



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.

### Engagement Index

**61%**

Difference from previous survey **+3** ◇

Difference from CS2017 **-1** ◇

Difference from CS High Performers **-4** ◇

### My work

**78%**

Difference from previous survey **+2** ◇

Difference from CS2017 **+2** ◇

Difference from CS High Performers **-1** ◇

### Organisational objectives and purpose

**82%**

Difference from previous survey **+1** ◇

Difference from CS2017 **0**

Difference from CS High Performers **-5** ◇

### My manager

**69%**

Difference from previous survey **+4** ◇

Difference from CS2017 **-1**

Difference from CS High Performers **-3** ◇

### My team

**82%**

Difference from previous survey **+3** ◇

Difference from CS2017 **+2** ◇

Difference from CS High Performers **-2** ◇

### Learning and development

**55%**

Difference from previous survey **+4** ◇

Difference from CS2017 **+2** ◇

Difference from CS High Performers **-3** ◇

### Inclusion and fair treatment

**78%**

Difference from previous survey **+3** ◇

Difference from CS2017 **+2** ◇

Difference from CS High Performers **-2** ◇

### Resources and workload

**69%**

Difference from previous survey **+2** ◇

Difference from CS2017 **-3** ◇

Difference from CS High Performers **-6** ◇

### Pay and benefits

**34%**

Difference from previous survey **-1**

Difference from CS2017 **+4** ◇

Difference from CS High Performers **-2** ◇

### Leadership and managing change

**43%**

Difference from previous survey **+6** ◇

Difference from CS2017 **-3** ◇

Difference from CS High Performers **-8** ◇



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 CS2017	Difference from CS High Performers
Leadership and managing change		43%	+6 ◇	-3 ◇	-8 ◇
My work		78%	+2 ◇	+2 ◇	-1 ◇
My manager		69%	+4 ◇	-1	-3 ◇
Pay and benefits		34%	-1	+4 ◇	-2 ◇
Learning and development		55%	+4 ◇	+2 ◇	-3 ◇
Resources and workload		69%	+2 ◇	-3 ◇	-6 ◇
Organisational objectives and purpose		82%	+1 ◇	0	-5 ◇
My team		82%	+3 ◇	+2 ◇	-2 ◇
Inclusion and fair treatment		78%	+3 ◇	+2 ◇	-2 ◇



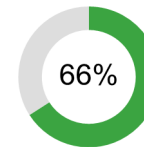
Strength of association with engagement



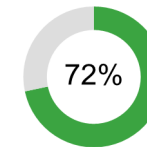
Statistically significant difference from comparison

### Wellbeing

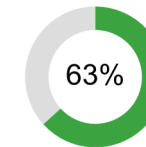
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



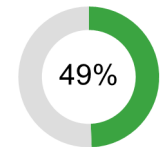
W01. Overall, how satisfied are you with your life nowadays?



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



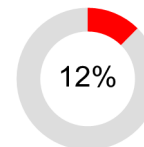
W03. Overall, how happy did you feel yesterday?



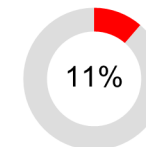
W04. Overall, how anxious did you feel yesterday?

### Discrimination, bullying and harassment

% responding Yes

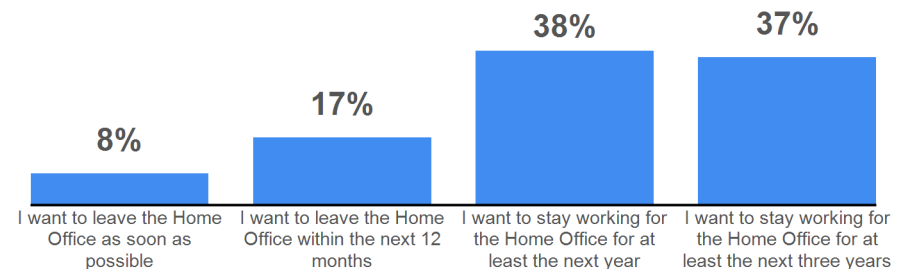


During the past 12 months have you personally experienced discrimination at work?


















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

### Your plans for the future





## Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B01 I am interested in my work	 90%	B40 I believe that the Executive Management Board has a clear vision for the future of the Home Office  46%		B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable  45%	
B54 I am trusted to carry out my job effectively	 89%	B43 When changes are made in the Home Office they are usually for the better  43%		B42 I feel that change is managed well in the Home Office  42%	
B31 I have the skills I need to do my job effectively	 87%	B17 Poor performance is dealt with effectively in my team  41%		B35 I feel that my pay adequately reflects my performance  40%	
B26 I am treated with respect by the people I work with	 85%	B53 Where I work, I think effective action has been taken on the results of the last survey  40%		B36 I am satisfied with the total benefits package  39%	
B18 The people in my team can be relied upon to help when things get difficult in my job	 85%	B59 Senior managers in the Home Office actively role model the behaviours set out in the Civil Service Leadership Statement  37%		B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'  33%	



## All questions by theme

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

## My work

78%

+2

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B01 I am interested in my work

47

43

5

90%

+1 ◆

+1

-1 ◆

B02 I am sufficiently challenged by my work

39

41

9

7

81%

+2 ◆

0

-2 ◆

B03 My work gives me a sense of personal accomplishment

32

45

13

7

77%

+2 ◆

0

-2 ◆

B04 I feel involved in the decisions that affect my work

21

43

16

13

6

64%

+4 ◆

+6 ◆

+1

B05 I have a choice in deciding how I do my work

31

49

11

6

79%

+3 ◆

+4 ◆

-1 ◆

## Organisational objectives and purpose\*

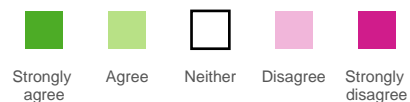
82%

+1

◆ Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

B06 I have a clear understanding of the Home Office's objectives

25

56

13

5

80%

+1

0

-6 ◆

B07 I understand how my work contributes to the Home Office's objectives

30

54

11

1

84%

+1 ◆

+1 ◆

-3 ◆



## All questions by theme

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

## My manager

69%

+4

◆ Difference  
from  
previous  
survey



Strength of  
association  
with  
engagement

Strongly  
agree

Agree

Neither

Disagree

Strongly  
disagree

% Positive

Difference  
from previous  
survey

Difference  
from CS2017

Difference  
from CS High  
Performers

B08	My manager motivates me to be more effective in my job	28	44	15	8	5	72%	+4 ◆	+2 ◆	-2 ◆
B09	My manager is considerate of my life outside work	44	40	10			85%	+3 ◆	0	-3 ◆
B10	My manager is open to my ideas	42	42	10			83%	+3 ◆	+1 ◆	-1 ◆
B11	My manager helps me to understand how I contribute to the Home Office's objectives	23	42	23	8		65%	+4 ◆	0	-5 ◆
B12	Overall, I have confidence in the decisions made by my manager	33	44	13	6		77%	+3 ◆	+2 ◆	-2 ◆
B13	My manager recognises when I have done my job well	35	44	12	6		79%	+2 ◆	0	-3 ◆
B14	I receive regular feedback on my performance	23	42	18	12	5	65%	+4 ◆	-3 ◆	-8 ◆
B15	The feedback I receive helps me to improve my performance	22	40	24	10	5	62%	+3 ◆	-1 ◆	-5 ◆
B16	I think that my performance is evaluated fairly	22	43	23	7	5	65%	+6 ◆	-1	-6 ◆
B17	Poor performance is dealt with effectively in my team	11	28	41	12	7	39%	+3 ◆	0	-4 ◆



### All questions by theme

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#### My team

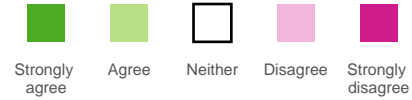
82%

+3 ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	38	47	9			85%	+3 ◆	0	-3 ◆
B19	The people in my team work together to find ways to improve the service we provide	36	48	10	5		83%	+2 ◆	+1 ◆	-1 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	34	45	13	6		79%	+4 ◆	+4 ◆	-1

#### Learning and development

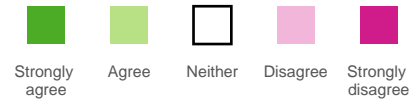
55%

+4 ◆

Difference from previous survey



Strength of association with engagement



		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	16	44	24	12		60%	+3 ◆	-3 ◆	-9 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	37	33	10	5	52%	+4 ◆	-1	-6 ◆
B23	There are opportunities for me to develop my career in the Home Office	16	41	25	11	7	57%	+6 ◆	+10 ◆	+2 ◆
B24	Learning and development activities I have completed while working for the Home Office are helping me to develop my career	14	36	34	11	6	50%	+4 ◆	+3 ◆	-2 ◆



## All questions by theme

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## Inclusion and fair treatment

78%

+3 ◆

Difference from previous survey



Strength of association with engagement



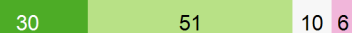
% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B25 I am treated fairly at work



81%

+4 ◆

+1 ◆

-2 ◆

B26 I am treated with respect by the people I work with



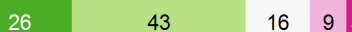
85%

+2 ◆

0

-2 ◆

B27 I feel valued for the work I do



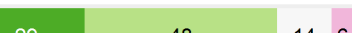
70%

+3 ◆

+4 ◆

-2 ◆

B28 I think that the Home Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)



77%

+3 ◆

+2 ◆

-2 ◆

## Resources and workload\*

69%

+2 ◆

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

B29 I get the information I need to do my job well



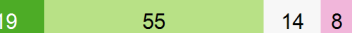
69%

+4 ◆

0

-4 ◆

B30 I have clear work objectives



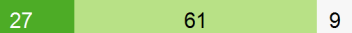
74%

+6 ◆

-1 ◆

-6 ◆

B31 I have the skills I need to do my job effectively



87%

+1 ◆

-1 ◆

-3 ◆

B32 I have the tools I need to do my job effectively



58%

-2 ◆

-12 ◆

-19 ◆

B33 I have an acceptable workload



60%

+1

-1 ◆

-7 ◆

B34 I achieve a good balance between my work life and my private life



68%

+2 ◆

-1

-6 ◆



## All questions by theme

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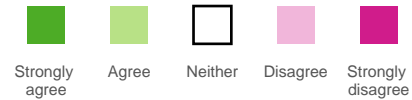
## Pay and benefits

34% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B35 I feel that my pay adequately reflects my performance



38% 0 +7 ◆ +1

B36 I am satisfied with the total benefits package



34% -1 0 -6 ◆

B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable



30% -1 +5 ◆ -2 ◆

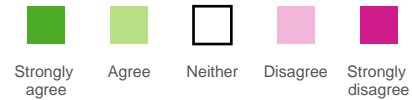
## Leadership and managing change\*

43% +6 ◆

Difference from previous survey

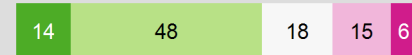


Strength of association with engagement



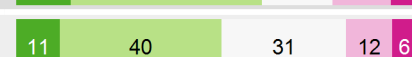
\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

B38 Senior managers in the Home Office are sufficiently visible



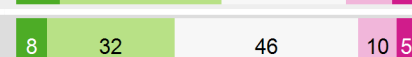
61% +10 ◆ +1 ◆ -7 ◆

B39 I believe the actions of senior managers are consistent with the Home Office's values



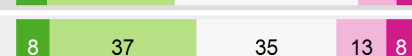
51% +9 ◆ -3 ◆ -9 ◆

B40 I believe that the Executive Management Board has a clear vision for the future of the Home Office



40% +7 ◆ -9 ◆ -15 ◆

B41 Overall, I have confidence in the decisions made by Home Office senior managers



45% +7 ◆ -4 ◆ -9 ◆

B42 I feel that change is managed well in the Home Office



27% +4 ◆ -6 ◆ -13 ◆

B43 When changes are made in the Home Office they are usually for the better



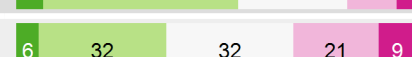
27% +4 ◆ -6 ◆ -13 ◆

B44 The Home Office keeps me informed about matters that affect me



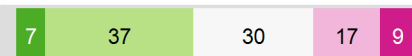
55% +5 ◆ -2 ◆ -9 ◆

B45 I have the opportunity to contribute my views before decisions are made that affect me



38% 0 -1 ◆ -10 ◆

B46 I think it is safe to challenge the way things are done in the Home Office



44% +4 ◆ -2 ◆ -8 ◆





## 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 CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of the Home Office	20	43	26	8	6	63%	+5 ◆	+1 ◆	-6 ◆
B48 I would recommend the Home Office as a great place to work	15	39	30	11	6	53%	+7 ◆	-2 ◆	-10 ◆
B49 I feel a strong personal attachment to the Home Office	15	32	31	17	6	47%	+3 ◆	-2 ◆	-10 ◆
B50 The Home Office inspires me to do the best in my job	13	34	34	14	5	47%	+5 ◆	-1	-7 ◆
B51 The Home Office motivates me to help it achieve its objectives	11	33	36	14	6	44%	+5 ◆	-2 ◆	-9 ◆

## Taking action

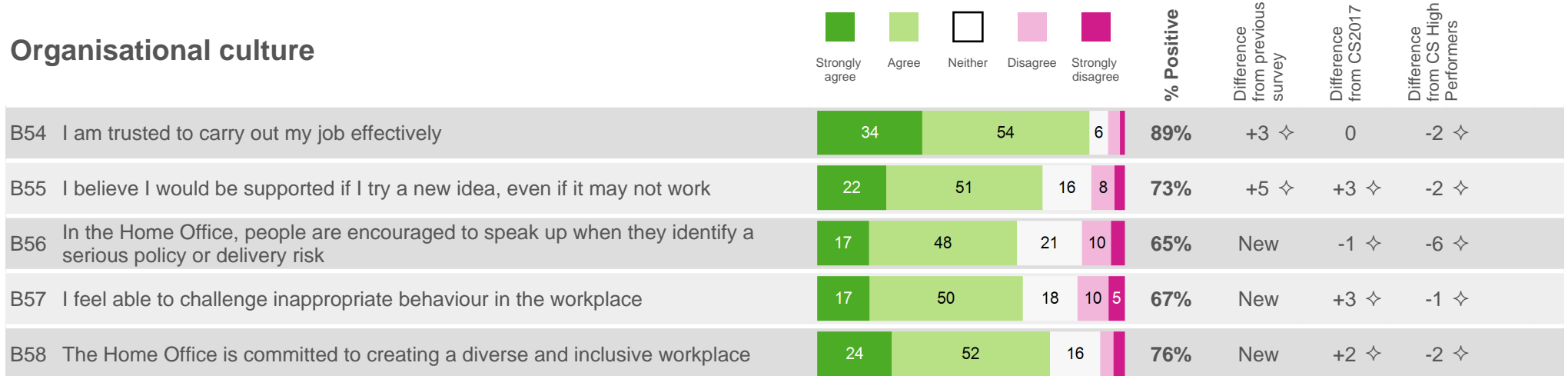
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that senior managers in the Home Office will take action on the results from this survey	12	40	26	14	9	51%	+7 ◆	+1 ◆	-6 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	12	29	40	12	8	41%	+3 ◆	+5 ◆	-4 ◆



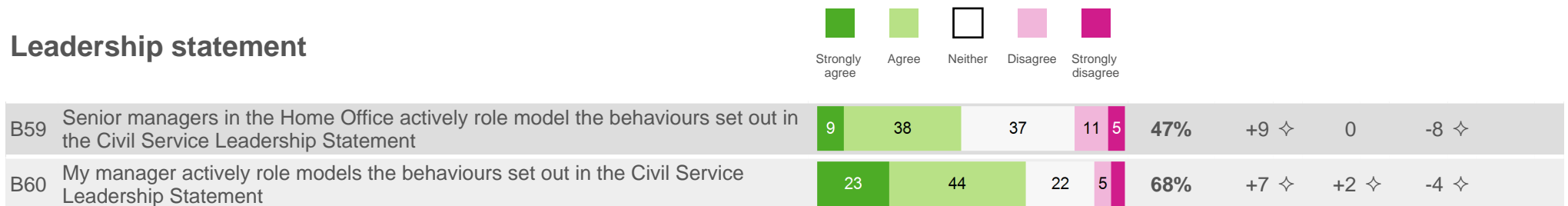
## All questions by theme

♦ indicates statistically significant difference from comparison  
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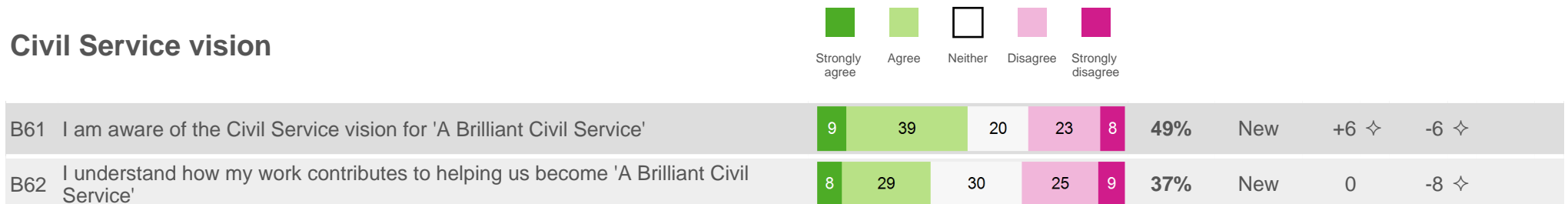
### Organisational culture



### Leadership statement



### Civil Service vision

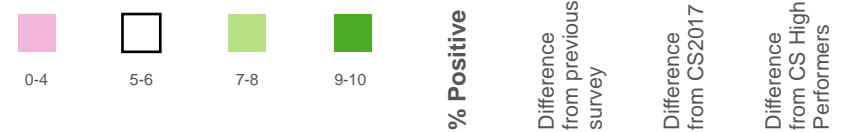




## All questions by theme

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### Wellbeing



Unlike the questions B01-B62 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.

W01 Overall, how satisfied are you with your life nowadays?	12	22	51	15	66%	+1	0	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	19	49	23	72%	+1	+1	-2 ◆
W03 Overall, how happy did you feel yesterday?	15	22	43	20	63%	0	0	-2 ◆

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?	22	28	20	30	49%	-1	+1	-2 ◆
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## 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 the Home Office?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave the Home Office as soon as possible		8%	-2 ✧	0	-4 ✧
I want to leave the Home Office within the next 12 months		17%	-1	+2 ✧	-1 ✧
I want to stay working for the Home Office for at least the next year		38%	+1	+5 ✧	0
I want to stay working for the Home Office for at least the next three years		37%	+2	-7 ✧	-15 ✧

## The Civil Service Code

Differences are based on '% Yes' score

Differences are based on % Yes score

	<div><div>%</div> Yes</div>	<div><div>%</div> No</div>	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	87	13	87%	-1 ⬆	-5 ⬆	-7 ⬆
D02. Are you aware of how to raise a concern under the Civil Service Code?	60	40	60%	-2 ⬆	-7 ⬆	-13 ⬆
D03. Are you confident that if you raised a concern under the Civil Service Code in the Home Office it would be investigated properly?	66	34	66%	+3 ⬆	-4 ⬆	-10 ⬆

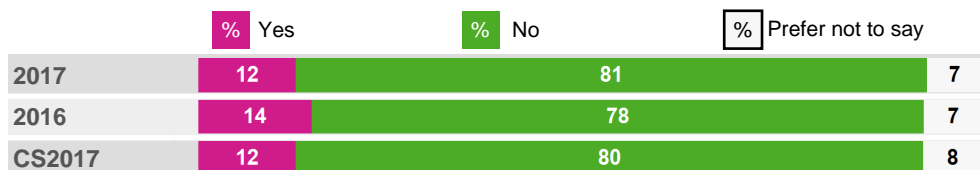


## All questions by theme

✦ indicates statistically significant difference from comparison  
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## Discrimination, harassment and bullying

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

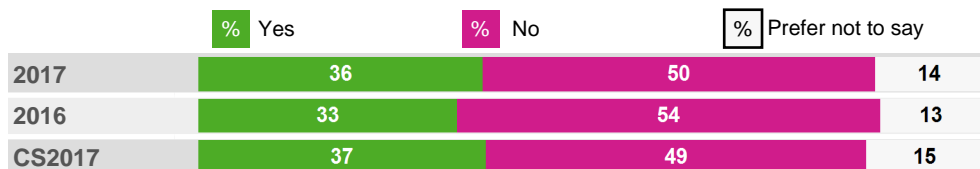


E03. During the past 12 months have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.

E05. Did you report the bullying and harassment you experienced?



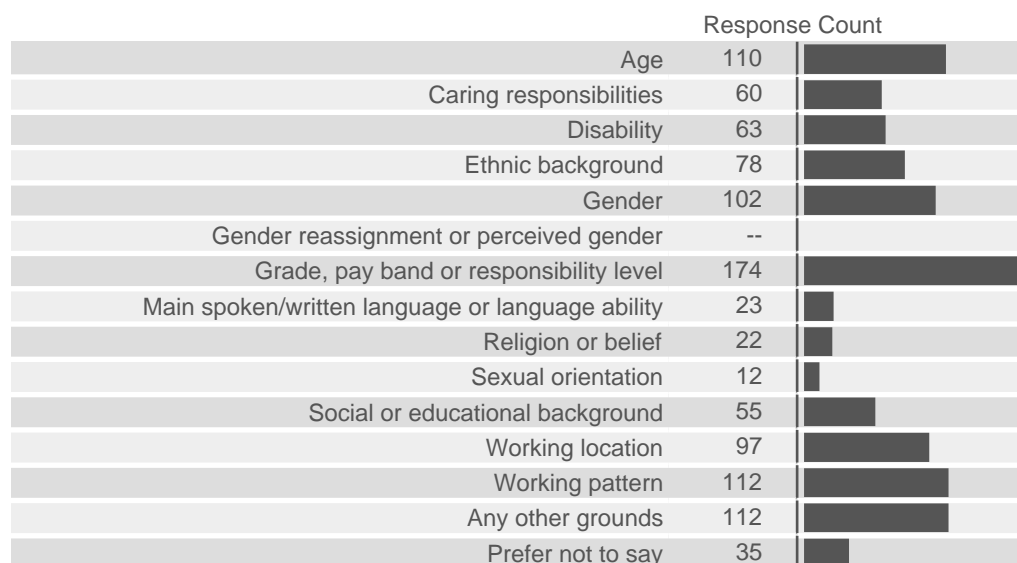
For respondents who selected 'Yes' to question E03.

E06. In your opinion, has this issue been resolved?



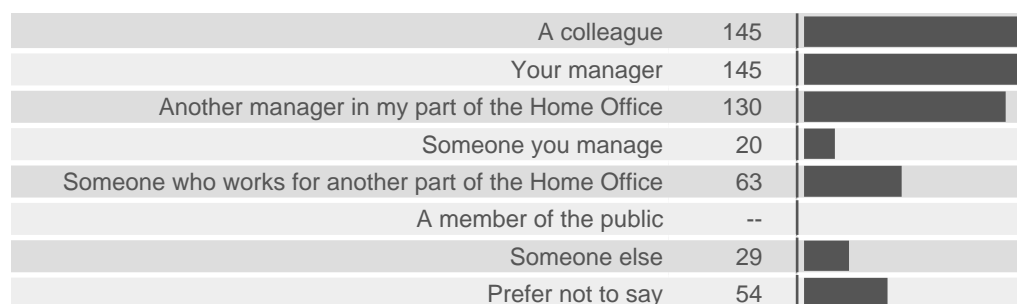
For respondents who selected 'Yes' to question E01.

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



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)



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

### Policy and Enablers questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand how the Home Office needs to change to continue to deliver for the public						Yes: 78% No: 22%	78% -2 ✦
F02	I understand what I need to do personally to help the Home Office improve						Yes: 73% No: 27%	73% -1
F03	I feel empowered by my manager to do my job	33	45	13	6		78%	New
F04	If you answered yes to the question "During the past 12 months, have you personally experienced bullying or harassment at work", did you know where to go for support?						Yes: 64% No: 36%	64% -1
F05	Investing time in learning and development activities is given priority in my area	14	39	28	14	5	53%	+5 ✦



## Appendix

### Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (B47-B51). 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

### Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

### Confidentiality

The survey was carried out as part of the 2017 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.