



Charity Commission

Returns : 227

Response rate : 74%

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.



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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		36%	-12 ✧	-8 ✧	-14 ✧
My work		75%	-2	0	-3 ✧
My manager		67%	-3	0	-4 ✧
Resources and workload		65%	-8 ✧	-9 ✧	-12 ✧
Pay and benefits		24%	-4 ✧	-4 ✧	-11 ✧
Learning and development		39%	+2	-11 ✧	-16 ✧
Organisational objectives and purpose		77%	-6 ✧	-6 ✧	-11 ✧
My team		79%	-5 ✧	0	-4 ✧
Inclusion and fair treatment		72%	-7 ✧	-4 ✧	-7 ✧

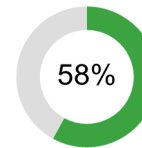


Strength of association with engagement

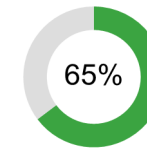


Statistically significant difference from comparison

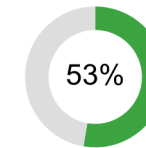
Wellbeing



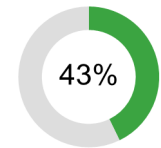
Overall, how satisfied are you with your life nowadays?



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

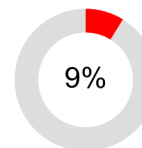


Overall, how happy did you feel yesterday?

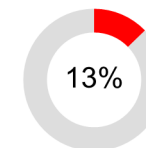


No or low anxiety yesterday

Discrimination, bullying and harassment

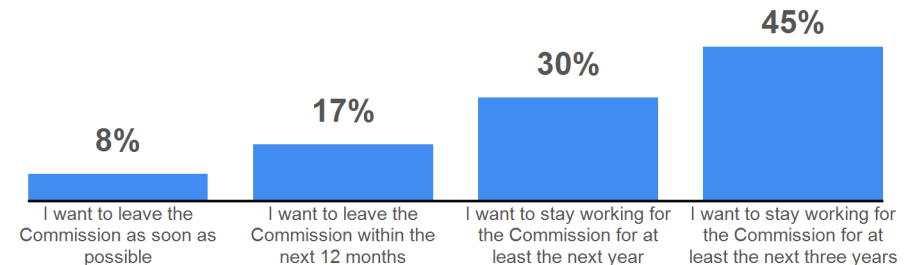


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





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Civil Service People Survey 2014

All questions by theme

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

My work

75% -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
B01 I am interested in my work	36	52	8	1	1	88%	0	-1	-4 ◇
B02 I am sufficiently challenged by my work	32	51	8	7	1	83%	-1	+4 ◇	+1
B03 My work gives me a sense of personal accomplishment	21	53	14	10	1	73%	-3	-2	-5 ◇
B04 I feel involved in the decisions that affect my work	13	44	17	19	7	57%	-4	0	-5 ◇
B05 I have a choice in deciding how I do my work	22	53	13	8	1	75%	-3	0	-5 ◇

Organisational objectives and purpose

77% -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
B06 I have a clear understanding of the Commission's purpose	22	56	17	1	1	78%	-6 ◇	-8 ◇	-13 ◇
B07 I have a clear understanding of the Commission's objectives	19	53	21	7	1	72%	-9 ◇	-9 ◇	-14 ◇
B08 I understand how my work contributes to the Commission's objectives	24	56	17	1	1	80%	-3	-3 ◇	-8 ◇

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

My manager

67% -3

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
B09	My manager motivates me to be more effective in my job	19	50	18	8	5	69%	-1	+1	-2
B10	My manager is considerate of my life outside work	42	40	12	5	5	81%	-6 ◆	0	-4 ◆
B11	My manager is open to my ideas	33	52	9	5	5	85%	+2	+5 ◆	+1
B12	My manager helps me to understand how I contribute to the Commission's objectives	15	51	26	5	5	66%	0	+2	-3
B13	Overall, I have confidence in the decisions made by my manager	25	48	15	7	6	72%	-3	-1	-5 ◆
B14	My manager recognises when I have done my job well	28	51	13	6	6	79%	-1	+2	-2
B15	I receive regular feedback on my performance	19	46	20	13	5	65%	-7 ◆	0	-3 ◆
B16	The feedback I receive helps me to improve my performance	16	42	31	9	5	58%	-9 ◆	-3	-8 ◆
B17	I think that my performance is evaluated fairly	17	43	23	13	5	60%	-6 ◆	-3	-7 ◆
B18	Poor performance is dealt with effectively in my team	9	27	43	15	6	37%	-2	-3	-6 ◆

My team

79% -5

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
B19	The people in my team can be relied upon to help when things get difficult in my job	34	50	12	5	5	84%	-1	0	-3 ◆
B20	The people in my team work together to find ways to improve the service we provide	34	45	14	5	5	79%	-7 ◆	-1	-4 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	29	45	16	6	5	74%	-6 ◆	0	-4 ◆



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Civil Service People Survey 2014

All questions by theme

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Learning and development

39% +2

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	6	47	29	13	5	53%	+2	-9 ◆	-14 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	47	31	10	5	53%	+6 ◆	+2	-3 ◆
B24	There are opportunities for me to develop my career in the Commission	16	27	33	23		17%	+2	-25 ◆	-32 ◆
B25	Learning and development activities I have completed while working for the Commission are helping me to develop my career	28	34	21	15		31%	-3	-13 ◆	-19 ◆

Inclusion and fair treatment

72% -7

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	22	52	15	8		74%	-8 ◆	-5 ◆	-8 ◆
B27	I am treated with respect by the people I work with	28	54	15			82%	-3	-2	-4 ◆
B28	I feel valued for the work I do	18	39	25	14		57%	-9 ◆	-8 ◆	-12 ◆
B29	I think that the Commission respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	51	20	5		73%	-6 ◆	-1	-5 ◆

All questions by theme

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Resources and workload		65%	-8	Difference from previous survey	Strength of association with engagement	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	58	13	8	77%	-8	◆	-7	◆	-10	◆		
B31	I get the information I need to do my job well	9	48	24	17	57%	-16	◆	-13	◆	-17	◆		
B32	I have clear work objectives	13	61	15	9	74%	-3		-2		-5	◆		
B33	I have the skills I need to do my job effectively	21	64	10		85%	-4	◆	-4	◆	-6	◆		
B34	I have the tools I need to do my job effectively	8	46	18	22	53%	-5	◆	-18	◆	-22	◆		
B35	I have an acceptable workload		41	19	24	45%	-6	◆	-14	◆	-21	◆		
B36	I achieve a good balance between my work life and my private life	12	52	19	13	63%	-11	◆	-3		-11	◆		

Pay and benefits		24%	-4	Difference from previous survey	Strength of association with engagement	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	24	20	33	22	24%	-4	◆	-5	◆	-12	◆		
B38	I am satisfied with the total benefits package	27	25	30	17	28%	-5	◆	-4	◆	-12	◆		
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	25	31	24	20%	-3		-4	◆	-12	◆		



All questions by theme

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Leadership and Managing Change

36% -12

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
B40	I feel that the Commission as a whole is managed well	31	35	24	9	32%	-12	◆	-13	◆
B41	Senior managers (SMT & Heads of Divisions) in the Commission are sufficiently visible	5	47	22	21	5	52%	-16	◆	-1
B42	I believe the actions of senior managers (SMT & Heads of Divisions) are consistent with the Commission's values	35	42	14	6	38%	-10	◆	-9	◆
B43	I believe that the Board has a clear vision for the future of the Commission	22	41	27	8	24%	-4	◆	-21	◆
B44	Overall, I have confidence in the decisions made by the Commission's senior managers (SMT & Heads of Divisions)	33	32	26	8	34%	-6	◆	-9	◆
B45	I feel that change is managed well in the Commission	22	39	26	12	23%	-21	◆	-8	◆
B46	When changes are made in the Commission they are usually for the better	20	46	25	8	21%	-2	◆	-9	◆
B47	The Commission keeps me informed about matters that affect me	49	31	13	8	52%	-20	◆	-6	◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	38	29	24	8	40%	-21	◆	+4	◆
B49	I think it is safe to challenge the way things are done in the Commission	36	32	20	9	39%	-13	◆	-2	◆



All questions by theme

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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 the Commission	8	37	40	12	2	45%	-8 ◆	-14 ◆	-21 ◆
B51 I would recommend the Commission as a great place to work	5	25	40	23	7	29%	-13 ◆	-20 ◆	-31 ◆
B52 I feel a strong personal attachment to the Commission	10	32	34	17	7	42%	-9 ◆	-5 ◆	-12 ◆
B53 The Commission inspires me to do the best in my job	5	28	43	17	7	33%	-7 ◆	-12 ◆	-18 ◆
B54 The Commission motivates me to help it achieve its objectives	28	41	19	9	3	30%	-5 ◆	-13 ◆	-19 ◆

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 (SMT & Heads of Divisions) in the Commission will take action on the results from this survey	33	35	18	10	4	37%	-17 ◆	-8 ◆	-16 ◆
B56 I believe that managers where I work will take action on the results from this survey	9	48	24	14	5	57%	-3	+2	-4 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	7	25	48	13	7	32%	-8 ◆	-3	-9 ◆



All questions by theme

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

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	26	59	8			85%	-2	-3 ◆	-5 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	15	54	18	10		69%	-3	0	-3 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	15	50	24	8		65%	-2	0	-5 ◆
B61 When I talk about the Commission I say "we" rather than "they"	22	50	19	7		72%	-8 ◆	+4 ◆	-6 ◆
B62 I have some really good friendships at work	26	42	26	6		68%	-2	-8 ◆	-12 ◆



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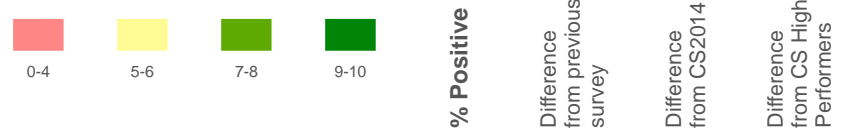
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Civil Service People Survey 2014

All questions by theme

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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?	12	30	50	8	58%	-12 ◆	-6 ◆	-8 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	25	49	16	65%	-7 ◆	-5 ◆	-8 ◆
W03 Overall, how happy did you feel yesterday?	15	33	42	10	53%	-11 ◆	-8 ◆	-11 ◆
W04 Overall, how anxious did you feel yesterday?	17	26	22	35	43%	-6 ◆	-7 ◆	-10 ◆



All questions by theme

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Your plans for the future

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

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave the Commission as soon as possible		8%	+1	+1	-2
I want to leave the Commission within the next 12 months		17%	+4	+3 ◇	-1
I want to stay working for the Commission for at least the next year		30%	+4	-1	-7 ◇
I want to stay working for the Commission for at least the next three years		45%	-9 ◇	-1	-9 ◇

The Civil Service Code

Differences are based on '% Yes' score

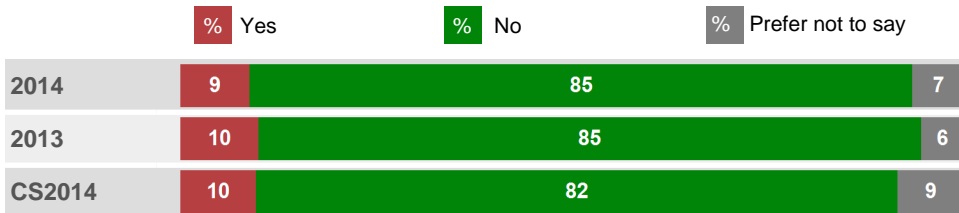
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97%	+1	+8 ◇	+4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			78%	+2	+14 ◇	+6 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Commission it would be investigated properly?			65%	-8 ◇	-3 ◇	-8 ◇

All questions by theme

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Discrimination, harassment and bullying

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



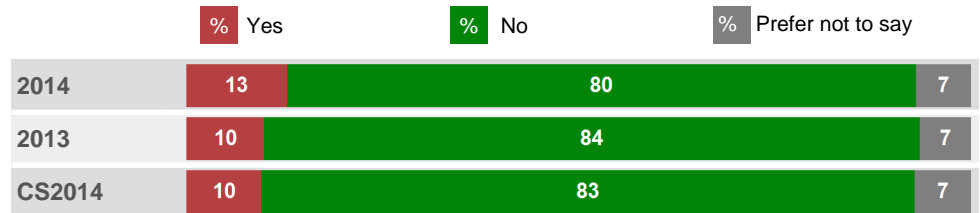
For respondents who selected 'Yes' to question E01.

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	--
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 '--'

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



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	11
Your manager	--
Another manager in my part of the Commission	--
Someone you manage	--
Someone who works for another part of the Commission	--
A member of the public	--
Someone else	--
Prefer not to say	--

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).
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.