



Public Health
England

Protecting and improving the nation's health

Civil Service People Survey 2016

Results for Public Health England

About Public Health England

Public Health England exists to protect and improve the nation's health and wellbeing, and reduce health inequalities. We do this through world-class science, knowledge and intelligence, advocacy, partnerships and the delivery of specialist public health services. We are an executive agency of the Department of Health, and are a distinct delivery organisation with operational autonomy to advise and support government, local authorities and the NHS in a professionally independent manner.

Public Health England
Wellington House
133-155 Waterloo Road
London SE1 8UG
Tel: 020 7654 8000
www.gov.uk/phe
Twitter: @PHE_uk
Facebook: www.facebook.com/PublicHealthEngland

For queries relating to this document, please contact phesurvey@phe.gov.uk

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Executive summary

Findings of the PHE Civil Service People Survey 2016 are shown in the following pages.

A total of 3,731 staff from PHE took part in the survey, representing a 70% response rate. The Engagement Index for PHE was 56%.



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

Engagement Index

56%

Difference from previous survey +4

Difference from CS2016 -3

Difference from CS High Performers -7

My work

76%

Difference from previous survey +1

Difference from CS2016 +1

Difference from CS High Performers -3

Organisational objectives and purpose

73%

Difference from previous survey +6

Difference from CS2016 -10

Difference from CS High Performers -15

My manager

68%

Difference from previous survey +4

Difference from CS2016 0

Difference from CS High Performers -3

My team

79%

Difference from previous survey +2

Difference from CS2016 -1

Difference from CS High Performers -4

Learning and development

48%

Difference from previous survey +3

Difference from CS2016 -2

Difference from CS High Performers -7

Inclusion and fair treatment

77%

Difference from previous survey +3

Difference from CS2016 +1

Difference from CS High Performers -2

Resources and workload

74%

Difference from previous survey +3

Difference from CS2016 0

Difference from CS High Performers -3

Pay and benefits

40%

Difference from previous survey +1

Difference from CS2016 +9

Difference from CS High Performers +2

Leadership and managing change

38%

Difference from previous survey +7

Difference from CS2016 -6

Difference from CS High Performers -15



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%	+7 ✧	-6 ✧	-15 ✧
My manager		68%	+4 ✧	0	-3 ✧
My work		76%	+1 ✧	+1	-3 ✧
Organisational objectives and purpose		73%	+6 ✧	-10 ✧	-15 ✧
Learning and development		48%	+3 ✧	-2 ✧	-7 ✧
Pay and benefits		40%	+1	+9 ✧	+2 ✧
Resources and workload		74%	+3 ✧	0	-3 ✧
My team		79%	+2 ✧	-1	-4 ✧
Inclusion and fair treatment		77%	+3 ✧	+1 ✧	-2 ✧



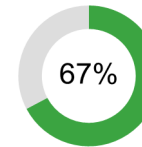
Strength of association with engagement



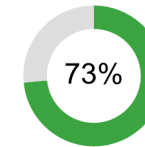
Statistically significant difference from comparison

Wellbeing

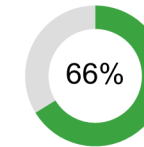
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



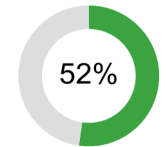
W01. Overall, how satisfied are you with your life nowadays?



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



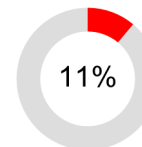
W03. Overall, how happy did you feel yesterday?



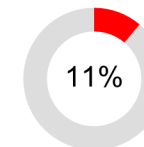
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

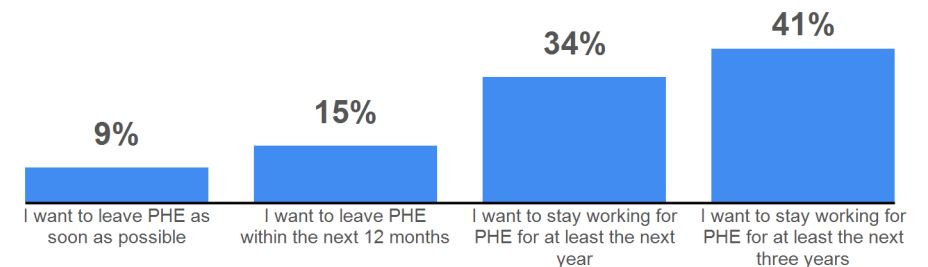


During the past 12 months have you personally experienced discrimination at work?



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

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
B01 I am interested in my work	50	41	5			92%	0	+2 ◆	0
B02 I am sufficiently challenged by my work	37	41	12	9		78%	-1	-3 ◆	-5 ◆
B03 My work gives me a sense of personal accomplishment	31	45	13	8		76%	+1	+1 ◆	-3 ◆
B04 I feel involved in the decisions that affect my work	17	40	19	17	7	57%	+5 ◆	+1	-4 ◆
B05 I have a choice in deciding how I do my work	27	48	14	8		75%	+2 ◆	+1 ◆	-3 ◆

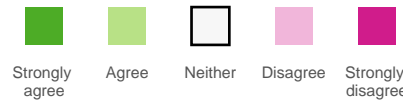
Organisational objectives and purpose

73% +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of PHE's purpose	21	55	15	7		76%	+7 ◆	-10 ◆	-14 ◆
B07 I have a clear understanding of PHE's objectives	18	53	18	8		71%	+6 ◆	-9 ◆	-14 ◆
B08 I understand how my work contributes to PHE's objectives	22	50	17	8		72%	+5 ◆	-11 ◆	-15 ◆



All questions by theme

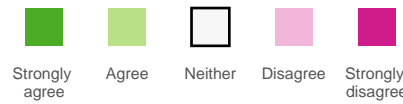
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

68% +4
Difference from previous survey



Strength of association with engagement



% Positive
Difference from previous survey
Difference from CS2016
Difference from CS High Performers

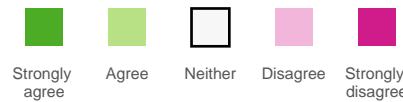
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	27	41	17	9	5	69%	+4 ◆	0	-4 ◆
B10	My manager is considerate of my life outside work	43	39	11	1	0	82%	+4 ◆	0	-4 ◆
B11	My manager is open to my ideas	39	41	12	5	3	80%	+2 ◆	0	-4 ◆
B12	My manager helps me to understand how I contribute to PHE's objectives	20	38	28	10	4	59%	+5 ◆	-6 ◆	-11 ◆
B13	Overall, I have confidence in the decisions made by my manager	33	41	15	7	3	73%	+3 ◆	0	-5 ◆
B14	My manager recognises when I have done my job well	36	43	12	6	3	79%	+2 ◆	0	-3 ◆
B15	I receive regular feedback on my performance	24	41	19	13	5	65%	+4 ◆	-1 ◆	-4 ◆
B16	The feedback I receive helps me to improve my performance	23	40	24	9	6	63%	+4 ◆	+1	-3 ◆
B17	I think that my performance is evaluated fairly	24	45	20	7	3	69%	+4 ◆	+6 ◆	+1 ◆
B18	Poor performance is dealt with effectively in my team	10	27	35	17	11	37%	+3 ◆	-2 ◆	-6 ◆

My team

79% +2
Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	36	47	11	5	1	82%	+2 ◆	-2 ◆	-5 ◆
B20	The people in my team work together to find ways to improve the service we provide	34	47	12	5	2	81%	+2 ◆	-1 ◆	-4 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	30	44	15	7	3	75%	+2 ◆	0	-4 ◆



All questions by theme

◆ indicates statistically significant difference from comparison
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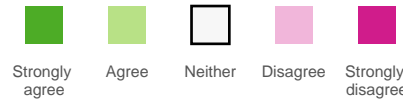
Learning and development

48% +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
B22	I am able to access the right learning and development opportunities when I need to	15	46	21	13	5	61%	+3 ◆	0	-7 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	38	30	12	5	53%	+4 ◆	+2 ◆	-4 ◆
B24	There are opportunities for me to develop my career in PHE	9	27	26	21	16	36%	+3 ◆	-6 ◆	-15 ◆
B25	Learning and development activities I have completed while working for PHE are helping me to develop my career	11	31	33	16	9	42%	+3 ◆	-1 ◆	-9 ◆

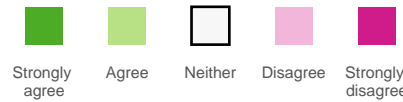
Inclusion and fair treatment

77% +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
B26	I am treated fairly at work	30	50	11	6		80%	+3 ◆	+1 ◆	-3 ◆
B27	I am treated with respect by the people I work with	34	51	9			85%	+1 ◆	0	-3 ◆
B28	I feel valued for the work I do	25	43	17	10	5	68%	+3 ◆	+3 ◆	-2 ◆
B29	I think that PHE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	48	17	5		75%	+4 ◆	+1 ◆	-3 ◆



All questions by theme

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

Resources and workload **74%** +3 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	25	57	11	6		82%	+2 ◆	-1	-5 ◆
B31 I get the information I need to do my job well	17	53	18	10		70%	+4 ◆	+1	-5 ◆
B32 I have clear work objectives	22	57	13	7		79%	+4 ◆	+4 ◆	-1
B33 I have the skills I need to do my job effectively	32	59	7			91%	+1 ◆	+2 ◆	-1 ◆
B34 I have the tools I need to do my job effectively	19	55	15	10		74%	+1	+4 ◆	-2 ◆
B35 I have an acceptable workload	10	47	19	16	8	57%	+4 ◆	-2 ◆	-8 ◆
B36 I achieve a good balance between my work life and my private life	16	48	17	14	5	64%	+6 ◆	-3 ◆	-8 ◆

Pay and benefits **40%** +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
B37 I feel that my pay adequately reflects my performance	8	35	20	23	14	43%	0	+11 ◆	+4 ◆
B38 I am satisfied with the total benefits package	7	31	29	20	12	38%	+1	+4 ◆	-2 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	31	24	22	16	38%	+1	+12 ◆	+4 ◆



All questions by theme

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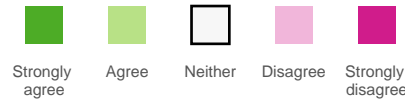
Leadership and
managing change

38% +7

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 PHE as a whole is managed well	5	34	33	19	10	39%	+9 ◇	-8 ◇	-19 ◇
B41	Senior managers (Deputy Directors and above) in PHE are sufficiently visible^	8	35	25	20	12	43%	+7 ◇	-12 ◇	-23 ◇
B42	I believe the actions of senior managers (deputy directors and above) are consistent with PHE's values^	7	35	40	10	8	42%	+9 ◇	-7 ◇	-16 ◇
B43	I believe that the Leadership Team in PHE have a clear vision for the future of PHE^	7	31	40	14	9	38%	+5 ◇	-5 ◇	-16 ◇
B44	Overall, I have confidence in the decisions made by PHE's senior managers (deputy directors and above)^	7	30	36	15	12	37%	+9 ◇	-7 ◇	-18 ◇
B45	I feel that change is managed well in PHE		21	34	27	15	23%	+7 ◇	-6 ◇	-18 ◇
B46	When changes are made in PHE they are usually for the better		19	45	22	12	21%	+5 ◇	-9 ◇	-17 ◇
B47	PHE keeps me informed about matters that affect me	6	49	26	12	7	55%	+8 ◇	-1	-9 ◇
B48	I have the opportunity to contribute my views before decisions are made that affect me	5	36	30	19	10	41%	+8 ◇	+4 ◇	-6 ◇
B49	I think it is safe to challenge the way things are done in PHE	6	31	35	18	10	37%	+5 ◇	-7 ◇	-12 ◇



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 PHE	16	41	30	8	5	57%	+5 ◆	-2 ◆	-10 ◆
B51 I would recommend PHE as a great place to work	11	33	34	14	8	45%	+8 ◆	-6 ◆	-16 ◆
B52 I feel a strong personal attachment to PHE	11	26	34	19	9	37%	+6 ◆	-11 ◆	-19 ◆
B53 PHE inspires me to do the best in my job	10	30	36	16	8	40%	+6 ◆	-6 ◆	-13 ◆
B54 PHE motivates me to help it achieve its objectives	10	28	37	17	8	37%	+7 ◆	-6 ◆	-13 ◆

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 (deputy directors and above) in PHE will take action on the results from this survey^	8	34	28	18	12	41%	+9 ◆	-5 ◆	-13 ◆
B56 I believe that managers where I work will take action on the results from this survey	15	41	22	13	9	56%	+7 ◆	0	-9 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	9	25	40	16	11	33%	+6 ◆	-2 ◆	-8 ◆



All questions by theme

◆ indicates statistically significant difference from comparison
^ 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	36	53	6			90%	+1 ◆	+2 ◆	0
B59 I believe I would be supported if I try a new idea, even if it may not work	23	48	18	9		71%	+3 ◆	+2 ◆	-2 ◆
B60 When I talk about PHE I say "we" rather than "they"	22	41	20	11	5	63%	+4 ◆	-8 ◆	-16 ◆
B61 I have some really good friendships at work	31	46	17			77%	+2 ◆	+1	-3 ◆

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 (Deputy Directors and above) in PHE actively role model the behaviours set out in the Civil Service Leadership Statement^	7	32	44	10	7	39%	+12 ◆	-4 ◆	-10 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	44	26	7		63%	+10 ◆	+2 ◆	-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?	12	20	51	16	67%	+3 ◆	+1 ◆	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	18	49	25	73%	+2 ◆	+2 ◆	0
W03 Overall, how happy did you feel yesterday?	13	20	44	22	66%	+4 ◆	+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	29	20	28	52%	+3 ◆	+2 ◆	-1
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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 PHE?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave PHE as soon as possible		9%	0	+1 ◇	-1 ◇
I want to leave PHE within the next 12 months		15%	-1	0	-3 ◇
I want to stay working for PHE for at least the next year		34%	0	+2 ◇	-5 ◇
I want to stay working for PHE for at least the next three years		41%	+2	-2 ◇	-10 ◇

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?		18	82%	+4 ◇	-9 ◇	-13 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		47	53%	+5 ◇	-14 ◇	-21 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in PHE it would be investigated properly?		41	59%	+6 ◇	-8 ◇	-16 ◇

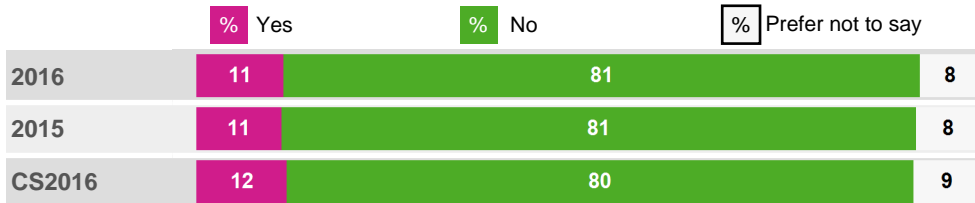


All questions by theme

◆ indicates statistically significant difference from comparison
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Discrimination, harassment and bullying

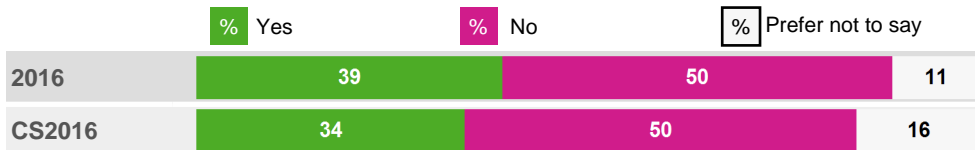
E01. During the past 12 months, have you personally experienced discrimination at work?



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	36
Caring responsibilities	43
Disability	24
Ethnic background	45
Gender	41
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	154
Main spoken/written language or language ability	10
Religion or belief	--
Sexual orientation	--
Social or educational background	29
Working location	54
Working pattern	104
Any other grounds	100
Prefer not to say	53

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	148
Your manager	90
Another manager in my part of PHE	85
Someone you manage	24
Someone who works for another part of PHE	57
A member of the public	--
Someone else	12
Prefer not to say	59

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

Public Health England questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I know what the PHE behaviours are, as outlined in the PHE People Charter [^]	Yes: 90%		No: 10%			90%	+1 ◆
F02	The behaviours as outlined in the PHE People Charter are consistently demonstrated where I work [^]	12	47	29	10		59%	+8 ◆
F03	In response to last year's staff survey results, I had the opportunity to contribute to the local staff survey action plan [^]	10	30	36	17	6	41%	+4 ◆
F04	My manager demonstrates effective people management skills as a key part of their job	24	45	16	10	5	69%	--
F05	My manager talks to me and listens to my concerns and ideas	32	48	12	5		80%	--
F06	Poor attendance/absence is dealt with effectively in my team	12	35	37	10	6	46%	--
F07	There is good co-operation between my team and other teams in PHE	19	49	21	8		68%	+4 ◆
F08	I am aware that I am entitled to take 5 days learning a year	Yes: 54%		No: 46%			54%	--
F09	I know how to raise a concern in PHE e.g. discrimination, bullying, harassment, whistleblowing etc	15	56	16	12		71%	--
F10	I am confident to report or challenge discrimination and/or bullying or harassment	16	50	18	12		65%	--
F11	I am confident that if I raised a concern that it would be dealt with appropriately without any negative impact on me	12	37	27	17	8	48%	--
F12	Over the last 12 months it has become easier to get things done in PHE	15	47	22	12		19%	--
F13	I use feedback to improve the quality of my outputs and the services PHE provides	12	47	33	6		58%	--



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.