

## Your engagement index

# 55%

Difference from previous survey

+5 ✧

Difference from CS2012

-3 ✧

Difference from CS High Performers

-7 ✧

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 IPS	48%	+10 ✧	-5 ✧
B51. I would recommend IPS as a great place to work	41%	+11 ✧	-5 ✧

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

B52. I feel a strong personal attachment to IPS	40%	+7 ✧	-4 ✧
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#### Strive: motivated to do the best for the organisation...










B53. IPS inspires me to do the best in my job	37%	+8 ✧	-4 ✧
B54. IPS motivates me to help it achieve its objectives	36%	+8 ✧	-3 ✧

✧ = 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		42%	+8 ✧	+1	-9 ✧
My work		65%	+6 ✧	-7 ✧	-11 ✧
My line manager		66%	+3 ✧	0	-3 ✧
Resources and workload		77%	+3 ✧	+3 ✧	0
Pay and benefits		19%	0	-11 ✧	-16 ✧
Organisational objectives and purpose		83%	+6 ✧	+1 ✧	-4 ✧
Learning and development		43%	+9 ✧	-1	-8 ✧
My team		78%	+3 ✧	0	-3 ✧
Inclusion and fair treatment		72%	+5 ✧	-2 ✧	-5 ✧


✧ = 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
<b>Leadership and managing change</b>	Strength of association with engagement: 		
B45. I feel that change is managed well in IPS	38%	+8 ◇	+9 ◇
B41. Senior managers in IPS are sufficiently visible	54%	+10 ◇	+6 ◇
B46. When changes are made in IPS they are usually for the better	29%	+7 ◇	+4 ◇
B43. I believe that the Senior Leadership team has a clear vision for the future of IPS	42%	+7 ◇	+3 ◇
B42. I believe the actions of senior managers are consistent with IPS's values	43%	+8 ◇	+1
B40. I feel that IPS as a whole is managed well	43%	+10 ◇	0
B49. I think it is safe to challenge the way things are done in IPS	40%	+5 ◇	0
B47. IPS keeps me informed about matters that affect me	56%	+7 ◇	-1
B48. I have the opportunity to contribute my views before decisions are made that affect me	34%	+7 ◇	-1 ◇
B44. Overall, I have confidence in the decisions made by IPS's senior managers	36%	+9 ◇	-3 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
<b>My work</b>	Strength of association with engagement: 		
B03. My work gives me a sense of personal accomplishment	69%	+9 ◇	-4 ◇
B01. I am interested in my work	85%	+6 ◇	-4 ◇
B04. I feel involved in the decisions that affect my work	46%	+5 ◇	-7 ◇
B02. I am sufficiently challenged by my work	69%	+7 ◇	-7 ◇
B05. I have a choice in deciding how I do my work	59%	+3 ◇	-13 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
<b>My line manager</b>	Strength of association with engagement: 		
B12. My manager helps me to understand how I contribute to IPS's objectives	64%	+5 ◇	+3 ◇
B15. I receive regular feedback on my performance	66%	+1	+3 ◇
B18. Poor performance is dealt with effectively in my team	39%	+1	+2 ◇
B14. My manager recognises when I have done my job well	79%	+3 ◇	+2 ◇
B16. The feedback I receive helps me to improve my performance	60%	+4 ◇	+1
B17. I think that my performance is evaluated fairly	62%	0	0
B09. My manager motivates me to be more effective in my job	65%	+5 ◇	0
B11. My manager is open to my ideas	77%	+3 ◇	-2 ◇
B13. Overall, I have confidence in the decisions made by my manager	69%	+2 ◇	-3 ◇
B10. My manager is considerate of my life outside work	77%	+1	-3 ◇

# 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 CS2012	Difference from CS High Performers
B01. I am interested in my work	31	54	9	4	85%	+6 ◇	-4 ◇	-7 ◇	
B02. I am sufficiently challenged by my work	22	47	15	13	69%	+7 ◇	-7 ◇	-11 ◇	
B03. My work gives me a sense of personal accomplishment	20	49	18	10	69%	+9 ◇	-4 ◇	-9 ◇	
B04. I feel involved in the decisions that affect my work	11	34	23	23	46%	+5 ◇	-7 ◇	-14 ◇	
B05. I have a choice in deciding how I do my work	16	42	18	17	59%	+3 ◇	-13 ◇	-19 ◇	
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of IPS's purpose	23	61	11	4	84%	+5 ◇	0	-6 ◇	
B07. I have a clear understanding of IPS's objectives	21	60	13	4	81%	+6 ◇	+3 ◇	-4 ◇	
B08. I understand how my work contributes to IPS's objectives	24	60	12	4	83%	+7 ◇	+2 ◇	-3 ◇	

# All questions by theme

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## My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	19	46	20	10	4	65%	+5 ◇	0	-3 ◇
B10. My manager is considerate of my life outside work	32	46	15	5		77%	+1	-3 ◇	-6 ◇
B11. My manager is open to my ideas	28	49	16	5		77%	+3 ◇	-2 ◇	-6 ◇
B12. My manager helps me to understand how I contribute to IPS's objectives	16	48	26	8		64%	+5 ◇	+3 ◇	-2 ◇
B13. Overall, I have confidence in the decisions made by my manager	24	45	19	8	4	69%	+2 ◇	-3 ◇	-7 ◇
B14. My manager recognises when I have done my job well	28	51	12	6		79%	+3 ◇	+2 ◇	-1
B15. I receive regular feedback on my performance	19	47	18	13		66%	+1	+3 ◇	-2 ◇
B16. The feedback I receive helps me to improve my performance	16	44	26	10		60%	+4 ◇	+1	-2 ◇
B17. I think that my performance is evaluated fairly	16	46	22	11	5	62%	0	0	-5 ◇
B18. Poor performance is dealt with effectively in my team	8	31	34	18	9	39%	+1	+2 ◇	-3 ◇

## 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	32	50	10	5		83%	+2 ◇	0	-3 ◇
B20. The people in my team work together to find ways to improve the service we provide	29	50	14	6		79%	+4 ◇	0	-3 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	25	47	18	8		71%	+4 ◇	+1	-4 ◇

# All questions 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 CS2012	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	10	51	24	13		61%	+8 ◇	+3 ◇	-4 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	34	36	17	6	42%	+6 ◇	-4 ◇	-10 ◇
B24. There are opportunities for me to develop my career in IPS	5	30	28	24	13	35%	+15 ◇	-1	-8 ◇
B25. Learning and development activities I have completed while working for IPS are helping me to develop my career	7	30	34	20	10	37%	+7 ◇	-3 ◇	-9 ◇

## Inclusion and fair treatment

:Strength of association with engagement








B26. I am treated fairly at work	20	56	13	8	4	75%	+3 ◇	-3 ◇	-6 ◇
B27. I am treated with respect by the people I work with	22	59	11	5		82%	+3 ◇	-2 ◇	-5 ◇
B28. I feel valued for the work I do	15	43	22	15	5	58%	+7 ◇	-4 ◇	-9 ◇
B29. I think that IPS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	21	53	17	5	4	74%	+6 ◇	+3 ◇	-4 ◇

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
<b>Resources and workload</b>									
 :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	25	64	7			89%	+4 ◇	+5 ◇	+2 ◇
B31. I get the information I need to do my job well	14	58	17	9		72%	+6 ◇	+3 ◇	-1
B32. I have clear work objectives	17	61	15	6		77%	+3 ◇	+2 ◇	-2 ◇
B33. I have the skills I need to do my job effectively	25	64	9			89%	+2 ◇	0	-2 ◇
B34. I have the tools I need to do my job effectively	16	58	15	10		73%	+2 ◇	+2 ◇	-2 ◇
B35. I have an acceptable workload	11	54	17	14	4	65%	+3 ◇	+4 ◇	-1
B36. I achieve a good balance between my work life and my private life	17	55	16	8	4	72%	+2 ◇	+4 ◇	-1 ◇
<b>Pay and benefits</b>									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	16	16	34	31		19%	0	-12 ◇	-18 ◇
B38. I am satisfied with the total benefits package	19	25	30	24		21%	+2 ◇	-12 ◇	-18 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	14	18	34	31		17%	-1	-9 ◇	-15 ◇

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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 CS2012	Difference from CS High Performers
B40. I feel that IPS as a whole is managed well	4	39	29	20	8	43%	+10 ◇	0	-14 ◇
B41. Senior managers in IPS are sufficiently visible	8	46	23	16	7	54%	+10 ◇	+6 ◇	-6 ◇
B42. I believe the actions of senior managers are consistent with IPS's values	5	38	36	14	7	43%	+8 ◇	+1	-11 ◇
B43. I believe that the Senior Leadership team has a clear vision for the future of IPS	6	37	37	13	7	42%	+7 ◇	+3 ◇	-9 ◇
B44. Overall, I have confidence in the decisions made by IPS's senior managers	4	32	35	19	10	36%	+9 ◇	-3 ◇	-15 ◇
B45. I feel that change is managed well in IPS	4	34	29	26	8	38%	+8 ◇	+9 ◇	-1
B46. When changes are made in IPS they are usually for the better		26	37	25	8	29%	+7 ◇	+4 ◇	-6 ◇
B47. IPS keeps me informed about matters that affect me	5	50	26	13	5	56%	+7 ◇	-1	-8 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	30	27	26	13	34%	+7 ◇	-1 ◇	-8 ◇
B49. I think it is safe to challenge the way things are done in IPS	5	35	30	20	10	40%	+5 ◇	0	-6 ◇

# All questions by theme

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	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of IPS	9	39	38	10	4	48%	+10 ◇	-5 ◇	-16 ◇
B51. I would recommend IPS as a great place to work	8	34	38	15	6	41%	+11 ◇	-5 ◇	-16 ◇
B52. I feel a strong personal attachment to IPS	10	31	35	18	7	40%	+7 ◇	-4 ◇	-12 ◇
B53. IPS inspires me to do the best in my job	7	30	40	17	6	37%	+8 ◇	-4 ◇	-12 ◇
B54. IPS motivates me to help it achieve its objectives	6	29	40	18	7	36%	+8 ◇	-3 ◇	-11 ◇
<b>Taking action</b>									
B55. I believe that senior managers in IPS will take action on the results from this survey	7	36	28	19	10	43%	+7 ◇	0	-11 ◇
B56. I believe that managers where I work will take action on the results from this survey	12	42	24	13	9	54%	+6 ◇	+2 ◇	-5 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	10	30	34	16	9	40%	+4 ◇	+9 ◇	0



# All questions by theme

## Your plans for the future

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

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave IPS as soon as possible		7%	-3 ^	-1 ^	-3 ^
I want to leave IPS within the next 12 months		11%	-1	-1 ^	-6 ^
I want to stay working for IPS for at least the next year		22%	+2	-6 ^	-12 ^
I want to stay working for IPS for at least the next three years		59%	+2	+8 ^	0

## 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?		16	84%	+2 ^	-4 ^	-9 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	+3 ^	+3 ^	-3 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in IPS it would be investigated properly?		32	68%	+3 ^	+1	-4 ^

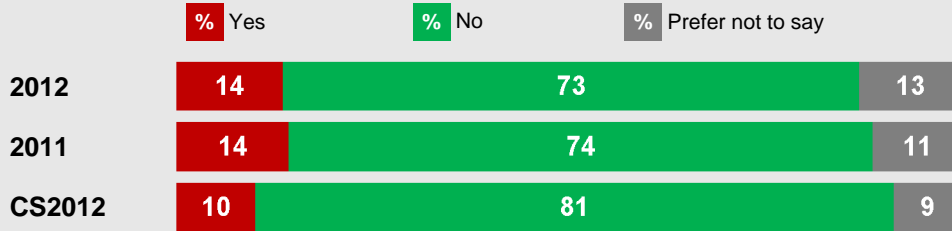
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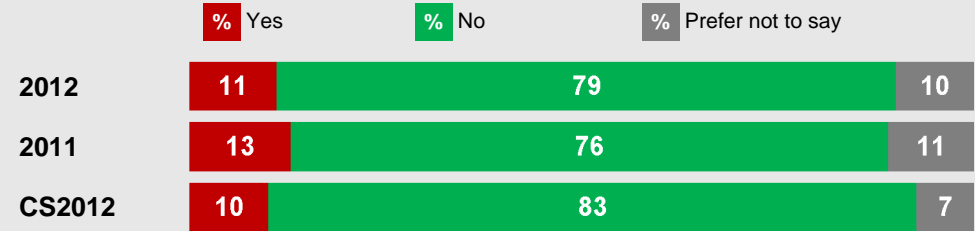
# All questions by theme

## Discrimination, harassment and bullying

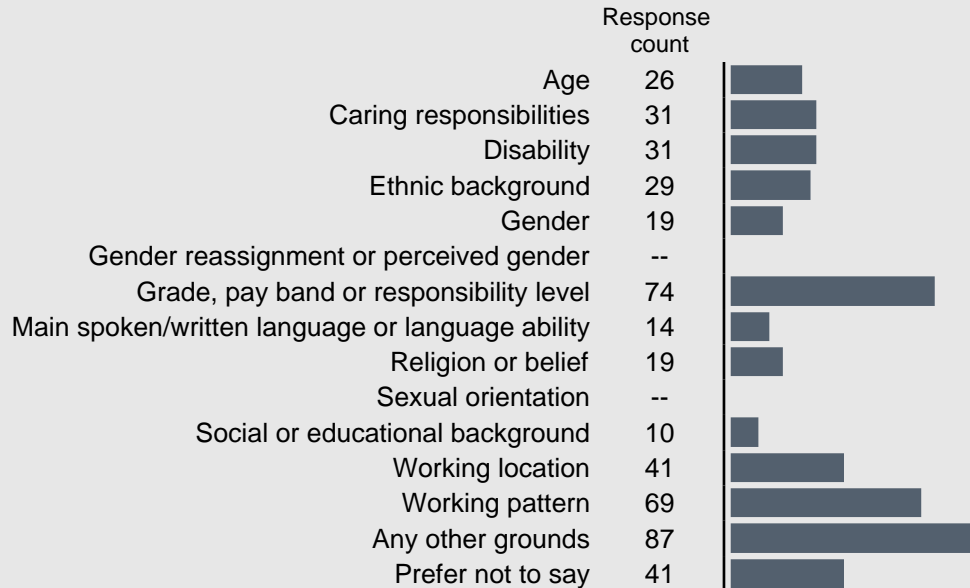
E01. During the past 12 months, have you personally experienced discrimination at work?



E03. During the past 12 months, have you personally experienced bullying or harassment at work?

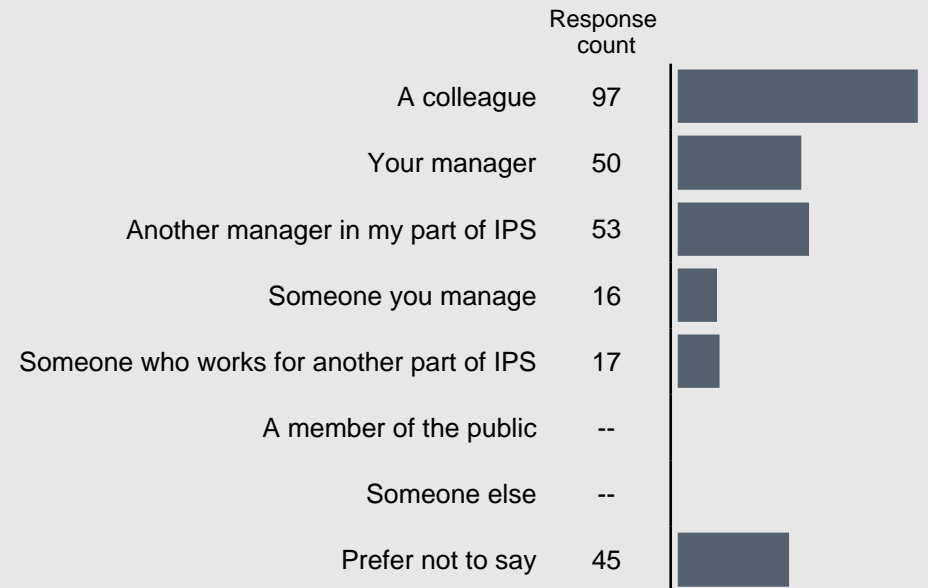


For respondents who selected 'Yes' to question E01.  
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

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)



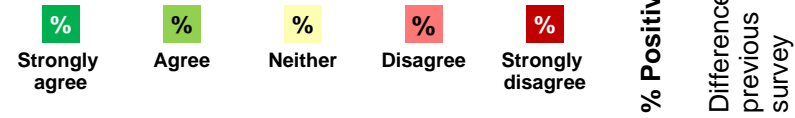
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

# All questions by theme

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◇ indicates statistically significant difference from comparison



## Identity & Passport Service questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. Within the IPS opportunities for selection are fair	5	33	33	21	9	37%	+7 ◇
F02. The IPS Senior Leadership team is sufficiently visible	7	43	27	18	5	50%	+11 ◇
F03. Senior managers where I work inspire staff with a positive vision	7	36	32	17	7	43%	+7 ◇
F04. If you answered yes to the question 'During the past 12 months, have you personally experienced bullying or harassment at work', did you report it?	Yes: 48%		No: 52%			48%	+13 ◇
F05. Have you seen or heard communications about the Home Office We Want To Be programme?	Yes: 71%		No: 29%			71%	-
F06. Have you seen changes as a result of the Home Office We Want To Be programme?	Yes: 26%		No: 74%			26%	-
F07. I am aware that Civil Service Learning is the first place to go for learning and development opportunities that are open to all civil servants	Yes: 75%		No: 25%			75%	-
F08. I review my learning and development needs with my manager on a regular basis	5	39	28	21	7	44%	-

# Appendix

## Glossary of key terms

<b>% positive</b>	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
<b>Previous survey</b>	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.
<b>CS2012</b>	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 Civil Service People Survey.
<b>CS High Performers</b>	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: ✦

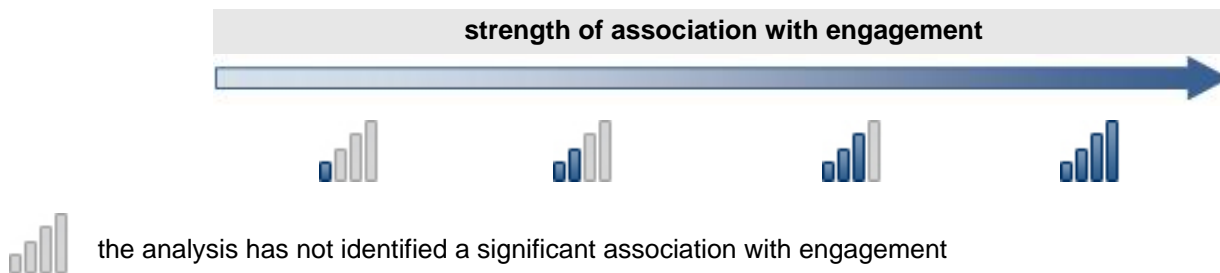
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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