



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 CS2015	Difference from CS High Performers
Leadership and managing change		37%	-7 ✧	-5 ✧	-14 ✧
My manager		75%	+3 ✧	+7 ✧	+4 ✧
Learning and development		52%	+1	+3 ✧	-3 ✧
Pay and benefits		55%	+4 ✧	+25 ✧	+19 ✧
My work		76%	-3 ✧	+1 ✧	-2 ✧
Resources and workload		76%	+4 ✧	+3 ✧	-1 ✧
Organisational objectives and purpose		81%	-1	-2 ✧	-6 ✧
My team		85%	0	+5 ✧	+2 ✧
Inclusion and fair treatment		80%	-2	+5 ✧	+1 ✧

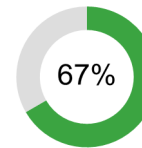


Strength of association with engagement

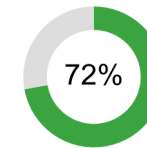


Statistically significant difference from comparison

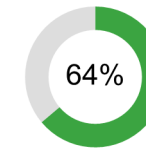
Wellbeing



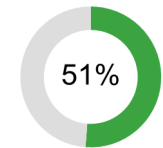
Overall, how satisfied are you with your life nowadays?



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

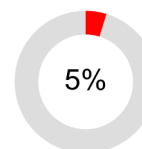


Overall, how happy did you feel yesterday?

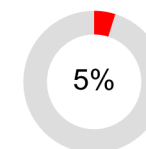


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

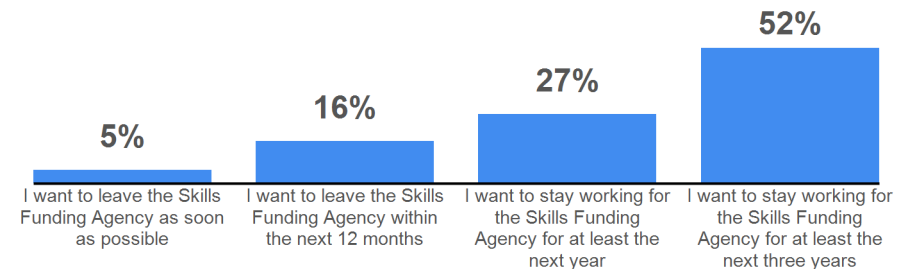


During the past 12 months have you personally experienced discrimination at work?



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

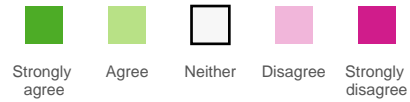
My work

76% -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	42	49	5	1	1	90%	-2 ◆	+1 ◆	-1 ◆
B02 I am sufficiently challenged by my work	33	47	9	8	1	80%	-3 ◆	+1	-3 ◆
B03 My work gives me a sense of personal accomplishment	25	51	14	7	1	76%	-2	0	-3 ◆
B04 I feel involved in the decisions that affect my work	13	43	20	17	8	55%	-6 ◆	-1	-9 ◆
B05 I have a choice in deciding how I do my work	28	51	13	5	1	78%	-1	+5 ◆	0

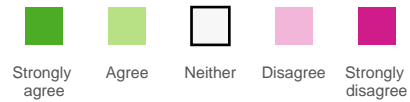
Organisational objectives and purpose

81% -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
B06 I have a clear understanding of the Skills Funding Agency's purpose	29	53	8	7	1	81%	-2 ◆	-3 ◆	-8 ◆
B07 I have a clear understanding of the Skills Funding Agency's objectives	25	52	12	7	1	78%	-2	-2 ◆	-7 ◆
B08 I understand how my work contributes to the Skills Funding Agency's objectives	30	53	9	5	1	83%	+1	0	-4 ◆



All questions by theme

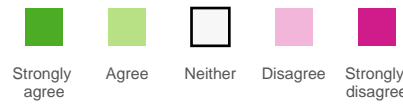
◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My manager

75% +3
 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	31	45	12	7	5	76%	+2	+8 ◆	+4 ◆
B10	My manager is considerate of my life outside work	47	39	8			86%	+1	+4 ◆	0
B11	My manager is open to my ideas	43	44	7			87%	0	+6 ◆	+2 ◆
B12	My manager helps me to understand how I contribute to the Skills Funding Agency's objectives	29	45	17	5		74%	+2	+11 ◆	+6 ◆
B13	Overall, I have confidence in the decisions made by my manager	37	43	11		5	80%	+1	+8 ◆	+3 ◆
B14	My manager recognises when I have done my job well	38	45	9			83%	+3 ◆	+4 ◆	+2 ◆
B15	I receive regular feedback on my performance	29	44	13	9		73%	+5 ◆	+7 ◆	+4 ◆
B16	The feedback I receive helps me to improve my performance	27	44	18	6	5	71%	+4 ◆	+9 ◆	+6 ◆
B17	I think that my performance is evaluated fairly	26	44	19	7	5	69%	+5 ◆	+7 ◆	+1 ◆
B18	Poor performance is dealt with effectively in my team	13	35	33	12	8	47%	+9 ◆	+8 ◆	+4 ◆

My team

85% 0
 Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from 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	46	42	5			88%	+1	+4 ◆	+1 ◆
B20	The people in my team work together to find ways to improve the service we provide	43	42	8			85%	0	+5 ◆	+1 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	38	43	10	5		81%	+1	+7 ◆	+3 ◆



All questions by theme

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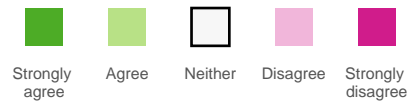
Learning and development

52% +1

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	19	52	17	9	7	71%	+3 ◆	+8 ◆	+3 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	48	27	7	7	65%	+6 ◆	+13 ◆	+7 ◆
B24	There are opportunities for me to develop my career in the Skills Funding Agency	7	18	21	30	23	25%	-5 ◆	-16 ◆	-24 ◆
B25	Learning and development activities I have completed while working for the Skills Funding Agency are helping me to develop my career	12	37	29	15	7	49%	+2	+5 ◆	-1

Inclusion and fair treatment

80% -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
B26	I am treated fairly at work	31	53	10	6	7	84%	-2 ◆	+6 ◆	+2 ◆
B27	I am treated with respect by the people I work with	36	52	8	4	7	88%	-2 ◆	+4 ◆	+1 ◆
B28	I feel valued for the work I do	23	44	18	10	7	67%	-3 ◆	+4 ◆	-2 ◆
B29	I think that the Skills Funding Agency respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	53	14	7	7	80%	-1	+8 ◆	+2 ◆



All questions by theme

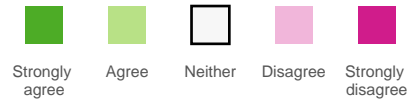
◆ indicates statistically significant difference from comparison
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Resources and workload **76%** +4

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	27	56	9	5	5	84%	+4 ◆	0	-2 ◆
B31 I get the information I need to do my job well	16	52	17	11	5	68%	+3 ◆	-1	-5 ◆
B32 I have clear work objectives	22	54	12	7	5	76%	+2	0	-4 ◆
B33 I have the skills I need to do my job effectively	29	60	7	1	3	89%	+2 ◆	+1	-1 ◆
B34 I have the tools I need to do my job effectively	19	58	12	8	5	77%	+5 ◆	+8 ◆	+3 ◆
B35 I have an acceptable workload	11	53	14	15	7	64%	+5 ◆	+5 ◆	0
B36 I achieve a good balance between my work life and my private life	19	53	15	10	5	71%	+6 ◆	+5 ◆	0

Pay and benefits

55% +4

Difference from previous survey



Strength of association with engagement



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	9	43	16	20	11	52%	+6 ◆	+21 ◆	+15 ◆
B38 I am satisfied with the total benefits package	12	48	18	13	9	60%	+2	+27 ◆	+21 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	13	38	19	17	12	52%	+2	+26 ◆	+20 ◆



All questions by theme

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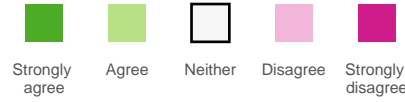
Leadership and managing change

37% -7

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that the Skills Funding Agency as a whole is managed well	5	41	25	21	9	46%	-4 ◆	0	-10 ◆
B41	Senior managers in the Skills Funding Agency are sufficiently visible	8	47	19	18	8	54%	-7 ◆	+1	-11 ◆
B42	I believe the actions of senior managers are consistent with the Skills Funding Agency's values	7	41	33	13	6	48%	-7 ◆	+3 ◆	-8 ◆
B43	I believe that the Executive Management Team has a clear vision for the future of the Skills Funding Agency	5	29	30	23	14	34%	-11 ◆	-9 ◆	-20 ◆
B44	Overall, I have confidence in the decisions made by the SFA's senior managers^	6	33	33	19	10	39%	-11 ◆	-3 ◆	-13 ◆
B45	I feel that change is managed well in the Skills Funding Agency	2	22	28	29	17	26%	-3 ◆	-5 ◆	-13 ◆
B46	When changes are made in the Skills Funding Agency they are usually for the better	10	32	36	20	2	12%	-8 ◆	-15 ◆	-23 ◆
B47	The Skills Funding Agency keeps me informed about matters that affect me	6	48	24	13	9	54%	-11 ◆	-1 ◆	-10 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	2	22	26	34	16	24%	-9 ◆	-12 ◆	-20 ◆
B49	I think it is safe to challenge the way things are done in the Skills Funding Agency	5	32	32	20	12	37%	-5 ◆	-5 ◆	-13 ◆



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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of the Skills Funding Agency	10	42	37	8	5	52%	-1	-5 ◆	-15 ◆
B51 I would recommend the Skills Funding Agency as a great place to work	9	32	32	19	8	41%	-7 ◆	-6 ◆	-18 ◆
B52 I feel a strong personal attachment to the Skills Funding Agency	12	41	27	15	5	52%	+3 ◆	+6 ◆	-1
B53 The Skills Funding Agency inspires me to do the best in my job	10	36	35	14	5	46%	0	+2 ◆	-5 ◆
B54 The Skills Funding Agency motivates me to help it achieve its objectives	8	36	35	15	6	44%	0	+3 ◆	-4 ◆

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 the Skills Funding Agency will take action on the results from this survey	7	35	28	19	11	43%	-2	-1	-12 ◆
B56 I believe that managers where I work will take action on the results from this survey	14	47	21	11	7	61%	0	+6 ◆	-1
B57 Where I work, I think effective action has been taken on the results of the last survey	9	32	37	13	8	41%	+9 ◆	+8 ◆	-1



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	36	55				91%	0	+3 ◆	+1 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	25	52	14	7		77%	0	+9 ◆	+4 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	19	57	15	6		76%	+3 ◆	+11 ◆	+6 ◆
B61 When I talk about the Skills Funding Agency I say "we" rather than "they"	29	53	12			82%	-1	+12 ◆	+4 ◆
B62 I have some really good friendships at work	30	50	13	5		80%	-1	+5 ◆	+1

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	28	50	13	5		78%	--	+11 ◆	+7 ◆
B64 Senior managers inspire people across the Skills Funding Agency to do their best	9	38	31	15	7	47%	--	+10 ◆	+1
B65 My manager leads our team with confidence	32	48	11	5		80%	--	+10 ◆	+4 ◆
B66 Senior managers lead the Skills Funding Agency with confidence	13	40	29	13	6	52%	--	+5 ◆	-5 ◆
B67 My manager empowers me to do my job effectively	31	50	11			82%	--	+10 ◆	+6 ◆
B68 The SFA's senior managers empower teams to deliver	11	38	31	13	7	49%	--	+9 ◆	+1
B69 Senior managers in the Skills Funding Agency actively role model the behaviours set out in the Civil Service Leadership Statement	8	32	42	12	7	40%	--	+5 ◆	-3 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	21	46	25	5		68%	--	+11 ◆	+6 ◆



All questions by theme

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Wellbeing

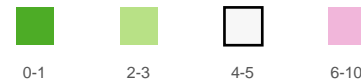


Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	12	22	48	19	67%	+2	+1 ◆	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	19	47	25	72%	0	+1	-2 ◆
W03 Overall, how happy did you feel yesterday?	12	24	41	23	64%	+1	+2 ◆	-1 ◆

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 CS2015	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	24	27	19	30	51%	0	+1	-1



All questions by theme

◇ indicates statistically significant difference from comparison
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Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the Skills Funding Agency?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave the Skills Funding Agency as soon as possible		5%	+1	-4	-6
I want to leave the Skills Funding Agency within the next 12 months		16%	+9 ◇	+1	-3 ◇
I want to stay working for the Skills Funding Agency for at least the next year		27%	-6 ◇	-5 ◇	-11 ◇
I want to stay working for the Skills Funding Agency for at least the next three years		52%	-4	+9 ◇	+1

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?		7	93%	-1	+2 ◇	-1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		30	70%	+2 ◇	+3 ◇	-3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Skills Funding Agency it would be investigated properly?		25	75%	+1	+7 ◇	+2 ◇

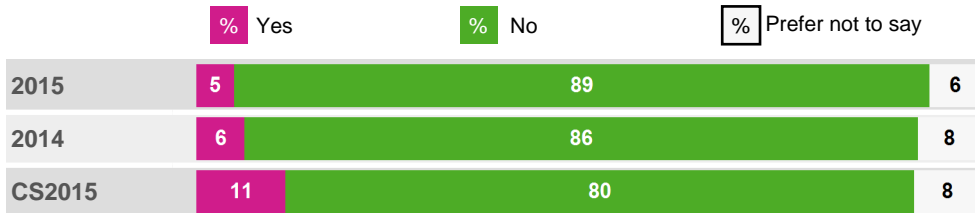


All questions by theme

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Discrimination, harassment and bullying

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



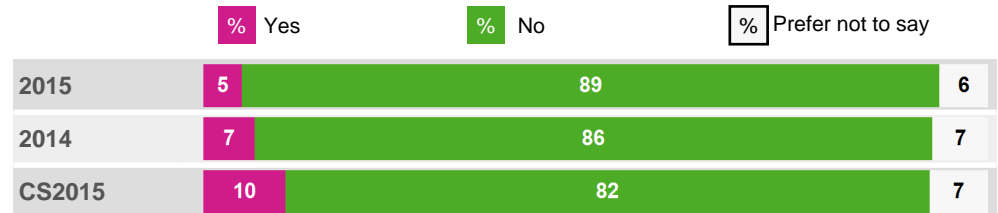
For respondents who selected 'Yes' to question E01.

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

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

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)

Who	Response Count
A colleague	19
Your manager	--
Another manager in my part of the Skills Funding Agency	--
Someone you manage	--
Someone who works for another part of the Skills Funding Agency	--
A member of the public	--
Someone else	--
Prefer not to say	--

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



Appendix

Glossary of key terms

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