

Your engagement index

59%

Difference from previous survey

+6 ✧

Difference from CS2013

+1 ✧

Difference from CS High Performers

-3 ✧

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 SFO	61%	+4 ✧	+5 ✧
B51. I would recommend the SFO as a great place to work	43%	+8 ✧	-2 ✧

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

B52. I feel a strong personal attachment to the SFO	57%	+4 ✧	+11 ✧
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Strive: motivated to do the best for the organisation...










B53. The SFO inspires me to do the best in my job	45%	+9 ✧	+2 ✧
B54. The SFO motivates me to help it achieve its objectives	48%	+19 ✧	+8 ✧

✧ = 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		52%	+24 ✧	+11 ✧	+1
My work		72%	+8 ✧	-1 ✧	-6 ✧
Resources and workload		71%	+7 ✧	-3 ✧	-6 ✧
Organisational objectives and purpose		84%	+9 ✧	+1 ✧	-4 ✧
My manager		63%	+8 ✧	-4 ✧	-7 ✧
Pay and benefits		20%	+1	-10 ✧	-15 ✧
Learning and development		38%	+9 ✧	-9 ✧	-16 ✧
My team		71%	+3	-9 ✧	-11 ✧
Inclusion and fair treatment		70%	+6 ✧	-4 ✧	-8 ✧




✧ = 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 board have a clear vision for the future of the SFO	61%	+25 ◇	+19 ◇
B44. Overall, I have confidence in the decisions made by the SFO's senior managers	59%	+25 ◇	+18 ◇
B46. When changes are made in the SFO they are usually for the better	44%	+28 ◇	+17 ◇
B40. I feel that the SFO as a whole is managed well	59%	+27 ◇	+16 ◇
B42. I believe the actions of senior managers are consistent with the SFO's values	57%	+23 ◇	+14 ◇
B45. I feel that change is managed well in the SFO	41%	+22 ◇	+12 ◇
B47. The SFO keeps me informed about matters that affect me	68%	+34 ◇	+9 ◇
B41. Senior managers in the SFO are sufficiently visible	56%	+28 ◇	+5 ◇
B49. I think it is safe to challenge the way things are done in the SFO	39%	+14 ◇	+1
B48. I have the opportunity to contribute my views before decisions are made that affect me	37%	+16 ◇	+1
My work Strength of association with engagement: 			
B01. I am interested in my work	92%	+3 ◇	+3 ◇
B04. I feel involved in the decisions that affect my work	54%	+16 ◇	0
B03. My work gives me a sense of personal accomplishment	74%	+4 ◇	-1
B05. I have a choice in deciding how I do my work	70%	+9 ◇	-3 ◇
B02. I am sufficiently challenged by my work	72%	+8 ◇	-6 ◇
Resources and workload Strength of association with engagement: 			
B36. I achieve a good balance between my work life and my private life	71%	-1	+3 ◇
B35. I have an acceptable workload	61%	-1	+1
B33. I have the skills I need to do my job effectively	87%	+5 ◇	-2 ◇
B31. I get the information I need to do my job well	66%	+16 ◇	-3 ◇
B30. In my job, I am clear what is expected of me	80%	+7 ◇	-3 ◇
B34. I have the tools I need to do my job effectively	64%	+10 ◇	-8 ◇
B32. I have clear work objectives	67%	+11 ◇	-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

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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	51	41	6			92%	+3 ◇	+3 ◇	0
B02. I am sufficiently challenged by my work	29	43	12	13		72%	+8 ◇	-6 ◇	-10 ◇
B03. My work gives me a sense of personal accomplishment	31	43	15	9		74%	+4 ◇	-1	-5 ◇
B04. I feel involved in the decisions that affect my work	17	37	24	14	9	54%	+16 ◇	0	-7 ◇
B05. I have a choice in deciding how I do my work	21	49	17	9	4	70%	+9 ◇	-3 ◇	-7 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of the SFO's purpose	45	44	6			88%	+8 ◇	+3 ◇	-1 ◇
B07. I have a clear understanding of the SFO's objectives	36	46	11	4		82%	+11 ◇	+2 ◇	-3 ◇
B08. I understand how my work contributes to the SFO's objectives	38	44	11	4		82%	+9 ◇	-1	-4 ◇

All questions 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	21	42	19	8	10	63%	+9 ◇	-3 ◇	-7 ◇
B10. My manager is considerate of my life outside work	39	41	11	4	5	80%	+4 ◇	-1	-4 ◇
B11. My manager is open to my ideas	33	42	13	6	6	76%	+7 ◇	-3 ◇	-7 ◇
B12. My manager helps me to understand how I contribute to the SFO's objectives	19	37	28	8	8	56%	+12 ◇	-6 ◇	-10 ◇
B13. Overall, I have confidence in the decisions made by my manager	29	38	15	9	9	67%	+7 ◇	-4 ◇	-9 ◇
B14. My manager recognises when I have done my job well	28	45	13	8	6	73%	+4 ◇	-4 ◇	-8 ◇
B15. I receive regular feedback on my performance	14	43	20	13	10	57%	+12 ◇	-7 ◇	-11 ◇
B16. The feedback I receive helps me to improve my performance	14	38	26	12	10	53%	+9 ◇	-7 ◇	-12 ◇
B17. I think that my performance is evaluated fairly	17	44	21	8	10	60%	+6 ◇	-3 ◇	-7 ◇
B18. Poor performance is dealt with effectively in my team	10	31	33	12	14	42%	+8 ◇	+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	31	45	13	7	4	76%	+2	-8 ◇	-10 ◇
B20. The people in my team work together to find ways to improve the service we provide	26	45	16	6	6	71%	+4 ◇	-9 ◇	-11 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	24	40	19	10	7	64%	+4 ◇	-9 ◇	-12 ◇

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
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	10	36	27	18	9	46%	+13 ◇	-15 ◇	-19 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	38	31	15	10	44%	+14 ◇	-3 ◇	-9 ◇
B24. There are opportunities for me to develop my career in the SFO	6	19	32	18	24	25%	+1	-13 ◇	-22 ◇
B25. Learning and development activities I have completed while working for the SFO are helping me to develop my career	7	29	32	16	16	36%	+8 ◇	-6 ◇	-13 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	21	52	12	7	9	72%	+7 ◇	-6 ◇	-9 ◇
B27. I am treated with respect by the people I work with	25	52	10	6	6	77%	+3 ◇	-8 ◇	-10 ◇
B28. I feel valued for the work I do	19	44	17	9	11	63%	+9 ◇	0	-5 ◇
B29. I think that the SFO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	47	18	6	8	68%	+4 ◇	-4 ◇	-10 ◇

All questions by theme

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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	22	58	12	6		80%	+7 ◇	-3 ◇	-6 ◇
B31. I get the information I need to do my job well	16	50	17	12	5	66%	+16 ◇	-3 ◇	-7 ◇
B32. I have clear work objectives	17	49	17	12	5	67%	+11 ◇	-8 ◇	-13 ◇
B33. I have the skills I need to do my job effectively	35	52	10			87%	+5 ◇	-2 ◇	-4 ◇
B34. I have the tools I need to do my job effectively	18	46	18	10	9	64%	+10 ◇	-8 ◇	-12 ◇
B35. I have an acceptable workload	13	48	23	9	7	61%	-1	+1	-5 ◇
B36. I achieve a good balance between my work life and my private life	18	52	16	8	5	71%	-1	+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	19	24	25	30		22%	0	-7 ◇	-13 ◇
B38. I am satisfied with the total benefits package	19	30	25	24		22%	+3	-10 ◇	-16 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	12	25	27	34		15%	+1	-10 ◇	-17 ◇

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
Leadership and managing change									
Strength of association with engagement									
B40. I feel that the SFO as a whole is managed well	14	45	21	10	9	59%	+27 ◇	+16 ◇	+3 ◇
B41. Senior managers in the SFO are sufficiently visible	13	43	21	13	10	56%	+28 ◇	+5 ◇	-6 ◇
B42. I believe the actions of senior managers are consistent with the SFO's values	14	43	25	8	10	57%	+23 ◇	+14 ◇	+2 ◇
B43. I believe that the board have a clear vision for the future of the SFO	18	43	26	6	8	61%	+25 ◇	+19 ◇	+6 ◇
B44. Overall, I have confidence in the decisions made by the SFO's senior managers	16	43	21	9	10	59%	+25 ◇	+18 ◇	+8 ◇
B45. I feel that change is managed well in the SFO	8	33	34	15	10	41%	+22 ◇	+12 ◇	+2 ◇
B46. When changes are made in the SFO they are usually for the better	8	36	37	9	10	44%	+28 ◇	+17 ◇	+9 ◇
B47. The SFO keeps me informed about matters that affect me	13	55	18	5	9	68%	+34 ◇	+9 ◇	+3 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	7	30	32	19	12	37%	+16 ◇	+1	-7 ◇
B49. I think it is safe to challenge the way things are done in the SFO	8	31	31	16	14	39%	+14 ◇	+1	-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

	% 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 SFO	18	43	27	5	6	61%	+4 ◇	+5 ◇	-4 ◇
B51. I would recommend the SFO as a great place to work	12	31	31	16	10	43%	+8 ◇	-2 ◇	-13 ◇
B52. I feel a strong personal attachment to the SFO	17	41	27	9	6	57%	+4 ◇	+11 ◇	+5 ◇
B53. The SFO inspires me to do the best in my job	13	32	34	13	8	45%	+9 ◇	+2 ◇	-5 ◇
B54. The SFO motivates me to help it achieve its objectives	11	38	29	14	9	48%	+19 ◇	+8 ◇	0
Taking action									
B55. I believe that senior managers in the SFO will take action on the results from this survey	10	42	27	9	11	53%	+25 ◇	+10 ◇	+1
B56. I believe that managers where I work will take action on the results from this survey	14	35	31	10	10	49%	+17 ◇	-5 ◇	-10 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	6	25	42	14	14	30%	+25 ◇	-3 ◇	-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

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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	31	52	8	6		82%	+6 ◇	-6 ◇	-8 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	13	45	23	12	6	59%	+9 ◇	-9 ◇	-12 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	13	45	26	9	6	59%	+3	-6 ◇	-11 ◇
B61. When I talk about the SFO I say "we" rather than "they"	25	50	17	5	4	75%	+8 ◇	+8 ◇	-1
B62. I have some really good friendships at work	29	43	20	6		72%	+5 ◇	-4 ◇	-7 ◇

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.

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%	%	%	%	% 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?	19	21	45	15	60%	+9 ◇	-3 ◇	-7 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	20	41	26	68%	+6 ◇	-2 ◇	-5 ◇
W03. Overall, how happy did you feel yesterday?	19	22	42	18	60%	+4 ◇	0	-3 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	25	30	20	25	55%	-1	+5 ◇	+2 ◇

All questions by theme

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 CS2013	Difference from CS High Performers
I want to leave the SFO as soon as possible		15%	-2	+7	+4
I want to leave the SFO within the next 12 months		16%	-5	+3 ^	0
I want to stay working for the SFO for at least the next year		36%	+1	+6 ^	+1
I want to stay working for the SFO for at least the next three years		33%	+6	-15 ^	-25 ^

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?		13	87%	+3	-2 ^	-6 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	+7 ^	0	-6 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the SFO it would be investigated properly?		41	59%	+12 ^	-8 ^	-13 ^

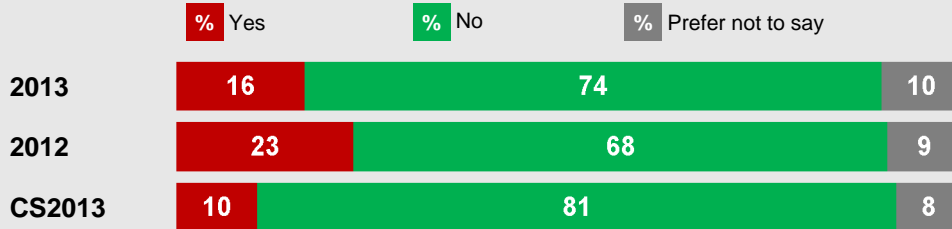
^ indicates a variation in question wording from your previous survey

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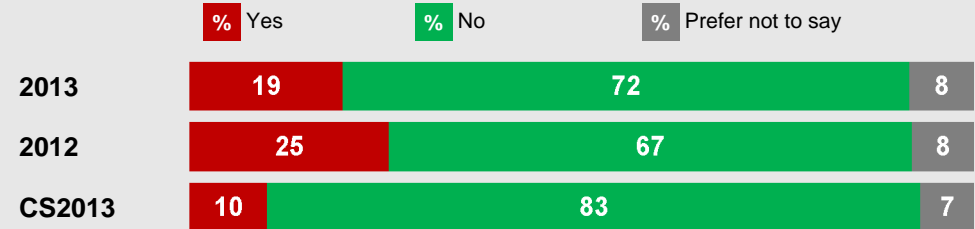
All questions by theme

Discrimination, harassment and bullying

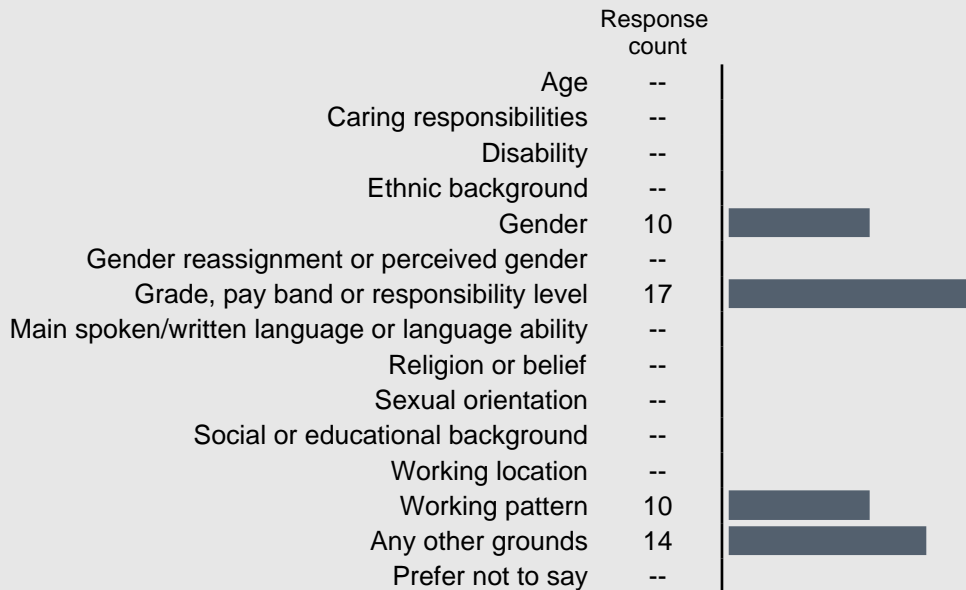
E01. During the past 12 months, have you personally experienced discrimination at work?



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

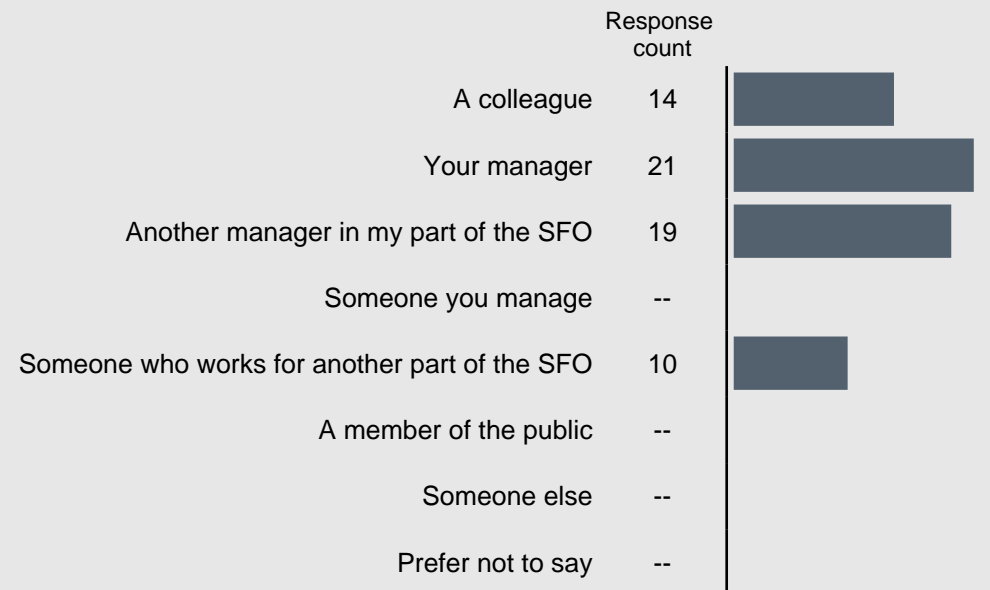


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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 '--'

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: ✦

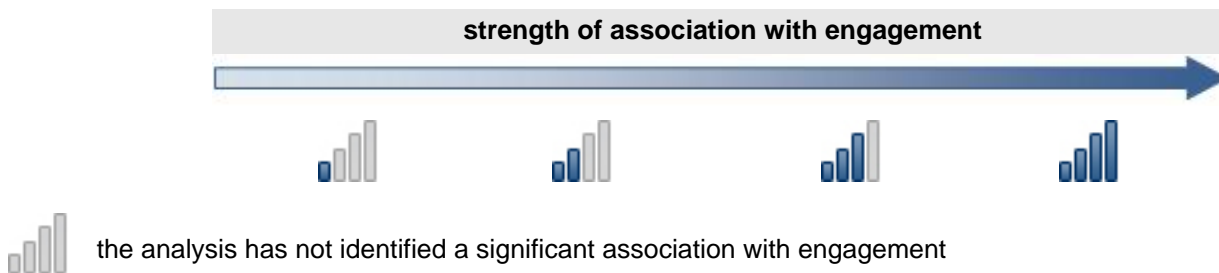
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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