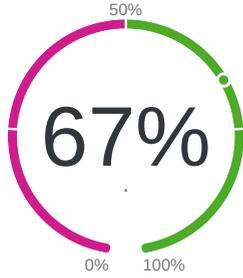


The 2021 People Survey ran from 28th September to 3rd November. 327,388 people, from 101 Civil Service organisations, completed the survey; giving us an overall response rate of 62%.

Here you'll find your Employee Engagement Index, Core Theme Scores, and Discrimination, Bullying and Harassment Rates. Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Remember to interpret any differences

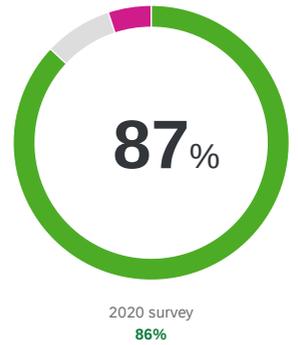
2021 Employee Engagement Index 1



2020 Employee Engagement Index 1



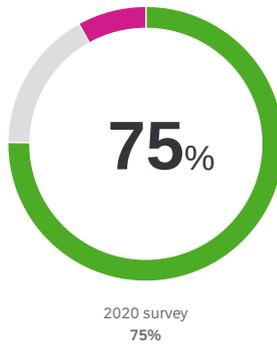
2021 My Work



2021 Org Objectives



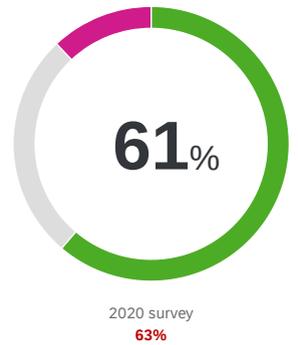
2021 My Manager



2021 My Team



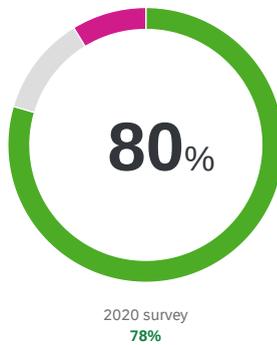
2021 L&D



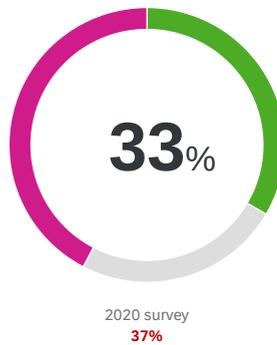
2021 Inclusion



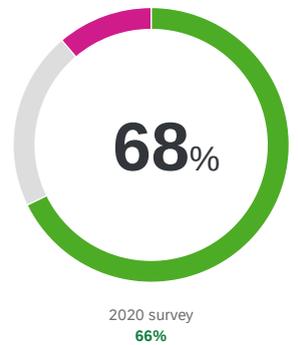
2021 Resources, Workload



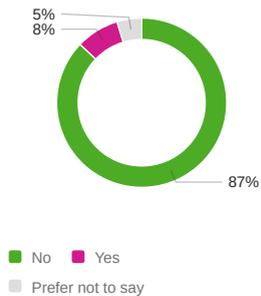
2021 Pay & Benefits



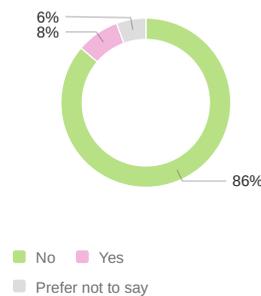
2021 Leadership & Change



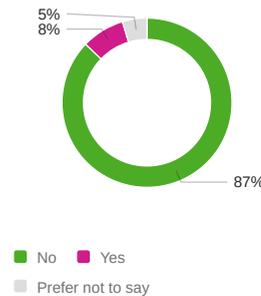
Discriminated against grouped (2021) 1



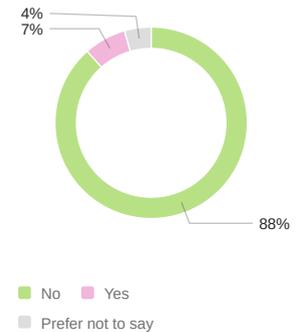
Discriminated against (2020) 1



Bullied/Harassed grouped (2021) 1



Bullied/Harassed (2020) 1





2021 Employee Engagement & Core Theme Scores

This page includes the median scores for your organisation and at Civil Service Level for the following core themes: employee engagement; my work, organisational objectives, my manager, my team, learning and development; inclusion and fair treatment; resources and workload; pay and benefits; leadership and managing change.

A comparison between 2021 and 2020 scores is also included.

Employee Engagement

Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, and are motivated to contribute to organisational success. We use five questions (B47 - B51) in the People Survey to measure employee engagement, and combine all responses (positive, neutral and negative) into a summary index score to tell you where they sit on a scale of very disengaged (0%) through to very engaged (100%).

The Civil Service Employee Engagement Index (EEI) in 2021 is 66%. It remains stable compared to 2020 (median scores).

The graphs on the right present your EEI for 2021 and 2020.

The charts below, instead, displays the five questions that are used to calculate your EEI.

For each question, we've looked at the difference between the proportion of your employees who responded favourably (i.e. selected agree or strongly agree), and compared this to your 2020 results, your parent, and the Civil Service Benchmark.

If the difference is statistically significant, giving us confidence that the difference is not due to random chance, then an arrow will appear. If the arrow is pointing downwards "v" then your score is significantly lower than the comparison; if it is pointing upwards "v" then your score is significantly higher than the comparison.

Your 2021 Employee Engagement Index is: ▼ 1



Your 2020 Employee Engagement Index was: ▼ 1



Employee Engagement Question Scores 2021 vs 2020

Question	Distribution ▼	2020 survey	ORR Office of Rail and Road (Corporate Report)	Civil Service Benchmark 2021
B48. I would recommend my organisation as a great place to work	<div style="display: flex; justify-content: space-between;"><div style="width: 74%; background-color: #4CAF50;"></div><div style="width: 20%; background-color: #9E9E9E;"></div><div style="width: 6%; background-color: #E91E63;"></div></div>	+1	0	+10 ^
B47. I am proud when I tell others I am part of my organisation	<div style="display: flex; justify-content: space-between;"><div style="width: 64%; background-color: #4CAF50;"></div><div style="width: 33%; background-color: #9E9E9E;"></div><div style="width: 3%; background-color: #E91E63;"></div></div>	0	0	-6 v
B51. My organisation motivates me to help it achieve its objectives	<div style="display: flex; justify-content: space-between;"><div style="width: 60%; background-color: #4CAF50;"></div><div style="width: 30%; background-color: #9E9E9E;"></div><div style="width: 10%; background-color: #E91E63;"></div></div>	+4	0	+5
B50. My organisation inspires me to do the best in my job	<div style="display: flex; justify-content: space-between;"><div style="width: 58%; background-color: #4CAF50;"></div><div style="width: 33%; background-color: #9E9E9E;"></div><div style="width: 9%; background-color: #E91E63;"></div></div>	+1	0	0
B49. I feel a strong personal attachment to my organisation	<div style="display: flex; justify-content: space-between;"><div style="width: 52%; background-color: #4CAF50;"></div><div style="width: 33%; background-color: #9E9E9E;"></div><div style="width: 14%; background-color: #E91E63;"></div></div>	0	0	-2

Core Theme Scores

There are nine core theme scores within the Civil Service People Survey. Each theme measures a different dimension of employee experiences at work, which are known to have a strong relationship with engagement levels. Below, you'll find your overall theme score, plus the results for the individual questions underpinning each theme. Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

My Work

The Civil Service benchmark score for the My Work theme in 2021 is 79%, compared to 80% in 2020.

The graph below shows the My Work score for your organisation, while the one on the right presents the scores for each of the theme questions (B01-B04).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

My Work Question Scores 2021 vs 2020

Question	Distribution ▾	2020 survey	ORR Office of Rail and Road (Corporate Report)	Civil Service Benchmark 2021
B01. I am interested in my work		-1	0	+2
B05. I have a choice in deciding how I do my work		-1	0	+10 ^
B02. I am sufficiently challenged by my work		+5	0	+6 ^
B03. My work gives me a sense of personal accomplishment		-3	0	+3
B04. I feel involved in the decisions that affect my work		+6	0	+17 ^

My Work Theme Score



Organisational Objectives & Purpose

The Civil Service benchmark score for the Organisational Objectives & Purpose theme in 2021 is 85% (one percentage point less compared to 2020).

The graph below shows the Organisational Objectives & Purpose score for your organisation, while the one on the right presents the scores for each of the theme questions (B06-B07).

Your percent positive theme score is

Organisation Objectives & Purpose Question Scores 2021 vs 2020

Question	Distribution ▾	2020 survey	ORR Office of Rail and Road (Corporate Report)	Civil Service Benchmark 2021
B07. I understand how my work contributes to my organisation's objectives		+2	0	+4 ^
B06. I have a clear understanding of my organisation's objectives		+5	0	+4

Organisational Objectives & Purpose Theme Score



My Manager

The Civil Service benchmark score for the My Manager theme in 2021 is 75%, compared to 74% in 2020.

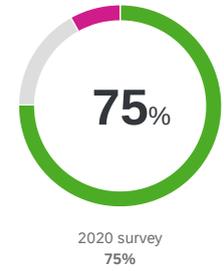
The graph below shows the My Manager score for your organisation, while the one on the right presents the scores for each of the theme questions (B08- B17).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

My Manager Question Scores 2021 vs 2020

Question	Distribution ▾	2020 survey	ORR Office of Rail and Road (Corporate Report)	Civil Service Benchmark 2021
B09. My manager is considerate of my life outside work		+1	0	+1
B10. My manager is open to my ideas		+3	0	+4
B12. Overall, I have confidence in the decisions made by my manager		+2	0	+3
B13. My manager recognises when I have done my job well		-1	0	-3
B08. My manager motivates me to be more effective in my job		+3	0	+4
B11. My manager helps me to understand how I contribute to my organisation's objectives		+2	0	+3
B14. I receive regular feedback on my performance		-3	0	0
B16. I think that my performance is evaluated fairly		+3	0	-3
B15. The feedback I receive helps me to improve my performance		-3	0	0
B17. Poor performance is dealt with effectively in my team		-1	0	-4

My Manager Theme Score



My Team

The Civil Service benchmark score for the My Team theme in 2021 is 84% (one point percentage more compared to 2020).

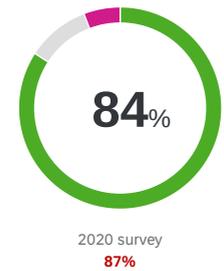
The graph below shows the My Team score for your organisation, while the one on the right presents the scores for each of the theme questions (B18-B20).

Your percent positive theme score is

My Team Question Scores 2021 vs 2020

Question	Distribution ▾	2020 survey	ORR Office of Rail and Road (Corporate Report)	Civil Service Benchmark 2021
B19. The people in my team work together to find ways to improve the service we provide		-1	0	+1
B18. The people in my team can be relied upon to help when things get difficult in my job		-5 ▾	0	-1
B20. The people in my team are encouraged to come up with new and better ways of doing things		-2	0	-1

My Team Theme Score



Learning & Development

The Civil Service benchmark score for the Learning & Development theme in 2021 is 56% (one point percentage more compared to 2020).

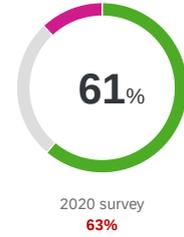
The graph below shows the Learning & Development score for your organisation, while the one on the right presents the scores for each of the theme questions (B21- B24).

Your percent positive theme score is

Learning & Development Question Scores 2021 vs 2020

Question	Distribution ▾	2020 survey	ORR Office of Rail and Road (Corporate Report)	Civil Service Benchmark 2021
B21. I am able to access the right learning and development opportunities when I need to		+1	0	+11 ^
B24. Learning and development activities I have completed while working for my organisation are helping me to develop my career		+1	0	+13 ^
B22. Learning and development activities I have completed in the past 12 months have helped to improve my performance?		-8 v	0	+10 ^
B23. There are opportunities for me to develop my career in my organisation		-1	0	-11 v

Learning & Development Theme Score



Inclusion and Fair Treatment

The Civil Service benchmark score for the Inclusion and Fair Treatment theme in 2021 is 82% (one percentage point more compared to 2020).

The graph below shows the Inclusion and Fair Treatment score for your organisation, while the one on the right presents the scores for each of the theme questions (B25- B28).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey,

Inclusion & Fair Treatment Question Scores 2021 vs 2020

Question	Distribution ▾	2020 survey	ORR Office of Rail and Road (Corporate Report)	Civil Service Benchmark 2021
B26. I am treated with respect by the people I work with		+1	0	0
B25. I am treated fairly at work		+1	0	+2
B28. I think that my organisation respects individual differences (for example cultures, working styles, backgrounds, ideas, etc.)		+4	0	+4
B27. I feel valued for the work I do		+3	0	+5

Inclusion & Fair Treatment Theme Score



Resources & Workload

The Civil Service benchmark score for the Resources & Workload theme in 2021 is 75% (same as 2020).

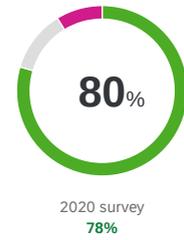
The graph below shows the Resources & Workload score for your organisation, while the one on the right presents the scores for each of the theme questions (B29- B34).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Resources & Workload Question Scores 2021 vs 2020

Question	Distribution ▾	2020 survey	ORR Office of Rail and Road (Corporate Report)	Civil Service Benchmark 2021
B31. I have the skills I need to do my job effectively		0	0	+3
B30. I have clear work objectives		0	0	+7 ^
B32. I have the tools I need to do my job effectively		+2	0	+3
B29. I get the information I need to do my job well		+4	0	+5
B34. I achieve a good balance between my work life and my private life		-1	0	+4
B33. I have an acceptable workload		+2	0	+5

Resources & Workload Theme Score



Pay & Benefits

The Civil Service benchmark score for the Pay & Benefits theme in 2021 is 39% (two percentage points less compared to 2020).

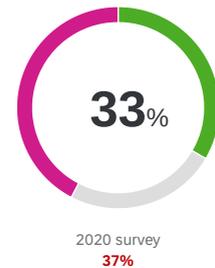
The graph below shows the Pay & Benefits score for your organisation, while the one on the right presents the scores for each of the theme questions (B35- B37).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Pay & Benefits Question Scores 2021 vs 2020

Question	Distribution ▾	2020 survey	ORR Office of Rail and Road (Corporate Report)	Civil Service Benchmark 2021
B36. I am satisfied with the total benefits package		-2	0	-8 v
B35. I feel that my pay adequately reflects my performance		-2	0	-5
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable		-7	0	-3

Pay & Benefits Theme Score



Leadership & Managing Change

The Civil Service benchmark score for the Leadership & Managing Change theme in 2021 is 58% (same as 2020).

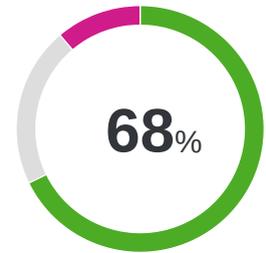
The graph below shows the Leadership & Managing Change score for your organisation, while the one on the right presents the scores for each of the theme questions (B38- B46).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Leadership & Managing Change Question Scores 2021 vs 2020

Question	Distribution ▾	2020 survey	ORR Office of Rail and Road (Corporate Report)	Civil Service Benchmark 2021
B38. Senior managers in my organisation are sufficiently visible		+3	0	+11 ^
B44. My organisation keeps me informed about matters that affect me		+3	0	+11 ^
B39. I believe the actions of senior managers are consistent with my organisation's values		+4	0	+9 ^
B41. Overall, I have confidence in the decisions made by my organisation's senior managers		+4	0	+12 ^
B40. I believe that my organisation's senior leaders have a clear vision for the future...		+2	0	+7 ^
B46. I think it is safe to challenge the way things are done in my organisation		-1	0	+10 ^
B45. I have the opportunity to contribute my views before decisions are made that affect me		+4	0	+16 ^
B42. I feel that change is managed well in my organisation		-2	0	+12 ^
B43. When changes are made in my organisation they are usually for the better		+1	0	+8 ^

Leadership & Managing Change Theme Score



2020 survey
66%