



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.



Returns : 237

Response rate : 77%

Civil Service People Survey 2016

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 CS2016	Difference from CS High Performers
Leadership and managing change		54%	+1	+11 ✧	+2
My work		83%	-2	+8 ✧	+5 ✧
Resources and workload		78%	+1	+5 ✧	+2
My manager		73%	0	+5 ✧	+2
Pay and benefits		28%	-1	-3 ✧	-10 ✧
Organisational objectives and purpose		86%	-2	+3 ✧	-2
Learning and development		57%	-2	+7 ✧	+2
My team		84%	-2 ✧	+4 ✧	+1
Inclusion and fair treatment		80%	-3 ✧	+4 ✧	+1



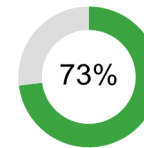
Strength of association with engagement



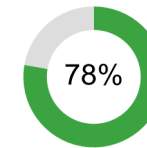
Statistically significant difference from comparison

Wellbeing

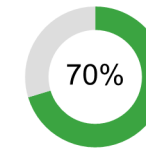
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



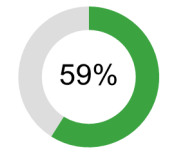
W01. Overall, how satisfied are you with your life nowadays?



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



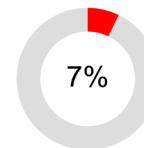
W03. Overall, how happy did you feel yesterday?



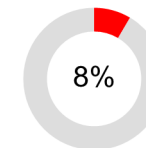
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

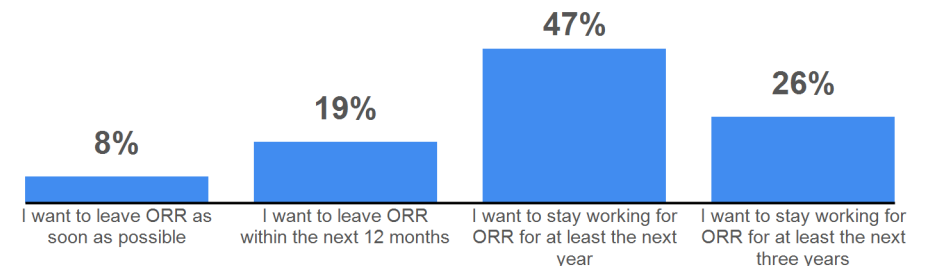


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

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

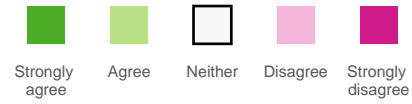
My work

83% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	42	51	5			94%	-2 ◆	+4 ◆	+2 ◆
B02 I am sufficiently challenged by my work	33	49	11	6		81%	-7 ◆	+1	-1
B03 My work gives me a sense of personal accomplishment	28	56	9	5		84%	-1	+9 ◆	+5 ◆
B04 I feel involved in the decisions that affect my work	24	43	20	12		66%	-5 ◆	+10 ◆	+5 ◆
B05 I have a choice in deciding how I do my work	39	53	8			91%	+3 ◆	+17 ◆	+12 ◆

Organisational objectives and purpose

86% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of ORR's purpose	34	54	8			88%	-2 ◆	+2	-3 ◆
B07 I have a clear understanding of ORR's objectives	28	56	12			84%	-2	+4 ◆	-1
B08 I understand how my work contributes to ORR's objectives	33	53	11			86%	-2	+3 ◆	-2

All questions by theme

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

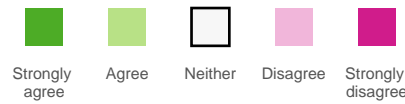
My manager

73% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	27	47	18	6	6	74%	0	+5 ◆	+1
B10 My manager is considerate of my life outside work	52	39	6	6	6	91%	+1	+8 ◆	+5 ◆
B11 My manager is open to my ideas	49	37	10	6	6	86%	-2	+5 ◆	+2
B12 My manager helps me to understand how I contribute to ORR's objectives	26	46	20	5	6	73%	+1	+8 ◆	+3 ◆
B13 Overall, I have confidence in the decisions made by my manager	42	40	9	7	6	82%	+2	+9 ◆	+4 ◆
B14 My manager recognises when I have done my job well	40	43	12	6	6	82%	0	+4 ◆	+1
B15 I receive regular feedback on my performance	25	45	17	8	6	70%	-1	+4 ◆	+1
B16 The feedback I receive helps me to improve my performance	24	42	20	10	6	66%	-2	+4 ◆	0
B17 I think that my performance is evaluated fairly	21	46	17	9	7	67%	-1	+3 ◆	-1
B18 Poor performance is dealt with effectively in my team	9	28	45	14	5	37%	-1	-2	-6 ◆

My team

84% -2

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	42	47	7	6	6	89%	-2 ◆	+4 ◆	+2
B20 The people in my team work together to find ways to improve the service we provide	37	49	9	5	6	85%	-3 ◆	+4 ◆	+1
B21 The people in my team are encouraged to come up with new and better ways of doing things	36	43	14	5	6	79%	-2	+4 ◆	0

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

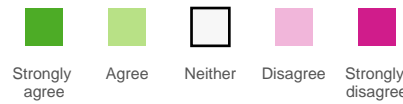
Learning and development

57% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	21	51	17	8	3	72%	+1	+11 ◆	+5 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	54	20	6	3	71%	+8 ◆	+21 ◆	+14 ◆
B24	There are opportunities for me to develop my career in ORR	6	24	30	25	14	30%	-15 ◆	-13 ◆	-21 ◆
B25	Learning and development activities I have completed while working for ORR are helping me to develop my career	14	41	32	9	4	54%	0	+11 ◆	+3 ◆

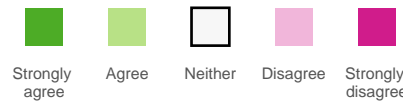
Inclusion and fair treatment

80% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	34	48	10	6	2	82%	-5 ◆	+3 ◆	-1
B27	I am treated with respect by the people I work with	40	49	6	3	2	89%	-4 ◆	+5 ◆	+2
B28	I feel valued for the work I do	27	44	14	9	5	72%	-4 ◆	+7 ◆	+2
B29	I think that ORR respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	34	44	13	6	3	78%	0	+5 ◆	0

All questions by theme

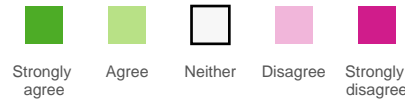
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Resources and workload **78%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	27	59	9	3	3	86%	0	+4 ◆	0
B31 I get the information I need to do my job well	19	58	12	9	3	77%	+8 ◆	+8 ◆	+3 ◆
B32 I have clear work objectives	23	55	14	6	2	78%	-3 ◆	+3 ◆	-2
B33 I have the skills I need to do my job effectively	36	57	5	1	1	93%	0	+5 ◆	+2 ◆
B34 I have the tools I need to do my job effectively	21	49	17	11	2	70%	+4 ◆	0	-5 ◆
B35 I have an acceptable workload	16	53	13	13	5	69%	+1	+11 ◆	+5 ◆
B36 I achieve a good balance between my work life and my private life	24	49	13	10	4	73%	-4 ◆	+6 ◆	+2

Pay and benefits

28% -1

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	27	19	31	20	3	31%	-3	-1	-8 ◆
B38 I am satisfied with the total benefits package	23	19	33	20	5	27%	+1	-7 ◆	-14 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	21	24	24	25	26%	-2	-1	-9 ◆



All questions by theme

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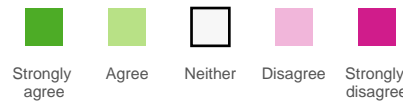
Leadership and managing change

54% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40 I feel that ORR as a whole is managed well	15	48	24	10	7	62%	0	+16 ◆	+4 ◆
B41 Directors and deputies in ORR are sufficiently visible	24	47	16	10	7	71%	+1	+16 ◆	+5 ◆
B42 I believe the actions of Directors and deputies are consistent with ORR's values	19	46	24	8	7	64%	+2	+15 ◆	+7 ◆
B43 I believe that the Board has a clear vision for the future of ORR	9	38	40	9	7	47%	+5 ◆	+4 ◆	-7 ◆
B44 Overall, I have confidence in the decisions made by ORR's Directors and deputies	17	43	31	6	7	60%	+2	+16 ◆	+5 ◆
B45 I feel that change is managed well in ORR	6	28	39	19	7	35%	-1	+5 ◆	-6 ◆
B46 When changes are made in ORR they are usually for the better	6	27	50	13	5	33%	+1	+3	-6 ◆
B47 ORR keeps me informed about matters that affect me	13	56	18	9	7	69%	0	+13 ◆	+5 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	9	40	27	18	6	49%	-2	+11 ◆	+2
B49 I think it is safe to challenge the way things are done in ORR	11	41	27	14	7	52%	-1	+9 ◆	+3 ◆

All questions by theme

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 ▲ 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 CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of ORR	15	38	39	5	5	53%	-3	-6 ◆	-13 ◆
B51 I would recommend ORR as a great place to work	17	43	27	9	5	60%	-2	+9 ◆	-1
B52 I feel a strong personal attachment to ORR	14	28	37	16	5	42%	-4 ◆	-6 ◆	-14 ◆
B53 ORR inspires me to do the best in my job	13	32	40	10	5	45%	-6 ◆	-1	-8 ◆
B54 ORR motivates me to help it achieve its objectives	11	32	41	11	5	43%	-7 ◆	-1	-7 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that Directors and deputies in ORR will take action on the results from this survey	10	40	31	13	6	50%	-8 ◆	+4 ◆	-4 ◆
B56 I believe that managers where I work will take action on the results from this survey	13	46	26	11	5	58%	-6 ◆	+3 ◆	-6 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	6	24	50	12	7	30%	-12 ◆	-4 ◆	-11 ◆

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 CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	42	52	5			94%	0	+6 ◆	+4 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	23	55	16	6		78%	-2	+10 ◆	+5 ◆
B60 When I talk about ORR I say "we" rather than "they"	35	47	11	5		82%	0	+11 ◆	+4 ◆
B61 I have some really good friendships at work	22	49	24			71%	+2	-6 ◆	-10 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Directors and deputies in ORR actively role model the behaviours set out in the Civil Service Leadership Statement	11	37	40	7	5	48%	+3	+4 ◆	-1
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	18	48	24	7		66%	+6 ◆	+4 ◆	-1

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Wellbeing

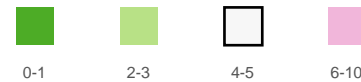


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	10	17	53	20	73%	-1	+7 ◆	+4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	13	52	26	78%	-2	+7 ◆	+4 ◆
W03 Overall, how happy did you feel yesterday?	10	19	47	23	70%	0	+7 ◆	+4 ◆

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?	30	29	14	27	59%	+1	+9 ◆	+6 ◆
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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 ORR?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave ORR as soon as possible		8%	+4 ◇	0	-3
I want to leave ORR within the next 12 months		19%	+2	+4 ◇	0
I want to stay working for ORR for at least the next year		47%	+3	+15 ◇	+8 ◇
I want to stay working for ORR for at least the next three years		26%	-9 ◇	-17 ◇	-25 ◇

The Civil Service Code

Differences are based on '% Yes' score

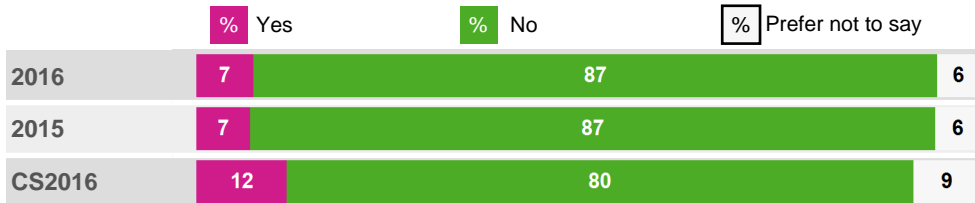
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		9	91%	-2	0	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	0	0	-7 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in ORR it would be investigated properly?		27	73%	-6 ◇	+5 ◇	-3 ◇

All questions by theme

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Discrimination, harassment and bullying

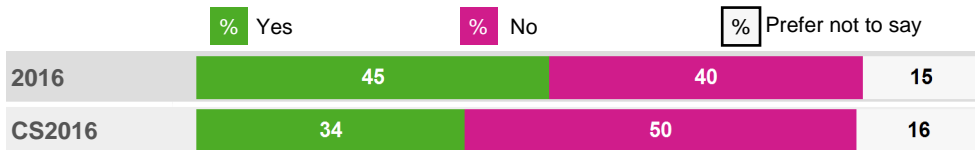
E01. During the past 12 months, have you personally experienced discrimination at work?



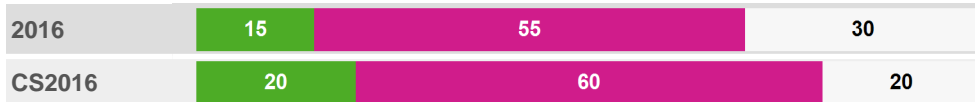
E03. During the past 12 months, have you personally experienced bullying or harassment at work?



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)

	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	--

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)

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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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.