

Your engagement index

56%

Difference from previous survey

+4 ✧

Difference from CS2013

-2 ✧

Difference from CS High Performers

-6 ✧

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 ORR	47%	+3	-9 ✧
B51. I would recommend ORR as a great place to work	45%	+8 ✧	0

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

B52. I feel a strong personal attachment to ORR	36%	+2	-9 ✧
---	------------	----	------

Strive: motivated to do the best for the organisation...










B53. ORR inspires me to do the best in my job	36%	+1	-7 ✧
B54. ORR motivates me to help it achieve its objectives	36%	+2	-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 CS2013	Difference from CS High Performers
Leadership and managing change		44%	+9 ✧	+2	-7 ✧
Learning and development		48%	0	0	-7 ✧
My manager		69%	+2	+3 ✧	0
My work		84%	+5 ✧	+10 ✧	+6 ✧
Pay and benefits		34%	-6 ✧	+5 ✧	0
Resources and workload		77%	+5 ✧	+4 ✧	0
Organisational objectives and purpose		81%	+10 ✧	-1	-6 ✧
My team		81%	-2	+2 ✧	0
Inclusion and fair treatment		77%	+3	+2 ✧	-1




✧ = 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: 	
B49. I think it is safe to challenge the way things are done in ORR	48%	+10 ◇	+10 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	45%	+4 ◇	+9 ◇
B47. ORR keeps me informed about matters that affect me	66%	+14 ◇	+8 ◇
B44. Overall, I have confidence in the decisions made by ORR's Directors and deputies	45%	+7 ◇	+5 ◇
B46. When changes are made in ORR they are usually for the better	29%	+8 ◇	+2
B40. I feel that ORR as a whole is managed well	45%	+16 ◇	+2
B42. I believe the actions of Directors and deputies are consistent with ORR's values	44%	+8 ◇	+1
B45. I feel that change is managed well in ORR	29%	+12 ◇	0
B41. Directors and deputies in ORR are sufficiently visible	50%	+4	-1
B43. I believe that the Board has a clear vision for the future of ORR	39%	+9 ◇	-3 ◇
Learning and development		Strength of association with engagement: 	
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	54%	-2	+6 ◇
B22. I am able to access the right learning and development opportunities when I need to	63%	+2	+2
B25. Learning and development activities I have completed while working for ORR are helping me to develop my career	43%	+3	+1
B24. There are opportunities for me to develop my career in ORR	32%	0	-6 ◇
My manager		Strength of association with engagement: 	
B13. Overall, I have confidence in the decisions made by my manager	79%	+6 ◇	+8 ◇
B11. My manager is open to my ideas	86%	+2	+7 ◇
B09. My manager motivates me to be more effective in my job	72%	+6 ◇	+6 ◇
B10. My manager is considerate of my life outside work	85%	-1	+5 ◇
B15. I receive regular feedback on my performance	68%	+2	+4 ◇
B18. Poor performance is dealt with effectively in my team	40%	+3	+2
B14. My manager recognises when I have done my job well	79%	-1	+2
B16. The feedback I receive helps me to improve my performance	61%	+3	+2
B12. My manager helps me to understand how I contribute to ORR's objectives	63%	+3	+1
B17. I think that my performance is evaluated fairly	60%	+3	-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



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	44	51	4			95%	+5 ◇	+5 ◇	+3 ◇
B02. I am sufficiently challenged by my work	34	51	8	6		86%	+4 ◇	+8 ◇	+4 ◇
B03. My work gives me a sense of personal accomplishment	31	51	13	4		82%	+5 ◇	+7 ◇	+3 ◇
B04. I feel involved in the decisions that affect my work	18	53	16	11		71%	+12 ◇	+17 ◇	+10 ◇
B05. I have a choice in deciding how I do my work	33	53	10			87%	+2	+14 ◇	+10 ◇

Organisational objectives and purpose

: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
B06. I have a clear understanding of ORR's purpose	26	60	10			86%	+10 ◇	+1	-3 ◇
B07. I have a clear understanding of ORR's objectives	20	58	17	5		77%	+11 ◇	-3 ◇	-8 ◇
B08. I understand how my work contributes to ORR's objectives	20	60	17			80%	+8 ◇	-3 ◇	-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 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	23	48	18	8		72%	+6 ◇	+6 ◇	+2
B10. My manager is considerate of my life outside work	38	47	11			85%	-1	+5 ◇	+1
B11. My manager is open to my ideas	40	46	11			86%	+2	+7 ◇	+4 ◇
B12. My manager helps me to understand how I contribute to ORR's objectives	20	43	29	6		63%	+3	+1	-3 ◇
B13. Overall, I have confidence in the decisions made by my manager	29	50	15	4		79%	+6 ◇	+8 ◇	+3 ◇
B14. My manager recognises when I have done my job well	31	48	12	7		79%	-1	+2	-1
B15. I receive regular feedback on my performance	20	49	18	12		68%	+2	+4 ◇	0
B16. The feedback I receive helps me to improve my performance	19	43	25	11		61%	+3	+2	-4 ◇
B17. I think that my performance is evaluated fairly	19	41	23	10	7	60%	+3	-3 ◇	-7 ◇
B18. Poor performance is dealt with effectively in my team	12	28	47	10		40%	+3	+2	-2

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	51	10	4		86%	-2	+2 ◇	0
B20. The people in my team work together to find ways to improve the service we provide	30	51	15	4		81%	-1	+1	-2
B21. The people in my team are encouraged to come up with new and better ways of doing things	29	47	16	6		77%	-1	+4 ◇	+1

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

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	12	50	24	10	4	63%	+2	+2	-2
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	42	35	8	4	54%	-2	+6 ◇	0
B24. There are opportunities for me to develop my career in ORR	6	26	30	27	11	32%	0	-6 ◇	-16 ◇
B25. Learning and development activities I have completed while working for ORR are helping me to develop my career	9	34	38	13	6	43%	+3	+1	-6 ◇

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	29	49	13	5	4	79%	0	0	-3 ◇
B27. I am treated with respect by the people I work with	34	54	8	4	4	88%	0	+4 ◇	+2
B28. I feel valued for the work I do	22	47	19	8	4	69%	+5 ◇	+6 ◇	+2
B29. I think that ORR respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	47	22	5	4	71%	+6 ◇	-1	-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

% 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	23	64	10			87%	0	+3 ◇	0
B31. I get the information I need to do my job well	15	59	17	8		74%	+10 ◇	+5 ◇	+1
B32. I have clear work objectives	18	63	10	7		82%	+13 ◇	+6 ◇	+2
B33. I have the skills I need to do my job effectively	31	59	9			90%	-2 ◇	+2 ◇	0
B34. I have the tools I need to do my job effectively	20	56	15	8		77%	+8 ◇	+5 ◇	+1
B35. I have an acceptable workload	12	50	14	19	5	62%	0	+2	-4 ◇
B36. I achieve a good balance between my work life and my private life	16	53	15	11	5	70%	+3	+2	-3 ◇

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	4	30	21	30	15	34%	-10 ◇	+5 ◇	-1
B38. I am satisfied with the total benefits package	4	28	26	28	13	32%	-6 ◇	0	-6 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	32	25	25	15	36%	-3	+11 ◇	+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 CS2013
 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 CS2013	Difference from CS High Performers
B40. I feel that ORR as a whole is managed well	5	40	31	19	5	45%	+16 ◇	+2	-12 ◇
B41. Directors and deputies in ORR are sufficiently visible	10	40	27	17	6	50%	+4	-1	-12 ◇
B42. I believe the actions of Directors and deputies are consistent with ORR's values	7	37	35	13	7	44%	+8 ◇	+1	-11 ◇
B43. I believe that the Board has a clear vision for the future of ORR	6	33	37	19	5	39%	+9 ◇	-3 ◇	-16 ◇
B44. Overall, I have confidence in the decisions made by ORR's Directors and deputies	8	37	37	14	4	45%	+7 ◇	+5 ◇	-5 ◇
B45. I feel that change is managed well in ORR	4	25	34	26	12	29%	+12 ◇	0	-10 ◇
B46. When changes are made in ORR they are usually for the better	6	23	43	23	6	29%	+8 ◇	+2	-6 ◇
B47. ORR keeps me informed about matters that affect me	9	57	23	9	2	66%	+14 ◇	+8 ◇	+1
B48. I have the opportunity to contribute my views before decisions are made that affect me	6	39	28	22	5	45%	+4 ◇	+9 ◇	+1
B49. I think it is safe to challenge the way things are done in ORR	11	38	28	17	7	48%	+10 ◇	+10 ◇	0

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 ORR	9	38	41	10		47%	+3	-9 ◇	-18 ◇
B51. I would recommend ORR as a great place to work	7	38	40	13		45%	+8 ◇	0	-11 ◇
B52. I feel a strong personal attachment to ORR	9	28	37	20	7	36%	+2	-9 ◇	-16 ◇
B53. ORR inspires me to do the best in my job	7	30	45	15		36%	+1	-7 ◇	-14 ◇
B54. ORR motivates me to help it achieve its objectives	5	31	44	16	4	36%	+2	-4 ◇	-12 ◇
Taking action									
B55. I believe that Directors and deputies in ORR will take action on the results from this survey	9	43	29	14	5	52%	+1	+9 ◇	0
B56. I believe that managers where I work will take action on the results from this survey	11	53	27	6		64%	+6 ◇	+11 ◇	+5 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	8	27	45	15	4	36%	+9 ◇	+3 ◇	-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 CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	35	58	4			93%	+6 ◇	+5 ◇	+3 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	22	56	18			78%	+8 ◇	+10 ◇	+7 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	14	54	23	7		68%	+7 ◇	+4 ◇	-1
B61. When I talk about ORR I say "we" rather than "they"	22	53	19	4		75%	+2	+8 ◇	-1
B62. I have some really good friendships at work	22	43	25	8		66%	+5 ◇	-10 ◇	-13 ◇

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?	10	20	54	16	70%	+7 ◇	+7 ◇	+4 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	16	53	23	76%	+7 ◇	+7 ◇	+3 ◇
W03. Overall, how happy did you feel yesterday?	17	16	46	21	67%	+5 ◇	+7 ◇	+4 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	27	23	20	31	50%	-2	0	-3 ◇

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 CS2013	Difference from CS High Performers
I want to leave ORR as soon as possible		6%	-4 ^	-2	-5
I want to leave ORR within the next 12 months		21%	+4	+8 ^	+4 ^
I want to stay working for ORR for at least the next year		42%	-1	+11 ^	+7 ^
I want to stay working for ORR for at least the next three years		32%	+2	-16 ^	-26 ^

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?		9	91%	+3 ^	+1	-3 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	-2	0	-5 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in ORR it would be investigated properly?		33	67%	+1	0	-5 ^

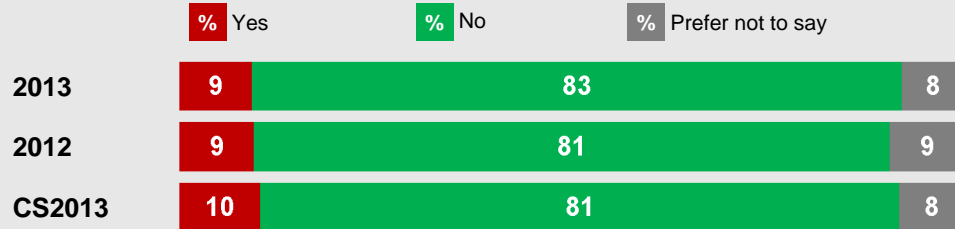
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

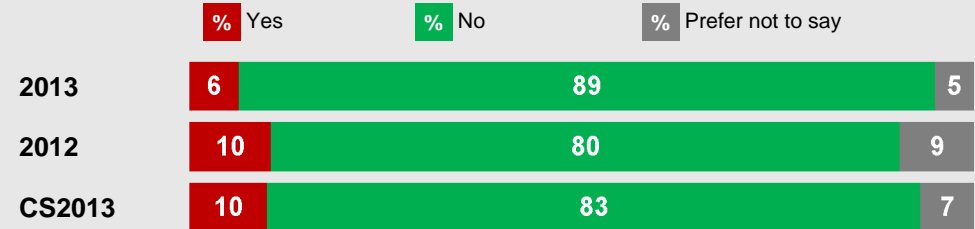
All questions by theme

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	--
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 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: ✦

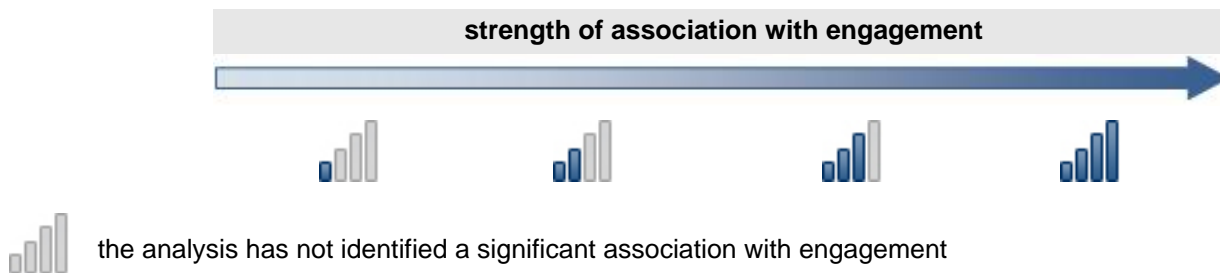
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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