

## Your engagement index

# 50%

Difference from previous survey

0

Difference from CS2011

-6 ✧

Difference from CS High Performers

-12 ✧

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 IPS	38%	-2	-14 ✧
B51. I would recommend IPS as a great place to work	30%	0	-12 ✧

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

B52. I feel a strong personal attachment to IPS	33%	-1	-12 ✧
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#### Strive: motivated to do the best for the organisation...










B53. IPS inspires me to do the best in my job	29%	-2 ✧	-9 ✧
B54. IPS motivates me to help it achieve its objectives	28%	-1	-8 ✧

✧ = 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		34%	+6 ✧	-4 ✧	-13 ✧
My work		60%	+3 ✧	-11 ✧	-17 ✧
My line manager		63%	+1	-1	-4 ✧
Resources and workload		73%	-4 ✧	+1	-3 ✧
Pay and benefits		19%	-8 ✧	-13 ✧	-21 ✧
Learning and development		34%	-4 ✧	-8 ✧	-16 ✧
Organisational objectives and purpose		77%	+3 ✧	-4 ✧	-9 ✧
My team		74%	+1	-3 ✧	-6 ✧
Inclusion and fair treatment		68%	0	-6 ✧	-10 ✧


✧ = 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
<b>Leadership and managing change</b>	Strength of association with engagement: 		
B45. I feel that change is managed well in IPS	29%	-1	+2 ✧
B46. When changes are made in IPS they are usually for the better	22%	+3 ✧	-1
B41. Senior managers in IPS are sufficiently visible	44%	+12 ✧	-1
B49. I think it is safe to challenge the way things are done in IPS	35%	+6 ✧	-3 ✧
B43. I believe that the Senior Leadership team has a clear vision for the future of IPS^	36%	+11 ✧	-4 ✧
B42. I believe the actions of senior managers are consistent with IPS's values	35%	+6 ✧	-4 ✧
B47. IPS keeps me informed about matters that affect me	48%	+7 ✧	-7 ✧
B40. I feel that IPS as a whole is managed well	32%	+3 ✧	-8 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	27%	+6 ✧	-9 ✧
B44. Overall, I have confidence in the decisions made by IPS's senior managers	27%	+7 ✧	-9 ✧

	% Positive	Diff. from previous survey	Difference from CS2011
<b>My work</b>	Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	40%	+5 ✧	-9 ✧
B01. I am interested in my work	79%	-1	-9 ✧
B03. My work gives me a sense of personal accomplishment	60%	+1	-12 ✧
B02. I am sufficiently challenged by my work	62%	+7 ✧	-12 ✧
B05. I have a choice in deciding how I do my work	55%	+5 ✧	-15 ✧

	% Positive	Diff. from previous survey	Difference from CS2011
<b>My line manager</b>	Strength of association with engagement: 		
B15. I receive regular feedback on my performance	65%	+1	+5 ✧
B18. Poor performance is dealt with effectively in my team	38%	-2	+1
B12. My manager helps me to understand how I contribute to IPS's objectives	58%	+2	0
B14. My manager recognises when I have done my job well	76%	0	0
B17. I think that my performance is evaluated fairly	62%	0	0
B16. The feedback I receive helps me to improve my performance	56%	-1	-2 ✧
B10. My manager is considerate of my life outside work	76%	+5 ✧	-2 ✧
B09. My manager motivates me to be more effective in my job	60%	+1	-3 ✧
B13. Overall, I have confidence in the decisions made by my manager	66%	+2	-5 ✧
B11. My manager is open to my ideas	74%	+3 ✧	-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


% Strongly agree   
 % Agree   
 % Neither   
 % Disagree   
 % Strongly disagree   
 % Positive   
 Difference from previous survey   
 Difference from CS2011   
 Difference from CS High Performers

## 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	29	51	13	6	79%	-1	-9 ✧	-12 ✧	
B02. I am sufficiently challenged by my work	19	44	17	15	62%	+7 ✧	-12 ✧	-17 ✧	
B03. My work gives me a sense of personal accomplishment	16	44	19	15	60%	+1	-12 ✧	-17 ✧	
B04. I feel involved in the decisions that affect my work	9	31	21	26	40%	+5 ✧	-9 ✧	-19 ✧	
B05. I have a choice in deciding how I do my work	14	41	19	17	55%	+5 ✧	-15 ✧	-22 ✧	

## Organisational objectives and purpose

 :Strength of association with engagement

B06. I have a clear understanding of IPS's purpose	19	60	13	6	79%	+2 ✧	-5 ✧	-10 ✧
B07. I have a clear understanding of IPS's objectives	16	60	16	6	76%	+5 ✧	-3 ✧	-9 ✧
B08. I understand how my work contributes to IPS's objectives	19	58	16	5	77%	+2	-4 ✧	-9 ✧

# 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 CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	16	44	23	11	6	60%	+1	-3 ◇	-7 ◇
B10. My manager is considerate of my life outside work	29	47	15	5	4	76%	+5 ◇	-2 ◇	-6 ◇
B11. My manager is open to my ideas	24	50	17	6	4	74%	+3 ◇	-5 ◇	-8 ◇
B12. My manager helps me to understand how I contribute to IPS's objectives	15	43	29	9	4	58%	+2	0	-6 ◇
B13. Overall, I have confidence in the decisions made by my manager	22	44	21	8	5	66%	+2	-5 ◇	-8 ◇
B14. My manager recognises when I have done my job well	26	50	14	7	7	76%	0	0	-3 ◇
B15. I receive regular feedback on my performance	17	48	19	12	5	65%	+1	+5 ◇	-1
B16. The feedback I receive helps me to improve my performance	15	42	28	11	4	56%	-1	-2 ◇	-5 ◇
B17. I think that my performance is evaluated fairly	15	47	23	11	5	62%	0	0	-5 ◇
B18. Poor performance is dealt with effectively in my team	8	30	33	18	11	38%	-2	+1	-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	30	50	12	5	5	81%	-1	-2 ◇	-5 ◇
B20. The people in my team work together to find ways to improve the service we provide	27	49	17	6	6	75%	+1	-3 ◇	-7 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	23	45	21	9	6	67%	+1	-1 ◇	-7 ◇

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
<b>Learning and development</b>									
:Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	7	45	28	15	5	53%	-5 ✧	-2 ✧	-11 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	30	40	18	7	35%	-7 ✧	-9 ✧	-17 ✧
B24. There are opportunities for me to develop my career in IPS	17	25	32	23		20%	-1	-11 ✧	-19 ✧
B25. Learning and development activities I have completed while working for IPS are helping me to develop my career	5	25	36	21	14	29%	-1	-10 ✧	-16 ✧
<b>Inclusion and fair treatment</b>									
:Strength of association with engagement									
B26. I am treated fairly at work	16	55	16	7	5	72%	0	-6 ✧	-9 ✧
B27. I am treated with respect by the people I work with	21	58	13	5		78%	-2 ✧	-5 ✧	-8 ✧
B28. I feel valued for the work I do	12	40	25	15	8	52%	+1	-8 ✧	-15 ✧
B29. I think that IPS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	17	52	20	6	6	69%	0	-2 ✧	-8 ✧

# All questions 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	21	64	9	5		84%	-2	+2 ◇	-2 ◇
B31. I get the information I need to do my job well	12	54	21	11		66%	-2	-2 ◇	-5 ◇
B32. I have clear work objectives	16	59	16	7		74%	-3 ◇	+1	-4 ◇
B33. I have the skills I need to do my job effectively	25	61	10			87%	-3 ◇	-2 ◇	-4 ◇
B34. I have the tools I need to do my job effectively	14	56	16	10		71%	-3 ◇	+1	-5 ◇
B35. I have an acceptable workload	9	52	20	14	5	61%	-7 ◇	+1	-4 ◇
B36. I achieve a good balance between my work life and my private life	17	53	18	9	4	69%	-5 ◇	+2 ◇	-4 ◇

## Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	17	18	33	31		18%	-8 ◇	-14 ◇	-21 ◇
B38. I am satisfied with the total benefits package	18	25	30	24		20%	-8 ◇	-14 ◇	-21 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	15	20	32	31		18%	-8 ◇	-10 ◇	-18 ◇

# 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 IPS as a whole is managed well	30	32	23	13	32%	+3 ✧	-8 ✧	-22 ✧	
B41. Senior managers in IPS are sufficiently visible	5	39	25	21	10	44%	+12 ✧	-1	-15 ✧
B42. I believe the actions of senior managers are consistent with IPS's values	4	31	38	16	11	35%	+6 ✧	-4 ✧	-15 ✧
B43. I believe that the Senior Leadership team has a clear vision for the future of IPS <sup>^</sup>	4	32	37	16	11	36%	+11 ✧	-4 ✧	-15 ✧
B44. Overall, I have confidence in the decisions made by IPS's senior managers	25	36	22	15	27%	+7 ✧	-9 ✧	-20 ✧	
B45. I feel that change is managed well in IPS	26	29	28	14	29%	-1	+2 ✧	-7 ✧	
B46. When changes are made in IPS they are usually for the better	20	37	27	14	22%	+3 ✧	-1	-9 ✧	
B47. IPS keeps me informed about matters that affect me	4	45	27	16	9	48%	+7 ✧	-7 ✧	-13 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	24	28	29	15	27%	+6 ✧	-9 ✧	-16 ✧	
B49. I think it is safe to challenge the way things are done in IPS	4	31	32	21	12	35%	+6 ✧	-3 ✧	-11 ✧

# 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 CS2011	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of IPS	7	31	44	12	5	38%	-2	-14 ◇	-27 ◇
B51. I would recommend IPS as a great place to work	5	26	39	21	9	30%	0	-12 ◇	-25 ◇
B52. I feel a strong personal attachment to IPS	7	26	36	22	9	33%	-1	-12 ◇	-20 ◇
B53. IPS inspires me to do the best in my job	4	25	41	20	10	29%	-2 ◇	-9 ◇	-20 ◇
B54. IPS motivates me to help it achieve its objectives	4	24	40	22	10	28%	-1	-8 ◇	-18 ◇
<b>Taking action</b>									
B55. I believe that senior managers in IPS will take action on the results from this survey	5	31	31	20	13	36%	+6 ◇	-3 ◇	-14 ◇
B56. I believe that managers where I work will take action on the results from this survey	11	38	27	15	10	49%	+6 ◇	0	-8 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	7	29	38	15	11	36%	-	+7 ◇	-1



# 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 CS2011	Difference from CS High Performers
I want to leave IPS as soon as possible		<b>10%</b>	-2 <sup>^</sup>	+2 <sup>^</sup>	0
I want to leave IPS within the next 12 months		<b>12%</b>	+3	+1 <sup>^</sup>	-2 <sup>^</sup>
I want to stay working for IPS for at least the next year		<b>21%</b>	+4 <sup>^</sup>	-7 <sup>^</sup>	-14 <sup>^</sup>
I want to stay working for IPS for at least the next three years		<b>57%</b>	-4 <sup>^</sup>	+3 <sup>^</sup>	-3 <sup>^</sup>

## 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?		<b>83%</b>	+3 <sup>^</sup>	-3 <sup>^</sup>	-9 <sup>^</sup>	
D02. Are you aware of how to raise a concern under the Civil Service Code?		<b>63%</b>	+4 <sup>^</sup>	+3 <sup>^</sup>	-3 <sup>^</sup>	
D03. Are you confident that if you raised a concern under the Civil Service Code in IPS it would be investigated properly?		<b>64%</b>	+2	0	-7 <sup>^</sup>	

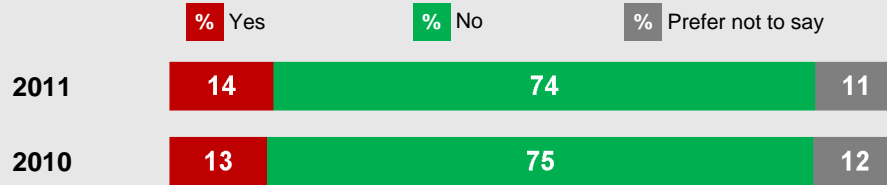
<sup>^</sup> indicates a variation in question wording from your previous survey

<sup>^</sup> indicates statistically significant difference from comparison

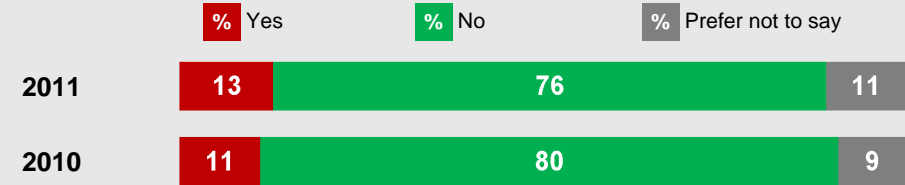
# All questions by theme

## Discrimination, harassment and bullying

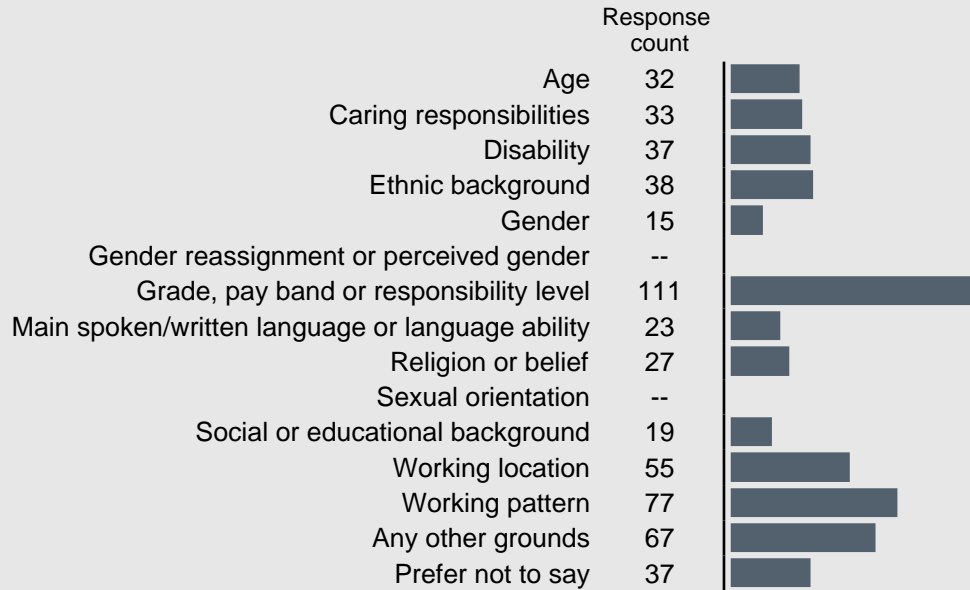
E01. During the past 12 months, have you personally experienced discrimination at work?



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

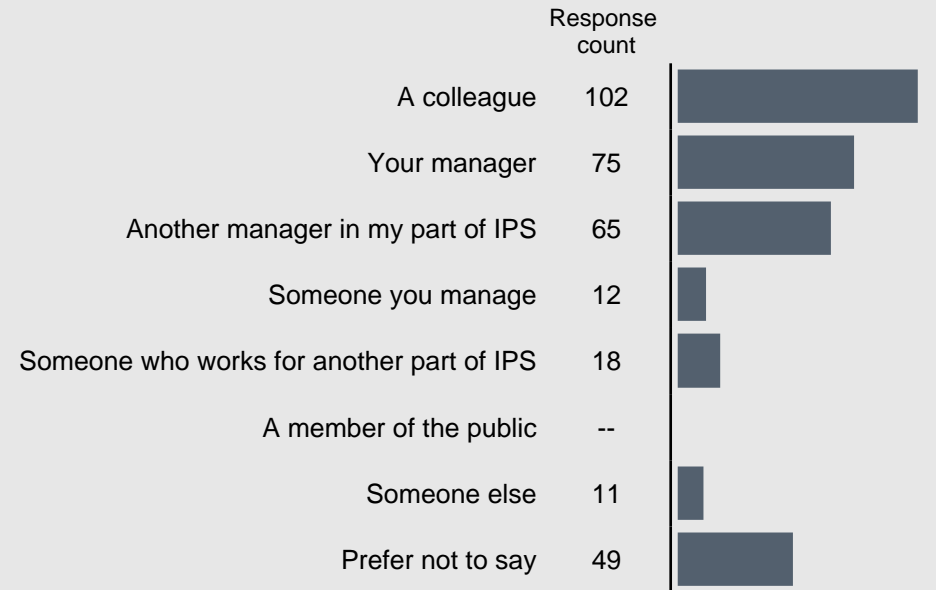


For respondents who selected 'Yes' to question E01.  
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



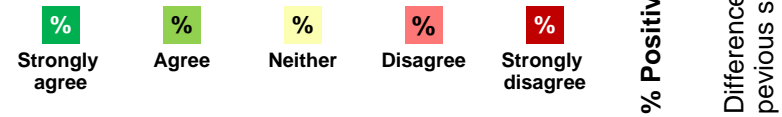
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

# All questions by theme

This section shows the results for each question in the survey, 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 <sup>^</sup>	27	36	22	11	31%	+9 ◇	
F02. The IPS Senior Leadership team is sufficiently visible <sup>^</sup>	4	35	30	21	10	39%	+17 ◇
F03. Senior managers where I work inspire staff with a positive vision	6	30	35	18	10	37%	+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: 35%		No: 65%		35%	-	

# 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 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.
<b>CS2011</b>	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 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: ✦

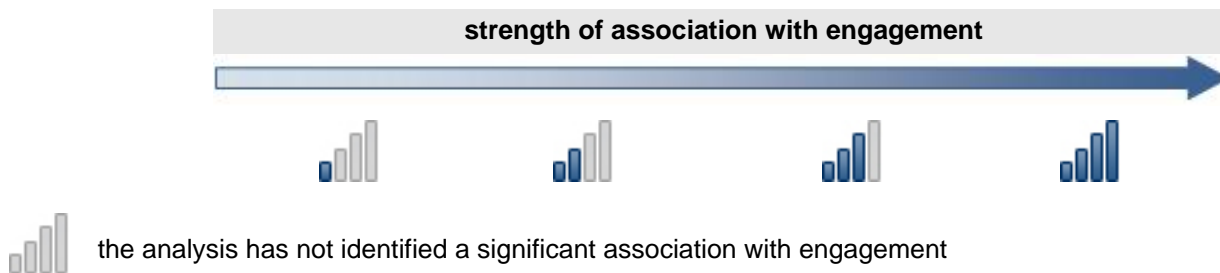
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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