



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.



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 CS2017	Difference from CS High Performers
Leadership and managing change		51%	+13 ✧	+4	-1
My work		78%	+3	+2	-1
My manager		74%	+19 ✧	+5	+2
Pay and benefits		52%	-1	+22 ✧	+15 ✧
Learning and development		48%	+6	-4	-9 ✧
Resources and workload		76%	+6	+4	+1
Organisational objectives and purpose		90%	+11	+8 ✧	+3
My team		75%	-1	-6 ✧	-9 ✧
Inclusion and fair treatment		73%	+5	-4	-7 ✧

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



Strength of association with engagement



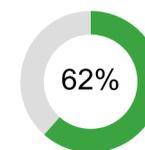
Statistically significant difference from comparison

Wellbeing

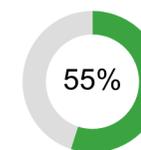
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



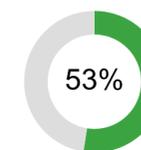
W01. Overall, how satisfied are you with your life nowadays?



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?



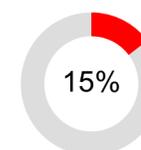
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

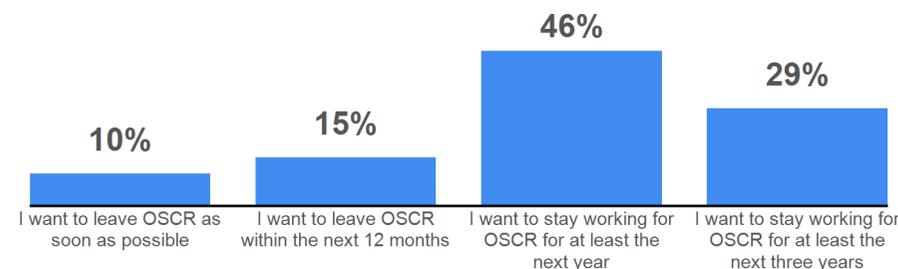


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B07	I understand how my work contributes to OSCR's objectives	93%	B50	OSCR inspires me to do the best in my job	45%	B23	There are opportunities for me to develop my career in OSCR	46%
B01	I am interested in my work	88%	B17	Poor performance is dealt with effectively in my team	44%	B42	I feel that change is managed well in OSCR	43%
B06	I have a clear understanding of OSCR's objectives	88%	B59	Senior managers in OSCR actively role model the behaviours set out in the Civil Service Leadership Statement	38%	B43	When changes are made in OSCR they are usually for the better	38%
B09	My manager is considerate of my life outside work	88%	B51	OSCR motivates me to help it achieve its objectives	35%	B46	I think it is safe to challenge the way things are done in OSCR	37%
B31	I have the skills I need to do my job effectively	88%	B40	I believe that the Board has a clear vision for the future of OSCR	32%	B35	I feel that my pay adequately reflects my performance	35%

All questions by theme

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

My work

78% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	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	29	59	5	5	5	88%	+1	-2	-4
B02 I am sufficiently challenged by my work	37	49	10	5	5	85%	+1	+5	+2
B03 My work gives me a sense of personal accomplishment	27	44	10	12	7	71%	0	-6	-9 ◆
B04 I feel involved in the decisions that affect my work	24	41	17	12	5	66%	+10 ◆	+8 ◆	+2
B05 I have a choice in deciding how I do my work	29	51	5	5	10	80%	+3	+5	0

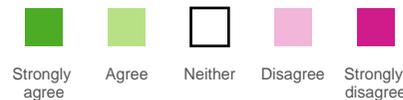
Organisational objectives and purpose*

90% +11

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

Question	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 OSCR's objectives	37	51	7	5	5	88%	+8 ◆	+7 ◆	+1
B07 I understand how my work contributes to OSCR's objectives	44	49	5	5	5	93%	+15	+9 ◆	+5 ◆

All questions by theme

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

My manager

74% +19 ◇

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	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	24	56	5	7	7	80%	+29 ◇	+11 ◇	+6 ◇
B09 My manager is considerate of my life outside work	51	37	7	7	7	88%	+10 ◇	+4	+1
B10 My manager is open to my ideas	37	46	5	7	5	83%	+23 ◇	+1	-2
B11 My manager helps me to understand how I contribute to OSCR's objectives	27	54	7	10	7	80%	+32 ◇	+15 ◇	+10 ◇
B12 Overall, I have confidence in the decisions made by my manager	32	41	15	10	10	73%	+22 ◇	-1	-6
B13 My manager recognises when I have done my job well	34	51	5	5	5	85%	+23 ◇	+6 ◇	+3
B14 I receive regular feedback on my performance	27	56	5	10	7	83%	+25 ◇	+15 ◇	+10 ◇
B15 The feedback I receive helps me to improve my performance	27	44	15	12	7	71%	+15 ◇	+7 ◇	+3
B16 I think that my performance is evaluated fairly	27	46	20	5	7	73%	+12 ◇	+8 ◇	+3
B17 Poor performance is dealt with effectively in my team	7	20	44	17	12	27%	-5	-13 ◇	-17 ◇

All questions by theme

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

My team

75% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	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	39	39	10	10		78%	-11 ◆	-7 ◆	-9 ◆
B19	The people in my team work together to find ways to improve the service we provide	32	39	15	15		71%	+2	-12 ◆	-14 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	44	32	17	7		76%	+7	0	-4

Learning and development

48% +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	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	7	63	12	17		71%	+20 ◆	+7 ◆	+2
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	35	28	18	5	50%	+6	-2	-8 ◆
B23	There are opportunities for me to develop my career in OSCR	27	24	29	17		29%	-2	-17 ◆	-26 ◆
B24	Learning and development activities I have completed while working for OSCR are helping me to develop my career	10	34	24	24	7	44%	+2	-3	-8 ◆

All questions by theme

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

Inclusion and fair treatment

73% +5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	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	27	49	17	5	5	76%	+9 ◆	-4	-8 ◆
B26 I am treated with respect by the people I work with	24	56	7	7	5	80%	+3	-4	-7 ◆
B27 I feel valued for the work I do	22	46	10	12	10	68%	+11 ◆	+3	-3
B28 I think that OSCR respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	10	56	15	15	5	66%	-1	-10 ◆	-13 ◆

Resources and workload*

76% +6

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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% 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	10	66	10	10	5	76%	+9 ◆	+6	+2
B30 I have clear work objectives	24	51	12	7	5	76%	+13 ◆	0	-4
B31 I have the skills I need to do my job effectively	22	66	10	1	1	88%	-1	-1	-3
B32 I have the tools I need to do my job effectively	15	66	12	5	5	80%	+5	+11 ◆	+4
B33 I have an acceptable workload	10	54	22	10	5	63%	+8	+3	-3
B34 I achieve a good balance between my work life and my private life	22	51	20	7	1	73%	+2	+5	-1

All questions by theme

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

Pay and benefits

52% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	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	53	8	20	15	58%	+2	+27 ◆	+20 ◆
B36	I am satisfied with the total benefits package		49	22	17	10	51%	-1	+18 ◆	+11 ◆
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	41	20	22	12	46%	-3	+21 ◆	+14 ◆

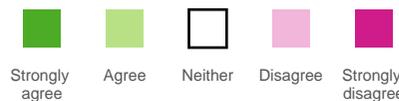
Leadership and managing change*

51% +13 ◆

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

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38	Senior managers in OSCR are sufficiently visible	22	56	12	7	7	78%	+11 ◆	+18 ◆	+10 ◆
B39	I believe the actions of senior managers are consistent with OSCR's values	17	37	24	15	7	54%	+14 ◆	0	-6
B40	I believe that the Board has a clear vision for the future of OSCR	10	39	32	15	5	49%	+15 ◆	0	-6
B41	Overall, I have confidence in the decisions made by OSCR's senior managers	12	37	29	12	10	49%	+18 ◆	0	-6
B42	I feel that change is managed well in OSCR	5	30	23	23	20	35%	+19 ◆	+2	-5
B43	When changes are made in OSCR they are usually for the better	5	35	23	23	15	40%	+11 ◆	+7 ◆	0
B44	OSCR keeps me informed about matters that affect me	12	44	27	10	7	56%	+21 ◆	-2	-9 ◆
B45	I have the opportunity to contribute my views before decisions are made that affect me	13	38	30	13	8	50%	+1	+11 ◆	+2
B46	I think it is safe to challenge the way things are done in OSCR	10	37	17	24	12	46%	+6	0	-6

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 OSCR	12	49	29	7		61%	+10 ◆	-1	-8 ◆
B48 I would recommend OSCR as a great place to work	17	44	24	12		61%	+14 ◆	+6	-2
B49 I feel a strong personal attachment to OSCR	18	43	25	13		60%	+16 ◆	+11 ◆	+3
B50 OSCR inspires me to do the best in my job	10	33	45	10		43%	+7	-5	-12 ◆
B51 OSCR motivates me to help it achieve its objectives	13	35	35	15		48%	+14 ◆	+2	-6

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 senior managers in OSCR will take action on the results from this survey	15	41	17	15	12	56%	+12 ◆	+6	-2
B53 Where I work, I think effective action has been taken on the results of the last survey	12	29	27	24	7	41%	+7	+5	-3

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	54	7			88%	+1	-1	-3
B55 I believe I would be supported if I try a new idea, even if it may not work	22	46	17	10	5	68%	+22 ◆	-2	-7 ◆
B56 In OSCR, people are encouraged to speak up when they identify a serious policy or delivery risk	10	41	22	20	7	51%	New	-15 ◆	-20 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	10	38	18	23	13	48%	New	-16 ◆	-20 ◆
B58 OSCR is committed to creating a diverse and inclusive workplace	13	45	23	15	5	58%	New	-16 ◆	-20 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior managers in OSCR actively role model the behaviours set out in the Civil Service Leadership Statement	8	35	38	10	10	43%	+9 ◆	-4	-12 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	28	33	23	10	8	60%	+24 ◆	-6	-12 ◆

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'		55	8	28	8	58%	New	+15 ◆	+2
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'		40	25	28	8	40%	New	+3	-5

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-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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	8	43	35	15	50%	-9 ◆	-16 ◆	-18 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	5	33	44	18	62%	0	-10 ◆	-12 ◆
W03 Overall, how happy did you feel yesterday?	25	20	35	20	55%	-4	-8 ◆	-10 ◆

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?	25	28	15	33	53%	0	+4	+1
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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 OSCR?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave OSCR as soon as possible		10%	-2	+1	-2
I want to leave OSCR within the next 12 months		15%	-1	0	-3
I want to stay working for OSCR for at least the next year		46%	+8	+12 ◆	+8 ◆
I want to stay working for OSCR for at least the next three years		29%	-5	-15 ◆	-23 ◆

The Civil Service Code

Differences are based on '% Yes' score

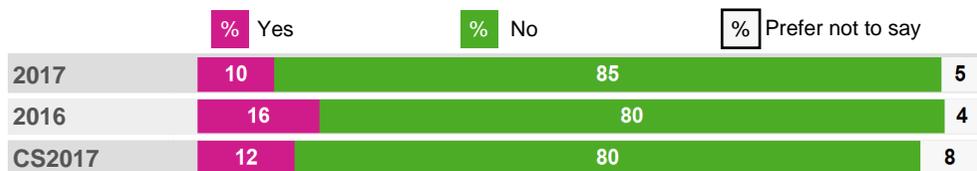
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			98%	+4	+6	+3
D02. Are you aware of how to raise a concern under the Civil Service Code?		22	78%	+10 ◆	+10 ◆	+4
D03. Are you confident that if you raised a concern under the Civil Service Code in OSCR it would be investigated properly?		27	73%	+6	+3	-2

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 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.