

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





Strength of association with engagement



Statistically significant difference from comparison

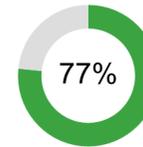
The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

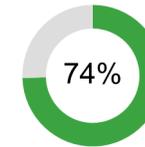
	Strength of association with engagement ¹	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		38%	-2	-5 ✧	-14 ✧
My work		76%	+3	+2	-2
My manager		62%	-5	-6 ✧	-9 ✧
Pay and benefits		46%	+2	+17 ✧	+10 ✧
Learning and development		47%	+1	-3	-9 ✧
Resources and workload		71%	-4	-1	-5 ✧
Organisational objectives and purpose		88%	+1	+5 ✧	+1
My team		78%	+2	-2	-5 ✧
Inclusion and fair treatment		66%	+1	-9 ✧	-13 ✧

¹The table above shows the strength of association between engagement and the themes for Civil Service

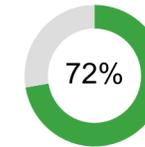
Wellbeing



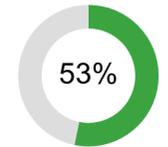
Overall, how satisfied are you with your life nowadays?



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

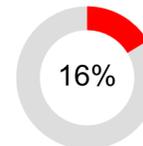


Overall, how happy did you feel yesterday?

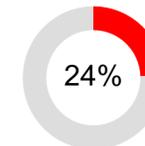


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

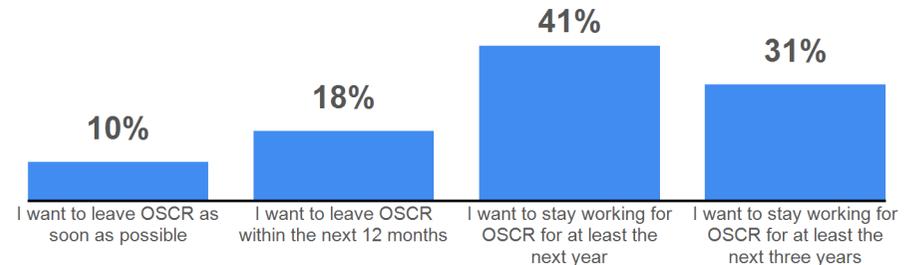


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

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

My work

76% +3
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	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	22	67	8	0	0	90%	+4 ◇	+1	-2
B02 I am sufficiently challenged by my work	22	59	10	6	0	82%	+3	+3	-1
B03 My work gives me a sense of personal accomplishment	14	53	14	14	0	67%	-1	-8 ◇	-11 ◇
B04 I feel involved in the decisions that affect my work	8	53	18	12	8	61%	+6 ◇	+5 ◇	-3
B05 I have a choice in deciding how I do my work	14	67	8	10	0	82%	+3	+8 ◇	+3

Organisational objectives and purpose

88% +1
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of OSCR's purpose	27	61	6	6	0	88%	+1	+3	-1
B07 I have a clear understanding of OSCR's objectives	20	67	8	0	0	88%	+3	+8 ◇	+4 ◇
B08 I understand how my work contributes to OSCR's objectives	24	63	8	0	0	88%	-2	+5 ◇	+1

All questions by theme

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

My manager

62% -5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	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	14	41	24	16	6	55%	-15 ◆	-13 ◆	-17 ◆
B10 My manager is considerate of my life outside work	37	45	14	6	0	82%	-3	-1	-4 ◆
B11 My manager is open to my ideas	31	37	24	6	6	67%	-7 ◆	-13 ◆	-17 ◆
B12 My manager helps me to understand how I contribute to OSCR's objectives	24	35	22	16	6	59%	-9 ◆	-4	-9 ◆
B13 Overall, I have confidence in the decisions made by my manager	24	35	24	14	6	59%	+2	-13 ◆	-18 ◆
B14 My manager recognises when I have done my job well	24	51	14	6	6	76%	-2	-3	-6 ◆
B15 I receive regular feedback on my performance	20	55	10	10	6	76%	0	+9 ◆	+6 ◆
B16 The feedback I receive helps me to improve my performance	14	37	33	10	6	51%	-10 ◆	-10 ◆	-14 ◆
B17 I think that my performance is evaluated fairly	14	47	20	14	6	61%	-3	-1	-7 ◆
B18 Poor performance is dealt with effectively in my team	6	27	45	16	6	33%	+3	-7 ◆	-11 ◆

My team

78% +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 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	39	43	8	6	6	82%	-7 ◆	-3	-5 ◆
B20 The people in my team work together to find ways to improve the service we provide	37	41	10	8	6	78%	+1	-3	-6 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	31	43	14	12	6	73%	+13 ◆	-1	-5 ◆

All questions by theme

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

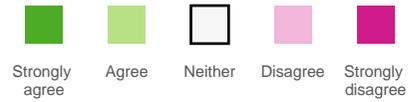
Learning and development

47% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	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	12	55	20	8	8	67%	+9 ◆	+4	0
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	47	27	14	8	55%	+6 ◆	+3	-3
B24	There are opportunities for me to develop my career in OSCR	6	20	20	37	18	24%	-9 ◆	-17 ◆	-25 ◆
B25	Learning and development activities I have completed while working for OSCR are helping me to develop my career	6	35	29	22	8	41%	-2	-3	-9 ◆

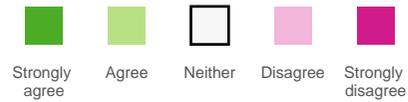
Inclusion and fair treatment

66% +1

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	16	53	20	10	8	69%	+5	-9 ◆	-12 ◆
B27	I am treated with respect by the people I work with	27	47	16	8	8	73%	+1	-11 ◆	-13 ◆
B28	I feel valued for the work I do	12	45	20	16	6	57%	-2	-7 ◆	-12 ◆
B29	I think that OSCR respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	6	57	12	18	6	63%	-1	-9 ◆	-14 ◆

All questions by theme

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

Resources and workload **71%** -4

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	18	61		16		80%	-5 ◆	-4 ◆	-6 ◆
B31 I get the information I need to do my job well	8	55	18	16		63%	-5 ◆	-6 ◆	-10 ◆
B32 I have clear work objectives	18	51	10	16		69%	-11 ◆	-6 ◆	-10 ◆
B33 I have the skills I need to do my job effectively	22	61		12		84%	-3	-4 ◆	-7
B34 I have the tools I need to do my job effectively	14	65	14			80%	+5 ◆	+11 ◆	+6 ◆
B35 I have an acceptable workload	12	45	16	20	6	57%	-4	-2	-7 ◆
B36 I achieve a good balance between my work life and my private life	16	51	12	16		67%	-5 ◆	+1	-4 ◆

Pay and benefits **46%** +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
B37 I feel that my pay adequately reflects my performance		43	24	22	6	47%	+6 ◆	+15 ◆	+10 ◆
B38 I am satisfied with the total benefits package		47	24	22		49%	-2	+16 ◆	+10 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable		41	16	33	8	43%	+4	+18 ◆	+11 ◆

All questions by theme

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

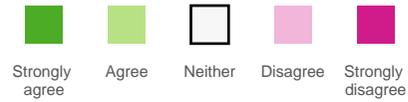
Leadership and managing change

38% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that OSCR as a whole is managed well	31		29	20	16	35%	-8 ◆	-11 ◆	-21 ◆
B41 Senior managers in OSCR are sufficiently visible	10	61		16	10	71%	-3	+18 ◆	+6 ◆
B42 I believe the actions of senior managers are consistent with OSCR's values	8	35	24	24	8	43%	-4	-2	-14 ◆
B43 I believe that the Board has a clear vision for the future of OSCR	6	35	33	18	8	41%	0	-1	-13 ◆
B44 Overall, I have confidence in the decisions made by OSCR's senior managers	6	24	39	18	12	31%	-16 ◆	-11 ◆	-21 ◆
B45 I feel that change is managed well in OSCR	20		33	35	12	20%	-3	-10 ◆	-19 ◆
B46 When changes are made in OSCR they are usually for the better	16		45	27	10	18%	-3	-8 ◆	-17 ◆
B47 OSCR keeps me informed about matters that affect me	8	41	29	16	6	49%	+6 ◆	-7 ◆	-15 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	8	33	39	8	12	41%	+11 ◆	+5 ◆	-4
B49 I think it is safe to challenge the way things are done in OSCR	29		31	20	18	31%	+1	-11 ◆	-19 ◆

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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of OSCR	12	41	33	10	6	53%	-3	-4	-13 ◆
B51 I would recommend OSCR as a great place to work	12	45	22	12	8	57%	+6 ◆	+10 ◆	-2
B52 I feel a strong personal attachment to OSCR	10	39	24	20	6	49%	0	+2	-5
B53 OSCR inspires me to do the best in my job	6	31	41	14	8	37%	-12 ◆	-8 ◆	-15 ◆
B54 OSCR motivates me to help it achieve its objectives	6	29	45	12	8	35%	-10 ◆	-7 ◆	-14 ◆

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 senior managers in OSCR will take action on the results from this survey	6	41	14	24	14	47%	-6 ◆	+4	-8 ◆
B56 I believe that managers where I work will take action on the results from this survey	6	43	24	12	14	49%	-10 ◆	-6 ◆	-13 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	6	27	37	10	22	31%	-13 ◆	-3	-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 CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	20	57	6	12		78%	-1	-10 ◇	-12 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	8	47	24	14	6	55%	+10 ◇	-13 ◇	-17 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	8	50	31	8		58%	+3	-7 ◇	-11 ◇
B61 When I talk about OSCR I say "we" rather than "they"	14	69	8	6		84%	+5 ◇	+14 ◇	+6 ◇
B62 I have some really good friendships at work	33	45	16			78%	-1	+2	-2

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	13	33	35	17		46%	--	-21 ◇	-25 ◇
B64 Senior managers inspire people across OSCR to do their best	31	35	24	8		33%	--	-5 ◇	-13 ◇
B65 My manager leads our team with confidence	17	42	19	19		58%	--	-12 ◇	-18 ◇
B66 Senior managers lead OSCR with confidence	6	31	35	13	15	38%	--	-9 ◇	-19 ◇
B67 My manager empowers me to do my job effectively	15	44	27	8	6	58%	--	-13 ◇	-17 ◇
B68 OSCR's senior managers empower teams to deliver	29	35	21	13		31%	--	-9 ◇	-17 ◇
B69 Senior managers in OSCR actively role model the behaviours set out in the Civil Service Leadership Statement	19	48	15	19		19%	--	-17 ◇	-25 ◇
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	40	46	8			42%	--	-15 ◇	-20 ◇

All questions by theme

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

Wellbeing



Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

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

W01 Overall, how satisfied are you with your life nowadays?	9	15	72	77%	+5 ◆	+11 ◆	+8 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?		23	60	74%	-5 ◆	+3	+1
W03 Overall, how happy did you feel yesterday?	9	19	62	72%	+6 ◆	+10 ◆	+7 ◆

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?	21	32	21	53%	+1	+3	+1
--	----	----	----	-----	----	----	----

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 OSCR?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave OSCR as soon as possible		10%	+4	+2	-1
I want to leave OSCR within the next 12 months		18%	-11	+3	-1
I want to stay working for OSCR for at least the next year		41%	+13	+9 ◆	+3
I want to stay working for OSCR for at least the next three years		31%	-7	-12 ◆	-21 ◆

The Civil Service Code

Differences are based on '% Yes' score

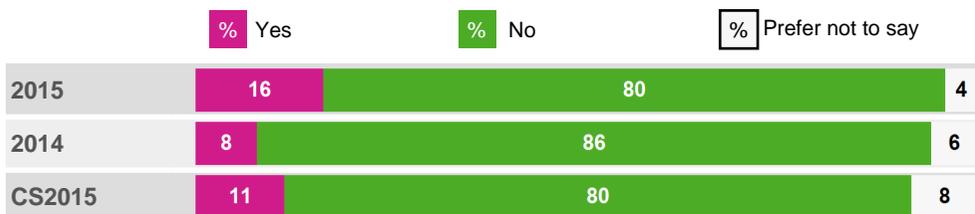
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			98%	+8	+7	+3
D02. Are you aware of how to raise a concern under the Civil Service Code?		20	80%	+1	+13 ◆	+7 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in OSCR it would be investigated properly?		43	57%	+4	-10 ◆	-16 ◆

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?



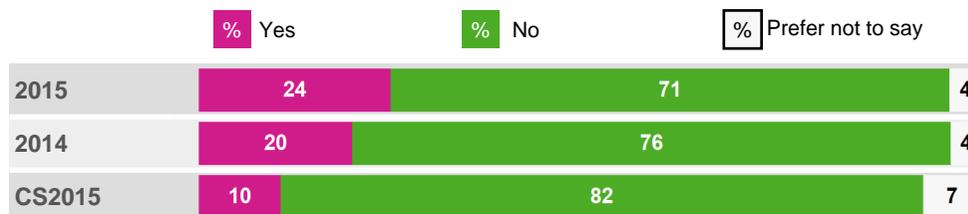
For respondents who selected 'Yes' to question E01.

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

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

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

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



For respondents who selected 'Yes' to question E03.

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

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