


Returns : 2,542

Response rate : 73%

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.



Returns : 2,542

Response rate : 73%

Civil Service People Survey 2014

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		34%	-1	-10 ✧	-16 ✧
My work		68%	+2 ✧	-8 ✧	-11 ✧
My manager		62%	+1	-6 ✧	-10 ✧
Resources and workload		64%	-2 ✧	-10 ✧	-13 ✧
Pay and benefits		34%	+6 ✧	+6 ✧	-1 ✧
Learning and development		44%	+5 ✧	-5 ✧	-11 ✧
Organisational objectives and purpose		72%	-2 ✧	-11 ✧	-15 ✧
My team		73%	+1 ✧	-6 ✧	-10 ✧
Inclusion and fair treatment		68%	+1 ✧	-8 ✧	-11 ✧

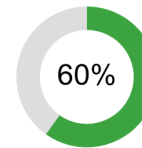


Strength of association with engagement

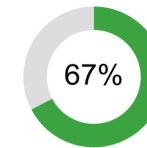


Statistically significant difference from comparison

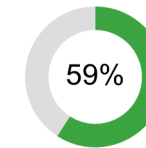
Wellbeing



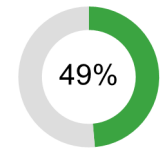
Overall, how satisfied are you with your life nowadays?



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

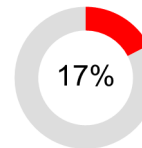


Overall, how happy did you feel yesterday?

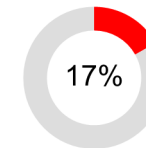


No or low anxiety yesterday

Discrimination, bullying and harassment

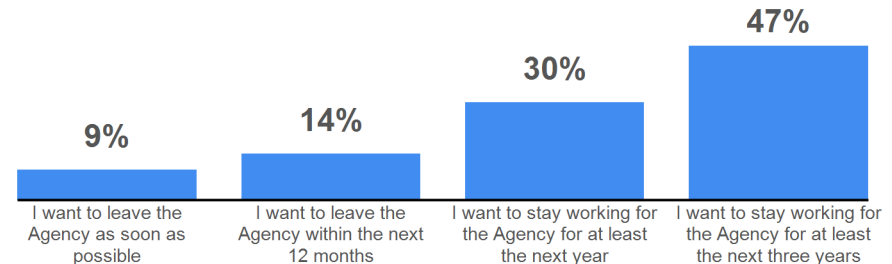


During the past 12 months have you personally experienced discrimination at work?



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

68% +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	43	45	8			87%	0	-2 ◆	-5 ◆
B02 I am sufficiently challenged by my work	30	41	13	11		71%	+4 ◆	-8 ◆	-11 ◆
B03 My work gives me a sense of personal accomplishment	26	45	16	9	5	71%	+2 ◆	-4 ◆	-7 ◆
B04 I feel involved in the decisions that affect my work	14	33	17	20	17	47%	+3 ◆	-10 ◆	-15 ◆
B05 I have a choice in deciding how I do my work	22	39	13	15	11	61%	-1	-13 ◆	-19 ◆

Organisational objectives and purpose

72% -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
B06 I have a clear understanding of the Agency's purpose	22	53	12	8	5	75%	-2 ◆	-10 ◆	-15 ◆
B07 I have a clear understanding of the Agency's objectives	19	50	16	10	6	69%	-4 ◆	-12 ◆	-17 ◆
B08 I understand how my work contributes to the Agency's objectives	23	50	15	8		73%	-1 ◆	-11 ◆	-15 ◆

All questions by theme

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

My manager

62% +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
B09 My manager motivates me to be more effective in my job	19	43	18	12	7	62%	+2 ◆	-5 ◆	-9 ◆
B10 My manager is considerate of my life outside work	37	40	12	5	6	77%	+1 ◆	-4 ◆	-8 ◆
B11 My manager is open to my ideas	31	43	14	7	5	74%	0	-6 ◆	-10 ◆
B12 My manager helps me to understand how I contribute to the Agency's objectives	17	40	24	11	7	57%	0	-7 ◆	-12 ◆
B13 Overall, I have confidence in the decisions made by my manager	24	42	17	9	8	67%	0	-6 ◆	-10 ◆
B14 My manager recognises when I have done my job well	28	44	14	8	5	73%	0	-4 ◆	-8 ◆
B15 I receive regular feedback on my performance	18	41	20	14	8	59%	0	-6 ◆	-10 ◆
B16 The feedback I receive helps me to improve my performance	17	37	27	11	8	54%	+2 ◆	-8 ◆	-12 ◆
B17 I think that my performance is evaluated fairly	16	40	22	12	10	55%	+1	-7 ◆	-11 ◆
B18 Poor performance is dealt with effectively in my team	9	27	33	17	14	36%	+1	-3 ◆	-7 ◆

My team

73% +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
B19 The people in my team can be relied upon to help when things get difficult in my job	34	47	12	5	5	81%	+1 ◆	-3 ◆	-6 ◆
B20 The people in my team work together to find ways to improve the service we provide	29	45	15	7	7	75%	+2 ◆	-5 ◆	-8 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	25	39	18	11	7	63%	+1 ◆	-11 ◆	-15 ◆

All questions by theme

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

Learning and development

44% +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
B22	I am able to access the right learning and development opportunities when I need to	11	41	23	16	9	52%	+5 ◆	-10 ◆	-15 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	33	31	14	9	45%	+6 ◆	-6 ◆	-12 ◆
B24	There are opportunities for me to develop my career in the Agency	11	31	21	16	21	42%	+7 ◆	0	-7 ◆
B25	Learning and development activities I have completed while working for the Agency are helping me to develop my career	10	26	30	18	16	37%	+4 ◆	-6 ◆	-13 ◆

Inclusion and fair treatment

68% +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
B26	I am treated fairly at work	22	48	14	8	7	71%	+2 ◆	-9 ◆	-12 ◆
B27	I am treated with respect by the people I work with	27	53	12	5	5	80%	+2 ◆	-4 ◆	-6 ◆
B28	I feel valued for the work I do	18	39	18	16	10	56%	+2 ◆	-8 ◆	-13 ◆
B29	I think that the Agency respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	44	18	9	9	64%	0	-10 ◆	-14 ◆

All questions by theme

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

Resources and workload		64%	-2	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	22	55	12	8	76%	-3	◆	-7	◆	-10	◆		
B31	I get the information I need to do my job well	11	44	23	16	7	55%	-2	◆	-15	◆	-19	◆	
B32	I have clear work objectives	16	49	18	11	6	65%	-4	◆	-11	◆	-14	◆	
B33	I have the skills I need to do my job effectively	26	58	10		84%	0		-5	◆	-7	◆		
B34	I have the tools I need to do my job effectively	11	45	19	16	9	56%	+1	◆	-15	◆	-19	◆	
B35	I have an acceptable workload	9	46	20	15	9	55%	-1		-4	◆	-11	◆	
B36	I achieve a good balance between my work life and my private life	15	40	16	15	14	55%	-3	◆	-11	◆	-19	◆	

Pay and benefits		34%	+6	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	5	29	21	27	18	34%	+7	◆	+5	◆	-2	◆	
B38	I am satisfied with the total benefits package	6	33	25	22	15	38%	+7	◆	+7	◆	-1	◆	
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	24	21	28	22	29%	+5	◆	+4	◆	-3	◆	

All questions by theme

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

Leadership and Managing Change

34% -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
B40 I feel that the Agency as a whole is managed well	31	25	22	18	35%	-3 ◆	-10 ◆	-21 ◆	
B41 Senior managers in the Agency are sufficiently visible	7	33	20	21	18	40%	-3 ◆	-13 ◆	-23 ◆
B42 I believe the actions of senior managers are consistent with the Agency's values	5	29	32	18	16	34%	-5 ◆	-13 ◆	-22 ◆
B43 I believe that the Board has a clear vision for the future of the Agency	7	29	30	17	17	35%	-1 ◆	-9 ◆	-18 ◆
B44 Overall, I have confidence in the decisions made by the Agency's senior managers	5	25	30	19	22	30%	-2 ◆	-14 ◆	-21 ◆
B45 I feel that change is managed well in the Agency	20	27	29	21	23%	+2 ◆	-9 ◆	-16 ◆	
B46 When changes are made in the Agency they are usually for the better	18	34	25	20	21%	+2 ◆	-9 ◆	-16 ◆	
B47 The Agency keeps me informed about matters that affect me	7	44	25	13	11	50%	0	-8 ◆	-14 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	25	23	24	23	30%	+2 ◆	-6 ◆	-13 ◆	
B49 I think it is safe to challenge the way things are done in the Agency	6	32	26	18	17	38%	0	-3 ◆	-10 ◆

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 the Agency	13	40	29	12	6	53%	+3 ◆	-6 ◆	-13 ◆
B51 I would recommend the Agency as a great place to work	11	33	31	16	9	44%	+4 ◆	-5 ◆	-16 ◆
B52 I feel a strong personal attachment to the Agency	12	31	30	17	10	42%	+3 ◆	-5 ◆	-12 ◆
B53 The Agency inspires me to do the best in my job	9	28	33	19	11	37%	+3 ◆	-8 ◆	-14 ◆
B54 The Agency motivates me to help it achieve its objectives	7	27	33	20	13	34%	+4 ◆	-9 ◆	-15 ◆

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 the Agency will take action on the results from this survey	6	25	23	22	25	31%	-3 ◆	-14 ◆	-22 ◆
B56 I believe that managers where I work will take action on the results from this survey	10	33	22	16	18	43%	-2 ◆	-12 ◆	-18 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	6	21	33	18	23	27%	-2 ◆	-8 ◆	-14 ◆

All questions by theme

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

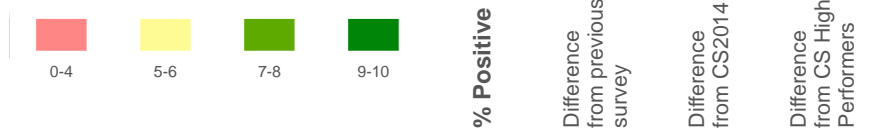
Organisational Culture

	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	30	52	9	6		82%	-1	-6 ♦	-8 ♦
B59 I believe I would be supported if I try a new idea, even if it may not work	16	39	21	15	9	56%	0	-13 ♦	-17 ♦
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	13	40	24	14	9	53%	+1	-12 ♦	-17 ♦
B61 When I talk about the Agency I say "we" rather than "they"	20	43	18	10	7	64%	+2 ♦	-5 ♦	-15 ♦
B62 I have some really good friendships at work	24	44	22	7		69%	0	-7 ♦	-11 ♦

All questions by theme

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

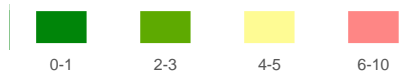
Wellbeing



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?	16	24	46	14	60%	+1	-4 ◆	-7 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	21	47	20	67%	+1	-2 ◆	-5 ◆
W03 Overall, how happy did you feel yesterday?	19	22	41	18	59%	+2 ◆	-1 ◆	-4 ◆
W04 Overall, how anxious did you feel yesterday?	23	25	21	31	49%	-2 ◆	-1 ◆	-4 ◆



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 the Agency?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave the Agency as soon as possible		9%	0	+2 ◇	-1 ◇
I want to leave the Agency within the next 12 months		14%	+2 ◇	+1	-4 ◇
I want to stay working for the Agency for at least the next year		30%	-1	-2 ◇	-8 ◇
I want to stay working for the Agency for at least the next three years		47%	-1	0	-7 ◇

The Civil Service Code

Differences are based on '% Yes' score

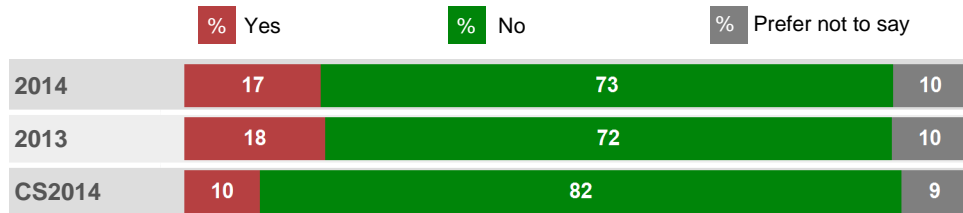
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	-1 ◇	+3 ◇	-1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		31	69%	-2 ◇	+5 ◇	-2 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Agency it would be investigated properly?		41	59%	+1	-10 ◇	-14 ◇

All questions by theme

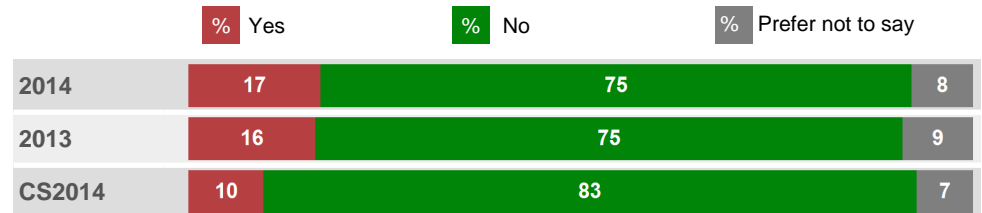
◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

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	Bar
Age	76	[Bar]
Caring responsibilities	62	[Bar]
Disability	56	[Bar]
Ethnic background	38	[Bar]
Gender	56	[Bar]
Gender reassignment or perceived gender	--	[Bar]
Grade, pay band or responsibility level	123	[Bar]
Main spoken/written language or language ability	20	[Bar]
Religion or belief	16	[Bar]
Sexual orientation	23	[Bar]
Social or educational background	28	[Bar]
Working location	63	[Bar]
Working pattern	152	[Bar]
Any other grounds	122	[Bar]
Prefer not to say	47	[Bar]

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	Bar
A colleague	138	[Bar]
Your manager	109	[Bar]
Another manager in my part of the Agency	136	[Bar]
Someone you manage	25	[Bar]
Someone who works for another part of the Agency	50	[Bar]
A member of the public	60	[Bar]
Someone else	10	[Bar]
Prefer not to say	57	[Bar]

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.