



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		43%	+4 ✧	0	-7 ✧
My work		80%	0	+4 ✧	+1 ✧
My manager		68%	-1	0	-3 ✧
Organisational objectives and purpose		69%	-1	-14 ✧	-18 ✧
Resources and workload		74%	+2 ✧	0	-3 ✧
Pay and benefits		27%	0	-1	-8 ✧
Learning and development		49%	+4 ✧	0	-6 ✧
Inclusion and fair treatment		78%	0	+2 ✧	-1 ✧
My team		85%	0	+6 ✧	+2 ✧

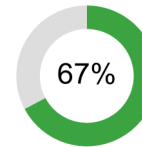


Strength of association with engagement

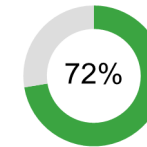


Statistically significant difference from comparison

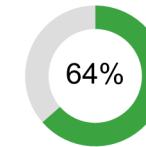
Wellbeing



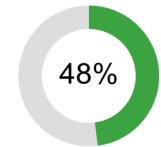
Overall, how satisfied are you with your life nowadays?



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

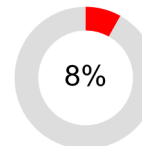


Overall, how happy did you feel yesterday?

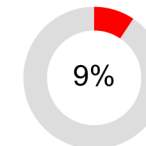


No or low anxiety yesterday

Discrimination, bullying and harassment

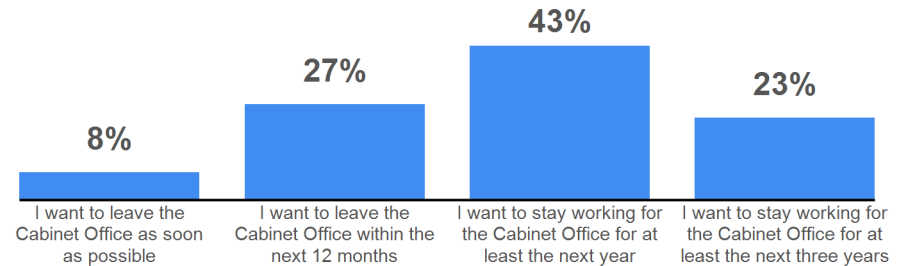


During the past 12 months have you personally experienced discrimination at work?



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

80% 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
B01 I am interested in my work	53	39	5	1	1	93%	0	+3 ◆	0
B02 I am sufficiently challenged by my work	40	40	9	7	4	80%	0	+1 ◆	-2 ◆
B03 My work gives me a sense of personal accomplishment	35	44	12	6	3	80%	0	+4 ◆	+1 ◆
B04 I feel involved in the decisions that affect my work	22	43	17	13	6	65%	0	+8 ◆	+3 ◆
B05 I have a choice in deciding how I do my work	36	45	11	6	2	81%	-1 ◆	+6 ◆	+1 ◆

Organisational objectives and purpose

69% -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
B06 I have a clear understanding of the Cabinet Office's purpose	19	55	15	9	1	74%	0	-12 ◆	-17 ◆
B07 I have a clear understanding of the Cabinet Office's objectives	14	48	22	14	4	61%	-2 ◆	-19 ◆	-24 ◆
B08 I understand how my work contributes to the Cabinet Office's objectives	23	50	16	8	3	73%	0	-11 ◆	-15 ◆



All questions by theme

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My manager

68% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Table with 10 rows (B09-B18) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2014, Difference from CS High Performers.

My team

85% 0

Difference from previous survey



Strength of association with engagement



Table with 3 rows (B19-B21) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2014, Difference from CS High Performers.



All questions by theme

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

Learning and development

49% +4

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	16	44	25	12	3	60%	+4 ◆	-2 ◆	-7 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	34	36	13	6	47%	+7 ◆	-4 ◆	-10 ◆
B24	There are opportunities for me to develop my career in the Cabinet Office	12	34	26	18	9	47%	+3 ◆	+5 ◆	-2 ◆
B25	Learning and development activities I have completed while working for the Cabinet Office are helping me to develop my career	12	30	37	15	6	41%	+5 ◆	-2 ◆	-8 ◆

Inclusion and fair treatment

78% 0

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	34	49	10	5	2	83%	+1 ◆	+4 ◆	+1 ◆
B27	I am treated with respect by the people I work with	39	45	9	5	1	85%	-2 ◆	+1	-2 ◆
B28	I feel valued for the work I do	29	42	15	9	5	71%	+1 ◆	+7 ◆	+2 ◆
B29	I think that the Cabinet Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	46	17	8	2	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 **74%** +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	27	54	10	7		81%	0	-3 ◆	-5 ◆
B31 I get the information I need to do my job well	19	51	16	10		70%	0	0	-4 ◆
B32 I have clear work objectives	23	51	14	9		73%	+2 ◆	-2 ◆	-6 ◆
B33 I have the skills I need to do my job effectively	34	57	6			92%	+2 ◆	+3 ◆	0 ◆
B34 I have the tools I need to do my job effectively	21	51	13	11		72%	+4 ◆	0	-4 ◆
B35 I have an acceptable workload	14	50	17	14	5	64%	+1 ◆	+5 ◆	-2 ◆
B36 I achieve a good balance between my work life and my private life	19	47	16	13	5	66%	+2 ◆	0	-8 ◆

Pay and benefits **27%** 0 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	25	18	30	23		29%	+1	0	-7 ◆
B38 I am satisfied with the total benefits package	25	23	29	18		30%	-1 ◆	-2 ◆	-10 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	18	30	29		23%	0	-1 ◆	-9 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

Leadership and Managing Change

43% +4

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 Cabinet Office as a whole is managed well	5	40	33	17	5	45%	+5 ◆	-1	-11 ◆
B41	Senior Civil Servants in the Cabinet Office are sufficiently visible	11	44	24	16	5	55%	+2 ◆	+2 ◆	-8 ◆
B42	I believe the actions of Senior Civil Servants are consistent with the Cabinet Office's values	7	39	38	10	5	46%	+3 ◆	-1 ◆	-9 ◆
B43	I believe that the Cabinet Office Board has a clear vision for the future of the Cabinet Office	5	25	53	12	5	29%	+1 ◆	-15 ◆	-24 ◆
B44	Overall, I have confidence in the decisions made by the Cabinet Office's Senior Civil Servants	6	38	39	12	5	44%	+4 ◆	+1	-7 ◆
B45	I feel that change is managed well in the Cabinet Office		28	40	20	8	32%	+4 ◆	+1 ◆	-6 ◆
B46	When changes are made in the Cabinet Office they are usually for the better		29	48	14	5	32%	+8 ◆	+3 ◆	-5 ◆
B47	The Cabinet Office keeps me informed about matters that affect me	8	52	25	11		60%	+1 ◆	+2 ◆	-4 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	6	32	34	21	7	38%	+3 ◆	+2 ◆	-5 ◆
B49	I think it is safe to challenge the way things are done in the Cabinet Office	8	37	30	17	7	45%	+3 ◆	+4 ◆	-3 ◆



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 Cabinet Office	30	46	18	5	1	77%	+3 ◆	+18 ◆	+11 ◆
B51 I would recommend the Cabinet Office as a great place to work	18	41	27	10	5	59%	+4 ◆	+10 ◆	-1 ◆
B52 I feel a strong personal attachment to the Cabinet Office	15	27	32	20	7	42%	+2 ◆	-6 ◆	-12 ◆
B53 The Cabinet Office inspires me to do the best in my job	15	34	32	13	5	49%	+2 ◆	+4 ◆	-2 ◆
B54 The Cabinet Office motivates me to help it achieve its objectives	12	30	37	15	6	43%	+2 ◆	0	-7 ◆

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 Civil Servants in the Cabinet Office will take action on the results from this survey	9	39	29	15	8	48%	+4 ◆	+3 ◆	-6 ◆
B56 I believe that managers where I work will take action on the results from this survey	19	41	22	12	7	60%	0	+5 ◆	-1 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	12	28	41	12	7	39%	+3 ◆	+4 ◆	-1 ◆



All questions by theme

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^ 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	40	50	6			89%	-1 ◇	+1 ◇	-1 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	30	47	13	7		77%	-1 ◇	+9 ◇	+5 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	27	46	17	6		73%	-2 ◇	+8 ◇	+2 ◇
B61 When I talk about the Cabinet Office I say "we" rather than "they"	24	44	18	11		68%	+1	0	-10 ◇
B62 I have some really good friendships at work	28	47	19	5		75%	0	-1 ◇	-5 ◇



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?	11	22	55	13	67%	-1	+3 ◆	+1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	19	51	21	72%	0	+3 ◆	0
W03 Overall, how happy did you feel yesterday?	14	22	46	17	64%	+2 ◆	+3 ◆	0
W04 Overall, how anxious did you feel yesterday?	18	30	21	31	48%	+4 ◆	-2 ◆	-5 ◆





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 Cabinet Office?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave the Cabinet Office as soon as possible		8%	-1	0	-2 ◇
I want to leave the Cabinet Office within the next 12 months		27%	+4 ◇	+13 ◇	+9 ◇
I want to stay working for the Cabinet Office for at least the next year		43%	0	+11 ◇	+5 ◇
I want to stay working for the Cabinet Office for at least the next three years		23%	-3 ◇	-24 ◇	-31 ◇

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 ◇	0 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		40	60%	+1 ◇	-4 ◇	-11 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Cabinet Office it would be investigated properly?		27	73%	+1	+4 ◇	-1 ◇

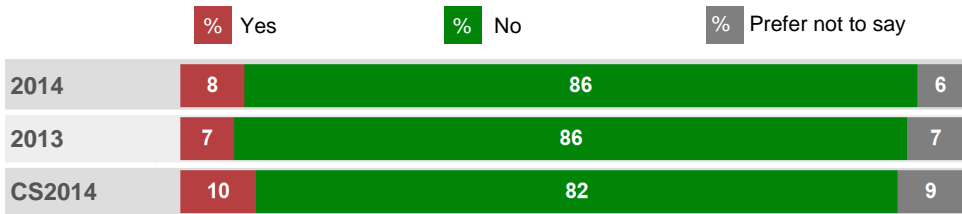


All questions by theme

◆ 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?



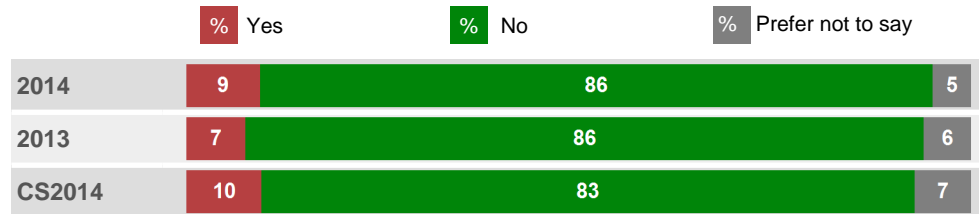
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	40
Caring responsibilities	22
Disability	--
Ethnic background	11
Gender	35
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	65
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	16
Working location	16
Working pattern	25
Any other grounds	34
Prefer not to say	20

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	53
Your manager	47
Another manager in my part of the Cabinet Office	45
Someone you manage	--
Someone who works for another part of the Cabinet Office	20
A member of the public	--
Someone else	11
Prefer not to say	32

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



All questions by theme

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Cabinet Office questions

* indicates negatively phrased question(s) where % positive is the proportion who selected either "disagree" or "strongly disagree"



% Positive
Difference from previous survey

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	Cabinet Office practices what it preaches	36		37	17	6	40%	+2 ◇
F02	Cabinet Office feels joined up	16	25	40	17		19%	+2 ◇
F03	The Cabinet Office Executive Management Committee provides effective leadership	23	55	13	6		25%	+2 ◇
F04	The Cabinet Office Executive Management Committee champions the vision of a better Department	28	50	12	6		32%	+1 ◇
F05	My manager encourages me to make time for learning and development	21	48	18	10		69%	+4 ◇
F06	In the past 12 months I have been able to take sufficient time to focus on my learning and development needs	12	34	26	21	7	46%	+5 ◇
F07	The amount of stress I experience in my job seriously reduces my effectiveness*	5	17	28	39	12	51%	+2 ◇
F08	Cabinet Office leaders are held accountable for the value for money resulting from their decisions	5	28	46	14	7	33%	-1 ◇
F09	In the past 12 months I have volunteered or given unpaid help to a club, group or organisation	Yes: 49%		No: 51%			49%	+1 ◇
F10	I am confident that if I raised a grievance as a result of discrimination, bullying or harassment it would be investigated properly	18	48	20	9	5	66%	+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.