

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

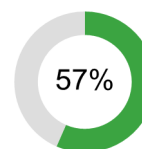
	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
Leadership and managing change		26%	+1	-17 ✧	-26 ✧
My work		69%	0	-6 ✧	-9 ✧
My manager		60%	-2	-8 ✧	-11 ✧
Pay and benefits		29%	+1	-2 ✧	-9 ✧
Learning and development		41%	0	-9 ✧	-14 ✧
Resources and workload		66%	0	-7 ✧	-10 ✧
Organisational objectives and purpose		71%	0	-12 ✧	-17 ✧
My team		77%	-1	-3 ✧	-7 ✧
Inclusion and fair treatment		68%	0	-8 ✧	-11 ✧

 Strength of association with engagement

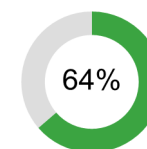
✧ Statistically significant difference from comparison

Wellbeing

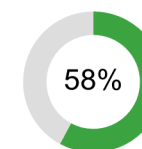
 % responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



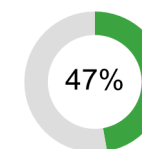
W01. Overall, how satisfied are you with your life nowadays?



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



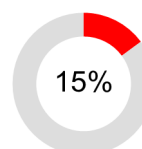
W03. Overall, how happy did you feel yesterday?



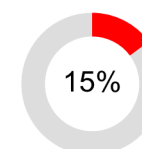
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

 % responding Yes

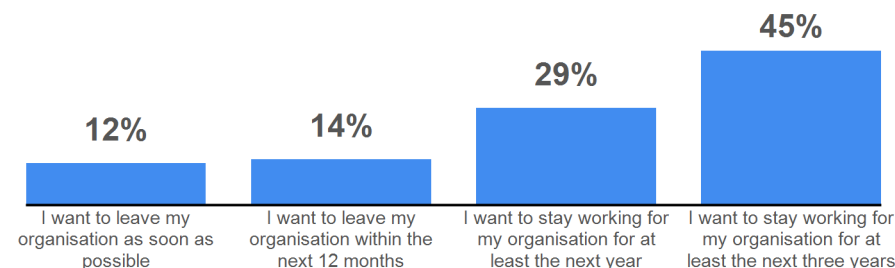


During the past 12 months have you personally experienced discrimination at work?



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

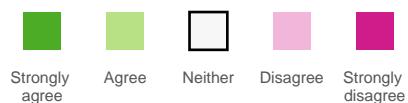
My work

69% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	39	49	7	1	3	88%	0	-2 ◆	-3 ◆
B02 I am sufficiently challenged by my work	32	45	12	8	3	77%	+2	-3 ◆	-6 ◆
B03 My work gives me a sense of personal accomplishment	21	47	17	9	4	69%	-1	-7 ◆	-10 ◆
B04 I feel involved in the decisions that affect my work	10	35	19	22	13	45%	+1	-11 ◆	-16 ◆
B05 I have a choice in deciding how I do my work	18	48	18	10	5	66%	-3 ◆	-8 ◆	-12 ◆

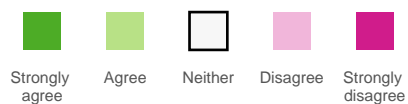
Organisational objectives and purpose

71% 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
B06 I have a clear understanding of my organisation's purpose	18	55	15	8	3	73%	-2	-13 ◆	-18 ◆
B07 I have a clear understanding of my organisation's objectives	15	52	18	10	5	67%	+1	-13 ◆	-18 ◆
B08 I understand how my work contributes to my organisation's objectives	17	56	17	7	3	72%	0	-11 ◆	-15 ◆

All questions by theme

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

My manager

60% -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	17	42	20	13	8	59%	-1	-10 ◆	-14 ◆
B10	My manager is considerate of my life outside work	33	46	14	6	1	79%	0	-3 ◆	-6 ◆
B11	My manager is open to my ideas	28	47	14	6	1	75%	-1	-5 ◆	-9 ◆
B12	My manager helps me to understand how I contribute to my organisation's objectives	15	41	27	12	6	56%	-2 ◆	-9 ◆	-13 ◆
B13	Overall, I have confidence in the decisions made by my manager	21	41	20	10	8	62%	-2	-11 ◆	-16 ◆
B14	My manager recognises when I have done my job well	26	44	18	9	1	69%	-3 ◆	-9 ◆	-12 ◆
B15	I receive regular feedback on my performance	18	41	21	13	6	59%	-4 ◆	-7 ◆	-10 ◆
B16	The feedback I receive helps me to improve my performance	17	35	29	12	7	52%	-1	-11 ◆	-15 ◆
B17	I think that my performance is evaluated fairly	16	36	25	14	9	53%	-1	-11 ◆	-16 ◆
B18	Poor performance is dealt with effectively in my team	8	27	34	18	13	35%	-1	-4 ◆	-8 ◆

My team

77% -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
B19	The people in my team can be relied upon to help when things get difficult in my job	33	49	12	6	1	82%	0	-2 ◆	-5 ◆
B20	The people in my team work together to find ways to improve the service we provide	31	48	14	6	1	79%	0	-3 ◆	-6 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	23	45	18	9	5	69%	-1	-6 ◆	-10 ◆

All questions by theme

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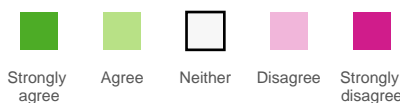
Learning and development

41% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	9	47	24	14	5	56%	-1	-5 ◆	-12 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	36	31	18	8	44%	-4 ◆	-7 ◆	-13 ◆
B24	There are opportunities for me to develop my career in my organisation	6	26	28	23	18	32%	+2 ◆	-11 ◆	-19 ◆
B25	Learning and development activities I have completed while working for my organisation are helping me to develop my career	6	27	30	23	14	33%	0	-11 ◆	-19 ◆

Inclusion and fair treatment

68% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	19	52	17	7	5	71%	0	-8 ◆	-12 ◆
B27	I am treated with respect by the people I work with	24	57	13	3	1	81%	0	-4 ◆	-7 ◆
B28	I feel valued for the work I do	14	39	21	17	8	54%	-3 ◆	-11 ◆	-16 ◆
B29	I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	17	50	20	8	5	67%	+1	-7 ◆	-11 ◆

All questions by theme

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

Resources and workload

66% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	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	62	12	7	7	79%	+1	-3 ♦	-8 ♦
B31 I get the information I need to do my job well	9	50	21	15	5	59%	-2	-10 ♦	-15 ♦
B32 I have clear work objectives	12	52	20	12	7	64%	-2 ♦	-11 ♦	-15 ♦
B33 I have the skills I need to do my job effectively	24	61	10	7	0	85%	0	-3 ♦	-6 ♦
B34 I have the tools I need to do my job effectively	12	52	18	12	5	64%	-1	-6 ♦	-12 ♦
B35 I have an acceptable workload	6	45	20	19	10	52%	+1	-7 ♦	-13 ♦
B36 I achieve a good balance between my work life and my private life	14	48	19	13	7	62%	+1	-5 ♦	-10 ♦

Pay and benefits

29% +1

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	26	19	29	24	7	28%	+2 ♦	-4 ♦	-11 ♦
B38 I am satisfied with the total benefits package	32	24	24	17	7	35%	+1	+1	-6 ♦
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	21	22	29	25	7	24%	0	-3 ♦	-11 ♦

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Leadership and managing change

26% +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
B40	I feel that my organisation as a whole is managed well	24	28	29	18	26%	+2	-21 ◆	-32 ◆	
B41	Senior managers (typically Grade 7 and above) in my organisation are sufficiently visible	5	30	24	25	15	35%	0	-20 ◆	-31 ◆
B42	I believe the actions of senior managers (typically Grade 7 and above) are consistent with my organisation's values	5	28	39	15	13	33%	+2	-16 ◆	-25 ◆
B43	I believe that the Directorate Leadership Team have a clear vision for the future of my organisation [^]	22	37	21	17	25%	+3 ◆	-17 ◆	-29 ◆	
B44	Overall, I have confidence in the decisions made by my organisation's senior managers (typically Grade 7 and above)	22	34	22	18	25%	+2	-19 ◆	-29 ◆	
B45	I feel that change is managed well in my organisation	15	24	34	25	17%	0	-13 ◆	-24 ◆	
B46	When changes are made in my organisation they are usually for the better	12	31	33	22	14%	+1	-16 ◆	-25 ◆	
B47	My organisation keeps me informed about matters that affect me	34	29	20	14	37%	-3 ◆	-19 ◆	-27 ◆	
B48	I have the opportunity to contribute my views before decisions are made that affect me	18	27	31	21	20%	-1	-17 ◆	-27 ◆	
B49	I think it is safe to challenge the way things are done in my organisation	25	30	22	19	29%	0	-14 ◆	-20 ◆	



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 my organisation	9	34	36	14	8	43%	+2	-16 ◆	-24 ◆
B51 I would recommend my organisation as a great place to work	5	23	36	23	13	28%	+2 ◆	-23 ◆	-33 ◆
B52 I feel a strong personal attachment to my organisation	9	30	32	19	10	39%	-1	-8 ◆	-16 ◆
B53 My organisation inspires me to do the best in my job	5	26	36	22	12	31%	+1	-15 ◆	-22 ◆
B54 My organisation motivates me to help it achieve its objectives		24	37	23	12	28%	+2 ◆	-15 ◆	-22 ◆

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 (typically Grade 7 and above) in my organisation will take action on the results from this survey		24	29	23	21	27%	0	-19 ◆	-27 ◆
B56 I believe that managers where I work will take action on the results from this survey	7	34	26	18	15	41%	-4 ◆	-14 ◆	-23 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey		18	38	22	18	22%	-3 ◆	-13 ◆	-19 ◆

All questions by theme

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 ^ 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	28	58	8			85%	-1	-3 ♦	-4 ♦
B59 I believe I would be supported if I try a new idea, even if it may not work	15	46	23	12		61%	0	-8 ♦	-12 ♦
B60 When I talk about my organisation I say "we" rather than "they"	16	43	25	10	6	59%	+2	-12 ♦	-19 ♦
B61 I have some really good friendships at work	28	49	17	5		76%	+1	0	-4 ♦

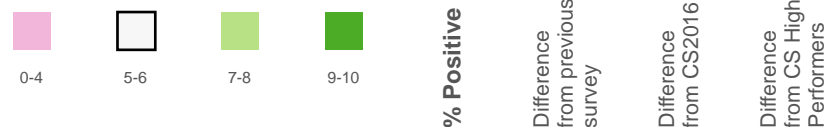
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior managers (typically Grade 7 and above) in my organisation actively role model the behaviours set out in the Civil Service Leadership Statement	25		46	15	11	29%	+4 ♦	-15 ♦	-21 ♦
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	12	40	31	10	7	52%	+1	-10 ♦	-15 ♦

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.

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?	18	25	44	12	57%	0	-10 ♦	-13 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	22	47	17	64%	+1	-7 ♦	-10 ♦
W03 Overall, how happy did you feel yesterday?	20	23	40	18	58%	+4 ♦	-6 ♦	-8 ♦

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	24	18	35	47%	0	-3 ♦	-6 ♦
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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 your organisation?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave my organisation as soon as possible		12%	+1	+4 ◇	+1 ◇
I want to leave my organisation within the next 12 months		14%	0	-1 ◇	-5 ◇
I want to stay working for my organisation for at least the next year		29%	0	-3 ◇	-10 ◇
I want to stay working for my organisation for at least the next three years		45%	-1	+2 ◇	-6 ◇

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?		4	96%	+3 ◇	+4 ◇	+1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		26	74%	+10 ◇	+7 ◇	0
D03. Are you confident that if you raised a concern under the Civil Service Code in your organisation it would be investigated properly?		40	60%	+2 ◇	-7 ◇	-15 ◇

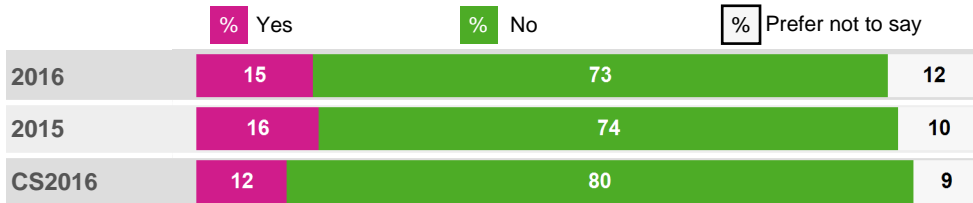


All questions by theme

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Discrimination, harassment and bullying

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

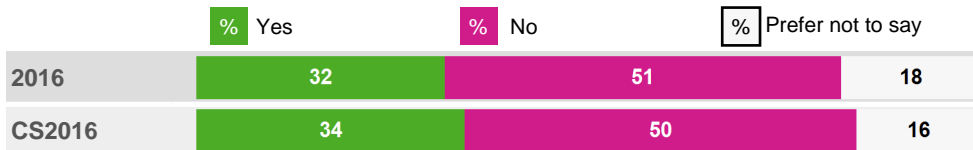


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



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	29
Caring responsibilities	27
Disability	43
Ethnic background	13
Gender	25
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	74
Main spoken/written language or language ability	16
Religion or belief	--
Sexual orientation	--
Social or educational background	13
Working location	37
Working pattern	52
Any other grounds	52
Prefer not to say	32

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	79
Your manager	49
Another manager in my part of your organisation	82
Someone you manage	13
Someone who works for another part of your organisation	16
A member of the public	15
Someone else	--
Prefer not to say	34

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

All questions by theme

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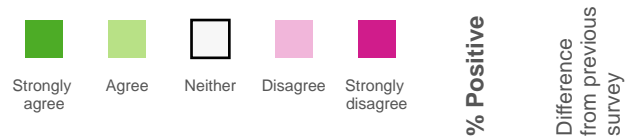
Animal and Plant Health Agency questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand the need for change across the Defra group	16	59	18	6		75%	--
F02	I understand how the changes we are making across the Defra group will make things simpler for our customers	6	29	30	24	11	35%	--
F03	I can see examples of the Defra group working together	5	37	34	18	6	42%	--
F04	My leaders actively engage with me on changes that will make a difference to the way I work	5	31	34	20	10	35%	--
F05	I feel heard when I make suggestions about things that will make a difference to the way I work	5	35	32	18	10	40%	--
F06	I believe my organisation cares about my wellbeing	7	37	25	19	12	44%	-13 ◇
F07	I understand what health and safety standards are expected of me	22	71	6			92%	-1
F08	I have the resources needed to carry out my role to the expected safety standards	14	62	14	7		76%	-2 ◇
F09	My senior manager (typically Grade 7 or above) gives explanations to help me understand the reasoning behind decisions that are made at Directorate Leadership Team level [▲]	5	28	34	20	13	34%	-3 ◇
F10	I attend face to face meetings with my manager at least monthly	Yes: 69%		No: 31%			69%	-2 ◇
F11	Managers across the organisation are committed to continuous improvement of the business and the services we offer	7	40	36	13	5	46%	-2 ◇
F12	We act on feedback from our customers (internal & external)	Yes: 44%		No: 13%	Don't know: 43%		44%	-6 ◇
F13	I would be willing to move between locations and or organisations to develop skills and experience	Yes: 47%		No: 34%	Don't know: 19%		47%	0

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Animal and Plant Health Agency questions



F14	I have taken the opportunity to undertake 5 Learning and Development days this year	Yes: 61%	No: 39%	61%	0
F15	I have had a positive development conversation with my manager who is involved in my learning	Yes: 62%	No: 38%	62%	-6 ◆



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.