



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 CS2015	Difference from CS High Performers
Leadership and managing change		36%	+1	-7 ✧	-16 ✧
My work		74%	+2 ✧	0	-4 ✧
My manager		66%	+1	-2 ✧	-5 ✧
Pay and benefits		33%	0	+3 ✧	-3 ✧
Resources and workload		69%	0	-4 ✧	-8 ✧
Learning and development		53%	0	+4 ✧	-2 ✧
Organisational objectives and purpose		84%	+1 ✧	+2 ✧	-2 ✧
Inclusion and fair treatment		74%	+1 ✧	-1	-5 ✧
My team		79%	+1	-1 ✧	-4 ✧

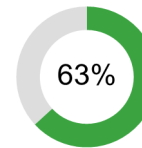


Strength of association with engagement

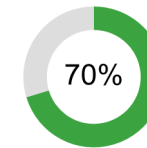


Statistically significant difference from comparison

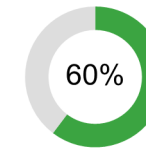
## Wellbeing



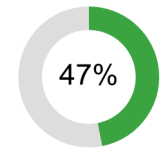
Overall, how satisfied are you with your life nowadays?



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

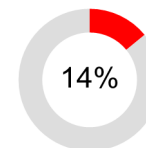


Overall, how happy did you feel yesterday?

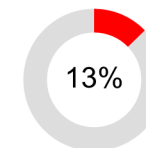


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

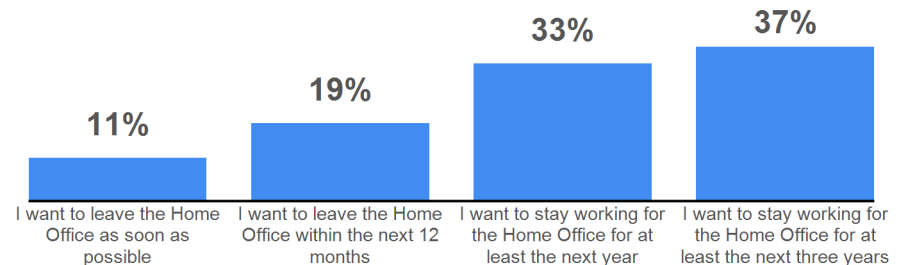


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future





All questions by theme

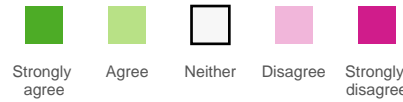
◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

My work

74% +2 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

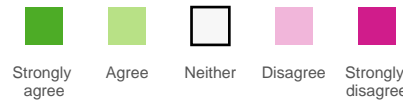
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	43	44	7			88%	0	-1 ◆	-3 ◆
B02 I am sufficiently challenged by my work	36	43	10	9		78%	+1 ◆	-1	-4 ◆
B03 My work gives me a sense of personal accomplishment	28	45	14	9		73%	+2 ◆	-3 ◆	-6 ◆
B04 I feel involved in the decisions that affect my work	18	41	18	15	8	59%	+3 ◆	+3 ◆	-5 ◆
B05 I have a choice in deciding how I do my work	26	48	14	8		74%	+2 ◆	+1 ◆	-4 ◆

Organisational objectives and purpose

84% +1 Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of the Home Office's purpose	31	56	9			87%	+1 ◆	+2 ◆	-2 ◆
B07 I have a clear understanding of the Home Office's objectives	27	55	12	5		82%	+1 ◆	+3 ◆	-2 ◆
B08 I understand how my work contributes to the Home Office's objectives	30	53	11	5		83%	+2 ◆	0	-4 ◆



All questions by theme

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

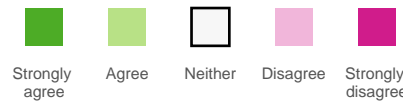
My manager

66% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Table with 10 rows (B09-B18) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2015, Difference from CS High Performers.

My team

79% +1

Difference from previous survey



Strength of association with engagement



Table with 3 rows (B19-B21) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2015, Difference from CS High Performers.



### All questions by theme

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

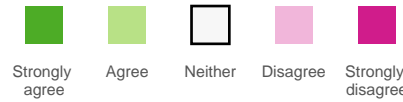
## Learning and development

53% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	14	49	21	12	12	64%	0	+1 ◆	-4 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	38	32	11	11	53%	0	+1	-6 ◆
B24	There are opportunities for me to develop my career in the Home Office	12	38	25	15	11	50%	+1	+8 ◆	0
B25	Learning and development activities I have completed while working for the Home Office are helping me to develop my career	11	37	31	14	7	48%	0	+4 ◆	-2 ◆

## Inclusion and fair treatment

74% +1

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 CS2015	Difference from CS High Performers
B26	I am treated fairly at work	26	50	12	7	5	76%	+1	-2 ◆	-6 ◆
B27	I am treated with respect by the people I work with	31	51	10	5	5	82%	+1	-2 ◆	-5 ◆
B28	I feel valued for the work I do	21	43	16	13	7	65%	+3 ◆	+1	-4 ◆
B29	I think that the Home Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	49	16	7	7	72%	+1 ◆	0	-5 ◆



All questions by theme

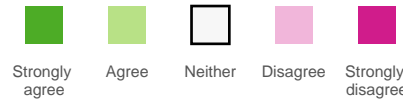
◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

Resources and workload 69% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	23	55	12	8	2	78%	0	-5 ◆	-8 ◆
B31 I get the information I need to do my job well	15	50	19	13	5	64%	+1	-5 ◆	-9 ◆
B32 I have clear work objectives	18	52	15	10	5	70%	+1 ◆	-5 ◆	-10 ◆
B33 I have the skills I need to do my job effectively	25	60	11	4	2	85%	0	-4 ◆	-6 ◆
B34 I have the tools I need to do my job effectively	14	47	18	15	5	61%	-2 ◆	-7 ◆	-13 ◆
B35 I have an acceptable workload	10	48	17	17	8	58%	+2 ◆	-1 ◆	-6 ◆
B36 I achieve a good balance between my work life and my private life	16	48	16	14	7	64%	0	-3 ◆	-8 ◆

Pay and benefits 33% 0

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	5	31	22	25	17	36%	-1	+4 ◆	-1 ◆
B38 I am satisfied with the total benefits package	5	30	25	25	16	34%	+2 ◆	+2 ◆	-5 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	24	23	27	21	29%	0	+3 ◆	-3 ◆



All questions by theme

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

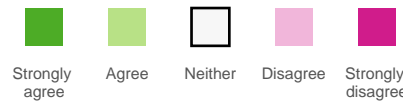
Leadership and managing change

36% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that the Home Office as a whole is managed well	33	32	22	9	37%	+1 ◆	-9 ◆	-19 ◆	
B41	Senior managers in the Home Office are sufficiently visible	9	41	24	18	9	50%	+1 ◆	-3 ◆	-16 ◆
B42	I believe the actions of senior managers are consistent with the Home Office's values	6	35	36	14	8	41%	+2 ◆	-4 ◆	-15 ◆
B43	I believe that the Executive Management Board has a clear vision for the future of the Home Office	5	27	48	13	7	32%	-1	-10 ◆	-22 ◆
B44	Overall, I have confidence in the decisions made by Home Office senior managers	5	31	38	17	9	36%	+2 ◆	-6 ◆	-16 ◆
B45	I feel that change is managed well in the Home Office	19	32	32	14	21%	0	-9 ◆	-17 ◆	
B46	When changes are made in the Home Office they are usually for the better	17	42	27	11	20%	+1 ◆	-7 ◆	-15 ◆	
B47	The Home Office keeps me informed about matters that affect me	6	46	28	14	6	52%	-3 ◆	-4 ◆	-13 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	5	29	29	25	11	34%	+3 ◆	-2 ◆	-10 ◆
B49	I think it is safe to challenge the way things are done in the Home Office	5	33	31	19	12	38%	+3 ◆	-3 ◆	-12 ◆



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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of the Home Office	15	41	29	11		56%	+3 ◆	-2 ◆	-11 ◆
B51 I would recommend the Home Office as a great place to work	10	34	33	17	7	43%	+2 ◆	-4 ◆	-16 ◆
B52 I feel a strong personal attachment to the Home Office	12	30	31	19	8	42%	+1	-4 ◆	-11 ◆
B53 The Home Office inspires me to do the best in my job	10	30	36	17	8	40%	+3 ◆	-4 ◆	-11 ◆
B54 The Home Office motivates me to help it achieve its objectives	9	28	38	18	8	37%	+2 ◆	-5 ◆	-12 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers in the Home Office will take action on the results from this survey	9	35	28	17	11	44%	+2 ◆	+1	-11 ◆
B56 I believe that managers where I work will take action on the results from this survey	18	42	20	11	9	59%	+4 ◆	+4 ◆	-3 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	12	29	35	14	10	41%	+7 ◆	+8 ◆	-1 ◆





All questions by theme

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

Organisational culture

Table with 10 columns: Question ID, Question text, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2015, Difference from CS High Performers. Rows include B58, B59, B60, B61, B62.

Leadership statement

Table with 10 columns: Question ID, Question text, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2015, Difference from CS High Performers. Rows include B63, B64, B65, B66, B67, B68, B69, B70.



### All questions by theme

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

### Wellbeing



Unlike the questions B01-B70 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.

W01 Overall, how satisfied are you with your life nowadays?	14	23	49	14	63%	+1 ◆	-2 ◆	-5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	20	49	22	70%	+2 ◆	-1	-4 ◆
W03 Overall, how happy did you feel yesterday?	17	23	41	19	60%	+2 ◆	-2 ◆	-5 ◆

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



W04 Overall, how anxious did you feel yesterday?	21	26	20	33	47%	0	-3 ◆	-5 ◆
--	----	----	----	----	-----	---	------	------



### 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 the Home Office?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave the Home Office as soon as possible		11%	+1 ◆	+2 ◆	-1 ◆
I want to leave the Home Office within the next 12 months		19%	+2 ◆	+3 ◆	-1 ◆
I want to stay working for the Home Office for at least the next year		33%	+1	+1 ◆	-5 ◆
I want to stay working for the Home Office for at least the next three years		37%	-5 ◆	-5 ◆	-14 ◆

#### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	0	+2 ◆	-1 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	+2 ◆	0	-6 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the Home Office it would be investigated properly?		36	64%	+2 ◆	-3 ◆	-9 ◆

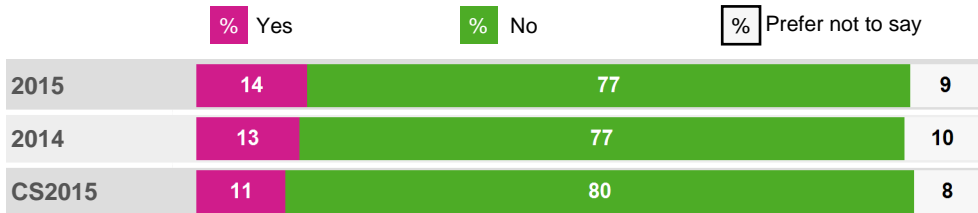


### All questions by theme

◆ indicates statistically significant difference from comparison  
^ 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?



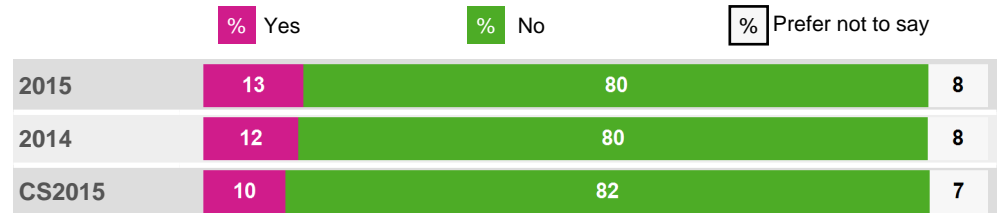
For respondents who selected 'Yes' to question E01.

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	90
Caring responsibilities	51
Disability	50
Ethnic background	62
Gender	62
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	143
Main spoken/written language or language ability	25
Religion or belief	19
Sexual orientation	--
Social or educational background	47
Working location	92
Working pattern	138
Any other grounds	119
Prefer not to say	57

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

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



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	107
Your manager	152
Another manager in my part of the Home Office	161
Someone you manage	28
Someone who works for another part of the Home Office	49
A member of the public	--
Someone else	14
Prefer not to say	55

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

Policy and Enablers questions



Question ID	Question Text	Yes: %	No: %	% Positive	Difference from previous survey
F01	I understand why the Home Office needs to change to continue to deliver for the public	94%	6%	94%	--
F02	I understand what I need to do personally to help the Home Office improve	74%	26%	74%	--
F03	I understand how to raise concerns relating to bullying or harassment	83%	17%	83%	+3 ◆
F04	I am confident that if I raised a concern/complaint relating to bullying or harassment it would be dealt with appropriately	58%	42%	58%	+2 ◆
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	70%	30%	70%	-1



# Policy and Enablers

## 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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.