Autumn 2013 survey report for:

TSol

Treasury Solicitor's Department

Returns: 1,087 Response rate: 79%

Your engagement index

61%	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
	+1	+3 ✧	-1 ✧

See the appendix for further details

The three elements of engagement and their component questions are:	% Positive	Difference from previous survey	Difference from CS2013
Say: speaks positively of the organisation...			
B50. I am proud when I tell others I am part of TSol	**61%**	+1	+5 ✧
B51. I would recommend TSol as a great place to work	**57%**	+3 ✧	+12 ✧
Stay: emotionally attached and committed to the organisation...			
B52. I feel a strong personal attachment to TSol	**45%**	-2	-1
Strive: motivated to do the best for the organisation...			
B53. TSol inspires me to do the best in my job	**46%**	+2 ✧	+3 ✧
B54. TSol motivates me to help it achieve its objectives	**43%**	+1	+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 previous survey	Difference from CS2013	Difference from CS High Performers
Leadership and managing change		**50%**	+1	+8 ✧	-1 ✧
My work		**79%**	+4 ✧	+6 ✧	+1 ✧
Organisational objectives and purpose		**81%**	-1	-1	-6 ✧
Resources and workload		**76%**	0	+2 ✧	-1
My manager		**72%**	+3 ✧	+5 ✧	+3 ✧
Pay and benefits		**22%**	0	-7 ✧	-12 ✧
Learning and development		**60%**	+6 ✧	+12 ✧	+5 ✧
My team		**81%**	+5 ✧	+2 ✧	0
Inclusion and fair treatment		**81%**	+1	+6 ✧	+3 ✧

✧ = 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
Leadership and managing change	Strength of association with engagement:		
B45. I feel that change is managed well in TSol	**45%**	+3 ✧	+16 ✧
B40. I feel that TSol as a whole is managed well	**57%**	0	+14 ✧
B42. I believe the actions of senior managers are consistent with TSol's values	**56%**	+4 ✧	+12 ✧
B41. Senior managers in TSol are sufficiently visible	**63%**	0	+12 ✧
B44. Overall, I have confidence in the decisions made by TSol's senior managers	**52%**	+1	+11 ✧
B43. I believe that the Board has a clear vision for the future of TSol	**49%**	-1	+7 ✧
B47. TSol keeps me informed about matters that affect me	**65%**	+1	+7 ✧
B46. When changes are made in TSol they are usually for the better	**31%**	+1	+5 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	**40%**	+5 ✧	+3 ✧
B49. I think it is safe to challenge the way things are done in TSol	**38%**	+1	-1
My work	Strength of association with engagement:		
B05. I have a choice in deciding how I do my work	**80%**	+3 ✧	+8 ✧
B02. I am sufficiently challenged by my work	**85%**	+4 ✧	+7 ✧
B03. My work gives me a sense of personal accomplishment	**81%**	+3 ✧	+6 ✧
B04. I feel involved in the decisions that affect my work	**60%**	+6 ✧	+6 ✧
B01. I am interested in my work	**92%**	+2 ✧	+3 ✧
Organisational objectives and purpose	Strength of association with engagement:		
B06. I have a clear understanding of TSol's purpose	**86%**	0	+1 ✧
B07. I have a clear understanding of TSol's objectives	**80%**	-2	0
B08. I understand how my work contributes to TSol's objectives	**79%**	-2	-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									
B01. I am interested in my work	50	42	5			**92%**	+2 ✧	+3 ✧	0
B02. I am sufficiently challenged by my work	43	42	8	7		**85%**	+4 ✧	+7 ✧	+3 ✧
B03. My work gives me a sense of personal accomplishment	35	45	12	6		**81%**	+3 ✧	+6 ✧	+2 ✧
B04. I feel involved in the decisions that affect my work	18	41	21	14	5	**60%**	+6 ✧	+6 ✧	-1
B05. I have a choice in deciding how I do my work	30	50	11	6		**80%**	+3 ✧	+8 ✧	+3 ✧
Organisational objectives and purpose :Strength of association with engagement									
B06. I have a clear understanding of TSol's purpose	28	58	10	4		**86%**	0	+1 ✧	-4 ✧
B07. I have a clear understanding of TSol's objectives	24	55	14	6		**80%**	-2	0	-5 ✧
B08. I understand how my work contributes to TSol's objectives	26	53	14	6		**79%**	-2	-4 ✧	-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 CS2013	Difference from CS High Performers
My manager									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	30	44	15	7	4	75%	+4 ✧	+9 ✧	+5 ✧
B10. My manager is considerate of my life outside work	47	38	10			85%	+3 ✧	+5 ✧	+1 ✧
B11. My manager is open to my ideas	40	44	11			84%	+3 ✧	+5 ✧	+1 ✧
B12. My manager helps me to understand how I contribute to TSol's objectives	21	44	26	7		65%	+3 ✧	+3 ✧	-1 ✧
B13. Overall, I have confidence in the decisions made by my manager	36	43	13	4		79%	+2 ✧	+8 ✧	+3 ✧
B14. My manager recognises when I have done my job well	36	46	10	5		82%	+1	+5 ✧	+2 ✧
B15. I receive regular feedback on my performance	23	46	18	10		69%	+3 ✧	+5 ✧	+1
B16. The feedback I receive helps me to improve my performance	25	43	23	6		68%	+2 ✧	+9 ✧	+3 ✧
B17. I think that my performance is evaluated fairly	25	46	18	7		71%	+3 ✧	+8 ✧	+4 ✧
B18. Poor performance is dealt with effectively in my team	12	32	41	9	6	44%	+5 ✧	+6 ✧	+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	39	47	8	5		86%	+1	+3 ✧	+1
B20. The people in my team work together to find ways to improve the service we provide	34	49	10	5		83%	+6 ✧	+3 ✧	+1
B21. The people in my team are encouraged to come up with new and better ways of doing things	27	46	17	8		74%	+7 ✧	+1	-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
✧ 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
Learning and development :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	19	58	14	7		**77%**	+5 ✧	+16 ✧	+12 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	46	28	9		**61%**	+1	+13 ✧	+7 ✧
B24. There are opportunities for me to develop my career in TSol	12	39	25	15	9	**51%**	+12 ✧	+13 ✧	+4 ✧
B25. Learning and development activities I have completed while working for TSol are helping me to develop my career	11	39	32	13	5	**50%**	+6 ✧	+9 ✧	+2 ✧
Inclusion and fair treatment :Strength of association with engagement									
B26. I am treated fairly at work	32	51	10	4		**83%**	+2 ✧	+5 ✧	+2 ✧
B27. I am treated with respect by the people I work with	38	50	8			**89%**	+2 ✧	+4 ✧	+2 ✧
B28. I feel valued for the work I do	25	46	15	10	4	**71%**	+1	+8 ✧	+4 ✧
B29. I think that TSol respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	31	48	15	4		**80%**	0	+7 ✧	+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 CS2013	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	30	59	7			89%	+3 ✧	+6 ✧	+3 ✧
B31. I get the information I need to do my job well	21	55	16	7		75%	+1	+6 ✧	+2 ✧
B32. I have clear work objectives	25	55	12	6		80%	+3 ✧	+5 ✧	0
B33. I have the skills I need to do my job effectively	31	60	7			91%	+1	+2 ✧	0
B34. I have the tools I need to do my job effectively	18	52	15	12		70%	+2 ✧	-1	-5 ✧
B35. I have an acceptable workload	13	48	15	16	8	61%	-6 ✧	+1	-5 ✧
B36. I achieve a good balance between my work life and my private life	18	47	16	14	5	65%	-6 ✧	-3 ✧	-8 ✧
Pay and benefits :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		21	20	31	25	24%	-1	-5 ✧	-12 ✧
B38. I am satisfied with the total benefits package		20	25	31	21	23%	-1	-9 ✧	-15 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		17	19	31	30	20%	+2 ✧	-5 ✧	-12 ✧

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

Leadership and managing change

:Strength of association with engagement

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that TSol as a whole is managed well	10	47	30	10	4	57%	0	+14 ✧	0
B41. Senior managers in TSol are sufficiently visible	14	49	22	11	4	63%	0	+12 ✧	+1
B42. I believe the actions of senior managers are consistent with TSol's values	13	43	34	7		56%	+4 ✧	+12 ✧	+1
B43. I believe that the Board has a clear vision for the future of TSol	11	38	43	6		49%	-1	+7 ✧	-6 ✧
B44. Overall, I have confidence in the decisions made by TSol's senior managers	11	41	34	9	4	52%	+1	+11 ✧	+1 ✧
B45. I feel that change is managed well in TSol	7	38	35	15	5	45%	+3 ✧	+16 ✧	+6 ✧
B46. When changes are made in TSol they are usually for the better	6	26	47	16	5	31%	+1	+5 ✧	-4 ✧
B47. TSol keeps me informed about matters that affect me	10	55	22	9		65%	+1	+7 ✧	+1
B48. I have the opportunity to contribute my views before decisions are made that affect me	7	33	32	20	8	40%	+5 ✧	+3 ✧	-4 ✧
B49. I think it is safe to challenge the way things are done in TSol	6	31	37	17	8	38%	+1	-1	-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 CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of TSol	18	43	30	6		**61%**	+1	+5 ✧	-4 ✧
B51. I would recommend TSol as a great place to work	17	40	30	9		**57%**	+3 ✧	+12 ✧	+1 ✧
B52. I feel a strong personal attachment to TSol	14	30	34	16	6	**45%**	-2	-1	-8 ✧
B53. TSol inspires me to do the best in my job	13	34	35	13	5	**46%**	+2 ✧	+3 ✧	-4 ✧
B54. TSol motivates me to help it achieve its objectives	11	32	38	14	5	**43%**	+1	+4 ✧	-4 ✧
Taking action									
B55. I believe that senior managers in TSol will take action on the results from this survey	14	45	27	10	5	**58%**	+2	+15 ✧	+6 ✧
B56. I believe that managers where I work will take action on the results from this survey	22	46	20	7	5	**68%**	+4 ✧	+14 ✧	+9 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	15	33	39	8	5	**48%**	+5 ✧	+15 ✧	+8 ✧

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

Organisational Culture

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B58. I am trusted to carry out my job effectively	36	55	5			91%	+1 ✧	+3 ✧	+1 ✧
B59. I believe I would be supported if I try a new idea, even if it may not work	20	50	18	9		70%	+12 ✧	+3 ✧	-1
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	20	52	18	7		72%	+10 ✧	+8 ✧	+2 ✧
B61. When I talk about TSol I say "we" rather than "they"	20	45	21	10	4	64%	-5 ✧	-3 ✧	-12 ✧
B62. I have some really good friendships at work	28	46	19	6		74%	+5 ✧	-2 ✧	-5 ✧

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 a variation in question wording from your previous survey
✧ 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 all at 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.

	% 0-4	% 5-6	% 7-8	% 9-10	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
W01. Overall, how satisfied are you with your life nowadays?	12	21	54	12	66%	+4 ✧	+3 ✧	0
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	19	51	21	72%	+4 ✧	+3 ✧	-1
W03. Overall, how happy did you feel yesterday?	16	22	44	17	61%	+2 ✧	+2 ✧	-1 ✧

	% 0-1	% 2-3	% 4-5	% 6-10				
W04. Overall, how anxious did you feel yesterday?	20	27	20	32	48%	+1	-2 ✧	-6 ✧

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for TSol?		Difference from previous survey	Difference from CS2013	Difference from CS High Performers
I want to leave TSol as soon as possible	**5%**	-1	-3	-5 ✧
I want to leave TSol within the next 12 months	**11%**	-3 ✧	-2 ✧	-6 ✧
I want to stay working for TSol for at least the next year	**40%**	+5 ✧	+10 ✧	+5 ✧
I want to stay working for TSol for at least the next three years	**44%**	-1	-4 ✧	-14 ✧

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?	93	7	**93%**	-2 ✧	+3 ✧	-1 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	67	33	**67%**	-3 ✧	+3 ✧	-3 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in TSol it would be investigated properly?	79	21	**79%**	-1	+12 ✧	+6 ✧

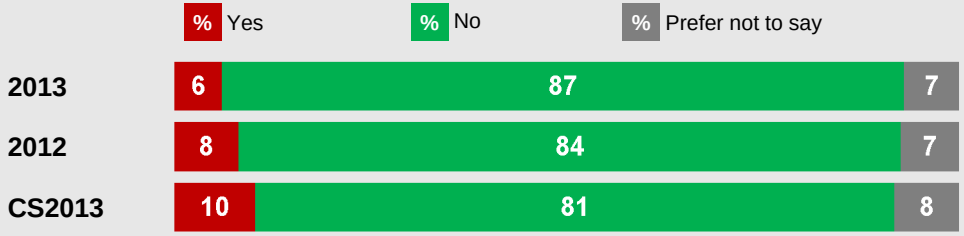
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

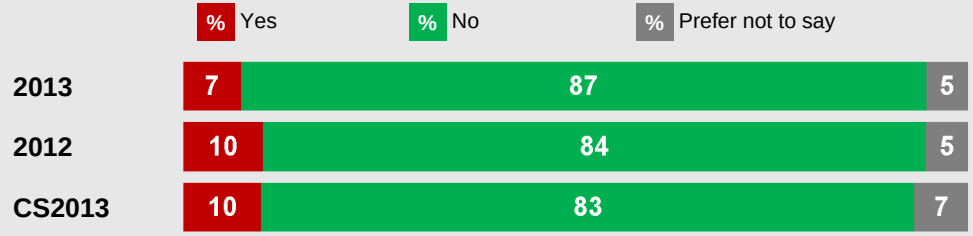
All questions by theme

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)

	Response count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	10
Gender	10
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	20
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	18
Any other grounds	10
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)

	Response count
A colleague	17
Your manager	23
Another manager in my part of TSol	18
Someone you manage	--
Someone who works for another part of TSol	--
A member of the public	--
Someone else	--
Prefer not to say	10

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

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

TSol questions

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey
F01. I believe that people in TSol are professional in the way they do their work	24	63	10			87%	0
F02. I believe that people in TSol value and respect each other	21	59	15	4		80%	+1
F03. I believe that people in TSol get things done	21	62	14			83%	+1
F04. I believe that people in TSol take pride in working together across Government	20	52	23	4		72%	0
F05. I believe that people in TSol work as one team	12	39	29	16	4	52%	-2 ✧
F06. Learning and development activities I have completed in the past 12 months have helped me to improve my team's performance	10	45	34	8		55%	+4 ✧
F07. I am aware that Civil Service Learning is the first place to go for learning and development opportunities that are open to all civil servants	Yes: 90%		No: 10%			90%	+5 ✧
F08. I review my learning and development needs with my manager on a regular basis	11	50	23	13		61%	+5 ✧
F09. My manager encourages me to make time for learning and development	19	49	20	9		68%	+7 ✧

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 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.
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 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.

the analysis has not identified a significant 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.