



SFO

serious
fraud
office

Serious Fraud Office

Returns : 397

Response rate : 80%

Civil Service People Survey 2015



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.

Engagement Index

66%

Difference from previous survey **+1**

Difference from CS2015 **+8**

Difference from CS High Performers **+3**

My work

77%

Difference from previous survey **+2**

Difference from CS2015 **+3**

Difference from CS High Performers **-1**

Organisational objectives and purpose

91%

Difference from previous survey **-1**

Difference from CS2015 **+8**

Difference from CS High Performers **+4**

My manager

69%

Difference from previous survey **+1**

Difference from CS2015 **+1**

Difference from CS High Performers **-2**

My team

77%

Difference from previous survey **+1**

Difference from CS2015 **-3**

Difference from CS High Performers **-6**

Learning and development

53%

Difference from previous survey **+4**

Difference from CS2015 **+4**

Difference from CS High Performers **-3**

Inclusion and fair treatment

76%

Difference from previous survey **+1**

Difference from CS2015 **+2**

Difference from CS High Performers **-2**

Resources and workload

77%

Difference from previous survey **0**

Difference from CS2015 **+4**

Difference from CS High Performers **0**

Pay and benefits

22%

Difference from previous survey **-4**

Difference from CS2015 **-8**

Difference from CS High Performers **-14**

Leadership and managing change

57%

Difference from previous survey **-2**

Difference from CS2015 **+14**

Difference from CS High Performers **+5**



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 CS2015	Difference from CS High Performers
Leadership and managing change		57%	-2	+14 ✧	+5 ✧
My work		77%	+2	+3 ✧	-1
Resources and workload		77%	0	+4 ✧	0
My manager		69%	+1	+1	-2 ✧
Pay and benefits		22%	-4 ✧	-8 ✧	-14 ✧
Learning and development		53%	+4 ✧	+4 ✧	-3 ✧
Organisational objectives and purpose		91%	-1	+8 ✧	+4 ✧
My team		77%	+1	-3 ✧	-6 ✧
Inclusion and fair treatment		76%	+1	+2	-2 ✧

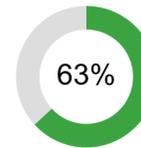


Strength of association with engagement

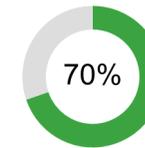


Statistically significant difference from comparison

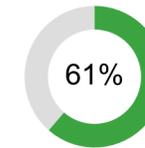
Wellbeing



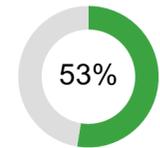
Overall, how satisfied are you with your life nowadays?



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

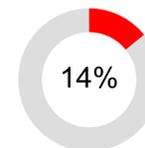


Overall, how happy did you feel yesterday?

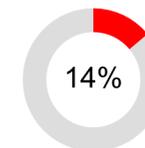


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

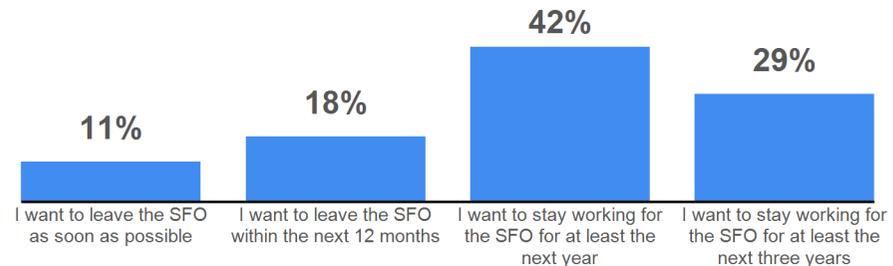


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





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All questions by theme

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^ indicates a variation in question wording from your previous survey

My work

77% +2

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	54	39				92%	0	+3 ◆	+1
B02 I am sufficiently challenged by my work	31	43	12	9	5	74%	+2	-5 ◆	-9 ◆
B03 My work gives me a sense of personal accomplishment	32	43	13	7	5	76%	+2	0	-3 ◆
B04 I feel involved in the decisions that affect my work	21	43	18	11	7	64%	+4 ◆	+8 ◆	0
B05 I have a choice in deciding how I do my work	27	52	11	6		79%	+5 ◆	+6 ◆	0

Organisational objectives and purpose

91% -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 the SFO's purpose	49	43			5	92%	-2 ◆	+8 ◆	+3 ◆
B07 I have a clear understanding of the SFO's objectives	45	45			7	90%	0	+10 ◆	+5 ◆
B08 I understand how my work contributes to the SFO's objectives	46	43			5	90%	-1	+7 ◆	+3 ◆



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My manager

69% +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	25	44	16	9	6	70%	-3	+2	-2 ◆
B10	My manager is considerate of my life outside work	46	38	11			84%	-2	+2 ◆	-2 ◆
B11	My manager is open to my ideas	39	43	10			81%	-1	+1	-3 ◆
B12	My manager helps me to understand how I contribute to the SFO's objectives	25	41	21	9	5	66%	+2	+2 ◆	-2 ◆
B13	Overall, I have confidence in the decisions made by my manager	35	41	13	5	6	77%	-2	+4 ◆	0
B14	My manager recognises when I have done my job well	35	44	11	6		79%	+2	0	-2 ◆
B15	I receive regular feedback on my performance	22	39	19	13	6	61%	+4 ◆	-5 ◆	-9 ◆
B16	The feedback I receive helps me to improve my performance	21	39	23	10	6	60%	+3	-1	-5 ◆
B17	I think that my performance is evaluated fairly	22	44	19	8	6	66%	+6 ◆	+4 ◆	-1
B18	Poor performance is dealt with effectively in my team	14	27	33	15	11	41%	-2	+2	-2 ◆

My team

77% +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	34	48	10	5		83%	+2	-2 ◆	-4 ◆
B20	The people in my team work together to find ways to improve the service we provide	28	48	15	6		76%	-1	-4 ◆	-8 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	27	45	18	7		71%	+2	-3 ◆	-7 ◆



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Learning and development

53% +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
B22	I am able to access the right learning and development opportunities when I need to	15	44	23	13	5	59%	0	-4 ◆	-9 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	20	40	25	10	6	59%	+6 ◆	+7 ◆	+1
B24	There are opportunities for me to develop my career in the SFO	12	31	23	19	15	43%	+3 ◆	+2	-7 ◆
B25	Learning and development activities I have completed while working for the SFO are helping me to develop my career	15	36	26	13	9	52%	+6 ◆	+8 ◆	+2

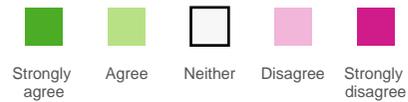
Inclusion and fair treatment

76% +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
B26	I am treated fairly at work	32	45	12	5	6	77%	+1	-1	-4 ◆
B27	I am treated with respect by the people I work with	34	47	11	5	6	80%	-1	-4 ◆	-7 ◆
B28	I feel valued for the work I do	26	44	15	9	6	70%	+3 ◆	+6 ◆	+1
B29	I think that the SFO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29	48	10	6	6	78%	-1	+6 ◆	0



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Resources and workload **77%** **0**

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	30	55	6	6	6	85%	+2	+2	-1
B31 I get the information I need to do my job well	20	53	13	9	9	74%	+1	+5 ◆	+1
B32 I have clear work objectives	20	52	15	8	5	72%	+2	-3 ◆	-8 ◆
B33 I have the skills I need to do my job effectively	39	53	7	7	7	91%	0	+3 ◆	+1
B34 I have the tools I need to do my job effectively	22	48	16	7	6	70%	-3 ◆	+2	-4 ◆
B35 I have an acceptable workload	19	51	14	11	5	70%	0	+10 ◆	+5 ◆
B36 I achieve a good balance between my work life and my private life	31	45	12	8	8	77%	-2	+10 ◆	+5 ◆

Pay and benefits **22%** **-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	5	18	19	30	28	23%	-6 ◆	-9 ◆	-14 ◆
B38 I am satisfied with the total benefits package	5	19	26	26	23	24%	-2	-9 ◆	-15 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	14	20	24	37	18	18%	-3 ◆	-7 ◆	-14 ◆



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Leadership and managing change

57% -2

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 the SFO as a whole is managed well	15	55	17	8	6	70%	+1	+24 ◆	+14 ◆
B41 Senior Managers in the SFO are sufficiently visible	18	49	12	13	8	67%	0	+14 ◆	+1
B42 I believe the actions of Senior Managers are consistent with the SFO's values	17	46	25	5	7	63%	-3	+17 ◆	+6 ◆
B43 I believe that the Board has a clear vision for the future of the SFO	18	41	32	5	4	60%	-7 ◆	+17 ◆	+6 ◆
B44 Overall, I have confidence in the decisions made by the SFO's Senior Managers	17	46	27	7	3	63%	-3	+22 ◆	+11 ◆
B45 I feel that change is managed well in the SFO	7	34	36	15	7	41%	-6 ◆	+11 ◆	+2 ◆
B46 When changes are made in the SFO they are usually for the better	8	33	45	9	6	40%	-8 ◆	+14 ◆	+5 ◆
B47 The SFO keeps me informed about matters that affect me	11	53	20	12	5	64%	-5 ◆	+8 ◆	-1
B48 I have the opportunity to contribute my views before decisions are made that affect me	9	38	29	16	8	47%	0	+11 ◆	+3 ◆
B49 I think it is safe to challenge the way things are done in the SFO	12	40	26	14	8	52%	+5 ◆	+11 ◆	+2



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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 the SFO	31	44	20			75%	+2	+18 ◆	+9 ◆
B51 I would recommend the SFO as a great place to work	18	44	22	11	5	62%	+3	+14 ◆	+3 ◆
B52 I feel a strong personal attachment to the SFO	20	40	26	8	5	60%	+6 ◆	+13 ◆	+7 ◆
B53 The SFO inspires me to do the best in my job	16	42	25	12	5	58%	+5 ◆	+14 ◆	+7 ◆
B54 The SFO motivates me to help it achieve its objectives	16	41	26	12	5	57%	+2	+15 ◆	+8 ◆

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 the SFO will take action on the results from this survey	16	41	23	10	10	57%	0	+14 ◆	+2
B56 I believe that managers where I work will take action on the results from this survey	17	44	19	11	9	61%	+5 ◆	+6 ◆	-1
B57 Where I work, I think effective action has been taken on the results of the last survey	12	30	41	7	10	42%	+1	+8 ◆	0



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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	37	51	6			88%	0	0	-2 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	23	47	17	8		70%	+1	+2 ◆	-2 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	22	44	21	8	5	66%	+6 ◆	+1	-4 ◆
B61 When I talk about the SFO I say "we" rather than "they"	31	49	14			80%	+3 ◆	+10 ◆	+2
B62 I have some really good friendships at work	28	46	18	6		75%	+4 ◆	-1	-4 ◆

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	26	45	15	8	6	71%	--	+4 ◆	0
B64 Senior Managers inspire people across the SFO to do their best	14	39	31	9	7	53%	--	+16 ◆	+7 ◆
B65 My manager leads our team with confidence	29	49	10	7	5	78%	--	+8 ◆	+2 ◆
B66 Senior Managers lead the SFO with confidence	21	44	25	6		65%	--	+18 ◆	+8 ◆
B67 My manager empowers me to do my job effectively	25	46	17	6	6	71%	--	0	-4 ◆
B68 The SFO's Senior Managers empower teams to deliver	17	39	31	7	6	56%	--	+16 ◆	+8 ◆
B69 Senior Managers in the SFO actively role model the behaviours set out in the Civil Service Leadership Statement	15	34	39	6	6	48%	--	+13 ◆	+5 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	18	41	28	7	6	60%	--	+3 ◆	-2



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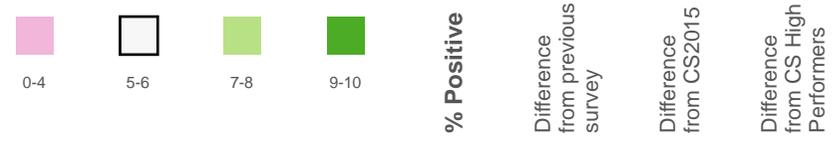
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All questions by theme

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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.

W01 Overall, how satisfied are you with your life nowadays?	14	23	46	17	63%	0	-2	-5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	21	46	23	70%	+1	-1	-4 ◆
W03 Overall, how happy did you feel yesterday?	17	22	40	21	61%	+1	-1	-4 ◆

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	28	24	24	53%	+2	+3 ◆	0
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All questions by theme

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Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the SFO?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave the SFO as soon as possible		11%	+2	+2	-1
I want to leave the SFO within the next 12 months		18%	-2	+2 ◆	-2 ◆
I want to stay working for the SFO for at least the next year		42%	+1	+10 ◆	+4 ◆
I want to stay working for the SFO for at least the next three years		29%	-2	-13 ◆	-22 ◆

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?		14	86%	+1	-5 ◆	-9 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	+1	-2	-8 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the SFO it would be investigated properly?		32	68%	-4 ◆	0	-5 ◆

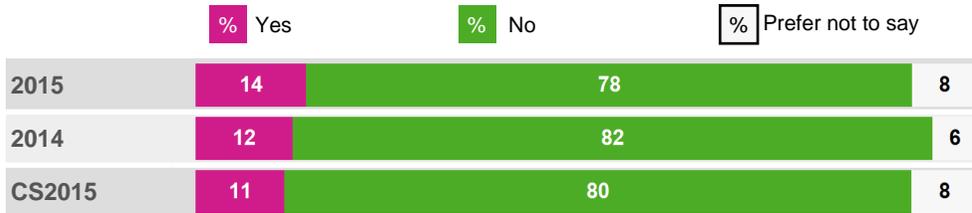


All questions by theme

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Discrimination, harassment and bullying

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



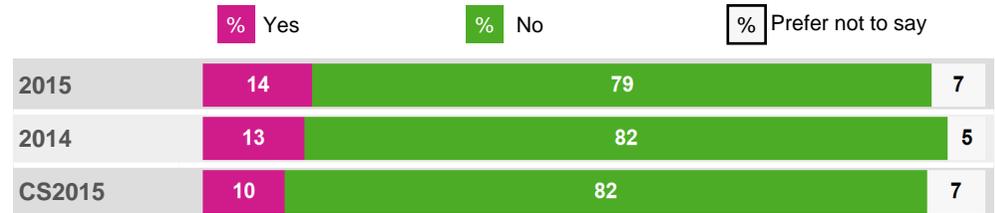
For respondents who selected 'Yes' to question E01.

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	10
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	11
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	21
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	12
Any other grounds	17
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	11
Your manager	15
Another manager in my part of the SFO	18
Someone you manage	--
Someone who works for another part of the SFO	--
A member of the public	--
Someone else	--
Prefer not to say	--

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



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Serious Fraud Office questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I am optimistic that on its current path the SFO will be a better place to work in a year from now than it is today	14	43	29	8	7	56%	-8 ◆
F02	I believe that the SFO is committed to ensuring that all staff are treated with dignity and respect in the workplace	22	56	11	6	6	78%	-1
F03	I am confident that consistent action in accordance with relevant policies would take place if I reported bullying, harassment or discrimination	21	46	18	10	6	67%	-1
F04	I feel that the different initiatives that have been launched address issues from previous surveys	14	33	43		6	47%	--
F05	I am confident that Performance Appraisal standards are applied consistently across the SFO	7	18	37	21	17	25%	--
F06	I feel that the SFO is serious about enhancing the performance of all managers	9	40	30	13	8	48%	--
F07	I have a clear understanding of the ongoing changes to the SFO following the Skills, Capability and Pay and Grading review	9	33	32	16	10	42%	--
F08	I would find it helpful to have more information about the different elements which make up my overall reward package	Yes: 71%		No: 29%			71%	+14 ◆
F09	I feel that my skills, knowledge and experience are fully utilised in the job I do	14	38	15	23	9	53%	+1
F10	I feel that the work I undertake is grade appropriate	14	39	19	16	12	53%	+2



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.