

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		61%	+10 ✧	+18 ✧	+9 ✧
My work		79%	+7 ✧	+4 ✧	+1
My manager		73%	+7 ✧	+5 ✧	+2
Pay and benefits		17%	+3	-14 ✧	-21 ✧
Learning and development		65%	+13 ✧	+14 ✧	+10 ✧
Organisational objectives and purpose		85%	0	+2	-3
My team		81%	+1	+1	-2
Inclusion and fair treatment		78%	+6	+2	-2
Resources and workload		73%	-6	0	-3



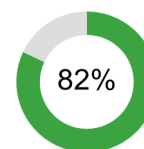
Strength of association with engagement



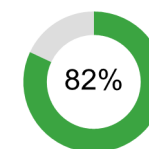
Statistically significant difference from comparison

Wellbeing

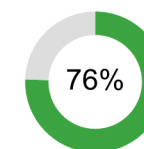
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



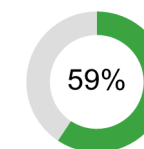
W01. Overall, how satisfied are you with your life nowadays?



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



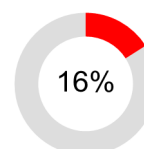
W03. Overall, how happy did you feel yesterday?



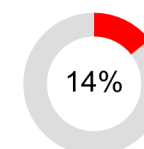
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

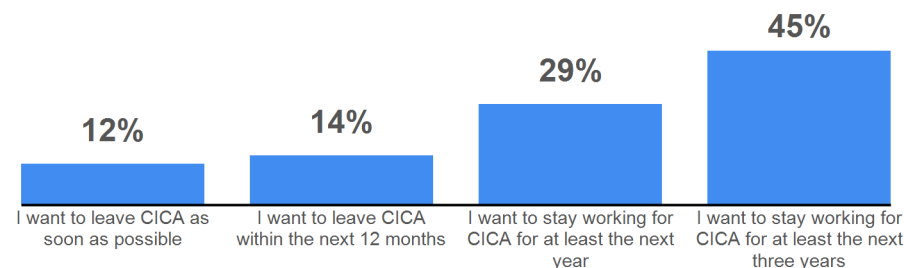


During the past 12 months have you personally experienced discrimination at work?



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% +7
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

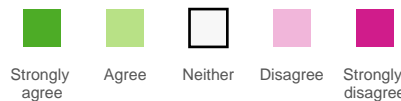
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	48	46	5	0	0	94%	+4 ◆	+4 ◆	+3 ◆
B02 I am sufficiently challenged by my work	36	47	5	7	5	83%	+6 ◆	+3	+1
B03 My work gives me a sense of personal accomplishment	37	43	9	9	0	80%	+4	+5 ◆	+1
B04 I feel involved in the decisions that affect my work	19	45	13	9	13	65%	+13 ◆	+8 ◆	+3
B05 I have a choice in deciding how I do my work	26	46	9	7	12	72%	+8 ◆	-2	-7 ◆

Organisational objectives and purpose

85% 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 CICA's purpose	45	41	5	7	0	86%	-1	0	-5 ◆
B07 I have a clear understanding of CICA's objectives	40	43	5	8	0	83%	0	+4 ◆	-1
B08 I understand how my work contributes to CICA's objectives	42	43	5	5	5	85%	+1	+2	-2

All questions by theme

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

My manager

73% +7
 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
B09 My manager motivates me to be more effective in my job	23	49	8	7	12	73%	+8 ◆	+4 ◆	0
B10 My manager is considerate of my life outside work	36	43	7	6	8	79%	+1	-3	-6 ◆
B11 My manager is open to my ideas	33	49	5	11		82%	+7 ◆	+2	-2
B12 My manager helps me to understand how I contribute to CICA's objectives	23	54	9	11		78%	+10 ◆	+13 ◆	+8 ◆
B13 Overall, I have confidence in the decisions made by my manager	30	47	9	5	10	77%	+8 ◆	+4	-1
B14 My manager recognises when I have done my job well	29	47	10	13		76%	+7 ◆	-2	-6 ◆
B15 I receive regular feedback on my performance	23	52	7	9	9	75%	+8 ◆	+9 ◆	+6 ◆
B16 The feedback I receive helps me to improve my performance	24	48	12	6	10	72%	+11 ◆	+9 ◆	+6 ◆
B17 I think that my performance is evaluated fairly	18	50	10	9	13	68%	+6	+5 ◆	0
B18 Poor performance is dealt with effectively in my team	10	38	31	10	11	48%	+4	+9 ◆	+5 ◆

My team

81% +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
B19 The people in my team can be relied upon to help when things get difficult in my job	37	46	7	7		83%	-2	-2	-4 ◆
B20 The people in my team work together to find ways to improve the service we provide	37	43	9	8		81%	0	-1	-4 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	37	43	8	10		80%	+7 ◆	+6 ◆	+1



All questions by theme

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^ indicates a variation in question wording from your previous survey

Learning and development

65% +13

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	19	55	15	7	7	74%	+4	+14 ◆	+7 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	18	49	19	9	5	67%	+6	+16 ◆	+10 ◆
B24	There are opportunities for me to develop my career in CICA	15	45	19	7	14	60%	+26 ◆	+17 ◆	+9 ◆
B25	Learning and development activities I have completed while working for CICA are helping me to develop my career	16	42	23	9	10	58%	+13 ◆	+15 ◆	+7 ◆

Inclusion and fair treatment

78% +6

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
B26	I am treated fairly at work	29	51	6	11	3	81%	+7 ◆	+2	-2
B27	I am treated with respect by the people I work with	33	53	5	9	0	86%	+7 ◆	+1	-2
B28	I feel valued for the work I do	23	45	14	6	12	69%	+4	+4	-1
B29	I think that CICA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	50	10	6	8	77%	+4	+3	-1

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Resources and workload

73% -6

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	23	56	7	6	7	79%	-6 ◆	-3	-7 ◆
B31 I get the information I need to do my job well	20	59	6	6	9	79%	+6	+10 ◆	+5 ◆
B32 I have clear work objectives	18	49	13	10	11	66%	-9 ◆	-9 ◆	-13 ◆
B33 I have the skills I need to do my job effectively	27	56	12			83%	-7 ◆	-5 ◆	-8 ◆
B34 I have the tools I need to do my job effectively	21	54	13	8		75%	-6 ◆	+5 ◆	0
B35 I have an acceptable workload	13	43	19	19	6	56%	-14 ◆	-2	-9 ◆
B36 I achieve a good balance between my work life and my private life	23	50	10	13	5	73%	-6 ◆	+6 ◆	+1

Pay and benefits

17% +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
B37 I feel that my pay adequately reflects my performance	14	6		38	39	16%	+3	-16 ◆	-23 ◆
B38 I am satisfied with the total benefits package	19	15		31	31	23%	+5	-11 ◆	-18 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	9	6		37	45	11%	+1	-15 ◆	-23 ◆



All questions by theme

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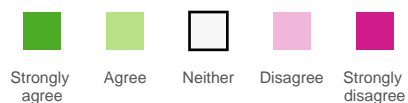
Leadership and managing change

61% +10

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 CICA as a whole is managed well	14	49	14	14	9	63%	+13 ◆	+16 ◆	+5 ◆
B41 Senior managers in CICA are sufficiently visible	31	51	8	5	5	82%	+9 ◆	+27 ◆	+17 ◆
B42 I believe the actions of senior managers are consistent with CICA's values	23	44	10	13	10	67%	+11 ◆	+19 ◆	+10 ◆
B43 I believe that the Executive Management Board has a clear vision for the future of CICA	25	41	14	7	11	67%	+11 ◆	+24 ◆	+13 ◆
B44 Overall, I have confidence in the decisions made by CICA's senior managers	20	43	15	10	12	63%	+19 ◆	+19 ◆	+8 ◆
B45 I feel that change is managed well in CICA	10	42	15	19	14	51%	+8 ◆	+22 ◆	+10 ◆
B46 When changes are made in CICA they are usually for the better	9	42	22	18	9	51%	+12 ◆	+21 ◆	+12 ◆
B47 CICA keeps me informed about matters that affect me	13	51	17	11	8	63%	+3	+8 ◆	-1
B48 I have the opportunity to contribute my views before decisions are made that affect me	13	39	18	16	15	52%	+1	+14 ◆	+4 ◆
B49 I think it is safe to challenge the way things are done in CICA	12	44	15	15	14	56%	+12 ◆	+13 ◆	+7 ◆



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 CICA	21	45	25	6	6	66%	+13 ◆	+7 ◆	0
B51 I would recommend CICA as a great place to work	18	37	22	14	8	55%	+19 ◆	+4 ◆	-5 ◆
B52 I feel a strong personal attachment to CICA	24	45	18	6	7	69%	+8 ◆	+21 ◆	+13 ◆
B53 CICA inspires me to do the best in my job	19	48	16	8	9	67%	+19 ◆	+21 ◆	+14 ◆
B54 CICA motivates me to help it achieve its objectives	17	50	15	8	11	66%	+22 ◆	+23 ◆	+16 ◆

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 CICA will take action on the results from this survey	21	48	10	5	16	69%	+15 ◆	+23 ◆	+15 ◆
B56 I believe that managers where I work will take action on the results from this survey	17	57	11	14	14	74%	+9 ◆	+19 ◆	+10 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	14	39	25	7	16	52%	+2	+17 ◆	+11 ◆



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	34	53	5	5	5	87%	-1	-1	-3 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	25	48	12	5	10	73%	+9 ◇	+4 ◇	0
B60 When I talk about CICA I say "we" rather than "they"	25	53	8	8	6	78%	+1	+7 ◇	-1
B61 I have some really good friendships at work	38	40	11	9	2	77%	+4	+1	-3

Leadership statement

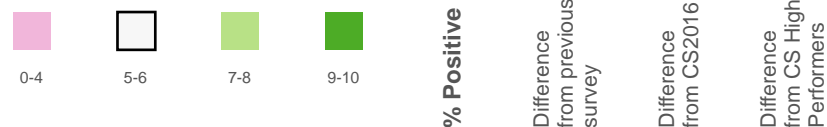
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior managers in CICA actively role model the behaviours set out in the Civil Service Leadership Statement	18	43	20	9	10	61%	+22 ◇	+18 ◇	+12 ◇
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	50	17	5	9	70%	+12 ◇	+8 ◇	+3



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?	8	10	65	17	82%	+12 ◆	+16 ◆	+13 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	11	53	29	82%	+7 ◆	+11 ◆	+8 ◆
W03 Overall, how happy did you feel yesterday?	9	16	48	27	76%	+10 ◆	+12 ◆	+9 ◆

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?	28	31	15	26	59%	+3	+9 ◆	+6 ◆



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 CICA?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave CICA as soon as possible		12%	-5	+4	+1
I want to leave CICA within the next 12 months		14%	-8 ◇	-1	-5
I want to stay working for CICA for at least the next year		29%	-2	-3	-10 ◇
I want to stay working for CICA for at least the next three years		45%	+14 ◇	+1	-7 ◇

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%	+4 ◇	+2	-2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		15	85%	+12 ◇	+18 ◇	+11 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in CICA it would be investigated properly?		23	77%	+3	+9 ◇	+1

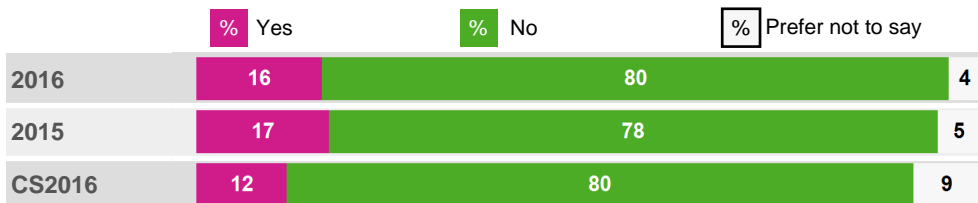


All questions by theme

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Discrimination, harassment and bullying

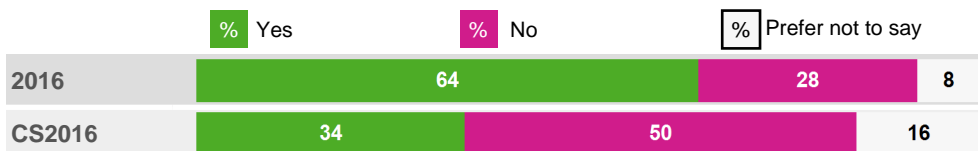
E01. During the past 12 months, have you personally experienced discrimination at work?



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)

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	--

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)

Person	Response Count
A colleague	--
Your manager	18
Another manager in my part of CICA	--
Someone you manage	--
Someone who works for another part of CICA	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

Criminal Injuries Compensation Authority questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I understand my role and the part I play in delivering CICA's objectives ^	32	54	7	5		86%	+13 ◆
F02 I am kept informed about what is going on in CICA	25	51	12	8		76%	--
F03 I attend face-to-face meetings with my manager at least monthly	Yes: 71%		No: 29%			71%	--
F04 I have developed my professional skills over the last 12 months	21	45	17	12	6	66%	--
F05 As a result of my development plan this year, I am strengthening my capability	18	46	19	10	7	63%	+10 ◆
F06 I feel responsible for achieving value for money when I take decisions^	25	49	14	6	5	75%	+7 ◆
F07 I consider value for money implications of the decisions that I make in my day to day work^	30	50	11	5		80%	+7 ◆
F08 I think that CICA supports staff health and wellbeing initiatives	25	47	11	7	9	72%	+8 ◆
F09 In my team, there is a strong feeling of teamwork and collaboration with the rest of CICA	29	46	8	6	11	75%	+16 ◆
F10 I am confident that CICA is taking effective action to reduce discrimination, bullying and harassment	18	51	17	11		70%	+22 ◆
F11 Overall I am satisfied with the job I do	25	56	9	5	6	81%	+9 ◆



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.