Office of Rail and Road

ORR OFFICE OF RAIL AND ROAD

Returns : 266   Response rate : 88%   Civil Service People Survey 2015

Strength of association with engagement   ✧ Statistically significant difference from comparison

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

Engagement Index

63%

Difference from previous survey	+3 ✧
Difference from CS2015	+5 ✧
Difference from CS High Performers	0

My work

86%

Difference from previous survey	-1
Difference from CS2015	+11 ✧
Difference from CS High Performers	+7 ✧

Organisational objectives and purpose

88%

Difference from previous survey	0
Difference from CS2015	+5 ✧
Difference from CS High Performers	+1

My manager

73%

Difference from previous survey	0
Difference from CS2015	+6 ✧
Difference from CS High Performers	+2 ✧

My team

87%

Difference from previous survey	0
Difference from CS2015	+7 ✧
Difference from CS High Performers	+4 ✧

Learning and development

59%

Difference from previous survey	+1
Difference from CS2015	+9 ✧
Difference from CS High Performers	+3 ✧

Inclusion and fair treatment

83%

Difference from previous survey	+4 ✧
Difference from CS2015	+9 ✧
Difference from CS High Performers	+5 ✧

Resources and workload

77%

Difference from previous survey	-2
Difference from CS2015	+5 ✧
Difference from CS High Performers	+1

Pay and benefits

29%

Difference from previous survey	+1
Difference from CS2015	0
Difference from CS High Performers	-7 ✧

Leadership and managing change

53%

Difference from previous survey	+1
Difference from CS2015	+11 ✧
Difference from CS High Performers	+2 ✧

OFFICE OF RAIL AND ROAD

 Strength of association with engagement

 Statistically significant difference from comparison

The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		53%	+1	+11 ✧	+2
My manager		73%	0	+6 ✧	+2 ✧
My work		86%	-1	+11 ✧	+7 ✧
Resources and workload		77%	-2	+5 ✧	+1
Learning and development		59%	+1	+9 ✧	+3 ✧
Pay and benefits		29%	+1	0	-7 ✧
My team		87%	0	+7 ✧	+4 ✧
Organisational objectives and purpose		88%	0	+5 ✧	+1
Inclusion and fair treatment		83%	+4 ✧	+9 ✧	+5 ✧

Wellbeing
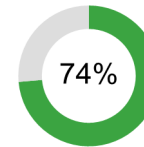
74% Overall, how satisfied are you with your life nowadays?
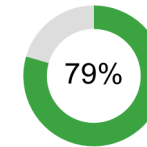
79% Overall, to what extent do you feel that the things you do in your life are worthwhile?
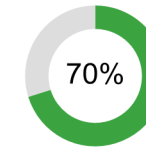
70% Overall, how happy did you feel yesterday?
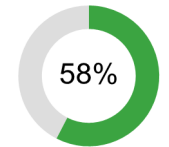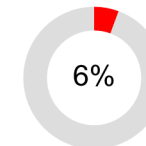
58% Overall, how anxious did you feel yesterday?

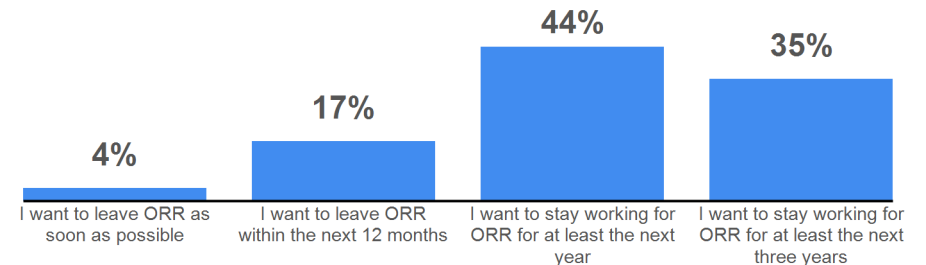## Discrimination, bullying and harassment
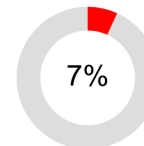
7% During the past 12 months have you personally experienced discrimination at work?

6% During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

4% I want to leave ORR as soon as possible

17% I want to leave ORR within the next 12 months

44% I want to stay working for ORR for at least the next year

35% I want to stay working for ORR for at least the next three years

OFFICE OF RAIL AND ROAD

All questions by theme
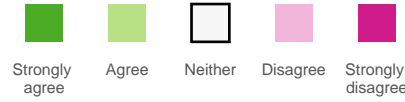
My work	86%	-1		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work				50	46				96%	0	+7 ✧	+4 ✧
B02 I am sufficiently challenged by my work				43	45	8			88%	+1	+9 ✧	+5 ✧
B03 My work gives me a sense of personal accomplishment				35	50	10			85%	-2	+10 ✧	+7 ✧
B04 I feel involved in the decisions that affect my work				22	49	18	7		71%	-3	+15 ✧	+7 ✧
B05 I have a choice in deciding how I do my work				39	49	7			88%	-4 ✧	+15 ✧	+9 ✧
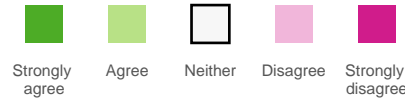
Organisational objectives and purpose	88%	0		Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B06 I have a clear understanding of ORR's purpose				31	59	6			90%	+2 ✧	+5 ✧	+1
B07 I have a clear understanding of ORR's objectives				27	58	10			86%	0	+6 ✧	+2 ✧
B08 I understand how my work contributes to ORR's objectives				31	57	11			87%	-2	+4 ✧	0

Note: "Difference from previous survey" column shows "Strength of association with engagement" label.

ORR OFFICE OF RAIL AND ROAD

All questions by theme

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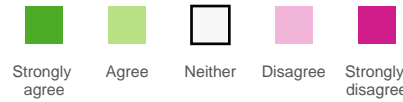^ indicates a variation in question wording from your previous survey

My manager — 73%   0

Difference from previous survey | Strength of association with engagement

		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	27	47	14	8		74%	+1	+6 ✧	+2 ✧
B10	My manager is considerate of my life outside work	49	41	7			90%	+2 ✧	+8 ✧	+4 ✧
B11	My manager is open to my ideas	44	44	8			88%	-2	+7 ✧	+3 ✧
B12	My manager helps me to understand how I contribute to ORR's objectives	24	48	21	6		71%	+1	+8 ✧	+3 ✧
B13	Overall, I have confidence in the decisions made by my manager	32	48	13			80%	+1	+8 ✧	+3 ✧
B14	My manager recognises when I have done my job well	36	47	9	5		83%	-3 ✧	+4 ✧	+2
B15	I receive regular feedback on my performance	22	49	12	13		71%	-3 ✧	+5 ✧	+1
B16	The feedback I receive helps me to improve my performance	22	46	20	9		68%	+2	+7 ✧	+3 ✧
B17	I think that my performance is evaluated fairly	19	49	18	9	5	68%	+3	+6 ✧	0
B18	Poor performance is dealt with effectively in my team	13	26	48	10		38%	-4 ✧	-1	-5 ✧

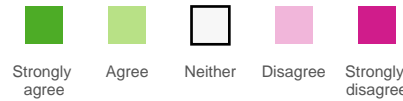### My team — 87%   0

Difference from previous survey | Strength of association with engagement

		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	41	50	6			91%	+1	+7 ✧	+4 ✧
B20	The people in my team work together to find ways to improve the service we provide	34	54	9			88%	+1	+8 ✧	+4 ✧
B21	The people in my team are encouraged to come up with new and better ways of doing things	33	48	15			81%	-2	+7 ✧	+3 ✧

OFFICE OF RAIL AND ROAD

All questions by theme

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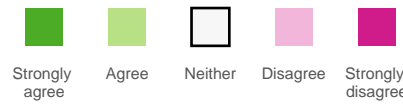^ indicates a variation in question wording from your previous survey

Learning and development

59% **+1** Difference from previous survey   Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

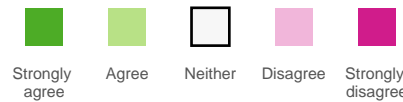|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	19	52	21	7		71%	+2	+8 ✧	+4 ✧
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	48	30	5		64%	-1	+12 ✧	+6 ✧
B24	There are opportunities for me to develop my career in ORR	8	37	28	17	10	45%	+3	+4 ✧	-4 ✧
B25	Learning and development activities I have completed while working for ORR are helping me to develop my career	14	41	34	8		55%	+2	+11 ✧	+5 ✧

Inclusion and fair treatment

83% **+4** Difference from previous survey   Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

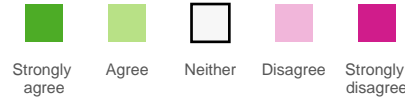|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	33	53	9			86%	+7 ✧	+8 ✧	+5 ✧
B27	I am treated with respect by the people I work with	40	53	7			92%	+1	+8 ✧	+6 ✧
B28	I feel valued for the work I do	28	48	14	7		76%	+5 ✧	+12 ✧	+7 ✧
B29	I think that ORR respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	31	48	16			79%	+3	+6 ✧	+1

All questions by theme

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

Resources and workload 77% -2

Difference from previous survey

Strength of association with engagement

		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	29	57	9	5		86%	-2	+3 ✧	0
B31	I get the information I need to do my job well	20	50	20	8		70%	-3 ✧	0	-4 ✧
B32	I have clear work objectives	22	60	11	5		82%	-1	+6 ✧	+2 ✧
B33	I have the skills I need to do my job effectively	30	64	5			94%	+2 ✧	+5 ✧	+3 ✧
B34	I have the tools I need to do my job effectively	17	49	16	14		66%	-12 ✧	-3 ✧	-8 ✧
B35	I have an acceptable workload	14	55	18	11		68%	+1	+9 ✧	+4 ✧
B36	I achieve a good balance between my work life and my private life	21	57	15	5		78%	+5 ✧	+11 ✧	+6 ✧

Pay and benefits 29% +1

Difference from previous survey

Strength of association with engagement

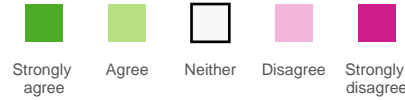|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37	I feel that my pay adequately reflects my performance		30	20	30	16	34%	+3 ✧	+3 ✧	-3 ✧
B38	I am satisfied with the total benefits package		22	29	28	18	26%	-1	-7 ✧	-14 ✧
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	23	23	29	20	28%	+1	+2 ✧	-4 ✧

All questions by theme

Leadership and managing change

53% +1   Difference from previous survey

Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Responses	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that ORR as a whole is managed well	9 / 53 / 24 / 12	62%	+5 ✧	+17 ✧	+6 ✧
B41	Directors and deputies in ORR are sufficiently visible	18 / 52 / 21 / 7	70%	+4 ✧	+16 ✧	+4 ✧
B42	I believe the actions of Directors and deputies are consistent with ORR's values	13 / 49 / 29 / 6	62%	+6 ✧	+17 ✧	+6 ✧
B43	I believe that the Board has a clear vision for the future of ORR	10 / 32 / 42 / 11 / 5	42%	-2	0	-12 ✧
B44	Overall, I have confidence in the decisions made by ORR's Directors and deputies	12 / 45 / 32 / 8	58%	+1	+16 ✧	+6 ✧
B45	I feel that change is managed well in ORR	5 / 30 / 39 / 21 / 5	35%	-1	+5 ✧	-4 ✧
B46	When changes are made in ORR they are usually for the better	6 / 26 / 53 / 13	32%	-3	+5 ✧	-3 ✧
B47	ORR keeps me informed about matters that affect me	12 / 58 / 19 / 9	70%	-1	+14 ✧	+5 ✧
B48	I have the opportunity to contribute my views before decisions are made that affect me	10 / 41 / 30 / 14 / 5	51%	+4 ✧	+15 ✧	+7 ✧
B49	I think it is safe to challenge the way things are done in ORR	11 / 42 / 28 / 15 / 5	53%	0	+12 ✧	+3 ✧

All questions by theme

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 ORR	16	40	33	9		56%	+6 ✧	-1	-10 ✧
B51	I would recommend ORR as a great place to work	19	43	29	7		62%	+6 ✧	+15 ✧	+3 ✧
B52	I feel a strong personal attachment to ORR	14	32	37	15		46%	+4 ✧	-1	-8 ✧
B53	ORR inspires me to do the best in my job	12	39	36	11		51%	+2	+7 ✧	0
B54	ORR motivates me to help it achieve its objectives	12	38	35	12		50%	+5 ✧	+8 ✧	+2

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 Directors and deputies in ORR will take action on the results from this survey	11	47	30	10		58%	+4 ✧	+14 ✧	+3 ✧
B56	I believe that managers where I work will take action on the results from this survey	17	48	25	9		64%	+3	+9 ✧	+2 ✧
B57	Where I work, I think effective action has been taken on the results of the last survey	10	32	47	8		42%	+2	+9 ✧	0

OFFICE OF RAIL AND ROAD

Returns : 266   Response rate : 88%   Civil Service People Survey 2015

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 CS2015	Difference from CS High Performers
B58	I am trusted to carry out my job effectively	41	53				94%	0	+6 ✧	+4 ✧
B59	I believe I would be supported if I try a new idea, even if it may not work	26	54	13	6		80%	+1	+12 ✧	+8 ✧
B60	My performance is evaluated based on whether I get things done, rather than solely follow processes	21	52	17	7		73%	+4 ✧	+8 ✧	+3 ✧
B61	When I talk about ORR I say "we" rather than "they"	31	51	14			82%	+1	+12 ✧	+4 ✧
B62	I have some really good friendships at work	27	42	26	5		69%	-3	-7 ✧	-10 ✧

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	22	48	21	7		70%	--	+3 ✧	-1
B64	Directors and deputies inspire people across ORR to do their best	11	45	33	9		55%	--	+18 ✧	+9 ✧
B65	My manager leads our team with confidence	26	56	11	5		82%	--	+12 ✧	+6 ✧
B66	Directors and deputies lead ORR with confidence	13	54	25	6		67%	--	+20 ✧	+10 ✧
B67	My manager empowers me to do my job effectively	31	49	15			80%	--	+8 ✧	+5 ✧
B68	ORR's Directors and deputies empower teams to deliver	12	48	29	8		60%	--	+20 ✧	+11 ✧
B69	Directors and deputies in ORR actively role model the behaviours set out in the Civil Service Leadership Statement	9	36	42	10		45%	--	+10 ✧	+2
B70	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	18	42	32	6		60%	--	+3 ✧	-2

OFFICE OF RAIL AND ROAD

All questions by theme

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

Wellbeing

	0-4	5-6	7-8	9-10
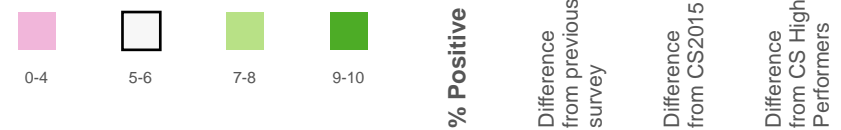
Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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	Distribution	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W01	Overall, how satisfied are you with your life nowadays?	9 / 18 / 52 / 21	74%	0	+8 ✧	+5 ✧
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	7 / 14 / 52 / 28	79%	+3	+8 ✧	+6 ✧
W03	Overall, how happy did you feel yesterday?	9 / 20 / 45 / 25	70%	0	+8 ✧	+5 ✧

	0-1	2-3	4-5	6-10

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

	Question	Distribution	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	26 / 31 / 16 / 26	58%	0	+8 ✧	+5 ✧

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for ORR?

		Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave ORR as soon as possible	4%	-2	-5	-8
I want to leave ORR within the next 12 months	17%	-3	+2 ✧	-3 ✧
I want to stay working for ORR for at least the next year	44%	+5	+12 ✧	+6 ✧
I want to stay working for ORR for at least the next three years	35%	0	-8 ✧	-16 ✧

The Civil Service Code

Differences are based on '% Yes' score

% Yes   % No

|	% Yes	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	93 / 7	93%	+3 ✧	+2 ✧	-2 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	67 / 33	67%	+6 ✧	+1	-5 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in ORR it would be investigated properly?	79 / 21	79%	+1	+11 ✧	+6 ✧

OFFICE OF **RAIL AND ROAD**

All questions by theme

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

Discrimination, harassment and bullying

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

% Yes	% No	% Prefer not to say

|	Yes	No	Prefer not to say
2015	7	87	6
2014	6	86	8
CS2015	11	80	8
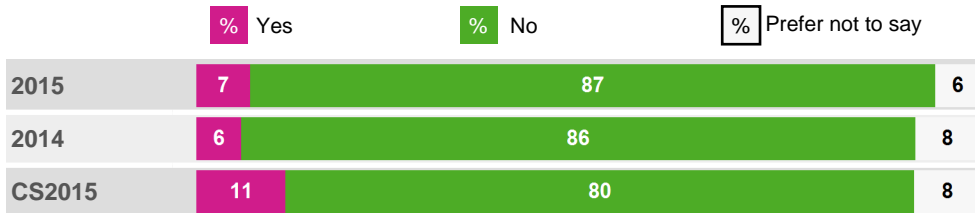
For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	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?

% Yes	% No	% Prefer not to say

	Yes	No	Prefer not to say
2015	6	89	5
2014	6	89	5
CS2015	10	82	7
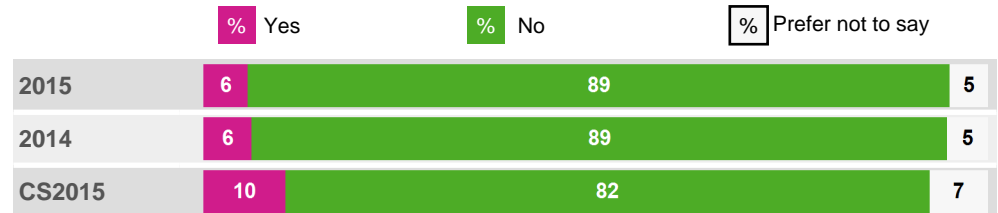
For respondents who selected 'Yes' to question E03.
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

	Response Count
A colleague	--
Your manager	--
Another manager in my part of ORR	--
Someone you manage	--
Someone who works for another part of ORR	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

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.