



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 CS2016	Difference from CS High Performers
Leadership and managing change		49%	+13	+6	-3
My work		79%	+6	+4	0
Learning and development		52%	+8	+2	-3
My manager		77%	+5	+9	+6
Pay and benefits		37%	+12	+6	0
Resources and workload		78%	+3	+5	+1
Organisational objectives and purpose		89%	+6	+7	+2
My team		83%	+4	+3	0
Inclusion and fair treatment		81%	+6	+5	+1



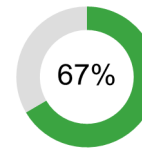
Strength of association with engagement



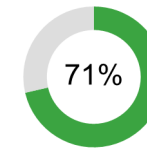
Statistically significant difference from comparison

Wellbeing

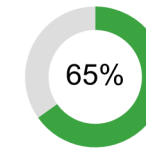
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



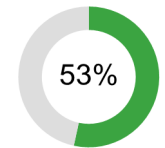
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



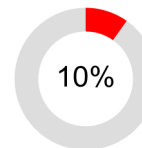
W03. Overall, how happy did you feel yesterday?



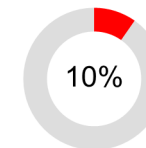
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

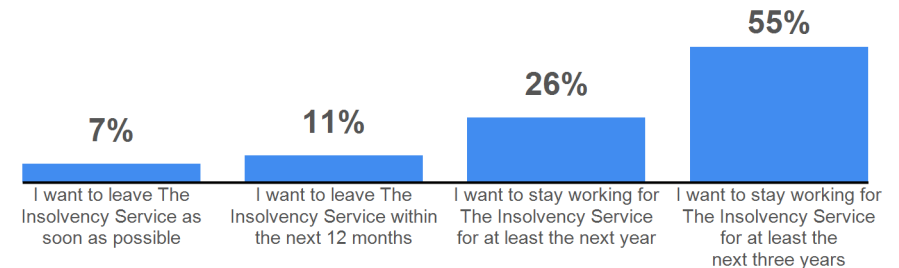


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





All questions by theme

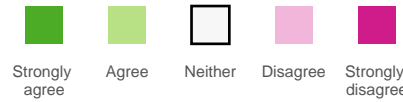
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

My work

79% +6
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

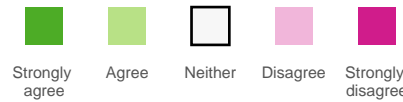
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	37	52	8	1	1	88%	+4 ◆	-1 ◆	-3 ◆
B02 I am sufficiently challenged by my work	33	49	10	7	1	82%	+6 ◆	+1 ◆	-1 ◆
B03 My work gives me a sense of personal accomplishment	26	53	12	6	1	79%	+6 ◆	+4 ◆	0
B04 I feel involved in the decisions that affect my work	20	46	16	13	6	66%	+10 ◆	+9 ◆	+4 ◆
B05 I have a choice in deciding how I do my work	27	52	11	7	1	79%	+3 ◆	+5 ◆	0

Organisational objectives and purpose

89% +6
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of The Insolvency Service's purpose	36	55	6	1	1	90%	+6 ◆	+4 ◆	0
B07 I have a clear understanding of The Insolvency Service's objectives	33	54	9	1	1	87%	+8 ◆	+7 ◆	+2 ◆
B08 I understand how my work contributes to The Insolvency Service's objectives	36	54	7	1	1	90%	+6 ◆	+7 ◆	+3 ◆



All questions by theme

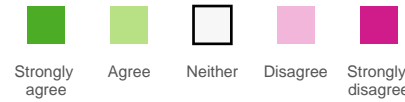
◆ indicates statistically significant difference from comparison
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My manager

77% +5
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	29	46	15	7	7	75%	+6 ◆	+6 ◆	+2 ◆
B10	My manager is considerate of my life outside work	47	40	9	4	0	88%	+5 ◆	+5 ◆	+2 ◆
B11	My manager is open to my ideas	40	44	11	4	0	84%	+5 ◆	+4 ◆	0
B12	My manager helps me to understand how I contribute to The Insolvency Service's objectives	27	50	15	5	3	77%	+7 ◆	+12 ◆	+8 ◆
B13	Overall, I have confidence in the decisions made by my manager	34	46	12	5	3	79%	+6 ◆	+6 ◆	+1 ◆
B14	My manager recognises when I have done my job well	37	47	9	7	0	84%	+4 ◆	+6 ◆	+3 ◆
B15	I receive regular feedback on my performance	29	51	10	7	3	81%	+6 ◆	+15 ◆	+11 ◆
B16	The feedback I receive helps me to improve my performance	27	46	17	7	3	73%	+6 ◆	+10 ◆	+7 ◆
B17	I think that my performance is evaluated fairly	26	49	14	8	3	75%	+4 ◆	+11 ◆	+7 ◆
B18	Poor performance is dealt with effectively in my team	14	36	32	11	7	51%	+5 ◆	+12 ◆	+8 ◆

My team

83% +4
 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 CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	42	45	8	5	0	87%	+4 ◆	+2 ◆	0
B20	The people in my team work together to find ways to improve the service we provide	37	46	11	6	0	83%	+3 ◆	+1 ◆	-2 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	35	45	13	5	2	80%	+5 ◆	+6 ◆	+1 ◆



All questions by theme

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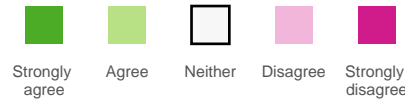
Learning and development

52% +8

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	14	54	18	10	10	68%	+3 ◆	+7 ◆	+1
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	43	27	14	10	55%	+1	+5 ◆	-2 ◆
B24	There are opportunities for me to develop my career in The Insolvency Service	9	35	21	21	15	43%	+18 ◆	0	-8 ◆
B25	Learning and development activities I have completed while working for The Insolvency Service are helping me to develop my career	9	34	30	18	10	43%	+9 ◆	-1	-8 ◆

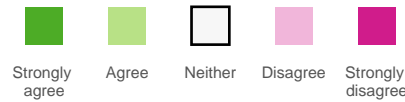
Inclusion and fair treatment

81% +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	31	52	9	7	1	83%	+7 ◆	+5 ◆	+1 ◆
B27	I am treated with respect by the people I work with	36	53	7	4	1	89%	+4 ◆	+5 ◆	+2 ◆
B28	I feel valued for the work I do	24	46	16	9	5	70%	+8 ◆	+5 ◆	0
B29	I think that The Insolvency Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	32	48	13	7	1	80%	+6 ◆	+6 ◆	+2 ◆



All questions by theme

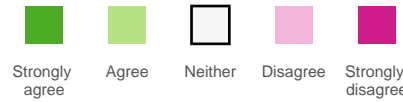
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Resources and workload **78%** +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	32	57	6	6	6	89%	+2 ◆	+7 ◆	+3 ◆
B31 I get the information I need to do my job well	20	57	12	9	6	77%	+7 ◆	+8 ◆	+3 ◆
B32 I have clear work objectives	26	55	11	6	6	81%	0	+6 ◆	+1 ◆
B33 I have the skills I need to do my job effectively	31	60	7	6	6	91%	+2 ◆	+2 ◆	0
B34 I have the tools I need to do my job effectively	14	48	15	17	6	62%	-1	-8 ◆	-14 ◆
B35 I have an acceptable workload	14	54	14	12	6	68%	+2 ◆	+10 ◆	+3 ◆
B36 I achieve a good balance between my work life and my private life	25	54	11	7	6	79%	+6 ◆	+12 ◆	+7 ◆

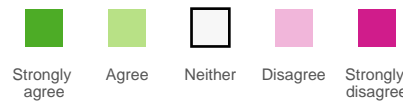
Pay and benefits

37% +12

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	6	30	21	29	14	36%	+12 ◆	+4 ◆	-3 ◆
B38 I am satisfied with the total benefits package	8	33	23	24	11	41%	+13 ◆	+7 ◆	+1
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	27	25	25	16	34%	+11 ◆	+7 ◆	0



All questions by theme

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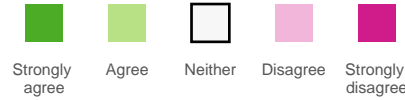
Leadership and managing change

49% +13

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that The Insolvency Service as a whole is managed well	7	43	24	18	8	50%	+14 ◆	+3 ◆	-8 ◆
B41	The Senior Management Team and Directors in The Insolvency Service are sufficiently visible	12	54	19	11		66%	+15 ◆	+11 ◆	0
B42	I believe the actions of the Senior Management Team and Directors are consistent with The Insolvency Service's values	9	44	30	12	6	52%	+14 ◆	+4 ◆	-5 ◆
B43	I believe that the Senior Management Team has a clear vision for the future of The Insolvency Service	10	44	26	13	7	54%	+19 ◆	+11 ◆	0
B44	Overall, I have confidence in the decisions made by The Insolvency Service's Senior Management Team and Directors	8	36	30	16	9	44%	+13 ◆	0	-10 ◆
B45	I feel that change is managed well in The Insolvency Service	5	31	28	26	11	35%	+11 ◆	+6 ◆	-6 ◆
B46	When changes are made in The Insolvency Service they are usually for the better	5	29	33	24	9	34%	+10 ◆	+4 ◆	-5 ◆
B47	The Insolvency Service keeps me informed about matters that affect me	8	53	22	11	5	61%	+12 ◆	+6 ◆	-3 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	7	38	28	18	9	45%	+12 ◆	+7 ◆	-2 ◆
B49	I think it is safe to challenge the way things are done in The Insolvency Service	7	40	27	15	10	48%	+10 ◆	+5 ◆	-1 ◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of The Insolvency Service	13	41	30	12	7	54%	+13 ◆	-5 ◆	-13 ◆
B51 I would recommend The Insolvency Service as a great place to work	12	35	31	15	8	47%	+15 ◆	-4 ◆	-14 ◆
B52 I feel a strong personal attachment to The Insolvency Service	16	36	26	15	7	52%	+9 ◆	+5 ◆	-3 ◆
B53 The Insolvency Service inspires me to do the best in my job	11	38	30	14	7	49%	+12 ◆	+3 ◆	-4 ◆
B54 The Insolvency Service motivates me to help it achieve its objectives	11	39	29	14	7	50%	+14 ◆	+6 ◆	-1

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that the Senior Management Team and Directors in The Insolvency Service will take action on the results from this survey	14	43	22	13	8	57%	+14 ◆	+11 ◆	+3 ◆
B56 I believe that managers where I work will take action on the results from this survey	24	50	15	7	4	74%	+10 ◆	+19 ◆	+10 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	20	41	24	9	6	61%	+18 ◆	+26 ◆	+20 ◆



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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	37	52	6			90%	+1 ◆	+2 ◆	0
B59 I believe I would be supported if I try a new idea, even if it may not work	25	48	17	8		73%	+7 ◆	+4 ◆	0
B60 When I talk about The Insolvency Service I say "we" rather than "they"	24	48	18	8		71%	+7 ◆	0	-7 ◆
B61 I have some really good friendships at work	34	47	14			82%	+2 ◆	+5 ◆	+1 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 The Senior Management Team and Directors in The Insolvency Service actively role model the behaviours set out in the Civil Service Leadership Statement	8	41	35	10	6	49%	+18 ◆	+5 ◆	-1
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	23	46	22	5		69%	+9 ◆	+8 ◆	+2 ◆



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Wellbeing



Unlike the questions B01-B63 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 CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	21	50	16	67%	+8 ◆	0	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	20	49	23	71%	+6 ◆	0	-3 ◆
W03 Overall, how happy did you feel yesterday?	14	21	41	24	65%	+8 ◆	+2 ◆	-1

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?	28	25	19	27	53%	+2 ◆	+3 ◆	0
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All questions by theme

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Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for The Insolvency Service?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave The Insolvency Service as soon as possible		7%	-4 ◇	-1 ◇	-4 ◇
I want to leave The Insolvency Service within the next 12 months		11%	-4 ◇	-4 ◇	-8 ◇
I want to stay working for The Insolvency Service for at least the next year		26%	0	-6 ◇	-13 ◇
I want to stay working for The Insolvency Service for at least the next three years		55%	+8 ◇	+12 ◇	+4 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		9	91%	+1 ◇	-1 ◇	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		24	76%	+4 ◇	+9 ◇	+2 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in The Insolvency Service it would be investigated properly?		26	74%	+5 ◇	+6 ◇	-2 ◇

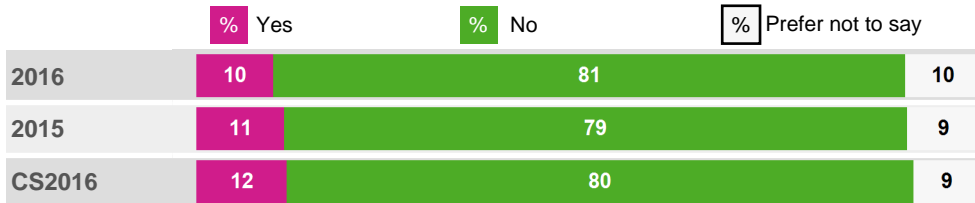


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Discrimination, harassment and bullying

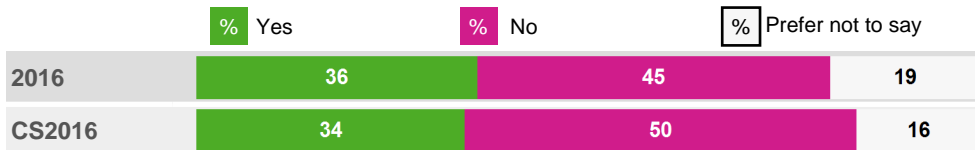
E01. During the past 12 months, have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question E03.
 E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.
 E06. In your opinion, has this issue been resolved?



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	11
Disability	20
Ethnic background	--
Gender	10
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	31
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	17
Working pattern	22
Any other grounds	31
Prefer not to say	24

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)

Person	Response Count
A colleague	36
Your manager	37
Another manager in my part of INSS	32
Someone you manage	--
Someone who works for another part of INSS	11
A member of the public	--
Someone else	--
Prefer not to say	17

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



All questions by theme

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The Insolvency Service questions

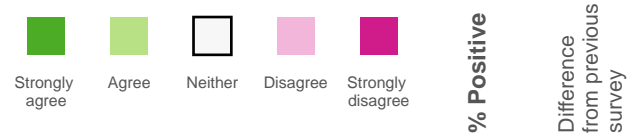
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	My performance is measured on both how I deliver (my behaviours) as well as what I deliver (my objectives)	26	56	11	5		82%	--
F02	Do you have regular conversations with your manager to discuss performance, priorities and development?	Yes: 85%		No: 15%			85%	+12 ◆
F03	If you answered 'YES' to the question 'Do you have regular conversations with your manager to discuss performance, priorities and development', please answer the question 'I find these conversations valuable'	29	55	11			84%	+4 ◆
F04	I am confident that my organisation is taking effective action to reduce discrimination, bullying and harassment	17	45	27	7		63%	+9 ◆
F05	I am confident that if I raised a grievance as a result of discrimination, bullying or harassment, it would be investigated properly	20	48	18	9	5	68%	+8 ◆
F06	I know what health and wellbeing services are available to me at The Insolvency Service	19	56	14	8		75%	+5 ◆
F07	The health and wellbeing services available to me are sufficient to support me as an effective member of The Insolvency Service	15	44	33	5		59%	+8 ◆
F08	The Insolvency Service is committed to developing people	13	45	22	14	6	58%	+16 ◆
F09	Have you had the opportunity to participate in five days of learning and development in the last 12 months?	Yes: 83%		No: 17%			83%	+4 ◆
F10	Thinking about last year's survey, my team have made changes as a result of our action plan	19	46	27	5		66%	+20 ◆
F11	The Senior Management Team and Directors inspire people across The Insolvency Service to do their best	9	34	32	17	8	43%	--
F12	The Senior Management Team and Directors lead The Insolvency Service with confidence	10	43	28	12	7	52%	--
F13	The Insolvency Service's Senior Management Team and Directors empower teams to deliver	9	37	31	15	8	46%	--



All questions by theme

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The Insolvency Service questions



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	I believe my colleagues behave in a way that reflects The Insolvency Service's values	17	56		22		73%	--
F15	I feel able to be myself at work	Yes: 88%		No: 12%			88%	--



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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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 fewer 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.