

Cabinet Office

Returns: 1,751

Response rate: 91%

Your engagement index

60%

Difference from previous survey

+1 ✧

Difference from CS2012

+2 ✧

Difference from CS High Performers

-3 ✧

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 CS2012
B50. I am proud when I tell others I am part of the Cabinet Office	70%	0	+16 ✧
B51. I would recommend the Cabinet Office as a great place to work	52%	+4 ✧	+6 ✧

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

B52. I feel a strong personal attachment to the Cabinet Office	41%	+2 ✧	-3 ✧
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Strive: motivated to do the best for the organisation...

B53. The Cabinet Office inspires me to do the best in my job	44%	+2 ✧	+3 ✧
B54. The Cabinet Office motivates me to help it achieve its objectives	39%	+2 ✧	+1

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		38%	-1	-3 ✧	-13 ✧
My work		79%	+3 ✧	+6 ✧	+2 ✧
My line manager		67%	+2 ✧	+1	-2 ✧
Learning and development		42%	+4 ✧	-2 ✧	-10 ✧
Organisational objectives and purpose		70%	0	-12 ✧	-17 ✧
Pay and benefits		28%	-1 ✧	-2 ✧	-7 ✧
Resources and workload		72%	+3 ✧	-1 ✧	-4 ✧
Inclusion and fair treatment		77%	+3 ✧	+2 ✧	-1 ✧
My team		83%	+2 ✧	+5 ✧	+2 ✧


✧ = 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 CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change	Strength of association with engagement: 		
B47. The Cabinet Office keeps me informed about matters that affect me	57%	+2 ◇	+1 ◇
B44. Overall, I have confidence in the decisions made by the Cabinet Office's Senior Civil Servants	40%	+2 ◇	+1
B49. I think it is safe to challenge the way things are done in the Cabinet Office	41%	-1	+1
B41. Senior Civil Servants in the Cabinet Office are sufficiently visible	47%	-2 ◇	-1 ◇
B45. I feel that change is managed well in the Cabinet Office	28%	0	-2 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	34%	-3 ◇	-2 ◇
B42. I believe the actions of Senior Civil Servants are consistent with the Cabinet Office's values	40%	0	-2 ◇
B46. When changes are made in the Cabinet Office they are usually for the better	22%	0	-3 ◇
B40. I feel that the Cabinet Office as a whole is managed well	38%	0	-5 ◇
B43. I believe that the Cabinet Office Board has a clear vision for the future of the Cabinet Office	29%	-5 ◇	-11 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
My work	Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	61%	+4 ◇	+8 ◇
B03. My work gives me a sense of personal accomplishment	80%	+3 ◇	+8 ◇
B05. I have a choice in deciding how I do my work	79%	+2 ◇	+7 ◇
B02. I am sufficiently challenged by my work	80%	+3 ◇	+4 ◇
B01. I am interested in my work	93%	+3 ◇	+4 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
My line manager	Strength of association with engagement: 		
B09. My manager motivates me to be more effective in my job	69%	+2 ◇	+4 ◇
B13. Overall, I have confidence in the decisions made by my manager	75%	+3 ◇	+4 ◇
B11. My manager is open to my ideas	82%	+1 ◇	+3 ◇
B10. My manager is considerate of my life outside work	83%	0	+3 ◇
B18. Poor performance is dealt with effectively in my team	39%	+3 ◇	+2 ◇
B14. My manager recognises when I have done my job well	79%	0	+2 ◇
B16. The feedback I receive helps me to improve my performance	61%	+1 ◇	+1 ◇
B17. I think that my performance is evaluated fairly	60%	-1 ◇	-2 ◇
B15. I receive regular feedback on my performance	61%	+2 ◇	-3 ◇
B12. My manager helps me to understand how I contribute to the Cabinet Office's objectives	56%	+5 ◇	-5 ◇

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



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
My work									
:Strength of association with engagement									
B01. I am interested in my work	52	41	4			93%	+3 ◇	+4 ◇	+2 ◇
B02. I am sufficiently challenged by my work	39	42	9	9		80%	+3 ◇	+4 ◇	0
B03. My work gives me a sense of personal accomplishment	33	47	11	7		80%	+3 ◇	+8 ◇	+3 ◇
B04. I feel involved in the decisions that affect my work	18	44	18	15	5	61%	+4 ◇	+8 ◇	+2 ◇
B05. I have a choice in deciding how I do my work	32	47	12	7		79%	+2 ◇	+7 ◇	+2 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the Cabinet Office's purpose	19	54	17	8		73%	+1	-11 ◇	-17 ◇
B07. I have a clear understanding of the Cabinet Office's objectives	15	48	23	12		63%	-2 ◇	-15 ◇	-22 ◇
B08. I understand how my work contributes to the Cabinet Office's objectives	23	50	17	8		73%	+3 ◇	-8 ◇	-13 ◇

All questions by theme

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

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	28	41	16	10	5	69%	+2 ◇	+4 ◇	+1 ◇
B10. My manager is considerate of my life outside work	43	40	11	4		83%	0	+3 ◇	0
B11. My manager is open to my ideas	42	40	11	4		82%	+1 ◇	+3 ◇	0
B12. My manager helps me to understand how I contribute to the Cabinet Office's objectives	17	39	29	11	4	56%	+5 ◇	-5 ◇	-10 ◇
B13. Overall, I have confidence in the decisions made by my manager	32	43	15	7	4	75%	+3 ◇	+4 ◇	0
B14. My manager recognises when I have done my job well	35	44	12	6		79%	0	+2 ◇	0
B15. I receive regular feedback on my performance	20	40	19	15	5	61%	+2 ◇	-3 ◇	-8 ◇
B16. The feedback I receive helps me to improve my performance	19	42	24	11	4	61%	+1 ◇	+1 ◇	-2 ◇
B17. I think that my performance is evaluated fairly	20	40	25	10	5	60%	-1 ◇	-2 ◇	-7 ◇
B18. Poor performance is dealt with effectively in my team	10	30	39	14	8	39%	+3 ◇	+2 ◇	-2 ◇

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	42	44	10			86%	+1	+3 ◇	0
B20. The people in my team work together to find ways to improve the service we provide	38	47	10	4		85%	+2 ◇	+5 ◇	+3 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	36	43	13	6		79%	+4 ◇	+8 ◇	+3 ◇

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 CS2012	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	10	43	30	12	5	53%	+7 ◇	-5 ◇	-11 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	29	45	13	5	37%	+2 ◇	-9 ◇	-15 ◇
B24. There are opportunities for me to develop my career in the Cabinet Office	9	32	30	18	10	41%	+4 ◇	+6 ◇	-1 ◇
B25. Learning and development activities I have completed while working for the Cabinet Office are helping me to develop my career	7	28	41	16	7	35%	+3 ◇	-4 ◇	-11 ◇

Inclusion and fair treatment

:Strength of association with engagement








B26. I am treated fairly at work	31	50	10	6		81%	+3 ◇	+3 ◇	0
B27. I am treated with respect by the people I work with	36	50	8	4		86%	+2 ◇	+3 ◇	0
B28. I feel valued for the work I do	26	44	15	10	4	70%	+5 ◇	+8 ◇	+3 ◇
B29. I think that the Cabinet Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	45	19	9		69%	+2 ◇	-3 ◇	-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 CS2012	Difference from CS High Performers
Resources and workload									
 :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	27	53	11	8		80%	+2 ◇	-4 ◇	-7 ◇
B31. I get the information I need to do my job well	17	52	18	12		68%	+3 ◇	0	-4 ◇
B32. I have clear work objectives	20	51	15	10		71%	+5 ◇	-3 ◇	-8 ◇
B33. I have the skills I need to do my job effectively	32	58	8			90%	+1 ◇	+2 ◇	-1 ◇
B34. I have the tools I need to do my job effectively	18	51	15	12	4	69%	+4 ◇	-2 ◇	-6 ◇
B35. I have an acceptable workload	11	52	17	15	4	64%	+3 ◇	+4 ◇	-2 ◇
B36. I achieve a good balance between my work life and my private life	16	48	16	14	5	65%	+3 ◇	-3 ◇	-9 ◇
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	5	25	20	30	20	30%	-2 ◇	-1 ◇	-7 ◇
B38. I am satisfied with the total benefits package	5	26	25	27	17	31%	-1	-3 ◇	-9 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	20	19	31	26	24%	-1	-2 ◇	-9 ◇

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



Leadership and managing change

: Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B40. I feel that the Cabinet Office as a whole is managed well	4	34	37	19	6	38%	0	-5 ◇	-19 ◇
B41. Senior Civil Servants in the Cabinet Office are sufficiently visible	8	38	28	19	6	47%	-2 ◇	-1 ◇	-13 ◇
B42. I believe the actions of Senior Civil Servants are consistent with the Cabinet Office's values	6	34	43	13	4	40%	0	-2 ◇	-14 ◇
B43. I believe that the Cabinet Office Board has a clear vision for the future of the Cabinet Office	4	25	53	14	5	29%	-5 ◇	-11 ◇	-23 ◇
B44. Overall, I have confidence in the decisions made by the Cabinet Office's Senior Civil Servants	4	35	41	14	6	40%	+2 ◇	+1	-12 ◇
B45. I feel that change is managed well in the Cabinet Office		25	40	24	8	28%	0	-2 ◇	-11 ◇
B46. When changes are made in the Cabinet Office they are usually for the better		20	52	20	6	22%	0	-3 ◇	-13 ◇
B47. The Cabinet Office keeps me informed about matters that affect me	5	52	26	12	4	57%	+2 ◇	+1 ◇	-7 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	30	34	24	8	34%	-3 ◇	-2 ◇	-8 ◇
B49. I think it is safe to challenge the way things are done in the Cabinet Office	5	36	34	18	8	41%	-1	+1	-6 ◇

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 CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the Cabinet Office	24	46	22	6	6	70%	0	+16 ◇	+6 ◇
B51. I would recommend the Cabinet Office as a great place to work	14	38	29	14	5	52%	+4 ◇	+6 ◇	-5 ◇
B52. I feel a strong personal attachment to the Cabinet Office	12	29	31	22	6	41%	+2 ◇	-3 ◇	-11 ◇
B53. The Cabinet Office inspires me to do the best in my job	12	33	34	17	5	44%	+2 ◇	+3 ◇	-5 ◇
B54. The Cabinet Office motivates me to help it achieve its objectives	9	30	37	19	6	39%	+2 ◇	+1	-8 ◇
Taking action									
B55. I believe that Senior Civil Servants in the Cabinet Office will take action on the results from this survey	7	39	30	16	9	46%	-3 ◇	+3 ◇	-8 ◇
B56. I believe that managers where I work will take action on the results from this survey	17	46	21	10	7	63%	+4 ◇	+11 ◇	+3 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	8	27	45	13	7	35%	0	+3 ◇	-5 ◇

All questions by theme

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 CS2012	Difference from CS High Performers
I want to leave the Cabinet Office as soon as possible		7%	-1	-1 ^	-3 ^
I want to leave the Cabinet Office within the next 12 months		20%	-2	+8 ^	+3 ^
I want to stay working for the Cabinet Office for at least the next year		44%	+4 ^	+15 ^	+10 ^
I want to stay working for the Cabinet Office for at least the next three years		29%	-1	-23 ^	-31 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		5	95%	0	+7 ^	+2 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		39	61%	-2 ^	-2 ^	-8 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Cabinet Office it would be investigated properly?		29	71%	0	+4 ^	-1

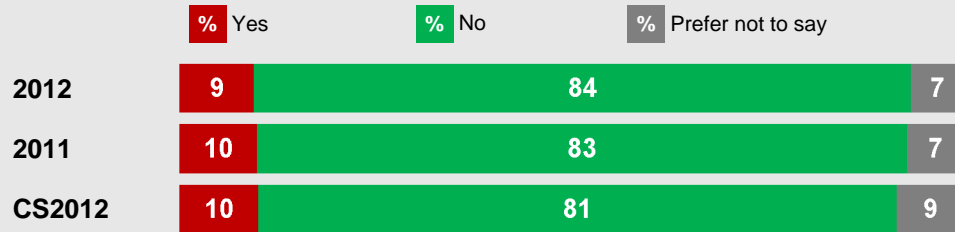
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

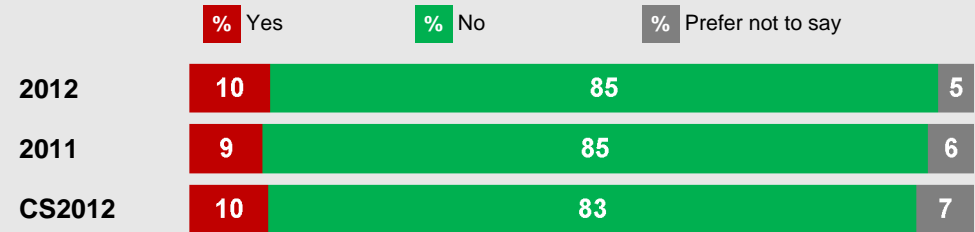
All questions by theme

Discrimination, harassment and bullying

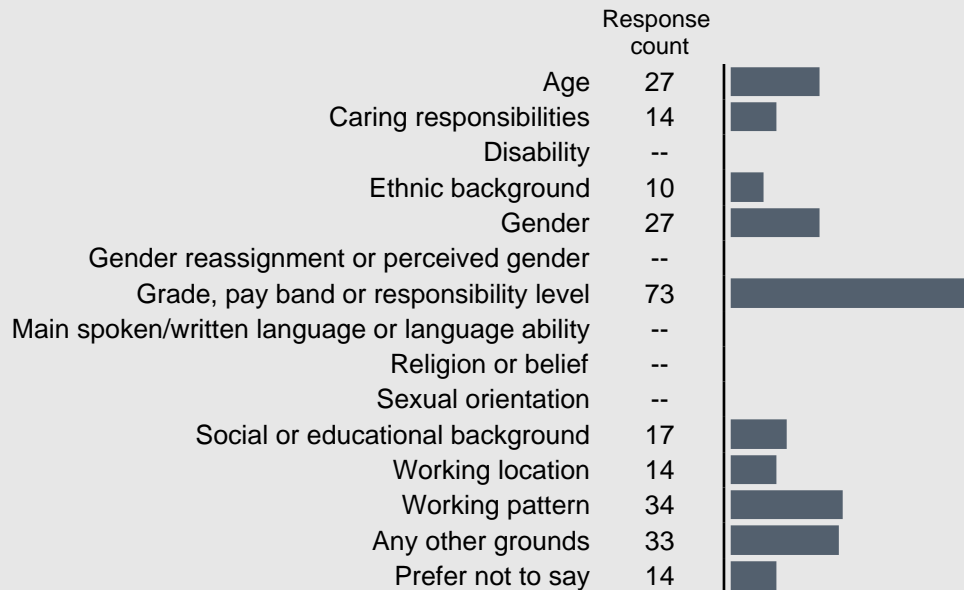
E01. During the past 12 months, have you personally experienced discrimination at work?



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

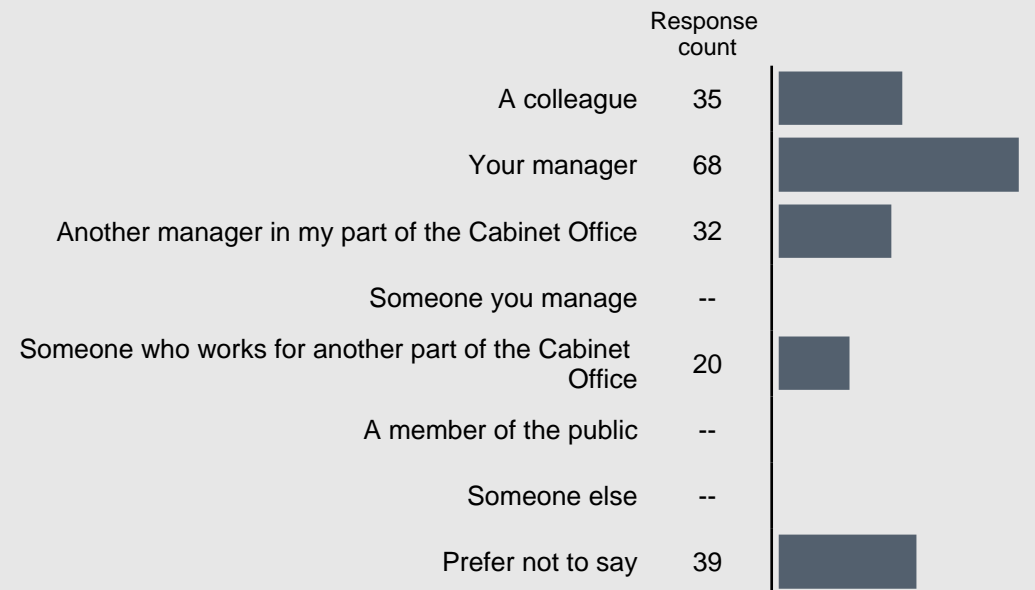


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



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

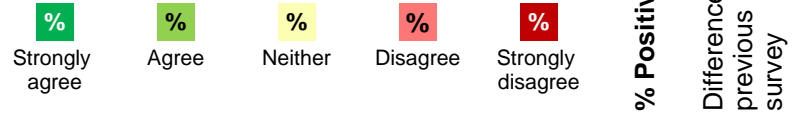
All questions by theme

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

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



Cabinet Office questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I understand the Cabinet Office Values and Behaviours	13	56	21	8		69%	+12 ◇
F02. I believe the Cabinet Office is committed to equality of opportunity for all staff	15	53	19	10		68%	+1 ◇
F03. I feel the Cabinet Office does a good job of matching pay to performance	15	31	33	19		17%	+1
F04. The Cabinet Office Executive Management Committee provides effective leadership	22	55	14	5		25%	0
F05. I believe my manager understands the impact of changes in the Cabinet Office on my team	16	51	22	8		67%	+3 ◇
F06. I feel supported by my manager when things get difficult in my job	32	44	13	7	4	76%	+3 ◇
F07. I feel comfortable discussing issues that affect my work with my manager	34	47	9	7	4	80%	+3 ◇
F08. I understand how my work contributes to the objectives of my Unit	38	52	7			89%	+2 ◇
F09. The amount of stress I experience in my job seriously reduces my effectiveness*	5	17	31	39	8	47%	0
F10. Are you confident that if you raised a grievance as a result of discrimination, bullying or harassment it would be investigated properly?	17	47	19	11	6	64%	-

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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✦

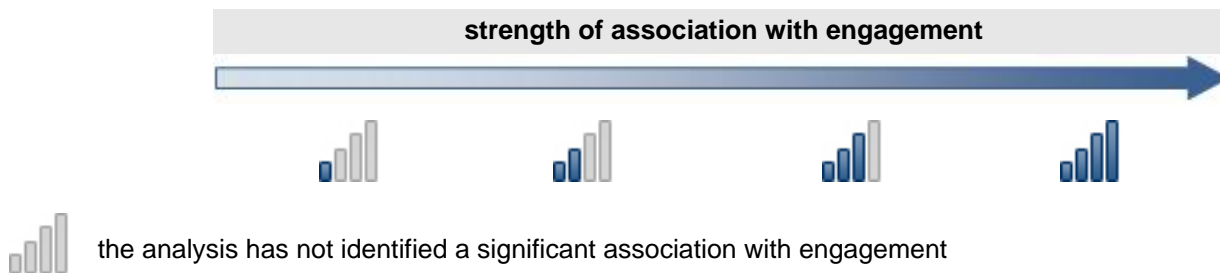
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2012 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.