


# Home Office (Corporate Report)

Returns : 15,519

Response rate : 51%

Civil Service People Survey 2015

 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.



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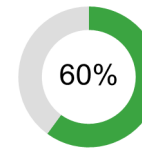
Statistically significant difference from comparison

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.

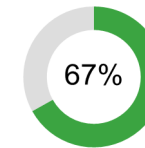
## Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		35%	0	-8 ✧	-17 ✧
My work		66%	-1 ✧	-9 ✧	-12 ✧
My manager		61%	0	-7 ✧	-10 ✧
Resources and workload		66%	-1 ✧	-6 ✧	-10 ✧
Pay and benefits		28%	0	-2 ✧	-8 ✧
Learning and development		42%	-3 ✧	-7 ✧	-13 ✧
Organisational objectives and purpose		80%	-1 ✧	-2 ✧	-6 ✧
My team		75%	0	-5 ✧	-8 ✧
Inclusion and fair treatment		68%	-1 ✧	-7 ✧	-11 ✧

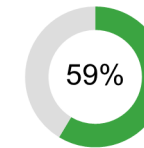
## Wellbeing



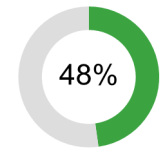
Overall, how satisfied are you with your life nowadays?



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

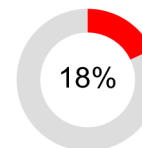


Overall, how happy did you feel yesterday?

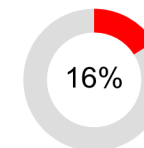


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

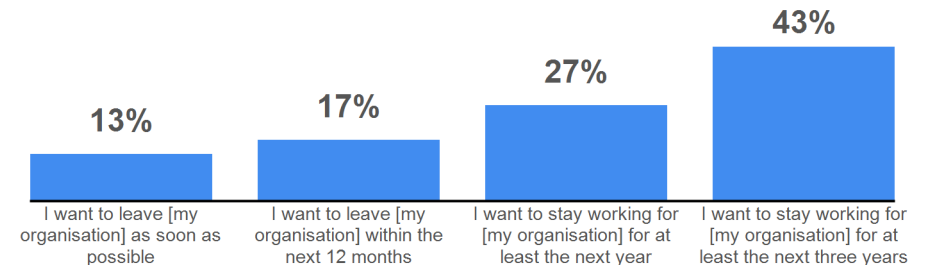


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future



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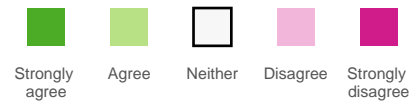
### My work

66% -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
B01 I am interested in my work	37	48	8			85%	-2 ◆	-4 ◆	-6 ◆
B02 I am sufficiently challenged by my work	28	44	13	11		72%	-1 ◆	-7 ◆	-10 ◆
B03 My work gives me a sense of personal accomplishment	22	45	16	12	6	67%	-2 ◆	-9 ◆	-12 ◆
B04 I feel involved in the decisions that affect my work	13	35	19	20	13	47%	0	-8 ◆	-16 ◆
B05 I have a choice in deciding how I do my work	17	41	18	15	10	58%	0	-16 ◆	-21 ◆

### Organisational objectives and purpose

80% -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 [my organisation's] purpose	27	55	10	5		82%	-1 ◆	-3 ◆	-7 ◆
B07 I have a clear understanding of [my organisation's] objectives	24	54	13	6		78%	0	-1 ◆	-6 ◆
B08 I understand how my work contributes to [my organisation's] objectives	27	53	11	5		81%	-1 ◆	-2 ◆	-6 ◆

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### My manager

61% 0

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	20	41	19	12	7	62%	0	-6 ◆	-10 ◆
B10	My manager is considerate of my life outside work	33	40	15	7	6	73%	0	-10 ◆	-13 ◆
B11	My manager is open to my ideas	29	44	15	7	5	73%	0	-8 ◆	-11 ◆
B12	My manager helps me to understand how I contribute to [my organisation's] objectives	18	41	25	11	6	59%	0	-5 ◆	-9 ◆
B13	Overall, I have confidence in the decisions made by my manager	24	41	18	9	7	65%	-1 ◆	-7 ◆	-12 ◆
B14	My manager recognises when I have done my job well	28	45	14	8	5	73%	0	-6 ◆	-8 ◆
B15	I receive regular feedback on my performance	19	40	18	16	8	58%	+1 ◆	-8 ◆	-12 ◆
B16	The feedback I receive helps me to improve my performance	18	37	25	13	7	55%	0	-6 ◆	-10 ◆
B17	I think that my performance is evaluated fairly	16	37	23	15	10	52%	-1 ◆	-10 ◆	-15 ◆
B18	Poor performance is dealt with effectively in my team	10	26	33	17	14	36%	-1 ◆	-3 ◆	-7 ◆

### My team

75% 0

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
B19	The people in my team can be relied upon to help when things get difficult in my job	32	48	11	6	6	80%	0	-4 ◆	-7 ◆
B20	The people in my team work together to find ways to improve the service we provide	29	47	14	7	7	76%	0	-5 ◆	-8 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	25	43	18	9	5	68%	+1 ◆	-6 ◆	-10 ◆

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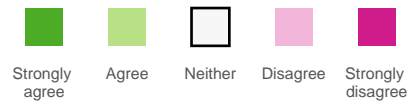
### Learning and development

42% -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
B22	I am able to access the right learning and development opportunities when I need to	10	43	23	16	7	54%	-2 ◆	-9 ◆	-14 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	33	30	18	9	43%	-1 ◆	-9 ◆	-15 ◆
B24	There are opportunities for me to develop my career in [my organisation]	8	30	25	20	18	37%	-6 ◆	-4 ◆	-12 ◆
B25	Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	7	27	31	20	14	35%	-3 ◆	-9 ◆	-15 ◆

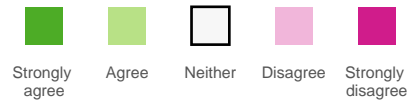
### Inclusion and fair treatment

68% -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
B26	I am treated fairly at work	21	49	15	9	6	69%	-2 ◆	-9 ◆	-12 ◆
B27	I am treated with respect by the people I work with	25	54	12	5	5	79%	-1 ◆	-6 ◆	-8 ◆
B28	I feel valued for the work I do	16	39	19	16	10	55%	-1 ◆	-9 ◆	-14 ◆
B29	I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	21	46	18	9	7	67%	-1 ◆	-5 ◆	-11 ◆

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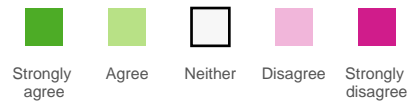
### Resources and workload

66% -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
B30 In my job, I am clear what is expected of me	22	58	11	6	6	80%	0	-3 ◆	-6 ◆
B31 I get the information I need to do my job well	13	47	20	15	5	60%	-1 ◆	-9 ◆	-13 ◆
B32 I have clear work objectives	16	53	16	10	5	69%	0	-7 ◆	-11 ◆
B33 I have the skills I need to do my job effectively	24	58	11	5	5	82%	-1 ◆	-6 ◆	-9 ◆
B34 I have the tools I need to do my job effectively	13	44	18	18	7	57%	-3 ◆	-12 ◆	-17 ◆
B35 I have an acceptable workload	10	46	18	17	10	56%	0	-4 ◆	-9 ◆
B36 I achieve a good balance between my work life and my private life	16	45	17	13	9	61%	-1 ◆	-6 ◆	-11 ◆

### Pay and benefits

28% 0

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
B37 I feel that my pay adequately reflects my performance	26	20	28	22	6	30%	-1 ◆	-2 ◆	-8 ◆
B38 I am satisfied with the total benefits package	24	25	26	21	6	28%	0	-5 ◆	-11 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	21	27	25	6	26%	0	+1 ◆	-6 ◆

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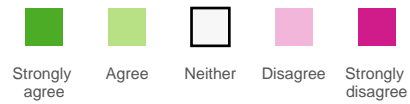
### Leadership and managing change

35% 0

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 [my organisation] as a whole is managed well	31	27	23	16	35%	+1 ◆	-10 ◆	-21 ◆	
B41	[Senior managers] in [my organisation] are sufficiently visible	9	38	21	19	13	47%	-1 ◆	-6 ◆	-19 ◆
B42	I believe the actions of [senior managers] are consistent with [my organisation's] values	6	33	33	15	13	39%	0	-6 ◆	-17 ◆
B43	I believe that [the executive team has] a clear vision for the future of [my organisation]	7	31	35	15	13	38%	+1	-5 ◆	-16 ◆
B44	Overall, I have confidence in the decisions made by [my organisation's senior managers]	6	27	32	19	16	33%	-1	-8 ◆	-19 ◆
B45	I feel that change is managed well in [my organisation]	22	26	30	19	25%	0	-5 ◆	-14 ◆	
B46	When changes are made in [my organisation] they are usually for the better	20	35	26	17	23%	0	-4 ◆	-12 ◆	
B47	[My organisation] keeps me informed about matters that affect me	5	41	27	17	10	46%	-3 ◆	-10 ◆	-18 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	24	26	27	19	28%	0	-8 ◆	-16 ◆	
B49	I think it is safe to challenge the way things are done in [my organisation]	5	29	27	20	18	34%	+1	-7 ◆	-16 ◆

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### 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 [my organisation]	12	35	30	13	9	47%	-1	-10 ◆	-19 ◆
B51 I would recommend [my organisation] as a great place to work	9	29	31	18	13	38%	-2 ◆	-9 ◆	-21 ◆
B52 I feel a strong personal attachment to [my organisation]	11	29	30	19	11	39%	-2 ◆	-8 ◆	-14 ◆
B53 [My organisation] inspires me to do the best in my job	9	28	34	18	11	37%	-1 ◆	-7 ◆	-14 ◆
B54 [My organisation] motivates me to help it achieve its objectives	8	27	34	19	12	35%	-1 ◆	-7 ◆	-14 ◆

### 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 [my organisation] will take action on the results from this survey	8	29	26	19	19	37%	0	-6 ◆	-18 ◆
B56 I believe that managers where I work will take action on the results from this survey	12	35	22	15	16	47%	0	-8 ◆	-15 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	9	25	35	16	16	33%	+4 ◆	0	-9 ◆



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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	27	55	9	6	6	82%	-1 ◇	-6 ◇	-7 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	15	42	22	14	6	57%	0	-10 ◇	-15 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	13	43	25	12	7	56%	0	-9 ◇	-13 ◇
B61 When I talk about [my organisation] I say "we" rather than "they"	17	45	23	10	6	62%	-1 ◇	-8 ◇	-16 ◇
B62 I have some really good friendships at work	29	47	17	5	5	76%	0	+1 ◇	-3 ◇

### 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	18	42	21	11	7	60%	--	-6 ◇	-11 ◇
B64 [Senior managers] inspire people across [my organisation] to do their best	6	27	33	20	14	34%	--	-4 ◇	-12 ◇
B65 My manager leads our team with confidence	21	44	18	10	7	65%	--	-5 ◇	-11 ◇
B66 [Senior managers] lead [my organisation] with confidence	9	34	32	15	11	42%	--	-5 ◇	-15 ◇
B67 My manager empowers me to do my job effectively	19	43	21	10	7	62%	--	-9 ◇	-13 ◇
B68 [My organisation's senior managers] empower teams to deliver	7	28	35	17	13	34%	--	-6 ◇	-14 ◇
B69 [Senior managers] in [my organisation] actively role model the behaviours set out in the Civil Service Leadership Statement	6	25	40	15	13	31%	--	-4 ◇	-12 ◇
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	14	38	31	9	8	52%	--	-4 ◇	-9 ◇

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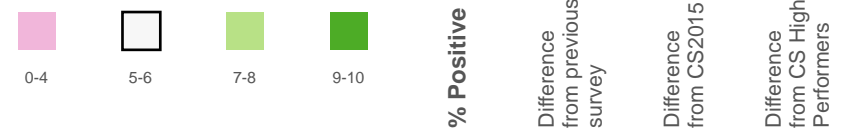
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### Wellbeing



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?	17	23	45	15	60%	0	-5 ◆	-8 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	20	45	22	67%	0	-4 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	19	22	38	20	59%	0	-3 ◆	-7 ◆

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	25	20	32	48%	0	-2 ◆	-5 ◆
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### 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 CS2015	Difference from CS High Performers
I want to leave [my organisation] as soon as possible		13%	+3 ◇	+5 ◇	+2 ◇
I want to leave [my organisation] within the next 12 months		17%	+3 ◇	+2 ◇	-3 ◇
I want to stay working for [my organisation] for at least the next year		27%	-1	-5 ◇	-11 ◇
I want to stay working for [my organisation] for at least the next three years		43%	-6 ◇	0	-8 ◇

### 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?		13	87%	+2 ◇	-4 ◇	-7 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		37	63%	+3 ◇	-4 ◇	-10 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in [your organisation] it would be investigated properly?		43	57%	-1	-11 ◇	-17 ◇

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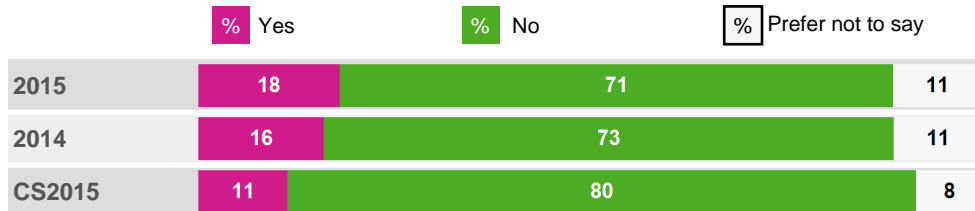
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### Discrimination, harassment and bullying

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

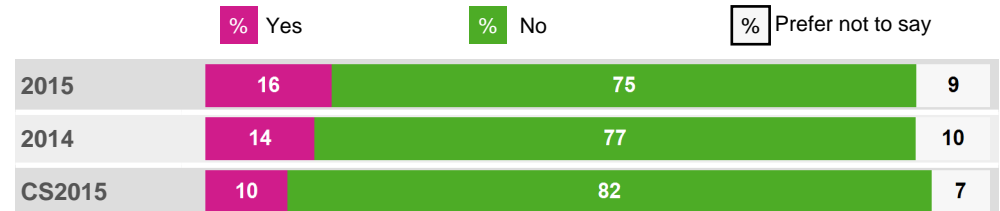


For respondents who selected 'Yes' to question E01.

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	405
Caring responsibilities	327
Disability	402
Ethnic background	331
Gender	339
Gender reassignment or perceived gender	15
Grade, pay band or responsibility level	757
Main spoken/written language or language ability	140
Religion or belief	146
Sexual orientation	73
Social or educational background	168
Working location	387
Working pattern	763
Any other grounds	743
Prefer not to say	282

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	720
Your manager	756
Another manager in my part of [your organisation]	892
Someone you manage	172
Someone who works for another part of [your organisation]	186
A member of the public	97
Someone else	77
Prefer not to say	289

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## Appendix

### Glossary of key terms

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