


Returns : 670

Response rate : 72%

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		30%	+1	-13 ✧	-22 ✧
My work		71%	-1	-4 ✧	-7 ✧
My manager		64%	-2	-4 ✧	-7 ✧
Resources and workload		68%	-2	-5 ✧	-8 ✧
Learning and development		45%	-2	-6 ✧	-10 ✧
Organisational objectives and purpose		75%	-4 ✧	-8 ✧	-13 ✧
Pay and benefits		27%	+5 ✧	-4 ✧	-11 ✧
Inclusion and fair treatment		70%	+1	-6 ✧	-9 ✧
My team		83%	0	+3 ✧	0




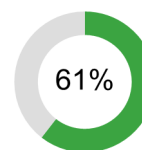
Strength of association with engagement



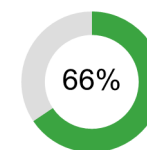
Statistically significant difference from comparison

Wellbeing

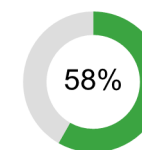
 % responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



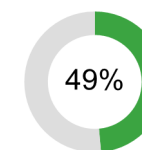
W01. Overall, how satisfied are you with your life nowadays?



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



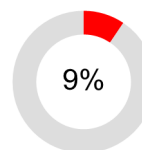
W03. Overall, how happy did you feel yesterday?



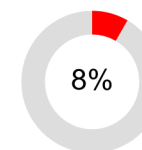
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

 % responding Yes

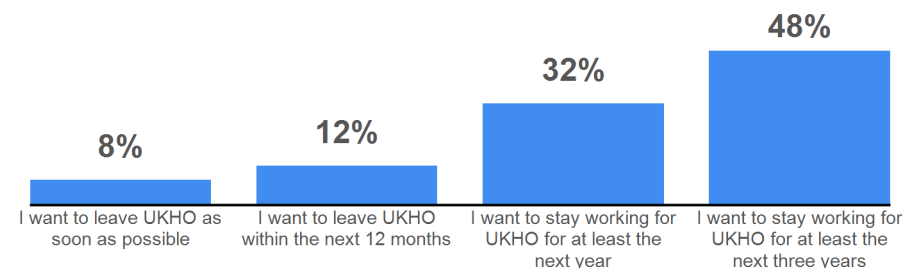


During the past 12 months have you personally experienced discrimination at work?



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

71% -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	33	55	8	1	1	89%	+1	-1	-3 ◆
B02 I am sufficiently challenged by my work	27	50	14	7	4	77%	+1	-3 ◆	-6 ◆
B03 My work gives me a sense of personal accomplishment	20	51	17	10	2	71%	-2	-4 ◆	-8 ◆
B04 I feel involved in the decisions that affect my work	11	40	23	18	9	51%	-4 ◆	-6 ◆	-11 ◆
B05 I have a choice in deciding how I do my work	15	54	16	10	5	69%	-1	-5 ◆	-9 ◆

Organisational objectives and purpose

75% -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of UKHO's purpose	26	55	12	5	2	80%	-4 ◆	-5 ◆	-10 ◆
B07 I have a clear understanding of UKHO's objectives	18	49	19	10	4	67%	-6 ◆	-13 ◆	-18 ◆
B08 I understand how my work contributes to UKHO's objectives	19	57	16	5	1	76%	-3 ◆	-7 ◆	-11 ◆

All questions by theme

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

My manager

64% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	15	48	22	11	6	63%	+1	-6 ◆	-10 ◆
B10	My manager is considerate of my life outside work	33	50	13	6	0	83%	0	0	-3 ◆
B11	My manager is open to my ideas	28	53	13	6	0	81%	0	0	-3 ◆
B12	My manager helps me to understand how I contribute to UKHO's objectives	12	47	31	8	2	59%	-4 ◆	-6 ◆	-11 ◆
B13	Overall, I have confidence in the decisions made by my manager	19	52	20	6	3	70%	-1	-3 ◆	-8 ◆
B14	My manager recognises when I have done my job well	22	49	17	10	2	71%	-3	-7 ◆	-11 ◆
B15	I receive regular feedback on my performance	15	44	23	14	6	59%	-8 ◆	-7 ◆	-10 ◆
B16	The feedback I receive helps me to improve my performance	13	40	33	11	7	53%	-5 ◆	-9 ◆	-13 ◆
B17	I think that my performance is evaluated fairly	13	48	26	9	4	61%	+1	-2 ◆	-7 ◆
B18	Poor performance is dealt with effectively in my team	6	30	43	15	6	36%	+1	-3 ◆	-7 ◆

My team

83% 0

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	52	8	5	0	88%	0	+3 ◆	+1
B20	The people in my team work together to find ways to improve the service we provide	31	54	11	6	0	84%	+1	+3 ◆	0
B21	The people in my team are encouraged to come up with new and better ways of doing things	27	50	16	5	2	77%	-1	+3 ◆	-2 ◆

All questions by theme

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

Learning and development

45% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	13	41	30	13	5	53%	-8 ◆	-8 ◆	-14 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	34	36	15	5	44%	-4 ◆	-6 ◆	-13 ◆
B24	There are opportunities for me to develop my career in UKHO	8	30	28	22	12	38%	+2	-5 ◆	-13 ◆
B25	Learning and development activities I have completed while working for UKHO are helping me to develop my career	7	37	32	16	8	44%	+1	0	-7 ◆

Inclusion and fair treatment

70% +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	21	56	16	5	0	77%	0	-2 ◆	-6 ◆
B27	I am treated with respect by the people I work with	27	59	11	3	0	86%	-1	+1	-2 ◆
B28	I feel valued for the work I do	15	43	22	13	6	58%	+3	-7 ◆	-12 ◆
B29	I think that UKHO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	15	45	27	9	2	60%	+1	-14 ◆	-18 ◆

All questions by theme

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

Resources and workload

68% -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
B30 In my job, I am clear what is expected of me	17	61	13	6	6	79%	-6 ◆	-3 ◆	-7 ◆
B31 I get the information I need to do my job well	10	54	23	11	6	63%	-3	-5 ◆	-11 ◆
B32 I have clear work objectives	10	53	20	11	6	63%	-7 ◆	-12 ◆	-17 ◆
B33 I have the skills I need to do my job effectively	19	65	12	6	6	84%	0	-5 ◆	-8 ◆
B34 I have the tools I need to do my job effectively	11	49	18	17	6	61%	0	-9 ◆	-15 ◆
B35 I have an acceptable workload	7	51	19	18	5	58%	+2	0	-7 ◆
B36 I achieve a good balance between my work life and my private life	16	54	17	10	6	70%	+1	+3 ◆	-2 ◆

Pay and benefits

27% +5

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	20	20	31	26	6	23%	+4 ◆	-9 ◆	-16 ◆
B38 I am satisfied with the total benefits package	7	27	24	25	17	34%	+7 ◆	0	-6 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	18	24	30	23	23%	+5 ◆	-4 ◆	-12 ◆

All questions by theme

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

Leadership and managing change

30% +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
B40 I feel that UKHO as a whole is managed well	26	28	28	16	2	28%	-2	-19 ◆	-30 ◆
B41 Senior managers in UKHO are sufficiently visible	26	25	26	18	5	30%	-1	-24 ◆	-35 ◆
B42 I believe the actions of senior managers are consistent with UKHO's values	24	35	22	15	5	27%	0	-22 ◆	-30 ◆
B43 I believe that ExCo has a clear vision for the future of UKHO	5	30	34	17	13	35%	+1	-8 ◆	-19 ◆
B44 Overall, I have confidence in the decisions made by UKHO's senior managers	21	30	27	18	5	25%	-1	-19 ◆	-30 ◆
B45 I feel that change is managed well in UKHO	15	30	31	23	5	17%	-2	-13 ◆	-24 ◆
B46 When changes are made in UKHO they are usually for the better	23	37	25	13	5	25%	0	-5 ◆	-13 ◆
B47 UKHO keeps me informed about matters that affect me	5	45	28	15	7	50%	+6 ◆	-6 ◆	-15 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	27	31	25	14	5	31%	+6 ◆	-7 ◆	-17 ◆
B49 I think it is safe to challenge the way things are done in UKHO	5	32	31	20	12	37%	+3 ◆	-6 ◆	-12 ◆

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 UKHO	18	45	28	8	8	63%	+1	+4 ◆	-4 ◆
B51 I would recommend UKHO as a great place to work	11	31	37	15	6	41%	+4 ◆	-10 ◆	-19 ◆
B52 I feel a strong personal attachment to UKHO	12	38	30	16	6	50%	+3	+2	-6 ◆
B53 UKHO inspires me to do the best in my job	8	32	37	18	6	40%	+3 ◆	-6 ◆	-13 ◆
B54 UKHO motivates me to help it achieve its objectives	6	30	37	21	6	36%	+2	-8 ◆	-15 ◆

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 UKHO will take action on the results from this survey	7	21	29	25	21	24%	+3 ◆	-22 ◆	-30 ◆
B56 I believe that managers where I work will take action on the results from this survey	7	39	29	16	9	46%	+6 ◆	-10 ◆	-18 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	14	46	22	17	17	15%	-2	-20 ◆	-26 ◆

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	24	64	9			88%	-1	0	-2 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	13	53	24	7		66%	+1	-2 ◆	-7 ◆
B60 When I talk about UKHO I say "we" rather than "they"	19	51	19	8		70%	+7 ◆	-1	-9 ◆
B61 I have some really good friendships at work	25	50	19			75%	-1	-1	-5 ◆

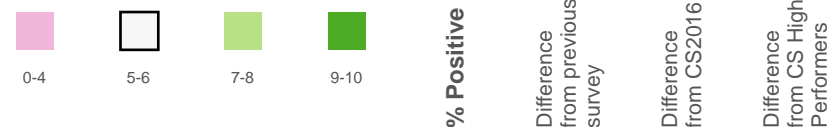
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior managers in UKHO actively role model the behaviours set out in the Civil Service Leadership Statement	19	42	23	14		21%	+4 ◆	-22 ◆	-28 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	10	46	34	6		56%	+4 ◆	-5 ◆	-11 ◆

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.

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?	14	25	52	9	61%	0	-6 ◆	-9 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	23	51	15	66%	-1	-5 ◆	-8 ◆
W03 Overall, how happy did you feel yesterday?	16	25	44	14	58%	+1	-5 ◆	-8 ◆

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?	22	27	21	30	49%	+1	-1	-4 ◆

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 UKHO?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave UKHO as soon as possible		8%	-1	0	-3 ◇
I want to leave UKHO within the next 12 months		12%	-4 ◇	-3 ◇	-7 ◇
I want to stay working for UKHO for at least the next year		32%	+5 ◇	0	-7 ◇
I want to stay working for UKHO for at least the next three years		48%	0	+5 ◇	-3 ◇

The Civil Service Code

Differences are based on '% Yes' score

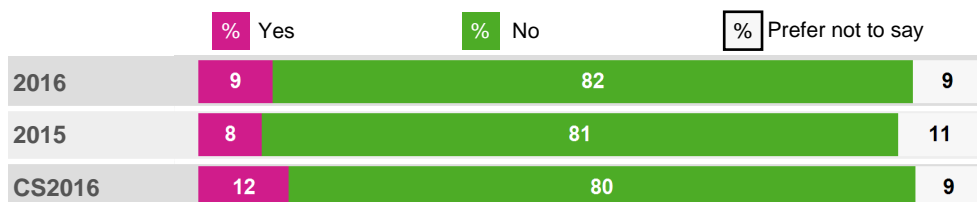
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		11	89%	+2	-2 ◇	-6 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	-1	-3 ◇	-10 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in UKHO it would be investigated properly?		37	63%	-1	-5 ◇	-13 ◇

All questions by theme

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

Discrimination, harassment and bullying

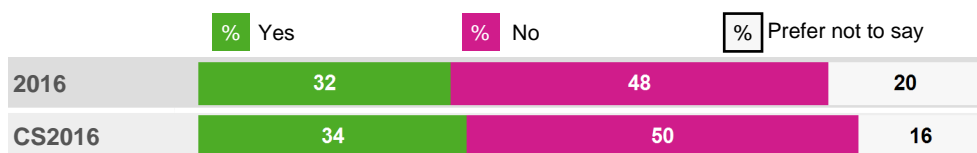
E01. During the past 12 months, have you personally experienced discrimination at work?



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)

	Response Count
Age	14
Caring responsibilities	11
Disability	--
Ethnic background	--
Gender	14
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	29
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	18
Any other grounds	19
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	19
Your manager	12
Another manager in my part of UKHO	16
Someone you manage	--
Someone who works for another part of UKHO	10
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 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.