

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



The table below shows how you performed on each of the nine 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.

Drivers of Engagement

	Strength of association with engagement ¹	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		54%	-1	+11 ✧	+4
My work		84%	+4	+9 ✧	+6
My manager		76%	+4	+9 ✧	+5
Pay and benefits		14%	-9 ✧	-14 ✧	-21 ✧
Resources and workload		76%	-2	+2	-1
Learning and development		49%	-6	-1	-6
Organisational objectives and purpose		79%	-9	-4	-8 ✧
My team		83%	+3	+4	0
Inclusion and fair treatment		83%	+2	+8 ✧	+5

¹The table above shows the strength of association between engagement and the themes for Civil Service

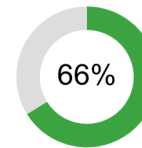


Strength of association with engagement

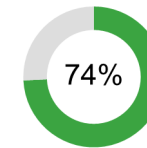


Statistically significant difference from comparison

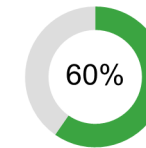
Wellbeing



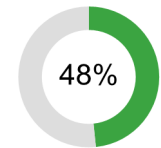
Overall, how satisfied are you with your life nowadays?



Overall, to what extent do you feel that the things you do in your life are worthwhile?

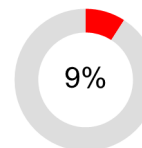


Overall, how happy did you feel yesterday?

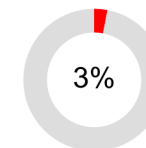


No or low anxiety yesterday

Discrimination, bullying and harassment

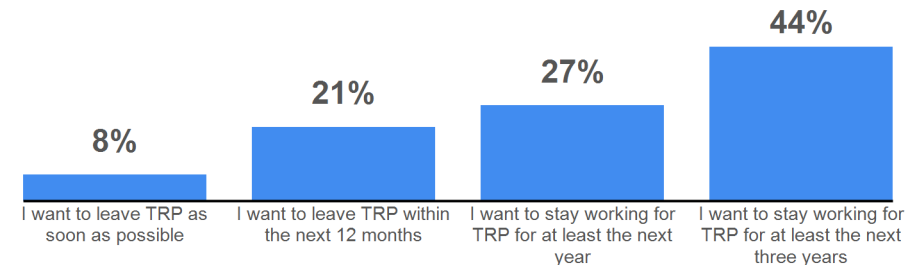


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My work

84% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	59	33	6			92%	+5	+3	0
B02 I am sufficiently challenged by my work	50	32	14	5		82%	+7	+3	0
B03 My work gives me a sense of personal accomplishment	42	39	12	5		82%	+2	+6	+4
B04 I feel involved in the decisions that affect my work	29	52	15			80%	+5	+24 ◆	+18 ◆
B05 I have a choice in deciding how I do my work	35	51	12			86%	0	+12 ◆	+6

Organisational objectives and purpose

79% -9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of TRP's purpose	30	52	15			82%	-7	-4	-9 ◆
B07 I have a clear understanding of TRP's objectives	27	48	21			76%	-10 ◆	-5	-10 ◆
B08 I understand how my work contributes to TRP's objectives	35	45	18			80%	-9 ◆	-3	-8 ◆

All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My manager

76% +4
 Difference from previous survey



Strength of association with engagement



% Positive
 Difference from previous survey
 Difference from CS2014
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	27	39	27	6	6	67%	-5	-1	-5
B10 My manager is considerate of my life outside work	39	47	12			86%	+2	+5	+1
B11 My manager is open to my ideas	39	50	11			89%	0	+9 ◆	+5
B12 My manager helps me to understand how I contribute to TRP's objectives	23	52	24			74%	+12 ◆	+10 ◆	+5
B13 Overall, I have confidence in the decisions made by my manager	38	45	11	6		83%	+2	+10 ◆	+6
B14 My manager recognises when I have done my job well	35	52	8	6		86%	0	+9 ◆	+5
B15 I receive regular feedback on my performance	26	53	17	5		79%	+8	+14 ◆	+10 ◆
B16 The feedback I receive helps me to improve my performance	24	48	26			73%	+6	+12 ◆	+7
B17 I think that my performance is evaluated fairly	21	50	15	12		71%	0	+8 ◆	+4
B18 Poor performance is dealt with effectively in my team	9	42	33	9	6	52%	+11	+12 ◆	+8 ◆

My team

83% +3
 Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	35	48	12			83%	-4	-1	-3
B20 The people in my team work together to find ways to improve the service we provide	33	50	12			83%	+1	+3	0
B21 The people in my team are encouraged to come up with new and better ways of doing things	33	48	17			82%	+13 ◆	+8 ◆	+4

All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Learning and development

49% -6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	15	48	24	9		64%	-8	+1	-3
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	45	29	12		56%	+1	+5	-1
B24	There are opportunities for me to develop my career in TRP	5	30	27	26	12	35%	-6	-7	-14 ◆
B25	Learning and development activities I have completed while working for TRP are helping me to develop my career	9	31	35	22		40%	-12 ◆	-3	-9 ◆

Inclusion and fair treatment

83% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	38	44	11	8		82%	-3	+3	0
B27	I am treated with respect by the people I work with	39	52	9			91%	-3	+7 ◆	+4
B28	I feel valued for the work I do	34	42	15	8		75%	+5	+11 ◆	+6
B29	I think that TRP respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	35	50	12			85%	+7	+11 ◆	+7 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Resources and workload **76%** -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	29	58	14			86%	-3	+3	0
B31 I get the information I need to do my job well	24	55	17	5		79%	+6	+9 ◆	+5
B32 I have clear work objectives	29	62	8			91%	+3	+15 ◆	+12 ◆
B33 I have the skills I need to do my job effectively	46	48	5			94%	-1	+5	+3
B34 I have the tools I need to do my job effectively	23	54	9	8	6	77%	0	+5	+1
B35 I have an acceptable workload	9	45	20	20	6	55%	-9	-4	-12 ◆
B36 I achieve a good balance between my work life and my private life	14	39	19	23	5	53%	-11	-13 ◆	-21 ◆

Pay and benefits **14%** -9

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	12	12	38	36		14%	-8	-15 ◆	-22 ◆
B38 I am satisfied with the total benefits package	15	27	29	27		17%	-7	-15 ◆	-23 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	11	18	30	39		12%	-13 ◆	-12 ◆	-19 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Leadership and Managing Change

54% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40 I feel that TRP as a whole is managed well	15	55	12	12	6	70%	+3	+24 ◆	+14 ◆
B41 Senior managers in TRP are sufficiently visible	14	45	20	17	5	59%	-2	+6	-4
B42 I believe the actions of senior managers are consistent with TRP's values	15	44	27	11		59%	0	+12 ◆	+4
B43 I believe that EXCOM has a clear vision for the future of TRP	12	36	39	9		48%	-8	+4	-4
B44 Overall, I have confidence in the decisions made by TRP's senior managers	12	45	24	15		58%	-2	+14 ◆	+6
B45 I feel that change is managed well in TRP	6	30	36	18	9	36%	0	+5	-2
B46 When changes are made in TRP they are usually for the better	8	24	48	14	6	32%	-3	+2	-5
B47 TRP keeps me informed about matters that affect me	15	48	27	5	5	64%	+1	+6	0
B48 I have the opportunity to contribute my views before decisions are made that affect me	11	38	29	17	6	48%	0	+13 ◆	+6
B49 I think it is safe to challenge the way things are done in TRP	12	51	20	11	6	63%	+2	+22 ◆	+15 ◆

All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of TRP	52	30	14	6	6	82%	-3	+23 ◆	+16 ◆
B51 I would recommend TRP as a great place to work	24	44	24	6	6	68%	-7	+20 ◆	+8 ◆
B52 I feel a strong personal attachment to TRP	36	38	18	6	6	74%	+2	+27 ◆	+20 ◆
B53 TRP inspires me to do the best in my job	27	32	32	6	6	59%	-3	+14 ◆	+8 ◆
B54 TRP motivates me to help it achieve its objectives	20	39	27	12	6	59%	-2	+16 ◆	+10 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers in TRP will take action on the results from this survey	15	45	12	18	9	61%	+1	+16 ◆	+7
B56 I believe that managers where I work will take action on the results from this survey	15	48	17	14	6	64%	+7	+8 ◆	+3
B57 Where I work, I think effective action has been taken on the results of the last survey	15	29	36	12	8	44%	0	+9 ◆	+3

All questions by theme

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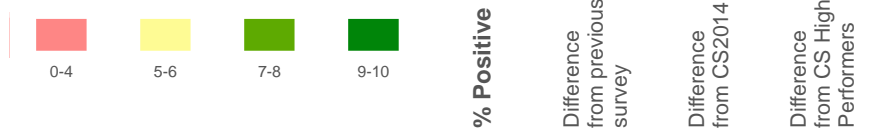
Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	38	55	6			92%	-1	+4	+2
B59 I believe I would be supported if I try a new idea, even if it may not work	27	59	9	5		86%	+10 ◇	+18 ◇	+14 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	23	52	17	5	5	74%	+1	+9 ◇	+4
B61 When I talk about TRP I say "we" rather than "they"	42	39	11	5		82%	-6	+13 ◇	+3
B62 I have some really good friendships at work	26	47	20	5		73%	-2	-3	-7 ◇

All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

Wellbeing



Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

W01 Overall, how satisfied are you with your life nowadays?	10	24	55	11	66%	-2	+2	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	16	44	31	74%	-5	+5	+2
W03 Overall, how happy did you feel yesterday?	11	29	40	19	60%	-11 ◆	-1	-4
W04 Overall, how anxious did you feel yesterday?	21	27	23	29	48%	-8	-2	-4

All questions by theme

◇ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

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 CS2014	Difference from CS High Performers
I want to leave TRP as soon as possible		8%	0	0	-2
I want to leave TRP within the next 12 months		21%	+1	+8	+4
I want to stay working for TRP for at least the next year		27%	-3	-4	-10 ◇
I want to stay working for TRP for at least the next three years		44%	+3	-2	-10 ◇

The Civil Service Code

Differences are based on '% Yes' score

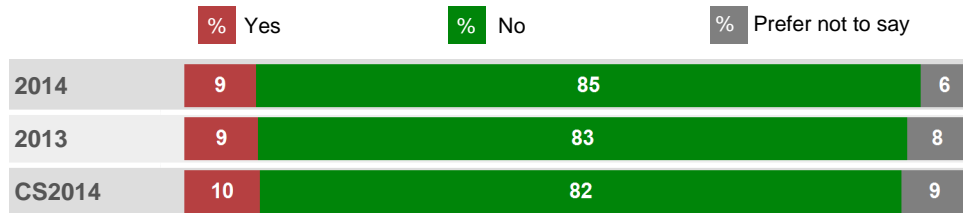
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		21	79%	+1	-11 ◇	-15
D02. Are you aware of how to raise a concern under the Civil Service Code?		44	56%	-8	-8 ◇	-15 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in TRP it would be investigated properly?		33	67%	+2	-2	-7

All questions by theme

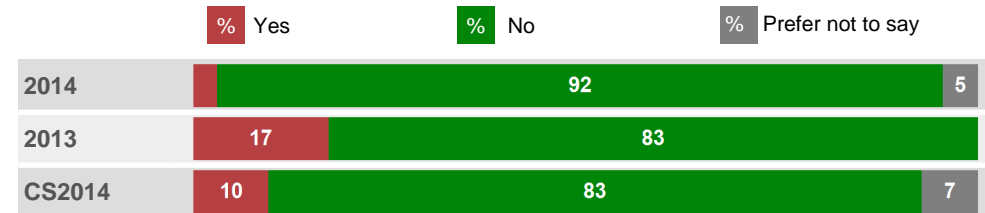
◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

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)

Person	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

% 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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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.

strength of association
with engagement



 the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all 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.