

2009 Main data report for:

ORR

Returns: 277

Response rate: 87%

Your Engagement Index

Employee Engagement Index:

51%

Difference from Civil Service 2009*

-7

Difference from High Performance benchmark*:

-12

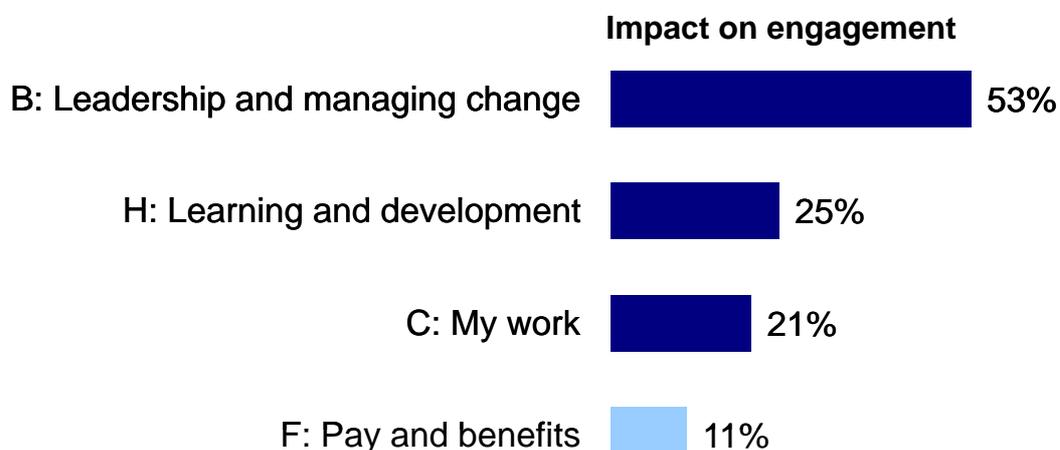
* See Appendix 2 for definition/description

The three elements of engagement and their component questions are:

	% Positive
<p>Say: speaks positively of the organisation...</p> <p>J50. I am proud when I tell others I am part of ORR</p> <p>J51. I would recommend ORR as a great place to work</p>	<p>36%</p> <p>41%</p>
<p>Stay: emotionally attached and committed to the organisation...</p> <p>J52. I feel a strong personal attachment to ORR</p>	<p>30%</p>
<p>Strive: motivated to do the best for the organisation...</p> <p>J53. ORR inspires me to do the best in my job</p> <p>J54. ORR motivates me to help it achieve its objectives</p>	<p>33%</p> <p>33%</p>

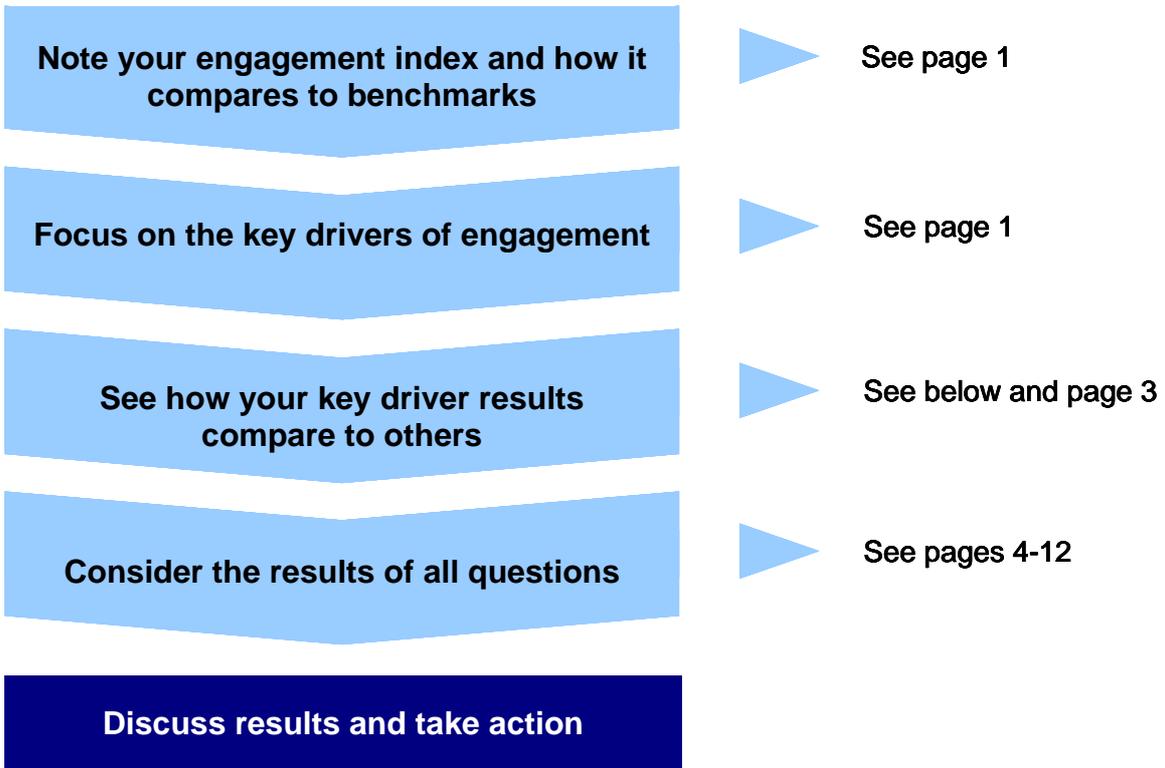
Key Drivers of Engagement

The chart below shows the themes which drive engagement in ORR in order of importance. The top three drivers are the most important and should be the focus for action. Please see Appendix 2 for more details.



Using this report

This report details the survey results for ORR and is designed to help you clearly identify your strengths and opportunities for improvement. This survey is part of the 2009 Civil Service People Survey, a coordinated approach across the Civil Service to measure employee engagement and its drivers.



Theme results

The table below presents the summary results for the engagement driver themes. The key drivers are highlighted and shown in order of their impact on engagement, the other engagement driver themes are shown in questionnaire order.

		Theme score (% positive)	Difference from Civil Service 2009	Your position out of 96 organisations
B: Leadership and managing change	Key theme: top 3	34%	-4	59
H: Learning and development	Key theme: top 3	45%	-5	67
C: My work	Key theme: top 3	77%	+3	29
F: Pay and benefits	Key theme	56%	+19	6
A: Line management		67%	+3	29
D: Resources and workload		70%	-2	63
E: Organisational objectives and purpose		72%	-9	75
G: My team		79%	+3	32
I: Inclusion and fair treatment		69%	-5	71

Top three key driver themes in more detail

Themes are presented in order of impact on engagement, where the theme with the largest impact is listed first.

		% Positive	Difference from Civil Service 2009
B: Leadership and managing change	B17. When changes are made in ORR they are usually for the better	27%	+1
	B12. Directors and deputies in ORR are sufficiently visible	45%	0
	B19. I have the opportunity to contribute my views before decisions are made that affect me	34%	0
	B14. I believe the board has a clear vision for the future of ORR	37%	0
	B15. Overall, I have confidence in the decisions made by ORR's directors and deputies	35%	0
	B16. I feel that change is managed well in ORR	22%	-5
	B11. I feel ORR as a whole is managed well	34%	-7
	B13. I believe the actions of directors and deputies are consistent with ORR's values	30%	-9
	B18. ORR keeps me informed about matters that affect me	46%	-9
	B20. I think it is safe to challenge the way things are done in ORR	29%	-11
H: Learning and development	H43. Learning and development activities I have completed in the past 12 months have helped to improve my performance	52%	0
	H42. I am able to access the right learning and development opportunities when I need to	61%	-1
	H45. Learning and development activities I have completed while working for ORR are helping me to develop my career	37%	-7
	H44. There are opportunities for me to develop my career in ORR	30%	-9
C: My work	C25. I have a choice in deciding how I do my work	84%	+12
	C23. My work gives me a sense of personal accomplishment	79%	+5
	C22. I am sufficiently challenged by my work	79%	+3
	C21. I am interested in my work	91%	+1
	C24. I feel involved in decisions that affect my work	53%	-3

All questions by theme

This section gives the breakdown of results for all questions in the survey by theme. Where applicable, comparisons to benchmarks are included.

Please see Appendix 2 for more details.

Please note that the key themes driving employee engagement are flagged throughout this section and the engagement questions for Say, Stay and Strive can be located on page 10.

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
A: Line management								
A01. My manager motivates me to be more effective in my job	19	48	22	6	5	67	+6	+1
A02. My manager is considerate of my life outside work	39	41	13	5		80	+3	-1
A03. My manager is open to my ideas	33	53	9			86	+8	+4
A04. My manager helps me to understand how I contribute to ORR's objectives	15	44	30	9		60	+1	-3
A05. Overall, I have confidence in the decisions made by my manager	22	55	15	4		77	+7	+2
A06. My manager recognises when I have done my job well	25	55	14	5		80	+4	+1
A07. I receive regular feedback on my performance	16	48	20	13		64	+4	0
A08. The feedback I receive helps me to improve my performance	12	44	32	9		56	-1	-5
A09. I think that my performance is evaluated fairly	16	50	24	7	4	65	+3	-1
A10. Poor performance is dealt with effectively in my team	5	26	52	13	5	31	-7	-11

All questions by theme

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
B: Leadership and managing change (Key theme: top 3)								
B11. I feel ORR as a whole is managed well	31	27	20	19	34	-7	-20	
B12. Directors and deputies in ORR are sufficiently visible	5	40	27	17	10	45	0	-13
B13. I believe the actions of directors and deputies are consistent with ORR's values	5	25	40	17	13	30	-9	-20
B14. I believe the board has a clear vision for the future of ORR	4	32	40	15	9	37	0	-13
B15. Overall, I have confidence in the decisions made by ORR's directors and deputies	7	29	31	20	14	35	0	-17
B16. I feel that change is managed well in ORR	21	21	27	30	22	-5	-15	
B17. When changes are made in ORR they are usually for the better	24	32	24	18	27	+1	-10	
B18. ORR keeps me informed about matters that affect me	7	39	32	14	8	46	-9	-18
B19. I have the opportunity to contribute my views before decisions are made that affect me	5	30	30	20	15	34	0	-6
B20. I think it is safe to challenge the way things are done in ORR	5	24	27	27	17	29	-11	-18

All questions by theme

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
C: My work (Key theme: top 3)								
C21. I am interested in my work	48	44	5			91	+1	-2
C22. I am sufficiently challenged by my work	35	44	10	7		79	+3	0
C23. My work gives me a sense of personal accomplishment	28	51	11	7		79	+5	+1
C24. I feel involved in decisions that affect my work	14	39	25	18	4	53	-3	-10
C25. I have a choice in deciding how I do my work	23	61	11	5		84	+12	+5

All questions by theme

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
D: Resources and workload								
D26. In my job, I am clear what is expected of me	19	57	11	11		76	-5	-8
D27. I get the information I need to do my job well	9	46	25	14	5	56	-8	-12
D28. I have clear work objectives	13	59	16	8		72	0	-5
D29. I have the skills I need to do my job effectively	24	62	9	4		86	-1	-3
D30. I have the tools I need to do my job effectively	7	59	17	13		66	-6	-10
D31. I have an acceptable workload	8	57	19	13		65	+5	0
D32. I achieve a good balance between my work life and my private life	12	58	20	9		70	+2	-3
E: Organisational objectives and purpose								
E33. I have a clear understanding of ORR's purpose	20	55	13	10		75	-10	-15
E34. I have a clear understanding of ORR's objectives	16	52	20	8	4	68	-10	-16
E35. I understand how my work contributes to ORR's objectives	21	53	17	5	4	74	-8	-12

All questions by theme

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
F: Pay and benefits (Key theme)								
F36. I feel that my pay adequately reflects my performance	8	48	25	14	5	56	+20	+10
F37. I am satisfied with the total benefits package	12	47	24	13	4	60	+16	+9
F38. Compared to people doing a similar job in other organisations I feel my pay is reasonable	13	39	27	14	7	52	+19	+12
G: My team								
G39. The people in my team can be relied upon to help when things get difficult in my job	29	55	12			84	+2	-1
G40. The people in my team work together to find ways to improve the service we provide	25	54	15	5		79	+1	-3
G41. The people in my team are encouraged to come up with new and better ways of doing things	21	54	18	6		75	+7	0

All questions by theme

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
H: Learning and development (Key theme: top 3)								
H42. I am able to access the right learning and development opportunities when I need to	14	48	17	17	5	61	-1	-8
H43. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	43	36	9	4	52	0	-6
H44. There are opportunities for me to develop my career in ORR	6	24	33	22	14	30	-9	-17
H45. Learning and development activities I have completed while working for ORR are helping me to develop my career	7	30	43	12	8	37	-7	-14
I: Inclusion and fair treatment								
I46. I am treated fairly at work	19	55	17	6		74	-5	-9
I47. I am treated with respect by the people I work with	26	59	11			85	0	-3
I48. I feel valued for the work I do	16	48	19	11	5	65	+2	-4
I49. I think that ORR respects individual differences (e.g. cultures, working styles, backgrounds, ideas etc)	16	36	24	11	12	53	-18	-24

All questions by theme

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
J: Engagement								
Say J50. I am proud when I tell others I am part of ORR	4	32	45	15	4	36	-19	-30
Say J51. I would recommend ORR as a great place to work	8	33	34	22	4	41	-8	-17
Stay J52. I feel a strong personal attachment to ORR	6	24	35	25	9	30	-16	-24
Strive J53. ORR inspires me to do the best in my job	6	27	37	20	9	33	-7	-17
Strive J54. ORR motivates me to help it achieve its objectives	4	28	36	21	11	33	-6	-15
K: Taking action								
K55. I believe that directors and deputies in ORR will take action on the results from this survey	7	26	31	21	15	33	-4	-16
K56. I believe that managers where I work will take action on the results from this survey	7	43	35	10	5	50	+6	-4

All questions by theme

L: Discrimination, harassment and bullying

L01. During the past 12 months, have you personally experienced discrimination at work?



% Yes	
10%	Civil Service 2009

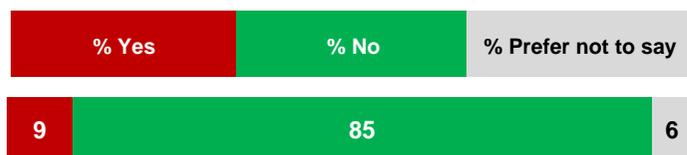
For respondents who selected 'Yes' to question L01.

L02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

Ground	Response count
Age	-
Disability	-
Ethnic background	-
Gender	-
Gender reassignment or perceived gender	0
Religion or belief	-
Sexual orientation	0
Any other grounds	27

Please note: where responses are replaced with '-', this is to protect respondent(s) anonymity.

L03. During the past 12 months, have you personally experienced bullying or harassment at work?



% Yes	
10%	Civil Service 2009

For respondents who selected 'Yes' to question L03.

L04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

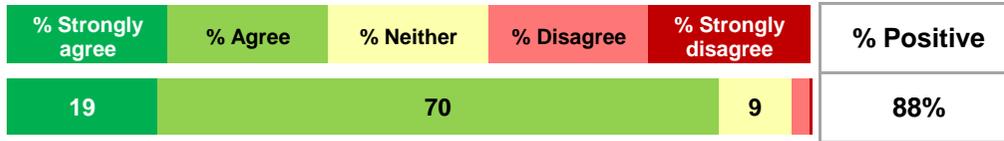
Who	Response count
A colleague	5
Your manager	6
Another manager in your part of ORR	6
Someone you manage	-
Someone who works for another part of ORR	9
A member of the public	0
Someone else	-
Prefer not to say	6

Please note: where responses are replaced with '-', this is to protect respondent(s) anonymity.

All questions by theme

M: Data Security

M05. I know where to go to find out about how to handle personal and sensitive information



Difference from Civil Service 2009: +7

Differences are based on '% Positive' score.

M06. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?

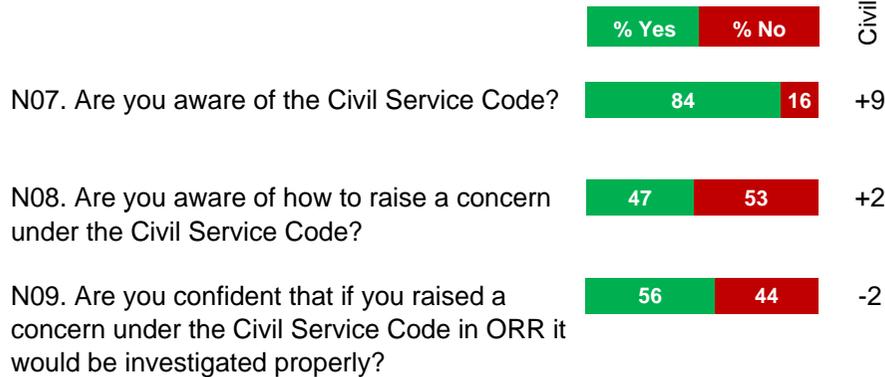


Difference from Civil Service 2009: +5

Differences are based on '% Yes' score.

N: The Civil Service Code

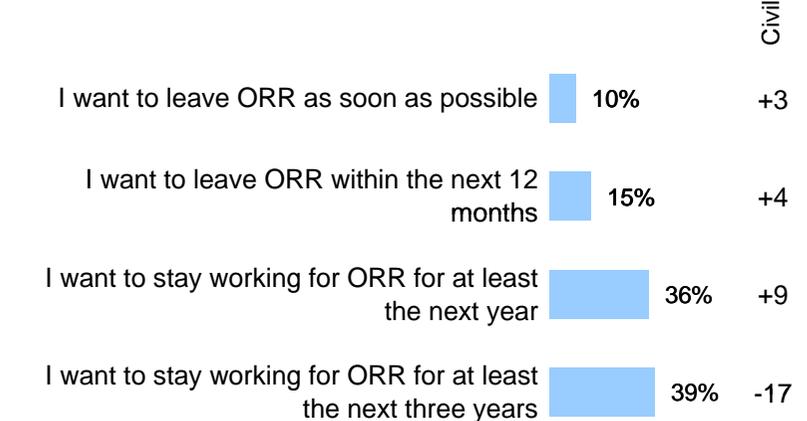
Differences from Civil Service 2009 are shown. Differences are based on '% Yes' score.



O: Your plans for the future

O10. Which of the following statements most reflects your current thoughts about working for ORR?

Differences from Civil Service 2009 are shown.



Comparison against other organisations

This section shows how ORR compares to other organisations participating in the 2009 Civil Service People Survey for all questions from sections A to K of the survey. Questions are in order of most positive to least positive comparison against the Civil Service 2009 benchmark.

Questions	ORR 2009 % Positive	Civil Service 2009 % Positive	Difference from Civil Service 2009	Your position out of 96 orgs
F36 I feel that my pay adequately reflects my performance	56	36	+20	9
F38 Compared to people doing a similar job in other organisations I feel my pay is reasonable	52	33	+19	4
F37 I am satisfied with the total benefits package	60	44	+16	9
C25 I have a choice in deciding how I do my work	84	72	+12	8
A03 My manager is open to my ideas	86	78	+8	5
A05 Overall, I have confidence in the decisions made by my manager	77	70	+7	14
G41 The people in my team are encouraged to come up with new and better ways of doing things	75	68	+7	25
A01 My manager motivates me to be more effective in my job	67	61	+6	20
K56 I believe that managers where I work will take action on the results from this survey	50	45	+6	38
C23 My work gives me a sense of personal accomplishment	79	74	+5	21
D31 I have an acceptable workload	65	60	+5	25
A07 I receive regular feedback on my performance	64	60	+4	21
A06 My manager recognises when I have done my job well	80	76	+4	20
C22 I am sufficiently challenged by my work	79	76	+3	26
A09 I think that my performance is evaluated fairly	65	63	+3	30
A02 My manager is considerate of my life outside work	80	77	+3	33
I48 I feel valued for the work I do	65	62	+2	39
G39 The people in my team can be relied upon to help when things get difficult in my job	84	83	+2	29
D32 I achieve a good balance between my work life and my private life	70	68	+2	37

Comparison against other organisations

Questions	ORR 2009 % Positive	Civil Service 2009 % Positive	Difference from Civil Service 2009	Your position out of 96 orgs
C21 I am interested in my work	91	90	+1	37
A04 My manager helps me to understand how I contribute to ORR's objectives	60	59	+1	37
B17 When changes are made in ORR they are usually for the better	27	25	+1	46
G40 The people in my team work together to find ways to improve the service we provide	79	79	+1	43
B12 Directors and deputies in ORR are sufficiently visible	45	45	0	46
H43 Learning and development activities I have completed in the past 12 months have helped to improve my performance	52	51	0	45
B19 I have the opportunity to contribute my views before decisions are made that affect me	34	34	0	46
I47 I am treated with respect by the people I work with	85	85	0	45
B14 I believe the board has a clear vision for the future of ORR	37	36	0	48
B15 Overall, I have confidence in the decisions made by ORR's directors and deputies	35	36	0	49
D28 I have clear work objectives	72	72	0	52
A08 The feedback I receive helps me to improve my performance	56	57	-1	54
D29 I have the skills I need to do my job effectively	86	87	-1	64
H42 I am able to access the right learning and development opportunities when I need to	61	63	-1	55
C24 I feel involved in decisions that affect my work	53	56	-3	54
K55 I believe that directors and deputies in ORR will take action on the results from this survey	33	37	-4	57
I46 I am treated fairly at work	74	79	-5	74
B16 I feel that change is managed well in ORR	22	27	-5	68
D26 In my job, I am clear what is expected of me	76	81	-5	79

Comparison against other organisations

Questions	ORR 2009 % Positive	Civil Service 2009 % Positive	Difference from Civil Service 2009	Your position out of 96 orgs
J54 ORR motivates me to help it achieve its objectives	33	38	-6	62
D30 I have the tools I need to do my job effectively	66	72	-6	72
B11 I feel ORR as a whole is managed well	34	40	-7	66
A10 Poor performance is dealt with effectively in my team	31	38	-7	83
J53 ORR inspires me to do the best in my job	33	40	-7	73
H45 Learning and development activities I have completed while working for ORR are helping me to develop my career	37	44	-7	72
J51 I would recommend ORR as a great place to work	41	48	-8	66
D27 I get the information I need to do my job well	56	63	-8	73
E35 I understand how my work contributes to ORR's objectives	74	82	-8	78
B13 I believe the actions of directors and deputies are consistent with ORR's values	30	39	-9	68
H44 There are opportunities for me to develop my career in ORR	30	39	-9	75
B18 ORR keeps me informed about matters that affect me	46	56	-9	68
E34 I have a clear understanding of ORR's objectives	68	78	-10	76
E33 I have a clear understanding of ORR's purpose	75	84	-10	76
B20 I think it is safe to challenge the way things are done in ORR	29	39	-11	78
J52 I feel a strong personal attachment to ORR	30	45	-16	88
I49 I think that ORR respects individual differences (e.g. cultures, working styles, backgrounds, ideas etc)	53	71	-18	91
J50 I am proud when I tell others I am part of ORR	36	56	-19	84

Appendix 1: participating organisations

The organisations that have taken part in the survey are:

Accountant in Bankruptcy	Intellectual Property Office
Advisory, Conciliation and Arbitration Service	Jobcentre Plus
Animal Health	Land Registry
Attorney General's Office	Marine and Fisheries Agency
Buying Solutions	Maritime and Coastguard Agency
Cabinet Office	Meat Hygiene Service
Central Office of Information	Medicines and Healthcare products Regulatory Agency
Centre for Environment Fisheries and Aquaculture Science	Ministry of Defence
Child Maintenance and Enforcement Commission	Ministry of Justice
Communities and Local Government	National Measurement Office
Companies House	National Offender Management Service
Criminal Injuries Compensation Authority	National Savings & Investments
Criminal Records Bureau	National School of Government
Crown Office and Procurator Fiscal Service	Office for National Statistics
Crown Prosecution Service	Office of Fair Trading
Debt Management Office	Office of Government Commerce
Department for Business, Innovation and Skills	Office of Rail Regulation
Department for Children, Schools and Families	Office of the Public Guardian
Department for Culture, Media and Sport	Office of the Scottish Charity Regulator
Department for Environment, Food and Rural Affairs	Ordnance Survey
Department for International Development	Pension, Disability and Carers Service
Department for Transport	Registers of Scotland
Department for Work and Pensions	Rural Payments Agency
Department of Energy and Climate Change	Scotland Office
Department of Health	Scottish Housing Regulator
Disclosure Scotland	Scottish Public Pensions Agency
Driver and Vehicle Licensing Agency	Serious Fraud Office
Driving Standards Agency	Social Work Inspection Agency
Export Credits Guarantee Department	Student Awards Agency for Scotland
FCO Services	The Health and Safety Executive
Fire Service College	The Insolvency Service
Food and Environment Research Agency	The National Archives of Scotland
Food Standards Agency	The Planning Inspectorate
Foreign and Commonwealth Office	The Royal Parks
General Register Office for Scotland	The Scottish Government
Government Car and Despatch Agency	The UK Hydrographic Office
Government Equalities Office	Transport Scotland
Government Office Network	Treasury Solicitor's Department
Highways Agency	Tribunals Service
Historic Scotland	UK Border Agency
HM Courts Service	Valuation Office Agency
HM Crown Prosecution Service Inspectorate	Vehicle and Operator Services Agency
HM Inspectorate of Education	Vehicle Certification Agency
HM Revenue & Customs	Veterinary Laboratories Agency
HM Treasury	Veterinary Medicines Directorate
Home Office	Wales Office
Identity and Passport Service	Wilton Park Executive Agency

Appendix 2: technical information

% Positive

This represents the proportion of respondents who ticked 'agree' and 'strongly agree' combined.

Anonymity

ORC International belongs to the Market Research Society and is bound by their strict code of conduct and confidentiality rules, and therefore cannot allow the breakdown of groups to the extent where the anonymity of individuals may be compromised. Groups where less than 10 people responded will not be analysed or receive a report. However, their data will contribute to the scores for parent units they belong to and ORR scores overall.

Rounding

Percentages are presented as whole numbers for ease of reading. To give maximum accuracy, rounding is performed at the last stage of calculation. Values from .00 to .49 are rounded down and values from .50 to .99 are rounded up. If you perform calculations using rounded figures, these may differ slightly from our calculations. For example, if you add together the % Strongly agree, % Agree, % Neither, % Disagree and % Strongly disagree these may not total exactly 100%.

Worked Example

Percentage scores

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Total
Number of responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100.00%
Displayed rounded percentages	25%	27%	29%	16%	4%	101%

Number of positive responses (151+166)= 317
 % Positive score 317/613= 52%

Civil Service 2009

The Civil Service 2009 benchmark score is the median score across all organisations that have taken part in the 2009 Civil Service People Survey (see Appendix 1 for a list of these organisations).

High Performance Benchmark (BM)

This is the top 24 scoring organisations that have taken part in the 2009 Civil Service People Survey (see Appendix 1).

Appendix 2: technical information

The "Employee Engagement Index"

The survey includes five questions that make up the engagement index (J50-J54). The index score represents the average level of engagement in the unit such that 0 on the index represents all respondents saying they strongly disagree to all five engagement index questions and 100 represents all respondents saying they strongly agree to all five engagement index questions.

The 9 Driver Themes

Many questions asked in the survey are related to each other and arranged into themes accordingly. The nine driver themes are labelled A to I throughout the report. Questions outside the engagement model and therefore not included in the driver themes include your organisation's local questions; as well as question groups K (Taking action), L (Discrimination, harassment and bullying), M (Data Security), N (The Civil Service Code) and O (Your plans for the future).

The "Key drivers of engagement"

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. A statistical technique, stepwise regression, is used to identify which of the engagement driver themes (themes A to I) influence the engagement levels of your staff. The themes which are identified as having an impact on engagement levels are called key themes; the top three themes are the most important and should be the focus for action. All levels of engagement are measured (low through to high), and key driver themes can have both positive and negative impacts on engagement. Therefore, improvements in perceptions of the key driver themes will improve average engagement levels, likewise, a worsening of perceptions of the key driver themes will have a negative effect on average engagement levels.

"Impact on engagement"

The bar chart on the front page shows the impact on engagement for the key driver themes. The percentages give an idea of the relative importance of the individual themes. For example, a theme with a 40% impact rating is twice as important as a theme with a 20% impact rating. Note, percentages are not intended to sum to 100.

"Theme score (% positive)"

This percentage represents the number of positive responses (agree/strongly agree) to questions in the theme as a proportion of all responses to questions in the theme.

Further information

For further details about the statistical analysis presented in this report please refer to your organisation's survey project team.