



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		42%	-1	-1	-10 ✧
My work		67%	0	-8 ✧	-11 ✧
My manager		68%	+4 ✧	0	-3 ✧
Learning and development		50%	-5 ✧	0	-5 ✧
Pay and benefits		20%	-6 ✧	-11 ✧	-17 ✧
Resources and workload		76%	+2 ✧	+3 ✧	-1
Organisational objectives and purpose		86%	-3 ✧	+4 ✧	-1 ✧
My team		80%	+3 ✧	0	-3 ✧
Inclusion and fair treatment		72%	0	-4 ✧	-8 ✧



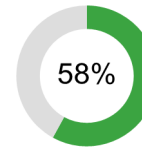
Strength of association with engagement



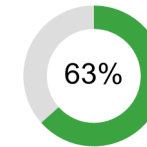
Statistically significant difference from comparison

Wellbeing

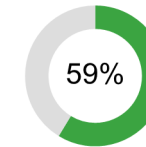
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



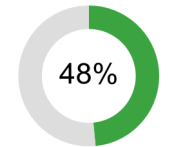
W01. Overall, how satisfied are you with your life nowadays?



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



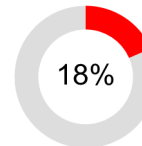
W03. Overall, how happy did you feel yesterday?



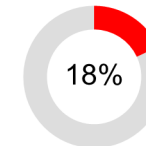
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

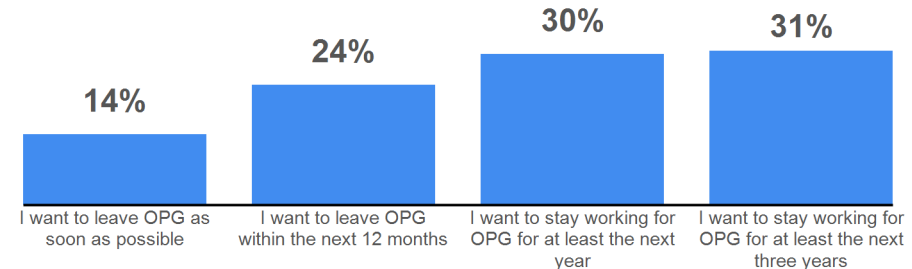


During the past 12 months have you personally experienced discrimination at work?



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

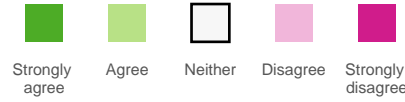
My work

67% 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	32	52	9	5		84%	0	-5 ◆	-7 ◆
B02 I am sufficiently challenged by my work	25	44	15	12		69%	+1	-11 ◆	-14 ◆
B03 My work gives me a sense of personal accomplishment	23	45	18	11		68%	-1	-7 ◆	-11 ◆
B04 I feel involved in the decisions that affect my work	15	36	18	20	11	51%	+1	-6 ◆	-11 ◆
B05 I have a choice in deciding how I do my work	19	44	17	15	6	62%	+1	-12 ◆	-16 ◆

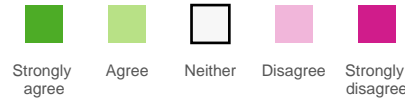
Organisational objectives and purpose

86% -3

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
B06 I have a clear understanding of OPG's purpose	36	53	8			89%	-2 ◆	+3 ◆	-1 ◆
B07 I have a clear understanding of OPG's objectives	30	53	11	5		83%	-4 ◆	+3 ◆	-2 ◆
B08 I understand how my work contributes to OPG's objectives	35	52	9			87%	-1	+4 ◆	0



All questions by theme

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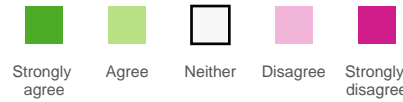
My manager

68% +4

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	24	46	14	10	6	69%	+3 ◆	+1	-4 ◆
B10	My manager is considerate of my life outside work	36	42	13	5	5	78%	+7 ◆	-4 ◆	-7 ◆
B11	My manager is open to my ideas	29	47	14	6	6	76%	+6 ◆	-5 ◆	-8 ◆
B12	My manager helps me to understand how I contribute to OPG's objectives	22	46	22	7	7	68%	+5 ◆	+3 ◆	-2 ◆
B13	Overall, I have confidence in the decisions made by my manager	27	45	14	9	5	72%	+5 ◆	-1	-7 ◆
B14	My manager recognises when I have done my job well	30	42	13	9	5	72%	+2	-6 ◆	-9 ◆
B15	I receive regular feedback on my performance	24	44	17	11	6	68%	0	+2 ◆	-1
B16	The feedback I receive helps me to improve my performance	24	43	19	9	9	67%	+3 ◆	+5 ◆	+1
B17	I think that my performance is evaluated fairly	19	44	17	13	6	64%	+2 ◆	0	-5 ◆
B18	Poor performance is dealt with effectively in my team	14	35	32	12	8	49%	+5 ◆	+10 ◆	+6 ◆

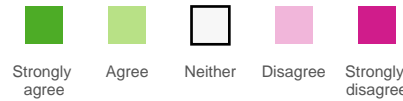
My team

80% +3

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	37	49	9	5	0	86%	+3 ◆	+2 ◆	-1
B20	The people in my team work together to find ways to improve the service we provide	33	49	12	6	0	82%	+3 ◆	0	-3 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	27	45	18	7	3	72%	+3 ◆	-2 ◆	-7 ◆



All questions by theme

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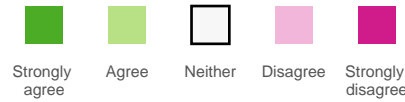
Learning and development

50% -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	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	11	52	20	13	0	63%	0	+2 ◆	-5 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	36	32	16	6	46%	-7 ◆	-4 ◆	-11 ◆
B24	There are opportunities for me to develop my career in OPG	12	39	23	16	10	51%	-7 ◆	+9 ◆	0
B25	Learning and development activities I have completed while working for OPG are helping me to develop my career	10	30	33	19	9	40%	-7 ◆	-4 ◆	-12 ◆

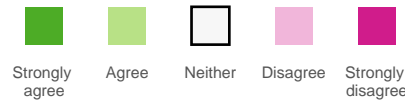
Inclusion and fair treatment

72% 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	23	50	11	10	5	73%	-1	-6 ◆	-10 ◆
B27	I am treated with respect by the people I work with	27	54	10	0	0	81%	+1	-3 ◆	-6 ◆
B28	I feel valued for the work I do	19	37	19	15	9	56%	0	-8 ◆	-14 ◆
B29	I think that OPG respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	49	12	6	5	76%	-1	+2 ◆	-2 ◆



All questions by theme

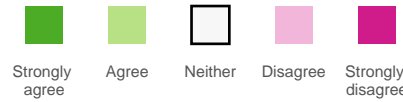
◆ indicates statistically significant difference from comparison
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Resources and workload **76%** +2

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	26	61	7	2	4	87%	+1	+5 ◆	+1 ◆
B31 I get the information I need to do my job well	18	55	14	10	5	73%	+4 ◆	+4 ◆	-1
B32 I have clear work objectives	21	59	12	6	2	80%	+3 ◆	+5 ◆	0
B33 I have the skills I need to do my job effectively	29	60	7	2	2	89%	+2 ◆	0	-2 ◆
B34 I have the tools I need to do my job effectively	17	52	14	12	5	69%	+2 ◆	-1	-6 ◆
B35 I have an acceptable workload	14	49	16	15	6	63%	+2	+4 ◆	-2 ◆
B36 I achieve a good balance between my work life and my private life	19	52	15	9	5	71%	+3 ◆	+4 ◆	-1

Pay and benefits

20% -6

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	15	16	27	38	2	19%	-6 ◆	-13 ◆	-20 ◆
B38 I am satisfied with the total benefits package	20	27	22	26	5	25%	-7 ◆	-9 ◆	-16 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	13	13	23	47	4	17%	-6 ◆	-10 ◆	-17 ◆



All questions by theme

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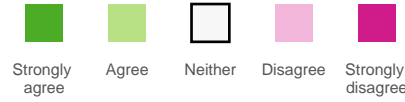
Leadership and
managing change

42% -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 OPG as a whole is managed well	7	33	25	23	11	40%	-6 ◆	-7 ◆	-18 ◆
B41 Senior managers in OPG are sufficiently visible	13	46	20	14	7	59%	+4 ◆	+4 ◆	-7 ◆
B42 I believe the actions of senior managers are consistent with OPG's values	10	33	31	15	10	43%	-1	-5 ◆	-14 ◆
B43 I believe that the Executive Management Team has a clear vision for the future of OPG	9	37	38	9	7	46%	-6 ◆	+3 ◆	-8 ◆
B44 Overall, I have confidence in the decisions made by OPG's senior managers	9	31	32	17	12	40%	-3 ◆	-4 ◆	-15 ◆
B45 I feel that change is managed well in OPG	6	27	23	27	17	33%	+1	+4 ◆	-8 ◆
B46 When changes are made in OPG they are usually for the better	6	30	34	19	11	36%	-5 ◆	+6 ◆	-2 ◆
B47 OPG keeps me informed about matters that affect me	7	45	20	18	10	52%	+1	-4 ◆	-12 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	7	27	24	27	16	34%	+2	-4 ◆	-14 ◆
B49 I think it is safe to challenge the way things are done in OPG	7	32	26	21	14	39%	0	-4 ◆	-9 ◆



All questions by theme

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^ 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 OPG	18	40	31	6	6	58%	-6 ◆	-1	-8 ◆
B51 I would recommend OPG as a great place to work	13	36	28	16	7	49%	-6 ◆	-2 ◆	-12 ◆
B52 I feel a strong personal attachment to OPG	12	30	33	17	9	42%	+1	-6 ◆	-14 ◆
B53 OPG inspires me to do the best in my job	13	33	32	15	7	46%	-2	0	-7 ◆
B54 OPG motivates me to help it achieve its objectives	12	34	32	16	7	45%	-2	+2 ◆	-5 ◆

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 OPG will take action on the results from this survey	9	32	24	18	17	41%	-1	-5 ◆	-13 ◆
B56 I believe that managers where I work will take action on the results from this survey	13	37	22	14	14	50%	+5 ◆	-5 ◆	-14 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	10	28	35	14	13	38%	+5 ◆	+3 ◆	-3 ◆



All questions by theme

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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	29	60	7			89%	0	+1	-1 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	17	45	23	10		62%	+3 ◆	-7 ◆	-11 ◆
B60 When I talk about OPG I say "we" rather than "they"	20	50	19	7		70%	+1	-1	-8 ◆
B61 I have some really good friendships at work	31	48	15	5		79%	+5 ◆	+2 ◆	-2 ◆

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 OPG actively role model the behaviours set out in the Civil Service Leadership Statement	8	35	35	13	9	42%	+3 ◆	-1	-7 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	44	24	7	6	63%	+7 ◆	+1	-5 ◆



All questions by theme

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Wellbeing

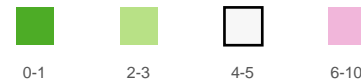


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	15	27	44	14	58%	-1	-8 ◆	-11 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	25	43	20	63%	-1	-8 ◆	-10 ◆
W03 Overall, how happy did you feel yesterday?	20	21	40	19	59%	+4 ◆	-5 ◆	-7 ◆

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?	24	24	19	32	48%	0	-1	-5 ◆



All questions by theme

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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 CS2016	Difference from CS High Performers
I want to leave OPG as soon as possible		14%	+4 ◇	+6 ◇	+3 ◇
I want to leave OPG within the next 12 months		24%	+5 ◇	+9 ◇	+5 ◇
I want to stay working for OPG for at least the next year		30%	0	-2 ◇	-9 ◇
I want to stay working for OPG for at least the next three years		31%	-8 ◇	-12 ◇	-20 ◇

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?		12	88%	+5 ◇	-3 ◇	-7 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		31	69%	+7 ◇	+2 ◇	-5 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in OPG it would be investigated properly?		37	63%	+1	-4 ◇	-12 ◇

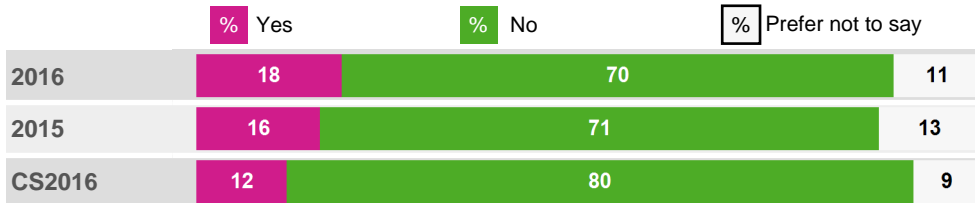


All questions by theme

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Discrimination, harassment and bullying

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

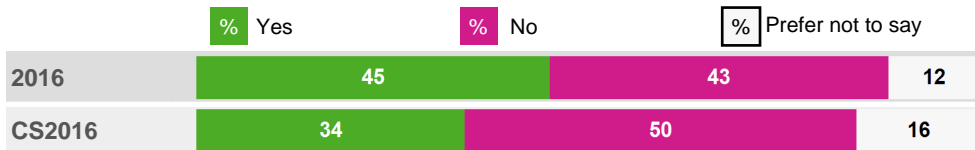


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



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	19
Caring responsibilities	14
Disability	18
Ethnic background	23
Gender	18
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	49
Main spoken/written language or language ability	--
Religion or belief	19
Sexual orientation	--
Social or educational background	12
Working location	10
Working pattern	33
Any other grounds	50
Prefer not to say	19

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	46
Your manager	47
Another manager in my part of OPG	48
Someone you manage	--
Someone who works for another part of OPG	19
A member of the public	--
Someone else	--
Prefer not to say	19

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



All questions by theme

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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	13	52	23	9		65%	0
F02 I believe Continuous Improvement activity has made a positive difference to the way I work	10	39	33	14	5	49%	-1
F03 I have a clear understanding of how I can help the customer	23	64	10			87%	+1
F04 My colleagues help me to help the customer	23	64	10			87%	+5 ◆
F05 Overall I am satisfied with the job I do	19	53	15	10		72%	-2 ◆
F06 I have developed my professional skills over the last 12 months	17	47	18	12	6	64%	--
F07 As a result of my development plan this year, I am strengthening my capability	13	40	26	14	7	53%	-3 ◆
F08 I feel responsible for achieving value for money when I take decisions^	15	47	26	8		62%	0
F09 I consider value for money implications of the decisions that I make in my day to day work^	17	49	24	7		66%	+3 ◆
F10 I believe that the Team Information Board is an effective means of communication for my team	10	29	27	18	15	39%	-3 ◆
F11 In my office there is a strong feeling of teamwork and collaboration with the rest of OPG	16	36	21	18	8	52%	-7 ◆
F12 I am confident that OPG is taking effective action to reduce discrimination, bullying and harassment	16	41	26	10	8	57%	+5 ◆



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.