

Returns : 37

Response rate : 93%

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

79%

Difference from
previous survey +8 ◇

Difference from
CS2014 +20 ◇

Difference from CS
High Performers +15 ◇

My work

87% 

Difference from
previous survey +4

Difference from
CS2014 +12 ◇

Difference from CS
High Performers +8 ◇

Organisational objectives and purpose

99% 

Difference from
previous survey +12

Difference from
CS2014 +16 ◇

Difference from CS
High Performers +11

My manager

78% 

Difference from
previous survey +5

Difference from
CS2014 +11 ◇

Difference from CS
High Performers +7 ◇

My team

95% 

Difference from
previous survey +16

Difference from
CS2014 +16 ◇

Difference from CS
High Performers +13 ◇

Learning and development

77% 

Difference from
previous survey +16 ◇

Difference from
CS2014 +28 ◇

Difference from CS
High Performers +22 ◇

Inclusion and fair treatment

87% 

Difference from
previous survey +3

Difference from
CS2014 +12 ◇

Difference from CS
High Performers +9 ◇

Resources and workload

89% 

Difference from
previous survey +12

Difference from
CS2014 +15 ◇

Difference from CS
High Performers +12 ◇

Pay and benefits

39% 

Difference from
previous survey +12 ◇

Difference from
CS2014 +11 ◇

Difference from CS
High Performers +4

Leadership and Managing Change

79% 










Difference from
previous survey +12 ◇

Difference from
CS2014 +36 ◇

Difference from CS
High Performers +29 ◇

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 ¹	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		79%	+12 ✧	+36 ✧	+29 ✧
My work		87%	+4	+12 ✧	+8 ✧
My manager		78%	+5	+11 ✧	+7 ✧
Pay and benefits		39%	+12 ✧	+11 ✧	+4
Resources and workload		89%	+12	+15 ✧	+12 ✧
Learning and development		77%	+16 ✧	+28 ✧	+22 ✧
Organisational objectives and purpose		99%	+12	+16 ✧	+11
My team		95%	+16	+16 ✧	+13 ✧
Inclusion and fair treatment		87%	+3	+12 ✧	+9 ✧

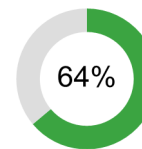
¹The table above shows the strength of association between engagement and the themes for Civil Service



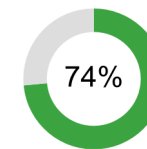
Strength of association with engagement

✧ Statistically significant difference from comparison

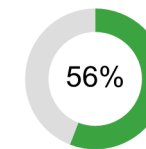
Wellbeing



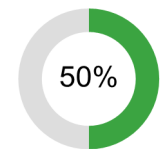
Overall, how satisfied are you with your life nowadays?



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

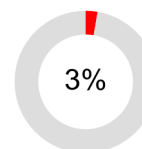


Overall, how happy did you feel yesterday?

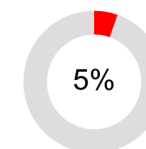


No or low anxiety yesterday

Discrimination, bullying and harassment

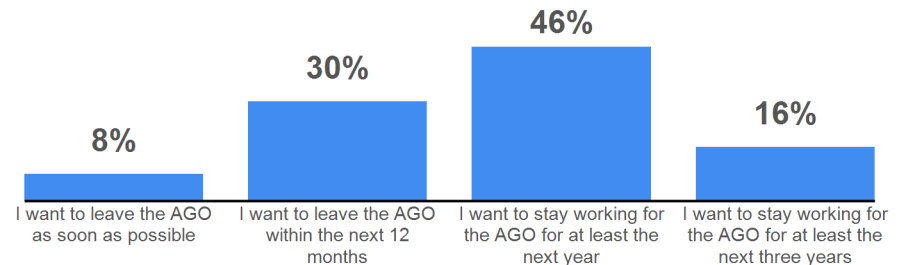


During the past 12 months have you personally experienced discrimination at work?



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

87% +4

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	65	30	5	95%	0	+5	+2
B02 I am sufficiently challenged by my work	49	38	11	86%	+4	+7 ◆	+4 ◆
B03 My work gives me a sense of personal accomplishment	49	32	16	81%	-10	+6 ◆	+3
B04 I feel involved in the decisions that affect my work	28	56	11	83%	+12 ◆	+27 ◆	+21 ◆
B05 I have a choice in deciding how I do my work	35	54	8	89%	+12	+15 ◆	+9 ◆

Organisational objectives and purpose

99% +12

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B06 I have a clear understanding of the AGO's purpose	46	51	3	97%	0	+12 ◆	+7
B07 I have a clear understanding of the AGO's objectives	38	62	0	100%	+20	+19 ◆	+14 ◆
B08 I understand how my work contributes to the AGO's objectives	46	54	0	100%	+15	+16 ◆	+12

Returns : 37

Response rate : 93%

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

My manager

78% +5

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	35	46	14	5	81%	+7 ◆	+13 ◆	+9 ◆
B10	My manager is considerate of my life outside work	41	38	19		78%	-4	-3	-7 ◆
B11	My manager is open to my ideas	38	54	5		92%	+12	+12 ◆	+8 ◆
B12	My manager helps me to understand how I contribute to the AGO's objectives	35	43	22		78%	+4	+14 ◆	+9 ◆
B13	Overall, I have confidence in the decisions made by my manager	38	38	16	8	76%	+1	+2	-1
B14	My manager recognises when I have done my job well	32	51	14		84%	+4	+7 ◆	+3
B15	I receive regular feedback on my performance	22	54	11	14	76%	+7 ◆	+11 ◆	+7 ◆
B16	The feedback I receive helps me to improve my performance	27	57	14		84%	+15 ◆	+23 ◆	+18 ◆
B17	I think that my performance is evaluated fairly	32	43	11	11	76%	+4	+13 ◆	+9 ◆
B18	Poor performance is dealt with effectively in my team	14	43	43		57%	-3	+17 ◆	+14 ◆

My team

95% +16

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	65	27	5		92%	+6	+8 ◆	+5
B20	The people in my team work together to find ways to improve the service we provide	54	43			97%	+17	+17 ◆	+14 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	49	49			97%	+26	+23 ◆	+19 ◆



All questions by theme

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

Learning and development

77% +16

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

		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	24	59	11	5		84%	+15 ♦	+22 ♦	+17 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	35	49	11	5		84%	+21 ♦	+33 ♦	+27 ♦
B24	There are opportunities for me to develop my career in the AGO	30	38	8	16	8	68%	+10 ♦	+26 ♦	+19 ♦
B25	Learning and development activities I have completed while working for the AGO are helping me to develop my career	30	43	19	5		73%	+16 ♦	+30 ♦	+24 ♦

Inclusion and fair treatment

87% +3

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
B26	I am treated fairly at work	46	49		5		95%	+12	+15 ♦	+12 ♦
B27	I am treated with respect by the people I work with	41	51		5		92%	+3	+8 ♦	+5
B28	I feel valued for the work I do	32	49	11	5		81%	+4	+17 ♦	+12 ♦
B29	I think that the AGO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	41	41	11	8		81%	-7	+7 ♦	+3

Returns : 37

Response rate : 93%

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

89% +12

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



97%

+12

+13 ◆

+11

B31 I get the information I need to do my job well



95%

+20

+25 ◆

+21 ◆

B32 I have clear work objectives



89%

+15

+14 ◆

+10 ◆

B33 I have the skills I need to do my job effectively



100%

+6

+11

+9

B34 I have the tools I need to do my job effectively



92%

+18

+20 ◆

+16 ◆

B35 I have an acceptable workload



76%

+4

+17 ◆

+10 ◆

B36 I achieve a good balance between my work life and my private life



76%

+7 ◆

+9 ◆

+2

Pay and benefits

39% +12

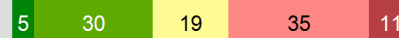
Difference
from
previous
survey



Strength of
association with
engagement



B37 I feel that my pay adequately reflects my performance



35%

+9 ◆

+6 ◆

-1

B38 I am satisfied with the total benefits package



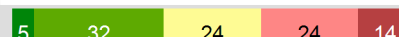
43%

+15 ◆

+11 ◆

+3

B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable



38%

+12 ◆

+14 ◆

+6 ◆



All questions by theme

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

Leadership and Managing Change

79% +12

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 the AGO as a whole is managed well	24	65	8	89%	+12	+44 ◆	+33 ◆
B41	Members of the Executive Board in the AGO are sufficiently visible	46	49		95%	+9	+42 ◆	+32 ◆
B42	I believe the actions of members of the Executive Board are consistent with the AGO's values	30	54	11	84%	+7 ◆	+37 ◆	+28 ◆
B43	I believe that the Executive Board has a clear vision for the future of the AGO	27	54	14	81%	+21 ◆	+36 ◆	+28 ◆
B44	Overall, I have confidence in the decisions made by the AGO's Executive Board	28	56	14	83%	+20 ◆	+40 ◆	+32 ◆
B45	I feel that change is managed well in the AGO	19	41	27	59%	+2	+28 ◆	+21 ◆
B46	When changes are made in the AGO they are usually for the better	16	46	35	62%	+8 ◆	+32 ◆	+25 ◆
B47	The AGO keeps me informed about matters that affect me	30	59	11	89%	+15	+31 ◆	+25 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	24	49	24	73%	+16 ◆	+37 ◆	+30 ◆
B49	I think it is safe to challenge the way things are done in the AGO	19	54	22	73%	+10 ◆	+32 ◆	+25 ◆

Returns : 37

Response rate : 93%

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

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 AGO	49	41	8			89%	+3	+30 ◇	+23 ◇
B51 I would recommend the AGO as a great place to work	41	41	8	8		81%	+10 ◇	+32 ◇	+21 ◇
B52 I feel a strong personal attachment to the AGO	41	24	30	5		65%	-4	+17 ◇	+11 ◇
B53 The AGO inspires me to do the best in my job	38	43	14	5		81%	+10 ◇	+36 ◇	+30 ◇
B54 The AGO motivates me to help it achieve its objectives	32	59		5		92%	+32	+49 ◇	+42 ◇

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 members of the Executive Board in the AGO will take action on the results from this survey	35	59	5			95%	+15	+50 ◇	+41 ◇
B56 I believe that managers where I work will take action on the results from this survey	27	57	14			84%	+1	+28 ◇	+23 ◇
B57 Where I work, I think effective action has been taken on the results of the last survey	35	43	22			78%	+1	+44 ◇	+38 ◇

Returns : 37

Response rate : 93%

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

Organisational Culture

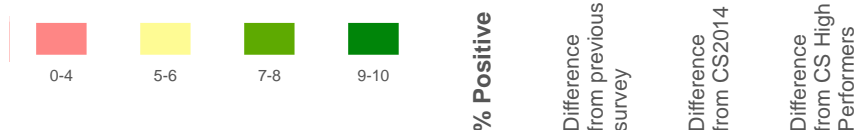
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	43	51				95%	+3	+6	+4
B59 I believe I would be supported if I try a new idea, even if it may not work	35	51		11		86%	+4	+18 ◆	+14 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	30	59	8			89%	+6	+24 ◆	+19 ◆
B61 When I talk about the AGO I say "we" rather than "they"	41	51	8			92%	+6	+23 ◆	+13 ◆
B62 I have some really good friendships at work	22	59	19			81%	+21 ◆	+5 ◆	+1



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?	11	25	56	8	64%	+8 ⬆	0	-3
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	18	62	12	74%	+2	+4	+1
W03	Overall, how happy did you feel yesterday?	18	26	44	12	56%	+3	-4	-8 ⬆
<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?	18	32	18	32	50%	+6	0	-3

All questions by theme

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

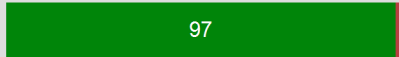


Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the AGO?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave the AGO as soon as possible		8%	-9	+1	-2
I want to leave the AGO within the next 12 months		30%	+1	+16	+12
I want to stay working for the AGO for at least the next year		46%	+9	+15 ◇	+8 ◇
I want to stay working for the AGO for at least the next three years		16%	-1	-30	-38

The Civil Service Code

Differences are based on '% Yes' score

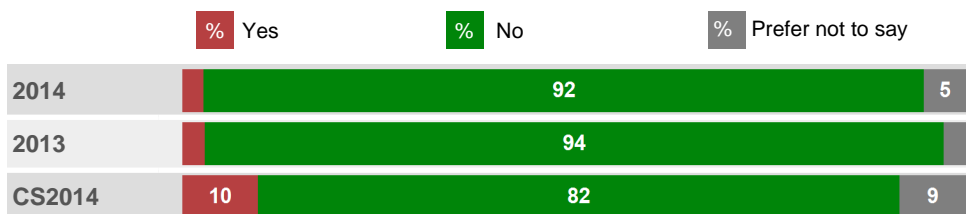
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97%	-3	+8	+4
D02. Are you aware of how to raise a concern under the Civil Service Code?		16	84%	-13	+20 ◇	+13 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the AGO it would be investigated properly?		14	86%	-14	+17 ◇	+13 ◇

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?



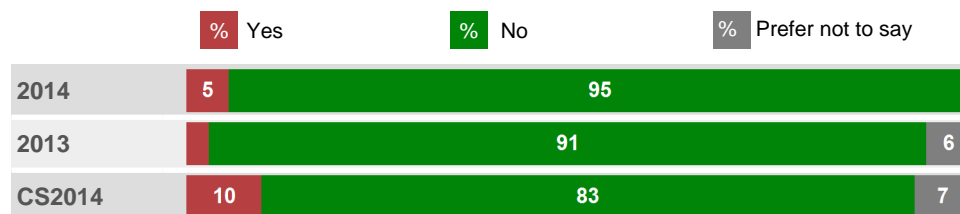
For respondents who selected 'Yes' to question E01.

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

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

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	--
Your manager	--
Another manager in my part of the AGO	--
Someone you manage	--
Someone who works for another part of the AGO	--
A member of the public	--
Someone else	--
Prefer not to say	--

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



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.