



Animal & Plant Health Agency

Returns : 1,606

Response rate : 65%

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 'previous survey' referred to in this report is the AHVLA 2013 People Survey.



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Strength of association with engagement



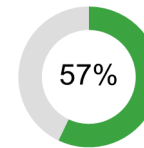
Statistically significant difference from comparison

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.

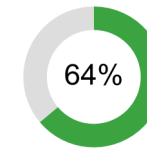
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		25%	+6 ✧	-18 ✧	-24 ✧
My work		70%	+5 ✧	-5 ✧	-9 ✧
My manager		61%	+1	-7 ✧	-10 ✧
Pay and benefits		26%	-1	-2 ✧	-9 ✧
Resources and workload		68%	+3 ✧	-6 ✧	-9 ✧
Organisational objectives and purpose		66%	+7 ✧	-17 ✧	-21 ✧
Learning and development		42%	+10 ✧	-7 ✧	-13 ✧
My team		75%	+1	-4 ✧	-7 ✧
Inclusion and fair treatment		68%	+1	-8 ✧	-11 ✧

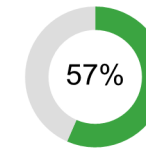
Wellbeing



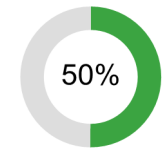
Overall, how satisfied are you with your life nowadays?



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

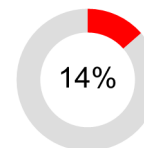


Overall, how happy did you feel yesterday?

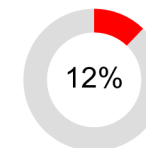


No or low anxiety yesterday

Discrimination, bullying and harassment

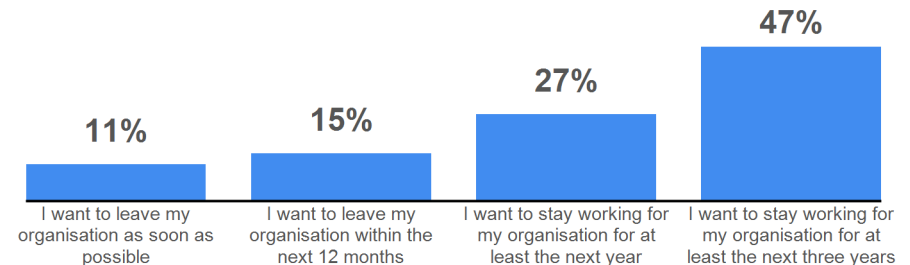


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



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All questions by theme

◇ indicates statistically significant difference from comparison

^ indicates a variation in question wording from your previous survey

My work

70% +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
B01 I am interested in my work	41	49	7			90%	+4 ◇	0	-3 ◇
B02 I am sufficiently challenged by my work	30	46	13	8		76%	+5 ◇	-3 ◇	-6 ◇
B03 My work gives me a sense of personal accomplishment	22	48	16	10		70%	+5 ◇	-5 ◇	-8 ◇
B04 I feel involved in the decisions that affect my work	10	36	20	23	11	46%	+6 ◇	-10 ◇	-16 ◇
B05 I have a choice in deciding how I do my work	18	49	17	11	5	67%	+4 ◇	-7 ◇	-12 ◇

Organisational objectives and purpose

66% +7

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 my organisation's purpose^	15	53	17	10		69%	+7 ◇	-17 ◇	-22 ◇
B07 I have a clear understanding of my organisation's objectives^	12	48	22	13	5	61%	+7 ◇	-20 ◇	-25 ◇
B08 I understand how my work contributes to my organisation's objectives^	16	54	19	8		70%	+8 ◇	-14 ◇	-18 ◇

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My manager

61% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	16	43	22	13	7	59%	+2	-9 ◇	-13 ◇
B10	My manager is considerate of my life outside work	32	46	15	5		79%	0	-2 ◇	-7 ◇
B11	My manager is open to my ideas	27	49	15	6		76%	0	-4 ◇	-9 ◇
B12	My manager helps me to understand how I contribute to my organisation's objectives [^]	14	41	29	11	5	55%	+5 ◇	-9 ◇	-14 ◇
B13	Overall, I have confidence in the decisions made by my manager	20	43	19	12	6	64%	+3 ◇	-10 ◇	-14 ◇
B14	My manager recognises when I have done my job well	25	48	15	8	5	73%	+1	-5 ◇	-8 ◇
B15	I receive regular feedback on my performance	17	45	21	13	5	61%	+1	-4 ◇	-7 ◇
B16	The feedback I receive helps me to improve my performance	14	38	28	13	7	52%	+2	-9 ◇	-14 ◇
B17	I think that my performance is evaluated fairly	13	40	23	14	10	53%	-1	-9 ◇	-13 ◇
B18	Poor performance is dealt with effectively in my team	7	28	35	17	12	35%	0	-4 ◇	-8 ◇

My team

75% +1

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	33	48	12	5		81%	0	-3 ◇	-6 ◇
B20	The people in my team work together to find ways to improve the service we provide	29	48	14	7		77%	+1	-3 ◇	-6 ◇
B21	The people in my team are encouraged to come up with new and better ways of doing things	23	45	19	9		68%	+1	-6 ◇	-10 ◇

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All questions by theme

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Learning and development

42% +10

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	10	47	25	13		57%	+10 ◇	-5 ◇	-9 ◇
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	36	33	16	6	45%	+9 ◇	-6 ◇	-12 ◇
B24	There are opportunities for me to develop my career in my organisation^	5	27	26	23	19	32%	+12 ◇	-10 ◇	-17 ◇
B25	Learning and development activities I have completed while working for my organisation are helping me to develop my career^	6	28	32	21	13	35%	+10 ◇	-9 ◇	-15 ◇

Inclusion and fair treatment

68% +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
B26	I am treated fairly at work	18	53	15	9		71%	-1	-9 ◇	-12 ◇
B27	I am treated with respect by the people I work with	23	57	12	5		80%	0	-4 ◇	-7 ◇
B28	I feel valued for the work I do	14	41	21	15	9	55%	+3 ◇	-10 ◇	-15 ◇
B29	I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)^	15	51	23	7	5	66%	+1	-8 ◇	-12 ◇

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Resources and workload

68% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	16	62	13	7		78%	+2 ◇	-6 ◇	-9 ◇
B31 I get the information I need to do my job well	9	50	23	14		60%	+4 ◇	-10 ◇	-14 ◇
B32 I have clear work objectives	12	56	18	10		68%	+5 ◇	-8 ◇	-11 ◇
B33 I have the skills I need to do my job effectively	23	64	10			87%	+4 ◇	-2 ◇	-5 ◇
B34 I have the tools I need to do my job effectively	13	54	18	11		67%	+4 ◇	-4 ◇	-8 ◇
B35 I have an acceptable workload	6	45	19	21	9	51%	+3 ◇	-8 ◇	-15 ◇
B36 I achieve a good balance between my work life and my private life	13	50	19	13	5	63%	+2	-3 ◇	-11 ◇

Pay and benefits

26% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	22	17	32	26		24%	0	-5 ◇	-12 ◇
B38 I am satisfied with the total benefits package	28	25	25	19		31%	-2	-1	-9 ◇
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	21	21	30	26		23%	-1	-1	-8 ◇

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Leadership and Managing Change

25% +6

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
B40	I feel that my organisation as a whole is managed well [^]	21	29	30	18	23%	+7 ◇	-22 ◇	-33 ◇	
B41	Senior managers (typically Grade 7 and above) in my organisation are sufficiently visible [^]	5	30	26	25	15	35%	+8 ◇	-18 ◇	-28 ◇
B42	I believe the actions of senior managers (typically Grade 7 and above) are consistent with my organisation's values [^]	25	42	16	12	29%	+8 ◇	-18 ◇	-26 ◇	
B43	I believe that the Executive Committee has a clear vision for the future of my organisation [^]	19	40	23	16	21%	+4 ◇	-24 ◇	-32 ◇	
B44	Overall, I have confidence in the decisions made by my organisation's senior managers (typically Grade 7 and above) [^]	20	36	24	18	23%	+7 ◇	-21 ◇	-29 ◇	
B45	I feel that change is managed well in my organisation [^]	15	27	36	20	17%	+6 ◇	-14 ◇	-21 ◇	
B46	When changes are made in my organisation they are usually for the better [^]	12	35	32	20	13%	+3 ◇	-17 ◇	-24 ◇	
B47	My organisation keeps me informed about matters that affect me [^]	38	28	19	11	42%	+8 ◇	-17 ◇	-22 ◇	
B48	I have the opportunity to contribute my views before decisions are made that affect me	21	28	29	19	24%	+4 ◇	-12 ◇	-19 ◇	
B49	I think it is safe to challenge the way things are done in my organisation [^]	25	29	24	19	28%	+5 ◇	-13 ◇	-20 ◇	

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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 my organisation^	6	30	39	16	9	36%	+6 ◇	-23 ◇	-30 ◇
B51 I would recommend my organisation as a great place to work^	22	34	25	15		26%	+6 ◇	-23 ◇	-34 ◇
B52 I feel a strong personal attachment to my organisation^	9	29	32	20	9	38%	+4 ◇	-10 ◇	-16 ◇
B53 My organisation inspires me to do the best in my job^	5	23	36	23	12	29%	+5 ◇	-17 ◇	-23 ◇
B54 My organisation motivates me to help it achieve its objectives^	21	37	25	13		25%	+6 ◇	-18 ◇	-24 ◇

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 (typically Grade 7 and above) in my organisation will take action on the results from this survey^	25	30	24	18		29%	+4 ◇	-16 ◇	-25 ◇
B56 I believe that managers where I work will take action on the results from this survey	9	36	25	18	12	45%	+3 ◇	-10 ◇	-16 ◇
B57 Where I work, I think effective action has been taken on the results of the last survey	6	21	37	20	17	26%	+3 ◇	-9 ◇	-14 ◇

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Civil Service People Survey 2014

All questions by theme

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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	28	59	8			87%	0	-2 ◇	-4 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	13	47	24	12		60%	+1	-8 ◇	-12 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	10	43	27	13	8	52%	-1	-13 ◇	-18 ◇
B61 When I talk about my organisation I say "we" rather than "they" ^	12	44	28	12	5	56%	+3 ◇	-13 ◇	-22 ◇
B62 I have some really good friendships at work	28	48	18			75%	-1	0	-4 ◇

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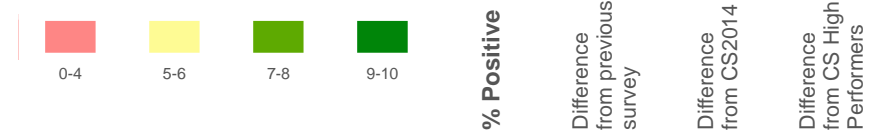
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Wellbeing



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?	18	25	44	13	57%	+3 ◆	-7 ◆	-9 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	22	45	19	64%	+3 ◆	-6 ◆	-9 ◆
W03 Overall, how happy did you feel yesterday?	20	24	38	18	57%	+4 ◆	-4 ◆	-7 ◆
W04 Overall, how anxious did you feel yesterday?	24	26	21	29	50%	+3 ◆	0	-3 ◆



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Your plans for the future

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

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave my organisation as soon as possible		11%	0	+4 ◇	+1 ◇
I want to leave my organisation within the next 12 months		15%	0	+1	-3 ◇
I want to stay working for my organisation for at least the next year		27%	0	-5 ◇	-11 ◇
I want to stay working for my organisation for at least the next three years		47%	+1	+1	-7 ◇

The Civil Service Code

Differences are based on '% Yes' score

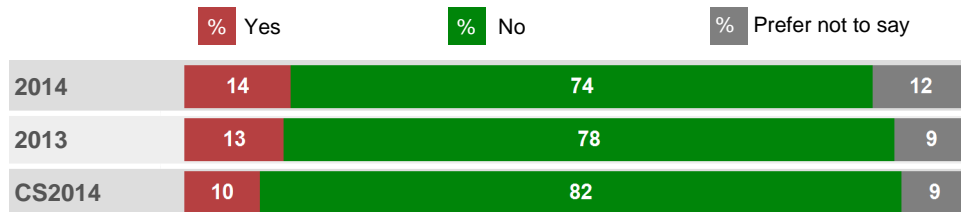
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	+1 ◇	+3 ◇	-1
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+4 ◇	+3 ◇	-5 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in your organisation it would be investigated properly?^		43	57%	+2	-11 ◇	-16 ◇

All questions by theme

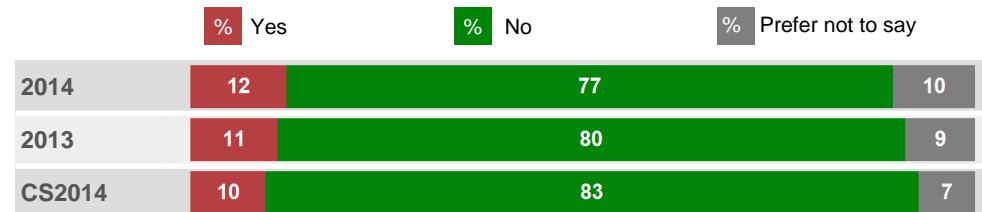
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Discrimination, harassment and bullying

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



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



For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

Ground	Response Count	Bar
Age	21	██████████
Caring responsibilities	28	██████████
Disability	26	██████████
Ethnic background	10	██████████
Gender	24	██████████
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	67	██████████
Main spoken/written language or language ability	16	██████████
Religion or belief	--	
Sexual orientation	--	
Social or educational background	--	
Working location	34	██████████
Working pattern	46	██████████
Any other grounds	52	██████████
Prefer not to say	23	██████████

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

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

Who	Response Count	Bar
A colleague	60	██████████
Your manager	49	██████████
Another manager in my part of your organisation	69	██████████
Someone you manage	--	
Someone who works for another part of your organisation	17	██████████
A member of the public	--	
Someone else	--	
Prefer not to say	23	██████████

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

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Animal & Plant Health Agency questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	
F01 I believe my organisation cares about the Wellbeing of its staff	9	49	21	15	7	58%	--	
F02 I understand what health and safety standards are expected of me	22	71	5			92%	--	
F03 I have the resources needed to carry out my role to the expected safety standards	14	65	13	6		80%	--	
F04 My senior manager (typically Grade 7 or above) gives explanations to help me understand the reasoning behind decisions that are made at Executive Committee level	6	32	32	21	9	38%	--	
F05 I attend face to face meetings with my manager at least monthly	Yes: 68%		No: 32%			68%	--	
F06 Managers across the organisation are committed to continuous improvement of the business and the services we offer	6	37	38	14	5	43%	--	
F07 We act on feedback from our customers (internal & external)	Yes: 49%		No: 11%		Don't know: 40%		49%	--
F08 I would be willing to move between locations and or organisations to develop skills and experience	Yes: 47%		No: 35%		Don't know: 19%		47%	--
F09 I have taken the opportunity to undertake 5 Learning and Development days this year	Yes: 62%		No: 38%			62%	--	
F10 I have had a positive development conversation with my manager who is involved in my learning	Yes: 64%		No: 36%			64%	--	

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.