

Your engagement index

61%

Difference from previous survey

+5 ✧

Difference from CS2012

+3 ✧

Difference from CS High Performers

-1

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 the CRB	60%	+6 ✧	+7 ✧
B51. I would recommend the CRB as a great place to work	48%	+7 ✧	+2

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

B52. I feel a strong personal attachment to the CRB	50%	+5	+6 ✧
---	-----	----	------

Strive: motivated to do the best for the organisation...










B53. The CRB inspires me to do the best in my job	50%	+8 ✧	+9 ✧
B54. The CRB motivates me to help it achieve its objectives	42%	+3	+4

✧ = 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		53%	+9 ✧	+13 ✧	+3
My work		74%	+9 ✧	+1	-3
My line manager		71%	+2	+6 ✧	+3
Pay and benefits		35%	+1	+6 ✧	0
Resources and workload		83%	+6 ✧	+10 ✧	+7 ✧
Organisational objectives and purpose		93%	+7 ✧	+11 ✧	+5 ✧
My team		82%	+3	+4 ✧	+1
Learning and development		39%	+9 ✧	-5 ✧	-13 ✧
Inclusion and fair treatment		81%	+6 ✧	+6 ✧	+3


✧ = 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
Leadership and managing change	Strength of association with engagement: 		
B45. I feel that change is managed well in the CRB	52%	+16 ◇	+22 ◇
B41. Senior managers in the CRB are sufficiently visible	70%	+10 ◇	+22 ◇
B40. I feel that the CRB as a whole is managed well	60%	+14 ◇	+18 ◇
B46. When changes are made in the CRB they are usually for the better	42%	+11 ◇	+17 ◇
B44. Overall, I have confidence in the decisions made by the CRB's senior managers	51%	+11 ◇	+12 ◇
B42. I believe the actions of senior managers are consistent with the CRB's values	54%	+4	+12 ◇
B47. The CRB keeps me informed about matters that affect me	67%	+6 ◇	+11 ◇
B49. I think it is safe to challenge the way things are done in the CRB	48%	+2	+8 ◇
B43. I believe that the Executive Team has a clear vision for the future of the CRB	47%	+7 ◇	+8 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	43%	+6 ◇	+7 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
My work	Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	60%	+11 ◇	+7 ◇
B05. I have a choice in deciding how I do my work	75%	+10 ◇	+3
B01. I am interested in my work	90%	+9 ◇	0
B03. My work gives me a sense of personal accomplishment	72%	+5	-1
B02. I am sufficiently challenged by my work	71%	+9 ◇	-5 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
My line manager	Strength of association with engagement: 		
B18. Poor performance is dealt with effectively in my team	46%	-2	+9 ◇
B17. I think that my performance is evaluated fairly	71%	+2	+8 ◇
B15. I receive regular feedback on my performance	71%	0	+7 ◇
B13. Overall, I have confidence in the decisions made by my manager	78%	+4	+7 ◇
B12. My manager helps me to understand how I contribute to the CRB's objectives	67%	+1	+7 ◇
B14. My manager recognises when I have done my job well	83%	+4	+6 ◇
B09. My manager motivates me to be more effective in my job	71%	+3	+5 ◇
B11. My manager is open to my ideas	83%	+4	+4 ◇
B16. The feedback I receive helps me to improve my performance	62%	0	+3
B10. My manager is considerate of my life outside work	82%	+5 ◇	+1

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



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	32	57	7			90%	+9 ◇	0	-2
B02. I am sufficiently challenged by my work	25	46	15	12		71%	+9 ◇	-5 ◇	-10 ◇
B03. My work gives me a sense of personal accomplishment	22	50	17	10		72%	+5	-1	-6 ◇
B04. I feel involved in the decisions that affect my work	20	41	20	15	4	60%	+11 ◇	+7 ◇	+1
B05. I have a choice in deciding how I do my work	29	46	17	7		75%	+10 ◇	+3	-2
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the CRB's purpose	39	55	4			94%	+5 ◇	+10 ◇	+4 ◇
B07. I have a clear understanding of the CRB's objectives	36	57	6			92%	+9 ◇	+14 ◇	+7 ◇
B08. I understand how my work contributes to the CRB's objectives	37	54	7			92%	+7 ◇	+10 ◇	+5 ◇

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



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	27	44	20	7		71%	+3	+5 ◇	+2
B10. My manager is considerate of my life outside work	42	40	13	4		82%	+5 ◇	+1	-1
B11. My manager is open to my ideas	36	47	12			83%	+4	+4 ◇	+1
B12. My manager helps me to understand how I contribute to the CRB's objectives	21	47	26	6		67%	+1	+7 ◇	+1
B13. Overall, I have confidence in the decisions made by my manager	33	45	14	6		78%	+4	+7 ◇	+3
B14. My manager recognises when I have done my job well	33	50	12	4		83%	+4	+6 ◇	+3
B15. I receive regular feedback on my performance	26	45	19	8		71%	0	+7 ◇	+3
B16. The feedback I receive helps me to improve my performance	22	40	27	8		62%	0	+3	-1
B17. I think that my performance is evaluated fairly	25	46	20	6		71%	+2	+8 ◇	+3
B18. Poor performance is dealt with effectively in my team	11	36	34	10	9	46%	-2	+9 ◇	+5 ◇

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	42	45	9			87%	0	+4 ◇	+1
B20. The people in my team work together to find ways to improve the service we provide	38	44	12	5		82%	0	+3	0
B21. The people in my team are encouraged to come up with new and better ways of doing things	31	45	16	5		76%	+9 ◇	+6 ◇	+1

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 CS2012	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	11	44	26	13	6	55%	+4	-3	-9 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	29	42	15	7	36%	+11 ◇	-10 ◇	-16 ◇
B24. There are opportunities for me to develop my career in the CRB	4	24	24	30	17	29%	+11 ◇	-7 ◇	-14 ◇
B25. Learning and development activities I have completed while working for the CRB are helping me to develop my career	8	27	36	18	11	35%	+9 ◇	-5 ◇	-11 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	26	57	9	5		84%	+2	+6 ◇	+3
B27. I am treated with respect by the people I work with	29	59	6	4		88%	+4	+4 ◇	+1
B28. I feel valued for the work I do	19	49	21	9		68%	+10 ◇	+6 ◇	+1
B29. I think that the CRB respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	57	13			82%	+7 ◇	+10 ◇	+4

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



Resources and workload

: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
B30. In my job, I am clear what is expected of me	29	60	8			88%	+3	+5 ◇	+2
B31. I get the information I need to do my job well	20	59	14	7		79%	+6 ◇	+11 ◇	+6 ◇
B32. I have clear work objectives	21	63	11	4		84%	+7 ◇	+9 ◇	+5 ◇
B33. I have the skills I need to do my job effectively	27	61	9			88%	+5 ◇	-1	-3 ◇
B34. I have the tools I need to do my job effectively	21	60	13	6		81%	+12 ◇	+9 ◇	+6 ◇
B35. I have an acceptable workload	15	64	14	5		79%	+6 ◇	+19 ◇	+14 ◇
B36. I achieve a good balance between my work life and my private life	24	60	11			84%	+5 ◇	+17 ◇	+11 ◇

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	6	31	19	27	16	37%	+4	+7 ◇	+1
B38. I am satisfied with the total benefits package	6	30	29	20	16	36%	-1	+3	-4
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	27	23	24	19	33%	-1	+8 ◇	+1

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 CS2012
 Difference from CS High Performers

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 the CRB as a whole is managed well	8	52	26	12		60%	+14 ◇	+18 ◇	+4
B41. Senior managers in the CRB are sufficiently visible	16	54	20	6	4	70%	+10 ◇	+22 ◇	+10 ◇
B42. I believe the actions of senior managers are consistent with the CRB's values	11	43	31	13		54%	+4	+12 ◇	0
B43. I believe that the Executive Team has a clear vision for the future of the CRB	10	38	35	11	7	47%	+7 ◇	+8 ◇	-4
B44. Overall, I have confidence in the decisions made by the CRB's senior managers	10	41	32	12	5	51%	+11 ◇	+12 ◇	0
B45. I feel that change is managed well in the CRB	10	42	30	13	5	52%	+16 ◇	+22 ◇	+13 ◇
B46. When changes are made in the CRB they are usually for the better	7	35	38	16	4	42%	+11 ◇	+17 ◇	+7 ◇
B47. The CRB keeps me informed about matters that affect me	11	57	17	11	4	67%	+6 ◇	+11 ◇	+4
B48. I have the opportunity to contribute my views before decisions are made that affect me	9	34	26	22	8	43%	+6 ◇	+7 ◇	+1
B49. I think it is safe to challenge the way things are done in the CRB	10	38	31	14	6	48%	+2	+8 ◇	+2

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 CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the CRB	17	43	30	10		60%	+6 ◇	+7 ◇	-4
B51. I would recommend the CRB as a great place to work	12	36	33	16		48%	+7 ◇	+2	-9 ◇
B52. I feel a strong personal attachment to the CRB	14	36	29	17		50%	+5	+6 ◇	-2
B53. The CRB inspires me to do the best in my job	11	38	34	14		50%	+8 ◇	+9 ◇	0
B54. The CRB motivates me to help it achieve its objectives	11	31	42	12	4	42%	+3	+4	-5 ◇
Taking action									
B55. I believe that senior managers in the CRB will take action on the results from this survey	15	47	20	13	5	62%	+14 ◇	+19 ◇	+8 ◇
B56. I believe that managers where I work will take action on the results from this survey	25	42	18	11	4	67%	+12 ◇	+15 ◇	+8 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	24	38	23	12		62%	+16 ◇	+30 ◇	+22 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave the CRB as soon as possible		8%	-3	0	-2
I want to leave the CRB within the next 12 months		14%	+2	+1	-3
I want to stay working for the CRB for at least the next year		23%	-2	-5 ^	-11 ^
I want to stay working for the CRB for at least the next three years		55%	+3	+3	-4 ^

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?		17	83%	+6 ^	-5 ^	-10 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		41	59%	+7 ^	-4	-10 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the CRB it would be investigated properly?		36	64%	+7 ^	-2	-7 ^

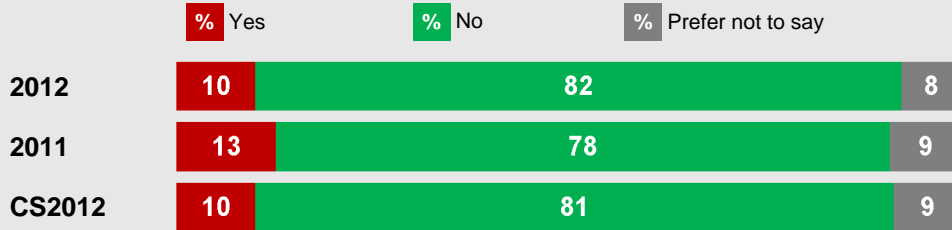
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

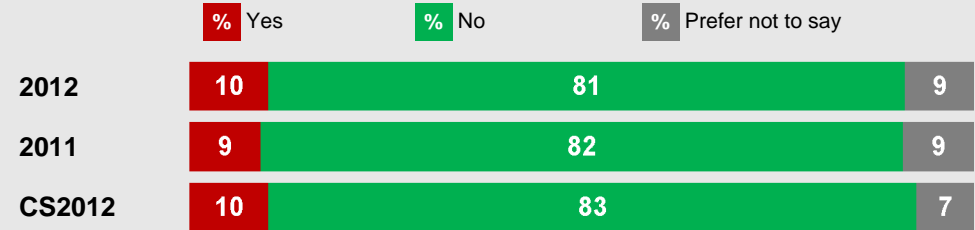
All questions by theme

Discrimination, harassment and bullying

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



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)

Ground	Response count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band 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 E03.
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

Who	Response count
A colleague	11
Your manager	--
Another manager in my part of the CRB	--
Someone you manage	--
Someone who works for another part of the CRB	--
A member of the public	--
Someone else	--
Prefer not to say	--

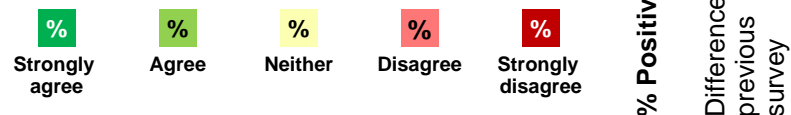
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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



CRB questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. Within the CRB opportunities for selection are fair	8	30	30	22	10	38%	+3
F02. The CRB Executive Team is sufficiently visible	10	42	25	17	6	52%	+7 ◇
F03. Senior managers where I work inspire staff with a positive vision	12	38	35	11	4	50%	+9 ◇
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: 24%		No: 76%			24%	-1
F05. Have you seen or heard communications about the Home Office We Want To Be programme?	Yes: 78%		No: 22%			78%	-
F06. Have you seen changes as a result of the Home Office We Want To Be programme?	Yes: 15%		No: 85%			15%	-
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: 84%		No: 16%			84%	-
F08. I review my learning and development needs with my manager on a regular basis	11	48	23	13	5	59%	-

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 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 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: ✦

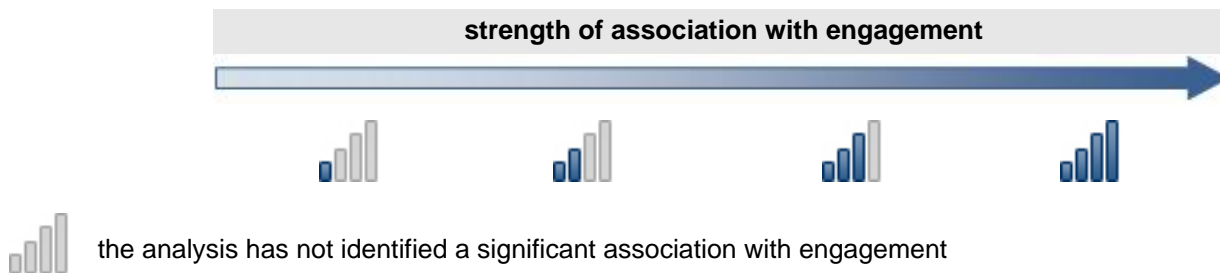
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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