

CABINET OFFICE

Returns: 1,524

Response rate: 94%

Your engagement index

58%

Difference from previous survey

+1 ✧

Difference from CS2011

+3 ✧

Difference from CS High Performers

-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 CS2011
B50. I am proud when I tell others I am part of the Cabinet Office	69%	+4 ✧	+17 ✧
B51. I would recommend the Cabinet Office as a great place to work	48%	+3 ✧	+5 ✧

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

B52. I feel a strong personal attachment to the Cabinet Office	39%	0	-7 ✧
--	-----	---	------

Strive: motivated to do the best for the organisation...

B53. The Cabinet Office inspires me to do the best in my job	42%	+2	+3 ✧
B54. The Cabinet Office motivates me to help it achieve its objectives	37%	+3	+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 CS2011	Difference from CS High Performers
Leadership and managing change		38%	+5 ✧	0	-9 ✧
My work		76%	+2	+5 ✧	-1 ✧
My line manager		65%	0	+1 ✧	-3 ✧
Organisational objectives and purpose		70%	+4 ✧	-11 ✧	-17 ✧
Learning and development		38%	-1	-5 ✧	-13 ✧
Resources and workload		69%	0	-3 ✧	-7 ✧
Pay and benefits		29%	-5 ✧	-2 ✧	-10 ✧
My team		81%	0	+4 ✧	+1 ✧
Inclusion and fair treatment		74%	0	+1 ✧	-3 ✧

✧ = 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 CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change	Strength of association with engagement: 		
B41. Senior Civil Servants in the Cabinet Office are sufficiently visible	49%	+1	+4 ◇
B49. I think it is safe to challenge the way things are done in the Cabinet Office	41%	+4 ◇	+3 ◇
B44. Overall, I have confidence in the decisions made by the Cabinet Office's Senior Civil Servants	38%	+5 ◇	+1 ◇
B42. I believe the actions of Senior Civil Servants are consistent with the Cabinet Office's values	40%	+2	+1 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	37%	+5 ◇	+1 ◇
B45. I feel that change is managed well in the Cabinet Office	27%	+7 ◇	0
B47. The Cabinet Office keeps me informed about matters that affect me	55%	+3	0
B46. When changes are made in the Cabinet Office they are usually for the better	22%	+7 ◇	-1 ◇
B40. I feel that the Cabinet Office as a whole is managed well	38%	+5 ◇	-3 ◇
B43. I believe that the Cabinet Office Board has a clear vision for the future of the Cabinet Office [^]	33%	+10 ◇	-6 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My work	Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	57%	+2	+8 ◇
B05. I have a choice in deciding how I do my work	77%	+3 ◇	+6 ◇
B03. My work gives me a sense of personal accomplishment	77%	+1	+5 ◇
B02. I am sufficiently challenged by my work	77%	+1	+2 ◇
B01. I am interested in my work	90%	0	+2 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My line manager	Strength of association with engagement: 		
B09. My manager motivates me to be more effective in my job	68%	+1	+5 ◇
B10. My manager is considerate of my life outside work	83%	+3 ◇	+4 ◇
B14. My manager recognises when I have done my job well	79%	0	+3 ◇
B16. The feedback I receive helps me to improve my performance	60%	0	+2 ◇
B11. My manager is open to my ideas	80%	0	+2 ◇
B13. Overall, I have confidence in the decisions made by my manager	72%	+1	+1 ◇
B18. Poor performance is dealt with effectively in my team	36%	-3	-1
B17. I think that my performance is evaluated fairly	61%	0	-1 ◇
B15. I receive regular feedback on my performance	59%	-1	-1 ◇
B12. My manager helps me to understand how I contribute to the Cabinet Office's objectives	50%	-1	-8 ◇

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 CS2011	Difference from CS High Performers
B01. I am interested in my work	52	38	6			90%	0	+2 ◇	-1 ◇
B02. I am sufficiently challenged by my work	40	37	11	9		77%	+1	+2 ◇	-2 ◇
B03. My work gives me a sense of personal accomplishment	34	43	13	7		77%	+1	+5 ◇	0
B04. I feel involved in the decisions that affect my work	18	39	18	18	7	57%	+2	+8 ◇	-2 ◇
B05. I have a choice in deciding how I do my work	29	48	12	9		77%	+3 ◇	+6 ◇	0
Organisational objectives and purpose									
Strength of association with engagement									
B06. I have a clear understanding of the Cabinet Office's purpose	17	55	17	8		73%	+2	-11 ◇	-17 ◇
B07. I have a clear understanding of the Cabinet Office's objectives	14	51	20	12		66%	+7 ◇	-13 ◇	-19 ◇
B08. I understand how my work contributes to the Cabinet Office's objectives	21	50	18	8		71%	+4 ◇	-10 ◇	-15 ◇

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 line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	25	43	16	10	5	68%	+1	+5 ◇	+1 ◇
B10. My manager is considerate of my life outside work	42	41	11	4		83%	+3 ◇	+4 ◇	+1 ◇
B11. My manager is open to my ideas	39	41	12	5		80%	0	+2 ◇	-1 ◇
B12. My manager helps me to understand how I contribute to the Cabinet Office's objectives	16	34	33	12	4	50%	-1	-8 ◇	-14 ◇
B13. Overall, I have confidence in the decisions made by my manager	31	41	17	7	4	72%	+1	+1 ◇	-3 ◇
B14. My manager recognises when I have done my job well	34	45	13	6		79%	0	+3 ◇	0
B15. I receive regular feedback on my performance	19	40	21	14	6	59%	-1	-1 ◇	-7 ◇
B16. The feedback I receive helps me to improve my performance	19	41	25	10	5	60%	0	+2 ◇	-2 ◇
B17. I think that my performance is evaluated fairly	19	42	23	10	6	61%	0	-1 ◇	-6 ◇
B18. Poor performance is dealt with effectively in my team	9	27	40	15	8	36%	-3	-1	-4 ◇

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	43	9	4		86%	0	+3 ◇	0
B20. The people in my team work together to find ways to improve the service we provide	37	46	11	5		83%	+1	+5 ◇	+1 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	32	43	16	6		75%	-1	+6 ◇	+1 ◇

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 CS2011	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	8	39	31	17	7	46%	-1	-8 ◇	-17 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	27	42	15	8	35%	-7 ◇	-10 ◇	-17 ◇
B24. There are opportunities for me to develop my career in the Cabinet Office	7	30	31	19	13	37%	+6 ◇	+6 ◇	-2 ◇
B25. Learning and development activities I have completed while working for the Cabinet Office are helping me to develop my career	7	26	41	16	10	33%	-4 ◇	-7 ◇	-12 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	28	50	12	7		78%	0	0	-3 ◇
B27. I am treated with respect by the people I work with	34	51	10	4		85%	0	+1 ◇	-2 ◇
B28. I feel valued for the work I do	24	41	18	11	6	65%	0	+6 ◇	-1 ◇
B29. I think that the Cabinet Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	47	22	7	4	67%	+1	-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 CS2011
 Difference from CS High Performers

Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	26	52	12	8		77%	-2 ◇	-5 ◇	-9 ◇
B31. I get the information I need to do my job well	16	49	19	12	4	65%	-2	-3 ◇	-6 ◇
B32. I have clear work objectives	19	47	17	11	6	66%	-4 ◇	-7 ◇	-12 ◇
B33. I have the skills I need to do my job effectively	32	57	8			89%	0	+1 ◇	-2 ◇
B34. I have the tools I need to do my job effectively	15	50	17	13	5	65%	+5 ◇	-5 ◇	-11 ◇
B35. I have an acceptable workload	9	52	19	14	6	61%	+1	+1	-4 ◇
B36. I achieve a good balance between my work life and my private life	14	47	17	15	6	61%	+1	-6 ◇	-12 ◇

Pay and benefits

:Strength of association with engagement

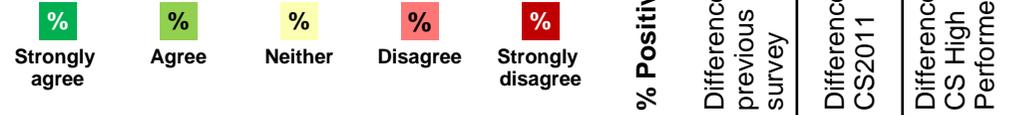
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	4	27	20	30	19	31%	-6 ◇	-1 ◇	-8 ◇
B38. I am satisfied with the total benefits package	4	27	24	28	17	31%	-5 ◇	-3 ◇	-10 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	21	20	31	24		24%	-5 ◇	-3 ◇	-11 ◇

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 CS2011	Difference from CS High Performers
B40. I feel that the Cabinet Office as a whole is managed well	4	34	36	18	8	38%	+5 ◇	-3 ◇	-17 ◇
B41. Senior Civil Servants in the Cabinet Office are sufficiently visible	8	41	27	17	8	49%	+1	+4 ◇	-10 ◇
B42. I believe the actions of Senior Civil Servants are consistent with the Cabinet Office's values	6	34	42	11	7	40%	+2	+1 ◇	-10 ◇
B43. I believe that the Cabinet Office Board has a clear vision for the future of the Cabinet Office^	5	29	50	11	6	33%	+10 ◇	-6 ◇	-17 ◇
B44. Overall, I have confidence in the decisions made by the Cabinet Office's Senior Civil Servants	5	33	41	14	7	38%	+5 ◇	+1 ◇	-10 ◇
B45. I feel that change is managed well in the Cabinet Office		25	35	24	13	27%	+7 ◇	0	-9 ◇
B46. When changes are made in the Cabinet Office they are usually for the better		20	49	19	10	22%	+7 ◇	-1 ◇	-9 ◇
B47. The Cabinet Office keeps me informed about matters that affect me	5	50	28	11	6	55%	+3	0	-7 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	33	31	22	10	37%	+5 ◇	+1 ◇	-7 ◇
B49. I think it is safe to challenge the way things are done in the Cabinet Office	6	36	33	16	9	41%	+4 ◇	+3 ◇	-4 ◇

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 CS2011	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	69%	+4 ◇	+17 ◇	+4 ◇
B51. I would recommend the Cabinet Office as a great place to work	12	36	33	13	7	48%	+3 ◇	+5 ◇	-7 ◇
B52. I feel a strong personal attachment to the Cabinet Office	12	27	34	20	8	39%	0	-7 ◇	-15 ◇
B53. The Cabinet Office inspires me to do the best in my job	10	31	36	16	7	42%	+2	+3 ◇	-8 ◇
B54. The Cabinet Office motivates me to help it achieve its objectives	8	29	38	17	8	37%	+3	+1 ◇	-9 ◇
Taking action									
B55. I believe that Senior Civil Servants in the Cabinet Office will take action on the results from this survey	9	40	28	14	10	49%	+9 ◇	+10 ◇	-2 ◇
B56. I believe that managers where I work will take action on the results from this survey	16	43	21	13	8	58%	0	+10 ◇	+2 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	9	25	44	12	10	34%	-	+5 ◇	-3 ◇

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 CS2011	Difference from CS High Performers
I want to leave the Cabinet Office as soon as possible		8%	-1	+1 ^	-2 ^
I want to leave the Cabinet Office within the next 12 months		22%	0	+11 ^	+8 ^
I want to stay working for the Cabinet Office for at least the next year		40%	+1	+12 ^	+5 ^
I want to stay working for the Cabinet Office for at least the next three years		30%	0	-24 ^	-31 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		5	95%	-1 ^	+10 ^	+4 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		37	63%	0	+4 ^	-2 ^
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%	-1	+7 ^	0

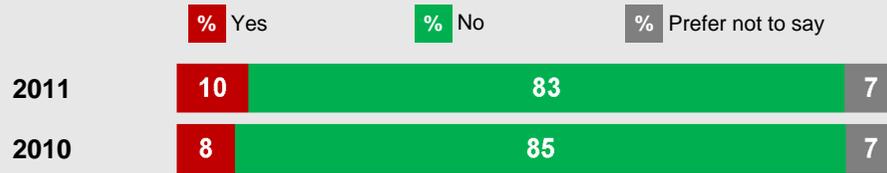
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

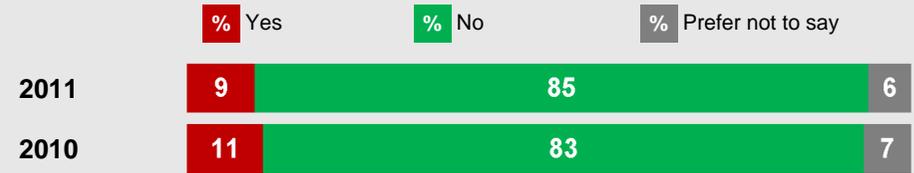
All questions by theme

Discrimination, harassment and bullying

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

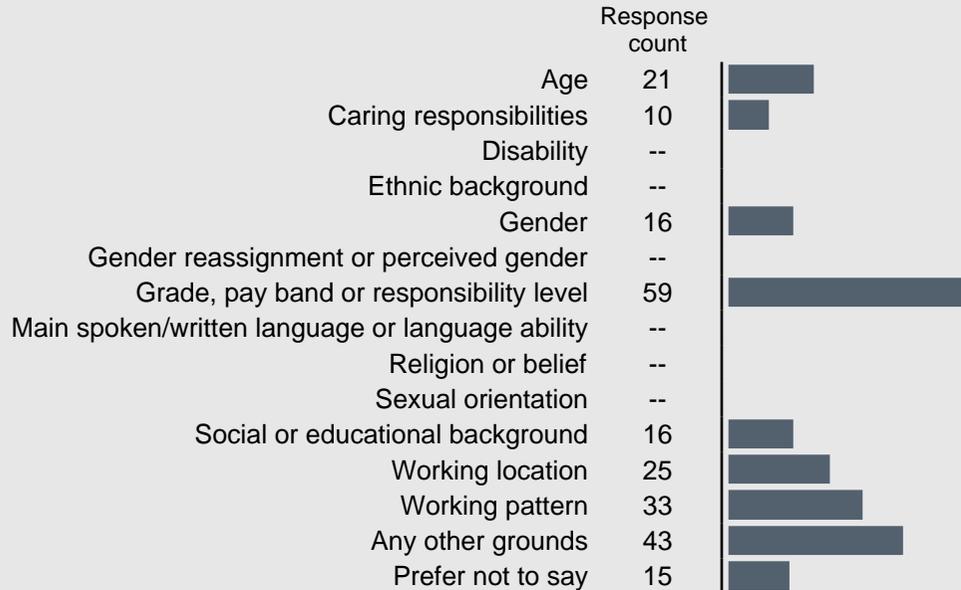


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

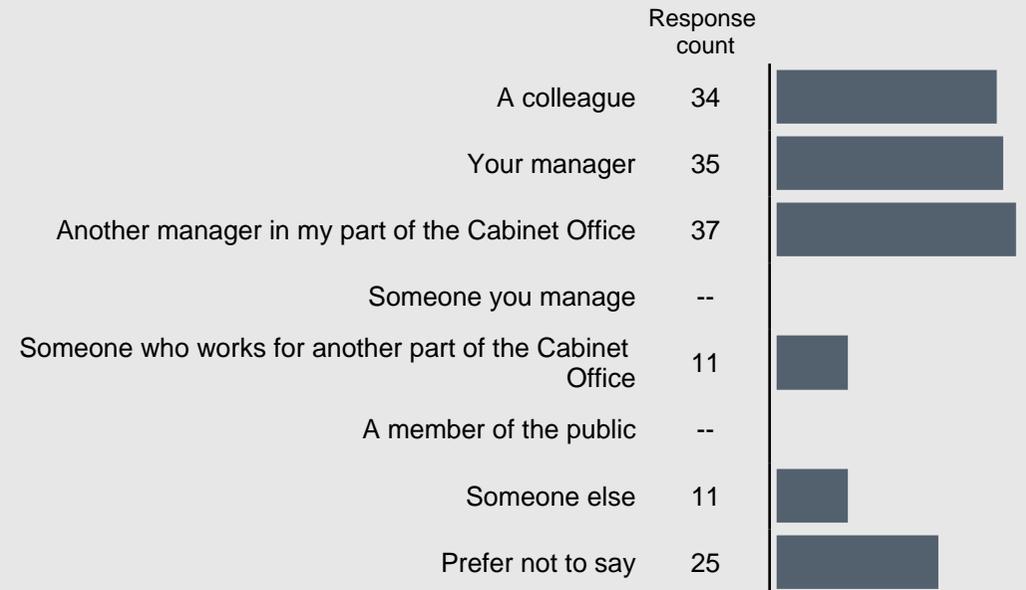
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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 '--'

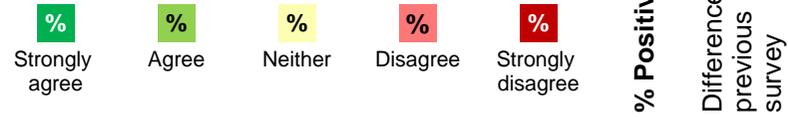
All questions by theme

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 new Cabinet Office values and behaviours	10	47	27	13	3	57%	-
F02. I believe the Cabinet Office is committed to equality of opportunity for all staff [^]	15	52	19	9	4	67%	-4 ◇
F03. I feel the Cabinet Office does a good job of matching pay to performance	15	35	30	19	1	17%	-1
F04. The Cabinet Office Executive Management Committee provides effective leadership [^]	21	56	13	6	4	25%	+1
F05. I believe my manager understands the impact of changes in the Cabinet Office on my team	14	50	23	9	4	64%	-
F06. I feel supported by my manager when things get difficult in my job	28	45	14	8	4	73%	-
F07. I feel comfortable discussing issues that affect my work with my manager	31	46	13	7	3	77%	-
F08. I understand how my work contributes to the objectives of my Unit	34	53	8	3	2	87%	+1
F09. The amount of stress I experience in my job seriously reduces my effectiveness*	6	17	30	38	9	47%	-1
F10. Have you taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	Yes: 48%		No: 52%			48%	-

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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✦

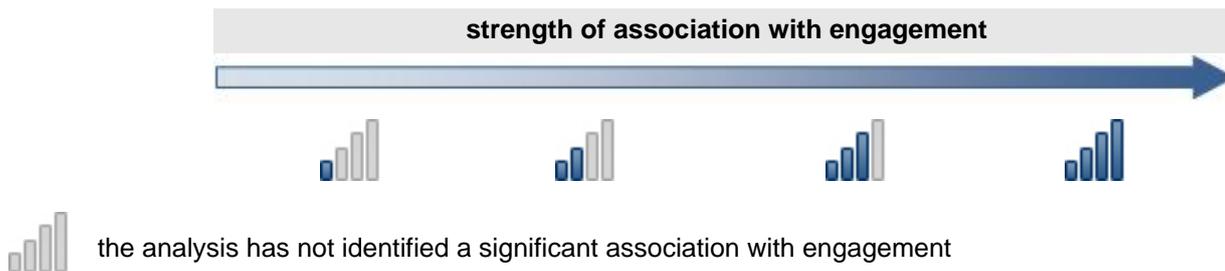
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2011 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.