



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.





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 CS2014	Difference from CS High Performers
Leadership and Managing Change		41%	-10 ✧	-2 ✧	-9 ✧
My work		70%	-1	-6 ✧	-9 ✧
My manager		65%	-3 ✧	-2 ✧	-6 ✧
Resources and workload		78%	-3 ✧	+4 ✧	+1
Pay and benefits		24%	-2 ✧	-4 ✧	-11 ✧
Learning and development		53%	-1	+4 ✧	-2 ✧
Organisational objectives and purpose		86%	-3 ✧	+3 ✧	-2 ✧
My team		78%	-2 ✧	-1	-4 ✧
Inclusion and fair treatment		74%	-1	-1	-4 ✧

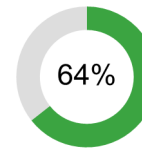


Strength of association with engagement

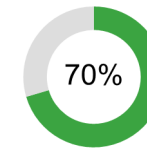


Statistically significant difference from comparison

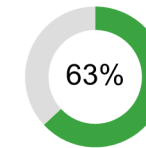
## Wellbeing



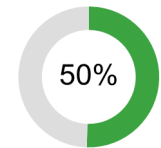
Overall, how satisfied are you with your life nowadays?



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

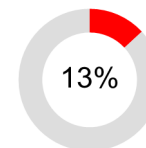


Overall, how happy did you feel yesterday?

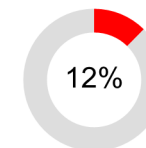


No or low anxiety yesterday

## Discrimination, bullying and harassment

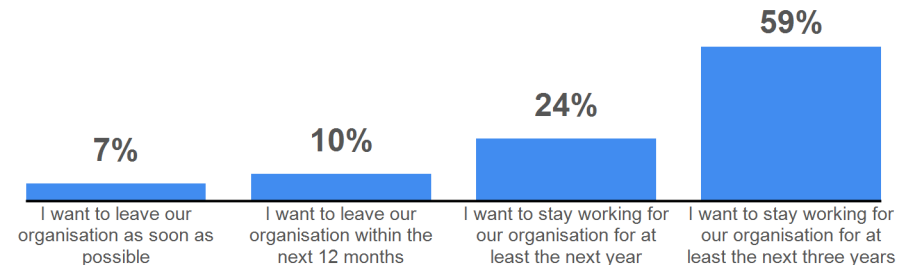


During the past 12 months have you personally experienced discrimination at work?



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

**70%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	37	53	7			89%	+1	0	-3 ◆
B02 I am sufficiently challenged by my work	27	49	11	10		76%	+1	-3 ◆	-6 ◆
B03 My work gives me a sense of personal accomplishment	26	50	13	9		76%	0	0	-3 ◆
B04 I feel involved in the decisions that affect my work	13	34	20	23	11	47%	-7 ◆	-10 ◆	-15 ◆
B05 I have a choice in deciding how I do my work	16	44	17	16	7	60%	-2	-14 ◆	-20 ◆

### Organisational objectives and purpose

**86%** -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of our organisation's purpose	30	58	7			88%	-2 ◆	+2 ◆	-3 ◆
B07 I have a clear understanding of our organisation's objectives	27	56	10	5		83%	-4 ◆	+2 ◆	-3 ◆
B08 I understand how my work contributes to our organisation's objectives	31	56	8			87%	-2 ◆	+4 ◆	-1



## All questions by theme

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### My manager

**65%** -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	22	45	17	11	5	67%	-2	-1	-5 ◆
B10	My manager is considerate of my life outside work	33	44	15	5	5	77%	0	-4 ◆	-9 ◆
B11	My manager is open to my ideas	26	48	16	7	7	74%	-3 ◆	-6 ◆	-10 ◆
B12	My manager helps me to understand how I contribute to our organisation's objectives	21	47	20	9	5	67%	-4 ◆	+3 ◆	-2 ◆
B13	Overall, I have confidence in the decisions made by my manager	26	45	16	8	5	71%	-1	-2 ◆	-6 ◆
B14	My manager recognises when I have done my job well	28	47	14	8	5	75%	-3 ◆	-3 ◆	-6 ◆
B15	I receive regular feedback on my performance	20	41	17	17	6	61%	-8 ◆	-4 ◆	-8 ◆
B16	The feedback I receive helps me to improve my performance	20	41	23	13	5	60%	-5 ◆	-1	-6 ◆
B17	I think that my performance is evaluated fairly	16	40	21	14	9	56%	-2 ◆	-6 ◆	-10 ◆
B18	Poor performance is dealt with effectively in my team	11	32	30	16	10	43%	0	+4 ◆	0

### My team

**78%** -2

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	37	49	9	5	0	85%	0	+1 ◆	-1 ◆
B20	The people in my team work together to find ways to improve the service we provide	33	47	11	6	3	80%	-1	0	-3 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	26	43	17	9	5	69%	-4 ◆	-4 ◆	-9 ◆



## All questions by theme

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### Learning and development

**53%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	14	52	18	13	5	66%	-3 ◆	+3 ◆	-1 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	37	29	17	5	49%	-3 ◆	-2 ◆	-8 ◆
B24	There are opportunities for me to develop my career in our organisation	13	43	22	15	8	55%	+3 ◆	+13 ◆	+6 ◆
B25	Learning and development activities I have completed while working for our organisation are helping me to develop my career	11	33	30	18	8	44%	-1	+1	-6 ◆

### Inclusion and fair treatment

**74%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	24	52	11	9	5	76%	0	-3 ◆	-6 ◆
B27	I am treated with respect by the people I work with	27	57	9	5	5	84%	0	0	-3 ◆
B28	I feel valued for the work I do	18	43	18	13	7	61%	-1	-3 ◆	-8 ◆
B29	I think that our organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	49	14	6	6	76%	-3 ◆	+2 ◆	-2 ◆



## All questions by theme

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### Resources and workload **78%** -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	28	59	7	7	7	88%	-3 ◆	+4 ◆	+1
B31 I get the information I need to do my job well	19	52	15	12	7	71%	-4 ◆	+1	-3 ◆
B32 I have clear work objectives	22	57	12	7	7	79%	-5 ◆	+3 ◆	0
B33 I have the skills I need to do my job effectively	29	60	7	7	7	89%	-2 ◆	0	-2 ◆
B34 I have the tools I need to do my job effectively	21	53	12	10	7	75%	-3 ◆	+3 ◆	-1
B35 I have an acceptable workload	16	52	15	13	5	68%	-3 ◆	+9 ◆	+1 ◆
B36 I achieve a good balance between my work life and my private life	22	52	14	8	7	75%	0	+8 ◆	+1

### Pay and benefits **24%** -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	18	16	32	30	7	22%	-1	-7 ◆	-14 ◆
B38 I am satisfied with the total benefits package	25	22	29	20	7	29%	-3 ◆	-3 ◆	-11 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	17	16	33	31	7	20%	-2 ◆	-4 ◆	-11 ◆



## All questions by theme

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### Leadership and Managing Change

**41%** -10

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40	I feel that our organisation as a whole is managed well	7	33	22	24	14	40%	-13 ◆	-5 ◆	-16 ◆
B41	Senior managers in our organisation are sufficiently visible	11	42	20	19	9	53%	-9 ◆	0	-10 ◆
B42	I believe the actions of senior managers are consistent with our organisation's values	9	34	30	18	10	43%	-12 ◆	-4 ◆	-13 ◆
B43	I believe that the Senior Leadership team has a clear vision for the future of our organisation	8	31	31	18	12	39%	-15 ◆	-5 ◆	-14 ◆
B44	Overall, I have confidence in the decisions made by our organisation's senior managers	7	29	28	23	14	36%	-12 ◆	-8 ◆	-15 ◆
B45	I feel that change is managed well in our organisation	6	32	24	25	13	38%	-8 ◆	+6 ◆	-1
B46	When changes are made in our organisation they are usually for the better	6	26	34	24	11	31%	-8 ◆	+2 ◆	-6 ◆
B47	Our organisation keeps me informed about matters that affect me	8	46	21	16	9	54%	-9 ◆	-4 ◆	-10 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	6	27	25	27	15	33%	-7 ◆	-2 ◆	-9 ◆
B49	I think it is safe to challenge the way things are done in our organisation	6	33	27	22	12	40%	-6 ◆	-1	-8 ◆



## All questions by theme

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### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of our organisation	15	39	28	12	5	54%	-4 ◆	-5 ◆	-12 ◆
B51 I would recommend our organisation as a great place to work	15	36	29	14	6	51%	-2	+2 ◆	-9 ◆
B52 I feel a strong personal attachment to our organisation	14	35	29	15	6	49%	+1	+2 ◆	-5 ◆
B53 Our organisation inspires me to do the best in my job	12	35	30	16	7	47%	-1	+2 ◆	-4 ◆
B54 Our organisation motivates me to help it achieve its objectives	12	34	30	17	7	45%	-1	+3 ◆	-4 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers in our organisation will take action on the results from this survey	9	32	25	21	12	42%	-9 ◆	-3 ◆	-12 ◆
B56 I believe that managers where I work will take action on the results from this survey	13	42	21	15	9	55%	-2 ◆	-1	-6 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	8	28	37	16	11	36%	-9 ◆	+2 ◆	-4 ◆





## All questions by theme

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### Organisational Culture

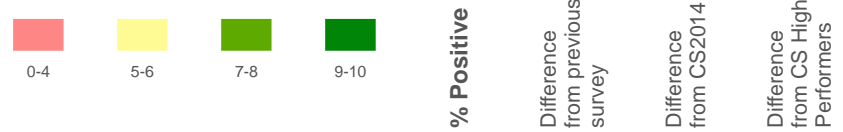
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	29	59	7			89%	-2 ◇	0	-2 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	15	46	23	12		61%	-7 ◇	-7 ◇	-11 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	12	44	27	12	6	56%	-4 ◇	-9 ◇	-14 ◇
B61 When I talk about our organisation I say "we" rather than "they"	17	47	20	11		65%	-1	-4 ◇	-14 ◇
B62 I have some really good friendships at work	33	48	14			82%	-1	+6 ◇	+2 ◇



## All questions by theme

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

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	23	47	17	64%	+1	+1	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	20	46	25	70%	+1	+1	-2 ◆
W03 Overall, how happy did you feel yesterday?	16	21	41	22	63%	+4 ◆	+3 ◆	0



W04 Overall, how anxious did you feel yesterday?	27	24	21	28	50%	0	0	-2 ◆
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## All questions by theme

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### Your plans for the future

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

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave our organisation as soon as possible		7%	-1	-1 ◇	-3 ◇
I want to leave our organisation within the next 12 months		10%	+1	-3 ◇	-7 ◇
I want to stay working for our organisation for at least the next year		24%	+2	-7 ◇	-14 ◇
I want to stay working for our organisation for at least the next three years		59%	-1	+12 ◇	+5 ◇

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			85%	-2 ◇	-5 ◇	-9 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			68%	0	+4 ◇	-3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in our organisation it would be investigated properly?			66%	-1	-3 ◇	-8 ◇

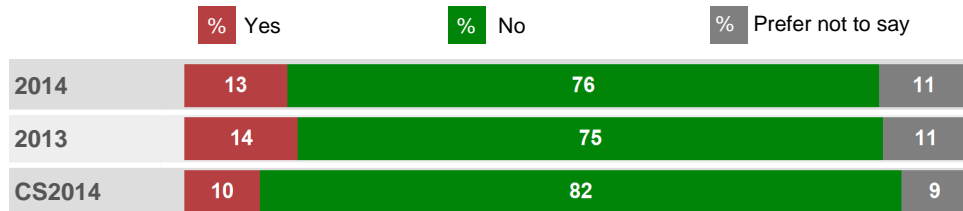


## All questions by theme

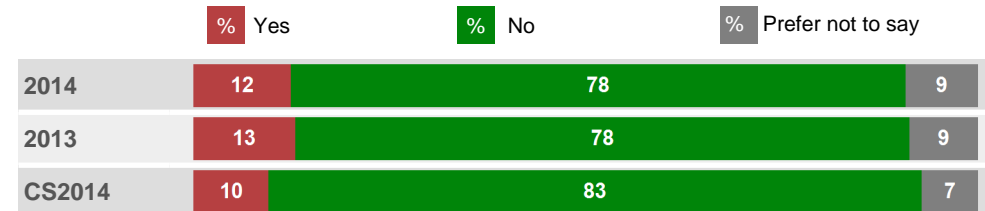
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### Discrimination, harassment and bullying

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	32
Caring responsibilities	33
Disability	21
Ethnic background	33
Gender	28
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	78
Main spoken/written language or language ability	17
Religion or belief	17
Sexual orientation	--
Social or educational background	--
Working location	52
Working pattern	72
Any other grounds	83
Prefer not to say	36

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	98
Your manager	83
Another manager in my part of our organisation	71
Someone you manage	13
Someone who works for another part of our organisation	19
A member of the public	12
Someone else	--
Prefer not to say	37

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



## All questions by theme

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### HM Passport Office questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	Have you seen or heard communications about the Home Office Transformation Programme	Yes: 46%		No: 54%			46%	+2
F02	Have you seen changes in your area as a result of the Home Office Transformation Programme	Yes: 25%		No: 75%			25%	+1
F03	I understand how to raise concerns relating to bullying or harassment	25	62	9			87%	--
F04	I am confident that if I raised a concern/complaint relating to bullying or harassment it would be dealt with appropriately	19	45	18	11	6	65%	--
F05	If you answered yes to the question 'During the past 12 months, have you personally experienced bullying or harassment at work', did you know where to go for support	Yes: 72%		No: 28%			72%	--
F06	I am aware of our organisation's Public Protection and Counter Fraud Strategy	21	58	12	8		79%	--
F07	I understand how the Public Protection and Counter Fraud Strategy relates to my work	21	56	13	8		77%	--
F08	I am satisfied with my current physical working environment	15	50	13	15	7	65%	--
F09	I feel able to discuss my workload issues with my manager without fear of any adverse consequences	21	56	13	7		76%	--
F10	I can identify improvements in how I have been managed in the past 12 months	13	37	31	12	6	51%	--



## 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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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 2014 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 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.