

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 CS2015	Difference from CS High Performers
Leadership and managing change		50%	-3	+8	-1
My work		81%	-4	+6	+3
My manager		75%	-1	+7	+4
Pay and benefits		10%	-4	-19 ✧	-26 ✧
Learning and development		49%	+1	0	-6
Resources and workload		71%	-5	-1	-6
Organisational objectives and purpose		80%	+1	-2	-6 ✧
My team		81%	-1	+2	-1
Inclusion and fair treatment		79%	-4	+5	0

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

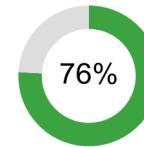


Strength of association with engagement

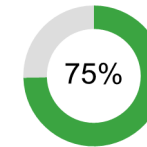


Statistically significant difference from comparison

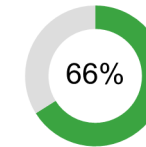
Wellbeing



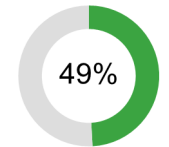
Overall, how satisfied are you with your life nowadays?



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

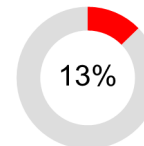


Overall, how happy did you feel yesterday?

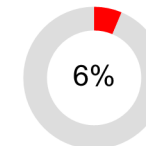


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

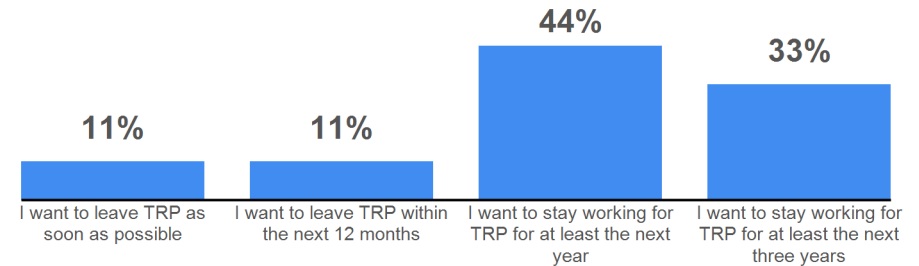


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

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

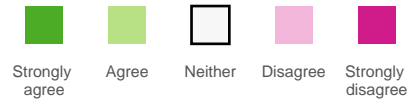
My work

81% -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	55	33	8	5		88%	-5	-2	-4
B02 I am sufficiently challenged by my work	48	36	6	5	5	84%	+3	+5	+2
B03 My work gives me a sense of personal accomplishment	44	38	11	6		81%	-1	+6	+3
B04 I feel involved in the decisions that affect my work	34	36	20	8		70%	-10	+14 ◆	+7
B05 I have a choice in deciding how I do my work	44	38	17			81%	-5	+8 ◆	+3

Organisational objectives and purpose

80% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of TRP's purpose	30	48	14	6		78%	-4	-7 ◆	-11 ◆
B07 I have a clear understanding of TRP's objectives	31	47	14	6		78%	+2	-1	-6
B08 I understand how my work contributes to TRP's objectives	34	50	9	5		84%	+4	+2	-2

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

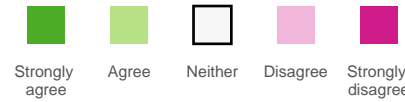
My manager

75% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	33	46	13	5	5	79%	+13 ◇	+12 ◇	+7
B10	My manager is considerate of my life outside work	41	44	11	1	1	86%	-1	+4	0
B11	My manager is open to my ideas	44	41	11	1	1	86%	-4	+5	+1
B12	My manager helps me to understand how I contribute to TRP's objectives	27	46	21	6	1	73%	-1	+10 ◇	+5
B13	Overall, I have confidence in the decisions made by my manager	35	48	10	6	1	83%	-1	+10 ◇	+6
B14	My manager recognises when I have done my job well	33	48	16	1	1	81%	-5	+2	0
B15	I receive regular feedback on my performance	22	49	19	8	1	71%	-7	+5	+2
B16	The feedback I receive helps me to improve my performance	21	43	27	8	1	63%	-9	+2	-1
B17	I think that my performance is evaluated fairly	17	57	11	14	1	75%	+3	+12 ◇	+7
B18	Poor performance is dealt with effectively in my team	6	46	30	13	5	52%	+1	+13 ◇	+9 ◇

My team

81% -1

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	32	52	10	5	1	84%	+1	0	-3
B20	The people in my team work together to find ways to improve the service we provide	37	48	11	1	1	84%	+1	+4	0
B21	The people in my team are encouraged to come up with new and better ways of doing things	25	51	14	8	1	76%	-6	+2	-2

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

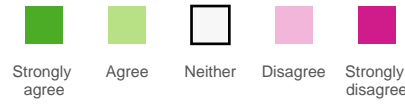
Learning and development

49% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	13	48	30	8	8	60%	-3	-3	-7
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	48	30	8	8	60%	+4	+9 ◆	+2
B24	There are opportunities for me to develop my career in TRP	8	25	27	22	17	33%	-2	-8	-16 ◆
B25	Learning and development activities I have completed while working for TRP are helping me to develop my career	10	33	32	19	6	43%	+3	-1	-7

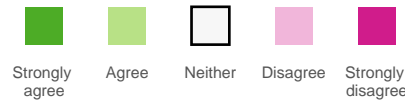
Inclusion and fair treatment

79% -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	32	54	6	8	8	86%	+4	+8 ◆	+4
B27	I am treated with respect by the people I work with	37	49	5	6	6	86%	-5	+1	-1
B28	I feel valued for the work I do	27	48	13	11	6	75%	-1	+11 ◆	+6
B29	I think that TRP respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	30	40	16	13	6	70%	-15 ◆	-2	-8 ◆

All questions by theme

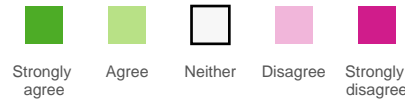
◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

Resources and workload **71%** -5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

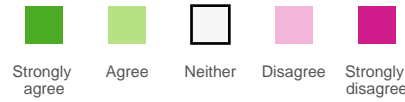
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	29	57	10	5	5	86%	-1	+3	0
B31 I get the information I need to do my job well	19	54	21	6	6	73%	-6	+4	0
B32 I have clear work objectives	25	57	11	6	6	83%	-8 ◆	+7	+3
B33 I have the skills I need to do my job effectively	41	51	5	5	5	92%	-2	+4	+2
B34 I have the tools I need to do my job effectively	24	38	16	19	11	62%	-15 ◆	-7	-12 ◆
B35 I have an acceptable workload	11	35	11	32	11	46%	-9	-13 ◆	-18 ◆
B36 I achieve a good balance between my work life and my private life	11	46	13	22	8	57%	+4	-10 ◆	-15 ◆

Pay and benefits **10%** -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 CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	6	13	36	44	1	8%	-6	-24 ◆	-29 ◆
B38 I am satisfied with the total benefits package	11	27	23	38	1	13%	-4	-20 ◆	-27 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	9	16	27	47	1	11%	-1	-14 ◆	-21 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

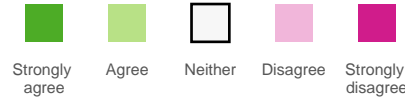
Leadership and managing change

50% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that TRP as a whole is managed well	8	44	25	17	5	52%	-17 ◆	+7	-4
B41 Senior managers in TRP are sufficiently visible	11	52	16	11	10	63%	+4	+10 ◆	-2
B42 I believe the actions of senior managers are consistent with TRP's values	11	40	38	6	5	51%	-8	+6	-6
B43 I believe that EXCOM has a clear vision for the future of TRP	8	30	48	11	5	38%	-10	-4	-16 ◆
B44 Overall, I have confidence in the decisions made by TRP's senior managers	8	40	33	14	5	48%	-10	+6	-4
B45 I feel that change is managed well in TRP		35	34	23	5	39%	+2	+9 ◆	0
B46 When changes are made in TRP they are usually for the better		34	40	18	5	37%	+5	+10 ◆	+2
B47 TRP keeps me informed about matters that affect me	10	53	24	11		63%	-1	+7	-1
B48 I have the opportunity to contribute my views before decisions are made that affect me	11	40	34	13		52%	+3	+16 ◆	+7
B49 I think it is safe to challenge the way things are done in TRP	13	48	21	18		61%	-2	+20 ◆	+11 ◆

All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of TRP	52	39	8			90%	+9 ◆	+33 ◆	+24 ◆
B51 I would recommend TRP as a great place to work	26	47	26			73%	+4	+25 ◆	+14 ◆
B52 I feel a strong personal attachment to TRP	39	42	18			81%	+6	+34 ◆	+27 ◆
B53 TRP inspires me to do the best in my job	21	44	26	8		65%	+5	+20 ◆	+13 ◆
B54 TRP motivates me to help it achieve its objectives	21	44	23	13		65%	+5	+23 ◆	+16 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers in TRP will take action on the results from this survey	8	23	42	16	11	31%	-29 ◆	-12 ◆	-24 ◆
B56 I believe that managers where I work will take action on the results from this survey	14	27	44	11	5	41%	-23 ◆	-15 ◆	-22 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	17		63	9	8	20%	-24 ◆	-13 ◆	-22 ◆

All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	49	43	6			92%	0	+4	+2
B59 I believe I would be supported if I try a new idea, even if it may not work	24	56	19			79%	-7	+12 ◆	+7
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	17	52	19	8		70%	-4	+5	0
B61 When I talk about TRP I say "we" rather than "they"	32	51	10	8		83%	+1	+13 ◆	+4
B62 I have some really good friendships at work	37	41	16	6		78%	+5	+2	-1

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	24	46	19	8		70%	--	+3	-1
B64 Senior managers inspire people across TRP to do their best	6	27	40	25		33%	--	-4	-13 ◆
B65 My manager leads our team with confidence	29	56	8	5		84%	--	+14 ◆	+8 ◆
B66 Senior managers lead TRP with confidence	11	28	38	20		39%	--	-8	-18 ◆
B67 My manager empowers me to do my job effectively	37	40	16	5		76%	--	+5	+1
B68 TRP's senior managers empower teams to deliver	8	32	40	17		40%	--	0	-9 ◆
B69 Senior managers in TRP actively role model the behaviours set out in the Civil Service Leadership Statement	5	31	44	14	6	36%	--	+1	-7
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	23	33	34	6		56%	--	-1	-5

All questions by theme

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Wellbeing



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

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

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	12	62	14	76%	+10	+11 ◆	+8
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	15	49	25	75%	0	+4	+1
W03 Overall, how happy did you feel yesterday?	15	19	47	19	66%	+6	+4	+1

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?	24	25	12	39	49%	+1	-1	-3
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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 TRP?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave TRP as soon as possible		11%	+4	+2	0
I want to leave TRP within the next 12 months		11%	-10	-4	-9
I want to stay working for TRP for at least the next year		44%	+17 ◇	+13 ◇	+6
I want to stay working for TRP for at least the next three years		33%	-11	-9 ◇	-18 ◇

The Civil Service Code

Differences are based on '% Yes' score

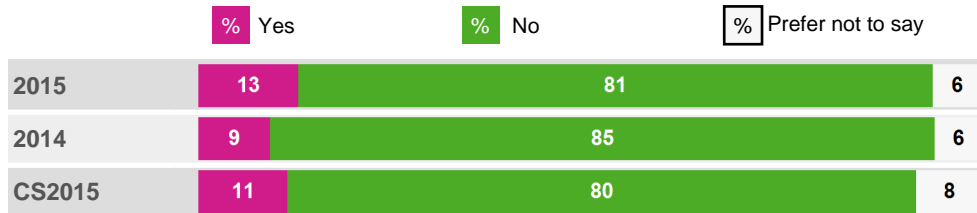
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		19	81%	+2	-10 ◇	-14
D02. Are you aware of how to raise a concern under the Civil Service Code?		44	56%	0	-10 ◇	-16 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in TRP it would be investigated properly?		27	73%	+6	+5	0

All questions by theme

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Discrimination, harassment and bullying

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



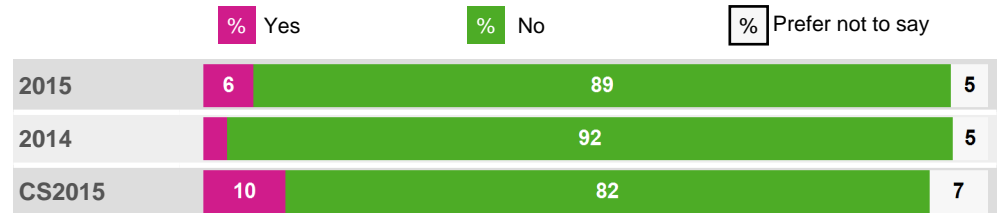
For respondents who selected 'Yes' to question E01.

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

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

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

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



For respondents who selected 'Yes' to question E03.

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

Who	Response Count
A colleague	--
Your manager	--
Another manager in my part of 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 2014 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2015 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2015 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association
with engagement



the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2015 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.