Autumn 2012 survey report for:

Home Office (Corporate Report)

Returns: 13,236 Response rate: 47%

Your engagement index

49%

Difference from previous survey	Difference from CS2012	Difference from CS High Performers
0 ✧	-9 ✧	-13 ✧

See the appendix for further details

The three elements of engagement and their component questions are:	% Positive	Difference from previous survey	Difference from CS2012
Say: speaks positively of the organisation...			
B50. I am proud when I tell others I am part of [my organisation]	**40%**	-1 ✧	-13 ✧
B51. I would recommend [my organisation] as a great place to work	**31%**	+2 ✧	-15 ✧
Stay: emotionally attached and committed to the organisation...			
B52. I feel a strong personal attachment to [my organisation]	**36%**	0	-9 ✧
Strive: motivated to do the best for the organisation...			
B53. [My organisation] inspires me to do the best in my job	**30%**	+1	-11 ✧
B54. [My organisation] motivates me to help it achieve its objectives	**28%**	0	-10 ✧

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		**30%**	0	-11 ✧	-20 ✧
My work		**64%**	+1 ✧	-9 ✧	-12 ✧
My line manager		**61%**	0	-5 ✧	-7 ✧
Resources and workload		**67%**	-1	-7 ✧	-10 ✧
Pay and benefits		**25%**	-1	-5 ✧	-10 ✧
Learning and development		**37%**	+2 ✧	-7 ✧	-14 ✧
Organisational objectives and purpose		**76%**	0	-7 ✧	-12 ✧
My team		**73%**	+1 ✧	-4 ✧	-7 ✧
Inclusion and fair treatment		**68%**	+1	-7 ✧	-9 ✧

✧ = 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 CS2012.

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

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change	Strength of association with engagement:		
B41. [Senior managers] in [my organisation] are sufficiently visible	**41%**	+2 ✧	-7 ✧
B46. When changes are made in [my organisation] they are usually for the better	**18%**	-1 ✧	-7 ✧
B45. I feel that change is managed well in [my organisation]	**21%**	0	-8 ✧
B43. I believe that [the executive team has] a clear vision for the future of [my organisation]	**31%**	+2 ✧	-9 ✧
B42. I believe the actions of [senior managers] are consistent with [my organisation's] values	**33%**	0	-9 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	**26%**	-1 ✧	-10 ✧
B49. I think it is safe to challenge the way things are done in [my organisation]	**30%**	0	-10 ✧
B47. [My organisation] keeps me informed about matters that affect me	**45%**	-1	-11 ✧
B44. Overall, I have confidence in the decisions made by [my organisation's senior managers]	**26%**	0	-13 ✧
B40. I feel that [my organisation] as a whole is managed well	**28%**	-1 ✧	-14 ✧
My work	Strength of association with engagement:		
B01. I am interested in my work	**84%**	+2 ✧	-5 ✧
B02. I am sufficiently challenged by my work	**70%**	+3 ✧	-6 ✧
B04. I feel involved in the decisions that affect my work	**44%**	0	-9 ✧
B03. My work gives me a sense of personal accomplishment	**64%**	+2 ✧	-9 ✧
B05. I have a choice in deciding how I do my work	**58%**	0	-14 ✧
My line manager	Strength of association with engagement:		
B18. Poor performance is dealt with effectively in my team	**37%**	-1	0
B14. My manager recognises when I have done my job well	**74%**	0	-3 ✧
B15. I receive regular feedback on my performance	**59%**	-1	-4 ✧
B12. My manager helps me to understand how I contribute to [my organisation's] objectives	**56%**	+1 ✧	-4 ✧
B16. The feedback I receive helps me to improve my performance	**55%**	0	-5 ✧
B09. My manager motivates me to be more effective in my job	**61%**	+2 ✧	-5 ✧
B17. I think that my performance is evaluated fairly	**58%**	-2 ✧	-5 ✧
B11. My manager is open to my ideas	**74%**	0	-5 ✧
B13. Overall, I have confidence in the decisions made by my manager	**65%**	0	-6 ✧
B10. My manager is considerate of my life outside work	**74%**	+1	-7 ✧

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 CS2012	Difference from CS High Performers
My work									
:Strength of association with engagement									
B01. I am interested in my work	35	50	9	4		**84%**	+2 ✧	-5 ✧	-7 ✧
B02. I am sufficiently challenged by my work	26	44	15	11	4	**70%**	+3 ✧	-6 ✧	-10 ✧
B03. My work gives me a sense of personal accomplishment	19	45	18	13	6	**64%**	+2 ✧	-9 ✧	-14 ✧
B04. I feel involved in the decisions that affect my work	11	34	20	21	14	**44%**	0	-9 ✧	-15 ✧
B05. I have a choice in deciding how I do my work	16	42	18	15	9	**58%**	0	-14 ✧	-19 ✧
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of [my organisation's] purpose	21	56	13	6		**77%**	0	-7 ✧	-13 ✧
B07. I have a clear understanding of [my organisation's] objectives	18	55	16	8		**73%**	0	-6 ✧	-12 ✧
B08. I understand how my work contributes to [my organisation's] objectives	22	55	15	6		**76%**	0	-5 ✧	-10 ✧

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 CS2012	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	18	43	21	12	7	61%	+2 ✧	-5 ✧	-8 ✧
B10. My manager is considerate of my life outside work	30	43	16	6	4	74%	+1	-7 ✧	-10 ✧
B11. My manager is open to my ideas	27	47	16	7	4	74%	0	-5 ✧	-9 ✧
B12. My manager helps me to understand how I contribute to [my organisation's] objectives	15	42	28	10	5	56%	+1 ✧	-4 ✧	-10 ✧
B13. Overall, I have confidence in the decisions made by my manager	22	44	20	9	7	65%	0	-6 ✧	-10 ✧
B14. My manager recognises when I have done my job well	27	48	14	7	4	74%	0	-3 ✧	-5 ✧
B15. I receive regular feedback on my performance	16	43	20	15	6	59%	-1	-4 ✧	-9 ✧
B16. The feedback I receive helps me to improve my performance	15	40	27	12	6	55%	0	-5 ✧	-8 ✧
B17. I think that my performance is evaluated fairly	15	43	24	11	7	58%	-2 ✧	-5 ✧	-10 ✧
B18. Poor performance is dealt with effectively in my team	8	29	34	16	12	37%	-1	0	-5 ✧
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	6		80%	+1	-3 ✧	-6 ✧
B20. The people in my team work together to find ways to improve the service we provide	26	49	16	7		75%	+1 ✧	-5 ✧	-7 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	22	44	19	10	5	66%	+1 ✧	-5 ✧	-10 ✧

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 CS2012	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	42	26	17	7	**50%**	+1	-8 ✧	-15 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	31	35	19	9	**37%**	0	-8 ✧	-14 ✧
B24. There are opportunities for me to develop my career in [my organisation]	5	25	26	24	20	**30%**	+7 ✧	-6 ✧	-13 ✧
B25. Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	6	27	31	21	15	**33%**	+1	-7 ✧	-14 ✧
Inclusion and fair treatment :Strength of association with engagement									
B26. I am treated fairly at work	18	53	16	8	5	**71%**	0	-7 ✧	-10 ✧
B27. I am treated with respect by the people I work with	22	57	13	5		**79%**	0	-5 ✧	-7 ✧
B28. I feel valued for the work I do	13	40	22	16	9	**53%**	+1 ✧	-9 ✧	-14 ✧
B29. I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	50	20	7	5	**68%**	+1 ✧	-4 ✧	-11 ✧

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 CS2012	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	20	60	11	7		79%	0	-4 ✧	-7 ✧
B31. I get the information I need to do my job well	11	49	21	15	5	59%	-1 ✧	-9 ✧	-13 ✧
B32. I have clear work objectives	14	54	17	10	4	68%	-1 ✧	-7 ✧	-11 ✧
B33. I have the skills I need to do my job effectively	23	60	12	4		83%	0	-6 ✧	-8 ✧
B34. I have the tools I need to do my job effectively	12	47	19	16	7	59%	-1 ✧	-13 ✧	-16 ✧
B35. I have an acceptable workload	8	47	20	17	9	55%	-1	-5 ✧	-11 ✧
B36. I achieve a good balance between my work life and my private life	13	50	18	12	7	63%	0	-4 ✧	-10 ✧
Pay and benefits :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		24	21	30	22	27%	-1	-4 ✧	-9 ✧
B38. I am satisfied with the total benefits package		23	26	28	20	26%	0	-7 ✧	-14 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		19	23	30	25	22%	-1 ✧	-4 ✧	-11 ✧

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

Leadership and managing change

:Strength of association with engagement

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B40. I feel that [my organisation] as a whole is managed well		26	28	25	18	28%	-1 ✧	-14 ✧	-29 ✧
B41. [Senior managers] in [my organisation] are sufficiently visible	6	36	25	20	14	41%	+2 ✧	-7 ✧	-19 ✧
B42. I believe the actions of [senior managers] are consistent with [my organisation's] values	4	29	37	17	13	33%	0	-9 ✧	-21 ✧
B43. I believe that [the executive team has] a clear vision for the future of [my organisation]	4	27	38	17	15	31%	+2 ✧	-9 ✧	-21 ✧
B44. Overall, I have confidence in the decisions made by [my organisation's senior managers]		23	34	22	18	26%	0	-13 ✧	-25 ✧
B45. I feel that change is managed well in [my organisation]		19	27	31	21	21%	0	-8 ✧	-18 ✧
B46. When changes are made in [my organisation] they are usually for the better		16	35	29	19	18%	-1 ✧	-7 ✧	-18 ✧
B47. [My organisation] keeps me informed about matters that affect me	4	41	29	16	10	45%	-1	-11 ✧	-19 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me		23	27	27	19	26%	-1 ✧	-10 ✧	-16 ✧
B49. I think it is safe to challenge the way things are done in [my organisation]		27	31	22	17	30%	0	-10 ✧	-16 ✧

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 CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of [my organisation]	9	31	33	16	10	**40%**	-1 ✧	-13 ✧	-24 ✧
B51. I would recommend [my organisation] as a great place to work	6	25	35	21	13	**31%**	+2 ✧	-15 ✧	-26 ✧
B52. I feel a strong personal attachment to [my organisation]	9	27	32	20	12	**36%**	0	-9 ✧	-16 ✧
B53. [My organisation] inspires me to do the best in my job	6	24	37	21	12	**30%**	+1	-11 ✧	-19 ✧
B54. [My organisation] motivates me to help it achieve its objectives	5	23	38	21	13	**28%**	0	-10 ✧	-19 ✧
Taking action									
B55. I believe that [senior managers] in [my organisation] will take action on the results from this survey	5	28	27	21	18	**34%**	+1	-9 ✧	-20 ✧
B56. I believe that managers where I work will take action on the results from this survey	10	35	25	15	15	**44%**	+1 ✧	-7 ✧	-15 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	6	22	37	18	17	**28%**	-1	-3 ✧	-12 ✧

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for [your organisation]?		Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave [my organisation] as soon as possible	**11%**	-1	+3 ✧	+1 ✧
I want to leave [my organisation] within the next 12 months	**13%**	+1	+1 ✧	-3 ✧
I want to stay working for [my organisation] for at least the next year	**25%**	+1	-3 ✧	-9 ✧
I want to stay working for [my organisation] for at least the next three years	**50%**	-1	-1 ✧	-9 ✧

The Civil Service Code

Differences are based on '% Yes' score	% Yes	% No	**% Yes**	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	81	19	**81%**	+5 ✧	-7 ✧	-12 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	58	42	**58%**	+5 ✧	-5 ✧	-11 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in [your organisation] it would be investigated properly?	55	45	**55%**	+2 ✧	-11 ✧	-16 ✧

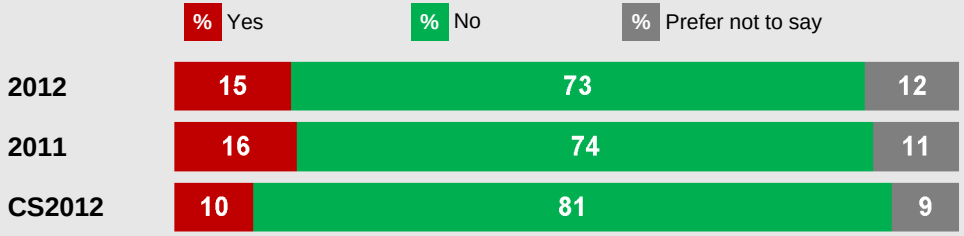
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

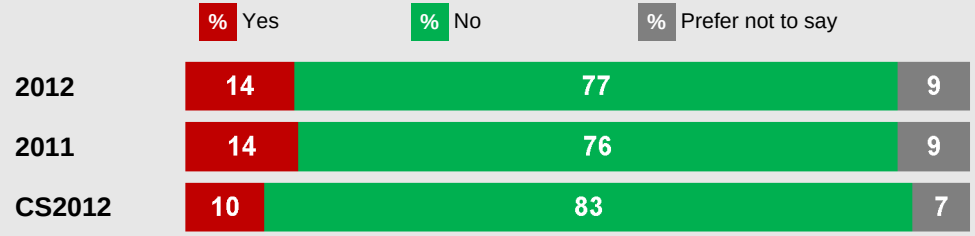
All questions by theme

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)

	Response count
Age	239
Caring responsibilities	227
Disability	242
Ethnic background	183
Gender	211
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	682
Main spoken/written language or language ability	92
Religion or belief	104
Sexual orientation	46
Social or educational background	104
Working location	293
Working pattern	494
Any other grounds	581
Prefer not to say	209

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)

	Response count
A colleague	532
Your manager	552
Another manager in my part of [your organisation]	527
Someone you manage	148
Someone who works for another part of [your organisation]	169
A member of the public	73
Someone else	81
Prefer not to say	256

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

Home Office (Corporate Report) questions

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey
F01. Senior managers where I work inspire staff with a positive vision	6	29	30	19	15	**36%**	+1
F02. Have you seen or heard communications about the Home Office We Want To Be programme?	Yes: 68%			No: 32%		**68%**	-
F03. Have you seen changes as a result of the Home Office We Want To Be programme?	Yes: 18%			No: 82%		**18%**	-

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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✧

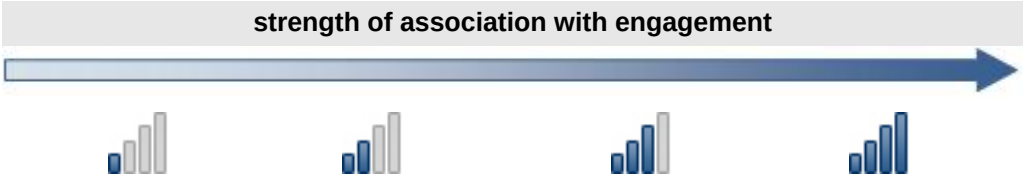
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



the analysis has not identified a significant association with engagement

Confidentiality

This survey was carried out as part of the 2012 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.