



Returns: 311

Response rate: 83%

Your engagement index

55%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
-1	-1	-7

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 the Commission	49%	-6 ✧	-4 ✧
B51. I would recommend the Commission as a great place to work	36%	-1	-7 ✧

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

B52. I feel a strong personal attachment to the Commission	49%	-1	+3 ✧
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Strive: motivated to do the best for the organisation...

B53. The Commission inspires me to do the best in my job	34%	-3	-4 ✧
B54. The Commission motivates me to help it achieve its objectives	30%	-2	-5 ✧

✧ = 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		43%	+11 ✧	+5 ✧	-4 ✧
My work		70%	-2	-1	-7 ✧
Learning and development		37%	0	-5 ✧	-13 ✧
Pay and benefits		42%	+2	+11 ✧	+3 ✧
Organisational objectives and purpose		76%	-9 ✧	-5 ✧	-11 ✧
My line manager		68%	+2	+4 ✧	0
Resources and workload		77%	+6 ✧	+5 ✧	+2
My team		84%	+1	+7 ✧	+3 ✧
Inclusion and fair treatment		73%	+1	0	-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 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
Leadership and managing change		Strength of association with engagement: 	
B48. I have the opportunity to contribute my views before decisions are made that affect me	61%	+28 ◇	+26 ◇
B41. Senior managers (SMT & Heads of Divisions) in the Commission are sufficiently visible^	58%	+12 ◇	+13 ◇
B47. The Commission keeps me informed about matters that affect me	65%	+16 ◇	+9 ◇
B45. I feel that change is managed well in the Commission	34%	+16 ◇	+6 ◇
B49. I think it is safe to challenge the way things are done in the Commission	44%	+13 ◇	+5 ◇
B42. I believe the actions of senior managers (SMT & Heads of Divisions) are consistent with the Commission's values^	42%	+6 ◇	+3 ◇
B44. Overall, I have confidence in the decisions made by the Commission's senior managers (SMT & Heads of Divisions)^	36%	+8 ◇	0
B40. I feel that the Commission as a whole is managed well	40%	+6	-1
B43. I believe that the Board has a clear vision for the future of the Commission	35%	+11 ◇	-4 ◇
B46. When changes are made in the Commission they are usually for the better	15%	-8 ◇	-8 ◇

My work		Strength of association with engagement: 	
B04. I feel involved in the decisions that affect my work	52%	+2	+2 ◇
B05. I have a choice in deciding how I do my work	71%	+4	0
B02. I am sufficiently challenged by my work	72%	-5 ◇	-3 ◇
B01. I am interested in my work	86%	-4 ◇	-3 ◇
B03. My work gives me a sense of personal accomplishment	69%	-4	-3 ◇

Learning and development		Strength of association with engagement: 	
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	49%	-2	+5 ◇
B22. I am able to access the right learning and development opportunities when I need to	57%	+2	+2 ◇
B25. Learning and development activities I have completed while working for the Commission are helping me to develop my career	30%	0	-10 ◇
B24. There are opportunities for me to develop my career in the Commission	14%	0	-17 ◇

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 CS2011	Difference from CS High Performers
B01. I am interested in my work	37	49	9	5	86%	-4 ✧	-3 ✧	-6 ✧	
B02. I am sufficiently challenged by my work	25	47	14	10	4	72%	-5 ✧	-3 ✧	-7 ✧
B03. My work gives me a sense of personal accomplishment	21	48	17	12	69%	-4	-3 ✧	-8 ✧	
B04. I feel involved in the decisions that affect my work	12	40	24	19	6	52%	+2	+2 ✧	-8 ✧
B05. I have a choice in deciding how I do my work	24	47	17	9	71%	+4	0	-6 ✧	

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of the Commission's purpose	25	52	15	6	77%	-10 ✧	-7 ✧	-12 ✧
B07. I have a clear understanding of the Commission's objectives	20	53	18	8	73%	-11 ✧	-6 ✧	-12 ✧
B08. I understand how my work contributes to the Commission's objectives	27	51	14	5	78%	-7 ✧	-3 ✧	-8 ✧

All questions by theme

This section shows the results for each question in the survey, 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	17	49	19	12		66%	+2	+3 ◇	-1
B10. My manager is considerate of my life outside work	45	42	10			86%	+4	+8 ◇	+4 ◇
B11. My manager is open to my ideas	37	44	13	5		81%	-1	+3 ◇	0
B12. My manager helps me to understand how I contribute to the Commission's objectives	15	43	29	12		58%	-3	-1	-7 ◇
B13. Overall, I have confidence in the decisions made by my manager	28	46	14	11		74%	+2	+3 ◇	-1
B14. My manager recognises when I have done my job well	34	47	12	6		82%	+2	+6 ◇	+2 ◇
B15. I receive regular feedback on my performance	22	45	18	14		66%	+4	+6 ◇	+1
B16. The feedback I receive helps me to improve my performance	16	44	28	11		59%	+2	+2	-2
B17. I think that my performance is evaluated fairly	19	49	20	10		68%	+6 ◇	+6 ◇	+1
B18. Poor performance is dealt with effectively in my team	8	31	39	14	8	39%	+2	+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	41	46	8	4		87%	0	+5 ◇	+2 ◇
B20. The people in my team work together to find ways to improve the service we provide	41	44	9	4		85%	0	+6 ◇	+3 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	34	45	12	6		79%	+4	+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

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	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	8	49	24	14	5	57%	+2	+2 ✧	-7 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	42	33	12	5	49%	-2	+5 ✧	-3 ✧
B24. There are opportunities for me to develop my career in the Commission	12	21	34	31		14%	0	-17 ✧	-25 ✧
B25. Learning and development activities I have completed while working for the Commission are helping me to develop my career	5	25	35	22	13	30%	0	-10 ✧	-15 ✧
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	26	51	14	5		77%	+2	-1	-4 ✧
B27. I am treated with respect by the people I work with	32	52	10	5		83%	-4	0	-3 ✧
B28. I feel valued for the work I do	18	41	23	15	4	59%	0	0	-7 ✧
B29. I think that the Commission respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	52	18	6	4	72%	+5	+2	-4 ✧

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 CS2011
 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 CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	24	60	10	6	84%	+8 ✧	+1	-2 ✧	
B31. I get the information I need to do my job well	14	54	20	11	67%	+6 ✧	0	-3 ✧	
B32. I have clear work objectives	15	58	17	8	73%	+4	-1	-5 ✧	
B33. I have the skills I need to do my job effectively	33	59	7		92%	+1	+4 ✧	+1	
B34. I have the tools I need to do my job effectively	18	57	13	11	75%	+4	+4 ✧	-1	
B35. I have an acceptable workload	14	56	17	12	70%	+11 ✧	+9 ✧	+5 ✧	
B36. I achieve a good balance between my work life and my private life	25	56	13	5	81%	+10 ✧	+14 ✧	+8 ✧	

Pay and benefits

 :Strength of association with engagement







B37. I feel that my pay adequately reflects my performance	6	37	21	27	9	43%	+2	+11 ✧	+4 ✧
B38. I am satisfied with the total benefits package	6	41	26	21	6	47%	-1	+13 ✧	+6 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	30	26	24	14	36%	+4	+9 ✧	+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 CS2011	Difference from CS High Performers
Leadership and managing change									
 :Strength of association with engagement									
B40. I feel that the Commission as a whole is managed well	5	35	32	21	8	40%	+6	-1	-15 ✧
B41. Senior managers (SMT & Heads of Divisions) in the Commission are sufficiently visible [^]	9	50	22	16	4	58%	+12 ✧	+13 ✧	-1
B42. I believe the actions of senior managers (SMT & Heads of Divisions) are consistent with the Commission's values [^]	5	36	37	14	7	42%	+6 ✧	+3 ✧	-8 ✧
B43. I believe that the Board has a clear vision for the future of the Commission	6	29	41	16	8	35%	+11 ✧	-4 ✧	-15 ✧
B44. Overall, I have confidence in the decisions made by the Commission's senior managers (SMT & Heads of Divisions) [^]	5	31	30	23	11	36%	+8 ✧	0	-11 ✧
B45. I feel that change is managed well in the Commission		30	31	25	10	34%	+16 ✧	+6 ✧	-3 ✧
B46. When changes are made in the Commission they are usually for the better	13		46	31	8	15%	-8 ✧	-8 ✧	-17 ✧
B47. The Commission keeps me informed about matters that affect me	11	54	17	13	5	65%	+16 ✧	+9 ✧	+3 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	14	47	21	12	6	61%	+28 ✧	+26 ✧	+18 ✧
B49. I think it is safe to challenge the way things are done in the Commission	7	36	29	19	9	44%	+13 ✧	+5 ✧	-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 CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the Commission	12	37	38	10	4	49%	-6 ✧	-4 ✧	-17 ✧
B51. I would recommend the Commission as a great place to work	6	29	34	23	7	36%	-1	-7 ✧	-19 ✧
B52. I feel a strong personal attachment to the Commission	16	33	26	18	7	49%	-1	+3 ✧	-5 ✧
B53. The Commission inspires me to do the best in my job	7	27	41	19	6	34%	-3	-4 ✧	-15 ✧
B54. The Commission motivates me to help it achieve its objectives	7	23	42	20	7	30%	-2	-5 ✧	-15 ✧
Taking action									
B55. I believe that senior managers (SMT & Heads of Divisions) in the Commission will take action on the results from this survey [^]	9	41	25	18	7	50%	+16 ✧	+11 ✧	0
B56. I believe that managers where I work will take action on the results from this survey	15	43	24	14	4	58%	+11 ✧	+9 ✧	+2
B57. Where I work, I think effective action has been taken on the results of the last survey	9	27	40	17	6	37%	-	+8 ✧	0

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave the Commission as soon as possible		7%	-1	0	-3
I want to leave the Commission within the next 12 months		18%	+4 ^	+6 ^	+3 ^
I want to stay working for the Commission for at least the next year		21%	-3	-7 ^	-14 ^
I want to stay working for the Commission for at least the next three years		54%	-1	+1	-6 ^

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?		11	89%	+8 ^	+3 ^	-3 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		40	60%	+18 ^	+1	-5 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Commission it would be investigated properly?		37	63%	+8 ^	-1	-8 ^

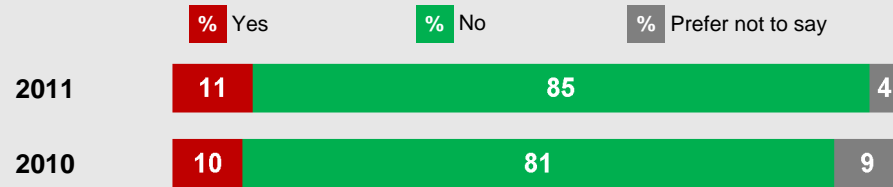
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

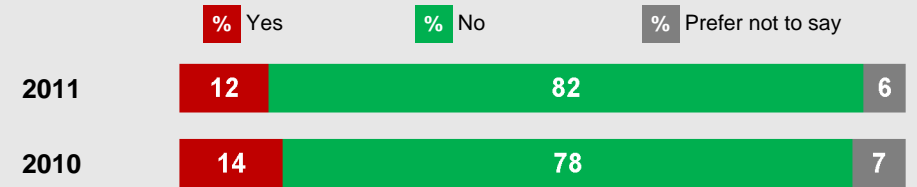
All questions by theme

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	10
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 Commission	11
Someone you manage	--
Someone who works for another part of the Commission	--
A member of the public	--
Someone else	--
Prefer not to say	--

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 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 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: ✦

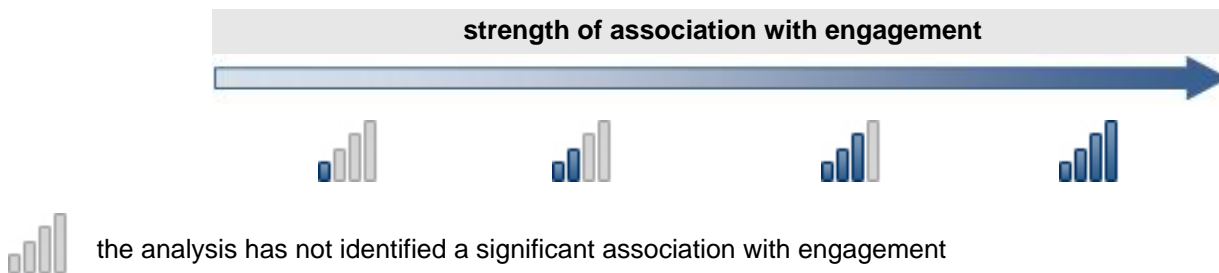
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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