Home Office (Corporate Report)

Returns : 16,051   Response rate : 53%   Civil Service People Survey 2016

📊 Strength of association with engagement   ✧ Statistically significant difference from comparison

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

Engagement Index

53%

Difference from previous survey	+1 ✧
Difference from CS2016	-6 ✧
Difference from CS High Performers	-10 ✧

My work

67% 📊

Difference from previous survey	+1
Difference from CS2016	-8 ✧
Difference from CS High Performers	-12 ✧

Organisational objectives and purpose

81% 📊

Difference from previous survey	0
Difference from CS2016	-2 ✧
Difference from CS High Performers	-7 ✧

My manager

61% 📊

Difference from previous survey	0
Difference from CS2016	-8 ✧
Difference from CS High Performers	-10 ✧

My team

74% 📊

Difference from previous survey	0
Difference from CS2016	-5 ✧
Difference from CS High Performers	-9 ✧

Learning and development

42% 📊

Difference from previous survey	0
Difference from CS2016	-8 ✧
Difference from CS High Performers	-13 ✧

Inclusion and fair treatment

68% 📊

Difference from previous survey	0
Difference from CS2016	-8 ✧
Difference from CS High Performers	-12 ✧

Resources and workload

67% 📊

Difference from previous survey	0
Difference from CS2016	-7 ✧
Difference from CS High Performers	-10 ✧

Pay and benefits

28% 📊

Difference from previous survey	0
Difference from CS2016	-3 ✧
Difference from CS High Performers	-10 ✧

Leadership and managing change

36% 📊

Difference from previous survey	+1 ✧
Difference from CS2016	-7 ✧
Difference from CS High Performers	-17 ✧

Returns : 16,051   Response rate : 53%   Civil Service People Survey 2016

Strength of association with engagement   ✧ Statistically significant difference from comparison

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

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		36%	+1 ✧	-7 ✧	-17 ✧
My work		67%	+1	-8 ✧	-12 ✧
My manager		61%	0	-8 ✧	-10 ✧
Resources and workload		67%	0	-7 ✧	-10 ✧
Pay and benefits		28%	0	-3 ✧	-10 ✧
Learning and development		42%	0	-8 ✧	-13 ✧
Organisational objectives and purpose		81%	0	-2 ✧	-7 ✧
My team		74%	0	-5 ✧	-9 ✧
Inclusion and fair treatment		68%	0	-8 ✧	-12 ✧

Wellbeing

■ % responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)
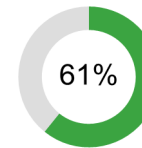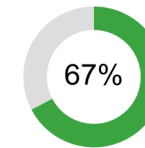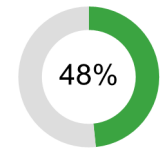
61% — W01. Overall, how satisfied are you with your life nowadays?

67% — W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
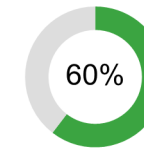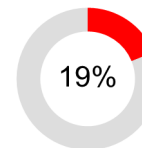
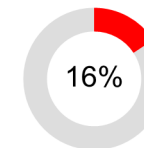**60%** — W03. Overall, how happy did you feel yesterday?

48% — W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment
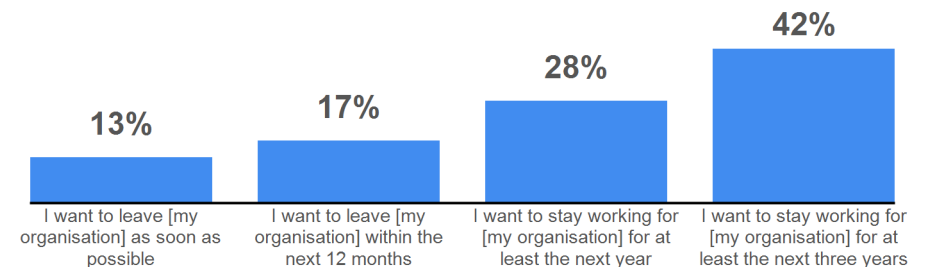
■ % responding Yes

19% — During the past 12 months have you personally experienced discrimination at work?

16% — During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

13% — I want to leave [my organisation] as soon as possible

17% — I want to leave [my organisation] within the next 12 months

28% — I want to stay working for [my organisation] for at least the next year

42% — I want to stay working for [my organisation] for at least the next three years

All questions by theme

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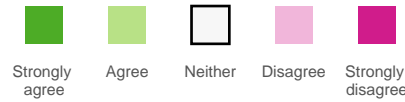^ indicates a variation in question wording from your previous survey

My work — 67% +1

Difference from previous survey

Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		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	48	8			85%	0	-4 ✧	-6 ✧
B02	I am sufficiently challenged by my work	29	43	13	10		73%	0	-7 ✧	-10 ✧
B03	My work gives me a sense of personal accomplishment	22	45	16	12	5	67%	0	-8 ✧	-12 ✧
B04	I feel involved in the decisions that affect my work	14	35	19	20	13	49%	+1 ✧	-8 ✧	-13 ✧
B05	I have a choice in deciding how I do my work	18	41	17	15	10	59%	+1 ✧	-16 ✧	-20 ✧

Organisational objectives and purpose — 81% 0

Difference from previous survey

Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		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 [my organisation's] purpose	27	55	10	5		83%	0	-3 ✧	-8 ✧
B07	I have a clear understanding of [my organisation's] objectives	24	54	13	6		78%	0	-2 ✧	-7 ✧
B08	I understand how my work contributes to [my organisation's] objectives	27	54	12	5		81%	0	-2 ✧	-6 ✧

Returns : 16,051   Response rate : 53%   Civil Service People Survey 2016

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey
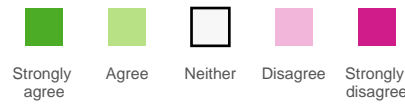
My manager — 61% — 0 Difference from previous survey — Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		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	20	41	19	12	8	62%	0	-7 ✧	-12 ✧
B10	My manager is considerate of my life outside work	33	40	15	7	6	73%	0	-10 ✧	-13 ✧
B11	My manager is open to my ideas	29	44	15	7	5	73%	0	-8 ✧	-12 ✧
B12	My manager helps me to understand how I contribute to [my organisation's] objectives	18	40	25	11	6	58%	-1	-6 ✧	-11 ✧
B13	Overall, I have confidence in the decisions made by my manager	24	42	17	9	8	66%	0	-8 ✧	-13 ✧
B14	My manager recognises when I have done my job well	28	45	14	9	5	72%	-1	-6 ✧	-9
B15	I receive regular feedback on my performance	19	41	18	16	7	59%	+1 ✧	-7 ✧	-10 ✧
B16	The feedback I receive helps me to improve my performance	18	37	25	13	7	55%	0	-8 ✧	-11 ✧
B17	I think that my performance is evaluated fairly	16	37	22	15	11	52%	0	-11 ✧	-16 ✧
B18	Poor performance is dealt with effectively in my team	9	26	33	17	15	35%	-1	-4 ✧	-7 ✧

My team — 74% — 0 Difference from previous survey — Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		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	32	48	11	6		80%	0	-4 ✧	-7 ✧
B20	The people in my team work together to find ways to improve the service we provide	28	47	15	7		76%	0	-6 ✧	-9 ✧
B21	The people in my team are encouraged to come up with new and better ways of doing things	25	42	18	9	5	67%	0	-7 ✧	-11 ✧

Returns : 16,051   Response rate : 53%   Civil Service People Survey 2016

All questions by theme

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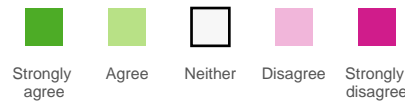^ indicates a variation in question wording from your previous survey

Learning and development — 42% 0

Difference from previous survey / Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		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	10	42	25	16	7	52%	-2 ✧	-9 ✧	-15 ✧
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	33	32	18	9	42%	-1 ✧	-9 ✧	-15 ✧
B24	There are opportunities for me to develop my career in [my organisation]	8	31	25	20	16	40%	+2 ✧	-3 ✧	-12 ✧
B25	Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	8	27	32	20	13	35%	0	-9 ✧	-17 ✧

Inclusion and fair treatment — 68% 0

Difference from previous survey / Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

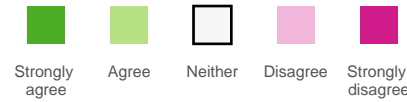|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	21	49	14	10	6	69%	0	-9 ✧	-13 ✧
B27	I am treated with respect by the people I work with	25	54	12	5		79%	0	-6 ✧	-9 ✧
B28	I feel valued for the work I do	17	38	20	15	10	55%	0	-9 ✧	-15 ✧
B29	I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	21	46	18	8	7	67%	0	-7 ✧	-11 ✧

All questions by theme

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

Resources and workload — 67% — 0 Difference from previous survey | Strength of association with engagement
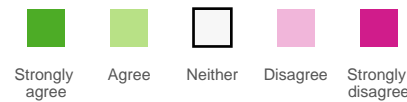
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30	In my job, I am clear what is expected of me	22	58	11	7		80%	0	-2 ✧	-6 ✧
B31	I get the information I need to do my job well	13	48	19	14	5	61%	+1 ✧	-8 ✧	-13 ✧
B32	I have clear work objectives	16	53	16	10		69%	0	-6 ✧	-10 ✧
B33	I have the skills I need to do my job effectively	25	58	11	5		82%	+1	-6 ✧	-9 ✧
B34	I have the tools I need to do my job effectively	13	44	18	17	7	57%	0	-13 ✧	-18 ✧
B35	I have an acceptable workload	10	45	18	17	9	55%	-1	-3 ✧	-10 ✧
B36	I achieve a good balance between my work life and my private life	16	45	17	13	9	61%	+1	-6 ✧	-10 ✧

Pay and benefits — 28% — 0 Difference from previous survey | Strength of association with engagement

		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		26	20	28	22	30%	0	-2 ✧	-9 ✧
B38	I am satisfied with the total benefits package		24	25	27	20	27%	-1 ✧	-6 ✧	-13 ✧
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable		22	22	28	24	26%	0	0	-8 ✧

All questions by theme

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

Leadership and managing change

36% +1 Difference from previous survey

Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that [my organisation] as a whole is managed well	5	32	27	22	15	36%	+1 ✧	-10 ✧	-22 ✧
B41	[Senior managers] in [my organisation] are sufficiently visible	9	38	21	19	13	47%	0	-8 ✧	-19 ✧
B42	I believe the actions of [senior managers] are consistent with [my organisation's] values	7	32	33	16	12	39%	0	-10 ✧	-19 ✧
B43	I believe that [the executive team has] a clear vision for the future of [my organisation]	7	31	35	15	12	38%	0	-5 ✧	-17 ✧
B44	Overall, I have confidence in the decisions made by [my organisation's senior managers]	6	28	31	19	15	34%	+1 ✧	-10 ✧	-20 ✧
B45	I feel that change is managed well in [my organisation]		23	27	30	17	27%	+2 ✧	-3 ✧	-14 ✧
B46	When changes are made in [my organisation] they are usually for the better		21	35	25	15	24%	+2 ✧	-6 ✧	-14 ✧
B47	[My organisation] keeps me informed about matters that affect me	6	41	27	16	10	47%	+1	-9 ✧	-18 ✧
B48	I have the opportunity to contribute my views before decisions are made that affect me	5	25	27	26	17	30%	+2 ✧	-8 ✧	-18 ✧
B49	I think it is safe to challenge the way things are done in [my organisation]	5	30	27	21	17	35%	+1	-8 ✧	-14 ✧

Returns : 16,051   Response rate : 53%   Civil Service People Survey 2016

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 CS2016	Difference from CS High Performers
B50	I am proud when I tell others I am part of [my organisation]	13	35	31	13	8	48%	+1	-11 ✧	-18 ✧
B51	I would recommend [my organisation] as a great place to work	9	30	32	18	12	39%	+1	-12 ✧	-22 ✧
B52	I feel a strong personal attachment to [my organisation]	11	29	31	18	11	40%	+1	-8 ✧	-16 ✧
B53	[My organisation] inspires me to do the best in my job	9	29	34	17	11	38%	+1 ✧	-8 ✧	-15 ✧
B54	[My organisation] motivates me to help it achieve its objectives	8	27	35	18	11	35%	+1	-8 ✧	-15 ✧

Taking action

|		Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B55	I believe that [senior managers] in [my organisation] will take action on the results from this survey	8	29	26	19	18	37%	0	-9 ✧	-17 ✧
B56	I believe that managers where I work will take action on the results from this survey	13	34	23	15	16	47%	0	-8 ✧	-17 ✧
B57	Where I work, I think effective action has been taken on the results of the last survey	9	23	35	16	16	33%	-1 ✧	-2 ✧	-9 ✧

Returns : 16,051   Response rate : 53%   Civil Service People Survey 2016

All questions by theme

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

Organisational culture

Key	Strongly agree	Agree	Neither	Disagree	Strongly disagree

		Responses				% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58	I am trusted to carry out my job effectively	27	55	8	6	**82%**	0	-6 ✧	-7 ✧
B59	I believe I would be supported if I try a new idea, even if it may not work	16	43	22	13	6	**59%**	+1 ✧	-10 ✧	-15 ✧
B60	When I talk about [my organisation] I say "we" rather than "they"	18	45	21	10	6	**63%**	+2 ✧	-8 ✧	-15 ✧
B61	I have some really good friendships at work	30	47	17	5		**77%**	+1	0	-4 ✧

Leadership statement

Key	Strongly agree	Agree	Neither	Disagree	Strongly disagree

		Responses				% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62	[Senior managers] in [my organisation] actively role model the behaviours set out in the Civil Service Leadership Statement	6	29	39	15	11	**35%**	+4 ✧	-9 ✧	-14 ✧
B63	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	15	40	27	9	8	**55%**	+3 ✧	-6 ✧	-12 ✧

All questions by theme

Wellbeing

	0-4	5-6	7-8	9-10
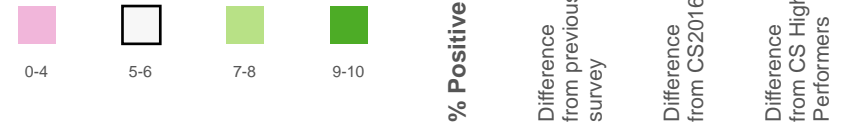
Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

		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?	16	23	46	15	61%	+1 ✧	-6 ✧	-9 ✧
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	20	45	23	67%	0	-4 ✧	-7 ✧
W03	Overall, how happy did you feel yesterday?	18	22	39	21	60%	+2 ✧	-3 ✧	-6 ✧

	0-1	2-3	4-5	6-10

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

		0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	24	25	20	31	48%	+1	-2 ✧	-5 ✧

Returns : 16,051   Response rate : 53%   Civil Service People Survey 2016

All questions by theme

Your plans for the future

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

		Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave [my organisation] as soon as possible	13%	-1	+4 ✧	+2 ✧
I want to leave [my organisation] within the next 12 months	17%	0	+2 ✧	-2 ✧
I want to stay working for [my organisation] for at least the next year	28%	+1 ✧	-4 ✧	-11 ✧
I want to stay working for [my organisation] for at least the next three years	42%	-1	-1 ✧	-9 ✧

### The Civil Service Code

Differences are based on '% Yes' score

% Yes   % No

	% Yes	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	87 / 13	87%	0	-4 ✧	-8 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	63 / 37	63%	+1	-4 ✧	-11 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in [your organisation] it would be investigated properly?	57 / 43	57%	0	-11 ✧	-19 ✧

Returns : 16,051   Response rate : 53%   Civil Service People Survey 2016

All questions by theme

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

### Discrimination, harassment and bullying

E01. During the past 12 months, have you personally experienced discrimination at work?
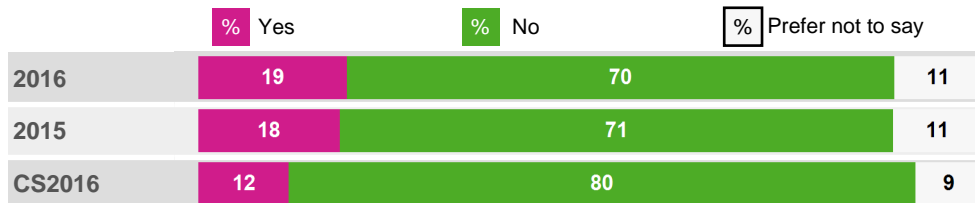
	% Yes	% No	% Prefer not to say
2016	19	70	11
2015	18	71	11
CS2016	12	80	9

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

	%		
2016	16	75	10
2015	16	75	9
CS2016	11	82	7

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

	% Yes	% No	% Prefer not to say
2016	38	49	12
CS2016	34	50	16
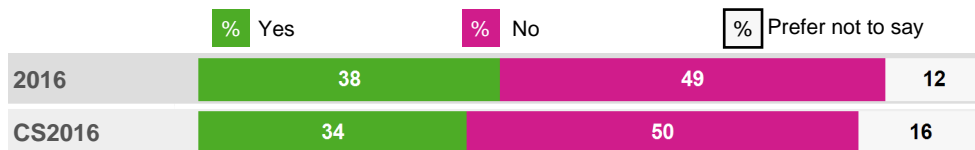
For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

	%		
2016	18	66	17
CS2016	20	60	20
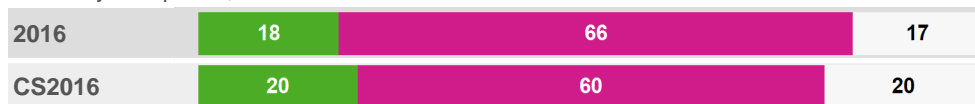
For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count	
Age	503	
Caring responsibilities	439	
Disability	447	
Ethnic background	368	
Gender	423	
Gender reassignment or perceived gender	14	
Grade, pay band or responsibility level	925	
Main spoken/written language or language ability	144	
Religion or belief	158	
Sexual orientation	80	
Social or educational background	175	
Working location	420	
Working pattern	801	
Any other grounds	817	
Prefer not to say	293	

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)

A colleague	776	
Your manager	810	
Another manager in my part of [your organisation]	906	
Someone you manage	166	
Someone who works for another part of [your organisation]	198	
A member of the public	106	
Someone else	97	
Prefer not to say	294	

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.