

## Your engagement index

**58%**

Difference from previous survey

**+4** ✧

Difference from CS2013

**0**

Difference from CS High Performers

**-4** ✧

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 CS2013
B50. I am proud when I tell others I am part of EPSRC	<b>54%</b>	+5	-2
B51. I would recommend EPSRC as a great place to work	<b>54%</b>	+12 ✧	+10 ✧

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

B52. I feel a strong personal attachment to EPSRC	<b>47%</b>	+1	+1
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#### Strive: motivated to do the best for the organisation...










B53. EPSRC inspires me to do the best in my job	<b>37%</b>	+4	-6 ✧
B54. EPSRC motivates me to help it achieve its objectives	<b>35%</b>	+7 ✧	-5 ✧

✧ = 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 CS2013	Difference from CS High Performers
Leadership and managing change		<b>41%</b>	+15 ✧	0	-10 ✧
My manager		<b>68%</b>	+6	+1	-1
My work		<b>79%</b>	+5	+6 ✧	+1
Learning and development		<b>46%</b>	+5	-2	-9 ✧
Resources and workload		<b>72%</b>	+6 ✧	-2	-5 ✧
Inclusion and fair treatment		<b>75%</b>	+7 ✧	+1	-3
Organisational objectives and purpose		<b>81%</b>	-1	-2	-7 ✧
My team		<b>83%</b>	+6 ✧	+4 ✧	+2
Pay and benefits		<b>37%</b>	+10 ✧	+8 ✧	+3


✧ = 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 CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>			
B41. Senior managers in EPSRC are sufficiently visible	60%	+22 ◇	+9 ◇
B43. I believe that ELT has a clear vision for the future of EPSRC	45%	+23 ◇	+3
B48. I have the opportunity to contribute my views before decisions are made that affect me	39%	+16 ◇	+3
B40. I feel that EPSRC as a whole is managed well	45%	+18 ◇	+2
B42. I believe the actions of senior managers are consistent with EPSRC's values	45%	+16 ◇	+1
B47. EPSRC keeps me informed about matters that affect me	59%	+16 ◇	+1
B49. I think it is safe to challenge the way things are done in EPSRC	38%	+4	0
B45. I feel that change is managed well in EPSRC	28%	+13 ◇	0
B44. Overall, I have confidence in the decisions made by EPSRC's senior managers	36%	+13 ◇	-5 ◇
B46. When changes are made in EPSRC they are usually for the better	17%	+5 ◇	-9 ◇

	% Positive	Diff. from previous survey	Difference from CS2013
<b>My manager</b> <span style="float: right;">Strength of association with engagement: </span>			
B17. I think that my performance is evaluated fairly	72%	+6 ◇	+9 ◇
B10. My manager is considerate of my life outside work	86%	+9 ◇	+5 ◇
B09. My manager motivates me to be more effective in my job	71%	+11 ◇	+5 ◇
B13. Overall, I have confidence in the decisions made by my manager	76%	+7 ◇	+5 ◇
B11. My manager is open to my ideas	83%	+3	+4 ◇
B15. I receive regular feedback on my performance	66%	+5	+2
B16. The feedback I receive helps me to improve my performance	61%	+9 ◇	+2
B14. My manager recognises when I have done my job well	77%	-1	0
B12. My manager helps me to understand how I contribute to EPSRC's objectives	59%	+2	-3
B18. Poor performance is dealt with effectively in my team	31%	+4	-8 ◇

	% Positive	Diff. from previous survey	Difference from CS2013
<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	86%	+4	+13 ◇
B02. I am sufficiently challenged by my work	85%	+7 ◇	+7 ◇
B04. I feel involved in the decisions that affect my work	57%	+9 ◇	+3
B01. I am interested in my work	92%	+2	+3
B03. My work gives me a sense of personal accomplishment	77%	+4	+2

# 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 CS2013	Difference from CS High Performers
B01. I am interested in my work	37	54	6			92%	+2	+3	0
B02. I am sufficiently challenged by my work	30	54	10	4		85%	+7 ◇	+7 ◇	+3
B03. My work gives me a sense of personal accomplishment	22	55	13	8		77%	+4	+2	-2
B04. I feel involved in the decisions that affect my work	12	45	19	18	6	57%	+9 ◇	+3	-3
B05. I have a choice in deciding how I do my work	33	53	8	4		86%	+4	+13 ◇	+9 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of EPSRC's purpose	39	49	7	4		88%	+2	+3	-2
B07. I have a clear understanding of EPSRC's objectives	26	50	17	5		77%	-2	-3	-8 ◇
B08. I understand how my work contributes to EPSRC's objectives	31	46	17	4		78%	-1	-5 ◇	-9 ◇

# All questions by theme

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## My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	23	47	19	8		71%	+11 ◇	+5 ◇	+1
B10. My manager is considerate of my life outside work	37	49	7	5		86%	+9 ◇	+5 ◇	+2
B11. My manager is open to my ideas	33	50	12			83%	+3	+4 ◇	+1
B12. My manager helps me to understand how I contribute to EPSRC's objectives	15	44	31	7		59%	+2	-3	-7 ◇
B13. Overall, I have confidence in the decisions made by my manager	30	46	14	8		76%	+7 ◇	+5 ◇	0
B14. My manager recognises when I have done my job well	31	46	16	5		77%	-1	0	-3
B15. I receive regular feedback on my performance	23	43	14	17		66%	+5	+2	-2
B16. The feedback I receive helps me to improve my performance	20	41	25	10	4	61%	+9 ◇	+2	-4
B17. I think that my performance is evaluated fairly	18	54	17	8		72%	+6 ◇	+9 ◇	+5 ◇
B18. Poor performance is dealt with effectively in my team	7	24	39	22	8	31%	+4	-8 ◇	-11 ◇

## My team

:Strength of association with engagement

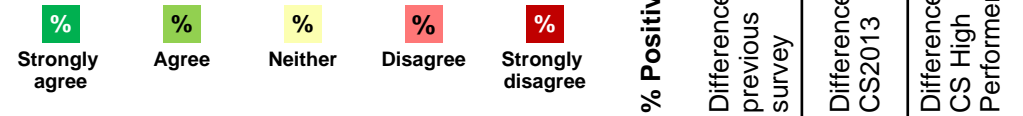
B19. The people in my team can be relied upon to help when things get difficult in my job	37	48	8	6		85%	+3	+1	-1
B20. The people in my team work together to find ways to improve the service we provide	32	51	13	4		83%	+6 ◇	+3	+1
B21. The people in my team are encouraged to come up with new and better ways of doing things	27	54	15			81%	+9 ◇	+9 ◇	+5 ◇

# All questions by theme

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## Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	11	54	23	8	4	65%	+7 ◇	+4	0
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	33	42	10	4	44%	+8 ◇	-4	-9 ◇
B24. There are opportunities for me to develop my career in EPSRC	4	26	33	25	12	30%	+8 ◇	-8 ◇	-17 ◇
B25. Learning and development activities I have completed while working for EPSRC are helping me to develop my career	11	32	40	12	4	44%	-4	+2	-5 ◇

## Inclusion and fair treatment

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B26. I am treated fairly at work	21	58	13	4	4	79%	+3	+1	-2
B27. I am treated with respect by the people I work with	31	55	6	4	4	86%	+5 ◇	+2	-1
B28. I feel valued for the work I do	15	49	16	15	5	64%	+14 ◇	+1	-3
B29. I think that EPSRC respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	17	54	19	8	4	71%	+4	-1	-7 ◇

# All questions by theme

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% Strongly agree   
 % Agree   
 % Neither   
 % Disagree   
 % Strongly disagree   
 % Positive   
 Difference from previous survey   
 Difference from CS2013   
 Difference from CS High Performers

## Resources and workload

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	15	67	9	7		82%	+7 ◇	-1	-4 ◇
B31. I get the information I need to do my job well	10	51	26	10		61%	+5	-8 ◇	-12 ◇
B32. I have clear work objectives	15	62	14	7		77%	+9 ◇	+2	-3
B33. I have the skills I need to do my job effectively	27	58	12			85%	-2	-3 ◇	-5 ◇
B34. I have the tools I need to do my job effectively	13	55	18	12		68%	+3	-3	-8 ◇
B35. I have an acceptable workload	6	53	22	12	7	60%	+10 ◇	0	-6 ◇
B36. I achieve a good balance between my work life and my private life	17	53	16	10	4	70%	+10 ◇	+2	-3

## Pay and benefits

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance		34	21	28	15	35%	+13 ◇	+7 ◇	0
B38. I am satisfied with the total benefits package	7	39	23	25	6	46%	+5	+13 ◇	+8 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	26	21	28	21	30%	+12 ◇	+5 ◇	-2

# All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	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	5	40	30	20	5	45%	+18 ◇	+2	-12 ◇
B41. Senior managers in EPSRC are sufficiently visible	13	46	22	13	4	60%	+22 ◇	+9 ◇	-2
B42. I believe the actions of senior managers are consistent with EPSRC's values	9	36	38	11	6	45%	+16 ◇	+1	-10 ◇
B43. I believe that ELT has a clear vision for the future of EPSRC	8	37	33	15	6	45%	+23 ◇	+3	-10 ◇
B44. Overall, I have confidence in the decisions made by EPSRC's senior managers	10	26	41	15	8	36%	+13 ◇	-5 ◇	-15 ◇
B45. I feel that change is managed well in EPSRC		26	32	32	8	28%	+13 ◇	0	-11 ◇
B46. When changes are made in EPSRC they are usually for the better	17		57	18	8	17%	+5 ◇	-9 ◇	-18 ◇
B47. EPSRC keeps me informed about matters that affect me	7	52	21	14	6	59%	+16 ◇	+1	-5 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	5	34	34	19	7	39%	+16 ◇	+3	-5 ◇
B49. I think it is safe to challenge the way things are done in EPSRC	5	33	36	18	8	38%	+4	0	-10 ◇

# All questions by theme

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

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	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of EPSRC	10	44	37	8	8	54%	+5	-2	-11 ◇
B51. I would recommend EPSRC as a great place to work	12	42	34	8	8	54%	+12 ◇	+10 ◇	-1
B52. I feel a strong personal attachment to EPSRC	12	35	29	19	6	47%	+1	+1	-6 ◇
B53. EPSRC inspires me to do the best in my job	6	31	43	16	6	37%	+4	-6 ◇	-13 ◇
B54. EPSRC motivates me to help it achieve its objectives	6	28	44	15	6	35%	+7 ◇	-5 ◇	-13 ◇
<b>Taking action</b>									
B55. I believe that senior managers in EPSRC will take action on the results from this survey		30	30	22	14	33%	+12 ◇	-10 ◇	-19 ◇
B56. I believe that managers where I work will take action on the results from this survey	4	33	38	15	9	37%	+1	-16 ◇	-22 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	4	11	47	21	16	15%	+5 ◇	-18 ◇	-25 ◇








# 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 CS2013	Difference from CS High Performers
<b>Organisational Culture</b>									
B58. I am trusted to carry out my job effectively	33	57			6	90%	0	+2	0
B59. I believe I would be supported if I try a new idea, even if it may not work	19	54	17	10		72%	+4	+5 ◇	+1
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	19	52	22	6		71%	+2	+6 ◇	+1
B61. When I talk about EPSRC I say "we" rather than "they"	25	50	16	6		75%	+3	+8 ◇	-1
B62. I have some really good friendships at work	27	45	19	8		72%	+2	-4 ◇	-7 ◇

Please note these questions were not asked on paper surveys in 2012.

# All questions by theme

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

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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

## Wellbeing

Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. This scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

W01. Overall, how satisfied are you with your life nowadays?	18	18	52	12	64%	+7 ◇	+1	-2
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	20	48	21	69%	+5	0	-4
W03. Overall, how happy did you feel yesterday?	21	19	41	19	59%	+5	0	-4
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	19	30	14	37	49%	-2	-1	-5

# 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 previous survey	Difference from CS2013	Difference from CS High Performers
I want to leave EPSRC as soon as possible		<b>5%</b>	-4	-3	-5
I want to leave EPSRC within the next 12 months		<b>15%</b>	-2	+2	-1
I want to stay working for EPSRC for at least the next year		<b>36%</b>	+2	+6 ^	+1
I want to stay working for EPSRC for at least the next three years		<b>43%</b>	+3	-5 ^	-15 ^

## The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers	
D01. Are you aware of the Civil Service Code?		<b>47</b>	<b>53</b>	<b>47%</b>	+2	-43 ^	-47 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		<b>21</b>	<b>79</b>	<b>21%</b>	+4	-43 ^	-49 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in EPSRC it would be investigated properly?		<b>59</b>	<b>41</b>	<b>59%</b>	+9 ^	-8 ^	-14 ^

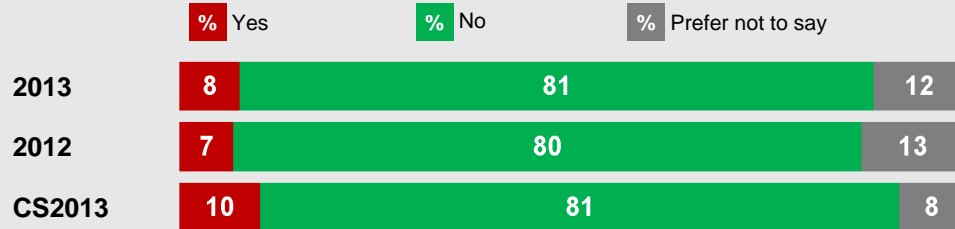
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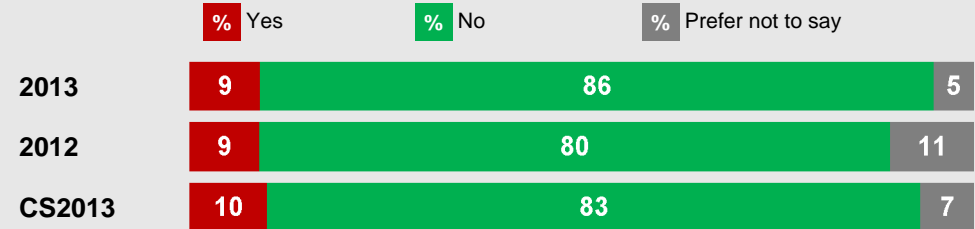
# All questions by theme

## 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 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>Previous survey</b>	Comparisons to the previous survey relate to the results from the 2012 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.
<b>CS2013</b>	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✦

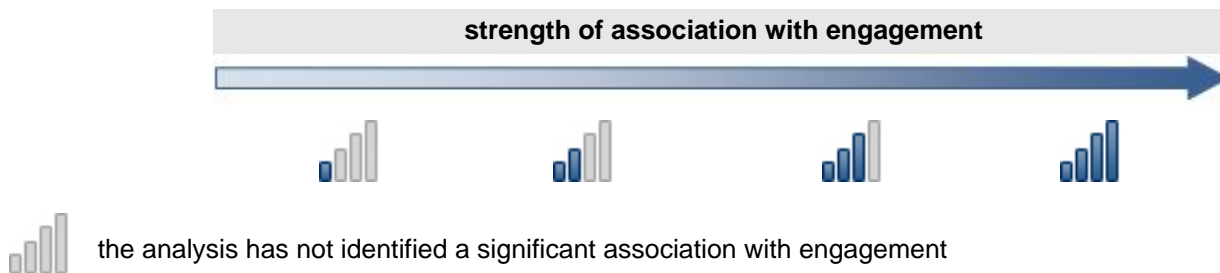
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2013 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.