

Your engagement index

53%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
-1	-3	-9

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 CS2011
B50. I am proud when I tell others I am part of ORR	42%	+1	-11 ✧
B51. I would recommend ORR as a great place to work	41%	-3	-2

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

B52. I feel a strong personal attachment to ORR	38%	+1	-8 ✧
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Strive: motivated to do the best for the organisation...

B53. ORR inspires me to do the best in my job	37%	+1	-1
B54. ORR motivates me to help it achieve its objectives	35%	-1	0

✧ = 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 CS2011	Difference from CS High Performers
Leadership and managing change		36%	-3	-2	-11 ✧
My line manager		67%	-2	+3 ✧	0
My work		77%	-2	+6 ✧	+1
Learning and development		49%	+3	+6 ✧	-2
Pay and benefits		47%	-18 ✧	+15 ✧	+7 ✧
Resources and workload		72%	-3	0	-3 ✧
Inclusion and fair treatment		70%	-2	-3 ✧	-7 ✧
My team		81%	-3	+4 ✧	+1
Organisational objectives and purpose		73%	-4	-8 ✧	-13 ✧

✧ = 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 CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change Strength of association with engagement: 			
B41. Directors and deputies in ORR are sufficiently visible	54%	-2	+9 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	43%	-3	+7 ◇
B47. ORR keeps me informed about matters that affect me	59%	-3	+4 ◇
B46. When changes are made in ORR they are usually for the better	24%	-1	+2
B44. Overall, I have confidence in the decisions made by ORR's directors and deputies	36%	-5	0
B42. I believe the actions of directors and deputies are consistent with ORR's values	35%	-6	-4 ◇
B49. I think it is safe to challenge the way things are done in ORR	34%	-3	-4 ◇
B45. I feel that change is managed well in ORR	20%	-1	-8 ◇
B40. I feel that ORR as a whole is managed well	29%	-4	-11 ◇
B43. I believe that the board has a clear vision for the future of ORR	24%	-5	-15 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My line manager Strength of association with engagement: 			
B09. My manager motivates me to be more effective in my job	70%	+3	+7 ◇
B11. My manager is open to my ideas	85%	+1	+6 ◇
B15. I receive regular feedback on my performance	66%	-2	+6 ◇
B13. Overall, I have confidence in the decisions made by my manager	74%	-2	+3 ◇
B14. My manager recognises when I have done my job well	79%	-2	+3 ◇
B16. The feedback I receive helps me to improve my performance	61%	-2	+3 ◇
B10. My manager is considerate of my life outside work	81%	-2	+2
B12. My manager helps me to understand how I contribute to ORR's objectives	59%	-4	+1
B17. I think that my performance is evaluated fairly	62%	-5	0
B18. Poor performance is dealt with effectively in my team	36%	-7 ◇	-1

	% Positive	Diff. from previous survey	Difference from CS2011
My work Strength of association with engagement: 			
B05. I have a choice in deciding how I do my work	81%	-3	+10 ◇
B04. I feel involved in the decisions that affect my work	59%	+1	+10 ◇
B02. I am sufficiently challenged by my work	81%	-2	+6 ◇
B03. My work gives me a sense of personal accomplishment	77%	-4	+5 ◇
B01. I am interested in my work	89%	-1	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 CS2011
 Difference from CS High Performers

My work

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B01. I am interested in my work	49	40	7			89%	-1	0	-3 ✧
B02. I am sufficiently challenged by my work	33	48	10	6		81%	-2	+6 ✧	+2
B03. My work gives me a sense of personal accomplishment	30	47	14	6	4	77%	-4	+5 ✧	0
B04. I feel involved in the decisions that affect my work	12	47	22	11	7	59%	+1	+10 ✧	0
B05. I have a choice in deciding how I do my work	23	58	11	6		81%	-3	+10 ✧	+4 ✧

Organisational objectives and purpose

 :Strength of association with engagement

B06. I have a clear understanding of ORR's purpose	22	58	10	8		80%	-1	-4 ✧	-10 ✧
B07. I have a clear understanding of ORR's objectives	18	49	18	12		66%	-8 ✧	-12 ✧	-18 ✧
B08. I understand how my work contributes to ORR's objectives	23	51	17	7		74%	-5	-7 ✧	-12 ✧

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 CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	24	46	16	8	6	70%	+3	+7 ✧	+3 ✧
B10. My manager is considerate of my life outside work	36	45	12	5		81%	-2	+2	-2
B11. My manager is open to my ideas	36	49	8	4		85%	+1	+6 ✧	+4 ✧
B12. My manager helps me to understand how I contribute to ORR's objectives	17	42	26	9	5	59%	-4	+1	-5 ✧
B13. Overall, I have confidence in the decisions made by my manager	28	46	16	5	5	74%	-2	+3 ✧	0
B14. My manager recognises when I have done my job well	32	48	11	6	4	79%	-2	+3 ✧	0
B15. I receive regular feedback on my performance	20	46	16	12	6	66%	-2	+6 ✧	0
B16. The feedback I receive helps me to improve my performance	18	43	23	10	6	61%	-2	+3 ✧	-1
B17. I think that my performance is evaluated fairly	18	44	23	8	7	62%	-5	0	-5 ✧
B18. Poor performance is dealt with effectively in my team	10	26	51	9	4	36%	-7 ✧	-1	-5 ✧

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	38	46	12			84%	-5 ✧	+2 ✧	-1
B20. The people in my team work together to find ways to improve the service we provide	34	45	15	4		79%	-5 ✧	+1	-3 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	32	47	13	5		79%	0	+10 ✧	+5 ✧

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 CS2011	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	15	47	24	8	6	62%	+3	+8 ✧	-2
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	51	31	5	5	61%	+2	+17 ✧	+9 ✧
B24. There are opportunities for me to develop my career in ORR	8	23	32	21	17	30%	+5	-1	-9 ✧
B25. Learning and development activities I have completed while working for ORR are helping me to develop my career	11	30	33	16	10	41%	0	+2	-4 ✧
Inclusion and fair treatment									
:Strength of association with engagement									
B26. I am treated fairly at work	25	47	16	6	6	72%	-7 ✧	-6 ✧	-9 ✧
B27. I am treated with respect by the people I work with	30	56	9			86%	+2	+2 ✧	0
B28. I feel valued for the work I do	18	47	14	13	7	66%	-2	+6 ✧	-1
B29. I think that ORR respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	38	25	13	6	56%	-2	-14 ✧	-20 ✧

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 CS2011	Difference from CS High Performers
Resources and workload									
 :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	18	63	11	4	5	81%	0	-1	-5 ✧
B31. I get the information I need to do my job well	14	46	28	9	5	60%	-11 ✧	-8 ✧	-11 ✧
B32. I have clear work objectives	18	60	13	6	3	79%	+3	+5 ✧	+1
B33. I have the skills I need to do my job effectively	29	61	6	4	0	90%	+2	+2 ✧	0
B34. I have the tools I need to do my job effectively	16	52	16	14	4	68%	-3	-3 ✧	-8 ✧
B35. I have an acceptable workload	11	52	18	11	7	63%	-6	+3 ✧	-2
B36. I achieve a good balance between my work life and my private life	16	51	16	14	4	67%	-4	0	-6 ✧
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	10	37	25	16	11	47%	-21 ✧	+15 ✧	+8 ✧
B38. I am satisfied with the total benefits package	8	40	24	19	8	48%	-17 ✧	+14 ✧	+8 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	11	34	29	16	11	44%	-18 ✧	+17 ✧	+9 ✧

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2011
 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 CS2011	Difference from CS High Performers
B40. I feel that ORR as a whole is managed well	26	34	24	13	29%	-4	-11 ✧	-25 ✧	
B41. Directors and deputies in ORR are sufficiently visible	9	45	23	17	5	54%	-2	+9 ✧	-5 ✧
B42. I believe the actions of directors and deputies are consistent with ORR's values	5	30	36	17	12	35%	-6	-4 ✧	-16 ✧
B43. I believe that the board has a clear vision for the future of ORR	21	44	21	11	24%	-5	-15 ✧	-26 ✧	
B44. Overall, I have confidence in the decisions made by ORR's directors and deputies	4	32	36	20	8	36%	-5	0	-12 ✧
B45. I feel that change is managed well in ORR	18	32	34	15	20%	-1	-8 ✧	-17 ✧	
B46. When changes are made in ORR they are usually for the better	23	45	22	8	24%	-1	+2	-7 ✧	
B47. ORR keeps me informed about matters that affect me	11	47	25	12	4	59%	-3	+4 ✧	-3 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	5	38	28	22	7	43%	-3	+7 ✧	-1
B49. I think it is safe to challenge the way things are done in ORR	7	27	27	22	16	34%	-3	-4 ✧	-12 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

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◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of ORR	9	33	39	13	5	42%	+1	-11 ◇	-24 ◇
B51. I would recommend ORR as a great place to work	9	32	34	17	8	41%	-3	-2	-14 ◇
B52. I feel a strong personal attachment to ORR	11	27	27	23	12	38%	+1	-8 ◇	-16 ◇
B53. ORR inspires me to do the best in my job	8	29	35	19	9	37%	+1	-1	-12 ◇
B54. ORR motivates me to help it achieve its objectives	7	29	36	20	9	35%	-1	0	-10 ◇
Taking action									
B55. I believe that directors and deputies in ORR will take action on the results from this survey	10	35	29	18	8	45%	-8 ◇	+6 ◇	-5 ◇
B56. I believe that managers where I work will take action on the results from this survey	14	44	25	11	5	58%	-10 ◇	+10 ◇	+2
B57. Where I work, I think effective action has been taken on the results of the last survey	9	26	38	15	12	35%	-	+6 ◇	-2

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 CS2011	Difference from CS High Performers
I want to leave ORR as soon as possible		10%	-1	+2	0
I want to leave ORR within the next 12 months		18%	+5 [^]	+7	+3 [^]
I want to stay working for ORR for at least the next year		38%	+3	+10 [^]	+3 [^]
I want to stay working for ORR for at least the next three years		35%	-7 [^]	-19 [^]	-26 [^]

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers	
D01. Are you aware of the Civil Service Code?		91	9	91%	+2	+5 [^]	-1
D02. Are you aware of how to raise a concern under the Civil Service Code?		62	38	62%	+12 [^]	+3 [^]	-4 [^]
D03. Are you confident that if you raised a concern under the Civil Service Code in ORR it would be investigated properly?		59	41	59%	-6	-5 [^]	-12 [^]

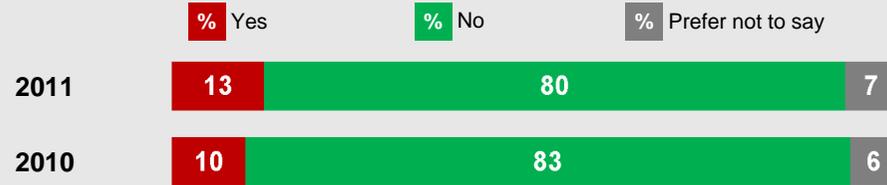
[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

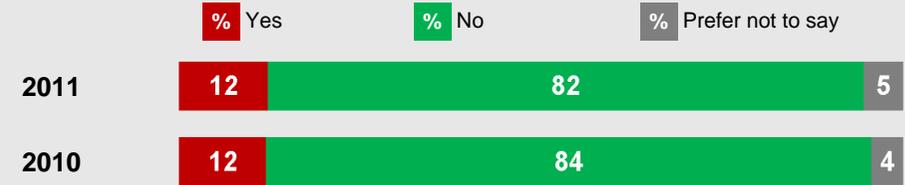
All questions by theme

Discrimination, harassment and bullying

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

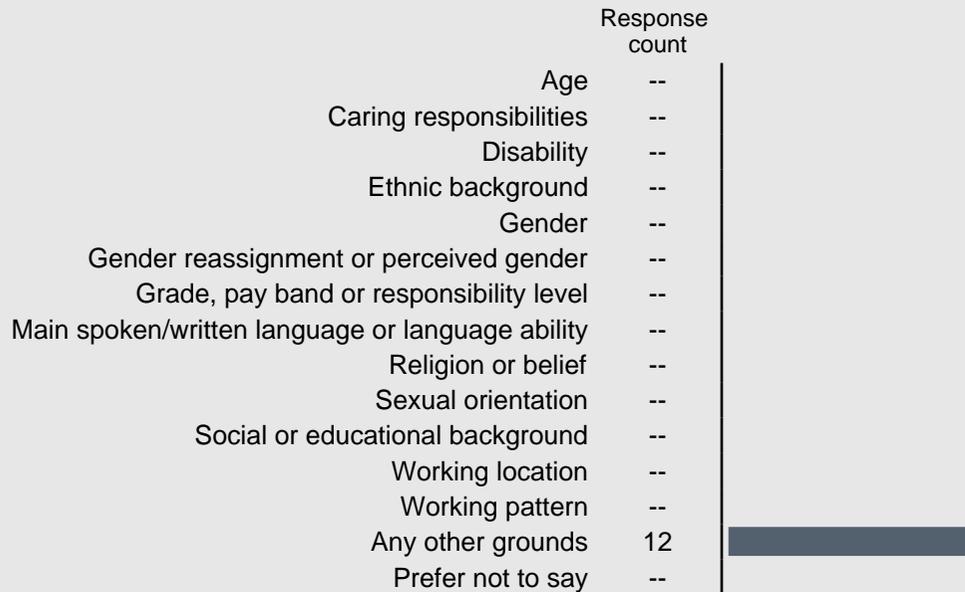


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

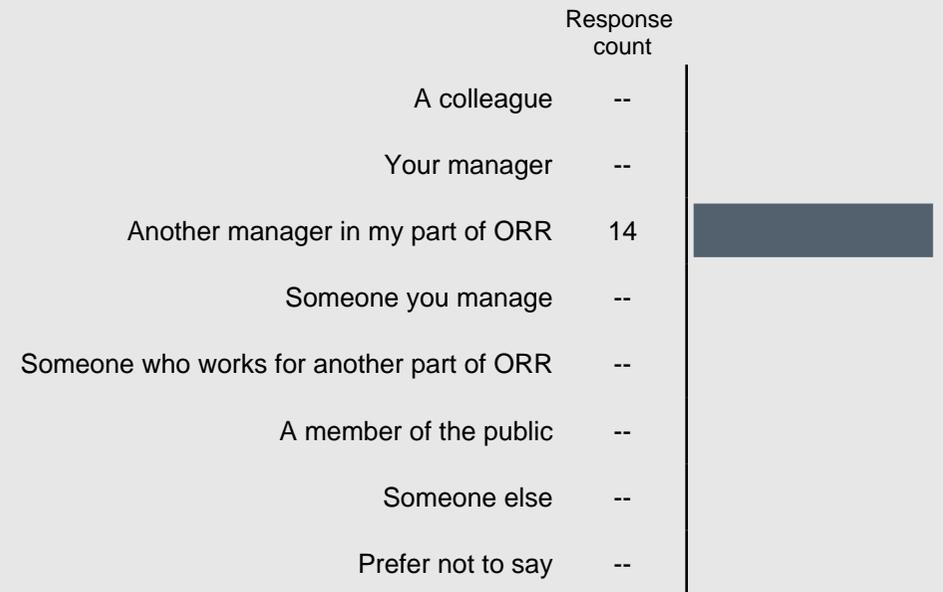
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✦

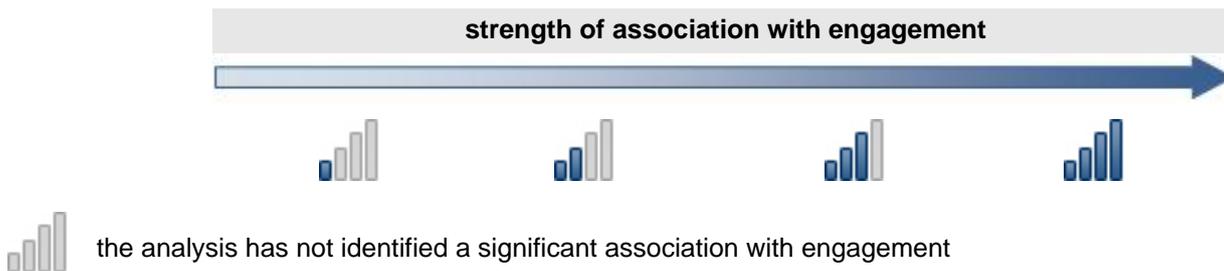
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2011 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.