



Public Health
England

Protecting and improving the nation's health

Civil Service People Survey 2015 Results for Public Health England

About Public Health England

Public Health England exists to protect and improve the nation's health and wellbeing, and reduce health inequalities. It does this through world-class science, knowledge and intelligence, advocacy, partnerships and the delivery of specialist public health services. PHE is an operationally autonomous executive agency of the Department of Health.

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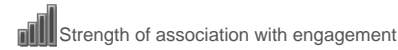
PHE publications gateway number: 2015562



Executive summary

Findings of the PHE Civil Service People Survey 2015 are shown in the following pages.

A total of 3,413 staff from PHE took part in the survey, representing a 63% response rate. The Engagement Index for PHE was 52%.



◇ 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		30%	0	-13 ✧	-21 ✧
My work		74%	+1	0	-4 ✧
My manager		64%	+2 ✧	-4 ✧	-7 ✧
Learning and development		45%	+2 ✧	-5 ✧	-11 ✧
Organisational objectives and purpose		67%	+4 ✧	-16 ✧	-19 ✧
Resources and workload		70%	0	-2 ✧	-6 ✧
Pay and benefits		39%	-2 ✧	+10 ✧	+3 ✧
My team		77%	+1 ✧	-2 ✧	-5 ✧
Inclusion and fair treatment		74%	+2 ✧	0	-4 ✧

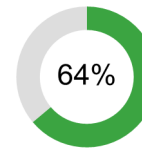


Strength of association with engagement

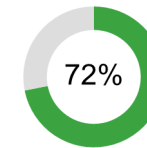


Statistically significant difference from comparison

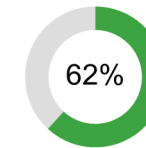
Wellbeing



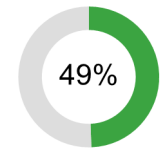
Overall, how satisfied are you with your life nowadays?



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

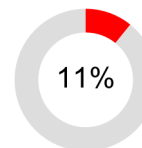


Overall, how happy did you feel yesterday?

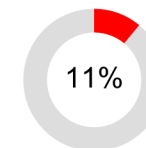


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

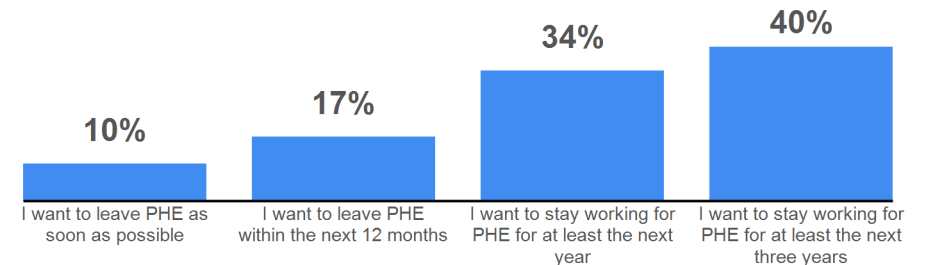


During the past 12 months have you personally experienced discrimination at work?



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

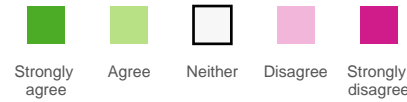
My work

74% +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	51	41	5	0	0	92%	0	+3 ◆	+1
B02 I am sufficiently challenged by my work	37	41	10	8	4	79%	+1	0	-4 ◆
B03 My work gives me a sense of personal accomplishment	30	45	14	8	3	76%	0	0	-3 ◆
B04 I feel involved in the decisions that affect my work	13	39	21	18	9	52%	+1	-3 ◆	-11 ◆
B05 I have a choice in deciding how I do my work	24	50	14	9	5	74%	+1 ◆	0	-5 ◆

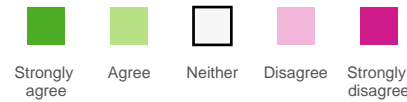
Organisational objectives and purpose

67% +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
B06 I have a clear understanding of PHE's purpose	17	53	17	10	3	69%	+3 ◆	-15 ◆	-20 ◆
B07 I have a clear understanding of PHE's objectives	14	50	20	12	4	64%	+4 ◆	-15 ◆	-20 ◆
B08 I understand how my work contributes to PHE's objectives	17	50	19	9	5	67%	+5 ◆	-16 ◆	-20 ◆



All questions by theme

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My manager

64% +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
B09	My manager motivates me to be more effective in my job	23	42	19	11	5	65%	+1	-3 ◆	-7 ◆
B10	My manager is considerate of my life outside work	37	41	13	5	5	78%	+1 ◆	-4 ◆	-8 ◆
B11	My manager is open to my ideas	34	44	13	6	5	78%	+2 ◆	-2 ◆	-6 ◆
B12	My manager helps me to understand how I contribute to PHE's objectives	17	37	30	12	5	53%	+2 ◆	-10 ◆	-15 ◆
B13	Overall, I have confidence in the decisions made by my manager	28	42	17	7	5	70%	+1 ◆	-2 ◆	-7 ◆
B14	My manager recognises when I have done my job well	32	45	14	6	5	76%	+2 ◆	-2 ◆	-5 ◆
B15	I receive regular feedback on my performance	19	42	22	13	5	61%	+1	-6 ◆	-9 ◆
B16	The feedback I receive helps me to improve my performance	19	41	26	10	5	59%	+2 ◆	-2 ◆	-6 ◆
B17	I think that my performance is evaluated fairly	20	45	23	8	5	65%	+2 ◆	+3 ◆	-3 ◆
B18	Poor performance is dealt with effectively in my team	8	27	37	17	12	34%	+1 ◆	-5 ◆	-9 ◆

My team

77% +1
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	34	47	11	6	5	81%	0	-4 ◆	-6 ◆
B20	The people in my team work together to find ways to improve the service we provide	32	47	13	6	5	79%	+2 ◆	-1 ◆	-5 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	27	46	17	8	5	73%	+3 ◆	-1 ◆	-5 ◆



All questions by theme

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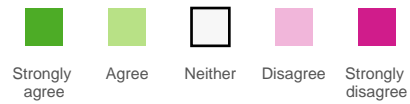
Learning and development

45% +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
B22	I am able to access the right learning and development opportunities when I need to	13	45	23	14	5	58%	+1	-5 ◆	-10 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	37	32	12	6	49%	+2 ◆	-3 ◆	-9 ◆
B24	There are opportunities for me to develop my career in PHE	8	26	26	23	17	33%	+1	-8 ◆	-16 ◆
B25	Learning and development activities I have completed while working for PHE are helping me to develop my career	10	29	34	17	10	39%	+3 ◆	-5 ◆	-11 ◆

Inclusion and fair treatment

74% +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	26	51	12	7	4	77%	+1	-1 ◆	-4 ◆
B27	I am treated with respect by the people I work with	31	52	10	5	3	83%	+1 ◆	-1 ◆	-4 ◆
B28	I feel valued for the work I do	21	43	19	11	6	65%	+2 ◆	+1	-4 ◆
B29	I think that PHE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	47	19	5	5	71%	+4 ◆	-1	-6 ◆



All questions by theme

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

Resources and workload **70%** **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
B30 In my job, I am clear what is expected of me	22	58	12	6	6	79%	+1 ◆	-4 ◆	-6 ◆
B31 I get the information I need to do my job well	14	52	21	11	6	65%	+3 ◆	-4 ◆	-8 ◆
B32 I have clear work objectives	19	56	16	7	6	75%	+2 ◆	-1	-5 ◆
B33 I have the skills I need to do my job effectively	29	60	7	1	3	90%	0	+2 ◆	-1
B34 I have the tools I need to do my job effectively	17	56	16	9	6	72%	+2 ◆	+4 ◆	-2 ◆
B35 I have an acceptable workload	9	44	20	19	9	53%	-2 ◆	-6 ◆	-11 ◆
B36 I achieve a good balance between my work life and my private life	14	45	19	16	6	58%	-2 ◆	-8 ◆	-13 ◆

Pay and benefits **39%** **-2**

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	6	37	21	22	13	43%	-2 ◆	+11 ◆	+6 ◆
B38 I am satisfied with the total benefits package	6	31	31	20	12	37%	-1	+5 ◆	-2 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	31	26	21	16	37%	-3 ◆	+12 ◆	+5 ◆



All questions by theme

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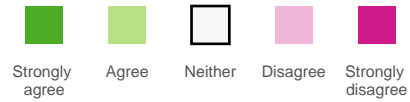
Leadership and managing change

30% 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
B40 I feel that PHE as a whole is managed well	26	34	23	13	30%	0	-16 ◆	-26 ◆	
B41 Senior leaders in PHE are sufficiently visible^	5	30	27	24	13	35%	-2 ◆	-18 ◆	-31 ◆
B42 I believe the actions of senior leaders are consistent with PHE's values^	5	28	43	14	10	33%	-2 ◆	-12 ◆	-24 ◆
B43 I believe that the senior leaders in PHE have a clear vision for the future of PHE^	5	27	39	17	12	33%	+4 ◆	-10 ◆	-21 ◆
B44 Overall, I have confidence in the decisions made by PHE's senior leaders^	23	38	19	15	28%	-1	-14 ◆	-24 ◆	
B45 I feel that change is managed well in PHE	15	31	31	21	17%	-2 ◆	-13 ◆	-22 ◆	
B46 When changes are made in PHE they are usually for the better	14	42	24	17	16%	0	-10 ◆	-19 ◆	
B47 PHE keeps me informed about matters that affect me	5	42	28	15	10	47%	-3 ◆	-9 ◆	-17 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	29	32	21	14	33%	+1	-3 ◆	-11 ◆	
B49 I think it is safe to challenge the way things are done in PHE	5	27	35	20	13	31%	+1	-10 ◆	-19 ◆



All questions by theme

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

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of PHE	12	39	33	10	5	51%	+1 ◆	-6 ◆	-15 ◆
B51 I would recommend PHE as a great place to work	8	29	36	18	9	37%	0	-10 ◆	-22 ◆
B52 I feel a strong personal attachment to PHE	8	23	35	22	11	31%	+1	-16 ◆	-23 ◆
B53 PHE inspires me to do the best in my job	7	26	38	19	9	34%	0	-11 ◆	-18 ◆
B54 PHE motivates me to help it achieve its objectives	6	24	40	20	10	30%	0	-11 ◆	-18 ◆

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 leaders in PHE will take action on the results from this survey^	5	27	32	21	16	32%	-5 ◆	-11 ◆	-23 ◆
B56 I believe that managers where I work will take action on the results from this survey	12	37	26	15	10	49%	-1	-6 ◆	-13 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	6	21	42	18	13	27%	-1 ◆	-6 ◆	-15 ◆



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	32	56	7			89%	0	+1 ◆	-1 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	20	49	20	9		68%	+1	+1	-4 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	17	49	25	7		65%	-1	0	-4 ◆
B61 When I talk about PHE I say "we" rather than "they"	17	42	23	12	6	59%	+2 ◆	-11 ◆	-19 ◆
B62 I have some really good friendships at work	28	47	18	5		75%	-1	-1	-4 ◆

Leadership statement

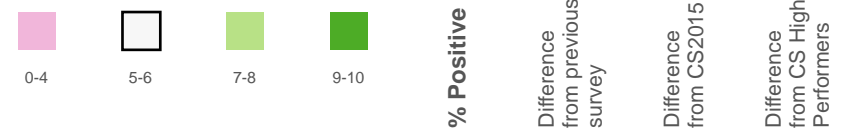
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	23	43	20	9	5	66%	--	-1	-5 ◆
B64 Senior leaders inspire people across PHE to do their best	5	25	40	19	11	31%	--	-7 ◆	-15 ◆
B65 My manager leads our team with confidence	25	45	17	8	5	70%	--	-1	-6 ◆
B66 Senior leaders lead PHE with confidence	7	31	39	14	8	39%	--	-8 ◆	-18 ◆
B67 My manager empowers me to do my job effectively	24	45	18	9		69%	--	-3 ◆	-6 ◆
B68 PHE's senior leaders empower teams to deliver	5	24	43	18	10	29%	--	-11 ◆	-20 ◆
B69 Senior leaders in PHE actively role model the behaviours set out in the Civil Service Leadership Statement	5	22	52	12	9	28%	--	-8 ◆	-16 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	16	38	35	7	5	54%	--	-3 ◆	-8 ◆



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?	13	23	49	15	64%	0	-1 ◆	-4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	19	48	24	72%	0	+1	-2 ◆
W03 Overall, how happy did you feel yesterday?	15	23	42	20	62%	-1	0	-4 ◆

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?	22	27	20	30	49%	-1	-1	-3 ◆



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 PHE?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave PHE as soon as possible		10%	+1 ◇	+1 ◇	-2 ◇
I want to leave PHE within the next 12 months		17%	+2 ◇	+1 ◇	-3 ◇
I want to stay working for PHE for at least the next year		34%	+1	+2 ◇	-4 ◇
I want to stay working for PHE for at least the next three years		40%	-5 ◇	-3 ◇	-11 ◇

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?		22	78%	+5 ◇	-12 ◇	-16 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		52	48%	+6 ◇	-18 ◇	-24 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in PHE it would be investigated properly?		47	53%	0	-14 ◇	-20 ◇

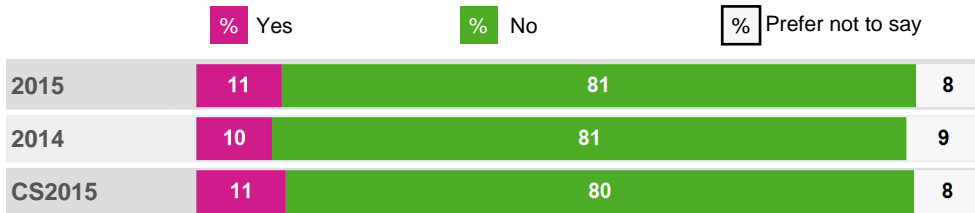


All questions by theme

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Discrimination, harassment and bullying

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



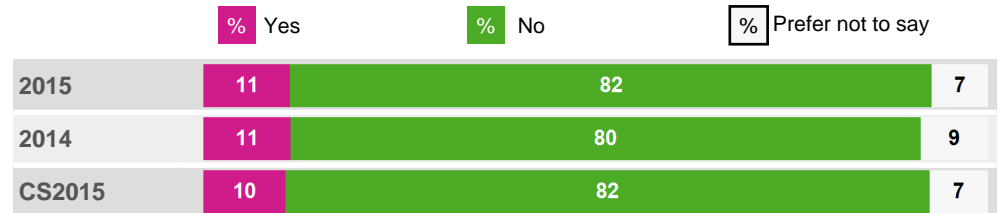
For respondents who selected 'Yes' to question E01.

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	36
Caring responsibilities	30
Disability	26
Ethnic background	33
Gender	32
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	134
Main spoken/written language or language ability	13
Religion or belief	--
Sexual orientation	10
Social or educational background	24
Working location	49
Working pattern	74
Any other grounds	94
Prefer not to say	34

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	128
Your manager	79
Another manager in my part of PHE	91
Someone you manage	21
Someone who works for another part of PHE	52
A member of the public	--
Someone else	16
Prefer not to say	51

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

Public Health England questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 My manager talks to me about change and listens to my concerns	24	51	15	7		75%	+3 ◆
F02 There is good co-operation between my team and other teams in PHE	14	49	23	10		63%	+4 ◆
F03 I feel valued for my contribution rather than my grade	19	49	18	9	5	69%	+2 ◆
F04 I have discussed and agreed with my line manager my development plan for the coming year	Yes: 76%		No: 24%			76%	-4 ◆
F05 My workload is generally manageable within my contracted working hours	9	46	14	21	10	55%	-1
F06 The PHE Behaviours are consistently demonstrated where I work	8	43	33	11	5	51%	+2 ◆
F07 Equality and Diversity is important in PHE	22	54	18			77%	+1 ◆
F08 In response to last year's CS People survey results my team had the opportunity to contribute to the local staff survey action plan and implemented the actions	7	30	46	11	6	37%	0
F09 The IT systems I use enable me to work effectively and efficiently	10	47	18	16	9	57%	+1
F10 I know what the PHE Behaviours are	Yes: 89%		No: 11%			89%	+3 ◆



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.