



Strength of association with engagement

◇ Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.





The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		35%	-1	-8 ✧	-15 ✧
My work		73%	-1	-2 ✧	-6 ✧
My manager		65%	0	-2 ✧	-6 ✧
Pay and benefits		33%	0	+5 ✧	-2 ✧
Organisational objectives and purpose		83%	0	0	-5 ✧
Learning and development		53%	0	+4 ✧	-2 ✧
Resources and workload		68%	-2 ✧	-6 ✧	-9 ✧
My team		78%	-1	-1 ✧	-4 ✧
Inclusion and fair treatment		72%	-2 ✧	-3 ✧	-6 ✧

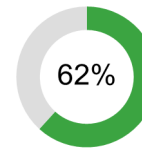


Strength of association with engagement

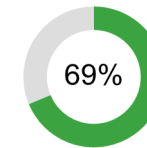


Statistically significant difference from comparison

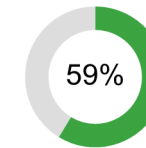
Wellbeing



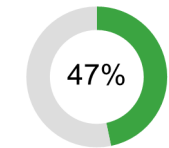
Overall, how satisfied are you with your life nowadays?



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

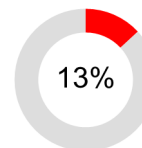


Overall, how happy did you feel yesterday?

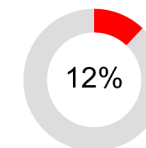


No or low anxiety yesterday

Discrimination, bullying and harassment

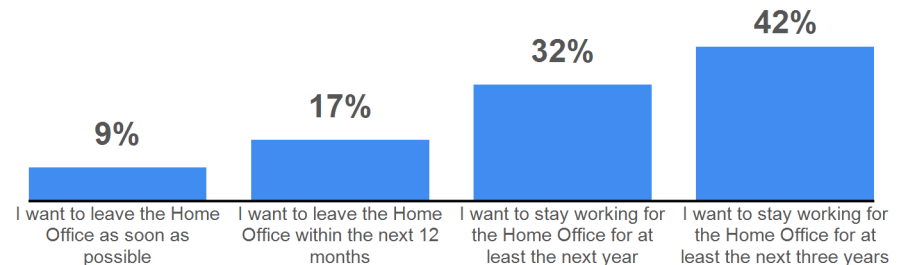


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





All questions by theme

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

My work

73% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	41	46	7	1	1	88%	-1 ◆	-2 ◆	-5 ◆
B02 I am sufficiently challenged by my work	34	43	11	9	1	77%	0	-2 ◆	-5 ◆
B03 My work gives me a sense of personal accomplishment	26	45	15	10	2	71%	-2 ◆	-5 ◆	-7 ◆
B04 I feel involved in the decisions that affect my work	17	40	18	16	9	56%	-1	0	-6 ◆
B05 I have a choice in deciding how I do my work	24	48	14	9	1	72%	-1 ◆	-2 ◆	-7 ◆

Organisational objectives and purpose

83% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of the Home Office's purpose	29	56	10	5	0	86%	+1 ◆	0	-5 ◆
B07 I have a clear understanding of the Home Office's objectives	26	55	13	5	1	81%	0	0	-5 ◆
B08 I understand how my work contributes to the Home Office's objectives	29	53	11	5	2	82%	0	-2 ◆	-6 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

My manager

65% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	23	44	17	10	5	67%	+1 ◆	-1 ◆	-5 ◆
B10	My manager is considerate of my life outside work	39	41	12	5	5	80%	+1	-1 ◆	-5 ◆
B11	My manager is open to my ideas	35	46	12	5	5	81%	0	+1 ◆	-4 ◆
B12	My manager helps me to understand how I contribute to the Home Office's objectives	19	41	26	10	5	61%	+1	-4 ◆	-9 ◆
B13	Overall, I have confidence in the decisions made by my manager	28	44	16	8	5	72%	0	-2 ◆	-5 ◆
B14	My manager recognises when I have done my job well	31	45	14	6	5	77%	-1	-1	-4 ◆
B15	I receive regular feedback on my performance	19	42	19	14	6	61%	-1	-4 ◆	-7 ◆
B16	The feedback I receive helps me to improve my performance	18	40	26	11	5	58%	-1 ◆	-3 ◆	-8 ◆
B17	I think that my performance is evaluated fairly	17	41	22	12	9	58%	-2 ◆	-5 ◆	-9 ◆
B18	Poor performance is dealt with effectively in my team	9	29	38	14	10	38%	-2 ◆	-1 ◆	-5 ◆

My team

78% -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 CS2014	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	32	49	11	5	5	81%	0	-3 ◆	-5 ◆
B20	The people in my team work together to find ways to improve the service we provide	30	50	12	6	5	80%	0	-1	-3 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	27	46	16	7	5	73%	-2 ◆	-1	-5 ◆



All questions by theme

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Learning and development

53% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	15	49	21	11	4	64%	0	+2 ◆	-3 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	39	31	12	5	52%	+1 ◆	+1 ◆	-5 ◆
B24	There are opportunities for me to develop my career in the Home Office	12	37	25	16	11	49%	0	+7 ◆	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

72% -2

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	24	51	12	8	5	75%	-2 ◆	-4 ◆	-7 ◆
B27	I am treated with respect by the people I work with	28	53	10	5	4	82%	-2 ◆	-3 ◆	-5 ◆
B28	I feel valued for the work I do	19	43	18	12	8	62%	-1 ◆	-3 ◆	-8 ◆
B29	I think that the Home Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	47	16	8	5	71%	-4 ◆	-2 ◆	-7 ◆



All questions by theme

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Resources and workload **68%** -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	21	56	12	8		77%	-1 ◆	-6 ◆	-9 ◆
B31 I get the information I need to do my job well	14	50	19	14		64%	-2 ◆	-6 ◆	-10 ◆
B32 I have clear work objectives	17	52	16	11	5	69%	-2 ◆	-7 ◆	-10 ◆
B33 I have the skills I need to do my job effectively	25	60	11			84%	-2 ◆	-5 ◆	-7 ◆
B34 I have the tools I need to do my job effectively	14	50	19	13		64%	-6 ◆	-8 ◆	-12 ◆
B35 I have an acceptable workload	9	46	19	17	8	56%	-3 ◆	-3 ◆	-10 ◆
B36 I achieve a good balance between my work life and my private life	16	48	16	14	6	64%	-2 ◆	-3 ◆	-10 ◆

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 CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	33		21	26	16	37%	+1 ◆	+8 ◆	+1
B38 I am satisfied with the total benefits package	28		26	26	16	33%	-1	+1	-7 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	25		22	28	21	29%	+1	+5 ◆	-3 ◆



All questions by theme

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Leadership and Managing Change

35% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers	
B40	I feel that the Home Office as a whole is managed well	32	30	23	11	36%	-1	◆	-10	◆	
B41	Senior managers in the Home Office are sufficiently visible	8	41	23	19	10	48%	+1	-5	◆	
B42	I believe the actions of senior managers are consistent with the Home Office's values	5	34	35	16	9	39%	-2	◆	-8	◆
B43	I believe that the Executive Management Board has a clear vision for the future of the Home Office	5	28	46	13	8	33%	0	-12	◆	
B44	Overall, I have confidence in the decisions made by Home Office senior managers	30	35	19	11	34%	-1	◆	-10	◆	
B45	I feel that change is managed well in the Home Office	19	30	32	17	21%	-1	◆	-10	◆	
B46	When changes are made in the Home Office they are usually for the better	17	40	27	14	19%	0	-11	◆	-18	◆
B47	The Home Office keeps me informed about matters that affect me	6	49	27	13	6	54%	-3	◆	-4	◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	27	30	25	13	32%	-2	◆	-4	◆	
B49	I think it is safe to challenge the way things are done in the Home Office	5	30	31	20	14	35%	-2	◆	-6	◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of the Home Office	14	39	30	12	6	53%	0	-6 ◆	-13 ◆
B51 I would recommend the Home Office as a great place to work	9	32	32	18	8	41%	-1	-8 ◆	-19 ◆
B52 I feel a strong personal attachment to the Home Office	11	31	31	19	8	42%	+1	-6 ◆	-12 ◆
B53 The Home Office inspires me to do the best in my job	9	29	36	18	8	37%	-1 ◆	-8 ◆	-14 ◆
B54 The Home Office motivates me to help it achieve its objectives	7	28	37	19	9	35%	0	-8 ◆	-14 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers in the Home Office will take action on the results from this survey	7	35	29	17	13	42%	0	-3 ◆	-11 ◆
B56 I believe that managers where I work will take action on the results from this survey	14	41	22	12	10	55%	0	0	-5 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	9	26	40	15	11	34%	0	0	-6 ◆



All questions by theme

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Organisational Culture

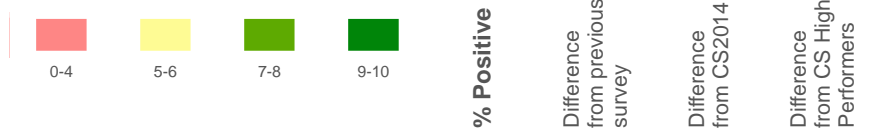
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	29	56	8	5		85%	-1 ◆	-3 ◆	-5 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	17	49	20	10		66%	-2 ◆	-2 ◆	-6 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	15	49	21	9	6	64%	-2 ◆	-1 ◆	-6 ◆
B61 When I talk about the Home Office I say "we" rather than "they"	19	47	20	9		67%	0	-2 ◆	-12 ◆
B62 I have some really good friendships at work	24	48	20	6		72%	-1 ◆	-4 ◆	-8 ◆



All questions by theme

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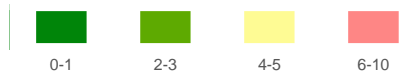
Wellbeing



Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	15	23	48	13	62%	0	-2 ◆	-5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	20	48	21	69%	-1	-1	-4 ◆
W03 Overall, how happy did you feel yesterday?	18	24	41	18	59%	0	-2 ◆	-5 ◆



W04 Overall, how anxious did you feel yesterday?	20	26	21	33	47%	-1 ◆	-3 ◆	-6 ◆
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All questions by theme

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Your plans for the future

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

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave the Home Office as soon as possible		9%	+1 ◇	+2 ◇	-1 ◇
I want to leave the Home Office within the next 12 months		17%	+2 ◇	+3 ◇	-1 ◇
I want to stay working for the Home Office for at least the next year		32%	-1	+1	-6 ◇
I want to stay working for the Home Office for at least the next three years		42%	-3 ◇	-4 ◇	-12 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	93	7	93%	+2 ◇	+3 ◇	-1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	64	36	64%	0	0	-7 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Home Office it would be investigated properly?	63	37	63%	-3 ◇	-6 ◇	-11 ◇

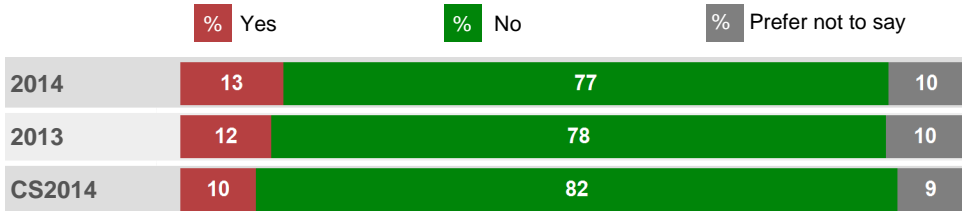


All questions by theme

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Discrimination, harassment and bullying

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



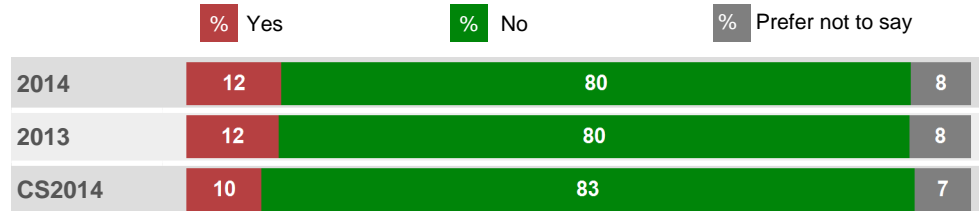
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

Ground	Response Count
Age	83
Caring responsibilities	44
Disability	52
Ethnic background	62
Gender	70
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	157
Main spoken/written language or language ability	19
Religion or belief	18
Sexual orientation	11
Social or educational background	30
Working location	77
Working pattern	118
Any other grounds	115
Prefer not to say	59

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	104
Your manager	160
Another manager in my part of the Home Office	146
Someone you manage	23
Someone who works for another part of the Home Office	46
A member of the public	--
Someone else	12
Prefer not to say	68



All questions by theme

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Policy and Enablers questions



% Positive
Difference from previous survey

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	Have you seen or heard communications about the Home Office Transformation Programme	Yes: 85% No: 15%					85%	+11 ◆
F02	Have you seen changes in your area as a result of the Home Office Transformation Programme	Yes: 47% No: 53%					47%	+13 ◆
F03	I understand how to raise concerns relating to bullying or harassment	20	60	14	5		80%	--
F04	I am confident that if I raised a concern/complaint relating to bullying or harassment it would be dealt with appropriately	15	42	23	11	8	57%	--
F05	If you answered yes to the question 'During the past 12 months, have you personally experienced bullying or harassment at work', did you know where to go for support	Yes: 72% No: 28%					72%	--
F06a	I feel that the work of my unit is making a difference in helping the Home Office achieve its objectives	31	55	10			86%	--
F06b	I am aware of the Corporate Services principles	Yes: 72% No: 28%					72%	--
F07a	I feel that my Continuous Professional Development is making a difference to the development of my skills and their application in the workplace	13	41	28	13		54%	--
F07b	I look to embed the Corporate Services principles in my work (If you are unaware of the principles, please leave blank)	15	50	30			65%	--
F08b	Senior managers where I work ensure that the Corporate Services principles are key to how the team operates (If you are unaware of the principles, please leave blank)	10	34	39	11	6	44%	--
F09b	I believe that Corporate Services SMT has a visible presence across the organisation	7	29	36	20	9	36%	--
F10b	I feel that, as a Corporate Services member of staff, I can make my voice heard to senior management	8	32	33	16	12	39%	--
F11b	I feel that Corporate Services recognises and rewards high performance	6	28	39	15	12	34%	--



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 Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2013 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2014 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2014 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association
with engagement



 the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.