



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.

## Engagement Index

# 59%

Difference from previous survey	0
Difference from CS2015	+1
Difference from CS High Performers	-4

## My work

# 68%

Difference from previous survey	-2
Difference from CS2015	-7
Difference from CS High Performers	-10

## Organisational objectives and purpose

# 85%

Difference from previous survey	-1
Difference from CS2015	+3
Difference from CS High Performers	-1

## My manager

# 66%

Difference from previous survey	+1
Difference from CS2015	-2
Difference from CS High Performers	-5

## My team

# 81%

Difference from previous survey	+3
Difference from CS2015	+1
Difference from CS High Performers	-2

## Learning and development

# 51%

Difference from previous survey	-2
Difference from CS2015	+2
Difference from CS High Performers	-5

## Inclusion and fair treatment

# 74%

Difference from previous survey	-1
Difference from CS2015	-1
Difference from CS High Performers	-5

## Resources and workload

# 78%

Difference from previous survey	0
Difference from CS2015	+5
Difference from CS High Performers	+1

## Pay and benefits

# 32%

Difference from previous survey	+9
Difference from CS2015	+3
Difference from CS High Performers	-4

## Leadership and managing change

# 43%

Difference from previous survey	+2
Difference from CS2015	0
Difference from CS High Performers	-9










Returns : 2,372

Response rate : 51%

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		43%	+2 ✧	0	-9 ✧
My work		68%	-2	-7 ✧	-10 ✧
My manager		66%	+1	-2 ✧	-5 ✧
Pay and benefits		32%	+9 ✧	+3 ✧	-4 ✧
Resources and workload		78%	0	+5 ✧	+1
Learning and development		51%	-2 ✧	+2 ✧	-5 ✧
Organisational objectives and purpose		85%	-1	+3 ✧	-1 ✧
Inclusion and fair treatment		74%	-1	-1	-5 ✧
My team		81%	+3 ✧	+1 ✧	-2 ✧

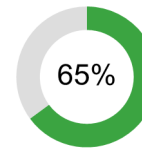


Strength of association with engagement

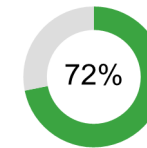


Statistically significant difference from comparison

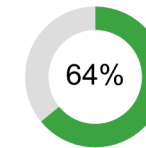
## Wellbeing



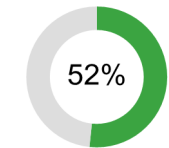
Overall, how satisfied are you with your life nowadays?



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

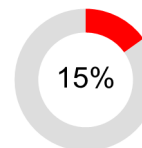


Overall, how happy did you feel yesterday?

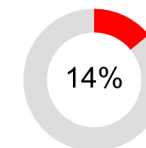


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

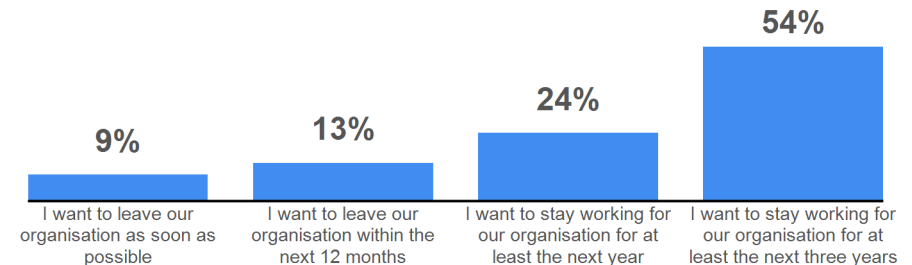


During the past 12 months have you personally experienced discrimination at work?



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

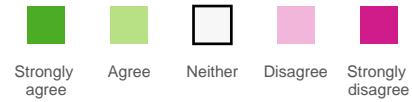
### My work

**68%** -2

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	36	52	7	7	0	87%	-2 ◆	-2 ◆	-4 ◆
B02 I am sufficiently challenged by my work	26	46	13	13	0	72%	-4 ◆	-7 ◆	-11 ◆
B03 My work gives me a sense of personal accomplishment	23	50	13	9	0	74%	-2 ◆	-2 ◆	-5 ◆
B04 I feel involved in the decisions that affect my work	12	36	20	23	10	47%	+1	-8 ◆	-16 ◆
B05 I have a choice in deciding how I do my work	15	44	17	17	8	59%	-1	-15 ◆	-20 ◆

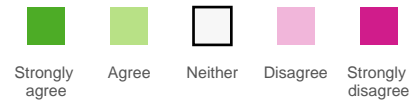
### Organisational objectives and purpose

**85%** -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
B06 I have a clear understanding of our organisation's purpose	30	57	7	7	0	87%	-1	+2 ◆	-2 ◆
B07 I have a clear understanding of our organisation's objectives	27	56	10	5	0	83%	0	+4 ◆	-1 ◆
B08 I understand how my work contributes to our organisation's objectives	30	57	8	5	0	86%	-1	+3 ◆	-1

## All questions by theme

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^ indicates a variation in question wording from your previous survey

### 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	23	45	16	11	5	68%	+1	0	-4 ◆
B10	My manager is considerate of my life outside work	35	41	14	6	6	76%	-1	-6 ◆	-10 ◆
B11	My manager is open to my ideas	30	45	14	7	7	75%	+1	-6 ◆	-9 ◆
B12	My manager helps me to understand how I contribute to our organisation's objectives	22	47	19	9	5	68%	+1	+5 ◆	0
B13	Overall, I have confidence in the decisions made by my manager	27	43	16	9	5	70%	-1	-3 ◆	-7 ◆
B14	My manager recognises when I have done my job well	31	45	14	7	7	75%	+1	-3 ◆	-6 ◆
B15	I receive regular feedback on my performance	23	41	15	15	6	64%	+4 ◆	-2 ◆	-5 ◆
B16	The feedback I receive helps me to improve my performance	22	40	22	12	5	62%	+1	0	-3 ◆
B17	I think that my performance is evaluated fairly	19	39	21	14	8	57%	+1	-5 ◆	-11 ◆
B18	Poor performance is dealt with effectively in my team	11	31	30	17	11	42%	-1	+3 ◆	-1

### My team

**81%** +3

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
B19	The people in my team can be relied upon to help when things get difficult in my job	39	47	7	7	0	86%	+1	+2 ◆	-1
B20	The people in my team work together to find ways to improve the service we provide	35	48	10	5	2	83%	+3 ◆	+3 ◆	-1
B21	The people in my team are encouraged to come up with new and better ways of doing things	29	44	16	7	4	73%	+3 ◆	-1 ◆	-5 ◆



## All questions by theme

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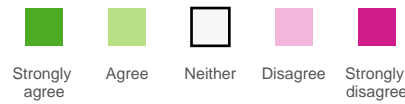
### Learning and development

51% -2

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	13	51	18	12	5	65%	-1	+2 ◆	-3 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	38	28	15	7	51%	+2	-1	-7 ◆
B24	There are opportunities for me to develop my career in our organisation	10	39	21	18	12	49%	-6 ◆	+7 ◆	-1
B25	Learning and development activities I have completed while working for our organisation are helping me to develop my career	9	31	32	18	10	40%	-4 ◆	-3 ◆	-9 ◆

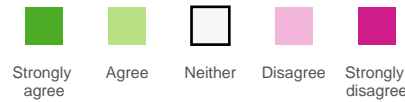
### Inclusion and fair treatment

74% -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
B26	I am treated fairly at work	24	52	12	8	5	76%	0	-2 ◆	-6 ◆
B27	I am treated with respect by the people I work with	29	55	9			83%	-1	-1 ◆	-3 ◆
B28	I feel valued for the work I do	18	43	18	14	7	60%	-1	-3 ◆	-9 ◆
B29	I think that our organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	49	13	7	5	76%	-1	+3 ◆	-2 ◆

## All questions by theme

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### Resources and workload **78%** **0**

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	28	60	7	3	2	88%	0	+5 ◆	+2 ◆
B31 I get the information I need to do my job well	17	54	14	11	4	71%	0	+2 ◆	-2 ◆
B32 I have clear work objectives	22	58	12	6	2	79%	0	+4 ◆	0
B33 I have the skills I need to do my job effectively	30	58	7	3	2	88%	-1 ◆	0	-3 ◆
B34 I have the tools I need to do my job effectively	20	53	13	11	3	72%	-2 ◆	+4 ◆	-2 ◆
B35 I have an acceptable workload	16	55	13	10	5	72%	+4 ◆	+13 ◆	+7 ◆
B36 I achieve a good balance between my work life and my private life	23	50	14	9	4	73%	-1	+7 ◆	+2 ◆

### Pay and benefits **32%** **+9**

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	5	28	16	28	23	33%	+12 ◆	+2 ◆	-4 ◆
B38 I am satisfied with the total benefits package	5	28	22	26	19	33%	+4 ◆	0	-6 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	25	18	27	24	31%	+11 ◆	+6 ◆	-1



## All questions by theme

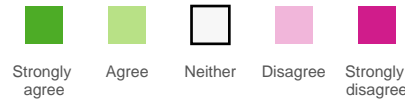
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### Leadership and managing change

**43%** +2  
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that our organisation as a whole is managed well	7	39	25	19	10	45%	+5 ◆	0	-11 ◆
B41 Senior managers in our organisation are sufficiently visible	11	41	19	19	10	52%	-1	-1	-14 ◆
B42 I believe the actions of senior managers are consistent with our organisation's values	8	38	29	16	9	45%	+3 ◆	0	-11 ◆
B43 I believe that our Directors have a clear vision for the future of our organisation <sup>^</sup>	10	40	31	11	8	50%	+10 ◆	+7 ◆	-4 ◆
B44 Overall, I have confidence in the decisions made by our organisation's senior managers	7	32	31	19	11	38%	+3 ◆	-3 ◆	-13 ◆
B45 I feel that change is managed well in our organisation	6	31	25	26	12	37%	-1	+7 ◆	-2 ◆
B46 When changes are made in our organisation they are usually for the better	5	29	36	22	9	34%	+3 ◆	+7 ◆	-1
B47 Our organisation keeps me informed about matters that affect me	8	45	21	17	9	53%	-1	-2 ◆	-11 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	5	27	24	29	15	32%	-1	-4 ◆	-12 ◆
B49 I think it is safe to challenge the way things are done in our organisation	7	34	26	20	13	41%	+1	0	-9 ◆

## All questions by theme

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### 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 our organisation	16	41	29	9	5	57%	+3 ◇	0	-9 ◇
B51 I would recommend our organisation as a great place to work	14	37	29	13	7	51%	0	+4 ◇	-8 ◇
B52 I feel a strong personal attachment to our organisation	14	33	31	16	6	47%	-2 ◇	0	-6 ◇
B53 Our organisation inspires me to do the best in my job	12	35	32	15	6	47%	0	+2 ◇	-5 ◇
B54 Our organisation motivates me to help it achieve its objectives	10	34	33	16	7	44%	-1	+3 ◇	-4 ◇

### 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 in our organisation will take action on the results from this survey	9	34	25	19	13	43%	+1	0	-12 ◇
B56 I believe that managers where I work will take action on the results from this survey	13	40	22	14	11	53%	-2	-2 ◇	-9 ◇
B57 Where I work, I think effective action has been taken on the results of the last survey	9	29	36	14	11	38%	+2	+5 ◇	-4 ◇



## All questions by theme

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### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	31	56	7			87%	-1 ◆	-1	-2 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	16	45	21	14		61%	0	-7 ◆	-11 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	13	45	27	11	5	58%	+2	-7 ◆	-12 ◆
B61 When I talk about our organisation I say "we" rather than "they"	18	46	21	11	5	63%	-2	-7 ◆	-15 ◆
B62 I have some really good friendships at work	35	47	12			82%	0	+6 ◆	+3 ◆

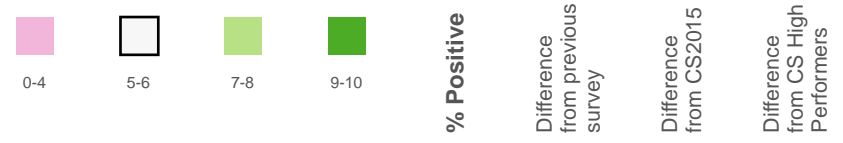
### Leadership statement

	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	21	46	17	10	5	68%	--	+1	-3 ◆
B64 Senior managers inspire people across our organisation to do their best	7	32	33	19	8	39%	--	+2 ◆	-7 ◆
B65 My manager leads our team with confidence	24	46	16	9	5	71%	--	+1	-5 ◆
B66 Senior managers lead our organisation with confidence	10	39	31	13	7	49%	--	+2 ◆	-8 ◆
B67 My manager empowers me to do my job effectively	21	46	18	10	5	67%	--	-4 ◆	-8 ◆
B68 Our organisation's senior managers empower teams to deliver	8	33	35	16	8	41%	--	+1	-8 ◆
B69 Senior managers in our organisation actively role model the behaviours set out in the Civil Service Leadership Statement	7	30	39	15	9	37%	--	+2 ◆	-6 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	16	42	28	9	6	58%	--	+1	-4 ◆

## All questions by theme

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### Wellbeing

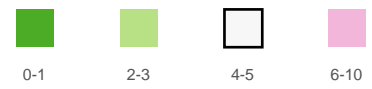


Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	13	22	48	17	65%	+1	0	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	19	47	25	72%	+1	+1	-2 ◆
W03 Overall, how happy did you feel yesterday?	16	20	40	24	64%	+1	+2 ◆	-1

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	26	26	19	30	52%	+1	+2 ◆	-1



## All questions by theme

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### Your plans for the future

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

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave our organisation as soon as possible		9%	+3 ◇	+1	-2 ◇
I want to leave our organisation within the next 12 months		13%	+3 ◇	-2 ◇	-6 ◇
I want to stay working for our organisation for at least the next year		24%	0	-8 ◇	-14 ◇
I want to stay working for our organisation for at least the next three years		54%	-5 ◇	+11 ◇	+2 ◇

### The Civil Service Code

Differences are based on '% Yes' score

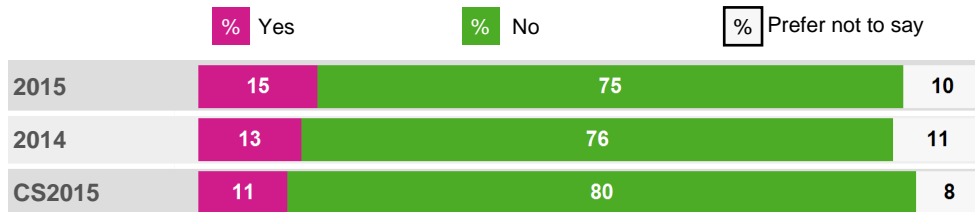
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		14	86%	+1	-5 ◇	-9 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	-2	0	-7 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in our organisation it would be investigated properly?		35	65%	-1	-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?



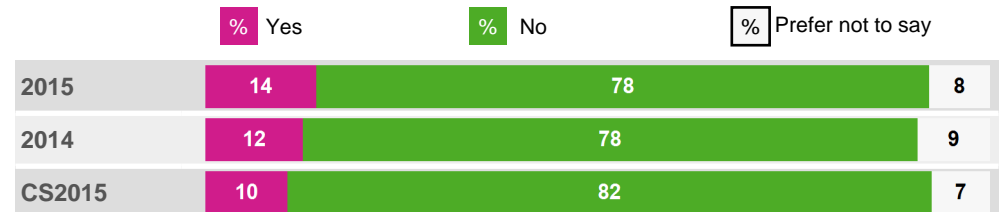
For respondents who selected 'Yes' to question E01.

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

	Response Count	
Age	45	
Caring responsibilities	31	
Disability	39	
Ethnic background	36	
Gender	31	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	97	
Main spoken/written language or language ability	26	
Religion or belief	23	
Sexual orientation	10	
Social or educational background	14	
Working location	50	
Working pattern	68	
Any other grounds	107	
Prefer not to say	38	

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)

	Response Count	
A colleague	121	
Your manager	99	
Another manager in my part of our organisation	95	
Someone you manage	15	
Someone who works for another part of our organisation	14	
A member of the public	--	
Someone else	--	
Prefer not to say	38	

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

## All questions by theme

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### HM Passport Office questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand why the Home Office needs to change to continue to deliver for the public	Yes: 93%		No: 7%			93%	--
F02	I understand what I need to do personally to help the Home Office improve	Yes: 77%		No: 23%			77%	--
F03	I understand how to raise concerns relating to bullying or harassment	30	58		7		88%	+1
F04	I am confident that if I raised a concern/complaint relating to bullying or harassment it would be dealt with appropriately	22	41	18	10	8	64%	-1
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: 73%		No: 27%			73%	+1
F06	My manager is open and supportive when discussing any issues I have such as increased workload	26	50	15	6		76%	--
F07	I can identify improvements in how I have been managed in the past 12 months	17	40	28	10		57%	+6 ◆
F08	I believe that customer feedback is valued by our organisation and is used to improve customer experience	19	52	18	8		72%	--
F09	I am made aware of customer feedback and encouraged to use it to improve customer experience	14	45	24	13		59%	--
F10	Senior Leaders in our organisation inspire me with a positive view of what they aim to achieve	8	28	34	20	9	37%	--
F11	I feel as a member of our organisation I am able to make my voice heard with our Senior Leadership	10	28	29	21	12	38%	--
F12	I have the opportunity to share new and innovative ideas which could improve and enhance operations, public protection and customer service in my area	11	39	30	14	7	50%	--
F13	I believe sharing work across Home Office directorates will help me to improve my skills and my career prospects	16	43	28	8	5	59%	--

## 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.