



Returns : 763

Response rate : 79%

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.





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		48%	0	+5 ✧	-2 ✧
My work		69%	+2	-6 ✧	-9 ✧
Resources and workload		79%	+4 ✧	+4 ✧	+1 ✧
My manager		67%	+5 ✧	-1	-5 ✧
Pay and benefits		27%	-4 ✧	0	-8 ✧
Learning and development		51%	+1	+2 ✧	-4 ✧
Organisational objectives and purpose		89%	+2 ✧	+6 ✧	+2 ✧
My team		78%	0	-1	-4 ✧
Inclusion and fair treatment		77%	+4 ✧	+1	-2 ✧

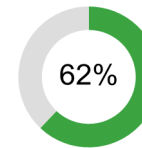


Strength of association with engagement

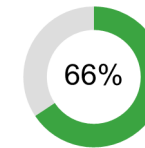


Statistically significant difference from comparison

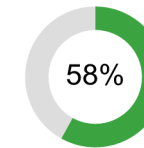
Wellbeing



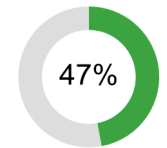
Overall, how satisfied are you with your life nowadays?



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

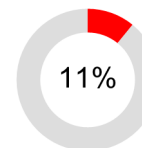


Overall, how happy did you feel yesterday?

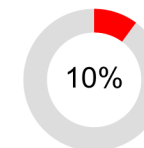


No or low anxiety yesterday

Discrimination, bullying and harassment

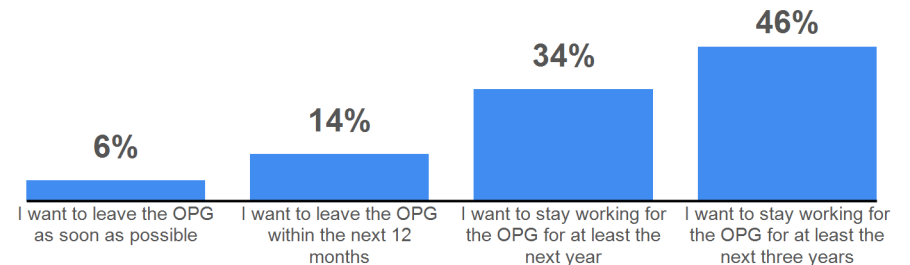


During the past 12 months have you personally experienced discrimination at work?



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

69% +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
B01 I am interested in my work	36	50	9			86%	0	-3 ◆	-6 ◆
B02 I am sufficiently challenged by my work	25	46	14	11		71%	+1	-8 ◆	-11 ◆
B03 My work gives me a sense of personal accomplishment	24	50	17	7		73%	+3 ◆	-2 ◆	-5 ◆
B04 I feel involved in the decisions that affect my work	12	38	21	20	9	51%	+4 ◆	-6 ◆	-11 ◆
B05 I have a choice in deciding how I do my work	20	46	18	11	5	66%	+4 ◆	-9 ◆	-14 ◆

Organisational objectives and purpose

89% +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
B06 I have a clear understanding of the OPG's purpose	38	54	6			92%	+1 ◆	+6 ◆	+1 ◆
B07 I have a clear understanding of the OPG's objectives	31	56	10			87%	+2	+6 ◆	+1
B08 I understand how my work contributes to the OPG's objectives	35	55	8			89%	+3 ◆	+6 ◆	+1 ◆



All questions by theme

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My manager

67% +5
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
B09 My manager motivates me to be more effective in my job	22	43	20	9		66%	+3 ◆	-2 ◆	-6 ◆
B10 My manager is considerate of my life outside work	32	42	19	5		74%	+2	-7 ◆	-12 ◆
B11 My manager is open to my ideas	27	48	19			75%	+5 ◆	-5 ◆	-9 ◆
B12 My manager helps me to understand how I contribute to the OPG's objectives	20	44	26	8		64%	+4 ◆	-1	-5 ◆
B13 Overall, I have confidence in the decisions made by my manager	26	45	19	6		71%	+6 ◆	-2 ◆	-6 ◆
B14 My manager recognises when I have done my job well	27	44	19	8		71%	+1	-7 ◆	-10 ◆
B15 I receive regular feedback on my performance	21	45	20	11		66%	+6 ◆	+1	-2 ◆
B16 The feedback I receive helps me to improve my performance	22	46	21	7		68%	+12 ◆	+7 ◆	+2 ◆
B17 I think that my performance is evaluated fairly	19	46	23	7		65%	+7 ◆	+2 ◆	-2
B18 Poor performance is dealt with effectively in my team	11	34	37	11	7	46%	+4 ◆	+7 ◆	+3 ◆

My team

78% 0
Difference from previous survey



Strength of association with engagement



Question	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	35	48	11			84%	+1	0	-3 ◆
B20 The people in my team work together to find ways to improve the service we provide	30	48	15	6		78%	-2	-2 ◆	-5 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	26	47	18	6		73%	0	-1	-5 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

Learning and development

51% +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
B22	I am able to access the right learning and development opportunities when I need to	11	48	25	12	4	59%	-1	-4 ◆	-8 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	38	33	13	6	48%	-2	-3 ◆	-9 ◆
B24	There are opportunities for me to develop my career in the OPG	13	40	26	12	8	54%	+4 ◆	+12 ◆	+5 ◆
B25	Learning and development activities I have completed while working for the OPG are helping me to develop my career	10	35	34	14	7	44%	+5 ◆	+1	-5 ◆

Inclusion and fair treatment

77% +4

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	24	56	9	8	3	80%	+7 ◆	+1	-2 ◆
B27	I am treated with respect by the people I work with	27	57	10	4	2	85%	+3 ◆	0	-2 ◆
B28	I feel valued for the work I do	18	45	21	11	5	63%	+5 ◆	-2 ◆	-7 ◆
B29	I think that the OPG respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	28	51	13	5	3	79%	+1	+5 ◆	+1




All questions by theme

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^ indicates a variation in question wording from your previous survey

Resources and workload **79%** +4 Difference from previous survey  Strength of association with engagement

	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	61	6	4	2	88%	+2 ◆	+5 ◆	+2 ◆
B31 I get the information I need to do my job well	18	56	14	10	4	73%	+3 ◆	+4 ◆	0
B32 I have clear work objectives	22	59	11	6	2	82%	+6 ◆	+6 ◆	+3 ◆
B33 I have the skills I need to do my job effectively	29	59	8	4	2	88%	+2 ◆	-1	-3 ◆
B34 I have the tools I need to do my job effectively	18	56	14	9	5	74%	+4 ◆	+3 ◆	-1 ◆
B35 I have an acceptable workload	16	54	15	11	4	69%	+6 ◆	+10 ◆	+3 ◆
B36 I achieve a good balance between my work life and my private life	20	54	14	7	5	74%	+4 ◆	+8 ◆	0

Pay and benefits **27%** -4 Difference from previous survey  Strength of association with engagement

	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	22	26	26	22	4	26%	-6 ◆	-3 ◆	-10 ◆
B38 I am satisfied with the total benefits package	27	34	21	15	3	30%	-2	-2 ◆	-10 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	24	24	26	6	26%	-5 ◆	+2 ◆	-5 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

Leadership and
Managing Change

48% 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
B40 I feel that the OPG as a whole is managed well	8	44	27	14	8	52%	+4 ◆	+7 ◆	-4 ◆
B41 Senior managers in the OPG are sufficiently visible	9	46	23	15	8	55%	+1	+2 ◆	-8 ◆
B42 I believe the actions of senior managers are consistent with the OPG's values	9	40	34	11	7	49%	-2	+1	-7 ◆
B43 I believe that the Executive Management Team has a clear vision for the future of the OPG	11	44	32	7	6	55%	-7 ◆	+10 ◆	+2 ◆
B44 Overall, I have confidence in the decisions made by the OPG's senior managers	9	41	31	11	8	50%	+4 ◆	+6 ◆	-1
B45 I feel that change is managed well in the OPG	6	32	30	20	12	38%	+2	+6 ◆	-1
B46 When changes are made in the OPG they are usually for the better	7	37	35	13	8	44%	0	+15 ◆	+7 ◆
B47 The OPG keeps me informed about matters that affect me	9	48	23	13	7	57%	+2	-1	-7 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	6	32	29	21	11	39%	+3 ◆	+3 ◆	-4 ◆
B49 I think it is safe to challenge the way things are done in the OPG	8	35	32	16	10	42%	-3 ◆	+1	-6 ◆



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 the OPG	19	48	27	4	2	66%	+8 ◆	+8 ◆	+1
B51 I would recommend the OPG as a great place to work	14	48	26	8	2	62%	+11 ◆	+14 ◆	+3 ◆
B52 I feel a strong personal attachment to the OPG	13	32	36	14	5	45%	+5 ◆	-3 ◆	-9 ◆
B53 The OPG inspires me to do the best in my job	14	40	33	10	2	53%	+5 ◆	+8 ◆	+2 ◆
B54 The OPG motivates me to help it achieve its objectives	12	41	33	10	2	53%	+7 ◆	+10 ◆	+3 ◆

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 managers in the OPG will take action on the results from this survey	10	39	27	14	10	49%	+5 ◆	+4 ◆	-4 ◆
B56 I believe that managers where I work will take action on the results from this survey	12	41	27	12	9	52%	+6 ◆	-3 ◆	-9 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	9	28	42	11	9	37%	0	+2 ◆	-3 ◆



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	32	59	6			91%	+1	+2 ◆	0
B59 I believe I would be supported if I try a new idea, even if it may not work	17	45	27	9		62%	+1	-6 ◆	-10 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	14	46	29	7		61%	+2	-5 ◆	-10 ◆
B61 When I talk about the OPG I say "we" rather than "they"	20	48	22	7		68%	+1	0	-10 ◆
B62 I have some really good friendships at work	26	49	19			75%	+2	-1	-5 ◆



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?	12	26	47	15	62%	+1	-2 ◆	-4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	26	44	22	66%	+1	-4 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	19	23	39	19	58%	+3 ◆	-2 ◆	-5 ◆
W04 Overall, how anxious did you feel yesterday?	25	22	22	31	47%	0	-3 ◆	-6 ◆





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 the OPG?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave the OPG as soon as possible		6%	-4 ◇	-1	-4
I want to leave the OPG within the next 12 months		14%	-5 ◇	0	-4 ◇
I want to stay working for the OPG for at least the next year		34%	+3	+2 ◇	-4 ◇
I want to stay working for the OPG for at least the next three years		46%	+6 ◇	0	-8 ◇

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?		19	81%	-5 ◇	-9 ◇	-13 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	-2	-1	-8 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the OPG it would be investigated properly?		30	70%	+3 ◇	+1	-4 ◇

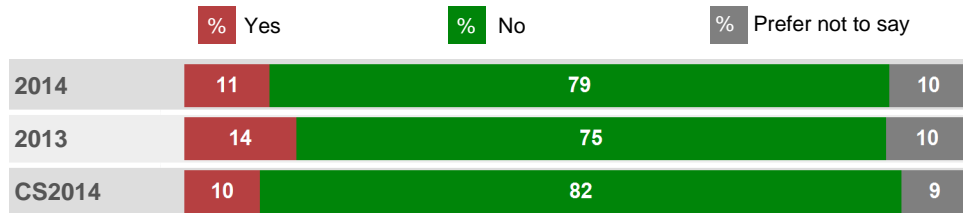


All questions by theme

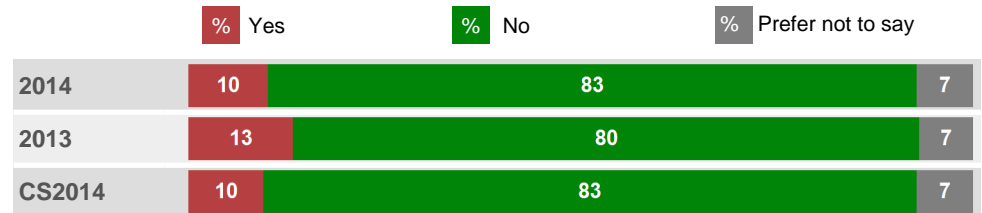
◆ indicates statistically significant difference from comparison
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Discrimination, harassment and bullying

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
Age	--
Caring responsibilities	--
Disability	12
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	16
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	14
Any other grounds	30
Prefer not to say	--

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
A colleague	39
Your manager	21
Another manager in my part of the OPG	14
Someone you manage	--
Someone who works for another part of the OPG	--
A member of the public	--
Someone else	--
Prefer not to say	--

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



All questions by theme

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

OPG questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I have agreed objectives which define what I do (activities) and how I do it (behaviours)	15	60	17	6		75%	+8 ◆
F02	I have discussed and agreed with my line manager my plan for learning and development this year	11	46	20	17	5	58%	+12 ◆
F03	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	7	33	31	23	6	40%	--
F04	I am clear how I can contribute to Continuous Improvement in the OPG	11	54	23	10		65%	+2
F05	I believe Continuous Improvement activity has made a positive difference to the way I work	9	40	33	14	5	49%	+5 ◆
F06	I have a clear understanding of how I can help the customer	25	62	10			87%	--
F07	My colleagues help me to help the customer	21	54	19			76%	--
F08	We have discussed the MoJ Story in our team and what it means for us	20	29	33	14		24%	--
F09	I am confident that the OPG is taking effective action to reduce discrimination, bullying and harassment	12	39	35	8	6	51%	+5 ◆
F10	Overall I am satisfied with the job I do	18	58	16	6		76%	+4 ◆
F11	(Line managers only) I am held accountable for the value for money resulting from my decisions	11	33	45	7		44%	-2



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.