



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		54%	+4 ✧	+10 ✧	+1
My work		78%	-1	+3 ✧	0
My manager		69%	+3 ✧	+1	-2 ✧
Resources and workload		76%	+1	+3 ✧	0
Pay and benefits		31%	+1	0	-7 ✧
Organisational objectives and purpose		88%	+2	+5 ✧	+1
Learning and development		51%	+2	0	-4 ✧
My team		81%	+1	+1	-3 ✧
Inclusion and fair treatment		76%	+3 ✧	+1	-3 ✧



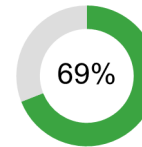
Strength of association with engagement



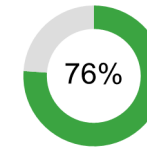
Statistically significant difference from comparison

Wellbeing

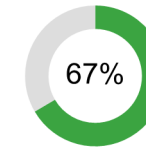
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



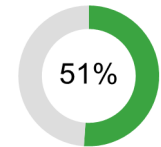
W01. Overall, how satisfied are you with your life nowadays?



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



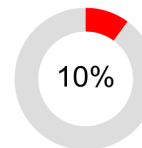
W03. Overall, how happy did you feel yesterday?



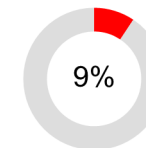
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

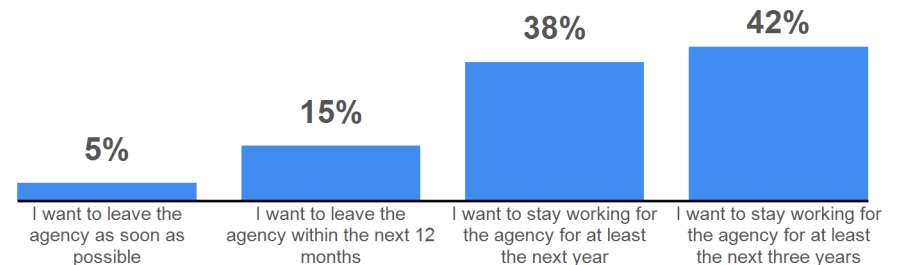


During the past 12 months have you personally experienced discrimination at work?



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

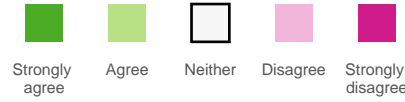
My work

78% -1

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	46	44	6			90%	0	0	-2 ◆
B02 I am sufficiently challenged by my work	38	42	11	7		81%	0	0	-2 ◆
B03 My work gives me a sense of personal accomplishment	33	48	11	7		80%	0	+5 ◆	+1
B04 I feel involved in the decisions that affect my work	20	43	18	15	5	62%	-2	+6 ◆	+1
B05 I have a choice in deciding how I do my work	31	46	13	7		77%	-1	+3 ◆	-1

Organisational objectives and purpose

88% +2

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 agency's purpose	38	54	6			92%	+2 ◆	+6 ◆	+1 ◆
B07 I have a clear understanding of the agency's objectives	30	54	13			84%	+2 ◆	+4 ◆	-1
B08 I understand how my work contributes to the agency's objectives	35	54	9			88%	+1	+5 ◆	+1



All questions by theme

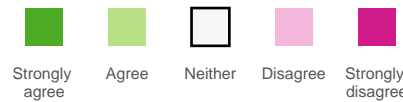
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

69% +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
B09 My manager motivates me to be more effective in my job	26	42	19	9	5	68%	+1	-1	-5 ◆
B10 My manager is considerate of my life outside work	43	37	13	6	1	80%	+1	-2 ◆	-5 ◆
B11 My manager is open to my ideas	39	43	11	5	2	82%	+3 ◆	+1	-3 ◆
B12 My manager helps me to understand how I contribute to the agency's objectives	25	41	24	6	4	66%	+3 ◆	+1	-4 ◆
B13 Overall, I have confidence in the decisions made by my manager	33	43	13	6	5	76%	+7 ◆	+3 ◆	-2 ◆
B14 My manager recognises when I have done my job well	35	44	11	6	4	79%	+2	+1	-3 ◆
B15 I receive regular feedback on my performance	24	42	18	12	4	66%	+3 ◆	0	-3 ◆
B16 The feedback I receive helps me to improve my performance	24	40	23	10	5	63%	+3 ◆	+1	-3 ◆
B17 I think that my performance is evaluated fairly	24	44	17	11	4	68%	+5 ◆	+4 ◆	0
B18 Poor performance is dealt with effectively in my team	11	32	37	14	6	43%	+3 ◆	+4 ◆	+1

My team

81% +1
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
B19 The people in my team can be relied upon to help when things get difficult in my job	36	48	11	5	0	84%	0	-1	-3 ◆
B20 The people in my team work together to find ways to improve the service we provide	32	50	12	6	0	82%	+3 ◆	0	-2 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	30	46	15	6	3	76%	+1	+2 ◆	-3 ◆



All questions by theme

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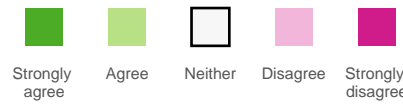
Learning and development

51% +2

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	16	50	21	10		66%	+2	+6 ◆	-1
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	38	33	11		52%	+3 ◆	+2	-5 ◆
B24	There are opportunities for me to develop my career in the agency	9	31	27	20	13	40%	+1	-3 ◆	-11 ◆
B25	Learning and development activities I have completed while working for the agency are helping me to develop my career	11	33	31	17	8	44%	+1	0	-7 ◆

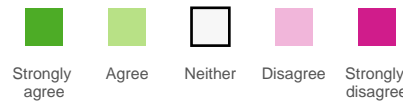
Inclusion and fair treatment

76% +3

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
B26	I am treated fairly at work	29	50	12	7		79%	+4 ◆	0	-4 ◆
B27	I am treated with respect by the people I work with	33	52	11			84%	+2	0	-3 ◆
B28	I feel valued for the work I do	24	43	18	10	5	67%	+3 ◆	+2 ◆	-3 ◆
B29	I think that the agency respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	25	50	16	6		75%	+4 ◆	+1	-3 ◆



All questions by theme

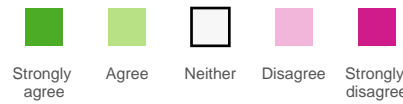
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Resources and workload **76%** +1

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	30	57	8	2	2	87%	+2	+5 ◆	+1
B31 I get the information I need to do my job well	19	58	14	8	3	77%	+3 ◆	+8 ◆	+3 ◆
B32 I have clear work objectives	25	56	13	5	1	81%	+2 ◆	+5 ◆	+1
B33 I have the skills I need to do my job effectively	32	60	7	1	0	92%	-1	+4 ◆	+1 ◆
B34 I have the tools I need to do my job effectively	20	55	12	9	4	76%	-1	+6 ◆	0
B35 I have an acceptable workload	12	45	17	17	9	57%	+1	-1	-8 ◆
B36 I achieve a good balance between my work life and my private life	18	47	18	12	5	65%	+2	-2 ◆	-7 ◆

Pay and benefits

31% +1

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	5	28	20	27	21	32%	+2	0	-7 ◆
B38 I am satisfied with the total benefits package	28	27	27	15	2	32%	0	-2 ◆	-9 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	24	21	27	24	4	27%	+2 ◆	+1	-7 ◆



All questions by theme

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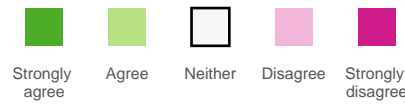
Leadership and managing change

54% +4

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
B40 I feel that the agency as a whole is managed well	7	54	27	9	5	61%	+5 ◆	+14 ◆	+3 ◆
B41 Senior leaders in the agency are sufficiently visible	10	50	25	12	5	60%	+2	+5 ◆	-6 ◆
B42 I believe the actions of senior leaders are consistent with the agency's values	10	46	35	7	5	55%	+4 ◆	+7 ◆	-2 ◆
B43 I believe that senior leaders have a clear vision for the future of the agency	9	42	35	11	5	51%	-4 ◆	+8 ◆	-4 ◆
B44 Overall, I have confidence in the decisions made by senior leaders	9	45	33	8	5	55%	+4 ◆	+11 ◆	0
B45 I feel that change is managed well in the agency	5	41	32	17	5	46%	+6 ◆	+17 ◆	+5 ◆
B46 When changes are made in the agency they are usually for the better	5	36	41	14	5	41%	+7 ◆	+11 ◆	+3 ◆
B47 The agency keeps me informed about matters that affect me	10	56	24	8	5	66%	+4 ◆	+10 ◆	+1
B48 I have the opportunity to contribute my views before decisions are made that affect me	8	43	27	14	7	52%	+12 ◆	+14 ◆	+5 ◆
B49 I think it is safe to challenge the way things are done in the agency	8	40	31	14	7	49%	+2 ◆	+6 ◆	0



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 agency	23	49	23			72%	-1	+13 ◆	+5 ◆
B51 I would recommend the agency as a great place to work	16	46	26	9		62%	+2 ◆	+11 ◆	+1
B52 I feel a strong personal attachment to the agency	15	38	30	13		53%	+1	+5 ◆	-3 ◆
B53 The agency inspires me to do the best in my job	14	38	31	13		52%	0	+6 ◆	0
B54 The agency motivates me to help it achieve its objectives	12	38	33	13		50%	+2	+6 ◆	0

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 senior leaders in the agency will take action on the results from this survey	10	43	27	12	9	52%	+2	+6 ◆	-2 ◆
B56 I believe that managers where I work will take action on the results from this survey	13	41	24	12	8	55%	0	-1	-9 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	9	30	39	12	9	40%	+1	+5 ◆	-2 ◆



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 CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	38	54	5			92%	+4 ◆	+4 ◆	+2 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	24	46	18	10		69%	+1	0	-4 ◆
B60 When I talk about the agency I say "we" rather than "they"	25	50	17	6		75%	+5 ◆	+4 ◆	-4 ◆
B61 I have some really good friendships at work	30	47	17	5		77%	-1	0	-4 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior leaders in the agency actively role model the behaviours set out in the Civil Service Leadership Statement	9	41	40	7		49%	+10 ◆	+6 ◆	0
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	44	25	7		64%	+7 ◆	+2 ◆	-3 ◆



All questions by theme

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Wellbeing

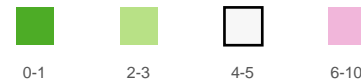


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	10	21	54	15	69%	+1	+3 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	17	54	22	76%	+2 ◆	+5 ◆	+2 ◆
W03 Overall, how happy did you feel yesterday?	12	21	46	20	67%	+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?	23	28	19	30	51%	0	+1	-2 ◆
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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 agency?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave the agency as soon as possible		5%	-4 ◇	-3	-6 ◇
I want to leave the agency within the next 12 months		15%	-1	0	-4 ◇
I want to stay working for the agency for at least the next year		38%	+4 ◇	+6 ◇	-1
I want to stay working for the agency for at least the next three years		42%	+1	-1	-9 ◇

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%	+5 ◇	0	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		35	65%	+13 ◇	-2 ◇	-9 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the agency it would be investigated properly?		34	66%	+7 ◇	-2 ◇	-10 ◇

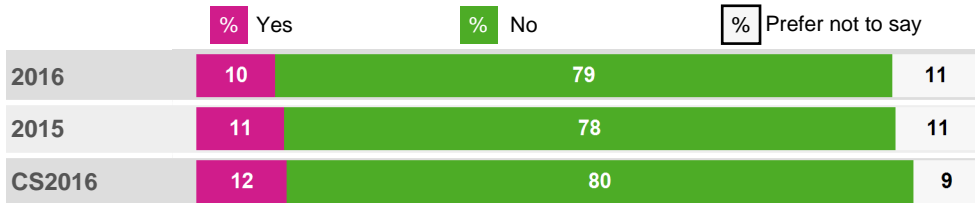


All questions by theme

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Discrimination, harassment and bullying

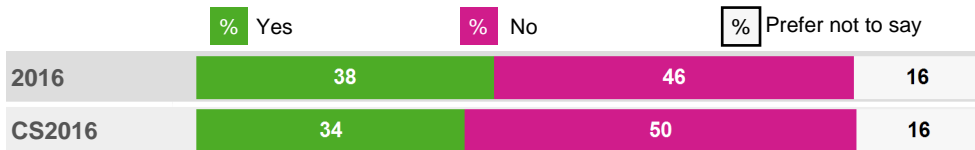
E01. During the past 12 months, have you personally experienced discrimination at work?



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	12
Caring responsibilities	15
Disability	--
Ethnic background	15
Gender	10
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	29
Main spoken/written language or language ability	10
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	20
Any other grounds	23
Prefer not to say	14

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	25
Your manager	25
Another manager in my part of the agency	18
Someone you manage	--
Someone who works for another part of the agency	--
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 '--'



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.