Office of Rail and Road

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

57%

Difference from previous survey	-4
Difference from CS2017	-4
Difference from CS High Performers	-8

My work

79%

Difference from previous survey	-5
Difference from CS2017	+3
Difference from CS High Performers	-1

Organisational objectives and purpose

81%

Difference from previous survey	-4
Difference from CS2017	-1
Difference from CS High Performers	-6

My manager

67%

Difference from previous survey	-6
Difference from CS2017	-3
Difference from CS High Performers	-6

My team

81%

Difference from previous survey	-3
Difference from CS2017	0
Difference from CS High Performers	-3

Learning and development

51%

Difference from previous survey	-6
Difference from CS2017	-1
Difference from CS High Performers	-6

Inclusion and fair treatment

73%

Difference from previous survey	-8
Difference from CS2017	-4
Difference from CS High Performers	-7

Resources and workload

74%

Difference from previous survey	-3
Difference from CS2017	+1
Difference from CS High Performers	-2

Pay and benefits

23%

Difference from previous survey	-5
Difference from CS2017	-7
Difference from CS High Performers	-13

Leadership and managing change

45%

Difference from previous survey	-9
Difference from CS2017	-2
Difference from CS High Performers	-7

Returns : 241   Response rate : 80%   Civil Service People Survey 2017

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 CS2017	Difference from CS High Performers
Leadership and managing change		45%	-9 ✧	-2	-7 ✧
My manager		67%	-6 ✧	-3 ✧	-6 ✧
Pay and benefits		23%	-5 ✧	-7 ✧	-13 ✧
Learning and development		51%	-6 ✧	-1	-6 ✧
Resources and workload		74%	-3	+1	-2
My work		79%	-5 ✧	+3 ✧	-1
Organisational objectives and purpose		81%	-4 ✧	-1	-6 ✧
Inclusion and fair treatment		73%	-8 ✧	-4 ✧	-7 ✧
My team		81%	-3 ✧	0	-3 ✧

Wellbeing

■ *% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)*
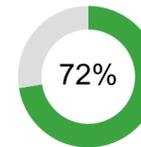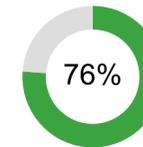
72% — W01. Overall, how satisfied are you with your life nowadays?

76% — W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
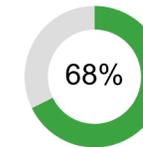
68% — W03. Overall, how happy did you feel yesterday?
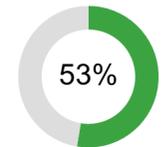
53% — W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

■ *% responding Yes*
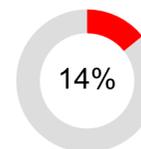
14% — During the past 12 months have you personally experienced discrimination at work?
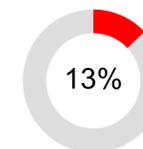
13% — During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

7% — I want to leave ORR as soon as possible

22% — I want to leave ORR within the next 12 months

47% — I want to stay working for ORR for at least the next year

24% — I want to stay working for ORR for at least the next three years

ORR
OFFICE OF RAIL AND ROAD
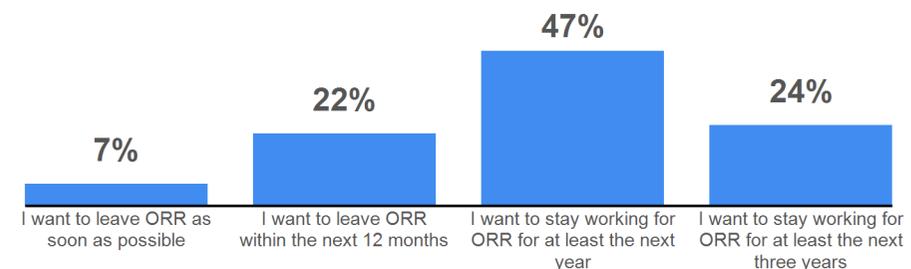
Headline scores

Highest positive scoring questions	% Positive
B54 I am trusted to carry out my job effectively	**92%**
B31 I have the skills I need to do my job effectively	**92%**
B01 I am interested in my work	**90%**
B18 The people in my team can be relied upon to help when things get difficult in my job	**86%**
B09 My manager is considerate of my life outside work	**85%**

Highest neutral scoring questions	% Neutral
B43 When changes are made in ORR they are usually for the better	**46%**
B53 Where I work, I think effective action has been taken on the results of the last survey	**46%**
B17 Poor performance is dealt with effectively in my team	**42%**
B59 Directors and deputies in ORR actively role model the behaviours set out in the Civil Service Leadership Statement	**41%**
B51 ORR motivates me to help it achieve its objectives	**40%**

Highest negative scoring questions	% Negative
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	**58%**
B35 I feel that my pay adequately reflects my performance	**55%**
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	**54%**
B36 I am satisfied with the total benefits package	**54%**
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	**52%**

Office of Rail and Road

All questions by theme

My work — 79% -4 ✧ Difference from previous survey — Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01	I am interested in my work	39	52	8			**90%**	-3 ✧	0	-2 ✧
B02	I am sufficiently challenged by my work	32	46	12	9		**78%**	-4 ✧	-3 ✧	-6 ✧
B03	My work gives me a sense of personal accomplishment	23	55	12	8		**78%**	-6 ✧	+1	-1
B04	I feel involved in the decisions that affect my work	14	49	20	10	7	**63%**	-4	+5 ✧	-1
B05	I have a choice in deciding how I do my work	31	54	10			**85%**	-6 ✧	+9 ✧	+5 ✧

Organisational objectives and purpose* — 81% -4 ✧ Difference from previous survey — Strength of association with engagement
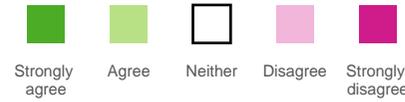
*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06	I have a clear understanding of ORR's objectives	19	63	10	7		**82%**	-2	+1	-5 ✧
B07	I understand how my work contributes to ORR's objectives	21	59	13	6		**80%**	-5 ✧	-3 ✧	-7 ✧

All questions by theme

My manager — 67% — -6 ✧ Difference from previous survey

Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	20	49	19	7	5	69%	-5 ✧	-1	-5 ✧
B09	My manager is considerate of my life outside work	45	41	12			85%	-5 ✧	+1	-2
B10	My manager is open to my ideas	34	47	13			81%	-5 ✧	-1	-4 ✧
B11	My manager helps me to understand how I contribute to ORR's objectives	19	46	25	8		65%	-8 ✧	-1	-6 ✧
B12	Overall, I have confidence in the decisions made by my manager	32	45	15	5		77%	-5 ✧	+3 ✧	-2
B13	My manager recognises when I have done my job well	32	43	13	8		75%	-7 ✧	-4 ✧	-7 ✧
B14	I receive regular feedback on my performance	21	44	21	13		64%	-6 ✧	-4 ✧	-8 ✧
B15	The feedback I receive helps me to improve my performance	18	39	27	12		57%	-9 ✧	-6 ✧	-10 ✧
B16	I think that my performance is evaluated fairly	16	40	24	10	10	55%	-11 ✧	-10 ✧	-15 ✧
B17	Poor performance is dealt with effectively in my team	9	29	42	11	9	38%	+1	-2	-6 ✧

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Returns : 241   Response rate : 80%   Civil Service People Survey 2017

All questions by theme

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

My team — 81% -3 ◇

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 CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	33	53	9			86%	-3 ◇	+1	-2
B19	The people in my team work together to find ways to improve the service we provide	31	52	11			83%	-2	0	-2
B20	The people in my team are encouraged to come up with new and better ways of doing things	27	47	17	8		74%	-4 ◇	-1	-5 ◇

Learning and development — 51% -6 ◇

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 CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	18	48	19	11		66%	-6 ◇	+3 ◇	-3 ◇
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	44	30	8		59%	-12 ◇	+7 ◇	+1
B23	There are opportunities for me to develop my career in ORR	7	25	27	23	18	33%	+3	-14 ◇	-23 ◇
B24	Learning and development activities I have completed while working for ORR are helping me to develop my career	14	34	38	10	5	48%	-7 ◇	+1	-4 ◇

All questions by theme

Inclusion and fair treatment

73% **-8** ✧ Difference from previous survey — Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25	I am treated fairly at work	75%	-7 ✧	-5 ✧	-8 ✧
B26	I am treated with respect by the people I work with	83%	-6 ✧	-2	-4 ✧
B27	I feel valued for the work I do	62%	-10 ✧	-3 ✧	-10 ✧
B28	I think that ORR respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	70%	-8 ✧	-5 ✧	-9 ✧

B25: 25 / 50 / 13 / 6 / 5
B26: 31 / 52 / 12
B27: 22 / 40 / 21 / 11 / 6
B28: 25 / 45 / 20 / 6

Resources and workload*

74% **-3** Difference from previous survey — Strength of association with engagement
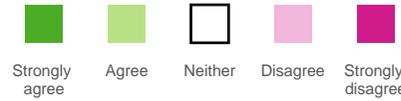
*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

		% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29	I get the information I need to do my job well	67%	-10 ✧	-2	-7 ✧
B30	I have clear work objectives	76%	-2	+1	-4 ✧
B31	I have the skills I need to do my job effectively	92%	-2	+3 ✧	+1
B32	I have the tools I need to do my job effectively	66%	-4 ✧	-4 ✧	-10 ✧
B33	I have an acceptable workload	67%	-3	+6 ✧	0
B34	I achieve a good balance between my work life and my private life	73%	0	+5 ✧	0

B29: 12 / 56 / 18 / 10
B30: 16 / 60 / 14 / 7
B31: 30 / 61 / 7
B32: 15 / 52 / 14 / 12 / 7
B33: 12 / 54 / 15 / 12 / 6
B34: 20 / 53 / 15 / 8

All questions by theme

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

Pay and benefits — 23% -5 ✧ Difference from previous survey

Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance	5	20	20	30	24	25%	-6 ✧	-6 ✧	-12 ✧
B36	I am satisfied with the total benefits package	5	17	24	28	26	22%	-5 ✧	-11 ✧	-18 ✧
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable		19	20	28	30	23%	-3	-3 ✧	-10 ✧

Leadership and managing change* — 45% -9 ✧ Difference from previous survey

Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

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

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38	Directors and deputies in ORR are sufficiently visible	21	43	17	14	5	64%	-7 ✧	+4 ✧	-5 ✧
B39	I believe the actions of Directors and deputies are consistent with ORR's values	13	44	26	13	5	56%	-8 ✧	+3	-4 ✧
B40	I believe that the Board has a clear vision for the future of ORR	9	34	39	13	5	43%	-4 ✧	-6 ✧	-12 ✧
B41	Overall, I have confidence in the decisions made by ORR's Directors and deputies	13	43	31	9	5	55%	-5 ✧	+6 ✧	+1
B42	I feel that change is managed well in ORR		18	32	33	13	23%	-12 ✧	-10 ✧	-18 ✧
B43	When changes are made in ORR they are usually for the better	5	23	46	18	8	28%	-5 ✧	-6 ✧	-13 ✧
B44	ORR keeps me informed about matters that affect me	9	44	28	15	5	53%	-16 ✧	-5 ✧	-11 ✧
B45	I have the opportunity to contribute my views before decisions are made that affect me	7	28	34	20	10	35%	-14 ✧	-3 ✧	-12 ✧
B46	I think it is safe to challenge the way things are done in ORR	8	37	34	13	9	45%	-7 ✧	-1	-8 ✧

All questions by theme

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

Engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47	I am proud when I tell others I am part of ORR	11	41	39	6		52%	-1	-10 ◇	-17 ◇
B48	I would recommend ORR as a great place to work	14	39	31	10	5	53%	-7 ◇	-2	-10 ◇
B49	I feel a strong personal attachment to ORR	10	30	35	18	7	39%	-3	-10 ◇	-17 ◇
B50	ORR inspires me to do the best in my job	9	29	40	15	8	38%	-7 ◇	-10 ◇	-16 ◇
B51	ORR motivates me to help it achieve its objectives	8	29	40	14	8	37%	-6 ◇	-9 ◇	-16 ◇

Taking action

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52	I believe that Directors and deputies in ORR will take action on the results from this survey	11	31	30	18	10	42%	-8 ◇	-8 ◇	-16 ◇
B53	Where I work, I think effective action has been taken on the results of the last survey	7	20	46	17	11	27%	-4	-9 ◇	-18 ◇

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

Organisational culture

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54	I am trusted to carry out my job effectively	34	59	6			92%	-2	+4 ✧	+2 ✧
B55	I believe I would be supported if I try a new idea, even if it may not work	17	57	19	6		73%	-5 ✧	+3 ✧	-2
B56	In ORR, people are encouraged to speak up when they identify a serious policy or delivery risk	15	50	23	9		65%	New	-1	-6 ✧
B57	I feel able to challenge inappropriate behaviour in the workplace	14	48	22	11	6	62%	New	-2	-6 ✧
B58	ORR is committed to creating a diverse and inclusive workplace	14	46	26	8	6	60%	New	-13 ✧	-17 ✧

Leadership statement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59	Directors and deputies in ORR actively role model the behaviours set out in the Civil Service Leadership Statement	10	35	41	9	5	45%	-3	-2	-10 ✧
B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	44	27	5	5	64%	-2	-2	-8 ✧

Civil Service vision

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	6	22	18	43	11	28%	New	-15 ✧	-28 ✧
B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	16	27	39	12	21%	New	-16 ✧	-24 ✧

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-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

		% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W01	Overall, how satisfied are you with your life nowadays?	72%	-1	+6 ✧	+4 ✧
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	76%	-2	+5 ✧	+3 ✧
W03	Overall, how happy did you feel yesterday?	68%	-3	+4 ✧	+3

W01: 8 | 19 | 58 | 14
W02: 7 | 17 | 55 | 22
W03: 11 | 21 | 45 | 22

▨ 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.

		% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	53%	-6 ✧	+4 ✧	+1

W04: 29 | 24 | 19 | 28

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 CS2017	Difference from CS High Performers
I want to leave ORR as soon as possible	7%	-1	-2	-5
I want to leave ORR within the next 12 months	22%	+3	+7 ✧	+4 ✧
I want to stay working for ORR for at least the next year	47%	0	+13 ✧	+8 ✧
I want to stay working for ORR for at least the next three years	24%	-2	-19 ✧	-28 ✧

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	90	10	90%	-1	-2 ✧	-5 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	62	38	62%	-5 ✧	-6 ✧	-12 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in ORR it would be investigated properly?	65	35	65%	-7 ✧	-5 ✧	-10 ✧

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?
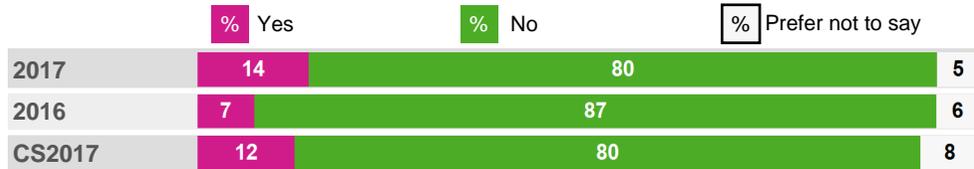
	% Yes	% No	% Prefer not to say
2017	14	80	5
2016	7	87	6
CS2017	12	80	8

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

	% Yes	% No	% Prefer not to say
2017	13	82	5
2016	8	85	7
CS2017	11	82	7

For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?

	% Yes	% No	% Prefer not to say
2017	42	42	16
2016	45	40	15
CS2017	37	49	15
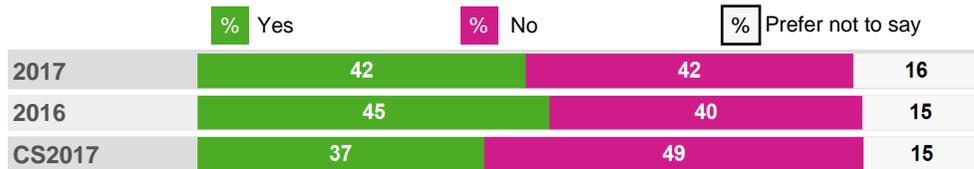
For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

	% Yes	% No	% Prefer not to say
2017	26	58	16
2016	15	55	30
CS2017	19	62	19

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	15
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	11
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	10
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 2016 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2017 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✧

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2017 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B47-B51). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association with engagement

the analysis has not identified a significant association with engagement

Changes to theme scores in 2017

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

Confidentiality

The survey was carried out as part of the 2017 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.