20		68%	+4	-4
STRIVE	Q76. I work beyond what is required in my job to help the GLA achieve its objectives	37	47	14		84%	-2	+24
	Q77. Working for the GLA makes me want to do the best work I can	28	51	17		79%	+1	+20

KEY	BENCHMARK GROUP: PUBLIC SECTOR UK	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	Strongly agree	Agree	Neither	Disagree	Strongly disagree
		AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR					

ALL QUESTIONS



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

YOUR JOB		75%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
T	Q1. I am sufficiently challenged in my work	34	43	12	8		77%	-1	-3
	Q2. My work gives me a sense of personal accomplishment	29	46	13	9		75%	-3	-2
	Q3. I have a clear understanding of the purpose and objectives of the GLA	32	54	7			86%	-1	+6 ↑
	Q4. I understand how my work contributes to the success of the GLA	33	53	8			86%	-5 ↓	+2
	Q5. I feel involved in decisions that affect my work	16	40	20	15	9	56%	-9 ↓	-
	Q6. As long as I get the job done, I have the freedom to work in a way that suits me	29	43	13	9		71%	-9 ↓	-6 ↓

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY

BENCHMARK GROUP: PUBLIC SECTOR UK

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree

ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

COMMUNICATION	56%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
Q7. The GLA does a good job of keeping me informed about matters affecting me	11	53	21	11		64%	-9 ↓	+6 ↑
Q8. I have enough information to do my job well	14	56	17	9		70%	-9 ↓	0
Q9. I think it is safe to speak up and challenge the way things are done in the GLA	11	36	25	17	11	47%	-4	-1
Q10. The messages I hear about key issues in the GLA are consistent across all levels of management	7	36	32	17	8	43%	-3	-

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IS THERE ROOM FOR IMPROVEMENT?

YOUR LINE MANAGER		69%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
	Q11. Your line manager recognises and acknowledges when I have done my job well	34	44	11		78%	-3	0	
	Q12. Your line manager motivates and inspires me to be more effective in my job	28	35	20	10	64%	-2	-5 ↓	
	Q13. Your line manager supports me in seeking a work / life balance	35	37	16		72%	-4	-13 ↓	
	Q14. Your line manager is open to my ideas and suggestions for change	35	38	14	8	73%	-3	-8 ↓	
	Q15. Your line manager keeps me informed about important matters and changes which affect me	30	44	16		74%	-3	-	
	Q16. Your line manager treats me with dignity and respect	49	36	8		85%	-1	+1	
	Q17. Your line manager actively encourages my career development	32	31	21	8 7	63%	-7 ↓	-	
	Q18. Your line manager encourages myself and colleagues to work together effectively	33	39	17		73%	-1	-	
T	Q19. Your line manager manages poor performance effectively	17	32	35	9	49%	-2	+10 ↑	
	Q20. I have the opportunity to contribute my views before changes are made which affect my job	22	38	23	9 8	60%	-4	+20 ↑	

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IS THERE ROOM FOR IMPROVEMENT?

SENIOR MANAGEMENT	62%	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
Q21. Senior Management are sufficiently accessible	24	47	16	8	71%	+3	-	
Q22. Senior Management are open and honest in their communication with staff	22	43	20	10	65%	+2	+17 ↑	
Q23. Senior Management provide effective leadership	21	38	23	12	59%	-1	+7 ↑	
Q24. Senior Management encourage collaboration	20	43	23	9	62%	+2	-	
Q25. Senior Management motivate and inspire us around a common goal	17	40	25	11	57%	+5 ↑	-	
Q26. The decisions and behaviours of senior managers are fair and inclusive	18	39	25	11	57%	+3	-	

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IS THERE ROOM FOR IMPROVEMENT?

EXECUTIVE LEADERSHIP	38%	RESPONSE SCALE				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
Q27. Executive Leadership are sufficiently accessible	29	35	20	9	35%	-	-	
Q28. Executive Leadership are open and honest in their communication with staff	34	44	9		41%	-	-6 ↓	
Q29. Executive Leadership provide effective leadership	8	34	41	10	42%	-	-9 ↓	
Q30. Executive Leadership encourage collaboration	7	30	47	10	37%	-	-	
Q31. Executive Leadership motivate and inspire us around a common goal	7	28	46	12	35%	-	-	
Q32. The decisions and behaviours of our Executive Leadership Team are fair and inclusive	7	30	48	7	38%	-	-	

KEY

BENCHMARK GROUP: PUBLIC SECTOR UK

T TEXT CHANGE SINCE PREVIOUS SURVEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree (Dark Green) | Agree (Light Green) | Neither (Yellow) | Disagree (Red) | Strongly disagree (Dark Red)

ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

MANAGING CHANGE	41%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
Q33. This organisation manages change effectively	36	36	18			40%	-	+5 ↑
Q34. When key organisational changes are made, they are usually for the better	31	48	11			35%	+2	+4
Q35. I am confident our leadership team have the ability to lead us through change	9	41	37	8		49%	-9 ↓	-

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IS THERE ROOM FOR IMPROVEMENT?

WORKING TOGETHER

71%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM BENCHMARK

	Q36. There is good co-operation between teams I work with	21	54	13	9	75%	+3	+20 ↑
T	Q37. The GLA encourages collaboration across teams and directorates	12	48	24	13	60%	-1	-
	Q38. My team strives to find ways to improve how we work with colleagues across the GLA	27	47	17		74%	+3	-
	Q39. My team strives to find ways to improve how we work with external partners (for example, London Boroughs, GLA Group etc.)	29	43	22		72%	+1	-
	Q40. People in my team are encouraged to come up with innovative solutions to work related problems	27	47	15	8	73%	+1	-2

PERFORMANCE MANAGEMENT

69%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM BENCHMARK

	Q41. My last performance review accurately reflected my performance	24	46	23		70%	-8 ↓	-13 ↓
	Q42. I have regular (at least monthly) one to one meetings with my line manager	37	42	8	9	78%	+2	+4
	Q43. I have clear, measurable work objectives	20	49	17	9	69%	-10 ↓	-6 ↓
	Q44. I receive regular and constructive feedback on my performance	19	41	21	13	60%	-7 ↓	-6 ↓

BENCHMARK GROUP: PUBLIC SECTOR UK

KEY

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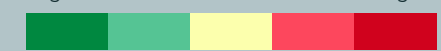


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IS THERE ROOM FOR IMPROVEMENT?

LEARNING & DEVELOPMENT **51%**

	RESPONSE SCALE					% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
Q45. There are sufficient opportunities for learning and development through the GLA to improve my skills in my current job	15	43	21	15		58%	-7 ↓	-5 ↓
Q46. My performance has improved as a result of the skills I have developed over the past year	18	40	28	9		58%	-9 ↓	+5 ↑
T Q47. The learning and development I have received through the GLA is helping me to develop my career	15	34	29	16	7	49%	-6 ↓	+2
Q48. There are sufficient opportunities at the GLA for me to develop my career	11	26	29	20	14	37%	-3	-3

RECOGNITION & REWARD **64%**

	RESPONSE SCALE					% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
T Q49. I feel valued and recognised for the work I do	20	42	15	13	9	62%	+3	-2
Q50. I am aware of the benefits on offer at the GLA	18	59	14			77%	-	-
Q51. Considering my duties and responsibilities, I feel my pay is fair	15	37	15	18	15	52%	-4	+4

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					Neither
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ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

DIVERSITY & INCLUSION	81%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK	
Q52. I am treated fairly and with respect	31	48	10	79%	-3	-4
Q53. The GLA respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	37	47	9	83%	-1	+7 ↑
Q54. The GLA places a high priority on fairness & integrity	31	43	16	74%	-2	-
Q55. I believe that the GLA actively supports and promotes diversity and inclusion	35	44	13	79%	-1	+5 ↑
Q56. I believe the GLA provides truly accessible places to work	26	44	20	70%	-	-
Q57. I would recommend the GLA as an inclusive employer	35	44	14	79%	-	-

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ALL QUESTIONS



EXPLORE THE FULL RESULTS

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- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

DIVERSITY & INCLUSION		RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY
Q58. In the last year, whilst working for this organisation, I have experienced bullying			780		
Yes			123	16%	-
No			657	84%	-
Q59. In the last year, whilst working for this organisation, I have experienced discrimination			780		
Yes			84	11%	+4
No			696	89%	-4
Q60. In the last year, whilst working for this organisation, I have experienced harassment			778		
Yes			68	9%	-
No			710	91%	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ALL QUESTIONS



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IS THERE ROOM FOR IMPROVEMENT?

DIVERSITY & INCLUSION

RESPONSE SCALE

RESPONSE COUNT

%

VARIANCE FROM PREVIOUS SURVEY

Q61. Where did the bullying, harassment or discrimination take place?		194		
Team		105	54%	-24
Directorate		32	16%	-19
Elsewhere in the GLA		49	25%	+4
External to the GLA		8	4%	-10

KEY



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IS THERE ROOM FOR IMPROVEMENT?

DIVERSITY & INCLUSION

RESPONSE SCALE

RESPONSE COUNT

%

VARIANCE FROM PREVIOUS SURVEY

Q62. What form did the bullying, harassment or discrimination take?

355

Excessive criticism		73	21%	-
Non-Verbal (mimicking, ignoring, staring, disregarding)		60	17%	-
Physical (inappropriate touching)		5	1%	-
Racial (name calling, racist jokes)		12	3%	-
Sexual (innuendos, leering, rude jokes / remarks)		16	5%	-
Verbal (shouting, threatening, humiliating)		58	16%	-
Victimisation (keeping you out of things, singled out for unfair treatment)		74	21%	-
Other		57	16%	-

KEY



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IS THERE ROOM FOR IMPROVEMENT?

DIVERSITY & INCLUSION

RESPONSE SCALE

RESPONSE COUNT

%

VARIANCE FROM PREVIOUS SURVEY

Q63. Has your report of harassment, bullying or discrimination been handled appropriately by the organisation?

164

Yes		18	11%	+7
No		39	24%	-8
Chose not to report it		89	54%	+8
Did not know how to report it		18	11%	-7

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IS THERE ROOM FOR IMPROVEMENT?

WELLBEING AT WORK

64%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM BENCHMARK

	Q64. The GLA is a friendly and enjoyable place to work	27	54	13		81%	-5 ↓	-	
	Q65. I am satisfied with my physical working conditions	14	39	17	20	9	54%	-19 ↓	-12 ↓
T	Q66. Where I work we have the resources we need to complete our work effectively	14	40	16	20	10	54%	-23 ↓	-12 ↓
	Q67. I am comfortable with the pressure placed upon me in my job	12	50	16	15		63%	-11 ↓	-1
	Q68. I achieve the right balance between my work and home life	18	43	16	16	7	60%	-8 ↓	-8 ↓
	Q69. I can meet the requirements of my job without regularly working excessive hours	15	38	16	20	10	54%	-9 ↓	-3
	Q70. If I wanted to, I believe the GLA would enable me to work flexibly	32	46	12			78%	+1	-
	Q71. The GLA is committed to encouraging the wellbeing of staff	21	50	19			71%	-8 ↓	+3

BENCHMARK GROUP: PUBLIC SECTOR UK

KEY

T

TEXT CHANGE SINCE PREVIOUS SURVEY

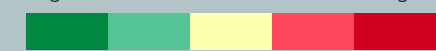


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IS THERE ROOM FOR IMPROVEMENT?

WORKING FOR THE GLA		74%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
	Q72. I would recommend the GLA as a great place to work	26	49	16		75%	-3	+14 ↑	
	Q73. I am proud to work for the GLA	36	47	13		83%	-3	+13 ↑	
	Q74. I believe in the purpose and objectives of the GLA	34	51	11		85%	0	0	
T	Q75. I would like to be working for the GLA in 12 months' time	33	35	20		68%	+4	-4	
	Q76. I work beyond what is required in my job to help the GLA achieve its objectives	37	47	14		84%	-2	+24 ↑	
	Q77. Working for the GLA makes me want to do the best work I can	28	51	17		79%	+1	+20 ↑	
	Q78. The GLA actively supports staff networks	14	44	36		58%	+2	-	
	Q79. I believe the GLA strives to work in an environmentally sustainable way	12	45	30	11	56%	-5 ↓	-15 ↓	

KEY T **BENCHMARK GROUP: PUBLIC SECTOR UK**

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ALL QUESTIONS



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED.

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

VOLUNTEERING	RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY
Q80. Have you done any volunteering in the past year?		970		
Yes, outside work hours		336	35%	-
Yes, during work hours using my volunteering leave		146	15%	-
I have not volunteered during work hours as I do not have available time		277	29%	-
I have not volunteered during work hours as I am unsure of the staff volunteering policy		52	5%	-
I have not volunteered during work hours as I don't know where to find a suitable role		61	6%	-
I am discouraged from volunteering during work hours, I would like to volunteer (more) during work hours		23	2%	-
I prefer not to volunteer		75	8%	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

THE YOUR VOICE 2017 SURVEY

49%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM BENCHMARK

Q81. I believe that action will be taken on the results of this survey



-9 ↓

+3

KEY

T

BENCHMARK GROUP: PUBLIC SECTOR UK

TEXT CHANGE SINCE PREVIOUS SURVEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

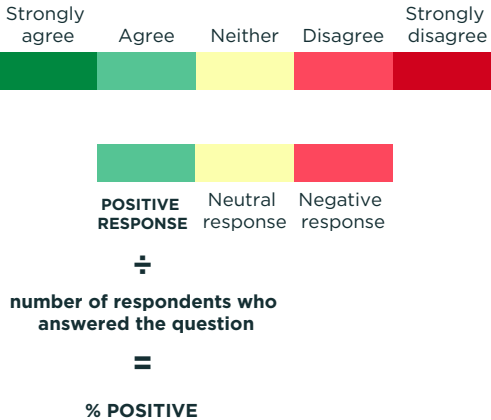
Strongly agree Agree Neither Disagree Strongly disagree



GUIDE TO THIS REPORT

% POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	151 + 166 = 317					
% POSITIVE	317 ÷ 613 = 52%					

ANONYMITY

IT IS ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS FOR TEAMS WITH LESS THAN 10 WILL NOT RECEIVE AN INDIVIDUAL REPORT. HOWEVER, THEIR DATA WILL STILL CONTRIBUTE TO THE SCORES FOR THEIR GROUP AND THE ORGANISATION OVERALL.