

Your engagement index

71%

Difference from previous survey

+5 ✧

Difference from CS2012

+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 CS2012
B50. I am proud when I tell others I am part of TRP	84%	+8 ✧	+30 ✧
B51. I would recommend TRP as a great place to work	67%	+15 ✧	+21 ✧

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

B52. I feel a strong personal attachment to TRP	74%	+5	+30 ✧
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Strive: motivated to do the best for the organisation...










B53. TRP inspires me to do the best in my job	59%	+5	+18 ✧
B54. TRP motivates me to help it achieve its objectives	58%	+12 ✧	+20 ✧

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		42%	+2	+1	-8 ✧
My work		80%	+2	+7 ✧	+4
My line manager		74%	+7	+8 ✧	+5 ✧
Pay and benefits		24%	0	-6 ✧	-12 ✧
Learning and development		45%	+5	+1	-7 ✧
Resources and workload		77%	+5	+3	0
Organisational objectives and purpose		78%	+2	-4	-9 ✧
My team		82%	+5	+4	+1
Inclusion and fair treatment		83%	+2	+8 ✧	+6 ✧


✧ = 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 CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change	Strength of association with engagement: 		
B40. I feel that TRP as a whole is managed well	52%	+6	+10 ◇
B49. I think it is safe to challenge the way things are done in TRP	49%	-4	+9 ◇
B41. Senior managers in TRP are sufficiently visible	52%	+6	+4
B42. I believe the actions of senior managers are consistent with TRP's values	45%	+7	+3
B45. I feel that change is managed well in TRP	31%	+6	+2
B44. Overall, I have confidence in the decisions made by TRP's senior managers	40%	+2	+1
B47. TRP keeps me informed about matters that affect me	56%	+2	0
B46. When changes are made in TRP they are usually for the better	24%	+1	-1
B43. I believe that EXCOM has a clear vision for the future of TRP	38%	+8 ◇	-2
B48. I have the opportunity to contribute my views before decisions are made that affect me	31%	-13 ◇	-5

	% Positive	Diff. from previous survey	Difference from CS2012
My work	Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	65%	-5	+12 ◇
B03. My work gives me a sense of personal accomplishment	81%	+4	+8 ◇
B05. I have a choice in deciding how I do my work	80%	-1	+8 ◇
B02. I am sufficiently challenged by my work	82%	+12 ◇	+5 ◇
B01. I am interested in my work	93%	+2	+4 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
My line manager	Strength of association with engagement: 		
B13. Overall, I have confidence in the decisions made by my manager	86%	+13 ◇	+15 ◇
B10. My manager is considerate of my life outside work	95%	+13 ◇	+14 ◇
B15. I receive regular feedback on my performance	74%	+14 ◇	+11 ◇
B11. My manager is open to my ideas	89%	+5	+10 ◇
B14. My manager recognises when I have done my job well	87%	+2	+10 ◇
B17. I think that my performance is evaluated fairly	71%	+4	+8 ◇
B16. The feedback I receive helps me to improve my performance	66%	+7	+7 ◇
B09. My manager motivates me to be more effective in my job	72%	+10 ◇	+6 ◇
B12. My manager helps me to understand how I contribute to TRP's objectives	66%	+2	+6 ◇
B18. Poor performance is dealt with effectively in my team	36%	-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 CS2012	Difference from CS High Performers
My work									
:Strength of association with engagement									
B01. I am interested in my work	62	32	4			93%	+2	+4 ◇	+2
B02. I am sufficiently challenged by my work	35	47	10	7		82%	+12 ◇	+5 ◇	+1
B03. My work gives me a sense of personal accomplishment	41	40	8	10		81%	+4	+8 ◇	+3
B04. I feel involved in the decisions that affect my work	23	42	22	9	4	65%	-5	+12 ◇	+6
B05. I have a choice in deciding how I do my work	35	45	14			80%	-1	+8 ◇	+3
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of TRP's purpose	29	49	14	4		78%	-1	-6 ◇	-12 ◇
B07. I have a clear understanding of TRP's objectives	25	48	16	9		73%	0	-6 ◇	-12 ◇
B08. I understand how my work contributes to TRP's objectives	29	53	8	8		83%	+8 ◇	+1	-4

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 CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	25	47	21	5		72%	+10 ◇	+6 ◇	+3
B10. My manager is considerate of my life outside work	45	50		4		95%	+13 ◇	+14 ◇	+11 ◇
B11. My manager is open to my ideas	42	47	5			89%	+5	+10 ◇	+7 ◇
B12. My manager helps me to understand how I contribute to TRP's objectives	18	48	24	7		66%	+2	+6 ◇	0
B13. Overall, I have confidence in the decisions made by my manager	34	52	8	4		86%	+13 ◇	+15 ◇	+11 ◇
B14. My manager recognises when I have done my job well	37	50	8	4		87%	+2	+10 ◇	+7 ◇
B15. I receive regular feedback on my performance	21	53	15	11		74%	+14 ◇	+11 ◇	+6 ◇
B16. The feedback I receive helps me to improve my performance	17	49	26	7		66%	+7	+7 ◇	+3
B17. I think that my performance is evaluated fairly	20	51	22	5		71%	+4	+8 ◇	+3
B18. Poor performance is dealt with effectively in my team	7	30	38	24		36%	-4	-1	-5

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	48	10	4		86%	+4	+3	0
B20. The people in my team work together to find ways to improve the service we provide	29	55	10	4		85%	+5	+6 ◇	+3
B21. The people in my team are encouraged to come up with new and better ways of doing things	24	51	15	9		75%	+5	+4	-1

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

B22. I am able to access the right learning and development opportunities when I need to	10	55	24	8	65%	+14 ◇	+7 ◇	0
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	38	40	8	47%	+6	+1	-4
B24. There are opportunities for me to develop my career in TRP	15	36	25	22	17%	-4	-18 ◇	-25 ◇
B25. Learning and development activities I have completed while working for TRP are helping me to develop my career	7	44	31	12	51%	+3	+11 ◇	+4

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	37	46	10	7	84%	+1	+5 ◇	+2
B27. I am treated with respect by the people I work with	45	41	12	2	86%	-4	+2	-1
B28. I feel valued for the work I do	30	52	10	5	83%	+9 ◇	+21 ◇	+16 ◇
B29. I think that TRP respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	37	43	17	3	80%	+1	+9 ◇	+2

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 CS2012	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	29	55	12			85%	+6	+1	-2
B31. I get the information I need to do my job well	18	51	15	13		70%	0	+1	-3
B32. I have clear work objectives	23	62	8	7		85%	+18 ◇	+10 ◇	+5 ◇
B33. I have the skills I need to do my job effectively	38	53	8			91%	-3	+3	+1
B34. I have the tools I need to do my job effectively	20	53	16	11		73%	-1	+2	-2
B35. I have an acceptable workload	13	50	16	14	7	63%	+5	+3	-2
B36. I achieve a good balance between my work life and my private life	19	51	16	10	4	70%	+12 ◇	+2	-3

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	23	24	30	21		24%	+4	-6 ◇	-12 ◇
B38. I am satisfied with the total benefits package	20	35	33	10		22%	-3	-11 ◇	-17 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	22	32	23		24%	-1	-2	-9 ◇

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 CS2012	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	40	26	16	5	52%	+6	+10 ◇	-5
B41. Senior managers in TRP are sufficiently visible	13	38	26	14	8	52%	+6	+4	-9 ◇
B42. I believe the actions of senior managers are consistent with TRP's values	11	34	29	16	10	45%	+7	+3	-9 ◇
B43. I believe that EXCOM has a clear vision for the future of TRP		36	37	18	7	38%	+8 ◇	-2	-13 ◇
B44. Overall, I have confidence in the decisions made by TRP's senior managers	10	30	35	16	9	40%	+2	+1	-11 ◇
B45. I feel that change is managed well in TRP		30	33	22	14	31%	+6	+2	-8 ◇
B46. When changes are made in TRP they are usually for the better		22	46	19	11	24%	+1	-1	-11 ◇
B47. TRP keeps me informed about matters that affect me	9	47	26	13	4	56%	+2	0	-8 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	9	22	42	19	9	31%	-13 ◇	-5	-11 ◇
B49. I think it is safe to challenge the way things are done in TRP	11	38	27	18	5	49%	-4	+9 ◇	+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 CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of TRP	47	37	12			84%	+8 ◇	+30 ◇	+20 ◇
B51. I would recommend TRP as a great place to work	27	40	23	4	5	67%	+15 ◇	+21 ◇	+10 ◇
B52. I feel a strong personal attachment to TRP	37	37	17	5		74%	+5	+30 ◇	+22 ◇
B53. TRP inspires me to do the best in my job	25	34	31	8		59%	+5	+18 ◇	+10 ◇
B54. TRP motivates me to help it achieve its objectives	16	42	27	11		58%	+12 ◇	+20 ◇	+11 ◇
Taking action									
B55. I believe that senior managers in TRP will take action on the results from this survey	8	37	25	18	12	45%	+9 ◇	+2	-9 ◇
B56. I believe that managers where I work will take action on the results from this survey	8	45	29	14	4	52%	+8	0	-7 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	17		57	12	12	20%	-11 ◇	-12 ◇	-20 ◇

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 CS2012	Difference from CS High Performers
I want to leave TRP as soon as possible		9%	0	+1	-1
I want to leave TRP within the next 12 months		17%	+1	+5	+1
I want to stay working for TRP for at least the next year		30%	-3	+2	-4
I want to stay working for TRP for at least the next three years		43%	+1	-8 [^]	-16 [^]

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers	
D01. Are you aware of the Civil Service Code?		83	17	83%	-2	-6 [^]	-11 [^]
D02. Are you aware of how to raise a concern under the Civil Service Code?		58	42	58%	+6	-5	-11 [^]
D03. Are you confident that if you raised a concern under the Civil Service Code in TRP it would be investigated properly?		63	37	63%	+1	-4	-9 [^]

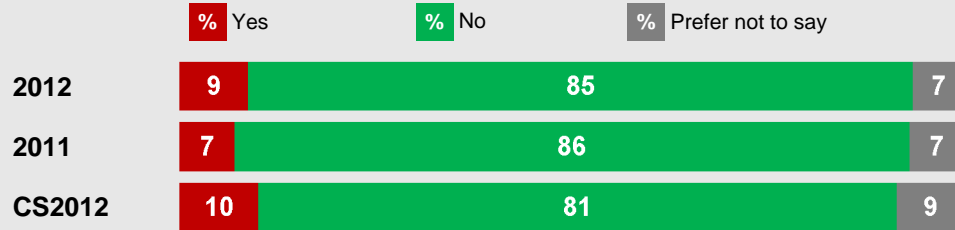
[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

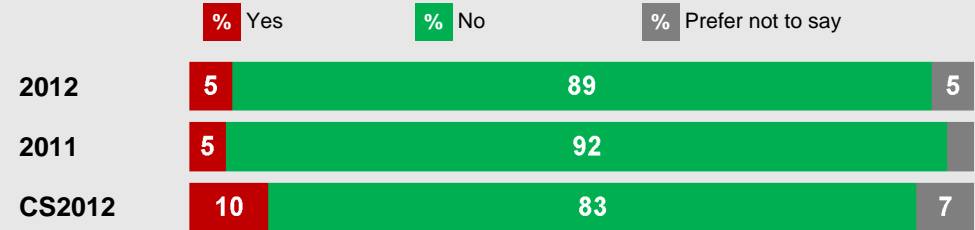
All questions by theme

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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✧

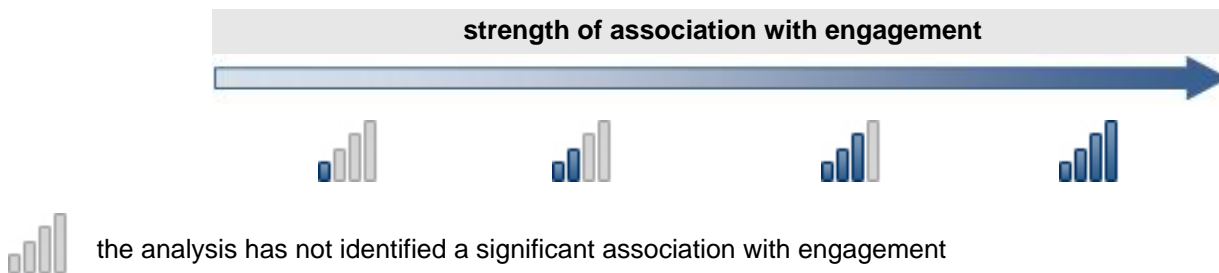
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2012 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.