

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	Theme score % Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
Leadership and managing change		39%	+9 ✧	-1	-14 ✧
My work		74%	+3 ✧	+2 ✧	-7 ✧
My manager		68%	+2 ✧	0	-9 ✧
Resources and workload		76%	+1	+5 ✧	-3 ✧
Learning and development		52%	+3 ✧	0	-11 ✧
Pay and benefits		35%	+18 ✧	+4 ✧	-7 ✧
Organisational objectives and purpose		83%	+12 ✧	+2 ✧	-8 ✧
Inclusion and fair treatment		78%	+3 ✧	+4 ✧	-5 ✧
My team		80%	+1	-1 ✧	-9 ✧



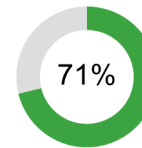
Strength of association with engagement



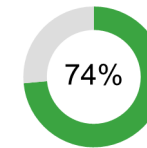
Statistically significant difference from comparison

## Wellbeing

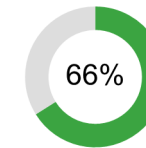
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



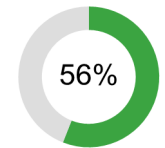
W01. Overall, how satisfied are you with your life nowadays?



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



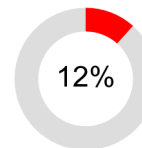
W03. Overall, how happy did you feel yesterday?



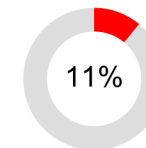
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

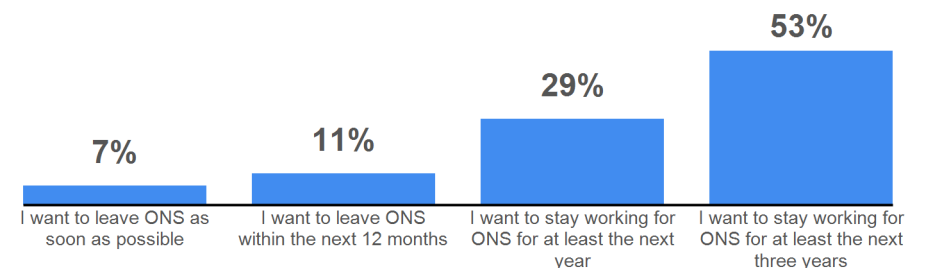


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future



All questions by theme

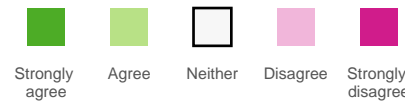
◆ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

My work

74% +3  
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Civil Service

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
B01 I am interested in my work	39	52	6			91%	+3 ◆	+3 ◆	-4 ◆
B02 I am sufficiently challenged by my work	31	47	12	8		78%	+4 ◆	-1 ◆	-11 ◆
B03 My work gives me a sense of personal accomplishment	25	51	14	8		76%	+3 ◆	+2 ◆	-8 ◆
B04 I feel involved in the decisions that affect my work	15	38	20	19	8	53%	+4 ◆	0	-14 ◆
B05 I have a choice in deciding how I do my work	26	48	12	9	5	74%	+2 ◆	+9 ◆	-7 ◆

Organisational objectives and purpose

83% +12  
 Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
B06 I have a clear understanding of ONS's purpose	28	58	10			86%	+12 ◆	+3 ◆	-7 ◆
B07 I have a clear understanding of ONS's objectives	23	57	14	5		79%	+12 ◆	+1 ◆	-11 ◆
B08 I understand how my work contributes to ONS's objectives	26	57	11			84%	+12 ◆	+3 ◆	-7 ◆

All questions by theme

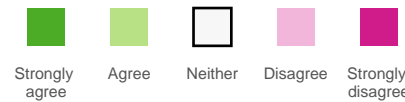
◆ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

My manager

68% +2 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Civil Service

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
B09	My manager motivates me to be more effective in my job	24	46	16	10	5	70%	+4 ◆	+1 ◆	-10 ◆
B10	My manager is considerate of my life outside work	42	39	12	6	2	82%	+1	+2 ◆	-8 ◆
B11	My manager is open to my ideas	35	43	14	5	2	78%	+1	0	-10 ◆
B12	My manager helps me to understand how I contribute to ONS's objectives	19	44	25	9	3	63%	+8 ◆	-2 ◆	-14 ◆
B13	Overall, I have confidence in the decisions made by my manager	30	43	16	7	3	73%	+2 ◆	+1 ◆	-9 ◆
B14	My manager recognises when I have done my job well	34	44	13	6	2	78%	0	+1 ◆	-8 ◆
B15	I receive regular feedback on my performance	23	45	16	11	5	68%	+1	0	-12 ◆
B16	The feedback I receive helps me to improve my performance	21	42	24	8	5	63%	+2 ◆	0	-12 ◆
B17	I think that my performance is evaluated fairly	21	45	20	8	6	66%	+4 ◆	+4 ◆	-7 ◆
B18	Poor performance is dealt with effectively in my team	10	29	42	12	7	39%	-1	-4 ◆	-14 ◆

My team

80% +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 Civil Service	Difference from high performing units
B19	The people in my team can be relied upon to help when things get difficult in my job	37	47	11	5	0	85%	+1	-1	-8 ◆
B20	The people in my team work together to find ways to improve the service we provide	34	45	14	5	2	79%	+1	-3 ◆	-11 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	30	44	16	7	2	75%	+1 ◆	0	-11 ◆

All questions by theme

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

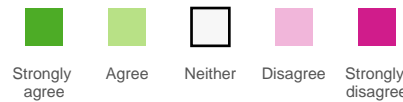
Learning and development

52% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Civil Service

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
B22	I am able to access the right learning and development opportunities when I need to	15	50	20	11	6	65%	+1	+3 ◆	-9 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	37	34	13	5	49%	-1	-4 ◆	-16 ◆
B24	There are opportunities for me to develop my career in ONS	12	39	24	14	11	51%	+7 ◆	0	-13 ◆
B25	Learning and development activities I have completed while working for ONS are helping me to develop my career	10	33	32	15	9	44%	+5 ◆	-2 ◆	-14 ◆

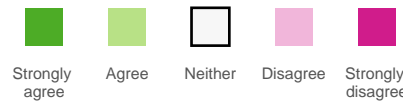
Inclusion and fair treatment

78% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Civil Service


Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
B26	I am treated fairly at work	29	52	11	6	6	81%	+1	+3 ◆	-6 ◆
B27	I am treated with respect by the people I work with	34	53	8	8	6	87%	0	+2 ◆	-5 ◆
B28	I feel valued for the work I do	21	45	19	10	6	65%	+4 ◆	+3 ◆	-10 ◆
B29	I think that ONS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	31	48	13	5	5	79%	+6 ◆	+7 ◆	-3 ◆

**All questions by theme**


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

**Resources and workload** **76%** +1

Difference from previous survey  Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
B30 In my job, I am clear what is expected of me	25	60	9	5		85%	0	+2 ◆	-6 ◆
B31 I get the information I need to do my job well	18	54	16	9		72%	0	+7 ◆	-6 ◆
B32 I have clear work objectives	20	57	14	6		77%	-1	+2 ◆	-9 ◆
B33 I have the skills I need to do my job effectively	29	59	8			88%	0	+4 ◆	-4 ◆
B34 I have the tools I need to do my job effectively	18	53	15	11		71%	+1	+7 ◆	-6 ◆
B35 I have an acceptable workload	14	53	16	12	5	67%	+3 ◆	+8 ◆	-3 ◆
B36 I achieve a good balance between my work life and my private life	22	51	14	9		74%	+2 ◆	+7 ◆	-3 ◆

**Pay and benefits** **35%** +18

Difference from previous survey  Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
B37 I feel that my pay adequately reflects my performance	6	30	21	26	17	36%	+20 ◆	+5 ◆	-8 ◆
B38 I am satisfied with the total benefits package	6	33	26	21	14	39%	+17 ◆	+6 ◆	-6 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	24	23	28	20	30%	+17 ◆	+2 ◆	-9 ◆

All questions by theme

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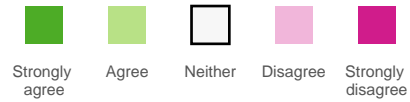
Leadership and  
managing change

39% +9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Civil Service

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
B40	I feel that ONS as a whole is managed well	5	35	33	18	9	40%	+7 ◆	-1 ◆	-18 ◆
B41	Senior Civil Servants (SCS) in ONS are sufficiently visible	7	35	29	21	9	41%	+8 ◆	-7 ◆	-24 ◆
B42	I believe the actions of Senior Civil Servants (SCS) are consistent with ONS's values	5	31	46	12	7	36%	+6 ◆	-9 ◆	-23 ◆
B43	I believe that the Leadership Team has a clear vision for the future of ONS	7	37	37	12	7	43%	+12 ◆	+2 ◆	-12 ◆
B44	Overall, I have confidence in the decisions made by ONS's Senior Civil Servants (SCS)	5	30	40	16	9	35%	+8 ◆	-3 ◆	-19 ◆
B45	I feel that change is managed well in ONS		24	34	26	13	27%	+5 ◆	-4 ◆	-16 ◆
B46	When changes are made in ONS they are usually for the better		26	41	21	9	29%	+9 ◆	+1 ◆	-11 ◆
B47	ONS keeps me informed about matters that affect me	8	52	24	11	5	60%	+15 ◆	+6 ◆	-9 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	5	30	31	23	12	35%	+9 ◆	+1 ◆	-12 ◆
B49	I think it is safe to challenge the way things are done in ONS	7	37	31	17	8	44%	+10 ◆	+4 ◆	-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 Civil Service	Difference from high performing units
B50 I am proud when I tell others I am part of ONS	15	44	31	6	6	60%	+10 ◆	+7 ◆	-8 ◆
B51 I would recommend ONS as a great place to work	15	41	31	9	6	56%	+11 ◆	+11 ◆	-5 ◆
B52 I feel a strong personal attachment to ONS	12	34	34	15	5	46%	+12 ◆	-2 ◆	-13 ◆
B53 ONS inspires me to do the best in my job	10	33	36	15	6	43%	+11 ◆	0	-14 ◆
B54 ONS motivates me to help it achieve its objectives	9	33	36	16	6	42%	+12 ◆	0	-13 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
B55 I believe that Senior Civil Servants (SCS) in ONS will take action on the results from this survey	7	30	33	18	13	36%	+7 ◆	-5 ◆	-21 ◆
B56 I believe that managers where I work will take action on the results from this survey	12	41	24	13	10	53%	+4 ◆	-1	-17 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	8	25	41	15	11	33%	+5 ◆	-3 ◆	-18 ◆



All questions by theme

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^ 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 Civil Service	Difference from high performing units
B58 I am trusted to carry out my job effectively	31	57	6			88%	0	+1 ◇	-5 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	20	49	19	9		69%	+2 ◇	+3 ◇	-10 ◇
B60 When I talk about ONS I say "we" rather than "they"	21	47	21	9		68%	+26 ◇	+3 ◇	-11 ◇
B61 I have some really good friendships at work	31	46	16	5		78%	+1	-3 ◇	-10 ◇

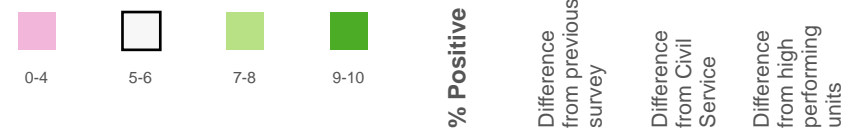
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
B62 Senior Civil Servants (SCS) in ONS actively role model the behaviours set out in the Civil Service Leadership Statement	5	28	50	11	6	33%	+7 ◇	-8 ◇	-22 ◇
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	15	44	30	7	5	58%	+1	-3 ◇	-17 ◇

All questions by theme

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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 Civil Service	Difference from high performing units
W01 Overall, how satisfied are you with your life nowadays?	10	19	54	17	71%	+4 ◆	+7 ◆	-1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	18	50	24	74%	+3 ◆	+3 ◆	-5 ◆
W03 Overall, how happy did you feel yesterday?	14	20	44	22	66%	+2 ◆	+4 ◆	-4 ◆

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 Civil Service	Difference from high performing units
W04 Overall, how anxious did you feel yesterday?	27	29	19	25	56%	0	+6 ◆	-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 ONS?

			Difference from previous survey	Difference from Civil Service	Difference from high performing units
I want to leave ONS as soon as possible		7%	-1	-3 ◇	-6 ◇
I want to leave ONS within the next 12 months		11%	-4 ◇	-1 ◇	-6 ◇
I want to stay working for ONS for at least the next year		29%	+1	+5 ◇	-5 ◇
I want to stay working for ONS for at least the next three years		53%	+4 ◇	0	-12 ◇

### The Civil Service Code

Differences are based on '% Yes' score

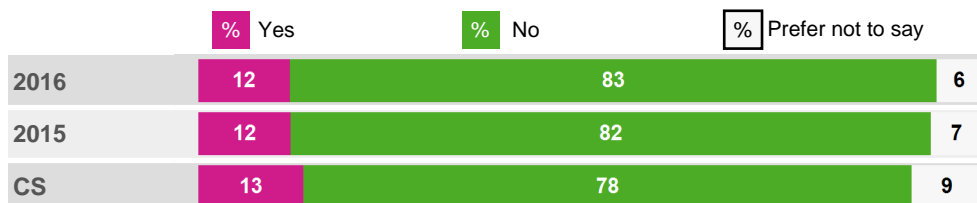
	% Yes	% No	% Yes	Difference from previous survey	Difference from Civil Service	Difference from high performing units
D01. Are you aware of the Civil Service Code?		16	84%	-2 ◇	-6 ◇	-15 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		47	53%	-2 ◇	-16 ◇	-27 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in ONS it would be investigated properly?		36	64%	+3 ◇	-2 ◇	-14 ◇

## All questions by theme

◆ indicates statistically significant difference from comparison  
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### Discrimination, harassment and bullying

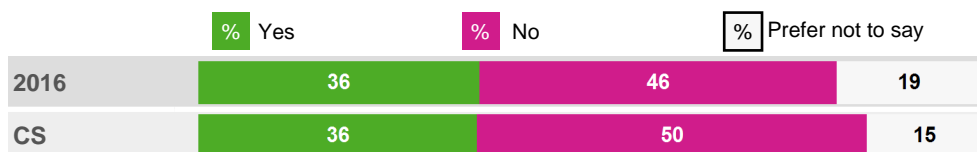
E01. During the past 12 months, have you personally experienced discrimination at work?



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



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



For respondents who selected 'Yes' to question E03.  
E06. In your opinion, has this issue been resolved?



For respondents who selected 'Yes' to question E01.  
E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count
Age	51
Caring responsibilities	32
Disability	40
Ethnic background	15
Gender	31
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	92
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	13
Working location	47
Working pattern	73
Any other grounds	74
Prefer not to say	31

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)

	Response Count
A colleague	66
Your manager	91
Another manager in my part of ONS	83
Someone you manage	18
Someone who works for another part of ONS	39
A member of the public	11
Someone else	12
Prefer not to say	34

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

All questions by theme

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Office for National Statistics questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I view sharing my knowledge and expertise in the workplace as an important part of my job	45	49	5			93%	--
F02	I undertake my job in a professional manner (in this context professional means having the skills to do your job, being organised in how you approach your work and being effective)	49	48				98%	--
F03	I feel it is important to search for different ways to improve what I do	41	52	6			93%	--
F04	When faced with a difficult situation I try to focus on what I need to learn to deliver the task	33	56	9			89%	--
F05	I feel comfortable taking a risk to achieve success in my work	18	48	23	10		66%	--
F06	When doing my job I try to focus on the outcome, not just the process	29	53	12	5		83%	--
F07	Taking personal responsibility for my work is important to me	50	46				96%	--
F08	I try to work to my full potential and ability	54	42				96%	--
F09	I try to learn from my mistakes to avoid repeating them	54	44				98%	--
F10	I feel part of a wider Government Statistical Service	10	26	35	21	8	36%	--
F11	To do my job well I need to communicate effectively with others	52	44				96%	--
F12	I feel confident in challenging unfair treatment when I see it in the workplace	Yes: 71%		No: 29%			71%	--
F13	I actively work towards making sure my colleagues feel included in the workplace	Yes: 95%		No: 5%			95%	--

## 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.
High performing units	For each question, this is the upper quartile score across all units from 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, Civil Service results and high performing units 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.