



Returns : 1,817

Response rate : 87%

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		43%	+5 ✧	0	-10 ✧
My work		79%	+1	+4 ✧	+1 ✧
My manager		69%	+1 ✧	+1 ✧	-1 ✧
Organisational objectives and purpose		71%	+3 ✧	-12 ✧	-16 ✧
Pay and benefits		29%	+2 ✧	-2 ✧	-8 ✧
Learning and development		50%	+2 ✧	0	-5 ✧
Resources and workload		73%	0	0	-3 ✧
My team		85%	+2 ✧	+5 ✧	+2 ✧
Inclusion and fair treatment		80%	+2 ✧	+4 ✧	0



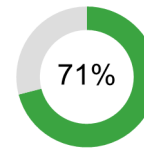
Strength of association with engagement



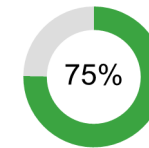
Statistically significant difference from comparison

## Wellbeing

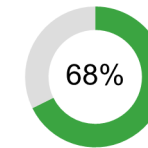
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



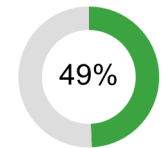
W01. Overall, how satisfied are you with your life nowadays?



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



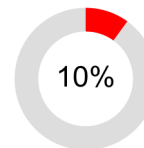
W03. Overall, how happy did you feel yesterday?



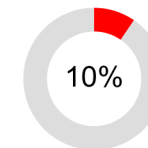
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

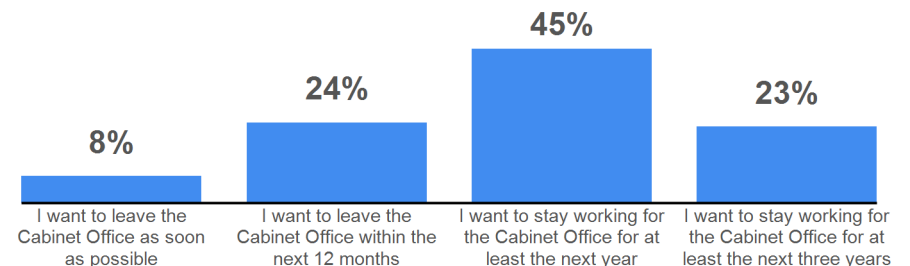


During the past 12 months have you personally experienced discrimination at work?



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

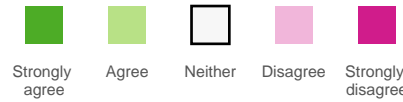
My work

79% +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	54	38	5	1	2	92%	0	+2 ◆	+1 ◆
B02 I am sufficiently challenged by my work	43	37	11	7	2	80%	+1	0	-3 ◆
B03 My work gives me a sense of personal accomplishment	36	44	12	6	4	80%	+1 ◆	+5 ◆	+1
B04 I feel involved in the decisions that affect my work	22	41	17	15	5	63%	+1 ◆	+6 ◆	+2 ◆
B05 I have a choice in deciding how I do my work	35	45	10	7	3	80%	0	+6 ◆	+2 ◆

Organisational objectives and purpose

71% +3

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 Cabinet Office's purpose	23	53	14	8	4	76%	+3 ◆	-10 ◆	-15 ◆
B07 I have a clear understanding of the Cabinet Office's objectives	18	46	20	13	3	64%	+4 ◆	-16 ◆	-21 ◆
B08 I understand how my work contributes to the Cabinet Office's objectives	26	47	16	9	2	73%	+3 ◆	-10 ◆	-14 ◆



All questions by theme

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

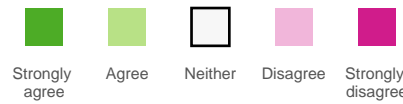
My manager

69% +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
B09	My manager motivates me to be more effective in my job	33	40	14	8	8	74%	+2 ◆	+5 ◆	+1
B10	My manager is considerate of my life outside work	47	38	10	5	0	85%	0	+2 ◆	-1 ◆
B11	My manager is open to my ideas	46	39	10	5	0	85%	0	+4 ◆	0
B12	My manager helps me to understand how I contribute to the Cabinet Office's objectives	22	38	25	11	4	61%	+5 ◆	-4 ◆	-8 ◆
B13	Overall, I have confidence in the decisions made by my manager	37	42	13	5	3	78%	+1 ◆	+5 ◆	0
B14	My manager recognises when I have done my job well	37	43	12	6	2	81%	+1	+2 ◆	-1 ◆
B15	I receive regular feedback on my performance	26	38	19	13	6	64%	+2 ◆	-2 ◆	-5 ◆
B16	The feedback I receive helps me to improve my performance	25	40	22	10	3	65%	+2 ◆	+2 ◆	-1 ◆
B17	I think that my performance is evaluated fairly	23	39	24	9	5	62%	+1 ◆	-2 ◆	-6 ◆
B18	Poor performance is dealt with effectively in my team	13	27	40	14	6	40%	0	+1 ◆	-3 ◆

My team

85% +2

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	44	44	8	4	0	87%	+1 ◆	+3 ◆	0
B20	The people in my team work together to find ways to improve the service we provide	43	44	9	4	0	86%	+2 ◆	+5 ◆	+2 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	41	41	11	5	2	82%	+3 ◆	+8 ◆	+3 ◆



All questions by theme

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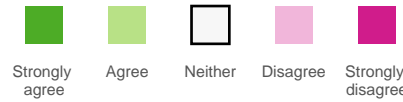
Learning and development

50% +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	17	42	26	12	3	59%	0	-2 ◆	-8 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	33	38	10	3	48%	+2 ◆	-3 ◆	-9 ◆
B24	There are opportunities for me to develop my career in the Cabinet Office	14	35	29	14	9	49%	+3 ◆	+6 ◆	-2 ◆
B25	Learning and development activities I have completed while working for the Cabinet Office are helping me to develop my career	13	31	39	12	6	44%	+2 ◆	0	-7 ◆

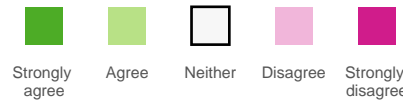
Inclusion and fair treatment

80% +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
B26	I am treated fairly at work	36	49	8	5	2	84%	+3 ◆	+5 ◆	+2 ◆
B27	I am treated with respect by the people I work with	41	47	7	3	2	88%	+1 ◆	+3 ◆	0
B28	I feel valued for the work I do	29	43	15	9	4	72%	+1 ◆	+7 ◆	+2 ◆
B29	I think that the Cabinet Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	30	45	15	7	3	75%	+2 ◆	+1 ◆	-3 ◆



All questions by theme

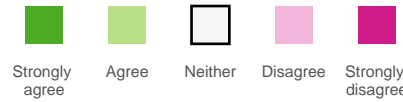
◆ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

Resources and workload **73%** 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	27	51	11	8		79%	-1	-4 ◆	-8 ◆
B31 I get the information I need to do my job well	20	49	19	10		69%	+1	0	-5 ◆
B32 I have clear work objectives	23	48	15	11		71%	-1	-4 ◆	-8 ◆
B33 I have the skills I need to do my job effectively	34	57	7			90%	0	+2 ◆	-1 ◆
B34 I have the tools I need to do my job effectively	25	52	13	8		76%	+1 ◆	+6 ◆	+1
B35 I have an acceptable workload	14	48	17	14	6	62%	-1	+4 ◆	-2 ◆
B36 I achieve a good balance between my work life and my private life	21	45	16	13	5	66%	-1	-1 ◆	-6 ◆

Pay and benefits **29%** +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	27	18	29	21	32%	+2 ◆	0	-7 ◆
B38 I am satisfied with the total benefits package	5	26	23	28	19	31%	+2 ◆	-3 ◆	-9 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable		19	17	32	27	24%	+2 ◆	-3 ◆	-10 ◆



All questions by theme

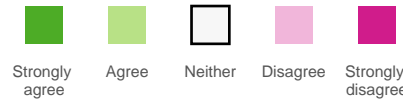
◆ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

Leadership and managing change

**43%** +5 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	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 Cabinet Office as a whole is managed well	6	40	33	15	5	46%	+7 ◆	-1	-12 ◆
B41 Senior Civil Servants in the Cabinet Office are sufficiently visible	12	42	23	17	6	54%	+5 ◆	-1 ◆	-12 ◆
B42 I believe the actions of Senior Civil Servants are consistent with the Cabinet Office's values	10	38	37	9	6	48%	+7 ◆	-1	-9 ◆
B43 I believe that the Cabinet Office Board has a clear vision for the future of the Cabinet Office	6	26	52	11	6	32%	+6 ◆	-11 ◆	-23 ◆
B44 Overall, I have confidence in the decisions made by the Cabinet Office's Senior Civil Servants	8	37	37	11	6	45%	+7 ◆	+1 ◆	-9 ◆
B45 I feel that change is managed well in the Cabinet Office	6	27	38	20	9	33%	+3 ◆	+3 ◆	-8 ◆
B46 When changes are made in the Cabinet Office they are usually for the better	5	25	51	14	5	30%	+4 ◆	0	-9 ◆
B47 The Cabinet Office keeps me informed about matters that affect me	9	47	29	11	5	56%	+7 ◆	0	-9 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	8	32	34	19	8	39%	+3 ◆	+2 ◆	-8 ◆
B49 I think it is safe to challenge the way things are done in the Cabinet Office	9	38	32	14	8	46%	+4 ◆	+3 ◆	-2 ◆



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 Cabinet Office	34	45	16			79%	+4 ◆	+20 ◆	+13 ◆
B51 I would recommend the Cabinet Office as a great place to work	22	42	24	9		63%	+5 ◆	+12 ◆	+2 ◆
B52 I feel a strong personal attachment to the Cabinet Office	17	31	30	17	5	48%	+5 ◆	0	-8 ◆
B53 The Cabinet Office inspires me to do the best in my job	18	38	28	12		55%	+5 ◆	+9 ◆	+3 ◆
B54 The Cabinet Office motivates me to help it achieve its objectives	15	35	32	14	5	50%	+6 ◆	+6 ◆	0

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 Civil Servants in the Cabinet Office will take action on the results from this survey	11	38	28	14	9	49%	+6 ◆	+3 ◆	-5 ◆
B56 I believe that managers where I work will take action on the results from this survey	20	43	20	11	6	63%	+1	+7 ◆	-2 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	13	25	44	10	7	38%	+2 ◆	+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	39	50	6			89%	0	+1 ◆	-1 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	29	48	15	6		76%	-1	+8 ◆	+3 ◆
B60 When I talk about the Cabinet Office I say "we" rather than "they"	30	42	15	9		73%	+6 ◆	+1 ◆	-6 ◆
B61 I have some really good friendships at work	29	43	20	7		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 Civil Servants in the Cabinet Office actively role model the behaviours set out in the Civil Service Leadership Statement	8	37	39	11	5	45%	+10 ◆	+1 ◆	-5 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	24	43	24	6		67%	+5 ◆	+5 ◆	-1



## All questions by theme

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### Wellbeing



Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

W01 Overall, how satisfied are you with your life nowadays?	9	20	56	15	71%	+2 ◆	+5 ◆	+2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	17	53	23	75%	+2 ◆	+4 ◆	+1 ◆
W03 Overall, how happy did you feel yesterday?	12	21	47	21	68%	+2 ◆	+4 ◆	+2 ◆

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?	20	29	20	30	49%	+2 ◆	-1	-4 ◆
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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 Cabinet Office?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave the Cabinet Office as soon as possible		8%	-1	0	-3 ◆
I want to leave the Cabinet Office within the next 12 months		24%	-3 ◆	+9 ◆	+5 ◆
I want to stay working for the Cabinet Office for at least the next year		45%	+4 ◆	+13 ◆	+6 ◆
I want to stay working for the Cabinet Office for at least the next three years		23%	+1	-21 ◆	-29 ◆

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?		7	93%	-1 ◆	+2 ◆	-2 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		39	61%	-1	-6 ◆	-13 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the Cabinet Office it would be investigated properly?		27	73%	+2 ◆	+5 ◆	-3 ◆

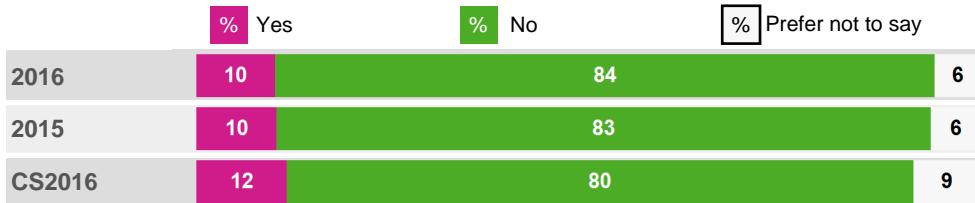


All questions by theme

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Discrimination, harassment and bullying

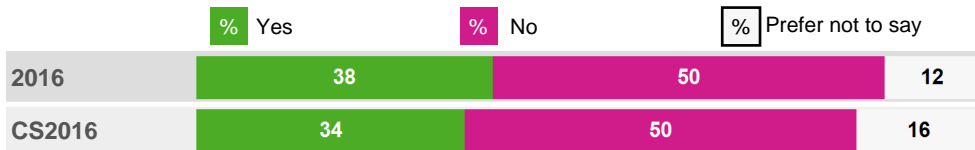
E01. During the past 12 months, have you personally experienced discrimination at work?



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	40
Caring responsibilities	14
Disability	12
Ethnic background	20
Gender	47
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	72
Main spoken/written language or language ability	10
Religion or belief	--
Sexual orientation	--
Social or educational background	20
Working location	11
Working pattern	38
Any other grounds	33
Prefer not to say	16

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	57
Your manager	39
Another manager in my part of the Cabinet Office	53
Someone you manage	--
Someone who works for another part of the Cabinet Office	20
A member of the public	--
Someone else	10
Prefer not to say	26






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

### Cabinet Office questions

							<b>% Positive</b>	<b>Difference from previous survey</b>
		Strongly agree	Agree	Neither	Disagree	Strongly disagree		
F01	I believe Senior Civil Servants in my unit are taking effective action to reduce discrimination, bullying and harassment	19	40	31	7		<b>58%</b>	--
F02	In Cabinet Office, staff are encouraged to take 5 days for learning and development. In the past 12 months, I have taken at least 5 days for my learning and development	Yes: 36%		No: 64%			<b>36%</b>	--
F03	In Cabinet Office, staff can take special leave for volunteering activities. In the past 12 months, I have volunteered or given unpaid help to a club, group or organisation	Yes: 24%		No: 76%			<b>24%</b>	--
F04	I understand how my work contributes to the Cabinet Office Single Departmental Plan	Yes: 49%		No: 51%			<b>49%</b>	--



## 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 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.