

Your engagement index

61%

Difference from previous survey

+1 ✧

Difference from CS2013

+3 ✧

Difference from CS High Performers

-1 ✧

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 Cabinet Office	73%	+3 ✧	+17 ✧
B51. I would recommend the Cabinet Office as a great place to work	55%	+3 ✧	+10 ✧

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

B52. I feel a strong personal attachment to the Cabinet Office	39%	-1 ✧	-6 ✧
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Strive: motivated to do the best for the organisation...










B53. The Cabinet Office inspires me to do the best in my job	47%	+3 ✧	+4 ✧
B54. The Cabinet Office motivates me to help it achieve its objectives	41%	+2 ✧	+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 CS2013	Difference from CS High Performers
Leadership and managing change		39%	+2 ✧	-2 ✧	-12 ✧
My work		80%	+1 ✧	+6 ✧	+2 ✧
My manager		68%	+2 ✧	+1 ✧	-1 ✧
Organisational objectives and purpose		70%	0	-13 ✧	-18 ✧
Learning and development		44%	+3 ✧	-3 ✧	-10 ✧
Pay and benefits		28%	0	-2 ✧	-7 ✧
Resources and workload		72%	0	-1 ✧	-4 ✧
Inclusion and fair treatment		78%	+1 ✧	+4 ✧	0
My team		85%	+2 ✧	+6 ✧	+4 ✧




✧ = 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

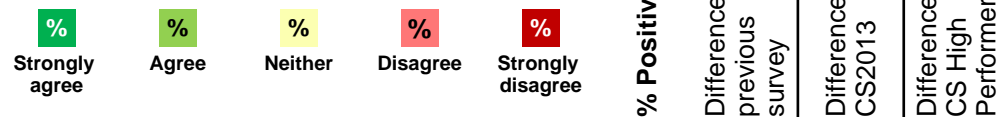
	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change		Strength of association with engagement: 	
B49. I think it is safe to challenge the way things are done in the Cabinet Office	42%	+1 ◇	+3 ◇
B41. Senior Civil Servants in the Cabinet Office are sufficiently visible	53%	+6 ◇	+2 ◇
B47. The Cabinet Office keeps me informed about matters that affect me	59%	+2 ◇	+1 ◇
B42. I believe the actions of Senior Civil Servants are consistent with the Cabinet Office's values	43%	+4 ◇	0
B44. Overall, I have confidence in the decisions made by the Cabinet Office's Senior Civil Servants	41%	+1	0
B45. I feel that change is managed well in the Cabinet Office	28%	+1	0
B48. I have the opportunity to contribute my views before decisions are made that affect me	34%	+1	-2 ◇
B46. When changes are made in the Cabinet Office they are usually for the better	25%	+2 ◇	-2 ◇
B40. I feel that the Cabinet Office as a whole is managed well	39%	+1 ◇	-4 ◇
B43. I believe that the Cabinet Office Board has a clear vision for the future of the Cabinet Office	28%	-1	-13 ◇
My work		Strength of association with engagement: 	
B04. I feel involved in the decisions that affect my work	65%	+4 ◇	+11 ◇
B05. I have a choice in deciding how I do my work	82%	+2 ◇	+9 ◇
B03. My work gives me a sense of personal accomplishment	80%	-1 ◇	+5 ◇
B01. I am interested in my work	92%	-1 ◇	+3 ◇
B02. I am sufficiently challenged by my work	80%	0	+2 ◇
My manager		Strength of association with engagement: 	
B09. My manager motivates me to be more effective in my job	72%	+3 ◇	+7 ◇
B13. Overall, I have confidence in the decisions made by my manager	78%	+3 ◇	+7 ◇
B14. My manager recognises when I have done my job well	82%	+3 ◇	+5 ◇
B11. My manager is open to my ideas	84%	+2 ◇	+5 ◇
B10. My manager is considerate of my life outside work	85%	+1 ◇	+4 ◇
B18. Poor performance is dealt with effectively in my team	41%	+2 ◇	+3 ◇
B16. The feedback I receive helps me to improve my performance	62%	+1 ◇	+2 ◇
B15. I receive regular feedback on my performance	62%	+1 ◇	-2 ◇
B17. I think that my performance is evaluated fairly	60%	0	-3 ◇
B12. My manager helps me to understand how I contribute to the Cabinet Office's objectives	57%	+1 ◇	-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



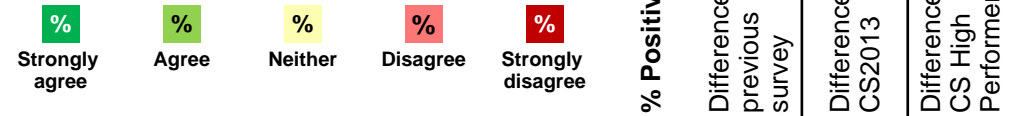
My work									
:Strength of association with engagement									
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	53	40	5			92%	-1 ◇	+3 ◇	0 ◇
B02. I am sufficiently challenged by my work	40	40	9	9		80%	0	+2 ◇	-1 ◇
B03. My work gives me a sense of personal accomplishment	35	45	11	7		80%	-1 ◇	+5 ◇	+1 ◇
B04. I feel involved in the decisions that affect my work	21	44	15	15	5	65%	+4 ◇	+11 ◇	+4 ◇
B05. I have a choice in deciding how I do my work	34	48	10	7		82%	+2 ◇	+9 ◇	+5 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the Cabinet Office's purpose	18	55	17	8		73%	0	-12 ◇	-17 ◇
B07. I have a clear understanding of the Cabinet Office's objectives	14	49	23	11		63%	0	-17 ◇	-22 ◇
B08. I understand how my work contributes to the Cabinet Office's objectives	23	50	17	7		73%	0	-9 ◇	-13 ◇

All questions 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	29	44	14	9	4	72%	+3 ◇	+7 ◇	+2 ◇
B10. My manager is considerate of my life outside work	46	39	9	4		85%	+1 ◇	+4 ◇	+1 ◇
B11. My manager is open to my ideas	43	41	9	5		84%	+2 ◇	+5 ◇	+2 ◇
B12. My manager helps me to understand how I contribute to the Cabinet Office's objectives	18	39	27	13		57%	+1 ◇	-5 ◇	-9 ◇
B13. Overall, I have confidence in the decisions made by my manager	36	42	12	7		78%	+3 ◇	+7 ◇	+2 ◇
B14. My manager recognises when I have done my job well	37	45	10	5		82%	+3 ◇	+5 ◇	+2 ◇
B15. I receive regular feedback on my performance	19	43	20	13	5	62%	+1 ◇	-2 ◇	-6 ◇
B16. The feedback I receive helps me to improve my performance	20	42	24	10	4	62%	+1 ◇	+2 ◇	-3 ◇
B17. I think that my performance is evaluated fairly	18	42	24	10	6	60%	0	-3 ◇	-6 ◇
B18. Poor performance is dealt with effectively in my team	11	31	39	13	6	41%	+2 ◇	+3 ◇	-1 ◇

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	45	43	7	4		88%	+2 ◇	+5 ◇	+3 ◇
B20. The people in my team work together to find ways to improve the service we provide	41	44	9	5		85%	+1 ◇	+5 ◇	+2 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	37	44	12	6		81%	+2 ◇	+8 ◇	+5 ◇

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

Learning and development

: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
B22. I am able to access the right learning and development opportunities when I need to	13	44	26	13	4	56%	+3 ◇	-5 ◇	-8 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	31	41	14	5	40%	+4 ◇	-7 ◇	-13 ◇
B24. There are opportunities for me to develop my career in the Cabinet Office	11	33	29	17	10	44%	+3 ◇	+6 ◇	-3 ◇
B25. Learning and development activities I have completed while working for the Cabinet Office are helping me to develop my career	9	27	41	15	7	37%	+1 ◇	-5 ◇	-12 ◇

Inclusion and fair treatment

: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
B26. I am treated fairly at work	32	50	10	5		82%	+1 ◇	+4 ◇	+1 ◇
B27. I am treated with respect by the people I work with	38	49	7	4		87%	+1 ◇	+3 ◇	+1 ◇
B28. I feel valued for the work I do	27	43	15	10	5	70%	0	+7 ◇	+2 ◇
B29. I think that the Cabinet Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	46	16	7		73%	+4 ◇	0	-5 ◇

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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	28	54	10	7		81%	+2 ◇	-2 ◇	-5 ◇
B31. I get the information I need to do my job well	18	51	16	11		70%	+1 ◇	+1 ◇	-3 ◇
B32. I have clear work objectives	20	51	16	10		71%	0	-4 ◇	-9 ◇
B33. I have the skills I need to do my job effectively	34	57	7			90%	0	+2 ◇	0
B34. I have the tools I need to do my job effectively	18	50	15	13	4	68%	-1 ◇	-3 ◇	-8 ◇
B35. I have an acceptable workload	11	51	16	14	6	63%	-1 ◇	+3 ◇	-2 ◇
B36. I achieve a good balance between my work life and my private life	17	47	16	14	6	64%	0	-4 ◇	-8 ◇

Pay and benefits

: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
B37. I feel that my pay adequately reflects my performance	4	25	21	29	21	29%	-1 ◇	0	-7 ◇
B38. I am satisfied with the total benefits package	4	27	24	26	19	31%	+1	-1 ◇	-7 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	19	18	30	29	23%	-1 ◇	-2 ◇	-9 ◇

All questions by theme

This section shows the results for each question in the survey, 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 Cabinet Office as a whole is managed well	5	34	35	19	7	39%	+1 ◇	-4 ◇	-17 ◇
B41. Senior Civil Servants in the Cabinet Office are sufficiently visible	11	42	25	17	5	53%	+6 ◇	+2 ◇	-9 ◇
B42. I believe the actions of Senior Civil Servants are consistent with the Cabinet Office's values	7	36	40	11	6	43%	+4 ◇	0	-12 ◇
B43. I believe that the Cabinet Office Board has a clear vision for the future of the Cabinet Office	5	23	55	11	6	28%	-1	-13 ◇	-27 ◇
B44. Overall, I have confidence in the decisions made by the Cabinet Office's Senior Civil Servants	6	35	41	12	6	41%	+1	0	-10 ◇
B45. I feel that change is managed well in the Cabinet Office		26	40	23	8	28%	+1	0	-11 ◇
B46. When changes are made in the Cabinet Office they are usually for the better		22	51	17	7	25%	+2 ◇	-2 ◇	-10 ◇
B47. The Cabinet Office keeps me informed about matters that affect me	6	53	26	11	4	59%	+2 ◇	+1 ◇	-5 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	30	34	24	8	34%	+1	-2 ◇	-9 ◇
B49. I think it is safe to challenge the way things are done in the Cabinet Office	7	35	33	16	9	42%	+1 ◇	+3 ◇	-6 ◇

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 Cabinet Office	27	46	20	5	73%	+3 ◇	+17 ◇	+8 ◇	
B51. I would recommend the Cabinet Office as a great place to work	16	39	27	13	55%	+3 ◇	+10 ◇	0 ◇	
B52. I feel a strong personal attachment to the Cabinet Office	13	27	32	22	39%	-1 ◇	-6 ◇	-13 ◇	
B53. The Cabinet Office inspires me to do the best in my job	13	34	32	16	47%	+3 ◇	+4 ◇	-3 ◇	
B54. The Cabinet Office motivates me to help it achieve its objectives	10	30	36	17	41%	+2 ◇	+1 ◇	-7 ◇	
Taking action									
B55. I believe that Senior Civil Servants in the Cabinet Office will take action on the results from this survey	7	36	31	16	44%	-2 ◇	+1 ◇	-8 ◇	
B56. I believe that managers where I work will take action on the results from this survey	19	41	21	12	60%	-3 ◇	+6 ◇	+1 ◇	
B57. Where I work, I think effective action has been taken on the results of the last survey	11	26	44	13	36%	+2 ◇	+3 ◇	-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
Organisational Culture									
B58. I am trusted to carry out my job effectively	38	52	5	4		90%	+3 ◇	+2 ◇	0
B59. I believe I would be supported if I try a new idea, even if it may not work	26	51	13	7		78%	+7 ◇	+11 ◇	+7 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	24	50	16	6		75%	+4 ◇	+10 ◇	+5 ◇
B61. When I talk about the Cabinet Office I say "we" rather than "they"	24	43	19	10		68%	-10 ◇	0	-8 ◇
B62. I have some really good friendships at work	29	46	18	6		75%	+3 ◇	-1 ◇	-4 ◇

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?	12	20	54	14	68%	+1 ◇	+5 ◇	+1 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	19	51	21	73%	0	+3 ◇	0
W03. Overall, how happy did you feel yesterday?	16	22	45	16	62%	-2 ◇	+2 ◇	-1 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	19	25	21	35	44%	-6 ◇	-6 ◇	-9 ◇

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 CS2013	Difference from CS High Performers
I want to leave the Cabinet Office as soon as possible		9%	+2 ^	+1 ^	-1 ^
I want to leave the Cabinet Office within the next 12 months		23%	+3 ^	+10 ^	+7 ^
I want to stay working for the Cabinet Office for at least the next year		43%	-1	+12 ^	+8 ^
I want to stay working for the Cabinet Office for at least the next three years		26%	-3 ^	-22 ^	-32 ^

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?		6	94%	-1 ^	+5 ^	0 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		41	59%	-2 ^	-5 ^	-11 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Cabinet Office it would be investigated properly?		28	72%	+1 ^	+5 ^	-1 ^

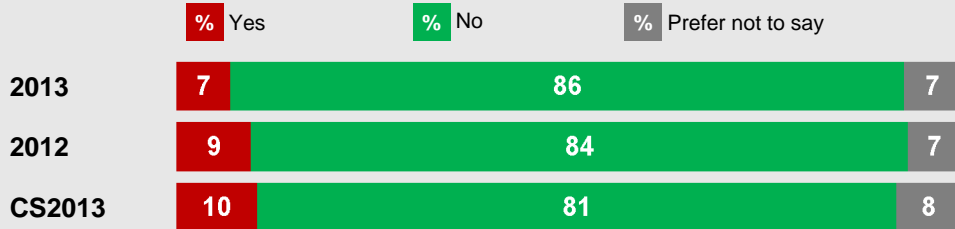
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

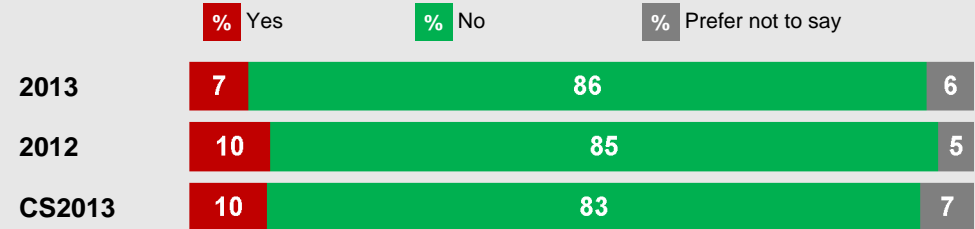
All questions by theme

Discrimination, harassment and bullying

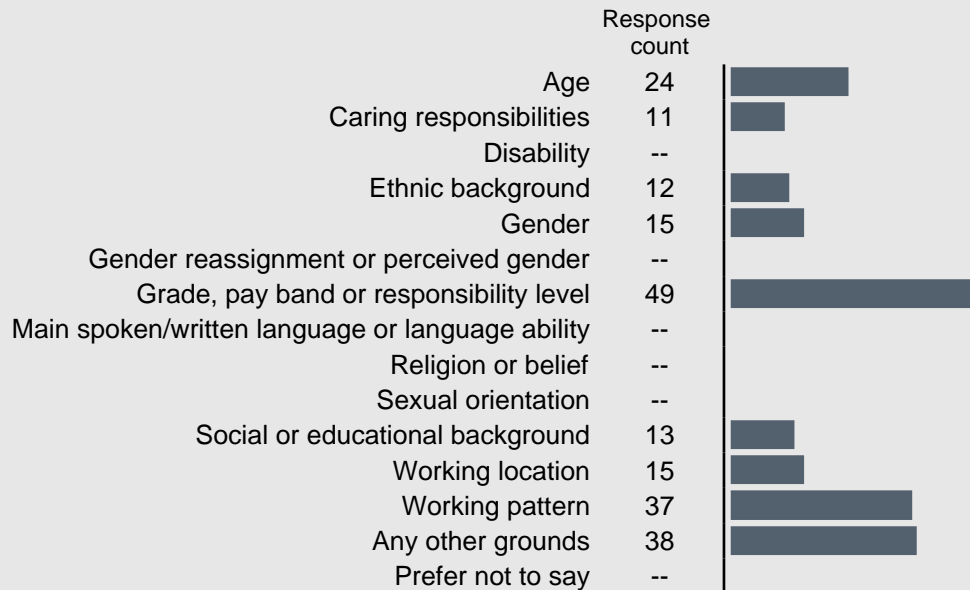
E01. During the past 12 months, have you personally experienced discrimination at work?



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

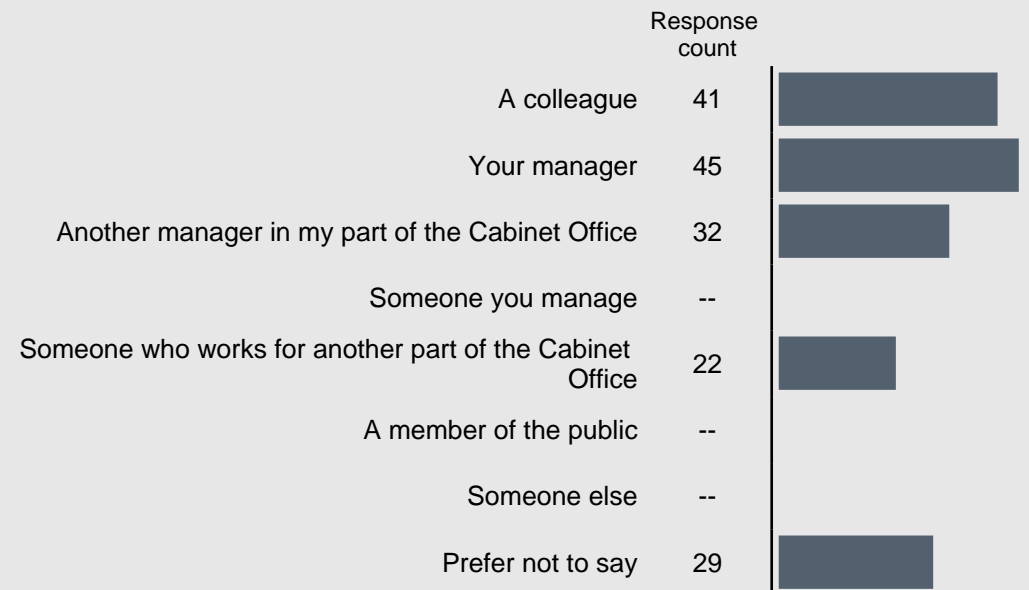


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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 '--'

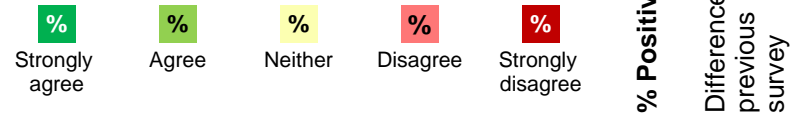
All questions by theme

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. Cabinet Office practices what it preaches	35		38	17	7	38%	-
F02. Cabinet Office feels joined up	15	26	39	18		17%	-
F03. The Cabinet Office Executive Management Committee provides effective leadership	21		56	12	8	23%	-2 ◇
F04. The Cabinet Office Executive Management Committee champions the vision of a better Department	4	27	52	11	7	31%	-
F05. My manager encourages me to make time for learning and development	20	45	21	11	4	65%	-
F06. In the past 12 months I have been able to take sufficient time to focus on my learning and development needs	10	31	26	24	9	41%	-
F07. The amount of stress I experience in my job seriously reduces my effectiveness*	5	17	29	39	10	49%	+2 ◇
F08. Cabinet Office leaders are held accountable for the value for money resulting from their decisions	4	30	46	14	7	34%	-
F09. In the past 12 months I have volunteered or given unpaid help to a club, group or organisation	Yes: 48%		No: 52%			48%	-
F10. I am confident that if I raised a grievance as a result of discrimination, bullying or harassment it would be investigated properly	18	47	21	9	6	65%	+1

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: ✦

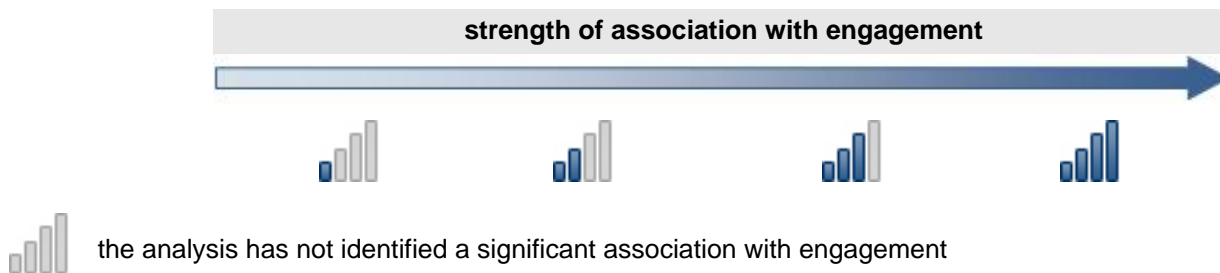
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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