


Home Office (Corporate Report)

Returns : 15,431

Response rate : 51%

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.



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Strength of association with engagement



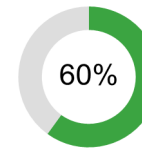
Statistically significant difference from comparison

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.

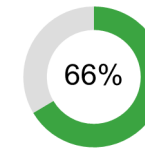
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		35%	+1	-8	-15
My work		67%	0	-8	-11
My manager		61%	0	-7	-10
Resources and workload		67%	-1	-7	-10
Pay and benefits		28%	+1	0	-7
Learning and development		45%	+1	-4	-10
Organisational objectives and purpose		81%	+2	-2	-6
My team		74%	0	-5	-8
Inclusion and fair treatment		69%	-1	-7	-10

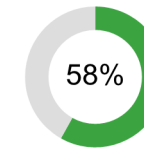
Wellbeing



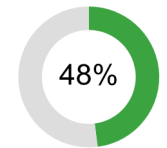
Overall, how satisfied are you with your life nowadays?



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

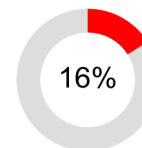


Overall, how happy did you feel yesterday?

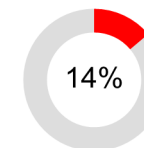


No or low anxiety yesterday

Discrimination, bullying and harassment

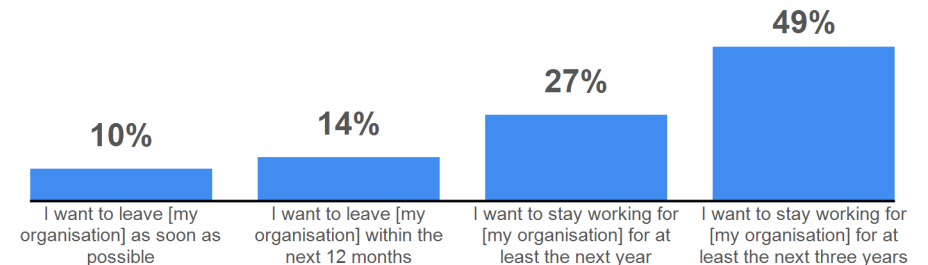


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



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All questions by theme

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My work

67% 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	40	47	8	1	2	87%	0	-2 ◆	-5 ◆
B02 I am sufficiently challenged by my work	30	44	13	10	1	74%	0	-5 ◆	-9 ◆
B03 My work gives me a sense of personal accomplishment	23	45	15	11	5	69%	0	-7 ◆	-10 ◆
B04 I feel involved in the decisions that affect my work	13	35	19	20	13	48%	0	-9 ◆	-14 ◆
B05 I have a choice in deciding how I do my work	17	41	17	15	9	58%	-1 ◆	-17 ◆	-22 ◆

Organisational objectives and purpose

81% +2

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 [my organisation's] purpose	28	55	10	5	2	83%	+2 ◆	-3 ◆	-8 ◆
B07 I have a clear understanding of [my organisation's] objectives	25	54	13	6	2	79%	+2 ◆	-2 ◆	-7 ◆
B08 I understand how my work contributes to [my organisation's] objectives	29	53	11	5	2	82%	+1 ◆	-1 ◆	-6 ◆

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My manager

61% 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
B09	My manager motivates me to be more effective in my job	20	42	19	12	7	62%	+1 ◆	-6 ◆	-9 ◆
B10	My manager is considerate of my life outside work	31	42	16	7	5	72%	0	-9 ◆	-13 ◆
B11	My manager is open to my ideas	28	45	16	6	6	73%	-1	-7 ◆	-11 ◆
B12	My manager helps me to understand how I contribute to [my organisation's] objectives	17	41	25	10	6	59%	0	-5 ◆	-10 ◆
B13	Overall, I have confidence in the decisions made by my manager	24	43	18	9	7	66%	0	-7 ◆	-11 ◆
B14	My manager recognises when I have done my job well	28	45	15	8	5	73%	-1 ◆	-5 ◆	-8 ◆
B15	I receive regular feedback on my performance	17	40	19	16	8	57%	-1 ◆	-8 ◆	-11 ◆
B16	The feedback I receive helps me to improve my performance	17	38	26	12	7	55%	-1 ◆	-6 ◆	-11 ◆
B17	I think that my performance is evaluated fairly	15	38	23	13	10	53%	-1 ◆	-10 ◆	-14 ◆
B18	Poor performance is dealt with effectively in my team	9	28	34	16	13	37%	0	-2 ◆	-6 ◆

My team

74% 0

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	31	49	11	5	5	81%	0	-3 ◆	-6 ◆
B20	The people in my team work together to find ways to improve the service we provide	28	48	15	7	7	75%	0	-5 ◆	-8 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	24	43	18	9	5	67%	0	-7 ◆	-11 ◆

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Learning and development

45% +1

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	11	45	23	15	6	56%	+1	-6 ◆	-11 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	35	31	17	8	44%	+2 ◆	-6 ◆	-12 ◆
B24	There are opportunities for me to develop my career in [my organisation]	9	33	25	19	14	43%	+2 ◆	+1 ◆	-6 ◆
B25	Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	8	29	32	20	12	37%	+1	-6 ◆	-12 ◆

Inclusion and fair treatment

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 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	21	51	14	9	6	71%	-1	-8 ◆	-11 ◆
B27	I am treated with respect by the people I work with	25	55	11	6	6	80%	-1	-5 ◆	-7 ◆
B28	I feel valued for the work I do	16	39	20	15	9	56%	0	-9 ◆	-13 ◆
B29	I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	46	18	8	6	68%	-1 ◆	-6 ◆	-10 ◆

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Resources and workload

67% -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
B30 In my job, I am clear what is expected of me	22	58	11	7	7	80%	0	-4 ◆	-7 ◆
B31 I get the information I need to do my job well	13	48	19	14	5	61%	0	-9 ◆	-12 ◆
B32 I have clear work objectives	17	52	17	10	4	69%	-1 ◆	-7 ◆	-10 ◆
B33 I have the skills I need to do my job effectively	24	58	11	7	0	83%	-1	-6 ◆	-9 ◆
B34 I have the tools I need to do my job effectively	14	46	18	16	6	60%	-1 ◆	-12 ◆	-16 ◆
B35 I have an acceptable workload	10	46	19	17	9	56%	-1 ◆	-3 ◆	-10 ◆
B36 I achieve a good balance between my work life and my private life	16	46	17	13	8	62%	-1 ◆	-4 ◆	-12 ◆

Pay and benefits

28% +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
B37 I feel that my pay adequately reflects my performance	26	21	28	21	4	30%	+2 ◆	+1 ◆	-6 ◆
B38 I am satisfied with the total benefits package	24	25	28	19	4	28%	0	-4 ◆	-12 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	22	28	24	6	26%	+2 ◆	+2 ◆	-5 ◆

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Leadership and Managing Change

35% +1

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 [my organisation] as a whole is managed well	30	27	23	16	34%	+1 ◇	-11 ◇	-22 ◇	
B41	[Senior managers] in [my organisation] are sufficiently visible	9	39	21	19	13	48%	+3 ◇	-5 ◇	-15 ◇
B42	I believe the actions of [senior managers] are consistent with [my organisation's] values	7	33	33	16	12	39%	+1	-8 ◇	-16 ◇
B43	I believe that [the executive team has] a clear vision for the future of [my organisation]	7	30	35	15	13	37%	+2 ◇	-8 ◇	-16 ◇
B44	Overall, I have confidence in the decisions made by [my organisation's senior managers]	6	28	31	19	16	34%	+1 ◇	-10 ◇	-18 ◇
B45	I feel that change is managed well in [my organisation]	22	27	29	18	25%	+1 ◇	-6 ◇	-13 ◇	
B46	When changes are made in [my organisation] they are usually for the better	20	36	25	16	23%	+2 ◇	-7 ◇	-14 ◇	
B47	[My organisation] keeps me informed about matters that affect me	5	43	27	15	9	49%	0	-9 ◇	-15 ◇
B48	I have the opportunity to contribute my views before decisions are made that affect me	24	27	27	18	29%	-1	-7 ◇	-14 ◇	
B49	I think it is safe to challenge the way things are done in [my organisation]	5	29	29	21	17	34%	+1	-7 ◇	-14 ◇

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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 [my organisation]	13	35	30	13	8	48%	+3 ◆	-11 ◆	-18 ◆
B51 I would recommend [my organisation] as a great place to work	10	30	32	17	11	40%	+3 ◆	-9 ◆	-20 ◆
B52 I feel a strong personal attachment to [my organisation]	11	29	31	18	10	41%	+2 ◆	-7 ◆	-13 ◆
B53 [My organisation] inspires me to do the best in my job	9	29	34	17	10	38%	+2 ◆	-7 ◆	-13 ◆
B54 [My organisation] motivates me to help it achieve its objectives	8	28	35	18	11	36%	+2 ◆	-7 ◆	-13 ◆

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 managers] in [my organisation] will take action on the results from this survey	7	30	27	19	17	37%	+1 ◆	-8 ◆	-17 ◆
B56 I believe that managers where I work will take action on the results from this survey	11	36	24	15	14	47%	+1 ◆	-9 ◆	-14 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	7	22	39	16	15	29%	+1 ◆	-5 ◆	-11 ◆

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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	26	57	9	5		83%	0	-5 ◇	-7 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	15	43	23	13	6	58%	-2 ◇	-11 ◇	-14 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	13	44	26	11	7	56%	-1 ◇	-9 ◇	-14 ◇
B61 When I talk about [my organisation] I say "we" rather than "they"	17	46	22	10	5	63%	+2 ◇	-5 ◇	-15 ◇
B62 I have some really good friendships at work	28	48	17	5		76%	0	+1 ◇	-3 ◇

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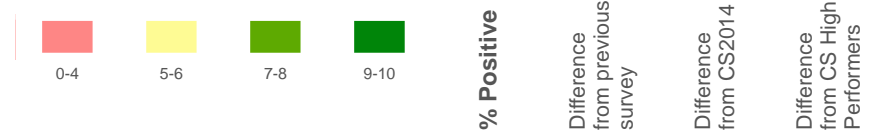
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Wellbeing



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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	16	24	45	15	60%	+1 ◆	-4 ◆	-6 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	22	45	21	66%	+1	-3 ◆	-6 ◆
W03 Overall, how happy did you feel yesterday?	19	23	39	20	58%	+2 ◆	-2 ◆	-5 ◆
W04 Overall, how anxious did you feel yesterday?	23	25	21	31	48%	0	-2 ◆	-5 ◆



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Your plans for the future

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

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave [my organisation] as soon as possible		10%	0	+3 ◇	0 ◇
I want to leave [my organisation] within the next 12 months		14%	0	0	-4 ◇
I want to stay working for [my organisation] for at least the next year		27%	+1 ◇	-4 ◇	-10 ◇
I want to stay working for [my organisation] for at least the next three years		49%	-1 ◇	+2 ◇	-5 ◇

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?		15	85%	+1 ◇	-5 ◇	-9 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		40	60%	0	-4 ◇	-11 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in [your organisation] it would be investigated properly?		43	57%	0	-12 ◇	-16 ◇

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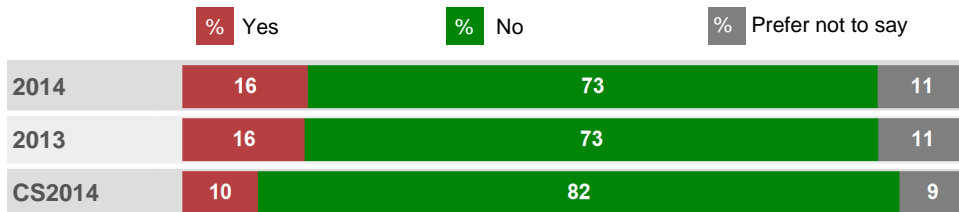
Civil Service People Survey 2014

All questions by theme

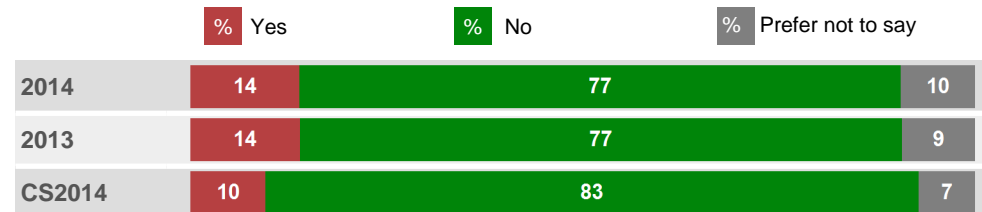
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Discrimination, harassment and bullying

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)

Ground	Response Count
Age	345
Caring responsibilities	287
Disability	287
Ethnic background	288
Gender	300
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	710
Main spoken/written language or language ability	127
Religion or belief	102
Sexual orientation	61
Social or educational background	118
Working location	351
Working pattern	675
Any other grounds	716
Prefer not to say	254

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)

Who	Response Count
A colleague	642
Your manager	668
Another manager in my part of [your organisation]	693
Someone you manage	105
Someone who works for another part of [your organisation]	156
A member of the public	103
Someone else	72
Prefer not to say	288

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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.