



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		37%	+3 ✧	-6 ✧	-13 ✧
My work		64%	+4 ✧	-12 ✧	-15 ✧
My manager		62%	+1	-5 ✧	-9 ✧
Pay and benefits		26%	-2 ✧	-1	-9 ✧
Learning and development		36%	+7 ✧	-13 ✧	-19 ✧
Resources and workload		65%	+2	-9 ✧	-12 ✧
Organisational objectives and purpose		80%	-1	-3 ✧	-8 ✧
My team		75%	0	-4 ✧	-7 ✧
Inclusion and fair treatment		65%	+4 ✧	-10 ✧	-13 ✧

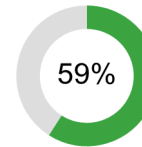


Strength of association with engagement

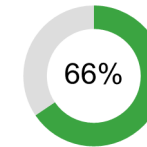


Statistically significant difference from comparison

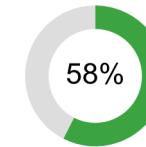
## Wellbeing



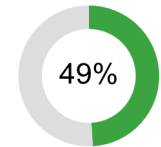
Overall, how satisfied are you with your life nowadays?



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

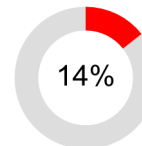


Overall, how happy did you feel yesterday?

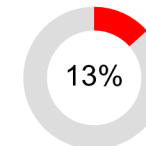


No or low anxiety yesterday

## Discrimination, bullying and harassment

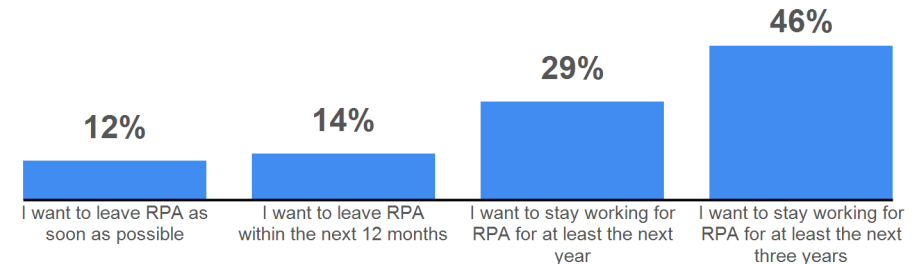


During the past 12 months have you personally experienced discrimination at work?



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

64% +4 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	30	51	11	6		81%	+3 ◆	-8 ◆	-11 ◆
B02 I am sufficiently challenged by my work	30	45	13	8		75%	+4 ◆	-4 ◆	-7 ◆
B03 My work gives me a sense of personal accomplishment	19	43	19	12	7	62%	+2 ◆	-14 ◆	-16 ◆
B04 I feel involved in the decisions that affect my work	9	32	20	23	16	41%	+6 ◆	-15 ◆	-21 ◆
B05 I have a choice in deciding how I do my work	16	43	17	16	9	58%	+5 ◆	-16 ◆	-21 ◆

Organisational objectives and purpose

80% -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
B06 I have a clear understanding of RPA's purpose	25	57	13			83%	-1	-3 ◆	-8 ◆
B07 I have a clear understanding of RPA's objectives	23	55	16	6		78%	-3 ◆	-3 ◆	-8 ◆
B08 I understand how my work contributes to RPA's objectives	25	54	14	6		79%	0	-5 ◆	-9 ◆



All questions by theme

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My manager

62% +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
B09	My manager motivates me to be more effective in my job	18	43	20	13	6	60%	+2 ◆	-8 ◆	-11 ◆
B10	My manager is considerate of my life outside work	33	43	14	6	6	76%	+1	-5 ◆	-9 ◆
B11	My manager is open to my ideas	27	48	16	6	6	75%	0	-5 ◆	-10 ◆
B12	My manager helps me to understand how I contribute to RPA's objectives	17	41	28	10	6	58%	0	-6 ◆	-11 ◆
B13	Overall, I have confidence in the decisions made by my manager	24	42	20	8	6	66%	+1	-7 ◆	-11 ◆
B14	My manager recognises when I have done my job well	26	48	15	8	6	74%	0	-4 ◆	-7 ◆
B15	I receive regular feedback on my performance	19	48	16	13	6	67%	+1	+2 ◆	-2 ◆
B16	The feedback I receive helps me to improve my performance	16	39	26	13	6	56%	+3 ◆	-6 ◆	-10 ◆
B17	I think that my performance is evaluated fairly	15	39	21	17	8	54%	+3 ◆	-9 ◆	-13 ◆
B18	Poor performance is dealt with effectively in my team	9	30	36	15	9	39%	-1	0	-4 ◆

My team

75% 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 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	34	49	11	6	6	83%	+1	-1	-4 ◆
B20	The people in my team work together to find ways to improve the service we provide	31	47	15	5	5	78%	0	-2 ◆	-5 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	23	42	19	11	5	65%	0	-9 ◆	-13 ◆



All questions by theme

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Learning and development

36% +7

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	8	41	27	18	6	49%	+4 ◆	-13 ◆	-18 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	31	36	19	8	37%	+8 ◆	-14 ◆	-20 ◆
B24	There are opportunities for me to develop my career in RPA	5	26	29	22	18	31%	+11 ◆	-11 ◆	-18 ◆
B25	Learning and development activities I have completed while working for RPA are helping me to develop my career	5	22	34	25	14	27%	+5 ◆	-16 ◆	-22 ◆

Inclusion and fair treatment

65% +4

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
B26	I am treated fairly at work	17	53	16	10	4	70%	+3 ◆	-9 ◆	-13 ◆
B27	I am treated with respect by the people I work with	24	57	12	5	2	81%	+2	-4 ◆	-6 ◆
B28	I feel valued for the work I do	14	37	23	17	10	51%	+5 ◆	-13 ◆	-18 ◆
B29	I think that RPA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	13	46	24	10	8	59%	+5 ◆	-15 ◆	-19 ◆



All questions by theme

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Resources and workload

65% +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	18	61	12	7		79%	+3 ◆	-5 ◆	-7 ◆
B31 I get the information I need to do my job well	9	47	23	17		55%	+3 ◆	-15 ◆	-18 ◆
B32 I have clear work objectives	12	52	19	12	5	65%	+3 ◆	-11 ◆	-15 ◆
B33 I have the skills I need to do my job effectively	21	60	12	5		81%	+3 ◆	-8 ◆	-10 ◆
B34 I have the tools I need to do my job effectively	10	52	18	15	5	62%	+3 ◆	-10 ◆	-14 ◆
B35 I have an acceptable workload	6	47	20	18	10	53%	0	-6 ◆	-13 ◆
B36 I achieve a good balance between my work life and my private life	12	49	17	14	7	61%	0	-5 ◆	-13 ◆

Pay and benefits

26% -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 CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	22	17	31	27		25%	-2	-4 ◆	-11 ◆
B38 I am satisfied with the total benefits package	27	25	26	19		31%	-1	-1	-9 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	21	30	25		24%	-4 ◆	-1	-8 ◆



All questions by theme

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Leadership and Managing Change

37% +3

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 RPA as a whole is managed well	5	36	29	19	12	40%	+6 ◆	-5 ◆	-16 ◆
B41	Senior Leaders (Grade 7 and above) in RPA are sufficiently visible	7	40	24	19	10	47%	+1	-6 ◆	-16 ◆
B42	I believe the actions of Senior Leaders (Grade 7 and above) are consistent with RPA's values	5	34	38	13	10	39%	+5 ◆	-9 ◆	-17 ◆
B43	I believe that the Executive Team has a clear vision for the future of RPA	10	45	28	9	7	55%	0	+11 ◆	+3 ◆
B44	Overall, I have confidence in the decisions made by RPA's Senior Leaders (Grade 7 and above)	5	31	35	16	13	36%	+6 ◆	-8 ◆	-16 ◆
B45	I feel that change is managed well in RPA		25	30	28	14	27%	+5 ◆	-4 ◆	-11 ◆
B46	When changes are made in RPA they are usually for the better		23	37	24	13	26%	+3 ◆	-4 ◆	-11 ◆
B47	RPA keeps me informed about matters that affect me	5	43	29	15	7	48%	+3 ◆	-10 ◆	-16 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me		20	28	31	18	23%	+2	-12 ◆	-19 ◆
B49	I think it is safe to challenge the way things are done in RPA		23	29	24	19	27%	+4 ◆	-14 ◆	-21 ◆



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 RPA	18	46	20	12	21%	+3 ◆	-37 ◆	-44 ◆	
B51 I would recommend RPA as a great place to work	19	40	23	14	22%	+5 ◆	-27 ◆	-38 ◆	
B52 I feel a strong personal attachment to RPA	6	19	34	26	15	25%	+1	-23 ◆	-29 ◆
B53 RPA inspires me to do the best in my job	20	39	24	13	23%	+4 ◆	-22 ◆	-28 ◆	
B54 RPA motivates me to help it achieve its objectives	20	38	25	14	23%	+3 ◆	-20 ◆	-26 ◆	

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 Leaders (Grade 7 and above) in RPA will take action on the results from this survey	5	28	28	23	17	33%	+5 ◆	-12 ◆	-21 ◆
B56 I believe that managers where I work will take action on the results from this survey	8	32	28	19	14	40%	+5 ◆	-16 ◆	-21 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	5	20	38	23	15	24%	+4 ◆	-11 ◆	-16 ◆





All questions by theme

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Organisational Culture

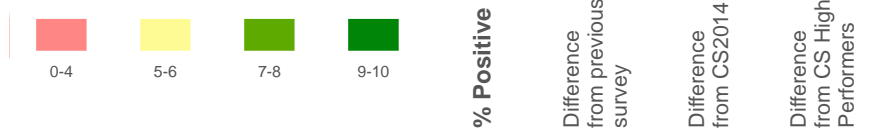
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	24	57	9	8		81%	+2 ◆	-8 ◆	-10 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	11	41	24	17	6	53%	+3 ◆	-16 ◆	-19 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	9	41	26	15	8	50%	+4 ◆	-15 ◆	-20 ◆
B61 When I talk about RPA I say "we" rather than "they"	12	38	28	13	9	50%	+1	-18 ◆	-28 ◆
B62 I have some really good friendships at work	26	47	19	6		73%	0	-3 ◆	-7 ◆



All questions by theme

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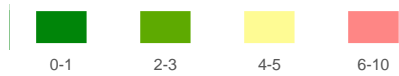
Wellbeing



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?	18	23	46	13	59%	+5 ◆	-5 ◆	-7 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	20	47	19	66%	+6 ◆	-4 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	20	22	39	19	58%	+8 ◆	-3 ◆	-6 ◆



W04 Overall, how anxious did you feel yesterday?	23	27	18	33	49%	+5 ◆	-1	-4 ◆
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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 RPA?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave RPA as soon as possible		12%	-3 ◇	+4 ◇	+2 ◇
I want to leave RPA within the next 12 months		14%	+1	0	-4 ◇
I want to stay working for RPA for at least the next year		29%	+5 ◇	-2 ◇	-8 ◇
I want to stay working for RPA for at least the next three years		46%	-2	-1	-8 ◇

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?		4	96%	+3 ◇	+6 ◇	+3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		26	74%	+5 ◇	+10 ◇	+3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in RPA it would be investigated properly?		35	65%	+7 ◇	-3 ◇	-8 ◇

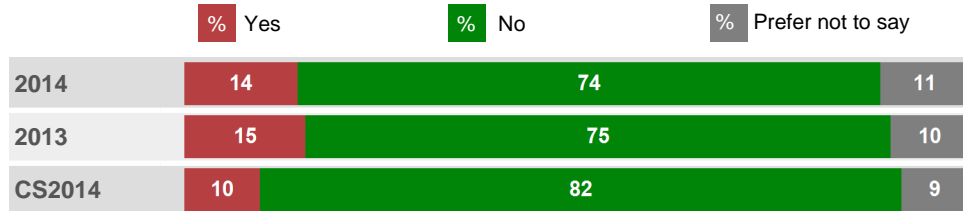


All questions by theme

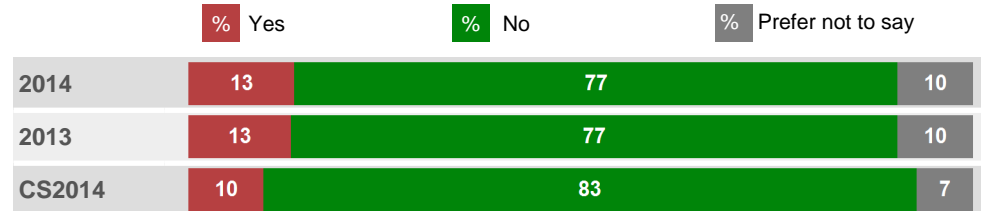
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Discrimination, harassment and bullying

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 E01.

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

Ground	Response Count
Age	32
Caring responsibilities	30
Disability	19
Ethnic background	--
Gender	22
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	37
Main spoken/written language or language ability	11
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	25
Working pattern	79
Any other grounds	46
Prefer not to say	22

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

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	40
Your manager	56
Another manager in my part of RPA	65
Someone you manage	--
Someone who works for another part of RPA	17
A member of the public	11
Someone else	--
Prefer not to say	29

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



All questions by theme

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RPA questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I would feel able to report bullying or harassment without worrying that it would have a negative impact on me	11	38	22	18	10	49%	0
F02	I believe that timely action would be taken if bullying or harassment is reported in RPA	10	37	29	15	9	47%	+2



## 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 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.