


Returns : 64

Response rate : 44%

Civil Service People Survey 2016

 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.



Returns : 64

Response rate : 44%

Civil Service People Survey 2016

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 CS2016	Difference from CS High Performers
Leadership and managing change		47%	-4	+3	-6
My work		77%	-4	+2	-2
My manager		67%	-8	-1	-4
Pay and benefits		14%	+4	-17 ✦	-23 ✦
Learning and development		49%	0	-1	-6
Resources and workload		68%	-3	-5	-8 ✦
Organisational objectives and purpose		88%	+8	+5	0
My team		78%	-3	-2	-5
Inclusion and fair treatment		70%	-9	-6	-10 ✦

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



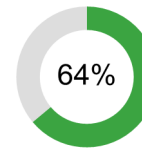
Strength of association with engagement



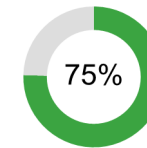
Statistically significant difference from comparison

Wellbeing

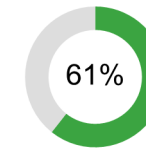
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



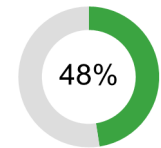
W01. Overall, how satisfied are you with your life nowadays?



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



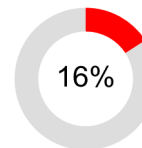
W03. Overall, how happy did you feel yesterday?



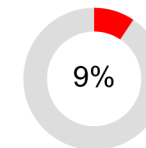
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

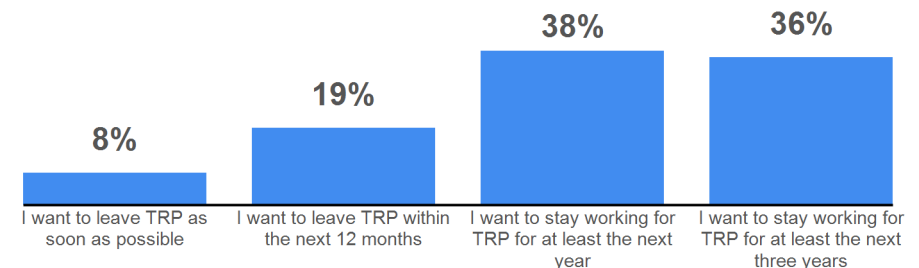


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

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

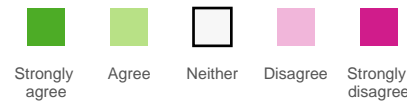
My work

77% -4

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	56	31	6	6		88%	0	-2	-4
B02 I am sufficiently challenged by my work	44	30	16	11		73%	-11 ◆	-7	-9 ◆
B03 My work gives me a sense of personal accomplishment	38	39	14	9		77%	-5	+1	-3
B04 I feel involved in the decisions that affect my work	22	44	22	11		66%	-5	+9	+4
B05 I have a choice in deciding how I do my work	31	48	13	8		80%	-2	+6	+1

Organisational objectives and purpose

88% +8

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
B06 I have a clear understanding of TRP's purpose	33	58	5	5		91%	+13 ◆	+5	0
B07 I have a clear understanding of TRP's objectives	29	56	8	8		84%	+6	+4	-1
B08 I understand how my work contributes to TRP's objectives	32	57	6			89%	+5	+6	+2

All questions by theme

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

My manager

67% -8

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
B09	My manager motivates me to be more effective in my job	25	31	31	13		56%	-23 ◆	-12 ◆	-17 ◆
B10	My manager is considerate of my life outside work	41	47	9			88%	+2	+5	+2
B11	My manager is open to my ideas	32	49	17			81%	-5	0	-3
B12	My manager helps me to understand how I contribute to TRP's objectives	17	45	30	6		63%	-11	-2	-7
B13	Overall, I have confidence in the decisions made by my manager	22	48	19	11		70%	-12 ◆	-3	-8 ◆
B14	My manager recognises when I have done my job well	32	46	17	5		78%	-3	0	-4
B15	I receive regular feedback on my performance	19	46	30			65%	-6	-1	-4
B16	The feedback I receive helps me to improve my performance	14	48	30	5		62%	-2	-1	-4
B17	I think that my performance is evaluated fairly	14	51	16	16		65%	-10	+2	-3
B18	Poor performance is dealt with effectively in my team	5	34	35	16	10	39%	-14 ◆	0	-4

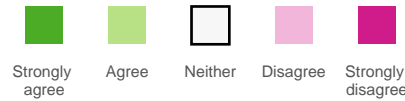
My team

78% -3

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 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	56	9	8		83%	-1	-2	-4
B20	The people in my team work together to find ways to improve the service we provide	27	53	14	6		80%	-4	-2	-5
B21	The people in my team are encouraged to come up with new and better ways of doing things	23	48	19	9		72%	-4	-2	-7

All questions by theme

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

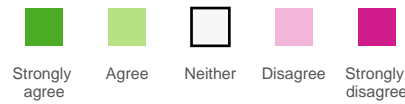
Learning and development

49% 0

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	13	53	23	9		66%	+5	+5	-2
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	16	42	31	11		58%	-3	+7	+1
B24	There are opportunities for me to develop my career in TRP	6	20	36	11	27	27%	-7	-16 ◆	-25 ◆
B25	Learning and development activities I have completed while working for TRP are helping me to develop my career	14	33	33	9	11	47%	+4	+3	-4

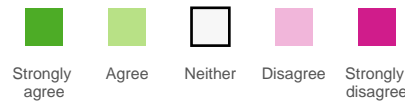
Inclusion and fair treatment

70% -9

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 CS2016	Difference from CS High Performers
B26	I am treated fairly at work	25	45	19	9		70%	-15 ◆	-8 ◆	-12 ◆
B27	I am treated with respect by the people I work with	25	55	20			80%	-6	-5	-8 ◆
B28	I feel valued for the work I do	23	41	19	13	5	64%	-11	-1	-6
B29	I think that TRP respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	41	25	8		64%	-6	-10 ◆	-14 ◆

All questions by theme

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

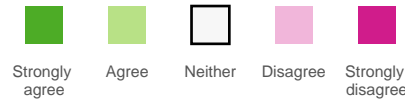
Resources and workload

68% -3

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	29	51	16	5	5	79%	-6	-3	-7 ◆
B31 I get the information I need to do my job well	17	47	25	11	0	64%	-9	-5	-10 ◆
B32 I have clear work objectives	17	62	17	4	0	79%	-3	+4	0
B33 I have the skills I need to do my job effectively	31	61	5	0	0	92%	0	+4	+1
B34 I have the tools I need to do my job effectively	16	48	24	11	0	63%	+2	-7	-12 ◆
B35 I have an acceptable workload	9	41	19	17	14	50%	+4	-8	-15 ◆
B36 I achieve a good balance between my work life and my private life	14	36	27	14	9	50%	-7	-17 ◆	-22 ◆

Pay and benefits

14% +4

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	10	29	30	30	0	11%	+3	-21 ◆	-28 ◆
B38 I am satisfied with the total benefits package	16	32	24	27	0	17%	+5	-16 ◆	-23 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	11	21	27	38	0	14%	+3	-13 ◆	-20 ◆

All questions by theme

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

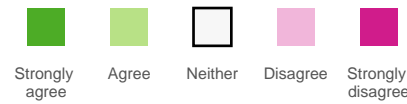
Leadership and managing change

47% -4

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 TRP as a whole is managed well	6	45	34	9	5	52%	-1	+5	-7
B41 Senior managers in TRP are sufficiently visible	5	47	20	23	5	52%	-12	-3	-14 ◆
B42 I believe the actions of senior managers are consistent with TRP's values	6	41	34	17	2	47%	-4	-2	-11 ◆
B43 I believe that EXCOM has a clear vision for the future of TRP	5	33	41	16	6	38%	-1	-5	-17 ◆
B44 Overall, I have confidence in the decisions made by TRP's senior managers	8	45	30	16	2	53%	+6	+9 ◆	-1
B45 I feel that change is managed well in TRP	5	33	27	28	8	38%	-1	+8	-3
B46 When changes are made in TRP they are usually for the better	0	28	53	13	6	31%	-6	+1	-7
B47 TRP keeps me informed about matters that affect me	11	48	31	9	1	59%	-4	+4	-5
B48 I have the opportunity to contribute my views before decisions are made that affect me	8	36	39	16	1	44%	-8	+6	-4
B49 I think it is safe to challenge the way things are done in TRP	13	41	34	9	3	53%	-8	+10 ◆	+4

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 TRP	39	52	9			91%	0	+32 ◆	+24 ◆
B51 I would recommend TRP as a great place to work	19	53	22	6		72%	-1	+21 ◆	+11 ◆
B52 I feel a strong personal attachment to TRP	30	42	22	6		72%	-9	+24 ◆	+16 ◆
B53 TRP inspires me to do the best in my job	19	38	36	8		56%	-8	+10 ◆	+4
B54 TRP motivates me to help it achieve its objectives	14	34	39	13		48%	-16 ◆	+5	-2

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 TRP will take action on the results from this survey	6	31	36	17	9	38%	+6	-9	-17 ◆
B56 I believe that managers where I work will take action on the results from this survey	6	36	39	14	5	42%	+2	-13 ◆	-22 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	5	17	56	13	9	22%	+2	-13 ◆	-19 ◆

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	34	55	6	5		89%	-3	+1	-1
B59 I believe I would be supported if I try a new idea, even if it may not work	19	55	14	11		73%	-6	+5	0
B60 When I talk about TRP I say "we" rather than "they"	27	58	13			84%	+2	+13 ◆	+6
B61 I have some really good friendships at work	20	64	11			84%	+7	+8	+4

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 TRP actively role model the behaviours set out in the Civil Service Leadership Statement	6	28	55	8		34%	-2	-9 ◆	-15 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	16	42	34	8		58%	+2	-4	-9 ◆

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?	10	26	49	15	64%	-12 ◆	-2	-5
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	21	56	20		75%	+1	+4	+2
W03 Overall, how happy did you feel yesterday?	8	31	44	16	61%	-5	-3	-5

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?	16	31	16	36	48%	-2	-2	-5

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 TRP?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave TRP as soon as possible		8%	-3	-1	-3
I want to leave TRP within the next 12 months		19%	+8	+4	0
I want to stay working for TRP for at least the next year		38%	-7	+5	-2
I want to stay working for TRP for at least the next three years		36%	+3	-7	-15 ◇

The Civil Service Code

Differences are based on '% Yes' score

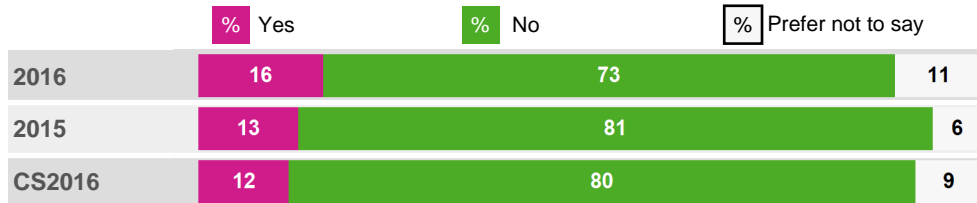
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			78%	-3	-13 ◇	-17
D02. Are you aware of how to raise a concern under the Civil Service Code?			59%	+2	-8	-15 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in TRP it would be investigated properly?			63%	-9	-4	-12 ◇

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 TRP	--
Someone you manage	--
Someone who works for another part of TRP	--
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 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.