

Returns: 223

Response rate: 78%

Your engagement index

52%

Difference from previous survey	Difference from CS2012	Difference from CS High Performers
-1	-6 ✧	-11 ✧

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 CS2012
B50. I am proud when I tell others I am part of ORR	43%	+2	-10 ✧
B51. I would recommend ORR as a great place to work	37%	-4 ✧	-9 ✧

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

B52. I feel a strong personal attachment to ORR	34%	-3	-10 ✧
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Strive: motivated to do the best for the organisation...










B53. ORR inspires me to do the best in my job	36%	-1	-5 ✧
B54. ORR motivates me to help it achieve its objectives	34%	-1	-4 ✧

✧ 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 CS2012	Difference from CS High Performers
Leadership and managing change		35%	-1	-6 ✧	-15 ✧
My work		78%	+1	+6 ✧	+2
Resources and workload		73%	0	-1	-4 ✧
Pay and benefits		40%	-6 ✧	+10 ✧	+5 ✧
My line manager		67%	0	+1	-2
Learning and development		47%	-1	+3 ✧	-5 ✧
Organisational objectives and purpose		71%	-2	-11 ✧	-16 ✧
My team		83%	+2	+5 ✧	+2
Inclusion and fair treatment		74%	+4 ✧	-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 CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change		Strength of association with engagement: 	
B48. I have the opportunity to contribute my views before decisions are made that affect me	41%	-2	+5 ◇
B44. Overall, I have confidence in the decisions made by ORR's Directors and deputies	38%	+2	-1
B41. Directors and deputies in ORR are sufficiently visible	46%	-8 ◇	-2
B49. I think it is safe to challenge the way things are done in ORR	38%	+4 ◇	-2
B46. When changes are made in ORR they are usually for the better	21%	-4 ◇	-4 ◇
B47. ORR keeps me informed about matters that affect me	52%	-7 ◇	-5 ◇
B42. I believe the actions of Directors and deputies are consistent with ORR's values	36%	+1	-6 ◇
B43. I believe that the Board has a clear vision for the future of ORR	30%	+6 ◇	-9 ◇
B45. I feel that change is managed well in ORR	16%	-4 ◇	-13 ◇
B40. I feel that ORR as a whole is managed well	29%	0	-14 ◇

My work		Strength of association with engagement: 	
B05. I have a choice in deciding how I do my work	85%	+4 ◇	+13 ◇
B04. I feel involved in the decisions that affect my work	59%	-1	+6 ◇
B02. I am sufficiently challenged by my work	82%	+1	+6 ◇
B03. My work gives me a sense of personal accomplishment	77%	0	+4 ◇
B01. I am interested in my work	90%	+1	0

Resources and workload		Strength of association with engagement: 	
B33. I have the skills I need to do my job effectively	93%	+3 ◇	+4 ◇
B30. In my job, I am clear what is expected of me	86%	+5 ◇	+2 ◇
B35. I have an acceptable workload	62%	-1	+2
B36. I achieve a good balance between my work life and my private life	67%	0	-1
B34. I have the tools I need to do my job effectively	68%	+1	-3 ◇
B31. I get the information I need to do my job well	64%	+5 ◇	-4 ◇
B32. I have clear work objectives	68%	-10 ◇	-7 ◇

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 CS2012	Difference from CS High Performers
B01. I am interested in my work	44	46	6	4		90%	+1	0	-2 ◇
B02. I am sufficiently challenged by my work	37	45	8	8		82%	+1	+6 ◇	+2
B03. My work gives me a sense of personal accomplishment	32	45	11	9		77%	0	+4 ◇	-1
B04. I feel involved in the decisions that affect my work	14	45	19	18	5	59%	-1	+6 ◇	-1
B05. I have a choice in deciding how I do my work	27	58	7	6		85%	+4 ◇	+13 ◇	+8 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of ORR's purpose	24	52	13	8		76%	-4 ◇	-8 ◇	-14 ◇
B07. I have a clear understanding of ORR's objectives	16	50	19	12	4	66%	0	-13 ◇	-19 ◇
B08. I understand how my work contributes to ORR's objectives	19	53	18	7		72%	-2	-9 ◇	-14 ◇

All questions by theme

This section shows the results for each question in the survey, 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 CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	23	43	22	10		66%	-4 ◇	0	-3 ◇
B10. My manager is considerate of my life outside work	35	51	10			86%	+5 ◇	+5 ◇	+3 ◇
B11. My manager is open to my ideas	36	48	10			85%	0	+6 ◇	+2
B12. My manager helps me to understand how I contribute to ORR's objectives	14	46	27	10		61%	+2	0	-5 ◇
B13. Overall, I have confidence in the decisions made by my manager	30	43	18	6		73%	-1	+2	-2
B14. My manager recognises when I have done my job well	28	52	12	5		80%	+1	+3 ◇	+1
B15. I receive regular feedback on my performance	21	45	18	14		66%	0	+3	-2
B16. The feedback I receive helps me to improve my performance	21	37	27	11	4	59%	-2	-1	-4 ◇
B17. I think that my performance is evaluated fairly	16	40	23	15	5	57%	-5 ◇	-6 ◇	-11 ◇
B18. Poor performance is dealt with effectively in my team	9	28	49	7	6	38%	+2	+1	-4 ◇

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	35	52	9			87%	+3 ◇	+4 ◇	+1
B20. The people in my team work together to find ways to improve the service we provide	29	54	13			82%	+3 ◇	+3 ◇	+1
B21. The people in my team are encouraged to come up with new and better ways of doing things	27	51	16	5		78%	-1	+8 ◇	+3 ◇

All questions by theme

This section shows the results for each question in the survey, 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 CS2012	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	12	49	26	11		61%	-1	+3	-4 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	46	31	11		56%	-5 ◇	+10 ◇	+4 ◇
B24. There are opportunities for me to develop my career in ORR	6	26	30	24	14	32%	+1	-4 ◇	-11 ◇
B25. Learning and development activities I have completed while working for ORR are helping me to develop my career	7	33	38	16	6	40%	-1	+1	-6 ◇

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	24	55	13	6		78%	+7 ◇	0	-3 ◇
B27. I am treated with respect by the people I work with	28	60	8			88%	+2	+4 ◇	+2
B28. I feel valued for the work I do	15	49	22	8	6	64%	-2	+2	-3 ◇
B29. I think that ORR respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	50	21	9	5	65%	+9 ◇	-6 ◇	-13 ◇

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 CS2012
 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 CS2012	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	19	67	8	4		86%	+5 ◇	+2 ◇	-1
B31. I get the information I need to do my job well	10	54	20	12		64%	+5 ◇	-4 ◇	-8 ◇
B32. I have clear work objectives	13	55	20	10		68%	-10 ◇	-7 ◇	-11 ◇
B33. I have the skills I need to do my job effectively	32	61	5			93%	+3 ◇	+4 ◇	+2 ◇
B34. I have the tools I need to do my job effectively	17	52	20	10		68%	+1	-3 ◇	-7 ◇
B35. I have an acceptable workload	9	53	16	17	5	62%	-1	+2	-4 ◇
B36. I achieve a good balance between my work life and my private life	13	54	18	12		67%	0	-1	-6 ◇

Pay and benefits

 :Strength of association with engagement

B37. I feel that my pay adequately reflects my performance		41	26	20	11	44%	-3	+13 ◇	+7 ◇
B38. I am satisfied with the total benefits package		35	27	26	9	38%	-10 ◇	+5 ◇	-1
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	35	29	19	13	39%	-5 ◇	+14 ◇	+7 ◇

All questions by theme

This section shows the results for each question in the survey, 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 CS2012	Difference from CS High Performers
B40. I feel that ORR as a whole is managed well	4	25	30	30	10	29%	0	-14 ◇	-28 ◇
B41. Directors and deputies in ORR are sufficiently visible	6	41	27	22	5	46%	-8 ◇	-2	-14 ◇
B42. I believe the actions of Directors and deputies are consistent with ORR's values	5	31	40	17	7	36%	+1	-6 ◇	-18 ◇
B43. I believe that the Board has a clear vision for the future of ORR		28	36	22	12	30%	+6 ◇	-9 ◇	-21 ◇
B44. Overall, I have confidence in the decisions made by ORR's Directors and deputies	5	33	36	19	6	38%	+2	-1	-13 ◇
B45. I feel that change is managed well in ORR	15		36	33	14	16%	-4 ◇	-13 ◇	-23 ◇
B46. When changes are made in ORR they are usually for the better	19		42	29	8	21%	-4 ◇	-4 ◇	-15 ◇
B47. ORR keeps me informed about matters that affect me	4	48	28	15	6	52%	-7 ◇	-5 ◇	-12 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me		38	31	21	8	41%	-2	+5 ◇	-1
B49. I think it is safe to challenge the way things are done in ORR	4	35	26	24	11	38%	+4 ◇	-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 CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of ORR	5	38	37	16	4	43%	+2	-10 ◇	-21 ◇
B51. I would recommend ORR as a great place to work	6	31	40	18	5	37%	-4 ◇	-9 ◇	-21 ◇
B52. I feel a strong personal attachment to ORR	7	27	34	22	10	34%	-3	-10 ◇	-18 ◇
B53. ORR inspires me to do the best in my job	5	31	36	22	7	36%	-1	-5 ◇	-14 ◇
B54. ORR motivates me to help it achieve its objectives		31	33	24	9	34%	-1	-4 ◇	-13 ◇
Taking action									
B55. I believe that Directors and deputies in ORR will take action on the results from this survey	5	46	28	16	5	51%	+6 ◇	+8 ◇	-3
B56. I believe that managers where I work will take action on the results from this survey	10	49	24	14		59%	0	+7 ◇	-1
B57. Where I work, I think effective action has been taken on the results of the last survey	6	21	47	19	7	26%	-8 ◇	-5 ◇	-13 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave ORR as soon as possible		10%	0	+2	0
I want to leave ORR within the next 12 months		17%	-1	+5	0
I want to stay working for ORR for at least the next year		43%	+5	+14 [^]	+9 [^]
I want to stay working for ORR for at least the next three years		31%	-4	-21 [^]	-29 [^]

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		88%	-2 [^]	0	-5 [^]	
D02. Are you aware of how to raise a concern under the Civil Service Code?		67%	+5 [^]	+4 [^]	-3	
D03. Are you confident that if you raised a concern under the Civil Service Code in ORR it would be investigated properly?		66%	+7 [^]	-1	-5 [^]	

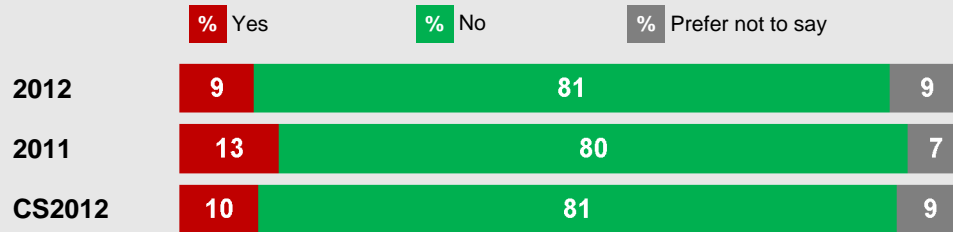
[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

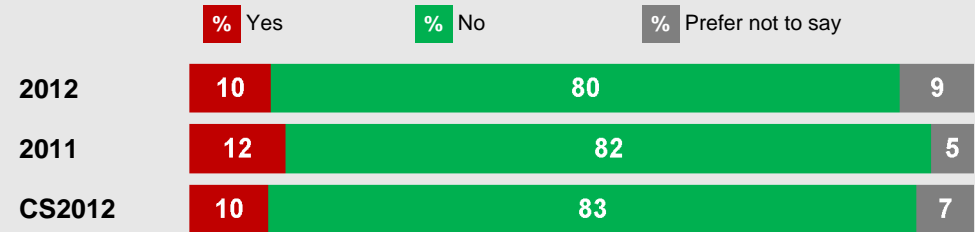
All questions by theme

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)

Ground	Response count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	10
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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

For respondents who selected 'Yes' to question E03.

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

Who	Response count
A colleague	--
Your manager	--
Another manager in my part of ORR	--
Someone you manage	--
Someone who works for another part of ORR	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✧

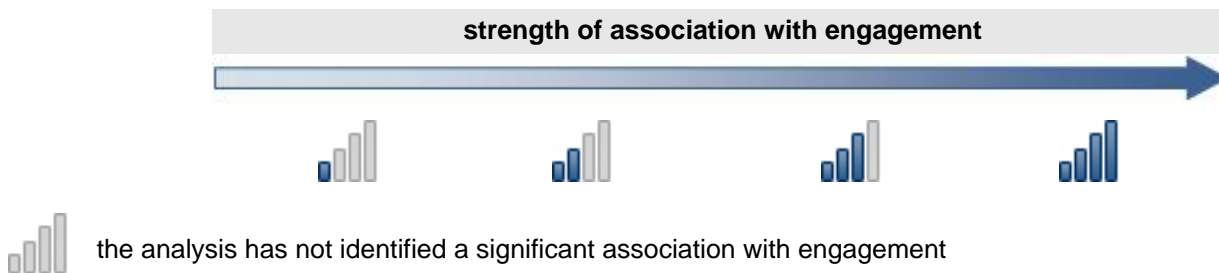
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2012 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.