



Returns: 369

Response rate: 81%

## Your engagement index

# 55%

Difference from CS2010

-1 ✧

Difference from CS High Performers

-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 CS2010
B50. I am proud when I tell others I am part of the Commission	55%	0
B51. I would recommend the Commission as a great place to work	36%	-5 ✧

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

B52. I feel a strong personal attachment to the Commission	49%	+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	37%	-2 ✧
B54. The Commission motivates me to help it achieve its objectives	32%	-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 CS2010	Difference from CS High Performers
Leadership and managing change		32%	-5 ✧	-14 ✧
My work		71%	0	-4 ✧
My line manager		66%	+2 ✧	-2 ✧
Learning and development		37%	-6 ✧	-12 ✧
Pay and benefits		40%	+3 ✧	-2 ✧
Resources and workload		71%	-2 ✧	-6 ✧
Organisational objectives and purpose		85%	+4 ✧	-2 ✧
My team		82%	+5 ✧	+2 ✧
Inclusion and fair treatment		72%	-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 statistically significant difference from comparison

	% Positive	Diff. from CS2010
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>		
B41. Senior Managers (Directors & Heads of Divisions) in the Commission are sufficiently visible	47%	+2
B48. I have the opportunity to contribute my views before decisions are made that affect me	33%	+1
B46. When changes are made in the Commission they are usually for the better	23%	0
B42. I believe the actions of senior managers (Directors & Heads of Divisions) are consistent with the Commission's values	36%	-3 ✦
B47. The Commission keeps me informed about matters that affect me	48%	-6 ✦
B44. Overall, I have confidence in the decisions made by the Commission's senior managers (Directors & Heads of Divisions)	29%	-7 ✦
B40. I feel that the Commission as a whole is managed well	33%	-8 ✦
B49. I think it is safe to challenge the way things are done in the Commission	31%	-9 ✦
B45. I feel that change is managed well in the Commission	18%	-10 ✦
B43. I believe that the Board has a clear vision for the future of the Commission	24%	-11 ✦
<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>		
B02. I am sufficiently challenged by my work	77%	+4 ✦
B03. My work gives me a sense of personal accomplishment	73%	+1
B01. I am interested in my work	90%	+1
B04. I feel involved in the decisions that affect my work	50%	+1
B05. I have a choice in deciding how I do my work	67%	-3 ✦
<b>My line manager</b> <span style="float: right;">Strength of association with engagement: </span>		
B11. My manager is open to my ideas	82%	+5 ✦
B10. My manager is considerate of my life outside work	83%	+5 ✦
B13. Overall, I have confidence in the decisions made by my manager	72%	+3 ✦
B12. My manager helps me to understand how I contribute to the Commission's objectives	61%	+3 ✦
B14. My manager recognises when I have done my job well	79%	+3 ✦
B15. I receive regular feedback on my performance	63%	+3 ✦
B09. My manager motivates me to be more effective in my job	64%	+2
B16. The feedback I receive helps me to improve my performance	58%	+1
B18. Poor performance is dealt with effectively in my team	37%	0
B17. I think that my performance is evaluated fairly	61%	0

# All questions by theme

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








✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2010	Difference from CS High Performers
<b>My work</b>								
 :Strength of association with engagement								
B01. I am interested in my work	38	52	4	4	4	90%	+1	-1
B02. I am sufficiently challenged by my work	26	51	10	10	10	77%	+4 ✧	-1
B03. My work gives me a sense of personal accomplishment	22	51	12	10	5	73%	+1	-3 ✧
B04. I feel involved in the decisions that affect my work	13	37	19	21	10	50%	+1	-7 ✧
B05. I have a choice in deciding how I do my work	21	46	15	12	6	67%	-3 ✧	-10 ✧
<b>Organisational objectives and purpose</b>								
 :Strength of association with engagement								
B06. I have a clear understanding of the Commission's purpose	32	54	7	7	5	87%	+2 ✧	-3 ✧
B07. I have a clear understanding of the Commission's objectives	29	54	10	10	5	83%	+6 ✧	-2 ✧
B08. I understand how my work contributes to the Commission's objectives	32	53	10	10	4	85%	+4 ✧	-1

# All questions by theme

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




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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2010	Difference from CS High Performers
<b>My line manager</b>								
 :Strength of association with engagement								
B09. My manager motivates me to be more effective in my job	19	45	19	13	4	64%	+2	-3 ✦
B10. My manager is considerate of my life outside work	38	45	11	4		83%	+5 ✦	0
B11. My manager is open to my ideas	31	51	10	5		82%	+5 ✦	+1
B12. My manager helps me to understand how I contribute to the Commission's objectives	18	43	28	8		61%	+3 ✦	-3 ✦
B13. Overall, I have confidence in the decisions made by my manager	24	47	16	8	4	72%	+3 ✦	-3 ✦
B14. My manager recognises when I have done my job well	28	51	11	7		79%	+3 ✦	-1
B15. I receive regular feedback on my performance	17	46	22	11	4	63%	+3 ✦	-3 ✦
B16. The feedback I receive helps me to improve my performance	15	43	25	12	5	58%	+1	-4 ✦
B17. I think that my performance is evaluated fairly	17	45	21	13	5	61%	0	-5 ✦
B18. Poor performance is dealt with effectively in my team	7	31	37	17	9	37%	0	-4 ✦
<b>My team</b>								
 :Association with engagement not identified								
B19. The people in my team can be relied upon to help when things get difficult in my job	39	48	8	4		87%	+4 ✦	+1
B20. The people in my team work together to find ways to improve the service we provide	35	49	9	6		84%	+6 ✦	+3 ✦
B21. The people in my team are encouraged to come up with new and better ways of doing things	32	44	14	7	4	75%	+6 ✦	+1

# All questions by theme

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




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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2010	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	10	45	25	17		55%	-1	-8 ✦
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	41	33	15		51%	+3 ✦	-2
B24. There are opportunities for me to develop my career in the Commission	13	26	36	25		14%	-14 ✦	-22 ✦
B25. Learning and development activities I have completed while working for the Commission are helping me to develop my career	4	26	37	22	12	30%	-12 ✦	-17 ✦
<b>Inclusion and fair treatment</b>								
 :Association with engagement not identified								
B26. I am treated fairly at work	22	53	14	7	4	75%	-3 ✦	-6 ✦
B27. I am treated with respect by the people I work with	32	55	8			87%	+3 ✦	0
B28. I feel valued for the work I do	16	43	21	11	8	60%	0	-5 ✦
B29. I think that the Commission respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	47	22	6	4	67%	-3 ✦	-8 ✦

# All questions by theme

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







✦ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2010	Difference from CS High Performers
<b>Resources and workload</b>								
 :Strength of association with engagement								
B30. In my job, I am clear what is expected of me	21	55	11	9		76%	-6 ✦	-10 ✦
B31. I get the information I need to do my job well	12	50	22	13		62%	-5 ✦	-8 ✦
B32. I have clear work objectives	14	54	15	11	5	68%	-6 ✦	-11 ✦
B33. I have the skills I need to do my job effectively	29	62			8	90%	+2 ✦	0
B34. I have the tools I need to do my job effectively	15	56	17	12		70%	-1	-5 ✦
B35. I have an acceptable workload	9	50	20	16	5	59%	-3 ✦	-8 ✦
B36. I achieve a good balance between my work life and my private life	18	54	16	10		72%	+2	-2
<b>Pay and benefits</b>								
 :Strength of association with engagement								
B37. I feel that my pay adequately reflects my performance	5	37	26	25	8	42%	+4 ✦	-3 ✦
B38. I am satisfied with the total benefits package	4	43	27	20	6	47%	+8 ✦	+1
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		30	27	26	15	33%	+2	-7 ✦

# 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 CS2010	Difference from CS High Performers
<b>Leadership and managing change</b>								
 :Strength of association with engagement								
B40. I feel that the Commission as a whole is managed well	31	29	26	12	33%	-8 ✧	-20 ✧	
B41. Senior Managers (Directors & Heads of Divisions) in the Commission are sufficiently visible	5	42	20	23	10	47%	+2	-13 ✧
B42. I believe the actions of senior managers (Directors & Heads of Divisions) are consistent with the Commission's values	4	32	37	17	10	36%	-3 ✧	-16 ✧
B43. I believe that the Board has a clear vision for the future of the Commission	4	21	46	20	9	24%	-11 ✧	-23 ✧
B44. Overall, I have confidence in the decisions made by the Commission's senior managers (Directors & Heads of Divisions)	26	33	23	15	29%	-7 ✧	-19 ✧	
B45. I feel that change is managed well in the Commission	17	34	33	15	18%	-10 ✧	-21 ✧	
B46. When changes are made in the Commission they are usually for the better	22	40	29	9	23%	0	-9 ✧	
B47. The Commission keeps me informed about matters that affect me	5	43	25	18	9	48%	-6 ✧	-14 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	5	28	32	22	13	33%	+1	-6 ✧
B49. I think it is safe to challenge the way things are done in the Commission	5	26	27	27	15	31%	-9 ✧	-16 ✧

# All questions by theme

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

✧ indicates statistically significant difference from comparison

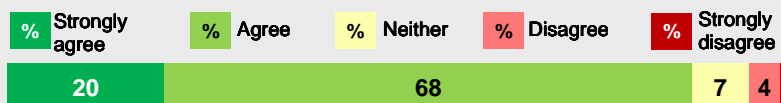
	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2010	Difference from CS High Performers
<b>Engagement</b>								
B50. I am proud when I tell others I am part of the Commission	14	41	34	7	4	55%	0	-9 ✧
B51. I would recommend the Commission as a great place to work	8	28	37	18	9	36%	-5 ✧	-16 ✧
B52. I feel a strong personal attachment to the Commission	13	36	28	16	7	49%	+3 ✧	-5 ✧
B53. The Commission inspires me to do the best in my job	9	27	38	16	9	37%	-2 ✧	-12 ✧
B54. The Commission motivates me to help it achieve its objectives	7	25	39	19	10	32%	-4 ✧	-13 ✧
<b>Taking action</b>								
B55. I believe that senior managers (Directors & Heads of Divisions) in the Commission will take action on the results from this survey	4	30	31	22	13	34%	-4 ✧	-14 ✧
B56. I believe that managers where I work will take action on the results from this survey	13	34	29	17	7	47%	+1	-6 ✧



# 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

**88%** | **2010 % Positive**

+6 ✧ | 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

**90%** | **2010 % Yes**

+12 ✧ | Difference from CS2010

## Your plans for the future

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

Statement	Percentage	Difference from CS2010
I want to leave the Commission as soon as possible	8%	0
I want to leave the Commission within the next 12 months	13%	+2 ✧
I want to stay working for the Commission for at least the next year	23%	-3 ✧
I want to stay working for the Commission for at least the next three years	55%	+1

## The Civil Service Code

Differences are based on '% Yes' score

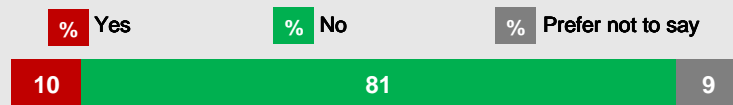
Statement	% Yes	% No	% Positive	Difference from CS2010
E01. Are you aware of the Civil Service Code?	80	20	80%	0
E02. Are you aware of how to raise a concern under the Civil Service Code?	42	58	42%	-10 ✧
E03. Are you confident that if you raised a concern under the Civil Service Code in the Commission it would be investigated properly?	54	46	54%	-8 ✧

✧ 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

10% | CS2010

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

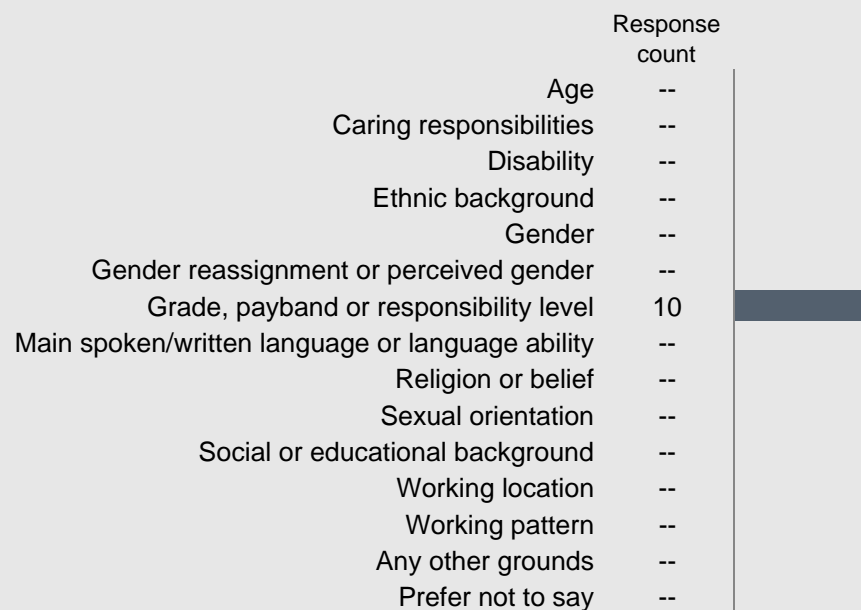


% Yes

10% ✧ | CS2010

For respondents who selected 'Yes' to question F01.

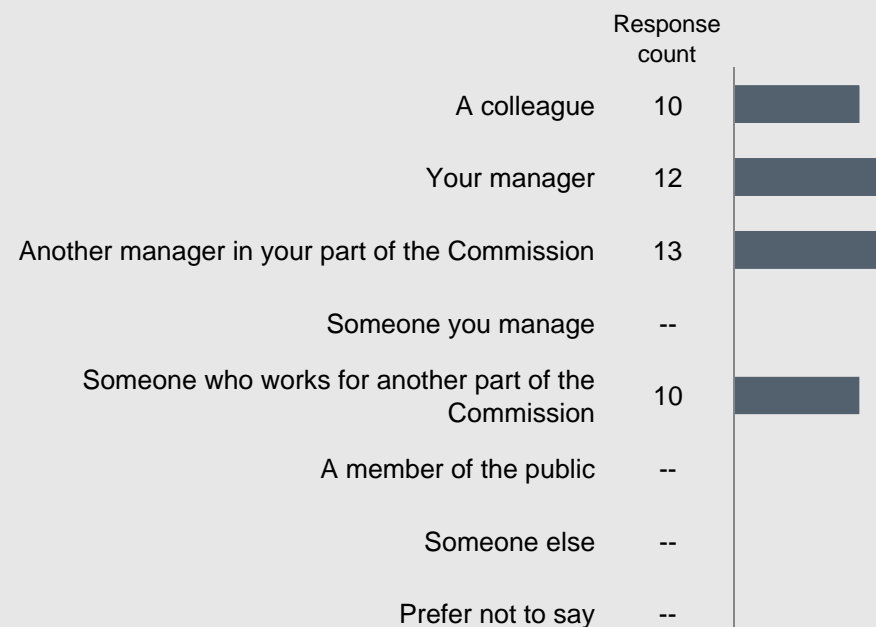
F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



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

✧ indicates statistically significant difference from comparison

# 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>CS2010</b>	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 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 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.

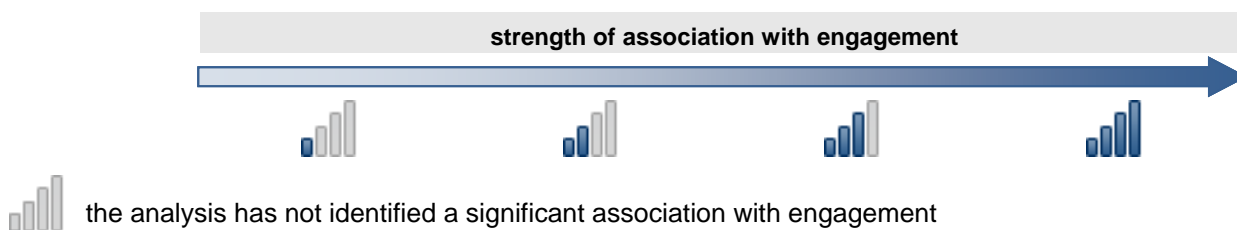
## The employee engagement index

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.