

CABINET OFFICE

Returns: 1,210

Response rate: 83%

Your engagement index

57%

Difference from
previous survey

-5 ✧

Difference from
CS2010

0

Difference from CS High
Performers

-5 ✧

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 CS2010
B50. I am proud when I tell others I am part of the Cabinet Office	66%	-8 ✧	+11 ✧
B51. I would recommend the Cabinet Office as a great place to work	45%	-12 ✧	+3 ✧

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

B52. I feel a strong personal attachment to the Cabinet Office	39%	-6 ✧	-7 ✧
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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	40%	-10 ✧	+1
B54. The Cabinet Office motivates me to help it achieve its objectives	34%	-9 ✧	-2 ✧

✧ = 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 CS2010	Difference from CS High Performers
Leadership and managing change		33%	-6 ✧	-4 ✧	-13 ✧
My line manager		65%	-5 ✧	0 ✧	-3 ✧
My work		74%	-6 ✧	+3 ✧	-1 ✧
Organisational objectives and purpose		65%	-6 ✧	-16 ✧	-21 ✧
Learning and development		39%	-15 ✧	-4 ✧	-10 ✧
Pay and benefits		34%	-10 ✧	-3 ✧	-9 ✧
Resources and workload		69%	-4 ✧	-4 ✧	-8 ✧
Inclusion and fair treatment		73%	-7 ✧	0	-3 ✧
My team		81%	-4 ✧	+4 ✧	+1 ✧


✧ = 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 the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from CS2010
Leadership and managing change Strength of association with engagement: 			
B41. Senior civil servants in the Cabinet Office are sufficiently visible	48%	-2	+3 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	32%	-6 ◇	0
B42. I believe the actions of senior civil servants are consistent with the Cabinet Office's values	38%	-1	-1 ◇
B49. I think it is safe to challenge the way things are done in the Cabinet Office	38%	-9 ◇	-2 ◇
B47. The Cabinet Office keeps me informed about matters that affect me	52%	-9 ◇	-2 ◇
B44. Overall, I have confidence in the decisions made by the Cabinet Office's senior civil servants	33%	-6 ◇	-3 ◇
B45. I feel that change is managed well in the Cabinet Office	20%	-2	-7 ◇
B40. I feel that the Cabinet Office as a whole is managed well	33%	-8 ◇	-8 ◇
B46. When changes are made in the Cabinet Office they are usually for the better	15%	-7 ◇	-8 ◇
B43. I believe that the Board has a clear vision for the future of the Cabinet Office	24%	-5 ◇	-12 ◇

My line manager Strength of association with engagement: 			
B09. My manager motivates me to be more effective in my job	67%	-5 ◇	+5 ◇
B13. Overall, I have confidence in the decisions made by my manager	71%	-8 ◇	+3 ◇
B11. My manager is open to my ideas	80%	-5 ◇	+3 ◇
B16. The feedback I receive helps me to improve my performance	59%	-7 ◇	+2 ◇
B14. My manager recognises when I have done my job well	79%	-5 ◇	+2 ◇
B18. Poor performance is dealt with effectively in my team	39%	-3	+2 ◇
B10. My manager is considerate of my life outside work	80%	-4 ◇	+2 ◇
B15. I receive regular feedback on my performance	60%	-6 ◇	0
B17. I think that my performance is evaluated fairly	61%	-6 ◇	0
B12. My manager helps me to understand how I contribute to the Cabinet Office's objectives	52%	-6 ◇	-7 ◇








My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	55%	-11 ◇	+6 ◇
B03. My work gives me a sense of personal accomplishment	76%	-6 ◇	+4 ◇
B05. I have a choice in deciding how I do my work	73%	-5 ◇	+3 ◇
B02. I am sufficiently challenged by my work	76%	-6 ◇	+2 ◇
B01. I am interested in my work	90%	-3 ◇	+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








	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My work									
 :Strength of association with engagement									
B01. I am interested in my work	51	40	6			90%	-3 ◇	+2 ◇	-1 ◇
B02. I am sufficiently challenged by my work	35	41	12	9		76%	-6 ◇	+2 ◇	-2 ◇
B03. My work gives me a sense of personal accomplishment	30	46	13	8		76%	-6 ◇	+4 ◇	-1
B04. I feel involved in the decisions that affect my work	15	40	20	17	9	55%	-11 ◇	+6 ◇	-2 ◇
B05. I have a choice in deciding how I do my work	25	49	16	8		73%	-5 ◇	+3 ◇	-3 ◇
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of the Cabinet Office's purpose	16	54	17	10		70%	-3	-14 ◇	-20 ◇
B07. I have a clear understanding of the Cabinet Office's objectives	12	47	24	15		58%	-9 ◇	-19 ◇	-27 ◇
B08. I understand how my work contributes to the Cabinet Office's objectives	17	50	20	9	4	67%	-6 ◇	-13 ◇	-19 ◇

All questions by theme

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

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◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My line manager									
 :Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	23	43	16	12	6	67%	-5 ◇	+5 ◇	0
B10. My manager is considerate of my life outside work	38	41	12	5		80%	-4 ◇	+2 ◇	-3 ◇
B11. My manager is open to my ideas	37	43	12	5		80%	-5 ◇	+3 ◇	-1 ◇
B12. My manager helps me to understand how I contribute to the Cabinet Office's objectives	13	38	31	13	5	52%	-6 ◇	-7 ◇	-12 ◇
B13. Overall, I have confidence in the decisions made by my manager	29	43	15	8	5	71%	-8 ◇	+3 ◇	-3 ◇
B14. My manager recognises when I have done my job well	31	48	11	8		79%	-5 ◇	+2 ◇	-1 ◇
B15. I receive regular feedback on my performance	18	42	19	15	5	60%	-6 ◇	0	-5 ◇
B16. The feedback I receive helps me to improve my performance	17	42	24	11	5	59%	-7 ◇	+2 ◇	-2 ◇
B17. I think that my performance is evaluated fairly	17	44	22	11	6	61%	-6 ◇	0	-5 ◇
B18. Poor performance is dealt with effectively in my team	7	32	37	14	9	39%	-3	+2 ◇	-2 ◇
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	40	46	10	4		86%	-3 ◇	+2 ◇	0
B20. The people in my team work together to find ways to improve the service we provide	35	47	12	5		82%	-5	+4 ◇	0
B21. The people in my team are encouraged to come up with new and better ways of doing things	30	47	15	7		76%	-4 ◇	+7 ◇	+2 ◇

All questions by theme

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

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Learning and development									
:Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	7	40	29	17	7	47%	-21 ◇	-9 ◇	-16 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	35	39	12	7	42%	-10 ◇	-6 ◇	-11 ◇
B24. There are opportunities for me to develop my career in the Cabinet Office	5	25	33	22	14	31%	-15 ◇	+2 ◇	-5 ◇
B25. Learning and development activities I have completed while working for the Cabinet Office are helping me to develop my career	6	31	39	16	8	37%	-12 ◇	-4 ◇	-9 ◇
Inclusion and fair treatment									
:Strength of association with engagement									
B26. I am treated fairly at work	27	52	12	7		78%	-7 ◇	0	-3 ◇
B27. I am treated with respect by the people I work with	32	52	10			84%	-4 ◇	+1 ◇	-2 ◇
B28. I feel valued for the work I do	20	45	18	12	5	65%	-8 ◇	+5 ◇	0
B29. I think that the Cabinet Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	46	23	7	4	66%	-8 ◇	-5 ◇	-9 ◇

All questions by theme

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

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





	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	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	23	57	10	8		80%	-1	-2 ◇	-6 ◇
B31. I get the information I need to do my job well	14	53	17	13		67%	-3 ◇	0	-3 ◇
B32. I have clear work objectives	17	53	16	10	4	70%	-9 ◇	-4 ◇	-9 ◇
B33. I have the skills I need to do my job effectively	29	60	10			88%	-1	0	-2 ◇
B34. I have the tools I need to do my job effectively	13	47	15	17	8	60%	-11 ◇	-11 ◇	-15 ◇
B35. I have an acceptable workload	9	51	19	16	6	60%	0	-2 ◇	-7 ◇
B36. I achieve a good balance between my work life and my private life	15	46	19	15	6	60%	-2	-9 ◇	-13 ◇
Pay and benefits									
Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	5	33	21	27	15	37%	-9 ◇	-1	-7 ◇
B38. I am satisfied with the total benefits package	5	31	28	22	14	36%	-14 ◇	-3 ◇	-11 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	25	22	27	21	29%	-7 ◇	-2 ◇	-10 ◇

All questions by theme

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

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◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change									
 :Strength of association with engagement									
B40. I feel that the Cabinet Office as a whole is managed well	30	36	22	9	33%	-8 ◇	-8 ◇	-20 ◇	
B41. Senior civil servants in the Cabinet Office are sufficiently visible	7	41	28	17	7	48%	-2	+3 ◇	-11 ◇
B42. I believe the actions of senior civil servants are consistent with the Cabinet Office's values	5	33	42	13	7	38%	-1	-1 ◇	-14 ◇
B43. I believe that the Board has a clear vision for the future of the Cabinet Office	21	48	19	10	24%	-5 ◇	-12 ◇	-23 ◇	
B44. Overall, I have confidence in the decisions made by the Cabinet Office's senior civil servants	4	28	40	18	9	33%	-6 ◇	-3 ◇	-15 ◇
B45. I feel that change is managed well in the Cabinet Office	18	35	28	17	20%	-2	-7 ◇	-19 ◇	
B46. When changes are made in the Cabinet Office they are usually for the better	13	48	25	12	15%	-7 ◇	-8 ◇	-17 ◇	
B47. The Cabinet Office keeps me informed about matters that affect me	6	46	28	14	6	52%	-9 ◇	-2 ◇	-10 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	28	33	24	11	32%	-6 ◇	0	-7 ◇
B49. I think it is safe to challenge the way things are done in the Cabinet Office	5	33	37	16	9	38%	-9 ◇	-2 ◇	-9 ◇

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

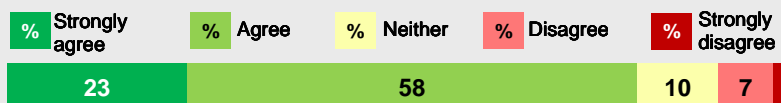
◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the Cabinet Office	21	44	25	7		66%	-8 ◇	+11 ◇	+1 ◇
B51. I would recommend the Cabinet Office as a great place to work	10	35	33	16	6	45%	-12 ◇	+3 ◇	-7 ◇
B52. I feel a strong personal attachment to the Cabinet Office	10	29	31	22	8	39%	-6 ◇	-7 ◇	-15 ◇
B53. The Cabinet Office inspires me to do the best in my job	9	30	36	18	6	40%	-10 ◇	+1	-9 ◇
B54. The Cabinet Office motivates me to help it achieve its objectives	8	26	39	20	7	34%	-9 ◇	-2 ◇	-12 ◇
Taking action									
B55. I believe that senior civil servants in the Cabinet Office will take action on the results from this survey	7	32	31	18	11	40%	-10 ◇	+2 ◇	-8 ◇
B56. I believe that managers where I work will take action on the results from this survey	15	43	22	12	9	58%	-10 ◇	+12 ◇	+5 ◇

All questions by theme

Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

81%	2010 % Positive
-6 [^]	Difference from previous survey
-1 [^]	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

77%	2010 % Yes
-15 [^]	Difference from previous survey
-1	Difference from CS2010

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for the Cabinet Office?

Statement	%	Difference from previous survey	Difference from CS2010
I want to leave the [organisation] as soon as possible	9%	+3 [^]	+2 [^]
I want to leave the [organisation] within the next 12 months	22%	-2	+11 [^]
I want to stay working for the [organisation] for at least the next year	39%	-1	+12 [^]
I want to stay working for the [organisation] for at least the next three years	30%	-1	-25 [^]

The Civil Service Code

Differences are based on '% Yes' score

Question	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	97	3	+4 [^]	+16 [^]
E02. Are you aware of how to raise a concern under the Civil Service Code?	63	37	+8 [^]	+11 [^]
E03. Are you confident that if you raised a concern under the Civil Service Code in the Cabinet Office it would be investigated properly?	71	29	+2	+9 [^]

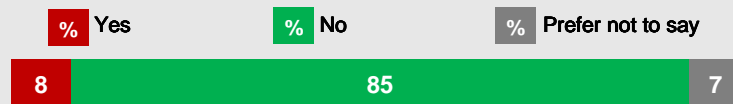
[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

7% Previous survey

10% [^] CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



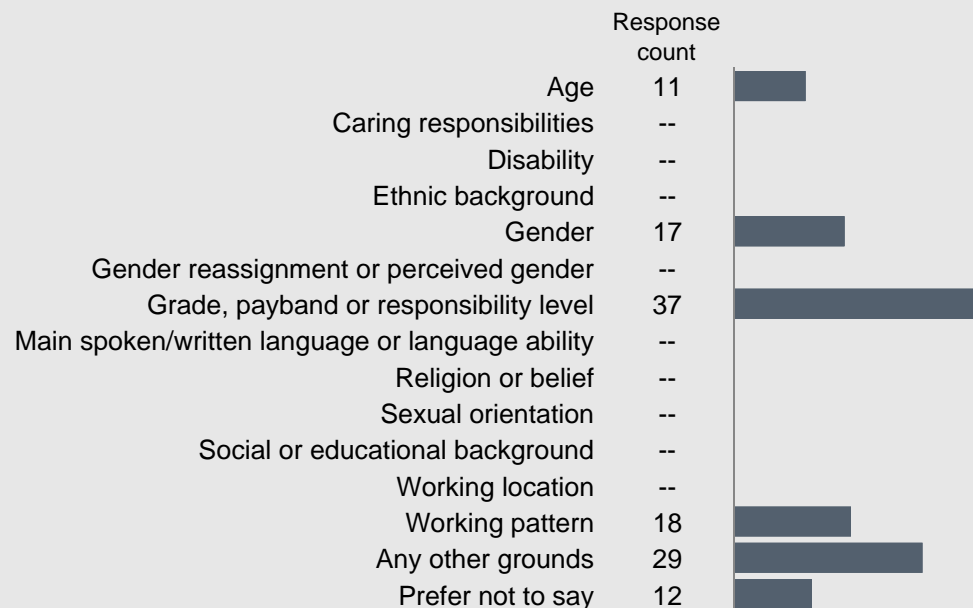
% Yes

7% [^] Previous survey

10% CS2010

For respondents who selected 'Yes' to question F01.

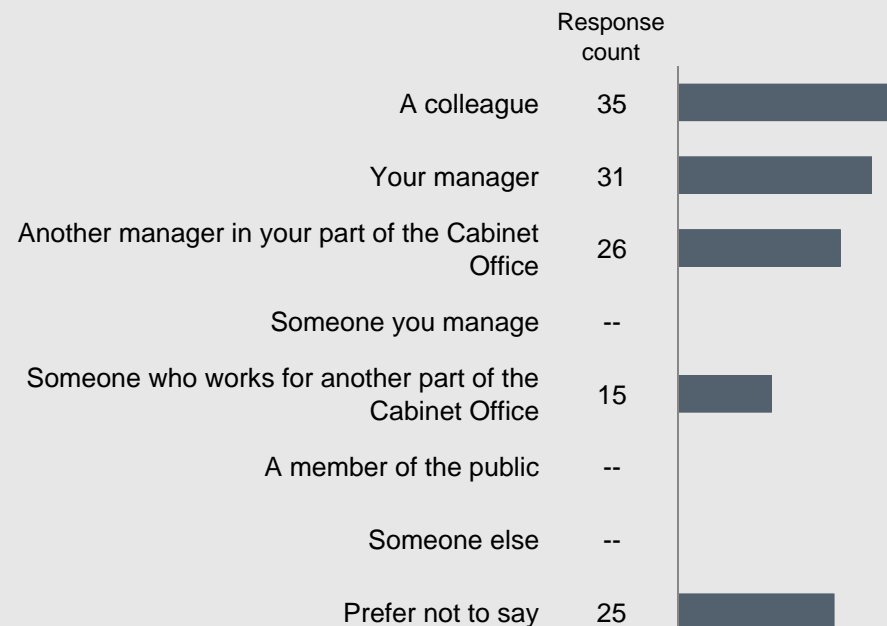
F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question F03.

F04. 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 '--'

[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

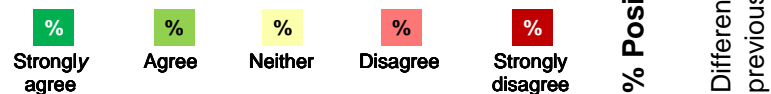
All questions by theme

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
G01. The amount of stress I experience in my job seriously reduces my effectiveness*	5	19	28	42	6	48%	-1
G02. I believe the Cabinet Office is committed to equal opportunities	13	58	20	7		71%	-7 ◇
G03. I understand how my work contributes to the objectives of my Unit	29	57	9	4		86%	-5 ◇
G04. I feel the Cabinet Office does a good job in matching pay to performance	16	34	30	17		18%	-10 ◇
G05. The Cabinet Office Board provides effective leadership	22	47	20	10		24%	-5 ◇
G06. I am proud to work for my Unit	32	47	14	5		79%	-5 ◇
G07. My local induction helped me to perform effectively in my job	9	33	39	12	6	42%	-5 ◇
G08. My central induction helped me to understand the Cabinet Office values and behaviours	4	36	44	10	6	40%	-14 ◇
G09. I feel passionate about the work I do	28	47	15	7		75%	-
G10. I often get completely absorbed in the work I do	28	47	16	7		75%	-

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 2009 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.
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 2010 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: ✧

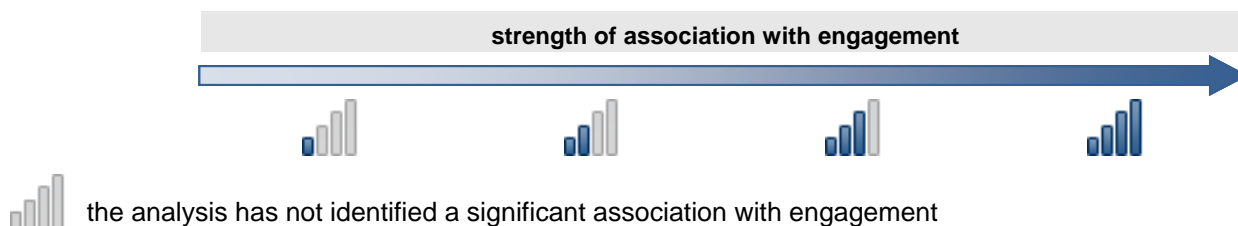
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



Confidentiality

This survey was carried out as part of the 2010 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 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.