

HQ

Returns: 2,260

Response rate: 71%

Your engagement index

57%

Difference from
previous survey

-4 ✧

Difference from
CS2010

0

Difference from CS High
Performers

-5 ✧

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 CS2010
B50. I am proud when I tell others I am part of the Home Office	57%	-2	+2 ✧
B51. I would recommend the Home Office as a great place to work	42%	-11 ✧	0

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

B52. I feel a strong personal attachment to the Home Office	44%	-1	-3 ✧
---	-----	----	------

Strive: motivated to do the best for the organisation...










B53. The Home Office inspires me to do the best in my job	40%	-5 ✧	+1 ✧
B54. The Home Office motivates me to help it achieve its objectives	36%	-7 ✧	+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		38%	-5 ✧	+1 ✧	-8 ✧
My work		72%	-3 ✧	+1 ✧	-3 ✧
My line manager		66%	-1	+2 ✧	-1 ✧
Organisational objectives and purpose		80%	-5 ✧	-2 ✧	-7 ✧
Learning and development		52%	-7 ✧	+9 ✧	+3 ✧
Pay and benefits		41%	-4 ✧	+4 ✧	-2 ✧
Resources and workload		71%	0	-2 ✧	-6 ✧
My team		79%	0	+1 ✧	-2 ✧
Inclusion and fair treatment		75%	-3 ✧	+2 ✧	-1 ✧




✧ = 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: 			
B41. Senior managers in the Home Office are sufficiently visible	50%	-2 ◇	+5 ◇
B42. I believe the actions of senior managers are consistent with Home Office values	43%	-3 ◇	+4 ◇
B44. Overall, I have confidence in the decisions made by Home Office senior managers	39%	-4 ◇	+3 ◇
B47. The Home Office keeps me informed about matters that affect me	57%	-3 ◇	+3 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	34%	-3 ◇	+2 ◇
B40. I feel that the Home Office as a whole is managed well	43%	-4 ◇	+2 ◇
B49. I think it is safe to challenge the way things are done in the Home Office	40%	-2 ◇	+1
B45. I feel that change is managed well in the Home Office	26%	-3 ◇	-1
B46. When changes are made in the Home Office they are usually for the better	21%	-8 ◇	-2 ◇
B43. I believe that the Home Office Board has a clear vision for the future of the Home Office	30%	-12 ◇	-6 ◇
My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	54%	-7 ◇	+5 ◇
B05. I have a choice in deciding how I do my work	75%	-1	+4 ◇
B01. I am interested in my work	89%	-2 ◇	0
B03. My work gives me a sense of personal accomplishment	71%	-3 ◇	-1
B02. I am sufficiently challenged by my work	73%	-4 ◇	-1
My line manager Strength of association with engagement: 			
B17. I think that my performance is evaluated fairly	68%	+1	+6 ◇
B15. I receive regular feedback on my performance	64%	-1	+4 ◇
B16. The feedback I receive helps me to improve my performance	61%	0	+4 ◇
B11. My manager is open to my ideas	81%	0	+4 ◇
B14. My manager recognises when I have done my job well	80%	0	+3 ◇
B13. Overall, I have confidence in the decisions made by my manager	72%	-3 ◇	+3 ◇
B09. My manager motivates me to be more effective in my job	65%	0	+3 ◇
B10. My manager is considerate of my life outside work	80%	+3 ◇	+2 ◇
B18. Poor performance is dealt with effectively in my team	38%	-3 ◇	0
B12. My manager helps me to understand how I contribute to Home Office objectives	55%	-4 ◇	-3 ◇

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	42	47	7			89%	-2 ◇	0	-2 ◇
B02. I am sufficiently challenged by my work	29	43	14	11		73%	-4 ◇	-1	-5 ◇
B03. My work gives me a sense of personal accomplishment	23	48	16	10		71%	-3 ◇	-1	-6 ◇
B04. I feel involved in the decisions that affect my work	15	39	22	17	7	54%	-7 ◇	+5 ◇	-2 ◇
B05. I have a choice in deciding how I do my work	22	52	15	7		75%	-1	+4 ◇	-2 ◇
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of Home Office purpose	24	58	12	4		82%	-3 ◇	-2 ◇	-7 ◇
B07. I have a clear understanding of Home Office objectives	22	56	15	6		77%	-7 ◇	0	-8 ◇
B08. I understand how my work contributes to Home Office objectives	25	54	14	5		79%	-4 ◇	-1 ◇	-7 ◇

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 line manager									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	21	44	19	12	5	65%	0	+3 ◇	-2 ◇
B10. My manager is considerate of my life outside work	37	43	12	5		80%	+3 ◇	+2 ◇	-2 ◇
B11. My manager is open to my ideas	34	47	12	5		81%	0	+4 ◇	0
B12. My manager helps me to understand how I contribute to Home Office objectives	14	41	31	10	4	55%	-4 ◇	-3 ◇	-9 ◇
B13. Overall, I have confidence in the decisions made by my manager	26	45	17	7	4	72%	-3 ◇	+3 ◇	-3 ◇
B14. My manager recognises when I have done my job well	31	49	12	6		80%	0	+3 ◇	0
B15. I receive regular feedback on my performance	19	46	19	13	4	64%	-1	+4 ◇	-1 ◇
B16. The feedback I receive helps me to improve my performance	17	44	25	10	4	61%	0	+4 ◇	0
B17. I think that my performance is evaluated fairly	19	49	20	8	4	68%	+1	+6 ◇	+1
B18. Poor performance is dealt with effectively in my team	8	30	39	15	8	38%	-3 ◇	0	-4 ◇
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	32	50	11	5		82%	0	-1 ◇	-3 ◇
B20. The people in my team work together to find ways to improve the service we provide	29	50	14	6		79%	-2 ◇	+1	-3 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	26	49	16	7		75%	0	+5 ◇	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 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	13	53	20	10		67%	-4 ◇	+11 ◇	+3 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	45	31	9		57%	0	+9 ◇	+4 ◇
B24. There are opportunities for me to develop my career in the Home Office	7	29	27	23	14	36%	-19 ◇	+8 ◇	0
B25. Learning and development activities I have completed while working for the Home Office are helping me to develop my career	9	40	30	14	6	50%	-3 ◇	+8 ◇	+3 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	24	55	12	6		79%	-3 ◇	+1	-2 ◇
B27. I am treated with respect by the people I work with	28	55	10	4		83%	-3 ◇	0	-4 ◇
B28. I feel valued for the work I do	18	46	20	12	5	64%	-3 ◇	+4 ◇	-1
B29. I think that the Home Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	51	16	6		74%	-2	+4 ◇	-1

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
Resources and workload									
Strength of association with engagement									
B30. In my job, I am clear what is expected of me	19	59	13	7		78%	0	-4 ◇	-8 ◇
B31. I get the information I need to do my job well	12	53	21	11		65%	0	-2 ◇	-5 ◇
B32. I have clear work objectives	16	54	17	10		70%	-2 ◇	-4 ◇	-9 ◇
B33. I have the skills I need to do my job effectively	24	64	9			88%	+2 ◇	0	-3 ◇
B34. I have the tools I need to do my job effectively	15	56	17	10		70%	-2 ◇	-1 ◇	-5 ◇
B35. I have an acceptable workload	9	52	19	14	6	62%	+1	0	-5 ◇
B36. I achieve a good balance between my work life and my private life	15	51	18	11	5	67%	+2 ◇	-3 ◇	-7 ◇
Pay and benefits									
Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	6	38	21	24	10	44%	-3 ◇	+6 ◇	-1
B38. I am satisfied with the total benefits package	6	37	25	22	10	43%	-5 ◇	+4 ◇	-4 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	30	24	26	15	36%	-4 ◇	+5 ◇	-4 ◇

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
Leadership and managing change									
■ ■ ■ :Strength of association with engagement									
B40. I feel that the Home Office as a whole is managed well	4	39	33	17	7	43%	-4 ◇	+2 ◇	-11 ◇
B41. Senior managers in the Home Office are sufficiently visible	6	44	24	18	8	50%	-2 ◇	+5 ◇	-10 ◇
B42. I believe the actions of senior managers are consistent with Home Office values	5	39	36	13	7	43%	-3 ◇	+4 ◇	-8 ◇
B43. I believe that the Home Office Board has a clear vision for the future of the Home Office		27	49	16	6	30%	-12 ◇	-6 ◇	-17 ◇
B44. Overall, I have confidence in the decisions made by Home Office senior managers	4	35	37	16	8	39%	-4 ◇	+3 ◇	-8 ◇
B45. I feel that change is managed well in the Home Office		24	36	26	11	26%	-3 ◇	-1	-13 ◇
B46. When changes are made in the Home Office they are usually for the better		19	48	23	8	21%	-8 ◇	-2 ◇	-11 ◇
B47. The Home Office keeps me informed about matters that affect me	6	51	25	12	6	57%	-3 ◇	+3 ◇	-5 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	31	32	24	10	34%	-3 ◇	+2 ◇	-5 ◇
B49. I think it is safe to challenge the way things are done in the Home Office	6	35	33	18	9	40%	-2 ◇	+1	-7 ◇

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

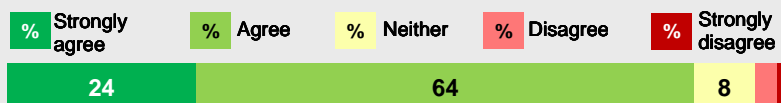
◇ indicates statistically significant difference from comparison

	 % 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 the Home Office	13	43	30	10	4	57%	-2	+2 ◇	-8 ◇
B51. I would recommend the Home Office as a great place to work	8	33	35	16	7	42%	-11 ◇	0	-10 ◇
B52. I feel a strong personal attachment to the Home Office	11	33	33	18	6	44%	-1	-3 ◇	-10 ◇
B53. The Home Office inspires me to do the best in my job	8	32	38	16	6	40%	-5 ◇	+1 ◇	-8 ◇
B54. The Home Office motivates me to help it achieve its objectives	7	30	41	16	6	36%	-7 ◇	+1	-9 ◇
Taking action									
B55. I believe that senior managers in the Home Office will take action on the results from this survey	7	39	31	15	9	46%	-2 ◇	+8 ◇	-2 ◇
B56. I believe that managers where I work will take action on the results from this survey	13	44	22	11	10	57%	+4 ◇	+11 ◇	+4 ◇

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

89%	2010 % Positive
+3 ⚡	Difference from previous survey
+6 ⚡	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

79%	2010 % Yes
-10 ⚡	Difference from previous survey
0	Difference from CS2010

Your plans for the future

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

Statement	%	Difference from previous survey	Difference from CS2010
I want to leave the Home Office as soon as possible	8%	+2 ⚡	0
I want to leave the Home Office within the next 12 months	13%	0	+2 ⚡
I want to stay working for the Home Office for at least the next year	32%	-4 ⚡	+6 ⚡
I want to stay working for the Home Office for at least the next three years	47%	+1	-7 ⚡

The Civil Service Code

Differences are based on '% Yes' score

Statement	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	89	11	+7 ⚡	+8 ⚡
E02. Are you aware of how to raise a concern under the Civil Service Code?	55	45	+7 ⚡	+3 ⚡
E03. Are you confident that if you raised a concern under the Civil Service Code in the Home Office it would be investigated properly?	65	35	+3 ⚡	+3 ⚡

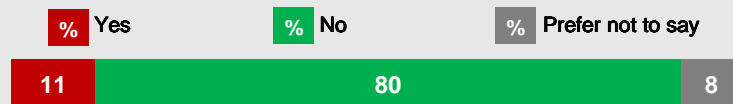
^ indicates a variation in question wording from your previous survey

⚡ 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

9% ^ Previous survey

10% ^ CS2010

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



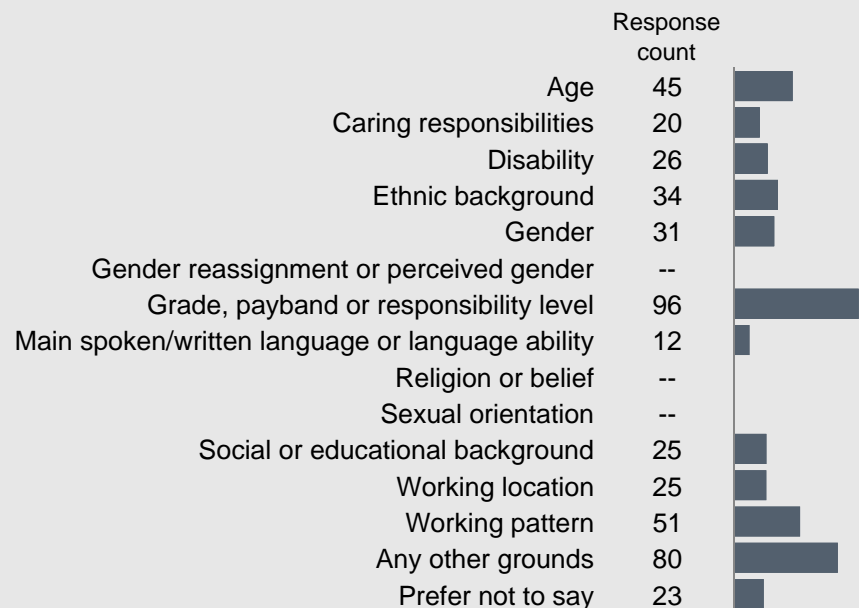
% Yes

9% ^ Previous survey

10% ^ CS2010

For respondents who selected 'Yes' to question F01.

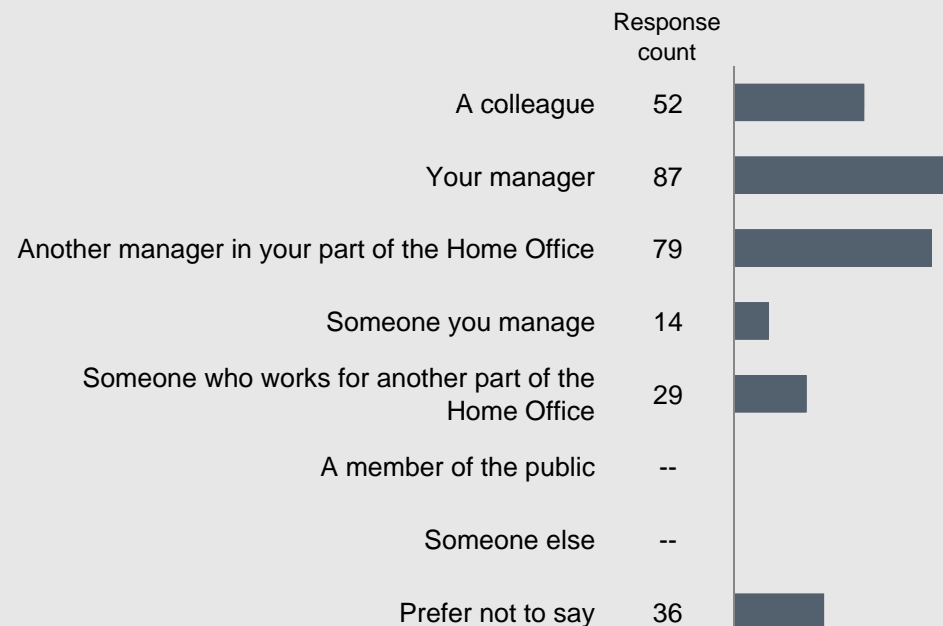
F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



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

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
HQ questions							
G01. Within the Home Office, opportunities for promotion are fair	29	31	24	13	32%	-5 ◇	
G02. The Home Office Board is sufficiently visible	25	34	29	9	27%	-4 ◇	
G03. Senior managers where I work inspire staff with a positive vision	9	38	28	16	9	47%	-3 ◇

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: ✧

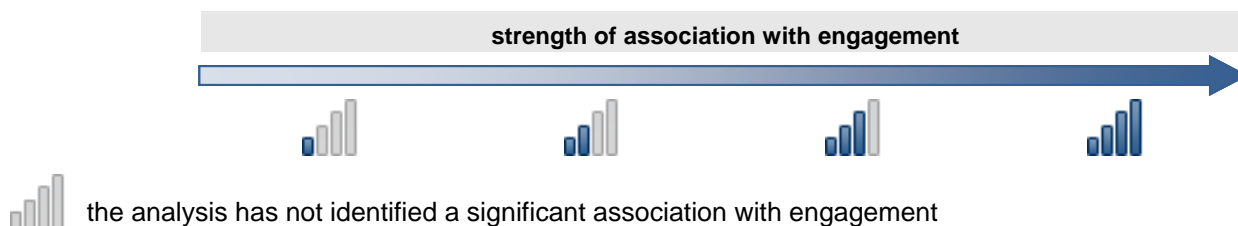
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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