



Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.

Engagement Index

58%

Difference from
previous survey +2 ✧

Difference from
CS2014 0

Difference from CS
High Performers -5 ✧

My work

77%

Difference from
previous survey +2 ✧

Difference from
CS2014 +2 ✧

Difference from CS
High Performers -2 ✧

Organisational objectives and purpose

77%

Difference from
previous survey +1

Difference from
CS2014 -6 ✧

Difference from CS
High Performers -11 ✧

My manager

71%

Difference from
previous survey +1

Difference from
CS2014 +3 ✧

Difference from CS
High Performers -1

My team

81%

Difference from
previous survey +2 ✧

Difference from
CS2014 +2 ✧

Difference from CS
High Performers -1 ✧

Learning and development

52%

Difference from
previous survey +5 ✧

Difference from
CS2014 +3 ✧

Difference from CS
High Performers -3 ✧

Inclusion and fair treatment

79%

Difference from
previous survey +2

Difference from
CS2014 +3 ✧

Difference from CS
High Performers 0

Resources and workload

73%

Difference from
previous survey 0

Difference from
CS2014 -1

Difference from CS
High Performers -4 ✧

Pay and benefits

32%

Difference from
previous survey -3 ✧

Difference from
CS2014 +4 ✧

Difference from CS
High Performers -3 ✧

Leadership and Managing Change

40%

Difference from
previous survey +1

Difference from
CS2014 -3 ✧

Difference from CS
High Performers -10 ✧



The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		40%	+1	-3 ✧	-10 ✧
My work		77%	+2 ✧	+2 ✧	-2 ✧
My manager		71%	+1	+3 ✧	-1
Pay and benefits		32%	-3 ✧	+4 ✧	-3 ✧
Learning and development		52%	+5 ✧	+3 ✧	-3 ✧
Resources and workload		73%	0	-1	-4 ✧
Organisational objectives and purpose		77%	+1	-6 ✧	-11 ✧
My team		81%	+2 ✧	+2 ✧	-1 ✧
Inclusion and fair treatment		79%	+2	+3 ✧	0

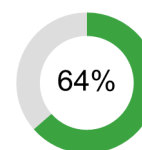


Strength of association with engagement

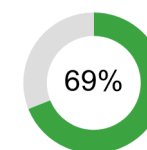


Statistically significant difference from comparison

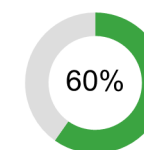
Wellbeing



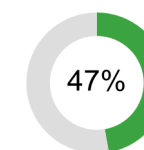
Overall, how satisfied are you with your life nowadays?



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

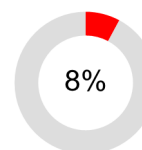


Overall, how happy did you feel yesterday?

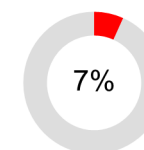


No or low anxiety yesterday

Discrimination, bullying and harassment

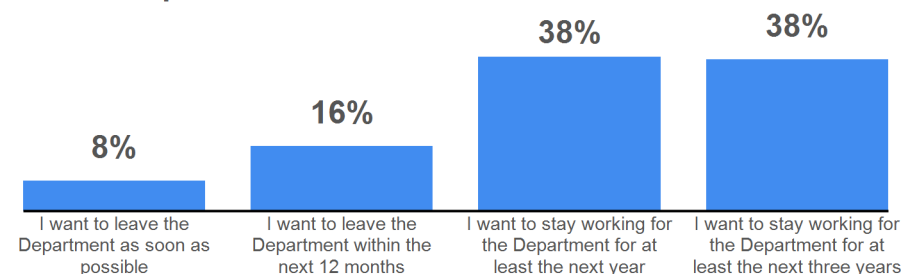


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





All questions by theme

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

My work

77% +2

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B01 I am interested in my work	44	45	7	7	89%	+1	0	-3 ◆
B02 I am sufficiently challenged by my work	36	45	11	7	80%	+3 ◆	+1 ◆	-2 ◆
B03 My work gives me a sense of personal accomplishment	28	48	14	8	76%	+2 ◆	0	-3 ◆
B04 I feel involved in the decisions that affect my work	18	43	20	14	61%	+2	+5 ◆	-1
B05 I have a choice in deciding how I do my work	26	53	13	7	79%	+3 ◆	+4 ◆	-1

Organisational objectives and purpose

77% +1

Difference
from
previous
survey



Strength of
association with
engagement



B06 I have a clear understanding of the Department's purpose	21	58	13	7	79%	+1	-7 ◆	-12 ◆
B07 I have a clear understanding of the Department's objectives	17	57	17	7	73%	+1	-7 ◆	-12 ◆
B08 I understand how my work contributes to the Department's objectives	23	56	14	6	79%	+1	-5 ◆	-9 ◆



All questions by theme

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

My manager

71% +1

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B09	My manager motivates me to be more effective in my job	26	46	16	8	72%	+1	+4 ◆	+1
B10	My manager is considerate of my life outside work	41	43	10	2	84%	0	+3 ◆	-2 ◆
B11	My manager is open to my ideas	39	45	10	5	84%	0	+4 ◆	0
B12	My manager helps me to understand how I contribute to the Department's objectives	22	45	23	8	66%	+3 ◆	+2 ◆	-3 ◆
B13	Overall, I have confidence in the decisions made by my manager	34	46	12	5	80%	+1	+6 ◆	+3 ◆
B14	My manager recognises when I have done my job well	36	45	12	5	81%	-1	+4 ◆	0
B15	I receive regular feedback on my performance	24	44	18	11	68%	+2 ◆	+3 ◆	-1
B16	The feedback I receive helps me to improve my performance	21	44	23	8	65%	+3 ◆	+4 ◆	-1
B17	I think that my performance is evaluated fairly	21	44	23	8	65%	-1	+2 ◆	-2 ◆
B18	Poor performance is dealt with effectively in my team	10	30	41	12	40%	+3 ◆	+1	-3 ◆

My team

81% +2

Difference
from
previous
survey



Strength of
association with
engagement



B19	The people in my team can be relied upon to help when things get difficult in my job	38	47	10	2	85%	+2 ◆	+1 ◆	-1 ◆
B20	The people in my team work together to find ways to improve the service we provide	34	48	11	5	82%	+1	+2 ◆	-1 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	30	47	15	6	77%	+3 ◆	+3 ◆	-1 ◆



All questions by theme

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

Learning and development

52% +5

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	15	48	24	10		64%	+2 ♦	+2 ♦	-3 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	36	38	10		50%	+3 ♦	-1	-7 ♦
B24	There are opportunities for me to develop my career in the Department	12	37	26	15	10	49%	+11 ♦	+7 ♦	0
B25	Learning and development activities I have completed while working for the Department are helping me to develop my career	12	34	36	13	5	46%	+3 ♦	+3 ♦	-4 ♦

Inclusion and fair treatment

79% +2

Difference
from
previous
survey



Strength of
association with
engagement



		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	30	53	10	5		83%	+2 ♦	+4 ♦	0
B27	I am treated with respect by the people I work with	35	53	7			87%	+1	+3 ♦	+1
B28	I feel valued for the work I do	24	47	16	10		71%	+1	+6 ♦	+2 ♦
B29	I think that the Department respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	50	17	7		73%	+3 ♦	-1	-5 ♦



All questions by theme

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

Resources and workload

73% 0

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B30	In my job, I am clear what is expected of me	24	58	10	6	82%	-1	-2 ♦	-5 ♦
B31	I get the information I need to do my job well	16	55	18	10	70%	-1	0	-3 ♦
B32	I have clear work objectives	20	59	13	6	79%	+2 ♦	+3 ♦	0
B33	I have the skills I need to do my job effectively	27	61	9		88%	-2 ♦	-1 ♦	-3 ♦
B34	I have the tools I need to do my job effectively	17	55	17	10	71%	0	-1	-5 ♦
B35	I have an acceptable workload	9	49	20	16	58%	-1	-1	-8 ♦
B36	I achieve a good balance between my work life and my private life	15	49	18	14	64%	0	-2 ♦	-10 ♦

Pay and benefits

32% -3

Difference
from
previous
survey



Strength of
association with
engagement



B37	I feel that my pay adequately reflects my performance	5	30	21	28	35%	-4 ♦	+6 ♦	-1
B38	I am satisfied with the total benefits package	5	28	24	27	33%	-2 ♦	+1 ♦	-7 ♦
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	24	26	26	29%	-4 ♦	+5 ♦	-3 ♦



All questions by theme

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^ indicates a variation in question wording from your previous survey

Leadership and Managing Change

40% +1

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B40	I feel that the Department as a whole is managed well	5	38	32	19	7	43%	+2	-3	◇	-13	◇	
B41	SCS in the Department are sufficiently visible	13	47	20	15	5	60%	+3	◇	+7	◇	-3	◇
B42	I believe the actions of SCS are consistent with the Department's values	10	40	35	11	5	49%	+3	◇	+2	◇	-6	◇
B43	I believe that the Departmental Board has a clear vision for the future of the Department		26	49	15	6	30%	-1		-15	◇	-23	◇
B44	Overall, I have confidence in the decisions made by the Department's SCS	8	37	35	14	5	45%	+2	◇	+2	◇	-6	◇
B45	I feel that change is managed well in the Department		24	34	29	11	26%	+1		-5	◇	-12	◇
B46	When changes are made in the Department they are usually for the better		19	43	26	10	21%	+2	◇	-9	◇	-16	◇
B47	The Department keeps me informed about matters that affect me	6	49	27	13	5	55%	-1		-3	◇	-9	◇
B48	I have the opportunity to contribute my views before decisions are made that affect me	5	30	33	24	8	35%	-2	◇	-1		-8	◇
B49	I think it is safe to challenge the way things are done in the Department	5	34	33	19	9	39%	+2	◇	-2	◇	-9	◇



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 CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of the Department	15	44	28	9		59%	+3 ♦	0	-7 ♦
B51 I would recommend the Department as a great place to work	10	38	32	15	5	48%	+5 ♦	-1	-12 ♦
B52 I feel a strong personal attachment to the Department	12	38	29	15	6	50%	+5 ♦	+3 ♦	-4 ♦
B53 The Department inspires me to do the best in my job	8	35	36	16	6	43%	+3 ♦	-2 ♦	-8 ♦
B54 The Department motivates me to help it achieve its objectives	8	31	38	18	6	39%	+4 ♦	-4 ♦	-10 ♦

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that SCS in the Department will take action on the results from this survey	7	34	31	19	9	41%	-1	-4 ♦	-12 ♦
B56 I believe that managers where I work will take action on the results from this survey	17	44	21	11	6	61%	+3 ♦	+5 ♦	0
B57 Where I work, I think effective action has been taken on the results of the last survey	10	25	44	13	8	34%	+2 ♦	0	-6 ♦



All questions by theme

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^ indicates a variation in question wording from your previous survey

Organisational Culture

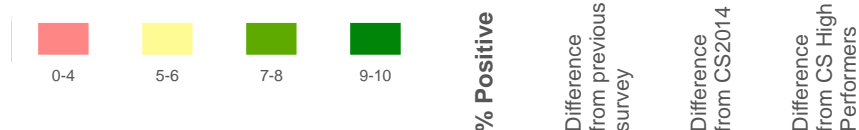
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	32	56	7			88%	0	0	-2 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	21	51	18	8		72%	0	+3 ◇	-1
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	19	52	20	7		71%	-1	+5 ◇	0
B61 When I talk about the Department I say "we" rather than "they"	23	50	18	7		73%	+3 ◇	+5 ◇	-5 ◇
B62 I have some really good friendships at work	24	49	22	5		72%	-4 ◇	-3 ◇	-7 ◇



All questions by theme

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Wellbeing



Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

W01	Overall, how satisfied are you with your life nowadays?	13	24	53	11	64%	-1	0	-3	✧		
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	21	50	19	69%	-1	0	-3	✧		
W03	Overall, how happy did you feel yesterday?	17	23	45	15	60%	-2	✧	-1	-4	✧	
<div><div></div><div></div><div></div><div></div><div>0-1</div><div>2-3</div><div>4-5</div><div>6-10</div></div>												
W04	Overall, how anxious did you feel yesterday?	18	29	22	30	47%	-2	✧	-3	✧	-5	✧



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 the Department?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave the Department as soon as possible		8%	+1	0	-2 ◇
I want to leave the Department within the next 12 months		16%	0	+3 ◇	-2 ◇
I want to stay working for the Department for at least the next year		38%	+4 ◇	+7 ◇	+1
I want to stay working for the Department for at least the next three years		38%	-5 ◇	-9 ◇	-16 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97%	+3 ◇	+7 ◇	+3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			68%	+6 ◇	+4 ◇	-3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Department it would be investigated properly?			69%	+4 ◇	+1	-4 ◇

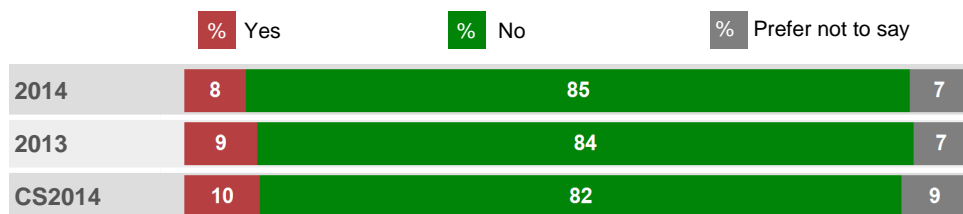


All questions by theme

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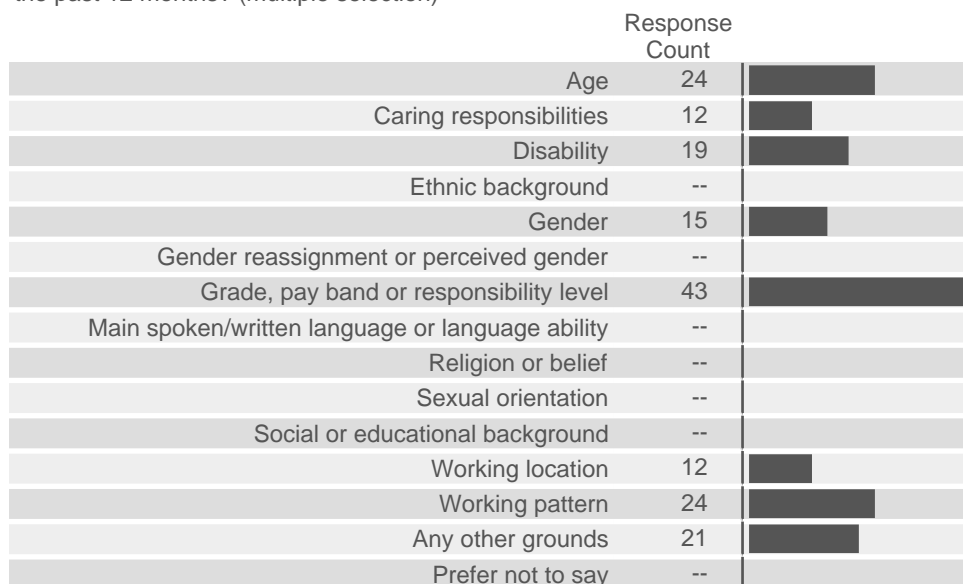
Discrimination, harassment and bullying

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



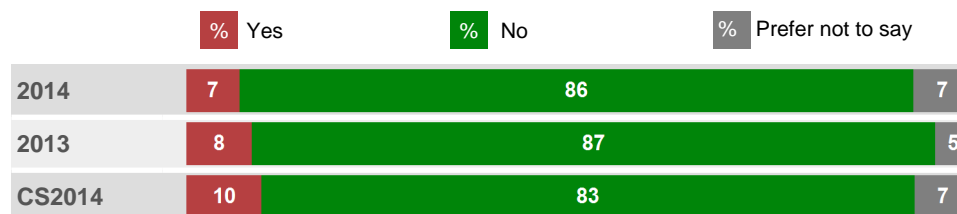
For respondents who selected 'Yes' to question E01.

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



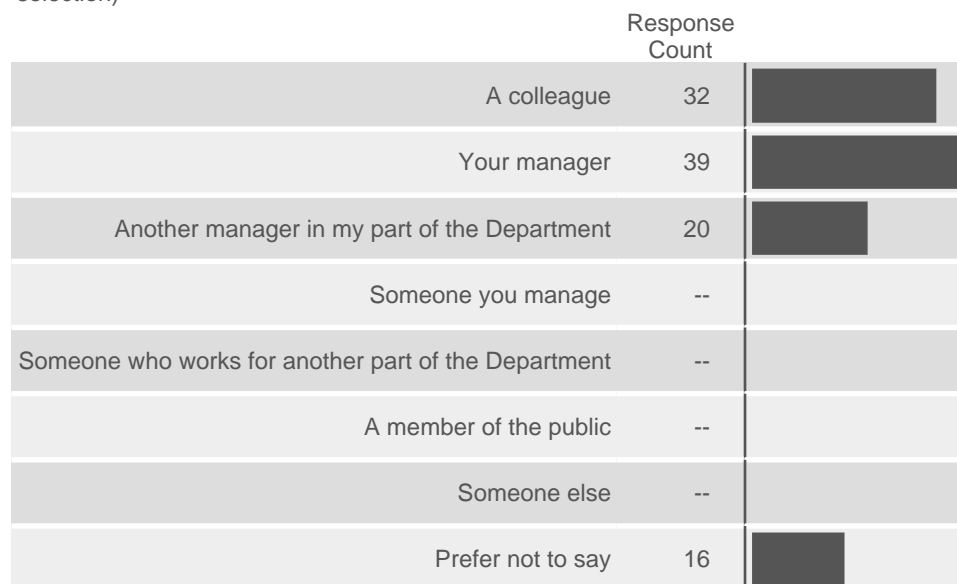
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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)



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



All questions by theme

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

DH questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	The Department does a good job of improving the health and well-being of the population of England	8	55	30	6		63%	-1
F02	The Department does a good job of promoting health and well-being to its staff	12	55	21	9		67%	-1
F03	Equality and diversity are actively practised in the Department	14	55	22	7		69%	+3 ◆
F04	I believe managers in the Department are held accountable for the value for money resulting from their decisions	7	36	32	18	5	44%	0
F05	My manager encourages me to make time for learning and development	19	50	20	8		69%	+5 ◆
F06	In the past 12 months I have been able to take sufficient time to focus on my learning and development needs	13	35	29	17	6	49%	+6 ◆
F07	I feel that change is managed well in my Directorate	7	33	37	17	7	40%	0
F08	I feel that change is managed well in my team	16	44	25	11	5	60%	+2 ◆
F09	I feel that my work is influenced by the experience of patients and service users	11	35	33	16	5	46%	+1



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 2013 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2014 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✧

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2014 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association
with engagement



the analysis has not identified a
significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.