



Returns : 3,849

Response rate : 61%

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.





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%	+2 ✧	-5 ✧	-14 ✧
My work		76%	+1 ✧	+1 ✧	-2 ✧
My manager		66%	0	-2 ✧	-5 ✧
Pay and benefits		35%	+2 ✧	+4 ✧	-3 ✧
Organisational objectives and purpose		83%	-1 ✧	0	-5 ✧
Learning and development		50%	-3 ✧	0	-5 ✧
Resources and workload		69%	0	-4 ✧	-8 ✧
My team		79%	+1	0	-4 ✧
Inclusion and fair treatment		75%	+1 ✧	-1	-4 ✧



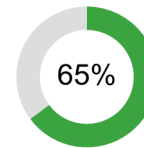
Strength of association with engagement



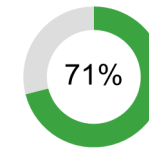
Statistically significant difference from comparison

Wellbeing

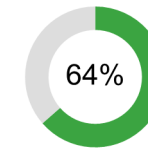
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



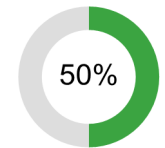
W01. Overall, how satisfied are you with your life nowadays?



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



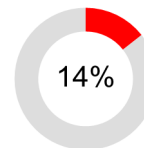
W03. Overall, how happy did you feel yesterday?



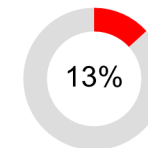
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

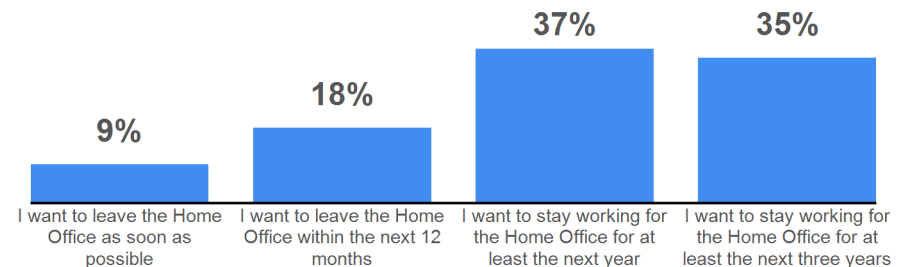


During the past 12 months have you personally experienced discrimination at work?



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

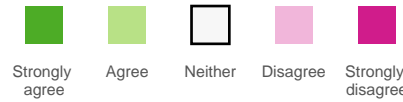
My work

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	45	44	6			89%	+1 ◆	-1 ◆	-2 ◆
B02 I am sufficiently challenged by my work	37	41	10	9		79%	0	-2 ◆	-4 ◆
B03 My work gives me a sense of personal accomplishment	30	46	12	9		75%	+3 ◆	0	-4 ◆
B04 I feel involved in the decisions that affect my work	20	41	17	15	8	61%	+2 ◆	+4 ◆	-1
B05 I have a choice in deciding how I do my work	28	48	12	7		76%	+2 ◆	+2 ◆	-3 ◆

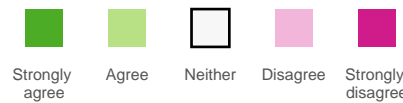
Organisational objectives and purpose

83% -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
B06 I have a clear understanding of the Home Office's purpose	32	54	9			86%	-1	0	-4 ◆
B07 I have a clear understanding of the Home Office's objectives	27	53	13	5		80%	-3 ◆	0	-5 ◆
B08 I understand how my work contributes to the Home Office's objectives	31	52	11	5		83%	-1	0	-5 ◆



All questions by theme

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

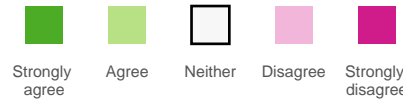
My manager

66% 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
B09	My manager motivates me to be more effective in my job	25	43	17	10	5	68%	0	0	-5 ◆
B10	My manager is considerate of my life outside work	41	40	12	7	2	81%	0	-1 ◆	-4 ◆
B11	My manager is open to my ideas	38	43	11	5	2	81%	-1	0	-4 ◆
B12	My manager helps me to understand how I contribute to the Home Office's objectives	21	40	25	10	2	61%	-2 ◆	-3 ◆	-8 ◆
B13	Overall, I have confidence in the decisions made by my manager	30	43	14	7	5	73%	0	0	-5 ◆
B14	My manager recognises when I have done my job well	33	45	12	7	2	78%	-1	-1	-4 ◆
B15	I receive regular feedback on my performance	20	41	19	15	6	61%	-2 ◆	-5 ◆	-8 ◆
B16	The feedback I receive helps me to improve my performance	19	40	24	11	5	59%	-1	-4 ◆	-7 ◆
B17	I think that my performance is evaluated fairly	18	41	23	11	8	58%	+2 ◆	-5 ◆	-10 ◆
B18	Poor performance is dealt with effectively in my team	9	27	40	14	10	37%	-1 ◆	-2 ◆	-6 ◆

My team

79% +1

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	35	47	11	5	2	82%	0	-3 ◆	-5 ◆
B20	The people in my team work together to find ways to improve the service we provide	33	48	11	5	2	81%	+1 ◆	0	-3 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	32	43	15	6	2	75%	+1	+1	-4 ◆



All questions by theme

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

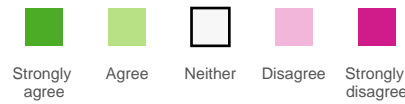
Learning and development

50% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Table with 4 rows (B22-B25) and 10 columns: Question ID, Question text, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2016, Difference from CS High Performers.

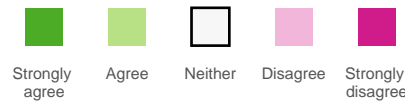
Inclusion and fair treatment

75% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Table with 4 rows (B26-B29) and 10 columns: Question ID, Question text, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2016, Difference from CS High Performers.



All questions by theme

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

Resources and workload **69%** **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
B30 In my job, I am clear what is expected of me	23	55	11	8	5	78%	0	-4 ◆	-8 ◆
B31 I get the information I need to do my job well	16	49	18	12	5	65%	+1	-3 ◆	-9 ◆
B32 I have clear work objectives	19	50	16	11	5	68%	-2 ◆	-7 ◆	-11 ◆
B33 I have the skills I need to do my job effectively	29	58	10	3	2	86%	+2 ◆	-2 ◆	-5 ◆
B34 I have the tools I need to do my job effectively	15	45	18	16	6	60%	-1	-10 ◆	-15 ◆
B35 I have an acceptable workload	11	48	18	16	8	59%	+1	0	-6 ◆
B36 I achieve a good balance between my work life and my private life	19	47	16	12	6	66%	+2 ◆	-1 ◆	-6 ◆

Pay and benefits

35% **+2**

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	33	22	25	15	38%	+2 ◆	+6 ◆	-1 ◆
B38 I am satisfied with the total benefits package	5	30	26	25	14	35%	0	+1 ◆	-6 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	27	23	26	20	32%	+3 ◆	+5 ◆	-3 ◆



All questions by theme

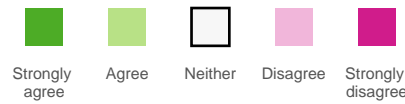
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Leadership and managing change

38% +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	Statement	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 Home Office as a whole is managed well	5	35	31	20	8	40%	+3 ◆	-7 ◆	-18 ◆
B41	Senior managers in the Home Office are sufficiently visible	9	42	22	18	9	51%	+1 ◆	-4 ◆	-15 ◆
B42	I believe the actions of senior managers are consistent with the Home Office's values	7	35	36	13	8	43%	+2 ◆	-6 ◆	-15 ◆
B43	I believe that the Executive Management Board has a clear vision for the future of the Home Office	5	27	48	13	7	32%	0	-11 ◆	-22 ◆
B44	Overall, I have confidence in the decisions made by Home Office senior managers	6	33	36	17	9	38%	+3 ◆	-6 ◆	-16 ◆
B45	I feel that change is managed well in the Home Office		20	31	31	14	24%	+2 ◆	-6 ◆	-17 ◆
B46	When changes are made in the Home Office they are usually for the better		20	41	25	11	23%	+3 ◆	-7 ◆	-15 ◆
B47	The Home Office keeps me informed about matters that affect me	7	44	28	15	6	51%	-1	-5 ◆	-13 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	6	31	30	23	10	37%	+3 ◆	-1	-10 ◆
B49	I think it is safe to challenge the way things are done in the Home Office	6	34	31	19	11	40%	+2 ◆	-3 ◆	-9 ◆



All questions by theme

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

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of the Home Office	17	40	28	10	7	58%	+2 ◆	-1 ◆	-9 ◆
B51 I would recommend the Home Office as a great place to work	12	35	32	15	7	47%	+3 ◆	-4 ◆	-14 ◆
B52 I feel a strong personal attachment to the Home Office	12	32	31	18	7	44%	+2 ◆	-4 ◆	-12 ◆
B53 The Home Office inspires me to do the best in my job	11	31	35	16	7	42%	+2 ◆	-4 ◆	-10 ◆
B54 The Home Office motivates me to help it achieve its objectives	10	30	36	17	7	40%	+3 ◆	-4 ◆	-11 ◆

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 in the Home Office will take action on the results from this survey	9	35	28	17	11	44%	0	-2 ◆	-10 ◆
B56 I believe that managers where I work will take action on the results from this survey	17	41	20	13	9	58%	-1	+3 ◆	-6 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	12	26	39	14	9	38%	-3 ◆	+3 ◆	-3 ◆



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	33	53	7	5		86%	+1 ◆	-2 ◆	-4 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	21	47	18	9		69%	+1 ◆	0	-5 ◆
B60 When I talk about the Home Office I say "we" rather than "they"	24	46	19	8		69%	+2 ◆	-2 ◆	-9 ◆
B61 I have some really good friendships at work	27	45	20	6		72%	-1	-4 ◆	-8 ◆

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 in the Home Office actively role model the behaviours set out in the Civil Service Leadership Statement	6	31	41	14	8	37%	+6 ◆	-6 ◆	-12 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	42	25	8	6	61%	+2 ◆	0	-6 ◆



All questions by theme

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

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.

Table with 4 rows (W01, W02, W03) and 9 columns: Question, 0-4, 5-6, 7-8, 9-10, % Positive, Difference from previous survey, Difference from CS2016, Difference from CS High Performers.

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

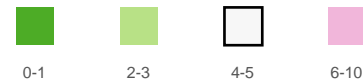


Table with 1 row (W04) and 9 columns: Question, 0-1, 2-3, 4-5, 6-10, % Positive, Difference from previous survey, Difference from CS2016, Difference from CS High Performers.



All questions by theme

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

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the Home Office?

Table with 4 rows and 6 columns: Statement, % score, Difference from previous survey, Difference from CS2016, Difference from CS High Performers. Rows include 'I want to leave the Home Office as soon as possible' (9%), 'I want to leave the Home Office within the next 12 months' (18%), 'I want to stay working for the Home Office for at least the next year' (37%), and 'I want to stay working for the Home Office for at least the next three years' (35%).

The Civil Service Code

Differences are based on '% Yes' score

Table with 3 rows and 6 columns: Question, % Yes, % No, % Yes, Difference from previous survey, Difference from CS2016, Difference from CS High Performers. Rows include 'D01. Are you aware of the Civil Service Code?' (88% Yes, 12% No), 'D02. Are you aware of how to raise a concern under the Civil Service Code?' (62% Yes, 38% No), and 'D03. Are you confident that if you raised a concern under the Civil Service Code in the Home Office it would be investigated properly?' (63% Yes, 37% No).

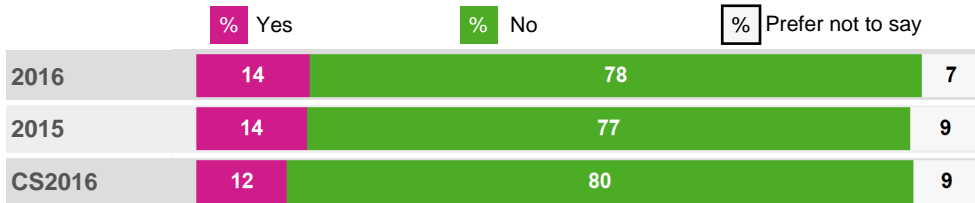


All questions by theme

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

Discrimination, harassment and bullying

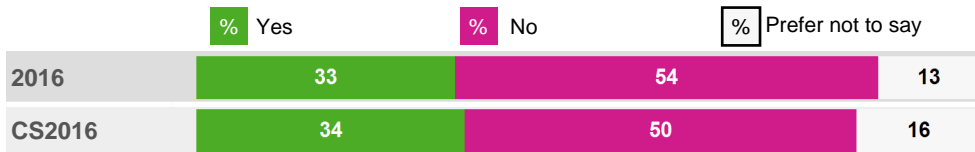
E01. During the past 12 months, have you personally experienced discrimination at work?



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)

Table with 3 columns: Grounds, Response Count, and a bar chart. Rows include Age, Caring responsibilities, Disability, Ethnic background, Gender, Gender reassignment or perceived gender, Grade, pay band or responsibility level, Main spoken/written language or language ability, Religion or belief, Sexual orientation, Social or educational background, Working location, Working pattern, Any other grounds, and 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)

Table with 3 columns: Person, Response Count, and a bar chart. Rows include A colleague, Your manager, Another manager in my part of the Home Office, Someone you manage, Someone who works for another part of the Home Office, A member of the public, Someone else, and Prefer not to say.

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

Policy and Enablers questions



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand how the Home Office needs to change to continue to deliver for the public	Yes: 80% No: 20%					80%	--
F02	I understand what I need to do personally to help the Home Office improve	Yes: 73% No: 27%					73%	-1
F03	I understand how to raise concerns relating to bullying or harassment	25	52	14	7	78%	-5 ◆	
F04	If you answered yes to the question "During the past 12 months, have you personally experienced bullying or harassment at work", did you know where to go for support	Yes: 65% No: 35%					65%	-5 ◆
F05	Investing time in learning and development activities is given priority in my area	13	35	29	16	7	48%	--



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.