

Returns: 2,597

Response rate: 77%

Your engagement index

53%

Difference from previous survey

+1 ✧

Difference from CS2013

-5 ✧

Difference from CS High Performers

-9 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2013
B50. I am proud when I tell others I am part of the Agency	50%	+1	-6 ✧
B51. I would recommend the Agency as a great place to work	40%	+4 ✧	-5 ✧

Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to the Agency	40%	0	-6 ✧
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Strive: motivated to do the best for the organisation...










B53. The Agency inspires me to do the best in my job	33%	+3 ✧	-10 ✧
B54. The Agency motivates me to help it achieve its objectives	31%	+3 ✧	-9 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these 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.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Leadership and managing change		34%	+5 ✧	-7 ✧	-16 ✧
My work		66%	+4 ✧	-8 ✧	-12 ✧
My manager		61%	+1 ✧	-6 ✧	-9 ✧
Resources and workload		66%	+1	-8 ✧	-11 ✧
Pay and benefits		27%	-3 ✧	-2 ✧	-7 ✧
Learning and development		39%	+9 ✧	-9 ✧	-16 ✧
Organisational objectives and purpose		75%	+1	-8 ✧	-13 ✧
My team		71%	+2 ✧	-8 ✧	-10 ✧
Inclusion and fair treatment		66%	+2 ✧	-8 ✧	-12 ✧




✧ = Statistically significant difference from comparison

Top three key driver themes in more detail

The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change Strength of association with engagement: 			
B49. I think it is safe to challenge the way things are done in the Agency	38%	+2 ◇	-1
B43. I believe that the Board has a clear vision for the future of the Agency	37%	+10 ◇	-5 ◇
B42. I believe the actions of senior managers are consistent with the Agency's values	38%	+6 ◇	-5 ◇
B40. I feel that the Agency as a whole is managed well	38%	+3 ◇	-5 ◇
B41. Senior managers in the Agency are sufficiently visible	43%	+6 ◇	-8 ◇
B45. I feel that change is managed well in the Agency	21%	+4 ◇	-8 ◇
B46. When changes are made in the Agency they are usually for the better	19%	+3 ◇	-8 ◇
B47. The Agency keeps me informed about matters that affect me	50%	+6 ◇	-8 ◇
B44. Overall, I have confidence in the decisions made by the Agency's senior managers	32%	+5 ◇	-9 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	28%	+5 ◇	-9 ◇
My work Strength of association with engagement: 			
B01. I am interested in my work	87%	+1	-2 ◇
B03. My work gives me a sense of personal accomplishment	69%	+3 ◇	-6 ◇
B04. I feel involved in the decisions that affect my work	44%	+6 ◇	-10 ◇
B02. I am sufficiently challenged by my work	68%	+4 ◇	-10 ◇
B05. I have a choice in deciding how I do my work	62%	+4 ◇	-11 ◇
My manager Strength of association with engagement: 			
B18. Poor performance is dealt with effectively in my team	35%	+2 ◇	-3 ◇
B12. My manager helps me to understand how I contribute to the Agency's objectives	58%	+4 ◇	-4 ◇
B10. My manager is considerate of my life outside work	76%	+1	-4 ◇
B13. Overall, I have confidence in the decisions made by my manager	67%	+2 ◇	-5 ◇
B14. My manager recognises when I have done my job well	72%	+1 ◇	-5 ◇
B09. My manager motivates me to be more effective in my job	60%	+2 ◇	-5 ◇
B15. I receive regular feedback on my performance	59%	0	-5 ◇
B11. My manager is open to my ideas	74%	+2 ◇	-5 ◇
B16. The feedback I receive helps me to improve my performance	52%	0	-8 ◇
B17. I think that my performance is evaluated fairly	55%	-1	-8 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



My work									
:Strength of association with engagement									
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	41	46	8	4		87%	+1	-2 ◇	-5 ◇
B02. I am sufficiently challenged by my work	26	41	15	14	4	68%	+4 ◇	-10 ◇	-14 ◇
B03. My work gives me a sense of personal accomplishment	23	46	16	10	4	69%	+3 ◇	-6 ◇	-10 ◇
B04. I feel involved in the decisions that affect my work	13	31	19	21	15	44%	+6 ◇	-10 ◇	-16 ◇
B05. I have a choice in deciding how I do my work	20	42	16	14	9	62%	+4 ◇	-11 ◇	-15 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the Agency's purpose	24	54	13	7		77%	0	-8 ◇	-12 ◇
B07. I have a clear understanding of the Agency's objectives	20	52	16	8		73%	+1	-7 ◇	-12 ◇
B08. I understand how my work contributes to the Agency's objectives	23	52	16	7		74%	+2 ◇	-8 ◇	-12 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

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My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	18	42	21	12	7	60%	+2 ◇	-5 ◇	-10 ◇
B10. My manager is considerate of my life outside work	36	40	13	6	5	76%	+1	-4 ◇	-8 ◇
B11. My manager is open to my ideas	30	44	15	6	5	74%	+2 ◇	-5 ◇	-9 ◇
B12. My manager helps me to understand how I contribute to the Agency's objectives	16	42	27	10	5	58%	+4 ◇	-4 ◇	-8 ◇
B13. Overall, I have confidence in the decisions made by my manager	23	43	18	8	8	67%	+2 ◇	-5 ◇	-10 ◇
B14. My manager recognises when I have done my job well	27	45	15	8	5	72%	+1 ◇	-5 ◇	-8 ◇
B15. I receive regular feedback on my performance	18	40	21	14	7	59%	0	-5 ◇	-10 ◇
B16. The feedback I receive helps me to improve my performance	17	35	29	12	6	52%	0	-8 ◇	-13 ◇
B17. I think that my performance is evaluated fairly	16	39	24	12	9	55%	-1	-8 ◇	-12 ◇
B18. Poor performance is dealt with effectively in my team	9	27	33	17	15	35%	+2 ◇	-3 ◇	-7 ◇

My team

:Strength of association with engagement

B19. The people in my team can be relied upon to help when things get difficult in my job	30	49	12	6		79%	0	-5 ◇	-7 ◇
B20. The people in my team work together to find ways to improve the service we provide	25	48	16	7		73%	+2 ◇	-7 ◇	-9 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	22	40	20	11	7	62%	+4 ◇	-11 ◇	-14 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

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Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	10	38	26	17	10	47%	+9 ◇	-14 ◇	-18 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	30	36	15	10	39%	+7 ◇	-9 ◇	-15 ◇
B24. There are opportunities for me to develop my career in the Agency	7	28	22	21	23	35%	+14 ◇	-3 ◇	-12 ◇
B25. Learning and development activities I have completed while working for the Agency are helping me to develop my career	8	25	31	19	17	33%	+4 ◇	-8 ◇	-15 ◇

Inclusion and fair treatment

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B26. I am treated fairly at work	18	50	16	9	7	68%	+2 ◇	-10 ◇	-13 ◇
B27. I am treated with respect by the people I work with	24	54	12	6	4	78%	+2 ◇	-6 ◇	-8 ◇
B28. I feel valued for the work I do	15	40	21	15	9	55%	+3 ◇	-8 ◇	-13 ◇
B29. I think that the Agency respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	19	45	20	9	7	64%	+1 ◇	-9 ◇	-14 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 Difference from CS High Performers

Resources and workload

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	21	58	12	6		79%	+2 ◇	-4 ◇	-7 ◇
B31. I get the information I need to do my job well	11	46	24	14	5	57%	+3 ◇	-13 ◇	-16 ◇
B32. I have clear work objectives	16	53	19	9	4	69%	+1 ◇	-6 ◇	-11 ◇
B33. I have the skills I need to do my job effectively	26	59	10	4		85%	+2 ◇	-4 ◇	-6 ◇
B34. I have the tools I need to do my job effectively	11	44	20	17	8	55%	+3 ◇	-17 ◇	-21 ◇
B35. I have an acceptable workload	9	47	22	14	8	57%	-1	-3 ◇	-9 ◇
B36. I achieve a good balance between my work life and my private life	14	44	19	13	10	58%	-3 ◇	-10 ◇	-15 ◇

Pay and benefits

 :Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	23	21	29	24		26%	-4 ◇	-3 ◇	-9 ◇
B38. I am satisfied with the total benefits package	4	27	27	23	18	32%	-3 ◇	-1	-6 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	23	29	24		24%	-2 ◇	-2 ◇	-8 ◇

All questions by theme


This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 Difference from CS High Performers

Leadership and managing change

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that the Agency as a whole is managed well	4	34	27	20	15	38%	+3 ◇	-5 ◇	-18 ◇
B41. Senior managers in the Agency are sufficiently visible	7	36	19	20	17	43%	+6 ◇	-8 ◇	-18 ◇
B42. I believe the actions of senior managers are consistent with the Agency's values	5	33	34	14	13	38%	+6 ◇	-5 ◇	-17 ◇
B43. I believe that the Board has a clear vision for the future of the Agency	7	30	34	16	14	37%	+10 ◇	-5 ◇	-18 ◇
B44. Overall, I have confidence in the decisions made by the Agency's senior managers	5	27	31	19	18	32%	+5 ◇	-9 ◇	-19 ◇
B45. I feel that change is managed well in the Agency		19	29	31	19	21%	+4 ◇	-8 ◇	-18 ◇
B46. When changes are made in the Agency they are usually for the better		17	36	28	17	19%	+3 ◇	-8 ◇	-16 ◇
B47. The Agency keeps me informed about matters that affect me	6	44	26	14	10	50%	+6 ◇	-8 ◇	-14 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	23	26	26	21	28%	+5 ◇	-9 ◇	-16 ◇
B49. I think it is safe to challenge the way things are done in the Agency	7	31	28	19	15	38%	+2 ◇	-1	-10 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the Agency	12	39	33	11	6	50%	+1	-6 ◇	-15 ◇
B51. I would recommend the Agency as a great place to work	9	31	35	16	9	40%	+4 ◇	-5 ◇	-16 ◇
B52. I feel a strong personal attachment to the Agency	11	29	33	18	9	40%	0	-6 ◇	-13 ◇
B53. The Agency inspires me to do the best in my job	8	26	37	19	10	33%	+3 ◇	-10 ◇	-17 ◇
B54. The Agency motivates me to help it achieve its objectives	6	25	36	21	12	31%	+3 ◇	-9 ◇	-17 ◇
Taking action									
B55. I believe that senior managers in the Agency will take action on the results from this survey	6	28	24	20	22	34%	+2 ◇	-9 ◇	-18 ◇
B56. I believe that managers where I work will take action on the results from this survey	11	35	22	16	17	46%	+2 ◇	-8 ◇	-13 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	7	22	33	19	19	29%	+1 ◇	-4 ◇	-10 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	28	56	9	5		83%	+4 ◇	-5 ◇	-7 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	15	40	21	15	8	55%	+6 ◇	-12 ◇	-16 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	11	41	26	14	8	52%	+4 ◇	-12 ◇	-17 ◇
B61. When I talk about the Agency I say "we" rather than "they"	19	43	21	11	6	62%	+2 ◇	-5 ◇	-14 ◇
B62. I have some really good friendships at work	23	46	22	7		69%	+2 ◇	-7 ◇	-10 ◇

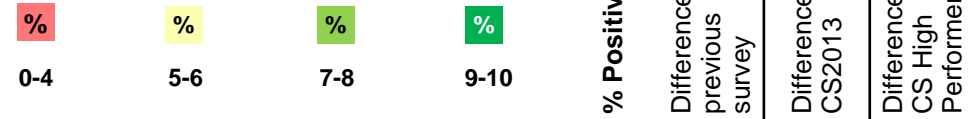
Please note these questions were not asked on paper surveys in 2012.

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



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. This 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?	19	23	46	13	59%	+1	-4 ◇	-8 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	21	46	20	66%	+1	-3 ◇	-7 ◇
W03. Overall, how happy did you feel yesterday?	21	22	38	19	57%	0	-3 ◇	-6 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	26	25	19	30	51%	-1	+1 ◇	-2 ◇

All questions by theme

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 CS2013	Difference from CS High Performers
I want to leave the Agency as soon as possible		9%	+1	+1 ^	-1 ^
I want to leave the Agency within the next 12 months		13%	0	0	-4 ^
I want to stay working for the Agency for at least the next year		30%	+4 ^	0	-5 ^
I want to stay working for the Agency for at least the next three years		48%	-5 ^	0	-10 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		6	94%	0	+5 ^	+1 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		29	71%	0	+7 ^	+1 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Agency it would be investigated properly?		42	58%	+1	-9 ^	-15 ^

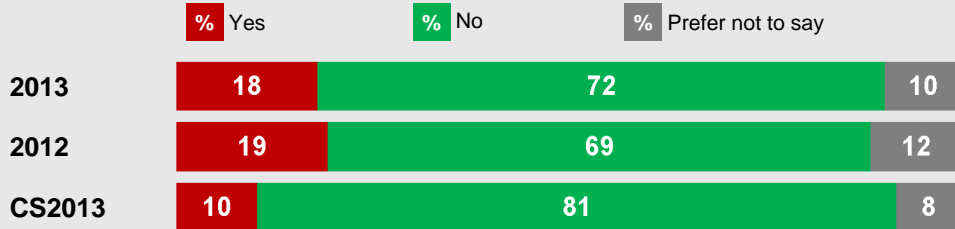
^ indicates a variation in question wording from your previous survey

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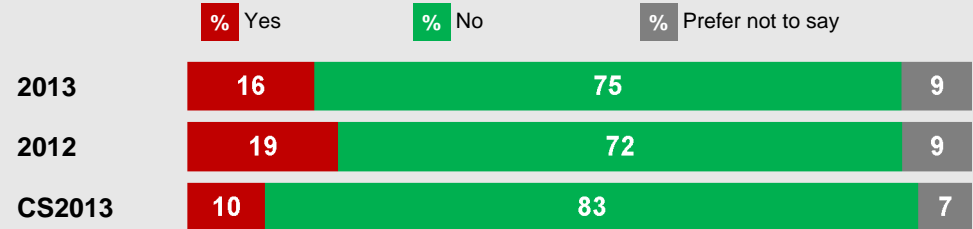
All questions by theme

Discrimination, harassment and bullying

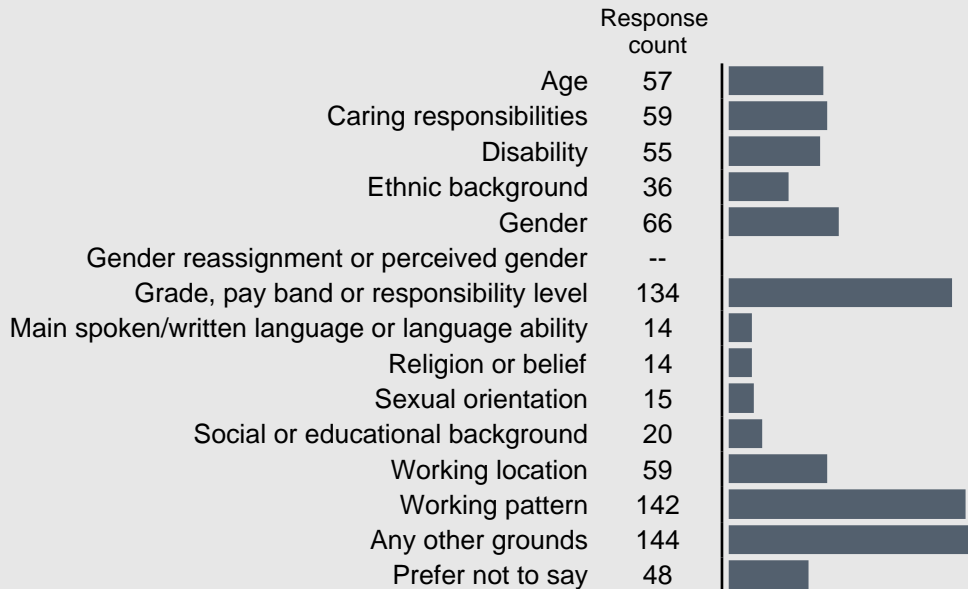
E01. During the past 12 months, have you personally experienced discrimination at work?



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

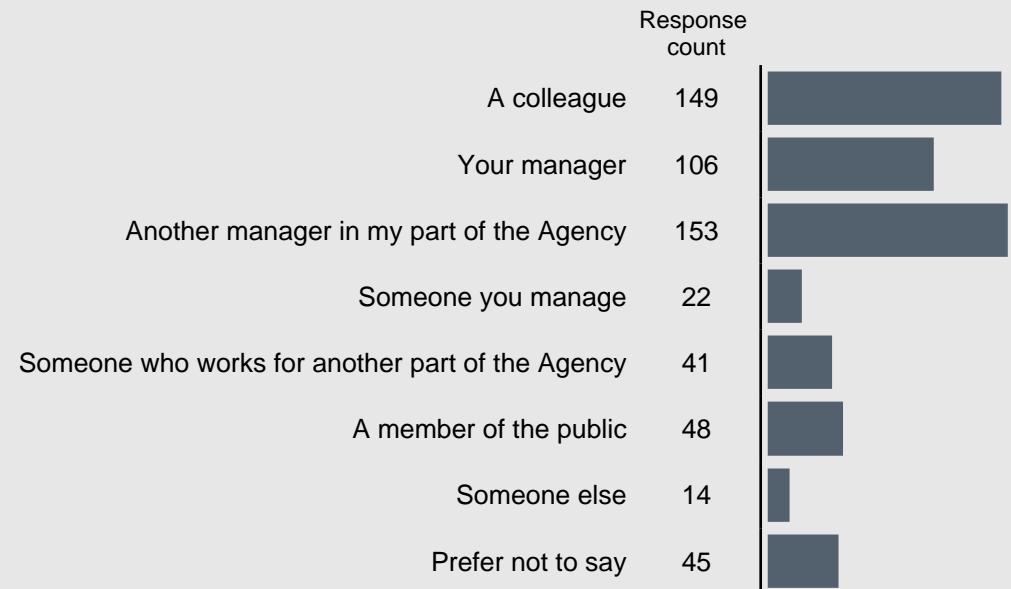


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✦

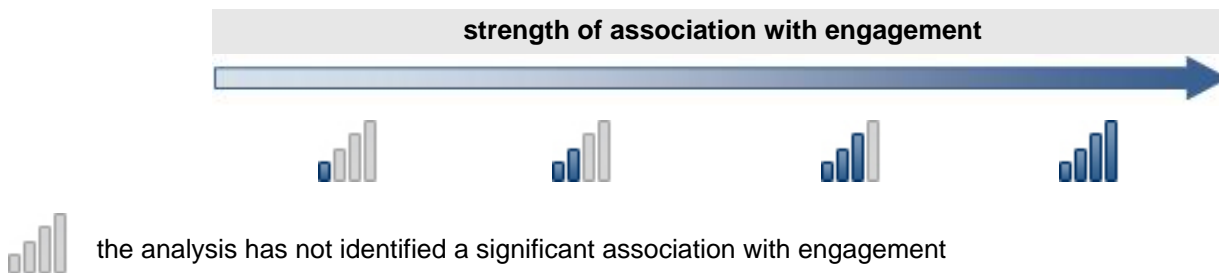
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2013 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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.