



Returns : 418

Response rate : 91%

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

60%

Difference from
previous survey +9 ✧

Difference from
CS2014 +1 ✧

Difference from CS
High Performers -4 ✧

My work

78%

Difference from
previous survey +6 ✧

Difference from
CS2014 +3 ✧

Difference from CS
High Performers -1

Organisational objectives and purpose

84%

Difference from
previous survey +15 ✧

Difference from
CS2014 +1

Difference from CS
High Performers -4 ✧

My manager

67%

Difference from
previous survey +2

Difference from
CS2014 -1

Difference from CS
High Performers -4 ✧

My team

80%

Difference from
previous survey +2

Difference from
CS2014 +1 ✧

Difference from CS
High Performers -2 ✧

Learning and development

40%

Difference from
previous survey +12 ✧

Difference from
CS2014 -9 ✧

Difference from CS
High Performers -15 ✧

Inclusion and fair treatment

78%

Difference from
previous survey +4 ✧

Difference from
CS2014 +2 ✧

Difference from CS
High Performers -1

Resources and workload

69%

Difference from
previous survey +6 ✧

Difference from
CS2014 -5 ✧

Difference from CS
High Performers -8 ✧

Pay and benefits

25%

Difference from
previous survey +1

Difference from
CS2014 -3 ✧

Difference from CS
High Performers -10 ✧

Leadership and Managing Change

49%










Difference from
previous survey +19 ✧

Difference from
CS2014 +6 ✧

Difference from CS
High Performers 0

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		49%	+19 ✧	+6 ✧	0
My work		78%	+6 ✧	+3 ✧	-1
My manager		67%	+2	-1	-4 ✧
My team		80%	+2	+1 ✧	-2 ✧
Learning and development		40%	+12 ✧	-9 ✧	-15 ✧
Pay and benefits		25%	+1	-3 ✧	-10 ✧
Organisational objectives and purpose		84%	+15 ✧	+1	-4 ✧
Inclusion and fair treatment		78%	+4 ✧	+2 ✧	-1
Resources and workload		69%	+6 ✧	-5 ✧	-8 ✧

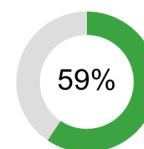


Strength of association with engagement

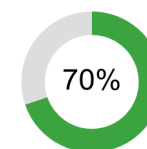


Statistically significant difference from comparison

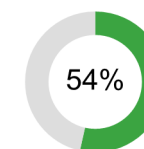
Wellbeing



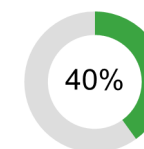
Overall, how satisfied are you with your life nowadays?



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

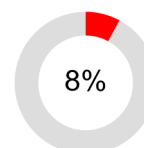


Overall, how happy did you feel yesterday?

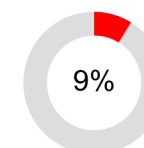


No or low anxiety yesterday

Discrimination, bullying and harassment

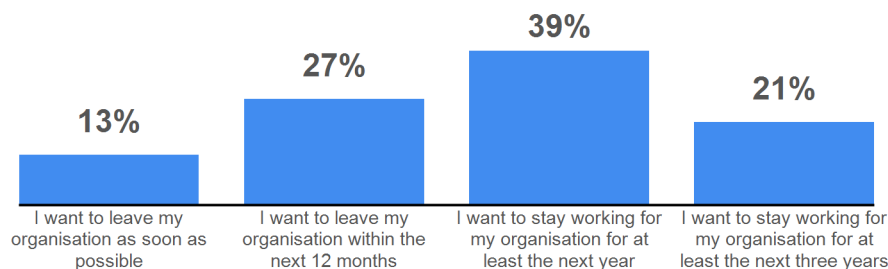


During the past 12 months have you personally experienced discrimination at work?



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

78% +6

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



91%

+4 ◇

+2 ◇

-1 ◇

B02 I am sufficiently challenged by my work



77%

+2

-2 ◇

-5 ◇

B03 My work gives me a sense of personal accomplishment



78%

+7 ◇

+2 ◇

-1

B04 I feel involved in the decisions that affect my work



64%

+9 ◇

+7 ◇

+2 ◇

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



79%

+5 ◇

+5 ◇

0

Organisational objectives and purpose

84% +15

Difference
from
previous
survey



Strength of
association with
engagement



B06 I have a clear understanding of my organisation's purpose



85%

+14 ◇

-1

-6 ◇

B07 I have a clear understanding of my organisation's objectives



81%

+19 ◇

+1

-4 ◇

B08 I understand how my work contributes to my organisation's objectives



85%

+11 ◇

+2 ◇

-3 ◇



All questions by theme

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

My manager

67% +2

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	21	48	17	12	68%	+2	0	-3 ♦
B10	My manager is considerate of my life outside work	38	45	10	5	83%	+2	+2 ♦	-3 ♦
B11	My manager is open to my ideas	36	47	10	5	84%	+3 ♦	+4 ♦	-1
B12	My manager helps me to understand how I contribute to my organisation's objectives	19	45	23	10	64%	+6 ♦	0	-5 ♦
B13	Overall, I have confidence in the decisions made by my manager	32	42	12	10	75%	-3	+1 ♦	-3 ♦
B14	My manager recognises when I have done my job well	32	49	10	6	81%	+2	+4 ♦	0
B15	I receive regular feedback on my performance	16	40	22	16	57%	-1	-8 ♦	-12 ♦
B16	The feedback I receive helps me to improve my performance	18	41	26	11	59%	+5 ♦	-2 ♦	-7 ♦
B17	I think that my performance is evaluated fairly	19	44	25	8	63%	+5 ♦	0	-4 ♦
B18	Poor performance is dealt with effectively in my team	8	28	47	13	36%	-2	-4 ♦	-7 ♦

My team

80% +2

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	34	48	11	6	83%	-1	-1 ♦	-4 ♦
B20	The people in my team work together to find ways to improve the service we provide	31	51	12	6	82%	+1	+2 ♦	-1
B21	The people in my team are encouraged to come up with new and better ways of doing things	26	50	15	7	76%	+5 ♦	+2 ♦	-2 ♦



All questions by theme

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

Learning and development

40% **+12**

Difference
from
previous
survey



Strength of
association with
engagement



% 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	8	38	33	15	5	47%	+10 ♦	-16 ♦	-20 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	31	47	14		37%	+11 ♦	-14 ♦	-20 ♦
B24	There are opportunities for me to develop my career in my organisation	9	33	27	20	11	41%	+14 ♦	0	-8 ♦
B25	Learning and development activities I have completed while working for my organisation are helping me to develop my career	6	30	42	15	7	36%	+14 ♦	-7 ♦	-13 ♦

Inclusion and fair treatment

78% **+4**

Difference
from
previous
survey



Strength of
association with
engagement



B26	I am treated fairly at work	25	56	11	5		81%	+6 ♦	+2 ♦	-1 ♦
B27	I am treated with respect by the people I work with	30	53	11	5		83%	-3	-1 ♦	-4 ♦
B28	I feel valued for the work I do	22	47	17	11		69%	+7 ♦	+5 ♦	0
B29	I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	25	52	14			78%	+7 ♦	+4 ♦	0



All questions by theme

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

Resources and workload

69% +6

Difference
from
previous
survey



Strength of
association with
engagement



% 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	20	63	9	7	83%	+9 ♦	-1	-4 ♦
B31	I get the information I need to do my job well	14	53	18	12	68%	+8 ♦	-2 ♦	-6 ♦
B32	I have clear work objectives	16	48	19	13	64%	0	-11 ♦	-15 ♦
B33	I have the skills I need to do my job effectively	28	60	10	2	87%	+6 ♦	-2 ♦	-4 ♦
B34	I have the tools I need to do my job effectively	15	55	18	10	70%	+9 ♦	-2 ♦	-6 ♦
B35	I have an acceptable workload	8	43	20	19	51%	+9 ♦	-8 ♦	-15 ♦
B36	I achieve a good balance between my work life and my private life	11	46	19	17	56%	+5 ♦	-10 ♦	-18 ♦

Pay and benefits

25% +1

Difference
from
previous
survey



Strength of
association with
engagement



B37	I feel that my pay adequately reflects my performance	24	17	30	25	28%	+2	-2 ♦	-8 ♦
B38	I am satisfied with the total benefits package	23	26	27	21	26%	0	-6 ♦	-14 ♦
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	16	16	31	33	20%	+1	-4 ♦	-11 ♦

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Civil Service People Survey 2014

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Leadership and Managing Change

49% +19

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 my organisation as a whole is managed well	9	42	27	17	5	51%	+23 ♦	+5 ♦	-5 ♦
B41	The Senior Leadership Team in my organisation are sufficiently visible	16	49	17	13	6	65%	+23 ♦	+12 ♦	+2 ♦
B42	I believe the actions of the Senior Leadership Team are consistent with my organisation's values	13	43	30	11		55%	+18 ♦	+8 ♦	0
B43	I believe that the Executive Board has a clear vision for the future of my organisation	9	29	39	17	6	38%	+16 ♦	-6 ♦	-15 ♦
B44	Overall, I have confidence in the decisions made by my organisation's senior managers	10	41	30	14	5	51%	+22 ♦	+8 ♦	0
B45	I feel that change is managed well in my organisation	5	31	32	25	7	36%	+16 ♦	+4 ♦	-3 ♦
B46	When changes are made in my organisation they are usually for the better		29	41	20	5	34%	+18 ♦	+4 ♦	-3 ♦
B47	My organisation keeps me informed about matters that affect me	10	61	18	8		71%	+20 ♦	+13 ♦	+7 ♦
B48	I have the opportunity to contribute my views before decisions are made that affect me	7	40	32	16	6	46%	+16 ♦	+11 ♦	+3 ♦
B49	I think it is safe to challenge the way things are done in my organisation	7	41	30	16	6	48%	+16 ♦	+7 ♦	0

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Civil Service People Survey 2014

All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of my organisation	20	45	22	11		65%	+12 ♦	+6 ♦	-1
B51 I would recommend my organisation as a great place to work	15	32	29	19	6	47%	+16 ♦	-2 ♦	-13 ♦
B52 I feel a strong personal attachment to my organisation	17	31	28	18	6	48%	+8 ♦	+1	-6 ♦
B53 My organisation inspires me to do the best in my job	13	34	31	17	5	47%	+14 ♦	+2 ♦	-4 ♦
B54 My organisation motivates me to help it achieve its objectives	13	32	31	18	7	45%	+17 ♦	+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 Leadership Team in my organisation will take action on the results from this survey	10	44	26	13	7	54%	+23 ♦	+9 ♦	0
B56 I believe that managers where I work will take action on the results from this survey	11	45	25	13	6	56%	+14 ♦	0	-5 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	5	21	54	13	7	26%	+13 ♦	-9 ♦	-14 ♦



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	29	62	6			91%	+5 ♦	+2 ♦	0
B59 I believe I would be supported if I try a new idea, even if it may not work	14	56	21	7		70%	+6 ♦	+2 ♦	-2 ♦
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	15	56	20	5		71%	+5 ♦	+6 ♦	+1
B61 When I talk about my organisation I say "we" rather than "they"	23	54	15	6		77%	+9 ♦	+8 ♦	-2 ♦
B62 I have some really good friendships at work	21	46	24	6		67%	+1	-8 ♦	-12 ♦

Returns : 418

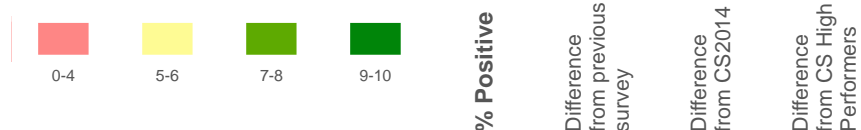
Response rate : 91%

Civil Service People Survey 2014

All questions by theme

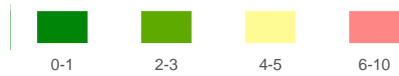
♦ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

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?	15	25	51	9	59%	+5 ♦	-4 ♦	-7 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	18	55	15	70%	+10 ♦	0	-3 ♦
W03 Overall, how happy did you feel yesterday?	22	25	41	12	54%	0	-7 ♦	-10 ♦
								
W04 Overall, how anxious did you feel yesterday?	14	26	25	35	40%	-2	-10 ♦	-13 ♦



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 your organisation?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave my organisation as soon as possible		13%	-5 ◇	+5	+3 ◇
I want to leave my organisation within the next 12 months		27%	+4	+13 ◇	+9 ◇
I want to stay working for my organisation for at least the next year		39%	+1	+8 ◇	+2 ◇
I want to stay working for my organisation for at least the next three years		21%	0	-25 ◇	-33 ◇

The Civil Service Code

Differences are based on '% Yes' score

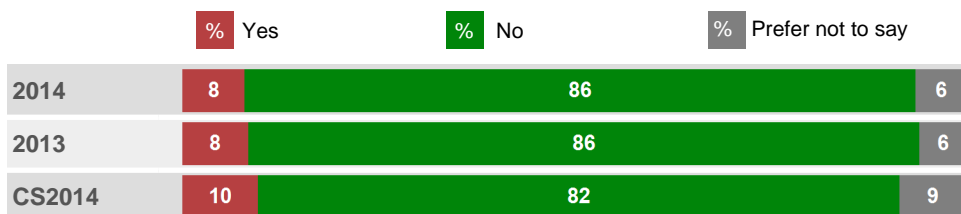
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	-2 ◇	+3 ◇	-1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		38	62%	+1	-2 ◇	-9 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in your organisation it would be investigated properly?		30	70%	+6 ◇	+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?



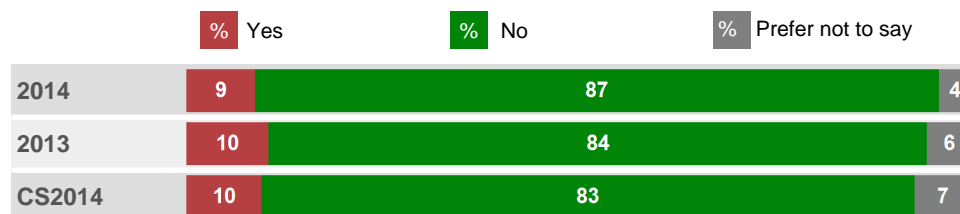
For respondents who selected 'Yes' to question E01.

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	--	
Main spoken/written language or language ability	--	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	--	
Working location	--	
Working pattern	14	
Any other grounds	--	
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?



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	--	
Your manager	12	
Another manager in my part of your organisation	10	
Someone you manage	--	
Someone who works for another part of your organisation	--	
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 Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2013 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2014 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2014 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association
with engagement



the analysis has not identified a
significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.