

Returns : 817

Response rate : 65%

Civil Service People Survey 2014



Strength of association with engagement



Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.

Engagement Index

59%

Difference from
previous survey 0

Difference from
CS2014 +1

Difference from CS
High Performers -5 ✧

My work

74%

Difference from
previous survey -1

Difference from
CS2014 -1

Difference from CS
High Performers -4 ✧

Organisational objectives and purpose

83%

Difference from
previous survey -2 ✧

Difference from
CS2014 0

Difference from CS
High Performers -5 ✧

My manager

62%

Difference from
previous survey +3 ✧

Difference from
CS2014 -5 ✧

Difference from CS
High Performers -9 ✧

My team

75%

Difference from
previous survey 0

Difference from
CS2014 -4 ✧

Difference from CS
High Performers -7 ✧

Learning and development

43%

Difference from
previous survey -3

Difference from
CS2014 -7 ✧

Difference from CS
High Performers -12 ✧

Inclusion and fair treatment

72%

Difference from
previous survey 0

Difference from
CS2014 -3 ✧

Difference from CS
High Performers -7 ✧

Resources and workload

71%

Difference from
previous survey 0

Difference from
CS2014 -3 ✧

Difference from CS
High Performers -6 ✧

Pay and benefits

25%

Difference from
previous survey -2 ✧

Difference from
CS2014 -3 ✧

Difference from CS
High Performers -10 ✧

Leadership and Managing Change

41%

Difference from
previous survey -1

Difference from
CS2014 -3 ✧

Difference from CS
High Performers -9 ✧

Returns : 817

Response rate : 65%

Civil Service People Survey 2014



Strength of association with engagement



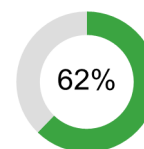
Statistically significant difference from comparison

The table below shows how you performed on each of the nine 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.

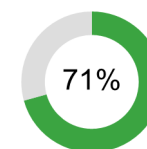
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		41%	-1	-3 ✧	-9 ✧
My work		74%	-1	-1	-4 ✧
My manager		62%	+3 ✧	-5 ✧	-9 ✧
Resources and workload		71%	0	-3 ✧	-6 ✧
Learning and development		43%	-3	-7 ✧	-12 ✧
Organisational objectives and purpose		83%	-2 ✧	0	-5 ✧
Pay and benefits		25%	-2 ✧	-3 ✧	-10 ✧
My team		75%	0	-4 ✧	-7 ✧
Inclusion and fair treatment		72%	0	-3 ✧	-7 ✧

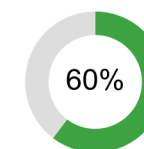
Wellbeing



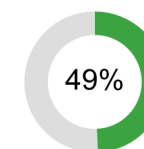
Overall, how satisfied are you with your life nowadays?



Overall, to what extent do you feel that the things you do in your life are worthwhile?

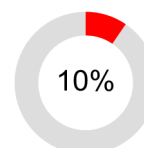


Overall, how happy did you feel yesterday?

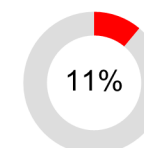


No or low anxiety yesterday

Discrimination, bullying and harassment

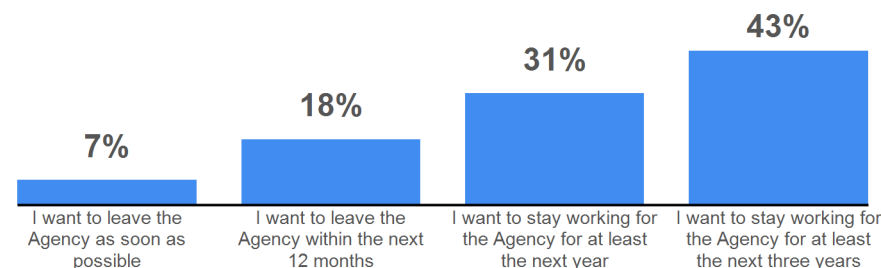


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

♦ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

74% -1

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B01 I am interested in my work



89%

-1

-1

-4 ♦

B02 I am sufficiently challenged by my work



75%

-3 ♦

-4 ♦

-7 ♦

B03 My work gives me a sense of personal accomplishment



74%

0

-1

-4 ♦

B04 I feel involved in the decisions that affect my work



59%

0

+2 ♦

-3 ♦

B05 I have a choice in deciding how I do my work



75%

+1

0

-5 ♦

Organisational objectives and purpose

83% -2

Difference
from
previous
survey



Strength of
association with
engagement



B06 I have a clear understanding of the Agency's purpose



86%

-3 ♦

0

-5 ♦

B07 I have a clear understanding of the Agency's objectives



79%

-4 ♦

-2 ♦

-7 ♦

B08 I understand how my work contributes to the Agency's objectives



84%

0

+1

-4 ♦

All questions by theme

♦ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

62% +3

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B09	My manager motivates me to be more effective in my job	19	42	21	13	5	60%	+2	-7 ♦	-11 ♦
B10	My manager is considerate of my life outside work	33	43	15	6		75%	+4 ♦	-6 ♦	-10 ♦
B11	My manager is open to my ideas	32	44	15	7		76%	+2	-4 ♦	-9 ♦
B12	My manager helps me to understand how I contribute to the Agency's objectives	17	42	26	10		59%	+6 ♦	-5 ♦	-10 ♦
B13	Overall, I have confidence in the decisions made by my manager	25	43	19	9	5	67%	+4 ♦	-6 ♦	-10 ♦
B14	My manager recognises when I have done my job well	28	47	15	7		74%	+5 ♦	-3 ♦	-7 ♦
B15	I receive regular feedback on my performance	17	42	23	14		59%	+3 ♦	-6 ♦	-9 ♦
B16	The feedback I receive helps me to improve my performance	16	37	30	12		53%	+2	-8 ♦	-12 ♦
B17	I think that my performance is evaluated fairly	16	41	24	12	7	57%	-2	-6 ♦	-10 ♦
B18	Poor performance is dealt with effectively in my team	8	31	37	15	9	39%	+3 ♦	0	-4 ♦

My team

75% 0

Difference
from
previous
survey



Strength of
association with
engagement



B19	The people in my team can be relied upon to help when things get difficult in my job	29	50	15	5		79%	-2	-5 ♦	-8 ♦
B20	The people in my team work together to find ways to improve the service we provide	26	50	15	6		76%	0	-4 ♦	-7 ♦
B21	The people in my team are encouraged to come up with new and better ways of doing things	22	49	19	7		70%	+2	-3 ♦	-8 ♦

All questions by theme

♦ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Learning and development

43% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	11	48	27	11		59%	-3 ♦	-3 ♦	-8 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	33	41	13		42%	-4 ♦	-9 ♦	-15 ♦
B24	There are opportunities for me to develop my career in the Agency	6	27	29	22	16	33%	-2	-9 ♦	-16 ♦
B25	Learning and development activities I have completed while working for the Agency are helping me to develop my career	8	30	34	19	9	38%	-1	-6 ♦	-12 ♦

Inclusion and fair treatment

72% 0

Difference from previous survey



Strength of association with engagement



		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	20	54	13	9		75%	0	-5 ♦	-8 ♦
B27	I am treated with respect by the people I work with	26	55	13			81%	-1	-4 ♦	-6 ♦
B28	I feel valued for the work I do	19	43	19	13	6	62%	0	-3 ♦	-8 ♦
B29	I think that the Agency respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	49	19	6		71%	-1	-3 ♦	-7 ♦

All questions by theme

♦ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Resources and workload

71% 0

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B30	In my job, I am clear what is expected of me	25	57	11	6	82%	0	-2 ♦	-5 ♦
B31	I get the information I need to do my job well	15	54	20	10	69%	-1	-1	-5 ♦
B32	I have clear work objectives	19	56	15	8	75%	+4 ♦	0	-4 ♦
B33	I have the skills I need to do my job effectively	31	59	8		89%	0	0	-2 ♦
B34	I have the tools I need to do my job effectively	18	55	18	7	73%	0	+1	-3 ♦
B35	I have an acceptable workload	9	41	20	19	50%	-1	-9 ♦	-16 ♦
B36	I achieve a good balance between my work life and my private life	13	45	20	16	58%	-2	-8 ♦	-16 ♦

Pay and benefits

25% -2

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B37	I feel that my pay adequately reflects my performance	23	22	28	24	26%	-3 ♦	-3 ♦	-10 ♦
B38	I am satisfied with the total benefits package	24	28	27	18	27%	-3 ♦	-5 ♦	-13 ♦
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	25	28	26	21%	-2	-3 ♦	-10 ♦

All questions by theme

♦ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Leadership and Managing Change

41% -1

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B40	I feel that the Agency as a whole is managed well	5	42	34	13	5	48%	-3 ♦	+2 ♦	-8 ♦
B41	Corporate Executive Team members in the Agency are sufficiently visible	6	38	33	17	7	43%	0	-10 ♦	-20 ♦
B42	I believe the actions of Corporate Executive Team members are consistent with the Agency's values	5	36	49	6	1	41%	-2	-6 ♦	-14 ♦
B43	I believe that the Corporate Executive Team have a clear vision for the future of the Agency	6	36	46	8	2	42%	-4 ♦	-3 ♦	-11 ♦
B44	Overall, I have confidence in the decisions made by Corporate Executive Team members	6	33	47	9	6	39%	-4 ♦	-5 ♦	-12 ♦
B45	I feel that change is managed well in the Agency		32	35	23	7	35%	0	+3 ♦	-4 ♦
B46	When changes are made in the Agency they are usually for the better		25	46	20	7	27%	-2	-3 ♦	-10 ♦
B47	The Agency keeps me informed about matters that affect me	6	52	26	10	6	58%	-1	0	-6 ♦
B48	I have the opportunity to contribute my views before decisions are made that affect me		31	33	22	10	35%	+4 ♦	0	-7 ♦
B49	I think it is safe to challenge the way things are done in the Agency		33	35	19	8	37%	+2	-4 ♦	-11 ♦

All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of the Agency	19	47	28	5	5	65%	0	+7 ◆	0
B51 I would recommend the Agency as a great place to work	10	39	32	14	5	49%	-1	0	-11 ◆
B52 I feel a strong personal attachment to the Agency	11	33	35	16	5	44%	+1	-4 ◆	-10 ◆
B53 The Agency inspires me to do the best in my job	9	33	38	16	5	42%	-2	-3 ◆	-9 ◆
B54 The Agency motivates me to help it achieve its objectives	8	30	40	17	5	38%	-3 ◆	-5 ◆	-11 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that Corporate Executive Team members in the Agency will take action on the results from this survey	6	38	31	15	10	43%	+2	-2	-10 ◆
B56 I believe that managers where I work will take action on the results from this survey	8	37	26	18	11	45%	+1	-10 ◆	-15 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	6	23	40	19	12	29%	+1	-6 ◆	-12 ◆

All questions by theme

♦ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

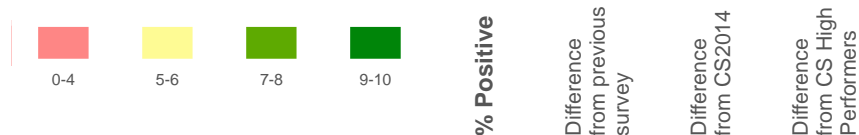
Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	33	53	9			86%	0	-3 ♦	-5 ♦
B59 I believe I would be supported if I try a new idea, even if it may not work	19	45	22	10		64%	+1	-4 ♦	-8 ♦
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	15	49	23	9	5	63%	0	-2	-7 ♦
B61 When I talk about the Agency I say "we" rather than "they"	20	46	22	10		65%	-3 ♦	-3 ♦	-13 ♦
B62 I have some really good friendships at work	23	52	19	5		75%	0	-1	-4 ♦

All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Wellbeing



Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

W01 Overall, how satisfied are you with your life nowadays?	12	26	51	12	62%	+1	-2	-4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	22	50	21	71%	+1	+1	-2
W03 Overall, how happy did you feel yesterday?	14	26	44	16	60%	0	0	-3 ◆
W04 Overall, how anxious did you feel yesterday?	21	29	24	27	49%	-1	-1	-3 ◆

All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Your plans for the future

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

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave the Agency as soon as possible		7%	-2	0	-3 ◇
I want to leave the Agency within the next 12 months		18%	+1	+5 ◇	+1
I want to stay working for the Agency for at least the next year		31%	-5 ◇	0	-6 ◇
I want to stay working for the Agency for at least the next three years		43%	+6 ◇	-3 ◇	-11 ◇

The Civil Service Code

Differences are based on '% Yes' score

Differences are based on % Yes score

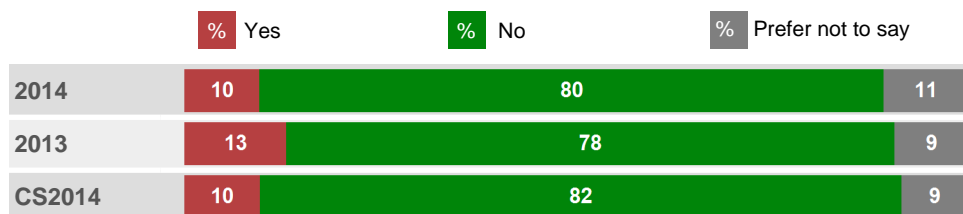
	<div><div>% Yes</div><div>% No</div></div>	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	<div><div>80</div><div>20</div></div>	80%	-1	-9 ✧	-13 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	<div><div>48</div><div>52</div></div>	48%	-5 ✧	-16 ✧	-23 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in the Agency it would be investigated properly?	<div><div>59</div><div>41</div></div>	59%	+2	-9 ✧	-14 ✧

All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Discrimination, harassment and bullying

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



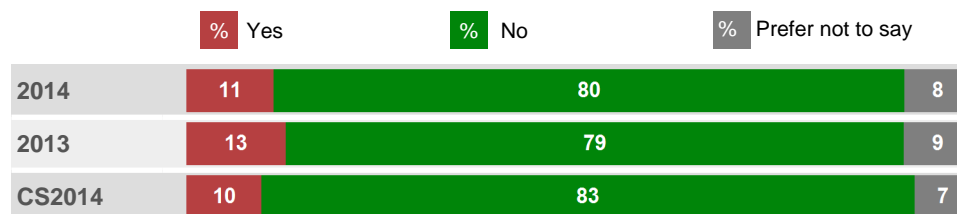
For respondents who selected 'Yes' to question E01.

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

	Response Count	
Age	--	
Caring responsibilities	--	
Disability	--	
Ethnic background	12	
Gender	12	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	32	
Main spoken/written language or language ability	--	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	--	
Working location	--	
Working pattern	16	
Any other grounds	14	
Prefer not to say	13	

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

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



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)

	Response Count	
A colleague	31	
Your manager	31	
Another manager in my part of the Agency	23	
Someone you manage	--	
Someone who works for another part of the Agency	--	
A member of the public	--	
Someone else	--	
Prefer not to say	14	

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

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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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.

strength of association
with engagement



 the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all 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.