

## Your engagement index

60%

Difference from previous survey	Difference from CS2012	Difference from CS High Performers
0	+2 ✧	-2 ✧

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 TSol	61%	+1	+7 ✧
B51. I would recommend TSol as a great place to work	55%	+2	+8 ✧

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

B52. I feel a strong personal attachment to TSol	46%	0	+2 ✧
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#### Strive: motivated to do the best for the organisation...










B53. TSol inspires me to do the best in my job	44%	0	+3 ✧
B54. TSol motivates me to help it achieve its objectives	42%	+1	+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		48%	+1	+7 ✧	-2 ✧
My work		76%	+1	+3 ✧	-1
My line manager		69%	0	+3 ✧	+1
Pay and benefits		22%	+3 ✧	-8 ✧	-13 ✧
Learning and development		54%	+3 ✧	+10 ✧	+2 ✧
Resources and workload		76%	0	+2 ✧	-1
Organisational objectives and purpose		83%	0	+1	-4 ✧
My team		76%	0	-1 ✧	-4 ✧
Inclusion and fair treatment		79%	+3 ✧	+5 ✧	+2 ✧


✧ = 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: 		
B41. Senior managers in TSol are sufficiently visible	63%	-1	+15 ◇
B40. I feel that TSol as a whole is managed well	57%	+1	+14 ◇
B45. I feel that change is managed well in TSol	42%	+1	+12 ◇
B44. Overall, I have confidence in the decisions made by TSol's senior managers	51%	+2 ◇	+11 ◇
B42. I believe the actions of senior managers are consistent with TSol's values	52%	+2	+10 ◇
B43. I believe that the Board has a clear vision for the future of TSol	49%	+3 ◇	+10 ◇
B47. TSol keeps me informed about matters that affect me	64%	-1	+7 ◇
B46. When changes are made in TSol they are usually for the better	30%	+3 ◇	+5 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	35%	0	-1
B49. I think it is safe to challenge the way things are done in TSol	37%	+2	-3 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
<b>My work</b>	Strength of association with engagement: 		
B05. I have a choice in deciding how I do my work	77%	+4 ◇	+5 ◇
B03. My work gives me a sense of personal accomplishment	78%	0	+5 ◇
B02. I am sufficiently challenged by my work	81%	+1	+4 ◇
B04. I feel involved in the decisions that affect my work	53%	+3 ◇	0
B01. I am interested in my work	90%	0	0

	% Positive	Diff. from previous survey	Difference from CS2012
<b>My line manager</b>	Strength of association with engagement: 		
B16. The feedback I receive helps me to improve my performance	66%	+2	+6 ◇
B17. I think that my performance is evaluated fairly	68%	+3 ◇	+6 ◇
B13. Overall, I have confidence in the decisions made by my manager	77%	+1	+6 ◇
B09. My manager motivates me to be more effective in my job	70%	+1	+5 ◇
B14. My manager recognises when I have done my job well	81%	+2	+4 ◇
B15. I receive regular feedback on my performance	66%	-2	+3 ◇
B18. Poor performance is dealt with effectively in my team	39%	0	+2 ◇
B10. My manager is considerate of my life outside work	83%	-2 ◇	+2 ◇
B11. My manager is open to my ideas	81%	-1	+2 ◇
B12. My manager helps me to understand how I contribute to TSol's objectives	62%	0	+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

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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>My work</b>									
:Strength of association with engagement									
B01. I am interested in my work	45	44	7			90%	0	0	-2 ◇
B02. I am sufficiently challenged by my work	38	42	10	7		81%	+1	+4 ◇	0
B03. My work gives me a sense of personal accomplishment	30	48	14	6		78%	0	+5 ◇	0
B04. I feel involved in the decisions that affect my work	14	39	24	15	7	53%	+3 ◇	0	-6 ◇
B05. I have a choice in deciding how I do my work	24	53	14	6		77%	+4 ◇	+5 ◇	0
<b>Organisational objectives and purpose</b>									
:Strength of association with engagement									
B06. I have a clear understanding of TSol's purpose	28	59	10			86%	0	+2 ◇	-4 ◇
B07. I have a clear understanding of TSol's objectives	24	57	14	4		81%	0	+3 ◇	-4 ◇
B08. I understand how my work contributes to TSol's objectives	24	57	14	4		81%	+2	-1	-6 ◇

# 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	29	41	18	7	4	70%	+1	+5 ◇	+2 ◇
B10. My manager is considerate of my life outside work	44	39	10	4		83%	-2 ◇	+2 ◇	-1
B11. My manager is open to my ideas	38	43	12	4		81%	-1	+2 ◇	-2 ◇
B12. My manager helps me to understand how I contribute to TSol's objectives	22	40	27	8		62%	0	+1	-4 ◇
B13. Overall, I have confidence in the decisions made by my manager	34	43	14	5	4	77%	+1	+6 ◇	+2 ◇
B14. My manager recognises when I have done my job well	37	44	12	5		81%	+2	+4 ◇	+1
B15. I receive regular feedback on my performance	24	42	22	8	4	66%	-2	+3 ◇	-2 ◇
B16. The feedback I receive helps me to improve my performance	24	42	23	8		66%	+2	+6 ◇	+3 ◇
B17. I think that my performance is evaluated fairly	24	44	20	8	4	68%	+3 ◇	+6 ◇	+1
B18. Poor performance is dealt with effectively in my team	11	28	45	10	6	39%	0	+2 ◇	-2 ◇

## 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	39	46	10			85%	+2 ◇	+2 ◇	-1
B20. The people in my team work together to find ways to improve the service we provide	30	48	16	5		78%	-1	-1	-4 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	23	43	22	9		66%	0	-4 ◇	-9 ◇

# 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 CS2012	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	18	53	18	7	7	72%	0	+14 ◇	+7 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	46	29	7	7	60%	0	+14 ◇	+9 ◇
B24. There are opportunities for me to develop my career in TSol	10	29	28	19	14	39%	+8 ◇	+3 ◇	-4 ◇
B25. Learning and development activities I have completed while working for TSol are helping me to develop my career	10	35	35	13	8	45%	+2 ◇	+5 ◇	-1

## Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	29	51	11	4	4	81%	+3 ◇	+3 ◇	0
B27. I am treated with respect by the people I work with	35	52	7	7	7	87%	+3 ◇	+3 ◇	0
B28. I feel valued for the work I do	23	47	16	9	6	70%	+4 ◇	+8 ◇	+3 ◇
B29. I think that TSol respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	31	49	14	4	4	80%	+2	+9 ◇	+2 ◇

# All questions by theme


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% Strongly agree   
 % Agree   
 % Neither   
 % Disagree   
 % Strongly disagree   
 % Positive   
 Difference from previous survey   
 Difference from CS2012   
 Difference from CS High Performers

## 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	27	60	9			87%	0	+3 ◇	0
B31. I get the information I need to do my job well	18	56	17	7		74%	+1	+6 ◇	+2 ◇
B32. I have clear work objectives	21	56	16	5		77%	-1	+2 ◇	-2 ◇
B33. I have the skills I need to do my job effectively	32	58	8			90%	-1	+1 ◇	-1
B34. I have the tools I need to do my job effectively	18	50	17	11	4	68%	0	-4 ◇	-7 ◇
B35. I have an acceptable workload	12	55	17	11	5	66%	+2	+6 ◇	+1
B36. I achieve a good balance between my work life and my private life	19	51	17	10		70%	+2	+2 ◇	-3 ◇

## Pay and benefits

 :Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	23	20	31	25		25%	+3 ◇	-6 ◇	-11 ◇
B38. I am satisfied with the total benefits package	22	25	29	22		24%	+2 ◇	-10 ◇	-16 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	16	19	32	30		18%	+3 ◇	-8 ◇	-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 TSol as a whole is managed well	9	48	28	10	5	57%	+1	+14 ◇	0
B41. Senior managers in TSol are sufficiently visible	13	49	22	12	4	63%	-1	+15 ◇	+3 ◇
B42. I believe the actions of senior managers are consistent with TSol's values	10	42	34	8	5	52%	+2	+10 ◇	-2
B43. I believe that the Board has a clear vision for the future of TSol	10	39	43	5	5	49%	+3 ◇	+10 ◇	-2 ◇
B44. Overall, I have confidence in the decisions made by TSol's senior managers	9	41	34	10	6	51%	+2 ◇	+11 ◇	-1
B45. I feel that change is managed well in TSol	5	36	39	14	5	42%	+1	+12 ◇	+3 ◇
B46. When changes are made in TSol they are usually for the better	4	26	47	16	6	30%	+3 ◇	+5 ◇	-5 ◇
B47. TSol keeps me informed about matters that affect me	10	54	24	8	4	64%	-1	+7 ◇	0
B48. I have the opportunity to contribute my views before decisions are made that affect me	6	29	35	21	9	35%	0	-1	-7 ◇
B49. I think it is safe to challenge the way things are done in TSol	7	30	36	18	9	37%	+2	-3 ◇	-9 ◇

# 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 TSol	17	44	30	7	7	61%	+1	+7 ◇	-3 ◇
B51. I would recommend TSol as a great place to work	14	41	30	11	5	55%	+2	+8 ◇	-3 ◇
B52. I feel a strong personal attachment to TSol	13	33	32	16	5	46%	0	+2 ◇	-6 ◇
B53. TSol inspires me to do the best in my job	11	33	37	14	5	44%	0	+3 ◇	-5 ◇
B54. TSol motivates me to help it achieve its objectives	10	32	38	14	6	42%	+1	+4 ◇	-5 ◇
<b>Taking action</b>									
B55. I believe that senior managers in TSol will take action on the results from this survey	13	44	28	10	6	57%	-1	+14 ◇	+3 ◇
B56. I believe that managers where I work will take action on the results from this survey	16	47	22	8	6	64%	+4 ◇	+12 ◇	+4 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	11	32	43	8	5	43%	+2	+12 ◇	+3 ◇



# All questions by theme

## Your plans for the future

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

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave TSol as soon as possible		6%	0	-2	-4 ✧
I want to leave TSol within the next 12 months		13%	+2	+1 ✧	-3 ✧
I want to stay working for TSol for at least the next year		35%	-1	+7 ✧	+1
I want to stay working for TSol for at least the next three years		45%	0	-7 ✧	-15 ✧

## 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?		5	95%	+1	+6 ✧	+1 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		29	71%	+4 ✧	+8 ✧	+1
D03. Are you confident that if you raised a concern under the Civil Service Code in TSol it would be investigated properly?		20	80%	+2 ✧	+13 ✧	+9 ✧

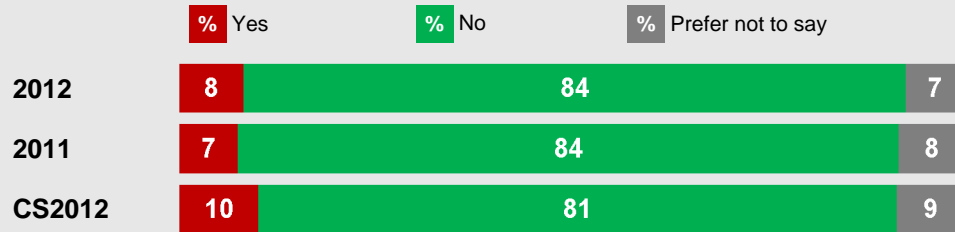
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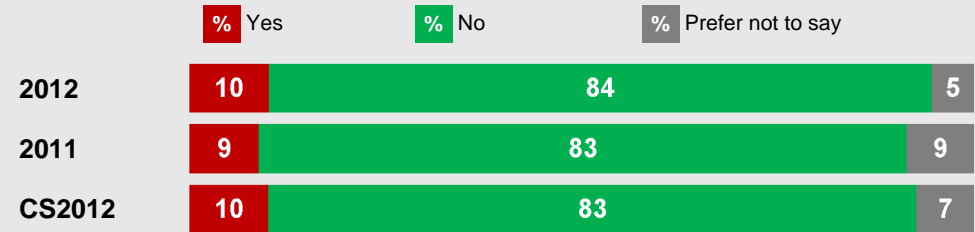
# All questions by theme

## Discrimination, harassment and bullying

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

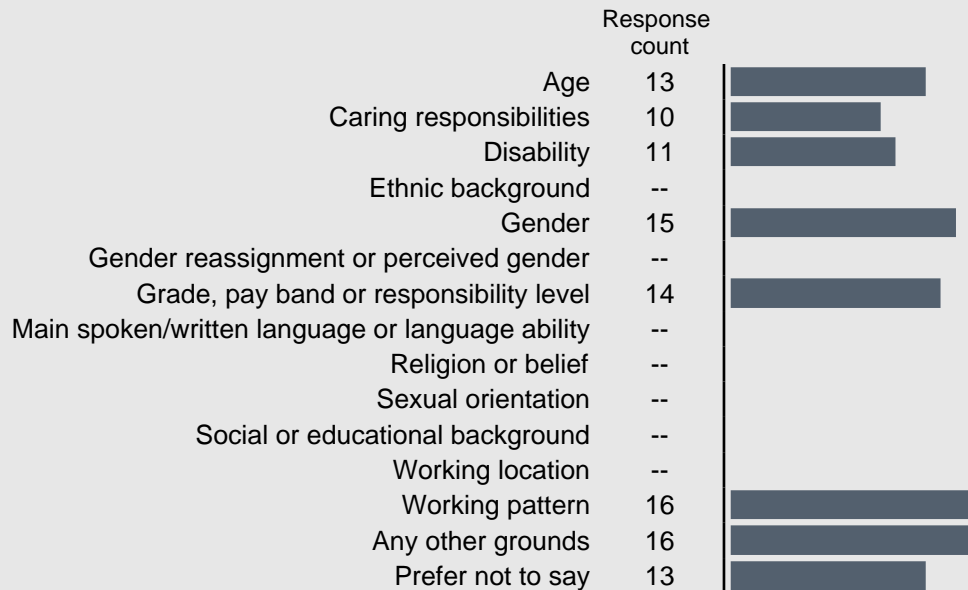


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

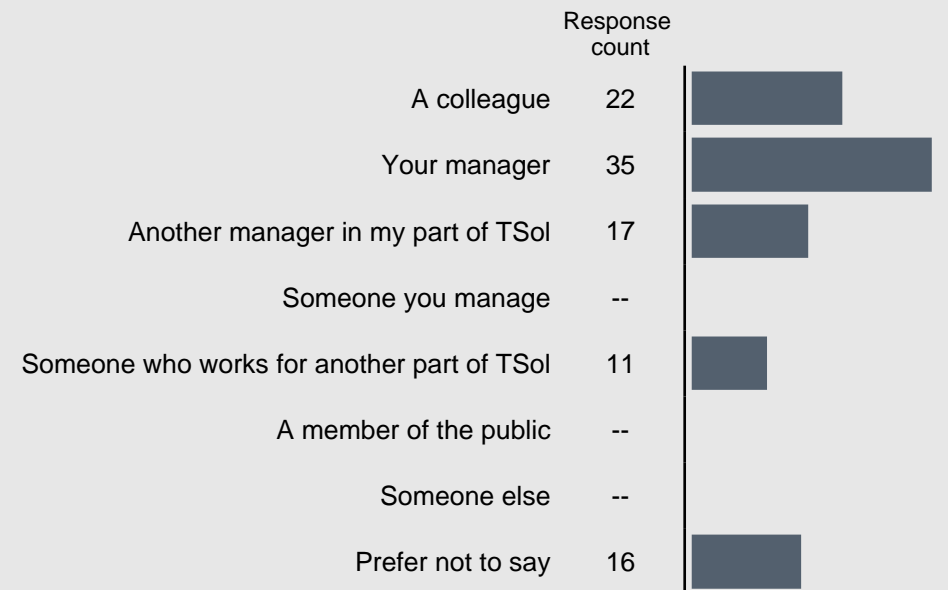
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



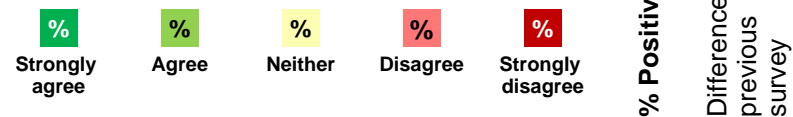
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

# All questions by theme

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✦ indicates statistically significant difference from comparison



## TSol questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I believe that people in TSol are professional in the way they do their work	25	62	10			87%	+3 ✦
F02. I believe that people in TSol value and respect each other	22	57	15	5		79%	+2 ✦
F03. I believe that people in TSol get things done	20	62	14			82%	+1
F04. I believe that people in TSol take pride in working together across Government	18	53	23	5		71%	+2 ✦
F05. I believe that people in TSol work as one team	13	41	27	16		54%	+2
F06. Learning and development activities I have completed in the past 12 months have helped me to improve my team's performance	9	42	37	9		51%	-
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: 85%		No: 15%			85%	-
F08. I review my learning and development needs with my manager on a regular basis	12	45	27	13	4	56%	-
F09. My manager encourages me to make time for learning and development	18	43	24	11	4	61%	-

# 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: ✧

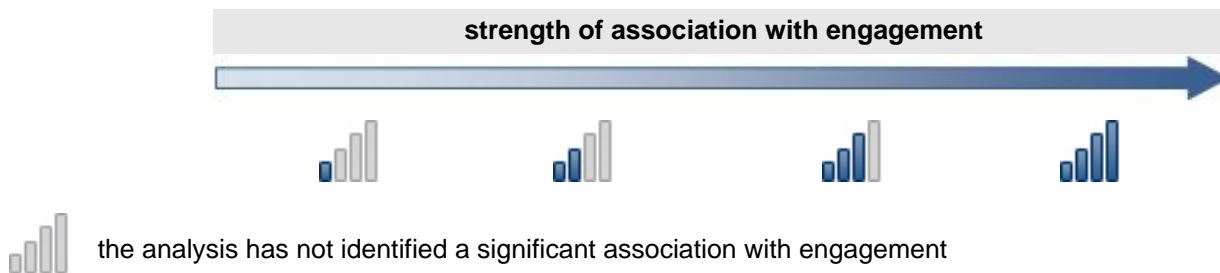
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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