



# Charity Commission

Returns : 261

Response rate : 85%

Civil Service People Survey 2015

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 2015

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		41%	+6 ✧	-2	-10 ✧
My work		74%	-1	0	-4 ✧
My manager		66%	-1	-2	-5 ✧
Learning and development		39%	+1	-10 ✧	-16 ✧
Organisational objectives and purpose		80%	+3	-3 ✧	-7 ✧
Resources and workload		62%	-3	-11 ✧	-15 ✧
Pay and benefits		25%	+2	-4 ✧	-11 ✧
Inclusion and fair treatment		68%	-4 ✧	-7 ✧	-11 ✧
My team		80%	+1	0	-3 ✧

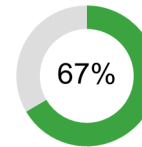


Strength of association with engagement

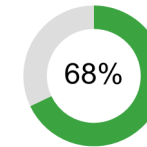


Statistically significant difference from comparison

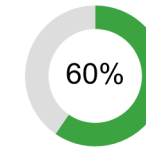
## Wellbeing



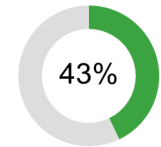
Overall, how satisfied are you with your life nowadays?



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

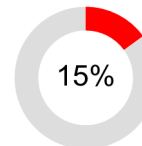


Overall, how happy did you feel yesterday?

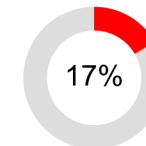


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

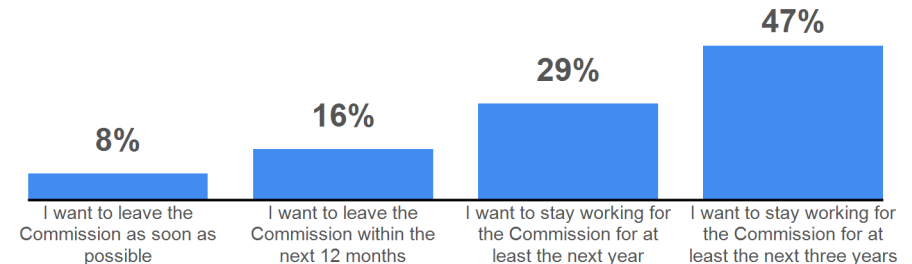


During the past 12 months have you personally experienced discrimination at work?



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

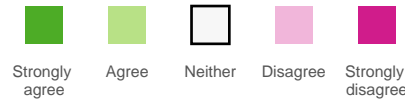
### My work

**74%** -1

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	44	43	9	0	0	87%	-1	-2 ◆	-4 ◆
B02 I am sufficiently challenged by my work	43	42	8	5	0	85%	+3	+6 ◆	+3 ◆
B03 My work gives me a sense of personal accomplishment	28	46	17	7	0	74%	0	-2	-5 ◆
B04 I feel involved in the decisions that affect my work	11	41	22	21	5	52%	-4 ◆	-3 ◆	-11 ◆
B05 I have a choice in deciding how I do my work	21	51	14	10	0	72%	-3	-1	-7 ◆

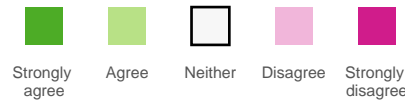
### Organisational objectives and purpose

**80%** +3

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
B06 I have a clear understanding of the Commission's purpose	28	53	12	5	0	81%	+3	-4 ◆	-8 ◆
B07 I have a clear understanding of the Commission's objectives	26	52	15	5	0	78%	+6 ◆	-1	-6 ◆
B08 I understand how my work contributes to the Commission's objectives	25	55	13	5	0	80%	0	-2 ◆	-6 ◆



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## All questions by theme

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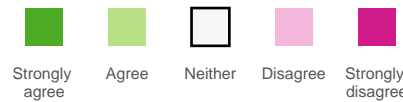
### My manager

**66%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	27	41	18	8	6	68%	-1	0	-4 ◆
B10	My manager is considerate of my life outside work	41	39	13	5	5	80%	-1	-2 ◆	-6 ◆
B11	My manager is open to my ideas	40	40	14	5	5	80%	-5 ◆	-1	-4 ◆
B12	My manager helps me to understand how I contribute to the Commission's objectives	24	42	23	9	5	66%	0	+3 ◆	-2
B13	Overall, I have confidence in the decisions made by my manager	30	42	12	11	5	72%	0	-1	-5 ◆
B14	My manager recognises when I have done my job well	35	39	17	7	5	75%	-5 ◆	-4 ◆	-6 ◆
B15	I receive regular feedback on my performance	23	43	17	13	5	66%	+1	0	-4 ◆
B16	The feedback I receive helps me to improve my performance	19	39	27	10	5	58%	0	-3 ◆	-7 ◆
B17	I think that my performance is evaluated fairly	20	39	23	12	5	60%	0	-3 ◆	-8 ◆
B18	Poor performance is dealt with effectively in my team	10	26	46	12	6	36%	-1	-3 ◆	-7 ◆

### My team

**80%** +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
B19	The people in my team can be relied upon to help when things get difficult in my job	38	44	11	5	5	82%	-2	-2 ◆	-5 ◆
B20	The people in my team work together to find ways to improve the service we provide	32	48	13	7	5	80%	+1	0	-4 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	29	50	15	6	5	78%	+4 ◆	+4 ◆	0



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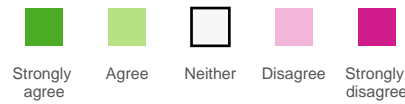
### Learning and development

**39%** +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
B22	I am able to access the right learning and development opportunities when I need to	10	44	28	14	0	54%	+1	-9 ◆	-13 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	39	33	13	0	49%	-4	-2 ◆	-9 ◆
B24	There are opportunities for me to develop my career in the Commission	5	16	30	30	20	21%	+4 ◆	-21 ◆	-29 ◆
B25	Learning and development activities I have completed while working for the Commission are helping me to develop my career	7	26	33	20	14	34%	+3	-10 ◆	-16 ◆

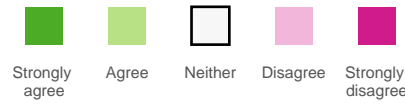
### Inclusion and fair treatment

**68%** -4

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
B26	I am treated fairly at work	22	49	13	12	0	70%	-4 ◆	-8 ◆	-11 ◆
B27	I am treated with respect by the people I work with	26	52	14	5	0	79%	-3 ◆	-6 ◆	-8 ◆
B28	I feel valued for the work I do	15	39	23	16	7	54%	-3	-10 ◆	-15 ◆
B29	I think that the Commission respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	49	21	10	0	67%	-7 ◆	-6 ◆	-11 ◆

## All questions by theme

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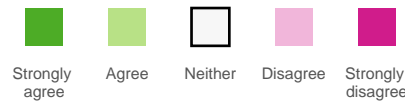
### Resources and workload

**62%** -3

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	17	54	14	13		71%	-5 ◆	-12 ◆	-14 ◆
B31 I get the information I need to do my job well	11	48	24	12		59%	+2	-10 ◆	-14 ◆
B32 I have clear work objectives	15	51	19	12		66%	-8 ◆	-9 ◆	-13 ◆
B33 I have the skills I need to do my job effectively	23	60	12			83%	-2	-5 ◆	-7 ◆
B34 I have the tools I need to do my job effectively	9	45	19	21	5	54%	+1	-14 ◆	-20 ◆
B35 I have an acceptable workload	6	34	20	26	14	40%	-6 ◆	-19 ◆	-25 ◆
B36 I achieve a good balance between my work life and my private life	12	48	20	15		61%	-3	-6 ◆	-11 ◆

### Pay and benefits

**25%** +2

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	23	22	32	20		26%	+2	-5 ◆	-11 ◆
B38 I am satisfied with the total benefits package	25	31	24	17		28%	+1	-4 ◆	-11 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	24	30	24		22%	+2	-3 ◆	-10 ◆



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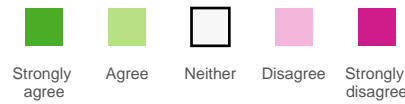
### Leadership and managing change

**41%** +6

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 Commission as a whole is managed well	5	33	32	22	9	37%	+5 ◆	-8 ◆	-19 ◆
B41	Senior managers (Directors & Heads of Divisions) in the Commission are sufficiently visible <sup>^</sup>	10	46	20	19	5	56%	+4 ◆	+3 ◆	-10 ◆
B42	I believe the actions of senior managers (Directors & Heads of Divisions) are consistent with the Commission's values <sup>^</sup>	7	41	31	16	5	48%	+10 ◆	+3 ◆	-9 ◆
B43	I believe that the Board has a clear vision for the future of the Commission	6	26	35	21	11	33%	+9 ◆	-10 ◆	-21 ◆
B44	Overall, I have confidence in the decisions made by the Commission's senior managers (Directors & Heads of Divisions) <sup>^</sup>	7	35	27	25	7	42%	+7 ◆	0	-10 ◆
B45	I feel that change is managed well in the Commission		25	33	25	13	28%	+5 ◆	-2	-11 ◆
B46	When changes are made in the Commission they are usually for the better		23	41	25	9	25%	+4 ◆	-1	-10 ◆
B47	The Commission keeps me informed about matters that affect me	7	50	21	15	8	57%	+5 ◆	+1	-8 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	5	41	28	22	5	45%	+6 ◆	+9 ◆	+1
B49	I think it is safe to challenge the way things are done in the Commission	5	35	29	18	13	40%	+1	-1	-10 ◆



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Civil Service People Survey 2015

## 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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of the Commission	14	35	37	7	6	49%	+5 ◆	-8 ◆	-17 ◆
B51 I would recommend the Commission as a great place to work	11	23	36	20	10	34%	+5 ◆	-13 ◆	-25 ◆
B52 I feel a strong personal attachment to the Commission	17	32	32	12	7	49%	+7 ◆	+2	-5 ◆
B53 The Commission inspires me to do the best in my job	10	24	41	16	8	34%	+1	-10 ◆	-17 ◆
B54 The Commission motivates me to help it achieve its objectives	9	23	42	18	8	32%	+2	-9 ◆	-16 ◆

### 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 (Directors & Heads of Divisions) in the Commission will take action on the results from this survey^	7	39	26	17	11	46%	+9 ◆	+3 ◆	-9 ◆
B56 I believe that managers where I work will take action on the results from this survey	13	47	20	14	7	59%	+2	+4 ◆	-3 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	6	22	43	19	9	28%	-4	-5 ◆	-14 ◆





## 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 CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	25	53	13	7		78%	-7 ◆	-10 ◆	-11 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	20	46	21	11		65%	-4	-3 ◆	-7 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	16	49	24	8		65%	0	0	-5 ◆
B61 When I talk about the Commission I say "we" rather than "they"	28	50	15	5		78%	+6 ◆	+8 ◆	0
B62 I have some really good friendships at work	27	46	20	7		73%	+5 ◆	-3 ◆	-6 ◆

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	24	38	22	9	6	63%	--	-4 ◆	-8 ◆
B64 Senior managers (Directors & Heads of Divisions) inspire people across the Commission to do their best	6	31	35	22	6	37%	--	0	-9 ◆
B65 My manager leads our team with confidence	28	40	17	9	5	68%	--	-2	-8 ◆
B66 Senior managers (Directors & Heads of Divisions) lead the Commission with confidence	12	38	32	14	5	49%	--	+2	-8 ◆
B67 My manager empowers me to do my job effectively	26	43	20	8		69%	--	-3 ◆	-6 ◆
B68 The Commission's senior managers (Directors & Heads of Divisions) empower teams to deliver	7	31	36	20	7	37%	--	-3 ◆	-11 ◆
B69 Senior managers (Directors & Heads of Divisions) in the Commission actively role model the behaviours set out in the Civil Service Leadership Statement	6	25	47	15	7	31%	--	-5 ◆	-13 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	38	30	8		58%	--	+1	-4 ◆



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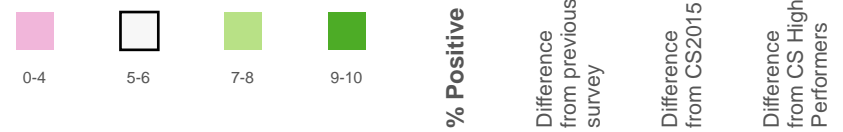
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### Wellbeing

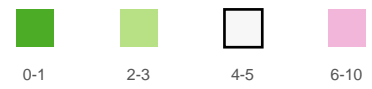


Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	13	21	54	13	67%	+9 ◆	+1	-2
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	23	44	24	68%	+3	-3 ◆	-6 ◆
W03 Overall, how happy did you feel yesterday?	18	22	44	16	60%	+7 ◆	-2 ◆	-6 ◆

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?	18	25	22	35	43%	0	-7 ◆	-10 ◆
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## All questions by theme

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 ^ 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 Commission?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave the Commission as soon as possible		8%	0	0	-3
I want to leave the Commission within the next 12 months		16%	-1	0	-4 ◇
I want to stay working for the Commission for at least the next year		29%	-1	-2 ◇	-9 ◇
I want to stay working for the Commission for at least the next three years		47%	+2	+4 ◇	-4 ◇

### The Civil Service Code

Differences are based on '% Yes' score

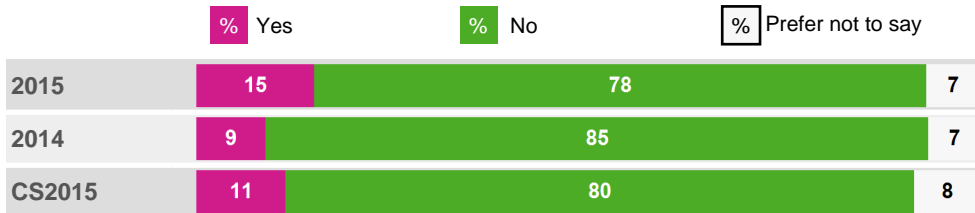
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97%	-1	+6 ◇	+2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			81%	+3	+14 ◇	+8 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Commission it would be investigated properly?			69%	+4	+1	-4 ◇

## 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?



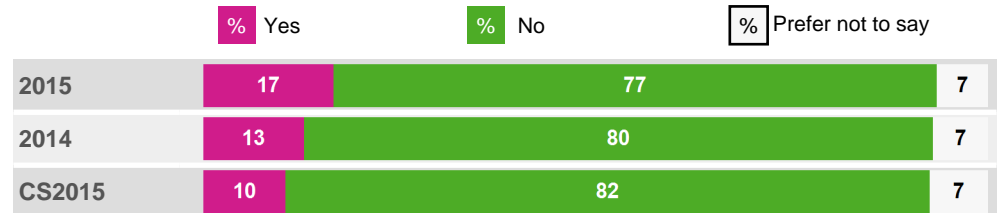
For respondents who selected 'Yes' to question E01.

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

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	13
Your manager	14
Another manager in my part of the Commission	--
Someone you manage	--
Someone who works for another part of the Commission	11
A member of the public	--
Someone else	--
Prefer not to say	--

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

## 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.