


Returns : 51

Response rate : 96%

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.



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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 <sup>1</sup>	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		40%	-3	-3 ✧	-10 ✧
My work		73%	+4	-2	-5 ✧
My manager		66%	+9 ✧	-1	-5 ✧
Pay and benefits		44%	-1	+16 ✧	+9 ✧
Resources and workload		75%	+2	+1	-2
Learning and development		46%	0	-3 ✧	-9 ✧
Organisational objectives and purpose		87%	+3	+4 ✧	-1
My team		75%	-4	-4 ✧	-7 ✧
Inclusion and fair treatment		65%	-11 ✧	-10 ✧	-13 ✧

<sup>1</sup>The table above shows the strength of association between engagement and the themes for Civil Service

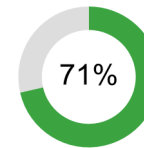


Strength of association with engagement

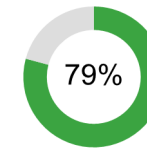


Statistically significant difference from comparison

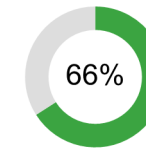
## Wellbeing



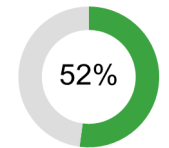
Overall, how satisfied are you with your life nowadays?



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

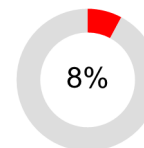


Overall, how happy did you feel yesterday?

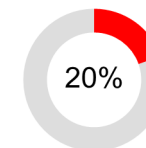


No or low anxiety yesterday

## Discrimination, bullying and harassment

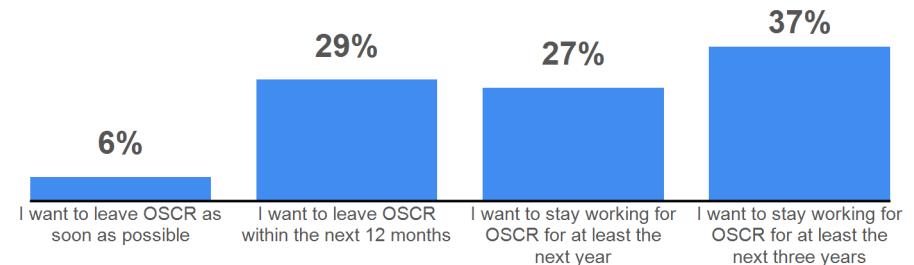


During the past 12 months have you personally experienced discrimination at work?



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

73% +4

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	31	55	6	8		86%	+6 ◆	-3 ◆	-6
B02 I am sufficiently challenged by my work	25	53	8	12		78%	-6 ◆	-1	-4 ◆
B03 My work gives me a sense of personal accomplishment	14	55	16	14		69%	0	-7 ◆	-10 ◆
B04 I feel involved in the decisions that affect my work	14	41	16	24	6	55%	+6	-2	-7 ◆
B05 I have a choice in deciding how I do my work	16	63	8	12		78%	+12 ◆	+4 ◆	-1

Organisational objectives and purpose

87% +3

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 OSCR's purpose	29	57	6	6		86%	+2	+1	-4
B07 I have a clear understanding of OSCR's objectives	25	59	6	6		84%	+2	+4 ◆	-1
B08 I understand how my work contributes to OSCR's objectives	25	65	6	6		90%	+4	+7 ◆	+2 ◆

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All questions by theme

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^ indicates a variation in question wording from your previous survey

My manager

66% +9  
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	22	49	14	14		71%	+11 ◇	+3 ◇	-1
B10 My manager is considerate of my life outside work	29	55	10	6		84%	+7 ◇	+3 ◇	-1
B11 My manager is open to my ideas	24	51	12	14		75%	+3	-5 ◇	-10 ◇
B12 My manager helps me to understand how I contribute to OSCR's objectives	18	51	20	12		69%	+15 ◇	+4 ◇	0
B13 Overall, I have confidence in the decisions made by my manager	22	35	27	16		57%	-5	-16 ◇	-20 ◇
B14 My manager recognises when I have done my job well	18	60	8	12		78%	+16 ◇	+1	-3 ◇
B15 I receive regular feedback on my performance	22	54	8	14		76%	+20 ◇	+11 ◇	+7 ◇
B16 The feedback I receive helps me to improve my performance	12	49	18	20		61%	+17 ◇	0	-5 ◇
B17 I think that my performance is evaluated fairly	18	46	18	18		64%	+8 ◇	+1	-3 ◇
B18 Poor performance is dealt with effectively in my team	8	22	42	18	10	30%	-3	-9 ◇	-13 ◇

My team

75% -4  
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	33	55	8			88%	+8 ◇	+4 ◇	+2
B20 The people in my team work together to find ways to improve the service we provide	33	43	14	10		76%	-6 ◇	-4 ◇	-7 ◇
B21 The people in my team are encouraged to come up with new and better ways of doing things	31	29	20	16		61%	-15 ◇	-13 ◇	-17 ◇

All questions by theme

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^ indicates a variation in question wording from your previous survey

Learning and development

46% 0

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	8	51	22	20		59%	+8 ◆	-3 ◆	-8 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	41	31	20		49%	+5	-2	-8 ◆
B24	There are opportunities for me to develop my career in OSCR	8	25	16	39	12	33%	-4	-9 ◆	-16 ◆
B25	Learning and development activities I have completed while working for OSCR are helping me to develop my career	8	35	24	27	6	43%	-8 ◆	0	-6 ◆

Inclusion and fair treatment

65% -11

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	20	45	14	20		65%	-17 ◆	-15 ◆	-18 ◆
B27	I am treated with respect by the people I work with	24	49	10	16		73%	-12 ◆	-12 ◆	-14 ◆
B28	I feel valued for the work I do	16	43	18	20		59%	-8 ◆	-6 ◆	-10 ◆
B29	I think that OSCR respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	49	14	16	6	65%	-9 ◆	-9 ◆	-13 ◆

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Resources and workload **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
B30 In my job, I am clear what is expected of me	25	59	12	8	8	84%	+7 ◆	0	-2 ◆
B31 I get the information I need to do my job well	16	53	16	12	8	69%	-2	-1	-5 ◆
B32 I have clear work objectives	20	61	8	8	8	80%	+7 ◆	+5 ◆	+1
B33 I have the skills I need to do my job effectively	25	61	8	8	8	86%	0	-3 ◆	-5
B34 I have the tools I need to do my job effectively	20	55	16	8	8	75%	-3	+3 ◆	-1
B35 I have an acceptable workload	14	47	18	18	8	61%	+10 ◆	+2	-5 ◆
B36 I achieve a good balance between my work life and my private life	27	45	12	16	8	73%	-1	+6 ◆	-2

Pay and benefits

**44%** -1

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
B37 I feel that my pay adequately reflects my performance	8	33	20	25	14	41%	-5	+12 ◆	+5 ◆
B38 I am satisfied with the total benefits package	6	45	16	20	14	51%	+4	+19 ◆	+11 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	35	18	29	14	8	39%	-2	+15 ◆	+8 ◆

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Civil Service People Survey 2014

All questions by theme

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^ indicates a variation in question wording from your previous survey

Leadership and Managing Change

40% -3

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 OSCR as a whole is managed well	6	37	14	27	16	43%	+1	-2	-13 ◆
B41 Senior managers in OSCR are sufficiently visible	14	61	10	12	1	75%	+6 ◆	+21 ◆	+12 ◆
B42 I believe the actions of senior managers are consistent with OSCR's values	6	41	12	35	6	47%	-6 ◆	0	-9 ◆
B43 I believe that the Board has a clear vision for the future of OSCR	6	35	27	24	8	41%	+10 ◆	-4 ◆	-12 ◆
B44 Overall, I have confidence in the decisions made by OSCR's senior managers	10	37	14	25	14	47%	+5	+3 ◆	-4 ◆
B45 I feel that change is managed well in OSCR	22	18	41	18	1	24%	+1	-8 ◆	-15 ◆
B46 When changes are made in OSCR they are usually for the better	18	35	29	14	6	22%	-10 ◆	-8 ◆	-15 ◆
B47 OSCR keeps me informed about matters that affect me	8	35	33	16	8	43%	-10 ◆	-15 ◆	-21 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	6	24	32	24	14	30%	-17 ◆	-6 ◆	-13 ◆
B49 I think it is safe to challenge the way things are done in OSCR	6	24	26	26	18	30%	-8 ◆	-11 ◆	-18 ◆

## All questions by theme

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

### 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 OSCR	14	42	30	12		56%	+5	-3 ◆	-10 ◆
B51 I would recommend OSCR as a great place to work	14	37	25	20		51%	0	+2	-9 ◆
B52 I feel a strong personal attachment to OSCR	12	37	22	25		49%	-2	+1	-5 ◆
B53 OSCR inspires me to do the best in my job	12	37	24	24		49%	0	+4 ◆	-2
B54 OSCR motivates me to help it achieve its objectives	10	35	29	22		45%	+1	+2	-4 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers in OSCR will take action on the results from this survey	12	41	16	20	12	53%	-3	+8 ◆	0
B56 I believe that managers where I work will take action on the results from this survey	12	47	16	16	10	59%	+1	+3 ◆	-2
B57 Where I work, I think effective action has been taken on the results of the last survey	10	33	20	27	10	43%	+3	+8 ◆	+3



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Civil Service People Survey 2014

## All questions by theme

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^ 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	18	61	10	8		78%	-6 ◆	-10 ◆	-12
B59 I believe I would be supported if I try a new idea, even if it may not work	8	37	31	16	8	45%	-9 ◆	-23 ◆	-27 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	6	49	33	10		55%	-10 ◆	-10 ◆	-16 ◆
B61 When I talk about OSCR I say "we" rather than "they"	14	65	10	10		78%	-4	+10 ◆	0
B62 I have some really good friendships at work	22	57	18			78%	+1	+3 ◆	-1

Returns : 51

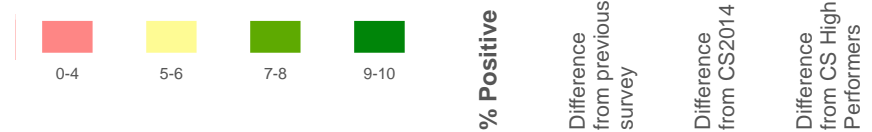
Response rate : 96%

Civil Service People Survey 2014

## All questions by theme

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^ indicates a variation in question wording from your previous survey

### 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?	8	20	57	14	71%	+7 ◆	+8 ◆	+5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	13	60	19	79%	+9 ◆	+10 ◆	+7 ◆
W03 Overall, how happy did you feel yesterday?	13	21	43	23	66%	-2	+6 ◆	+3
W04 Overall, how anxious did you feel yesterday?	33	19	19	29	52%	-4	+2	-1



## 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 OSCR?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave OSCR as soon as possible		6%	-5	-2	-4
I want to leave OSCR within the next 12 months		29%	+9	+16	+12
I want to stay working for OSCR for at least the next year		27%	-8	-4	-10 ◇
I want to stay working for OSCR for at least the next three years		37%	+4	-9 ◇	-17 ◇

### The Civil Service Code

Differences are based on '% Yes' score

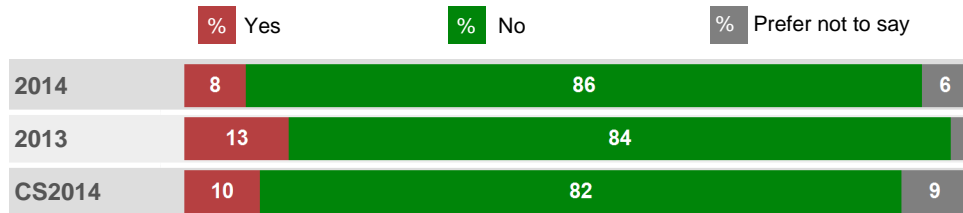
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		10	90%	+4	0	-3
D02. Are you aware of how to raise a concern under the Civil Service Code?		22	78%	+7 ◇	+14 ◇	+7 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in OSCR it would be investigated properly?		47	53%	-16 ◇	-16 ◇	-20 ◇

## All questions by theme

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### Discrimination, harassment and bullying

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



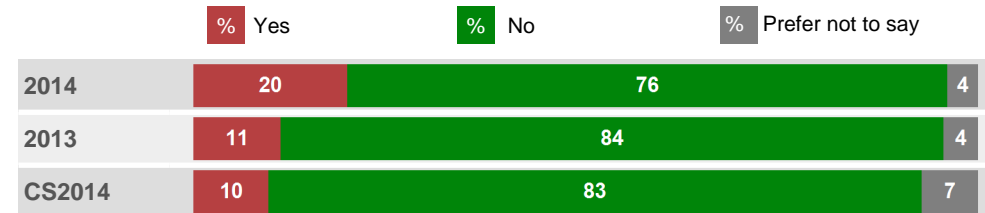
For respondents who selected 'Yes' to question E01.

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	--
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 '--'

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	--
Your manager	--
Another manager in my part of OSCR	--
Someone you manage	--
Someone who works for another part of OSCR	--
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 <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.