

Returns : 1,405

Response rate : 79%

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.

Engagement Index

60%

Difference from previous survey -1 ◇

Difference from CS2014 +2 ◇

Difference from CS High Performers -4 ◇

My work

78% 

Difference from previous survey -1

Difference from CS2014 +3 ◇

Difference from CS High Performers 0

Organisational objectives and purpose

79% 

Difference from previous survey -2 ◇

Difference from CS2014 -4 ◇

Difference from CS High Performers -9 ◇

My manager


71% 

Difference from previous survey -1

Difference from CS2014 +4 ◇

Difference from CS High Performers 0

My team

79% 

Difference from previous survey -2 ◇

Difference from CS2014 0

Difference from CS High Performers -3 ◇

Learning and development

62% 

Difference from previous survey +2 ◇

Difference from CS2014 +13 ◇

Difference from CS High Performers +7 ◇

Inclusion and fair treatment

80% 

Difference from previous survey 0

Difference from CS2014 +5 ◇

Difference from CS High Performers +2 ◇

Resources and workload

75% 

Difference from previous survey 0

Difference from CS2014 +1 ◇

Difference from CS High Performers -2 ◇

Pay and benefits

21% 

Difference from previous survey -1

Difference from CS2014 -7 ◇

Difference from CS High Performers -14 ◇

Leadership and Managing Change

48% 










Difference from previous survey -1

Difference from CS2014 +5 ◇

Difference from CS High Performers -2 ◇

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		48%	-1	+5 ✧	-2 ✧
My work		78%	-1	+3 ✧	0
My manager		71%	-1	+4 ✧	0
Pay and benefits		21%	-1	-7 ✧	-14 ✧
Learning and development		62%	+2 ✧	+13 ✧	+7 ✧
Resources and workload		75%	0	+1 ✧	-2 ✧
Organisational objectives and purpose		79%	-2 ✧	-4 ✧	-9 ✧
My team		79%	-2 ✧	0	-3 ✧
Inclusion and fair treatment		80%	0	+5 ✧	+2 ✧

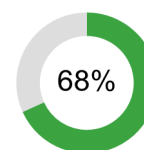


Strength of association with engagement

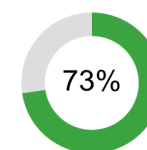


Statistically significant difference from comparison

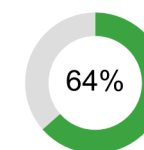
Wellbeing



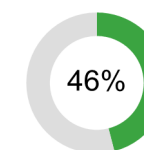
Overall, how satisfied are you with your life nowadays?



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

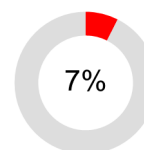


Overall, how happy did you feel yesterday?

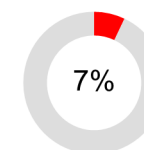


No or low anxiety yesterday

Discrimination, bullying and harassment

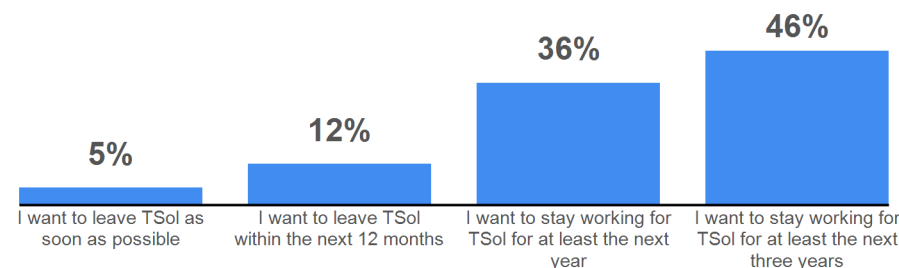


During the past 12 months have you personally experienced discrimination at work?



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

78% -1

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B01 I am interested in my work	48	45	5	0	92%	0	+3 ♦	0
B02 I am sufficiently challenged by my work	42	42	8	6	84%	-1	+5 ♦	+2 ♦
B03 My work gives me a sense of personal accomplishment	32	48	11	7	80%	-1	+5 ♦	+2 ♦
B04 I feel involved in the decisions that affect my work	17	42	22	15	58%	-2	+2 ♦	-4 ♦
B05 I have a choice in deciding how I do my work	26	52	12	7	78%	-2 ♦	+3 ♦	-2 ♦

Organisational objectives and purpose

79% -2

Difference
from
previous
survey



Strength of
association with
engagement



B06 I have a clear understanding of TSol's purpose	25	58	12	5	83%	-3 ♦	-3 ♦	-8 ♦
B07 I have a clear understanding of TSol's objectives	20	57	16	6	77%	-3 ♦	-4 ♦	-9 ♦
B08 I understand how my work contributes to TSol's objectives	22	56	16	5	77%	-2 ♦	-6 ♦	-11 ♦



All questions by theme

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

My manager

71% -1

Difference
from
previous
survey



Strength of
association with
engagement



% 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	29	45	15	8	74%	-1	+6 ♦	+2 ♦
B10	My manager is considerate of my life outside work	46	40	8	8	87%	+2 ♦	+6 ♦	+1 ♦
B11	My manager is open to my ideas	39	45	10	8	85%	+1	+5 ♦	0
B12	My manager helps me to understand how I contribute to TSol's objectives	20	43	27	7	63%	-2	-1 ♦	-6 ♦
B13	Overall, I have confidence in the decisions made by my manager	35	46	12	5	81%	+2 ♦	+8 ♦	+4 ♦
B14	My manager recognises when I have done my job well	37	44	12	5	81%	-1	+4 ♦	0
B15	I receive regular feedback on my performance	24	44	19	11	68%	-1	+3 ♦	0
B16	The feedback I receive helps me to improve my performance	24	43	22	8	67%	-2	+6 ♦	+1 ♦
B17	I think that my performance is evaluated fairly	24	46	20	7	69%	-2 ♦	+7 ♦	+3 ♦
B18	Poor performance is dealt with effectively in my team	11	28	46	10 5	39%	-5 ♦	0	-4 ♦

My team

79% -2

Difference
from
previous
survey



Strength of
association with
engagement



B19	The people in my team can be relied upon to help when things get difficult in my job	40	45	9	5	85%	-1	+1 ♦	-1 ♦
B20	The people in my team work together to find ways to improve the service we provide	34	47	13	5	81%	-2 ♦	+1	-2 ♦
B21	The people in my team are encouraged to come up with new and better ways of doing things	28	44	19	7	72%	-1	-2 ♦	-6 ♦



All questions by theme

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

Learning and development

62% +2

Difference
from
previous
survey



Strength of
association with
engagement



% 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	20	53	17	8	74%	-3 ◆	+11 ◆	+7 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	51	25	6	68%	+7 ◆	+17 ◆	+11 ◆
B24	There are opportunities for me to develop my career in TSol	15	39	24	14	54%	+3 ◆	+12 ◆	+5 ◆
B25	Learning and development activities I have completed while working for TSol are helping me to develop my career	14	40	31	11	53%	+3 ◆	+10 ◆	+4 ◆

Inclusion and fair treatment

80% 0

Difference
from
previous
survey



Strength of
association with
engagement



B26	I am treated fairly at work	32	51	10	5	83%	0	+4 ◆	+1
B27	I am treated with respect by the people I work with	38	51	7		89%	0	+5 ◆	+2 ◆
B28	I feel valued for the work I do	26	46	16	9	71%	0	+7 ◆	+2 ◆
B29	I think that TSol respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	31	47	15	5	78%	-2 ◆	+4 ◆	0

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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

Resources and workload

75% 0

Difference
from
previous
survey



Strength of
association with
engagement



% 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	26	62	8		87%	-2 ♦	+4 ♦	+1
B31	I get the information I need to do my job well	18	56	15	9	74%	-2	+4 ♦	0
B32	I have clear work objectives	21	58	15	6	78%	-2 ♦	+3 ♦	-1
B33	I have the skills I need to do my job effectively	30	63	5		92%	+2 ♦	+3 ♦	+1 ♦
B34	I have the tools I need to do my job effectively	18	51	14	14	68%	-2 ♦	-4 ♦	-8 ♦
B35	I have an acceptable workload	12	50	16	15	62%	+1	+3 ♦	-5 ♦
B36	I achieve a good balance between my work life and my private life	18	48	17	12	66%	+1	0	-8 ♦

Pay and benefits

21% -1

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B37	I feel that my pay adequately reflects my performance	20	18	31	29	22%	-1	-7 ♦	-14 ♦
B38	I am satisfied with the total benefits package	20	24	28	26	23%	0	-9 ♦	-17 ♦
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	16	17	31	34	18%	-2 ♦	-6 ♦	-13 ♦

All questions by theme

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

Leadership and Managing Change

48% -1

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B40	I feel that TSol as a whole is managed well	8	48	29	11	5	55%	-2	+10 ◆	-1
B41	Senior managers in TSol are sufficiently visible	14	52	20	11	5	65%	+2 ◆	+12 ◆	+3 ◆
B42	I believe the actions of senior managers are consistent with TSol's values	9	44	36	7	5	53%	-3 ◆	+6 ◆	-2 ◆
B43	I believe that the Board has a clear vision for the future of TSol	8	35	46	7	5	43%	-5 ◆	-1 ◆	-9 ◆
B44	Overall, I have confidence in the decisions made by TSol's senior managers	9	42	36	9	5	50%	-2 ◆	+6 ◆	-1
B45	I feel that change is managed well in TSol	5	34	40	16	6	39%	-6 ◆	+7 ◆	0
B46	When changes are made in TSol they are usually for the better	2	25	50	14	6	30%	-2 ◆	0	-7 ◆
B47	TSol keeps me informed about matters that affect me	8	58	23	8	5	66%	+1	+8 ◆	+2 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	6	34	35	17	7	40%	+1	+5 ◆	-2 ◆
B49	I think it is safe to challenge the way things are done in TSol	7	33	35	18	8	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 TSol	17	43	30	8		60%	-1	+1 ◆	-6 ◆
B51 I would recommend TSol as a great place to work	16	41	30	9		58%	0	+9 ◆	-2 ◆
B52 I feel a strong personal attachment to TSol	13	28	35	19	5	41%	-3 ◆	-7 ◆	-13 ◆
B53 TSol inspires me to do the best in my job	11	33	37	15		43%	-3 ◆	-2 ◆	-8 ◆
B54 TSol motivates me to help it achieve its objectives	11	30	39	15	5	41%	-2 ◆	-2 ◆	-9 ◆

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 TSol will take action on the results from this survey	13	47	26	9	5	60%	+2 ◆	+15 ◆	+7 ◆
B56 I believe that managers where I work will take action on the results from this survey	20	47	21	8		67%	-1	+11 ◆	+6 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	14	33	40	9	5	47%	-1	+12 ◆	+6 ◆

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Civil Service People Survey 2014

All questions by theme

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^ indicates a variation in question wording from your previous survey

Organisational Culture

						% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	34	57	5			92%	0	+3 ◆	+1 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	19	50	21	8		69%	-1	0	-3 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	18	49	20	9		67%	-5 ◆	+2 ◆	-4 ◆
B61 When I talk about TSol I say "we" rather than "they"	21	42	22	12		63%	-2	-6 ◆	-16 ◆
B62 I have some really good friendships at work	27	47	19	5		74%	0	-2 ◆	-6 ◆

Returns : 1,405

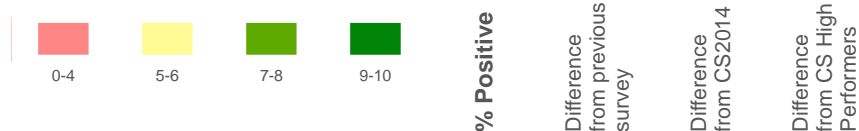
Response rate : 79%

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

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	20	56	13	68%	+2 ⬆	+4 ⬆	+2 ⬆
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	18	53	19	73%	+1	+3 ⬆	0
W03	Overall, how happy did you feel yesterday?	14	23	47	16	64%	+2 ⬆	+3 ⬆	0
<div><div></div><div></div><div></div><div></div><div>0-1</div><div>2-3</div><div>4-5</div><div>6-10</div></div>									
W04	Overall, how anxious did you feel yesterday?	16	30	22	32	46%	-2	-4 ⬆	-7 ⬆

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 TSol?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave TSol as soon as possible		5%	0	-2 ◇	-5 ◇
I want to leave TSol within the next 12 months		12%	+2	-1 ◇	-5 ◇
I want to stay working for TSol for at least the next year		36%	-4 ◇	+5 ◇	-1
I want to stay working for TSol for at least the next three years		46%	+2	-1	-8 ◇

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%	0	+3 ◇	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	0	+3 ◇	-4 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in TSol it would be investigated properly?		21	79%	0	+11 ◇	+6 ◇

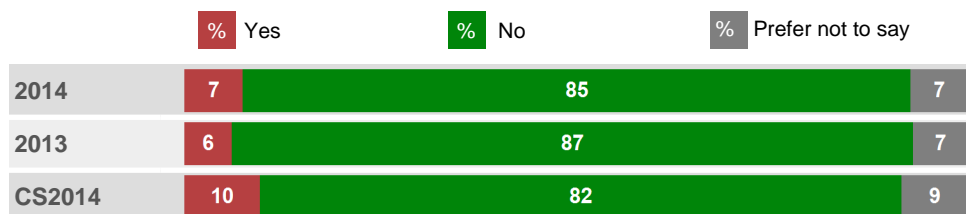


All questions by theme

◆ 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?



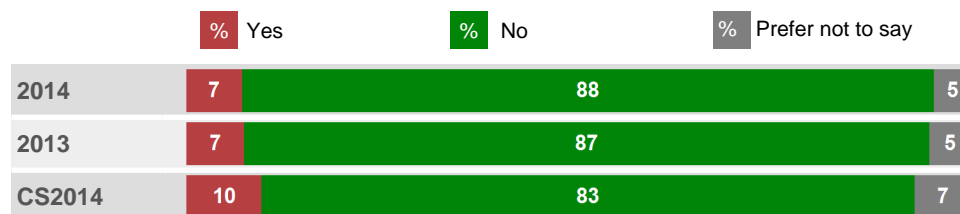
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

	Response Count	
Age	14	
Caring responsibilities	13	
Disability	11	
Ethnic background	10	
Gender	22	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	32	
Main spoken/written language or language ability	--	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	--	
Working location	--	
Working pattern	23	
Any other grounds	17	
Prefer not to say	14	

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)

	Response Count	
A colleague	23	
Your manager	33	
Another manager in my part of TSol	23	
Someone you manage	--	
Someone who works for another part of TSol	--	
A member of the public	--	
Someone else	--	
Prefer not to say	16	

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

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	25	61	10			87%	0
F02	I believe that people in TSol value and respect each other	22	58	15			81%	0
F03	I believe that people in TSol get things done	20	61	15			81%	-2 ◆
F04	I believe that people in TSol take pride in working together across Government	19	52	24			71%	-1
F05	I believe that we are one organisation in TSol	11	37	29	18		49%	--
F06	Learning and development activities I have completed in the past 12 months have helped me to improve my team's performance	11	46	33	8		57%	+2 ◆
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: 88%		No: 12%			88%	-1 ◆
F08	I review my learning and development needs with my manager on a regular basis	12	49	22	13		61%	0
F09	My manager encourages me to make time for learning and development	20	49	20	7		69%	+1

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.