

Returns : 497

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

**61%**

Difference from previous survey **0**

Difference from CS2014 **+3** ◇

Difference from CS High Performers **-2** ◇

## My work

**82%**

Difference from previous survey **0**

Difference from CS2014 **+7** ◇

Difference from CS High Performers **+3** ◇

## Organisational objectives and purpose

**77%**

Difference from previous survey **0**

Difference from CS2014 **-6** ◇

Difference from CS High Performers **-10** ◇

## My manager

**64%**

Difference from previous survey **-1**

Difference from CS2014 **-3** ◇

Difference from CS High Performers **-7** ◇

## My team

**79%**

Difference from previous survey **+1**

Difference from CS2014 **0**

Difference from CS High Performers **-3** ◇

## Learning and development

**55%**

Difference from previous survey **+1**

Difference from CS2014 **+6** ◇

Difference from CS High Performers **0**

## Inclusion and fair treatment

**75%**

Difference from previous survey **-2** ◇

Difference from CS2014 **0**

Difference from CS High Performers **-3** ◇

## Resources and workload

**75%**

Difference from previous survey **+1**

Difference from CS2014 **+1** ◇

Difference from CS High Performers **-2** ◇

## Pay and benefits

**19%**

Difference from previous survey **0**

Difference from CS2014 **-9** ◇

Difference from CS High Performers **-16** ◇

## Leadership and Managing Change

**46%**










Difference from previous survey **0**

Difference from CS2014 **+2** ◇

Difference from CS High Performers **-4** ◇

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		46%	0	+2 ✧	-4 ✧
My work		82%	0	+7 ✧	+3 ✧
Learning and development		55%	+1	+6 ✧	0
Resources and workload		75%	+1	+1 ✧	-2 ✧
My manager		64%	-1	-3 ✧	-7 ✧
Pay and benefits		19%	0	-9 ✧	-16 ✧
Organisational objectives and purpose		77%	0	-6 ✧	-10 ✧
My team		79%	+1	0	-3 ✧
Inclusion and fair treatment		75%	-2 ✧	0	-3 ✧

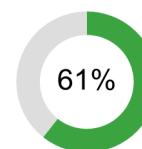


Strength of association with engagement

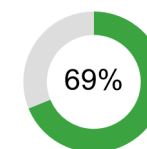


Statistically significant difference from comparison

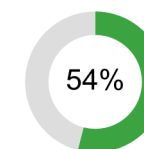
## Wellbeing



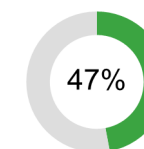
Overall, how satisfied are you with your life nowadays?



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

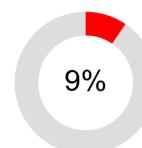


Overall, how happy did you feel yesterday?

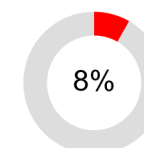


No or low anxiety yesterday

## Discrimination, bullying and harassment

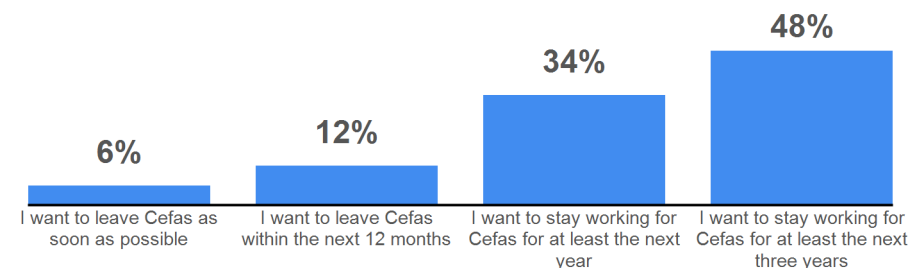


During the past 12 months have you personally experienced discrimination at work?



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

82% 0

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

42 53

95%

0

+5 ♦

+2 ♦

B02 I am sufficiently challenged by my work

34 51 10

85%

+1

+6 ♦

+3 ♦

B03 My work gives me a sense of personal accomplishment

26 56 12

82%

0

+7 ♦

+4 ♦

B04 I feel involved in the decisions that affect my work

15 47 21 13

62%

-1

+5 ♦

0

B05 I have a choice in deciding how I do my work

27 58 9

85%

+1 ♦

+11 ♦

+6 ♦

### Organisational objectives and purpose

77% 0

Difference  
from  
previous  
survey

Strength of  
association with  
engagement


77%

-2 ♦

-8 ♦

-13 ♦

B06 I have a clear understanding of Cefas' purpose

20 58 15 6

77%

-2 ♦

-8 ♦

-13 ♦

B07 I have a clear understanding of Cefas' objectives

18 55 20 5

73%

-2 ♦

-8 ♦

-13 ♦

B08 I understand how my work contributes to Cefas' objectives

22 59 14

81%

+2 ♦

-2 ♦

-6 ♦

## All questions by theme

♦ indicates statistically significant difference from comparison  
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### My manager

**64%** -1

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	20	44	20	11	64%	+2 ♦	-4 ♦	-7 ♦
B10	My manager is considerate of my life outside work	36	44	14	6	80%	+1	-1 ♦	-6 ♦
B11	My manager is open to my ideas	32	49	12	7	81%	0	+1 ♦	-3 ♦
B12	My manager helps me to understand how I contribute to Cefas' objectives	17	43	26	10	60%	0	-4 ♦	-9 ♦
B13	Overall, I have confidence in the decisions made by my manager	24	46	18	8	70%	+1	-4 ♦	-8 ♦
B14	My manager recognises when I have done my job well	24	49	17	6	73%	-1	-4 ♦	-8 ♦
B15	I receive regular feedback on my performance	19	43	22	11	61%	-1	-4 ♦	-7 ♦
B16	The feedback I receive helps me to improve my performance	15	41	29	11	56%	-1	-5 ♦	-10 ♦
B17	I think that my performance is evaluated fairly	15	44	23	11	59%	-5 ♦	-3 ♦	-7 ♦
B18	Poor performance is dealt with effectively in my team	10	28	37	14	39%	-2 ♦	0	-4 ♦

### My team

**79%** +1

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	31	49	14	6	80%	0	-4 ♦	-7 ♦
B20	The people in my team work together to find ways to improve the service we provide	30	50	14	6	80%	+2 ♦	0	-3 ♦
B21	The people in my team are encouraged to come up with new and better ways of doing things	27	51	16	6	77%	0	+4 ♦	-1

## All questions by theme

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

### Learning and development

**55%** +1

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	14	55	20	9		69%	+4 ♦	+7 ♦	+2 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	37	34	12		51%	-3 ♦	0	-6 ♦
B24	There are opportunities for me to develop my career in Cefas	10	38	28	14	10	48%	0	+6 ♦	-1 ♦
B25	Learning and development activities I have completed while working for Cefas are helping me to develop my career	12	42	29	9	8	54%	+2 ♦	+11 ♦	+5 ♦

### Inclusion and fair treatment

**75%** -2

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	22	55	12	6	5	77%	-1	-2 ♦	-5 ♦
B27	I am treated with respect by the people I work with	27	58	10			85%	-1 ♦	+1	-2 ♦
B28	I feel valued for the work I do	15	45	20	9	10	61%	-6 ♦	-4 ♦	-9 ♦
B29	I think that Cefas respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	54	16			77%	0	+4 ♦	-1

## All questions by theme

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

### Resources and workload **75%** +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	60	11	6	1	82%	-1	-1 ♦	-4 ♦
B31 I get the information I need to do my job well	16	59	17	6	1	75%	+3 ♦	+5 ♦	+1 ♦
B32 I have clear work objectives	20	59	13	6	2	79%	+4 ♦	+3 ♦	0
B33 I have the skills I need to do my job effectively	28	64	6	1	1	92%	+3 ♦	+3 ♦	0
B34 I have the tools I need to do my job effectively	20	62	11	5	2	82%	+2 ♦	+10 ♦	+6 ♦
B35 I have an acceptable workload	9	46	22	16	7	55%	-4 ♦	-4 ♦	-11 ♦
B36 I achieve a good balance between my work life and my private life	18	44	19	13	6	62%	-2 ♦	-4 ♦	-12 ♦

### Pay and benefits **19%** 0

Difference from previous survey



Strength of association with engagement



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	14	18	28	37	3	17%	-2 ♦	-12 ♦	-19 ♦
B38 I am satisfied with the total benefits package	5	23	26	24	22	28%	+3 ♦	-4 ♦	-12 ♦
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	10	17	27	43	3	13%	-1	-12 ♦	-19 ♦

## All questions by theme

♦ indicates statistically significant difference from comparison  
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### Leadership and Managing Change

46% 0

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 Cefas as a whole is managed well	8	44	29	13	6	52%	-2 ♦	+6 ♦	-4 ♦
B41	The Senior Management Team in Cefas are sufficiently visible	9	48	21	16	6	57%	+3 ♦	+4 ♦	-6 ♦
B42	I believe the actions of the Senior Management Team are consistent with Cefas' values	9	43	35	8	5	52%	+1	+5 ♦	-4 ♦
B43	I believe that Cefas Management Board have a clear vision for the future of Cefas	8	37	36	12	6	46%	-2 ♦	+1	-7 ♦
B44	Overall, I have confidence in the decisions made by Cefas' Senior Management Team	8	39	33	14	6	47%	+1	+3 ♦	-4 ♦
B45	I feel that change is managed well in Cefas	5	27	36	23	9	32%	+1	+1	-6 ♦
B46	When changes are made in Cefas they are usually for the better	5	25	43	20	8	30%	+2 ♦	0	-7 ♦
B47	Cefas keeps me informed about matters that affect me	7	52	26	10	5	58%	-1	0	-6 ♦
B48	I have the opportunity to contribute my views before decisions are made that affect me	5	31	33	21	10	36%	-3 ♦	+1	-7 ♦
B49	I think it is safe to challenge the way things are done in Cefas	7	40	31	14	8	48%	+1	+7 ♦	0

## All questions by theme

♦ indicates statistically significant difference from comparison  
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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 Cefas	18	47	28	5		65%	-1	+6 ♦	-1
B51 I would recommend Cefas as a great place to work	15	40	28	13		55%	+2 ♦	+6 ♦	-5 ♦
B52 I feel a strong personal attachment to Cefas	18	36	27	14		54%	0	+6 ♦	0
B53 Cefas inspires me to do the best in my job	13	32	35	14	5	45%	+1	0	-6 ♦
B54 Cefas motivates me to help it achieve its objectives	11	34	34	15	7	44%	+4 ♦	+2 ♦	-5 ♦

### 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 the Senior Management Team in Cefas will take action on the results from this survey	9	37	28	15	11	46%	-1	+1 ♦	-7 ♦
B56 I believe that managers where I work will take action on the results from this survey	11	40	26	15	8	51%	0	-5 ♦	-10 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	7	22	42	19	11	29%	+2 ♦	-6 ♦	-12 ♦



## 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	33	59	5			92%	-1 ◇	+4 ◇	+1 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	18	58	16	6		76%	+3 ◇	+8 ◇	+4 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	15	49	23	9	5	64%	-4 ◇	-1 ◇	-7 ◇
B61 When I talk about Cefas I say "we" rather than "they"	20	47	23	5		68%	-2 ◇	-1	-11 ◇
B62 I have some really good friendships at work	33	48	16			81%	+1	+5 ◇	+1 ◇

## All questions by theme

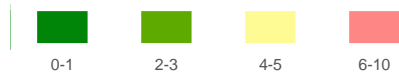
◆ indicates statistically significant difference from comparison  
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### Wellbeing



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.

W01 Overall, how satisfied are you with your life nowadays?	16	23	49	11	61%	-3 ◆	-3 ◆	-6 ◆																																													
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	19	50	19	69%	-1	-1	-4 ◆																																													
W03 Overall, how happy did you feel yesterday?	19	27	37	17	54%	-7 ◆	-6 ◆	-9 ◆																																													
 <table border="1"> <thead> <tr> <th>Color</th> <th>0-1</th> <th>2-3</th> <th>4-5</th> <th>6-10</th> <th>% Positive</th> <th>Difference from previous survey</th> <th>Difference from CS2014</th> <th>Difference from CS High Performers</th> </tr> </thead> <tbody> <tr> <td>Dark Green</td> <td>0-1</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Green</td> <td></td> <td>2-3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Yellow</td> <td></td> <td></td> <td>4-5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Red</td> <td></td> <td></td> <td></td> <td>6-10</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>									Color	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers	Dark Green	0-1								Green		2-3							Yellow			4-5						Red				6-10				
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Dark Green	0-1																																																				
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Red				6-10																																																	
W04 Overall, how anxious did you feel yesterday?	20	27	20	33	47%	-3 ◆	-3 ◆	-6 ◆																																													

## 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 Cefas?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave Cefas as soon as possible		6%	+1	-1	-4
I want to leave Cefas within the next 12 months		12%	+2	-1 ◇	-5 ◇
I want to stay working for Cefas for at least the next year		34%	-1	+3 ◇	-3 ◇
I want to stay working for Cefas for at least the next three years		48%	-1	+1 ◇	-6 ◇

### The Civil Service Code

Differences are based on '% Yes' score

Differences are based on % Yes score

	<div><div>% Yes</div><div>% No</div></div>	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	<div><div>89</div><div>11</div></div>	89%	+6 ✧	-1	-5 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	<div><div>63</div><div>37</div></div>	63%	+5 ✧	-1	-8 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in Cefas it would be investigated properly?	<div><div>70</div><div>30</div></div>	70%	+1	+2 ✧	-3 ✧

## 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?

	% Yes	% No	% Prefer not to say
2014	9	80	10
2013	10	81	9
CS2014	10	82	9

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	21	
Main spoken/written language or language ability	--	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	--	
Working location	--	
Working pattern	16	
Any other grounds	10	
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?

	% Yes	% No	% Prefer not to say
2014	8	84	8
2013	9	83	8
CS2014	10	83	7

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	20	
Your manager	--	
Another manager in my part of Cefas	--	
Someone you manage	--	
Someone who works for another part of Cefas	--	
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 <b>Theme score % positive</b> ).
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.