



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

Engagement Index

63%

Difference from
previous survey +3 ✧

Difference from
CS2015 +4 ✧

Difference from CS
High Performers 0

My work

79%

Difference from
previous survey +4 ✧

Difference from
CS2015 +4 ✧

Difference from CS
High Performers 0

Organisational objectives and purpose

86%

Difference from
previous survey +3 ✧

Difference from
CS2015 +4 ✧

Difference from CS
High Performers 0

My manager

66%

Difference from
previous survey +4 ✧

Difference from
CS2015 -2

Difference from CS
High Performers -5 ✧

My team

79%

Difference from
previous survey +4 ✧

Difference from
CS2015 0

Difference from CS
High Performers -3 ✧

Learning and development

49%

Difference from
previous survey +6 ✧

Difference from
CS2015 -1

Difference from CS
High Performers -7 ✧

Inclusion and fair treatment

73%

Difference from
previous survey +1

Difference from
CS2015 -1

Difference from CS
High Performers -5 ✧

Resources and workload

75%

Difference from
previous survey +4 ✧

Difference from
CS2015 +3 ✧

Difference from CS
High Performers -2 ✧

Pay and benefits

29%

Difference from
previous survey +5 ✧

Difference from
CS2015 0

Difference from CS
High Performers -7 ✧

Leadership and managing change

49%

Difference from
previous survey +9 ✧

Difference from
CS2015 +7 ✧

Difference from CS
High Performers -2 ✧



Strength of association with engagement



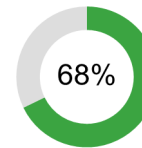
Statistically significant difference from comparison

The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

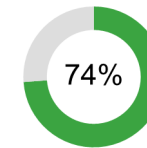
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		49%	+9 ◇	+7 ◇	-2 ◇
My work		79%	+4 ◇	+4 ◇	0
My manager		66%	+4 ◇	-2	-5 ◇
Pay and benefits		29%	+5 ◇	0	-7 ◇
Resources and workload		75%	+4 ◇	+3 ◇	-2 ◇
Organisational objectives and purpose		86%	+3 ◇	+4 ◇	0
Learning and development		49%	+6 ◇	-1	-7 ◇
My team		79%	+4 ◇	0	-3 ◇
Inclusion and fair treatment		73%	+1	-1	-5 ◇

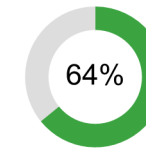
Wellbeing



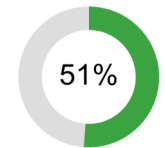
Overall, how satisfied are you with your life nowadays?



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

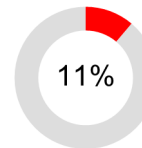


Overall, how happy did you feel yesterday?

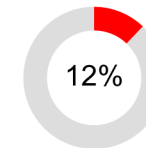


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

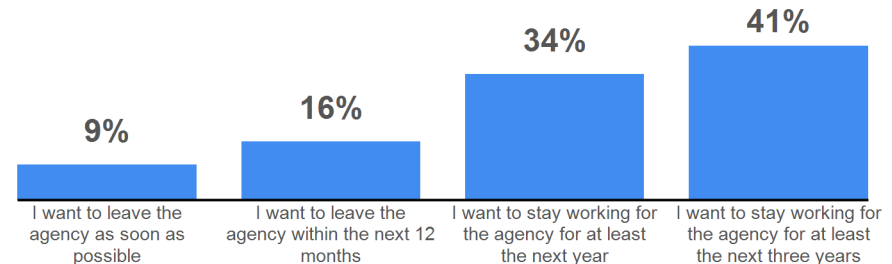


During the past 12 months have you personally experienced discrimination at work?



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

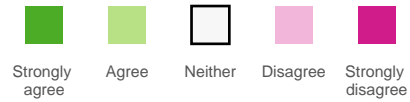
My work

79% +4

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2015

Difference
from CS High
Performers

B01 I am interested in my work	47	43	7	90%	+1	0	-2 ♦
B02 I am sufficiently challenged by my work	38	43	8	81%	+6 ♦	+2 ♦	-2 ♦
B03 My work gives me a sense of personal accomplishment	32	48	10	80%	+6 ♦	+5 ♦	+2 ♦
B04 I feel involved in the decisions that affect my work	20	45	14	65%	+6 ♦	+9 ♦	+1
B05 I have a choice in deciding how I do my work	29	49	10	78%	+3 ♦	+5 ♦	-1

Organisational objectives and purpose

86% +3

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2015

Difference
from CS High
Performers

B06 I have a clear understanding of the agency's purpose	37	53	7	90%	+5 ♦	+5 ♦	+1
B07 I have a clear understanding of the agency's objectives	28	54	12	82%	+3 ♦	+3 ♦	-2 ♦
B08 I understand how my work contributes to the agency's objectives	35	53	8	87%	+3 ♦	+5 ♦	+1



All questions by theme

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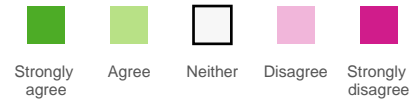
My manager

66% +4

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2015

Difference
from CS High
Performers

B09	My manager motivates me to be more effective in my job	24	43	16	11	6	67%	+7 ♦	-1	-5 ♦
B10	My manager is considerate of my life outside work	38	41	10	6		79%	+4 ♦	-3 ♦	-7 ♦
B11	My manager is open to my ideas	38	41	10	6	5	78%	+3 ♦	-2 ♦	-6 ♦
B12	My manager helps me to understand how I contribute to the agency's objectives	22	41	22	11		63%	+4 ♦	0	-5 ♦
B13	Overall, I have confidence in the decisions made by my manager	31	39	16	7	7	70%	+2	-3 ♦	-7 ♦
B14	My manager recognises when I have done my job well	32	45	10	7	6	77%	+3 ♦	-2 ♦	-4 ♦
B15	I receive regular feedback on my performance	22	42	19	13	5	63%	+4 ♦	-3 ♦	-7 ♦
B16	The feedback I receive helps me to improve my performance	21	40	22	12	5	61%	+7 ♦	-1	-4 ♦
B17	I think that my performance is evaluated fairly	21	42	18	11	8	63%	+6 ♦	0	-5 ♦
B18	Poor performance is dealt with effectively in my team	10	30	36	16	8	40%	+1	+1	-3 ♦

My team

79% +4

Difference
from
previous
survey



Strength of
association with
engagement



B19	The people in my team can be relied upon to help when things get difficult in my job	37	47	9	6		84%	+5 ♦	0	-3 ♦
B20	The people in my team work together to find ways to improve the service we provide	32	47	12	7		79%	+3 ♦	-1	-5 ♦
B21	The people in my team are encouraged to come up with new and better ways of doing things	29	46	14	7		75%	+5 ♦	+1	-3 ♦



All questions by theme

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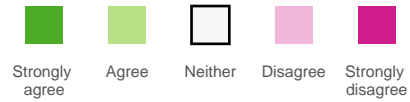
Learning and development

49% +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

B22	I am able to access the right learning and development opportunities when I need to	15	49	20	12	5	64%	+6 ♦	+1	-3 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	37	32	13	5	50%	+8 ♦	-2 ♦	-8 ♦
B24	There are opportunities for me to develop my career in the agency	9	30	23	21	17	39%	+6 ♦	-2 ♦	-10 ♦
B25	Learning and development activities I have completed while working for the agency are helping me to develop my career	10	33	30	18	9	43%	+5 ♦	-1	-7 ♦

Inclusion and fair treatment

73% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

B26	I am treated fairly at work	26	49	12	8	5	75%	0	-4 ♦	-7 ♦
B27	I am treated with respect by the people I work with	31	52	10	7	1	83%	+2 ♦	-2 ♦	-4 ♦
B28	I feel valued for the work I do	22	42	18	11	7	64%	+2	0	-5 ♦
B29	I think that the agency respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	47	18	6	5	71%	0	-1	-7 ♦



All questions by theme

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^ indicates a variation in question wording from your previous survey

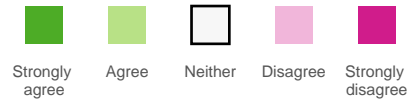
Resources and workload

75% +4

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from
CS2015

Difference
from CS High
Performers

B30	In my job, I am clear what is expected of me	28	57	9	5	85%	+3 ♦	+2 ♦	0
B31	I get the information I need to do my job well	18	55	16	8	74%	+5 ♦	+4 ♦	0
B32	I have clear work objectives	24	54	14	5	78%	+3 ♦	+3 ♦	-1
B33	I have the skills I need to do my job effectively	35	58	5	1	93%	+3 ♦	+5 ♦	+3 ♦
B34	I have the tools I need to do my job effectively	22	55	13	8	77%	+4 ♦	+8 ♦	+3 ♦
B35	I have an acceptable workload	10	46	15	19	56%	+6 ♦	-3 ♦	-8 ♦
B36	I achieve a good balance between my work life and my private life	17	46	16	14	63%	+6 ♦	-3 ♦	-8 ♦

Pay and benefits

29% +5

Difference
from
previous
survey



Strength of
association with
engagement



B37	I feel that my pay adequately reflects my performance	5	25	18	29	31%	+5 ♦	-1	-7 ♦
B38	I am satisfied with the total benefits package	5	27	25	26	32%	+5 ♦	-1	-7 ♦
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	20	20	27	25%	+4 ♦	0	-7 ♦



All questions by theme

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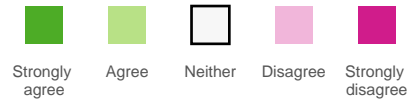
Leadership and managing change

49% +9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that the agency as a whole is managed well	7	49	26	13	5	56%	+8 ◆	+10 ◆	0
B41 Senior leaders in the agency are sufficiently visible^	9	49	22	13	7	58%	+15 ◆	+5 ◆	-8 ◆
B42 I believe the actions of senior leaders are consistent with the agency's values^	9	42	33	10	5	52%	+11 ◆	+6 ◆	-5 ◆
B43 I believe that senior leaders have a clear vision for the future of the agency^	10	44	31	10	5	54%	+13 ◆	+12 ◆	+1
B44 Overall, I have confidence in the decisions made by senior leaders^	10	41	31	12	6	51%	+12 ◆	+10 ◆	-1
B45 I feel that change is managed well in the agency		36	29	24	7	40%	+5 ◆	+10 ◆	+1
B46 When changes are made in the agency they are usually for the better		30	41	18	7	34%	+7 ◆	+7 ◆	-1
B47 The agency keeps me informed about matters that affect me	7	55	22	11	5	62%	+4 ◆	+6 ◆	-2 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	6	34	28	22	11	40%	+4 ◆	+4 ◆	-5 ◆
B49 I think it is safe to challenge the way things are done in the agency	8	38	26	18	9	46%	+9 ◆	+5 ◆	-4 ◆



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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of the agency	23	50	20	5	2	72%	+7 ♦	+15 ♦	+6 ♦
B51 I would recommend the agency as a great place to work	15	44	25	11	5	59%	+10 ♦	+12 ♦	0
B52 I feel a strong personal attachment to the agency	15	37	29	14	5	52%	+8 ♦	+5 ♦	-1
B53 The agency inspires me to do the best in my job	13	39	28	14	5	52%	+10 ♦	+8 ♦	+1
B54 The agency motivates me to help it achieve its objectives	11	37	31	16	5	48%	+10 ♦	+6 ♦	-1

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior leaders in the agency will take action on the results from this survey^	10	41	23	16	11	51%	+7 ♦	+7 ♦	-4 ♦
B56 I believe that managers where I work will take action on the results from this survey	16	39	20	14	11	55%	+9 ♦	0	-7 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	11	28	33	17	12	38%	+10 ♦	+5 ♦	-4 ♦



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 CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	37	51	7			88%	+2	0	-2 ♦
B59 I believe I would be supported if I try a new idea, even if it may not work	22	46	17	11	5	68%	+4 ♦	0	-4 ♦
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	18	50	20	8		68%	+5 ♦	+3 ♦	-1
B61 When I talk about the agency I say "we" rather than "they"	23	46	17	10		70%	+5 ♦	0	-8 ♦
B62 I have some really good friendships at work	29	48	16	5		78%	+3 ♦	+2 ♦	-1

Leadership statement

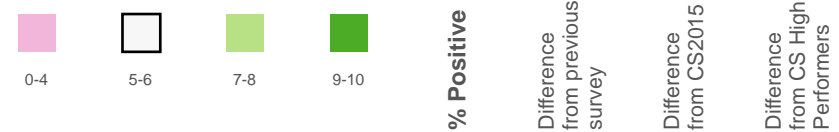
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	22	43	17	11	6	66%	--	-1	-5 ♦
B64 Senior leaders inspire people across the agency to do their best	8	35	34	16	7	43%	--	+6 ♦	-3 ♦
B65 My manager leads our team with confidence	26	45	14	8	6	72%	--	+1	-4 ♦
B66 Senior leaders lead the agency with confidence	11	43	30	10	5	54%	--	+7 ♦	-3 ♦
B67 My manager empowers me to do my job effectively	26	45	15	7	6	71%	--	-1	-4 ♦
B68 Senior leaders empower teams to deliver	9	35	35	14	7	44%	--	+4 ♦	-5 ♦
B69 Senior leaders in the agency actively role model the behaviours set out in the Civil Service Leadership Statement	7	33	42	12	6	40%	--	+5 ♦	-3 ♦
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	17	40	28	9	7	57%	--	0	-5 ♦



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-B70 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.

W01 Overall, how satisfied are you with your life nowadays?	13	19	53	15	68%	+6 ◆	+3 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	17	49	25	74%	+3 ◆	+3 ◆	0
W03 Overall, how happy did you feel yesterday?	15	21	43	21	64%	+4 ◆	+2 ◆	-1

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	21	28	51%	+2	+1	-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 the agency?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave the agency as soon as possible		9%	+2 ◆	+1	-2 ◆
I want to leave the agency within the next 12 months		16%	-3	0	-4 ◆
I want to stay working for the agency for at least the next year		34%	+2	+2 ◆	-4 ◆
I want to stay working for the agency for at least the next three years		41%	-2	-1	-10 ◆

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	86	14	86%	+6 ◆	-5 ◆	-8 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?	52	48	52%	+4 ◆	-14 ◆	-20 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the agency it would be investigated properly?	59	41	59%	-1	-9 ◆	-14 ◆

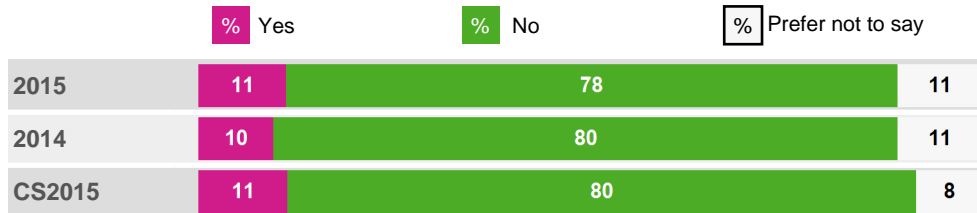


All questions by theme

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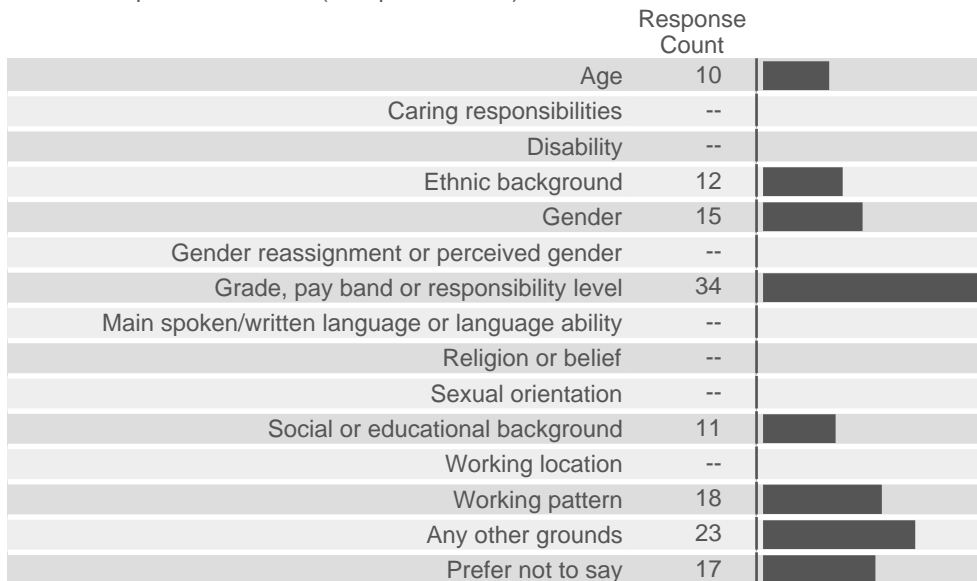
Discrimination, harassment and bullying

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



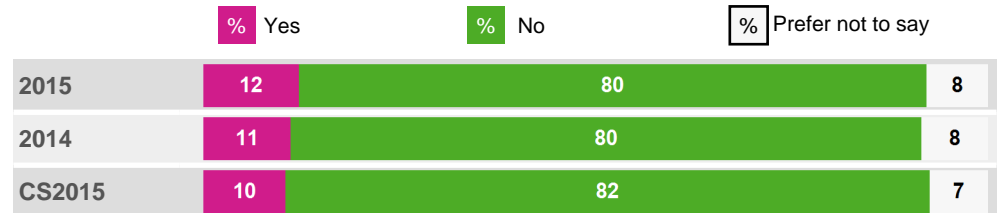
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)



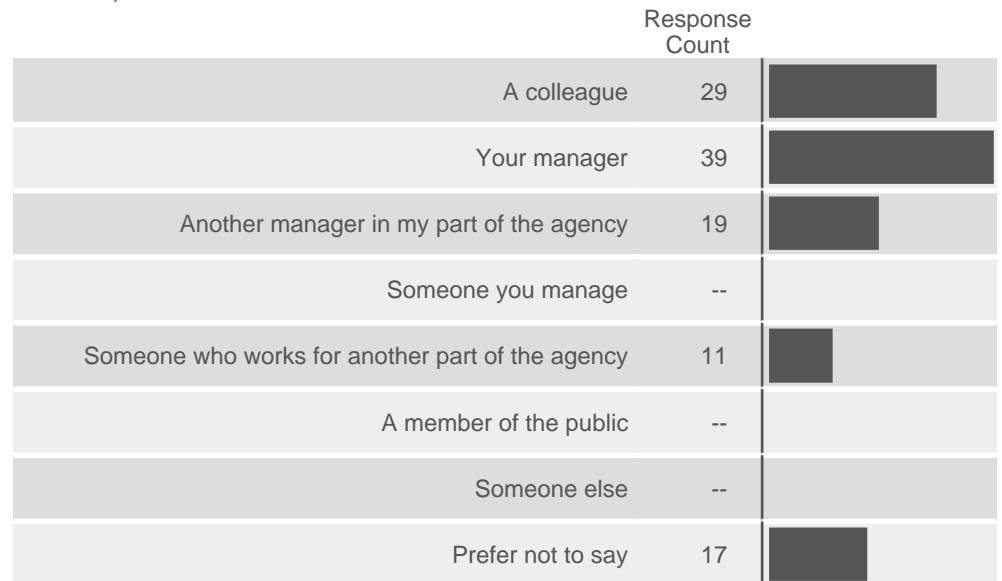
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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



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)








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

Medicines and Healthcare products Regulatory Agency questions

								
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	Overall, I have confidence in the decisions made by my division/centre senior management team	17	45	19	12	7	62%	--
F02	My division/centre senior management team keeps me informed about matters raised that affect me	17	48	16	12	7	65%	--



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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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 less 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.