

## Your engagement index

**67%**

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
-4	+11	+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 CS2011
B50. I am proud when I tell others I am part of TRP	76%	-10 ✧	+23 ✧
B51. I would recommend TRP as a great place to work	52%	-13 ✧	+10 ✧

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

B52. I feel a strong personal attachment to TRP	69%	-4	+23 ✧
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#### Strive: motivated to do the best for the organisation...

B53. TRP inspires me to do the best in my job	55%	-4	+16 ✧
B54. TRP motivates me to help it achieve its objectives	47%	-7	+11 ✧

✧ = 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%	-9	+2	-7 ✧
My work		78%	0	+7 ✧	+2
My line manager		68%	+2	+3	0
Pay and benefits		24%	-8	-8 ✧	-15 ✧
Learning and development		40%	0	-3	-10 ✧
Resources and workload		71%	-1	-1	-4
Organisational objectives and purpose		76%	-7	-6 ✧	-11 ✧
My team		77%	0	0	-3
Inclusion and fair treatment		81%	+3	+8 ✧	+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 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
<b>Leadership and managing change</b>		Strength of association with engagement: 	
B49. I think it is safe to challenge the way things are done in TRP	54%	-3	+15 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	44%	+3	+8 ◇
B40. I feel that TRP as a whole is managed well	47%	-13 ◇	+6 ◇
B44. Overall, I have confidence in the decisions made by TRP's senior managers	38%	-12 ◇	+2
B46. When changes are made in TRP they are usually for the better	24%	-3	+1
B41. Senior managers in TRP are sufficiently visible	45%	-20 ◇	0
B47. TRP keeps me informed about matters that affect me	54%	-13 ◇	-1
B42. I believe the actions of senior managers are consistent with TRP's values	38%	-14 ◇	-1
B45. I feel that change is managed well in TRP	25%	-9	-2
B43. I believe that EXCOM has a clear vision for the future of TRP	30%	-12 ◇	-9 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
<b>My work</b>		Strength of association with engagement: 	
B04. I feel involved in the decisions that affect my work	70%	+4	+20 ◇
B05. I have a choice in deciding how I do my work	81%	-3	+10 ◇
B03. My work gives me a sense of personal accomplishment	77%	+2	+5
B01. I am interested in my work	92%	+6	+3
B02. I am sufficiently challenged by my work	70%	-9	-5

	% Positive	Diff. from previous survey	Difference from CS2011
<b>My line manager</b>		Strength of association with engagement: 	
B14. My manager recognises when I have done my job well	85%	+7	+9 ◇
B12. My manager helps me to understand how I contribute to TRP's objectives	65%	+5	+6 ◇
B11. My manager is open to my ideas	84%	+4	+5 ◇
B17. I think that my performance is evaluated fairly	67%	0	+5
B18. Poor performance is dealt with effectively in my team	40%	-1	+3
B10. My manager is considerate of my life outside work	81%	+7	+3
B13. Overall, I have confidence in the decisions made by my manager	73%	+4	+2
B16. The feedback I receive helps me to improve my performance	59%	+3	+2
B15. I receive regular feedback on my performance	60%	-7	0
B09. My manager motivates me to be more effective in my job	62%	-3	-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



## My work

: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
B01. I am interested in my work	53	38	5			92%	+6	+3	0
B02. I am sufficiently challenged by my work	38	31	17	13		70%	-9	-5	-9 ✧
B03. My work gives me a sense of personal accomplishment	35	43	15	7		77%	+2	+5	0
B04. I feel involved in the decisions that affect my work	22	48	12	12	7	70%	+4	+20 ✧	+10 ✧
B05. I have a choice in deciding how I do my work	27	55	10	8		81%	-3	+10 ✧	+4

## Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of TRP's purpose	34	45	15	5		79%	-5	-5 ✧	-10 ✧
B07. I have a clear understanding of TRP's objectives	29	44	14	9		73%	-8	-5 ✧	-11 ✧
B08. I understand how my work contributes to TRP's objectives	34	41	17	7		74%	-7	-7 ✧	-12 ✧

# All questions by theme

This section shows the results for each question in the survey, 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	14	48	24	13		62%	-3	-1	-5
B10. My manager is considerate of my life outside work	41	41	12	6		81%	+7	+3	-1
B11. My manager is open to my ideas	27	57	10			84%	+4	+5 ◇	+2
B12. My manager helps me to understand how I contribute to TRP's objectives	13	52	26	8		65%	+5	+6 ◇	+1
B13. Overall, I have confidence in the decisions made by my manager	26	48	16	8		73%	+4	+2	-1
B14. My manager recognises when I have done my job well	29	56	10			85%	+7	+9 ◇	+6 ◇
B15. I receive regular feedback on my performance	15	45	27	13		60%	-7	0	-6
B16. The feedback I receive helps me to improve my performance	13	47	33	6		59%	+3	+2	-2
B17. I think that my performance is evaluated fairly	12	55	25	5	4	67%	0	+5	0
B18. Poor performance is dealt with effectively in my team	7	33	38	18	5	40%	-1	+3	0

## 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	31	50	16			81%	0	-1	-4
B20. The people in my team work together to find ways to improve the service we provide	26	55	19			80%	+1	+2	-2
B21. The people in my team are encouraged to come up with new and better ways of doing things	24	45	21	8		70%	-1	+1	-5

# 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
<b>Learning and development</b>									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	9	41	34	13		51%	-4	-4	-13 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	32	38	20		41%	-5	-3	-11 ◇
B24. There are opportunities for me to develop my career in TRP		19	29	32	18	21%	0	-10 ◇	-18 ◇
B25. Learning and development activities I have completed while working for TRP are helping me to develop my career	7	40	26	21	6	47%	+7	+7 ◇	+2
<b>Inclusion and fair treatment</b>									
 :Strength of association with engagement									
B26. I am treated fairly at work	23	59	13			83%	0	+4	+2
B27. I am treated with respect by the people I work with	31	58	8			90%	0	+6 ◇	+3
B28. I feel valued for the work I do	24	49	16	7		73%	+6	+14 ◇	+7 ◇
B29. I think that TRP respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	55	9	8		79%	+5	+9 ◇	+2

# 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
<b>Resources and workload</b>									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	26	53	14	7	79%	-4	-3	-7 ✧	
B31. I get the information I need to do my job well	14	56	22	8	70%	+2	+2	-1	
B32. I have clear work objectives	19	48	21	12	66%	-4	-7 ✧	-12 ✧	
B33. I have the skills I need to do my job effectively	35	59	6		94%	0	+6 ✧	+4 ✧	
B34. I have the tools I need to do my job effectively	15	59	16	8	74%	+2	+4	-2	
B35. I have an acceptable workload	8	49	18	15	9	58%	0	-3	-7 ✧
B36. I achieve a good balance between my work life and my private life	11	47	24	10	8	58%	0	-9 ✧	-16 ✧
<b>Pay and benefits</b>									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	19	34	28	17	21%	-11 ✧	-11 ✧	-18 ✧	
B38. I am satisfied with the total benefits package	25	34	28	12	26%	-8	-8 ✧	-15 ✧	
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	25	32	19	25%	-4	-3	-11 ✧	

# All questions by theme

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

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## 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 TRP as a whole is managed well	9	37	23	28		47%	-13 ✧	+6 ✧	-8 ✧
B41. Senior managers in TRP are sufficiently visible	8	37	23	24	7	45%	-20 ✧	0	-14 ✧
B42. I believe the actions of senior managers are consistent with TRP's values	7	31	31	20	12	38%	-14 ✧	-1	-12 ✧
B43. I believe that EXCOM has a clear vision for the future of TRP	6	24	36	26	8	30%	-12 ✧	-9 ✧	-21 ✧
B44. Overall, I have confidence in the decisions made by TRP's senior managers	7	31	29	26	7	38%	-12 ✧	+2	-9 ✧
B45. I feel that change is managed well in TRP	4	21	27	30	18	25%	-9	-2	-12 ✧
B46. When changes are made in TRP they are usually for the better	5	19	40	22	14	24%	-3	+1	-8 ✧
B47. TRP keeps me informed about matters that affect me	6	48	27	9	9	54%	-13 ✧	-1	-8 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	6	38	23	19	14	44%	+3	+8 ✧	0
B49. I think it is safe to challenge the way things are done in TRP	7	46	14	23	10	54%	-3	+15 ✧	+8 ✧

# All questions by theme

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

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	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of TRP	35	41	20			76%	-10 ◇	+23 ◇	+10 ◇
B51. I would recommend TRP as a great place to work	19	34	30	14		52%	-13 ◇	+10 ◇	-3
B52. I feel a strong personal attachment to TRP	30	38	23	5		69%	-4	+23 ◇	+15 ◇
B53. TRP inspires me to do the best in my job	20	35	31	10		55%	-4	+16 ◇	+5
B54. TRP motivates me to help it achieve its objectives	16	30	34	15	5	47%	-7	+11 ◇	+1
<b>Taking action</b>									
B55. I believe that senior managers in TRP will take action on the results from this survey	8	28	33	23	8	36%	-8	-3	-14 ◇
B56. I believe that managers where I work will take action on the results from this survey	6	38	34	16	6	44%	-3	-4	-12 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	7	24	47	18	5	31%	-	+1	-6 ◇



# All questions by theme

## Your plans for the future

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

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave TRP as soon as possible		8%	-1	+1	-2
I want to leave TRP within the next 12 months		16%	0	+5	+2
I want to stay working for TRP for at least the next year		33%	+6	+6 ^	-2
I want to stay working for TRP for at least the next three years		42%	-4	-11 ^	-18 ^

## 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?		15	85%	+3	-1	-7 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		48	52%	-5	-7 ^	-14 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in TRP it would be investigated properly?		38	62%	-7	-2	-9 ^

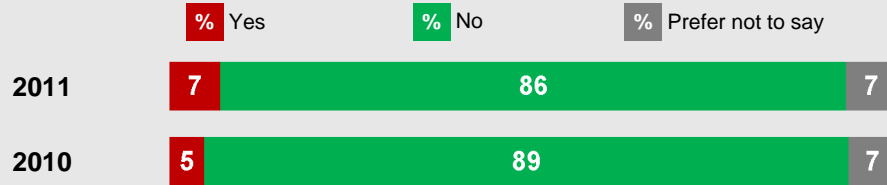
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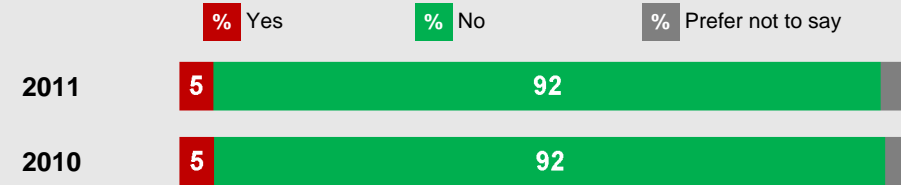
# All questions by theme

## 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)

Ground	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 '--'

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)

Who	Response count
A colleague	--
Your manager	--
Another manager in my part of TRP	--
Someone you manage	--
Someone who works for another part of TRP	--
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

<b>% positive</b>	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
<b>Previous survey</b>	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.
<b>CS2011</b>	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 Civil Service People Survey.
<b>CS High Performers</b>	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: ✦

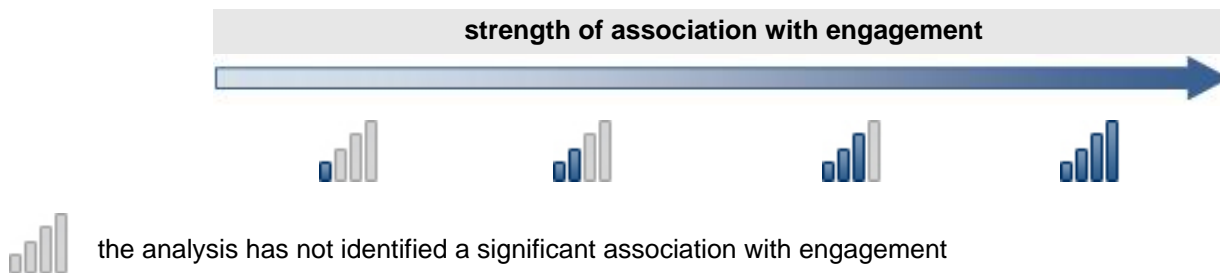
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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