



Cabinet Office

Civil Service People Survey 2014

Summary of findings

March 2015

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The 2014 survey is the sixth annual Civil Service People Survey

The 2014 survey ran from 1st to 31st October, and was completed by 274,080 people in 101 organisations. The response rate was 60%, down one percentage point on last year. Across participating organisations the median response rate was 77%, down one percentage point since last year.

Across the 101 organisations, 9,800 teams have received a report of their results. Of these, 504 teams achieved a response rate of 100%, and a further 2,623 achieved a response rate between 80% and 99%. Only 1,647 teams did not manage to achieve a 50% response rate.

Running a single survey across the Civil Service allows us to obtain a dataset of comparable metrics on the performance and morale of our organisations because everyone answers the same questions at the same time. Before we set up the single survey not every department or agency ran a survey of their employees; those that did asked different questions and ran them at different times of the year.

Having comparable data allows us to integrate survey metrics more closely into the management of our organisations, so that senior leaders are accountable for not just what their organisation does but also how their organisation achieves results.

The single survey approach delivers strong economies of scale: the 2014 survey cost 65% less than the 2008/9 baseline cost when departments and agencies commissioned their own surveys.

The Civil Service benchmark results and summary scores of all participating departments and agencies were published on 20th November 2014¹, just 15 working days after the end of fieldwork. This report provides a summary of further analysis, particularly to support the work underway following the publication of the *Talent Action Plan* in September 2014².

The 2014 People Survey results show continued strengths and improvements

Over the previous five years the People Survey has shown consistently high scores for the work our staff do, their line managers and the teams they work in. The 2014 Civil Service People Survey is no exception: **89% are interested in their work and 89% also say they are trusted to do their job effectively.** Additionally, 84% say their team works can be relied upon when things get difficult in their job, and 80% say their manager is open to their ideas.

The Civil Service benchmark is the median score of the 101 Departments and Agencies that take part in the survey. **The benchmark employee engagement index is 59%, up one percentage point from 2013.**

Across the nine engagement driver themes five have seen an increase in the benchmark score since 2013. **The leadership and managing change benchmark**, the strongest driver of engagement, **is now five percentage points above its 2009 position** (43% in 2014, 38% in 2009).

Of the 62 questions in the core questionnaire 46 have seen an increase in their benchmark score since 2013 and 11 questions have seen an increase of three percentage points or more.

The *Talent Action Plan* was published by the Government in September 2014 setting an aim for a Civil Service that is open, inclusive and where the best people can thrive irrespective of who they are. The 2014 People Survey results show that **84% say they are treated with respect by the people they work with, 79% feel they are treated fairly at work and 74% think that their organisation respects individual differences.** Pages 9-21 show analysis of the results across the four priority areas identified by the *Talent Action Plan* (gender, ethnicity, disability and sexual identity).

Employee engagement in the Civil Service

External evidence shows clear business benefits from improving levels of engagement

“In our business with almost 150,000 people, engagement is a key concern. In businesses of our scale, you don’t even get started without engagement”
Justin King, Former CEO of Sainsbury’s³

“It is about how we create the conditions in which employees offer more of their capability and potential.”
David MacLeod, co-author of The Extra Mile and Engaging for Success³

“Employees who work for engaging organisations get an organisation they feel proud to work for, managers who are more likely to listen and care for them, leaders who listen to and inspire them, more opportunities for personal growth, teams that support each other. They are likely to perceive the deal they get from their employer as positive, and they get lower levels of stress and a better work life balance.”
Jonathan Austin, Best Companies³

There is an ever increasing body of evidence demonstrating the business benefit of employee engagement in both the private and public sector.

Engage for Success, a cross-economy movement of business, charity and public sector leaders, compiled the most recent assessment of evidence in 2012⁴. A selection of specific case study examples of benefits are shown below.

Income Growth

Marks & Spencer’s found over a four year period that stores with increasing employee engagement delivered, on average, £62 million more sales than stores with declining levels of engagement.

Customer/client satisfaction

Research in the NHS shows clear links between the level of engagement and levels of patient satisfaction, as well as the link with outcome measures such as mortality rates.

Absence and wellbeing

Aon Hewitt analysis shows that companies with highly engaged staff have half the levels of sickness absence and lower levels of workplace stress than companies with low levels of engagement.

Furthermore, the Gallup organisation which have been conducting employee research for the past 40 years consistently show through meta-analysis⁵ that engagement is positively correlated with:

- Customer satisfaction
- Profitability
- Productivity
- Reducing absenteeism
- Product and service quality

Productivity and performance

RSA insurance find that units with higher levels of engagement have 15% less “down-time” – effectively an “extra employee’s worth of work” for every 8 engaged employees.

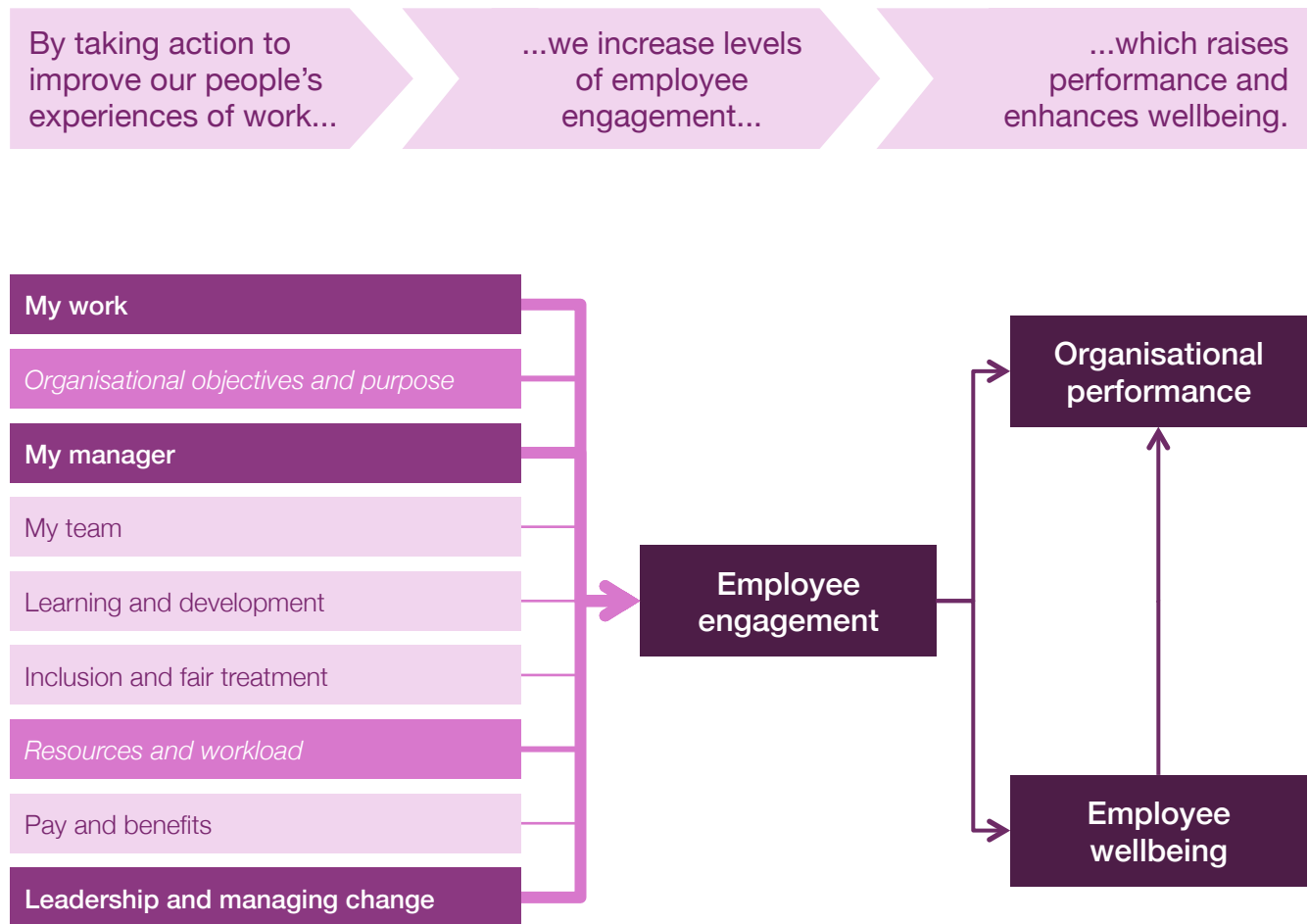
Innovation

At BAE Systems, by more actively involving and engaging staff on the “shop-floor” they have identified over £26 million of improvement opportunities, and reduced the time taken to build Typhoon jets by 25%.

Retention

Rentokill have found that teams with the most improved levels of engagement saw employee retention increase, saving almost £7 million in costs associated with recruitment.

Our analytical framework focuses on how employee engagement levels can be improved



The results of the People Survey have shown consistently that **leadership and managing change** is the strongest driver of employee engagement in the Civil Service, followed by the **my work** and **my manager** themes. The **organisational objectives and purpose** and **resources and workload** themes are also strongly associated with changes in levels of employee engagement.

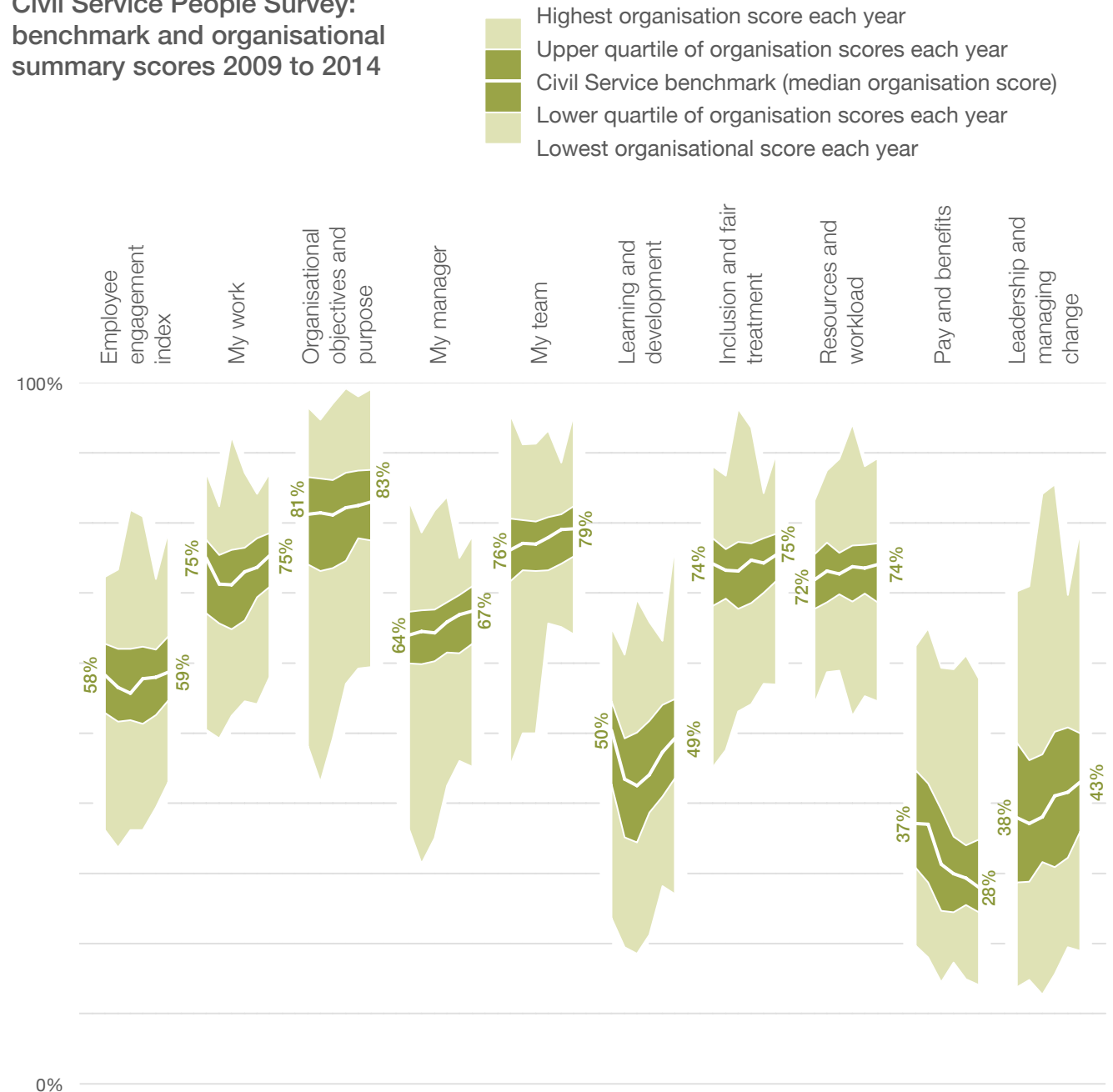
Eight of the survey's ten headline scores are at or above their 2009 position

In 2014 the benchmark employee engagement index is 59%, up one percentage point from 2013 and above the 2009 benchmark position for the first time. Five of the nine engagement driver themes have improved since last year, including a two percentage point rise for learning and development.

46 questions have seen an increase in their benchmark score since last year. 11 questions have seen an increase in their benchmark score of three percentage points or more.

Compared to 2009, six of the nine engagement driver themes have seen an increase in benchmark score, including a five percentage point increase in perceptions of leadership and managing change. One theme matches its 2009 benchmark position in 2014 and two themes remain below their 2009 position.

Civil Service People Survey: benchmark and organisational summary scores 2009 to 2014



Understanding the experiences of
different groups in the Civil Service:
analysis to support the *Talent Action Plan*

The People Survey can show us the different experiences of female, BME, LGB and disabled staff

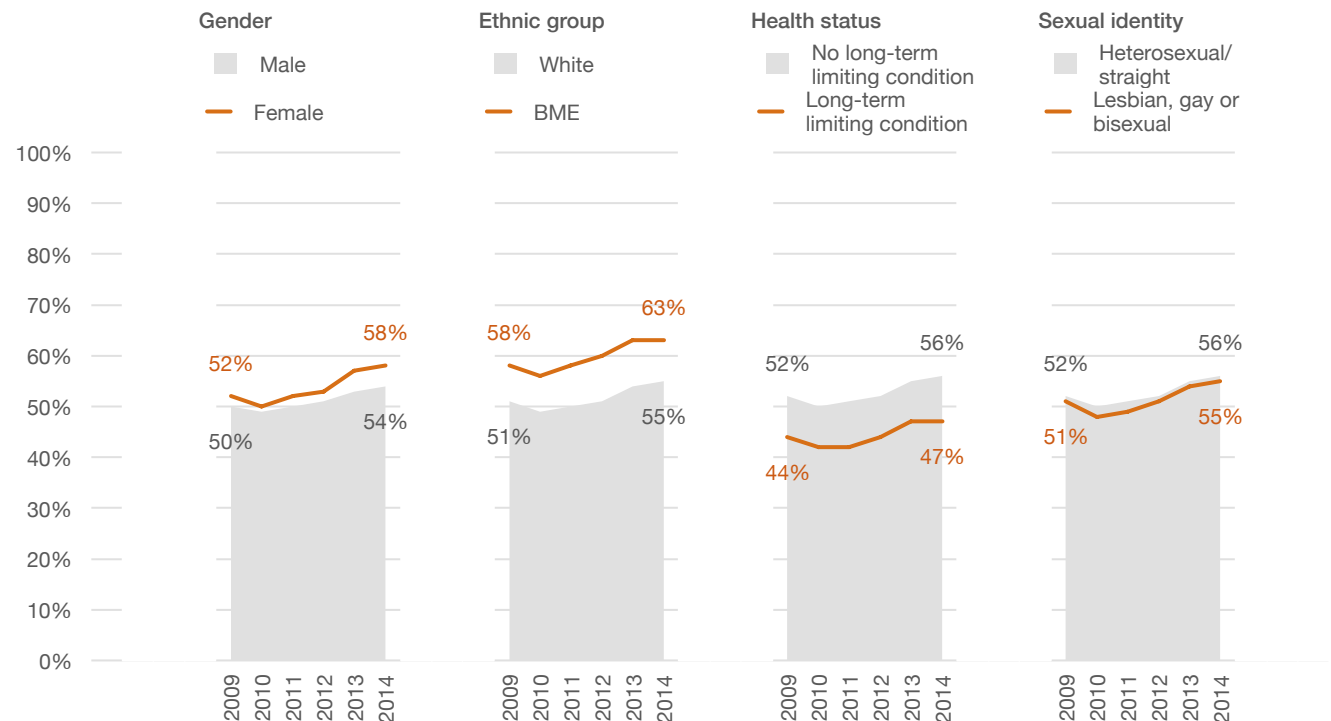
In September 2014 the Government published the *Talent Action Plan* which introduced a series of new measures to ensure the most talented people succeed and reach the top positions, regardless of gender, ethnicity, disability or sexuality.

Alongside questions asking about our staff's perceptions and experiences of work the Civil Service People Survey asks respondents for a number of personal and job characteristics.

The chart below shows the employee engagement index for the four priority areas covered by the *Talent Action Plan* from 2009 to 2014. There are consistent messages:

- women are more engaged than men;
- staff from a Black or Minority Ethnic (BME) background are more engaged than those from White backgrounds;
- staff with a long-term limiting condition are less engaged than others; and,
- there are minimal differences when looking at scores by sexual identity.

Engagement index for all respondents by the four *Talent Action Plan* priority areas, 2009-2014



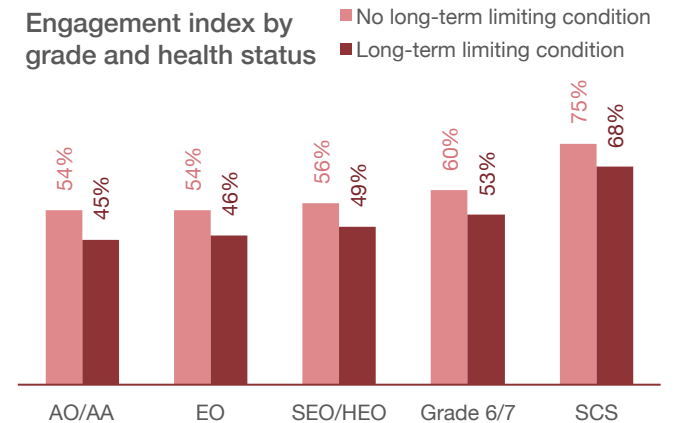
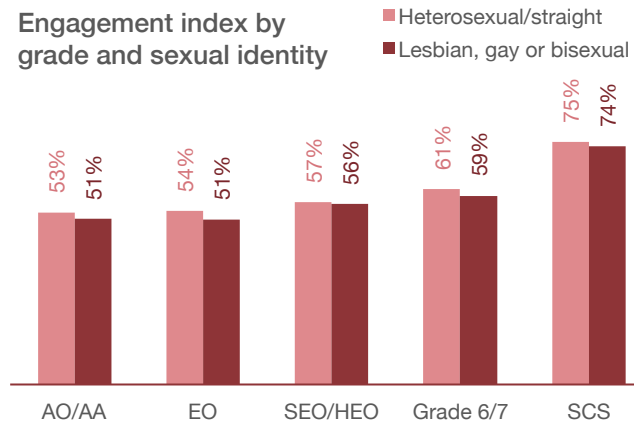
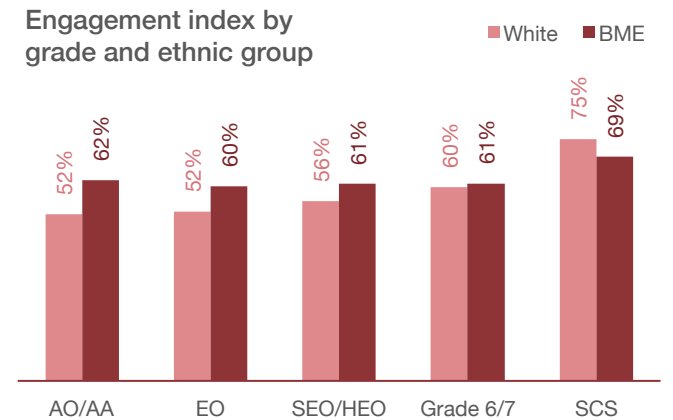
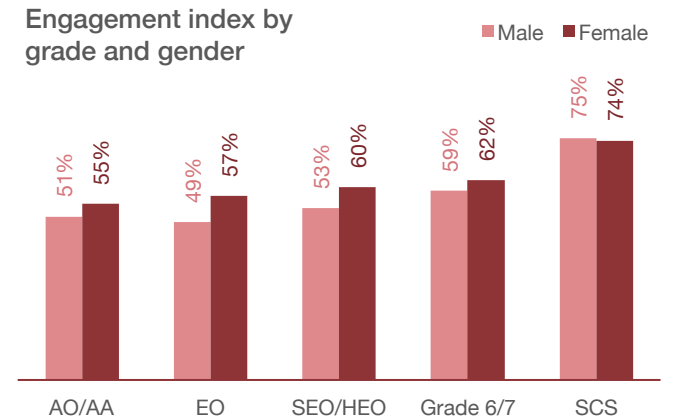
Overall scores for women, BME, LGB and disabled staff hide differences by grade

The Civil Service People Survey is answered by over 270,000 people. The overall results for all respondents by the four priority groups mask important differences within these groups of interest.

Overall, the results show that female respondents have higher levels of employee engagement than their male counterparts. If we look at results by grade we see that this difference gets smaller as seniority increases.

Similarly, when looking at results by grade and ethnic group we see that junior staff from a BME background are more engaged than their colleagues from a White background. However, in the Senior Civil Service we see that BME staff are less engaged.

Staff with a long-term limiting illness, disability or health condition are more negative than their peers irrespective of grade. Conversely, there are no major differences between heterosexual/straight staff and their lesbian, gay or bisexual counterparts at any grade.



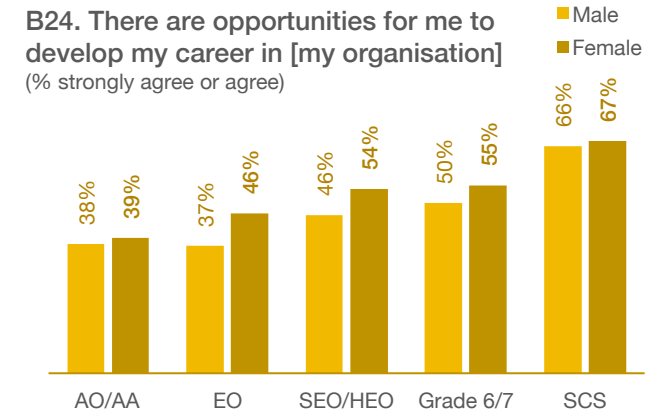
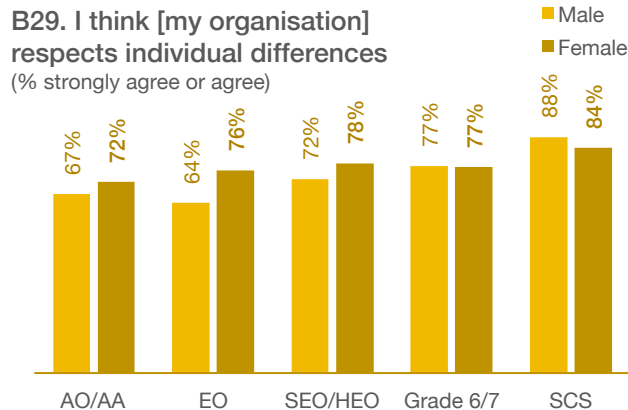
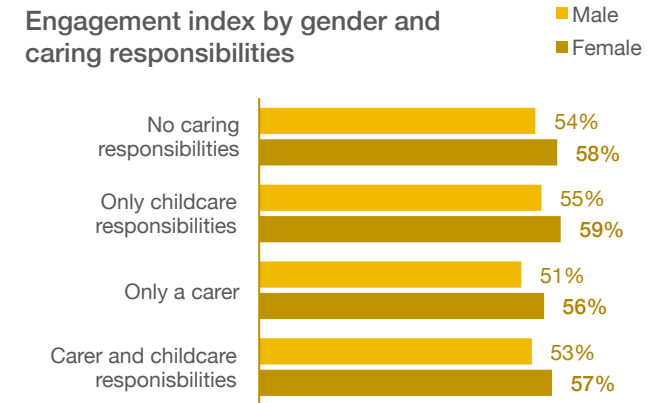
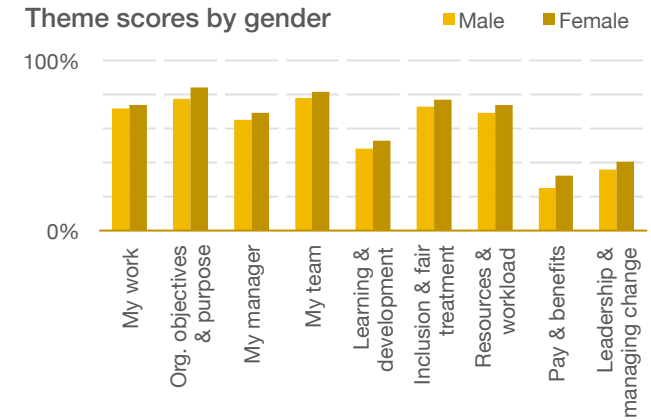
Women in the Civil Service tend to be more positive than men

For each of the nine employee engagement driver themes female respondents are more positive than male respondents. The largest differences are for pay & benefits (32% to 25%) and organisational objectives & purpose (84% to 25%). The smallest difference is found in the my work theme where women score 73% and men 72%.

Female respondents are more likely to have caring responsibilities than their male colleagues. While carers tend to have lower levels of engagement than those who are not carers, female carers are still more engaged than male carers.

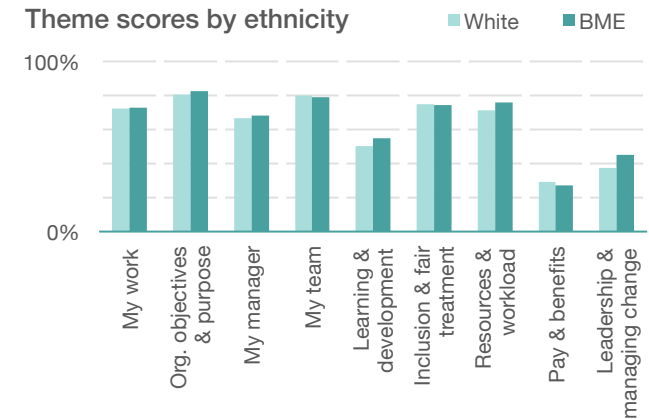
In EO, SEO/HEO and Grade 6/7 roles, women are at least five percentage points more positive about whether there are opportunities to develop their career. At AO/AA and SCS grades women are still more positive than men, but only by one percentage point.

Women below Grade 6/7 are more likely to think that their organisation respects individual differences, and at Grade 6/7, 77% of both woman and men think their organisation respects individual differences. While both SCS men and SCS women are more likely to think their organisation respects individual differences than their junior colleagues, men are more positive than women (88% to 84%).

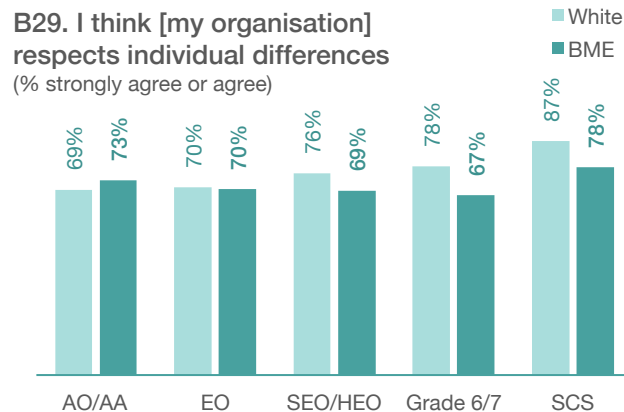
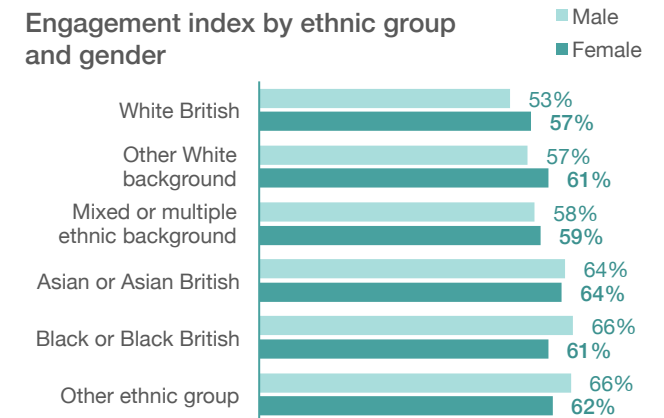


At senior grades BME staff are more negative than White staff, in contrast to their junior colleagues

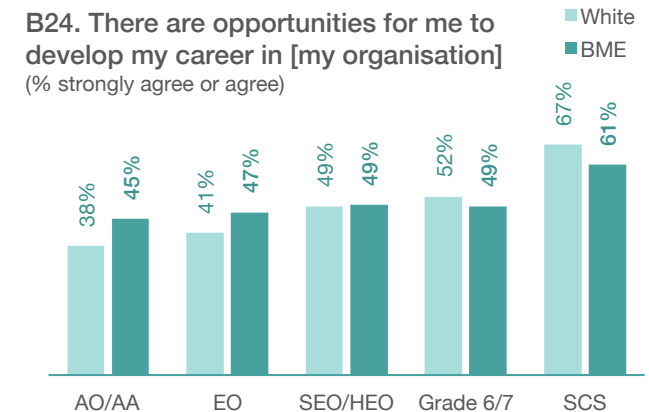
While staff from a Black or Minority Ethnic (BME) background tend to be more engaged than those from a White background, differences in the drivers of employee engagement tend to be smaller. For three themes the difference between BME and White respondents is more than 2 percentage points – learning & development (BME: 55%, White: 50%), resources & workload (BME: 76%, White: 71%) and leadership & managing change (BME: 45%, White: 37%)



When looking at ethnicity and gender we see that women from White and Mixed ethnic backgrounds are more engaged than men. However, women from Black or Other ethnic backgrounds are less engaged than their male counterparts. There is no difference in engagement levels between male and female respondents from Asian backgrounds.



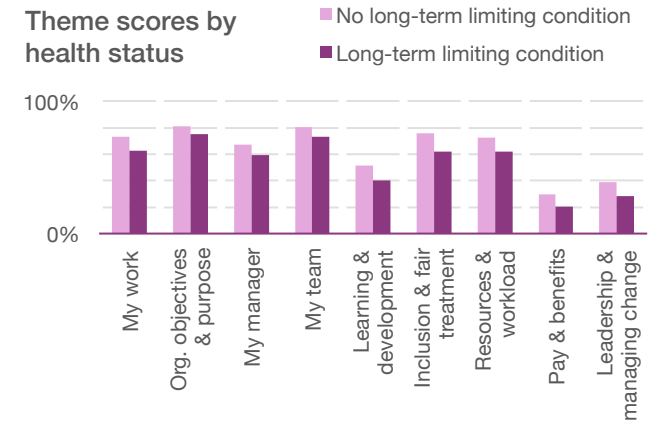
In junior grades (AO/AA and EO) respondents from a BME background are more likely to say that there are opportunities to develop their career than White colleagues. However, in senior grades (Grade 6/7 and the SCS) those from a BME background are less likely to say there are opportunities for them to develop their career.



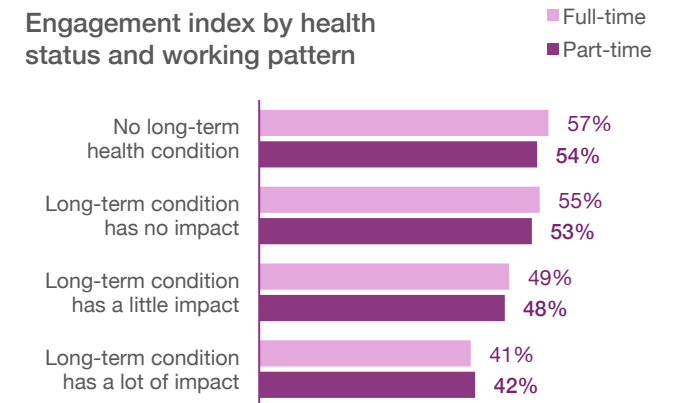
Respondents in middle management grades (SEO/HEO) from a BME background are less likely to say they think their organisation respects individual differences. This gap is much bigger at senior grades – 9 percentage points or more for those at Grade 6/7 or SCS positions.

Staff with a long-term limiting illness, disability or health condition are less positive across all themes

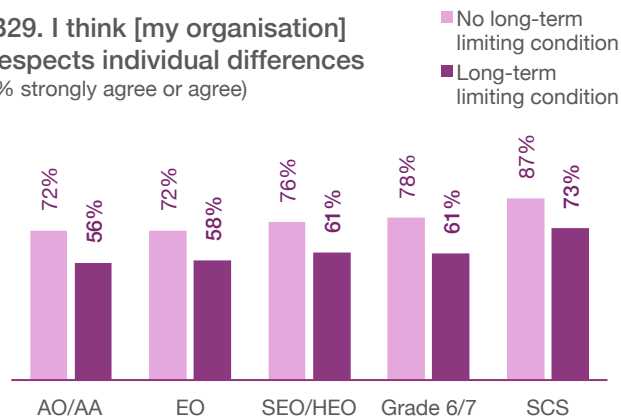
Respondents with a long-term limiting illness, disability or health condition are less positive than their peers. Across the nine themes that drive levels of employee engagement the difference ranges from 6 percentage points (organisational objectives and purpose) to 14 percentage points (inclusion and fair treatment).



Respondents with a long-term limiting condition are more likely to work part-time (26% compared to 18% of all other respondents). However, when we look at the engagement index by health status and working pattern we only see small differences between full-time and part-time respondents.



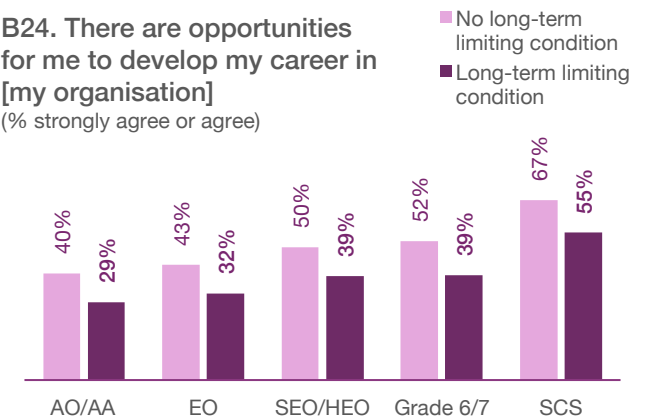
B29. I think [my organisation] respects individual differences (% strongly agree or agree)



Respondents with a long-term limiting condition at all grades are less likely to believe there are opportunities to develop their career. Two-thirds of SCS respondents who do not have a long-term limiting condition say there are opportunities to develop their career compared to just over half of SCS respondents with a long-term limiting condition.

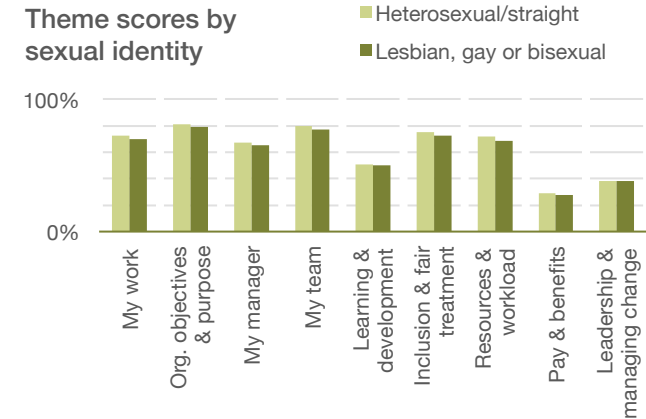
One of the questions with the largest difference between respondents with a long-term limiting health condition and those who do not have a long-term limiting health condition is *"I think my organisation respects individual differences"*. The difference in scores for this question vary by 14 to 17 percentage points depending on the grade of respondents.

B24. There are opportunities for me to develop my career in [my organisation] (% strongly agree or agree)

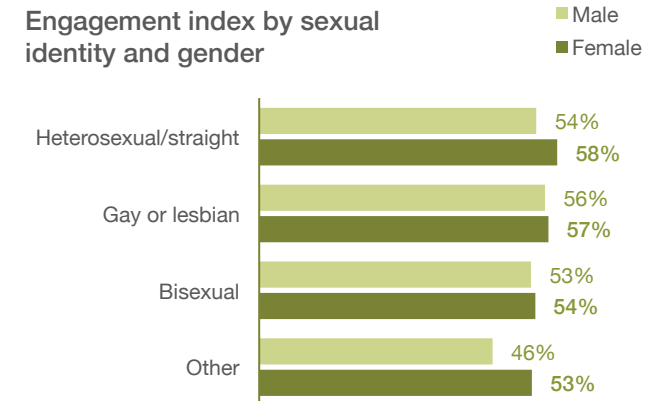


There are only minimal differences between LGB staff and their heterosexual/straight counterparts

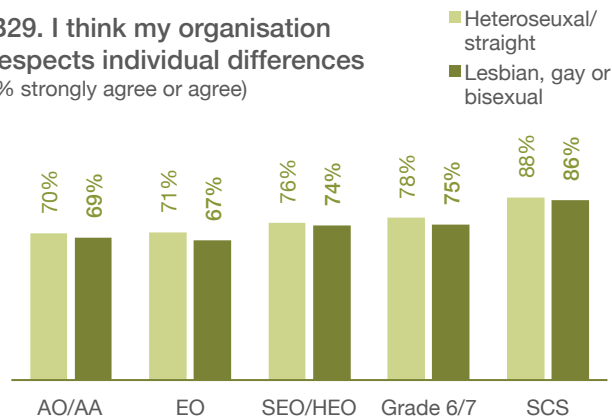
As with the engagement index, the differences between lesbian, gay or bisexual (LGB) respondents and their heterosexual/straight counterparts when looking at the engagement driver themes are minimal. Where differences exist LGB respondents are less positive, if only to a small extent – ranging from -4 percentage points (resources and workload) to less than -1 percentage point (leadership and managing change).



Looking at the engagement index by sexual identity and gender shows that for LGB respondents there is only a 1 percentage point difference in the engagement levels of male and female respondents. Heterosexual/straight male respondents are 4 percentage points less engaged than their female colleagues. However, male respondents who do not identify as heterosexual/straight or LGB are 7 percentage points less engaged than their female counterparts.

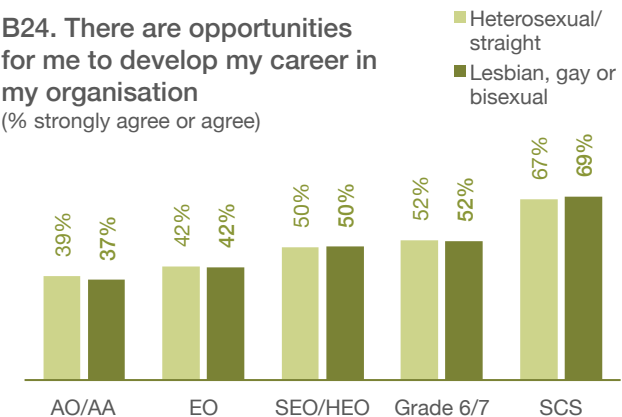


B29. I think my organisation respects individual differences
(% strongly agree or agree)



Only LGB respondents at administrative grades are less likely than their heterosexual/straight colleagues to say there are opportunities for them to develop their career, and only by 2 percentage points. Conversely, LGB respondents in the SCS are 2 percentage points more likely to think there are opportunities for them to develop their career.

B24. There are opportunities for me to develop my career in my organisation
(% strongly agree or agree)



When asked if they think their organisation respects individual differences, as with other measures, there are only small differences between LGB respondents and their peers.

There are different patterns across the four priority groups when looking at experiences of discrimination, bullying or harassment

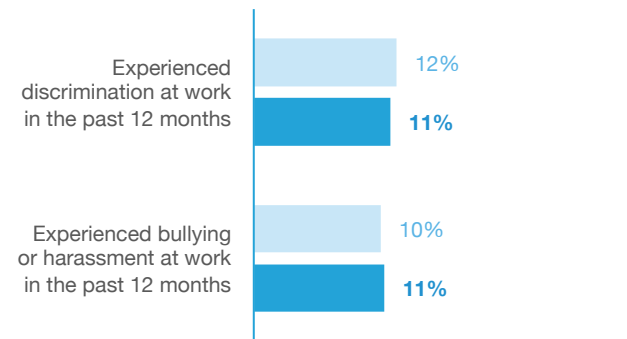
There is only a one percentage point difference in the proportion of male and female respondents that experienced discrimination or bullying/harassment at work in the past 12 months.

Those from a BME background are slightly more likely than those from a White background to report experiencing discrimination (+3pp) or bullying/harassment (+2pp).

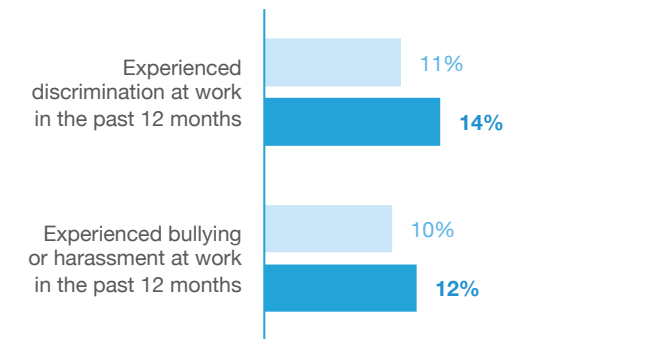
Respondents with a long-term limiting condition are two-and-a-half times more likely to report experiencing discrimination or bullying/harassment than colleagues who do not have a long-term limiting condition.

In other themes we have seen that LGB respondents have similar scores to their heterosexual/straight counterparts. However there are much larger differences when asked if they have experienced discrimination or bullying/harassment (+6pp for both measures).

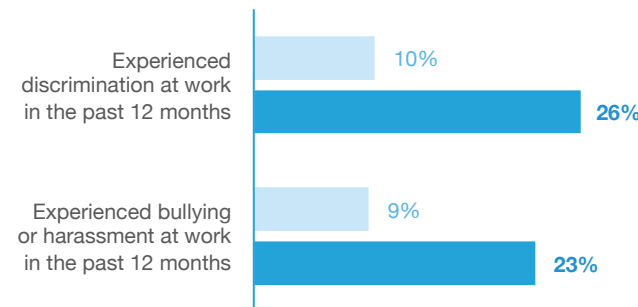
Discrimination, bullying and harassment at work by gender



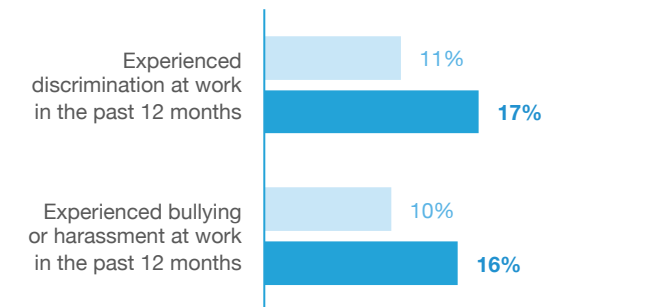
Discrimination, bullying and harassment at work by ethnicity



Discrimination, bullying and harassment at work by health status



Discrimination, bullying and harassment at work by sexual identity



Conditional analysis allows us to identify the specific effect of different characteristics

Each individual has a different mix of personal and job characteristics – but sometimes there are clear overlaps, for example female staff are more likely to be in more junior grades and to work part-time; disabled staff are more likely to work in operational roles.

We can use statistical analysis to control for these overlaps and identify the effect of a specific characteristic – this is called “conditional analysis”. Technical details of the analysis are provided in note 6 on page 40

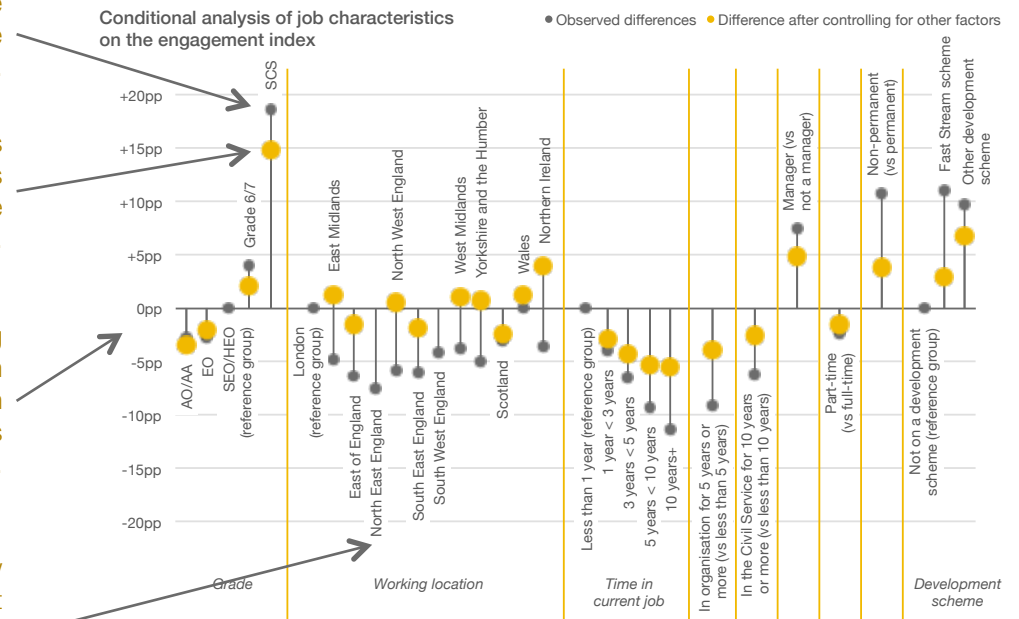
The following pages summarise the results of conditional analysis carried out on the 2014 survey results.

The grey dot shows the difference between the given category and its reference category in the raw data – when we compare SCS engagement levels to those of SEO/HEO staff we see a difference of 18 percentage points.

The yellow dot shows the difference estimated by the statistical analysis once other characteristics have been controlled for – this analysis shows that compared to SEO/HEO staff SCS are 15 percentage points more engaged once accounting for other characteristics.

The analysis looks at differences within characteristic groups (grade, working location, role, gender, age, etc); for each group a reference category is chosen from which differences can be calculated against. Effects above the horizontal axis mean that the group is more engaged than the reference category, effects below the axis mean that the group is less engaged than the reference category.

All observed effects (grey dots) are shown. Only controlled effects (yellow dots) which are statistically significant are shown, so where no yellow dot is shown the effect is not statistically significant. That is, after controlling for other characteristics there is no statistically significant differences between those working in London and those working in the North East of England.



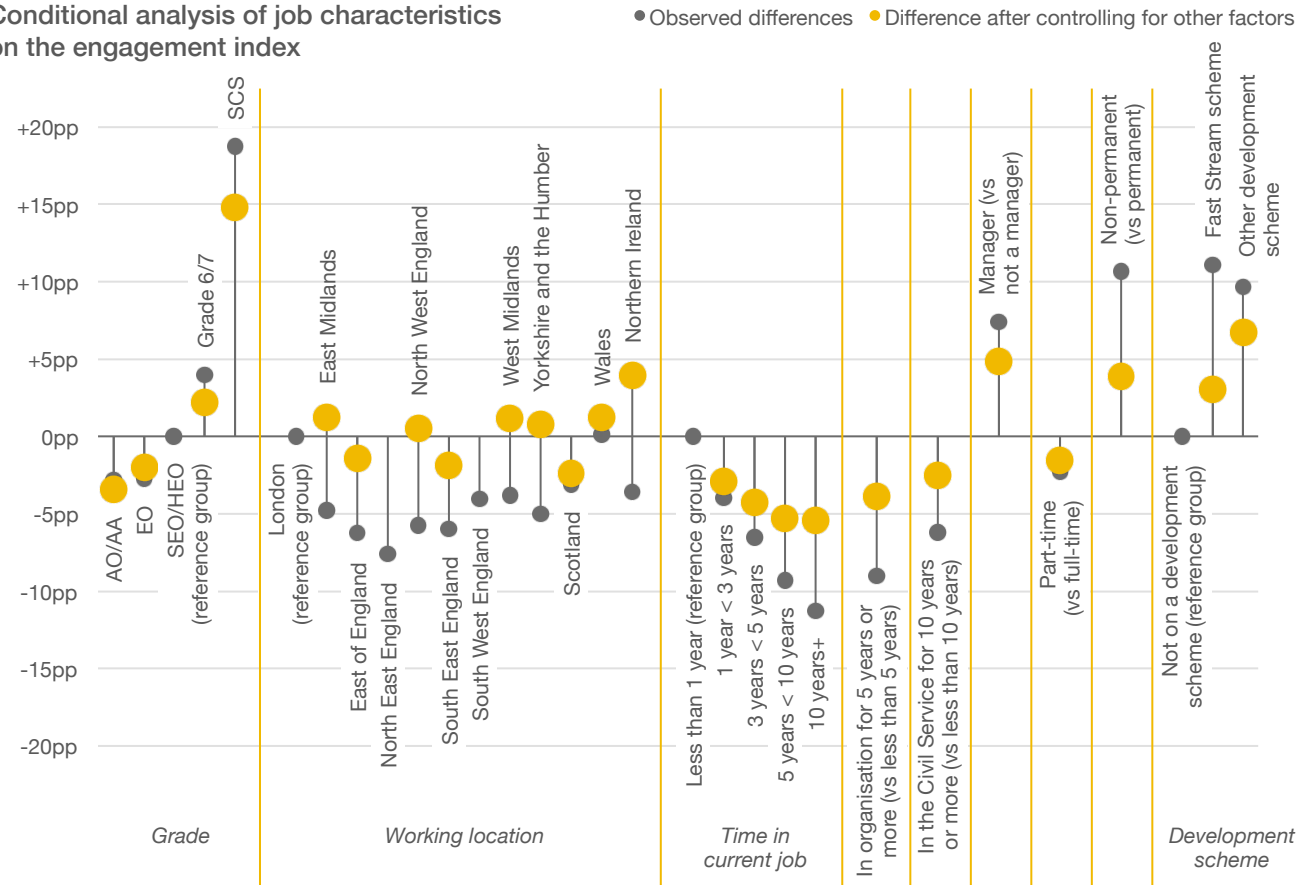
The effect of different job characteristics tend to reduce once controlling for other factors

The Civil Service People Survey carries ten demographic questions that ask about a respondent's job (results for occupation are shown on the following page).

After controlling for other factors we see that the conditional effect of specific job characteristics tends to be lower than the effect we observe in the raw data.

For example, looking at the raw results shows us that respondents based in the East of England are 6 percentage points less engaged, however once controlling for other factors this difference is just 1 percentage point.

Conditional analysis of job characteristics on the engagement index



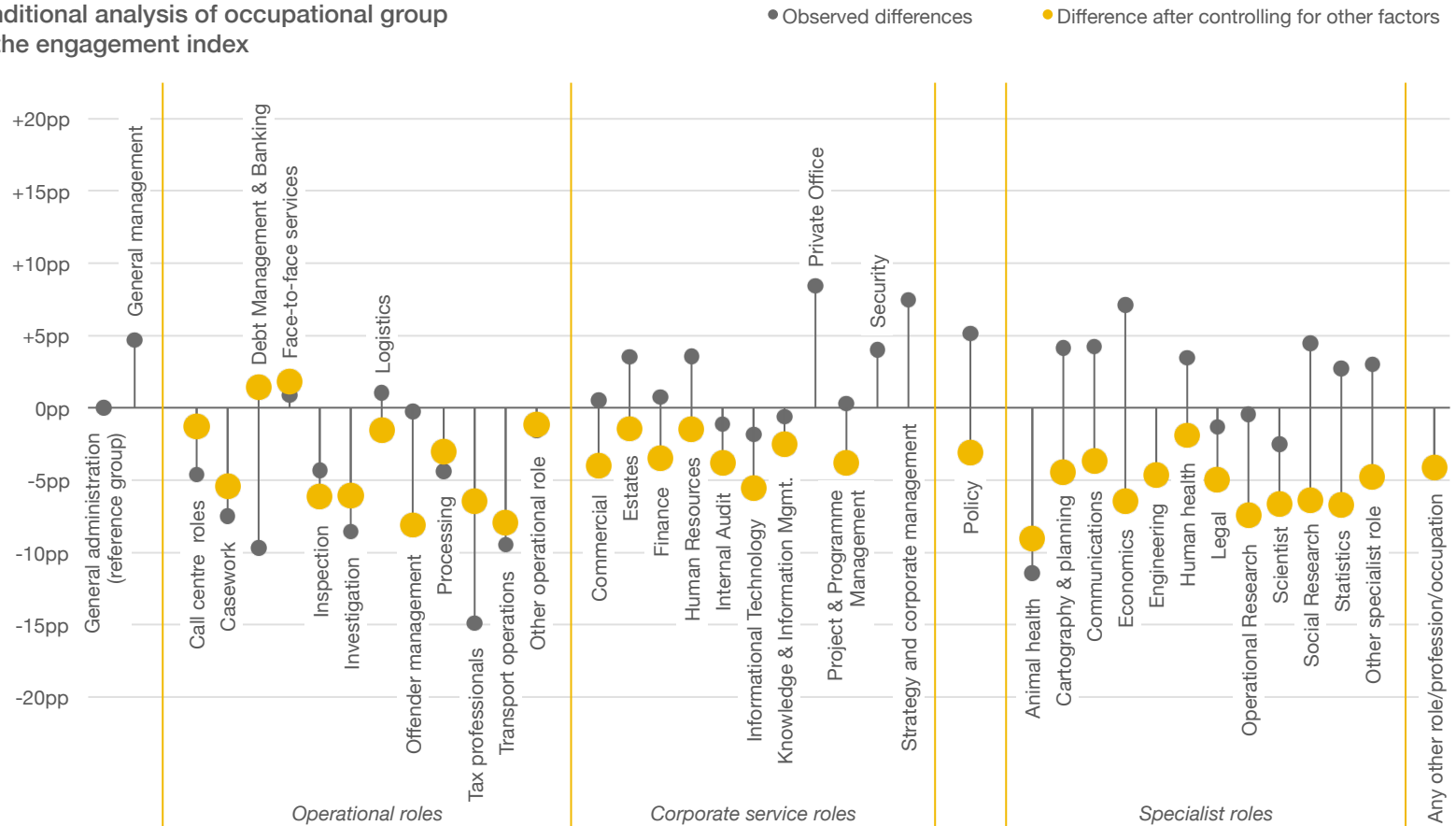
Controlling for factors such as grade reverse some differences in the engagement levels between occupations

Looking at overall results by occupation shows that respondents working in a tax professional role have the lowest levels of employee engagement in the Civil Service. However, once we control for factors such as location, grade and organisation (tax professionals only work in HMRC) the difference with those working in general administration roles is more than halved.

Compared to respondents working in a general administration role we tend to see that respondents who work in a corporate service, policy or specialist role are more engaged.

However, these respondents (especially policy and specialists) are more likely to be at a more senior grade and/or based in London. As a result, we see that the difference to those working in general administration after controlling for other factors is negative.

Conditional analysis of occupational group on the engagement index



Effects of personal characteristics are often reduced once controlling for other factors

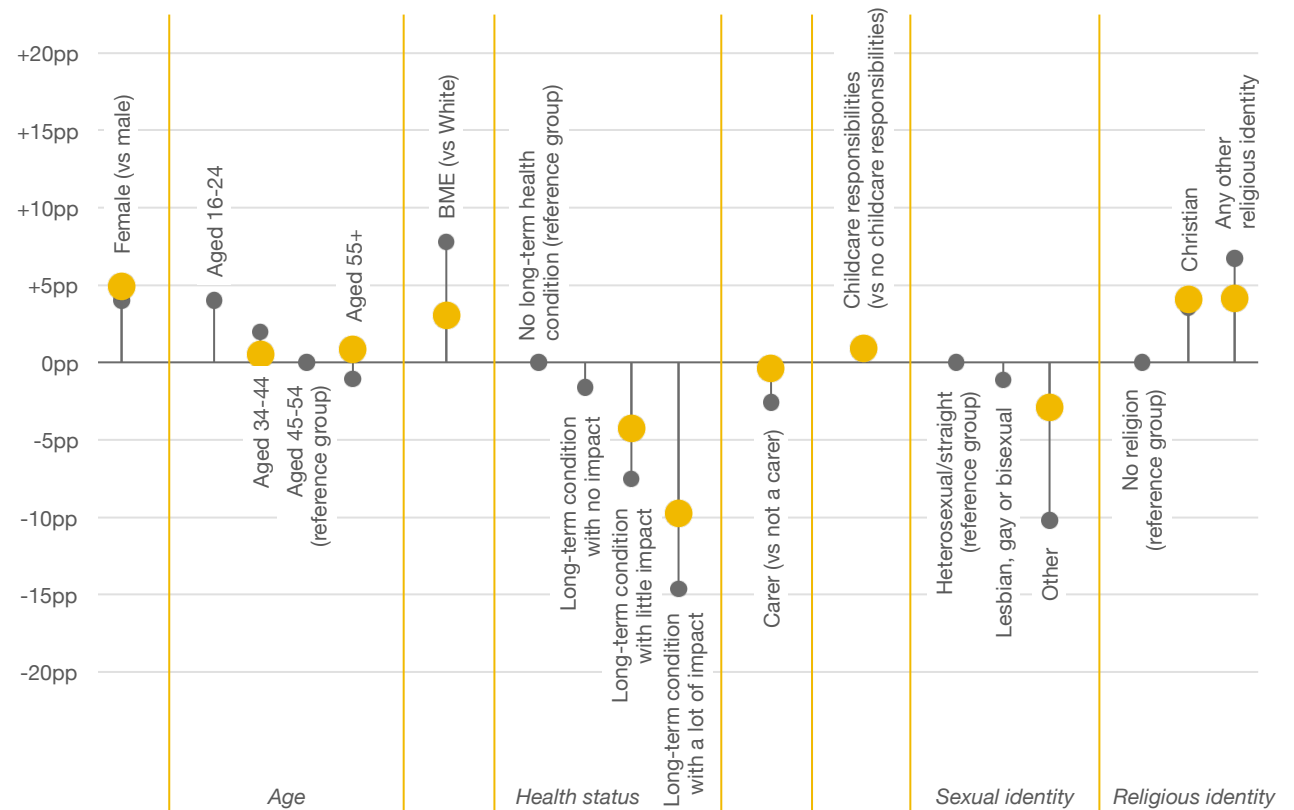
As with job characteristics (shown on page 18), when looking at personal characteristics the conditional analysis has tended to reduce the differences between groups.

Age differences are almost completely removed, this is likely to be as a result of the interaction between age and length of service.

We have seen on previous pages that staff with a long-term limiting health condition are much less engaged than their peers. However, staff with long-term limiting health conditions are much more likely to work part-time in an administrative role and at a junior grade than other staff. Controlling for these factors reduces the 15 percentage point difference seen by those who say their condition limits what they can do “a lot” to 10 percentage points.

Conditional analysis of personal characteristics on the engagement index

● Observed differences ● Difference after controlling for other factors



Departmental trends

Performance of main departments over time

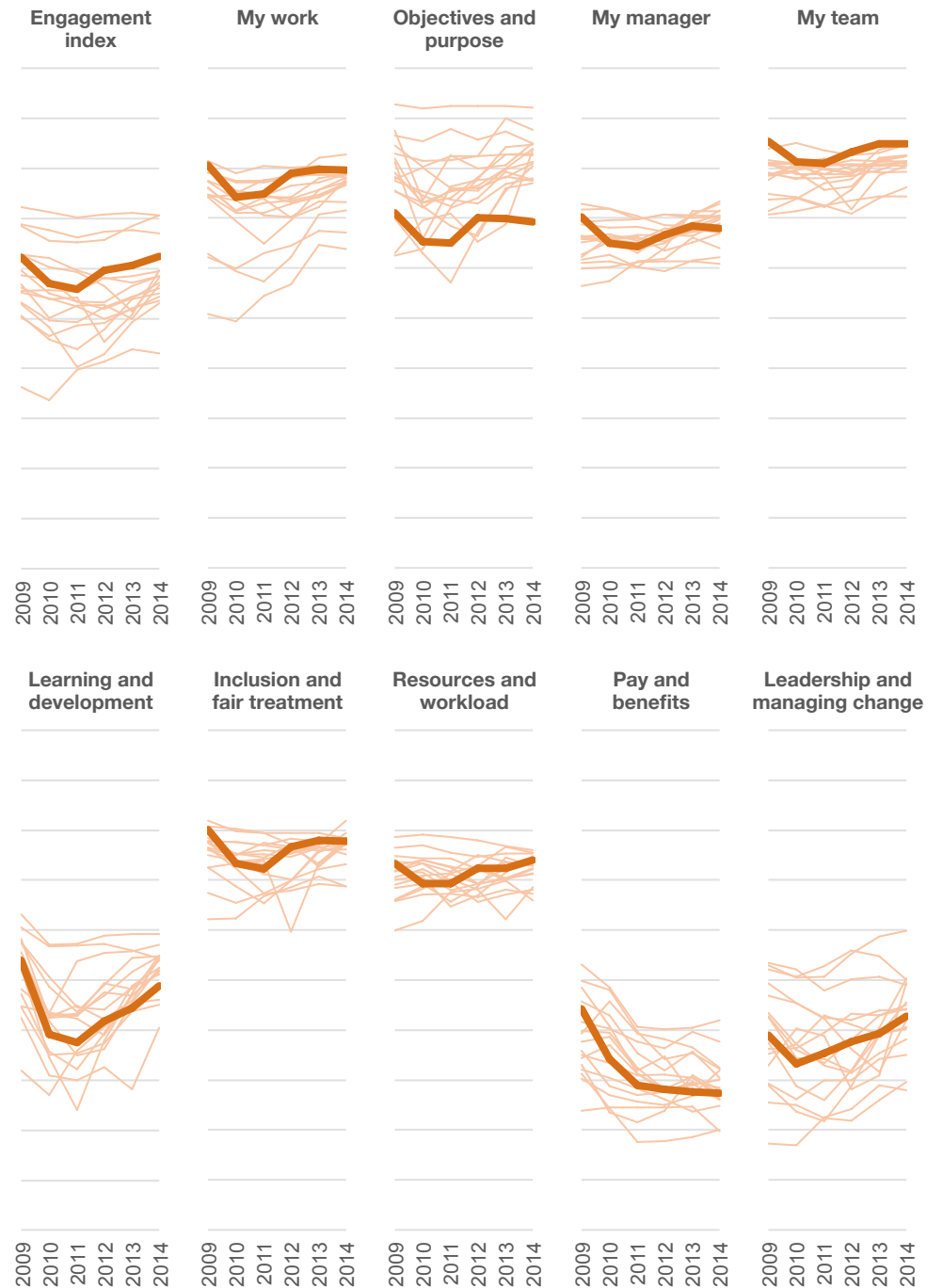
The following pages show for each of the 17 main departments their engagement index and scores for the nine engagement driver themes since 2009.

Alongside a table of scores, each page includes a graphical representation of the scores. The scores for the department of interest are highlighted using a thick orange line, while the scores of the other 16 departments are shown using thin pale orange lines.

The design of the Civil Service People Survey means that executive agencies are typically considered separate organisations from their parent department. The following pages therefore exclude the results of executive agencies, with the exception of the Department for Education who include their agency staff. Separately, while machinery of government changes have merged the functions of the UK Border Agency into the Home Office, these functions continue to conduct their own separate surveys.

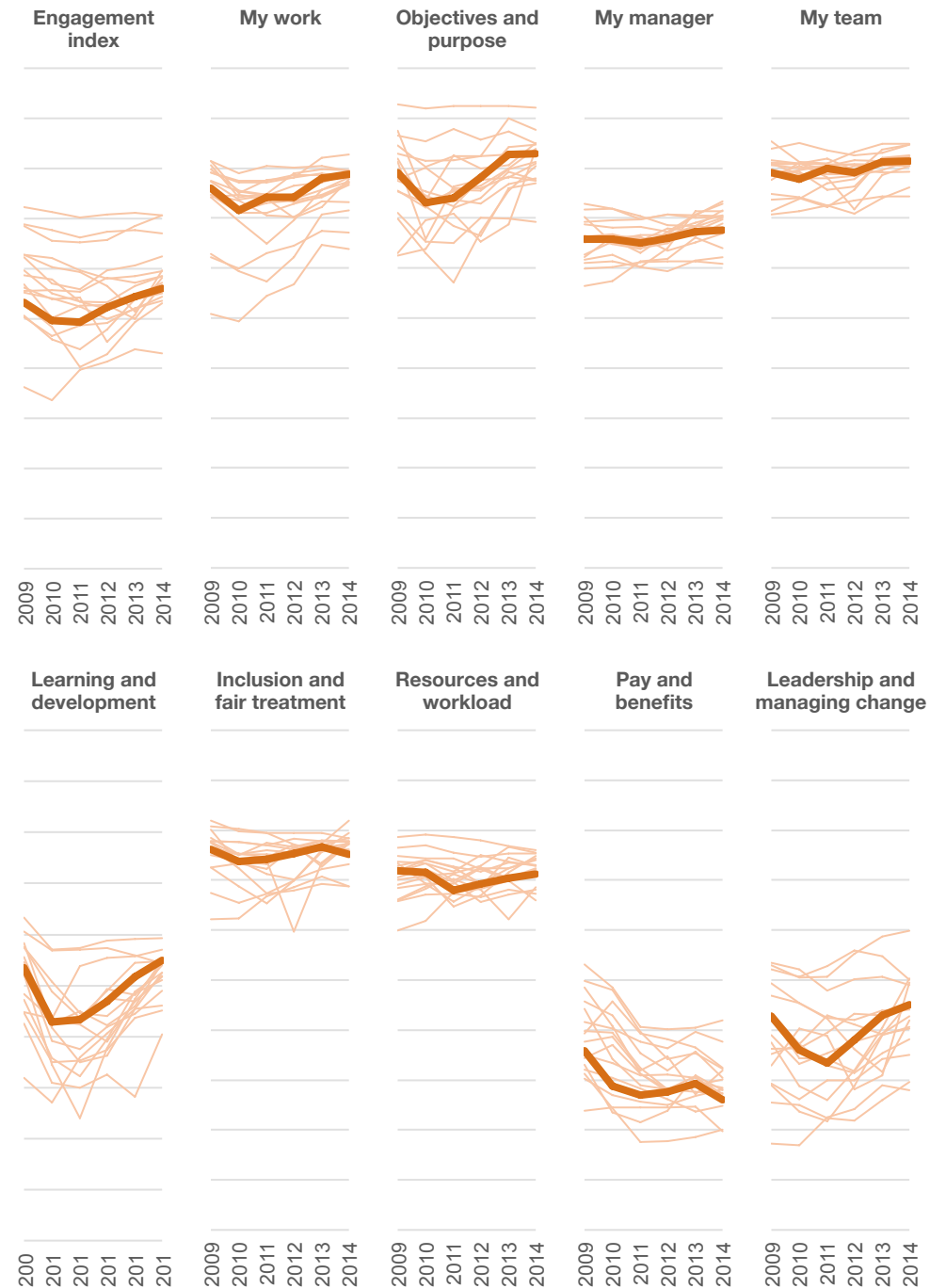
Cabinet Office

	2009	2010	2011	2012	2013	2014
Employee engagement index	62%	57%	56%	60%	61%	62%
My work	81%	74%	75%	79%	80%	80%
Organisational objectives and purpose	71%	65%	65%	70%	70%	69%
My manager	70%	65%	64%	67%	68%	68%
My team	85%	81%	81%	83%	85%	85%
Learning and development	54%	39%	38%	42%	44%	49%
Inclusion and fair treatment	80%	73%	72%	77%	78%	78%
Resources and workload	73%	69%	69%	72%	72%	74%
Pay and benefits	44%	34%	29%	28%	28%	27%
Leadership and managing change	39%	33%	35%	38%	39%	43%
<i>Response rate</i>	86%	83%	93%	91%	95%	89%



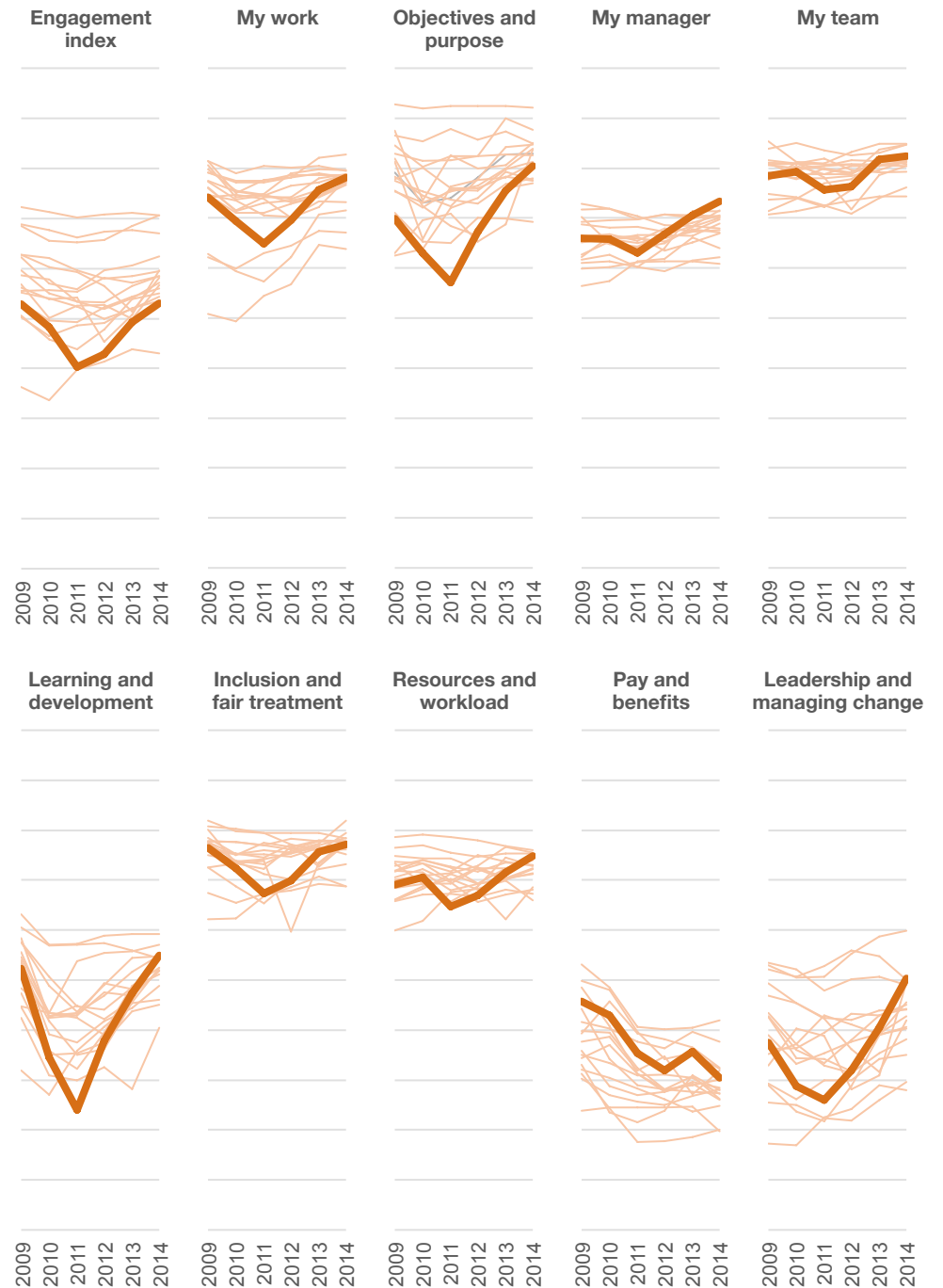
Department for Business, Innovation and Skills (excluding agencies)

	2009	2010	2011	2012	2013	2014
Employee engagement index	53%	50%	49%	52%	54%	56%
My work	76%	71%	74%	74%	78%	79%
Organisational objectives and purpose	79%	73%	74%	78%	83%	83%
My manager	66%	66%	65%	66%	67%	68%
My team	79%	78%	80%	79%	81%	81%
Learning and development	53%	43%	43%	47%	52%	55%
Inclusion and fair treatment	76%	74%	74%	75%	77%	75%
Resources and workload	72%	71%	68%	69%	70%	71%
Pay and benefits	36%	29%	27%	28%	29%	26%
Leadership and managing change	43%	36%	33%	38%	43%	45%
<i>Response rate</i>	78%	71%	74%	75%	83%	81%



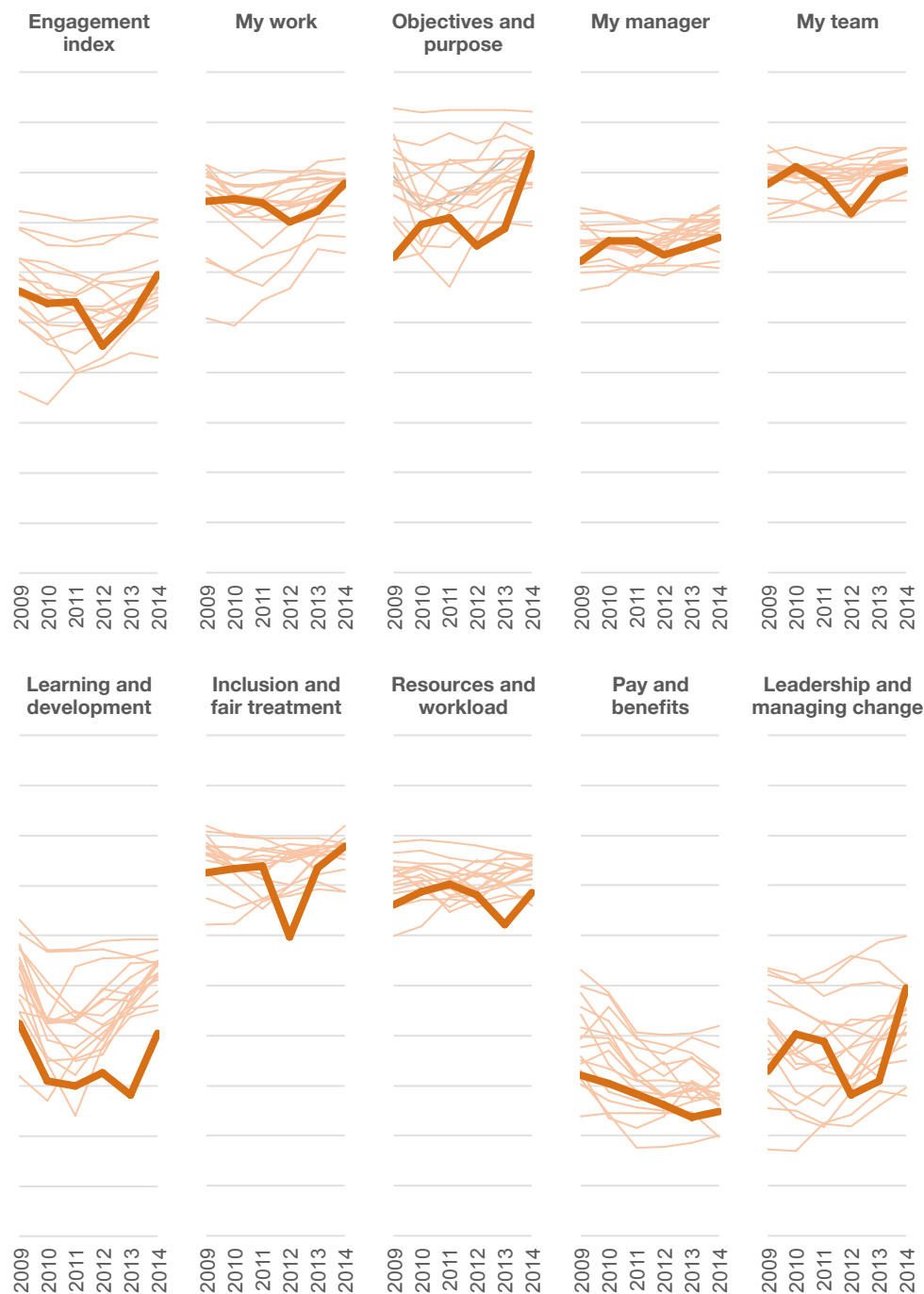
Department for Communities and Local Government (excluding agencies)

	2009	2010	2011	2012	2013	2014
Employee engagement index	53%	48%	40%	43%	49%	53%
My work	74%	69%	65%	70%	76%	78%
Organisational objectives and purpose	70%	63%	57%	67%	75%	80%
My manager	66%	66%	63%	67%	71%	73%
My team	79%	79%	76%	76%	82%	82%
Learning and development	52%	35%	24%	38%	47%	55%
Inclusion and fair treatment	76%	72%	67%	70%	76%	77%
Resources and workload	69%	71%	65%	67%	72%	75%
Pay and benefits	46%	43%	35%	32%	36%	30%
Leadership and managing change	38%	29%	26%	32%	40%	50%
<i>Response rate</i>	73%	81%	76%	77%	78%	77%



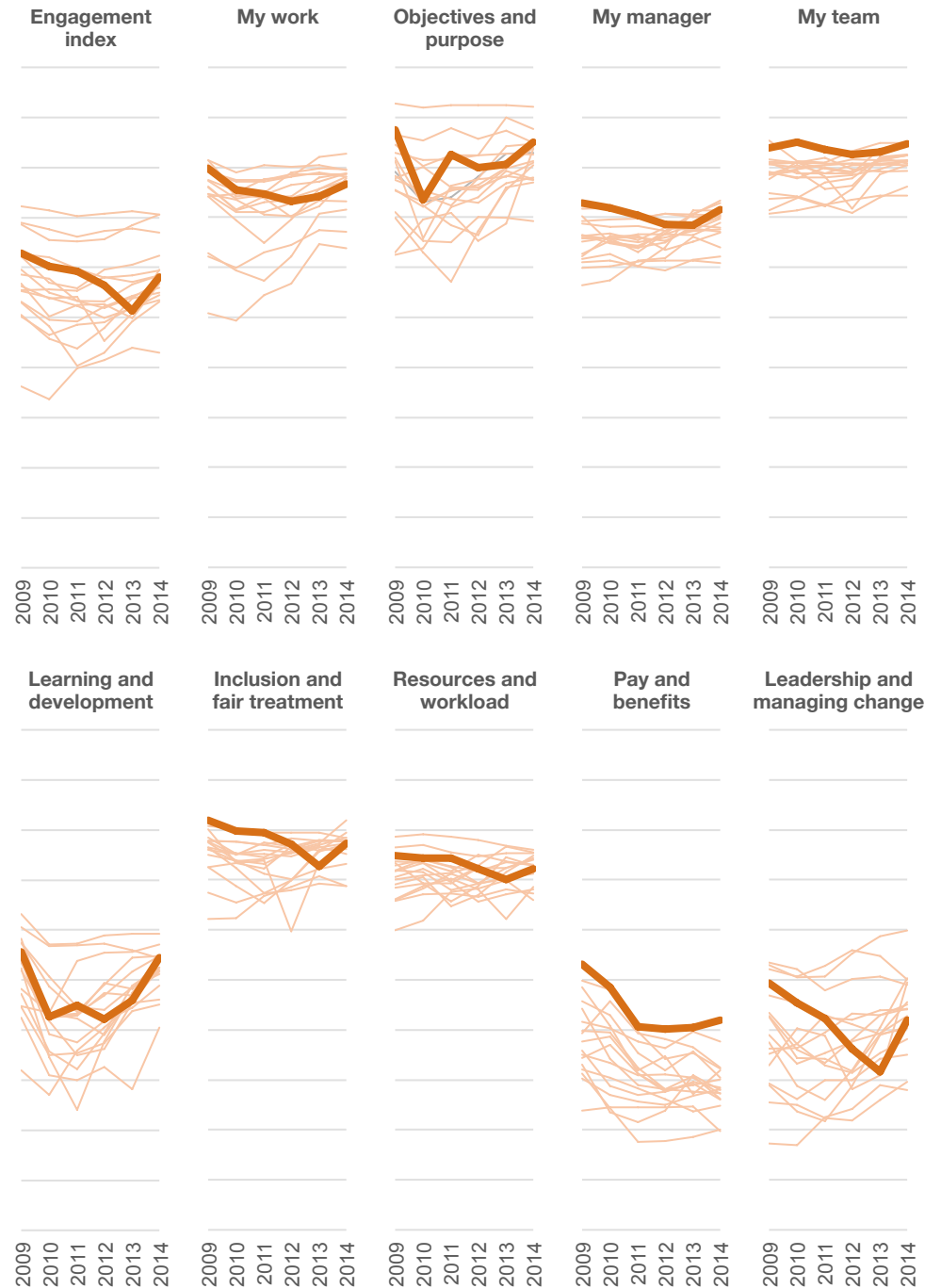
Department for Culture, Media and Sport (excluding agencies)

	2009	2010	2011	2012	2013	2014
Employee engagement index	56%	54%	54%	45%	51%	60%
My work	74%	75%	74%	70%	72%	78%
Organisational objectives and purpose	63%	70%	71%	65%	69%	84%
My manager	62%	66%	66%	63%	65%	67%
My team	78%	81%	78%	72%	79%	80%
Learning and development	42%	31%	30%	33%	28%	40%
Inclusion and fair treatment	73%	73%	74%	60%	74%	78%
Resources and workload	66%	69%	70%	68%	62%	69%
Pay and benefits	32%	30%	28%	26%	24%	25%
Leadership and managing change	33%	40%	39%	28%	31%	49%
<i>Response rate</i>	91%	69%	67%	41%	66%	91%



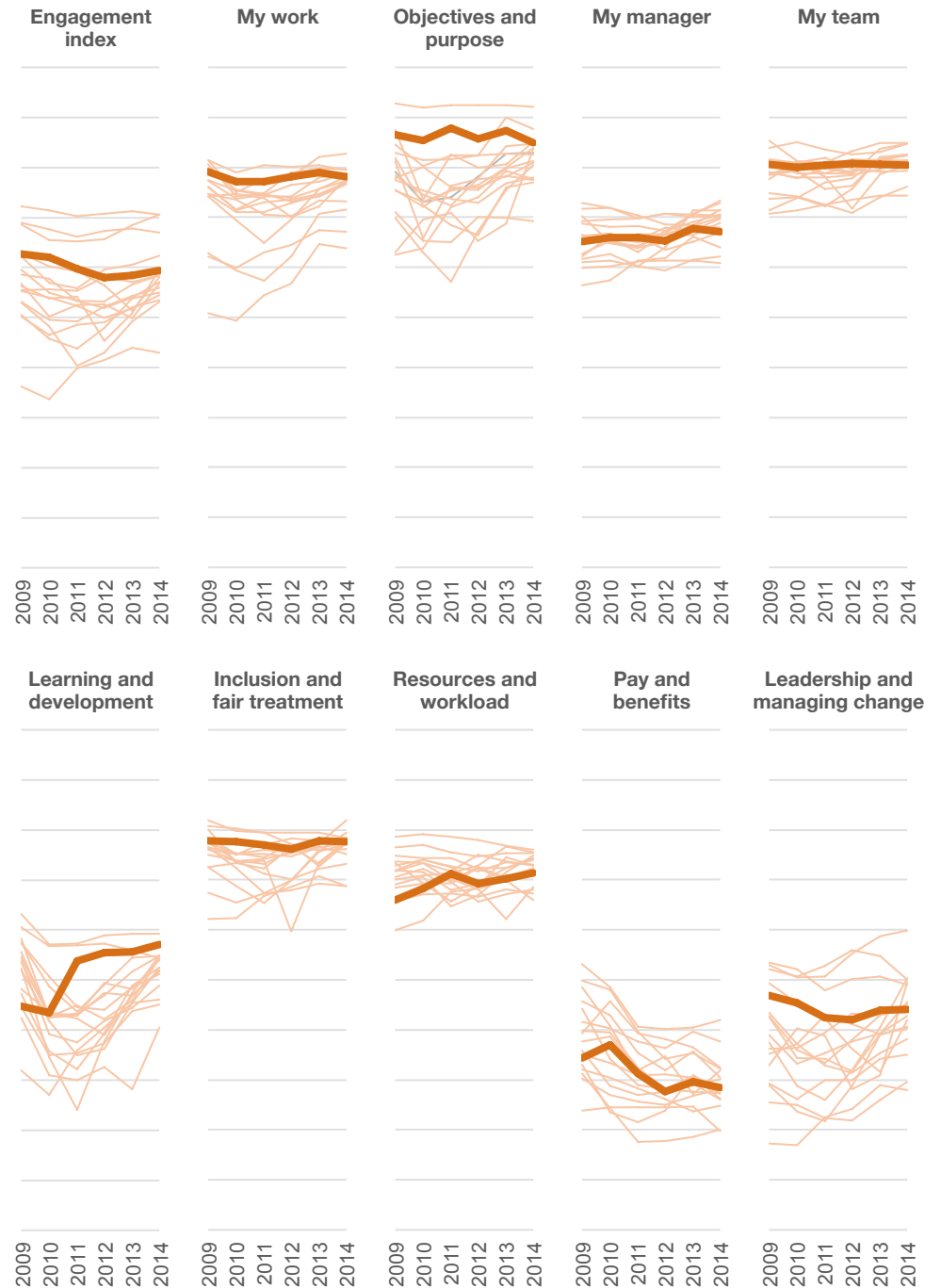
Department for Education

	2009	2010	2011	2012	2013	2014
Employee engagement index	63%	60%	59%	56%	51%	58%
My work	80%	76%	75%	73%	74%	77%
Organisational objectives and purpose	88%	74%	83%	80%	81%	85%
My manager	73%	72%	70%	69%	68%	71%
My team	84%	85%	84%	83%	83%	85%
Learning and development	56%	43%	45%	42%	46%	54%
Inclusion and fair treatment	82%	80%	79%	77%	73%	77%
Resources and workload	75%	74%	74%	72%	70%	72%
Pay and benefits	53%	48%	41%	40%	41%	42%
Leadership and managing change	49%	45%	42%	36%	32%	42%
<i>Response rate</i>	82%	85%	89%	92%	91%	95%



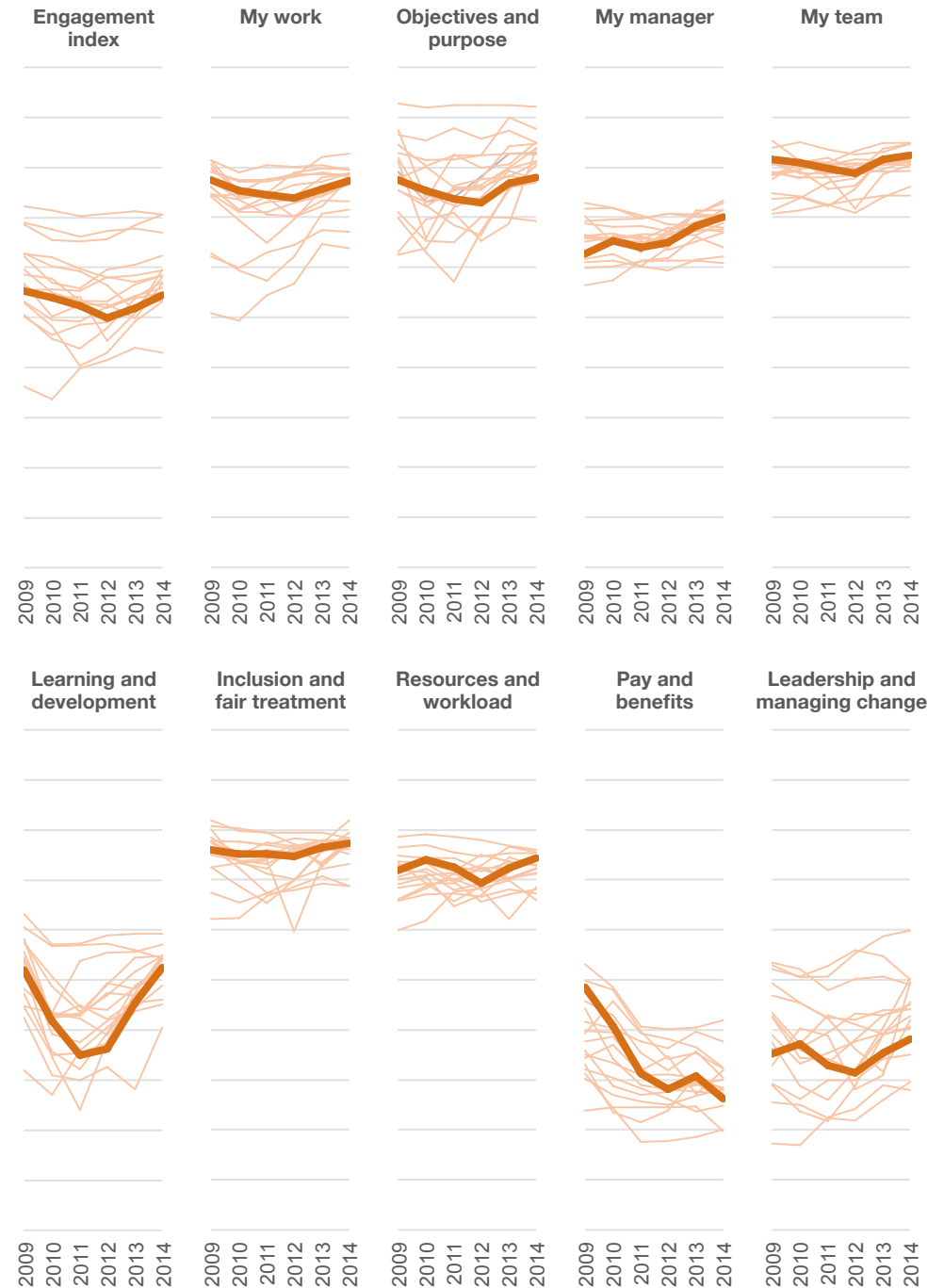
Department of Energy and Climate Change

	2009	2010	2011	2012	2013	2014
Employee engagement index	63%	62%	60%	58%	58%	59%
My work	79%	77%	77%	78%	79%	78%
Organisational objectives and purpose	86%	85%	88%	86%	87%	85%
My manager	65%	66%	66%	65%	68%	67%
My team	81%	80%	80%	81%	81%	80%
Learning and development	45%	43%	54%	55%	56%	57%
Inclusion and fair treatment	78%	78%	77%	76%	78%	78%
Resources and workload	66%	68%	71%	69%	70%	71%
Pay and benefits	34%	37%	31%	28%	30%	28%
Leadership and managing change	47%	45%	43%	42%	44%	44%
<i>Response rate</i>	84%	81%	84%	82%	87%	91%



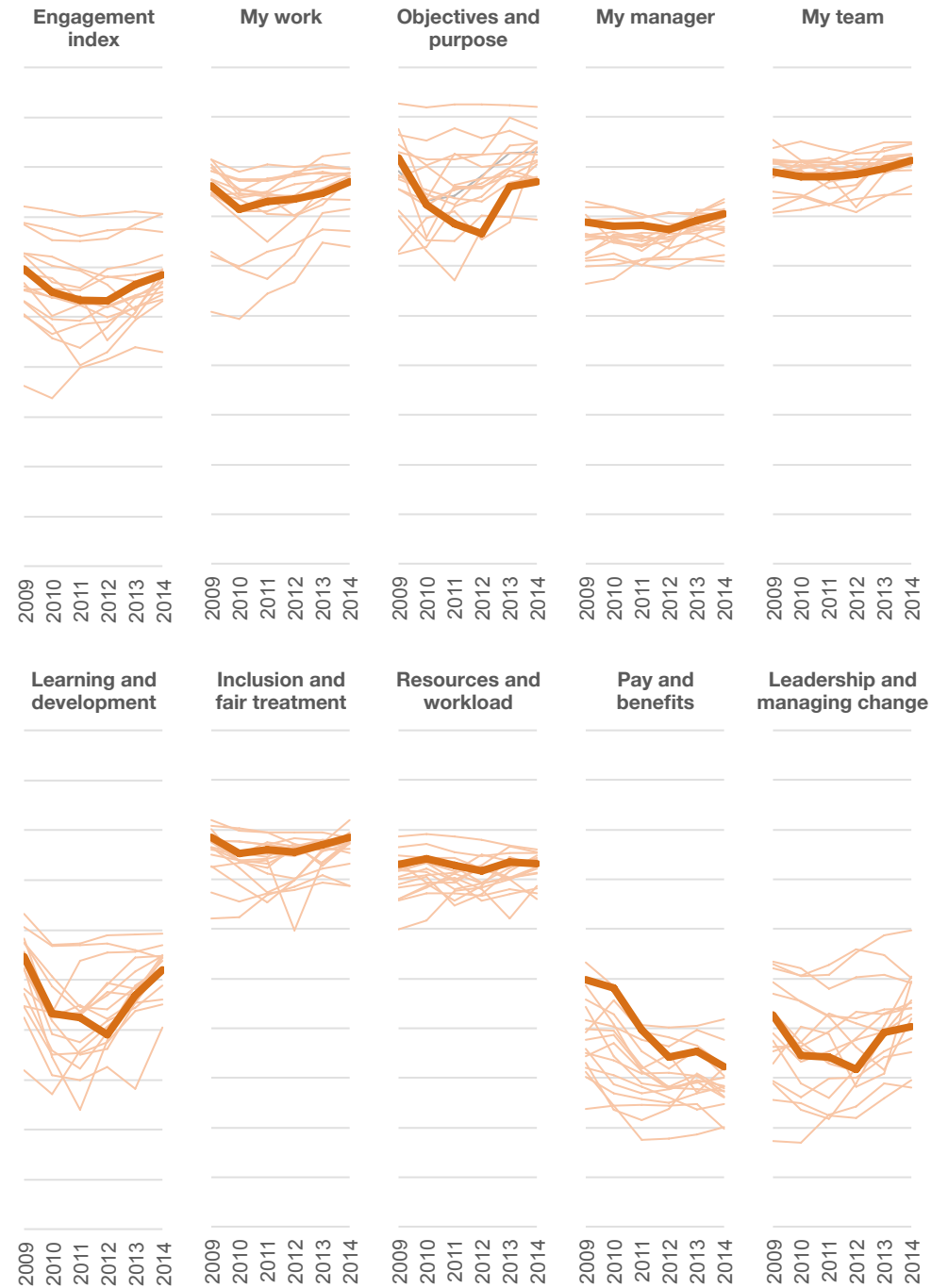
Department for Environment, Food and Rural Affairs (excluding agencies)

	2009	2010	2011	2012	2013	2014
Employee engagement index	55%	54%	52%	50%	52%	54%
My work	77%	75%	74%	74%	76%	77%
Organisational objectives and purpose	78%	75%	74%	73%	77%	78%
My manager	63%	65%	64%	65%	68%	70%
My team	81%	81%	80%	79%	82%	82%
Learning and development	52%	42%	35%	36%	45%	52%
Inclusion and fair treatment	76%	75%	75%	75%	76%	77%
Resources and workload	72%	74%	72%	69%	72%	74%
Pay and benefits	49%	41%	31%	28%	31%	26%
Leadership and managing change	35%	37%	33%	31%	35%	38%
<i>Response rate</i>	74%	79%	78%	68%	87%	87%



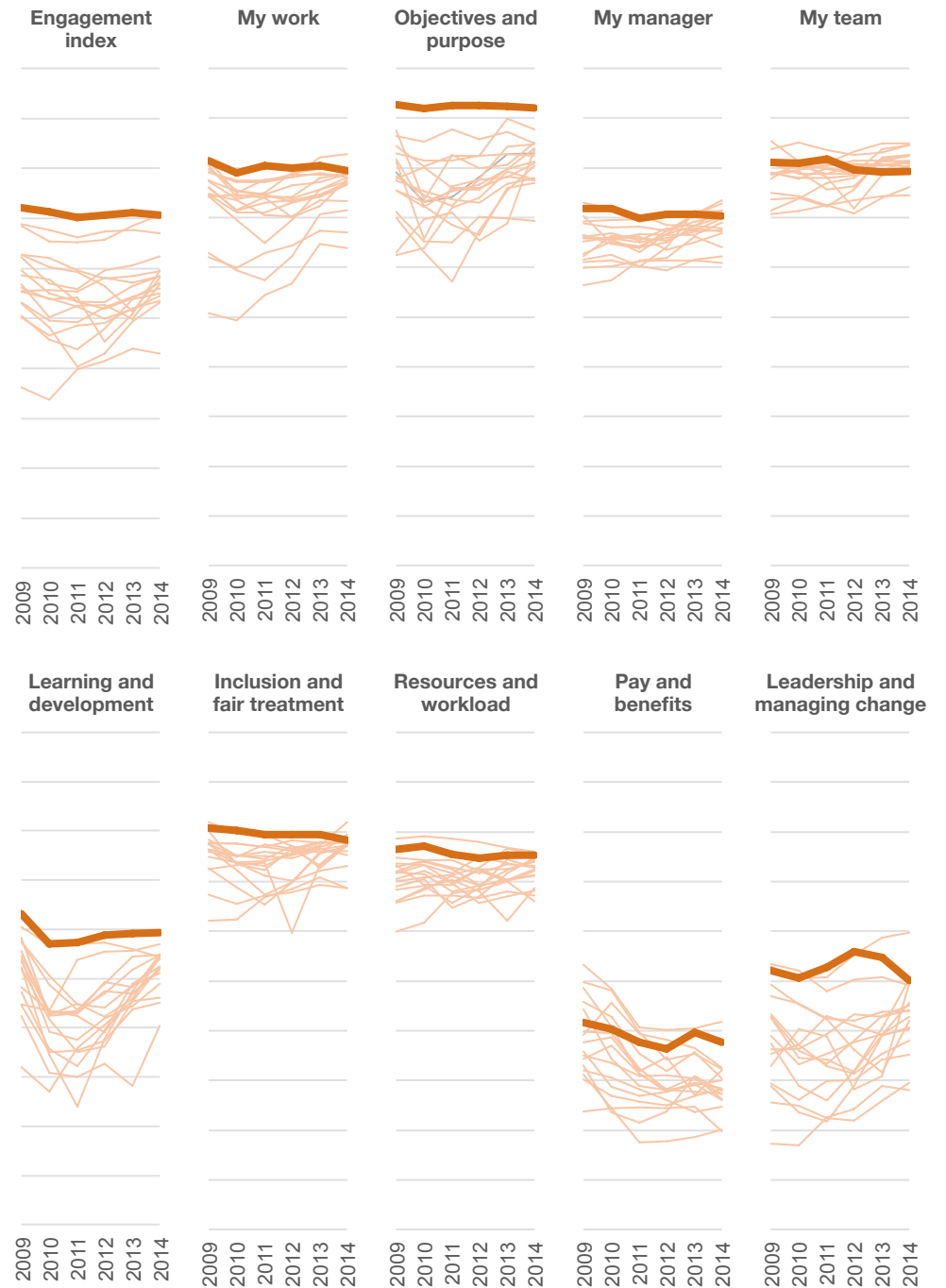
Department of Health (excluding agencies)

	2009	2010	2011	2012	2013	2014
Employee engagement index	60%	55%	53%	53%	57%	58%
My work	76%	71%	73%	74%	75%	77%
Organisational objectives and purpose	82%	72%	68%	66%	76%	77%
My manager	69%	68%	68%	67%	69%	71%
My team	79%	78%	78%	78%	80%	81%
Learning and development	55%	43%	42%	39%	47%	52%
Inclusion and fair treatment	78%	75%	76%	76%	77%	78%
Resources and workload	73%	74%	73%	72%	74%	73%
Pay and benefits	50%	48%	40%	34%	35%	32%
Leadership and managing change	43%	34%	34%	32%	39%	40%
<i>Response rate</i>	79%	67%	73%	75%	70%	69%



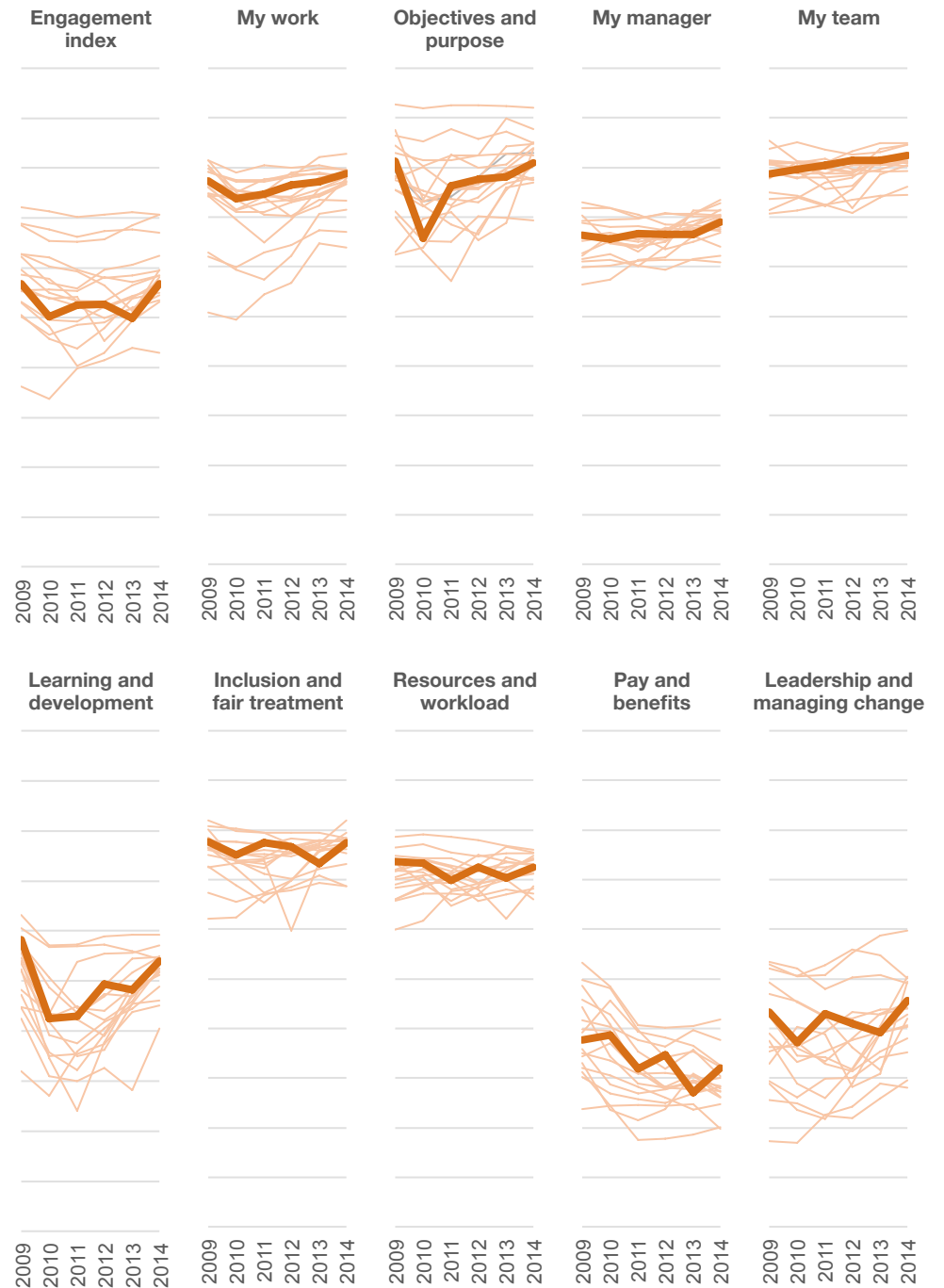
Department for International Development

	2009	2010	2011	2012	2013	2014
Employee engagement index	72%	71%	70%	71%	71%	71%
My work	81%	79%	80%	80%	80%	79%
Organisational objectives and purpose	93%	92%	92%	92%	92%	92%
My manager	72%	72%	70%	71%	71%	70%
My team	81%	81%	82%	80%	79%	79%
Learning and development	63%	57%	57%	59%	59%	59%
Inclusion and fair treatment	81%	80%	79%	79%	79%	78%
Resources and workload	76%	77%	75%	75%	75%	75%
Pay and benefits	42%	40%	38%	36%	40%	38%
Leadership and managing change	52%	51%	53%	56%	55%	50%
<i>Response rate</i>	86%	89%	89%	89%	88%	81%



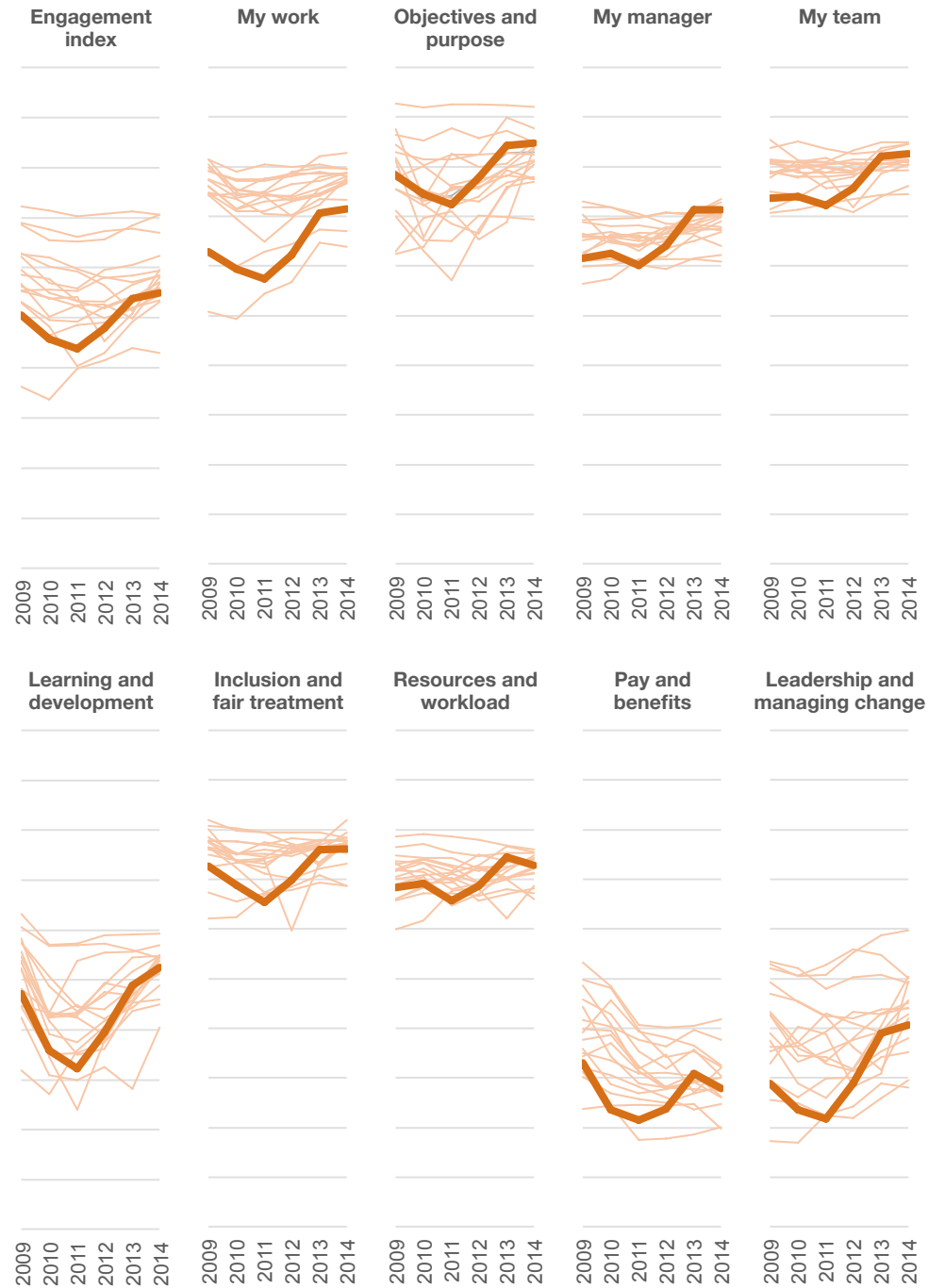
Department for Transport (excluding agencies)

	2009	2010	2011	2012	2013	2014
Employee engagement index	57%	50%	52%	53%	50%	57%
My work	77%	74%	75%	76%	77%	79%
Organisational objectives and purpose	81%	66%	76%	78%	78%	81%
My manager	66%	66%	67%	67%	66%	69%
My team	79%	80%	81%	82%	81%	82%
Learning and development	58%	42%	43%	49%	48%	54%
Inclusion and fair treatment	78%	75%	78%	77%	73%	77%
Resources and workload	74%	73%	70%	73%	70%	72%
Pay and benefits	38%	39%	32%	35%	27%	32%
Leadership and managing change	43%	37%	43%	41%	39%	46%
<i>Response rate</i>	89%	80%	88%	88%	78%	80%



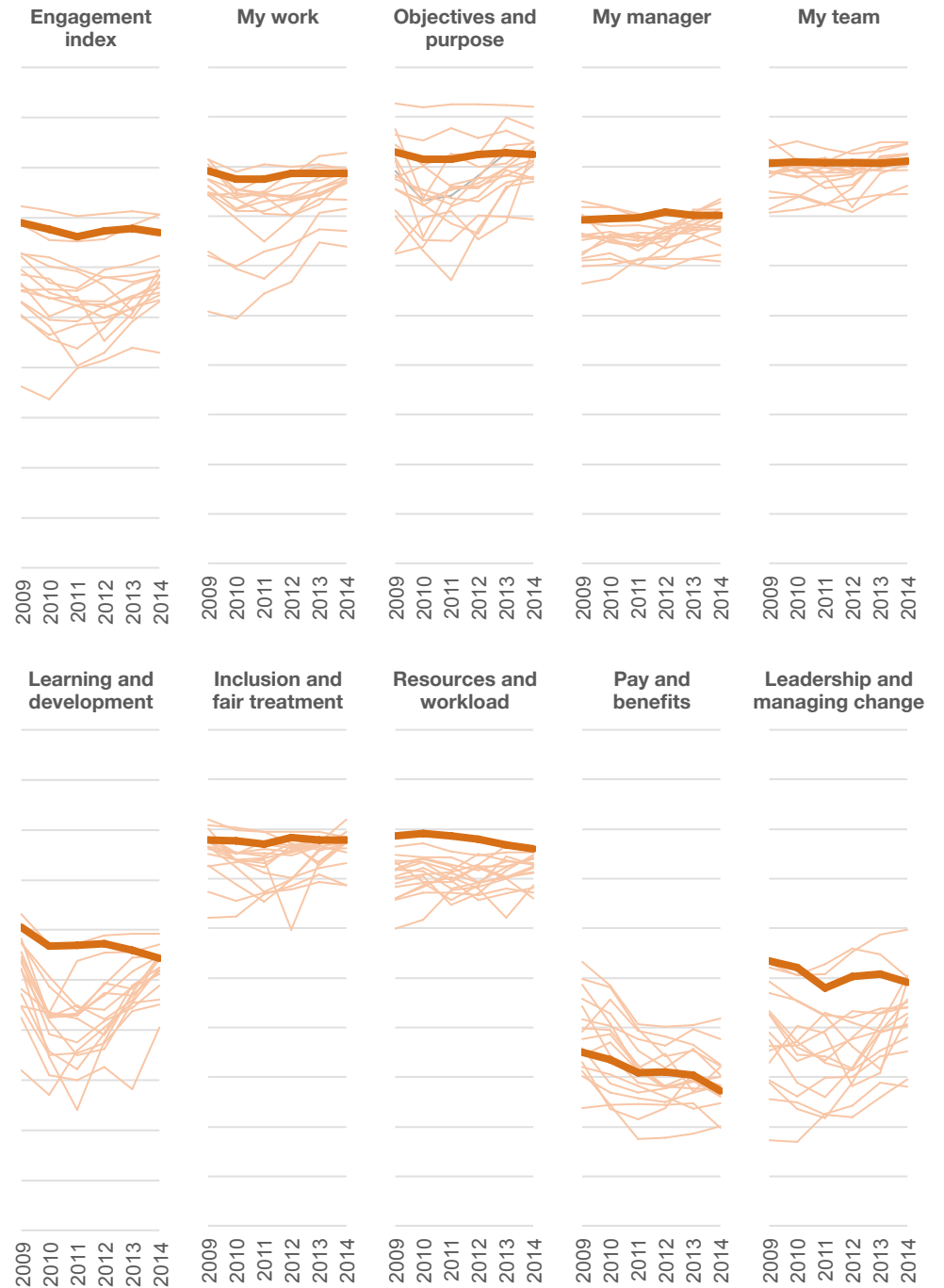
Department for Work and Pensions

	2009	2010	2011	2012	2013	2014
Employee engagement index	51%	46%	44%	48%	54%	55%
My work	63%	59%	57%	62%	71%	71%
Organisational objectives and purpose	78%	74%	72%	78%	84%	85%
My manager	62%	63%	60%	64%	71%	71%
My team	74%	74%	72%	76%	82%	83%
Learning and development	47%	36%	32%	39%	49%	53%
Inclusion and fair treatment	73%	69%	65%	70%	76%	76%
Resources and workload	68%	69%	66%	69%	75%	73%
Pay and benefits	33%	24%	22%	24%	31%	28%
Leadership and managing change	29%	24%	22%	29%	39%	41%
<i>Response rate</i>	68%	67%	65%	66%	62%	60%



Foreign and Commonwealth Office

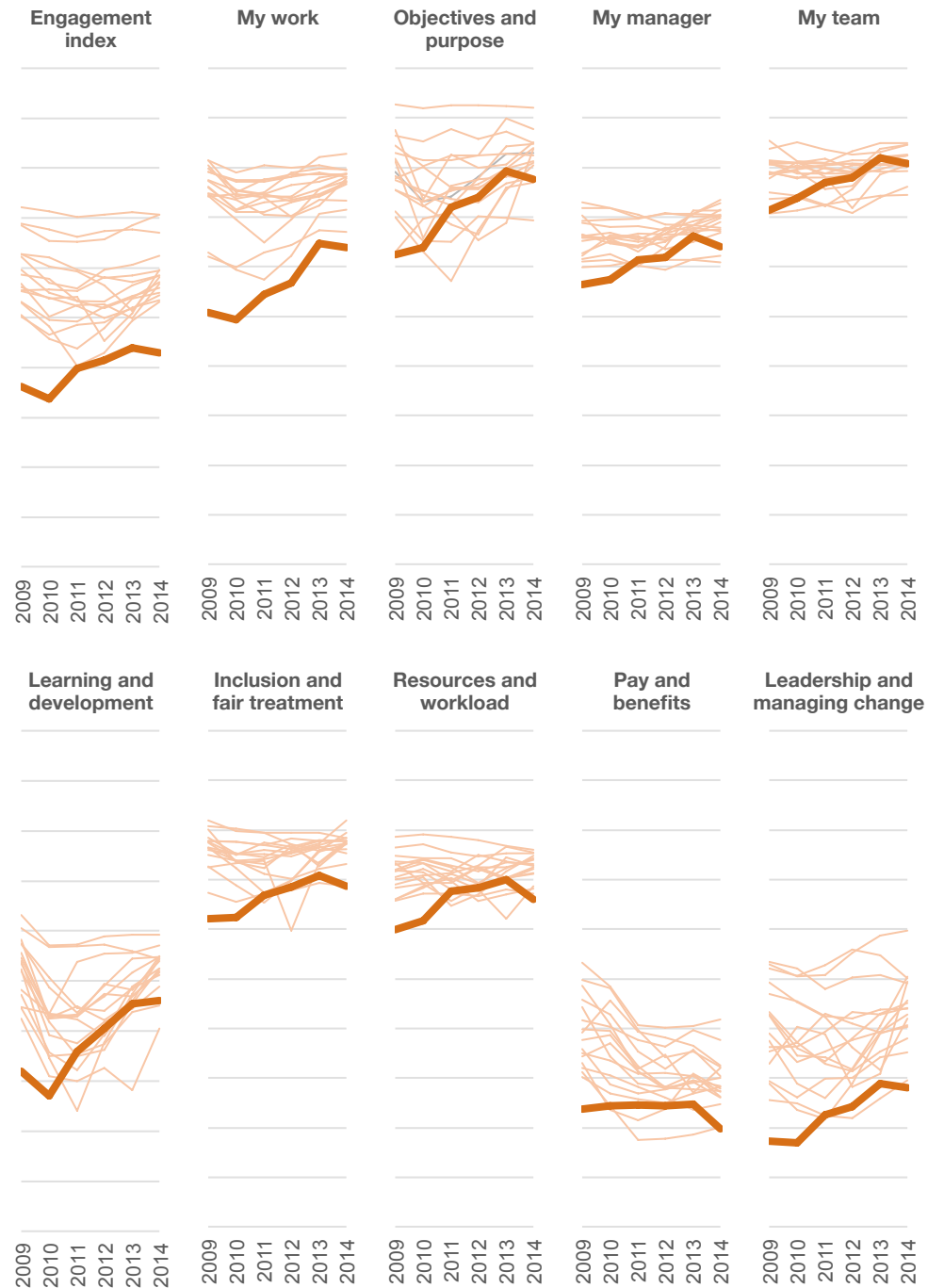
	2009	2010	2011	2012	2013	2014
Employee engagement index	69%	68%	66%	67%	68%	67%
My work	79%	77%	77%	79%	79%	79%
Organisational objectives and purpose	83%	81%	81%	82%	83%	82%
My manager	69%	69%	70%	71%	70%	70%
My team	81%	81%	81%	81%	81%	81%
Learning and development	61%	57%	57%	57%	56%	54%
Inclusion and fair treatment	78%	78%	77%	78%	78%	78%
Resources and workload	79%	79%	79%	78%	77%	76%
Pay and benefits	35%	33%	31%	31%	30%	27%
Leadership and managing change	53%	52%	48%	50%	51%	49%
<i>Response rate</i>	85%	88%	89%	91%	90%	86%



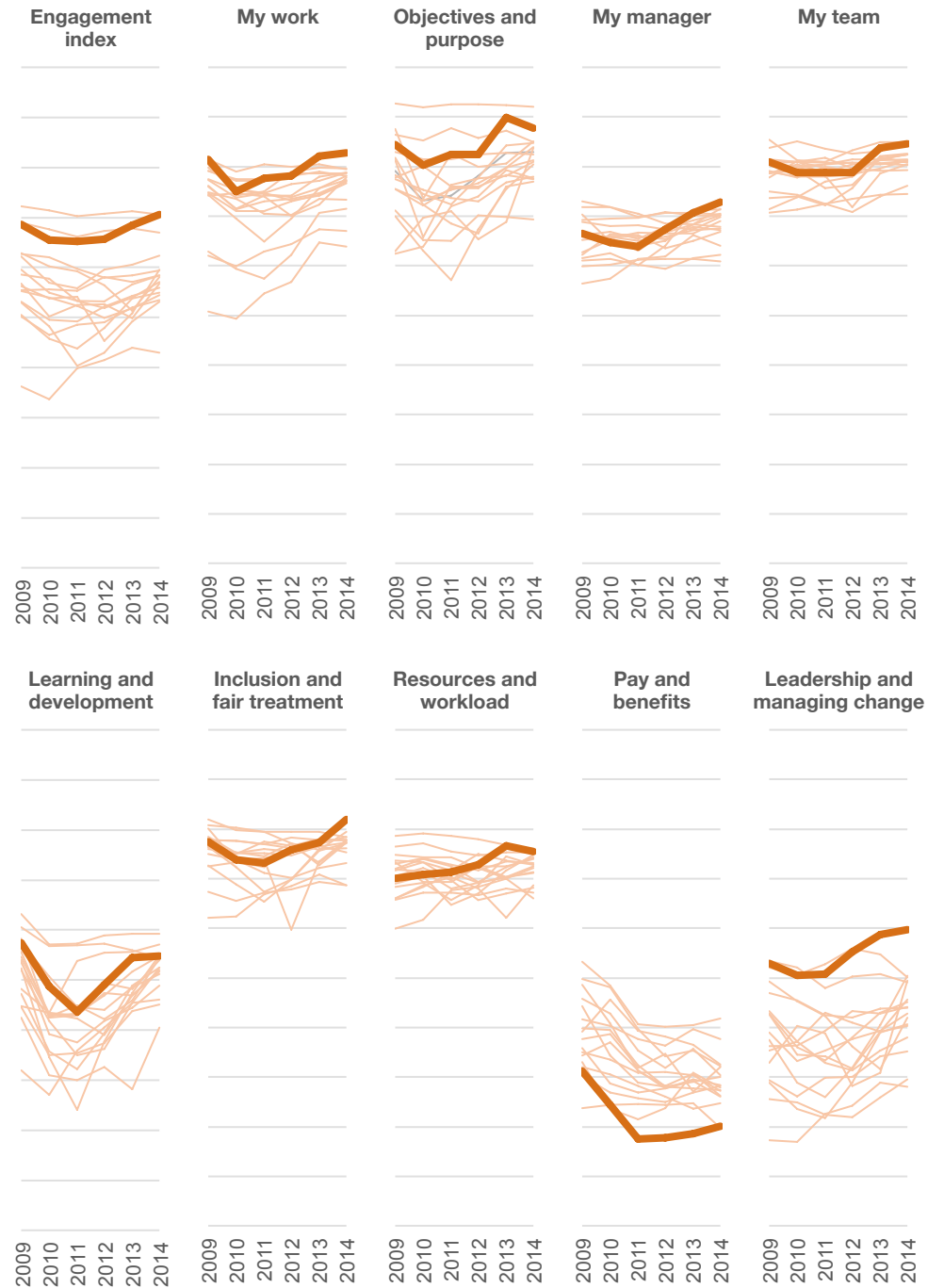
HM Revenue & Customs

	2009	2010	2011	2012	2013	2014
Employee engagement index	36%	34%	40%	41%	44%	43%
My work	51%	49%	54%	57%	65%	64%
Organisational objectives and purpose	62%	64%	72%	74%	79%	78%
My manager	56%	57%	61%	62%	66%	64%
My team	71%	74%	77%	78%	82%	81%
Learning and development	32%	27%	36%	41%	45%	46%
Inclusion and fair treatment	62%	62%	67%	69%	71%	69%
Resources and workload	60%	62%	68%	68%	70%	66%
Pay and benefits	24%	24%	25%	24%	25%	20%
Leadership and managing change	17%	17%	23%	24%	29%	28%
Response rate	64%	69%	52%	60%	43%	53%

Due to substantial variations in HMRC's response rate since 2010 caution should be taken when interpreting changes between years.

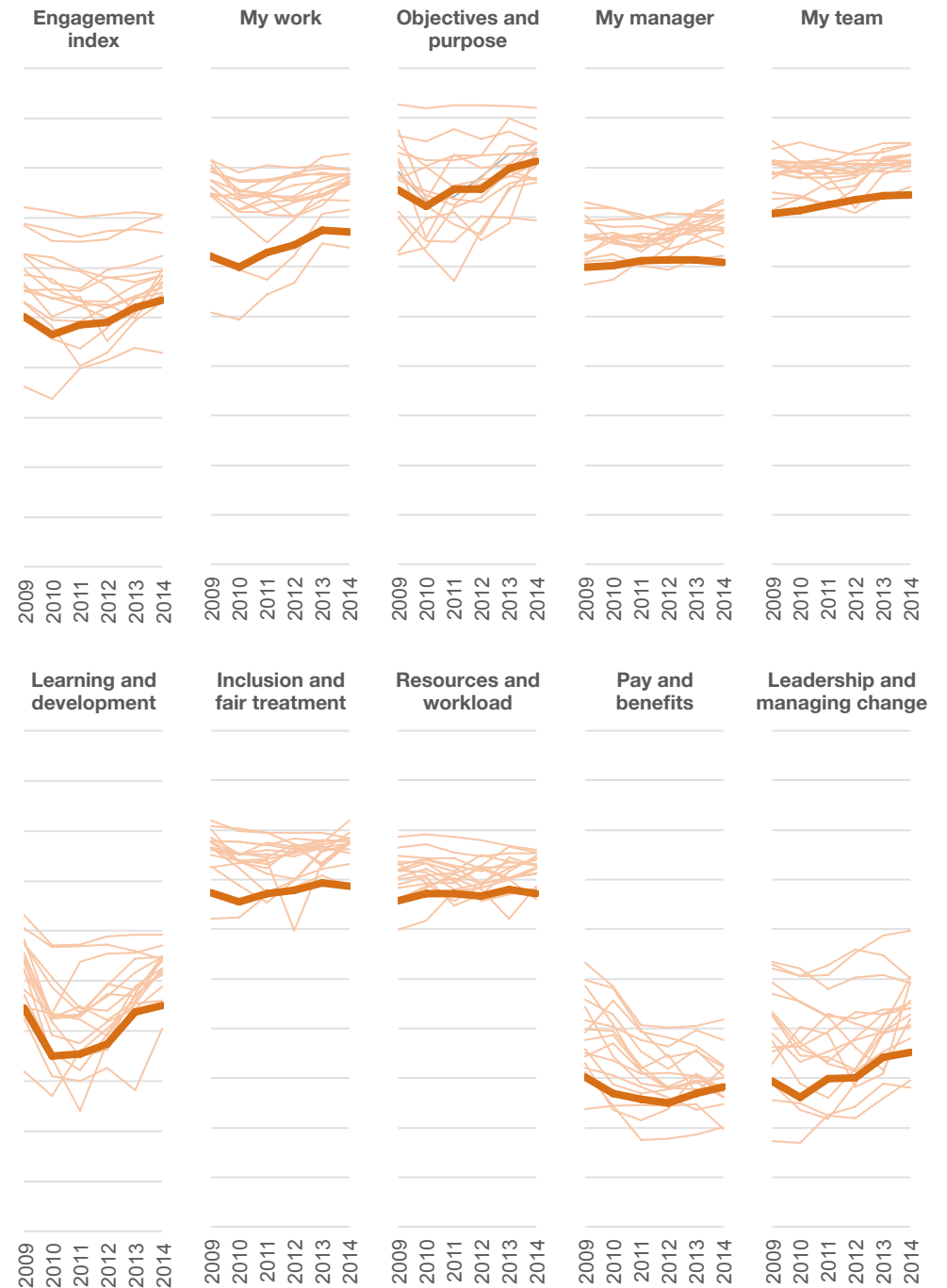


	2009	2010	2011	2012	2013	2014
Employee engagement index	69%	65%	65%	66%	68%	71%
My work	81%	75%	78%	78%	82%	83%
Organisational objectives and purpose	84%	80%	82%	82%	90%	88%
My manager	67%	65%	64%	67%	71%	73%
My team	81%	79%	79%	79%	84%	85%
Learning and development	57%	49%	44%	49%	54%	55%
Inclusion and fair treatment	77%	74%	73%	76%	77%	82%
Resources and workload	70%	71%	71%	73%	77%	75%
Pay and benefits	31%	24%	18%	18%	19%	20%
Leadership and managing change	53%	51%	51%	55%	59%	60%
<i>Response rate</i>	85%	81%	85%	89%	89%	89%



Home Office

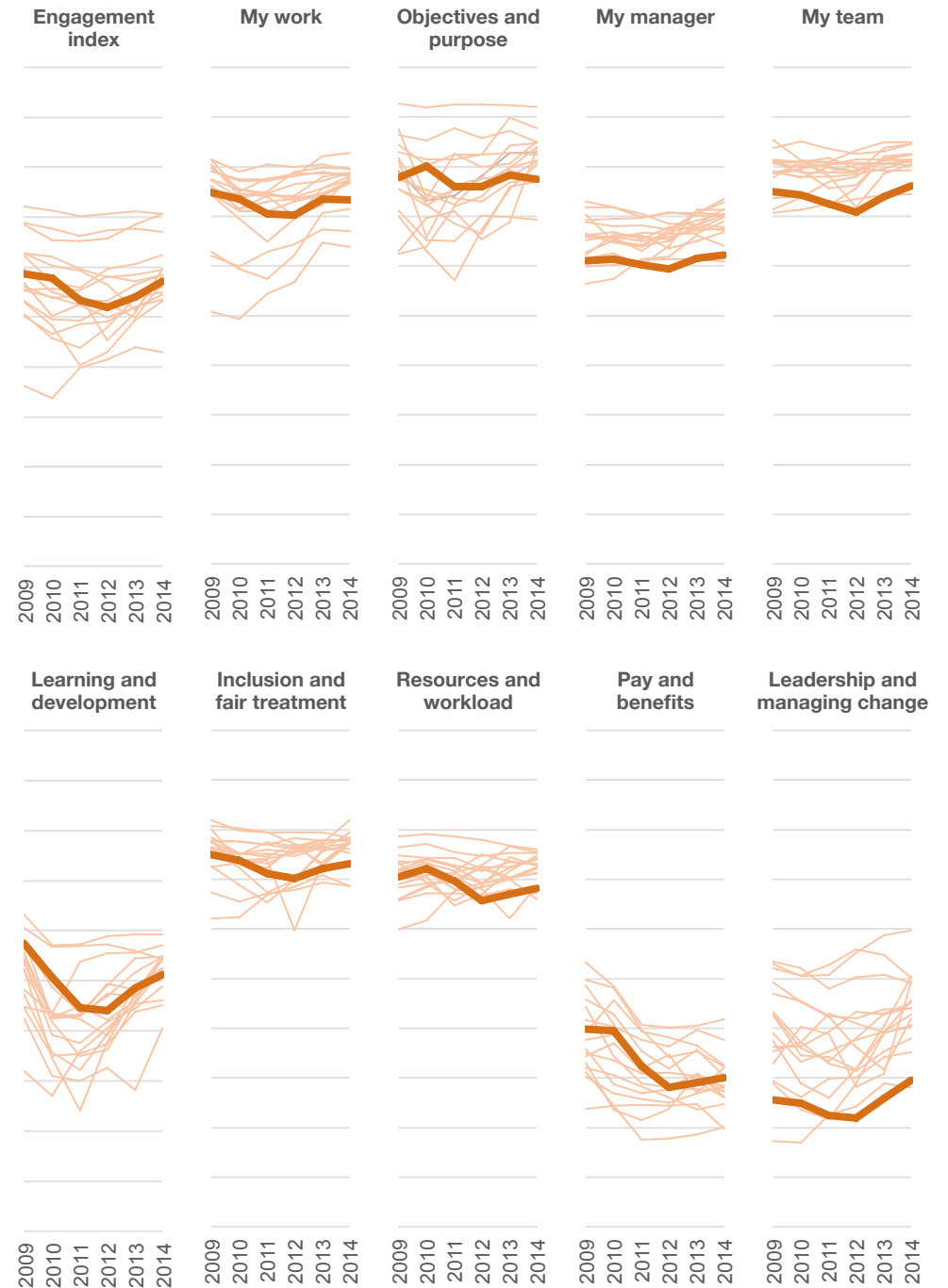
	2009	2010	2011	2012	2013	2014
Employee engagement index	50%	47%	49%	49%	52%	53%
My work	62%	60%	63%	64%	67%	67%
Organisational objectives and purpose	76%	72%	76%	76%	80%	81%
My manager	60%	60%	61%	61%	61%	61%
My team	71%	71%	72%	73%	74%	74%
Learning and development	45%	35%	35%	37%	44%	45%
Inclusion and fair treatment	67%	65%	67%	68%	69%	69%
Resources and workload	66%	67%	67%	67%	68%	67%
Pay and benefits	30%	27%	26%	25%	27%	28%
Leadership and managing change	29%	26%	30%	30%	34%	35%
Response rate	69%	53%	47%	47%	51%	51%



The table above represents the combined results across the Home Office's operational directorates which conduct separate surveys with different organisational reference points (i.e. Border Force or UK Visas and Immigration) rather than "Home Office". This is a legacy of the directorates' status in previous years as Executive Agencies when they participated in the survey as separate organisations.

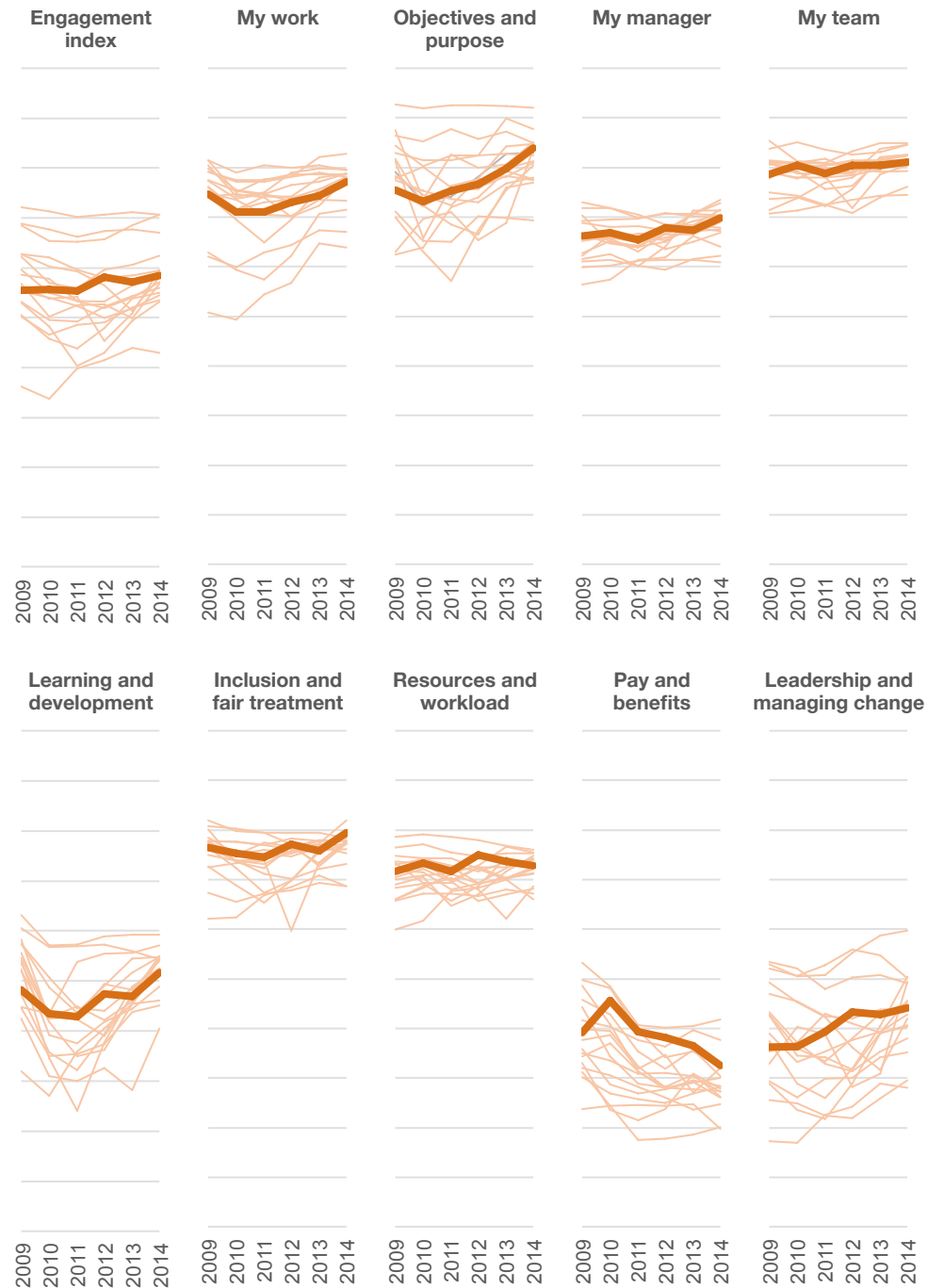
Ministry of Defence (excluding agencies)

	2009	2010	2011	2012	2013	2014
Employee engagement index	59%	58%	53%	52%	54%	57%
My work	75%	74%	71%	70%	73%	73%
Organisational objectives and purpose	78%	80%	76%	76%	78%	78%
My manager	61%	61%	60%	59%	61%	62%
My team	75%	74%	72%	71%	74%	76%
Learning and development	58%	51%	45%	44%	49%	51%
Inclusion and fair treatment	75%	74%	71%	70%	72%	73%
Resources and workload	71%	72%	70%	66%	67%	68%
Pay and benefits	40%	39%	32%	28%	29%	30%
Leadership and managing change	26%	25%	22%	22%	26%	30%
<i>Response rate</i>	49%	43%	44%	37%	50%	51%



Ministry of Justice (excluding agencies)

	2009	2010	2011	2012	2013	2014
Employee engagement index	55%	56%	55%	58%	57%	58%
My work	75%	71%	71%	73%	74%	77%
Organisational objectives and purpose	75%	73%	75%	77%	80%	84%
My manager	66%	67%	65%	68%	67%	70%
My team	79%	80%	79%	80%	80%	81%
Learning and development	48%	43%	43%	47%	47%	52%
Inclusion and fair treatment	76%	75%	75%	77%	76%	79%
Resources and workload	72%	73%	72%	75%	74%	73%
Pay and benefits	39%	46%	39%	38%	37%	32%
Leadership and managing change	36%	36%	39%	43%	43%	44%
<i>Response rate</i>	83%	84%	81%	86%	83%	82%



Notes

1. Cabinet Office (2014) Civil Service People Survey: 2014 results, <https://www.gov.uk/government/publications/civil-service-people-survey-2014-results>
2. Cabinet Office (2014) Talent Action Plan: removing the barriers to success, <https://www.gov.uk/government/publications/talent-action-plan-removing-the-barriers-to-success>
3. MacLeod D and Clarke N (2009) Engaging for Success: enhancing performance through employee engagement, <http://www.engageforsuccess.org/wp-content/uploads/2012/09/file52215.pdf>
4. Rayton B, Dodge T and D'Analeze G (2012) The Evidence: report of the Employee Engagement Taskforce 'Nailing the Evidence' workgroup, <http://cdn1.engageforsuccess.org/wp-content/uploads/2012/09/The-Evidence.pdf>
5. Gallup (2013) State of the global workplace report, <http://www.gallup.com>

6. The charts on pages 17-20 summarise the results of our analysis into the effects of job and personal characteristics on levels of employee engagement. The approach uses ordinary least squares regression to provide a simple estimate of the mean differences between different demographic categories and is based on the approach used by Ferrer-i-Carbonell and Frijters (2004).

For each demographic question dummy variables are generated representing each of the various categories within that question. A regression model is then run with the engagement score as the dependent variable and the dummy variables as the independent variables. The resulting coefficients from the model are then used to create the charts on pages 17-20. Only coefficients that are statistically significant at the five percent are displayed in the analysis (i.e. only those with a $p\text{-value} \leq 0.05$). For binary questions (e.g. gender, disability, managerial responsibility) only one dummy variable was entered, for questions with more than two demographic categories (grade, working location, occupation, age) a reference category was chosen. To minimise the potential for colinearity the questions on length of service in the organisation and in the Civil Service were converted into binary variables. The model used for this analysis had an eligible sample of 151,675 observations, an adjusted R-square of 0.1580, and an F-statistic of 162.75 with 175 degrees of freedom.

Ferrer-i-Carbonell A and Frijters P (2004) How important is methodology for the estimates of the determinants of happiness? *The Economic Journal* 114: 641-659, DOI: 10.1111/j.1468-0297.2004.00235.x

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This document can also be viewed on our website: <https://www.gov.uk/government/publications/civil-service-people-survey-2014-results>