

Your engagement index

51%

Difference from
previous survey

-12 ✧

Difference from
CS2010

-6 ✧

Difference from CS High
Performers

-11 ✧

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 CS2010
B50. I am proud when I tell others I am part of OGC	36%	-21 ✧	-19 ✧
B51. I would recommend OGC as a great place to work	29%	-28 ✧	-12 ✧

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

B52. I feel a strong personal attachment to OGC	35%	-13 ✧	-11 ✧
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Strive: motivated to do the best for the organisation...

B53. OGC inspires me to do the best in my job	27%	-25 ✧	-12 ✧
B54. OGC motivates me to help it achieve its objectives	27%	-22 ✧	-9 ✧

✧ = 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 CS2010	Difference from CS High Performers
Leadership and managing change		29%	-24 ✧	-8 ✧	-18 ✧
My work		66%	-13 ✧	-5 ✧	-10 ✧
My line manager		63%	-7 ✧	-2 ✧	-5 ✧
Organisational objectives and purpose		43%	-44 ✧	-38 ✧	-44 ✧
Learning and development		35%	-14 ✧	-8 ✧	-14 ✧
Resources and workload		65%	-9 ✧	-8 ✧	-12 ✧
Pay and benefits		39%	-10 ✧	+2 ✧	-4 ✧
My team		81%	-4	+3 ✧	0
Inclusion and fair treatment		73%	-8 ✧	-1 ✧	-4 ✧


✧ = 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 the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from CS2010
Leadership and managing change	Strength of association with engagement: 		
B41. Senior managers in OGC are sufficiently visible	45%	-14 ◇	0
B49. I think it is safe to challenge the way things are done in OGC	38%	-12 ◇	-1
B42. I believe the actions of senior managers are consistent with OGC's values	35%	-13 ◇	-4 ◇
B46. When changes are made in OGC they are usually for the better	17%	-18 ◇	-6 ◇
B44. Overall, I have confidence in the decisions made by OGC's senior managers	27%	-37 ◇	-8 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	23%	-21 ◇	-9 ◇
B47. OGC keeps me informed about matters that affect me	44%	-24 ◇	-11 ◇
B45. I feel that change is managed well in OGC	15%	-18 ◇	-12 ◇
B40. I feel that OGC as a whole is managed well	29%	-32 ◇	-12 ◇
B43. I believe that the board has a clear vision for the future of OGC	14%	-48 ◇	-21 ◇

My work	Strength of association with engagement: 		
B05. I have a choice in deciding how I do my work	76%	-6 ◇	+6 ◇
B01. I am interested in my work	84%	-6 ◇	-4 ◇
B04. I feel involved in the decisions that affect my work	44%	-25 ◇	-5 ◇
B02. I am sufficiently challenged by my work	66%	-10 ◇	-8 ◇
B03. My work gives me a sense of personal accomplishment	59%	-18 ◇	-13 ◇








My line manager	Strength of association with engagement: 		
B10. My manager is considerate of my life outside work	86%	0	+8 ◇
B14. My manager recognises when I have done my job well	80%	-3	+3 ◇
B11. My manager is open to my ideas	78%	-4	+1
B09. My manager motivates me to be more effective in my job	63%	-9 ◇	+1
B15. I receive regular feedback on my performance	59%	-6	-1
B16. The feedback I receive helps me to improve my performance	56%	-7 ◇	-1
B13. Overall, I have confidence in the decisions made by my manager	67%	-13 ◇	-2 ◇
B17. I think that my performance is evaluated fairly	60%	-4	-2 ◇
B18. Poor performance is dealt with effectively in my team	31%	-6 ◇	-7 ◇
B12. My manager helps me to understand how I contribute to OGC's objectives	49%	-15 ◇	-9 ◇

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 CS2010	Difference from CS High Performers
My work									
 :Strength of association with engagement									
B01. I am interested in my work	35	50	9	6		84%	-6 ◇	-4 ◇	-7 ◇
B02. I am sufficiently challenged by my work	23	42	13	17	4	66%	-10 ◇	-8 ◇	-12 ◇
B03. My work gives me a sense of personal accomplishment	17	42	21	16	4	59%	-18 ◇	-13 ◇	-18 ◇
B04. I feel involved in the decisions that affect my work	10	34	21	22	13	44%	-25 ◇	-5 ◇	-13 ◇
B05. I have a choice in deciding how I do my work	19	57	16	4	4	76%	-6 ◇	+6 ◇	0
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of OGC's purpose	10	34	17	29	11	43%	-46 ◇	-41 ◇	-47 ◇
B07. I have a clear understanding of OGC's objectives	9	32	20	27	12	41%	-45 ◇	-36 ◇	-44 ◇
B08. I understand how my work contributes to OGC's objectives	13	32	25	23	7	45%	-42 ◇	-36 ◇	-41 ◇

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 CS2010	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	24	39	19	13	5	63%	-9 ◇	+1	-4 ◇
B10. My manager is considerate of my life outside work	40	46	12			86%	0	+8 ◇	+3 ◇
B11. My manager is open to my ideas	32	46	13	7		78%	-4	+1	-3 ◇
B12. My manager helps me to understand how I contribute to OGC's objectives	13	37	35	13		49%	-15 ◇	-9 ◇	-14 ◇
B13. Overall, I have confidence in the decisions made by my manager	27	40	21	9		67%	-13 ◇	-2 ◇	-7 ◇
B14. My manager recognises when I have done my job well	26	54	12	7		80%	-3	+3 ◇	0
B15. I receive regular feedback on my performance	14	45	19	18	4	59%	-6	-1	-6 ◇
B16. The feedback I receive helps me to improve my performance	16	40	26	17		56%	-7 ◇	-1	-5 ◇
B17. I think that my performance is evaluated fairly	15	45	23	13	5	60%	-4	-2 ◇	-7 ◇
B18. Poor performance is dealt with effectively in my team	4	27	36	26	7	31%	-6 ◇	-7 ◇	-10 ◇
My team									
:Association with engagement not identified									
B19. The people in my team can be relied upon to help when things get difficult in my job	33	51	10	4		85%	-1	+1 ◇	-1
B20. The people in my team work together to find ways to improve the service we provide	33	50	11	4		83%	-5 ◇	+4 ◇	+1
B21. The people in my team are encouraged to come up with new and better ways of doing things	25	50	19	5		75%	-7 ◇	+5 ◇	0

All questions by theme

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






	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	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	5	38	33	17	7	43%	-25 ◇	-12 ◇	-20 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	37	38	15		44%	-5	-4 ◇	-9 ◇
B24. There are opportunities for me to develop my career in OGC	14	31	35	18		16%	-17 ◇	-13 ◇	-20 ◇
B25. Learning and development activities I have completed while working for OGC are helping me to develop my career	6	32	37	19	6	38%	-8 ◇	-3 ◇	-8 ◇
Inclusion and fair treatment									
:Association with engagement not identified									
B26. I am treated fairly at work	22	57	13	7		79%	-4	+1 ◇	-2 ◇
B27. I am treated with respect by the people I work with	30	55	12			84%	-6 ◇	+1	-3 ◇
B28. I feel valued for the work I do	13	45	24	14	4	58%	-15 ◇	-2 ◇	-7 ◇
B29. I think that OGC respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	51	23	6		69%	-6 ◇	-2 ◇	-7 ◇

All questions by theme

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





	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Resources and workload									
 :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	13	55	18	13		68%	-17 ◇	-14 ◇	-18 ◇
B31. I get the information I need to do my job well	10	46	21	19	4	56%	-15 ◇	-11 ◇	-15 ◇
B32. I have clear work objectives	9	41	20	22	8	49%	-23 ◇	-24 ◇	-30 ◇
B33. I have the skills I need to do my job effectively	27	59	11			86%	-5 ◇	-2 ◇	-4 ◇
B34. I have the tools I need to do my job effectively	13	57	16	14		70%	-7 ◇	-2 ◇	-6 ◇
B35. I have an acceptable workload	5	55	20	16	4	60%	0	-2 ◇	-7 ◇
B36. I achieve a good balance between my work life and my private life	11	54	20	11		65%	+1	-4 ◇	-8 ◇
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		36	27	25	9	39%	-11 ◇	+1	-6 ◇
B38. I am satisfied with the total benefits package		39	29	21	8	42%	-10 ◇	+3 ◇	-5 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	31	30	23	12	35%	-8 ◇	+4 ◇	-4 ◇

All questions by theme

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




	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change									
 :Strength of association with engagement									
B40. I feel that OGC as a whole is managed well	26	36	30	6	29%	-32 ◇	-12 ◇	-24 ◇	
B41. Senior managers in OGC are sufficiently visible	4	41	31	18	6	45%	-14 ◇	0	-15 ◇
B42. I believe the actions of senior managers are consistent with OGC's values	32	43	17	5	35%	-13 ◇	-4 ◇	-17 ◇	
B43. I believe that the board has a clear vision for the future of OGC	11	38	28	21	14%	-48 ◇	-21 ◇	-33 ◇	
B44. Overall, I have confidence in the decisions made by OGC's senior managers	25	44	22	6	27%	-37 ◇	-8 ◇	-20 ◇	
B45. I feel that change is managed well in OGC	13	34	32	19	15%	-18 ◇	-12 ◇	-24 ◇	
B46. When changes are made in OGC they are usually for the better	16	51	25	7	17%	-18 ◇	-6 ◇	-15 ◇	
B47. OGC keeps me informed about matters that affect me	42	30	18	8	44%	-24 ◇	-11 ◇	-18 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	22	32	32	13	23%	-21 ◇	-9 ◇	-16 ◇	
B49. I think it is safe to challenge the way things are done in OGC	5	34	36	20	6	38%	-12 ◇	-1	-9 ◇

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

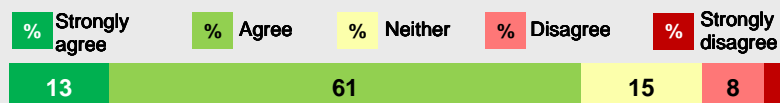
◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of OGC	7	29	44	17	6	36%	-21 ◇	-19 ◇	-28 ◇
B51. I would recommend OGC as a great place to work	6	23	39	23	9	29%	-28 ◇	-12 ◇	-23 ◇
B52. I feel a strong personal attachment to OGC	8	27	33	26	6	35%	-13 ◇	-11 ◇	-19 ◇
B53. OGC inspires me to do the best in my job	5	22	46	22	6	27%	-25 ◇	-12 ◇	-22 ◇
B54. OGC motivates me to help it achieve its objectives	4	24	42	25	6	27%	-22 ◇	-9 ◇	-18 ◇
Taking action									
B55. I believe that senior managers in OGC will take action on the results from this survey		30	37	24	7	32%	-32 ◇	-6 ◇	-15 ◇
B56. I believe that managers where I work will take action on the results from this survey	7	36	39	14	4	43%	-26 ◇	-3 ◇	-10 ◇

All questions by theme

Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

74%	2010 % Positive
-4	Difference from previous survey
-9 [^]	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

59%	2010 % Yes
-15 [^]	Difference from previous survey
-19 [^]	Difference from CS2010

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for OGC?

Statement	%	Difference from previous survey	Difference from CS2010
I want to leave OGC as soon as possible	11%	+5 [^]	+3
I want to leave OGC within the next 12 months	19%	+7 [^]	+8 [^]
I want to stay working for OGC for at least the next year	30%	-7 [^]	+4 [^]
I want to stay working for OGC for at least the next three years	40%	-6	-15 [^]

The Civil Service Code

Differences are based on '% Yes' score

Statement	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	93	7	+8 [^]	+12 [^]
E02. Are you aware of how to raise a concern under the Civil Service Code?	52	48	+12 [^]	0
E03. Are you confident that if you raised a concern under the Civil Service Code in OGC it would be investigated properly?	65	35	+2	+3 [^]

[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

9% | Previous survey

10% [^] | CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



% Yes

7% | Previous survey

10% | CS2010

For respondents who selected 'Yes' to question F01.

F02. 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, payband 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 F03.

F04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

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

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

[^] indicates a variation in question wording from your previous survey

[◇] indicates statistically significant difference from comparison

All questions by theme

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

* indicates negatively phrased question(s) where % positive is the proportion who selected either "disagree" or "strongly disagree"

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



OGC questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
G01. Too many approvals are required for routine decisions in OGC*	21	41	24	15		15%	-4
G02. OGC learns from experience through effective transfer of knowledge	22	38	33	6		23%	-2
G03. There is effective sharing of information across OGC directorates	13	31	43	11		14%	-5 ◇
G04. OGC is doing a good job of developing all of its people to their full potential	12	41	36	11		12%	-13 ◇
G05. The appraisal system effectively captures my development needs and career aspirations	30	29	27	13		31%	-2
G06. The amount of stress I experience in my job seriously reduces my effectiveness*	12	42	37	6		43%	-
G07. I believe OGC are doing a good job in matching pay to performance	16	35	34	15		16%	-8 ◇
G08. OGC energises me to go the extra mile for the organisation	23	44	25	7		24%	-18 ◇
G09. I have a clear understanding of how my job is appraised	4	50	25	18		54%	-7 ◇
G10. There are usually enough people where I work to deal with the amount of work we have	35	26	29	8		38%	+2

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 2009 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.
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 2010 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: ✦

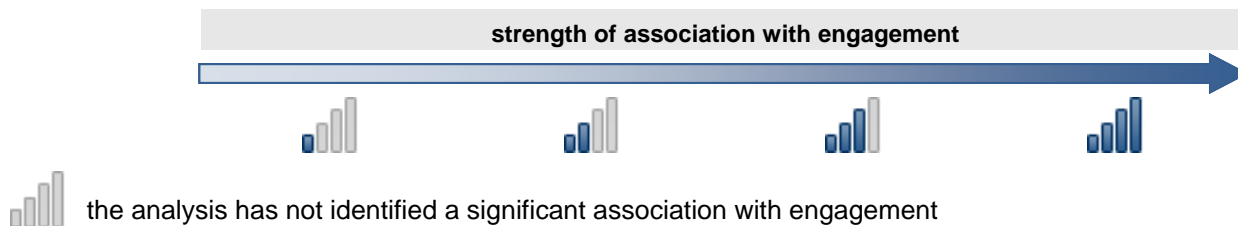
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 shown below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2010 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 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.