



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 CS2015	Difference from CS High Performers
Leadership and managing change		38%	-5 ✧	-5 ✧	-14 ✧
My work		78%	-1 ✧	+4 ✧	0
My manager		68%	0	0	-3 ✧
Organisational objectives and purpose		68%	-1 ✧	-15 ✧	-19 ✧
Pay and benefits		27%	0	-2 ✧	-9 ✧
Learning and development		48%	-1	-1 ✧	-8 ✧
Resources and workload		74%	0	+1 ✧	-3 ✧
Inclusion and fair treatment		78%	0	+3 ✧	-1
My team		83%	-2 ✧	+4 ✧	0

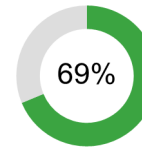


Strength of association with engagement

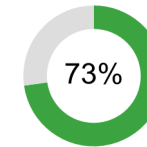


Statistically significant difference from comparison

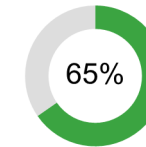
Wellbeing



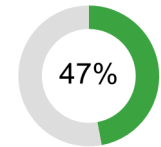
Overall, how satisfied are you with your life nowadays?



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

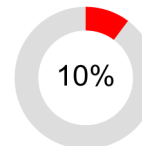


Overall, how happy did you feel yesterday?

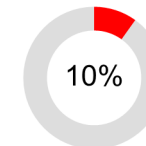


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

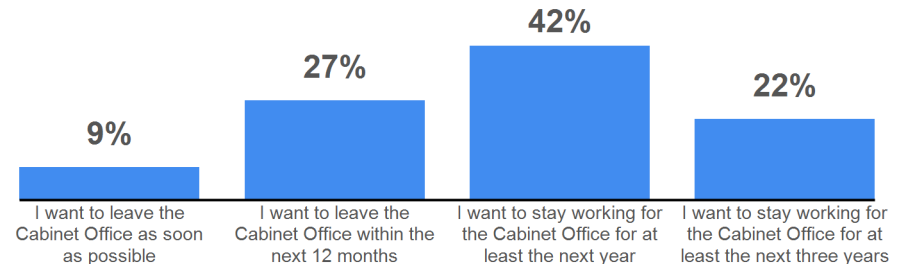


During the past 12 months have you personally experienced discrimination at work?



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

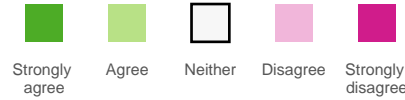
My work

78% -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
B01 I am interested in my work	52	40	5	1	1	92%	0	+3 ◆	+1 ◆
B02 I am sufficiently challenged by my work	40	39	10	8	2	80%	-1	+1 ◆	-3 ◆
B03 My work gives me a sense of personal accomplishment	35	44	12	7	2	78%	-1 ◆	+3 ◆	0
B04 I feel involved in the decisions that affect my work	20	42	17	15	6	62%	-3 ◆	+6 ◆	-2 ◆
B05 I have a choice in deciding how I do my work	35	45	11	7	2	80%	0	+7 ◆	+1 ◆

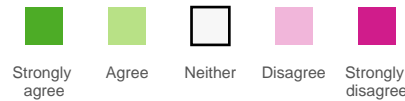
Organisational objectives and purpose

68% -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 the Cabinet Office's purpose	18	54	17	9	2	73%	-1	-12 ◆	-17 ◆
B07 I have a clear understanding of the Cabinet Office's objectives	15	46	23	14	2	60%	-1 ◆	-19 ◆	-24 ◆
B08 I understand how my work contributes to the Cabinet Office's objectives	23	47	18	8	2	71%	-2 ◆	-12 ◆	-16 ◆



All questions by theme

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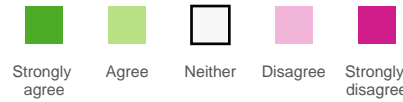
My manager

68% 0

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	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	30	42	15	8	8	72%	0	+4 ◆	0
B10	My manager is considerate of my life outside work	46	38	9	9	0	85%	0	+3 ◆	-1 ◆
B11	My manager is open to my ideas	45	40	10	5	0	85%	+1 ◆	+4 ◆	0
B12	My manager helps me to understand how I contribute to the Cabinet Office's objectives	20	36	28	12	4	56%	-1	-7 ◆	-12 ◆
B13	Overall, I have confidence in the decisions made by my manager	36	41	14	6	3	77%	0	+4 ◆	0
B14	My manager recognises when I have done my job well	37	43	12	5	3	80%	-1	+1 ◆	-1 ◆
B15	I receive regular feedback on my performance	23	40	19	14	6	62%	0	-4 ◆	-8 ◆
B16	The feedback I receive helps me to improve my performance	23	40	22	11	6	63%	+1	+1 ◆	-2 ◆
B17	I think that my performance is evaluated fairly	21	39	24	10	6	61%	+1	-2 ◆	-7 ◆
B18	Poor performance is dealt with effectively in my team	10	30	39	13	8	40%	-1 ◆	+1	-3 ◆

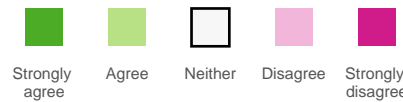
My team

83% -2

Difference from previous survey



Strength of association with engagement



Question ID	Question	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	43	44	8	5	0	86%	-2 ◆	+2 ◆	-1 ◆
B20	The people in my team work together to find ways to improve the service we provide	41	43	9	5	2	85%	-2 ◆	+4 ◆	0
B21	The people in my team are encouraged to come up with new and better ways of doing things	37	41	13	6	3	79%	-1 ◆	+5 ◆	+1 ◆



All questions by theme

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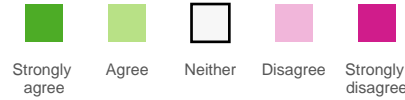
Learning and development

48% -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
B22	I am able to access the right learning and development opportunities when I need to	14	45	25	13	3	59%	-1 ◆	-4 ◆	-9 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	33	39	11	3	45%	-2 ◆	-7 ◆	-13 ◆
B24	There are opportunities for me to develop my career in the Cabinet Office	12	35	28	16	10	46%	-1	+5 ◆	-3 ◆
B25	Learning and development activities I have completed while working for the Cabinet Office are helping me to develop my career	11	31	39	13	6	42%	+1	-2 ◆	-8 ◆

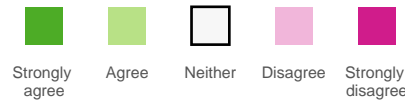
Inclusion and fair treatment

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 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	33	48	10	5	2	81%	-2 ◆	+3 ◆	0
B27	I am treated with respect by the people I work with	39	48	7	7	1	87%	+2 ◆	+2 ◆	0
B28	I feel valued for the work I do	28	43	15	9	5	71%	0	+7 ◆	+2 ◆
B29	I think that the Cabinet Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	47	16	8	3	73%	0	+1	-5 ◆



All questions by theme

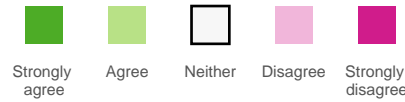
◆ indicates statistically significant difference from comparison
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Resources and workload **74%** ⁰

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	27	53	12	7	7	79%	-2 ◆	-4 ◆	-6 ◆
B31 I get the information I need to do my job well	18	51	18	10	3	68%	-2 ◆	-1 ◆	-5 ◆
B32 I have clear work objectives	22	50	16	9	3	72%	-1 ◆	-3 ◆	-8 ◆
B33 I have the skills I need to do my job effectively	33	57	8	0	2	90%	-1 ◆	+2 ◆	0
B34 I have the tools I need to do my job effectively	22	53	13	9	3	75%	+3 ◆	+6 ◆	+1 ◆
B35 I have an acceptable workload	15	49	17	14	6	64%	0	+4 ◆	-1 ◆
B36 I achieve a good balance between my work life and my private life	20	47	15	13	6	67%	+1	0	-5 ◆

Pay and benefits **27%** 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 CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	26	19	29	22	4	30%	0	-2 ◆	-7 ◆
B38 I am satisfied with the total benefits package	25	23	28	20	4	29%	0	-3 ◆	-10 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	19	30	30	3	22%	-1 ◆	-3 ◆	-10 ◆



All questions by theme

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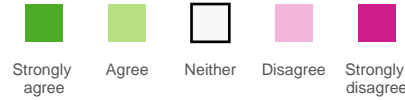
Leadership and managing change

38% -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
B40	I feel that the Cabinet Office as a whole is managed well	5	35	35	19	6	40%	-5 ◆	-6 ◆	-16 ◆
B41	Senior Civil Servants in the Cabinet Office are sufficiently visible	10	39	27	17	7	49%	-6 ◆	-4 ◆	-17 ◆
B42	I believe the actions of Senior Civil Servants are consistent with the Cabinet Office's values	8	33	42	11	6	41%	-5 ◆	-4 ◆	-15 ◆
B43	I believe that the Cabinet Office Board has a clear vision for the future of the Cabinet Office		22	55	12	7	26%	-3 ◆	-16 ◆	-28 ◆
B44	Overall, I have confidence in the decisions made by the Cabinet Office's Senior Civil Servants	6	32	41	14	7	38%	-6 ◆	-3 ◆	-14 ◆
B45	I feel that change is managed well in the Cabinet Office		26	40	23	8	29%	-3 ◆	-1 ◆	-10 ◆
B46	When changes are made in the Cabinet Office they are usually for the better		23	52	16	5	26%	-7 ◆	-1 ◆	-9 ◆
B47	The Cabinet Office keeps me informed about matters that affect me	5	44	30	16	6	49%	-11 ◆	-7 ◆	-15 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me		32	33	23	9	36%	-1 ◆	0	-8 ◆
B49	I think it is safe to challenge the way things are done in the Cabinet Office	6	36	34	16	8	43%	-2 ◆	+2 ◆	-7 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of the Cabinet Office	30	45	18	5		75%	-2 ◆	+18 ◆	+9 ◆
B51 I would recommend the Cabinet Office as a great place to work	19	39	27	11		58%	0	+11 ◆	0
B52 I feel a strong personal attachment to the Cabinet Office	14	29	32	19	7	43%	+1 ◆	-4 ◆	-11 ◆
B53 The Cabinet Office inspires me to do the best in my job	15	35	32	13	5	50%	+1	+5 ◆	-1 ◆
B54 The Cabinet Office motivates me to help it achieve its objectives	12	31	36	15	6	44%	+1 ◆	+2 ◆	-5 ◆

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 Civil Servants in the Cabinet Office will take action on the results from this survey	8	35	29	18	10	43%	-4 ◆	0	-12 ◆
B56 I believe that managers where I work will take action on the results from this survey	19	43	20	12	7	62%	+1 ◆	+6 ◆	-1
B57 Where I work, I think effective action has been taken on the results of the last survey	11	25	44	11	9	36%	-4 ◆	+2 ◆	-7 ◆



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	40	50	6			90%	0	+2 ◆	0
B59 I believe I would be supported if I try a new idea, even if it may not work	28	49	14	7		77%	0	+9 ◆	+5 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	26	47	18	6		73%	0	+8 ◆	+4 ◆
B61 When I talk about the Cabinet Office I say "we" rather than "they"	25	42	18	12		66%	-2 ◆	-3 ◆	-12 ◆
B62 I have some really good friendships at work	29	44	20	6		74%	-1 ◆	-2 ◆	-6 ◆

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	28	43	17	7		72%	--	+5 ◆	0
B64 Senior Civil Servants inspire people across the Cabinet Office to do their best	8	32	40	14	7	40%	--	+2 ◆	-6 ◆
B65 My manager leads our team with confidence	33	43	13	6		76%	--	+6 ◆	0
B66 Senior Civil Servants lead the Cabinet Office with confidence	12	37	37	10	5	49%	--	+2 ◆	-8 ◆
B67 My manager empowers me to do my job effectively	31	45	14	5		76%	--	+5 ◆	+1 ◆
B68 The Cabinet Office's Senior Civil Servants empower teams to deliver	8	34	42	11	6	42%	--	+2 ◆	-6 ◆
B69 Senior Civil Servants in the Cabinet Office actively role model the behaviours set out in the Civil Service Leadership Statement	7	27	47	11	7	35%	--	-1	-9 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	21	40	28	6		61%	--	+4 ◆	0



All questions by theme

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Wellbeing

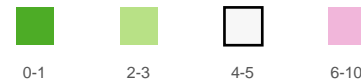


Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	9	22	55	14	69%	+2 ◆	+4 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	20	50	23	73%	0	+2 ◆	-1 ◆
W03 Overall, how happy did you feel yesterday?	12	22	46	19	65%	+2 ◆	+3 ◆	0

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



W04 Overall, how anxious did you feel yesterday?	19	28	23	30	47%	-1	-3 ◆	-5 ◆
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All questions by theme

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^ indicates a variation in question wording from your previous survey

Your plans for the future

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

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave the Cabinet Office as soon as possible		9%	+1	0	-3 ◇
I want to leave the Cabinet Office within the next 12 months		27%	0	+12 ◇	+7 ◇
I want to stay working for the Cabinet Office for at least the next year		42%	-1	+10 ◇	+4 ◇
I want to stay working for the Cabinet Office for at least the next three years		22%	-1	-21 ◇	-29 ◇

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?		6	94%	+1 ◇	+3 ◇	0 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		38	62%	+2 ◇	-5 ◇	-11 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Cabinet Office it would be investigated properly?		30	70%	-2 ◇	+3 ◇	-3 ◇

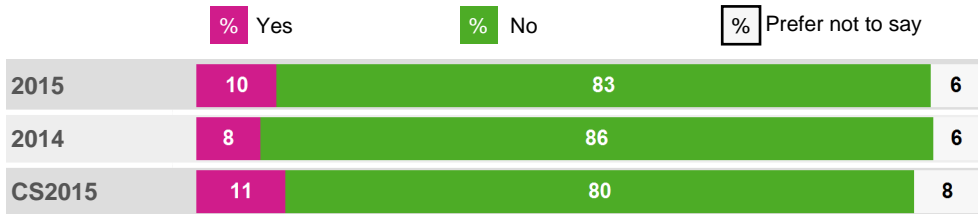


All questions by theme

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Discrimination, harassment and bullying

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



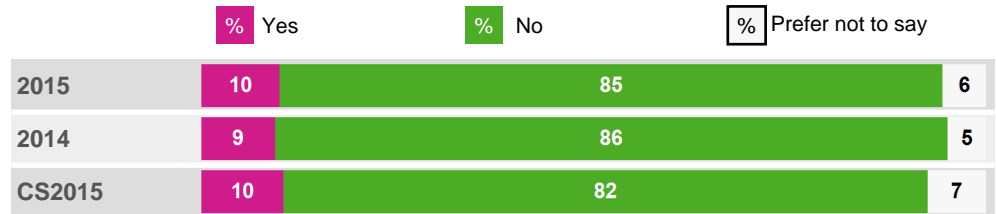
For respondents who selected 'Yes' to question E01.

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	49
Caring responsibilities	13
Disability	21
Ethnic background	22
Gender	56
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	94
Main spoken/written language or language ability	14
Religion or belief	--
Sexual orientation	--
Social or educational background	19
Working location	17
Working pattern	33
Any other grounds	39
Prefer not to say	21

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	54
Your manager	58
Another manager in my part of the Cabinet Office	54
Someone you manage	--
Someone who works for another part of the Cabinet Office	21
A member of the public	--
Someone else	19
Prefer not to say	33

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.