



## Your engagement index

60%

Difference from previous survey

+4 ✧

Difference from CS2013

+2 ✧

Difference from CS High Performers

-2 ✧

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 CS2013
B50. I am proud when I tell others I am part of our organisation	58%	+10 ✧	+2 ✧
B51. I would recommend our organisation as a great place to work	53%	+11 ✧	+8 ✧

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

B52. I feel a strong personal attachment to our organisation	48%	+8 ✧	+2 ✧
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#### Strive: motivated to do the best for the organisation...

B53. Our organisation inspires me to do the best in my job	48%	+11 ✧	+5 ✧
B54. Our organisation motivates me to help it achieve its objectives	46%	+11 ✧	+6 ✧

✧ = 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 CS2013	Difference from CS High Performers
Leadership and managing change		51%	+9 ✧	+9 ✧	0
My work		71%	+5 ✧	-3 ✧	-7 ✧
My manager		68%	+2 ✧	+1	-2 ✧
Pay and benefits		26%	+7 ✧	-3 ✧	-8 ✧
Resources and workload		81%	+4 ✧	+7 ✧	+4 ✧
Learning and development		54%	+11 ✧	+7 ✧	0
Organisational objectives and purpose		89%	+6 ✧	+7 ✧	+2 ✧
Inclusion and fair treatment		75%	+3 ✧	+1 ✧	-2 ✧
My team		80%	+2 ✧	+1	-1 ✧




✧ = 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 CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>			
B45. I feel that change is managed well in our organisation	46%	+8 ◇	+17 ◇
B43. I believe that the Senior Leadership team has a clear vision for the future of our organisation	55%	+12 ◇	+13 ◇
B46. When changes are made in our organisation they are usually for the better	39%	+10 ◇	+12 ◇
B42. I believe the actions of senior managers are consistent with our organisation's values	55%	+12 ◇	+12 ◇
B41. Senior managers in our organisation are sufficiently visible	62%	+8 ◇	+11 ◇
B40. I feel that our organisation as a whole is managed well	54%	+11 ◇	+10 ◇
B49. I think it is safe to challenge the way things are done in our organisation	46%	+6 ◇	+7 ◇
B44. Overall, I have confidence in the decisions made by our organisation's senior managers	48%	+12 ◇	+7 ◇
B47. Our organisation keeps me informed about matters that affect me	63%	+7 ◇	+5 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	40%	+6 ◇	+4 ◇
<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>			
B03. My work gives me a sense of personal accomplishment	75%	+6 ◇	+1
B04. I feel involved in the decisions that affect my work	53%	+8 ◇	0
B01. I am interested in my work	89%	+3 ◇	-1
B02. I am sufficiently challenged by my work	75%	+6 ◇	-3 ◇
B05. I have a choice in deciding how I do my work	62%	+3 ◇	-11 ◇
<b>My manager</b> <span style="float: right;">Strength of association with engagement: </span>			
B12. My manager helps me to understand how I contribute to our organisation's objectives	71%	+7 ◇	+9 ◇
B16. The feedback I receive helps me to improve my performance	65%	+5 ◇	+6 ◇
B18. Poor performance is dealt with effectively in my team	43%	+4 ◇	+5 ◇
B15. I receive regular feedback on my performance	69%	+3 ◇	+5 ◇
B09. My manager motivates me to be more effective in my job	68%	+3 ◇	+3 ◇
B13. Overall, I have confidence in the decisions made by my manager	72%	+3 ◇	+1
B14. My manager recognises when I have done my job well	78%	-1 ◇	+1
B11. My manager is open to my ideas	77%	+1	-2 ◇
B10. My manager is considerate of my life outside work	77%	-1	-4 ◇
B17. I think that my performance is evaluated fairly	59%	-4 ◇	-4 ◇

# 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 CS2013   
 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 CS2013	Difference from CS High Performers
B01. I am interested in my work	37	51	7			89%	+3 ◇	-1	-3 ◇
B02. I am sufficiently challenged by my work	28	47	10	11		75%	+6 ◇	-3 ◇	-6 ◇
B03. My work gives me a sense of personal accomplishment	25	50	12	9		75%	+6 ◇	+1	-3 ◇
B04. I feel involved in the decisions that affect my work	13	40	20	19	8	53%	+8 ◇	0	-7 ◇
B05. I have a choice in deciding how I do my work	18	44	16	16	6	62%	+3 ◇	-11 ◇	-15 ◇

## Organisational objectives and purpose

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B06. I have a clear understanding of our organisation's purpose	32	58	7			90%	+6 ◇	+5 ◇	0
B07. I have a clear understanding of our organisation's objectives	29	59	9			88%	+6 ◇	+8 ◇	+3 ◇
B08. I understand how my work contributes to our organisation's objectives	32	57	7			90%	+6 ◇	+7 ◇	+3 ◇

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## My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	22	46	16	11	5	68%	+3 ◇	+3 ◇	-1 ◇
B10. My manager is considerate of my life outside work	35	41	14	6		77%	-1	-4 ◇	-7 ◇
B11. My manager is open to my ideas	30	47	14	5		77%	+1	-2 ◇	-5 ◇
B12. My manager helps me to understand how I contribute to our organisation's objectives	22	49	19	7		71%	+7 ◇	+9 ◇	+5 ◇
B13. Overall, I have confidence in the decisions made by my manager	27	45	15	9	4	72%	+3 ◇	+1	-4 ◇
B14. My manager recognises when I have done my job well	30	47	11	8	4	78%	-1 ◇	+1	-3 ◇
B15. I receive regular feedback on my performance	23	46	15	12	4	69%	+3 ◇	+5 ◇	0
B16. The feedback I receive helps me to improve my performance	22	43	21	10	4	65%	+5 ◇	+6 ◇	0
B17. I think that my performance is evaluated fairly	17	41	19	14	9	59%	-4 ◇	-4 ◇	-8 ◇
B18. Poor performance is dealt with effectively in my team	11	32	31	15	10	43%	+4 ◇	+5 ◇	+1 ◇

## 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	37	48	9	5		85%	+2 ◇	+1 ◇	-1 ◇
B20. The people in my team work together to find ways to improve the service we provide	32	49	12	5		81%	+2 ◇	+1	-2 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	27	46	16	8		74%	+2 ◇	+1	-3 ◇

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## Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	14	55	18	11		69%	+8 ◇	+8 ◇	+4 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	40	29	15	5	52%	+10 ◇	+4 ◇	-2 ◇
B24. There are opportunities for me to develop my career in our organisation	10	42	22	17	9	52%	+17 ◇	+14 ◇	+5 ◇
B25. Learning and development activities I have completed while working for our organisation are helping me to develop my career	9	35	31	17	8	44%	+8 ◇	+3 ◇	-4 ◇

## Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	23	54	11	8	4	77%	+1	-2 ◇	-5 ◇
B27. I am treated with respect by the people I work with	27	57	9	4		84%	+2 ◇	-1	-3 ◇
B28. I feel valued for the work I do	18	45	18	13	6	63%	+4 ◇	0	-5 ◇
B29. I think that our organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	52	12	5	4	79%	+4 ◇	+6 ◇	+1

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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 CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	29	61	6			91%	+2 ◇	+7 ◇	+4 ◇
B31. I get the information I need to do my job well	18	57	14	9		75%	+3 ◇	+6 ◇	+2 ◇
B32. I have clear work objectives	22	62	10	4		84%	+7 ◇	+9 ◇	+5 ◇
B33. I have the skills I need to do my job effectively	31	61	6			91%	+3 ◇	+3 ◇	+1 ◇
B34. I have the tools I need to do my job effectively	21	56	12	8		78%	+4 ◇	+6 ◇	+2 ◇
B35. I have an acceptable workload	14	56	13	13	4	70%	+6 ◇	+11 ◇	+5 ◇
B36. I achieve a good balance between my work life and my private life	21	54	14	9		75%	+3 ◇	+7 ◇	+2 ◇

## Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	20	16	34	26		23%	+5 ◇	-6 ◇	-12 ◇
B38. I am satisfied with the total benefits package	4	28	22	28	18	33%	+11 ◇	0	-5 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	17	34	27		23%	+5 ◇	-3 ◇	-9 ◇

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% Strongly agree   
 % Agree   
 % Neither   
 % Disagree   
 % Strongly disagree   
 % Positive   
 Difference from previous survey   
 Difference from CS2013   
 Difference from CS High Performers

## Leadership and managing change

 : Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that our organisation as a whole is managed well	7	46	23	17	6	54%	+11 ◇	+10 ◇	-3 ◇
B41. Senior managers in our organisation are sufficiently visible	12	50	18	14	6	62%	+8 ◇	+11 ◇	0
B42. I believe the actions of senior managers are consistent with our organisation's values	9	46	26	13	5	55%	+12 ◇	+12 ◇	0
B43. I believe that the Senior Leadership team has a clear vision for the future of our organisation	10	44	29	11	5	55%	+12 ◇	+13 ◇	0
B44. Overall, I have confidence in the decisions made by our organisation's senior managers	9	39	29	16	8	48%	+12 ◇	+7 ◇	-3 ◇
B45. I feel that change is managed well in our organisation	6	40	23	24	7	46%	+8 ◇	+17 ◇	+7 ◇
B46. When changes are made in our organisation they are usually for the better	5	34	32	21	8	39%	+10 ◇	+12 ◇	+4 ◇
B47. Our organisation keeps me informed about matters that affect me	8	55	20	13	5	63%	+7 ◇	+5 ◇	-2 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	6	34	25	25	10	40%	+6 ◇	+4 ◇	-4 ◇
B49. I think it is safe to challenge the way things are done in our organisation	8	38	25	20	9	46%	+6 ◇	+7 ◇	-3 ◇

# 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

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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 CS2013	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of our organisation	14	44	29	9	4	58%	+10 ◇	+2 ◇	-7 ◇
B51. I would recommend our organisation as a great place to work	13	40	28	14	5	53%	+11 ◇	+8 ◇	-3 ◇
B52. I feel a strong personal attachment to our organisation	13	36	29	18	6	48%	+8 ◇	+2 ◇	-4 ◇
B53. Our organisation inspires me to do the best in my job	11	37	32	15	6	48%	+11 ◇	+5 ◇	-2 ◇
B54. Our organisation motivates me to help it achieve its objectives	10	36	33	15	6	46%	+11 ◇	+6 ◇	-2 ◇
<b>Taking action</b>									
B55. I believe that senior managers in our organisation will take action on the results from this survey	11	40	24	16	9	51%	+8 ◇	+8 ◇	-1
B56. I believe that managers where I work will take action on the results from this survey	14	43	22	13	9	57%	+3 ◇	+3 ◇	-2 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	10	35	32	14	9	45%	+5 ◇	+12 ◇	+5 ◇



# All questions by theme

This section shows the results for each question in the survey, 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 CS2013	Difference from CS High Performers
<b>Organisational Culture</b>									
B58. I am trusted to carry out my job effectively	32	58	6			90%	+3 ◇	+2 ◇	0
B59. I believe I would be supported if I try a new idea, even if it may not work	18	50	19	10		68%	+8 ◇	0	-3 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	13	48	23	11	5	61%	+3 ◇	-4 ◇	-9 ◇
B61. When I talk about our organisation I say "we" rather than "they"	18	48	21	10	4	65%	+7 ◇	-2 ◇	-11 ◇
B62. I have some really good friendships at work	35	48	13		4	82%	+3 ◇	+7 ◇	+3 ◇

Please note these questions were not asked on paper surveys in 2012.

# All questions by theme

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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

## 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. This 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?	15	22	47	16	63%	+5 ◇	0	-3 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	19	46	24	70%	+3 ◇	+1	-3 ◇
W03. Overall, how happy did you feel yesterday?	19	22	38	21	59%	+2 ◇	0	-3 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	27	23	21	29	50%	-2 ◇	0	-3 ◇

# All questions by theme

## Your plans for the future

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

			Difference from previous survey	Difference from CS2013	Difference from CS High Performers
I want to leave our organisation as soon as possible		<b>8%</b>	+1	0	-3 ✧
I want to leave our organisation within the next 12 months		<b>10%</b>	-1	-3 ✧	-6 ✧
I want to stay working for our organisation for at least the next year		<b>22%</b>	0	-8 ✧	-13 ✧
I want to stay working for our organisation for at least the next three years		<b>60%</b>	+1	+12 ✧	+2 ✧

## The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		<b>13</b>	<b>87%</b>	+2 ✧	-3 ✧	-7 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		<b>32</b>	<b>68%</b>	+2 ✧	+4 ✧	-2 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in our organisation it would be investigated properly?		<b>33</b>	<b>67%</b>	-1	0	-6 ✧

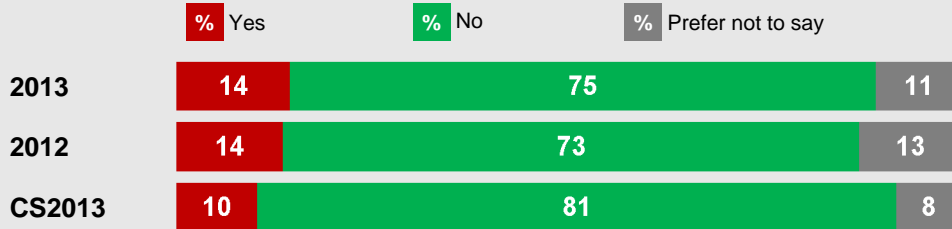
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

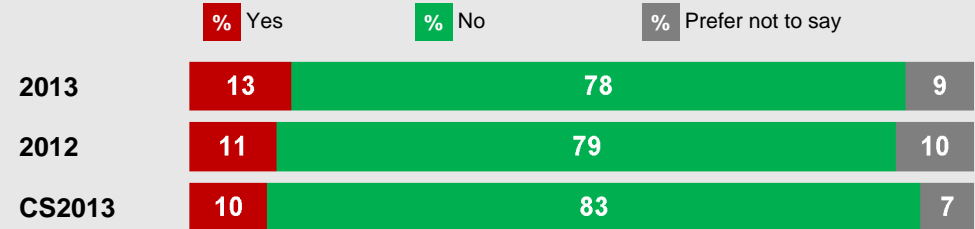
# All questions by theme

## Discrimination, harassment and bullying

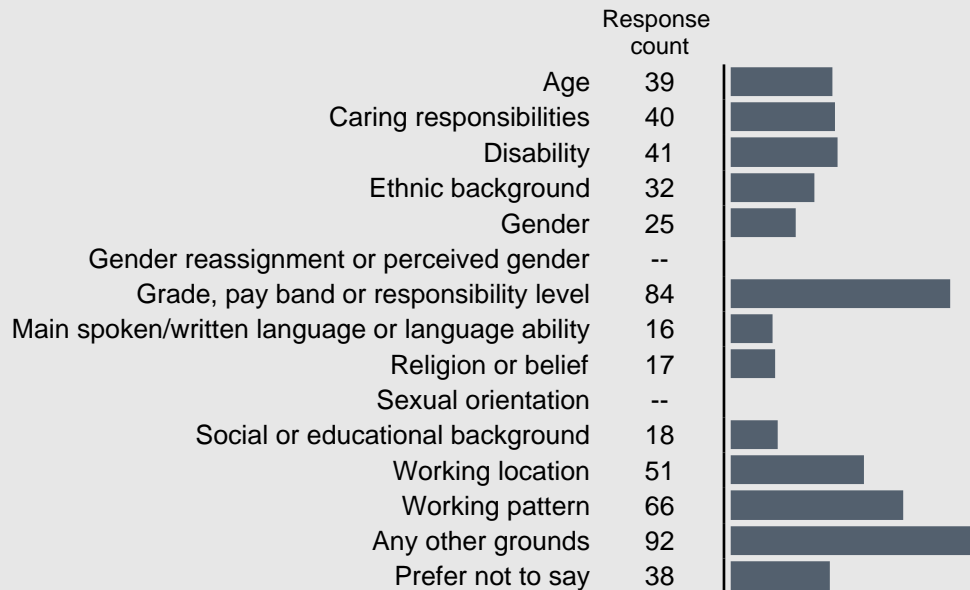
E01. During the past 12 months, have you personally experienced discrimination at work?



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)



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)



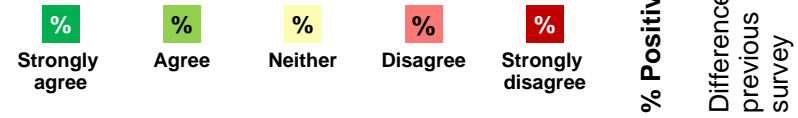
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

# All questions by theme

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✦ indicates statistically significant difference from comparison



## HM Passport Office questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. Have you taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	Yes: 31%		No: 69%			<b>31%</b>	-
F02. Have you seen or heard communications about the Home Office Transformation Programme?	Yes: 44%		No: 56%			<b>44%</b>	-
F03. Have you seen changes in your area as a result of the Home Office Transformation Programme?	Yes: 24%		No: 76%			<b>24%</b>	-
F04. During the past 12 months, I have personally experienced bullying or harassment at work and was able to use the available channels to report it	6	18	35	21	19	<b>24%</b>	-

# 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 2012 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>CS2013</b>	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✦

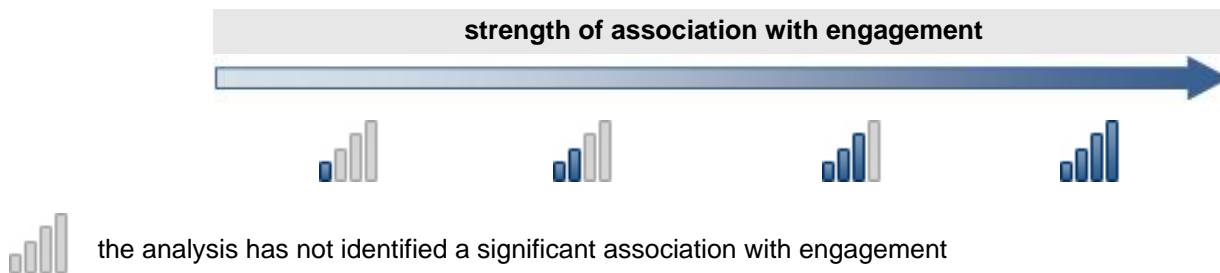
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2013 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.