

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



Returns : 16

Response rate : 84%

Civil Service People Survey 2015

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 <sup>1</sup>	Theme score % Positive	Difference from previous survey	Difference from UKSA	Difference from high performing units
Leadership and managing change		61%	-9	+31	+11
My manager		65%	-10	-1	-11
My work		75%	-9	+4	-6
Resources and workload		81%	+7	+6	+3
Organisational objectives and purpose		92%	-1	+21	+2
Pay and benefits		46%	0	+29	+8
Learning and development		59%	0	+10	-2
Inclusion and fair treatment		81%	-9	+6	-1
My team		94%	+1	+15	+6

<sup>1</sup>The table above shows the strength of association between engagement and the themes for UK Statistics Authority & Office for National Statistics

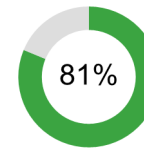


Strength of association with engagement

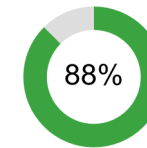


Statistically significant difference from comparison

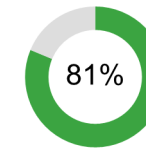
## Wellbeing



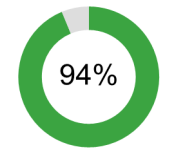
Overall, how satisfied are you with your life nowadays?



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

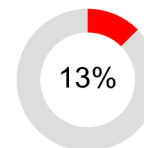


Overall, how happy did you feel yesterday?

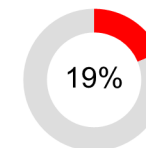


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

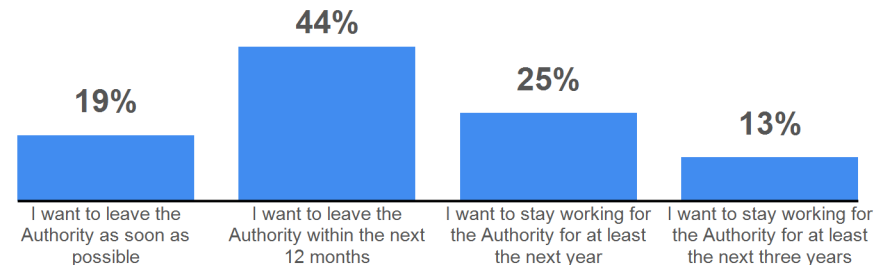


During the past 12 months have you personally experienced discrimination at work?



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

**75%** -9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from UKSA

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from UKSA	Difference from high performing units
B01 I am interested in my work	56	25	6	6	6	81%	-14	-7	-13
B02 I am sufficiently challenged by my work	44	25	13	6	13	69%	-14	-5	-19
B03 My work gives me a sense of personal accomplishment	44	25	6	19	6	69%	-17	-5	-15
B04 I feel involved in the decisions that affect my work	31	44	6	6	13	75%	0	+26	+9
B05 I have a choice in deciding how I do my work	44	38	6	6	13	81%	-3	+9	0

### Organisational objectives and purpose

**92%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from UKSA

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from UKSA	Difference from high performing units
B06 I have a clear understanding of the Authority's purpose^	69	31	0	0	0	100%	+5	+26	+8
B07 I have a clear understanding of the Authority's objectives^	56	38	6	0	0	94%	+5	+27	+5
B08 I understand how my work contributes to the Authority's objectives^	63	19	0	19	0	81%	-14	+10	-9

## All questions by theme

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

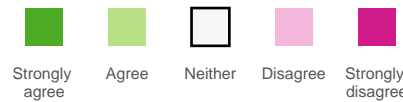
### My manager

**65%** -10

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from UKSA

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from UKSA	Difference from high performing units
B09	My manager motivates me to be more effective in my job	38	25	6	13	19	63%	-17	-3	-16
B10	My manager is considerate of my life outside work	63	25	6	6	6	88%	-8	+7	-1
B11	My manager is open to my ideas	50	31	13	6	6	81%	-8	+4	-6
B12	My manager helps me to understand how I contribute to the Authority's objectives <sup>^</sup>	31	31	13	13	13	63%	-14	+8	-13
B13	Overall, I have confidence in the decisions made by my manager	38	31	25	6	6	69%	-20	-2	-13
B14	My manager recognises when I have done my job well	38	31	6	19	6	69%	-17	-10	-17
B15	I receive regular feedback on my performance	31	31	13	13	13	63%	+2	-5	-16
B16	The feedback I receive helps me to improve my performance	31	31	6	25	6	63%	-1	+2	-10
B17	I think that my performance is evaluated fairly	31	25	13	13	19	56%	-18	-7	-15
B18	Poor performance is dealt with effectively in my team	6	31	31	13	19	38%	+3	-2	-14

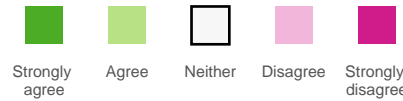
### My team

**94%** +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 UKSA	Difference from high performing units
B19	The people in my team can be relied upon to help when things get difficult in my job	50	38	13	6	6	88%	-3	+3	-4
B20	The people in my team work together to find ways to improve the service we provide	69	31	6	6	6	100%	+3	+22	+10
B21	The people in my team are encouraged to come up with new and better ways of doing things	69	25	6	6	6	94%	+2	+21	+9

## All questions by theme

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

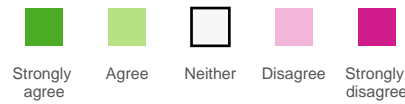
### Learning and development

**59%** 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from UKSA

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from UKSA	Difference from high performing units
B22	I am able to access the right learning and development opportunities when I need to	25	56	13	6	6	81%	0	+17	+7
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	25	44	19	6	6	69%	+13	+19	+5
B24	There are opportunities for me to develop my career in the Authority <sup>▲</sup>	6	25	19	25	25	31%	-15	-13	-28
B25	Learning and development activities I have completed while working for the Authority are helping me to develop my career <sup>▲</sup>	6	50	25	13	6	56%	+4	+17	+1

### Inclusion and fair treatment

**81%** -9

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 UKSA	Difference from high performing units
B26	I am treated fairly at work	38	50	13	6	6	88%	-9	+8	+2
B27	I am treated with respect by the people I work with	38	44	19	6	6	81%	-14	-5	-10
B28	I feel valued for the work I do	38	38	6	13	6	75%	0	+14	+2
B29	I think that the Authority respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc) <sup>▲</sup>	38	44	13	6	6	81%	-11	+8	0

## All questions by theme

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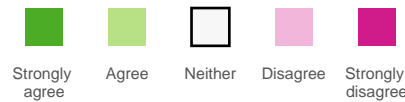
### Resources and workload

**81%** +7

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from UKSA

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from UKSA	Difference from high performing units
B30 In my job, I am clear what is expected of me	31	50	19			81%	0	-3	-10
B31 I get the information I need to do my job well	25	38	25	13		63%	-17	-9	-15
B32 I have clear work objectives	44	38	6	6	6	81%	+8	+3	-4
B33 I have the skills I need to do my job effectively	44	56				100%	+8	+12	+8
B34 I have the tools I need to do my job effectively	13	75		13		88%	+28	+18	+12
B35 I have an acceptable workload	25	56	6	13		81%	+23	+17	+12
B36 I achieve a good balance between my work life and my private life	25	50	13	13		75%	0	+3	-1

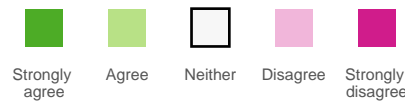
### Pay and benefits

**46%** 0

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from UKSA	Difference from high performing units
B37 I feel that my pay adequately reflects my performance	19	31	6	25	19	50%	0	+34	+12
B38 I am satisfied with the total benefits package	13	31	31	25		44%	-6	+22	+1
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	25	13	13	31	44%	+6	+31	+10

## All questions by theme

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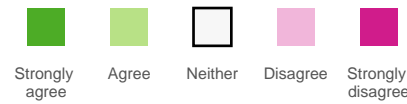
### Leadership and managing change

**61%** -9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from UKSA

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from UKSA	Difference from high performing units
B40	I feel that the Authority as a whole is managed well <sup>^</sup>	25	38	19	19	6	63%	-16	+29	+8
B41	Senior Civil Servants (SCS) in the Authority are sufficiently visible <sup>^</sup>	44	44	13	6	6	88%	+5	+54	+25
B42	I believe the actions of Senior Civil Servants (SCS) are consistent with the Authority's values <sup>^</sup>	31	44	19	6	6	75%	+3	+45	+19
B43	I believe that the National Statistics Executive Group has a clear vision for the future of the Authority <sup>^</sup>	6	19	69	6	6	25%	-45	-6	-28
B44	Overall, I have confidence in the decisions made by the Authority's Senior Civil Servants (SCS) <sup>^</sup>	25	44	19	13	6	69%	-8	+42	+19
B45	I feel that change is managed well in the Authority <sup>^</sup>	13	31	25	31	6	44%	-10	+22	+3
B46	When changes are made in the Authority they are usually for the better <sup>^</sup>	13	44	25	19	6	56%	+5	+36	+19
B47	The Authority keeps me informed about matters that affect me <sup>^</sup>	25	50	19	6	6	75%	+7	+31	+9
B48	I have the opportunity to contribute my views before decisions are made that affect me	31	25	25	19	6	56%	-12	+31	+12
B49	I think it is safe to challenge the way things are done in the Authority <sup>^</sup>	25	31	13	25	6	56%	-15	+22	+6

## 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 UKSA	Difference from high performing units
B50 I am proud when I tell others I am part of the Authority <sup>^</sup>	19	44	25	13	13	63%	-16	+13	-3
B51 I would recommend the Authority as a great place to work <sup>^</sup>	19	50	13	13	6	69%	-5	+23	+12
B52 I feel a strong personal attachment to the Authority <sup>^</sup>	25	31	25	19	19	56%	-2	+23	0
B53 The Authority inspires me to do the best in my job <sup>^</sup>	19	50	25	6	6	69%	+5	+36	+15
B54 The Authority motivates me to help it achieve its objectives <sup>^</sup>	13	50	13	19	6	63%	-2	+33	+12

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from UKSA	Difference from high performing units
B55 I believe that Senior Civil Servants (SCS) in the Authority will take action on the results from this survey <sup>^</sup>	19	44	13	25	13	63%	-2	+33	+9
B56 I believe that managers where I work will take action on the results from this survey	25	44	13	13	6	69%	-8	+20	0
B57 Where I work, I think effective action has been taken on the results of the last survey	38	38	6	13	6	75%	+38	+46	+25



## All questions by theme

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

### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from UKSA	Difference from high performing units
B58 I am trusted to carry out my job effectively	38	50			13	88%	-2	0	-6
B59 I believe I would be supported if I try a new idea, even if it may not work	44	31	6	19		75%	-13	+8	-3
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	31	25	13	25	6	56%	-16	-4	-16
B61 When I talk about the Authority I say "we" rather than "they" ^	31	44	13	13		75%	-13	+33	0
B62 I have some really good friendships at work	13	63	19	6		75%	+6	-2	-11

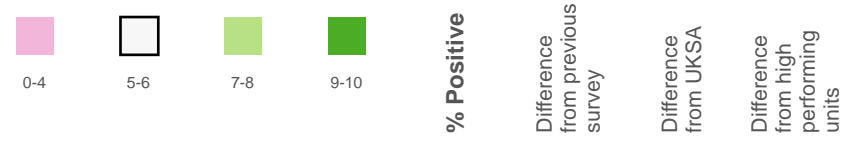
### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from UKSA	Difference from high performing units
B63 My manager inspires my team to do our best	25	44	13	13	6	69%	--	+2	-10
B64 Senior Civil Servants (SCS) inspire people across the Authority to do their best	31	31	25	13		63%	--	+37	+13
B65 My manager leads our team with confidence	25	50	6	13	6	75%	--	+5	-6
B66 Senior Civil Servants (SCS) lead the Authority with confidence	25	56	13	6		81%	--	+50	+23
B67 My manager empowers me to do my job effectively	31	31	19	13	6	63%	--	-8	-18
B68 The Authority's Senior Civil Servants (SCS) empower teams to deliver	31	31	25	13		63%	--	+36	+13
B69 Senior Civil Servants (SCS) in the Authority actively role model the behaviours set out in the Civil Service Leadership Statement	19	44	25	13		63%	--	+36	+16
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	25	44	13	19		69%	--	+12	-1

## All questions by theme

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### Wellbeing

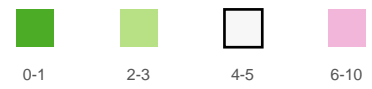


Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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 UKSA	Difference from high performing units
W01 Overall, how satisfied are you with your life nowadays?	19	75	6		81%	+3	+14	+10
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	69	19		88%	+11	+17	+11
W03 Overall, how happy did you feel yesterday?	19	50	31		81%	+13	+18	+13

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?	44	50	6		94%	+40	+38	+38
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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 Authority?

			Difference from previous survey	Difference from UKSA	Difference from high performing units
I want to leave the Authority as soon as possible		19%	+11	+11	+5
I want to leave the Authority within the next 12 months		44%	+30	+29	+26
I want to stay working for the Authority for at least the next year		25%	-17	-4	-8
I want to stay working for the Authority for at least the next three years		13%	-23	-36	-51

### The Civil Service Code

Differences are based on '% Yes' score

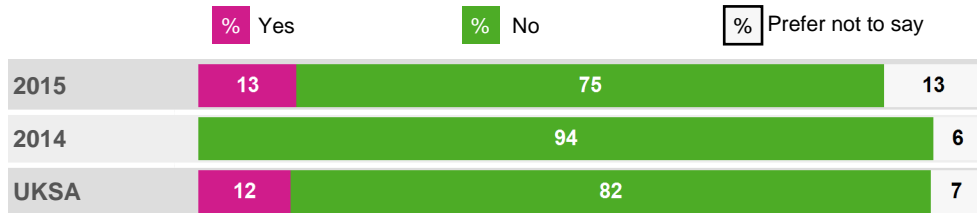
	% Yes	% No	% Yes	Difference from previous survey	Difference from UKSA	Difference from high performing units
D01. Are you aware of the Civil Service Code?			100%	+8	+15	+2
D02. Are you aware of how to raise a concern under the Civil Service Code?		19	81%	+19	+26	+3
D03. Are you confident that if you raised a concern under the Civil Service Code in the Authority it would be investigated properly?^		31	69%	-16	+9	-6

## 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?



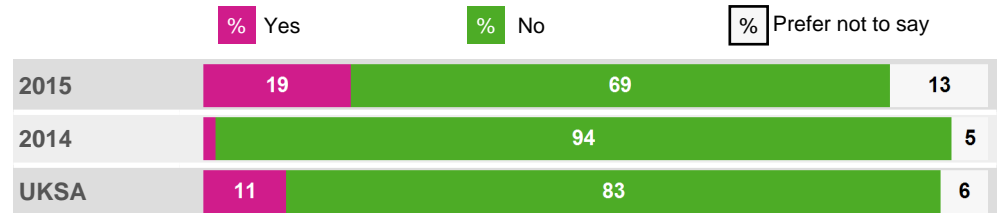
For respondents who selected 'Yes' to question E01.

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

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

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

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



For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

Who	Response Count
A colleague	--
Your manager	--
Another manager in my part of the Authority	--
Someone you manage	--
Someone who works for another part of the Authority	--
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

### UK Statistics Authority & Office for National Statistics questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from UKSA
F01 My immediate team demonstrates helpfulness in our work	63	31	6			94%	--	+3
F02 I am motivated to come up with new ideas at work	44	25	13	13	6	69%	--	+1
F03 My immediate team demonstrates professionalism in our work	63	31	6			94%	--	+5
F04 My immediate team demonstrates efficiency in our work	50	38	6	6		88%	--	+5
F05 I work in a flexible way to help me deliver my work	44	50	6			94%	--	+1
F06 My immediate team demonstrates capability in our work	63	31	6			94%	--	+6
F07 I take my 5 days learning a year	44	19	19	19		63%	--	+16
F08 The Authority's policies and strategies promote diversity in the workplace	19	31	44	6		50%	--	-20
F09 My immediate team demonstrates innovation in our work	50	31	13	6		81%	--	+14
F10 I believe managers in the Authority are held accountable for the value for money resulting from their decisions	13	31	31	19	6	44%	--	+7
F11 I understand what the Government Statistical Service (GSS) is	69	19	6	6		88%	--	+20
F12 I understand how my work fits in with that of the wider Government Statistical Service (GSS)	63	25	6	6		88%	--	+23
F13 ONS has a positive media image	19	50	19	13		19%	--	-32

## All questions by theme

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### UK Statistics Authority & Office for National Statistics questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from UKSA
F14 I trust the information I am given	7	60	20	13		67%	--	+6
F15 The actions of our people are consistent with the Authority's values	31	50	19			81%	--	+27

## 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.
High performing units	For each question, this is the upper quartile score across all units from 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, UK Statistics Authority & Office for National Statistics results and high performing units 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.