

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 CS2015	Difference from CS High Performers
Leadership and managing change		48%	+3 ✧	+6 ✧	-3 ✧
My work		85%	+3 ✧	+11 ✧	+7 ✧
Pay and benefits		24%	+5 ✧	-5 ✧	-12 ✧
Learning and development		59%	+3 ✧	+9 ✧	+3 ✧
My manager		70%	+5 ✧	+2 ✧	-1
Resources and workload		77%	+2 ✧	+4 ✧	0
Organisational objectives and purpose		83%	+5 ✧	0	-4 ✧
My team		84%	+5 ✧	+5 ✧	+1 ✧
Inclusion and fair treatment		78%	+3 ✧	+4 ✧	0

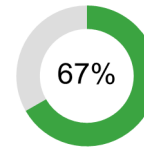


Strength of association with engagement

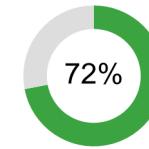


Statistically significant difference from comparison

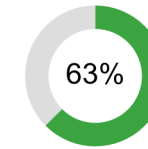
Wellbeing



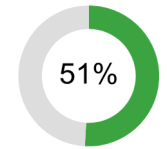
Overall, how satisfied are you with your life nowadays?



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

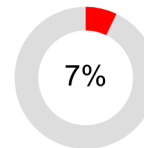


Overall, how happy did you feel yesterday?

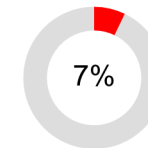


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

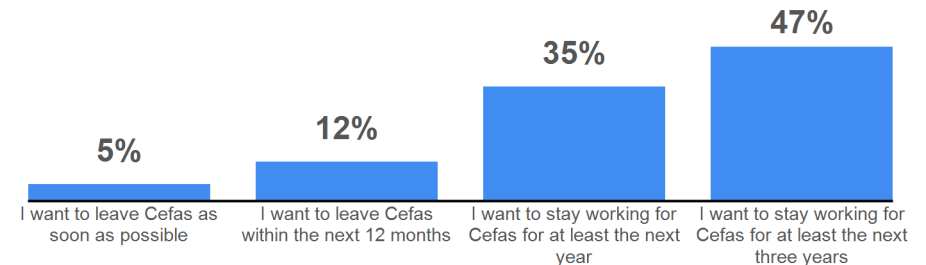


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

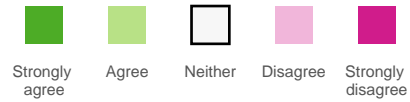
◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My work

85% +3
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

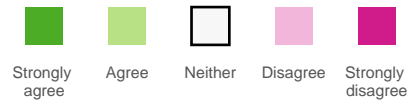
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	46	49	0	0	0	95%	0	+6 ◆	+3 ◆
B02 I am sufficiently challenged by my work	43	46	6	0	0	89%	+4 ◆	+10 ◆	+6 ◆
B03 My work gives me a sense of personal accomplishment	35	52	8	5	0	86%	+4 ◆	+11 ◆	+8 ◆
B04 I feel involved in the decisions that affect my work	18	51	20	9	0	69%	+7 ◆	+13 ◆	+5 ◆
B05 I have a choice in deciding how I do my work	33	54	9	0	0	87%	+2 ◆	+14 ◆	+8 ◆

Organisational objectives and purpose

83% +5
 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 Cefas' purpose	22	62	11	0	0	83%	+6 ◆	-2 ◆	-6 ◆
B07 I have a clear understanding of Cefas' objectives	19	62	13	5	0	81%	+8 ◆	+2 ◆	-3 ◆
B08 I understand how my work contributes to Cefas' objectives	24	60	11	0	0	84%	+3 ◆	+1 ◆	-3 ◆

All questions by theme

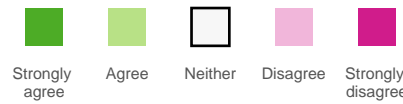
◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My manager

70% +5
 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	25	44	19	7	7	69%	+5 ◆	+1	-3 ◆
B10	My manager is considerate of my life outside work	40	46	9	9	9	86%	+6 ◆	+4 ◆	0
B11	My manager is open to my ideas	36	48	11	11	11	84%	+3 ◆	+3 ◆	0
B12	My manager helps me to understand how I contribute to Cefas' objectives	20	43	26	7	7	64%	+3 ◆	0	-5 ◆
B13	Overall, I have confidence in the decisions made by my manager	28	44	19	6	6	72%	+3 ◆	0	-5 ◆
B14	My manager recognises when I have done my job well	31	49	12	6	6	80%	+6 ◆	+1	-1 ◆
B15	I receive regular feedback on my performance	23	45	19	10	10	68%	+7 ◆	+1	-2 ◆
B16	The feedback I receive helps me to improve my performance	20	43	25	9	9	63%	+7 ◆	+2 ◆	-2 ◆
B17	I think that my performance is evaluated fairly	20	47	20	8	5	67%	+8 ◆	+5 ◆	-1
B18	Poor performance is dealt with effectively in my team	13	31	36	12	8	44%	+6 ◆	+5 ◆	+1

My team

84% +5
 Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	36	50	10	10	10	86%	+6 ◆	+1 ◆	-1 ◆
B20	The people in my team work together to find ways to improve the service we provide	34	51	10	10	10	85%	+5 ◆	+5 ◆	+1
B21	The people in my team are encouraged to come up with new and better ways of doing things	32	50	14	14	14	82%	+4 ◆	+8 ◆	+4 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

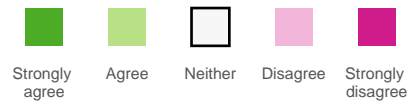
Learning and development

59% +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
B22	I am able to access the right learning and development opportunities when I need to	18	53	20	8	8	70%	+2	+7 ◆	+3 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	39	33	13	8	52%	+1	0	-6 ◆
B24	There are opportunities for me to develop my career in Cefas	13	41	23	14	9	54%	+7 ◆	+13 ◆	+5 ◆
B25	Learning and development activities I have completed while working for Cefas are helping me to develop my career	14	44	24	12	5	58%	+5 ◆	+15 ◆	+9 ◆

Inclusion and fair treatment

78% +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
B26	I am treated fairly at work	25	53	14	6	6	78%	0	0	-4 ◆
B27	I am treated with respect by the people I work with	34	53	11	1	1	87%	+2 ◆	+2 ◆	0
B28	I feel valued for the work I do	21	48	17	9	5	69%	+8 ◆	+5 ◆	0
B29	I think that Cefas respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	53	14	5	2	79%	+2 ◆	+7 ◆	+2 ◆

All questions by theme


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

Resources and workload **77%** +2

Difference from previous survey  Strength of association with engagement

	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	26	58	11			84%	+2 ◆	+1	-2 ◆
B31 I get the information I need to do my job well	20	57	17	5		76%	+1	+7 ◆	+3 ◆
B32 I have clear work objectives	23	57	14			80%	+1	+4 ◆	0
B33 I have the skills I need to do my job effectively	26	65	7			91%	0	+3 ◆	+1 ◆
B34 I have the tools I need to do my job effectively	22	59	12	6		81%	-1	+12 ◆	+7 ◆
B35 I have an acceptable workload	10	49	20	14	7	59%	+4 ◆	0	-5 ◆
B36 I achieve a good balance between my work life and my private life	17	51	17	11		68%	+6 ◆	+1	-4 ◆

Pay and benefits **24%** +5

Difference from previous survey  Strength of association with engagement

	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	18	19	27	32		22%	+5 ◆	-9 ◆	-15 ◆
B38 I am satisfied with the total benefits package	5	29	21	25	20	34%	+6 ◆	+1 ◆	-5 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	12	19	27	38	16%	+4 ◆	-9 ◆	-16 ◆

All questions by theme

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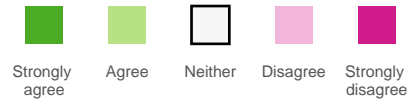
Leadership and managing change

48% +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
B40	I feel that Cefas as a whole is managed well	8	47	28	11	6	55%	+4 ◆	+10 ◆	-1
B41	The Senior Management Team in Cefas are sufficiently visible	9	44	26	14	7	53%	-4 ◆	0	-13 ◆
B42	I believe the actions of the Senior Management Team are consistent with Cefas' values	9	44	35	7	5	53%	+1	+7 ◆	-4 ◆
B43	I believe that Cefas Management Board have a clear vision for the future of Cefas	9	43	34	8	6	52%	+6 ◆	+10 ◆	-2 ◆
B44	Overall, I have confidence in the decisions made by Cefas' Senior Management Team	9	39	35	10	6	48%	+2	+7 ◆	-4 ◆
B45	I feel that change is managed well in Cefas	5	31	34	24	6	36%	+4 ◆	+6 ◆	-3 ◆
B46	When changes are made in Cefas they are usually for the better	5	26	43	19	6	31%	+1	+4 ◆	-4 ◆
B47	Cefas keeps me informed about matters that affect me	8	54	23	11	6	62%	+3 ◆	+6 ◆	-2 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	7	36	30	19	7	43%	+7 ◆	+7 ◆	-2 ◆
B49	I think it is safe to challenge the way things are done in Cefas	8	43	28	14	7	51%	+3 ◆	+10 ◆	+1

All questions by theme

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

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of Cefas	21	48	23	7	69%	+4 ◆	+12 ◆	+3 ◆	
B51 I would recommend Cefas as a great place to work	16	40	29	11	56%	+2	+9 ◆	-3 ◆	
B52 I feel a strong personal attachment to Cefas	18	40	27	13	57%	+3 ◆	+10 ◆	+4 ◆	
B53 Cefas inspires me to do the best in my job	14	37	30	15	51%	+5 ◆	+6 ◆	-1	
B54 Cefas motivates me to help it achieve its objectives	13	34	32	17	46%	+2 ◆	+5 ◆	-2 ◆	

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 the Senior Management Team in Cefas will take action on the results from this survey	11	38	28	13	9	49%	+3 ◆	+6 ◆	-6 ◆
B56 I believe that managers where I work will take action on the results from this survey	12	44	25	11	8	57%	+6 ◆	+1	-6 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	7	27	42	14	11	34%	+5 ◆	+1	-8 ◆

All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	35	59				94%	+2 ◇	+6 ◇	+4 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	23	54	17			77%	+1	+9 ◇	+5 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	17	49	22	7		66%	+2 ◇	+1	-4 ◇
B61 When I talk about Cefas I say "we" rather than "they"	23	52	16	6		75%	+7 ◇	+5 ◇	-3 ◇
B62 I have some really good friendships at work	31	52	13			83%	+2 ◇	+8 ◇	+4 ◇

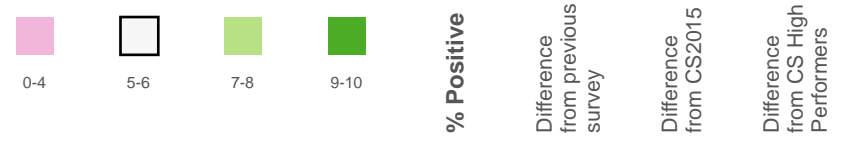
Leadership statement

	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	20	46	25	6		66%	--	-1	-5 ◇
B64 The Senior Management Team inspire people across Cefas to do their best	7	33	39	14	7	40%	--	+3 ◇	-6 ◇
B65 My manager leads our team with confidence	23	50	18	6		73%	--	+3 ◇	-3 ◇
B66 The Senior Management Team lead Cefas with confidence	9	43	36	7	5	52%	--	+5 ◇	-5 ◇
B67 My manager empowers me to do my job effectively	21	51	20			72%	--	0	-3 ◇
B68 Cefas' Senior Management Team empower teams to deliver	10	31	44	10	5	41%	--	+1	-8 ◇
B69 The Senior Management Team in Cefas actively role model the behaviours set out in the Civil Service Leadership Statement	8	32	49	7	5	39%	--	+4 ◇	-4 ◇
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	14	40	38			55%	--	-2 ◇	-7 ◇

All questions by theme

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Wellbeing

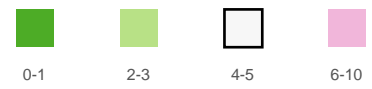


Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile')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

W01 Overall, how satisfied are you with your life nowadays?	 11	 22	 52	 15	67%	+6 ◆	+2 ◆	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	 9	 19	 49	 23	72%	+3 ◆	+1	-2 ◆
W03 Overall, how happy did you feel yesterday?	 16	 21	 42	 21	63%	+9 ◆	+1	-3 ◆

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%	+4 ◆	+1	-2 ◆
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All questions by theme

◇ indicates statistically significant difference from comparison
 ^ 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 Cefas?

		Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave Cefas as soon as possible	5%	-1	-3	-6
I want to leave Cefas within the next 12 months	12%	0	-3 ◇	-8 ◇
I want to stay working for Cefas for at least the next year	35%	+1	+3 ◇	-3 ◇
I want to stay working for Cefas for at least the next three years	47%	0	+5 ◇	-4 ◇

The Civil Service Code

Differences are based on '% Yes' score

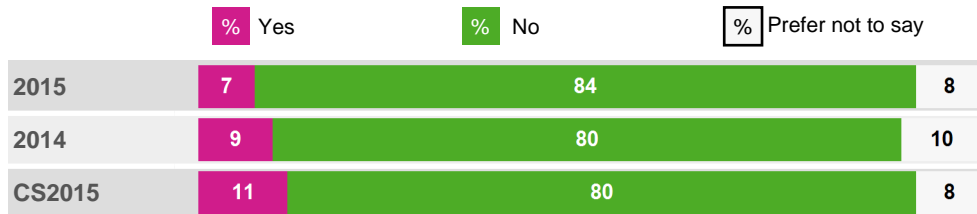
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	94	6	94%	+5 ◇	+3 ◇	0
D02. Are you aware of how to raise a concern under the Civil Service Code?	68	32	68%	+5 ◇	+2 ◇	-4 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Cefas it would be investigated properly?	75	25	75%	+5 ◇	+8 ◇	+2 ◇

All questions by theme

◆ indicates statistically significant difference from comparison
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Discrimination, harassment and bullying

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



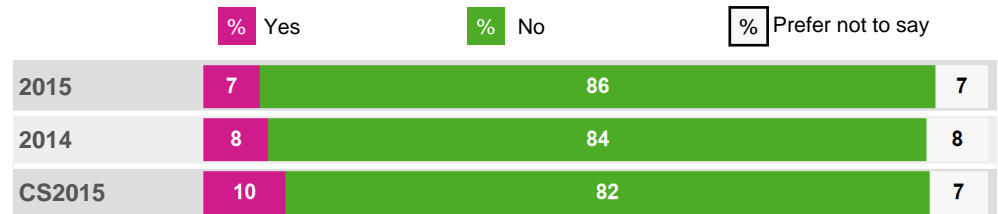
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	19
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	12
Prefer not to say	--

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

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



For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

Who	Response Count
A colleague	10
Your manager	--
Another manager in my part of Cefas	12
Someone you manage	--
Someone who works for another part of Cefas	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
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.