

Your engagement index

58%

Difference from previous survey

+5 ✧

Difference from CS2011

+2 ✧

Difference from CS High Performers

-4 ✧

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 CS2011
B50. I am proud when I tell others I am part of the OPG	55%	+11 ✧	+3 ✧
B51. I would recommend the OPG as a great place to work	48%	+14 ✧	+5 ✧

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

B52. I feel a strong personal attachment to the OPG	38%	+2	-8 ✧
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Strive: motivated to do the best for the organisation...










B53. The OPG inspires me to do the best in my job	46%	+9 ✧	+8 ✧
B54. The OPG motivates me to help it achieve its objectives	45%	+11 ✧	+10 ✧

✧ = 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 CS2011	Difference from CS High Performers
Leadership and managing change		43%	+9 ✧	+5 ✧	-4 ✧
My work		61%	+8 ✧	-10 ✧	-16 ✧
My line manager		61%	+4	-3 ✧	-7 ✧
Resources and workload		76%	+2	+3 ✧	0
Pay and benefits		31%	+1	-1	-9 ✧
Learning and development		40%	+4	-2 ✧	-10 ✧
Organisational objectives and purpose		85%	+2	+4 ✧	-1
My team		73%	-2	-4 ✧	-7 ✧
Inclusion and fair treatment		74%	+3	+1	-3 ✧


✧ = 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 CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change		Strength of association with engagement: 	
B42. I believe the actions of senior managers are consistent with the OPG's values	50%	+16 ◇	+11 ◇
B41. Senior managers in the OPG are sufficiently visible	57%	+12 ◇	+11 ◇
B46. When changes are made in the OPG they are usually for the better	34%	+8 ◇	+11 ◇
B44. Overall, I have confidence in the decisions made by the OPG's senior managers	44%	+16 ◇	+7 ◇
B45. I feel that change is managed well in the OPG	32%	+4	+5 ◇
B43. I believe that the Executive Board has a clear vision for the future of the OPG	43%	+8 ◇	+4 ◇
B49. I think it is safe to challenge the way things are done in the OPG	42%	+4	+4 ◇
B40. I feel that the OPG as a whole is managed well	43%	+10 ◇	+2
B48. I have the opportunity to contribute my views before decisions are made that affect me	36%	+8 ◇	0
B47. The OPG keeps me informed about matters that affect me	49%	+5	-6 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My work		Strength of association with engagement: 	
B04. I feel involved in the decisions that affect my work	46%	+8 ◇	-4 ◇
B05. I have a choice in deciding how I do my work	61%	+9 ◇	-10 ◇
B01. I am interested in my work	78%	+6 ◇	-11 ◇
B03. My work gives me a sense of personal accomplishment	61%	+8 ◇	-11 ◇
B02. I am sufficiently challenged by my work	57%	+9 ◇	-17 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My line manager		Strength of association with engagement: 	
B18. Poor performance is dealt with effectively in my team	41%	+2	+4 ◇
B12. My manager helps me to understand how I contribute to the OPG's objectives	60%	+5	+2
B09. My manager motivates me to be more effective in my job	63%	+4	0
B16. The feedback I receive helps me to improve my performance	56%	0	-2
B13. Overall, I have confidence in the decisions made by my manager	69%	+7 ◇	-2
B17. I think that my performance is evaluated fairly	57%	+5	-5 ◇
B10. My manager is considerate of my life outside work	72%	+5	-6 ◇
B15. I receive regular feedback on my performance	53%	0	-7 ◇
B11. My manager is open to my ideas	71%	+7 ◇	-7 ◇
B14. My manager recognises when I have done my job well	68%	+2	-8 ◇

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 CS2011
 Difference from CS High Performers

My work

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B01. I am interested in my work	33	45	14	6	6	78%	+6 ◇	-11 ◇	-13 ◇
B02. I am sufficiently challenged by my work	18	39	18	17	7	57%	+9 ◇	-17 ◇	-22 ◇
B03. My work gives me a sense of personal accomplishment	21	40	20	12	6	61%	+8 ◇	-11 ◇	-16 ◇
B04. I feel involved in the decisions that affect my work	13	33	24	20	10	46%	+8 ◇	-4 ◇	-14 ◇
B05. I have a choice in deciding how I do my work	19	42	22	11	6	61%	+9 ◇	-10 ◇	-16 ◇

Organisational objectives and purpose

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B06. I have a clear understanding of the OPG's purpose	36	52	8	4	0	88%	+1	+4 ◇	-1
B07. I have a clear understanding of the OPG's objectives	29	52	13	4	0	81%	+2	+2 ◇	-3 ◇
B08. I understand how my work contributes to the OPG's objectives	33	53	11	0	0	86%	+2	+5 ◇	0

All questions by theme

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	17	46	23	10	4	63%	+4	0	-4 ◇
B10. My manager is considerate of my life outside work	27	45	20	4	4	72%	+5	-6 ◇	-10 ◇
B11. My manager is open to my ideas	25	46	20	5	5	71%	+7 ◇	-7 ◇	-10 ◇
B12. My manager helps me to understand how I contribute to the OPG's objectives	16	44	29	8	5	60%	+5	+2	-4 ◇
B13. Overall, I have confidence in the decisions made by my manager	23	46	20	8	5	69%	+7 ◇	-2	-6 ◇
B14. My manager recognises when I have done my job well	22	45	22	8	5	68%	+2	-8 ◇	-12 ◇
B15. I receive regular feedback on my performance	14	40	27	15	5	53%	0	-7 ◇	-12 ◇
B16. The feedback I receive helps me to improve my performance	16	40	33	8	4	56%	0	-2	-6 ◇
B17. I think that my performance is evaluated fairly	16	41	32	6	5	57%	+5	-5 ◇	-10 ◇
B18. Poor performance is dealt with effectively in my team	9	32	38	13	9	41%	+2	+4 ◇	+1

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	30	51	14	4	1	82%	-1	-1	-4 ◇
B20. The people in my team work together to find ways to improve the service we provide	27	47	21	4	1	74%	-3	-4 ◇	-8 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	24	40	26	8	2	64%	-2	-5 ◇	-11 ◇

All questions by theme

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Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	7	41	33	14	5	49%	+4	-5 ◇	-15 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	33	41	11	7	41%	+5	-4 ◇	-11 ◇
B24. There are opportunities for me to develop my career in the OPG	7	30	31	17	16	37%	+4	+5 ◇	-2
B25. Learning and development activities I have completed while working for the OPG are helping me to develop my career	6	28	40	14	12	34%	+5	-5 ◇	-11 ◇

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	23	51	15	7	4	74%	0	-4 ◇	-7 ◇
B27. I am treated with respect by the people I work with	27	57	12			84%	+2	+1	-2 ◇
B28. I feel valued for the work I do	19	40	23	12	7	59%	+7 ◇	-1	-8 ◇
B29. I think that the OPG respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	55	13	5	4	79%	+2	+8 ◇	+2 ◇

All questions by theme


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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2011
 Difference from CS High Performers

Resources and workload

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	20	64	11	4	84%	+1	+2	-2 ◇	
B31. I get the information I need to do my job well	13	55	19	10	68%	0	+1	-3 ◇	
B32. I have clear work objectives	15	59	16	8	74%	0	+1	-4 ◇	
B33. I have the skills I need to do my job effectively	31	55	12	8	86%	+1	-2 ◇	-4 ◇	
B34. I have the tools I need to do my job effectively	17	57	16	8	74%	+7 ◇	+4 ◇	-2	
B35. I have an acceptable workload	14	55	21	8	69%	+6 ◇	+9 ◇	+4 ◇	
B36. I achieve a good balance between my work life and my private life	22	53	17	7	75%	+2	+7 ◇	+1	

Pay and benefits

 :Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	6	26	25	25	18	32%	+3	0	-7 ◇
B38. I am satisfied with the total benefits package	4	27	37	19	13	32%	+1	-2 ◇	-9 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	24	25	27	20	28%	0	+1	-7 ◇

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2011
 Difference from CS High Performers

Leadership and managing change

 Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that the OPG as a whole is managed well	6	36	29	20	8	43%	+10 ◇	+2	-12 ◇
B41. Senior managers in the OPG are sufficiently visible	13	44	24	14	5	57%	+12 ◇	+11 ◇	-2
B42. I believe the actions of senior managers are consistent with the OPG's values	10	40	37	8	5	50%	+16 ◇	+11 ◇	0
B43. I believe that the Executive Board has a clear vision for the future of the OPG	8	35	43	10	4	43%	+8 ◇	+4 ◇	-8 ◇
B44. Overall, I have confidence in the decisions made by the OPG's senior managers	8	36	36	14	6	44%	+16 ◇	+7 ◇	-4 ◇
B45. I feel that change is managed well in the OPG	4	28	35	24	9	32%	+4	+5 ◇	-4 ◇
B46. When changes are made in the OPG they are usually for the better	5	29	41	17	8	34%	+8 ◇	+11 ◇	+2 ◇
B47. The OPG keeps me informed about matters that affect me	6	43	30	14	8	49%	+5	-6 ◇	-13 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	6	29	31	24	9	36%	+8 ◇	0	-8 ◇
B49. I think it is safe to challenge the way things are done in the OPG	8	34	34	17	7	42%	+4	+4 ◇	-4 ◇

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 CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the OPG	14	41	33	8	4	55%	+11 ◇	+3 ◇	-10 ◇
B51. I would recommend the OPG as a great place to work	11	37	34	11	6	48%	+14 ◇	+5 ◇	-7 ◇
B52. I feel a strong personal attachment to the OPG	11	27	37	16	9	38%	+2	-8 ◇	-16 ◇
B53. The OPG inspires me to do the best in my job	11	35	35	11	7	46%	+9 ◇	+8 ◇	-3 ◇
B54. The OPG motivates me to help it achieve its objectives	10	36	35	12	7	45%	+11 ◇	+10 ◇	0
Taking action									
B55. I believe that senior managers in the OPG will take action on the results from this survey	11	38	25	18	8	49%	+12 ◇	+10 ◇	-2
B56. I believe that managers where I work will take action on the results from this survey	10	42	28	12	7	52%	+9 ◇	+3 ◇	-4 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	6	23	50	12	9	29%	-	0	-8 ◇

All questions by theme

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 CS2011	Difference from CS High Performers
I want to leave the OPG as soon as possible		16%	+1	+9 [^]	+6 [^]
I want to leave the OPG within the next 12 months		15%	-6 [^]	+4 [^]	0
I want to stay working for the OPG for at least the next year		33%	+4	+6 [^]	-1
I want to stay working for the OPG for at least the next three years		36%	+1	-18 [^]	-25 [^]

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers	
D01. Are you aware of the Civil Service Code?		66	34	66%	+5	-20 [^]	-26 [^]
D02. Are you aware of how to raise a concern under the Civil Service Code?		48	52	48%	+4	-11 [^]	-18 [^]
D03. Are you confident that if you raised a concern under the Civil Service Code in the OPG it would be investigated properly?		64	36	64%	+13 [^]	-1	-8 [^]

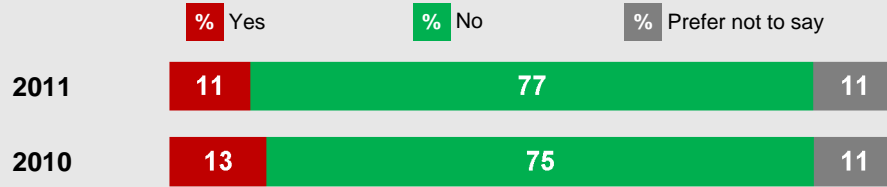
[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

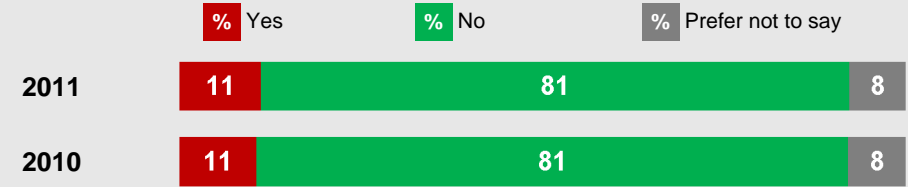
All questions by theme

Discrimination, harassment and bullying

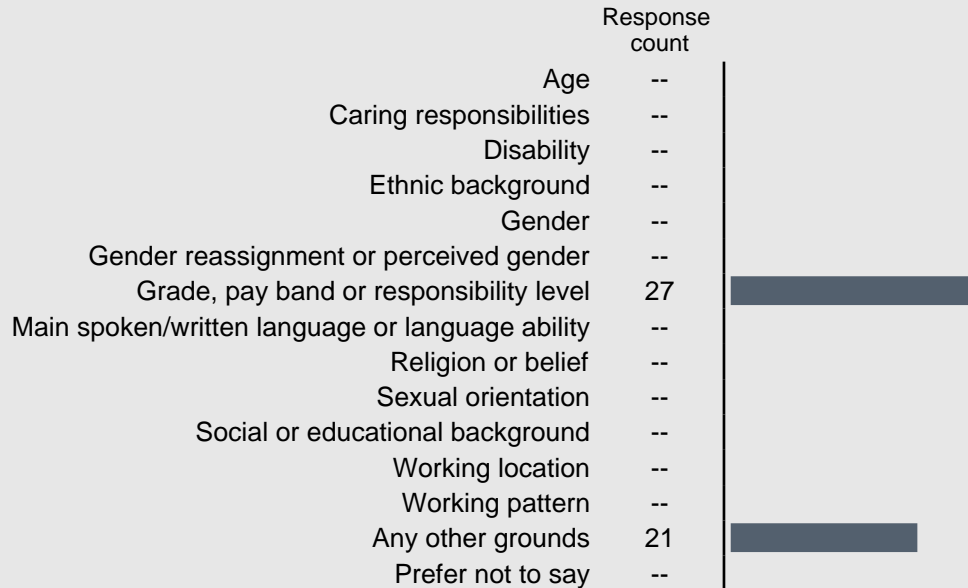
E01. During the past 12 months, have you personally experienced discrimination at work?



E03. During the past 12 months, have you personally experienced bullying or harassment at work?

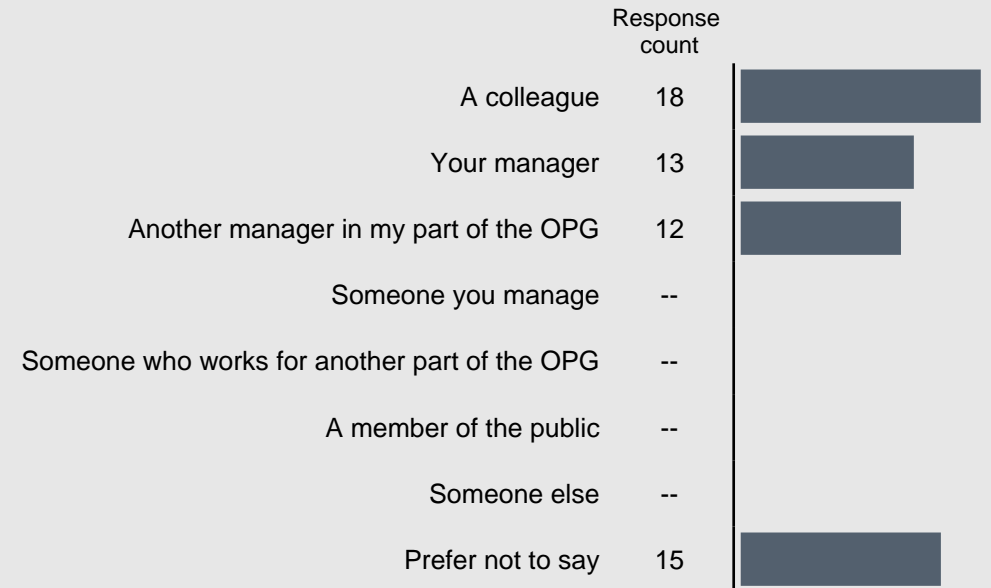


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



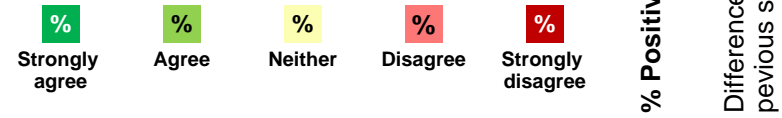
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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



OPG questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I understand how where I work fits into the Ministry of Justice	Yes: 87%		No: 13%			87%	+2
F02. Have you had a formal performance review in the past 12 months?	Yes: 65%		No: 35%			65%	-12 ✧
F03. My manager uses coaching skills effectively	11	36	39	10		47%	0
F04. Overall I am satisfied with the job I do	18	49	21	8	4	67%	+4
F05. (More about discrimination, bullying and harassment) If you reported an instance of discrimination, bullying and harassment in 2011, do you feel the matter was investigated in a fair and appropriate way?	Yes: 49%		No: 51%			49%	-
F06. (More about discrimination, bullying and harassment) If you reported an instance of discrimination, bullying and harassment in 2011, were you satisfied with the outcome?	Yes: 47%		No: 53%			47%	-
F07. (More about discrimination, bullying and harassment) I would feel able to report discrimination, bullying and harassment without worrying that it would have a negative impact on me	16	44	23	10	8	59%	-
F08. Have you taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	Yes: 28%		No: 72%			28%	-
F09. Have you taken any special leave from your job in the past 12 months to take part in volunteering activity or giving of unpaid help?	Yes: 4%		No: 96%			4%	-

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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✦

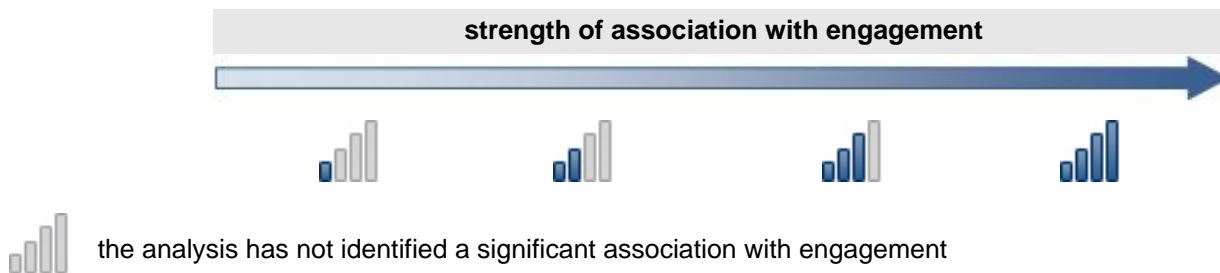
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2011 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 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.