



SFO

serious
fraud
office

Returns : 431

Response rate : 86%

Serious Fraud Office

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.

Engagement Index

67%

Difference from previous survey **+1**

Difference from CS2016 **+7** ✧

Difference from CS High Performers **+3** ✧

My work

75%

Difference from previous survey **-2**

Difference from CS2016 **+1**

Difference from CS High Performers **-3** ✧

Organisational objectives and purpose

91%

Difference from previous survey **0**

Difference from CS2016 **+8** ✧

Difference from CS High Performers **+3** ✧

My manager

70%

Difference from previous survey **+1**

Difference from CS2016 **+1**

Difference from CS High Performers **-1**

My team

79%

Difference from previous survey **+2** ✧

Difference from CS2016 **-1**

Difference from CS High Performers **-4** ✧

Learning and development

53%

Difference from previous survey **0**

Difference from CS2016 **+3** ✧

Difference from CS High Performers **-2** ✧

Inclusion and fair treatment

78%

Difference from previous survey **+1**

Difference from CS2016 **+2** ✧

Difference from CS High Performers **-2** ✧

Resources and workload

78%

Difference from previous survey **+1**

Difference from CS2016 **+5** ✧

Difference from CS High Performers **+1** ✧

Pay and benefits

28%

Difference from previous survey **+7** ✧

Difference from CS2016 **-2** ✧

Difference from CS High Performers **-9** ✧

Leadership and managing change

55%

Difference from previous survey **-2**

Difference from CS2016 **+11** ✧

Difference from CS High Performers **+2** ✧



SFO

serious
fraud
office

Returns : 431

Serious Fraud Office

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	Theme score % Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
Leadership and managing change		55%	-2	+11 ✧	+2 ✧
My work		75%	-2	+1	-3 ✧
My manager		70%	+1	+1	-1
Resources and workload		78%	+1	+5 ✧	+1 ✧
Pay and benefits		28%	+7 ✧	-2 ✧	-9 ✧
My team		79%	+2 ✧	-1	-4 ✧
Learning and development		53%	0	+3 ✧	-2 ✧
Organisational objectives and purpose		91%	0	+8 ✧	+3 ✧
Inclusion and fair treatment		78%	+1	+2 ✧	-2 ✧



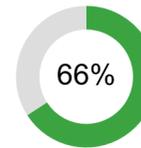
Strength of association with engagement



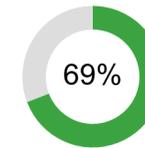
Statistically significant difference from comparison

Wellbeing

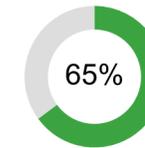
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



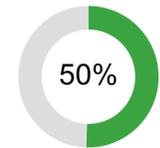
W01. Overall, how satisfied are you with your life nowadays?



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



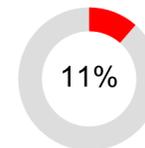
W03. Overall, how happy did you feel yesterday?



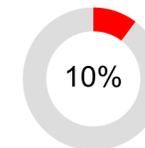
W04. Overall, how anxious did you feel yesterday?

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





SFO

serious
fraud
office

Returns : 431

Response rate : 86%

Serious Fraud Office

Civil Service People Survey 2016

All questions by theme

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

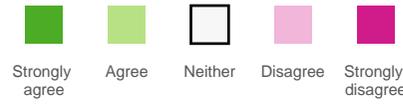
My work

75% -2

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	46	45	5			91%	-1	+1 ◆	0
B02 I am sufficiently challenged by my work	31	44	11	10		75%	+1	-5 ◆	-8 ◆
B03 My work gives me a sense of personal accomplishment	28	46	14	9		74%	-2	-1	-5 ◆
B04 I feel involved in the decisions that affect my work	20	40	20	14	6	60%	-4 ◆	+4 ◆	-1
B05 I have a choice in deciding how I do my work	25	52	14	6		77%	-2 ◆	+3 ◆	-2 ◆

Organisational objectives and purpose

91% 0

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 the SFO's purpose	48	45				93%	+1	+7 ◆	+3 ◆
B07 I have a clear understanding of the SFO's objectives	41	49	6			90%	0	+10 ◆	+5 ◆
B08 I understand how my work contributes to the SFO's objectives	42	47	8			89%	-1	+6 ◆	+2 ◆



SFO

serious
fraud
office

Returns : 431

Response rate : 86%

Serious Fraud Office

Civil Service People Survey 2016

All questions by theme

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

My manager

70% +1

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	26	45	18	9	0	70%	+1	+2 ◆	-3 ◆
B10	My manager is considerate of my life outside work	47	42	7	0	0	89%	+5 ◆	+7 ◆	+4 ◆
B11	My manager is open to my ideas	37	45	10	6	0	82%	+1	+1 ◆	-2 ◆
B12	My manager helps me to understand how I contribute to the SFO's objectives	25	41	25	7	0	65%	-1	+1	-4 ◆
B13	Overall, I have confidence in the decisions made by my manager	34	45	11	7	0	79%	+3 ◆	+6 ◆	+1
B14	My manager recognises when I have done my job well	30	48	15	5	0	78%	-1	0	-3 ◆
B15	I receive regular feedback on my performance	18	41	22	14	0	59%	-2	-7 ◆	-10 ◆
B16	The feedback I receive helps me to improve my performance	18	41	28	8	5	59%	-1	-3 ◆	-7 ◆
B17	I think that my performance is evaluated fairly	20	46	23	8	0	65%	-1	+2 ◆	-3 ◆
B18	Poor performance is dealt with effectively in my team	12	35	30	13	10	47%	+6 ◆	+8 ◆	+4 ◆

My team

79% +2

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	33	51	10	0	0	84%	+1	0	-3 ◆
B20	The people in my team work together to find ways to improve the service we provide	28	51	12	5	0	80%	+4 ◆	-2 ◆	-5 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	28	46	15	8	0	73%	+2	-1	-5 ◆



SFO

serious
fraud
office

Returns : 431

Response rate : 86%

Serious Fraud Office

Civil Service People Survey 2016

All questions by theme

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

Learning and development

53% 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	14	49	19	14	5	63%	+4 ◆	+2 ◆	-5 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	41	25	13	6	56%	-3	+6 ◆	-1
B24	There are opportunities for me to develop my career in the SFO	12	31	23	21	13	44%	+1	+1	-8 ◆
B25	Learning and development activities I have completed while working for the SFO are helping me to develop my career	15	35	26	15	9	50%	-1	+7 ◆	-1

Inclusion and fair treatment

78% +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 CS2016	Difference from CS High Performers
B26	I am treated fairly at work	31	51	10	6	1	82%	+4 ◆	+3 ◆	-1
B27	I am treated with respect by the people I work with	35	49	9	5	1	84%	+4 ◆	0	-3 ◆
B28	I feel valued for the work I do	23	43	21	9	2	66%	-4 ◆	+1	-4 ◆
B29	I think that the SFO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	35	45	12	6	1	80%	+2	+6 ◆	+2 ◆



SFO

serious
fraud
office

Returns : 431

Response rate : 86%

Serious Fraud Office

Civil Service People Survey 2016

All questions by theme

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

Resources and workload

78%

+1

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	28	53	11	6	6	82%	-3 ◆	-1	-5 ◆
B31 I get the information I need to do my job well	21	53	16	7	7	74%	0	+5 ◆	0
B32 I have clear work objectives	23	50	17	8	8	73%	+1	-3 ◆	-7 ◆
B33 I have the skills I need to do my job effectively	32	58	7	7	7	91%	-1	+2 ◆	-1
B34 I have the tools I need to do my job effectively	22	55	12	9	9	77%	+7 ◆	+7 ◆	+2 ◆
B35 I have an acceptable workload	17	54	15	11	11	71%	+1	+13 ◆	+6 ◆
B36 I achieve a good balance between my work life and my private life	31	48	11	7	7	80%	+3 ◆	+13 ◆	+8 ◆

Pay and benefits

28%

+7

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	6	27	18	27	22	33%	+10 ◆	+1	-6 ◆
B38 I am satisfied with the total benefits package	6	22	27	27	18	28%	+4 ◆	-6 ◆	-12 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	19	18	31	27	24%	+6 ◆	-2 ◆	-10 ◆



SFO

serious
fraud
office

Returns : 431

Response rate : 86%

Serious Fraud Office

Civil Service People Survey 2016

All questions by theme

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

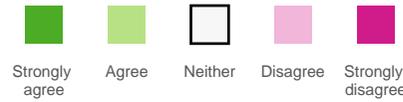
Leadership and managing change

55% -2

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 the SFO as a whole is managed well	16	50	20	8	6	66%	-4 ◆	+19 ◆	+8 ◆
B41 Senior Managers in the SFO are sufficiently visible	18	45	20	10	7	63%	-4 ◆	+8 ◆	-3 ◆
B42 I believe the actions of Senior Managers are consistent with the SFO's values	16	45	29	7	7	61%	-2	+12 ◆	+3 ◆
B43 I believe that the Board has a clear vision for the future of the SFO	14	41	35	6	6	55%	-4 ◆	+13 ◆	+1
B44 Overall, I have confidence in the decisions made by the SFO's Senior Managers	15	47	26	8	6	62%	-1	+18 ◆	+8 ◆
B45 I feel that change is managed well in the SFO	7	33	37	17	6	40%	-1	+11 ◆	-1
B46 When changes are made in the SFO they are usually for the better	9	34	41	12	6	43%	+3	+13 ◆	+5 ◆
B47 The SFO keeps me informed about matters that affect me	14	53	21	8	6	66%	+3	+11 ◆	+2 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	11	29	33	19	8	40%	-8 ◆	+2 ◆	-8 ◆
B49 I think it is safe to challenge the way things are done in the SFO	12	37	29	15	8	49%	-3	+6 ◆	0



SFO

serious
fraud
office

Returns : 431

Response rate : 86%

Serious Fraud Office

Civil Service People Survey 2016

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 the SFO	32	46	18			78%	+3 ◆	+19 ◆	+11 ◆
B51 I would recommend the SFO as a great place to work	21	42	21	11		63%	+2	+12 ◆	+2 ◆
B52 I feel a strong personal attachment to the SFO	22	38	27	11		59%	-1	+11 ◆	+3 ◆
B53 The SFO inspires me to do the best in my job	19	38	26	13		57%	-1	+12 ◆	+5 ◆
B54 The SFO motivates me to help it achieve its objectives	18	34	32	12	5	52%	-5 ◆	+9 ◆	+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 the SFO will take action on the results from this survey	14	44	23	12	7	58%	+1	+12 ◆	+4 ◆
B56 I believe that managers where I work will take action on the results from this survey	16	41	24	13	7	57%	-4 ◆	+2	-7 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	10	26	47	9	8	36%	-6 ◆	+1	-6 ◆



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	35	54	6			89%	+1	+1	-1 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	23	48	18	8		70%	0	+2	-3 ◆
B60 When I talk about the SFO I say "we" rather than "they"	30	48	16			78%	-2	+7 ◆	-1
B61 I have some really good friendships at work	29	44	20	6		73%	-2	-4 ◆	-7 ◆

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 the SFO actively role model the behaviours set out in the Civil Service Leadership Statement	12	39	36	8		51%	+3 ◆	+7 ◆	+2
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	21	42	27	7		63%	+3 ◆	+1	-4 ◆



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.

W01 Overall, how satisfied are you with your life nowadays?	15	20	51	15	66%	+3	-1	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	18	44	25	69%	-1	-2 ◆	-5 ◆
W03 Overall, how happy did you feel yesterday?	16	19	43	22	65%	+4 ◆	+1	-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?	25	25	24	25	50%	-2	+1	-2 ◆
--	----	----	----	----	-----	----	----	------



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 the SFO?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave the SFO as soon as possible		9%	-2	+1	-2
I want to leave the SFO within the next 12 months		19%	+2	+4 ◇	+1
I want to stay working for the SFO for at least the next year		40%	-2	+8 ◇	+1
I want to stay working for the SFO for at least the next three years		31%	+2	-12 ◇	-20 ◇

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?		13	87%	+1	-5 ◇	-8 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	+1	-1	-8 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the SFO it would be investigated properly?		31	69%	+1	+1	-7 ◇

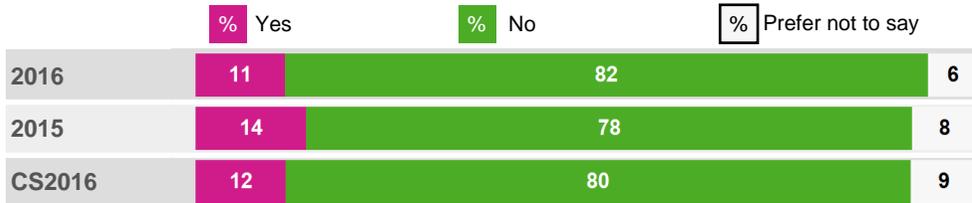


All questions by theme

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

Discrimination, harassment and bullying

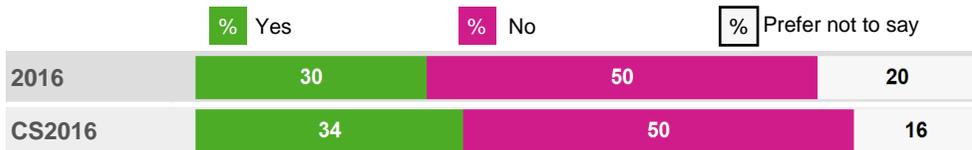
E01. During the past 12 months, have you personally experienced discrimination at work?



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?



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	12
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	14
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	24
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	10
Any other grounds	14
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)

	Response Count
A colleague	14
Your manager	10
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 '--'



SFO

serious
fraud
office

Returns : 431

Response rate : 86%

Serious Fraud Office

Civil Service People Survey 2016

All questions by theme

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

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	12	35	38	10	6	47%	-9 ◆
F02	I believe that the SFO is committed to ensuring that all staff are treated with dignity and respect in the workplace	22	54	14	6	6	76%	-2
F03	I am confident that consistent action in accordance with relevant policies would take place if I reported bullying, harassment or discrimination	18	52	17	7	6	70%	+3 ◆
F04	My manager helps me to identify what I need to do to develop my career in the SFO	14	39	24	16	6	53%	--
F05	I have a clear understanding of what I need to do to develop my career in the SFO	15	38	25	16	6	53%	--
F06	I feel that the SFO is serious about enhancing the performance of all managers	13	39	30	11	6	52%	+4 ◆
F07	I am confident that Performance Appraisal standards are applied consistently across the SFO	7	20	37	21	15	27%	+2
F08	My team shares best practice and uses learning opportunities to improve the way things are done	18	48	21	8	6	67%	--
F09	I feel that my skills, knowledge and experience are fully utilised in the job I do	18	41	12	17	11	60%	+7 ◆



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.