



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		38%	-3	-5 ✧	-14 ✧
My work		73%	-2	-2	-6 ✧
Learning and development		33%	-6 ✧	-17 ✧	-22 ✧
Resources and workload		61%	-1	-12 ✧	-16 ✧
My manager		65%	-1	-3 ✧	-6 ✧
Inclusion and fair treatment		67%	-1	-9 ✧	-13 ✧
Pay and benefits		19%	-7 ✧	-12 ✧	-19 ✧
Organisational objectives and purpose		80%	0	-3 ✧	-8 ✧
My team		80%	0	0	-4 ✧



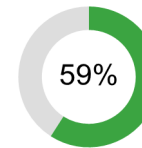
Strength of association with engagement



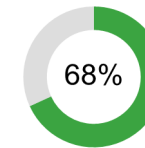
Statistically significant difference from comparison

## Wellbeing

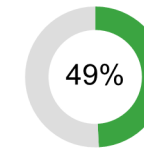
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



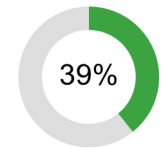
W01. Overall, how satisfied are you with your life nowadays?



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



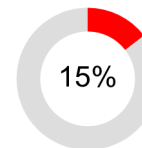
W03. Overall, how happy did you feel yesterday?



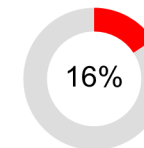
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

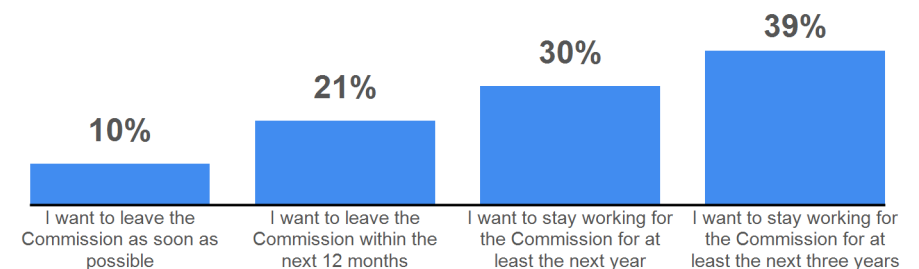


During the past 12 months have you personally experienced discrimination at work?



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

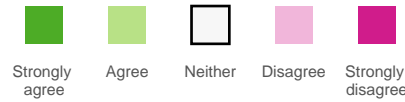
**My work**

**73%** -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
B01 I am interested in my work	39	48	9	9	9	87%	0	-2 ◆	-4 ◆
B02 I am sufficiently challenged by my work	38	44	8	9	9	83%	-3 ◆	+2 ◆	0
B03 My work gives me a sense of personal accomplishment	25	44	19	9	9	69%	-5 ◆	-6 ◆	-10 ◆
B04 I feel involved in the decisions that affect my work	17	34	18	23	8	51%	-2	-6 ◆	-10 ◆
B05 I have a choice in deciding how I do my work	23	51	13	10	10	73%	+1	-1	-5 ◆

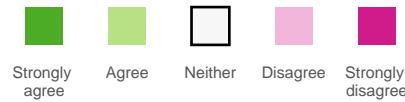
**Organisational objectives and purpose**

**80%** 0

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 Commission's purpose	26	54	13	6	6	80%	-1	-6 ◆	-10 ◆
B07 I have a clear understanding of the Commission's objectives	24	53	17	5	5	77%	-1	-3 ◆	-8 ◆
B08 I understand how my work contributes to the Commission's objectives	29	53	13	5	5	82%	+2	-1	-5 ◆



**All questions by theme**

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

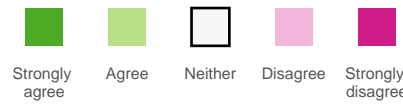
**My manager**

**65%** -1

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	24	41	21	9	5	65%	-3	-4 ◆	-8 ◆
B10	My manager is considerate of my life outside work	36	45	10	7	2	81%	+1	-1	-4 ◆
B11	My manager is open to my ideas	34	46	12	5	2	80%	0	0	-4 ◆
B12	My manager helps me to understand how I contribute to the Commission's objectives	24	41	25	7	2	65%	-1	0	-4 ◆
B13	Overall, I have confidence in the decisions made by my manager	28	41	16	9	6	70%	-2	-4 ◆	-9 ◆
B14	My manager recognises when I have done my job well	28	50	16	5	1	78%	+4 ◆	0	-3 ◆
B15	I receive regular feedback on my performance	21	43	18	15	3	65%	-1	-1	-4 ◆
B16	The feedback I receive helps me to improve my performance	23	34	29	10	4	56%	-2	-6 ◆	-10 ◆
B17	I think that my performance is evaluated fairly	19	36	26	13	7	55%	-5 ◆	-8 ◆	-13 ◆
B18	Poor performance is dealt with effectively in my team	12	25	46	11	7	37%	+1	-3	-6 ◆

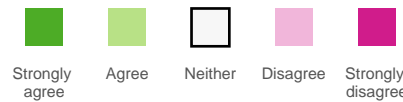
**My team**

**80%** 0

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
B19	The people in my team can be relied upon to help when things get difficult in my job	35	50	9	5	1	85%	+3 ◆	0	-2 ◆
B20	The people in my team work together to find ways to improve the service we provide	30	51	12	5	2	81%	+2	0	-3 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	26	47	19	6	2	73%	-6 ◆	-2	-6 ◆



**All questions by theme**

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

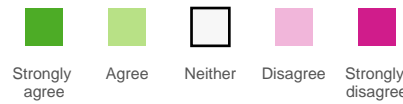
**Learning and development**

**33%** -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
B22	I am able to access the right learning and development opportunities when I need to	9	36	32	19	5	44%	-10 ◆	-16 ◆	-23 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	34	35	15	5	44%	-5 ◆	-6 ◆	-13 ◆
B24	There are opportunities for me to develop my career in the Commission	17	23	28	27		21%	+1	-21 ◆	-30 ◆
B25	Learning and development activities I have completed while working for the Commission are helping me to develop my career	5	19	32	28	17	24%	-10 ◆	-20 ◆	-28 ◆

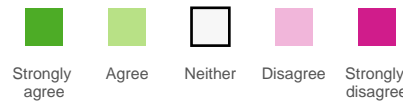
**Inclusion and fair treatment**

**67%** -1

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	17	54	14	11		71%	+1	-8 ◆	-11 ◆
B27	I am treated with respect by the people I work with	24	58	11			81%	+2	-3 ◆	-6 ◆
B28	I feel valued for the work I do	14	36	28	13	9	50%	-4 ◆	-15 ◆	-20 ◆
B29	I think that the Commission respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	21	42	24	6	7	63%	-3	-11 ◆	-15 ◆



**All questions by theme**

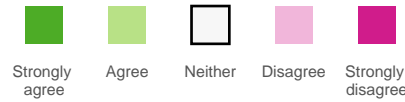
◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

**Resources and workload 61% -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	19	58	12	9		77%	+6 ◆	-5 ◆	-9 ◆
B31 I get the information I need to do my job well	11	45	23	19		57%	-3	-12 ◆	-18 ◆
B32 I have clear work objectives	15	49	20	13		63%	-3	-12 ◆	-16 ◆
B33 I have the skills I need to do my job effectively	24	58	10	6		82%	-1	-7 ◆	-9 ◆
B34 I have the tools I need to do my job effectively	11	44	19	21	5	55%	0	-15 ◆	-21 ◆
B35 I have an acceptable workload	6	33	19	23	19	39%	-1	-19 ◆	-26 ◆
B36 I achieve a good balance between my work life and my private life	14	40	20	18	9	54%	-7 ◆	-13 ◆	-18 ◆

**Pay and benefits**

**19% -7**

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	16	18	34	29		19%	-7 ◆	-13 ◆	-20 ◆
B38 I am satisfied with the total benefits package	19	26	29	24		21%	-7 ◆	-13 ◆	-19 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	15	19	35	29		17%	-5 ◆	-10 ◆	-18 ◆



**All questions by theme**

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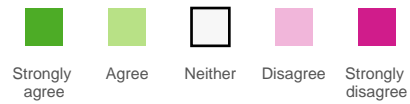
**Leadership and managing change**

**38%** -3

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 Commission as a whole is managed well	32	25	28	12	35%	-3	-12	◆	-23
B41	Senior managers (Directors & Heads of Divisions) in the Commission are sufficiently visible	11	42	25	16	6	53%	-3	-2	-13
B42	I believe the actions of senior managers (Directors & Heads of Divisions) are consistent with the Commission's values	9	35	34	14	8	44%	-3	-4	-13
B43	I believe that the Board has a clear vision for the future of the Commission	5	29	35	20	11	34%	+1	-9	-20
B44	Overall, I have confidence in the decisions made by the Commission's senior managers (Directors & Heads of Divisions)	7	29	30	23	11	36%	-6	-8	-19
B45	I feel that change is managed well in the Commission	24	30	29	14	28%	-1	-2	-13	
B46	When changes are made in the Commission they are usually for the better	5	23	38	25	9	27%	+2	-3	-11
B47	The Commission keeps me informed about matters that affect me	7	50	20	14	9	57%	+1	+1	-7
B48	I have the opportunity to contribute my views before decisions are made that affect me	30	28	28	10	34%	-11	-3	-13	
B49	I think it is safe to challenge the way things are done in the Commission	5	29	30	21	16	34%	-6	-9	-15



**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 the Commission	12	37	32	15	9	49%	-1	-10 ◆	-18 ◆
B51 I would recommend the Commission as a great place to work	9	22	29	29	11	30%	-4 ◆	-21 ◆	-30 ◆
B52 I feel a strong personal attachment to the Commission	12	30	30	18	9	42%	-7 ◆	-6 ◆	-14 ◆
B53 The Commission inspires me to do the best in my job	9	25	38	20	8	34%	0	-12 ◆	-19 ◆
B54 The Commission motivates me to help it achieve its objectives	8	24	40	19	9	32%	0	-12 ◆	-18 ◆

**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 managers (Directors & Heads of Divisions) in the Commission will take action on the results from this survey	6	30	30	21	13	36%	-10 ◆	-10 ◆	-18 ◆
B56 I believe that managers where I work will take action on the results from this survey	11	43	26	12	7	54%	-5 ◆	-1	-10 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	5	23	42	19	11	28%	-1	-7 ◆	-14 ◆





**All questions by theme**

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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	26	55	10	7		81%	+3	-7 ◆	-9 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	19	47	20	11		66%	0	-3 ◆	-8 ◆
B60 When I talk about the Commission I say "we" rather than "they"	26	50	16	5		76%	-2	+5 ◆	-2 ◆
B61 I have some really good friendships at work	30	47	18			77%	+4 ◆	0	-4 ◆

**Leadership statement**

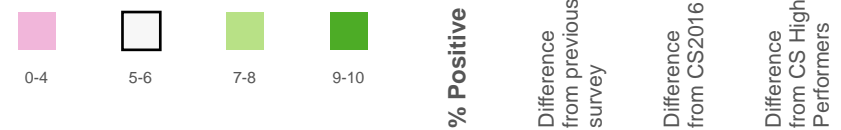
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior managers (Directors & Heads of Divisions) in the Commission actively role model the behaviours set out in the Civil Service Leadership Statement	6	35	37	16	6	41%	+10 ◆	-3	-8 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	15	47	27	7		63%	+5 ◆	+1	-4 ◆



**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?	17	24	47	12	59%	-7 ◆	-7 ◆	-10 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	22	49	19	68%	0	-3 ◆	-6 ◆
W03 Overall, how happy did you feel yesterday?	21	30	34	15	49%	-10 ◆	-14 ◆	-17 ◆

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



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?	21	19	23	38	39%	-4	-11 ◆	-14 ◆



**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 Commission?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave the Commission as soon as possible		<b>10%</b>	+2	+2	-1
I want to leave the Commission within the next 12 months		<b>21%</b>	+6 ◆	+6 ◆	+2 ◆
I want to stay working for the Commission for at least the next year		<b>30%</b>	0	-2	-9 ◆
I want to stay working for the Commission for at least the next three years		<b>39%</b>	-8 ◆	-5 ◆	-13 ◆

**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?			<b>96%</b>	0	+5 ◆	+1 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?			<b>81%</b>	+1	+15 ◆	+7 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the Commission it would be investigated properly?			<b>67%</b>	-2	-1	-9 ◆

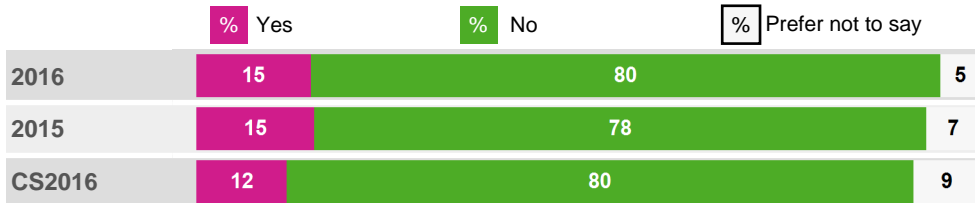


**All questions by theme**

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**Discrimination, harassment and bullying**

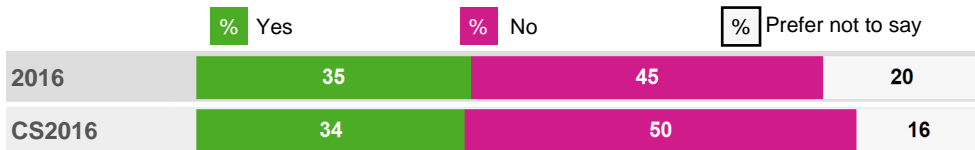
E01. During the past 12 months, have you personally experienced discrimination at work?



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)

	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	11
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	10
Working pattern	13
Any other grounds	10
Prefer not to say	--

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)

	Response Count
A colleague	13
Your manager	12
Another manager in my part of the Commission	12
Someone you manage	--
Someone who works for another part of the Commission	11
A member of the public	--
Someone else	--
Prefer not to say	--

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 <b>Theme score % positive</b> ).
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.