



Returns: 273

Response rate: 85%

Your engagement index

58%

Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0	0	-4 ✧

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 Commission	53%	+3	-3 ✧
B51. I would recommend the Commission as a great place to work	42%	-2	-2 ✧

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

B52. I feel a strong personal attachment to the Commission	51%	+2	+5 ✧
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Strive: motivated to do the best for the organisation...

B53. The Commission inspires me to do the best in my job	40%	-1	-3 ✧
B54. The Commission motivates me to help it achieve its objectives	35%	-4 ✧	-5 ✧

✧ = 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		48%	-1	+6 ✧	-3 ✧
My work		77%	+1	+4 ✧	-1
Learning and development		37%	-3	-11 ✧	-18 ✧
My manager		71%	+1	+4 ✧	+1
Organisational objectives and purpose		83%	-2	0	-5 ✧
Pay and benefits		28%	-8 ✧	-2	-7 ✧
Resources and workload		73%	-4 ✧	-1	-4 ✧
Inclusion and fair treatment		78%	+2	+4 ✧	0
My team		84%	0	+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 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: 	
B48. I have the opportunity to contribute my views before decisions are made that affect me	61%	+2	+25 ◇
B41. Senior managers (SMT & Heads of Divisions) in the Commission are sufficiently visible	68%	+2	+17 ◇
B45. I feel that change is managed well in the Commission	44%	-6 ◇	+16 ◇
B47. The Commission keeps me informed about matters that affect me	72%	-1	+14 ◇
B49. I think it is safe to challenge the way things are done in the Commission	51%	+8 ◇	+13 ◇
B42. I believe the actions of senior managers (SMT & Heads of Divisions) are consistent with the Commission's values	48%	+1	+5 ◇
B40. I feel that the Commission as a whole is managed well	44%	-6 ◇	+1
B44. Overall, I have confidence in the decisions made by the Commission's senior managers (SMT & Heads of Divisions)	40%	-1	-1
B46. When changes are made in the Commission they are usually for the better	23%	+1	-4 ◇
B43. I believe that the Board has a clear vision for the future of the Commission	27%	-10 ◇	-14 ◇
My work		Strength of association with engagement: 	
B04. I feel involved in the decisions that affect my work	60%	+1	+7 ◇
B02. I am sufficiently challenged by my work	84%	+4 ◇	+6 ◇
B05. I have a choice in deciding how I do my work	78%	-2	+6 ◇
B03. My work gives me a sense of personal accomplishment	76%	+1	+1
B01. I am interested in my work	89%	+1	0
Learning and development		Strength of association with engagement: 	
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	47%	+1	0
B25. Learning and development activities I have completed while working for the Commission are helping me to develop my career	33%	+2	-8 ◇
B22. I am able to access the right learning and development opportunities when I need to	51%	-6 ◇	-10 ◇
B24. There are opportunities for me to develop my career in the Commission	15%	-8 ◇	-23 ◇

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	37	52	8			89%	+1	0	-3 ◇
B02. I am sufficiently challenged by my work	39	44	8	7		84%	+4 ◇	+6 ◇	+2 ◇
B03. My work gives me a sense of personal accomplishment	28	48	15	8		76%	+1	+1	-3 ◇
B04. I feel involved in the decisions that affect my work	16	44	18	19		60%	+1	+7 ◇	0
B05. I have a choice in deciding how I do my work	26	52	12	8		78%	-2	+6 ◇	+1
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the Commission's purpose	28	56	14			84%	-2	-1	-6 ◇
B07. I have a clear understanding of the Commission's objectives	25	56	14	5		82%	-2	+2	-3 ◇
B08. I understand how my work contributes to the Commission's objectives	31	52	14			83%	-1	+1	-3 ◇

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	24	46	16	11	4	70%	+4 ◇	+5 ◇	0
B10. My manager is considerate of my life outside work	46	42	8			88%	0	+7 ◇	+4 ◇
B11. My manager is open to my ideas	38	45	12	4		83%	+2	+4 ◇	0
B12. My manager helps me to understand how I contribute to the Commission's objectives	21	46	25	6		66%	+1	+4 ◇	0
B13. Overall, I have confidence in the decisions made by my manager	27	49	13	8	4	75%	+6 ◇	+4 ◇	-1
B14. My manager recognises when I have done my job well	34	46	13	6		80%	0	+3 ◇	0
B15. I receive regular feedback on my performance	24	48	14	11		73%	+3 ◇	+9 ◇	+4 ◇
B16. The feedback I receive helps me to improve my performance	20	47	21	10		68%	+6 ◇	+8 ◇	+3 ◇
B17. I think that my performance is evaluated fairly	21	44	24	7		66%	-4 ◇	+3 ◇	-1
B18. Poor performance is dealt with effectively in my team	12	27	45	12	5	39%	-4 ◇	0	-3 ◇

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	43	42	11	4		85%	-3 ◇	+1	-1
B20. The people in my team work together to find ways to improve the service we provide	43	44	10			87%	+1	+7 ◇	+4 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	33	46	14	5		80%	+1	+7 ◇	+3 ◇

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
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	9	42	31	14	4	51%	-6 ◇	-10 ◇	-14 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	35	34	16		47%	+1	0	-6 ◇
B24. There are opportunities for me to develop my career in the Commission	12	29	32	24		15%	-8 ◇	-23 ◇	-33 ◇
B25. Learning and development activities I have completed while working for the Commission are helping me to develop my career	6	28	34	20	13	33%	+2	-8 ◇	-15 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	31	52	11	5		83%	0	+5 ◇	+2
B27. I am treated with respect by the people I work with	33	52	12			85%	-2 ◇	+1	-1
B28. I feel valued for the work I do	22	44	20	11		66%	+3 ◇	+3 ◇	-2
B29. I think that the Commission respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	25	54	15	4		79%	+6 ◇	+6 ◇	+1

All questions 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									
B30. In my job, I am clear what is expected of me	24	60	8	5	85%	-1	+1	-2 ◇	
B31. I get the information I need to do my job well	15	58	14	10	73%	+2	+4 ◇	0	
B32. I have clear work objectives	19	58	15	7	77%	+3 ◇	+2	-3 ◇	
B33. I have the skills I need to do my job effectively	31	58	9		89%	+1	0	-1 ◇	
B34. I have the tools I need to do my job effectively	14	45	19	16	6	59%	-13 ◇	-13 ◇	-17 ◇
B35. I have an acceptable workload	7	45	21	18	9	52%	-16 ◇	-8 ◇	-13 ◇
B36. I achieve a good balance between my work life and my private life	17	57	13	10		75%	-4 ◇	+7 ◇	+2 ◇
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	26	21	34	16	28%	-7 ◇	-1	-7 ◇	
B38. I am satisfied with the total benefits package	30	28	27	13	32%	-8 ◇	0	-5 ◇	
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	21	28	33	17	23%	-7 ◇	-2 ◇	-9 ◇	

All questions by theme

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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 Commission as a whole is managed well	5	39	33	19		44%	-6 ◇	+1	-12 ◇
B41. Senior managers (SMT & Heads of Divisions) in the Commission are sufficiently visible	12	56	16	13		68%	+2	+17 ◇	+6 ◇
B42. I believe the actions of senior managers (SMT & Heads of Divisions) are consistent with the Commission's values	7	42	36	13		48%	+1	+5 ◇	-7 ◇
B43. I believe that the Board has a clear vision for the future of the Commission		24	47	17	9	27%	-10 ◇	-14 ◇	-28 ◇
B44. Overall, I have confidence in the decisions made by the Commission's senior managers (SMT & Heads of Divisions)	5	35	37	18	5	40%	-1	-1	-11 ◇
B45. I feel that change is managed well in the Commission	5	39	29	24		44%	-6 ◇	+16 ◇	+5 ◇
B46. When changes are made in the Commission they are usually for the better		21	46	27	4	23%	+1	-4 ◇	-12 ◇
B47. The Commission keeps me informed about matters that affect me	10	62	18	9		72%	-1	+14 ◇	+8 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	7	54	25	13		61%	+2	+25 ◇	+17 ◇
B49. I think it is safe to challenge the way things are done in the Commission	6	45	26	16	6	51%	+8 ◇	+13 ◇	+3 ◇

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 Commission	10	43	38	7	53%	+3	-3 ◇	-12 ◇	
B51. I would recommend the Commission as a great place to work	8	35	35	20	42%	-2	-2 ◇	-13 ◇	
B52. I feel a strong personal attachment to the Commission	13	38	32	15	51%	+2	+5 ◇	-1	
B53. The Commission inspires me to do the best in my job	9	31	39	18	40%	-1	-3 ◇	-10 ◇	
B54. The Commission motivates me to help it achieve its objectives	7	28	44	18	35%	-4 ◇	-5 ◇	-13 ◇	
Taking action									
B55. I believe that senior managers (SMT & Heads of Divisions) in the Commission will take action on the results from this survey	7	48	28	14	55%	-2	+12 ◇	+3 ◇	
B56. I believe that managers where I work will take action on the results from this survey	11	49	23	13	60%	-9 ◇	+6 ◇	+1	
B57. Where I work, I think effective action has been taken on the results of the last survey	9	31	43	14	40%	-6 ◇	+7 ◇	0	

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	34	53	7	4		87%	+3 ◇	-1	-3 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	18	53	16	10		72%	+9 ◇	+4 ◇	+1
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	17	50	20	11		67%	+2	+2 ◇	-3 ◇
B61. When I talk about the Commission I say "we" rather than "they"	25	56	14	4		80%	+5 ◇	+13 ◇	+4 ◇
B62. I have some really good friendships at work	31	38	24	6		69%	-2	-6 ◇	-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

%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

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?	9	21	59	11	70%	+4 ◇	+7 ◇	+3 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	21	50	22	72%	+4 ◇	+3 ◇	-1
W03. Overall, how happy did you feel yesterday?	13	24	45	19	63%	+7 ◇	+4 ◇	0
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	26	23	18	33	49%	+1	-1	-4 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2013	Difference from CS High Performers
I want to leave the Commission as soon as possible		7%	0	-1	-3
I want to leave the Commission within the next 12 months		12%	+4	-1	-4 ^
I want to stay working for the Commission for at least the next year		26%	-1	-4 ^	-8 ^
I want to stay working for the Commission for at least the next three years		54%	-3	+6 ^	-4 ^

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?			97%	+2 ^	+7 ^	+3 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?			76%	+10 ^	+12 ^	+6 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Commission it would be investigated properly?			73%	+7 ^	+6 ^	0

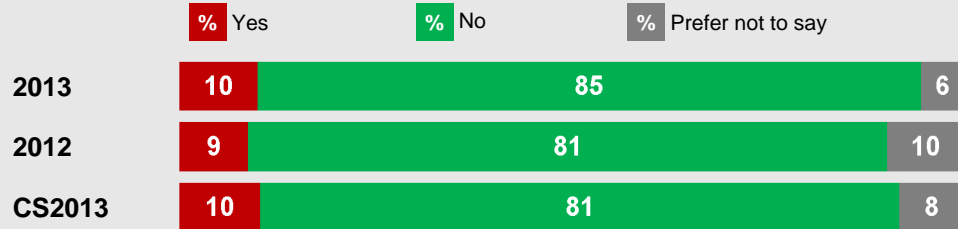
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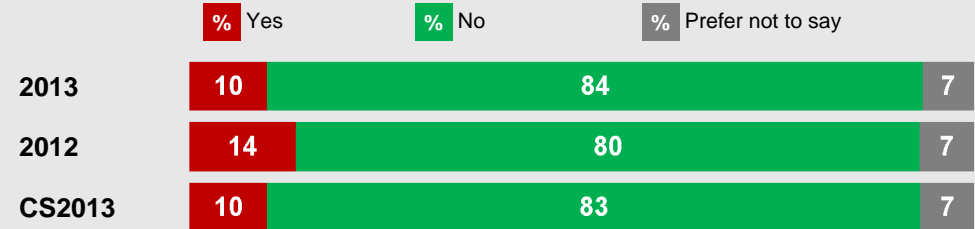
All questions by theme

Discrimination, harassment and bullying

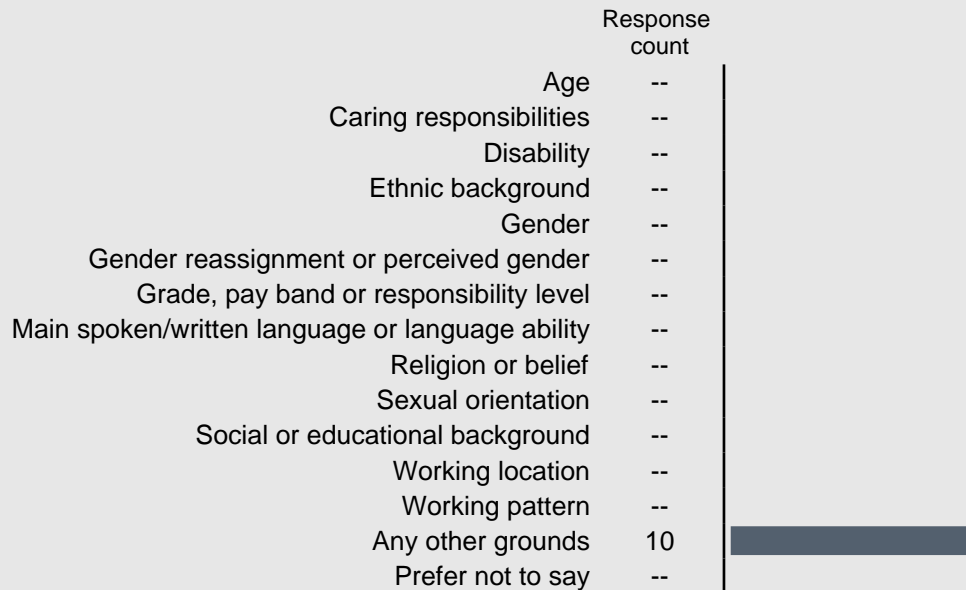
E01. During the past 12 months, have you personally experienced discrimination at work?



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

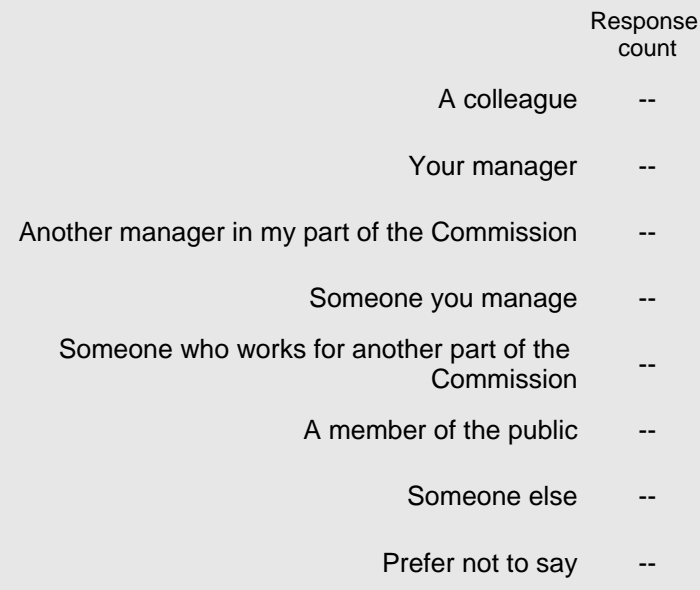


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



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 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: ✦

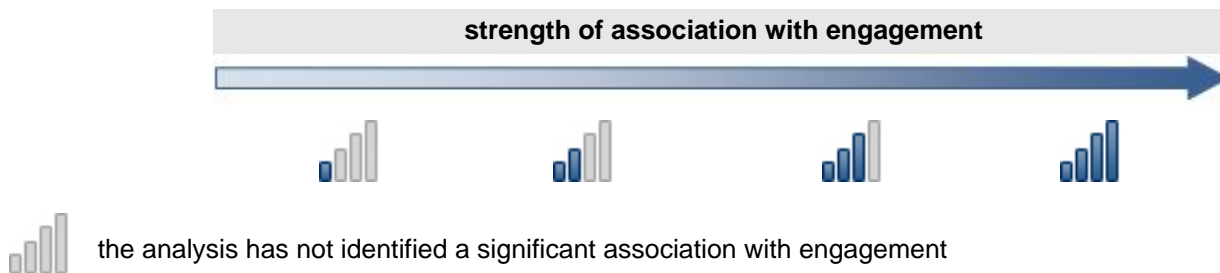
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.