



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%	+3 ✧	-3 ✧	-12 ✧
Pay and benefits		39%	-15 ✧	+9 ✧	+2 ✧
Resources and workload		74%	-2 ✧	+1	-3 ✧
My work		78%	+2 ✧	+3 ✧	0
Learning and development		53%	+1	+3 ✧	-2 ✧
My manager		73%	-2 ✧	+5 ✧	+2 ✧
Organisational objectives and purpose		86%	+6 ✧	+4 ✧	-1 ✧
My team		85%	+1	+6 ✧	+2 ✧
Inclusion and fair treatment		79%	-1	+3 ✧	0



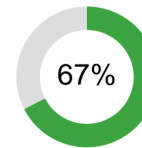
Strength of association with engagement



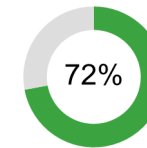
Statistically significant difference from comparison

Wellbeing

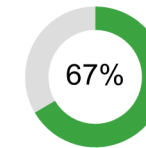
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



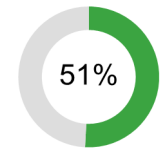
W01. Overall, how satisfied are you with your life nowadays?



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



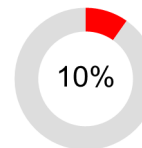
W03. Overall, how happy did you feel yesterday?



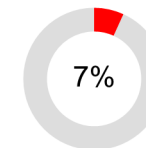
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

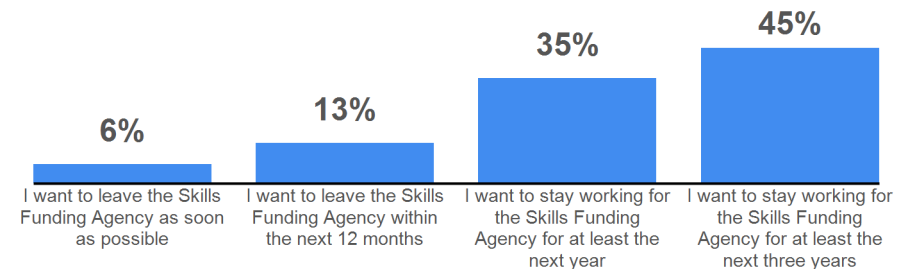


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





All questions by theme

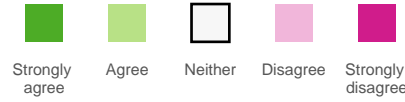
◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My work

78% +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	46	45	5	0	0	91%	+1	+1 ◆	-1
B02 I am sufficiently challenged by my work	41	41	9	7	2	82%	+3 ◆	+2 ◆	-1
B03 My work gives me a sense of personal accomplishment	33	45	12	7	3	78%	+2 ◆	+2 ◆	-2 ◆
B04 I feel involved in the decisions that affect my work	15	46	19	14	5	61%	+6 ◆	+4 ◆	0
B05 I have a choice in deciding how I do my work	28	52	13	5	2	80%	+1	+6 ◆	+1 ◆

Organisational objectives and purpose

86% +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
B06 I have a clear understanding of the Skills Funding Agency's purpose	29	58	6	5	0	87%	+6 ◆	+1 ◆	-3 ◆
B07 I have a clear understanding of the Skills Funding Agency's objectives	26	58	9	5	2	84%	+6 ◆	+4 ◆	-1
B08 I understand how my work contributes to the Skills Funding Agency's objectives	33	55	6	6	0	88%	+5 ◆	+5 ◆	+1 ◆



All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

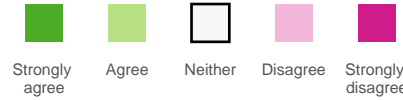
My manager

73% -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	28	48	14	7	7	76%	0	+7 ◆	+2 ◆
B10	My manager is considerate of my life outside work	43	40	11	6	0	84%	-2 ◆	+1 ◆	-2 ◆
B11	My manager is open to my ideas	41	47	9	3	0	87%	0	+6 ◆	+3 ◆
B12	My manager helps me to understand how I contribute to the Skills Funding Agency's objectives	25	47	18	7	3	72%	-2 ◆	+8 ◆	+3 ◆
B13	Overall, I have confidence in the decisions made by my manager	35	43	14	6	0	78%	-2 ◆	+5 ◆	0
B14	My manager recognises when I have done my job well	38	45	9	6	0	84%	+1	+5 ◆	+2 ◆
B15	I receive regular feedback on my performance	25	44	17	10	0	69%	-4 ◆	+3 ◆	0
B16	The feedback I receive helps me to improve my performance	26	43	19	9	3	69%	-2 ◆	+6 ◆	+3 ◆
B17	I think that my performance is evaluated fairly	25	44	19	8	0	69%	0	+6 ◆	+1
B18	Poor performance is dealt with effectively in my team	12	29	42	12	6	41%	-6 ◆	+2 ◆	-2 ◆

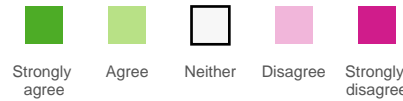
My team

85% +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 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	40	48	7	3	0	88%	0	+3 ◆	+1
B20	The people in my team work together to find ways to improve the service we provide	36	50	10	3	0	85%	0	+4 ◆	+1
B21	The people in my team are encouraged to come up with new and better ways of doing things	32	51	11	3	0	83%	+2 ◆	+9 ◆	+4 ◆



All questions by theme

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

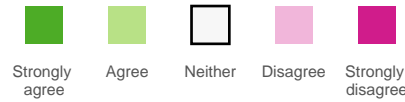
Learning and development

53% +1

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	12	53	21	11	11	65%	-6 ◆	+4 ◆	-3 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	43	29	11	11	57%	-8 ◆	+6 ◆	0
B24	There are opportunities for me to develop my career in the Skills Funding Agency	9	31	23	22	16	40%	+15 ◆	-3 ◆	-12 ◆
B25	Learning and development activities I have completed while working for the Skills Funding Agency are helping me to develop my career	11	42	24	17	8	52%	+3 ◆	+9 ◆	+1

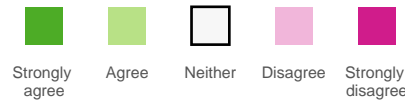
Inclusion and fair treatment

79% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	28	50	10	7	5	78%	-6 ◆	-1	-5 ◆
B27	I am treated with respect by the people I work with	36	54	5	5	5	91%	+2 ◆	+6 ◆	+3 ◆
B28	I feel valued for the work I do	22	48	15	10	6	70%	+3 ◆	+5 ◆	0
B29	I think that the Skills Funding Agency respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	51	12	6	6	78%	-2 ◆	+4 ◆	0



All questions by theme

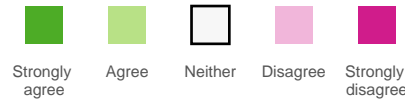
◆ indicates statistically significant difference from comparison
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Resources and workload **74%** -2

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	27	56	9	7	7	83%	-1	0	-4 ◆
B31 I get the information I need to do my job well	15	54	18	10	7	69%	0	0	-5 ◆
B32 I have clear work objectives	23	52	13	9	7	75%	-1	0	-4 ◆
B33 I have the skills I need to do my job effectively	28	58	9	7	7	86%	-2 ◆	-2 ◆	-5 ◆
B34 I have the tools I need to do my job effectively	18	60	14	7	7	78%	+1	+8 ◆	+2 ◆
B35 I have an acceptable workload	7	53	17	16	7	60%	-4 ◆	+2 ◆	-5 ◆
B36 I achieve a good balance between my work life and my private life	15	51	16	13	7	66%	-5 ◆	-1	-6 ◆

Pay and benefits

39% -15

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	9	38	19	22	13	46%	-6 ◆	+14 ◆	+7 ◆
B38 I am satisfied with the total benefits package	5	25	20	30	20	30%	-30 ◆	-3 ◆	-10 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	8	34	21	20	17	42%	-10 ◆	+15 ◆	+7 ◆



All questions by theme

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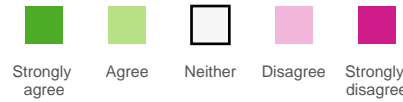
Leadership and managing change

40% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40 I feel that the Skills Funding Agency as a whole is managed well	6	38	25	21	10	44%	-2	-3 ◆	-14 ◆
B41 Senior managers in the Skills Funding Agency are sufficiently visible	9	48	18	17	8	57%	+3 ◆	+2 ◆	-8 ◆
B42 I believe the actions of senior managers are consistent with the Skills Funding Agency's values	8	43	26	14	9	51%	+3 ◆	+2 ◆	-6 ◆
B43 I believe that the Executive Management Team has a clear vision for the future of the Skills Funding Agency	5	35	31	17	11	41%	+7 ◆	-2 ◆	-13 ◆
B44 Overall, I have confidence in the decisions made by the SFA's senior managers	6	37	28	17	12	43%	+4 ◆	-1	-12 ◆
B45 I feel that change is managed well in the Skills Funding Agency	19	22	31	25		22%	-3 ◆	-7 ◆	-19 ◆
B46 When changes are made in the Skills Funding Agency they are usually for the better	13	31	35	20		15%	+3 ◆	-15 ◆	-24 ◆
B47 The Skills Funding Agency keeps me informed about matters that affect me	6	53	20	14	6	60%	+6 ◆	+4 ◆	-5 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	26	24	30	16		30%	+6 ◆	-8 ◆	-17 ◆
B49 I think it is safe to challenge the way things are done in the Skills Funding Agency	33	29	22	13		37%	0	-6 ◆	-12 ◆



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 the Skills Funding Agency	11	41	34	10	10	52%	0	-7 ◆	-15 ◆
B51 I would recommend the Skills Funding Agency as a great place to work	8	31	31	21	10	38%	-2 ◆	-13 ◆	-22 ◆
B52 I feel a strong personal attachment to the Skills Funding Agency	10	40	27	16	7	50%	-3 ◆	+2 ◆	-6 ◆
B53 The Skills Funding Agency inspires me to do the best in my job	10	37	29	17	7	47%	+1	+1	-6 ◆
B54 The Skills Funding Agency motivates me to help it achieve its objectives	8	35	33	17	7	43%	-1	0	-7 ◆

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 the Skills Funding Agency will take action on the results from this survey	8	36	23	20	12	44%	+1	-2 ◆	-10 ◆
B56 I believe that managers where I work will take action on the results from this survey	16	47	20	11	7	62%	+1	+7 ◆	-2 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	6	26	40	17	11	32%	-10 ◆	-3 ◆	-10 ◆



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	35	56				92%	+1	+4 ◆	+2 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	24	54	15	5		78%	+1	+9 ◆	+5 ◆
B60 When I talk about the Skills Funding Agency I say "we" rather than "they"	27	50	15	6		77%	-5 ◆	+6 ◆	-2 ◆
B61 I have some really good friendships at work	31	50	15			81%	+1	+4 ◆	+1

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 the Skills Funding Agency actively role model the behaviours set out in the Civil Service Leadership Statement	9	40	33	11	8	48%	+8 ◆	+4 ◆	-1
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	22	51	18	6		73%	+6 ◆	+12 ◆	+6 ◆



All questions by theme

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Wellbeing



Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	10	23	52	15	67%	+1	+1	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	20	49	23	72%	0	+1	-2 ◆
W03 Overall, how happy did you feel yesterday?	13	20	44	23	67%	+3 ◆	+3 ◆	0

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?	23	28	20	29	51%	0	+1	-2 ◆
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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 Skills Funding Agency?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave the Skills Funding Agency as soon as possible		6%	+1	-2	-5
I want to leave the Skills Funding Agency within the next 12 months		13%	-3 ◆	-2 ◆	-5 ◆
I want to stay working for the Skills Funding Agency for at least the next year		35%	+8 ◆	+3 ◆	-4 ◆
I want to stay working for the Skills Funding Agency for at least the next three years		45%	-7 ◆	+2 ◆	-6 ◆

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?		5	95%	+2 ◆	+4 ◆	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		25	75%	+5 ◆	+8 ◆	+1
D03. Are you confident that if you raised a concern under the Civil Service Code in the Skills Funding Agency it would be investigated properly?		27	73%	-2 ◆	+5 ◆	-3 ◆

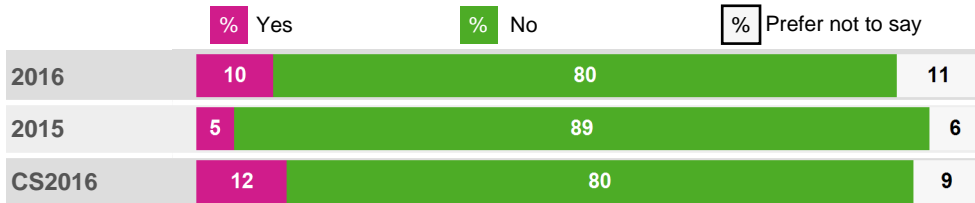


All questions by theme

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Discrimination, harassment and bullying

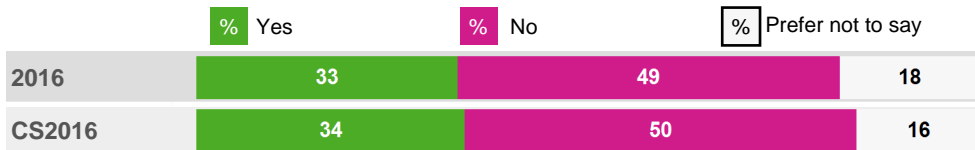
E01. During the past 12 months, have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question 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	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	37
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	12
Working pattern	13
Any other grounds	--
Prefer not to say	--

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	12
Your manager	11
Another manager in my part of SFA	--
Someone you manage	--
Someone who works for another part of SFA	--
A member of the public	--
Someone else	--
Prefer not to say	10

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 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.