



Your engagement index

52%

Difference from CS2013

-6 ✧

Difference from CS High Performers

-10 ✧

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 CS2013
B50. I am proud when I tell others I am part of PHE	46%	-10 ✧
B51. I would recommend PHE as a great place to work	36%	-9 ✧

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

B52. I feel a strong personal attachment to PHE	27%	-18 ✧
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Strive: motivated to do the best for the organisation...

B53. PHE inspires me to do the best in my job	32%	-11 ✧
B54. PHE motivates me to help it achieve its objectives	28%	-11 ✧

✧ = 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 CS2013	Difference from CS High Performers
Leadership and managing change		30%	-12 ✧	-21 ✧
My work		74%	0	-4 ✧
Organisational objectives and purpose		63%	-20 ✧	-25 ✧
My manager		61%	-6 ✧	-9 ✧
Learning and development		41%	-6 ✧	-13 ✧
Resources and workload		70%	-4 ✧	-7 ✧
Pay and benefits		42%	+13 ✧	+8 ✧
My team		76%	-3 ✧	-6 ✧
Inclusion and fair treatment		73%	-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 CS2013.

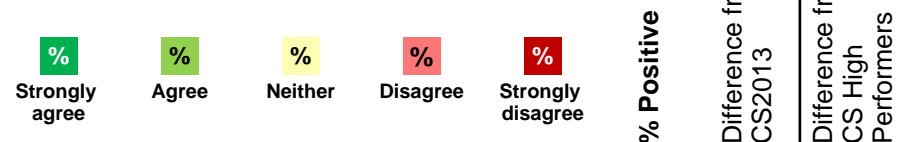
✧ indicates statistically significant difference from comparison

	% Positive	Difference from CS2013
Leadership and managing change Strength of association with engagement: 		
B43. I believe that the National Executive has a clear vision for the future of PHE	34%	-7 ✧
B49. I think it is safe to challenge the way things are done in PHE	30%	-8 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	27%	-9 ✧
B44. Overall, I have confidence in the decisions made by PHE's senior managers	31%	-10 ✧
B42. I believe the actions of senior managers are consistent with PHE's values	34%	-10 ✧
B46. When changes are made in PHE they are usually for the better	16%	-11 ✧
B45. I feel that change is managed well in PHE	17%	-11 ✧
B40. I feel that PHE as a whole is managed well	30%	-13 ✧
B41. Senior managers in PHE are sufficiently visible	35%	-16 ✧
B47. PHE keeps me informed about matters that affect me	41%	-17 ✧
My work Strength of association with engagement: 		
B01. I am interested in my work	93%	+4 ✧
B05. I have a choice in deciding how I do my work	72%	0
B03. My work gives me a sense of personal accomplishment	74%	0
B02. I am sufficiently challenged by my work	77%	-1 ✧
B04. I feel involved in the decisions that affect my work	51%	-2 ✧
Organisational objectives and purpose Strength of association with engagement: 		
B06. I have a clear understanding of PHE's purpose	67%	-18 ✧
B07. I have a clear understanding of PHE's objectives	61%	-19 ✧
B08. I understand how my work contributes to PHE's objectives	61%	-22 ✧

All questions by theme

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

✧ indicates statistically significant difference from comparison



My work

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	53	40	5			93%	+4 ✧	+1 ✧
B02. I am sufficiently challenged by my work	37	40	12	9		77%	-1 ✧	-5 ✧
B03. My work gives me a sense of personal accomplishment	30	44	15	9		74%	0	-4 ✧
B04. I feel involved in the decisions that affect my work	14	38	22	19	8	51%	-2 ✧	-9 ✧
B05. I have a choice in deciding how I do my work	23	49	16	9		72%	0	-5 ✧

Organisational objectives and purpose

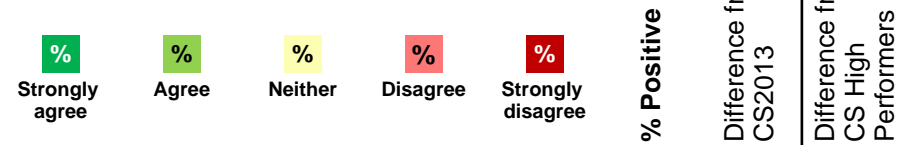
:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
B06. I have a clear understanding of PHE's purpose	13	53	20	10		67%	-18 ✧	-23 ✧
B07. I have a clear understanding of PHE's objectives	11	50	23	12		61%	-19 ✧	-24 ✧
B08. I understand how my work contributes to PHE's objectives	14	47	22	13	4	61%	-22 ✧	-26 ✧

All questions by theme

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

✧ indicates statistically significant difference from comparison



My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	20	41	21	12	6	62%	-4 ✧	-8 ✧
B10. My manager is considerate of my life outside work	34	40	16	6	4	74%	-6 ✧	-10 ✧
B11. My manager is open to my ideas	32	43	15	6	6	76%	-3 ✧	-7 ✧
B12. My manager helps me to understand how I contribute to PHE's objectives	13	34	33	15	5	47%	-15 ✧	-19 ✧
B13. Overall, I have confidence in the decisions made by my manager	26	41	18	9	5	67%	-4 ✧	-9 ✧
B14. My manager recognises when I have done my job well	28	45	16	8	8	73%	-4 ✧	-7 ✧
B15. I receive regular feedback on my performance	17	39	23	16	5	56%	-8 ✧	-12 ✧
B16. The feedback I receive helps me to improve my performance	17	39	29	11	4	56%	-3 ✧	-9 ✧
B17. I think that my performance is evaluated fairly	18	44	26	8	4	62%	-1	-5 ✧
B18. Poor performance is dealt with effectively in my team	7	26	38	19	11	33%	-5 ✧	-9 ✧

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	32	48	12	6	6	80%	-4 ✧	-6 ✧
B20. The people in my team work together to find ways to improve the service we provide	30	47	15	6	6	77%	-3 ✧	-6 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	26	44	19	9	6	70%	-3 ✧	-6 ✧

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 CS2013	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	10	43	29	14	4	53%	-7 ✧	-11 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	35	37	13	4	46%	-2 ✧	-8 ✧
B24. There are opportunities for me to develop my career in PHE	7	26	34	22	12	33%	-5 ✧	-15 ✧
B25. Learning and development activities I have completed while working for PHE are helping me to develop my career	7	25	42	18	8	32%	-9 ✧	-16 ✧
Inclusion and fair treatment								
 :Strength of association with engagement								
B26. I am treated fairly at work	24	54	13	6		78%	0	-3 ✧
B27. I am treated with respect by the people I work with	30	53	11	4		83%	-1 ✧	-3 ✧
B28. I feel valued for the work I do	20	44	21	12	4	63%	0	-4 ✧
B29. I think that PHE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	21	48	24	5		68%	-4 ✧	-9 ✧

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 CS2013
 Difference from CS High Performers

Resources and workload

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	21	58	13	7	79%	-4 ✧	-7 ✧	
B31. I get the information I need to do my job well	13	48	22	15	61%	-8 ✧	-12 ✧	
B32. I have clear work objectives	17	55	17	9	72%	-3 ✧	-7 ✧	
B33. I have the skills I need to do my job effectively	30	59	8		90%	+1 ✧	-1	
B34. I have the tools I need to do my job effectively	15	50	18	13	66%	-6 ✧	-10 ✧	
B35. I have an acceptable workload	8	49	19	16	57%	-3 ✧	-8 ✧	
B36. I achieve a good balance between my work life and my private life	14	48	19	14	62%	-6 ✧	-11 ✧	

Pay and benefits






 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	7	40	24	21	8	46%	+18 ✧	+11 ✧
B38. I am satisfied with the total benefits package	5	35	36	17	6	40%	+8 ✧	+2 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	35	29	21	9	41%	+16 ✧	+9 ✧

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 CS2013	Difference from CS High Performers
Leadership and managing change								
:Strength of association with engagement								
B40. I feel that PHE as a whole is managed well	27		43	19	8	30%	-13 ✧	-26 ✧
B41. Senior managers in PHE are sufficiently visible	5	31	30	25	9	35%	-16 ✧	-26 ✧
B42. I believe the actions of senior managers are consistent with PHE's values	5	29	53	8	5	34%	-10 ✧	-22 ✧
B43. I believe that the National Executive has a clear vision for the future of PHE	5	29	52	8	5	34%	-7 ✧	-21 ✧
B44. Overall, I have confidence in the decisions made by PHE's senior managers	4	27	46	15	8	31%	-10 ✧	-20 ✧
B45. I feel that change is managed well in PHE	16		40	30	13	17%	-11 ✧	-22 ✧
B46. When changes are made in PHE they are usually for the better	15		57	19	8	16%	-11 ✧	-19 ✧
B47. PHE keeps me informed about matters that affect me		38	33	19	7	41%	-17 ✧	-23 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me		25	35	25	12	27%	-9 ✧	-17 ✧
B49. I think it is safe to challenge the way things are done in PHE		27	43	18	8	30%	-8 ✧	-18 ✧

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 CS2013	Difference from CS High Performers
Engagement								
B50. I am proud when I tell others I am part of PHE	10	36	40	10	4	46%	-10 ✧	-19 ✧
B51. I would recommend PHE as a great place to work	7	29	43	14	6	36%	-9 ✧	-19 ✧
B52. I feel a strong personal attachment to PHE	7	20	38	24	10	27%	-18 ✧	-25 ✧
B53. PHE inspires me to do the best in my job	6	26	42	19	8	32%	-11 ✧	-18 ✧
B54. PHE motivates me to help it achieve its objectives	5	24	43	21	8	28%	-11 ✧	-19 ✧
Taking action								
B55. I believe that senior managers in PHE will take action on the results from this survey	5	29	37	20	10	33%	-10 ✧	-19 ✧
B56. I believe that managers where I work will take action on the results from this survey	8	35	31	16	10	43%	-11 ✧	-16 ✧

All questions by theme

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

✧ indicates statistically significant difference from comparison

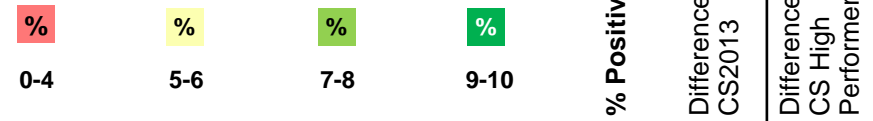
	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
Organisational Culture								
B58. I am trusted to carry out my job effectively	32	57	7			89%	+1 ✧	-1 ✧
B59. I believe I would be supported if I try a new idea, even if it may not work	18	50	21	9		68%	+1	-3 ✧
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	15	49	28	7		63%	-1 ✧	-7 ✧
B61. When I talk about PHE I say "we" rather than "they"	15	39	28	13	4	54%	-13 ✧	-22 ✧
B62. I have some really good friendships at work	28	49	17	5		77%	+1 ✧	-2 ✧

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

All questions by theme

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

✧ indicates statistically significant difference from comparison



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	51	12	63%	0	-4 ✧
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	18	50	22	71%	+2 ✧	-1 ✧
W03. Overall, how happy did you feel yesterday?	18	22	42	18	60%	0	-3 ✧
	0-1	2-3	4-5	6-10			
W04. Overall, how anxious did you feel yesterday?	23	27	20	29	51%	+1	-2 ✧

All questions by theme

Your plans for the future

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

			Difference from CS2013	Difference from CS High Performers
I want to leave PHE as soon as possible		6%	-2 ✧	-4 ✧
I want to leave PHE within the next 12 months		13%	0	-3 ✧
I want to stay working for PHE for at least the next year		33%	+2 ✧	-2 ✧
I want to stay working for PHE for at least the next three years		48%	0	-10 ✧

The Civil Service Code

Differences are based on '% Yes' score

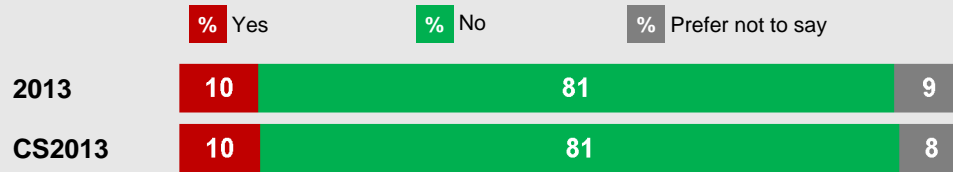
	% Yes	% No	% Yes	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		38	62%	-28 ✧	-32 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		69	31%	-33 ✧	-39 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in PHE it would be investigated properly?		51	49%	-18 ✧	-23 ✧

✧ indicates statistically significant difference from comparison

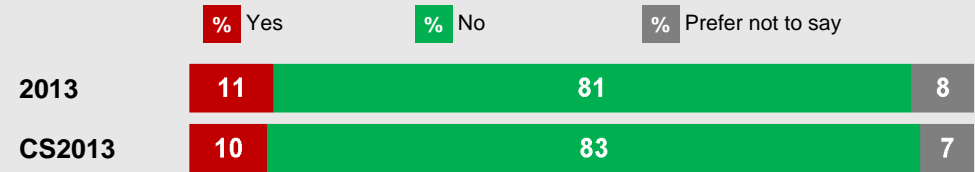
All questions by theme

Discrimination, harassment and bullying

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

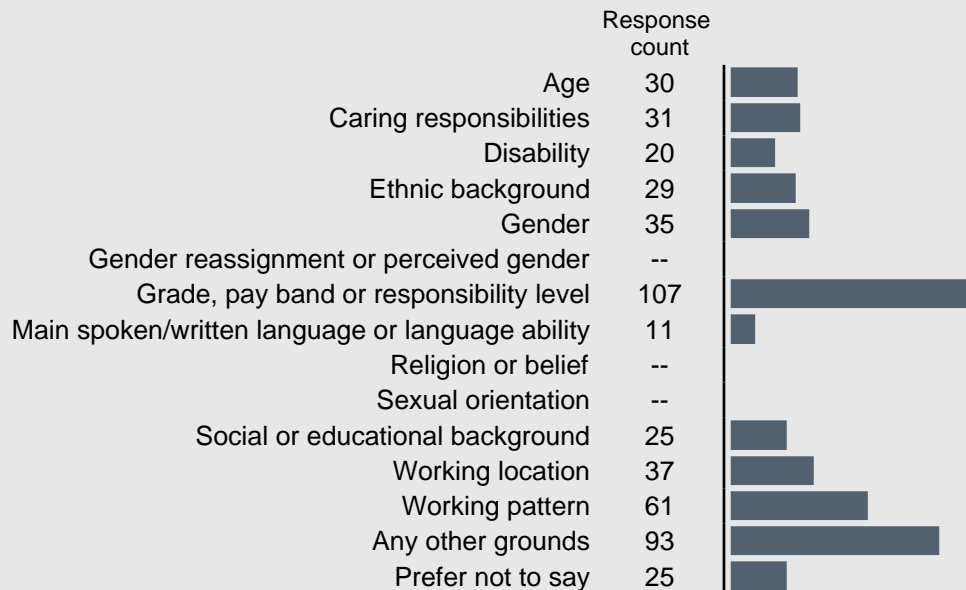


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

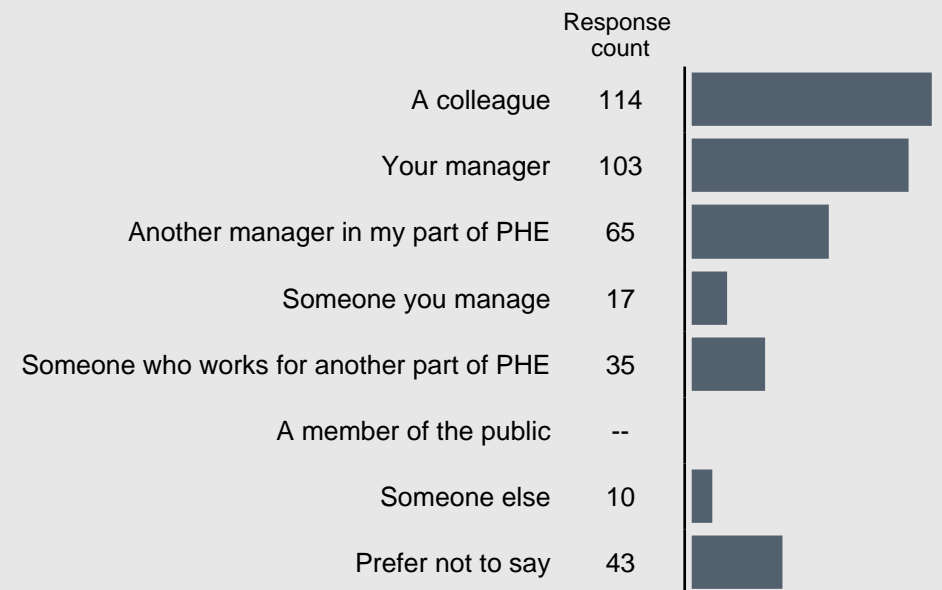
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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 '--'

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).
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 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: ✧

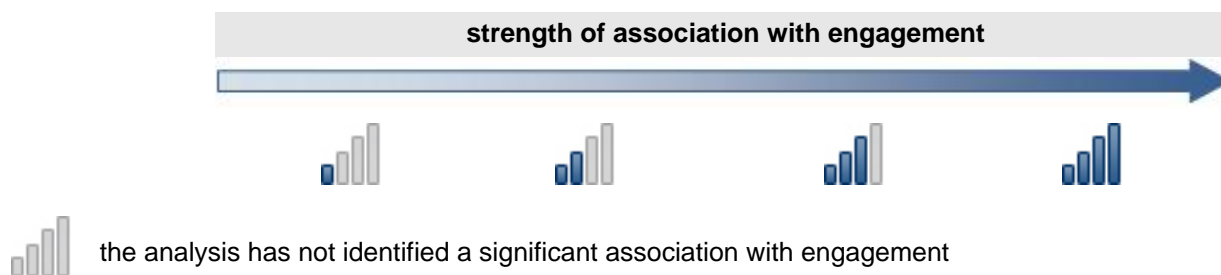
Statistical testing has been carried out on the comparisons between this year's results and CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the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