

The Royal Parks

Returns: 106

Response rate: 85%

Your engagement index

71%

Difference from
previous survey

-1

Difference from
CS2010

+14 ✧

Difference from CS High
Performers

+9 ✧

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 TRP	86%	+2	+31 ✧
B51. I would recommend TRP as a great place to work	65%	-5	+24 ✧

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

B52. I feel a strong personal attachment to TRP	73%	+3	+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	58%	-5	+19 ✧
B54. TRP motivates me to help it achieve its objectives	54%	-3	+18 ✧

✧ = 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 ¹	Theme score % positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change		49%	+3	+12 ✧	+3 ✧
My work		78%	-5	+7 ✧	+3 ✧
My line manager		66%	0	+1 ✧	-2 ✧
Learning and development		40%	-10 ✧	-3 ✧	-9 ✧
Pay and benefits		31%	-3	-6 ✧	-11 ✧
Resources and workload		72%	+1	-1 ✧	-5 ✧
Organisational objectives and purpose		82%	-1	+1	-4 ✧
My team		77%	-2	0	-3 ✧
Inclusion and fair treatment		78%	-4	+5 ✧	+2 ✧

✧ = Statistically significant difference from comparison


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


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 TRP are sufficiently visible	65%	+8	+20 ◇
B40. I feel that TRP as a whole is managed well	59%	+6	+18 ◇
B49. I think it is safe to challenge the way things are done in TRP	57%	+6	+17 ◇
B44. Overall, I have confidence in the decisions made by TRP's senior managers	50%	+5	+14 ◇
B47. TRP keeps me informed about matters that affect me	67%	+5	+12 ◇
B42. I believe the actions of senior managers are consistent with TRP's values	52%	+5	+12 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	41%	+2	+9 ◇
B43. I believe that EXCOM has a clear vision for the future of TRP	42%	+8	+7 ◇
B45. I feel that change is managed well in TRP	34%	-1	+7 ◇
B46. When changes are made in TRP they are usually for the better	26%	-10 ◇	+3 ◇

My work	Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	66%	-1	+17 ◇
B05. I have a choice in deciding how I do my work	85%	-6	+14 ◇
B02. I am sufficiently challenged by my work	79%	-4	+6 ◇
B03. My work gives me a sense of personal accomplishment	75%	-5	+3
B01. I am interested in my work	86%	-9 ◇	-3 ◇

My line manager	Strength of association with engagement: 		
B15. I receive regular feedback on my performance	67%	+6	+7 ◇
B17. I think that my performance is evaluated fairly	67%	+2	+5 ◇
B18. Poor performance is dealt with effectively in my team	41%	-3	+4 ◇
B09. My manager motivates me to be more effective in my job	65%	+6	+3
B11. My manager is open to my ideas	80%	-4	+3
B14. My manager recognises when I have done my job well	78%	+2	+2
B12. My manager helps me to understand how I contribute to TRP's objectives	59%	-2	+1
B13. Overall, I have confidence in the decisions made by my manager	69%	-3	0
B16. The feedback I receive helps me to improve my performance	57%	+2	-1
B10. My manager is considerate of my life outside work	75%	-5	-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	56	30	8	6		86%	-9 ◇	-3 ◇	-5 ◇
B02. I am sufficiently challenged by my work	32	47	12	7		79%	-4	+6 ◇	+1
B03. My work gives me a sense of personal accomplishment	38	37	13	11		75%	-5	+3	-2
B04. I feel involved in the decisions that affect my work	24	42	21	10		66%	-1	+17 ◇	+9 ◇
B05. I have a choice in deciding how I do my work	28	57	12			85%	-6	+14 ◇	+8 ◇
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of TRP's purpose	32	51	10			84%	-3	0	-6 ◇
B07. I have a clear understanding of TRP's objectives	26	55	12	6		81%	+2	+4 ◇	-5 ◇
B08. I understand how my work contributes to TRP's objectives	33	49	10	7		82%	-3	+1	-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 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	17	48	24	8		65%	+6	+3	-2
B10. My manager is considerate of my life outside work	40	35	20	5		75%	-5	-3 ◇	-8 ◇
B11. My manager is open to my ideas	34	46	14	4		80%	-4	+3	-1
B12. My manager helps me to understand how I contribute to TRP's objectives	18	42	30	10		59%	-2	+1	-4 ◇
B13. Overall, I have confidence in the decisions made by my manager	24	45	20	9		69%	-3	0	-5 ◇
B14. My manager recognises when I have done my job well	34	44	15	6		78%	+2	+2	-2
B15. I receive regular feedback on my performance	19	48	18	11	4	67%	+6	+7 ◇	+1
B16. The feedback I receive helps me to improve my performance	17	40	32	9		57%	+2	-1	-5 ◇
B17. I think that my performance is evaluated fairly	16	51	25	5		67%	+2	+5 ◇	0
B18. Poor performance is dealt with effectively in my team	6	35	37	13	9	41%	-3	+4 ◇	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	39	42	15			81%	-2	-2	-4 ◇
B20. The people in my team work together to find ways to improve the service we provide	28	51	15	5		79%	-2	+1	-3
B21. The people in my team are encouraged to come up with new and better ways of doing things	26	44	21	8		71%	-3	+1	-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
Learning and development									
:Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	8	46	31	12		55%	-7	-1	-8 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	35	43	10		46%	-16 ◇	-2	-7 ◇
B24. There are opportunities for me to develop my career in TRP	5	16	27	30	22	21%	-13 ◇	-8 ◇	-15 ◇
B25. Learning and development activities I have completed while working for TRP are helping me to develop my career	10	29	33	21	7	40%	-3	-1	-7 ◇
Inclusion and fair treatment									
:Strength of association with engagement									
B26. I am treated fairly at work	31	51	12	4		82%	-3	+4 ◇	+1
B27. I am treated with respect by the people I work with	36	54	8			90%	-2	+6 ◇	+3 ◇
B28. I feel valued for the work I do	22	45	19	11		67%	-3	+7 ◇	+2
B29. I think that TRP respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29	45	21			75%	-10 ◇	+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	25	58	12	4		83%	0	+1	-3 ◇
B31. I get the information I need to do my job well	15	53	25	6		68%	+7	+1	-2
B32. I have clear work objectives	20	51	24	5		71%	-4	-3	-8 ◇
B33. I have the skills I need to do my job effectively	34	60	6			94%	+6 ◇	+6 ◇	+4 ◇
B34. I have the tools I need to do my job effectively	14	58	18	8		72%	-5	+1	-3 ◇
B35. I have an acceptable workload	11	46	18	19	6	58%	+6	-4 ◇	-9 ◇
B36. I achieve a good balance between my work life and my private life	14	43	21	17	5	58%	-6	-12 ◇	-16 ◇
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	5	27	28	26	13	32%	+3	-6 ◇	-13 ◇
B38. I am satisfied with the total benefits package	5	29	33	26	7	34%	-10 ◇	-5 ◇	-13 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	25	27	29	15	28%	-3	-3	-11 ◇

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 TRP as a whole is managed well	12	47	24	14	5	59%	+6	+18 ◇	+6 ◇
B41. Senior managers in TRP are sufficiently visible	17	48	18	10	7	65%	+8	+20 ◇	+5 ◇
B42. I believe the actions of senior managers are consistent with TRP's values	11	41	31	12	5	52%	+5	+12 ◇	0
B43. I believe that EXCOM has a clear vision for the future of TRP	10	32	39	13	6	42%	+8	+7 ◇	-5 ◇
B44. Overall, I have confidence in the decisions made by TRP's senior managers	10	40	32	14	4	50%	+5	+14 ◇	+3
B45. I feel that change is managed well in TRP	5	29	39	23	5	34%	-1	+7 ◇	-5 ◇
B46. When changes are made in TRP they are usually for the better	5	22	50	21	5	26%	-10 ◇	+3 ◇	-5 ◇
B47. TRP keeps me informed about matters that affect me	14	53	27	5	1	67%	+5	+12 ◇	+5 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	7	34	33	21	6	41%	+2	+9 ◇	+2
B49. I think it is safe to challenge the way things are done in TRP	11	45	26	12	5	57%	+6	+17 ◇	+10 ◇

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

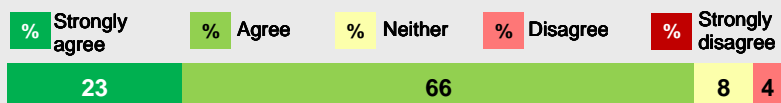
◇ indicates statistically significant difference from comparison

	 % 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 TRP	40	46	12			86%	+2	+31 ◇	+22 ◇
B51. I would recommend TRP as a great place to work	30	35	25	8		65%	-5	+24 ◇	+13 ◇
B52. I feel a strong personal attachment to TRP	39	34	22	4		73%	+3	+26 ◇	+19 ◇
B53. TRP inspires me to do the best in my job	26	32	25	10	6	58%	-5	+19 ◇	+10 ◇
B54. TRP motivates me to help it achieve its objectives	20	34	25	14	7	54%	-3	+18 ◇	+8 ◇
Taking action									
B55. I believe that senior managers in TRP will take action on the results from this survey	9	35	30	20	6	44%	-5	+7 ◇	-3
B56. I believe that managers where I work will take action on the results from this survey	9	38	33	15	5	47%	+1	+1	-6 ◇

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
+2	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

96%	2010 % Yes
0	Difference from previous survey
+18 ✧	Difference from CS2010

Your plans for the future

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

Statement	%	Difference from previous survey	Difference from CS2010
I want to leave TRP as soon as possible	10%	+7	+2
I want to leave TRP within the next 12 months	17%	+4	+6
I want to stay working for TRP for at least the next year	27%	0	+1
I want to stay working for TRP for at least the next three years	47%	-10	-8 ✧

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?	82	18	+15 ✧	+1
E02. Are you aware of how to raise a concern under the Civil Service Code?	57	43	+25 ✧	+5 ✧
E03. Are you confident that if you raised a concern under the Civil Service Code in TRP it would be investigated properly?	69	31	+7	+7 ✧

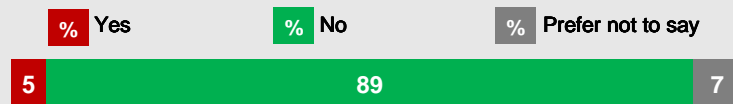
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✧ indicates statistically significant difference from comparison

All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?

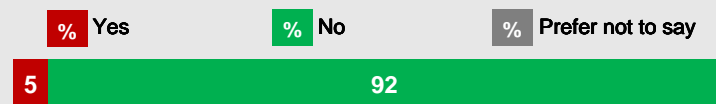


% Yes

3% | Previous survey

10% ^ | CS2010

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



% Yes

6% | 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)

Ground	Response count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, payband 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 F03.

F04. 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 your 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 '--'

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

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: ✧

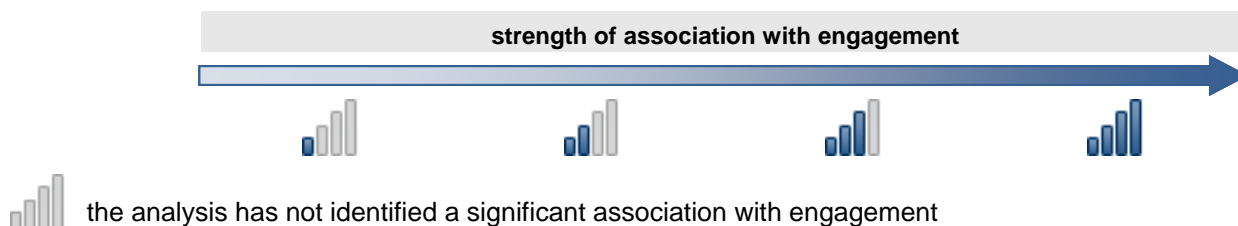
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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