

Your engagement index

58%

Difference from
previous survey

-3 ✧

Difference from CS2011

+2 ✧

Difference from CS
High Performers

-4 ✧

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 CS2011
B50. I am proud when I tell others I am part of the Agency	66%	-1	+13 ✧
B51. I would recommend the Agency as a great place to work	49%	-4	+6 ✧

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

B52. I feel a strong personal attachment to the Agency	46%	-2	0
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Strive: motivated to do the best for the organisation...










B53. The Agency inspires me to do the best in my job	40%	-5 ✧	+2 ✧
B54. The Agency motivates me to help it achieve its objectives	37%	-5 ✧	+1

✧ = 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 CS2011	Difference from CS High Performers
Leadership and managing change		41%	-6 ✧	+3 ✧	-6 ✧
My work		71%	0	0	-6 ✧
My line manager		59%	-1	-5 ✧	-8 ✧
Pay and benefits		25%	-11 ✧	-6 ✧	-14 ✧
Learning and development		47%	-3	+4 ✧	-4 ✧
Resources and workload		73%	-1	0	-3 ✧
Organisational objectives and purpose		90%	0	+9 ✧	+3 ✧
My team		70%	+1	-7 ✧	-10 ✧
Inclusion and fair treatment		69%	-3	-4 ✧	-8 ✧


✧ = 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 CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

		% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change		Strength of association with engagement: 		
B44.	Overall, I have confidence in the decisions made by the Agency's Executive Board members	44%	-6 ◇	+8 ◇
B40.	I feel that the Agency as a whole is managed well	48%	-7 ◇	+7 ◇
B46.	When changes are made in the Agency they are usually for the better	30%	-9 ◇	+7 ◇
B45.	I feel that change is managed well in the Agency	34%	-5 ◇	+7 ◇
B43.	I believe that the Executive Board has a clear vision for the future of the Agency	44%	-3	+5 ◇
B42.	I believe the actions of Executive Board members are consistent with the Agency's values	41%	-3	+2 ◇
B47.	The Agency keeps me informed about matters that affect me	56%	-9 ◇	+1
B41.	Executive Board members in the Agency are sufficiently visible	43%	-3	-2 ◇
B48.	I have the opportunity to contribute my views before decisions are made that affect me	33%	-6 ◇	-3 ◇
B49.	I think it is safe to challenge the way things are done in the Agency	34%	-6 ◇	-5 ◇

My work		Strength of association with engagement: 		
B04.	I feel involved in the decisions that affect my work	52%	0	+3 ◇
B03.	My work gives me a sense of personal accomplishment	73%	-2	0
B05.	I have a choice in deciding how I do my work	71%	+3	0
B02.	I am sufficiently challenged by my work	72%	0	-2 ◇
B01.	I am interested in my work	86%	-2	-3 ◇

My line manager		Strength of association with engagement: 		
B15.	I receive regular feedback on my performance	58%	+2	-2 ◇
B12.	My manager helps me to understand how I contribute to the Agency's objectives	56%	+1	-3 ◇
B13.	Overall, I have confidence in the decisions made by my manager	68%	+1	-3 ◇
B17.	I think that my performance is evaluated fairly	58%	-2	-4 ◇
B16.	The feedback I receive helps me to improve my performance	53%	+2	-4 ◇
B18.	Poor performance is dealt with effectively in my team	31%	0	-6 ◇
B14.	My manager recognises when I have done my job well	70%	-5 ◇	-6 ◇
B10.	My manager is considerate of my life outside work	72%	-3	-6 ◇
B09.	My manager motivates me to be more effective in my job	56%	0	-7 ◇
B11.	My manager is open to my ideas	71%	-3	-8 ◇

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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My work									
:Strength of association with engagement									
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B01. I am interested in my work	38	47	9			86%	-2	-3 ✧	-6 ✧
B02. I am sufficiently challenged by my work	26	47	14	11		72%	0	-2 ✧	-7 ✧
B03. My work gives me a sense of personal accomplishment	22	51	16	8		73%	-2	0	-5 ✧
B04. I feel involved in the decisions that affect my work	12	40	21	17	9	52%	0	+3 ✧	-7 ✧
B05. I have a choice in deciding how I do my work	21	50	16	8	5	71%	+3	0	-6 ✧
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the Agency's purpose	36	56	5			92%	0	+8 ✧	+3 ✧
B07. I have a clear understanding of the Agency's objectives	26	62	7	4		88%	0	+9 ✧	+3 ✧
B08. I understand how my work contributes to the Agency's objectives	31	58	7			89%	-1	+8 ✧	+3 ✧

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 CS2011	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	14	43	23	13	8	56%	0	-7 ◇	-10 ◇
B10. My manager is considerate of my life outside work	28	45	17	5	5	72%	-3	-6 ◇	-10 ◇
B11. My manager is open to my ideas	27	44	18	6	5	71%	-3	-8 ◇	-10 ◇
B12. My manager helps me to understand how I contribute to the Agency's objectives	13	43	29	10	5	56%	+1	-3 ◇	-8 ◇
B13. Overall, I have confidence in the decisions made by my manager	21	47	17	8	6	68%	+1	-3 ◇	-7 ◇
B14. My manager recognises when I have done my job well	25	45	16	8	6	70%	-5 ◇	-6 ◇	-9 ◇
B15. I receive regular feedback on my performance	14	43	23	14	6	58%	+2	-2 ◇	-8 ◇
B16. The feedback I receive helps me to improve my performance	13	41	28	12	6	53%	+2	-4 ◇	-8 ◇
B17. I think that my performance is evaluated fairly	13	45	25	9	8	58%	-2	-4 ◇	-9 ◇
B18. Poor performance is dealt with effectively in my team	5	26	39	17	13	31%	0	-6 ◇	-9 ◇
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	25	53	13	6	6	77%	+1	-5 ◇	-8 ◇
B20. The people in my team work together to find ways to improve the service we provide	19	50	19	9	5	69%	0	-9 ◇	-12 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	18	45	21	10	5	64%	+2	-5 ◇	-11 ◇

All questions by theme

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

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Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	11	53	22	9		65%	-5 ✧	+11 ✧	+1
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	39	39	11		47%	-6 ✧	+3 ✧	-5 ✧
B24. There are opportunities for me to develop my career in the Agency	5	30	26	21	17	36%	+1	+5 ✧	-3 ✧
B25. Learning and development activities I have completed while working for the Agency are helping me to develop my career	6	34	36	16	8	39%	-3	0	-6 ✧

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	19	54	14	7	6	73%	-1	-5 ✧	-8 ✧
B27. I am treated with respect by the people I work with	23	56	13	5	4	78%	-2	-5 ✧	-8 ✧
B28. I feel valued for the work I do	16	42	23	11	8	58%	-4	-1	-8 ✧
B29. I think that the Agency respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	47	19	8	7	66%	-3	-5 ✧	-11 ✧

All questions by theme

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

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Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	24	62	8	4		86%	0	+4 ◇	0
B31. I get the information I need to do my job well	13	58	16	10		71%	+2	+4 ◇	0
B32. I have clear work objectives	18	59	13	6		78%	0	+4 ◇	0
B33. I have the skills I need to do my job effectively	29	63	6			92%	0	+4 ◇	+1 ◇
B34. I have the tools I need to do my job effectively	14	53	17	12		67%	-6 ◇	-3 ◇	-8 ◇
B35. I have an acceptable workload	8	48	19	19	7	56%	-1	-5 ◇	-9 ◇
B36. I achieve a good balance between my work life and my private life	14	47	22	13	5	60%	-3	-7 ◇	-13 ◇

Pay and benefits

:Strength of association with engagement

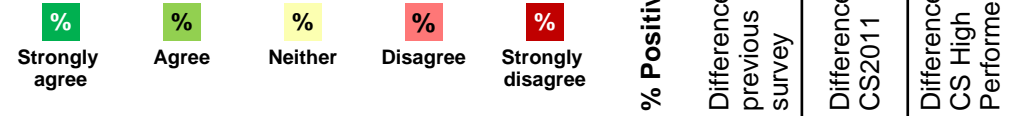
B37. I feel that my pay adequately reflects my performance	24	23	29	21		27%	-12 ◇	-5 ◇	-12 ◇
B38. I am satisfied with the total benefits package	4	24	30	25	18	28%	-13 ◇	-6 ◇	-13 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	26	28	25		21%	-9 ◇	-6 ◇	-14 ◇

All questions by theme

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Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that the Agency as a whole is managed well	5	43	30	14	7	48%	-7 ◇	+7 ◇	-7 ◇
B41. Executive Board members in the Agency are sufficiently visible	5	38	30	18	9	43%	-3	-2 ◇	-16 ◇
B42. I believe the actions of Executive Board members are consistent with the Agency's values	4	37	46	7	7	41%	-3	+2 ◇	-9 ◇
B43. I believe that the Executive Board has a clear vision for the future of the Agency	5	39	42	8	5	44%	-3	+5 ◇	-6 ◇
B44. Overall, I have confidence in the decisions made by the Agency's Executive Board members	5	39	40	9	8	44%	-6 ◇	+8 ◇	-4 ◇
B45. I feel that change is managed well in the Agency		32	29	25	12	34%	-5 ◇	+7 ◇	-3 ◇
B46. When changes are made in the Agency they are usually for the better		28	39	22	10	30%	-9 ◇	+7 ◇	-2 ◇
B47. The Agency keeps me informed about matters that affect me	4	52	27	11	6	56%	-9 ◇	+1	-6 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me		31	33	22	12	33%	-6 ◇	-3 ◇	-11 ◇
B49. I think it is safe to challenge the way things are done in the Agency		31	35	19	12	34%	-6 ◇	-5 ◇	-12 ◇

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

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the Agency	16	50	27	4	4	66%	-1	+13 ◇	+1
B51. I would recommend the Agency as a great place to work	9	40	30	15	5	49%	-4	+6 ◇	-6 ◇
B52. I feel a strong personal attachment to the Agency	11	35	32	16	6	46%	-2	0	-8 ◇
B53. The Agency inspires me to do the best in my job	7	33	38	15	7	40%	-5 ◇	+2 ◇	-9 ◇
B54. The Agency motivates me to help it achieve its objectives	5	32	38	16	9	37%	-5 ◇	+1	-9 ◇
Taking action									
B55. I believe that Executive Board members in the Agency will take action on the results from this survey	4	35	33	16	12	39%	+2	0	-11 ◇
B56. I believe that managers where I work will take action on the results from this survey	5	35	29	18	14	40%	+4	-9 ◇	-16 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	19	46	19	13		22%	-	-7 ◇	-15 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave the Agency as soon as possible		10%	+3 ^	+2 ^	0
I want to leave the Agency within the next 12 months		15%	-1	+4 ^	0
I want to stay working for the Agency for at least the next year		36%	+2	+8 ^	+1
I want to stay working for the Agency for at least the next three years		40%	-4	-14 ^	-21 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers	
D01. Are you aware of the Civil Service Code?		76	24	76%	-4 ^	-10 ^	-16 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		41	59	41%	-1	-18 ^	-25 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Agency it would be investigated properly?		51	49	51%	-1	-13 ^	-20 ^

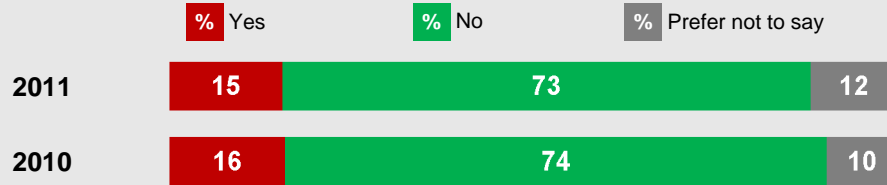
^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

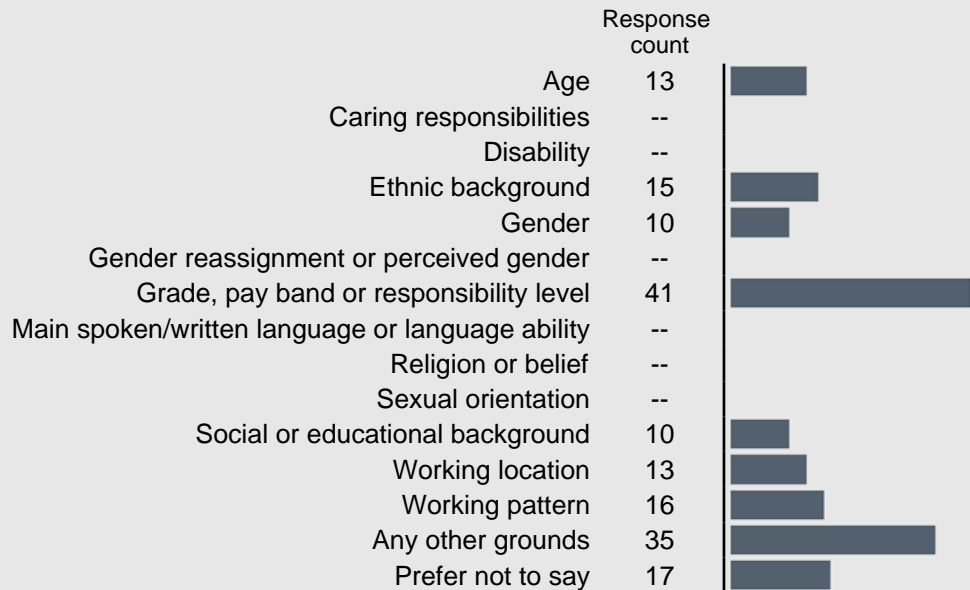
All questions by theme

Discrimination, harassment and bullying

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

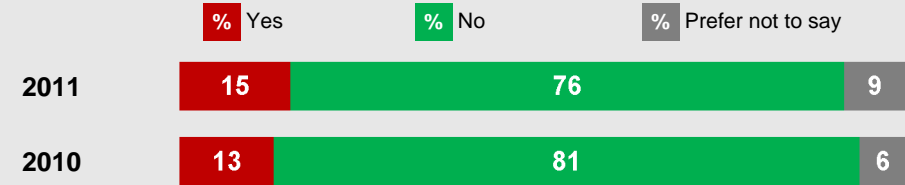


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

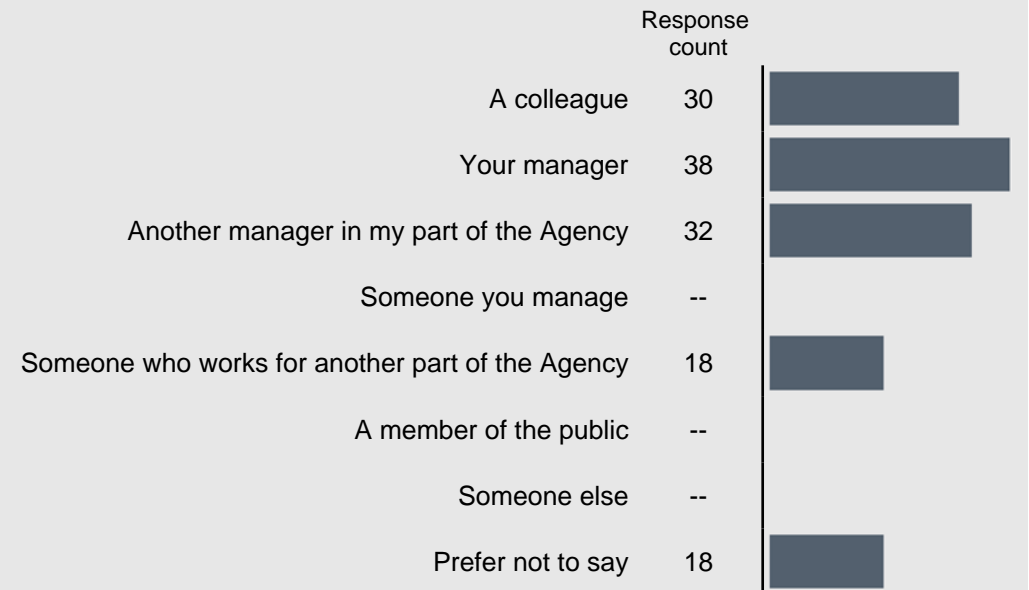


Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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)



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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✦

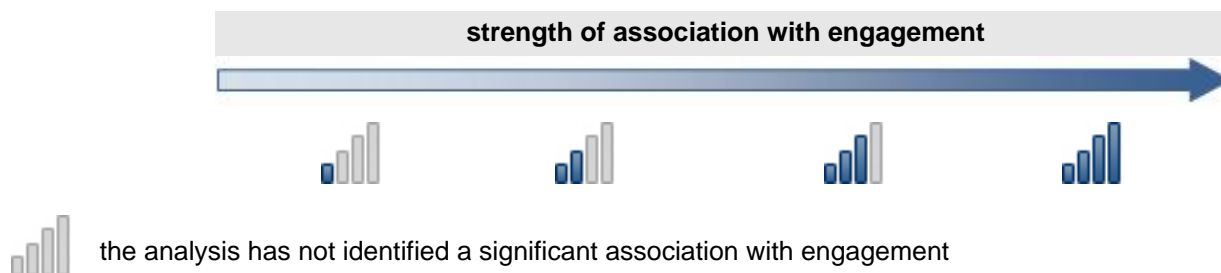
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2011 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.