

Your engagement index

54%

Difference from
previous survey

+3

Difference from
CS2010

-2 ✧

Difference from CS High
Performers

-8 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

	% Positive	Difference from previous survey	Difference from CS2010
Say: speaks positively of the organisation...			
B50. I am proud when I tell others I am part of ORR	41%	+5	-14 ✧
B51. I would recommend ORR as a great place to work	44%	+3	+2
Stay: emotionally attached and committed to the organisation...			
B52. I feel a strong personal attachment to ORR	36%	+6 ✧	-10 ✧
Strive: motivated to do the best for the organisation...			
B53. ORR inspires me to do the best in my job	36%	+3	-3 ✧
B54. ORR motivates me to help it achieve its objectives	37%	+4	+1

✧ = 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 CS2010	Difference from CS High Performers
Leadership and managing change		39%	+5	+2 ✧	-7 ✧
My work		79%	+2	+8 ✧	+4 ✧
My line manager		70%	+3	+5 ✧	+2 ✧
Pay and benefits		65%	+9 ✧	+28 ✧	+22 ✧
Resources and workload		75%	+5	+2 ✧	-2 ✧
Inclusion and fair treatment		72%	+3	-1	-4 ✧
Learning and development		46%	+1	+3 ✧	-3 ✧
Organisational objectives and purpose		78%	+6 ✧	-3 ✧	-9 ✧
My team		84%	+5 ✧	+7 ✧	+4 ✧

✧ = 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 the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from CS2010
Leadership and managing change Strength of association with engagement: 			
B48. I have the opportunity to contribute my views before decisions are made that affect me	46%	+11 ◇	+14 ◇
B41. Directors and deputies in ORR are sufficiently visible	56%	+11 ◇	+11 ◇
B47. ORR keeps me informed about matters that affect me	62%	+16 ◇	+8 ◇
B44. Overall, I have confidence in the decisions made by ORR's directors and deputies	41%	+5	+5 ◇
B46. When changes are made in ORR they are usually for the better	25%	-1	+2 ◇
B42. I believe the actions of directors and deputies are consistent with ORR's values	41%	+10 ◇	+1
B49. I think it is safe to challenge the way things are done in ORR	38%	+9 ◇	-2
B43. I believe that the board has a clear vision for the future of ORR	30%	-7 ◇	-5 ◇
B45. I feel that change is managed well in ORR	21%	-2	-7 ◇
B40. I feel that ORR as a whole is managed well	33%	0	-8 ◇

My work Strength of association with engagement: 			
B05. I have a choice in deciding how I do my work	84%	+1	+14 ◇
B02. I am sufficiently challenged by my work	83%	+4	+10 ◇
B04. I feel involved in the decisions that affect my work	59%	+6	+10 ◇
B03. My work gives me a sense of personal accomplishment	81%	+2	+9 ◇
B01. I am interested in my work	89%	-2	+1

My line manager Strength of association with engagement: 			
B15. I receive regular feedback on my performance	68%	+4	+8 ◇
B13. Overall, I have confidence in the decisions made by my manager	76%	-1	+7 ◇
B11. My manager is open to my ideas	84%	-2	+7 ◇
B16. The feedback I receive helps me to improve my performance	63%	+7 ◇	+6 ◇
B18. Poor performance is dealt with effectively in my team	43%	+12 ◇	+5 ◇
B09. My manager motivates me to be more effective in my job	67%	0	+5 ◇
B12. My manager helps me to understand how I contribute to ORR's objectives	63%	+3	+5 ◇
B10. My manager is considerate of my life outside work	83%	+3	+5 ◇
B14. My manager recognises when I have done my job well	81%	+1	+5 ◇
B17. I think that my performance is evaluated fairly	66%	+1	+5 ◇

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 CS2010	Difference from CS High Performers
My work									
 :Strength of association with engagement									
B01. I am interested in my work	49	41	6			89%	-2	+1	-2 ◇
B02. I am sufficiently challenged by my work	32	51	8	5		83%	+4	+10 ◇	+5 ◇
B03. My work gives me a sense of personal accomplishment	29	52	10	6		81%	+2	+9 ◇	+5 ◇
B04. I feel involved in the decisions that affect my work	15	43	20	16	5	59%	+6	+10 ◇	+2
B05. I have a choice in deciding how I do my work	28	57	9	5		84%	+1	+14 ◇	+8 ◇
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of ORR's purpose	26	54	12	6		80%	+6 ◇	-4 ◇	-9 ◇
B07. I have a clear understanding of ORR's objectives	19	55	16	8		74%	+6	-3 ◇	-12 ◇
B08. I understand how my work contributes to ORR's objectives	27	52	12	6		79%	+5	-1	-7 ◇

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My line manager									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	23	44	20	10	4	67%	0	+5 ◇	0
B10. My manager is considerate of my life outside work	38	45	10	4		83%	+3	+5 ◇	0
B11. My manager is open to my ideas	34	51	10	4		84%	-2	+7 ◇	+3 ◇
B12. My manager helps me to understand how I contribute to ORR's objectives	20	43	28	6		63%	+3	+5 ◇	-1
B13. Overall, I have confidence in the decisions made by my manager	31	45	14	7		76%	-1	+7 ◇	+2
B14. My manager recognises when I have done my job well	34	47	11	5		81%	+1	+5 ◇	+1
B15. I receive regular feedback on my performance	21	47	15	13	4	68%	+4	+8 ◇	+2
B16. The feedback I receive helps me to improve my performance	18	45	26	8	4	63%	+7 ◇	+6 ◇	+2
B17. I think that my performance is evaluated fairly	20	46	19	9	6	66%	+1	+5 ◇	0
B18. Poor performance is dealt with effectively in my team	10	32	44	10		43%	+12 ◇	+5 ◇	+1
My team									
:Association with engagement not identified									
B19. The people in my team can be relied upon to help when things get difficult in my job	36	54	8			90%	+5 ◇	+6 ◇	+4 ◇
B20. The people in my team work together to find ways to improve the service we provide	33	52	12			85%	+6 ◇	+7 ◇	+3 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	29	49	14	5		79%	+4	+9 ◇	+4 ◇

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 CS2010	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	12	47	20	14	8	59%	-3	+3 ◇	-4 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	47	28	11		59%	+7 ◇	+11 ◇	+6 ◇
B24. There are opportunities for me to develop my career in ORR	6	19	36	25	15	25%	-5	-4 ◇	-11 ◇
B25. Learning and development activities I have completed while working for ORR are helping me to develop my career	7	34	36	14	9	41%	+4	0	-5 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	23	56	12	4	4	79%	+5	+1	-2 ◇
B27. I am treated with respect by the people I work with	26	58	11			84%	-1	+1	-3 ◇
B28. I feel valued for the work I do	19	49	18	10	4	67%	+3	+7 ◇	+3 ◇
B29. I think that ORR respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	41	23	10	8	59%	+6	-12 ◇	-16 ◇

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	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	20	62	12	6		81%	+5	-1	-5 ◇
B31. I get the information I need to do my job well	11	59	17	11		70%	+15 ◇	+3 ◇	0
B32. I have clear work objectives	18	58	14	7		76%	+3	+2	-3 ◇
B33. I have the skills I need to do my job effectively	29	60	8			88%	+2	0	-2 ◇
B34. I have the tools I need to do my job effectively	18	52	17	11		71%	+5	-1	-5 ◇
B35. I have an acceptable workload	11	58	15	12	4	69%	+4	+7 ◇	+2
B36. I achieve a good balance between my work life and my private life	15	55	16	11		71%	+1	+1	-3 ◇
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	13	54	18	8	6	68%	+11 ◇	+30 ◇	+23 ◇
B38. I am satisfied with the total benefits package	13	52	21	9	4	65%	+5	+26 ◇	+18 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	14	48	20	12	7	62%	+10 ◇	+31 ◇	+23 ◇

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change									
■ Strength of association with engagement									
B40. I feel that ORR as a whole is managed well	5	28	32	23	12	33%	0	-8 ◇	-20 ◇
B41. Directors and deputies in ORR are sufficiently visible	10	46	21	18	5	56%	+11 ◇	+11 ◇	-3 ◇
B42. I believe the actions of directors and deputies are consistent with ORR's values	5	36	29	20	10	41%	+10 ◇	+1	-11 ◇
B43. I believe that the board has a clear vision for the future of ORR	4	26	43	20	8	30%	-7 ◇	-5 ◇	-17 ◇
B44. Overall, I have confidence in the decisions made by ORR's directors and deputies	4	36	33	18	8	41%	+5	+5 ◇	-7 ◇
B45. I feel that change is managed well in ORR	17	28	31	21		21%	-2	-7 ◇	-18 ◇
B46. When changes are made in ORR they are usually for the better	4	21	44	23	8	25%	-1	+2 ◇	-6 ◇
B47. ORR keeps me informed about matters that affect me	11	51	21	11	6	62%	+16 ◇	+8 ◇	0
B48. I have the opportunity to contribute my views before decisions are made that affect me	7	38	26	21	8	46%	+11 ◇	+14 ◇	+7 ◇
B49. I think it is safe to challenge the way things are done in ORR	34	23	23	16		38%	+9 ◇	-2	-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

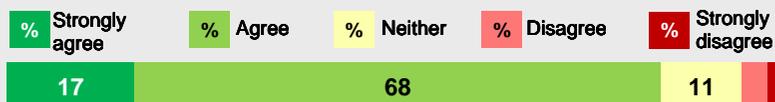
◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of ORR	6	34	42	13	4	41%	+5	-14 ◇	-23 ◇
B51. I would recommend ORR as a great place to work	8	36	31	18	7	44%	+3	+2	-8 ◇
B52. I feel a strong personal attachment to ORR	8	28	36	19	9	36%	+6 ◇	-10 ◇	-18 ◇
B53. ORR inspires me to do the best in my job	7	29	42	16	6	36%	+3	-3 ◇	-13 ◇
B54. ORR motivates me to help it achieve its objectives	6	31	41	14	8	37%	+4	+1	-9 ◇
Taking action									
B55. I believe that directors and deputies in ORR will take action on the results from this survey	14	40	26	12	8	53%	+20 ◇	+16 ◇	+6 ◇
B56. I believe that managers where I work will take action on the results from this survey	17	52	22	4	5	69%	+18 ◇	+23 ◇	+16 ◇

All questions by theme

Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

85%	2010 % Positive
-4	Difference from previous survey
+2 ✧	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

64%	2010 % Yes
-28 ✧	Difference from previous survey
-14 ✧	Difference from CS2010

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for ORR?

Statement	Percentage	Difference from previous survey	Difference from CS2010
I want to leave ORR as soon as possible	10%	+1	+2
I want to leave ORR within the next 12 months	13%	-2	+2
I want to stay working for ORR for at least the next year	35%	-1	+9 ✧
I want to stay working for ORR for at least the next three years	42%	+3	-13 ✧

The Civil Service Code

Differences are based on '% Yes' score

Statement	Percentage	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	89% Yes, 11% No	+5 ✧	+8 ✧
E02. Are you aware of how to raise a concern under the Civil Service Code?	50% Yes, 50% No	+3	-2
E03. Are you confident that if you raised a concern under the Civil Service Code in ORR it would be investigated properly?	64% Yes, 36% No	+9 ✧	+2

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✧ indicates statistically significant difference from comparison

All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

13% | Previous survey

10% [^] | CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



% Yes

9% | Previous survey

10% | CS2010

For respondents who selected 'Yes' to question F01.

F02. 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, payband 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 '--'

For respondents who selected 'Yes' to question F03.

F04. 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 your part of ORR	12
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 '--'

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

[^] indicates statistically significant difference from comparison

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 2009 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.
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 2010 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: ✧

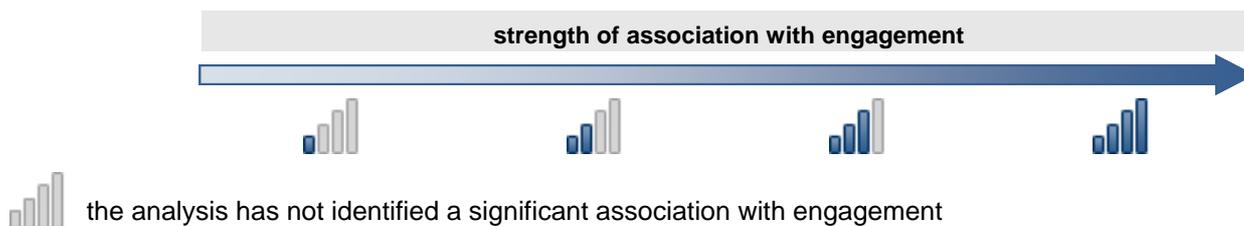
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



Confidentiality

This survey was carried out as part of the 2010 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 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.