


Returns : 332

Response rate : 81%

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.



Returns : 332

Response rate : 81%

Civil Service People Survey 2014

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		59%	+7 ✧	+16 ✧	+9 ✧
My work		75%	+2	-1	-4 ✧
My manager		68%	+5 ✧	0	-3 ✧
My team		76%	+5 ✧	-4 ✧	-7 ✧
Learning and development		49%	+11 ✧	0	-6 ✧
Resources and workload		77%	+6 ✧	+3 ✧	0
Pay and benefits		25%	+6 ✧	-2 ✧	-10 ✧
Organisational objectives and purpose		91%	+8 ✧	+8 ✧	+4 ✧
Inclusion and fair treatment		75%	+5 ✧	0	-3 ✧

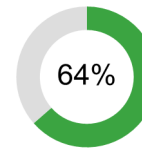


Strength of association with engagement

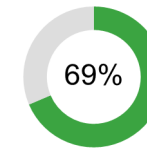


Statistically significant difference from comparison

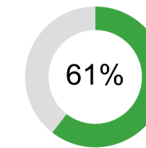
## Wellbeing



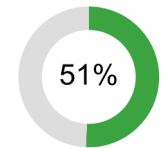
Overall, how satisfied are you with your life nowadays?



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

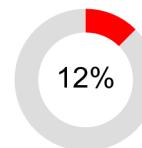


Overall, how happy did you feel yesterday?

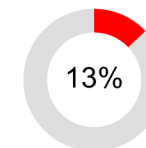


No or low anxiety yesterday

## Discrimination, bullying and harassment

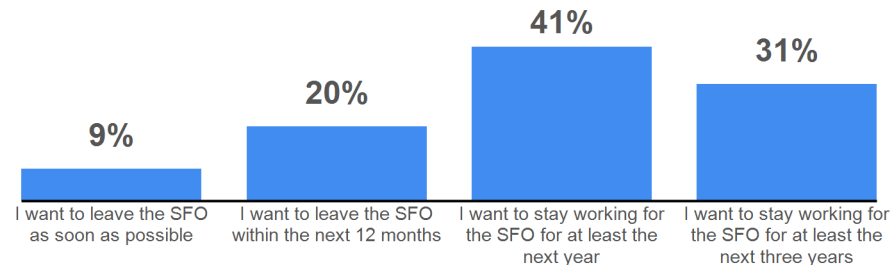


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future



**All questions by theme**

◆ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

**My work**

**75%** +2  
 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	48	45	5	0	0	93%	+1	+3 ◆	0
B02 I am sufficiently challenged by my work	29	44	12	11	4	73%	+1	-7 ◆	-10 ◆
B03 My work gives me a sense of personal accomplishment	28	45	14	10	4	73%	0	-2 ◆	-5 ◆
B04 I feel involved in the decisions that affect my work	20	40	17	15	8	60%	+6 ◆	+3 ◆	-2
B05 I have a choice in deciding how I do my work	23	51	17	6	4	74%	+4 ◆	0	-6 ◆

**Organisational objectives and purpose**

**91%** +8  
 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 the SFO's purpose	46	48	6	0	0	94%	+6 ◆	+9 ◆	+4 ◆
B07 I have a clear understanding of the SFO's objectives	39	50	6	5	0	90%	+8 ◆	+9 ◆	+4 ◆
B08 I understand how my work contributes to the SFO's objectives	42	48	7	3	0	90%	+8 ◆	+7 ◆	+2 ◆

All questions by theme

◆ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

**My manager**

**68%** +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
B09 My manager motivates me to be more effective in my job	24	49	15	9	5	73%	+10 ◆	+5 ◆	+1
B10 My manager is considerate of my life outside work	48	38	10	2	2	86%	+6 ◆	+5 ◆	0
B11 My manager is open to my ideas	36	47	9	5	2	82%	+7 ◆	+3 ◆	-2 ◆
B12 My manager helps me to understand how I contribute to the SFO's objectives	24	40	26	7	3	64%	+8 ◆	0	-5 ◆
B13 Overall, I have confidence in the decisions made by my manager	35	44	15	2	2	79%	+11 ◆	+5 ◆	+1
B14 My manager recognises when I have done my job well	33	44	14	6	3	77%	+4 ◆	0	-4 ◆
B15 I receive regular feedback on my performance	17	40	24	14	5	57%	0	-8 ◆	-12 ◆
B16 The feedback I receive helps me to improve my performance	17	40	27	10	5	57%	+4 ◆	-4 ◆	-9 ◆
B17 I think that my performance is evaluated fairly	20	41	24	9	6	60%	0	-2 ◆	-6 ◆
B18 Poor performance is dealt with effectively in my team	10	33	36	11	10	43%	+1	+4 ◆	0

**My team**

**76%** +5 Difference from previous survey



Strength of association with engagement



Question	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	32	48	13	5	2	80%	+4 ◆	-4 ◆	-6 ◆
B20 The people in my team work together to find ways to improve the service we provide	29	48	14	6	3	77%	+6 ◆	-3 ◆	-6 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	27	42	21	5	3	69%	+5 ◆	-4 ◆	-9 ◆

**All questions by theme**

◆ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

**Learning and development**

**49%** +11

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	13	46	25	12	2	58%	+12 ◆	-4 ◆	-9 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	39	31	10	5	53%	+9 ◆	+2	-4 ◆
B24	There are opportunities for me to develop my career in the SFO	9	30	33	13	15	39%	+14 ◆	-2 ◆	-10 ◆
B25	Learning and development activities I have completed while working for the SFO are helping me to develop my career	8	38	33	15	7	46%	+10 ◆	+2 ◆	-4 ◆

**Inclusion and fair treatment**

**75%** +5

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
B26	I am treated fairly at work	32	44	12	7	5	76%	+4 ◆	-3 ◆	-6 ◆
B27	I am treated with respect by the people I work with	34	47	10	5	2	81%	+4 ◆	-3 ◆	-6 ◆
B28	I feel valued for the work I do	24	42	16	11	6	67%	+4 ◆	+2	-3 ◆
B29	I think that the SFO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29	49	12	6	2	79%	+10 ◆	+5 ◆	+1

**All questions by theme**

◆ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

**Resources and workload** **77%** +6 Difference from previous survey

Strength of association with engagement

	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	22	61	9	7		83%	+3 ◆	-1	-4 ◆
B31 I get the information I need to do my job well	18	55	18	7		73%	+7 ◆	+3 ◆	-1
B32 I have clear work objectives	17	52	18	9		70%	+3 ◆	-6 ◆	-10 ◆
B33 I have the skills I need to do my job effectively	32	60	7			92%	+5 ◆	+3 ◆	+1
B34 I have the tools I need to do my job effectively	18	56	14	10		74%	+10 ◆	+2	-2
B35 I have an acceptable workload	16	54	16	10		70%	+9 ◆	+11 ◆	+4 ◆
B36 I achieve a good balance between my work life and my private life	27	52	13	6		79%	+8 ◆	+13 ◆	+5 ◆

**Pay and benefits** **25%** +6 Difference from previous survey

Strength of association with engagement

	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	5	25	14	31	26	29%	+7 ◆	0	-7 ◆
B38 I am satisfied with the total benefits package	22	25	26	24		26%	+4 ◆	-6 ◆	-14 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	19	29	31		21%	+6 ◆	-3 ◆	-10 ◆

**All questions by theme**

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**Leadership and Managing Change**

**59%** +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
B40 I feel that the SFO as a whole is managed well	16	53	19	7	5	69%	+9 ◆	+23 ◆	+13 ◆
B41 Senior managers in the SFO are sufficiently visible	17	50	14	13	6	67%	+10 ◆	+14 ◆	+4 ◆
B42 I believe the actions of senior managers are consistent with the SFO's values	17	48	23	7	5	65%	+8 ◆	+18 ◆	+10 ◆
B43 I believe that the board have a clear vision for the future of the SFO	22	45	25	7	5	67%	+6 ◆	+22 ◆	+14 ◆
B44 Overall, I have confidence in the decisions made by the SFO's senior managers	19	47	23	7	5	66%	+7 ◆	+22 ◆	+15 ◆
B45 I feel that change is managed well in the SFO	6	41	38	10	5	47%	+6 ◆	+16 ◆	+9 ◆
B46 When changes are made in the SFO they are usually for the better	9	40	42	7	2	48%	+4 ◆	+19 ◆	+12 ◆
B47 The SFO keeps me informed about matters that affect me	14	54	21	7	2	68%	+1	+10 ◆	+4 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	8	39	32	15	6	47%	+10 ◆	+12 ◆	+4 ◆
B49 I think it is safe to challenge the way things are done in the SFO	10	36	30	16	8	46%	+7 ◆	+5 ◆	-2

**All questions by theme**

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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 the SFO	27	47	20	5		73%	+12 ◆	+14 ◆	+7 ◆
B51 I would recommend the SFO as a great place to work	17	41	25	10	7	59%	+16 ◆	+10 ◆	-1
B52 I feel a strong personal attachment to the SFO	20	35	31	10		55%	-3	+7 ◆	0
B53 The SFO inspires me to do the best in my job	15	38	33	8	6	53%	+8 ◆	+8 ◆	+2
B54 The SFO motivates me to help it achieve its objectives	15	39	32	8	6	54%	+6 ◆	+11 ◆	+5 ◆

**Taking action**



B55 I believe that senior managers in the SFO will take action on the results from this survey	14	43	22	12	9	57%	+4 ◆	+12 ◆	+3 ◆
B56 I believe that managers where I work will take action on the results from this survey	15	41	26	10	8	55%	+6 ◆	0	-6 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	11	30	39	12	9	40%	+10 ◆	+6 ◆	0



**All questions by theme**

◆ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

**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	34	54	7			88%	+5 ◆	-1	-3 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	20	49	18	10		69%	+10 ◆	+1	-3 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	16	44	28	9		60%	+1	-6 ◆	-11 ◆
B61 When I talk about the SFO I say "we" rather than "they"	28	49	14	6		77%	+2	+8 ◆	-2
B62 I have some really good friendships at work	26	45	23	6		70%	-2	-5 ◆	-9 ◆

Returns : 332

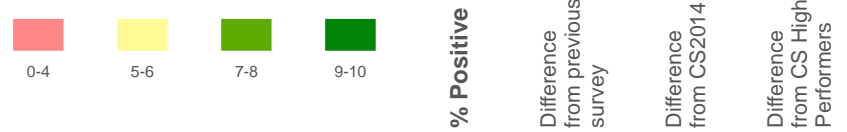
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Civil Service People Survey 2014

**All questions by theme**

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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.

W01 Overall, how satisfied are you with your life nowadays?	15	21	48	16	64%	+4 ◆	0	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	21	46	23	69%	+1	-1	-4 ◆
W03 Overall, how happy did you feel yesterday?	18	22	41	19	61%	+1	0	-3 ◆
W04 Overall, how anxious did you feel yesterday?	25	26	19	31	51%	-4 ◆	+1	-2



**All questions by theme**

◇ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

**Your plans for the future**

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

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave the SFO as soon as possible		9%	-6 ◇	+1	-1
I want to leave the SFO within the next 12 months		20%	+3	+6 ◇	+2 ◇
I want to stay working for the SFO for at least the next year		41%	+5	+9 ◇	+3 ◇
I want to stay working for the SFO for at least the next three years		31%	-2	-15 ◇	-23 ◇

**The Civil Service Code**

Differences are based on '% Yes' score

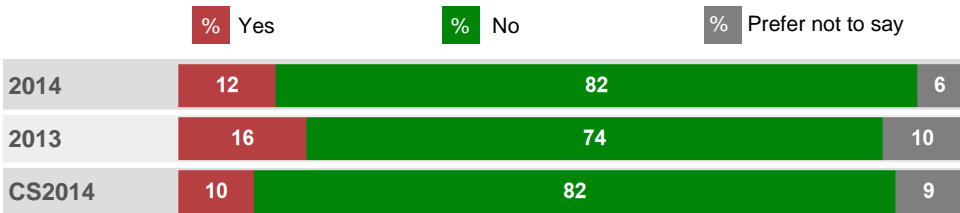
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	85	15	85%	-3 ◇	-5 ◇	-9 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	64	36	64%	0	0	-7 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the SFO it would be investigated properly?	72	28	72%	+13 ◇	+3 ◇	-1

**All questions by theme**

◆ indicates statistically significant difference from comparison  
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**Discrimination, harassment and bullying**

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



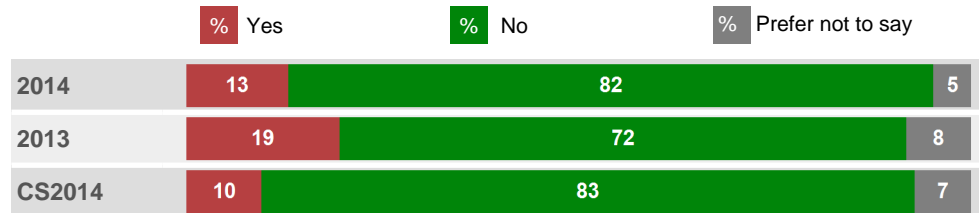
For respondents who selected 'Yes' to question E01.

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	12
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	17
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 '--'

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



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	12
Your manager	14
Another manager in my part of the SFO	15
Someone you manage	--
Someone who works for another part of the SFO	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

All questions by theme

◆ indicates statistically significant difference from comparison  
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SFO questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I am optimistic that on its current path the SFO will be a better place to work in a year from now than it is today	18	46	25	7	7	65%	--
F02	I believe that the SFO is committed to ensuring that all staff are treated with dignity and respect in the workplace	25	54	13	5	5	79%	--
F03	I feel that the SFO takes bullying and harassment seriously	26	44	18	7	7	70%	--
F04	I feel that SFO takes discrimination seriously	26	47	19	5	5	73%	--
F05	I am confident that consistent action in accordance with relevant policies would take place if I reported bullying, harassment or discrimination	23	44	20	8	5	68%	--
F06	I was given the opportunity to discuss the 2013 survey results within my team/division	Yes: 66%		No: 34%			66%	--
F07	I have a clear understanding of my total reward and benefits package	Yes: 69%		No: 31%			69%	--
F08	I would find it helpful to have more information about the different elements which make up my overall reward package	Yes: 57%		No: 43%			57%	--
F09	I feel that my skills, knowledge and experience are fully utilised in the job I do	13	39	12	26	9	52%	--
F10	I feel that the work I undertake is grade appropriate	12	39	19	19	11	51%	--

## 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 <b>Theme score % positive</b> ).
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.