

Returns : 687

Response rate : 92%

Civil Service People Survey 2016

 Strength of association with engagement

 Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



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Civil Service People Survey 2016

The table below shows how you performed on each of the nine 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.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
Leadership and managing change		44%	+17 ✧	+1 ✧	-8 ✧
My work		76%	+3 ✧	+1	-3 ✧
My manager		71%	+5 ✧	+3 ✧	0
Learning and development		48%	+7 ✧	-3 ✧	-7 ✧
Pay and benefits		35%	-1	+4 ✧	-3 ✧
Resources and workload		70%	+6 ✧	-3 ✧	-7 ✧
Organisational objectives and purpose		79%	+8 ✧	-4 ✧	-9 ✧
My team		84%	+5 ✧	+4 ✧	0
Inclusion and fair treatment		76%	+6 ✧	0	-3 ✧



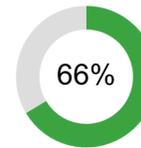
Strength of association with engagement



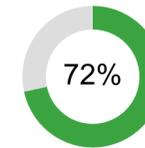
Statistically significant difference from comparison

Wellbeing

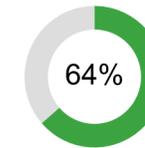
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



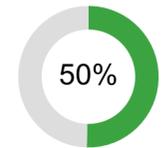
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



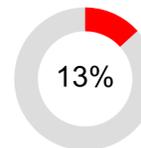
W03. Overall, how happy did you feel yesterday?



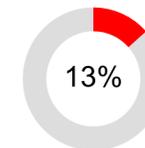
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

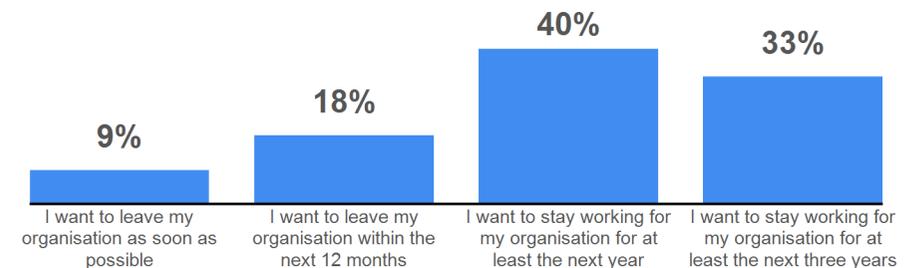


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My work

76% +3
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	43	48	6	1	0	91%	0	+1 ◆	-1 ◆
B02 I am sufficiently challenged by my work	36	42	9	11	4	79%	+1	-1 ◆	-4 ◆
B03 My work gives me a sense of personal accomplishment	29	45	15	9	1	73%	+2 ◆	-2 ◆	-6 ◆
B04 I feel involved in the decisions that affect my work	20	39	17	17	8	58%	+7 ◆	+2 ◆	-3 ◆
B05 I have a choice in deciding how I do my work	30	47	12	8	3	77%	+5 ◆	+3 ◆	-2 ◆

Organisational objectives and purpose

79% +8
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of my organisation's purpose	28	53	8	7	4	82%	+5 ◆	-4 ◆	-9 ◆
B07 I have a clear understanding of my organisation's objectives	25	51	11	8	7	77%	+11 ◆	-3 ◆	-8 ◆
B08 I understand how my work contributes to my organisation's objectives	28	50	11	9	2	78%	+8 ◆	-5 ◆	-9 ◆

All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

My manager

71% +5
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	32	41	14	9	0	73%	+3 ◆	+4 ◆	0
B10	My manager is considerate of my life outside work	48	37	9	6	0	85%	+4 ◆	+3 ◆	0
B11	My manager is open to my ideas	43	43	8	6	0	86%	+5 ◆	+6 ◆	+2 ◆
B12	My manager helps me to understand how I contribute to my organisation's objectives	30	41	18	7	4	72%	+7 ◆	+7 ◆	+3 ◆
B13	Overall, I have confidence in the decisions made by my manager	36	40	13	6	5	76%	+4 ◆	+3 ◆	-2 ◆
B14	My manager recognises when I have done my job well	38	41	12	6	4	79%	+4 ◆	+1 ◆	-2 ◆
B15	I receive regular feedback on my performance	24	43	17	12	4	67%	+6 ◆	+1 ◆	-2 ◆
B16	The feedback I receive helps me to improve my performance	23	42	21	10	6	65%	+5 ◆	+3 ◆	-1 ◆
B17	I think that my performance is evaluated fairly	20	40	22	11	6	61%	+4 ◆	-3 ◆	-7 ◆
B18	Poor performance is dealt with effectively in my team	12	30	37	14	7	42%	+6 ◆	+3 ◆	-1

My team

84% +5
 Difference from previous survey



Strength of association with engagement



Question ID	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	38	47	8	5	2	86%	+3 ◆	+1 ◆	-1 ◆
B20	The people in my team work together to find ways to improve the service we provide	38	48	8	5	1	86%	+6 ◆	+4 ◆	+1 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	35	45	12	6	2	80%	+6 ◆	+6 ◆	+1 ◆

All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Learning and development

48% +7

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	13	44	26	13	5	57%	+7 ◆	-3 ◆	-10 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	33	38	14	5	44%	+4 ◆	-6 ◆	-13 ◆
B24	There are opportunities for me to develop my career in my organisation	13	36	24	16	11	49%	+11 ◆	+6 ◆	-2 ◆
B25	Learning and development activities I have completed while working for my organisation are helping me to develop my career	11	30	35	17	7	41%	+6 ◆	-3 ◆	-10 ◆

Inclusion and fair treatment

76% +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	28	51	10	8	2	79%	+5 ◆	0	-3 ◆
B27	I am treated with respect by the people I work with	31	54	9	5	1	85%	+3 ◆	+1	-2 ◆
B28	I feel valued for the work I do	23	45	15	13	2	68%	+5 ◆	+3 ◆	-2 ◆
B29	I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	50	16	9	3	72%	+9 ◆	-2 ◆	-6 ◆

All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Resources and workload **70%** +6 Difference from previous survey

Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	21	58	12	7	7	79%	+6 ◆	-3 ◆	-7 ◆
B31 I get the information I need to do my job well	15	45	23	15	2	60%	+7 ◆	-9 ◆	-14 ◆
B32 I have clear work objectives	20	49	18	10	4	69%	+6 ◆	-6 ◆	-11 ◆
B33 I have the skills I need to do my job effectively	31	58	8	1	2	89%	+4 ◆	+1 ◆	-2 ◆
B34 I have the tools I need to do my job effectively	15	48	18	14	5	64%	+7 ◆	-6 ◆	-12 ◆
B35 I have an acceptable workload	11	50	18	15	6	62%	+9 ◆	+3 ◆	-3 ◆
B36 I achieve a good balance between my work life and my private life	19	49	17	10	5	68%	+5 ◆	+1 ◆	-4 ◆

Pay and benefits **35%** -1 Difference from previous survey

Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	5	33	22	25	15	38%	+1	+6 ◆	-1 ◆
B38 I am satisfied with the total benefits package	6	30	24	26	14	36%	-3 ◆	+3 ◆	-4 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	26	21	29	21	3	30%	-1	+3 ◆	-4 ◆

All questions by theme

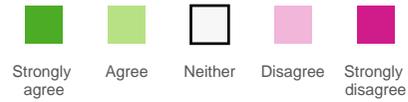
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Leadership and managing change

44% +17
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40 I feel that my organisation as a whole is managed well	6	41	25	19	9	47%	+21 ◆	0	-11 ◆
B41 Senior managers in my organisation are sufficiently visible	14	42	18	19	8	55%	+25 ◆	0	-10 ◆
B42 I believe the actions of senior managers are consistent with my organisation's values	10	37	29	17	8	47%	+19 ◆	-2 ◆	-11 ◆
B43 I believe that the Board has a clear vision for the future of my organisation	11	43	29	10	6	54%	+25 ◆	+11 ◆	0
B44 Overall, I have confidence in the decisions made by my organisation's senior managers	8	39	28	16	9	48%	+22 ◆	+4 ◆	-7 ◆
B45 I feel that change is managed well in my organisation		20	27	32	17	24%	+10 ◆	-5 ◆	-17 ◆
B46 When changes are made in my organisation they are usually for the better		26	39	20	9	31%	+11 ◆	+1	-8 ◆
B47 My organisation keeps me informed about matters that affect me	7	48	24	15	7	55%	+14 ◆	-1	-10 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	5	31	27	26	11	36%	+11 ◆	-1 ◆	-11 ◆
B49 I think it is safe to challenge the way things are done in my organisation	6	39	28	16	10	46%	+14 ◆	+3 ◆	-3 ◆

All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of my organisation	15	42	30	9		57%	+8 ◆	-1 ◆	-9 ◆
B51 I would recommend my organisation as a great place to work	11	35	30	17	7	46%	+10 ◆	-5 ◆	-15 ◆
B52 I feel a strong personal attachment to my organisation	12	35	29	16	8	47%	+15 ◆	-1	-9 ◆
B53 My organisation inspires me to do the best in my job	11	35	32	17	6	46%	+10 ◆	0	-7 ◆
B54 My organisation motivates me to help it achieve its objectives	10	36	30	18	6	46%	+11 ◆	+2 ◆	-5 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that senior managers in my organisation will take action on the results from this survey	12	42	21	16	9	54%	+18 ◆	+8 ◆	0
B56 I believe that managers where I work will take action on the results from this survey	18	46	18	11	7	64%	+11 ◆	+9 ◆	0
B57 Where I work, I think effective action has been taken on the results of the last survey	13	29	35	12	10	42%	+13 ◆	+7 ◆	+1

All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	31	56	7	5		87%	+1	-1	-3 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	22	52	15	8		74%	+4 ◆	+6 ◆	+1
B60 When I talk about my organisation I say "we" rather than "they"	29	51	12	5		80%	+9 ◆	+9 ◆	+2 ◆
B61 I have some really good friendships at work	28	47	17	7		75%	-1	-2 ◆	-6 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior managers in my organisation actively role model the behaviours set out in the Civil Service Leadership Statement	10	37	33	14	7	47%	+21 ◆	+3 ◆	-3 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	26	44	20	6		70%	+9 ◆	+9 ◆	+3 ◆

All questions by theme

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Wellbeing



Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	14	20	51	15	66%	+2 ◆	0	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	18	51	21	72%	0	+1	-2 ◆
W03 Overall, how happy did you feel yesterday?	15	22	45	18	64%	+2 ◆	0	-2 ◆

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	22	28	17	32	50%	+3 ◆	0	-3 ◆

All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Your plans for the future

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

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave my organisation as soon as possible		9%	+2	0	-2 ◇
I want to leave my organisation within the next 12 months		18%	-2	+3 ◇	-1 ◇
I want to stay working for my organisation for at least the next year		40%	+2	+8 ◇	+1 ◇
I want to stay working for my organisation for at least the next three years		33%	-2	-10 ◇	-18 ◇

The Civil Service Code

Differences are based on '% Yes' score

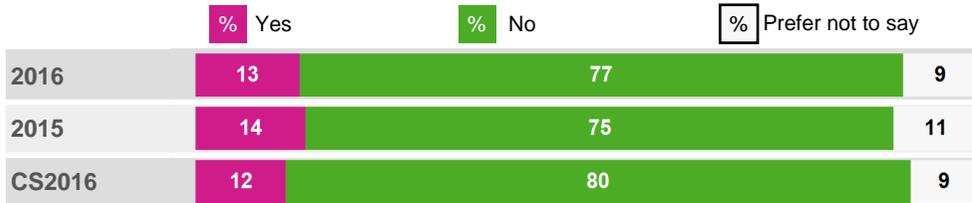
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		10	90%	-1 ◇	-1 ◇	-5 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		31	69%	+1	+2 ◇	-5 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in your organisation it would be investigated properly?		32	68%	+6 ◇	+1	-7 ◇

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Discrimination, harassment and bullying

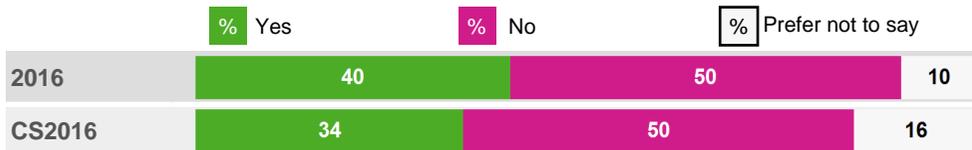
E01. During the past 12 months, have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question E03.
 E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.
 E06. In your opinion, has this issue been resolved?



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

Ground	Response Count
Age	11
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	11
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	39
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	13
Working pattern	17
Any other grounds	15
Prefer not to say	12

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)

Person	Response Count
A colleague	19
Your manager	27
Another manager in my part of your organisation	24
Someone you manage	--
Someone who works for another part of your organisation	10
A member of the public	--
Someone else	10
Prefer not to say	11

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Crown Commercial Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 The strategy and goals for the Crown Commercial Service are clear to me	16	53	18	10		69%	+17 ◆
F02 I am confident that my organisation is taking effective action to reduce discrimination, bullying and harassment	13	47	24	12		60%	+9 ◆
F03 I am clear how my role fits within the Crown Commercial Service	20	58	10	9		78%	--
F04 The SCS leadership team (SLT) within the Crown Commercial Service have been more visible in the last twelve months	17	39	24	15	6	56%	+27 ◆
F05 The wider SCS team and managers within the Crown Commercial Service have been more visible in the last twelve months	13	40	27	15		53%	--
F06 I receive the right quantity/quality and regularity of communications	10	52	24	11		62%	+16 ◆
F07 I am clear what the Operational Review is setting out to achieve	12	45	21	17	5	57%	--
F08 I understand the impact the Operational Review has on my role	12	36	24	23	5	47%	--
F09 I understand what the Crown Commercial Service values and behaviours are	29	58	9			87%	--

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2016 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, CS2016 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 shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association
with engagement



 the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2016 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all 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 fewer 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.