



Your engagement index

55%

Difference from previous survey

-1 ✧

Difference from CS2013

-2 ✧

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 previous survey	Difference from CS2013
B50. I am proud when I tell others I am part of the Home Office	52%	-4 ✧	-4 ✧
B51. I would recommend the Home Office as a great place to work	42%	-2 ✧	-3 ✧

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

B52. I feel a strong personal attachment to the Home Office	41%	-2 ✧	-4 ✧
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Strive: motivated to do the best for the organisation...

B53. The Home Office inspires me to do the best in my job	38%	-1	-5 ✧
B54. The Home Office motivates me to help it achieve its objectives	35%	-2 ✧	-5 ✧

✧ = 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		36%	0	-5 ✧	-15 ✧
My work		74%	0	0	-4 ✧
My manager		66%	0	-1 ✧	-4 ✧
Learning and development		53%	+3 ✧	+6 ✧	-1 ✧
Organisational objectives and purpose		82%	+1	0	-5 ✧
Pay and benefits		32%	-5 ✧	+3 ✧	-2 ✧
Resources and workload		71%	0	-3 ✧	-6 ✧
Inclusion and fair treatment		75%	0	0	-3 ✧
My team		79%	+1	0	-2 ✧




✧ = 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

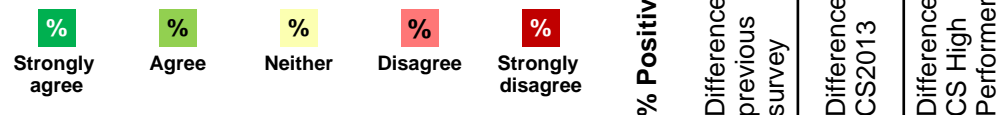
	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change Strength of association with engagement: 			
B47. The Home Office keeps me informed about matters that affect me	57%	-3 ◇	-1
B49. I think it is safe to challenge the way things are done in the Home Office	37%	-1	-2 ◇
B42. I believe the actions of senior managers are consistent with the Home Office's values	41%	+1	-2 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	34%	0	-3 ◇
B41. Senior managers in the Home Office are sufficiently visible	47%	-1	-4 ◇
B44. Overall, I have confidence in the decisions made by Home Office senior managers	35%	0	-5 ◇
B40. I feel that the Home Office as a whole is managed well	37%	-2 ◇	-6 ◇
B45. I feel that change is managed well in the Home Office	22%	-1	-6 ◇
B46. When changes are made in the Home Office they are usually for the better	19%	+1 ◇	-8 ◇
B43. I believe that the Executive Management Board has a clear vision for the future of the Home Office	32%	+5 ◇	-9 ◇
My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	57%	-2 ◇	+3 ◇
B05. I have a choice in deciding how I do my work	74%	-1 ◇	+1 ◇
B02. I am sufficiently challenged by my work	77%	+1 ◇	-1 ◇
B01. I am interested in my work	88%	-1 ◇	-1 ◇
B03. My work gives me a sense of personal accomplishment	73%	+3 ◇	-2 ◇
My manager Strength of association with engagement: 			
B11. My manager is open to my ideas	81%	+1	+2 ◇
B18. Poor performance is dealt with effectively in my team	40%	0	+2 ◇
B13. Overall, I have confidence in the decisions made by my manager	72%	+1 ◇	+1 ◇
B14. My manager recognises when I have done my job well	77%	-1 ◇	0
B09. My manager motivates me to be more effective in my job	65%	0	0
B16. The feedback I receive helps me to improve my performance	59%	-1	0
B10. My manager is considerate of my life outside work	79%	-1 ◇	-1 ◇
B15. I receive regular feedback on my performance	62%	0	-2 ◇
B12. My manager helps me to understand how I contribute to the Home Office's objectives	60%	+3 ◇	-2 ◇
B17. I think that my performance is evaluated fairly	60%	-4 ◇	-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



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	44	45	7			88%	-1 ◇	-1 ◇	-3 ◇
B02. I am sufficiently challenged by my work	34	43	11	10		77%	+1 ◇	-1 ◇	-4 ◇
B03. My work gives me a sense of personal accomplishment	27	46	15	9		73%	+3 ◇	-2 ◇	-6 ◇
B04. I feel involved in the decisions that affect my work	16	41	19	17	7	57%	-2 ◇	+3 ◇	-3 ◇
B05. I have a choice in deciding how I do my work	25	49	14	8	4	74%	-1 ◇	+1 ◇	-3 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the Home Office's purpose	28	56	11	4		84%	0	-1 ◇	-5 ◇
B07. I have a clear understanding of the Home Office's objectives	25	56	13	5		81%	+1 ◇	+1 ◇	-4 ◇
B08. I understand how my work contributes to the Home Office's objectives	28	54	12	5		82%	0	-1 ◇	-5 ◇

All questions by theme

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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	43	18	11	5	65%	0	0	-4 ◇
B10. My manager is considerate of my life outside work	37	42	13	5		79%	-1 ◇	-1 ◇	-5 ◇
B11. My manager is open to my ideas	35	46	12	5		81%	+1	+2 ◇	-2 ◇
B12. My manager helps me to understand how I contribute to the Home Office's objectives	18	42	26	10	4	60%	+3 ◇	-2 ◇	-6 ◇
B13. Overall, I have confidence in the decisions made by my manager	27	45	16	7	4	72%	+1 ◇	+1 ◇	-4 ◇
B14. My manager recognises when I have done my job well	30	47	13	7		77%	-1 ◇	0	-3 ◇
B15. I receive regular feedback on my performance	19	43	19	14	5	62%	0	-2 ◇	-6 ◇
B16. The feedback I receive helps me to improve my performance	18	41	25	11	5	59%	-1	0	-6 ◇
B17. I think that my performance is evaluated fairly	17	42	23	11	6	60%	-4 ◇	-3 ◇	-7 ◇
B18. Poor performance is dealt with effectively in my team	9	31	39	13	8	40%	0	+2 ◇	-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	33	49	11	5		82%	0	-2 ◇	-4 ◇
B20. The people in my team work together to find ways to improve the service we provide	30	50	12	6		80%	+1	0	-3 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	28	47	16	6		75%	+2 ◇	+2 ◇	-1 ◇

All questions by theme

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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	15	49	21	11		64%	+5 ◇	+3 ◇	-1 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	38	33	12	4	51%	+2 ◇	+3 ◇	-3 ◇
B24. There are opportunities for me to develop my career in the Home Office	11	38	25	16	9	49%	+5 ◇	+11 ◇	+2 ◇
B25. Learning and development activities I have completed while working for the Home Office are helping me to develop my career	11	36	32	14	6	48%	0	+6 ◇	-1 ◇

Inclusion and fair treatment

: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
B26. I am treated fairly at work	25	52	13	7	4	77%	-1 ◇	-1 ◇	-4 ◇
B27. I am treated with respect by the people I work with	29	54	10	4		84%	+1	-1 ◇	-3 ◇
B28. I feel valued for the work I do	19	44	19	13	6	63%	-1	0	-4 ◇
B29. I think that the Home Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	25	50	15	6		75%	+1 ◇	+3 ◇	-3 ◇

All questions by theme

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% 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

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	22	56	11	8		79%	0	-5 ◇	-8 ◇
B31. I get the information I need to do my job well	14	51	20	12		66%	-1	-3 ◇	-7 ◇
B32. I have clear work objectives	18	53	16	10		71%	-1	-5 ◇	-9 ◇
B33. I have the skills I need to do my job effectively	26	60	10			86%	-1	-2 ◇	-4 ◇
B34. I have the tools I need to do my job effectively	15	55	18	10		69%	0	-2 ◇	-6 ◇
B35. I have an acceptable workload	10	49	19	15	6	59%	+1 ◇	-1 ◇	-6 ◇
B36. I achieve a good balance between my work life and my private life	16	49	17	12	5	65%	+1	-3 ◇	-7 ◇

Pay and benefits

: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
B37. I feel that my pay adequately reflects my performance	4	31	23	27	15	35%	-5 ◇	+6 ◇	0
B38. I am satisfied with the total benefits package	4	29	27	26	14	33%	-5 ◇	+1 ◇	-4 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	24	24	28	19	28%	-4 ◇	+3 ◇	-3 ◇

All questions by theme

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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 the Home Office as a whole is managed well	34	32	22	9	37%	-2 ◇	-6 ◇	-19 ◇	
B41. Senior managers in the Home Office are sufficiently visible	8	40	25	20	7	47%	-1	-4 ◇	-14 ◇
B42. I believe the actions of senior managers are consistent with the Home Office's values	6	36	38	14	7	41%	+1	-2 ◇	-14 ◇
B43. I believe that the Executive Management Board has a clear vision for the future of the Home Office	5	27	48	13	7	32%	+5 ◇	-9 ◇	-23 ◇
B44. Overall, I have confidence in the decisions made by Home Office senior managers	4	31	38	18	9	35%	0	-5 ◇	-15 ◇
B45. I feel that change is managed well in the Home Office	20	32	31	15	22%	-1	-6 ◇	-17 ◇	
B46. When changes are made in the Home Office they are usually for the better	16	44	26	11	19%	+1 ◇	-8 ◇	-16 ◇	
B47. The Home Office keeps me informed about matters that affect me	6	52	26	11	5	57%	-3 ◇	-1	-7 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	30	31	24	10	34%	0	-3 ◇	-10 ◇
B49. I think it is safe to challenge the way things are done in the Home Office	4	32	33	20	10	37%	-1	-2 ◇	-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 the Home Office	13	39	31	12	5	52%	-4 ◇	-4 ◇	-13 ◇
B51. I would recommend the Home Office as a great place to work	9	33	35	16	7	42%	-2 ◇	-3 ◇	-14 ◇
B52. I feel a strong personal attachment to the Home Office	11	30	33	19	7	41%	-2 ◇	-4 ◇	-11 ◇
B53. The Home Office inspires me to do the best in my job	9	30	38	17	7	38%	-1	-5 ◇	-12 ◇
B54. The Home Office motivates me to help it achieve its objectives	7	28	39	18	7	35%	-2 ◇	-5 ◇	-13 ◇
Taking action									
B55. I believe that senior managers in the Home Office will take action on the results from this survey	7	36	30	17	11	42%	-2 ◇	-1	-10 ◇
B56. I believe that managers where I work will take action on the results from this survey	13	43	23	13	9	56%	-2 ◇	+2 ◇	-3 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	9	26	41	15	10	34%	-3 ◇	+1 ◇	-5 ◇

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	30	56	8	5	86%	+5 ◇	-2 ◇	-4 ◇	
B59. I believe I would be supported if I try a new idea, even if it may not work	18	50	19	9	68%	+4 ◇	+1 ◇	-2 ◇	
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	15	51	22	8	66%	-1	+1 ◇	-4 ◇	
B61. When I talk about the Home Office I say "we" rather than "they"	19	48	21	9	67%	-6 ◇	0	-9 ◇	
B62. I have some really good friendships at work	24	49	19	6	73%	+4 ◇	-2 ◇	-6 ◇	

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?	16	22	48	14	62%	0	-1 ◇	-5 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	20	48	21	69%	+2 ◇	0	-3 ◇
W03. Overall, how happy did you feel yesterday?	19	22	41	18	59%	0	-1	-4 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	22	26	19	33	48%	-3 ◇	-2 ◇	-5 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2013	Difference from CS High Performers
I want to leave the Home Office as soon as possible		8%	-1	0	-3 ✧
I want to leave the Home Office within the next 12 months		15%	-3 ✧	+2 ✧	-1 ✧
I want to stay working for the Home Office for at least the next year		32%	-3 ✧	+2 ✧	-3 ✧
I want to stay working for the Home Office for at least the next three years		45%	+7 ✧	-3 ✧	-13 ✧

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?		9	91%	-1 ✧	+2 ✧	-2 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	+1 ✧	0	-6 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in the Home Office it would be investigated properly?		34	66%	-1 ✧	-2 ✧	-7 ✧

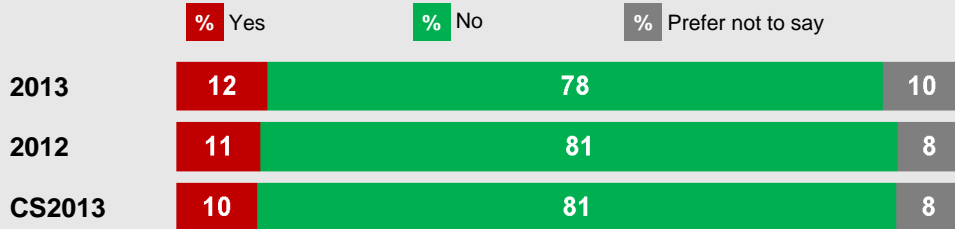
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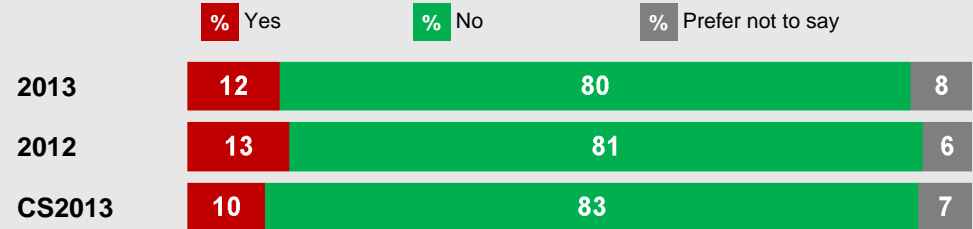
All questions by theme

Discrimination, harassment and bullying

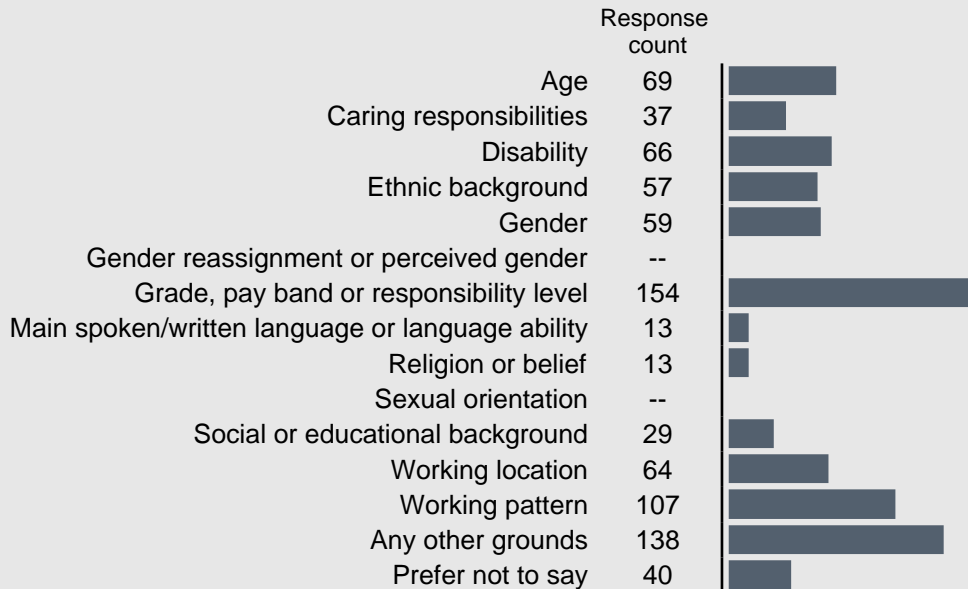
E01. During the past 12 months, have you personally experienced discrimination at work?



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

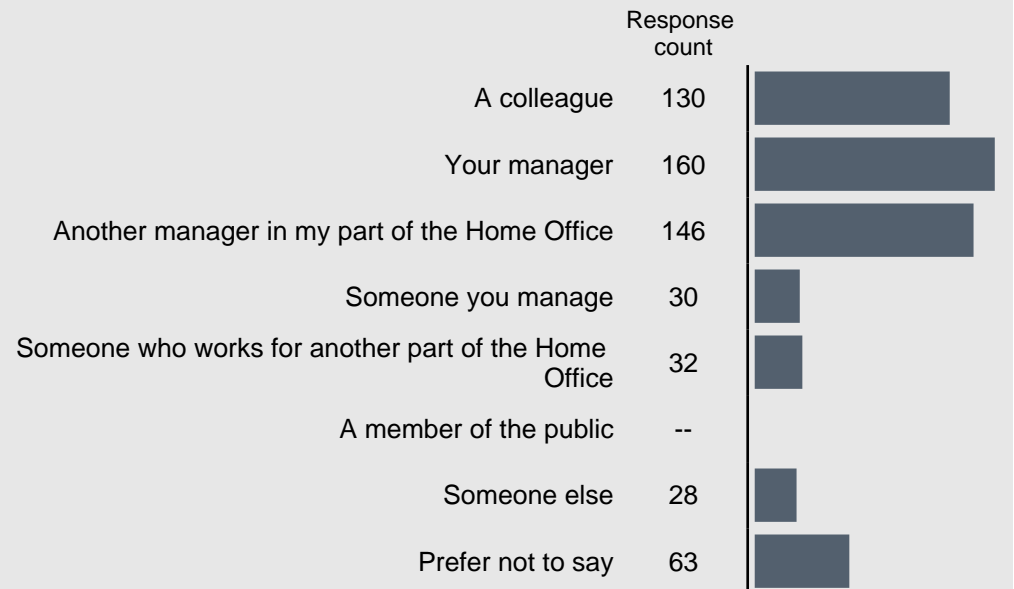


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



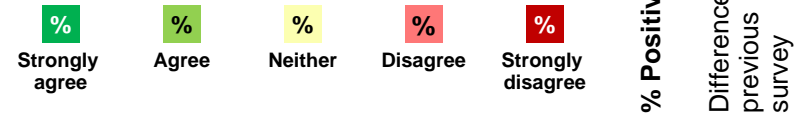
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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✦ indicates statistically significant difference from comparison



Home Office HQ 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: 34%		No: 66%			34%	-5 ✦
F02. Have you seen or heard communications about the Home Office Transformation Programme?^	Yes: 74%		No: 26%			74%	-13 ✦
F03. Have you seen changes in your area as a result of the Home Office Transformation Programme?^	Yes: 34%		No: 66%			34%	+10 ✦
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	4	16	35	28	17	20%	-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 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: ✦

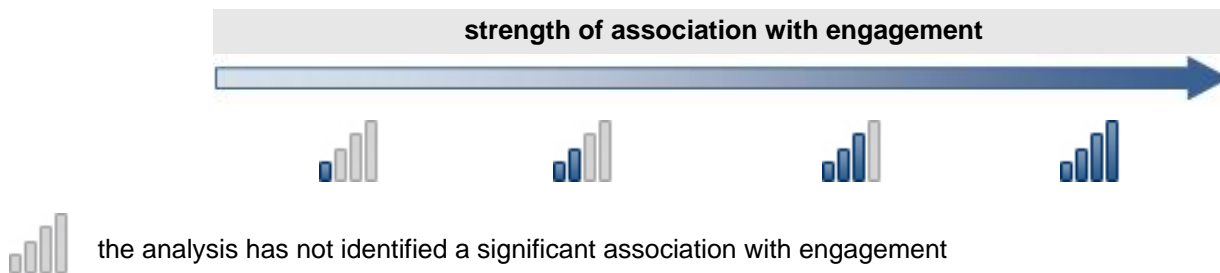
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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



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.