

Your engagement index

72%

Difference from previous survey

+1

Difference from CS2013

+14 ✧

Difference from CS High Performers

+10 ✧

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 CS2013
B50. I am proud when I tell others I am part of TRP	84%	+1	+28 ✧
B51. I would recommend TRP as a great place to work	75%	+8	+30 ✧

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

B52. I feel a strong personal attachment to TRP	72%	-2	+26 ✧
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Strive: motivated to do the best for the organisation...










B53. TRP inspires me to do the best in my job	63%	+3	+19 ✧
B54. TRP motivates me to help it achieve its objectives	61%	+3	+21 ✧

✧ = 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 CS2013	Difference from CS High Performers
Leadership and managing change		55%	+13 ✧	+13 ✧	+4
My work		81%	0	+7 ✧	+3
My manager		72%	-2	+5	+3
Pay and benefits		23%	0	-6	-11 ✧
Learning and development		55%	+10 ✧	+7	0
Resources and workload		78%	+2	+5	+2
Organisational objectives and purpose		88%	+10 ✧	+6	+1
My team		80%	-2	+1	-2
Inclusion and fair treatment		82%	-1	+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 CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change Strength of association with engagement: 			
B40. I feel that TRP as a whole is managed well	67%	+15 ◇	+24 ◇
B49. I think it is safe to challenge the way things are done in TRP	61%	+11 ◇	+23 ◇
B44. Overall, I have confidence in the decisions made by TRP's senior managers	59%	+19 ◇	+19 ◇
B42. I believe the actions of senior managers are consistent with TRP's values	59%	+14 ◇	+15 ◇
B43. I believe that EXCOM has a clear vision for the future of TRP	56%	+18 ◇	+15 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	48%	+18 ◇	+12 ◇
B41. Senior managers in TRP are sufficiently visible	61%	+9	+10 ◇
B46. When changes are made in TRP they are usually for the better	35%	+11 ◇	+8 ◇
B45. I feel that change is managed well in TRP	36%	+5	+7 ◇
B47. TRP keeps me informed about matters that affect me	63%	+6	+4
My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	75%	+10 ◇	+21 ◇
B05. I have a choice in deciding how I do my work	86%	+6	+13 ◇
B03. My work gives me a sense of personal accomplishment	80%	-1	+5
B01. I am interested in my work	88%	-6 ◇	-2
B02. I am sufficiently challenged by my work	75%	-7	-3
My manager Strength of association with engagement: 			
B13. Overall, I have confidence in the decisions made by my manager	81%	-5	+10 ◇
B11. My manager is open to my ideas	89%	0	+10 ◇
B14. My manager recognises when I have done my job well	86%	-1	+9 ◇
B17. I think that my performance is evaluated fairly	71%	+1	+9 ◇
B16. The feedback I receive helps me to improve my performance	67%	0	+7
B09. My manager motivates me to be more effective in my job	72%	0	+7
B15. I receive regular feedback on my performance	70%	-4	+6
B10. My manager is considerate of my life outside work	84%	-10 ◇	+4
B18. Poor performance is dealt with effectively in my team	41%	+4	+2
B12. My manager helps me to understand how I contribute to TRP's objectives	63%	-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

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My work									
:Strength of association with engagement									
Question	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	61	27	9			88%	-6 ◇	-2	-4 ◇
B02. I am sufficiently challenged by my work	44	31	16	9		75%	-7	-3	-7 ◇
B03. My work gives me a sense of personal accomplishment	48	31	14	5		80%	-1	+5	+1
B04. I feel involved in the decisions that affect my work	27	48	14	6	5	75%	+10 ◇	+21 ◇	+15 ◇
B05. I have a choice in deciding how I do my work	34	52	11			86%	+6	+13 ◇	+9 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of TRP's purpose	38	52	5			89%	+11 ◇	+4	-1
B07. I have a clear understanding of TRP's objectives	38	48	9			86%	+13 ◇	+6	+1
B08. I understand how my work contributes to TRP's objectives	39	50	6			89%	+6	+7 ◇	+3

All questions by theme

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

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My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	17	55	19	9		72%	0	+7	+2
B10. My manager is considerate of my life outside work	45	39	13			84%	-10 ◇	+4	0
B11. My manager is open to my ideas	39	50	6	5		89%	0	+10 ◇	+7 ◇
B12. My manager helps me to understand how I contribute to TRP's objectives	23	39	30	6		63%	-4	+1	-4
B13. Overall, I have confidence in the decisions made by my manager	20	61	16			81%	-5	+10 ◇	+5
B14. My manager recognises when I have done my job well	33	53	9			86%	-1	+9 ◇	+6
B15. I receive regular feedback on my performance	16	55	16	11		70%	-4	+6	+2
B16. The feedback I receive helps me to improve my performance	14	52	19	10	5	67%	0	+7	+2
B17. I think that my performance is evaluated fairly	16	56	22			71%	+1	+9 ◇	+5
B18. Poor performance is dealt with effectively in my team	5	36	33	19	8	41%	+4	+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	38	50	8	5		88%	+2	+4	+2
B20. The people in my team work together to find ways to improve the service we provide	33	50	9	8		83%	-2	+3	0
B21. The people in my team are encouraged to come up with new and better ways of doing things	28	41	20	9		69%	-6	-4	-8 ◇

All questions by theme

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

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Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	13	59	17	6	5	72%	+7	+11 ◇	+7
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	44	28	11	6	55%	+7	+7	+1
B24. There are opportunities for me to develop my career in TRP	5	36	22	23	14	41%	+23 ◇	+3	-7
B25. Learning and development activities I have completed while working for TRP are helping me to develop my career	9	42	31	11	6	52%	+1	+10 ◇	+3

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	34	50	11			84%	+1	+6	+3
B27. I am treated with respect by the people I work with	38	56	5			94%	+8	+9 ◇	+7 ◇
B28. I feel valued for the work I do	25	45	19	6	5	70%	-12 ◇	+7	+3
B29. I think that TRP respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	31	47	17			78%	-2	+6	0

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 Difference from CS High Performers

Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	31	58	8			89%	+4	+6	+3
B31. I get the information I need to do my job well	21	52	21	6		73%	+3	+4	0
B32. I have clear work objectives	28	59	8			88%	+3	+12 ◇	+8 ◇
B33. I have the skills I need to do my job effectively	47	48	5			95%	+4	+7 ◇	+5 ◇
B34. I have the tools I need to do my job effectively	27	50	13	6	5	77%	+3	+5	+1
B35. I have an acceptable workload	10	54	13	17	6	63%	0	+4	-2
B36. I achieve a good balance between my work life and my private life	16	48	17	13	6	64%	-6	-4	-8 ◇

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	22	23	33	22		22%	-3	-7	-14 ◇
B38. I am satisfied with the total benefits package	22	36	28	13		23%	+1	-9 ◇	-14 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	25	14	33	28		25%	+1	0	-7

All questions by theme


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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 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 CS2013	Difference from CS High Performers
B40. I feel that TRP as a whole is managed well	19	48	19	8	6	67%	+15 ◇	+24 ◇	+11 ◇
B41. Senior managers in TRP are sufficiently visible	17	44	23	11	5	61%	+9	+10 ◇	-1
B42. I believe the actions of senior managers are consistent with TRP's values	11	48	30	6	5	59%	+14 ◇	+15 ◇	+4
B43. I believe that EXCOM has a clear vision for the future of TRP	13	44	31	6	6	56%	+18 ◇	+15 ◇	+1
B44. Overall, I have confidence in the decisions made by TRP's senior managers	16	44	23	14		59%	+19 ◇	+19 ◇	+9 ◇
B45. I feel that change is managed well in TRP		33	33	22	9	36%	+5	+7 ◇	-3
B46. When changes are made in TRP they are usually for the better		32	40	16	10	35%	+11 ◇	+8 ◇	0
B47. TRP keeps me informed about matters that affect me	8	55	23	13		63%	+6	+4	-2
B48. I have the opportunity to contribute my views before decisions are made that affect me	8	41	31	16	5	48%	+18 ◇	+12 ◇	+5
B49. I think it is safe to challenge the way things are done in TRP	9	52	27	9		61%	+11 ◇	+23 ◇	+13 ◇

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 CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of TRP	47	38	11			84%	+1	+28 ◇	+19 ◇
B51. I would recommend TRP as a great place to work	28	47	16	8		75%	+8	+30 ◇	+19 ◇
B52. I feel a strong personal attachment to TRP	38	34	13	13		72%	-2	+26 ◇	+20 ◇
B53. TRP inspires me to do the best in my job	20	42	25	8	5	63%	+3	+19 ◇	+12 ◇
B54. TRP motivates me to help it achieve its objectives	20	41	28	6	5	61%	+3	+21 ◇	+13 ◇
Taking action									
B55. I believe that senior managers in TRP will take action on the results from this survey	17	42	30	6	5	59%	+15 ◇	+16 ◇	+7
B56. I believe that managers where I work will take action on the results from this survey	16	41	33	8		56%	+4	+3	-3
B57. Where I work, I think effective action has been taken on the results of the last survey	13	31	50			44%	+24 ◇	+11 ◇	+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 CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	42	52	5			94%	+6	+6 ◇	+4
B59. I believe I would be supported if I try a new idea, even if it may not work	24	52	17	5		76%	+1	+9 ◇	+5
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	17	56	19	5		73%	+5	+8 ◇	+3
B61. When I talk about TRP I say "we" rather than "they"	45	42	5	5		88%	+12 ◇	+20 ◇	+11 ◇
B62. I have some really good friendships at work	30	45	16	8		75%	-8	-1	-4

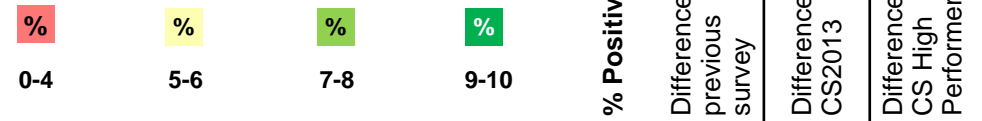
Please note these questions were not asked on paper surveys in 2012.

All questions by theme

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

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⚡ indicates statistically significant difference from comparison



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. This 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?	11	21	50	18	68%	+6	+5	+1
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	13	44	35	79%	+8	+10 ⚡	+6
W03. Overall, how happy did you feel yesterday?	13	16	53	18	71%	+6	+11 ⚡	+8 ⚡
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	21	35	15	29	56%	-3	+6	+3

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 CS2013	Difference from CS High Performers
I want to leave TRP as soon as possible		8%	-1	0	-2
I want to leave TRP within the next 12 months		21%	+3	+8	+4
I want to stay working for TRP for at least the next year		30%	0	0	-5
I want to stay working for TRP for at least the next three years		41%	-2	-7	-17 ✧

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers	
D01. Are you aware of the Civil Service Code?		78	22	78%	-4	-11 ✧	-16
D02. Are you aware of how to raise a concern under the Civil Service Code?		64	36	64%	+6	0	-6
D03. Are you confident that if you raised a concern under the Civil Service Code in TRP it would be investigated properly?		65	35	65%	+2	-3	-8 ✧

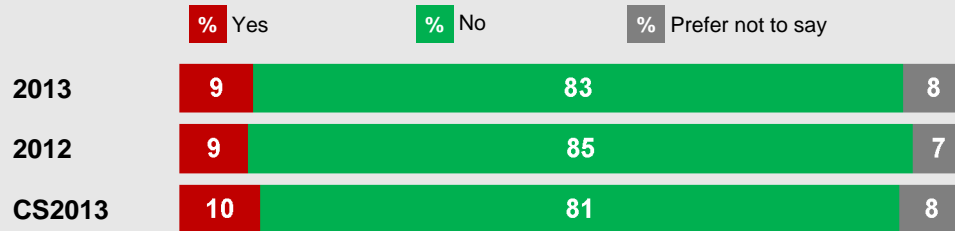
^ indicates a variation in question wording from your previous survey

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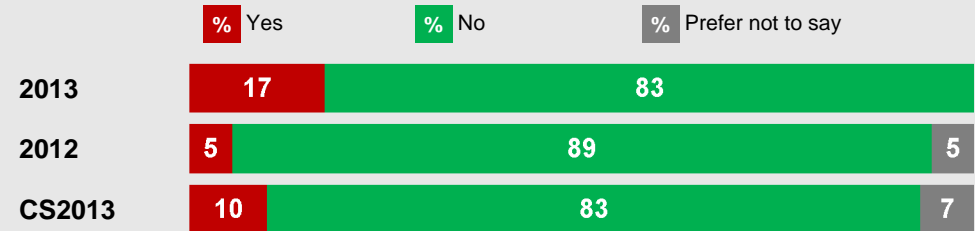
All questions by theme

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

% 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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✧

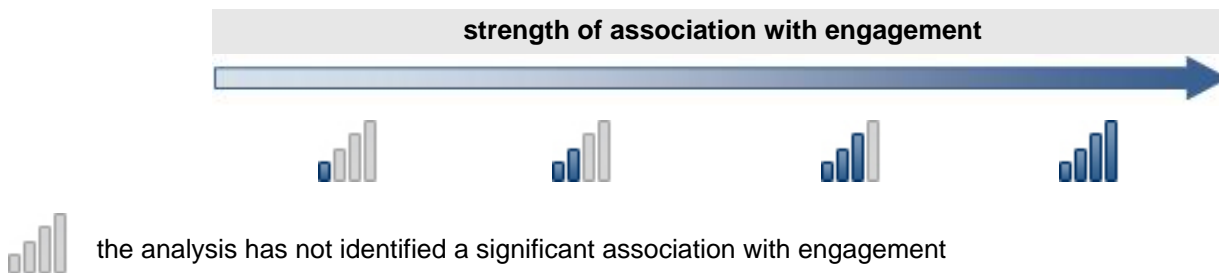
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2013 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.