



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

## Engagement Index

**61%**

Difference from previous survey **-3** ✧

Difference from CS2015 **+2** ✧

Difference from CS High Performers **-2** ✧

## My work

**66%**

Difference from previous survey **-3** ✧

Difference from CS2015 **-8** ✧

Difference from CS High Performers **-12** ✧

## Organisational objectives and purpose

**89%**

Difference from previous survey **0**

Difference from CS2015 **+6** ✧

Difference from CS High Performers **+2** ✧

## My manager

**64%**

Difference from previous survey **-2** ✧

Difference from CS2015 **-3** ✧

Difference from CS High Performers **-7** ✧

## My team

**77%**

Difference from previous survey **-1**

Difference from CS2015 **-2** ✧

Difference from CS High Performers **-6** ✧

## Learning and development

**55%**

Difference from previous survey **+4** ✧

Difference from CS2015 **+6** ✧

Difference from CS High Performers **0**

## Inclusion and fair treatment

**72%**

Difference from previous survey **-5** ✧

Difference from CS2015 **-2** ✧

Difference from CS High Performers **-6** ✧

## Resources and workload

**74%**

Difference from previous survey **-5** ✧

Difference from CS2015 **+1**

Difference from CS High Performers **-3** ✧

## Pay and benefits

**26%**

Difference from previous survey **-1**

Difference from CS2015 **-3** ✧

Difference from CS High Performers **-10** ✧

## Leadership and managing change

**44%**

Difference from previous survey **-4** ✧

Difference from CS2015 **+1**

Difference from CS High Performers **-8** ✧



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		44%	-4 ✧	+1	-8 ✧
My work		66%	-3 ✧	-8 ✧	-12 ✧
My manager		64%	-2 ✧	-3 ✧	-7 ✧
Resources and workload		74%	-5 ✧	+1	-3 ✧
Pay and benefits		26%	-1	-3 ✧	-10 ✧
Learning and development		55%	+4 ✧	+6 ✧	0
Organisational objectives and purpose		89%	0	+6 ✧	+2 ✧
My team		77%	-1	-2 ✧	-6 ✧
Inclusion and fair treatment		72%	-5 ✧	-2 ✧	-6 ✧

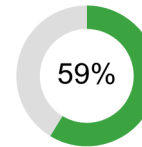


Strength of association with engagement

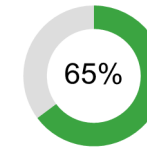


Statistically significant difference from comparison

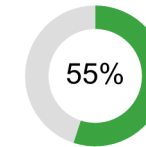
## Wellbeing



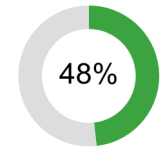
Overall, how satisfied are you with your life nowadays?



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

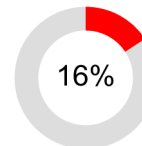


Overall, how happy did you feel yesterday?

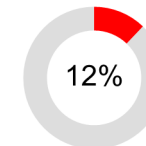


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

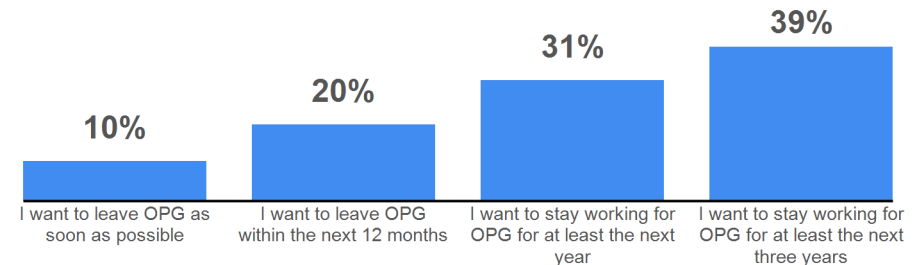


During the past 12 months have you personally experienced discrimination at work?



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

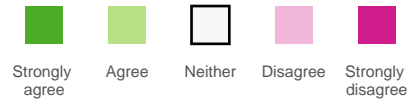
### My work

**66%** -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	34	51	9	6	0	85%	-2 ◆	-5 ◆	-7 ◆
B02 I am sufficiently challenged by my work	27	41	15	12	6	67%	-4 ◆	-12 ◆	-15 ◆
B03 My work gives me a sense of personal accomplishment	24	45	16	9	5	69%	-4 ◆	-6 ◆	-9 ◆
B04 I feel involved in the decisions that affect my work	14	36	19	19	11	50%	-1	-6 ◆	-14 ◆
B05 I have a choice in deciding how I do my work	20	41	17	14	7	61%	-5 ◆	-12 ◆	-18 ◆

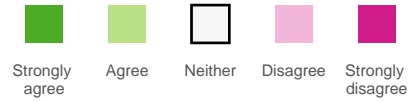
### Organisational objectives and purpose

**89%** 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of OPG's purpose	36	56	6	0	0	91%	-1	+6 ◆	+2 ◆
B07 I have a clear understanding of OPG's objectives	30	57	9	0	0	87%	0	+7 ◆	+2 ◆
B08 I understand how my work contributes to OPG's objectives	34	55	8	0	0	89%	-1	+6 ◆	+2 ◆



## All questions by theme

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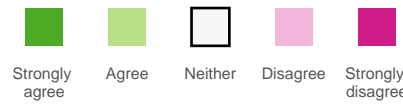
### My manager

**64%** -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% 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	22	44	19	9	6	66%	0	-2 ◆	-6 ◆
B10	My manager is considerate of my life outside work	32	40	18	6	5	71%	-2 ◆	-11 ◆	-14 ◆
B11	My manager is open to my ideas	29	41	20	6	6	70%	-5 ◆	-11 ◆	-14 ◆
B12	My manager helps me to understand how I contribute to OPG's objectives	19	43	24	9	6	62%	-2	-1	-6 ◆
B13	Overall, I have confidence in the decisions made by my manager	26	41	19	8	6	67%	-5 ◆	-6 ◆	-10 ◆
B14	My manager recognises when I have done my job well	27	44	16	8	5	70%	0	-8 ◆	-11 ◆
B15	I receive regular feedback on my performance	20	47	15	13	5	67%	+1	+1	-2 ◆
B16	The feedback I receive helps me to improve my performance	21	43	23	8	7	64%	-4 ◆	+3 ◆	-1
B17	I think that my performance is evaluated fairly	19	42	23	8	7	61%	-4 ◆	-1	-7 ◆
B18	Poor performance is dealt with effectively in my team	11	32	36	11	9	43%	-2 ◆	+4 ◆	0

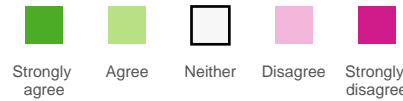
### My team

**77%** -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 CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	37	47	10	5	5	83%	0	-1	-4 ◆
B20	The people in my team work together to find ways to improve the service we provide	33	46	14	5	5	79%	+1	-1	-5 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	30	40	18	9	5	70%	-3 ◆	-5 ◆	-9 ◆



## All questions by theme

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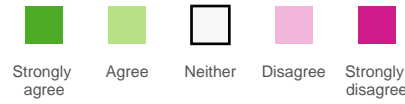
### Learning and development

**55%** +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% 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	14	48	21	11	5	63%	+4 ◆	0	-5 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	39	30	11	6	53%	+6 ◆	+1	-5 ◆
B24	There are opportunities for me to develop my career in OPG	17	42	22	11	9	58%	+5 ◆	+17 ◆	+9 ◆
B25	Learning and development activities I have completed while working for OPG are helping me to develop my career	13	33	32	13	8	47%	+2 ◆	+3 ◆	-3 ◆

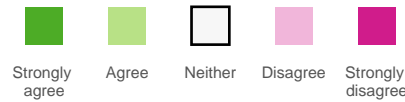
### Inclusion and fair treatment

**72%** -5

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 CS2015	Difference from CS High Performers
B26	I am treated fairly at work	23	51	12	8	6	74%	-6 ◆	-4 ◆	-7 ◆
B27	I am treated with respect by the people I work with	27	53	11	5	5	80%	-5 ◆	-5 ◆	-7 ◆
B28	I feel valued for the work I do	18	39	23	12	8	56%	-6 ◆	-7 ◆	-13 ◆
B29	I think that OPG respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	31	47	11	6	5	78%	-1	+5 ◆	0



## All questions by theme

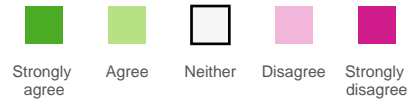
◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### Resources and workload **74%** -5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% 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	24	62	6	5		87%	-2 ◆	+3 ◆	+1
B31 I get the information I need to do my job well	18	52	14	13		69%	-4 ◆	0	-4 ◆
B32 I have clear work objectives	21	56	14	6		77%	-5 ◆	+2 ◆	-3 ◆
B33 I have the skills I need to do my job effectively	29	58	9			87%	-1	-1 ◆	-4 ◆
B34 I have the tools I need to do my job effectively	18	49	15	12	6	67%	-7 ◆	-2 ◆	-7 ◆
B35 I have an acceptable workload	14	47	18	14	7	61%	-9 ◆	+2 ◆	-4 ◆
B36 I achieve a good balance between my work life and my private life	20	48	17	9	6	68%	-7 ◆	+1	-4 ◆

### Pay and benefits **26%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	21	18	28	29		25%	-1	-7 ◆	-12 ◆
B38 I am satisfied with the total benefits package	5	27	25	23	21	32%	+1	-1	-7 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	18	24	35		23%	-3 ◆	-2 ◆	-9 ◆



## All questions by theme

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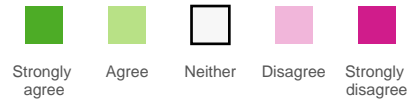
### Leadership and managing change

**44%** -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that OPG as a whole is managed well	8	39	25	18	11	47%	-5 ◆	+1	-9 ◆
B41	Senior managers in OPG are sufficiently visible	12	43	20	16	9	55%	0	+2 ◆	-11 ◆
B42	I believe the actions of senior managers are consistent with OPG's values	8	37	34	12	9	45%	-4 ◆	-1	-12 ◆
B43	I believe that the Executive Management Team has a clear vision for the future of OPG	11	42	35	7	6	52%	-2 ◆	+10 ◆	-1
B44	Overall, I have confidence in the decisions made by OPG's senior managers	9	34	35	12	10	42%	-7 ◆	+1	-9 ◆
B45	I feel that change is managed well in OPG	5	27	25	28	15	32%	-5 ◆	+2 ◆	-7 ◆
B46	When changes are made in OPG they are usually for the better	5	36	33	17	9	41%	-3 ◆	+14 ◆	+6 ◆
B47	OPG keeps me informed about matters that affect me	8	43	22	17	10	51%	-6 ◆	-5 ◆	-13 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	6	26	26	25	17	32%	-6 ◆	-4 ◆	-12 ◆
B49	I think it is safe to challenge the way things are done in OPG	7	33	28	18	15	39%	-3 ◆	-2 ◆	-11 ◆



## All questions by theme

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### 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 OPG	18	45	27	5	5	64%	-3 ◆	+6 ◆	-3 ◆
B51 I would recommend OPG as a great place to work	16	39	30	10	5	55%	-7 ◆	+8 ◆	-4 ◆
B52 I feel a strong personal attachment to OPG	14	28	35	16	7	41%	-4 ◆	-6 ◆	-13 ◆
B53 OPG inspires me to do the best in my job	13	35	34	12	6	48%	-5 ◆	+4 ◆	-3 ◆
B54 OPG motivates me to help it achieve its objectives	13	35	34	13	6	47%	-5 ◆	+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 managers in OPG will take action on the results from this survey	8	34	28	17	13	42%	-7 ◆	-1	-13 ◆
B56 I believe that managers where I work will take action on the results from this survey	10	36	27	15	13	45%	-7 ◆	-10 ◆	-17 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	7	25	43	13	11	33%	-5 ◆	-1	-9 ◆





## All questions by theme

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### 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	32	57	7			89%	-2 ◆	+1	-1 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	17	41	26	10	5	59%	-3 ◆	-9 ◆	-14 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	14	42	29	11		56%	-5 ◆	-9 ◆	-14 ◆
B61 When I talk about OPG I say "we" rather than "they"	20	49	20	7		69%	+1	-1	-9 ◆
B62 I have some really good friendships at work	27	46	19			73%	-2	-3 ◆	-6 ◆

### Leadership statement

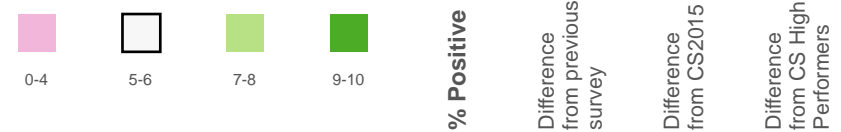
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	19	46	18	9	7	66%	--	-1	-5 ◆
B64 Senior managers inspire people across OPG to do their best	8	31	35	17	9	39%	--	+1	-8 ◆
B65 My manager leads our team with confidence	22	47	17	9	6	69%	--	-2 ◆	-7 ◆
B66 Senior managers lead OPG with confidence	10	39	33	11	7	49%	--	+2 ◆	-8 ◆
B67 My manager empowers me to do my job effectively	20	45	21	8	6	65%	--	-7 ◆	-10 ◆
B68 OPG's senior managers empower teams to deliver	8	31	38	14	9	40%	--	0	-9 ◆
B69 Senior managers in OPG actively role model the behaviours set out in the Civil Service Leadership Statement	7	32	40	12	10	39%	--	+4 ◆	-4 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	16	40	29	8	8	56%	--	-1	-6 ◆



## All questions by theme

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### 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	15	27	44	15	59%	-3 ◆	-6 ◆	-10 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	23	45	20	65%	-1	-6 ◆	-9 ◆
W03 Overall, how happy did you feel yesterday?	20	25	37	18	55%	-3 ◆	-7 ◆	-10 ◆

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?	22	26	22	30	48%	+1	-2 ◆	-4 ◆
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## All questions by theme

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^ 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 OPG?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave OPG as soon as possible		10%	+4 ◇	+2 ◇	-1 ◇
I want to leave OPG within the next 12 months		20%	+5 ◇	+4 ◇	0
I want to stay working for OPG for at least the next year		31%	-3	-1	-7 ◇
I want to stay working for OPG for at least the next three years		39%	-7 ◇	-3 ◇	-12 ◇

### 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?		16	84%	+3 ◇	-7 ◇	-11 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		37	63%	-1	-4 ◇	-10 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in OPG it would be investigated properly?		38	63%	-7 ◇	-5 ◇	-11 ◇

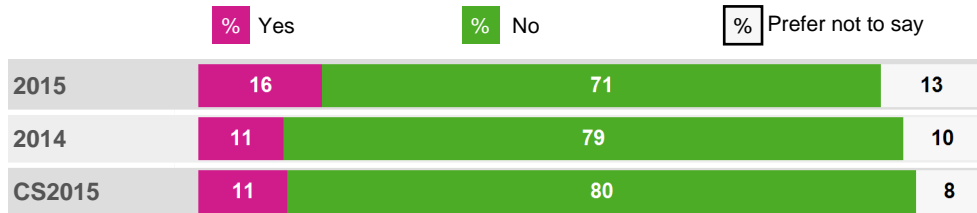


## All questions by theme

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### Discrimination, harassment and bullying

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



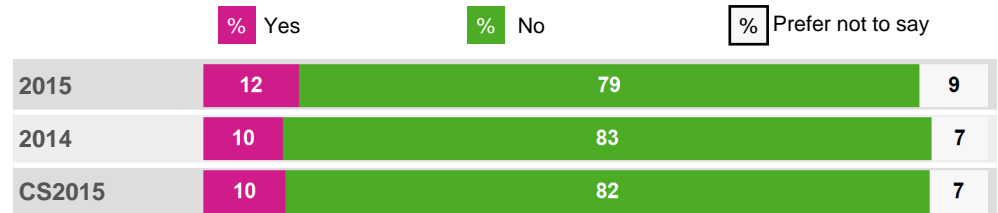
For respondents who selected 'Yes' to question E01.

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

	Response Count	
Age	18	
Caring responsibilities	--	
Disability	20	
Ethnic background	20	
Gender	19	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	29	
Main spoken/written language or language ability	--	
Religion or belief	15	
Sexual orientation	--	
Social or educational background	--	
Working location	--	
Working pattern	23	
Any other grounds	34	
Prefer not to say	20	

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)

	Response Count	
A colleague	34	
Your manager	28	
Another manager in my part of OPG	24	
Someone you manage	--	
Someone who works for another part of OPG	12	
A member of the public	--	
Someone else	--	
Prefer not to say	24	

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

### Office of the Public Guardian questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I am clear how I can contribute to Continuous Improvement in OPG	12	53	24	9		65%	-1
F02	I believe Continuous Improvement activity has made a positive difference to the way I work	10	39	36	10		49%	0
F03	I have a clear understanding of how I can help the customer	24	62	11			86%	-1
F04	My colleagues help me to help the customer	23	59	13			82%	+6 ◆
F05	Overall I am satisfied with the job I do	21	53	17	6		74%	-2
F06	As a result of my development plan this year, I am strengthening my capability	14	42	29	9	5	56%	--
F07	I feel responsible for the value for money resulting from my decisions	16	46	27	6		62%	--
F08	I consider the value for money of the decisions that I make in my day-to-day work	16	48	27	6		63%	--
F09	I believe that the Team Information Board is an effective means of communication for my team	10	33	25	19	13	42%	--
F10	In my team there is a strong feeling of teamwork and collaboration with the rest of OPG	15	45	22	12	6	60%	--
F11	I am confident that OPG is taking effective action to reduce discrimination, bullying and harassment	13	39	32	9	7	52%	+1



## Appendix

### Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 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.