

Returns : 1,715

Response rate : 71%

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.



Returns : 1,715

Response rate : 71%

Civil Service People Survey 2014

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		44%	+1	+1	-6 ✧
My work		77%	0	+1 ✧	-2 ✧
My manager		67%	+1	-1	-4 ✧
Pay and benefits		40%	-3 ✧	+12 ✧	+5 ✧
Learning and development		49%	+2	-1	-6 ✧
Resources and workload		70%	-2 ✧	-4 ✧	-7 ✧
Organisational objectives and purpose		85%	+1	+2 ✧	-2 ✧
Inclusion and fair treatment		76%	+3 ✧	+1	-2 ✧
My team		81%	+2 ✧	+2 ✧	-2 ✧

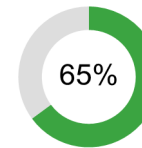


Strength of association with engagement

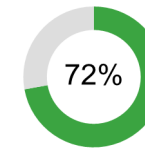


Statistically significant difference from comparison

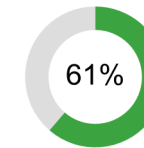
Wellbeing



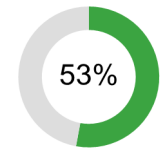
Overall, how satisfied are you with your life nowadays?



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

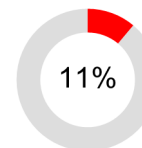


Overall, how happy did you feel yesterday?

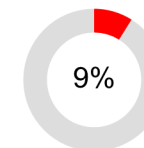


No or low anxiety yesterday

Discrimination, bullying and harassment

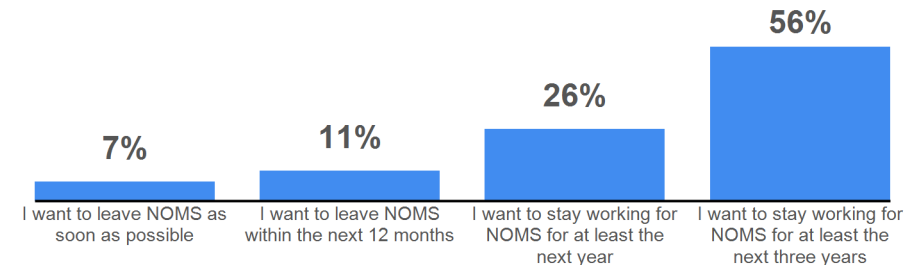


During the past 12 months have you personally experienced discrimination at work?



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

77% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	52	40	5	1	1	92%	-1	+2 ◆	-1 ◆
B02 I am sufficiently challenged by my work	42	39	10	8	1	81%	-1	+2 ◆	-2 ◆
B03 My work gives me a sense of personal accomplishment	35	44	10	8	1	79%	+1	+4 ◆	+1
B04 I feel involved in the decisions that affect my work	17	40	19	17	7	57%	+2	+1	-5 ◆
B05 I have a choice in deciding how I do my work	28	47	13	7	5	75%	-2 ◆	+1	-4 ◆

Organisational objectives and purpose

85% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of NOMS' purpose^	31	55	8	1	1	87%	+1	+1	-4 ◆
B07 I have a clear understanding of NOMS' objectives^	29	55	11	1	1	84%	+1	+3 ◆	-2 ◆
B08 I understand how my work contributes to NOMS' objectives^	32	53	9	1	1	85%	+1	+1 ◆	-3 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

My manager

67% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% 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	27	41	16	10	5	68%	+3 ◇	0	-3 ◇
B10	My manager is considerate of my life outside work	41	40	12	5	2	81%	+2 ◇	0	-4 ◇
B11	My manager is open to my ideas	39	41	13	5	2	80%	0	0	-5 ◇
B12	My manager helps me to understand how I contribute to NOMS' objectives^	22	41	23	9	5	64%	+2	-1	-5 ◇
B13	Overall, I have confidence in the decisions made by my manager	32	42	15	6	5	74%	+3 ◇	+1	-3 ◇
B14	My manager recognises when I have done my job well	33	43	15	7	2	75%	-1	-2 ◇	-5 ◇
B15	I receive regular feedback on my performance	23	40	19	14	5	63%	0	-3 ◇	-6 ◇
B16	The feedback I receive helps me to improve my performance	22	38	25	10	5	61%	+3 ◇	0	-5 ◇
B17	I think that my performance is evaluated fairly	22	42	22	9	5	64%	0	+1	-3 ◇
B18	Poor performance is dealt with effectively in my team	11	28	38	15	9	38%	0	-1	-5 ◇

My team

81% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	37	48	10	3	2	84%	+2 ◇	0	-2 ◇
B20	The people in my team work together to find ways to improve the service we provide	34	48	11	5	2	82%	+2 ◇	+2 ◇	-1 ◇
B21	The people in my team are encouraged to come up with new and better ways of doing things	32	45	14	7	2	77%	+1	+3 ◇	-1 ◇



All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Learning and development

49% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	13	43	25	14	5	56%	0	-6 ◇	-11 ◇
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	33	34	14	6	46%	-1	-5 ◇	-11 ◇
B24	There are opportunities for me to develop my career in NOMS^	12	33	25	18	12	45%	+7 ◇	+3 ◇	-4 ◇
B25	Learning and development activities I have completed while working for NOMS are helping me to develop my career^	13	34	29	15	8	47%	+1	+4 ◇	-2 ◇

Inclusion and fair treatment

76% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	29	50	11	6		79%	+1	0	-3 ◇
B27	I am treated with respect by the people I work with	33	52	9			85%	+1	+1	-2 ◇
B28	I feel valued for the work I do	23	43	18	11	6	66%	+3 ◇	+1	-4 ◇
B29	I think that NOMS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)^	25	51	15	6		76%	+6 ◇	+2 ◇	-2 ◇

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Resources and workload

70% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	27	54	10	7		81%	-1	-3 ◆	-6 ◆
B31 I get the information I need to do my job well	18	48	18	13		66%	-2	-4 ◆	-8 ◆
B32 I have clear work objectives	22	51	14	10		74%	-2 ◆	-2 ◆	-5 ◆
B33 I have the skills I need to do my job effectively	29	59	9			88%	0	-1	-3 ◆
B34 I have the tools I need to do my job effectively	15	45	15	18	7	60%	-8 ◆	-12 ◆	-16 ◆
B35 I have an acceptable workload	10	47	17	18	8	57%	0	-2 ◆	-9 ◆
B36 I achieve a good balance between my work life and my private life	16	47	16	15	6	63%	-1	-3 ◆	-11 ◆

Pay and benefits

40% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	6	36	20	23	15	42%	-3 ◆	+13 ◆	+6 ◆
B38 I am satisfied with the total benefits package	6	36	25	21	12	42%	-2	+10 ◆	+2 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	29	21	26	17	36%	-4 ◆	+11 ◆	+4 ◆



All questions by theme

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Leadership and Managing Change

44% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40 I feel that NOMS as a whole is managed well [^]	9	42	27	16	6	52%	0	+6 ◆	-4 ◆
B41 Senior management in NOMS are sufficiently visible [^]	12	44	22	16	6	56%	0	+3 ◆	-6 ◆
B42 I believe the actions of senior management are consistent with NOMS' values [^]	11	43	30	10	5	54%	0	+7 ◆	-1 ◆
B43 I believe that the NOMS Management Board has a clear vision for the future of NOMS [^]	10	39	36	10	5	49%	-2 ◆	+5 ◆	-3 ◆
B44 Overall, I have confidence in the decisions made by NOMS' senior management [^]	9	37	32	15	6	47%	+2 ◆	+3 ◆	-4 ◆
B45 I feel that change is managed well in NOMS [^]	5	25	28	30	12	30%	0	-1 ◆	-8 ◆
B46 When changes are made in NOMS they are usually for the better [^]	20	38	27	11		23%	+3 ◆	-6 ◆	-14 ◆
B47 NOMS keeps me informed about matters that affect me [^]	7	50	26	13		57%	-1	-1	-7 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	5	28	29	26	12	33%	+2 ◆	-2 ◆	-10 ◆
B49 I think it is safe to challenge the way things are done in NOMS [^]	6	31	30	21	11	38%	+2	-3 ◆	-10 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

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 NOMS [^]	14	40	31	10	7	55%	-1	-4 ◆	-11 ◆
B51 I would recommend NOMS as a great place to work [^]	9	29	34	20	7	39%	+6 ◆	-10 ◆	-21 ◆
B52 I feel a strong personal attachment to NOMS [^]	15	34	29	16	6	49%	-3 ◆	+1	-5 ◆
B53 NOMS inspires me to do the best in my job [^]	10	30	37	16	7	40%	-3 ◆	-5 ◆	-11 ◆
B54 NOMS motivates me to help it achieve its objectives [^]	9	31	36	18	7	39%	+2 ◆	-4 ◆	-10 ◆

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 senior management in NOMS will take action on the results from this survey [^]	9	34	28	18	10	43%	+5 ◆	-2 ◆	-11 ◆
B56 I believe that managers where I work will take action on the results from this survey	13	37	24	16	9	50%	+3 ◆	-5 ◆	-11 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	9	23	43	16	10	31%	+1	-3 ◆	-9 ◆



All questions by theme

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^ 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	35	53	6			88%	-1	0	-2 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	24	46	17	9		70%	+1	+2 ◆	-2 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	21	47	22	7		68%	0	+3 ◆	-3 ◆
B61 When I talk about NOMS I say "we" rather than "they" ^	21	45	22	9		66%	0	-3 ◆	-13 ◆
B62 I have some really good friendships at work	29	46	18	6		75%	+1	-1	-5 ◆

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All questions by theme

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Wellbeing



Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	14	21	51	14	65%	+3 ◆	+1	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	20	49	23	72%	+1	+3 ◆	0
W03 Overall, how happy did you feel yesterday?	17	22	42	19	61%	+4 ◆	+1	-2 ◆
W04 Overall, how anxious did you feel yesterday?	23	30	20	27	53%	+2	+3 ◆	0



All questions by theme

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Your plans for the future

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

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave NOMS as soon as possible		7%	0	0	-3 ◇
I want to leave NOMS within the next 12 months		11%	+1	-3 ◇	-7 ◇
I want to stay working for NOMS for at least the next year		26%	0	-5 ◇	-11 ◇
I want to stay working for NOMS for at least the next three years		56%	-1	+9 ◇	+2 ◇

The Civil Service Code

Differences are based on '% Yes' score

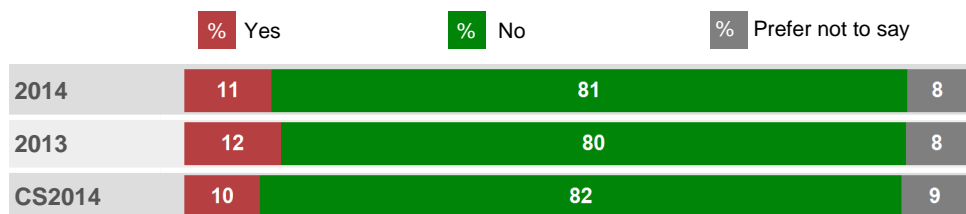
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	92	8	92%	+3 ◇	+2 ◇	-1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	72	28	72%	+3 ◇	+8 ◇	+1
D03. Are you confident that if you raised a concern under the Civil Service Code in NOMS it would be investigated properly?^	69	31	69%	+3 ◇	0	-5 ◇

All questions by theme

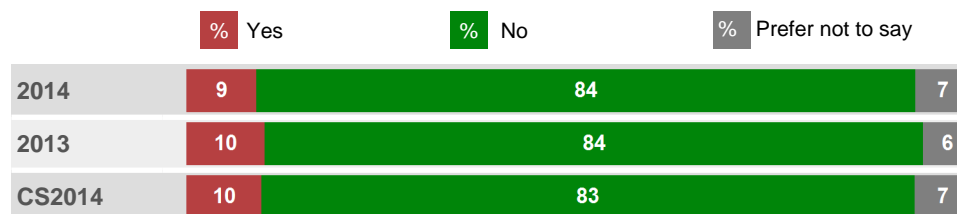
◆ indicates statistically significant difference from comparison
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Discrimination, harassment and bullying

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)

Ground	Response Count	Bar
Age	23	[Bar]
Caring responsibilities	20	[Bar]
Disability	13	[Bar]
Ethnic background	15	[Bar]
Gender	29	[Bar]
Gender reassignment or perceived gender	--	[Bar]
Grade, pay band or responsibility level	66	[Bar]
Main spoken/written language or language ability	--	[Bar]
Religion or belief	--	[Bar]
Sexual orientation	--	[Bar]
Social or educational background	12	[Bar]
Working location	33	[Bar]
Working pattern	36	[Bar]
Any other grounds	64	[Bar]
Prefer not to say	12	[Bar]

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)

Who	Response Count	Bar
A colleague	36	[Bar]
Your manager	44	[Bar]
Another manager in my part of NOMS	44	[Bar]
Someone you manage	--	[Bar]
Someone who works for another part of NOMS	16	[Bar]
A member of the public	--	[Bar]
Someone else	--	[Bar]
Prefer not to say	29	[Bar]

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



All questions by theme

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^ indicates a variation in question wording from your previous survey

NOMS HQ questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I believe that my work helps change lives	24	45	20	10		68%	--
F02 I have agreed objectives which define what I do (activities) and how I do it (behaviours)	18	56	14	9		73%	--
F03 I have discussed and agreed with my line manager my plan for learning and development this year^	17	45	14	19	5	62%	+2 ◆
F04 I have taken steps this year to improve my financial and /or commercial awareness e.g. through learning activities, attending a finance workshop, discussions at team meetings, etc	11	34	23	25	8	45%	--
F05 I am confident that my Directorate is taking effective action to reduce discrimination, bullying and harassment	10	36	41	8		46%	-4 ◆
F06 I believe that my local management manages change well	12	39	26	15	7	51%	--
F07 Overall I am satisfied with the job I do	20	54	16	7		74%	--
F08 (Line managers only) I am held accountable for the value for money resulting from my decisions	16	43	31	7		59%	-8 ◆

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.