

Your engagement index

58%

Difference from previous survey

+1 ✧

Difference from CS2011

+2 ✧

Difference from CS High Performers

-4 ✧

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 the Home Office	59%	+2	+6 ✧
B51. I would recommend the Home Office as a great place to work	45%	+4 ✧	+2 ✧

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

B52. I feel a strong personal attachment to the Home Office	46%	+2	0
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Strive: motivated to do the best for the organisation...










B53. The Home Office inspires me to do the best in my job	41%	+1	+3 ✧
B54. The Home Office motivates me to help it achieve its objectives	39%	+3 ✧	+4 ✧

✧ = 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		40%	+1	+2 ✧	-7 ✧
My work		76%	+4 ✧	+5 ✧	0
Learning and development		50%	-2	+7 ✧	0
My line manager		67%	+1	+3 ✧	-1
Organisational objectives and purpose		82%	+3 ✧	+1 ✧	-4 ✧
Resources and workload		71%	-1	-2 ✧	-5 ✧
Pay and benefits		39%	-2	+8 ✧	0
My team		79%	0	+2 ✧	-2 ✧
Inclusion and fair treatment		77%	+2 ✧	+4 ✧	0




✧ = 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: 	
B47. The Home Office keeps me informed about matters that affect me	62%	+4 ◇	+7 ◇
B41. Senior managers in the Home Office are sufficiently visible	50%	0	+5 ◇
B42. I believe the actions of senior managers are consistent with Home Office values	44%	0	+5 ◇
B44. Overall, I have confidence in the decisions made by Home Office senior managers	41%	+2	+4 ◇
B40. I feel that the Home Office as a whole is managed well	44%	+1	+4 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	38%	+3 ◇	+2 ◇
B49. I think it is safe to challenge the way things are done in the Home Office	39%	-1	+1
B46. When changes are made in the Home Office they are usually for the better	22%	+1	-1
B45. I feel that change is managed well in the Home Office	24%	-3 ◇	-4 ◇
B43. I believe that the Executive Management Board has a clear vision for the future of the Home Office [^]	33%	+3 ◇	-6 ◇
My work		Strength of association with engagement: 	
B04. I feel involved in the decisions that affect my work	60%	+5 ◇	+10 ◇
B05. I have a choice in deciding how I do my work	77%	+3 ◇	+6 ◇
B02. I am sufficiently challenged by my work	78%	+6 ◇	+4 ◇
B01. I am interested in my work	91%	+2 ◇	+2 ◇
B03. My work gives me a sense of personal accomplishment	74%	+3 ◇	+1 ◇
Learning and development		Strength of association with engagement: 	
B25. Learning and development activities I have completed while working for the Home Office are helping me to develop my career	49%	0	+10 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	52%	-5 ◇	+8 ◇
B24. There are opportunities for me to develop my career in the Home Office	38%	+2	+7 ◇
B22. I am able to access the right learning and development opportunities when I need to	61%	-6 ◇	+6 ◇

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									
B01. I am interested in my work	43	48	6			91%	+2 ◇	+2 ◇	-1 ◇
B02. I am sufficiently challenged by my work	34	44	11	8		78%	+6 ◇	+4 ◇	-1
B03. My work gives me a sense of personal accomplishment	25	49	15	9		74%	+3 ◇	+1 ◇	-4 ◇
B04. I feel involved in the decisions that affect my work	16	44	20	14	6	60%	+5 ◇	+10 ◇	0
B05. I have a choice in deciding how I do my work	26	52	13	7		77%	+3 ◇	+6 ◇	0
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of Home Office purpose	25	60	10	4		85%	+3 ◇	+2 ◇	-4 ◇
B07. I have a clear understanding of Home Office objectives	21	59	14	5		80%	+3 ◇	+1 ◇	-4 ◇
B08. I understand how my work contributes to Home Office objectives	25	56	12	5		82%	+2 ◇	0	-4 ◇

All questions 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	22	45	19	11	4	67%	+2	+4 ◇	0
B10. My manager is considerate of my life outside work	38	44	12	4		82%	+2 ◇	+3 ◇	0
B11. My manager is open to my ideas	36	46	11	4		82%	+1	+4 ◇	+1 ◇
B12. My manager helps me to understand how I contribute to Home Office objectives	16	42	29	11		57%	+2 ◇	-1	-7 ◇
B13. Overall, I have confidence in the decisions made by my manager	27	46	16	8	4	73%	+1	+2 ◇	-2 ◇
B14. My manager recognises when I have done my job well	31	47	13	6		79%	-1	+3 ◇	-1
B15. I receive regular feedback on my performance	20	45	18	13	5	64%	0	+4 ◇	-1 ◇
B16. The feedback I receive helps me to improve my performance	18	42	25	11	4	60%	-1	+3 ◇	-1
B17. I think that my performance is evaluated fairly	19	46	23	8	4	65%	-2 ◇	+3 ◇	-2 ◇
B18. Poor performance is dealt with effectively in my team	9	30	39	14	8	39%	+1	+2 ◇	-1 ◇

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	34	48	11	5		82%	0	-1	-3 ◇
B20. The people in my team work together to find ways to improve the service we provide	31	48	14	5		79%	0	+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	+6 ◇	0

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	13	48	23	13	4	61%	-6 ✧	+6 ✧	-3 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	40	31	12	4	52%	-5 ✧	+8 ✧	0
B24. There are opportunities for me to develop my career in the Home Office	8	30	26	21	15	38%	+2	+7 ✧	-1
B25. Learning and development activities I have completed while working for the Home Office are helping me to develop my career	10	39	30	13	7	49%	0	+10 ✧	+4 ✧
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	27	53	11	6		80%	+1	+2 ✧	-1 ✧
B27. I am treated with respect by the people I work with	31	55	9	4		85%	+2 ✧	+2 ✧	-1 ✧
B28. I feel valued for the work I do	20	47	17	11	6	67%	+2 ✧	+7 ✧	0
B29. I think that the Home Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	51	16	5		77%	+2 ✧	+6 ✧	0

All questions by theme

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

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Resources and workload

: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
B30. In my job, I am clear what is expected of me	20	59	12	8		79%	0	-4 ✧	-8 ✧
B31. I get the information I need to do my job well	14	54	18	11		68%	+3 ✧	0	-3 ✧
B32. I have clear work objectives	17	52	16	10	4	70%	0	-4 ✧	-8 ✧
B33. I have the skills I need to do my job effectively	24	63	9			88%	0	0	-3 ✧
B34. I have the tools I need to do my job effectively	15	53	16	12	4	68%	-3 ✧	-3 ✧	-8 ✧
B35. I have an acceptable workload	9	50	19	17	6	59%	-3 ✧	-2 ✧	-6 ✧
B36. I achieve a good balance between my work life and my private life	15	49	18	14	5	64%	-3 ✧	-3 ✧	-10 ✧

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	6	37	20	25	12	43%	-2	+11 ✧	+3 ✧
B38. I am satisfied with the total benefits package	5	34	26	23	11	40%	-3 ✧	+6 ✧	-1
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	29	23	27	15	35%	-1	+7 ✧	-1

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 the Home Office as a whole is managed well	41	34	17	5	44%	+1	+4 ◇	-10 ◇	
B41. Senior managers in the Home Office are sufficiently visible	6	44	24	19	7	50%	0	+5 ◇	-9 ◇
B42. I believe the actions of senior managers are consistent with Home Office values	5	39	37	13	6	44%	0	+5 ◇	-7 ◇
B43. I believe that the Executive Management Board has a clear vision for the future of the Home Office [^]	4	29	53	10	4	33%	+3 ◇	-6 ◇	-18 ◇
B44. Overall, I have confidence in the decisions made by Home Office senior managers	4	37	38	15	6	41%	+2	+4 ◇	-7 ◇
B45. I feel that change is managed well in the Home Office	22	34	30	12	24%	-3 ◇	-4 ◇	-13 ◇	
B46. When changes are made in the Home Office they are usually for the better	20	45	24	8	22%	+1	-1	-9 ◇	
B47. The Home Office keeps me informed about matters that affect me	6	56	24	10	4	62%	+4 ◇	+7 ◇	0
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	34	31	22	9	38%	+3 ◇	+2 ◇	-6 ◇
B49. I think it is safe to challenge the way things are done in the Home Office	4	35	33	19	9	39%	-1	+1	-7 ◇

All questions 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 the Home Office	14	45	29	9	9	59%	+2	+6 ✧	-6 ✧
B51. I would recommend the Home Office as a great place to work	8	37	35	15	5	45%	+4 ✧	+2 ✧	-10 ✧
B52. I feel a strong personal attachment to the Home Office	11	34	32	17	6	46%	+2	0	-8 ✧
B53. The Home Office inspires me to do the best in my job	8	33	39	15	5	41%	+1	+3 ✧	-8 ✧
B54. The Home Office motivates me to help it achieve its objectives	7	32	40	15	6	39%	+3 ✧	+4 ✧	-6 ✧
Taking action									
B55. I believe that senior managers in the Home Office will take action on the results from this survey	7	40	30	16	7	47%	+1	+8 ✧	-3 ✧
B56. I believe that managers where I work will take action on the results from this survey	14	44	22	13	8	58%	+1	+9 ✧	+2 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	9	29	38	16	8	38%	-	+8 ✧	+1

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the Home Office?

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave the Home Office as soon as possible		7%	-1	-1 ^	-3 ^
I want to leave the Home Office within the next 12 months		15%	+2 ^	+4 ^	0
I want to stay working for the Home Office for at least the next year		35%	+3 ^	+7 ^	0
I want to stay working for the Home Office for at least the next three years		44%	-4 ^	-10 ^	-17 ^

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?		9	91%	+3 ^	+6 ^	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		39	61%	+5 ^	+2 ^	-5 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Home Office it would be investigated properly?		30	70%	+4 ^	+5 ^	-2 ^

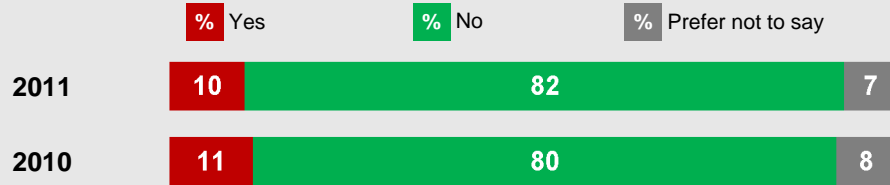
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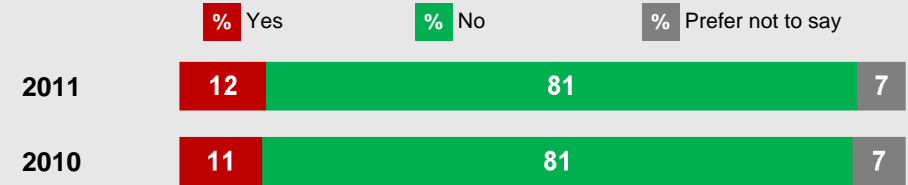
All questions by theme

Discrimination, harassment and bullying

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

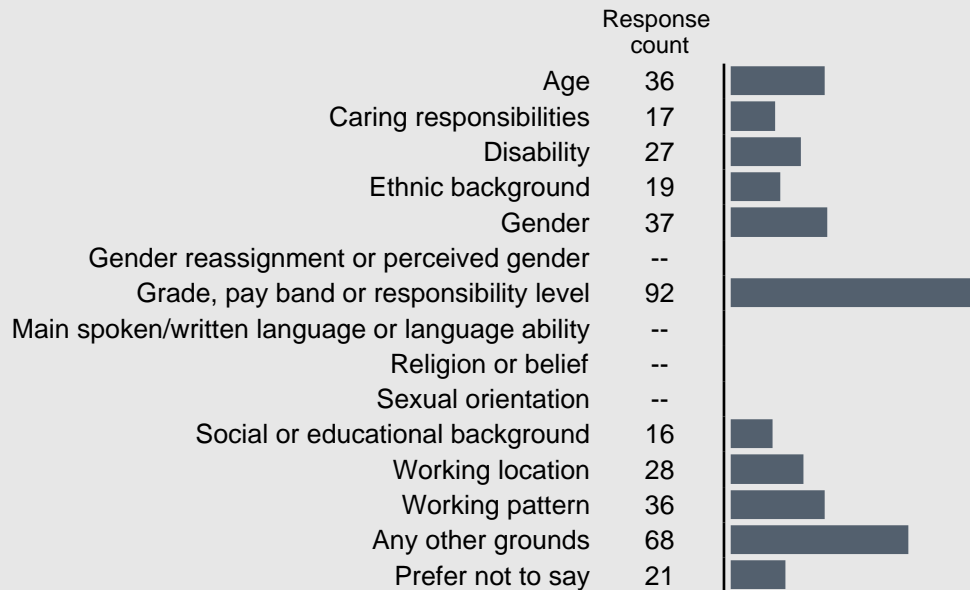


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

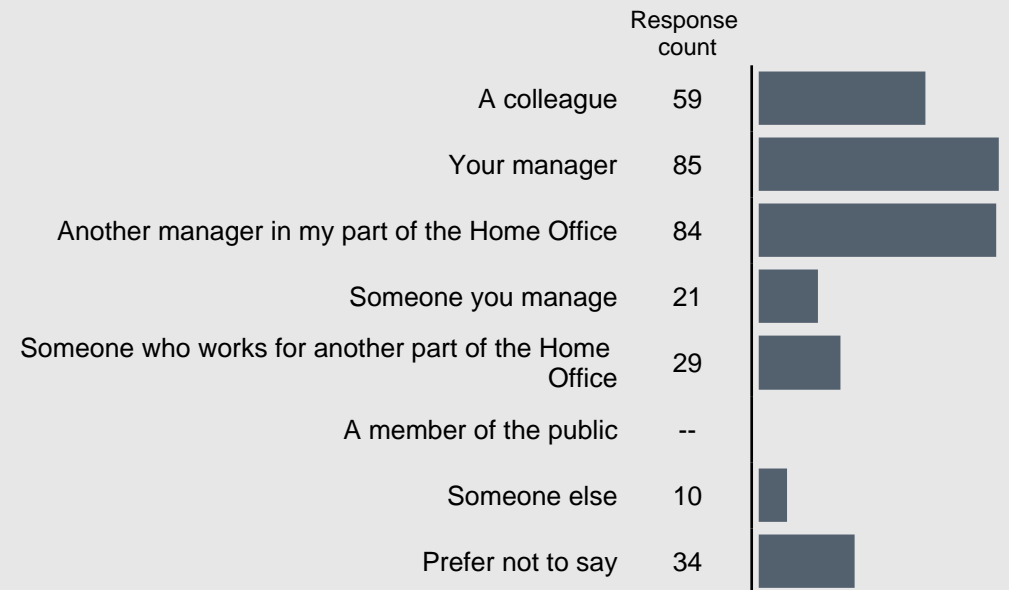
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



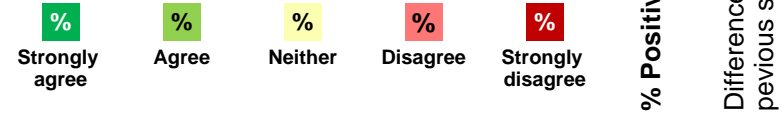
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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◇ indicates statistically significant difference from comparison



HQ questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. Within the Home Office opportunities for selection are fair [^]	5	35	31	22	8	40%	+8 ◇
F02. The Home Office Executive Management Board is sufficiently visible [^]	23	37	29	9		25%	-3 ◇
F03. Senior managers where I work inspire staff with a positive vision	9	40	27	16	8	48%	+1
F04. If you answered yes to the question 'During the past 12 months, have you personally experienced bullying or harassment at work', did you report it?	Yes: 31%		No: 69%			31%	-
F05. Have you taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	Yes: 37%		No: 63%			37%	-
F06. Have you taken any special leave from your job in the past 12 months to take part in volunteering activity or giving of unpaid help?	Yes: 7%		No: 93%			7%	-

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: ✧

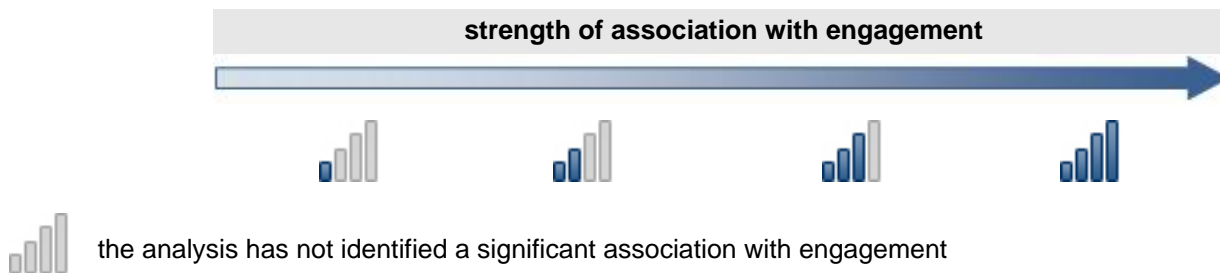
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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