

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



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 <sup>1</sup>	Theme score % Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
Leadership and managing change		37%	-1	-6 ✧	-15 ✧
My work		75%	-1	0	-3
My manager		56%	-6	-12 ✧	-15 ✧
Pay and benefits		52%	+6	+21 ✧	+15 ✧
Learning and development		42%	-5	-8 ✧	-13 ✧
Resources and workload		71%	0	-2	-6 ✧
Organisational objectives and purpose		82%	-6 ✧	0	-5 ✧
My team		76%	-2	-4	-8 ✧
Inclusion and fair treatment		67%	+1	-9 ✧	-12 ✧

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



Strength of association with engagement



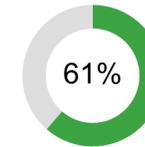
Statistically significant difference from comparison

## Wellbeing

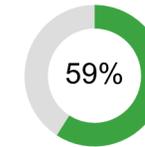
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



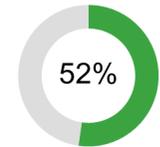
W01. Overall, how satisfied are you with your life nowadays?



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



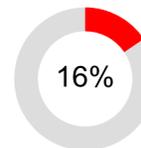
W03. Overall, how happy did you feel yesterday?



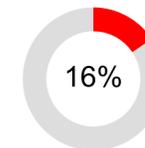
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

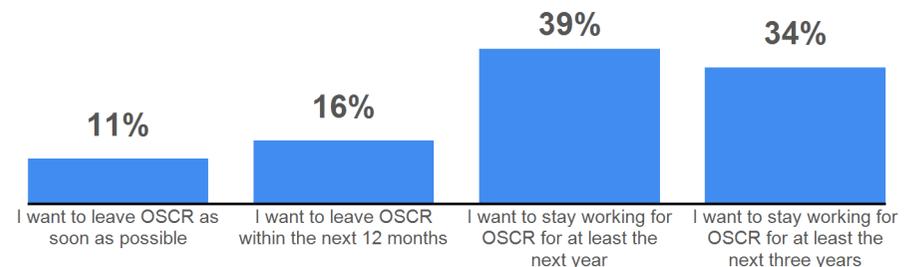


During the past 12 months have you personally experienced discrimination at work?



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

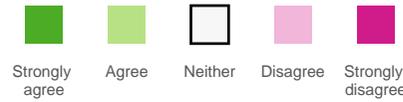
**My work**

**75%** -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
B01 I am interested in my work	27	60	7	7	0	87%	-3	-3	-5
B02 I am sufficiently challenged by my work	22	62	7	7	0	84%	+3	+4	+2
B03 My work gives me a sense of personal accomplishment	18	53	16	9	7	71%	+4	-4	-8 ◆
B04 I feel involved in the decisions that affect my work	11	44	9	16	20	56%	-6	-1	-6 ◆
B05 I have a choice in deciding how I do my work	18	60	9	7	7	78%	-4	+4	-1

**Organisational objectives and purpose**

**82%** -6

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
B06 I have a clear understanding of OSCR's purpose	27	62	7	7	0	89%	+1	+3	-1
B07 I have a clear understanding of OSCR's objectives	24	56	11	7	0	80%	-8 ◆	0	-5 ◆
B08 I understand how my work contributes to OSCR's objectives	27	51	11	7	0	78%	-10 ◆	-5 ◆	-9 ◆

## All questions by theme

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

### My manager

**56%** -6

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	11	40	29	13	7	51%	-4	-17 ◆	-22 ◆
B10 My manager is considerate of my life outside work	29	49	11	7	7	78%	-4	-5 ◆	-8 ◆
B11 My manager is open to my ideas	16	44	20	13	7	60%	-7 ◆	-21 ◆	-24 ◆
B12 My manager helps me to understand how I contribute to OSCR's objectives	7	42	22	24	7	49%	-10 ◆	-16 ◆	-20 ◆
B13 Overall, I have confidence in the decisions made by my manager	18	33	16	27	7	51%	-8 ◆	-22 ◆	-27 ◆
B14 My manager recognises when I have done my job well	18	44	20	13	7	62%	-13 ◆	-16 ◆	-19 ◆
B15 I receive regular feedback on my performance	13	44	22	18	7	58%	-18 ◆	-8 ◆	-11 ◆
B16 The feedback I receive helps me to improve my performance	9	47	27	16	7	56%	+5	-7 ◆	-11 ◆
B17 I think that my performance is evaluated fairly	14	48	27	7	5	61%	0	-2	-7 ◆
B18 Poor performance is dealt with effectively in my team	5	27	36	25	7	32%	-1	-7 ◆	-11 ◆

### My team

**76%** -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	27	62	7	7	7	89%	+7 ◆	+4 ◆	+2
B20 The people in my team work together to find ways to improve the service we provide	20	49	18	11	7	69%	-9 ◆	-13 ◆	-16 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	16	53	16	11	7	69%	-5	-5 ◆	-10 ◆

## All questions by theme

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

### Learning and development

**42%** -5

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	11	40	36	9	4	51%	-16 ◆	-10 ◆	-16 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	36	36	16	7	44%	-11 ◆	-6 ◆	-12 ◆
B24	There are opportunities for me to develop my career in OSCR	31	22	33	13	1	31%	+7 ◆	-12 ◆	-20 ◆
B25	Learning and development activities I have completed while working for OSCR are helping me to develop my career	38	40	11	7	4	42%	+1	-1	-9 ◆

### Inclusion and fair treatment

**67%** +1

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	24	42	9	20	7	67%	-3	-12 ◆	-16 ◆
B27	I am treated with respect by the people I work with	20	58	13	7	2	78%	+4	-7 ◆	-10 ◆
B28	I feel valued for the work I do	13	44	16	20	7	58%	+1	-7 ◆	-12 ◆
B29	I think that OSCR respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	49	13	13	7	67%	+3	-7 ◆	-11 ◆

All questions by theme

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**Resources and workload** **71%** **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
B30 In my job, I am clear what is expected of me	11	67	7	11	4	78%	-2	-4 ◆	-8 ◆
B31 I get the information I need to do my job well	9	58	13	16	6	67%	+3	-2	-8 ◆
B32 I have clear work objectives	16	47	18	13	7	62%	-7 ◆	-13 ◆	-17 ◆
B33 I have the skills I need to do my job effectively	20	69	7	4	0	89%	+5 ◆	0	-2
B34 I have the tools I need to do my job effectively	18	58	9	11	6	76%	-4	+6 ◆	0
B35 I have an acceptable workload	13	42	16	20	9	56%	-2	-3	-9 ◆
B36 I achieve a good balance between my work life and my private life	20	51	16	11	2	71%	+4	+4	-1

**Pay and benefits**

**52%** **+6**

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	11	44	16	18	11	56%	+9 ◆	+24 ◆	+17 ◆
B38 I am satisfied with the total benefits package	11	41	27	11	9	52%	+3	+18 ◆	+12 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	13	36	11	29	11	49%	+6	+22 ◆	+15 ◆

## All questions by theme

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

### Leadership and managing change

**37%** -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 OSCR as a whole is managed well	16	18	29	18	20	33%	-1	-14 ◆	-25 ◆
B41 Senior managers in OSCR are sufficiently visible	22	44	16	13		67%	-5	+12 ◆	+1
B42 I believe the actions of senior managers are consistent with OSCR's values	13	27	31	16	13	40%	-3	-9 ◆	-18 ◆
B43 I believe that the Board has a clear vision for the future of OSCR	13	20	38	18	11	33%	-7 ◆	-9 ◆	-21 ◆
B44 Overall, I have confidence in the decisions made by OSCR's senior managers	16	16	27	22	20	31%	0	-13 ◆	-24 ◆
B45 I feel that change is managed well in OSCR	13	22	33	29		16%	-5	-14 ◆	-25 ◆
B46 When changes are made in OSCR they are usually for the better	7	27	27	22	22	29%	+11 ◆	-1	-10 ◆
B47 OSCR keeps me informed about matters that affect me	7	29	29	22	13	36%	-13 ◆	-20 ◆	-29 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	18	31	11	29	11	49%	+8 ◆	+11 ◆	+2
B49 I think it is safe to challenge the way things are done in OSCR	11	29	13	22	24	40%	+9 ◆	-3	-9 ◆

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 CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of OSCR	18	33	36	9	9	51%	-2	-8 ◆	-15 ◆
B51 I would recommend OSCR as a great place to work	18	29	27	22	4	47%	-10 ◆	-4	-14 ◆
B52 I feel a strong personal attachment to OSCR	16	29	33	18	6	44%	-5	-3	-11 ◆
B53 OSCR inspires me to do the best in my job	11	24	49	11	5	36%	-1	-10 ◆	-17 ◆
B54 OSCR motivates me to help it achieve its objectives	11	22	47	16	4	33%	-1	-10 ◆	-17 ◆

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 senior managers in OSCR will take action on the results from this survey	13	31	13	16	27	44%	-2	-2	-10 ◆
B56 I believe that managers where I work will take action on the results from this survey	11	31	18	16	24	42%	-7	-13 ◆	-22 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	7	27	14	20	32	34%	+3	-1	-7 ◆

## 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	22	64	7	7	7	87%	+9 ◆	-1	-3
B59 I believe I would be supported if I try a new idea, even if it may not work	16	31	31	16	7	47%	-8 ◆	-22 ◆	-27 ◆
B60 When I talk about OSCR I say "we" rather than "they"	24	58	7	7	7	82%	-1	+11 ◆	+4
B61 I have some really good friendships at work	20	51	20	7	7	71%	-6 ◆	-6 ◆	-9 ◆

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior managers in OSCR actively role model the behaviours set out in the Civil Service Leadership Statement	13	20	36	20	11	33%	+15 ◆	-10 ◆	-16 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	13	22	38	18	9	36%	-6	-26 ◆	-32 ◆

## 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-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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	9	32	48	11	59%	-18 ◆	-7 ◆	-10 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	32	43	18	61%	-13 ◆	-10 ◆	-13 ◆
W03 Overall, how happy did you feel yesterday?	9	32	43	16	59%	-13 ◆	-5	-7 ◆

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



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	20	32	23	25	52%	-1	+2	-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 CS2016	Difference from CS High Performers
I want to leave OSCR as soon as possible		11%	+1	+3	0
I want to leave OSCR within the next 12 months		16%	-2	+1	-3
I want to stay working for OSCR for at least the next year		39%	-2	+6 ◆	0
I want to stay working for OSCR for at least the next three years		34%	+3	-9 ◆	-17 ◆

### The Civil Service Code

Differences are based on '% Yes' score

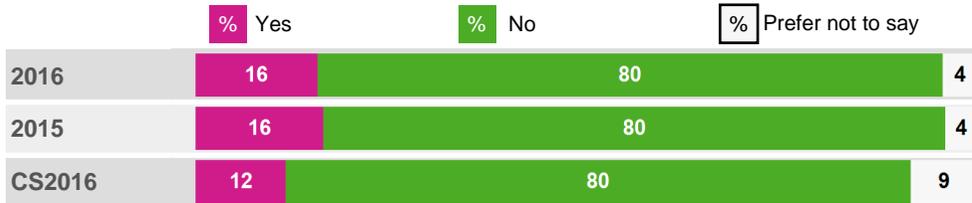
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	-5	+2	-2
D02. Are you aware of how to raise a concern under the Civil Service Code?		32	68%	-11 ◆	+1	-6 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in OSCR it would be investigated properly?		33	67%	+10 ◆	0	-8 ◆

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?



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?

Results for this question have been suppressed as there are fewer than ten responses

For respondents who selected 'Yes' to question E03.

E06. In your opinion, has this issue been resolved?

Results for this question have been suppressed as there are fewer than ten responses

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 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 <b>Theme score % positive</b> ).
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.