

Returns : 261

Response rate : 82%

Civil Service People Survey 2014

 Strength of association with engagement

◇ Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



The table below shows how you performed on each of the nine 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.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		53%	+8 ✧	+10 ✧	+4 ✧
My work		66%	-1	-9 ✧	-13 ✧
My manager		67%	0	0	-4 ✧
Pay and benefits		19%	-6 ✧	-9 ✧	-16 ✧
Learning and development		51%	-1	+2	-4 ✧
Inclusion and fair treatment		74%	+2	-2	-5 ✧
Resources and workload		80%	+2	+5 ✧	+2 ✧
Organisational objectives and purpose		89%	+4 ✧	+6 ✧	+2
My team		76%	-2	-3 ✧	-6 ✧

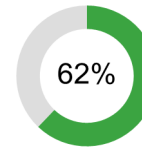


Strength of association with engagement

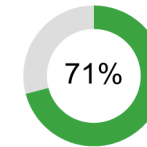


Statistically significant difference from comparison

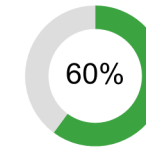
Wellbeing



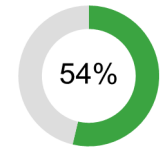
Overall, how satisfied are you with your life nowadays?



Overall, to what extent do you feel that the things you do in your life are worthwhile?

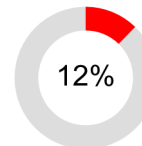


Overall, how happy did you feel yesterday?

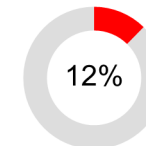


No or low anxiety yesterday

Discrimination, bullying and harassment

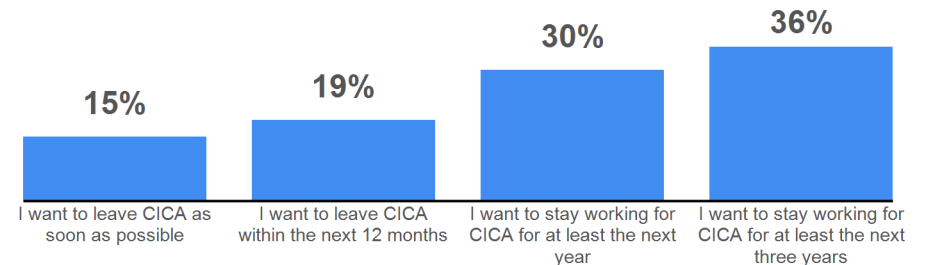


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

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

My work

66% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	34	53	7	1	1	87%	-3	-3 ◆	-6 ◆
B02 I am sufficiently challenged by my work	22	50	10	12	6	72%	+3	-7 ◆	-10 ◆
B03 My work gives me a sense of personal accomplishment	20	51	12	12	5	71%	+1	-5 ◆	-8 ◆
B04 I feel involved in the decisions that affect my work	9	36	17	24	14	45%	+1	-11 ◆	-17 ◆
B05 I have a choice in deciding how I do my work	14	40	15	19	13	54%	-7 ◆	-21 ◆	-26 ◆

Organisational objectives and purpose

89% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of CICA's purpose	38	54	5	1	1	92%	+5 ◆	+7 ◆	+2 ◆
B07 I have a clear understanding of CICA's objectives	33	54	8	1	1	87%	+2	+6 ◆	+1
B08 I understand how my work contributes to CICA's objectives	32	57	6	1	1	88%	+4 ◆	+5 ◆	0

All questions by theme

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

My manager

67% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	16	49	16	10	9	65%	+2	-3 ◆	-6 ◆
B10 My manager is considerate of my life outside work	32	48	13	5	5	79%	+1	-2	-6 ◆
B11 My manager is open to my ideas	22	56	10	6	6	78%	+1	-2	-6 ◆
B12 My manager helps me to understand how I contribute to CICA's objectives	16	52	17	8	7	68%	+2	+3 ◆	-1
B13 Overall, I have confidence in the decisions made by my manager	24	45	15	8	7	69%	-1	-4 ◆	-8 ◆
B14 My manager recognises when I have done my job well	19	54	12	10	5	74%	+1	-4 ◆	-7 ◆
B15 I receive regular feedback on my performance	20	49	12	15	5	69%	+3	+3 ◆	0
B16 The feedback I receive helps me to improve my performance	16	44	21	12	7	60%	0	-1	-6 ◆
B17 I think that my performance is evaluated fairly	14	49	18	11	8	63%	-4 ◆	+1	-3 ◆
B18 Poor performance is dealt with effectively in my team	9	36	29	14	11	46%	-5 ◆	+6 ◆	+3

My team

76% -2

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	36	52	7	3	2	88%	+1	+4 ◆	+1
B20 The people in my team work together to find ways to improve the service we provide	29	50	13	6	6	79%	0	-1	-4 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	22	39	21	11	6	61%	-6 ◆	-13 ◆	-17 ◆

All questions by theme

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

Learning and development

51% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	13	58	17	8	8	71%	+2	+9 ◆	+4 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	46	23	12	7	57%	-4	+7 ◆	+1
B24	There are opportunities for me to develop my career in CICA	5	30	20	29	16	34%	-4	-7 ◆	-14 ◆
B25	Learning and development activities I have completed while working for CICA are helping me to develop my career	5	36	25	21	13	40%	+1	-3 ◆	-9 ◆

Inclusion and fair treatment

74% +2

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	18	60	10	7	5	78%	+1	-1	-4 ◆
B27	I am treated with respect by the people I work with	25	59	9	9	1	83%	+3 ◆	-1	-4 ◆
B28	I feel valued for the work I do	13	47	14	13	13	60%	+2	-4 ◆	-9 ◆
B29	I think that CICA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	17	55	16	6	5	73%	0	-1	-5 ◆

All questions by theme

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

Resources and workload

80% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	19	66	7	7	7	85%	+1	+1	-2
B31 I get the information I need to do my job well	11	62	13	10	7	74%	+1	+4 ◆	0
B32 I have clear work objectives	19	58	8	12	7	77%	-2	+1	-2 ◆
B33 I have the skills I need to do my job effectively	26	65	7	1	1	92%	+3 ◆	+2 ◆	0
B34 I have the tools I need to do my job effectively	16	60	9	10	7	76%	+3	+4 ◆	0
B35 I have an acceptable workload	10	62	13	10	5	72%	+2	+13 ◆	+6 ◆
B36 I achieve a good balance between my work life and my private life	18	63	10	6	3	81%	+7 ◆	+15 ◆	+7 ◆

Pay and benefits

19% -6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	16	13	34	35	2	18%	-8 ◆	-11 ◆	-18 ◆
B38 I am satisfied with the total benefits package	20	21	30	28	1	21%	-5 ◆	-10 ◆	-18 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	14	18	26	39	3	17%	-5 ◆	-7 ◆	-14 ◆

All questions by theme

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

Leadership and
Managing Change

53% +8

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40 I feel that CICA as a whole is managed well	7	48	19	15	12	54%	+7 ◆	+9 ◆	-2
B41 Senior managers in CICA are sufficiently visible	18	57	13	7	5	75%	0	+22 ◆	+12 ◆
B42 I believe the actions of senior managers are consistent with CICA's values	8	50	19	15	8	57%	+12 ◆	+10 ◆	+2
B43 I believe that the Executive Management Board has a clear vision for the future of CICA^	14	54	17	8	7	69%	+13 ◆	+24 ◆	+16 ◆
B44 Overall, I have confidence in the decisions made by CICA's senior managers	8	42	20	18	13	50%	+9 ◆	+6 ◆	-2
B45 I feel that change is managed well in CICA	7	43	17	21	12	49%	+22 ◆	+18 ◆	+11 ◆
B46 When changes are made in CICA they are usually for the better	8	36	22	22	11	44%	+14 ◆	+15 ◆	+7 ◆
B47 CICA keeps me informed about matters that affect me	7	53	18	13	8	60%	+7 ◆	+2	-4 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	7	30	22	26	16	36%	-2	0	-7 ◆
B49 I think it is safe to challenge the way things are done in CICA	8	32	23	22	16	39%	+2	-2	-9 ◆

All questions by theme

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

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of CICA	10	40	30	14	7	50%	+2	-9 ◆	-16 ◆
B51 I would recommend CICA as a great place to work	6	33	31	19	12	39%	+2	-10 ◆	-21 ◆
B52 I feel a strong personal attachment to CICA	12	38	25	17	8	50%	0	+2	-4 ◆
B53 CICA inspires me to do the best in my job	8	35	30	18	9	43%	-3	-2	-8 ◆
B54 CICA motivates me to help it achieve its objectives	8	36	29	18	9	44%	+2	+1	-6 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers in CICA will take action on the results from this survey	11	41	20	17	11	52%	-1	+7 ◆	-1
B56 I believe that managers where I work will take action on the results from this survey	12	43	19	14	12	55%	-1	-1	-6 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	8	31	32	14	15	39%	-6 ◆	+4 ◆	-1

All questions by theme

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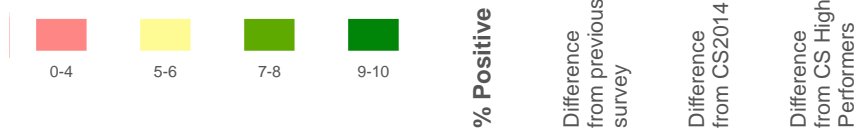
Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	21	63	7	5		85%	+1	-4 ◆	-6 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	15	45	20	15	6	60%	+1	-9 ◆	-12 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	10	45	25	13	7	55%	+1	-10 ◆	-15 ◆
B61 When I talk about CICA I say "we" rather than "they"	17	54	14	10	6	70%	+4 ◆	+2	-8 ◆
B62 I have some really good friendships at work	29	51	12	5		80%	0	+4 ◆	0

All questions by theme

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

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. The 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?	13	25	50	12	62%	-4 ◆	-2	-4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	17	51	20	71%	+2	+1	-2
W03 Overall, how happy did you feel yesterday?	15	25	47	13	60%	0	0	-3 ◆
W04 Overall, how anxious did you feel yesterday?	27	27	17	29	54%	-6 ◆	+4 ◆	+1



All questions by theme

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

Your plans for the future

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

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave CICA as soon as possible		15%	+1	+8	+5
I want to leave CICA within the next 12 months		19%	-4	+5 ◇	+1
I want to stay working for CICA for at least the next year		30%	+4	-1	-7 ◇
I want to stay working for CICA for at least the next three years		36%	-1	-11 ◇	-18 ◇

The Civil Service Code

Differences are based on '% Yes' score

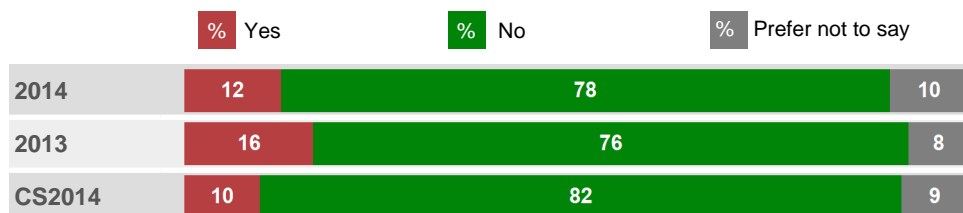
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	92	8	92%	+5 ◇	+2 ◇	-2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	73	27	73%	+4	+9 ◇	+2
D03. Are you confident that if you raised a concern under the Civil Service Code in CICA it would be investigated properly?	70	30	70%	+1	+1	-3 ◇

All questions by theme

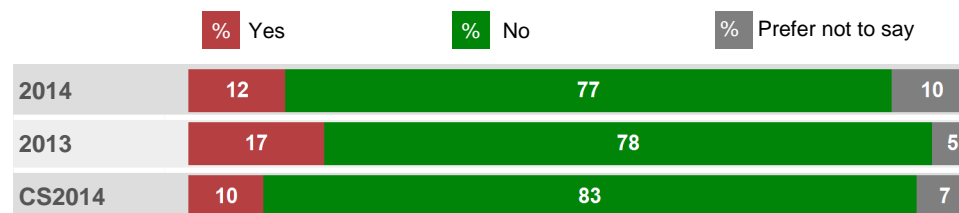
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

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)

Ground	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	11
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
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)

Who	Response Count
A colleague	14
Your manager	12
Another manager in my part of CICA	--
Someone you manage	--
Someone who works for another part of CICA	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

All questions by theme

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

CICA questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I have agreed objectives which define what I do (activities) and how I do it (behaviours)	18	66	7	5	5	83%	0
F02	I have discussed and agreed with my line manager my plan for learning and development this year	16	51	11	16	5	67%	-9 ◆
F03	I have taken steps this year to improve my financial and /or commercial awareness e.g. through learning activities, attending a finance workshop, discussions at team meetings, etc	7	32	23	31	7	39%	--
F04	My manager uses coaching skills effectively	8	43	25	17	8	51%	-2
F05	My team seeks regular customer feedback	11	37	24	21	7	48%	+5 ◆
F06	Good customer service is important to me	46	48				94%	+4 ◆
F07	My team responds effectively to our customers' needs	27	56	6	5	5	83%	0
F08	Other teams within CICA respond effectively to customers' needs	10	49	27	7	7	59%	+3
F09	I am confident that CICA is taking effective action to reduce discrimination, bullying and harassment	8	42	34	8	8	50%	-3
F10	Overall, I am satisfied with the job I do	16	59	12	8	5	75%	+8 ◆

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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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 shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association
with engagement



 the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all 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.