

Returns: 2,144

Response rate: 75%

Your engagement index

53%

Difference from
previous survey

0

Difference from CS2012

-5 ✧

Difference from CS
High Performers

-9 ✧

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 CS2012
B50. I am proud when I tell others I am part of the Department	48%	+1	-5 ✧
B51. I would recommend the Department as a great place to work	36%	+1	-11 ✧

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

B52. I feel a strong personal attachment to the Department	41%	-2	-3 ✧
--	-----	----	------

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










B53. The Department inspires me to do the best in my job	32%	-1	-9 ✧
B54. The Department motivates me to help it achieve its objectives	30%	+1	-8 ✧

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		32%	-2 ✧	-9 ✧	-18 ✧
My work		73%	+1	0	-3 ✧
My line manager		67%	-1	+1 ✧	-2 ✧
Pay and benefits		34%	-6 ✧	+4 ✧	-1 ✧
Learning and development		39%	-3 ✧	-5 ✧	-13 ✧
Resources and workload		72%	-1	-2 ✧	-5 ✧
Organisational objectives and purpose		66%	-2 ✧	-16 ✧	-21 ✧
My team		78%	0	+1	-2 ✧
Inclusion and fair treatment		76%	0	+1	-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 CS2012.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change	Strength of association with engagement: 		
B41. SCS in the Department are sufficiently visible	47%	-6 ✧	-1
B42. I believe the actions of SCS are consistent with the Department's values	39%	-2 ✧	-3 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	30%	-7 ✧	-5 ✧
B44. Overall, I have confidence in the decisions made by the Department's SCS	33%	0	-6 ✧
B47. The Department keeps me informed about matters that affect me	49%	-3 ✧	-7 ✧
B49. I think it is safe to challenge the way things are done in the Department	31%	-3 ✧	-10 ✧
B45. I feel that change is managed well in the Department	18%	0	-11 ✧
B46. When changes are made in the Department they are usually for the better	14%	+2 ✧	-11 ✧
B40. I feel that the Department as a whole is managed well	31%	-2 ✧	-11 ✧
B43. I believe that the Departmental Board has a clear vision for the future of the Department	24%	-3 ✧	-15 ✧

My work	Strength of association with engagement: 		
B05. I have a choice in deciding how I do my work	76%	0	+4 ✧
B04. I feel involved in the decisions that affect my work	55%	+2 ✧	+2 ✧
B02. I am sufficiently challenged by my work	76%	0	0
B01. I am interested in my work	89%	-1	-1 ✧
B03. My work gives me a sense of personal accomplishment	71%	+1	-1 ✧


My line manager	Strength of association with engagement: 		
B13. Overall, I have confidence in the decisions made by my manager	76%	-1 ✧	+4 ✧
B11. My manager is open to my ideas	83%	-1	+4 ✧
B09. My manager motivates me to be more effective in my job	68%	0	+3 ✧
B17. I think that my performance is evaluated fairly	65%	-2 ✧	+3 ✧
B14. My manager recognises when I have done my job well	80%	0	+3 ✧
B10. My manager is considerate of my life outside work	82%	-1	+2 ✧
B16. The feedback I receive helps me to improve my performance	61%	-1	+2 ✧
B15. I receive regular feedback on my performance	63%	-2 ✧	0
B18. Poor performance is dealt with effectively in my team	35%	0	-2 ✧
B12. My manager helps me to understand how I contribute to the Department's objectives	58%	-1	-2 ✧

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



	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div>% Positive</div>	<div>Difference from previous survey</div>	<div>Difference from CS2012</div>	<div>Difference from CS High Performers</div>
My work									
 :Strength of association with engagement									
B01. I am interested in my work	39	49	8			89%	-1	-1 ✧	-3 ✧
B02. I am sufficiently challenged by my work	30	47	12	10		76%	0	0	-4 ✧
B03. My work gives me a sense of personal accomplishment	23	49	17	9		71%	+1	-1 ✧	-6 ✧
B04. I feel involved in the decisions that affect my work	14	41	22	17	6	55%	+2 ✧	+2 ✧	-5 ✧
B05. I have a choice in deciding how I do my work	23	54	14	7		76%	0	+4 ✧	-1 ✧
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of the Department's purpose	13	55	20	11		68%	-2 ✧	-16 ✧	-22 ✧
B07. I have a clear understanding of the Department's objectives	11	51	24	11		62%	-1	-16 ✧	-23 ✧
B08. I understand how my work contributes to the Department's objectives	17	53	21	8		69%	-3 ✧	-12 ✧	-17 ✧

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



	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>%</div><div>Positive</div></div>	<div><div></div><div>Difference from previous survey</div></div>	<div><div></div><div>Difference from CS2012</div></div>	<div><div></div><div>Difference from CS High Performers</div></div>
My line manager  :Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	23	45	18	9	4	68%	0	+3 ✧	0
B10. My manager is considerate of my life outside work	37	45	12			82%	-1	+2 ✧	-1 ✧
B11. My manager is open to my ideas	35	47	11	4		83%	-1	+4 ✧	0
B12. My manager helps me to understand how I contribute to the Department's objectives	16	42	29	9		58%	-1	-2 ✧	-8 ✧
B13. Overall, I have confidence in the decisions made by my manager	30	46	16	5	4	76%	-1 ✧	+4 ✧	0
B14. My manager recognises when I have done my job well	32	48	12	5		80%	0	+3 ✧	0
B15. I receive regular feedback on my performance	19	44	21	13		63%	-2 ✧	0	-5 ✧
B16. The feedback I receive helps me to improve my performance	18	43	26	10		61%	-1	+2 ✧	-2 ✧
B17. I think that my performance is evaluated fairly	19	46	22	9	4	65%	-2 ✧	+3 ✧	-2 ✧
B18. Poor performance is dealt with effectively in my team	7	29	41	15	8	35%	0	-2 ✧	-6 ✧
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	32	52	10	5		84%	0	+1 ✧	-2 ✧
B20. The people in my team work together to find ways to improve the service we provide	27	54	13	5		81%	0	+1 ✧	-1 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	23	47	20	7		71%	+1	0	-5 ✧

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

	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2012</div></div>	<div><div>Difference from CS High Performers</div></div>
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	45	29	13	4	54%	-1	-4 ✧	-10 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	31	44	13	4	38%	-6 ✧	-8 ✧	-13 ✧
B24. There are opportunities for me to develop my career in the Department	5	22	28	26	18	27%	-1	-8 ✧	-15 ✧
B25. Learning and development activities I have completed while working for the Department are helping me to develop my career	7	29	39	17	8	36%	-5 ✧	-4 ✧	-10 ✧
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	24	55	12	6		80%	-1	+1 ✧	-2 ✧
B27. I am treated with respect by the people I work with	29	57	9			86%	0	+2 ✧	0
B28. I feel valued for the work I do	19	47	19	11	4	66%	-2 ✧	+4 ✧	-1
B29. I think that the Department respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	53	19	7		70%	+1	-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

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	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	19	62	12	6		81%	-1	-2 ✧	-6 ✧
B31. I get the information I need to do my job well	13	54	20	10		67%	-2 ✧	-1	-5 ✧
B32. I have clear work objectives	16	57	17	8		73%	-1	-2 ✧	-7 ✧
B33. I have the skills I need to do my job effectively	24	65	9			89%	-1	+1	-2 ✧
B34. I have the tools I need to do my job effectively	14	55	18	10		69%	-2 ✧	-3 ✧	-6 ✧
B35. I have an acceptable workload	7	51	19	17	6	59%	0	-1 ✧	-7 ✧
B36. I achieve a good balance between my work life and my private life	13	51	18	14	4	64%	-1	-4 ✧	-9 ✧
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	5	32	23	26	14	37%	-7 ✧	+6 ✧	0
B38. I am satisfied with the total benefits package	4	30	29	25	12	35%	-4 ✧	+1 ✧	-5 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	26	28	25	17	31%	-6 ✧	+5 ✧	-2 ✧

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

Indicate a statistically significant difference from comparison									
	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div>Difference from previous survey</div>	<div>Difference from CS2012</div>	<div>Difference from CS High Performers</div>
Leadership and managing change									
<div><div><div></div><div></div><div></div></div> :Strength of association with engagement</div>									
B40. I feel that the Department as a whole is managed well	<div><div></div><div>28</div></div>	<div><div></div><div>34</div></div>	<div><div></div><div>25</div></div>	<div><div></div><div>10</div></div>	31%	-2 ✧	-11 ✧	-26 ✧	
B41. SCS in the Department are sufficiently visible	<div><div>7</div><div>41</div></div>	<div><div></div><div>28</div></div>	<div><div></div><div>18</div></div>	<div><div></div><div>7</div></div>	47%	-6 ✧	-1	-13 ✧	
B42. I believe the actions of SCS are consistent with the Department's values	<div><div>5</div><div>34</div></div>	<div><div></div><div>40</div></div>	<div><div></div><div>14</div></div>	<div><div></div><div>7</div></div>	39%	-2 ✧	-3 ✧	-15 ✧	
B43. I believe that the Departmental Board has a clear vision for the future of the Department	<div><div></div><div>21</div></div>	<div><div></div><div>49</div></div>	<div><div></div><div>17</div></div>	<div><div></div><div>10</div></div>	24%	-3 ✧	-15 ✧	-27 ✧	
B44. Overall, I have confidence in the decisions made by the Department's SCS	<div><div>4</div><div>29</div></div>	<div><div></div><div>40</div></div>	<div><div></div><div>17</div></div>	<div><div></div><div>9</div></div>	33%	0	-6 ✧	-18 ✧	
B45. I feel that change is managed well in the Department	<div><div></div><div>17</div></div>	<div><div></div><div>28</div></div>	<div><div></div><div>33</div></div>	<div><div></div><div>20</div></div>	18%	0	-11 ✧	-20 ✧	
B46. When changes are made in the Department they are usually for the better	<div><div></div><div>12</div></div>	<div><div></div><div>42</div></div>	<div><div></div><div>29</div></div>	<div><div></div><div>15</div></div>	14%	+2 ✧	-11 ✧	-22 ✧	
B47. The Department keeps me informed about matters that affect me	<div><div>4</div><div>45</div></div>	<div><div></div><div>28</div></div>	<div><div></div><div>15</div></div>	<div><div></div><div>8</div></div>	49%	-3 ✧	-7 ✧	-15 ✧	
B48. I have the opportunity to contribute my views before decisions are made that affect me	<div><div></div><div>27</div></div>	<div><div></div><div>33</div></div>	<div><div></div><div>25</div></div>	<div><div></div><div>12</div></div>	30%	-7 ✧	-5 ✧	-12 ✧	
B49. I think it is safe to challenge the way things are done in the Department	<div><div></div><div>28</div></div>	<div><div></div><div>37</div></div>	<div><div></div><div>21</div></div>	<div><div></div><div>11</div></div>	31%	-3 ✧	-10 ✧	-16 ✧	

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

	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2012</div></div>	<div><div>Difference from CS High Performers</div></div>
Engagement									
B50. I am proud when I tell others I am part of the Department	9	39	36	13	4	48%	+1	-5 ✧	-16 ✧
B51. I would recommend the Department as a great place to work	5	30	36	20	8	36%	+1	-11 ✧	-22 ✧
B52. I feel a strong personal attachment to the Department	8	33	33	20	6	41%	-2	-3 ✧	-11 ✧
B53. The Department inspires me to do the best in my job	5	27	42	20	6	32%	-1	-9 ✧	-17 ✧
B54. The Department motivates me to help it achieve its objectives	4	26	42	22	7	30%	+1	-8 ✧	-17 ✧
Taking action									
B55. I believe that SCS in the Department will take action on the results from this survey	5	30	32	22	11	35%	-2 ✧	-8 ✧	-19 ✧
B56. I believe that managers where I work will take action on the results from this survey	10	42	26	14	7	52%	-1	+1	-7 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	5	21	50	15	9	27%	+1	-5 ✧	-13 ✧

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave the Department as soon as possible		7%	+2 ^	-1	-2 ^
I want to leave the Department within the next 12 months		18%	+4 ^	+6 ^	+1 ^
I want to stay working for the Department for at least the next year		33%	+1	+5 ^	-1
I want to stay working for the Department for at least the next three years		41%	-6 ^	-10 ^	-18 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		6	94%	-1 ^	+5 ^	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	+2 ^	+2 ^	-5 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Department it would be investigated properly?		38	62%	-3 ^	-4 ^	-9 ^

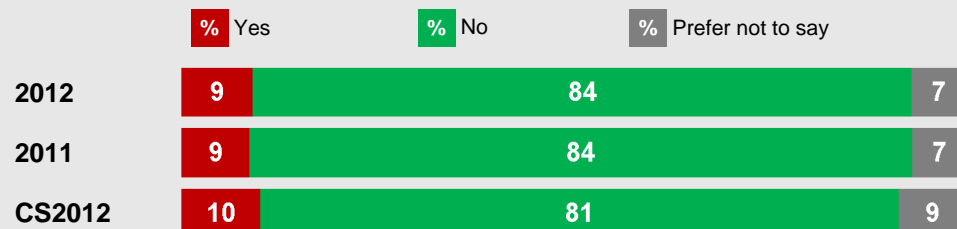
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

All questions by theme

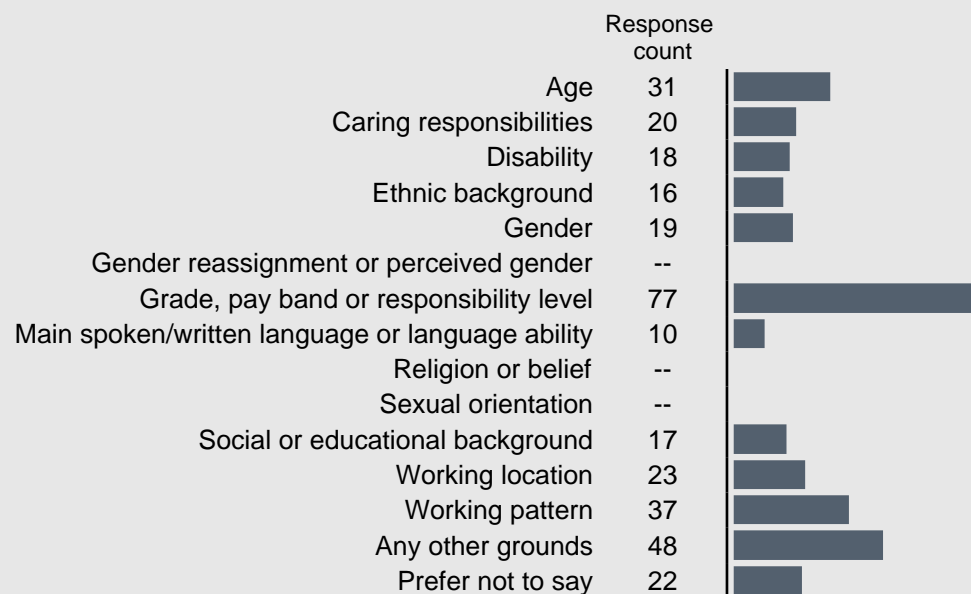
Discrimination, harassment and bullying

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



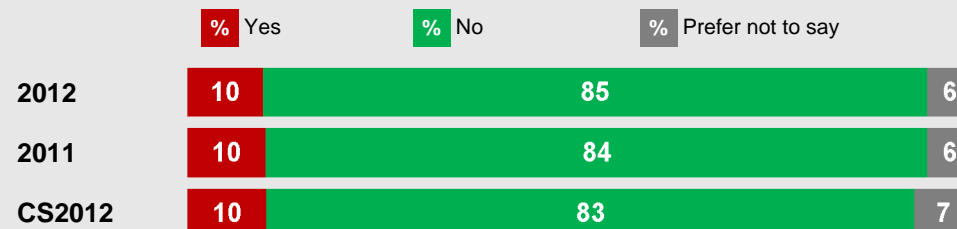
For respondents who selected 'Yes' to question E01.

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



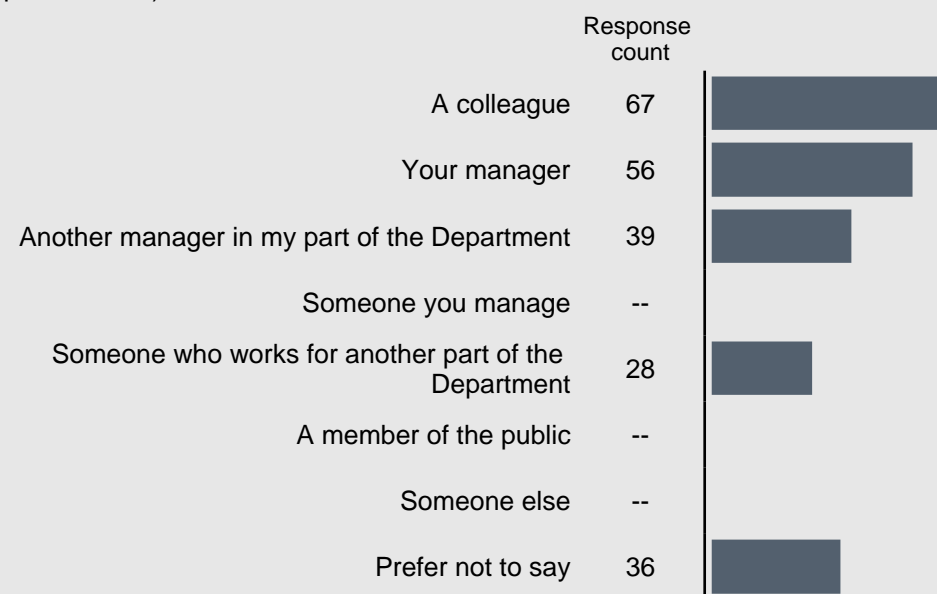
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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)



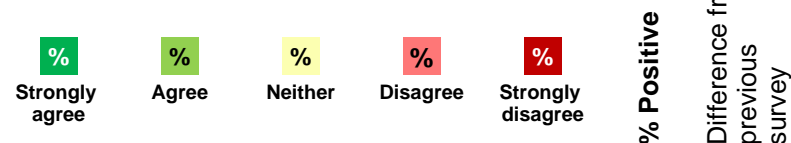
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison



DH questions

F01. The Department does a good job of improving the health and well-being of the population of England	7	55	31	6	62%	0
F02. The Department does a good job of promoting health and well-being to its staff	10	55	22	9	66%	+5 ✧
F03. The Department actively encourages employees to act sustainably when conducting their work	5	39	35	17	45%	-1
F04. Equality and diversity are actively practised in the Department	11	54	27	6	64%	0
F05. The Department is a continuously improving organisation	4	27	42	21	31%	-1
F06. Learning and development activities I have completed in the past 12 months have helped me to improve my team's performance	4	31	44	17	34%	-
F07. I review my learning and development needs with my manager on a regular basis	6	38	27	22	44%	-
F08. I feel that change is managed well in my Directorate	5	29	34	21	34%	-
F09. I feel that change is managed well in my team	10	42	30	12	53%	-
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: 40%		No: 60%		40%	-

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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✧

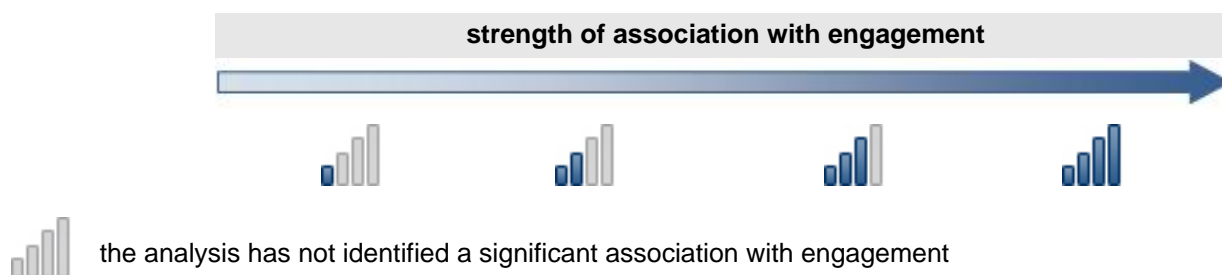
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2012 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.