



CIVILSERVICE

Civil Service People Survey 2011

Summary of findings

February 2012

Cabinet Office

The Civil Service People Survey (CSPS) is an annual survey open to all Civil Servants and those that work for Civil Service organisations. The 2011 survey was completed by 299,410 people working in 97 organisations.

The CSPS is delivered through a single procurement process and replaced over 100 separate exercises carried out in organisations prior to the establishment of the cross-Civil Service survey approach in 2009. The 2011 survey costs just 38% of the previous spend by Civil Service organisations for separate staff surveys.

Running a single survey provides comparable and robust metrics that help us to understand how we can improve our employees' levels of engagement across the Civil Service by:

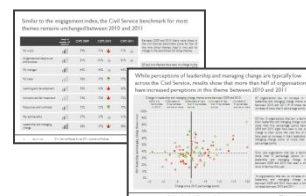
- *Driving performance* - providing consistent metrics on the quality of leaders and their ability to manage change in their organisation
- *Benchmarking and transparency* – we are able to benchmark performance within the Civil Service and compare our results with external organisations
- *Coordinating staff feedback* – every employee has an equal opportunity to contribute their views. Over 8,000 reports are produced allowing action to be taken at all levels from individual teams to corporate management groups.

1. Employee Engagement in the Civil Service



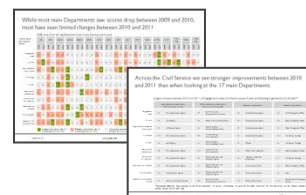
The first section (pages 3-9) covers what employee engagement means in the Civil Service, how we measure it, and a summary of the 2011 results.

2. The drivers of engagement



The second section (pages 10-16) looks at how we can improve employee engagement by taking action to improve employees experiences of work.

3. Organisational comparisons



The third section (pages 17-25) provides a summary of organisation scores; looking first at the results of main Whitehall departments and then for the wider Civil Service.

4. The impact of engagement



The fourth section (pages 26-28) summarises the results of analysis investigating the relationship between engagement and sickness absence in the Civil Service, and external evidence on the relationship to performance.

5. Technical Annex

The technical annex (pages 29-35) provides a brief overview of the scope, coverage and methodology of the Civil Service People Survey.



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Employee Engagement in the Civil Service

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The drivers of engagement

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Organisational comparisons

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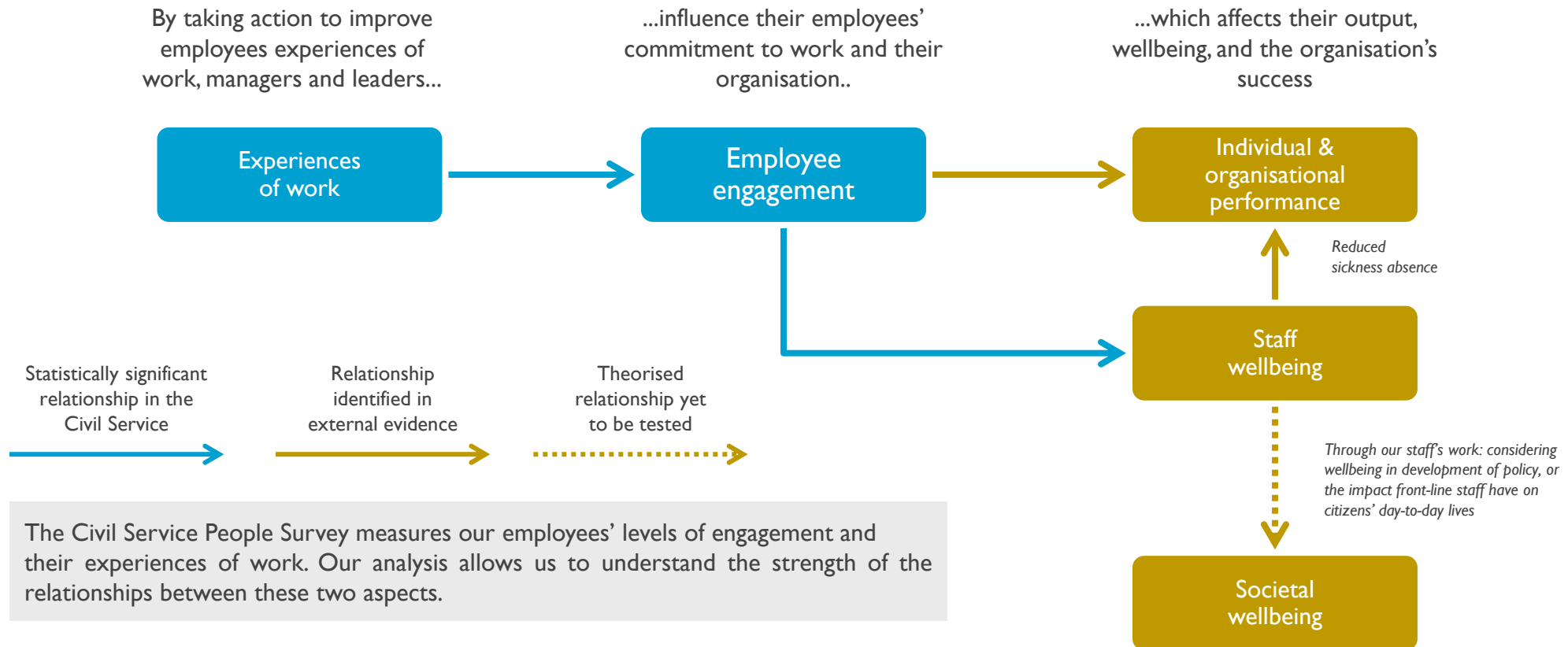
The impact of engagement

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Technical annex

This section covers what employee engagement means in the Civil Service, how we measure it, and a summary of the 2011 results.

The analytical framework of the People Survey is focused around measuring employee engagement and the experiences of work that affect employees' levels of engagement so that we can improve performance



The Civil Service People Survey measures our employees' levels of engagement and their experiences of work. Our analysis allows us to understand the strength of the relationships between these two aspects.

External evidence demonstrates a relationship between engagement and both organisational performance and staff wellbeing. Our analysis has found a statistically significant relationship between engagement and sickness absence in the Civil Service and with levels of Civil Servant's subjective wellbeing.

Engagement is an employee's emotional response to the organisation they work for; we measure this using five questions based on how an engaged employee in the Civil Service should feel towards their organisation

The Civil Service's five employee engagement index questions were developed following reviews of the academic and management literature on employee engagement and other employee engagement surveys; analysis of pathfinder and pilot surveys run in the Civil Service; and, consultations with analysts, managers and HR practitioners across the Civil Service.

Aspect	Question
An engaged employee feels proud to be associated with the organisation, by feeling part of the organisation rather than just 'working for' it	B50. I am proud when I tell others I am part of [my organisation]
An engaged employee will be an advocate of their organisation and the way it works	B51. I would recommend [my organisation] as a great place to work
An engaged employee has a strong, and emotional, sense of belonging to their organisation	B52. I feel a strong personal attachment to [my organisation]
An engaged employee will contribute their best, and it is important that the organisation plays a role in inspiring this	B53. [My organisation] inspires me to do the best in my job
An engaged employee is committed to ensuring the organisation succeeds	B54. [My organisation] motivates me to help it achieve its objectives

Despite a challenging operating context the cross-Civil Service engagement index has remained unchanged between 2010 and 2011

58%

2009
Civil Service
engagement index

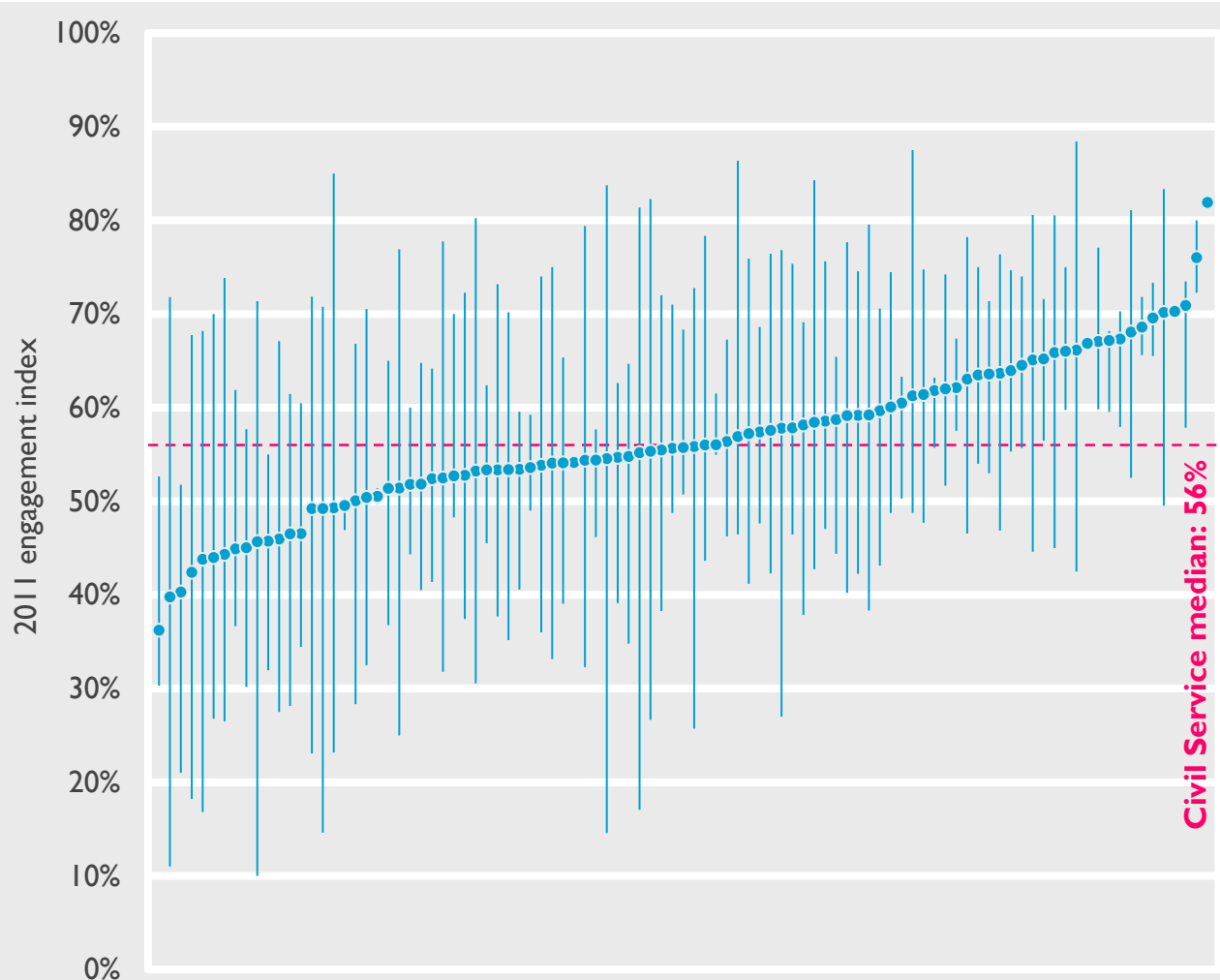
56%

2010
Civil Service
engagement index

56%

2011
Civil Service
engagement index

There is as much variation in engagement within organisations as there is between organisations; even organisations with an engagement index of less than 50% have some units above the Civil Service benchmark



Each of the dots on the chart represents one of the 97 organisations that participated in the 2011 Civil Service People Survey.

To enable effective action planning and management accountability the People Survey results can be divided into more than 8,000 units across the Civil Service. The limits of the bars show the highest and lowest scoring units within each organisation.

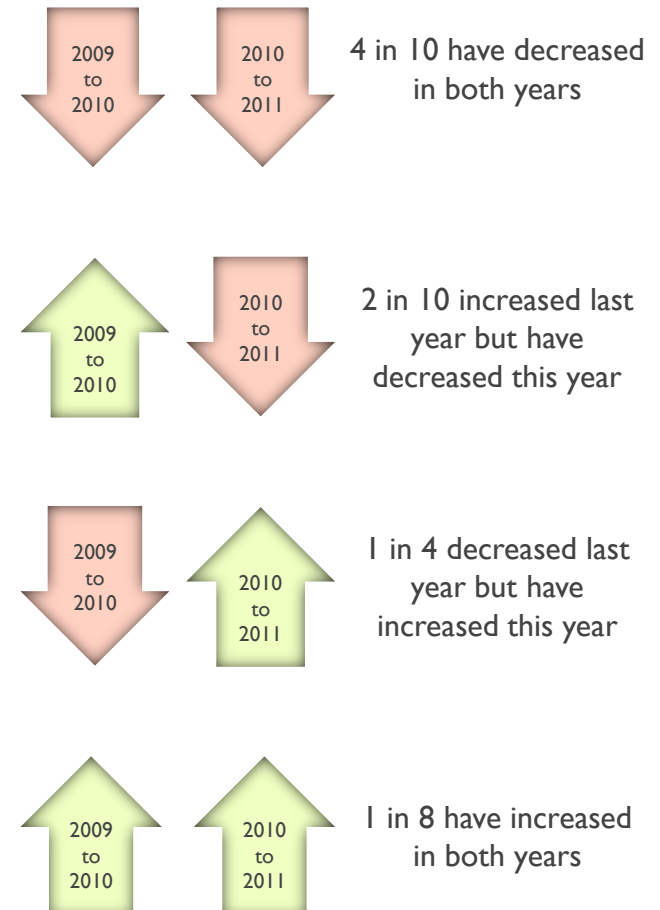
In organisations whose overall engagement index is above the Civil Service benchmark 79% of their sub-units are also above the benchmark. While in organisations whose engagement index is below the Civil Service benchmark only 17% of units are above the benchmark.

The highest unit engagement index is 88%, 27 other units had an index score over 80%, and a further 3% of units had an index score of between 70% and 80%. The lowest unit engagement index was 10%, only 14 other units had an index score below 20%, and a further 3% of units had an index score of between 20% and 30%.

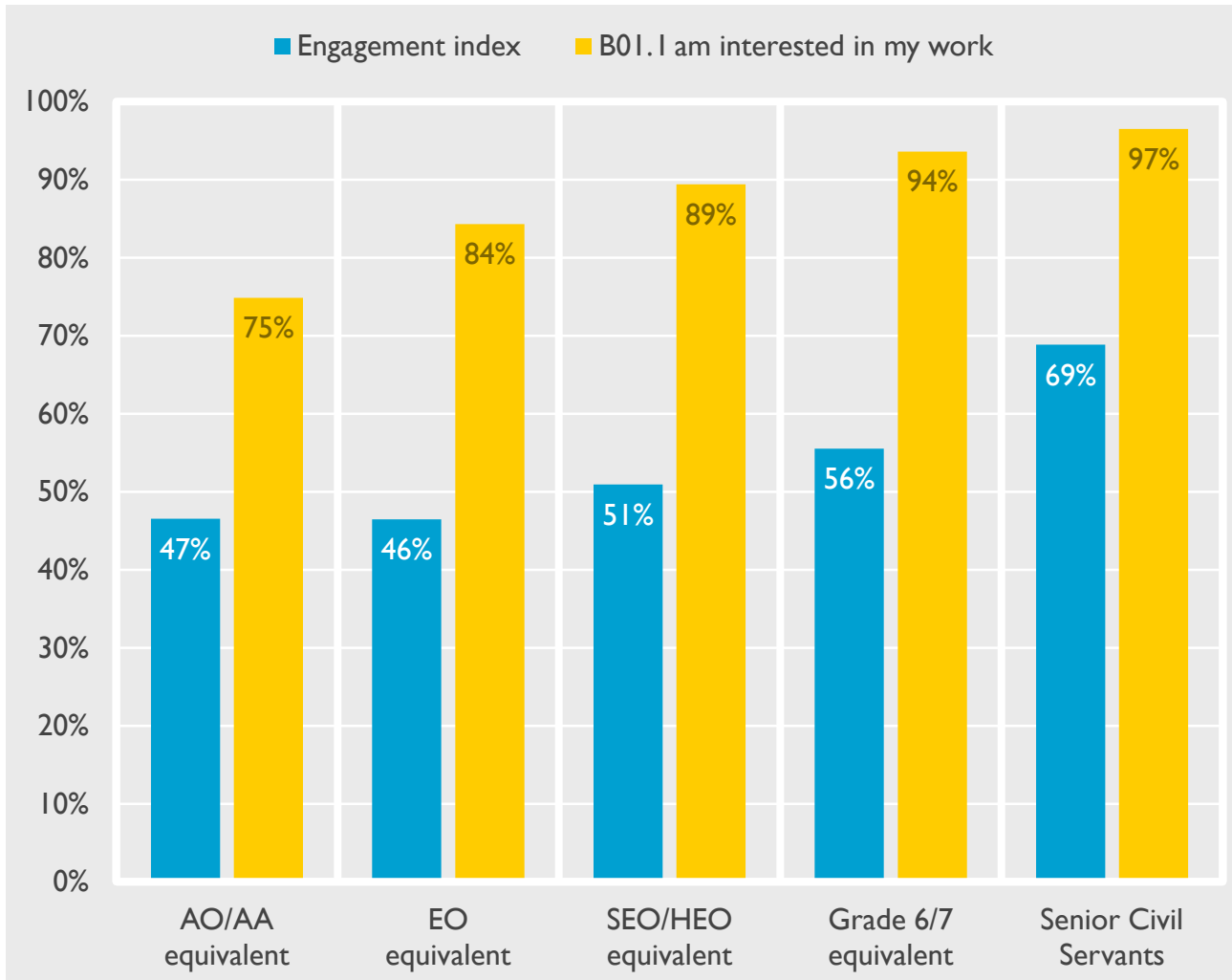
Most organisations have seen a change in their engagement index of less than 5 percentage points, similar to last year; a quarter of organisations saw a decline last year but have improved this year



Of the 74 organisations that can be tracked over the three years of the CSPS:



While junior staff tend to be less engaged with their organisation, three quarters of staff in administrative grades are interested in their work



The difference between Senior Civil Servants and Grade 6/7 equivalent staff when asked about interest in their work is only 3 percentage points. However, when looking at their engagement scores the difference between the two groups is 13 percentage points.

The difference between Grade 6/7 equivalent staff and SEO/HEO equivalent staff is five percentage points when looking at either work interest or employee engagement. The same pattern is seen when comparing the results of SEO/HEO equivalent staff to those of EO equivalent staff.

There is only a 1 percentage point difference between EO equivalent staff and AO/AA equivalent staff when looking at the engagement index. However, there is a 9 percentage point difference in their level of interest in their work



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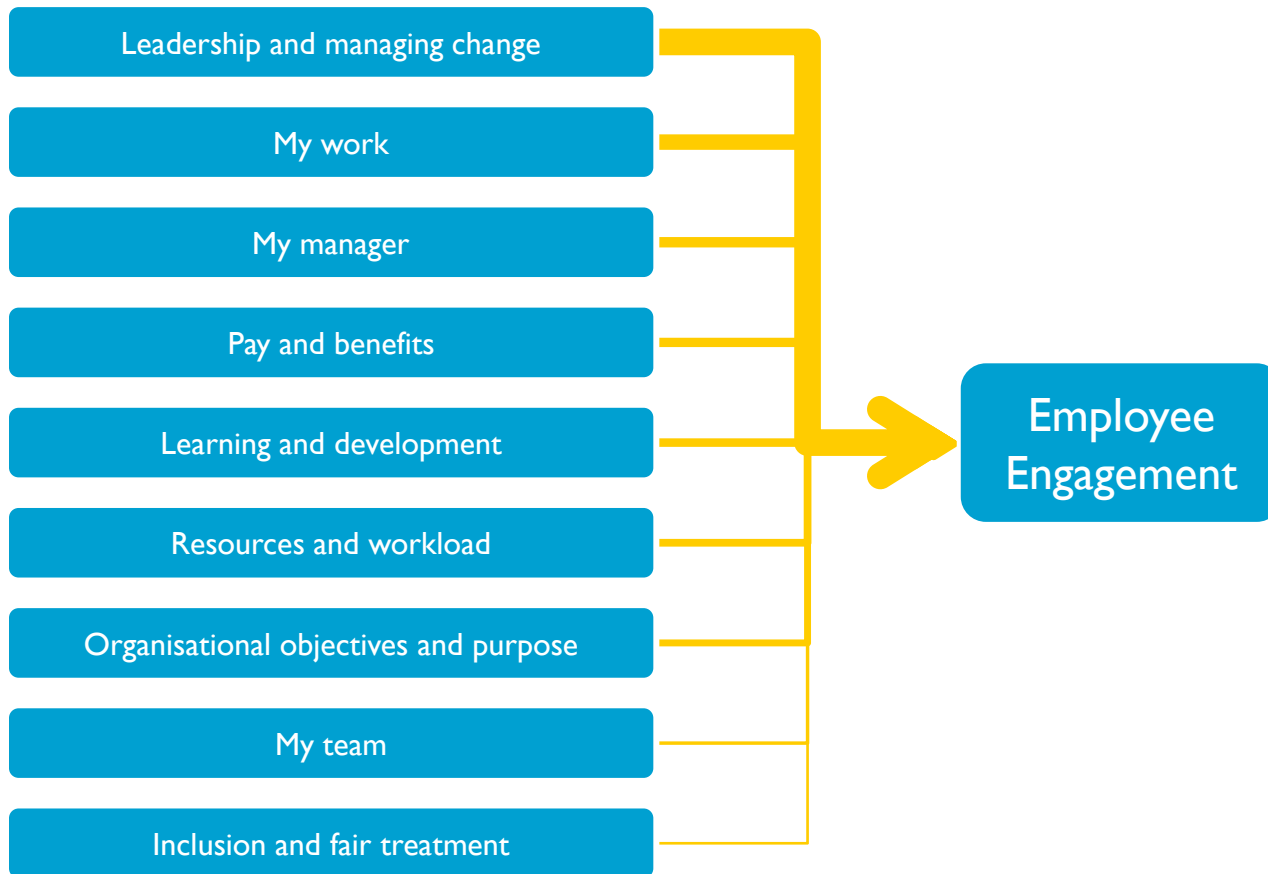
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Technical annex

Employee engagement is a response and not something that can be directly acted on. This section summarises the results of our questions about the experiences of work – the drivers of engagement.

Engagement is an employee's emotional response to the organisation they work for; by measuring their experiences of work we can take action on the key aspects that drive improvements in engagement



In addition to the five engagement questions, the Civil Service People Survey includes 49 questions about employees' experiences of work. Statistical analysis shows that these questions can be grouped into nine themes.

We carry out statistical analysis to look at the relationship between employee engagement and the nine experience of work themes. This analysis, called driver analysis, allows us to understand which themes have the strongest association with engagement and therefore should be the focus for action.

Analysis across the Civil Service shows that the three themes with the strongest relationship with engagement are: leadership and managing change, my work, and my manager.

Like the engagement index, the Civil Service benchmark for most themes remains unchanged between 2010 and 2011

	Strength of association with engagement	CSPS 2009	CSPS 2010	CSPS 2011
My work		75%	71%	71%
Organisational objectives and purpose		81%	81%	81%
My manager		64%	64%	64%
My team		76%	77%	77%
Learning and development		50%	43%	43%
Inclusion and fair treatment		74%	73%	73%
Resources and workload		72%	73%	73%
Pay and benefits		37%	37%	31%
Leadership and managing change		38%	37%	38%

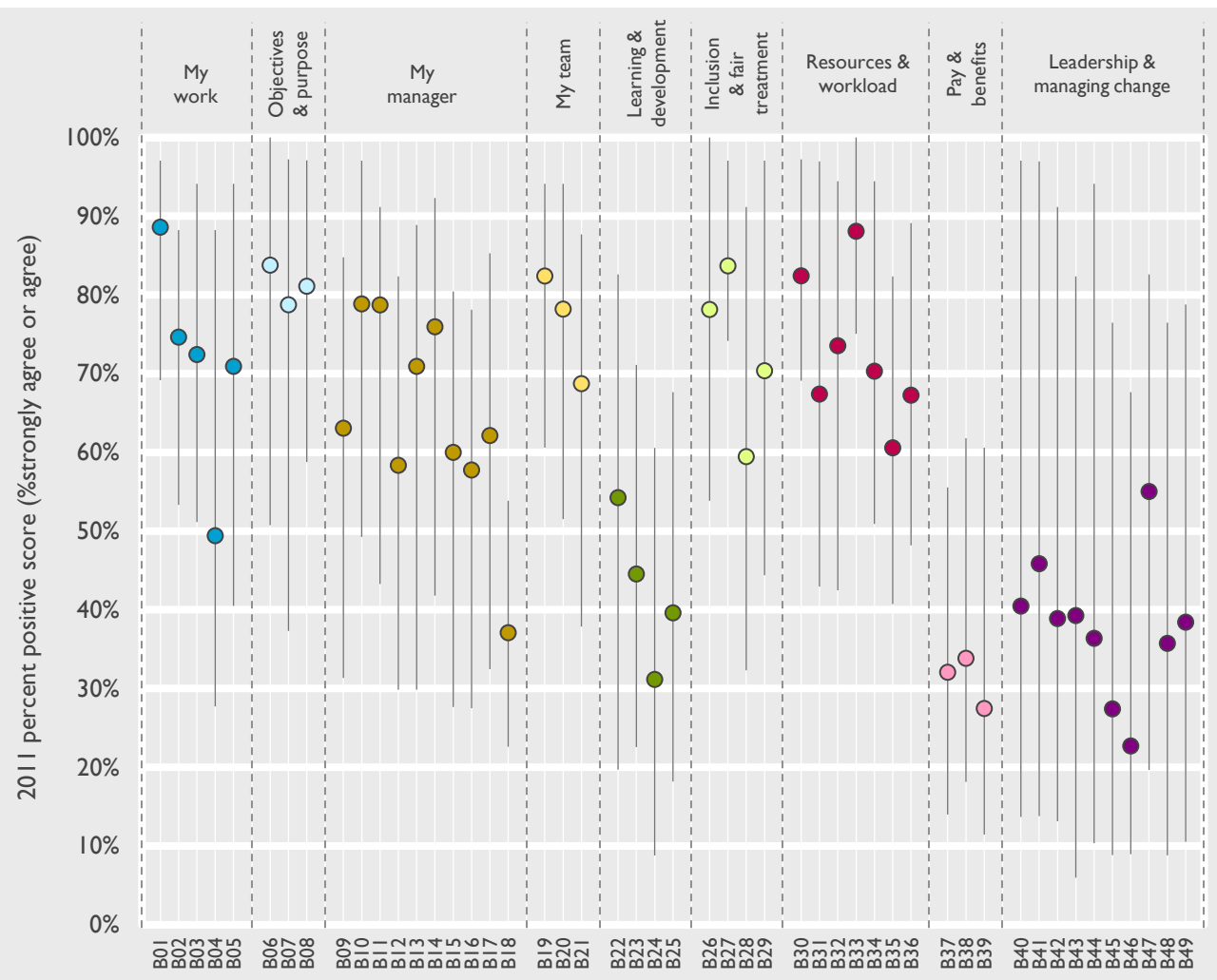
Between 2009 and 2010 there were drops in the Civil Service benchmark score for four of the nine driver themes, rises in two, and no change in the benchmark for three themes.

All but two themes have seen no change in the Civil Service benchmark score between 2010 and 2011.

The Civil Service benchmark score for “leadership and managing change” has risen by one percentage point between 2010 and 2011. This returns the benchmark score to its 2009 position after a one percentage point decline between 2009 and 2010.

The only theme to see a decline in the Civil Service benchmark score between 2010 and 2011 was “pay and benefits”, which has seen a 6 percentage point drop since last year.

There is noticeable variation of question scores within the nine themes, and the Civil Service benchmark masks large ranges in organisational performance



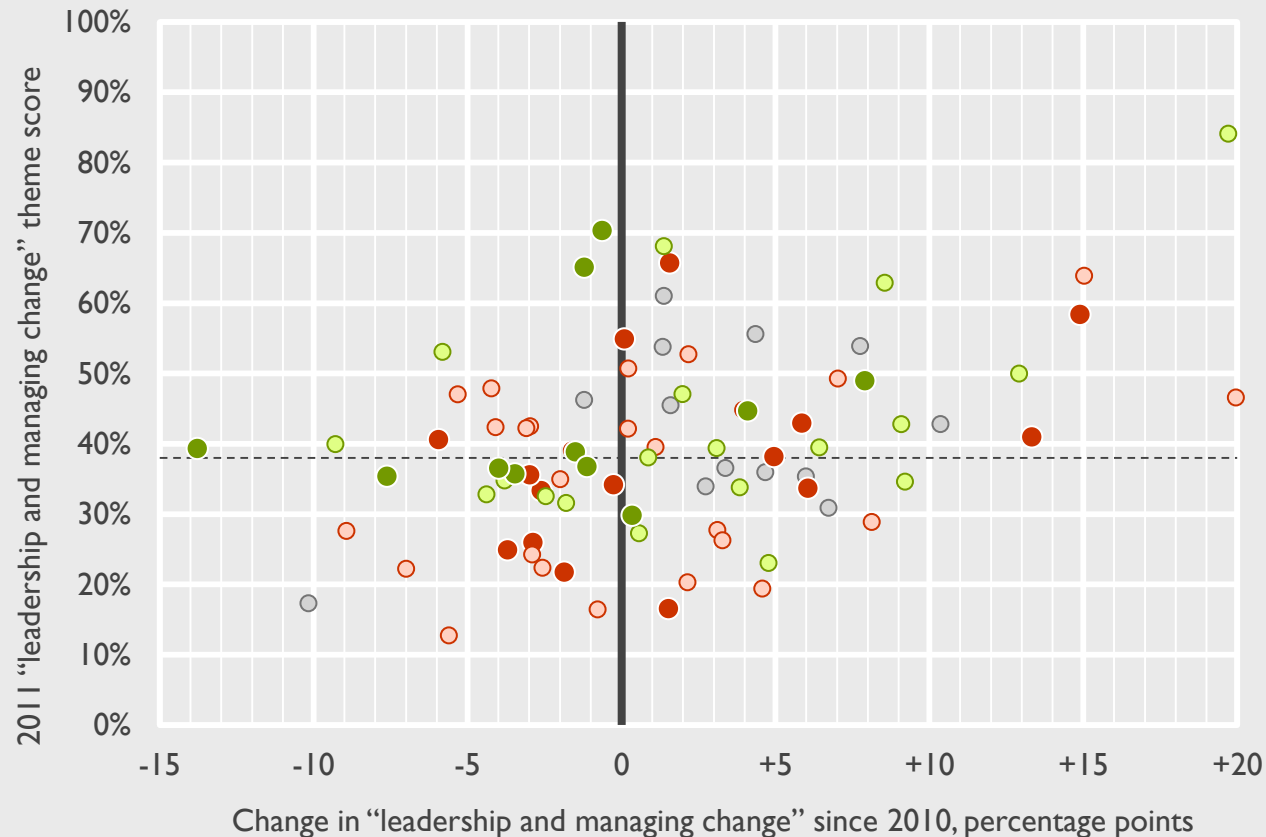
The scores for the driver themes, shown on the preceding page, are aggregations of the percent positive scores of the 49 questions about employees' experiences of work.

Each dot on the graph represents the Civil Service benchmark score for each of the 49 experiences of work questions. The limits of the bars indicate the highest and lowest scores of participating organisations.

Within most themes questions scores are generally consistent, however the graph shows some noticeable variations:

- While four of the five questions in the “my work” theme have a benchmark score above 70%, question B04 (I feel involved in decisions that affect my work) has a benchmark score of 49%.
- Nine of the ten “leadership and managing change” questions have a benchmark score below 50%, however questions B47 ([My organisation] keeps me informed about matters that affect me) has a benchmark score of 55%.

While perceptions of “leadership and managing change” are typically low across the Civil Service, results show that more than half of organisations have seen improvements in this theme between 2010 and 2011



Change in leadership and managing change theme score between 2009 and 2010:

- Did not participate in 2009
- Decrease of 5 percentage points or more
- Decrease of less than 5 percentage points
- Increase of less than 5 percentage points
- Increase of 5 percentage points or more

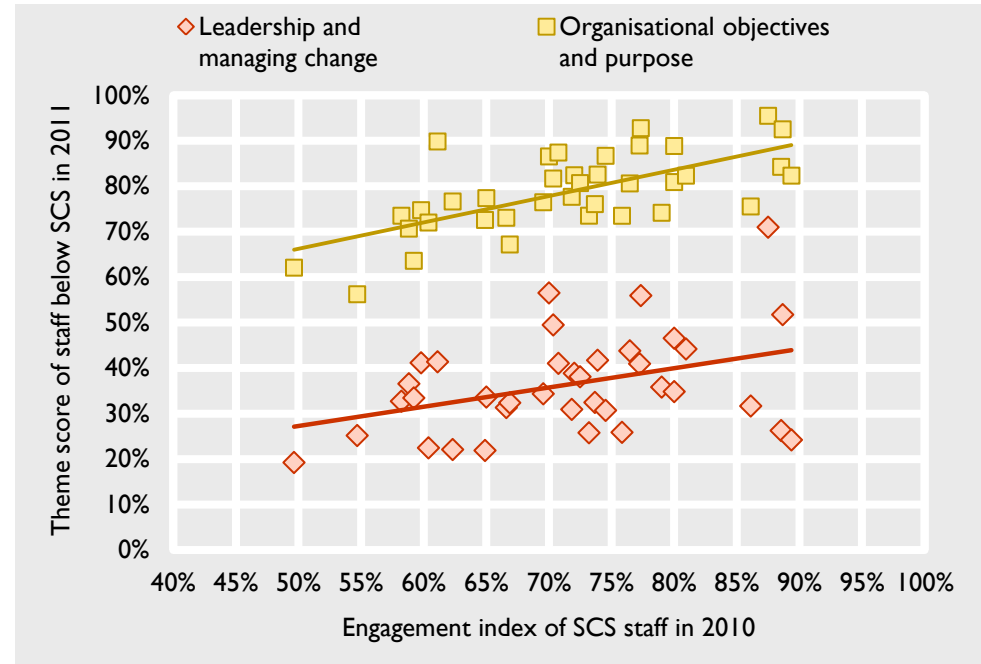
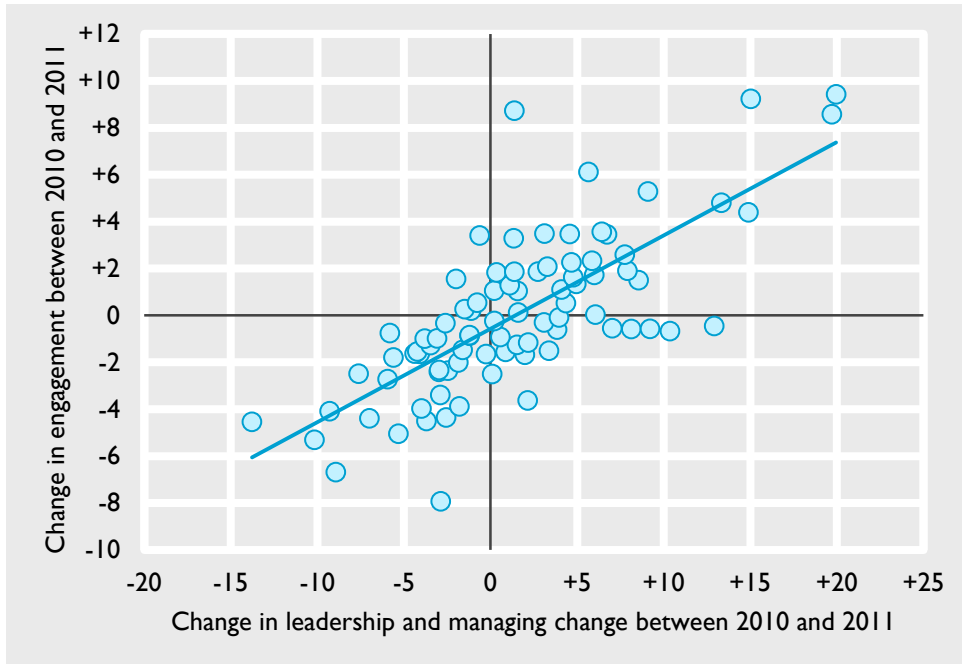
47 organisations saw an increase in their “leadership and managing change” theme score between 2010 and 2011; 19 of these saw an increase of more than 5 percentage points.

Of the 15 organisations that saw a decline in their “leadership and managing change” score of more than five percentage points between 2009 and 2010, eight have seen a rise or no change in their score this year, five of these have seen an increase in their “leadership and managing change” score of more than five percentage points.

Only one organisation that saw a decline of more than 5 percentage points in their “leadership and managing change” score between 2009 and 2010 has seen a similar level of decline this year.

16 organisations that saw an increase in their “leadership and managing change” score between 2009 and 2010 have seen a further increase between 2010 and 2011.

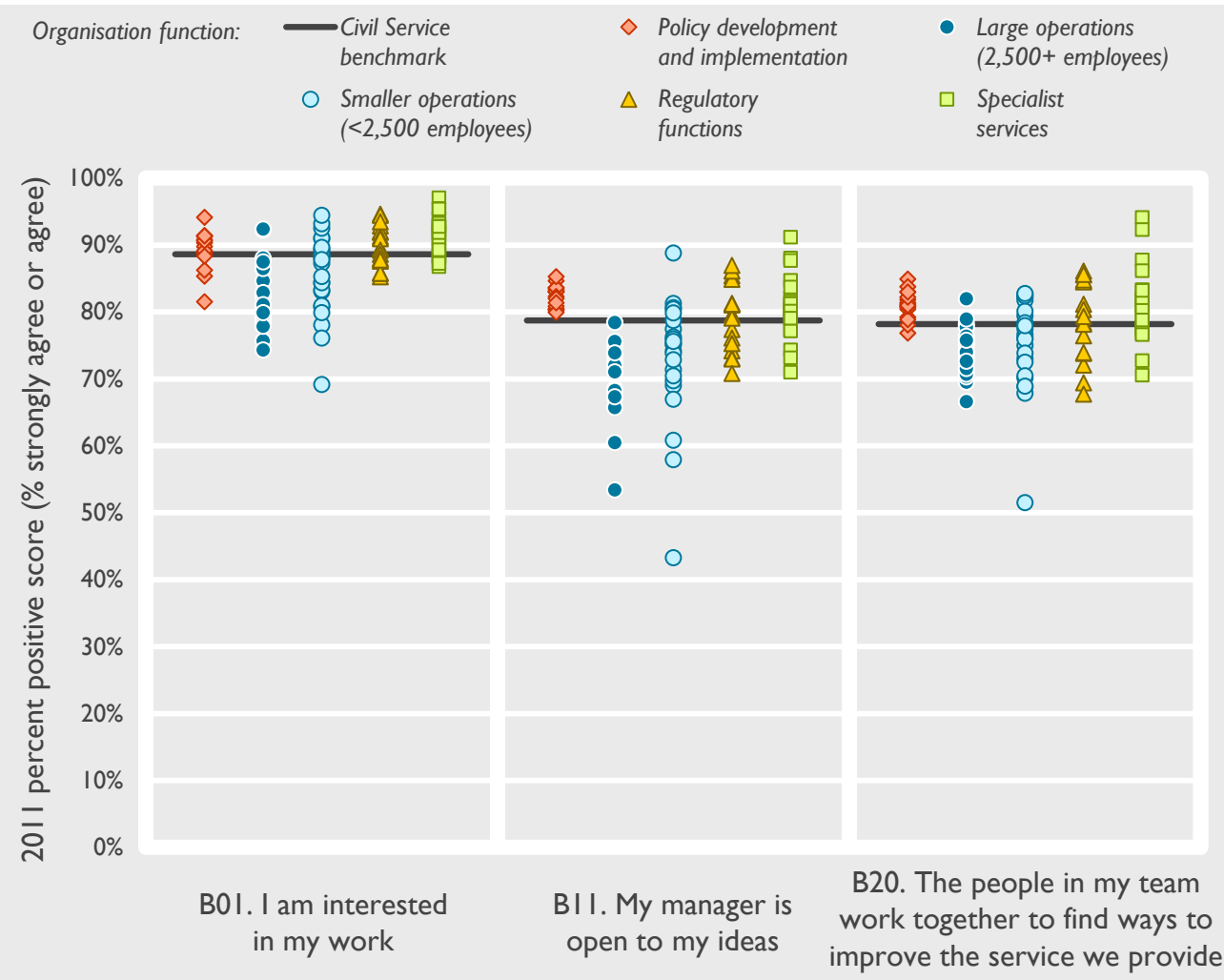
“Leadership and managing change” is the strongest driver of engagement, and ensuring senior leaders are engaged is important to ensure junior staff have a positive experience of leadership within their organisation



Changes in the perceptions of “leadership and managing change” are closely associated with changes in engagement. Our analysis of changes in engagement mirrors that of the traditional driver analysis, which is based on a each year’s snapshot results; however in addition to the three main drivers of engagement (leadership and managing change, my work, and my manager) changes in understanding of the organisation’s objectives and purpose also have a strong association with changes in engagement.

The People Survey allows us to explore complex relationships between different groups of staff. For example we can compare the results of the Senior Civil Service (SCS) in one year with those of staff below SCS in the next year. This analysis shows that organisations with engaged senior staff typically have junior staff with more positive views of “leadership and managing change” and a clear understanding of “organisational objectives and purpose”.

While perceptions of leadership and managing change are low, Civil Servants' perceptions of the work they do, their manager, and the people they work with are typically strong



While scores for leadership and managing change are particularly challenging for the Civil Service, in a number of areas the Civil Service sees strong performance.

Scores for interest in work are particularly high. While staff in large operational organisations typically score below the Civil Service benchmark, with only one organisation scoring below 70% for this question.

In all policy organisations (most Whitehall Departments, the Scottish Government and the Welsh Government) more than 80% say their manager is open to their ideas. In only three organisations across the Civil Service do less than 60% of staff hold this opinion.

In all but one organisation more than two-thirds of staff say that their team works together to improve the service they provide. Staff working in specialist services (such as the Met Office, Ordnance Survey, Office for National Statistics, etc) are the most positive.



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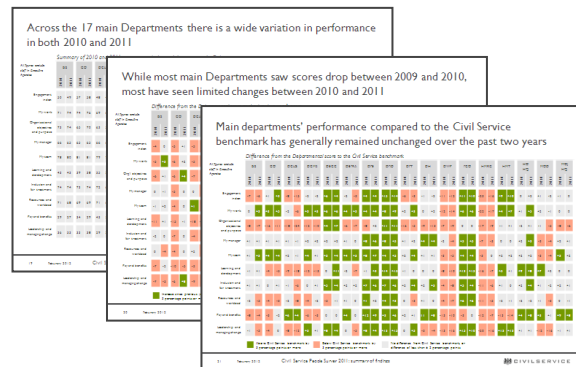
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Technical annex

The previous sections have focussed on the cross-Civil Service results, this section highlights comparisons of organisational performance: first looking at Whitehall Departments and then at the wider Civil Service.

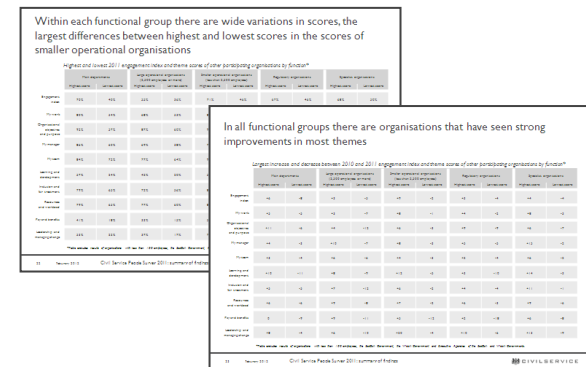
The People Survey provides a wealth of comparative data that allows us to identify areas of strength so that we can spread these successes across the rest of the Civil Service

Main departments



Pages 19-21 summarise the results of the 17 main Whitehall departments. These pages cover the results of staff working in their HQ functions, it excludes staff in executive agencies and trading funds as the People Survey is customised to cover experiences of working for each specific organisation.

Other participating organisations



Slides 22 and 23 summarise the results for all other participating organisations*, grouped by organisational function (large operations, smaller operations, regulatory, or specialist services; the policy function is not shown all members of this group are either part of the main departments grouping or have been excluded).

*Results for organisations with fewer than 100 staff are excluded, as are results for the Scottish and Welsh Government and their Executive Agencies/Arms Length Bodies. The full dataset including the results for these organisation is available on data.gov.uk and the Civil Service website: <http://www.civilservice.gov.uk/about/improving/employee-engagement-in-the-civil-service/people-survey-2011>

Across the 17 main departments there is a wide variation in performance in both 2010 and 2011

Summary of 2010 and 2011 engagement index and theme scores by department

All figures exclude staff in Executive Agencies

	BIS		CO		DCLG		DCMS		DECC		DEFRA		DFE		DFID		DFT		DH		DWP		FCO		HMRC		HMT		HO HQ		MOD		MOJ HQ	
	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011
Engagement index	50	49	57	58	48	40	54	54	62	60	54	52	60	59	71	70	50	52	55	53	46	44	68	66	34	40	65	65	57	58	58	53	56	55
My work	71	74	74	76	69	65	75	74	77	77	75	74	76	75	79	80	74	75	71	73	59	57	77	77	49	54	75	78	72	76	74	70	71	71
Organisational objectives and purpose	73	74	65	70	63	57	70	71	85	88	75	74	74	83	92	92	66	76	72	68	74	72	81	82	64	72	80	82	80	82	80	76	73	75
My manager	66	65	65	65	66	63	66	66	66	66	65	64	72	70	72	70	66	67	68	68	63	60	69	70	57	61	65	64	66	67	61	60	67	65
My team	78	80	81	81	79	76	81	78	80	80	81	80	85	84	81	82	80	81	78	78	74	72	81	81	74	77	79	79	79	79	74	72	80	79
Learning and development	43	43	39	38	35	24	31	30	43	54	42	35	43	45	57	57	42	43	43	42	36	32	57	57	27	36	49	44	52	50	51	45	43	43
Inclusion and fair treatment	74	74	73	74	72	67	73	74	78	77	75	75	80	80	80	79	75	78	75	76	69	65	78	77	62	67	74	73	75	77	74	71	75	74
Resources and workload	71	68	69	69	71	65	69	70	68	71	74	73	74	74	77	75	73	70	74	73	69	66	79	79	62	68	71	71	71	71	72	70	73	72
Pay and benefits	29	27	34	29	43	35	30	28	37	31	41	31	48	41	40	38	39	32	48	40	24	21	33	31	24	24	24	18	41	39	39	32	46	39
Leadership and managing change	36	33	33	38	29	26	40	39	45	42	37	33	45	42	51	53	37	43	34	34	24	22	52	48	17	23	51	51	38	40	25	22	36	39

While most main departments saw scores drop between 2009 and 2010, most have seen limited changes between 2010 and 2011

Difference from the previous year's score

All figures exclude staff in Executive Agencies

	BIS		CO		DCLG		DCMS		DECC		DEFRA		DFE		DFID		DFT		DH		DWP		FCO		HMRC		HMT		HO HQ		MOD		MOJ HQ	
	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011
Engagement index	-4	0	-5	+1	-5	-8	-2	0	-1	-2	-1	-2	-3	-1	-1	-1	-7	+2	-5	-2	-5	-2	-1	-2	-3	+6	-3	0	-4	+1	-1	-4	0	0
My work	-5	+3	-6	+2	-5	-6	0	-1	-2	0	-2	-1	-4	-1	-2	+1	-4	+1	-5	+2	-3	-2	-2	0	-1	+5	-6	+3	-3	+4	-1	-3	-4	0
Organisational objectives and purpose	-6	+1	-6	+4	-7	-6	+7	+1	-1	+2	-2	-2	-14	+9	-1	+1	-15	+11	-9	-4	-4	-2	-1	0	+1	+8	-4	+2	-5	+3	+2	-4	-2	+2
My manager	0	-1	-5	0	0	-3	+4	0	+1	0	+3	-1	-1	-2	0	-2	-1	+1	-1	0	+1	-2	0	0	+1	+4	-2	-1	-1	+1	0	-1	+1	-1
My team	-1	+2	-4	0	+1	-4	+3	-3	-1	+0	-1	-1	+1	-2	0	+1	+1	+1	-1	0	0	-2	0	0	+2	+3	-2	0	0	0	-1	-2	+2	-2
Learning and development	-11	+1	-15	-1	-18	-11	-12	-1	-1	+10	-10	-7	-13	+2	-6	0	-16	+1	-11	-1	-12	-4	-4	0	-5	+9	-9	-5	-7	-2	-7	-6	-5	-1
Inclusion and fair treatment	-2	+1	-7	0	-4	-5	+1	+1	0	-1	-1	0	-2	0	-1	-1	-3	+3	-3	+1	-4	-3	0	-1	0	+5	-4	-1	-3	+2	-1	-3	-1	-1
Resources and workload	0	-4	-4	0	+2	-6	+3	+2	+2	+3	+2	-1	-1	0	+1	-2	0	-3	+1	-1	+1	-4	+1	-1	+2	+6	+1	0	0	-1	+2	-3	+2	-2
Pay and benefits	-7	-2	-10	-5	-3	-7	-2	-2	+3	-6	-8	-9	-5	-8	-1	-3	+1	-7	-2	-8	-9	-2	-2	-3	+1	0	-7	-7	-4	-2	0	-7	+6	-6
Leadership and managing change	-7	-3	-6	+5	-9	-3	+7	-1	-1	-3	+2	-4	-4	-3	-2	+2	-6	+6	-8	0	-5	-2	-1	-4	0	+6	-2	0	-5	+1	-1	-3	0	+3

Increase since previous year of 3 percentage points or more

Decrease since previous year of 3 percentage points or more

No change since previous year, or a change 2 percentage points or less

Main departments' performance compared to the Civil Service benchmark has generally remained unchanged over the past two years

Difference of the Departmental score from the Civil Service benchmark

All figures exclude staff in Executive Agencies

	BIS		CO		DCLG		DCMS		DECC		DEFRA		DFE		DFID		DFT		DH		DWP		FCO		HMRC		HMT		HO HQ		MOD		MOJ HQ	
	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011
Engagement index	-7	-7	+1	+3	-8	-15	-2	-2	+6	+4	-2	-3	+4	+3	+15	+14	-6	-3	-1	-2	-11	-12	+11	+10	-23	-16	+9	+9	0	+2	+1	-2	-1	0
My work	0	+3	+3	+5	-2	-6	+3	+3	+6	+6	+4	+3	+4	+4	+8	+9	+2	+4	0	+2	-12	-14	+6	+6	-22	-17	+4	+7	+1	+5	+2	-1	0	0
Organisational objectives and purpose	-8	-7	-16	-11	-18	-24	-12	-10	+4	+7	-6	-7	-8	+2	+11	+11	-16	-5	-9	-13	-7	-9	0	0	-17	-9	-1	+1	-2	+1	-1	-5	-8	-6
My manager	+1	+1	+1	+1	+1	-1	+2	+2	+2	+2	+1	0	+8	+6	+8	+5	+1	+2	+4	+4	-2	-4	+5	+5	-7	-3	0	-1	+2	+3	-3	-4	+2	+1
My team	+1	+3	+4	+4	+2	-1	+4	+1	+3	+4	+4	+3	+8	+7	+4	+5	+2	+4	+1	+1	-3	-5	+4	+4	-3	0	+2	+2	+2	+2	-3	-5	+3	+2
Learning and development	-1	+1	-4	-5	-9	-19	-12	-13	0	+11	-2	-8	-1	+2	+14	+15	-1	0	0	0	-8	-10	+13	+14	-16	-7	+5	+1	+9	+7	+7	+2	0	0
Inclusion and fair treatment	+1	+1	0	+1	-1	-6	0	+1	+5	+4	+2	+2	+7	+6	+7	+6	+2	+4	+2	+3	-4	-8	+5	+4	-11	-6	+1	0	+2	+4	+1	-2	+2	+1
Resources and workload	-2	-5	-4	-3	-2	-8	-4	-2	-5	-12	+1	0	+1	+2	+4	+3	0	-3	+1	0	-4	-7	+6	+6	-11	-5	-2	-1	-2	-2	-1	-3	0	-1
Pay and benefits	-8	-4	-3	-2	+6	+4	-6	-3	0	0	+4	0	+12	+9	+3	+6	+2	+1	11	+8	-13	-10	-3	-1	-12	-7	-13	-14	+4	+8	+3	+1	+9	+8
Leadership and managing change	-1	-5	-4	0	-8	-12	+3	+1	+8	+4	0	-5	+8	+4	+13	+15	0	+5	-3	-4	-13	-16	+15	+10	-20	-16	+13	+13	+1	+2	-12	-16	-1	+2

 Above Civil Service benchmark by 3 percentage points or more

 Below Civil Service benchmark by 3 percentage points or more

 No difference from Civil Service benchmark, or difference of 2 percentage points or less

Within each functional group there are wide variations in scores, the largest differences between highest and lowest scores being in the scores of smaller operational organisations

*Highest and lowest 2011 engagement index and theme scores of participating organisations by function**

	Civil Service benchmark	Main departments		Large operational organisations (2,500 employees or more)		Smaller operational organisations (less than 2,500 employees)		Regulatory organisations		Specialist organisations	
		Highest score	Lowest score	Highest score	Lowest score	Highest score	Lowest score	Highest score	Lowest score	Highest score	Lowest score
Engagement index	56%	70%	40%	55%	36%	71%	46%	67%	46%	68%	50%
My work	71%	80%	54%	68%	53%	82%	60%	79%	63%	81%	62%
Organisational objectives and purpose	81%	92%	57%	87%	60%	95%	49%	96%	54%	91%	59%
My manager	64%	70%	60%	69%	38%	74%	35%	68%	57%	73%	57%
My team	77%	84%	72%	77%	64%	83%	50%	84%	68%	86%	68%
Learning and development	43%	57%	24%	42%	20%	54%	19%	53%	31%	62%	28%
Inclusion and fair treatment	73%	79%	65%	71%	56%	84%	53%	83%	65%	82%	59%
Resources and workload	73%	79%	65%	77%	60%	81%	63%	87%	67%	79%	59%
Pay and benefits	31%	41%	18%	33%	15%	59%	18%	47%	25%	49%	19%
Leadership and managing change	38%	53%	22%	37%	17%	71%	17%	65%	20%	62%	13%

**Table excludes results of organisations with less than 100 employees, the Scottish Government, the Welsh Government and Executive Agencies of the Scottish and Welsh Governments.*

In all functional groups there are organisations that have seen strong improvements in most themes

*Largest increase and decrease between 2010 and 2011 engagement index and theme scores of participating organisations by function**

	Civil Service benchmark	Main departments		Large operational organisations (2,500 employees or more)		Smaller operational organisations (less than 2,500 employees)		Regulatory organisations		Specialist organisations	
		Highest score	Lowest score	Highest score	Lowest score	Highest score	Lowest score	Highest score	Lowest score	Highest score	Lowest score
Engagement index	0	+6	-8	+3	-5	+9	-2	+3	-4	+4	-4
My work	0	+5	-5	+3	-7	+8	-1	+4	-2	+8	-3
Organisational objectives and purpose	0	+11	-6	+4	-12	+6	-3	+9	-9	+6	-7
My manager	0	+4	-3	+10	-7	+8	-3	+5	-3	+15	-2
My team	0	+3	-4	+6	-6	+4	-3	+2	-4	+6	-2
Learning and development	0	+10	-11	+8	-9	+12	-5	+3	-10	+14	-3
Inclusion and fair treatment	0	+5	-5	+7	-12	+6	-2	+4	-4	+11	-1
Resources and workload	0	+6	-6	+9	-8	+7	-2	+6	-3	+9	-6
Pay and benefits	-6	0	-9	+9	-11	+5	-12	+2	-18	+6	-8
Leadership and managing change	+1	+6	-4	+6	-10	+20	-4	+10	-6	+13	-9

**Table excludes results of organisations with less than 100 employees, the Scottish Government, the Welsh Government and Executive Agencies of the Scottish and Welsh Governments.*



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Employee Engagement in the Civil Service

2

The drivers of engagement

3

Departmental comparisons

4

The impact of engagement

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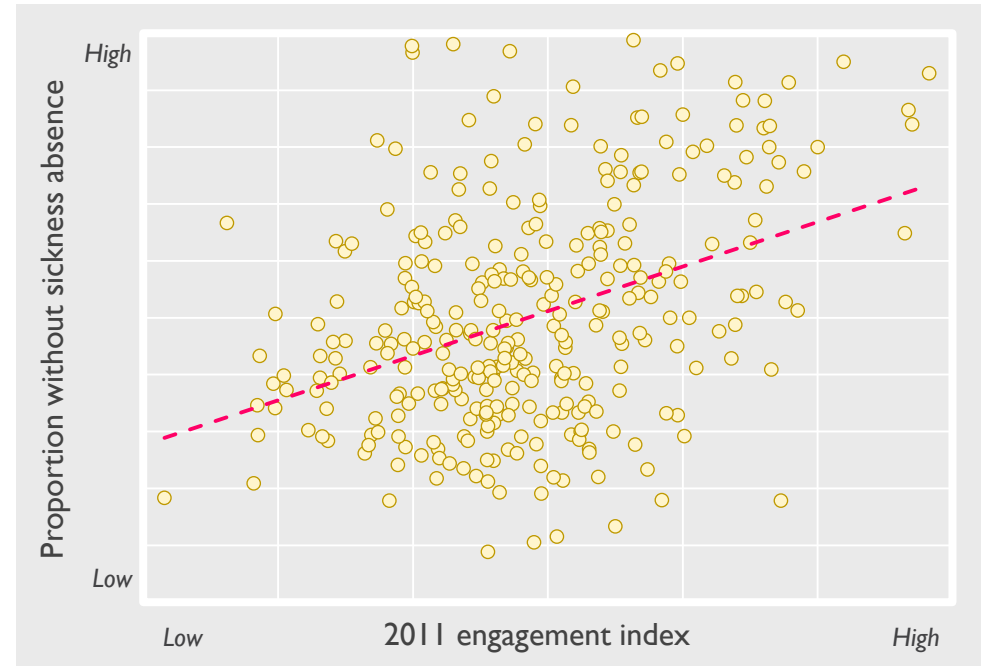
Technical annex

This section summarises analysis into the impact of engagement from inside and outside the Civil Service.

Higher levels of engagement in the Civil Service are associated with lower levels of sickness absence...



External evidence has shown a relationship between higher engagement and greater workforce health. Similar results can be found in the Civil Service, however previous analysis of sickness absence has shown that responsibility level has a large effect in determining the level of sickness absence. After controlling for responsibility level and the size of the organisation, our analysis shows that there is a statistically significant relationship between engagement and sickness absence in the Civil Service.



Our preliminary analysis of engagement and sickness absence suggests that a 10 percentage point increase in engagement is associated with a 0.4 day reduction in the average working days lost. The analysis also shows that a 10 percentage point increase in engagement is associated with a 1.6 percentage point increase in the proportion without sickness absence in the preceding 12 months.

...while external evidence shows relationships between high levels of engagement and greater organisational performance

The MacLeod Review, *Engaging for Success*¹

In 2009, the Department for Business, Innovation and Skills published a report by David MacLeod and Nita Clarke that provides a summary of UK and international evidence and case studies demonstrating the impact of higher levels of engagement on business performance. The review's key quantitative findings are:

A Towers Perrin-ISR (now Towers Watson) study of 50 companies over a 12 month period found that companies with highly engaged workforces improved operating income by 19.2% over the period and saw a 13.7% increase in net income growth compared to a 32.7% decline in operating income and a 3.8% decline in net income growth for companies with low levels of employee engagement.

Standard Chartered bank found that branches with high levels of employee engagement had 16% higher profit margin growth than branches with low levels of engagement between 2002/3 and 2003/4.

The Co-operative Group found that increases in engagement between the two years were associated with decreases in food wastage in their food retail division, saving £600,000 between 2006 and 2007.

Nationwide have found that areas with high engagement had 14% higher banking sales and 34% higher general insurance sales compared to areas with low engagement. There was also an 8 percentage point difference in customer experience scores between high and low areas.

¹MacLeod and Clarke (2009) *Engaging for Success*, <http://www.bis.gov.uk/files/file52215.pdf>

Meta-analysis studies^{2,3}

The MacLeod Review mainly summarises evidence from individual studies. While each study shows a positive relationship between engagement and organisational performance these cannot necessarily be generalised across organisations. Academic meta-analysis studies allow for such generalisation by combining the results from different independent studies.

The most comprehensive meta-analysis studies come from the Gallup organisation, a US pollster and consultancy, who conduct a large number of employee research studies each year for major US and international organisations.

Their 2009 analysis² shows a .48 correlation between engagement and composite business performance. Business units with above average levels of engagement are twice as successful as those units with below average engagement. At the extreme ends, units with the top 1% levels of engagement are almost five times as successful as units in the bottom 1% of engagement scores.

The Gallup analysis is typically based on cross-sectional studies, which limits the ability to identify causal relationships. Riketta's (2008) analysis of 16 panel studies shows evidence of causal relationships between employee attitudes and organisational performance, in keeping with cross-sectional and qualitative studies, but is limited by the lack of longitudinal studies.

²Harter et al (2009) *Q12 Meta-Analysis: The Relationship Between Engagement at Work and Organizational Outcomes*, <http://www.gallup.com/consulting/126806/Q12-Meta-Analysis.aspx>

³Riketta (2008) *The Causal Relation Between Job Attitudes and Performance: A Meta-Analysis of Panel Studies*, *Journal of Applied Psychology* 93(2):472-481, doi:10.1037/0021-9010.93.2.472



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Technical annex

The Civil Service People Survey is the largest single employee attitude survey in the UK, providing a snapshot comparison of Civil Servants experiences of work each autumn

Coverage

The Civil Service People Survey covers 99.9% of Civil Servants. In 2011, 97 Ministerial and Non-Ministerial Departments, Executive Agencies and Crown Non-Departmental Public Bodies took part in the survey. Pages 29 and 30 list all the organisations that participated in the survey.

The survey operates a census approach with all staff working in participating organisations invited to take part. While small random samples could provide accurate organisation-level summaries we take a census approach to demonstrate that the opinion of everyone who works in the Civil Service has equal value.

The census approach also allows us to produce over 8,000 reports for managers and teams so that action can be taken at all of the most appropriate levels across the Civil Service.

A total of 498,584 people were invited to take part in the 2011 survey, and 299,410 participated – a response rate of 60.05%. These figures do not reconcile with ONS published headcounts as organisations such as the MOD and FCO include their overseas local staff who are not counted in ONS statistics. The MOD also include military staff undertaking civilian/Civil Service roles. Page 31 shows an overview of response rates by organisation.

Questionnaire & data collection

The questionnaire used in the Civil Service People Survey is standardised across all participating organisations, although it has aspects that allow for local variation to ensure that relevant terms are used in each organisation (for example the name of the organisation or the term for senior managers).

The core questionnaire is structured as follows:

- Drivers of engagement (49 questions)
- Engagement index (5 questions)
- Taking action (3 questions)
- Civil Service Code (3 questions)
- Discrimination and bullying/harassment (4 questions, 2 of which are follow-up questions)
- Organisation-specific questions (up to 10)
- Comments (1 open-text question and 1 multiple-choice question to indicate topics mentioned)
- Job characteristics (9 questions)
- Personal characteristics (8 questions)

Page 32 summarises the 49 driver questions and 5 engagement questions. The full questionnaire is available on the Civil Service website (<http://www.civilservice.gov.uk/about/improving/employee-engagement-in-the-civil-service/people-survey-2011>).

The questionnaire is a self-completion process, with 94% completing online and 6% on paper. Completion of all questions in the survey are voluntary.

Fieldwork for the 2011 survey began on 19th September and was completed on 21st October.

Analysis

The framework underpinning the analysis of the Civil Service People Survey is based on understanding the levels of employee engagement within the Civil Service and the experiences of work which influence engagement.

This pack has been based on the analytical framework, which is shown in a visual format on page 4. The five questions we use to measure engagement were outlined on page 5 alongside their rationale, while Page 33 shows how we use those five questions to calculate the engagement index.

The main measures used to talk about the nine engagement driver themes are the “theme scores”, this is the average percent positive responses to the theme’s constituent questions. Page 11 introduced our engagement driver analysis which shows how these themes are related to engagement, page 34 explains this approach in more detail.

Each of the 49 questions about experiences of work are rated on the scale: strongly agree, agree, neither agree nor disagree, disagree, strongly disagree. The percent positive for a question is taken as the proportion who agree or strongly agree to that question.

The 97 organisations that participated in the 2011 Civil Service People Survey are listed on this and the following page.

In order to aid analysis we group the 97 organisations into four functional groups:

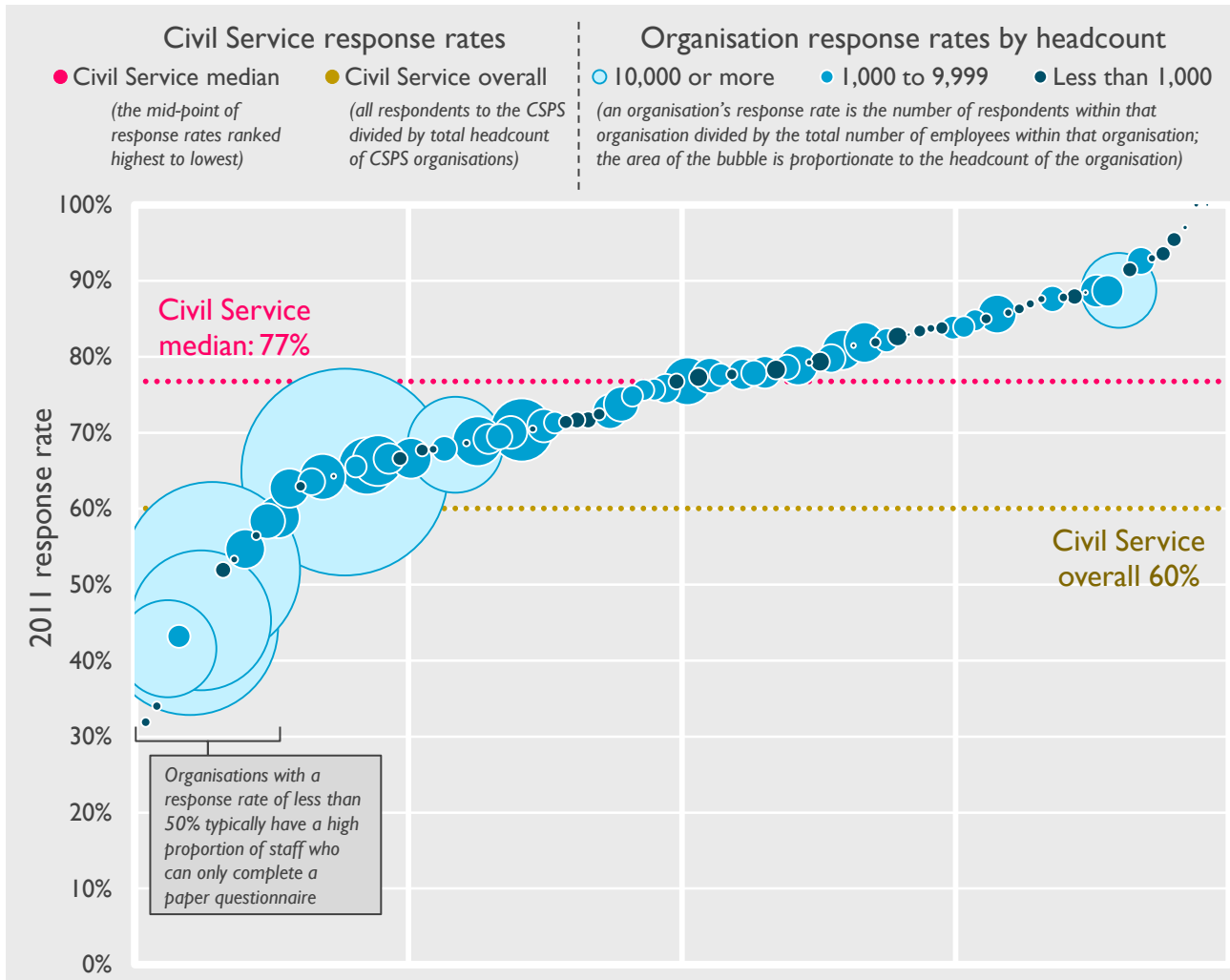
- Policy organisations – those whose primary function is the development and delivery of government policy.
- Operations – those which deliver government services to the public and business, this group is further into two groups by size: those with 2,500 employees or more, and those with less than 2,500 employees.
- Regulatory organisations – those organisations which enforce regulation.
- Specialist services – those which provide specialist and professional services.

Our analysis on pages 19-23 refers to the main Whitehall departments, these are marked with an asterisk(*). This analysis excludes the Scottish and Welsh Government and their Executive Agencies, the agencies are marked with an S and a W respectively. The analysis also excludes those organisations with fewer than 100 staff, these are marked with an X.

Policy organisations	Large operations (2,500 employees or more)
Cabinet Office *	Child Maintenance and Enforcement Commission
Department for Business, Innovation and Skills *	Crown Prosecution Service
Department for Communities and Local Government *	Defence Support Group
Department for Culture, Media and Sport *	Department for Work and Pensions *
Department for Education *	Driver and Vehicle Licensing Agency
Department for Environment, Food and Rural Affairs *	Driving Standards Agency
Department for International Development *	Foreign and Commonwealth Office *
Department for Transport *	Highways Agency
Department of Energy and Climate Change *	HM Courts and Tribunals Service
Department of Health *	HM Revenue & Customs *
HM Treasury *	Identity and Passport Service
Home Office *	Insolvency Service
Ministry of Justice *	Land Registry
Scotland, Wales & Northern Ireland Offices ^x	Ministry of Defence *
Scottish Government	National Offender Management Service
Welsh Government	Rural Payments Agency
	Scottish Prison Service ^S
	UK Border Agency
	Valuation Office Agency

Smaller operations (less than 2,500 employees)	Regulatory organisations	Specialist services
Accountant in Bankruptcy ^S	Animal Health and Veterinary Laboratories Agency	Acas
MOJ Arms Length Bodies	Charity Commission	Attorney General's Office ^X
Companies House	Education Scotland ^S	Centre for Environment, Fisheries and Aquaculture Science
Criminal Injuries Compensation Authority	Estyn ^W	Debt Management Office
Crown Office and Procurator Fiscal Service ^S	Food Standards Agency	Dstl
Criminal Records Bureau	Health and Safety Executive	Food and Environment Research Agency
Disclosure Scotland ^S	HM Crown Prosecution Service Inspectorate ^X	Fire Service College
Export Credits Guarantee Department	Medicines and Healthcare products Regulatory Agency	Government Actuary's Department
FCO Services	Office of Fair Trading	Government Procurement Service
Government Car and Despatch Agency	Office of Rail Regulation	Met Office
Historic Scotland ^S	Office of the Scottish Charity Regulator ^{S X}	National Measurement Office ^X
Intellectual Property Office	Ofgem	National Records of Scotland ^S
Legal Services Commission	Ofqual	Office for National Statistics
Maritime and Coastguard Agency	Ofsted	Ordnance Survey
National Savings and Investment	Planning Inspectorate	Serious Fraud Office
Office of the Public Guardian	Scottish Housing Regulator ^{S X}	The National Archives
Registers of Scotland ^S	Veterinary Medicines Directorate	The Royal Parks
Student Awards Agency for Scotland ^S		TSol
Scottish Courts Service ^S		UK Hydrographic Office
Skills Funding Agency		UK Statistics Authority ^X
Scottish Public Pensions Agency ^S		Wilton Park ^X
Transport Scotland ^S		
Vehicle Certification Agency		
Vehicle and Operator Services Agency		

299,410 people working for Civil Service organisations took part in the 2011 survey, an overall response rate of 60%



The response rates achieved by organisations participating in the People Survey give us confidence in the quality of the results. Half of participating organisations achieved a response rate of more than 77%.

Only six organisations had a response rate of less than 50%. These organisations have a high proportion of staff that can only complete a paper questionnaire due to technical and logistical constraints.

Of the seven organisations with more than 10,000 employees, four had a response rate of over 50%, the other three have a large proportion of staff who can only complete a paper survey and still achieve a response rate of more than 40%.

We do not rely solely on the response rate to assess the quality of the results. Using the Civil Service Statistics published by the ONS we are able to compare the composition of the CSPS respondents in terms of responsibility level, gender, ethnicity and disability. This analysis shows that the composition of CSPS respondents is broadly in line with the composition in the 2011 Civil Service Statistics, which is produced from administrative data from HR databases and records.

The core questionnaire of the Civil Service People Survey is composed of 49 questions about experiences of work and 5 engagement questions

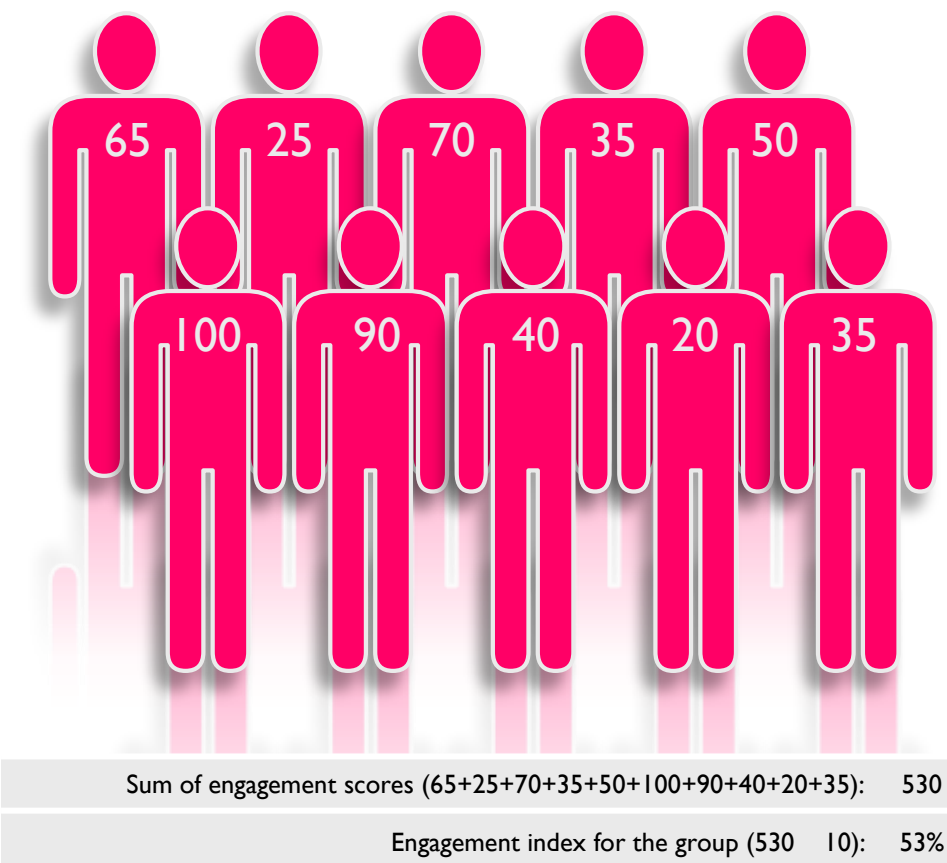
My work	My team	Pay and benefits
B01. I am interested in my work	B19. The people in my team can be relied upon to help when things get difficult in my job	B37. I feel that my pay adequately reflects my performance
B02. I am sufficiently challenged by my work	B20. The people in my team work together to find ways to improve the service we provide	B38. I am satisfied with the total benefits package
B03. My work gives me a sense of personal accomplishment	B21. The people in my team are encouraged to come up with new and better ways of doing things	B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable
B04. I feel involved in the decisions that affect my work		
B05. I have a choice in deciding how I do my work		
Organisational objectives and purpose	Learning and development	Leadership and managing change
B06. I have a clear understanding of [my organisation's] purpose	B22. I am able to access the right learning and development opportunities when I need to	B40. I feel that [my organisation] as a whole is managed well
B07. I have a clear understanding of [my organisation's] objectives	B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	B41. [Senior managers] in [my organisation] are sufficiently visible
B08. I understand how my work contributes to [my organisation's] objectives	B24. There are opportunities for me to develop my career in [my organisation]	B42. I believe the actions of [senior managers] are consistent with [my organisation's] values
	B25. Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	B43. I believe that [the Board has] a clear vision for the future of [my organisation]
		B44. Overall, I have confidence in the decisions made by [my organisation's senior managers]
		B45. I feel that change is managed well in [my organisation]
		B46. When changes are made in [my organisation] they are usually for the better
		B47. [My organisation] keeps me informed about matters that affect me
		B48. I have the opportunity to contribute my views before decisions are made that affect me
		B49. I think it is safe to challenge the way things are done in [my organisation]
My line manager	Inclusion and fair treatment	Engagement
B09. My manager motivates me to be more effective in my job	B26. I am treated fairly at work	B50. I am proud when I tell others I am part of [my organisation]
B10. My manager is considerate of my life outside work	B27. I am treated with respect by the people I work with	B51. I would recommend [my organisation] as a great place to work
B11. My manager is open to my ideas	B28. I feel valued for the work I do	B52. I feel a strong personal attachment to [my organisation]
B12. My manager helps me to understand how I contribute to [my organisation's] objectives	B29. I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	B53. [My organisation] inspires me to do the best in my job
B13. Overall, I have confidence in the decisions made by my manager		B54. [My organisation] motivates me to help it achieve its objectives
B14. My manager recognises when I have done my job well		
B15. I receive regular feedback on my performance		
B16. The feedback I receive helps me to improve my performance		
B17. I think that my performance is evaluated fairly		
B18. Poor performance is dealt with effectively in my team		
	Resources and workload	
	B30. In my job, I am clear what is expected of me	
	B31. I get the information I need to do my job well	
	B32. I have clear work objectives	
	B33. I have the skills I need to do my job effectively	
	B34. I have the tools I need to do my job effectively	
	B35. I have an acceptable workload	
	B36. I achieve a good balance between my work life and my private life	

The engagement index is calculated as an equal-weighted average of responses to our five engagement questions

To calculate the index for each respondent an individual engagement score is calculated (as with all survey results this cannot be linked back to named individuals)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Score
Weight:	100	75	50	25	0	
I am proud when I tell others I am part of [my organisation]	✓					100
I would recommend [my organisation] as a great place to work		✓				75
I feel a strong personal attachment to [my organisation]		✓				75
[My organisation] inspires me to do the best in my job			✓			50
[My organisation] motivates me to help it achieve its objectives				✓		25
Total:						325
Respondent engagement score (total ÷ 5):						65

To calculate the Engagement Index for an organisation, team, or any other group of respondents, the average of the engagement scores of the group of selected respondents is calculated



The engagement index is presented as a percentage as it can only range from 0 to 100

We use statistical analysis to help leaders and managers understand where to take action to improve engagement in their organisations and teams

Measuring the experiences of work

The engagement questions measure emotional outcomes but do not give us the insight to know how to improve or maintain engagement - the question on advocacy tells us that you do not recommend the organisation you work for as a great place to work, but it doesn't tell us how to make it a great place to work.

Factor analysis of the 2009 People Survey, repeated with the 2010 and 2011 surveys, shows that these 49 questions can be grouped into nine distinct themes:

- My work – *experiences of the day-to-day work*
- Organisational objectives and purpose – *understanding of what the organisation is there to do*
- My manager – *employees' relationship with their immediate supervisor*
- My team – *employees' relationship with their immediate colleagues*
- Learning and development – *access to and quality of L&D opportunities*
- Inclusion and fair treatment – *feeling valued and respected for who they are*
- Resources and workload – *having the tools and time to do the job*
- Pay and benefits – *general perceptions and comparability of pay*
- Leadership and managing change – *relationship with senior managers and the ability of the organisation to manage change effectively*

How do these experiences influence engagement?

Our analytical framework theorises that improving these experiences of work has a positive impact on engagement. Using a combination of factor analysis and multiple linear regression we are able to look at the partial effects of the nine experience themes against engagement – a technique called key driver analysis.

The factor analysis that groups the questions into the nine themes also produces a score for each respondent for that theme. These scores are used as the independent variables in a multiple regression model against each respondent's engagement score. This produces a coefficient of the relationship between engagement and the theme. We use multiple regression, rather than correlation, to control for the correlation between the nine themes as there are also relationships between the themes (e.g. between perceptions of managers and of learning and development, or between perceptions of resources and workload and of the my work theme).

The coefficients produced by the regression analysis cannot be directly interpreted by managers and staff, instead we use visual symbols to provide a simple key, as used on slide 12. These symbols look like mobile phone signal bars as these are familiar to most people.