



Your engagement index

53%

Difference from previous survey	Difference from CS2012	Difference from CS High Performers
+4 ✧	-5 ✧	-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 the SFO	57%	+5 ✧	+4 ✧
B51. I would recommend the SFO as a great place to work	35%	+6 ✧	-12 ✧

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

B52. I feel a strong personal attachment to the SFO	53%	+6 ✧	+9 ✧
---	-----	------	------

Strive: motivated to do the best for the organisation...

B53. The SFO inspires me to do the best in my job	36%	+7 ✧	-5 ✧
B54. The SFO motivates me to help it achieve its objectives	29%	+3	-9 ✧

✧ = 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		28%	+15 ✧	-13 ✧	-22 ✧
My work		64%	+2	-9 ✧	-12 ✧
My line manager		55%	-3	-11 ✧	-14 ✧
Learning and development		29%	0	-15 ✧	-23 ✧
Resources and workload		64%	+1	-10 ✧	-13 ✧
Organisational objectives and purpose		75%	+11 ✧	-7 ✧	-12 ✧
Inclusion and fair treatment		64%	+6 ✧	-10 ✧	-13 ✧
My team		67%	-1	-11 ✧	-14 ✧
Pay and benefits		19%	-2	-11 ✧	-17 ✧

✧ = 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: 		
B43. I believe that the board has a clear vision for the future of the SFO	36%	+25 ◇	-4 ◇
B44. Overall, I have confidence in the decisions made by the SFO's senior managers	34%	+24 ◇	-5 ◇
B42. I believe the actions of senior managers are consistent with the SFO's values	34%	+20 ◇	-8 ◇
B46. When changes are made in the SFO they are usually for the better	17%	+4 ◇	-8 ◇
B45. I feel that change is managed well in the SFO	19%	+7 ◇	-10 ◇
B40. I feel that the SFO as a whole is managed well	32%	+18 ◇	-11 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	21%	+13 ◇	-15 ◇
B49. I think it is safe to challenge the way things are done in the SFO	25%	+15 ◇	-15 ◇
B41. Senior managers in the SFO are sufficiently visible	28%	+15 ◇	-20 ◇
B47. The SFO keeps me informed about matters that affect me	34%	+14 ◇	-23 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
My work	Strength of association with engagement: 		
B01. I am interested in my work	89%	-1	-1
B03. My work gives me a sense of personal accomplishment	70%	+5 ◇	-3
B05. I have a choice in deciding how I do my work	61%	+1	-11 ◇
B02. I am sufficiently challenged by my work	64%	-2	-12 ◇
B04. I feel involved in the decisions that affect my work	38%	+6 ◇	-15 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
My line manager	Strength of association with engagement: 		
B18. Poor performance is dealt with effectively in my team	34%	-1	-3
B10. My manager is considerate of my life outside work	75%	-2	-5 ◇
B17. I think that my performance is evaluated fairly	54%	+1	-9 ◇
B14. My manager recognises when I have done my job well	68%	+2	-9 ◇
B11. My manager is open to my ideas	69%	-2	-10 ◇
B13. Overall, I have confidence in the decisions made by my manager	61%	-6 ◇	-11 ◇
B09. My manager motivates me to be more effective in my job	53%	-3	-12 ◇
B16. The feedback I receive helps me to improve my performance	44%	-4	-16 ◇
B12. My manager helps me to understand how I contribute to the SFO's objectives	44%	-4	-17 ◇
B15. I receive regular feedback on my performance	45%	-6 ◇	-18 ◇

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 CS2012	Difference from CS High Performers
B01. I am interested in my work	44	44	7			89%	-1	-1	-3 ◇
B02. I am sufficiently challenged by my work	21	43	15	14	8	64%	-2	-12 ◇	-16 ◇
B03. My work gives me a sense of personal accomplishment	23	47	13	10	6	70%	+5 ◇	-3	-8 ◇
B04. I feel involved in the decisions that affect my work	9	29	25	25	13	38%	+6 ◇	-15 ◇	-22 ◇
B05. I have a choice in deciding how I do my work	12	48	20	13	6	61%	+1	-11 ◇	-17 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the SFO's purpose	26	54	11	5		80%	+11 ◇	-4 ◇	-10 ◇
B07. I have a clear understanding of the SFO's objectives	22	49	18	5	6	71%	+12 ◇	-8 ◇	-14 ◇
B08. I understand how my work contributes to the SFO's objectives	23	50	15	7	5	73%	+11 ◇	-8 ◇	-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



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	15	39	19	15	13	53%	-3	-12 ◇	-15 ◇
B10. My manager is considerate of my life outside work	29	47	14	5	6	75%	-2	-5 ◇	-8 ◇
B11. My manager is open to my ideas	22	46	16	7	8	69%	-2	-10 ◇	-13 ◇
B12. My manager helps me to understand how I contribute to the SFO's objectives	13	30	33	11	12	44%	-4	-17 ◇	-22 ◇
B13. Overall, I have confidence in the decisions made by my manager	19	42	18	9	12	61%	-6 ◇	-11 ◇	-15 ◇
B14. My manager recognises when I have done my job well	23	45	15	8	9	68%	+2	-9 ◇	-11 ◇
B15. I receive regular feedback on my performance	12	33	24	16	15	45%	-6 ◇	-18 ◇	-23 ◇
B16. The feedback I receive helps me to improve my performance	13	31	30	14	12	44%	-4	-16 ◇	-19 ◇
B17. I think that my performance is evaluated fairly	14	39	21	15	11	54%	+1	-9 ◇	-14 ◇
B18. Poor performance is dealt with effectively in my team	6	28	33	14	18	34%	-1	-3	-8 ◇

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	22	52	15	8		74%	-2	-9 ◇	-12 ◇
B20. The people in my team work together to find ways to improve the service we provide	18	49	19	8	5	68%	-3	-11 ◇	-14 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	16	44	23	8	8	60%	+1	-11 ◇	-16 ◇

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
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	5	27	24	25	18	33%	-1	-25 ◇	-32 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	23	29	19	22	30%	-4	-15 ◇	-21 ◇
B24. There are opportunities for me to develop my career in the SFO	5	20	19	23	33	25%	+7 ◇	-11 ◇	-18 ◇
B25. Learning and development activities I have completed while working for the SFO are helping me to develop my career	6	22	26	21	25	28%	0	-12 ◇	-18 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	19	47	14	9	11	66%	+8 ◇	-12 ◇	-15 ◇
B27. I am treated with respect by the people I work with	22	52	15	6	6	73%	-2	-11 ◇	-13 ◇
B28. I feel valued for the work I do	14	40	20	11	14	54%	+9 ◇	-8 ◇	-13 ◇
B29. I think that the SFO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	17	47	20	6	10	64%	+8 ◇	-7 ◇	-14 ◇

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
Resources and workload									
 :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	17	56	15	7	5	73%	+4	-10 ◇	-13 ◇
B31. I get the information I need to do my job well	9	41	26	15	8	50%	-1	-18 ◇	-22 ◇
B32. I have clear work objectives	11	45	19	15	10	56%	+1	-19 ◇	-23 ◇
B33. I have the skills I need to do my job effectively	25	57	12	5		82%	-1	-6 ◇	-9 ◇
B34. I have the tools I need to do my job effectively	10	44	22	16	8	54%	-1	-18 ◇	-22 ◇
B35. I have an acceptable workload	11	51	18	13	7	62%	-1	+1	-4 ◇
B36. I achieve a good balance between my work life and my private life	18	54	15	8	5	72%	+3	+5 ◇	-1
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	20	14	34	30		22%	0	-8 ◇	-14 ◇
B38. I am satisfied with the total benefits package	17	22	31	28		19%	-4 ◇	-14 ◇	-20 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	13	18	28	40		14%	-3	-12 ◇	-18 ◇

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

Leadership and managing change

 : 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
B40. I feel that the SFO as a whole is managed well	5	27	36	15	17	32%	+18 ◇	-11 ◇	-25 ◇
B41. Senior managers in the SFO are sufficiently visible		25	25	26	21	28%	+15 ◇	-20 ◇	-32 ◇
B42. I believe the actions of senior managers are consistent with the SFO's values		30	42	11	13	34%	+20 ◇	-8 ◇	-20 ◇
B43. I believe that the board has a clear vision for the future of the SFO	8	28	38	12	14	36%	+25 ◇	-4 ◇	-15 ◇
B44. Overall, I have confidence in the decisions made by the SFO's senior managers	7	27	36	13	18	34%	+24 ◇	-5 ◇	-17 ◇
B45. I feel that change is managed well in the SFO		18	36	26	18	19%	+7 ◇	-10 ◇	-19 ◇
B46. When changes are made in the SFO they are usually for the better		16	45	25	14	17%	+4 ◇	-8 ◇	-19 ◇
B47. The SFO keeps me informed about matters that affect me		32	32	18	17	34%	+14 ◇	-23 ◇	-30 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me		19	31	27	21	21%	+13 ◇	-15 ◇	-21 ◇
B49. I think it is safe to challenge the way things are done in the SFO		23	34	18	23	25%	+15 ◇	-15 ◇	-21 ◇

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 the SFO	13	44	30	7	7	57%	+5 ◇	+4 ◇	-7 ◇
B51. I would recommend the SFO as a great place to work	5	30	34	16	15	35%	+6 ◇	-12 ◇	-23 ◇
B52. I feel a strong personal attachment to the SFO	17	37	25	9	12	53%	+6 ◇	+9 ◇	+1
B53. The SFO inspires me to do the best in my job	8	28	33	14	16	36%	+7 ◇	-5 ◇	-13 ◇
B54. The SFO motivates me to help it achieve its objectives	6	24	38	16	17	29%	+3	-9 ◇	-18 ◇
Taking action									
B55. I believe that senior managers in the SFO will take action on the results from this survey	5	23	25	20	28	28%	+17 ◇	-15 ◇	-26 ◇
B56. I believe that managers where I work will take action on the results from this survey	6	26	25	19	24	32%	+7 ◇	-20 ◇	-28 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	4	36	23	36		6%	-1	-26 ◇	-34 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave the SFO as soon as possible		17%	-2	+9	+7
I want to leave the SFO within the next 12 months		21%	-5	+9 ^	+5 ^
I want to stay working for the SFO for at least the next year		35%	+4	+6 ^	0
I want to stay working for the SFO for at least the next three years		27%	+3	-24 ^	-32 ^

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?		15	85%	+1	-3 ^	-9 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		43	57%	-1	-6 ^	-12 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the SFO it would be investigated properly?		52	48%	+9 ^	-19 ^	-24 ^

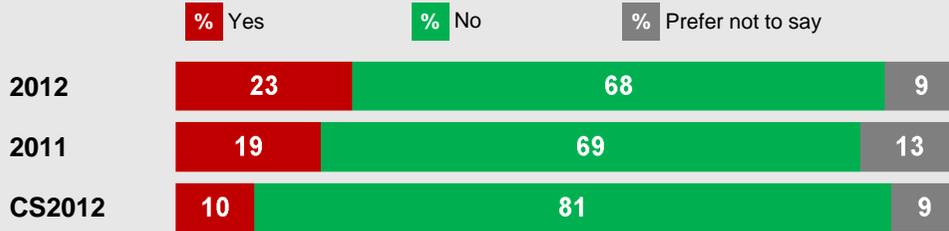
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

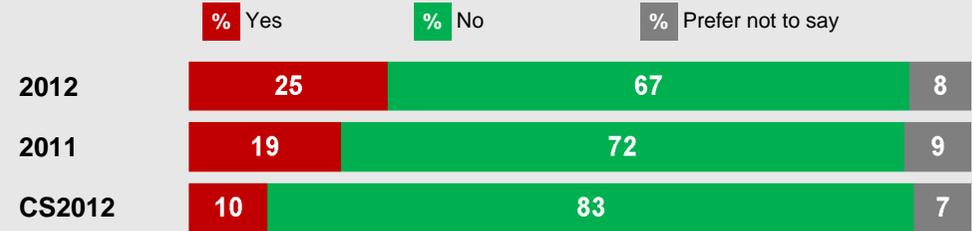
All questions by theme

Discrimination, harassment and bullying

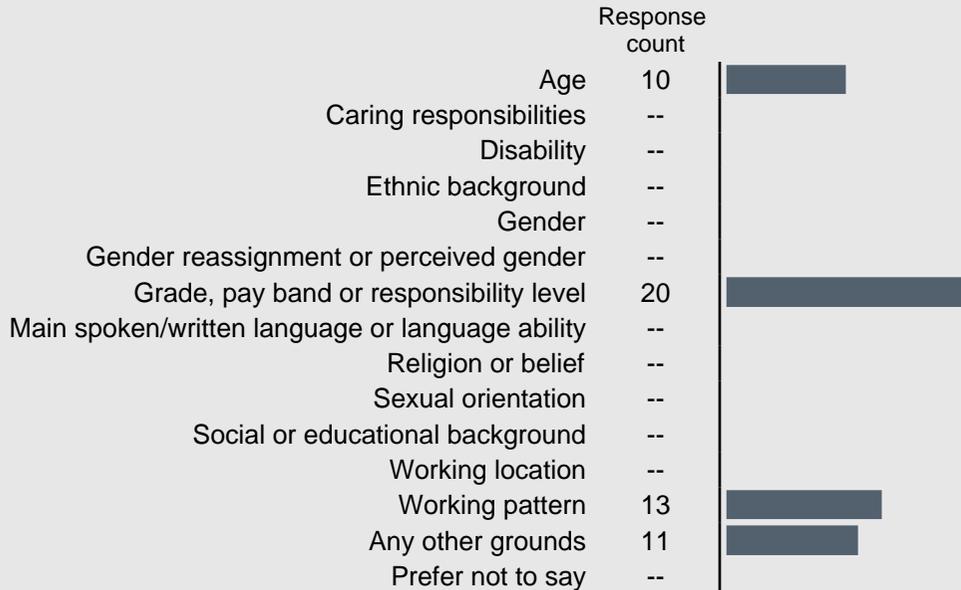
E01. During the past 12 months, have you personally experienced discrimination at work?



E03. During the past 12 months, have you personally experienced bullying or harassment at work?

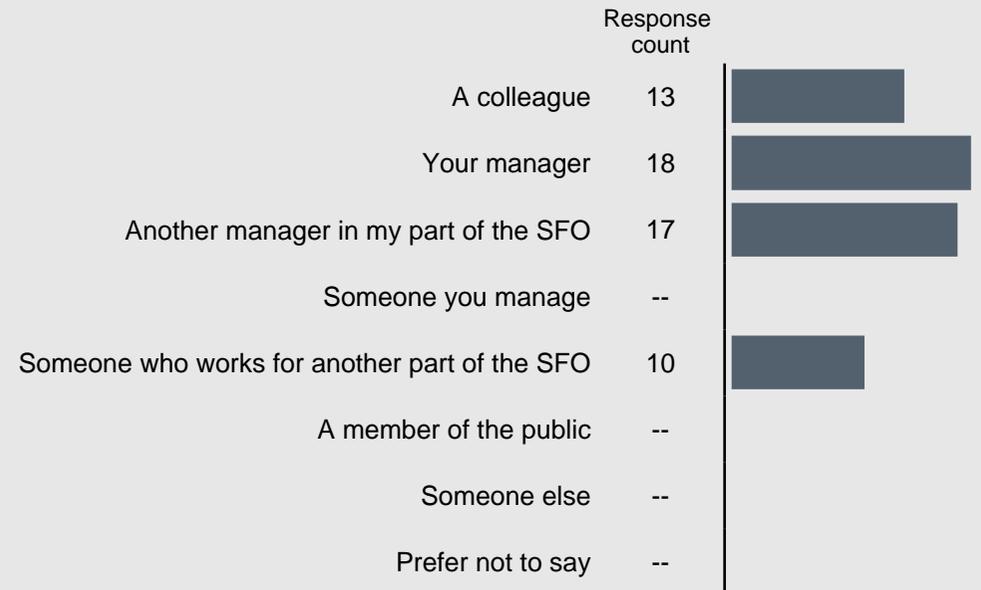


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



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: ✦

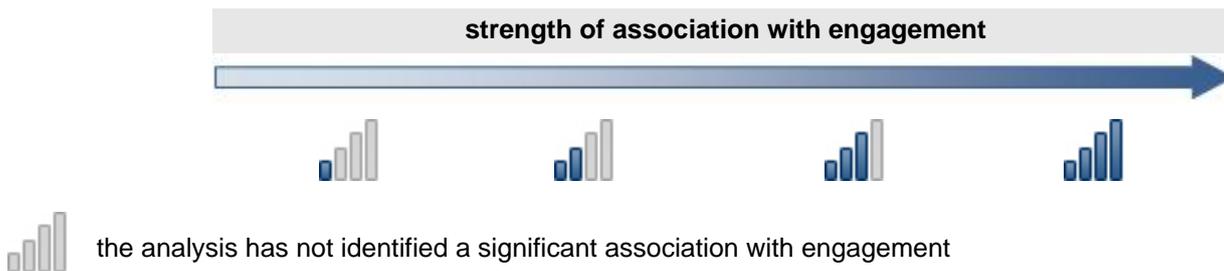
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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