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.

Engagement Index

61%

Difference from previous survey	+4
Difference from CS2014	+2
Difference from CS High Performers	-3

My work

87%

Difference from previous survey	+3
Difference from CS2014	+12
Difference from CS High Performers	+9

Organisational objectives and purpose

88%

Difference from previous survey	+6
Difference from CS2014	+4
Difference from CS High Performers	0

My manager

73%

Difference from previous survey	+4
Difference from CS2014	+6
Difference from CS High Performers	+2

My team

86%

Difference from previous survey	+5
Difference from CS2014	+7
Difference from CS High Performers	+4

Learning and development

57%

Difference from previous survey	+10
Difference from CS2014	+8
Difference from CS High Performers	+2

Inclusion and fair treatment

79%

Difference from previous survey	+3
Difference from CS2014	+4
Difference from CS High Performers	+1

Resources and workload

79%

Difference from previous survey	+2
Difference from CS2014	+5
Difference from CS High Performers	+2

Pay and benefits

28%

Difference from previous survey	-6
Difference from CS2014	0
Difference from CS High Performers	-7

Leadership and Managing Change

52%

Difference from previous survey	+8
Difference from CS2014	+9
Difference from CS High Performers	+2

Returns : 231   Response rate : 83%   Civil Service People Survey 2014

 Strength of association with engagement   ✧ Statistically significant difference from comparison

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		52%	+8 ✧	+9 ✧	+2
My work		87%	+3 ✧	+12 ✧	+9 ✧
My manager		73%	+4 ✧	+6 ✧	+2
Learning and development		57%	+10 ✧	+8 ✧	+2
Resources and workload		79%	+2	+5 ✧	+2
Pay and benefits		28%	-6 ✧	0	-7 ✧
Organisational objectives and purpose		88%	+6 ✧	+4 ✧	0
My team		86%	+5 ✧	+7 ✧	+4 ✧
Inclusion and fair treatment		79%	+3	+4 ✧	+1

Wellbeing

73%
Overall, how satisfied are you with your life nowadays?

77%
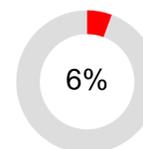Overall, to what extent do you feel that the things you do in your life are worthwhile?

70%
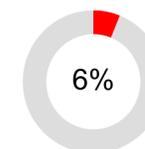Overall, how happy did you feel yesterday?
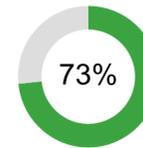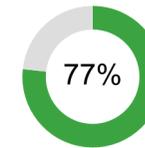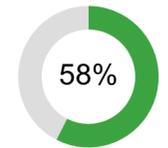
58%
No or low anxiety yesterday

Discrimination, bullying and harassment

6%
During the past 12 months have you personally experienced discrimination at work?

6%
During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

6%
I want to leave ORR as soon as possible

20%
I want to leave ORR within the next 12 months

39%
I want to stay working for ORR for at least the next year

35%
I want to stay working for ORR for at least the next three years

All questions by theme

My work — 87% +3

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
B01 I am interested in my work	50	46				96%	+2	+7 ✧	+4 ✧
B02 I am sufficiently challenged by my work	37	49	9			87%	+1	+8 ✧	+4 ✧
B03 My work gives me a sense of personal accomplishment	34	53	8			87%	+5 ✧	+12 ✧	+9 ✧
B04 I feel involved in the decisions that affect my work	23	50	16	8		74%	+3	+17 ✧	+12 ✧
B05 I have a choice in deciding how I do my work	39	52	6			92%	+5 ✧	+17 ✧	+12 ✧

Organisational objectives and purpose — 88% +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
B06 I have a clear understanding of ORR's purpose	32	56	9			88%	+2	+2 ✧	-3 ✧
B07 I have a clear understanding of ORR's objectives	26	60	11			86%	+8 ✧	+5 ✧	0
B08 I understand how my work contributes to ORR's objectives	30	59	8			89%	+9 ✧	+6 ✧	+1

All questions by theme

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

My manager — 73% +4

Difference from previous survey

Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		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	29	44	17	7		73%	+1	+5 ✧	+1
B10	My manager is considerate of my life outside work	47	40	8			87%	+2	+6 ✧	+2 ✧
B11	My manager is open to my ideas	44	46	6			90%	+4 ✧	+10 ✧	+6 ✧
B12	My manager helps me to understand how I contribute to ORR's objectives	22	48	21	7		70%	+7 ✧	+6 ✧	+1
B13	Overall, I have confidence in the decisions made by my manager	34	45	14			79%	0	+6 ✧	+2
B14	My manager recognises when I have done my job well	36	50	8			86%	+7 ✧	+8 ✧	+5 ✧
B15	I receive regular feedback on my performance	25	49	17	6		75%	+6 ✧	+10 ✧	+6 ✧
B16	The feedback I receive helps me to improve my performance	24	43	23	7		66%	+5 ✧	+5 ✧	+1
B17	I think that my performance is evaluated fairly	22	43	23	7	5	65%	+5 ✧	+2	-2
B18	Poor performance is dealt with effectively in my team	12	31	47	7		43%	+2	+4 ✧	0

My team — 86% +5

Difference from previous survey

Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		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	41	49	8			90%	+4 ✧	+6 ✧	+3 ✧
B20	The people in my team work together to find ways to improve the service we provide	36	50	12			87%	+5 ✧	+6 ✧	+3 ✧
B21	The people in my team are encouraged to come up with new and better ways of doing things	32	51	14			83%	+6 ✧	+9 ✧	+5 ✧

All questions by theme

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

Learning and development

57% +10 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
B22	I am able to access the right learning and development opportunities when I need to	22 / 48 / 20 / 10	69%	+7 ✧	+7 ✧	+2
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	18 / 47 / 28 / 7	65%	+11 ✧	+14 ✧	+8 ✧
B24	There are opportunities for me to develop my career in ORR	10 / 32 / 29 / 19 / 10	42%	+11 ✧	+1	-7 ✧
B25	Learning and development activities I have completed while working for ORR are helping me to develop my career	14 / 38 / 33 / 11	52%	+10 ✧	+9 ✧	+3 ✧

Inclusion and fair treatment

79% +3 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
B26	I am treated fairly at work	31 / 48 / 13 / 6	79%	+1	0	-3 ✧
B27	I am treated with respect by the people I work with	35 / 56 / 6	91%	+3 ✧	+7 ✧	+5 ✧
B28	I feel valued for the work I do	29 / 42 / 17 / 8	71%	+2	+7 ✧	+2
B29	I think that ORR respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29 / 47 / 17	76%	+5 ✧	+2	-2

All questions by theme

Resources and workload — 79% +2

		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	26	62	9			88%	+1	+4 ✧	+1
B31	I get the information I need to do my job well	20	52	21	5		73%	-1	+3 ✧	-1
B32	I have clear work objectives	23	59	12			82%	+1	+7 ✧	+3 ✧
B33	I have the skills I need to do my job effectively	35	57	6			92%	+1	+3 ✧	0
B34	I have the tools I need to do my job effectively	22	56	16	5		78%	+2	+7 ✧	+3 ✧
B35	I have an acceptable workload	13	54	17	10	6	67%	+5 ✧	+8 ✧	+1
B36	I achieve a good balance between my work life and my private life	20	53	14	10		73%	+3 ✧	+7 ✧	-1

Pay and benefits — 28% -6

		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		27	21	31	17	31%	-3	+2	-5 ✧
B38	I am satisfied with the total benefits package	5	22	24	32	17	27%	-6 ✧	-5 ✧	-13 ✧
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	21	30	26	18	26%	-10 ✧	+2	-5 ✧

All questions by theme

Leadership and Managing Change

52% **+8** Difference from previous survey

Strength of association with engagement

Strongly agree / Agree / Neither / Disagree / Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40	I feel that ORR as a whole is managed well	10	48	29	9	5	57%	+13 ✧	+12 ✧	+1
B41	Directors and deputies in ORR are sufficiently visible	20	46	19	13		66%	+15 ✧	+13 ✧	+3 ✧
B42	I believe the actions of Directors and deputies are consistent with ORR's values	13	43	33	9		56%	+12 ✧	+9 ✧	0
B43	I believe that the Board has a clear vision for the future of ORR	7	37	38	13	5	44%	+5 ✧	-1	-9 ✧
B44	Overall, I have confidence in the decisions made by ORR's Directors and deputies	14	43	32	7		57%	+11 ✧	+13 ✧	+5 ✧
B45	I feel that change is managed well in ORR	6	30	36	21	7	37%	+8 ✧	+5 ✧	-2
B46	When changes are made in ORR they are usually for the better	7	28	45	17		35%	+6 ✧	+5 ✧	-2
B47	ORR keeps me informed about matters that affect me	13	58	22	7		71%	+5 ✧	+13 ✧	+7 ✧
B48	I have the opportunity to contribute my views before decisions are made that affect me	13	35	32	15	5	48%	+2	+12 ✧	+5 ✧
B49	I think it is safe to challenge the way things are done in ORR	15	38	26	17		53%	+5 ✧	+12 ✧	+5 ✧

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 ORR	13	37	37	11		50%	+4	-8 ✧	-15 ✧
B51	I would recommend ORR as a great place to work	17	39	31	11		56%	+11 ✧	+7 ✧	-4 ✧
B52	I feel a strong personal attachment to ORR	13	29	37	17		42%	+6 ✧	-6 ✧	-12 ✧
B53	ORR inspires me to do the best in my job	10	39	35	13		50%	+13 ✧	+5 ✧	-1
B54	ORR motivates me to help it achieve its objectives	10	35	37	14		45%	+9 ✧	+3	-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 Directors and deputies in ORR will take action on the results from this survey	11	42	33	10		53%	+1	+8 ✧	0
B56	I believe that managers where I work will take action on the results from this survey	17	45	28	7		61%	-3	+6 ✧	0
B57	Where I work, I think effective action has been taken on the results of the last survey	10	30	44	11	5	40%	+4 ✧	+5 ✧	0

All questions by theme

Organisational Culture

Legend: 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	94%	+1	+6 ✧	+4 ✧
B59	I believe I would be supported if I try a new idea, even if it may not work	79%	+1	+10 ✧	+7 ✧
B60	My performance is evaluated based on whether I get things done, rather than solely follow processes	69%	+1	+4 ✧	-1
B61	When I talk about ORR I say "we" rather than "they"	81%	+6 ✧	+13 ✧	+3 ✧
B62	I have some really good friendships at work	71%	+5 ✧	-4 ✧	-8 ✧

Bar chart values:
- B58: 38, 56
- B59: 23, 55, 17
- B60: 20, 50, 17, 10
- B61: 28, 54, 13
- B62: 24, 47, 24

OFFICE OF RAIL REGULATION

All questions by theme

Wellbeing

	0-4	5-6	7-8	9-10

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.

	Question	Distribution	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01	Overall, how satisfied are you with your life nowadays?	8 / 19 / 53 / 20	**73%**	+3	+10 ✧	+7 ✧
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	7 / 16 / 50 / 26	**77%**	+1	+7 ✧	+4 ✧
W03	Overall, how happy did you feel yesterday?	12 / 17 / 42 / 28	**70%**	+3	+10 ✧	+7 ✧

	0-1	2-3	4-5	6-10

	Question	Distribution	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	31 / 27 / 19 / 23	**58%**	+8 ✧	+7 ✧	+5 ✧

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 CS2014	Difference from CS High Performers
I want to leave ORR as soon as possible	6%	0	-2	-4
I want to leave ORR within the next 12 months	20%	0	+7 ◇	+3 ◇
I want to stay working for ORR for at least the next year	39%	-2	+8 ◇	+2
I want to stay working for ORR for at least the next three years	35%	+3	-12 ◇	-19 ◇

The Civil Service Code

Differences are based on '% Yes' score

■ % Yes   ■ % No

	% Yes	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	90 / 10	90%	-1	0	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	61 / 39	61%	-4	-3 ◇	-10 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in ORR it would be investigated properly?	77 / 23	77%	+10 ◇	+9 ◇	+4 ◇

All questions by theme

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

Discrimination, harassment and bullying

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

% Yes	% No	% Prefer not to say

|	Yes	No	Prefer not to say
2014	6	86	8
2013	9	83	8
CS2014	10	82	9
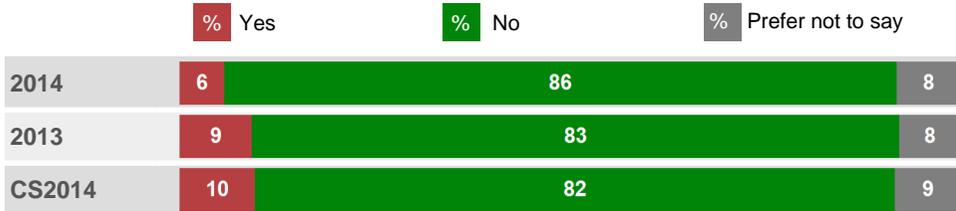
For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

	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?

% Yes	% No	% Prefer not to say

	Yes	No	Prefer not to say
2014	6	89	5
2013	6	89	5
CS2014	10	83	7
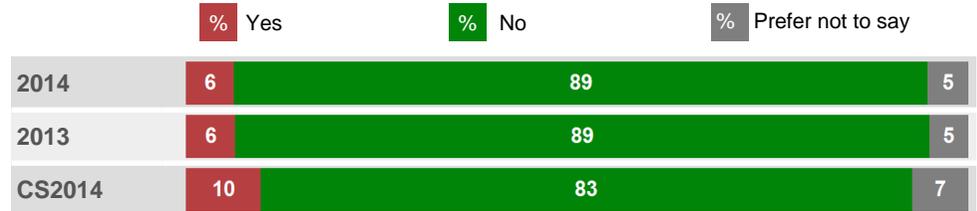
For respondents who selected 'Yes' to question E03.
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

	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 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.