



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 CS2016	Difference from CS High Performers
Leadership and managing change		40%	-2 ✧	-3 ✧	-12 ✧
My manager		64%	-2	-4 ✧	-7 ✧
My work		66%	-2	-9 ✧	-12 ✧
Resources and workload		76%	-2 ✧	+3 ✧	-1
Pay and benefits		26%	-6 ✧	-4 ✧	-11 ✧
Learning and development		45%	-6 ✧	-5 ✧	-10 ✧
Organisational objectives and purpose		84%	-1 ✧	+1 ✧	-3 ✧
My team		81%	0	+1 ✧	-2 ✧
Inclusion and fair treatment		69%	-5 ✧	-7 ✧	-10 ✧



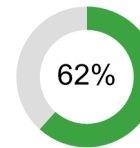
Strength of association with engagement



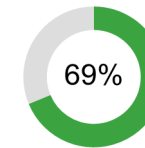
Statistically significant difference from comparison

Wellbeing

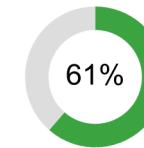
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



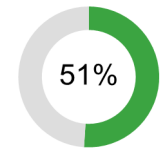
W01. Overall, how satisfied are you with your life nowadays?



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



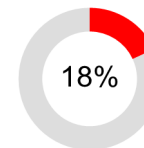
W03. Overall, how happy did you feel yesterday?



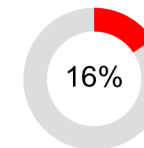
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

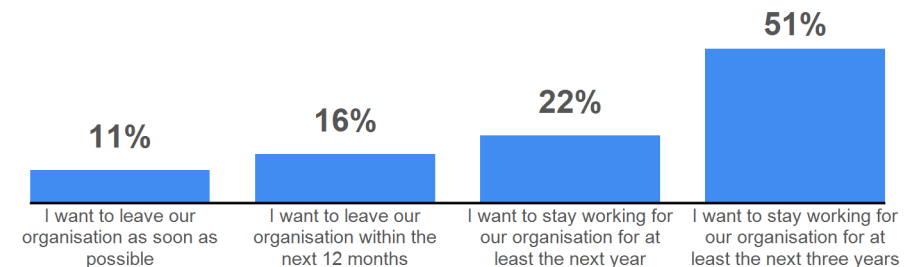


During the past 12 months have you personally experienced discrimination at work?



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

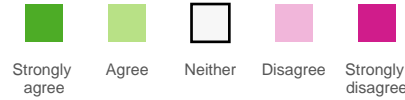
My work

66% -2

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	33	54	8			87%	-1	-3 ◆	-5 ◆
B02 I am sufficiently challenged by my work	25	47	13	12		72%	+1	-8 ◆	-11 ◆
B03 My work gives me a sense of personal accomplishment	21	50	15	10		71%	-3 ◆	-5 ◆	-9 ◆
B04 I feel involved in the decisions that affect my work	11	35	18	24	13	46%	-1	-11 ◆	-15 ◆
B05 I have a choice in deciding how I do my work	15	41	19	17	8	56%	-3 ◆	-18 ◆	-23 ◆

Organisational objectives and purpose

84% -1

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 our organisation's purpose	27	58	8	5		85%	-2 ◆	0	-5 ◆
B07 I have a clear understanding of our organisation's objectives	25	57	10	6		83%	0	+3 ◆	-2 ◆
B08 I understand how my work contributes to our organisation's objectives	27	57	10	5		84%	-2 ◆	+1	-3 ◆



All questions by theme

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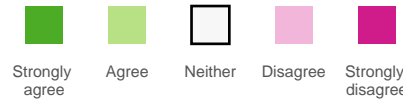
My manager

64% -2

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
B09	My manager motivates me to be more effective in my job	22	42	16	12	7	64%	-3 ◆	-4 ◆	-9 ◆
B10	My manager is considerate of my life outside work	34	40	14	7	5	74%	-2 ◆	-9 ◆	-12 ◆
B11	My manager is open to my ideas	29	46	13	7	5	75%	0	-6 ◆	-9 ◆
B12	My manager helps me to understand how I contribute to our organisation's objectives	21	46	19	9	5	67%	-1	+2 ◆	-3 ◆
B13	Overall, I have confidence in the decisions made by my manager	25	43	14	10	7	68%	-2	-5 ◆	-11 ◆
B14	My manager recognises when I have done my job well	29	46	13	8	5	75%	-1	-4 ◆	-7 ◆
B15	I receive regular feedback on my performance	23	43	14	14	6	66%	+2	0	-3 ◆
B16	The feedback I receive helps me to improve my performance	21	39	22	12	6	60%	-2 ◆	-3 ◆	-6 ◆
B17	I think that my performance is evaluated fairly	18	36	18	16	11	54%	-3 ◆	-9 ◆	-14 ◆
B18	Poor performance is dealt with effectively in my team	10	28	30	18	14	38%	-4 ◆	-1	-4 ◆

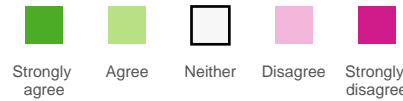
My team

81% 0

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 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	36	49	9			85%	-1	+1	-2 ◆
B20	The people in my team work together to find ways to improve the service we provide	34	49	11	5		83%	-1	+1	-2 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	29	46	14	7		75%	+2 ◆	+1	-4 ◆



All questions by theme

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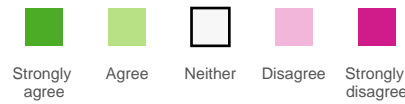
Learning and development

45% -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
B22	I am able to access the right learning and development opportunities when I need to	10	48	21	16	5	58%	-7 ◆	-3 ◆	-10 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	38	27	18	7	48%	-3 ◆	-3 ◆	-9 ◆
B24	There are opportunities for me to develop my career in our organisation	8	31	24	22	16	39%	-10 ◆	-4 ◆	-12 ◆
B25	Learning and development activities I have completed while working for our organisation are helping me to develop my career	7	29	30	22	12	36%	-4 ◆	-7 ◆	-15 ◆

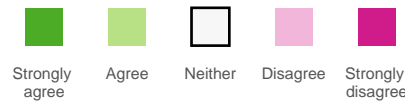
Inclusion and fair treatment

69% -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 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	20	51	14	10	5	71%	-5 ◆	-8 ◆	-12 ◆
B27	I am treated with respect by the people I work with	25	56	11	5		81%	-2 ◆	-3 ◆	-6 ◆
B28	I feel valued for the work I do	17	39	20	17	8	55%	-5 ◆	-9 ◆	-15 ◆
B29	I think that our organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	47	17	8	6	70%	-6 ◆	-4 ◆	-8 ◆



All questions by theme

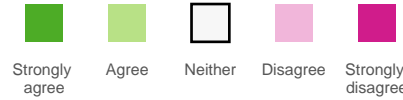
◆ indicates statistically significant difference from comparison
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Resources and workload **76%** -2

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
B30 In my job, I am clear what is expected of me	26	62	6	5		87%	-1	+5 ◆	+1 ◆
B31 I get the information I need to do my job well	15	54	15	12		69%	-2 ◆	+1	-5 ◆
B32 I have clear work objectives	19	59	12	7		78%	-1	+3 ◆	-1 ◆
B33 I have the skills I need to do my job effectively	27	59	9			86%	-2 ◆	-2 ◆	-5 ◆
B34 I have the tools I need to do my job effectively	17	55	13	11		72%	-1	+2 ◆	-4 ◆
B35 I have an acceptable workload	14	52	15	14	5	66%	-6 ◆	+8 ◆	+1 ◆
B36 I achieve a good balance between my work life and my private life	19	53	14	9	5	72%	-1	+5 ◆	0

Pay and benefits

26% -6

Difference from previous survey



Strength of association with engagement



Question	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	23	17	30	26		27%	-6 ◆	-5 ◆	-12 ◆
B38 I am satisfied with the total benefits package	23	22	29	23		27%	-6 ◆	-7 ◆	-14 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	21	19	30	26		25%	-6 ◆	-2 ◆	-9 ◆



All questions by theme

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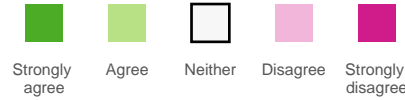
Leadership and managing change

40% -2

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 our organisation as a whole is managed well	5	38	23	22	12	43%	-2 ◆	-4 ◆	-15 ◆
B41 Senior managers in our organisation are sufficiently visible	8	40	19	21	12	48%	-4 ◆	-7 ◆	-18 ◆
B42 I believe the actions of senior managers are consistent with our organisation's values	6	34	29	19	11	40%	-5 ◆	-9 ◆	-17 ◆
B43 I believe that our Directors have a clear vision for the future of our organisation	10	40	28	12	9	50%	+1	+8 ◆	-4 ◆
B44 Overall, I have confidence in the decisions made by our organisation's senior managers	6	30	28	22	14	36%	-3 ◆	-8 ◆	-19 ◆
B45 I feel that change is managed well in our organisation		32	20	29	15	37%	0	+7 ◆	-4 ◆
B46 When changes are made in our organisation they are usually for the better		27	31	25	12	31%	-2 ◆	+1 ◆	-7 ◆
B47 Our organisation keeps me informed about matters that affect me	6	44	22	17	11	50%	-3 ◆	-6 ◆	-14 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	5	25	22	29	18	31%	-2 ◆	-7 ◆	-17 ◆
B49 I think it is safe to challenge the way things are done in our organisation	5	32	23	24	16	37%	-3 ◆	-6 ◆	-11 ◆



All questions by theme

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 ▲ 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 our organisation	13	41	33	10	8	53%	-4 ◆	-6 ◆	-13 ◆
B51 I would recommend our organisation as a great place to work	10	33	29	19	9	43%	-8 ◆	-8 ◆	-18 ◆
B52 I feel a strong personal attachment to our organisation	12	31	30	18	8	44%	-3 ◆	-4 ◆	-12 ◆
B53 Our organisation inspires me to do the best in my job	10	32	33	17	8	42%	-5 ◆	-4 ◆	-11 ◆
B54 Our organisation motivates me to help it achieve its objectives	9	31	33	18	9	40%	-5 ◆	-4 ◆	-11 ◆

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 our organisation will take action on the results from this survey	8	31	24	21	16	39%	-4 ◆	-7 ◆	-15 ◆
B56 I believe that managers where I work will take action on the results from this survey	12	36	22	16	14	49%	-5 ◆	-7 ◆	-16 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	9	28	32	18	13	37%	-1	+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 CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	29	58	6	5		87%	0	-1 ◆	-3 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	17	45	21	12	5	62%	+1	-7 ◆	-11 ◆
B60 When I talk about our organisation I say "we" rather than "they"	17	44	20	13	5	62%	-2	-10 ◆	-17 ◆
B61 I have some really good friendships at work	36	47	12			83%	+1	+6 ◆	+3 ◆

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 our organisation actively role model the behaviours set out in the Civil Service Leadership Statement	5	32	36	17	10	38%	+1	-6 ◆	-12 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	15	45	23	10	7	60%	+2 ◆	-1 ◆	-7 ◆



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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?	15	23	45	16	62%	-3 ◆	-5 ◆	-8 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	20	45	24	69%	-3 ◆	-2 ◆	-5 ◆
W03 Overall, how happy did you feel yesterday?	18	21	38	24	61%	-3 ◆	-2 ◆	-5 ◆

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?	27	24	20	29	51%	-1	+1	-2 ◆



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 CS2016	Difference from CS High Performers
I want to leave our organisation as soon as possible		11%	+1 ◆	+2 ◆	0
I want to leave our organisation within the next 12 months		16%	+3 ◆	+1 ◆	-3 ◆
I want to stay working for our organisation for at least the next year		22%	-1	-10 ◆	-17 ◆
I want to stay working for our organisation for at least the next three years		51%	-3 ◆	+8 ◆	-1

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?		14	86%	0	-5 ◆	-9 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		35	65%	-1	-1 ◆	-9 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in our organisation it would be investigated properly?		41	59%	-6 ◆	-9 ◆	-17 ◆

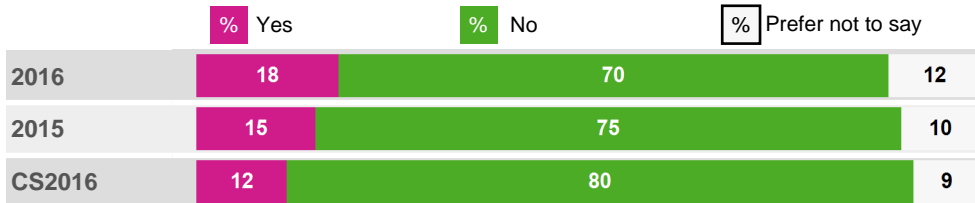


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Discrimination, harassment and bullying

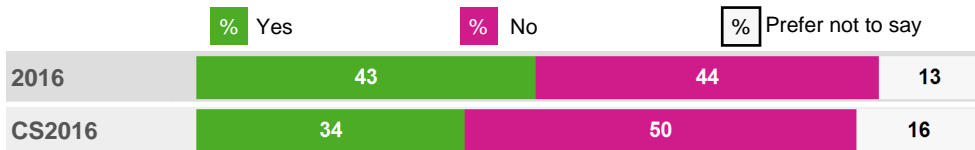
E01. During the past 12 months, have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question 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)

	Response Count
Age	76
Caring responsibilities	61
Disability	58
Ethnic background	51
Gender	42
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	118
Main spoken/written language or language ability	34
Religion or belief	35
Sexual orientation	12
Social or educational background	23
Working location	45
Working pattern	100
Any other grounds	102
Prefer not to say	59

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)

	Response Count
A colleague	132
Your manager	121
Another manager in my part of our organisation	123
Someone you manage	25
Someone who works for another part of our organisation	24
A member of the public	13
Someone else	12
Prefer not to say	49

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

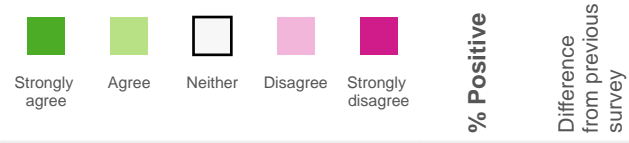
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand how the Home Office needs to change to continue to deliver for the public	Yes: 89% No: 11%					89%	--
F02	I understand what I need to do personally to help the Home Office improve	Yes: 76% No: 24%					76%	-1
F03	I understand how to raise concerns relating to bullying or harassment	27	57	10	4	10	84%	-4 ◆
F04	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%	-1
F05	Investing time in learning and development activities is given priority in my area	6	31	27	26	10	37%	--
F06	I am confident if I raised a concern/complaint relating to bullying or harassment it would be dealt with appropriately	14	43	22	13	8	57%	-6 ◆
F07	I can identify improvements in how I have been managed in the past 12 months	12	40	29	13	6	52%	-5 ◆
F08	Senior leaders in our organisation inspire me with a positive view of what they aim to achieve	6	27	31	22	12	34%	-3 ◆
F09	I feel as a member of our organisation I am able to make my voice heard with our Senior Leadership	7	29	29	22	14	36%	-2 ◆
F10	I have the opportunity to share new and innovative ideas which could improve and enhance operations, public protection and customer service in my area	10	44	27	12	8	54%	+4 ◆
F11	I feel that I understand why our organisation needs to transform the way we work over the next few years	16	59	15	6	1	75%	--
F12	I understand how I can contribute to the transformation of our organisation	12	48	25	11	4	60%	--
F13	I believe our values and behaviours form the basis of making our organisation a great place to work	13	46	24	11	7	58%	--



All questions by theme

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HM Passport Office questions



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	Our organisation recognises and celebrates success	10	47	23	13	7	57%	--
F15	I have been involved in discussions about what my business area is doing to achieve Operational Excellence	Yes: 63% No: 23% Don't know: 14%					63%	--



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.