

## Your engagement index

**55%**

Difference from CS2012	Difference from CS High Performers
-3 ✧	-8 ✧

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 CS2012
B50. I am proud when I tell others I am part of EPSRC	49%	-5 ✧
B51. I would recommend EPSRC as a great place to work	43%	-4

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

B52. I feel a strong personal attachment to EPSRC	46%	+2
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**Strive: motivated to do the best for the organisation...**

B53. EPSRC inspires me to do the best in my job	34%	-7 ✧
B54. EPSRC motivates me to help it achieve its objectives	28%	-10 ✧

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		27%	-14 ✧	-23 ✧
My work		74%	+1	-2
My line manager		63%	-3	-6 ✧
Pay and benefits		27%	-3	-8 ✧
Learning and development		41%	-3	-11 ✧
Resources and workload		66%	-8 ✧	-11 ✧
Organisational objectives and purpose		81%	-1	-6 ✧
My team		78%	0	-3
Inclusion and fair treatment		68%	-6 ✧	-9 ✧

✧ = 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 statistically significant difference from comparison

	% Positive	Difference from CS2012
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>		
B49. I think it is safe to challenge the way things are done in EPSRC	<b>34%</b>	-6 ✧
B41. Senior managers in EPSRC are sufficiently visible	<b>37%</b>	-11 ✧
B46. When changes are made in EPSRC they are usually for the better	<b>13%</b>	-12 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	<b>23%</b>	-13 ✧
B47. EPSRC keeps me informed about matters that affect me	<b>43%</b>	-13 ✧
B42. I believe the actions of senior managers are consistent with EPSRC's values	<b>29%</b>	-13 ✧
B45. I feel that change is managed well in EPSRC	<b>15%</b>	-14 ✧
B40. I feel that EPSRC as a whole is managed well	<b>27%</b>	-15 ✧
B44. Overall, I have confidence in the decisions made by EPSRC's senior managers	<b>23%</b>	-16 ✧
B43. I believe that ELT has a clear vision for the future of EPSRC	<b>22%</b>	-17 ✧
<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>		
B05. I have a choice in deciding how I do my work	<b>82%</b>	+10 ✧
B02. I am sufficiently challenged by my work	<b>78%</b>	+1
B03. My work gives me a sense of personal accomplishment	<b>73%</b>	+1
B01. I am interested in my work	<b>89%</b>	0
B04. I feel involved in the decisions that affect my work	<b>48%</b>	-5 ✧
<b>My line manager</b> <span style="float: right;">Strength of association with engagement: </span>		
B17. I think that my performance is evaluated fairly	<b>66%</b>	+4
B11. My manager is open to my ideas	<b>80%</b>	+1
B14. My manager recognises when I have done my job well	<b>78%</b>	+1
B13. Overall, I have confidence in the decisions made by my manager	<b>70%</b>	-2
B15. I receive regular feedback on my performance	<b>61%</b>	-2
B10. My manager is considerate of my life outside work	<b>77%</b>	-4
B12. My manager helps me to understand how I contribute to EPSRC's objectives	<b>57%</b>	-4
B09. My manager motivates me to be more effective in my job	<b>60%</b>	-6 ✧
B16. The feedback I receive helps me to improve my performance	<b>53%</b>	-7 ✧
B18. Poor performance is dealt with effectively in my team	<b>27%</b>	-10 ✧

# All questions by theme

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

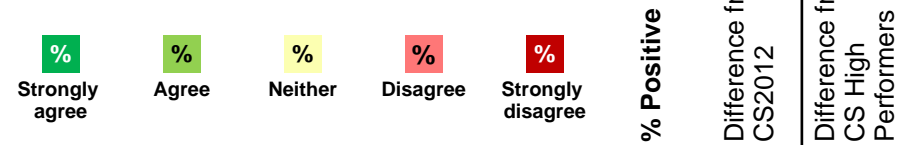
✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2012	Difference from CS High Performers
<b>My work</b>								
 :Strength of association with engagement								
B01. I am interested in my work	36	53	7			89%	0	-2
B02. I am sufficiently challenged by my work	25	52	9	10		78%	+1	-3
B03. My work gives me a sense of personal accomplishment	17	57	12	10	5	73%	+1	-4 ✧
B04. I feel involved in the decisions that affect my work	11	37	21	21	10	48%	-5 ✧	-12 ✧
B05. I have a choice in deciding how I do my work	33	49	12			82%	+10 ✧	+5 ✧
<b>Organisational objectives and purpose</b>								
 :Strength of association with engagement								
B06. I have a clear understanding of EPSRC's purpose	38	48	8	5		86%	+2	-4 ✧
B07. I have a clear understanding of EPSRC's objectives	30	50	11	8		79%	+1	-6 ✧
B08. I understand how my work contributes to EPSRC's objectives	30	49	14	5		79%	-3	-8 ✧

# All questions by theme

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

✧ 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 CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	18	42	23	11	6	60%	-6 ✧	-9 ✧
B10. My manager is considerate of my life outside work	37	40	17			77%	-4	-6 ✧
B11. My manager is open to my ideas	35	45	14	4		80%	+1	-2
B12. My manager helps me to understand how I contribute to EPSRC's objectives	17	40	31	9	4	57%	-4	-9 ✧
B13. Overall, I have confidence in the decisions made by my manager	23	47	18	9	4	70%	-2	-6 ✧
B14. My manager recognises when I have done my job well	34	44	13	7		78%	+1	-2
B15. I receive regular feedback on my performance	24	38	19	13	7	61%	-2	-7 ✧
B16. The feedback I receive helps me to improve my performance	16	36	29	13	6	53%	-7 ✧	-10 ✧
B17. I think that my performance is evaluated fairly	21	45	25	7		66%	+4	-1
B18. Poor performance is dealt with effectively in my team	5	22	39	23	11	27%	-10 ✧	-15 ✧

## 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	44	12	4		83%	0	-4 ✧
B20. The people in my team work together to find ways to improve the service we provide	30	47	16	4		78%	-1	-4 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	25	48	22			73%	+2	-3

# All questions by theme

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








✧ indicates statistically significant difference from comparison

	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from CS2012	Difference from CS High Performers
<b>Learning and development</b>								
:Strength of association with engagement								
B22. I am able to access the right learning and development opportunities when I need to	14	44	25	13	5	58%	0	-7 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	27	43	13	8	36%	-10 ✧	-15 ✧
B24. There are opportunities for me to develop my career in EPSRC	22	27	31	19		22%	-13 ✧	-20 ✧
B25. Learning and development activities I have completed while working for EPSRC are helping me to develop my career	7	40	29	13	11	47%	+7 ✧	+1
<b>Inclusion and fair treatment</b>								
:Strength of association with engagement								
B26. I am treated fairly at work	23	54	16	4		77%	-1	-4 ✧
B27. I am treated with respect by the people I work with	26	54	11	6		81%	-3 ✧	-6 ✧
B28. I feel valued for the work I do	14	36	27	18	5	50%	-12 ✧	-17 ✧
B29. I think that EPSRC respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	19	48	21	9	4	67%	-5 ✧	-12 ✧

# All questions by theme

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






✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2012	Difference from CS High Performers
<b>Resources and workload</b>								
 :Strength of association with engagement								
B30. In my job, I am clear what is expected of me	19	56	16	6	75%	-8 ✧	-11 ✧	
B31. I get the information I need to do my job well	11	45	24	16	4	56%	-12 ✧	-16 ✧
B32. I have clear work objectives	16	52	18	10	4	68%	-7 ✧	-11 ✧
B33. I have the skills I need to do my job effectively	29	59	8	4	88%	-1	-3 ✧	
B34. I have the tools I need to do my job effectively	15	50	20	11	4	65%	-7 ✧	-10 ✧
B35. I have an acceptable workload	8	41	21	21	8	49%	-11 ✧	-16 ✧
B36. I achieve a good balance between my work life and my private life	18	42	20	14	6	60%	-8 ✧	-14 ✧
<b>Pay and benefits</b>								
 :Strength of association with engagement								
B37. I feel that my pay adequately reflects my performance	20	21	36	20	23%	-8 ✧	-13 ✧	
B38. I am satisfied with the total benefits package	6	35	31	19	9	41%	+8 ✧	+2
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	13	21	37	25	17%	-8 ✧	-15 ✧

# All questions by theme

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

✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2012	Difference from CS High Performers
<b>Leadership and managing change</b>								
:Strength of association with engagement								
B40. I feel that EPSRC as a whole is managed well	24	31	25	16	27%	-15 ✧	-30 ✧	
B41. Senior managers in EPSRC are sufficiently visible	6	32	32	18	12	37%	-11 ✧	-23 ✧
B42. I believe the actions of senior managers are consistent with EPSRC's values	25	37	20	15	29%	-13 ✧	-25 ✧	
B43. I believe that ELT has a clear vision for the future of EPSRC	20	40	22	16	22%	-17 ✧	-29 ✧	
B44. Overall, I have confidence in the decisions made by EPSRC's senior managers	21	31	29	18	23%	-16 ✧	-29 ✧	
B45. I feel that change is managed well in EPSRC	14	36	36	13	15%	-14 ✧	-23 ✧	
B46. When changes are made in EPSRC they are usually for the better	11	41	33	13	13%	-12 ✧	-23 ✧	
B47. EPSRC keeps me informed about matters that affect me	4	39	32	17	7	43%	-13 ✧	-20 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	20	30	32	15	23%	-13 ✧	-19 ✧	
B49. I think it is safe to challenge the way things are done in EPSRC	8	27	27	30	9	34%	-6 ✧	-12 ✧

# All questions by theme

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

✧ indicates statistically significant difference from comparison

	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from CS2012	Difference from CS High Performers
<b>Engagement</b>								
B50. I am proud when I tell others I am part of EPSRC	10	39	43	6	6	49%	-5 ✧	-15 ✧
B51. I would recommend EPSRC as a great place to work	6	36	36	18	4	43%	-4	-15 ✧
B52. I feel a strong personal attachment to EPSRC	8	39	37	11	6	46%	+2	-6 ✧
B53. EPSRC inspires me to do the best in my job	6	28	38	21	7	34%	-7 ✧	-16 ✧
B54. EPSRC motivates me to help it achieve its objectives	4	24	42	20	10	28%	-10 ✧	-19 ✧
<b>Taking action</b>								
B55. I believe that senior managers in EPSRC will take action on the results from this survey	20	24	29	25	2	22%	-21 ✧	-32 ✧
B56. I believe that managers where I work will take action on the results from this survey	33	34	18	12	3	36%	-15 ✧	-23 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	10	35	25	30	1	10%	-21 ✧	-30 ✧



# All questions by theme

## Your plans for the future

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

			Difference from CS2012	Difference from CS High Performers
I want to leave EPSRC as soon as possible		9%	+1	-1
I want to leave EPSRC within the next 12 months		17%	+5	0
I want to stay working for EPSRC for at least the next year		34%	+5 ✧	0
I want to stay working for EPSRC for at least the next three years		40%	-12 ✧	-19 ✧

## The Civil Service Code

Differences are based on '% Yes' score

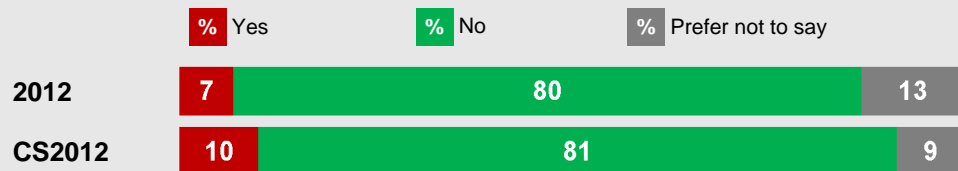
	% Yes	% No	% Yes	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		56	44%	-44 ✧	-49 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		83	17%	-46 ✧	-52 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in EPSRC it would be investigated properly?		50	50%	-17 ✧	-21 ✧

✧ indicates statistically significant difference from comparison

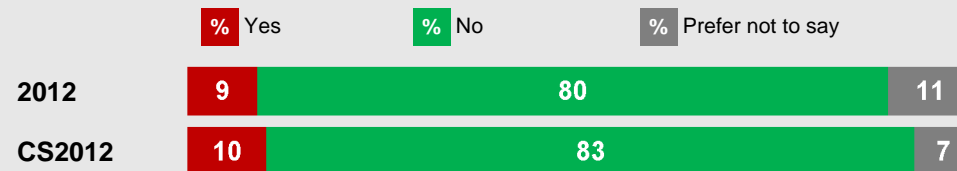
# All questions by theme

## 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)

	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)

	Response count
A colleague	--
Your manager	--
Another manager in my part of EPSRC	--
Someone you manage	--
Someone who works for another part of EPSRC	--
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

<b>% positive</b>	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
<b>CS2012</b>	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 Civil Service People Survey.
<b>CS High Performers</b>	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: ✧

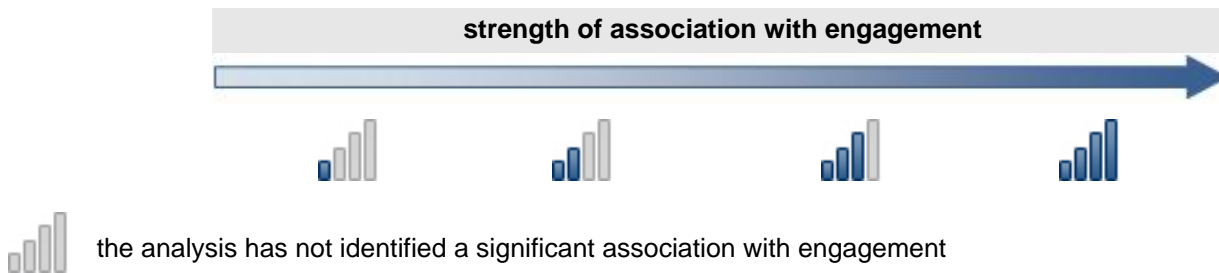
Statistical testing has been carried out on the comparisons between this year's results and CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the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