

## Main data report for:

# Ordnance Survey

### This report

This report details the Your Say 2009 survey results for Ordnance Survey. It is designed to provide you with your overall survey data, allowing you to clearly identify your strengths and opportunities for improvement and guiding you towards how to take action on the findings.

The survey has been designed to measure employee engagement and its drivers.

Employee Engagement has been shown across a range of sectors to have strong links to organisation performance. An organisation with engaged employees is more likely to succeed in achieving its organisational objectives through greater productivity, efficiency and increased customer/stakeholder satisfaction.

Additional explanatory notes are provided at the start of each section of the report and the appendices give you further information on key terminology and details behind the data. Some advice is provided at the end of this report and the *Your Say Manager Toolkits* give more detailed guidance.

### Engagement index results for Ordnance Survey

Through statistical analysis the questions that best measure employee engagement ('say', 'stay' and 'strive') have been grouped in an index. The index score is shown below. The questions that make up the index are labelled in the "Results by question" section of this report.

		Ordnance Survey % Positive
<b>Employee Engagement score</b>		<b>54%</b>
<i>Employee engagement consists of 3 elements:</i>		
<b>Say</b>	speaking positively about the organisation	<b>60%</b>
<b>Stay</b>	desire to stay with Ordnance Survey	<b>65%</b>
<b>Strive</b>	going the extra mile and providing additional effort	<b>36%</b>

### Response rate

Returns: 1,007

# Introduction - background

## Project context

These survey reports provide a measure of employee engagement for teams across Ordnance Survey. They will be the starting point for discussions with teams about what needs to change and what we can build on.

## Using your report

### 1. Make a note of your Employee Engagement index

Turn to the front page

This shows you how engaged Ordnance Survey people are and how this compares to the Single Survey Feb '09 benchmark score.

### 2. Focus on the things that matter most to your team

Turn to page 2

Make a note of the three most important themes for your team. Focusing attention on these themes will help you to improve engagement.

### 3. Consider your results on individual questions

Turn to the "Results by question" pages

Focus on the questions under the top themes. Highlight high positives (strengths to celebrate), high neutral scores (things to investigate) and high negatives (areas for concern).

### 4. Develop a SMART action plan

Remember that the most important part of this process is using your results to create action. Involve your team in discussion about the results. Identify strengths to celebrate as well as things to improve. Focus on a small number of priorities for action and create SMART plans. Some advice is provided at the end of this report along with space for you to make notes on your next steps.

## Key things to improve and things to maintain

### Knowing what to improve...

This survey provides you with actionable information that you can use to improve employee engagement.

### The top three themes

The questions in the survey are arranged into ten themes. The three themes with the greatest impact on engagement for your team are presented in the table to the right, ranked in order of importance. The percentages show the relative importance of the individual themes (for example, a theme with a 40% impact rating is twice as important as a theme with a 20% rating). Turn to the next section of the report for your results to the questions within these themes.

### Things to improve and maintain/build

In the boxes below the six most important questions from the top three themes are presented. These questions have been selected because they have the strongest impact on employee engagement for your team. The six questions have been identified as either "Things to improve" or "Things to maintain" based on the percentage of people who responded positively. Each question has a comparison with other Civil Service departments involved in the survey. A high performance benchmark is also shown to give you a target to stretch for.

## Top three themes

Themes	Relative impact on engagement
The work itself	41%
Leadership and change management	31%
Inclusion and fair treatment	28%

## Things to improve employee engagement

The following three questions have been identified through statistical analysis as key drivers of employee engagement and are listed in ascending order of % positive scores. You can improve employee engagement by taking action in these areas.

	Theme	Question	% Positive	Diff. from Single Survey Feb '09 BM	Diff. from High Performance BM
1	Inclusion and fair treatment	34. Ordnance Survey has an inclusive culture where everyone's talents can flourish	44	+2	-8
2	The work itself	4. I feel involved in decisions that affect my work	48	0	-16
3	Inclusion and fair treatment	33. I feel valued and recognised for the work I do	52	-3	-13

## Things to maintain / build employee engagement

The following three questions have been identified through statistical analysis as key drivers of employee engagement and are listed in descending order of % positive scores. You can improve employee engagement by maintaining and building on performance in these areas.

	Theme	Question	% Positive	Diff. from Single Survey Feb '09 BM	Diff. from High Performance BM
1	The work itself	1. My work is interesting to me	86	+6	-1
2	The work itself	3. My work gives me a sense of personal accomplishment	76	+6	0
3	The work itself	2. I am sufficiently challenged and motivated in my work	75	+6	-2

# Results by question

This section gives the breakdown of results and % positive scores for all questions asked in the survey. Where applicable, trend (please see appendix 1 for further information), internal and external benchmark comparisons are also provided.

**"Diff. from Single Survey Feb '09 BM"**: The percentage point difference in positive scores between your results and the median score across all Government Departments and Agencies taking part in this survey.

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*Please note that the engagement questions for Say, Stay and Strive and the top three themes driving employee engagement are flagged throughout this section.*

	Positive	Neutral	Negative	Feb 2009 % Positive	Diff. from 2008	Diff. from Single Survey Feb '09 BM	Diff. from Private Sector BM	Diff. from High Performance BM
<b>Key Driver Theme: A: The work itself</b>								
1. My work is interesting to me	86	9	6	86	-	+6	-	-1
2. I am sufficiently challenged and motivated in my work	75	13	12	75	+21	+6	-	-2
3. My work gives me a sense of personal accomplishment	76	14	9	76	-	+6	+3	0
4. I feel involved in decisions that affect my work	48	25	27	48	-	0	-	-16
5. As long as I get the job done, I have the freedom to work in a way that suits me	76	13	11	76	-20	+2	-	-2
6. Too many approvals are required for routine decisions in Ordnance Survey*	9	27	65	9	-	-1	-	-5
<b>B: Clear objectives and purpose</b>								
7. I am clear about what is expected of me in my job	85	10	5	85	-4	+3	-5	0
8. I understand how my work contributes to the objectives of Ordnance Survey	84	12		84	+4	+5	-4	-1
9. I have a clear understanding of the purpose and objectives of my department	82	13	5	82	-	+11	0	-3
10. I have a clear understanding of the purpose and objectives of Ordnance Survey	57	28	16	57	-19	-3	-	-14
11. Communication in my department helps me to understand the objectives and aims of the wider organisation	65	21	14	65	-	+6	-	-6
12. I get the information I need to do my job well	66	21	13	66	-	+1	-9	-5
13. I have clear, measurable work objectives	75	16	8	75	-	+2	-	-1

\*Please note that this is a negatively phrased question, please see appendix 1 for further information.

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	Positive	Neutral	Negative	Feb 2009 % Positive	Diff. from 2008	Diff. from Single Survey Feb '09 BM	Diff. from Private Sector BM	Diff. from High Performance BM
<b>C: Line manager effectiveness</b>								
14. My line manager motivates and inspires me to be more effective in my job	53	29	18	53	-	-4	-11	-13
15. My line manager is considerate of my life outside work	73	20	7	73	-	-5	-	-8
16. My line manager is open to my ideas and suggestions for change	78	16	6	78	-	+2	-	-6
17. My line manager helps me to understand how I contribute to the vision for Ordnance Survey	55	32	13	55	-	+9	-	-4
18. I have confidence in the decisions my line manager makes	64	22	13	64	-11	-4	-	-11
19. My line manager communicates effectively	62	22	16	62	-1	-2	-8	-9
20. My line manager manages people well	57	25	19	57	-	-2	-17	-9
<b>D: Recognition, review and feedback</b>								
21. My line manager recognises and acknowledges when I have done my job well	71	18	11	71	-11	-6	-2	-10
22. My line manager encourages upward feedback	60	27	13	60	-	0	-	-6
23. I receive regular and constructive feedback on my performance	50	28	23	50	-12	0	-10	-10
24. I think that my performance is evaluated fairly	56	26	18	56	-	0	-	-11
25. Ordnance Survey is too lenient with people who perform poorly here*	14	38	48	14	-	+1	-	-3
<b>E: Teamwork</b>								
26. The people I work with are willing to help each other even if this means doing something outside their usual activities	88	8	4	88	-	+5	-	+1
27. My team strives to find ways to serve Ordnance Survey's customers better	86	12		86	+10	+4	+8	-1
28. People in my team are encouraged to come up with innovative solutions to work related problems	79	16	5	79	-	+9	-	-1

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	Positive	Neutral	Negative	Feb 2009 % Positive	Diff. from 2008	Diff. from Single Survey Feb '09 BM	Diff. from Private Sector BM	Diff. from High Performance BM
<b>F: Learning and career development</b>								
29. My performance has improved as a result of the skills I have developed over the past year	66	27	7	66	-	+7	+12	-1
30. There are opportunities for me to develop my career at Ordnance Survey	45	27	28	45	-	0	+1	-14
31. The learning and development I have received is helping me to develop my career	47	34	19	47	-	+3	-	-5
<b>Key Driver Theme: G: Inclusion and fair treatment</b>								
32. I am treated with fairness and respect	75	16	9	75	+2	0	+1	-8
33. I feel valued and recognised for the work I do	52	23	25	52	+14	-3	-	-13
34. Ordnance Survey has an inclusive culture where everyone's talents can flourish	44	36	20	44	-	+2	-	-8
<b>H: Workload and resources</b>								
35. I have an acceptable workload	71	17	12	71	-14	+14	-	+2
36. There are usually sufficient people in my unit to handle the normal workload	67	18	15	67	-	+19	+17	+5
37. I achieve the right balance between my work and home lives	75	16	9	75	-	+11	+9	0
38. I have the equipment and tools I need to do my job effectively	67	16	16	67	+6	+7	-1	-1
<b>I: Pay and benefits</b>								
39. I feel that my pay and benefits adequately reflect my performance	33	26	41	33	+5	0	-	-12
40. I feel my pay is reasonable in comparison to people in similar jobs in other organisations	32	25	43	32	-	-6	-4	-16
41. I feel my pay is reasonable in comparison to other people working in Ordnance Survey	38	26	36	38	-	-3	-	-20

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	Positive	Neutral	Negative	Feb 2009 % Positive	Diff. from 2008	Diff. from Single Survey Feb '09 BM	Diff. from Private Sector BM	Diff. from High Performance BM
<b>Key Driver Theme: J: Leadership and change management</b>								
42. The directors are sufficiently visible	26	28	47	26	-	-3	-20	-28
43. I believe that the decisions and behaviours of the directors are consistent with Ordnance Survey's values	35	46	19	35	-	+7	-	-7
44. I believe the directors have a clear vision for the future of Ordnance Survey	44	32	24	44	-23	+13	-	-6
45. What I hear about key issues in Ordnance Survey is consistent throughout all levels of management	33	40	27	33	-	+9	-	-2
46. I feel that change is well managed in Ordnance Survey	29	36	35	29	-	+9	-5	-3
47. When changes are made they are usually for the better	35	42	23	35	-	+16	-	+3
48. I think it is safe to speak up and challenge the way things are done in Ordnance Survey	59	19	21	59	-	+4	+1	0
49. Ordnance Survey does a good job of keeping me informed about matters affecting me	70	19	11	70	-5	+4	-	-3
50. Ordnance Survey as a whole is well managed	42	32	26	42	-20	+14	-15	-4
51. Overall, I have confidence in the directors at Ordnance Survey	40	36	24	40	-37	+8	-23	-8
<b>K: Discrimination, harassment and bullying</b>								
52. Have you experienced discrimination, harassment or bullying at work in the last 12 months?*	87	13		87	-	+1	-	-2
53. If yes, was this in your team or department or elsewhere in the Ordnance Survey? (No. of responses)	My Team: 44      My department: 53 Elsewhere in Ordnance Survey: 34			-				
<b>L: Data handling</b>								
54. I am aware of Ordnance Survey's data security policies and put them into practice	87	9		87	-	-1	-	-7
55. I have received training on data handling and security procedures in relation to protecting personal and/or sensitive data	42	22	36	42	-	0	-	-38

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### M: Engagement

	Positive	Neutral	Negative	Feb 2009 % Positive	Diff. from 2008	Diff. from Single Survey Feb '09 BM	Diff. from Private Sector BM	Diff. from High Performance BM
56. Working for Ordnance Survey gives me a sense of status and prestige	59	27	14	59	-	+24	-	-4
57. Working for the Civil Service gives me a sense of status and prestige	34	38	28	34	-	-3	-	-15
58. I believe strongly in the purpose and objectives of Ordnance Survey	67	28	5	67	-29	+3	-	-7
<b>Say</b> 59. I am proud to work for Ordnance Survey	73	21	6	73	-13	+25	0	+2
<b>Say</b> 60. I would recommend Ordnance Survey as a great place to work	47	32	22	47	-17	+5	-21	-6
<b>Stay</b> 61. I intend to be working for Ordnance Survey in 12 months time	79	16	5	79	-3	+6	+7	-2
62. I intend to be working for the Civil Service in 12 months time	75	20	5	75	-	-3	-	-9
<b>Stay</b> 63. It would take a lot to get me to leave Ordnance Survey	52	27	21	52	-	+10	-	-2
64. It would take a lot to get me to leave the Civil Service	46	30	24	46	-	-12	-	-17
<b>Strive</b> 65. Ordnance Survey motivates me to contribute more than is normally required in my work	40	37	23	40	-	+7	-	-4
<b>Strive</b> 66. Ordnance Survey energises me to 'go the extra mile'	33	36	31	33	-	+4	-	-7

### N: Taking action

67. I think that the following will act on the results of this survey: Directors of Ordnance Survey	38	35	27	38	-	+10	-	-8
68. I think that the following will act on the results of this survey: Managers of my department	49	31	20	49	-	+10	-	-7

## Results by question

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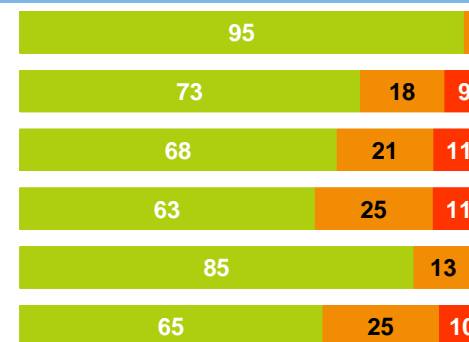
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### O: Local questions: Ordnance Survey

1. I feel accountable for the work that I do (The work itself)
2. I am aware of the investment programmes that exist in the business (Leadership and change management)
3. I understand why we are investing in our investment programmes (Leadership and change management)
4. Other people in this organisation take opportunities to share their knowledge with me (Teamwork)
5. My team strives to find ways to serve our internal customers better (Teamwork)
6. The learning and development I have received is helping me to do my job better (Learning and career development)



Feb 2009 % Positive	Diff. from 2008	Diff. from Single Survey Feb '09 BM	Diff. from Private Sector BM	Diff. from High Performance BM
95	-2	-	-	-
73	-9	-	-	-
68	-12	-	-	-
63	-	-	-	-
85	+10	-	-	-
65	+1	-	-	-

# Comparison against participating Government Departments

This section shows all core engagement survey questions with your % positive score compared against the participating Departments' median (Single Survey Feb '09 BM) and also shows where you sit in relation to the 10 other Departments/Agencies who took part in this survey (your ranking), where '1' in the ranking column means you are the highest scoring Department/Agency etc.

Questions are ranked from most positive to least positive performance against the benchmark.

The Government Departments that have taken part in the survey are: Acas, Cabinet Office, DCSF, CLG (grade 6 and 7 staff), Defra, Government Offices, HMRC, MOD, ONS, Ordnance Survey and VOSA.

Please note that questions with an asterisk (\*) at the end identify a negatively phrased question, please see appendix 1 for further information.

Questions	2009 % Positive	Single Survey Feb '09 BM	Diff. from Single Survey Feb '09 BM	Your ranking (out of 11 depts)
59 I am proud to work for Ordnance Survey	73	48	+25	1
56 Working for Ordnance Survey gives me a sense of status and prestige	59	35	+24	2
36 There are usually sufficient people in my unit to handle the normal workload	67	48	+19	1
47 When changes are made they are usually for the better	35	19	+16	1
50 Ordnance Survey as a whole is well managed	42	27	+14	2
35 I have an acceptable workload	71	57	+14	1
44 I believe the directors have a clear vision for the future of Ordnance Survey	44	31	+13	2
9 I have a clear understanding of the purpose and objectives of my department	82	71	+11	4
37 I achieve the right balance between my work and home lives	75	64	+11	2
67 I think that the following will act on the results of this survey: Directors of Ordnance Survey	38	28	+10	4
68 I think that the following will act on the results of this survey: Managers of my department	49	39	+10	4
63 It would take a lot to get me to leave Ordnance Survey	52	42	+10	2
46 I feel that change is well managed in Ordnance Survey	29	20	+9	2
28 People in my team are encouraged to come up with innovative solutions to work related problems	79	70	+9	2
17 My line manager helps me to understand how I contribute to the vision for Ordnance Survey	55	46	+9	3
45 What I hear about key issues in Ordnance Survey is consistent throughout all levels of management	33	24	+9	3
51 Overall, I have confidence in the directors at Ordnance Survey	40	32	+8	4
38 I have the equipment and tools I need to do my job effectively	67	60	+7	2
43 I believe that the decisions and behaviours of the directors are consistent with Ordnance Survey's values	35	28	+7	3
65 Ordnance Survey motivates me to contribute more than is normally required in my work	40	33	+7	4
29 My performance has improved as a result of the skills I have developed over the past year	66	59	+7	2
3 My work gives me a sense of personal accomplishment	76	70	+6	2
61 I intend to be working for Ordnance Survey in 12 months time	79	73	+6	2

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Questions	2009 % Positive	Single Survey Feb '09 BM	Diff. from Single Survey Feb '09 BM	Your ranking (out of 11 depts)
2 I am sufficiently challenged and motivated in my work	75	69	+6	3
11 Communication in my department helps me to understand the objectives and aims of the wider organisation	65	59	+6	3
1 My work is interesting to me	86	80	+6	2
8 I understand how my work contributes to the objectives of Ordnance Survey	84	79	+5	3
26 The people I work with are willing to help each other even if this means doing something outside their usual activities	88	83	+5	1
60 I would recommend Ordnance Survey as a great place to work	47	42	+5	5
49 Ordnance Survey does a good job of keeping me informed about matters affecting me	70	66	+4	4
48 I think it is safe to speak up and challenge the way things are done in Ordnance Survey	59	55	+4	2
66 Ordnance Survey energises me to 'go the extra mile'	33	29	+4	5
27 My team strives to find ways to serve Ordnance Survey's customers better	86	82	+4	3
58 I believe strongly in the purpose and objectives of Ordnance Survey	67	64	+3	4
31 The learning and development I have received is helping me to develop my career	47	44	+3	5
7 I am clear about what is expected of me in my job	85	82	+3	2
34 Ordnance Survey has an inclusive culture where everyone's talents can flourish	44	42	+2	4
13 I have clear, measurable work objectives	75	73	+2	3
5 As long as I get the job done, I have the freedom to work in a way that suits me	76	74	+2	3
16 My line manager is open to my ideas and suggestions for change	78	76	+2	4
25 Ordnance Survey is too lenient with people who perform poorly here*	14	13	+1	4
52 Have you experienced discrimination, harassment or bullying at work in the last 12 months?*	87	86	+1	3
12 I get the information I need to do my job well	66	65	+1	3
30 There are opportunities for me to develop my career at Ordnance Survey	45	45	0	6
4 I feel involved in decisions that affect my work	48	48	0	6
24 I think that my performance is evaluated fairly	56	56	0	6

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22 My line manager encourages upward feedback	60	60	0	6
39 I feel that my pay and benefits adequately reflect my performance	33	33	0	6
23 I receive regular and constructive feedback on my performance	50	50	0	6
55 I have received training on data handling and security procedures in relation to protecting personal and/or sensitive data	42	43	0	7
32 I am treated with fairness and respect	75	75	0	6
54 I am aware of Ordnance Survey's data security policies and put them into practice	87	88	-1	7
6 Too many approvals are required for routine decisions in Ordnance Survey*	9	10	-1	7
19 My line manager communicates effectively	62	64	-2	9
20 My line manager manages people well	57	59	-2	8
10 I have a clear understanding of the purpose and objectives of Ordnance Survey	57	59	-3	7
33 I feel valued and recognised for the work I do	52	55	-3	8
57 Working for the Civil Service gives me a sense of status and prestige	34	37	-3	7
42 The directors are sufficiently visible	26	29	-3	7
62 I intend to be working for the Civil Service in 12 months time	75	79	-3	9
41 I feel my pay is reasonable in comparison to other people working in Ordnance Survey	38	41	-3	8
18 I have confidence in the decisions my line manager makes	64	68	-4	7
14 My line manager motivates and inspires me to be more effective in my job	53	57	-4	8
15 My line manager is considerate of my life outside work	73	78	-5	8
21 My line manager recognises and acknowledges when I have done my job well	71	77	-6	8
40 I feel my pay is reasonable in comparison to people in similar jobs in other organisations	32	38	-6	8
64 It would take a lot to get me to leave the Civil Service	46	58	-12	11