



Your engagement index

60%

Difference from
previous survey

0

Difference from CS2013

+2 ✧

Difference from CS
High Performers

-2 ✧

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 CS2013
B50. I am proud when I tell others I am part of the OPG	59%	-2	+3 ✧
B51. I would recommend the OPG as a great place to work	51%	-3 ✧	+6 ✧

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

B52. I feel a strong personal attachment to the OPG	40%	0	-5 ✧
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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	48%	0	+5 ✧
B54. The OPG motivates me to help it achieve its objectives	46%	-1	+6 ✧

✧ = 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 CS2013	Difference from CS High Performers
Leadership and managing change		48%	+2	+6 ✧	-3 ✧
My work		67%	+4 ✧	-6 ✧	-11 ✧
My manager		62%	-3 ✧	-5 ✧	-8 ✧
Resources and workload		75%	-5 ✧	+1	-2 ✧
Pay and benefits		32%	-2	+3 ✧	-2 ✧
Learning and development		50%	+2	+2 ✧	-5 ✧
My team		78%	0	-1	-3 ✧
Organisational objectives and purpose		87%	-1	+5 ✧	0
Inclusion and fair treatment		73%	-2	-2	-5 ✧




✧ = 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 CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change Strength of association with engagement: 			
B43. I believe that the Executive Management Team has a clear vision for the future of the OPG [^]	62%	+12 ◇	+20 ◇
B46. When changes are made in the OPG they are usually for the better	45%	+4 ◇	+18 ◇
B45. I feel that change is managed well in the OPG	36%	-2	+7 ◇
B42. I believe the actions of senior managers are consistent with the OPG's values	50%	+4 ◇	+7 ◇
B49. I think it is safe to challenge the way things are done in the OPG	45%	+2	+7 ◇
B44. Overall, I have confidence in the decisions made by the OPG's senior managers	46%	+3	+5 ◇
B40. I feel that the OPG as a whole is managed well	48%	-1	+5 ◇
B41. Senior managers in the OPG are sufficiently visible	54%	+1	+3 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	36%	-1	-1
B47. The OPG keeps me informed about matters that affect me	55%	-2	-3 ◇
My work Strength of association with engagement: 			
B01. I am interested in my work	87%	+4 ◇	-2 ◇
B03. My work gives me a sense of personal accomplishment	71%	+6 ◇	-4 ◇
B04. I feel involved in the decisions that affect my work	47%	0	-7 ◇
B02. I am sufficiently challenged by my work	70%	+13 ◇	-7 ◇
B05. I have a choice in deciding how I do my work	62%	-3	-11 ◇
My manager Strength of association with engagement: 			
B18. Poor performance is dealt with effectively in my team	42%	-5 ◇	+3 ◇
B12. My manager helps me to understand how I contribute to the OPG's objectives	60%	-1	-2 ◇
B09. My manager motivates me to be more effective in my job	62%	-2	-3 ◇
B15. I receive regular feedback on my performance	60%	-3 ◇	-4 ◇
B16. The feedback I receive helps me to improve my performance	56%	-7 ◇	-4 ◇
B17. I think that my performance is evaluated fairly	58%	-5 ◇	-5 ◇
B13. Overall, I have confidence in the decisions made by my manager	66%	-4 ◇	-5 ◇
B14. My manager recognises when I have done my job well	70%	-3 ◇	-7 ◇
B10. My manager is considerate of my life outside work	72%	0	-8 ◇
B11. My manager is open to my ideas	70%	-2	-9 ◇

All questions by theme

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



My work

:Strength of association with engagement

Question	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	34	53	9			87%	+4 ◇	-2 ◇	-5 ◇
B02. I am sufficiently challenged by my work	27	44	14	13		70%	+13 ◇	-7 ◇	-11 ◇
B03. My work gives me a sense of personal accomplishment	24	47	17	10		71%	+6 ◇	-4 ◇	-8 ◇
B04. I feel involved in the decisions that affect my work	13	33	24	20	10	47%	0	-7 ◇	-14 ◇
B05. I have a choice in deciding how I do my work	19	43	19	14	5	62%	-3	-11 ◇	-15 ◇

Organisational objectives and purpose

:Strength of association with engagement

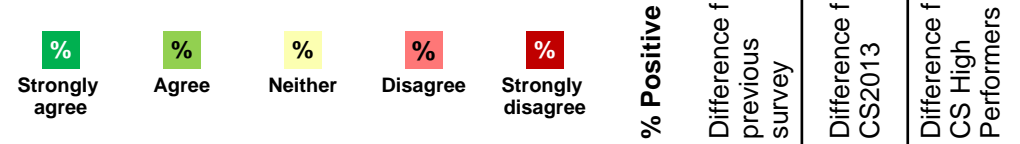
B06. I have a clear understanding of the OPG's purpose	37	53	6			91%	-1	+6 ◇	+1
B07. I have a clear understanding of the OPG's objectives	29	56	11			85%	0	+5 ◇	0
B08. I understand how my work contributes to the OPG's objectives	35	51	10			86%	-1	+4 ◇	0

All questions by theme

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

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My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	22	40	20	12	5	62%	-2	-3 ◇	-7 ◇
B10. My manager is considerate of my life outside work	33	39	18	5	6	72%	0	-8 ◇	-12 ◇
B11. My manager is open to my ideas	28	42	19	8	8	70%	-2	-9 ◇	-12 ◇
B12. My manager helps me to understand how I contribute to the OPG's objectives	21	39	28	9	4	60%	-1	-2 ◇	-6 ◇
B13. Overall, I have confidence in the decisions made by my manager	26	39	20	9	5	66%	-4 ◇	-5 ◇	-10 ◇
B14. My manager recognises when I have done my job well	26	44	14	10	6	70%	-3 ◇	-7 ◇	-10 ◇
B15. I receive regular feedback on my performance	21	39	17	16	7	60%	-3 ◇	-4 ◇	-8 ◇
B16. The feedback I receive helps me to improve my performance	22	34	27	11	6	56%	-7 ◇	-4 ◇	-9 ◇
B17. I think that my performance is evaluated fairly	21	37	26	10	6	58%	-5 ◇	-5 ◇	-9 ◇
B18. Poor performance is dealt with effectively in my team	11	31	36	13	9	42%	-5 ◇	+3 ◇	0

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	32	51	11	5	5	82%	-2	-1	-4 ◇
B20. The people in my team work together to find ways to improve the service we provide	29	50	13	5	5	80%	+1	0	-3 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	26	46	17	7	7	73%	0	0	-3 ◇

All questions by theme

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◇ indicates statistically significant difference from comparison



Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	13	47	24	11	6	60%	0	-1	-5 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	41	29	14	7	50%	+4 ◇	+2 ◇	-4 ◇
B24. There are opportunities for me to develop my career in the OPG	10	39	26	15	10	50%	+2	+12 ◇	+3 ◇
B25. Learning and development activities I have completed while working for the OPG are helping me to develop my career	8	31	35	17	9	40%	+1	-2	-9 ◇

Inclusion and fair treatment

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B26. I am treated fairly at work	21	52	13	9	4	74%	-2	-4 ◇	-7 ◇
B27. I am treated with respect by the people I work with	25	57	12	4		81%	-3 ◇	-3 ◇	-5 ◇
B28. I feel valued for the work I do	17	41	23	13	6	58%	-1	-5 ◇	-9 ◇
B29. I think that the OPG respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	25	53	13	6		78%	-1	+5 ◇	0

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 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 CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	26	60	9	4		86%	-4 ◇	+3 ◇	0
B31. I get the information I need to do my job well	15	55	16	11		70%	-2	+1	-3 ◇
B32. I have clear work objectives	21	55	16	6		76%	-5 ◇	+1	-4 ◇
B33. I have the skills I need to do my job effectively	27	59	11			86%	-2	-2 ◇	-4 ◇
B34. I have the tools I need to do my job effectively	19	51	16	10	4	70%	-2	-1	-5 ◇
B35. I have an acceptable workload	13	49	19	12	6	63%	-12 ◇	+3 ◇	-2 ◇
B36. I achieve a good balance between my work life and my private life	20	51	14	10	5	71%	-8 ◇	+3 ◇	-2 ◇

Pay and benefits

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	5	26	22	30	17	32%	-3 ◇	+3 ◇	-4 ◇
B38. I am satisfied with the total benefits package	4	29	30	24	13	32%	0	0	-5 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	26	22	25	22	32%	-3	+6 ◇	0

All questions by theme

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Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that the OPG as a whole is managed well	8	40	26	19	7	48%	-1	+5 ◇	-8 ◇
B41. Senior managers in the OPG are sufficiently visible	11	43	22	17	7	54%	+1	+3 ◇	-8 ◇
B42. I believe the actions of senior managers are consistent with the OPG's values	9	42	29	13	8	50%	+4 ◇	+7 ◇	-5 ◇
B43. I believe that the Executive Management Team has a clear vision for the future of the OPG^	14	48	28	6	4	62%	+12 ◇	+20 ◇	+7 ◇
B44. Overall, I have confidence in the decisions made by the OPG's senior managers	9	37	33	14	7	46%	+3	+5 ◇	-5 ◇
B45. I feel that change is managed well in the OPG	5	30	28	25	11	36%	-2	+7 ◇	-3 ◇
B46. When changes are made in the OPG they are usually for the better	8	36	36	12	7	45%	+4 ◇	+18 ◇	+10 ◇
B47. The OPG keeps me informed about matters that affect me	9	46	21	17	7	55%	-2	-3 ◇	-9 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	7	28	31	19	15	36%	-1	-1	-8 ◇
B49. I think it is safe to challenge the way things are done in the OPG	8	37	28	16	11	45%	+2	+7 ◇	-3 ◇

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 CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the OPG	16	42	31	7	7	59%	-2	+3 ◇	-6 ◇
B51. I would recommend the OPG as a great place to work	12	39	34	10	5	51%	-3 ◇	+6 ◇	-5 ◇
B52. I feel a strong personal attachment to the OPG	11	30	38	15	7	40%	0	-5 ◇	-12 ◇
B53. The OPG inspires me to do the best in my job	12	36	34	13	5	48%	0	+5 ◇	-2
B54. The OPG motivates me to help it achieve its objectives	10	36	37	12	5	46%	-1	+6 ◇	-2 ◇
Taking action									
B55. I believe that senior managers in the OPG will take action on the results from this survey	7	37	32	15	10	44%	-3	+1	-8 ◇
B56. I believe that managers where I work will take action on the results from this survey	8	38	30	15	9	46%	-5 ◇	-8 ◇	-13 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	6	31	41	15	8	37%	+1	+4 ◇	-3 ◇

All questions by theme

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

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	28	62	6			90%	-1	+2 ◇	0
B59. I believe I would be supported if I try a new idea, even if it may not work	15	47	25	11		62%	0	-6 ◇	-9 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	15	44	30	7	5	58%	0	-6 ◇	-11 ◇
B61. When I talk about the OPG I say "we" rather than "they"	21	47	21	8		67%	0	0	-9 ◇
B62. I have some really good friendships at work	25	48	20	6		73%	0	-3 ◇	-6 ◇

Please note these questions were not asked on paper surveys in 2012.

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

%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

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. This 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.

W01. Overall, how satisfied are you with your life nowadays?	14	25	47	15	61%	+3	-2	-5 ⚡
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	25	47	18	65%	0	-4 ⚡	-8 ⚡
W03. Overall, how happy did you feel yesterday?	20	25	37	18	55%	+1	-5 ⚡	-8 ⚡
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	24	23	25	28	47%	-1	-3 ⚡	-6 ⚡

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 CS2013	Difference from CS High Performers
I want to leave the OPG as soon as possible		10%	+3 ^	+2	0
I want to leave the OPG within the next 12 months		19%	0	+6 ^	+3 ^
I want to stay working for the OPG for at least the next year		30%	-1	0	-5 ^
I want to stay working for the OPG for at least the next three years		40%	-1	-8 ^	-18 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		15	85%	+9 ^	-4 ^	-8 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	+5 ^	+1	-4 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the OPG it would be investigated properly?		33	67%	+4 ^	0	-6 ^

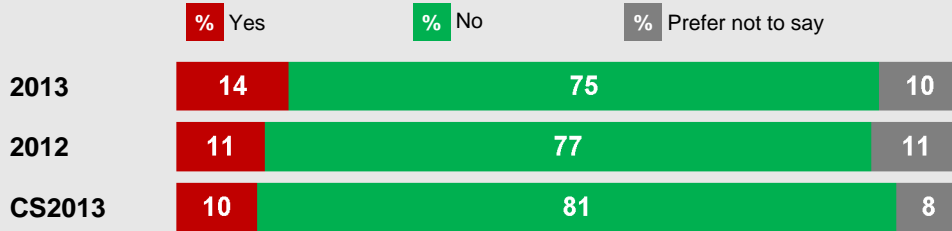
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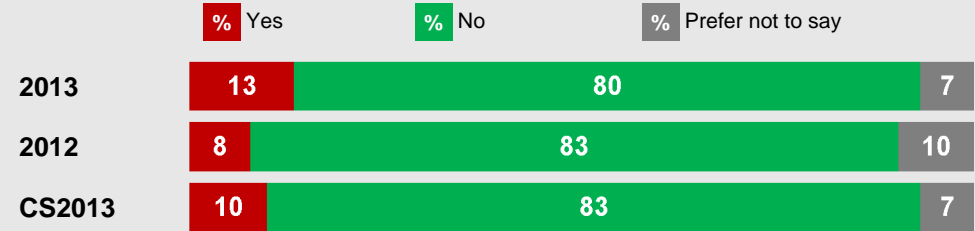
All questions by theme

Discrimination, harassment and bullying

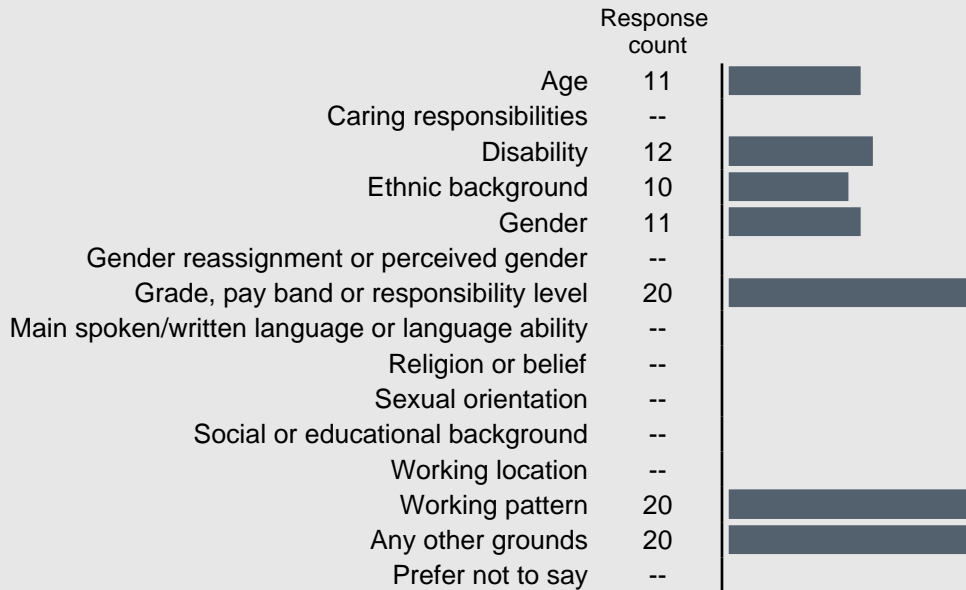
E01. During the past 12 months, have you personally experienced discrimination at work?



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

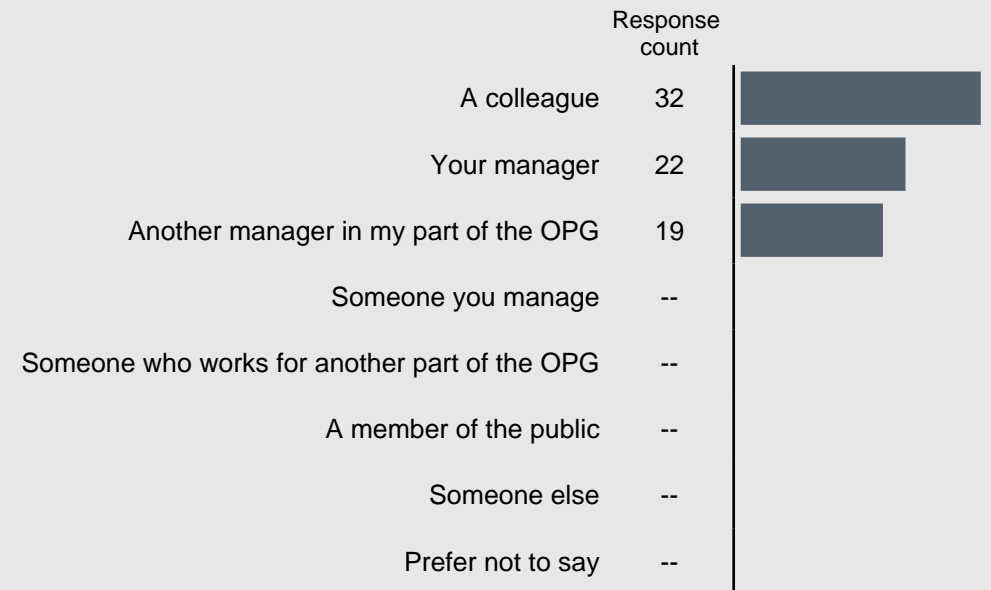


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



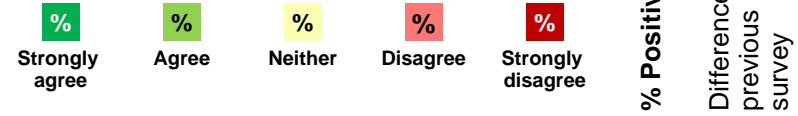
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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✦ indicates statistically significant difference from comparison



OPG questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I understand that the changes in the OPG are part of Transforming Justice	19	59	17	4		78%	+4 ✦
F02. I understand how my work contributes to Transforming Justice	13	48	25	11		61%	-
F03. I have agreed objectives which define what I do (activities) and how I do it (behaviours)	12	55	19	9	5	67%	-
F04. I have discussed and agreed with my line manager my plan for learning and development this year	10	36	25	20	9	46%	-
F05. I am clear how I can contribute to Continuous Improvement in the OPG	13	50	22	12	4	63%	-
F06. I believe Continuous Improvement activity has made a positive difference to the way I work	11	33	36	14	6	44%	-
F07. I am confident that the OPG is taking effective action to reduce discrimination, bullying and harassment	11	36	41	8	5	46%	-6 ✦
F08. Overall, I am satisfied with the job I do	17	55	19	6		72%	+1
F09. (Line managers only) I am held accountable for the value for money resulting from my decisions	11	35	42	9		46%	-

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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✦

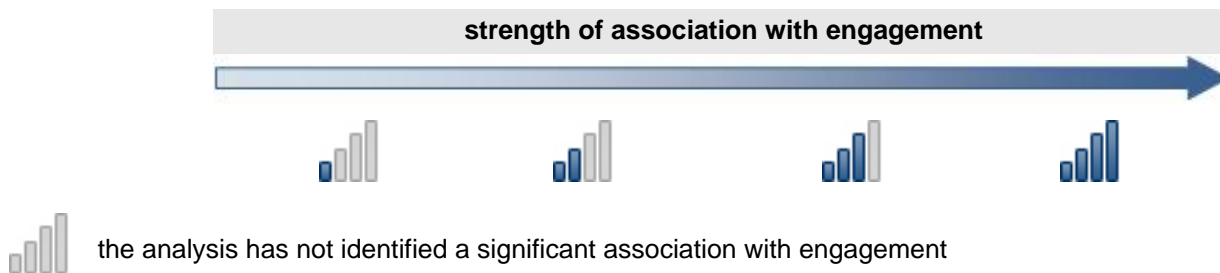
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2013 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.