

Employee Engagement in the Fast Stream

Final Report April 2008

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1. Introduction

What is Employee Engagement?

It is about understanding what staff want from their work – and responding in ways that serve employees' needs, and the needs of the organisation. It is a two-way relationship; the organisation must work to develop and nurture engagement. When the organisation gets it right, it will be a winning situation for everyone, in which employees' needs are met and in which the organisation benefits from their commitment to its aims.

A high-performance workforce is made up of **fully engaged employees**:

- individuals and teams who are **more than simply satisfied or committed**;
- who willingly put into their work a **level of effort beyond the minimum required**; and
- who help their organisation achieve **superior results**

“Employee engagement is a process by which an organisation increases the intellectual and emotional commitment and contribution of its employees to achieve superior performance.”

We asked Fast Streamers what they understood by ‘Employee Engagement’...

- Most were positive about the concept and some had a good understanding of employee engagement

“Communication”

“Two-way dialogue”

“Working together”

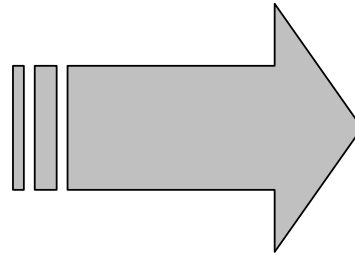
“Striving”

BUT...

- General scepticism over its practical use and, crucially, implementation.
- Some felt it would by necessity be too ‘top down’ and that change needs to come from below.
- There was frustration over the fact that they fill in many staff surveys without knowing what their true purpose is and if their feedback will actually be used.

Engagement with *what?*

**Engagement at
different levels**



- **The Fast Stream?**
- **Home Department?**
- **Current Department?**
- **The Civil Service?**

- ▶ Our analysis showed that engagement is best measured in terms of:
 - ▶ Speaking highly about current department (Say)
 - ▶ Remaining with/ moving around the Civil Service (Stay)
 - ▶ Striving for current department (Strive)
- ▶ This is because the engagement model is statistically stronger and more reliable for this combination of departmental and Civil Service engagement – therefore a more useful indicator of engagement

A New Approach

How is Employee Engagement measured?

Different organisations define employee engagement in different ways. The Civil Service defines an engaged employee as someone demonstrating the following attitudes and behaviours:



What questions did we ask?

SAY



- I would recommend the organisation in which I currently work as a great place to work
- I would speak highly of the purpose and values of the organisation in which I work

STAY



- It would take a lot to get me to leave the Civil Service
- I intend to gain experience of working across the Civil Service to help the organisation achieve its objectives

STRIVE



- The organisation in which I currently work really inspires me to do my best work every day
- The organisation in which I currently work motivates me to contribute more than is normally required to complete my work

Survey Details

Objectives

- ▶ Assess levels of Employee Engagement across the Fast Stream and within Departments
- ▶ Identify the drivers of Employee Engagement (both things to maintain and opportunities for improvement)
- ▶ Gain wider information about the experiences and attitudes of Fast Streamers to inform recruitment strategies
- ▶ Provide Grade Managers with tangible actions to maintain and enhance engagement levels
- ▶ A further objective was to test and validate existing employee engagement modelling for the Cabinet Office CSCG

Survey details

- ▶ Online survey to 1,374 Civil Service Fast Streamers
- ▶ Response rate of 69% (942 questionnaires)
- ▶ Questionnaire developed by Ipsos MORI in conjunction with the Cabinet Office/Fast Stream project team
- ▶ Workshop with Fast Streamers to obtain wider contextual information to assess the experiences and attitudes towards their working life, and to pilot the questionnaire
- ▶ Survey fieldwork: 18th February – 7th March
- ▶ Statistical techniques were used to identify the key drivers of employee engagement among Fast Streamers and various sub-groups where sample sizes allow
- ▶ Further details can be found in the technical report

2. Key Findings

- ▶ Only a quarter of successful applicants are 'in service'
- ▶ The Fast Stream Employer Brand should focus on important attraction factors that the Fast Stream delivers well:
 - ▶ Variety of work
 - ▶ Working in different environments
 - ▶ Early responsibility
 - ▶ Training
 - ▶ Using initiative/Skills
- ▶ There is some variation in what attracts different groups
- ▶ There is a strong negative relationship between engagement and expectations, so it is vital that:
 - ▶ Fast Streamers have realistic expectations before they start
 - ▶ The Fast Stream tries harder to meet these expectations

Working in the Fast Stream

- ▶ Most have experience of Policy Delivery, but not Operational Delivery
- ▶ The majority seek posts that they will find interesting and that will enhance development
- ▶ The majority say they have worked, or would like to work, in other Depts. However, many feel the quality of posts across Depts is inconsistent.
- ▶ There is a great deal of variation in satisfaction with Home Department across the Departments
- ▶ Nearly a quarter of Fast Streamers have had less than 2 days training in the previous year. Nearly half have had less than 5 days
- ▶ Most common suggestions for improvement are quality control on postings, a more centralised Fast Stream and the ability to move across Departments

- ▶ Despite similar ambitions to White Fast Streamers, BME and female Fast Streamers are less confident they will progress to SCS compared to white and male Fast Streamers respectively.
 - ▶ This requires further qualitative exploration
- ▶ BME employees are slightly less likely to agree that their expectations of the Fast Stream overall have been met
 - ▶ Two-thirds of BME Fast Streamers feel their expectations have been met or exceeded (67%)
 - ▶ Three quarters of White employees agree (74%)

Engagement in the Fast Stream

- ▶ Overall engagement is 61%
- ▶ The 'Say' element is higher than 'Stay' and 'Strive'

- ▶ **The top three drivers of engagement:**
 - ▶ Work Itself
 - ▶ Career Development
 - ▶ Image and Reputation

- ▶ **The top priorities for engagement:**
(important and are not currently being met)
 - ▶ Senior Management
 - ▶ Information flow and Internal Communication
 - ▶ Enablement and Efficiency

Things to maintain (if you don't, engagement levels will fall):

- Sense of personal accomplishment from work
- Job satisfaction
- Interesting work
- Sense of working for good of society
- Understanding how work contributes to organisation's objectives

Opportunities to improve engagement:

- Organisational efficiency
- Reputation of Home Department
- Career Image
- Confidence in the decisions made by senior management
- Senior management having a clear vision for the organisation

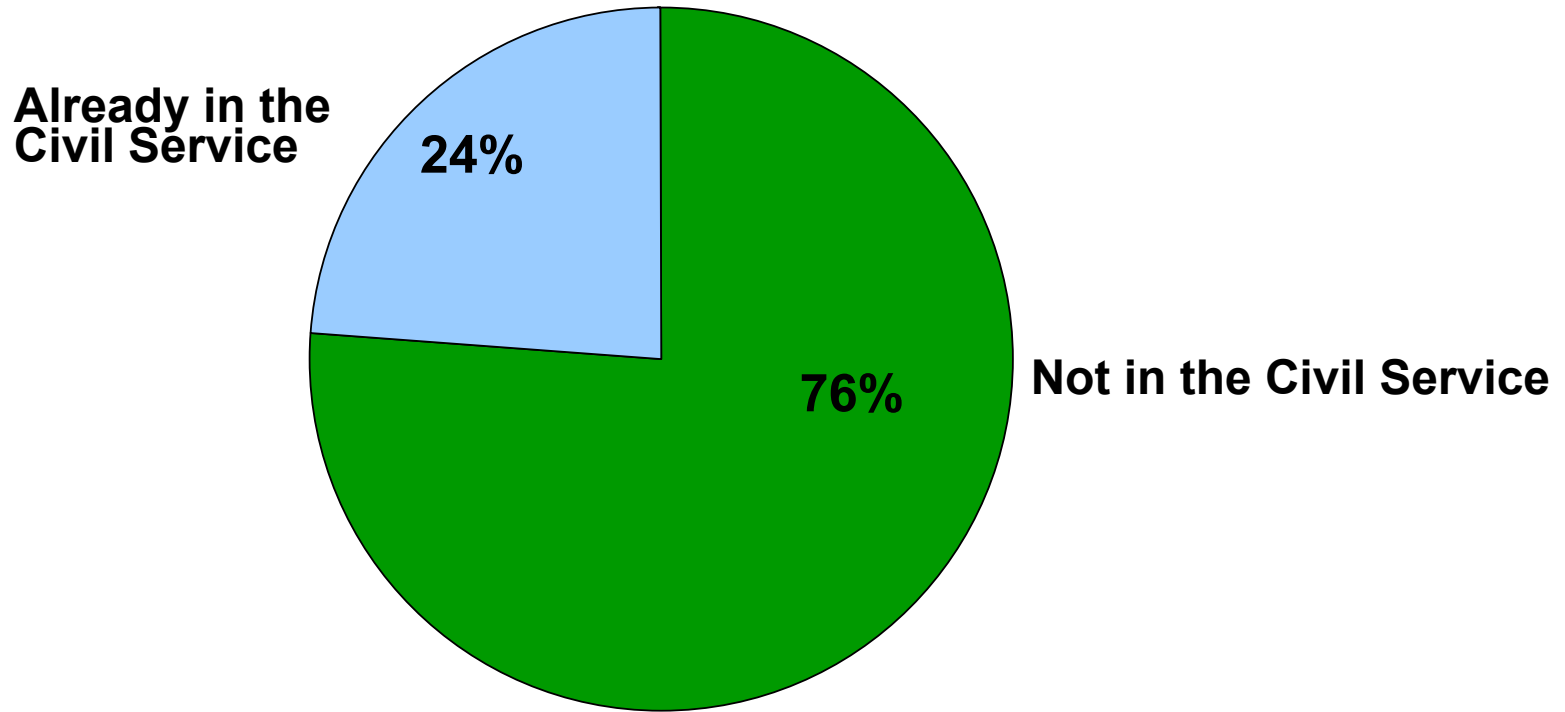
Sub-Group Differences in Engagement

- ▶ The most engaged departments are the **Treasury** (73%), **FCO** and **Cabinet Office** (both 72% engagement).
- ▶ Fast Streamers in the **Diplomatic Service** are more likely to be engaged (75%) than those in other schemes. **DfID Technical Specialists** are the least engaged (48%).
- ▶ The scheme with the highest 'Stay' element are the **Government Social Researchers** (86%).
- ▶ Women are more likely to 'Strive' than men (55% compared to 44%)
- ▶ Engagement is higher among White than BME employees (62% compared to 56%)
- ▶ Engagement is highest among Fast Streamers aged 22-34, and drops significantly after the age of 35
- ▶ There is little difference between disabled and non-disabled employees, or between those who have line management responsibilities and those who do not

3. Fast Stream Specific Questions

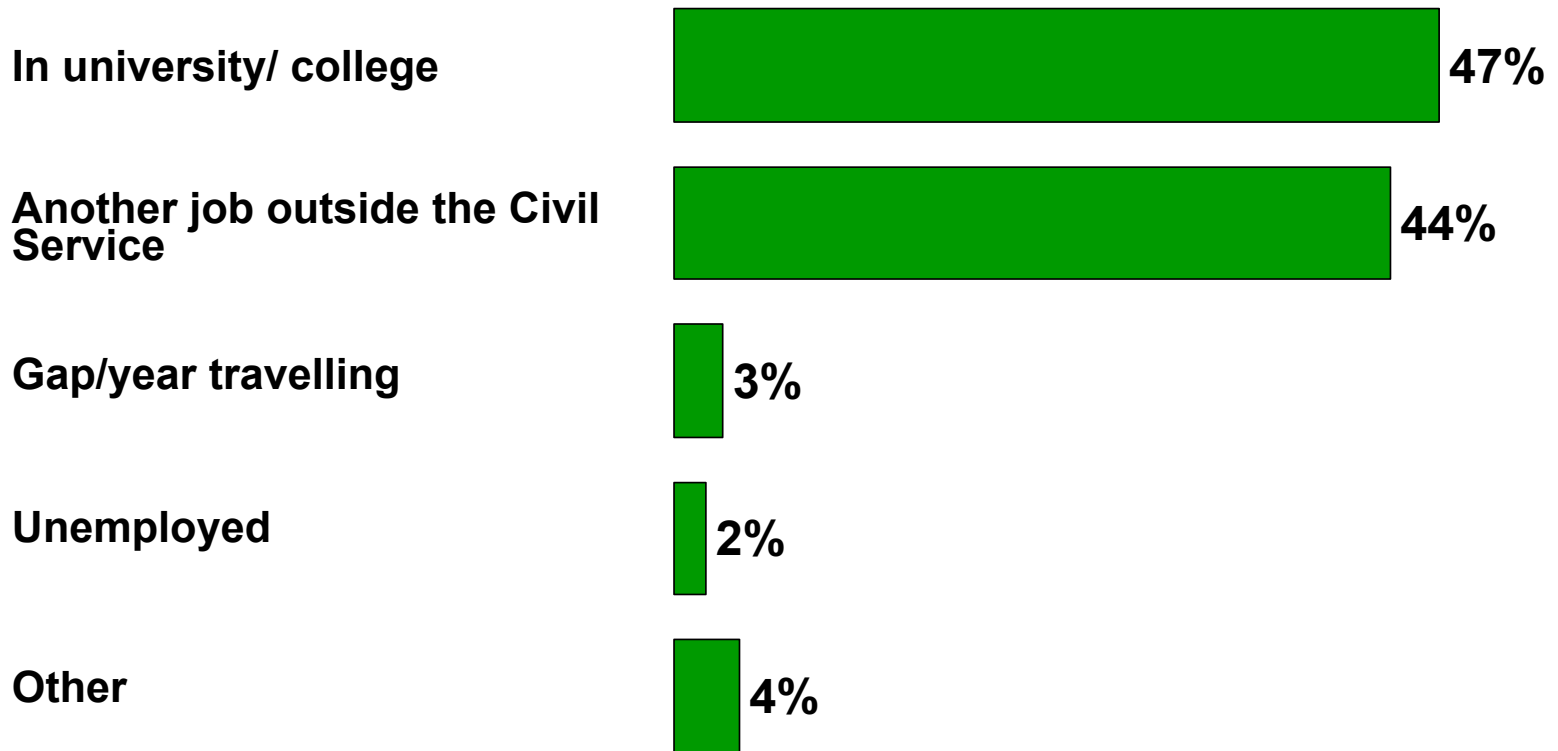
Most join Fast Stream from outside the Civil Service

What were you doing immediately before you joined the Fast Stream?



Before the Civil Service

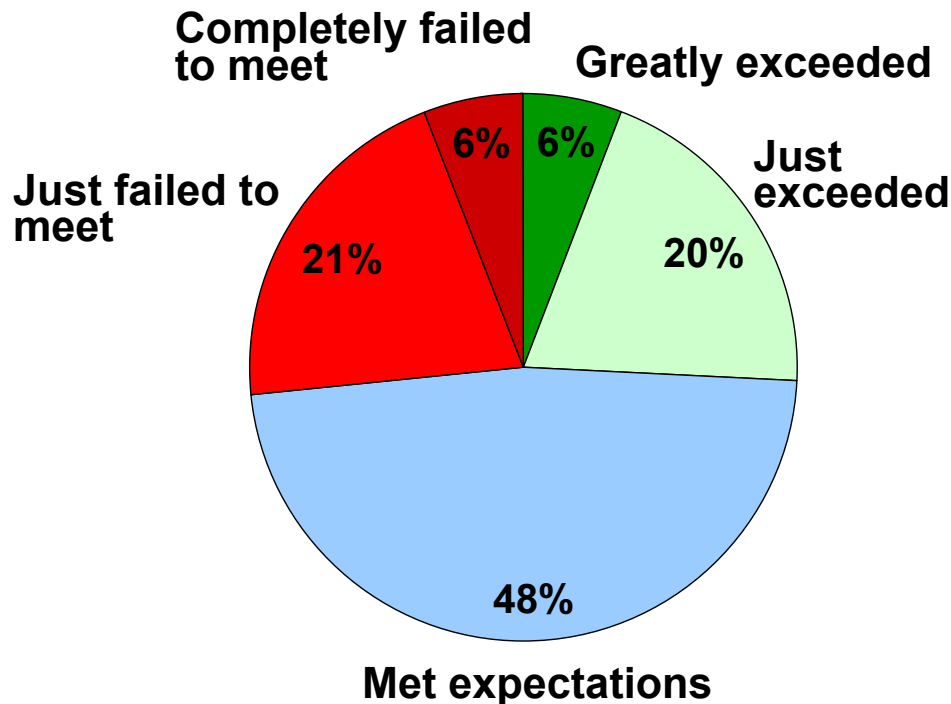
What were you doing outside the Civil Service when you initially applied to the Fast Stream?



Base: All who joined the Fast Stream from outside the Civil Service (716)

Meeting overall expectations

Overall, to what extent has your experience of being on the Fast Stream met your expectations?

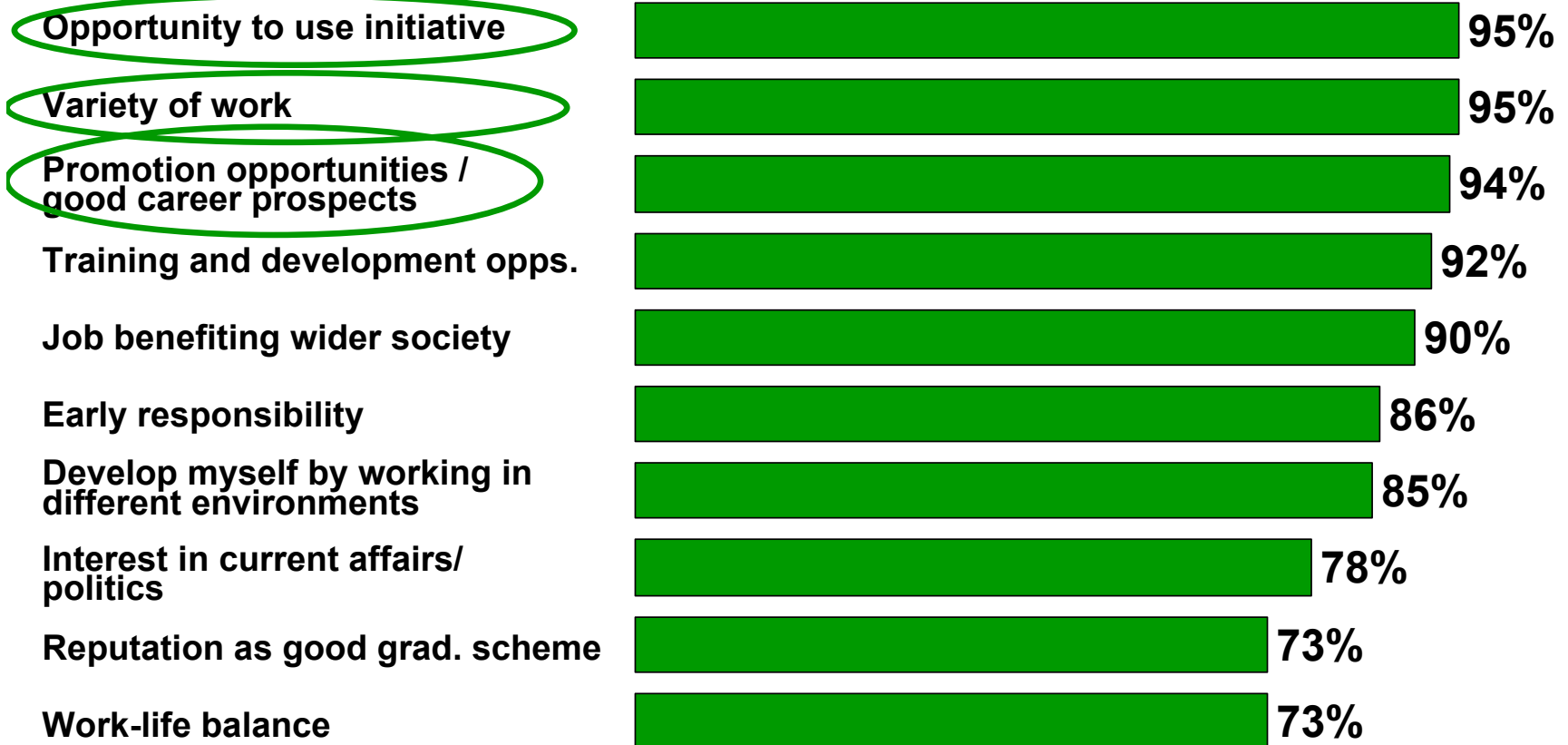


- ▶ **Fast Streamers are evenly divided in their perceptions of the programme:**
 - ▶ Almost half (48%) feel that their expectations have been met.
- ▶ **The remaining Fast Streamers are equally split between those think the scheme exceeded their expectations and those who say it did not:**
 - ▶ Overall, one in four (26%) say the Fast Stream exceeded their expectations.
 - ▶ The same proportion (26%) say it failed to meet them.

Attraction factors (1)

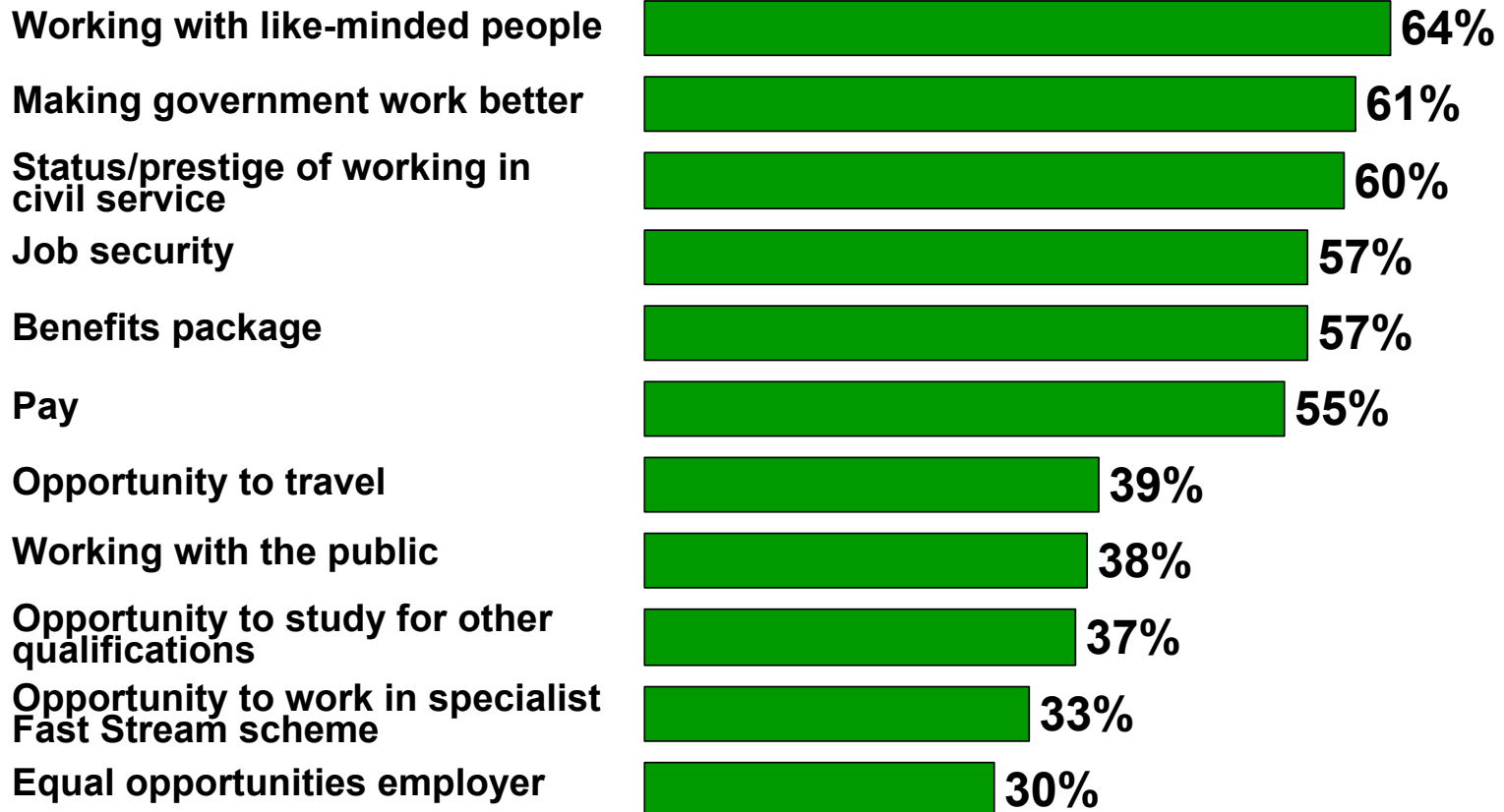
How important were each of the following factors in attracting you to apply for the Fast Stream?

% Very/fairly important



Attraction factors (2)

% Very/fairly important



Importance of factors in attracting people to Fast Stream

- ▶ **Of the factors that attracted people to the Fast Stream, the most powerful relate to career and personal development and individual freedom in the workplace:**
 - ▶ Almost all Fast Streamers say opportunities to use initiative and the variety of work were important in their decision to apply (95% in both cases).
 - ▶ These are closely followed by opportunities for promotion (94%) and training and development (92%).
 - ▶ Similarly, almost nine in ten say important factors were early responsibility (86%) and development through work in different environments (85%).
- ▶ **More practical aspects of the job were mentioned less often:**
 - ▶ 57% say benefits and job security were important factors in their decision to apply.
 - ▶ 55% believe pay was an important factor.

Attraction factors – by gender, ethnicity and disability

- ▶ The top attraction factors for all diversity groups is consistent with the overall Fast Stream
- ▶ Below are the factors where there are significant differences between them

Gender

Women are more likely than men to be attracted by:

- *Work-life balance*
- *Job security*
- *Doing a job that benefits society*
- *Equal opportunities*
- *Working with the public*
- *Reputation*

Men are more likely than women to be attracted by *an interest in current affairs/politics*

Ethnicity

White Fast Streamers are more likely than BME employees to be attracted by:

- *Early responsibility*
- *Working with like-minded people*
- *An interest in current affairs/politics*

Disability

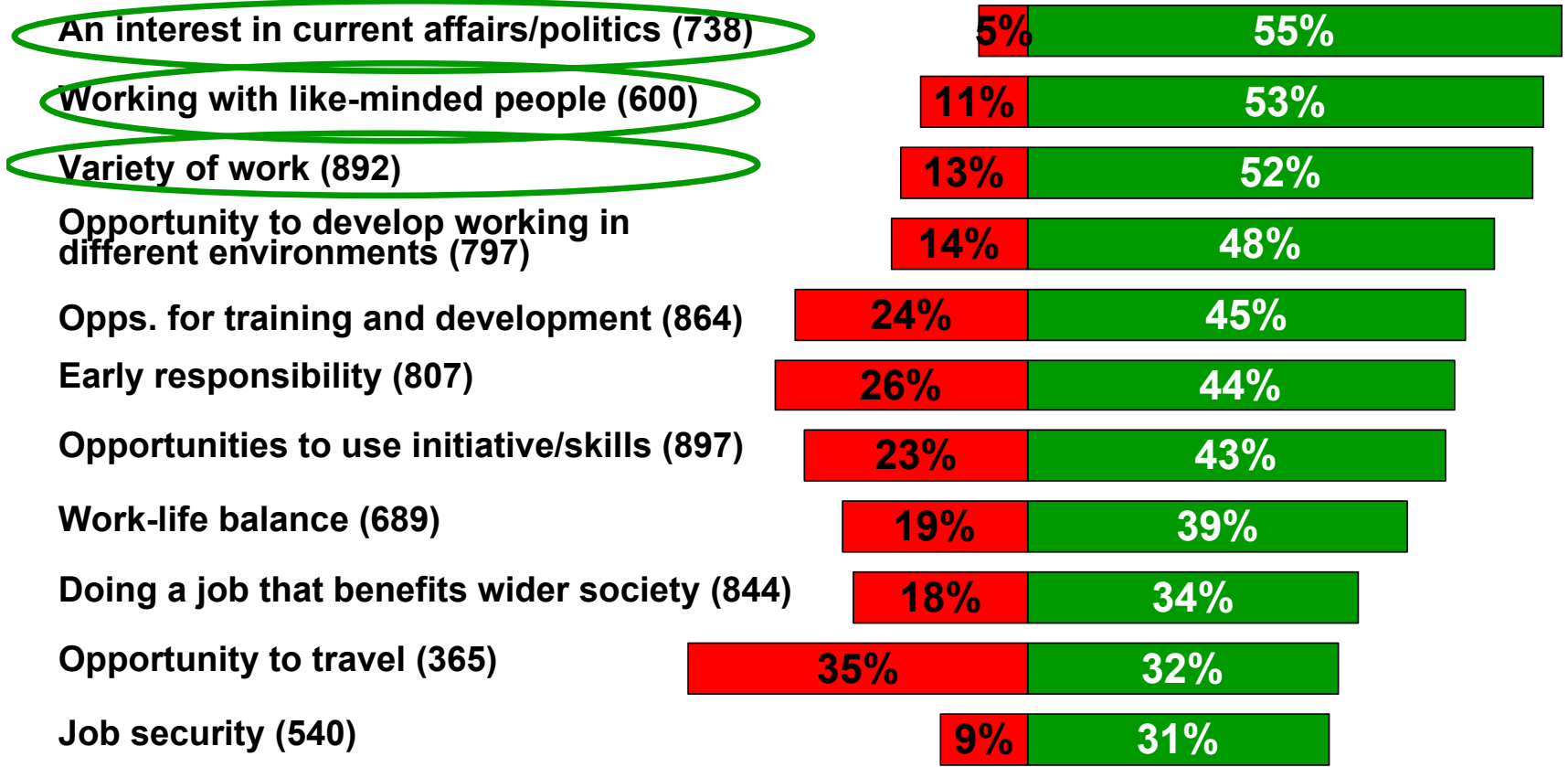
Fast Streamers with a **disability** are more likely than non-disabled employees to be attracted by *Equal opportunities*

Have your expectations been met on these factors? (1)

And to what extent have your expectations regarding that factor been met?

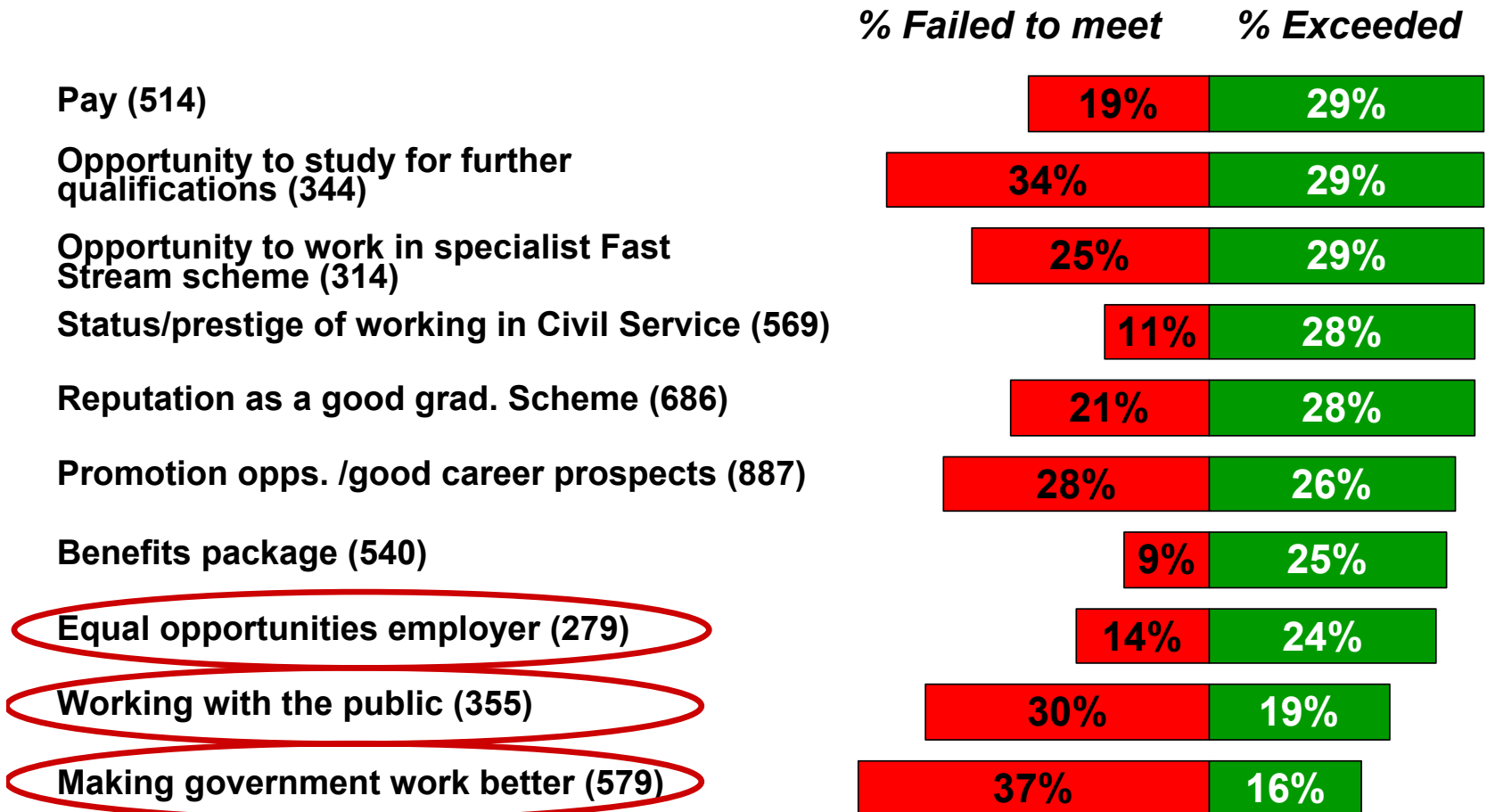
% Failed to meet

% Exceeded



Base: Number of Fast Streamers who thought each factor was important in attracting them (shown in brackets)

Have your expectations been met on these factors? (2)



Base: Number of Fast Streamers who thought each factor was important in attracting them (shown in brackets)

Meeting expectations

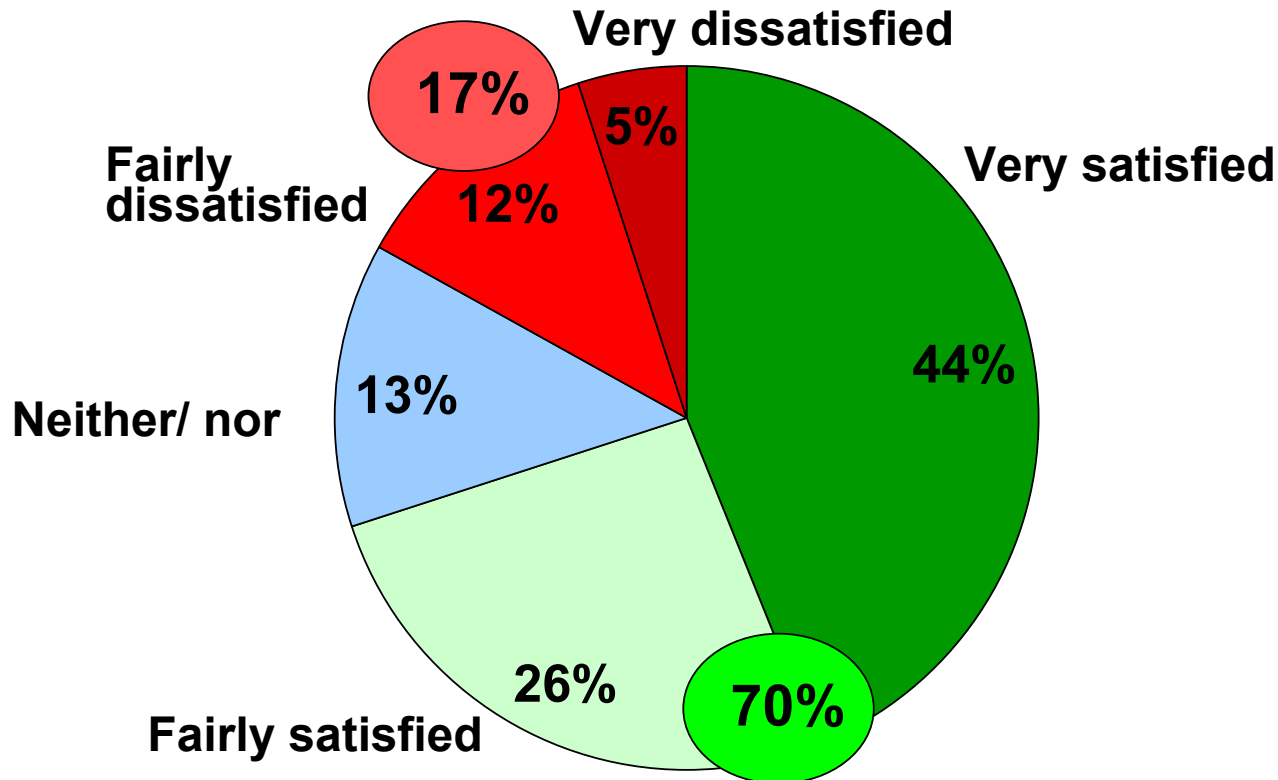
- ▶ **Fast Streamers are most likely to say their expectations have been exceeded for an interest in politics/current affairs (55%) and the chance to work with like-minded people (53%).**
- ▶ **For some of the career development and autonomy factors (which are most important to Fast Streamers), large numbers also say their expectations have been exceeded:**
 - ▶ Variety of work (52%)
 - ▶ Opportunity to develop by working in different environments (48%)
 - ▶ Opportunities for training and development (45%)
 - ▶ Early responsibility (44%)
 - ▶ Opportunities to use initiative/ skills (43%)

Meeting expectations

- ▶ **Although almost all Fast Streamers (94%) say promotion opportunities were important in their decision to apply to join the programme, only one in four (26%) of these say their expectations have been exceeded.**
- ▶ **A similar proportion (28%) say the Fast Stream has failed to meet their expectations for promotion and career prospects.**
- ▶ **Fast Streamers are least positive about:**
 - ▶ Working with the public – one in five (19%) of those who think it was an important say their expectations were exceeded, compared with three in ten (30%) who said their expectations were not met.
 - ▶ Making government work better – one in six (16%) of those who said it was an important factor in their decision to apply say the scheme has exceeded their expectations. This compares with over a third (37%) who say their expectations were not met.

Satisfaction on hearing which Home Department allocated

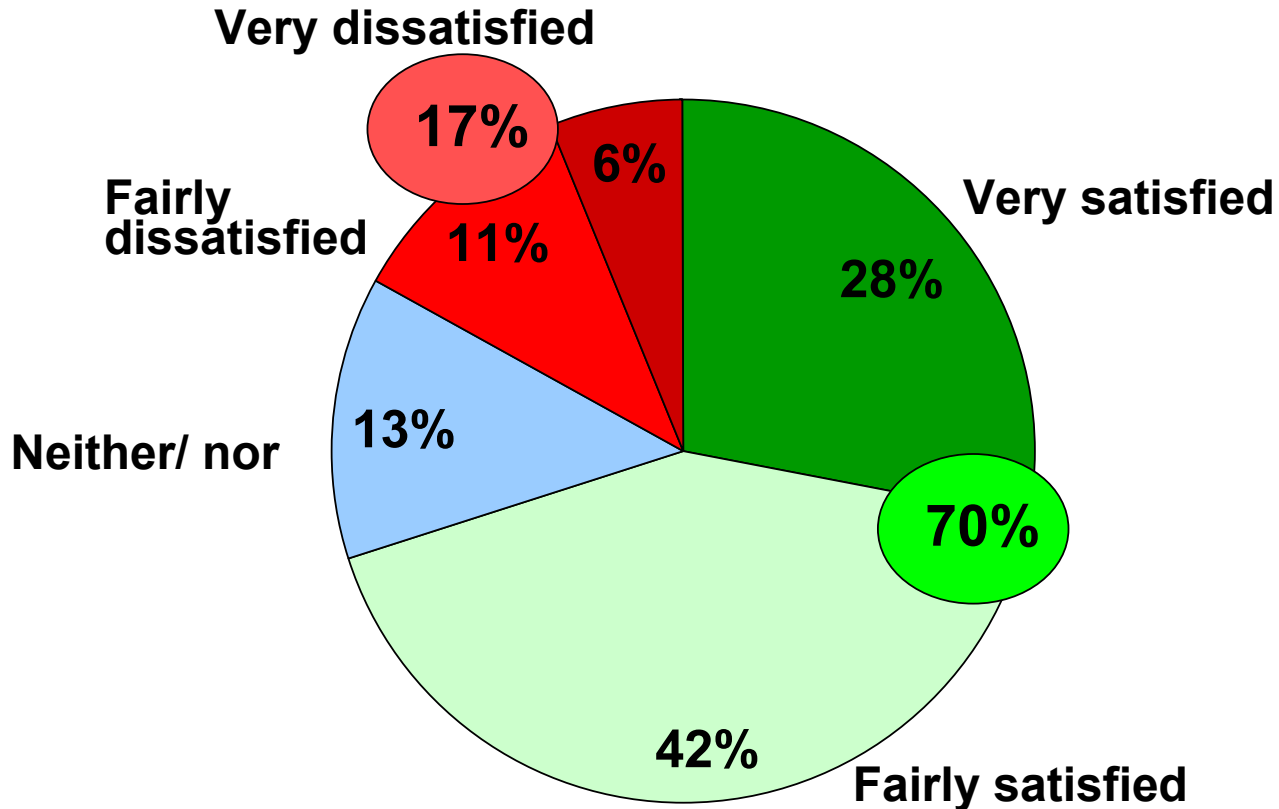
Thinking back, how satisfied or dissatisfied were you on hearing which Home Department you had been assigned to?



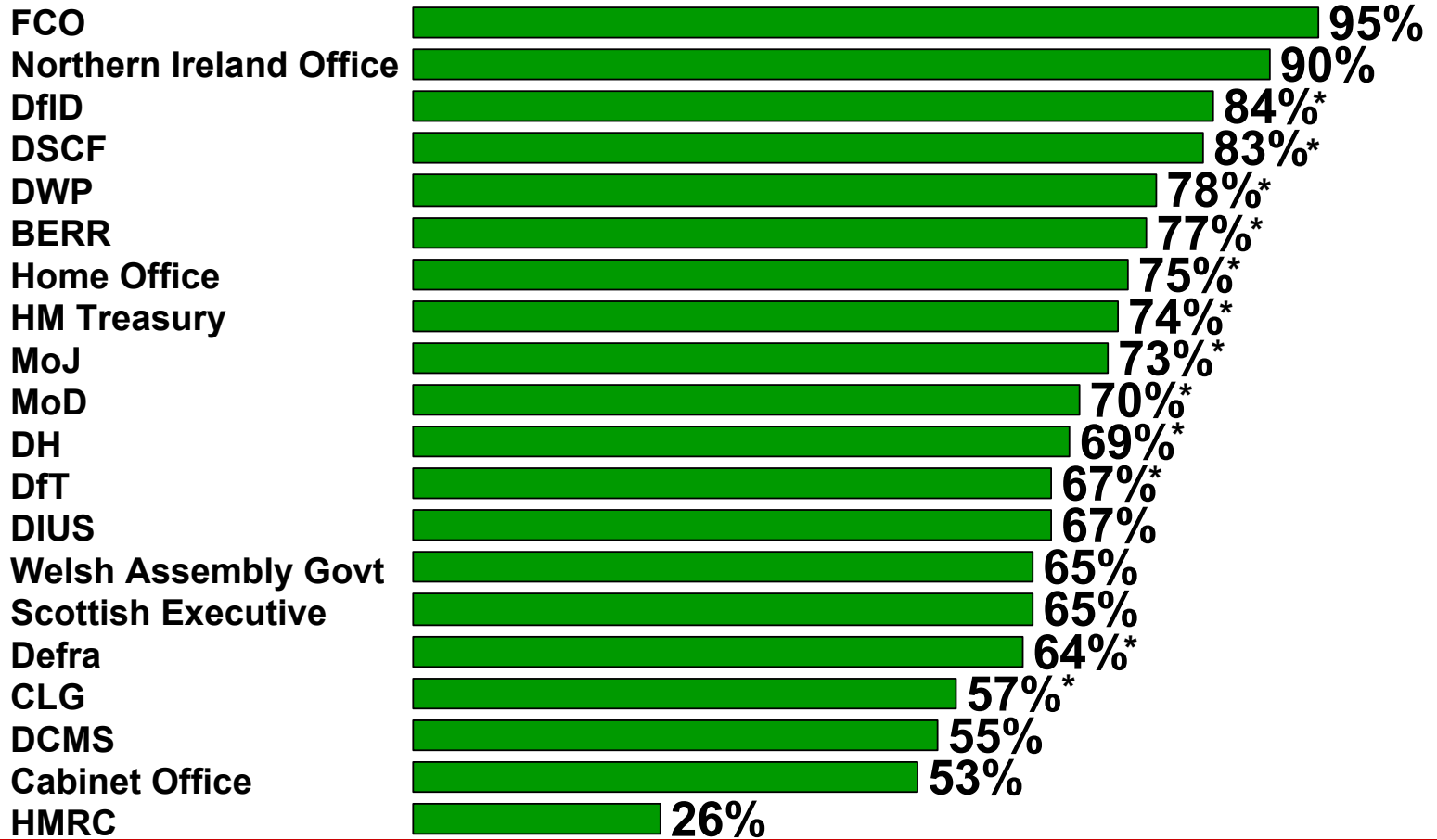
Base: 716 Fast Stream employees who joined from outside the Civil Service (18 Feb – 7 March 2008)

Overall Satisfaction NOW with Home Department

How satisfied or dissatisfied are you NOW with your Home Department?



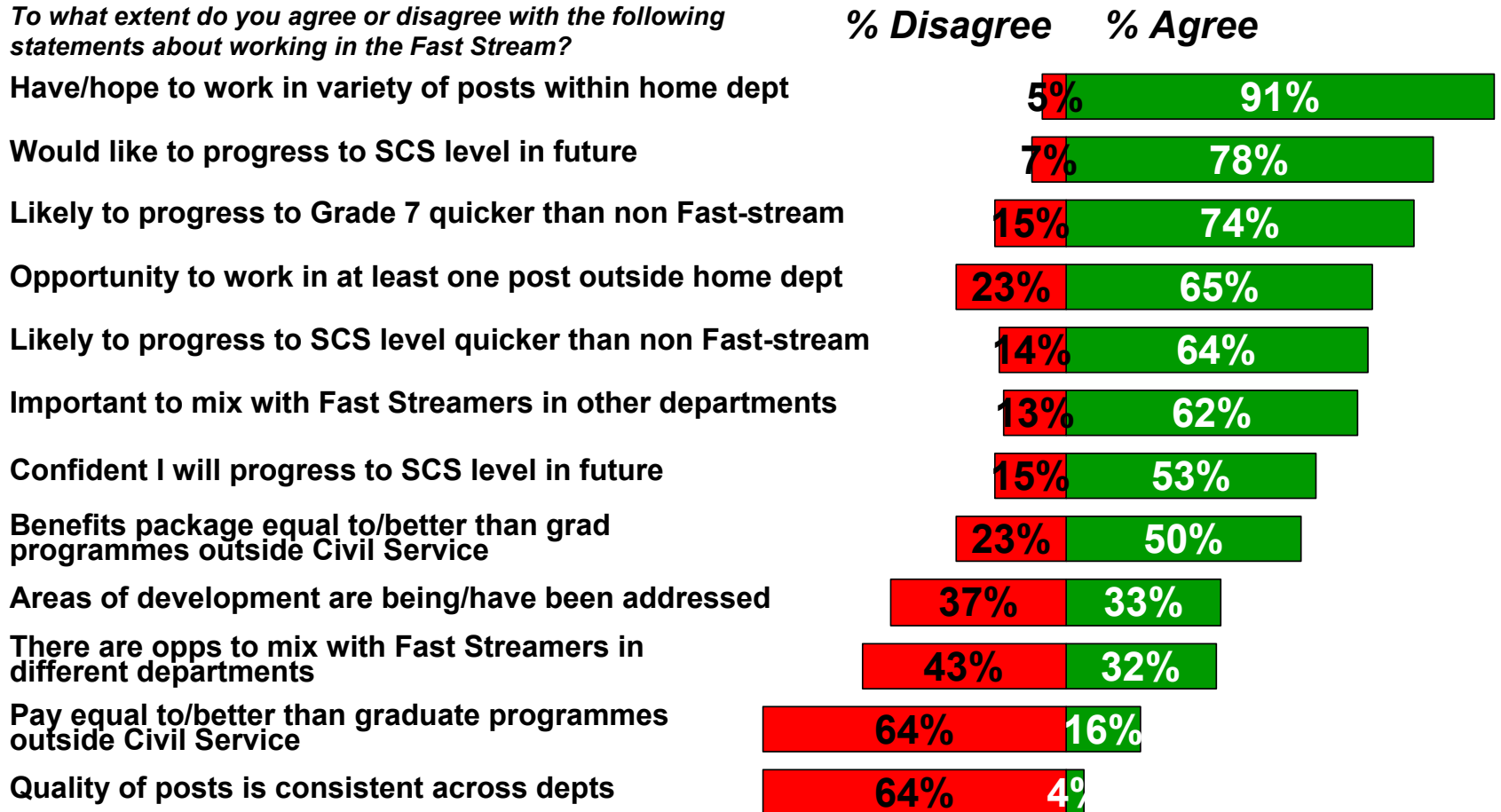
Satisfaction Now: by Home Departments



* Significantly different from overall satisfaction at 95% level

Working in the Fast Stream

To what extent do you agree or disagree with the following statements about working in the Fast Stream?



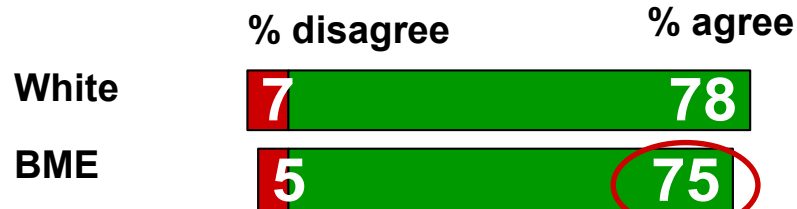
Base: 942 Fast Stream employees (18 Feb – 7 March 2008)

Working in the Fast Stream

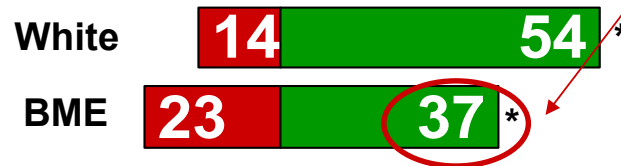
- ▶ **Fast Streamers are most positive about their ability to obtain promotion and to move around the Civil Service:**
 - ▶ Nine in ten (91%) agree they have the opportunity to move around their Home Department and two in three (65%) say they can work outside it in other parts of the Civil Service.
 - ▶ Three in four (74%) believe they will progress to Grade 7 more quickly than those not in the Fast Stream and almost two in three (64%) agree they will move more rapidly into the Senior Civil Service.
- ▶ **However, they speak less positively about some other aspects of the scheme:**
 - ▶ Almost two in three (64%) **disagree** that the quality of posts offered is consistent and that the pay is at least as good as in graduate programmes outside the Civil Service.
 - ▶ Two in five (43%) disagree they have the opportunity to mix with Fast Streamers in other departments
 - ▶ They are as likely to disagree (37%) as to agree (33%) that areas for development identified at the Assessment Centre are being addressed.

Progression: Ethnicity

“I would **like to progress** to SCS level at some point in future”



“I am **confident I will progress** to SCS level at some point in future”



BME Fast Streamers are as ambitious to progress, but are less confident in their career prospects than White colleagues

“As a member of the Fast Stream, I believe I am **likely to progress to Grade 7** more quickly than non-Fast Streamers”



“As a member of the Fast Stream, I believe I am **likely to progress to the SCS** more quickly than non-Fast Streamers”



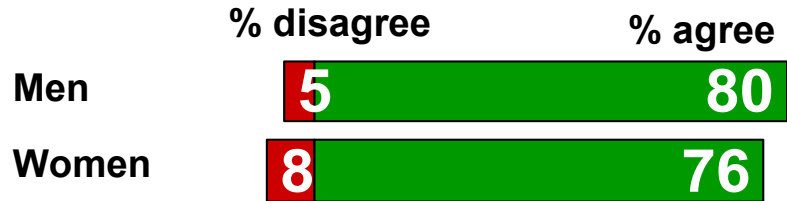
* Significant at 95% level

Progression: Ethnicity

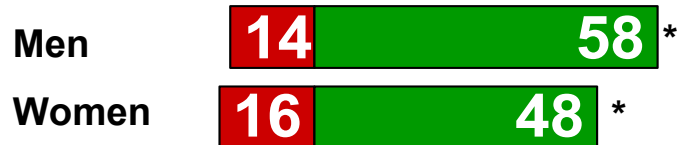
- ▶ Slightly more White than BME Fast Streamers have friends or family who have worked in the Civil Service (57% and 52% respectively)
- ▶ One in five of both White and BME Fast Streamers have had at least 15 days of Fast Stream training (22% and 23%)
- ▶ BME employees are slightly less likely to agree that their expectations of the Fast Stream overall have been met
 - ▶ Two-thirds of BME Fast Streamers feel their expectations have been met or exceeded (67%)
 - ▶ Three quarters of White employees agree (74%)

Progression: Gender

“I would **like to progress** to SCS level at some point in future”



“I am **confident I will progress** to SCS level at some point in future”

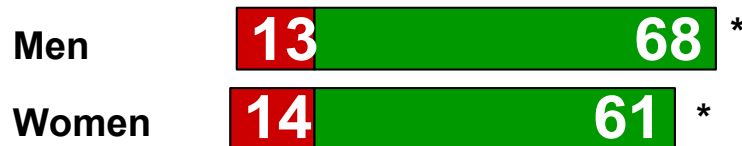


Women are more likely than men to place importance on opportunities for networking with other Fast Streamers

“As a member of the Fast Stream, I believe I am **likely to progress to Grade 7** more quickly than non-Fast Streamers”

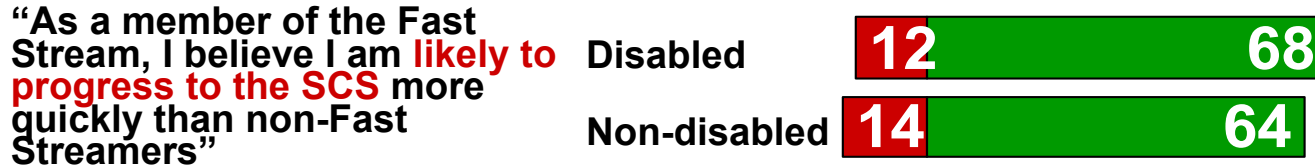
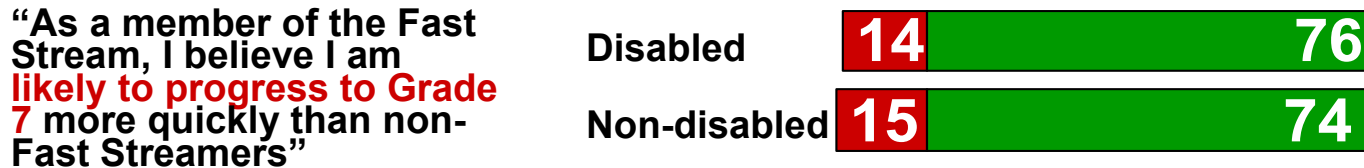
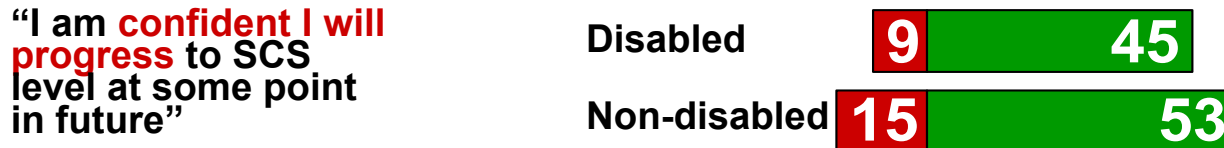
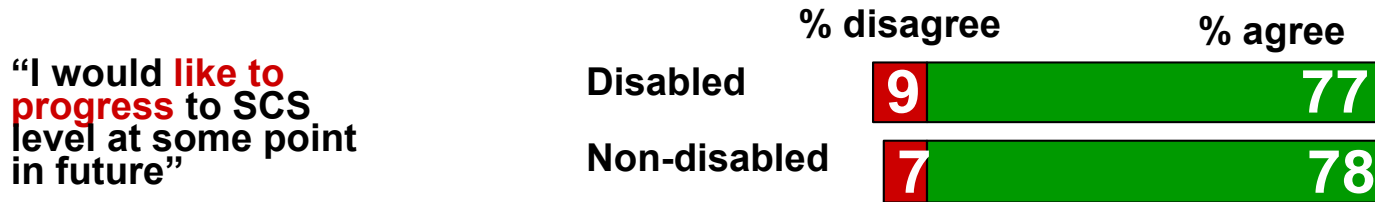


“As a member of the Fast Stream, I believe I am **likely to progress to the SCS** more quickly than non-Fast Streamers”



* Significant at 95% level

Progression: Disability

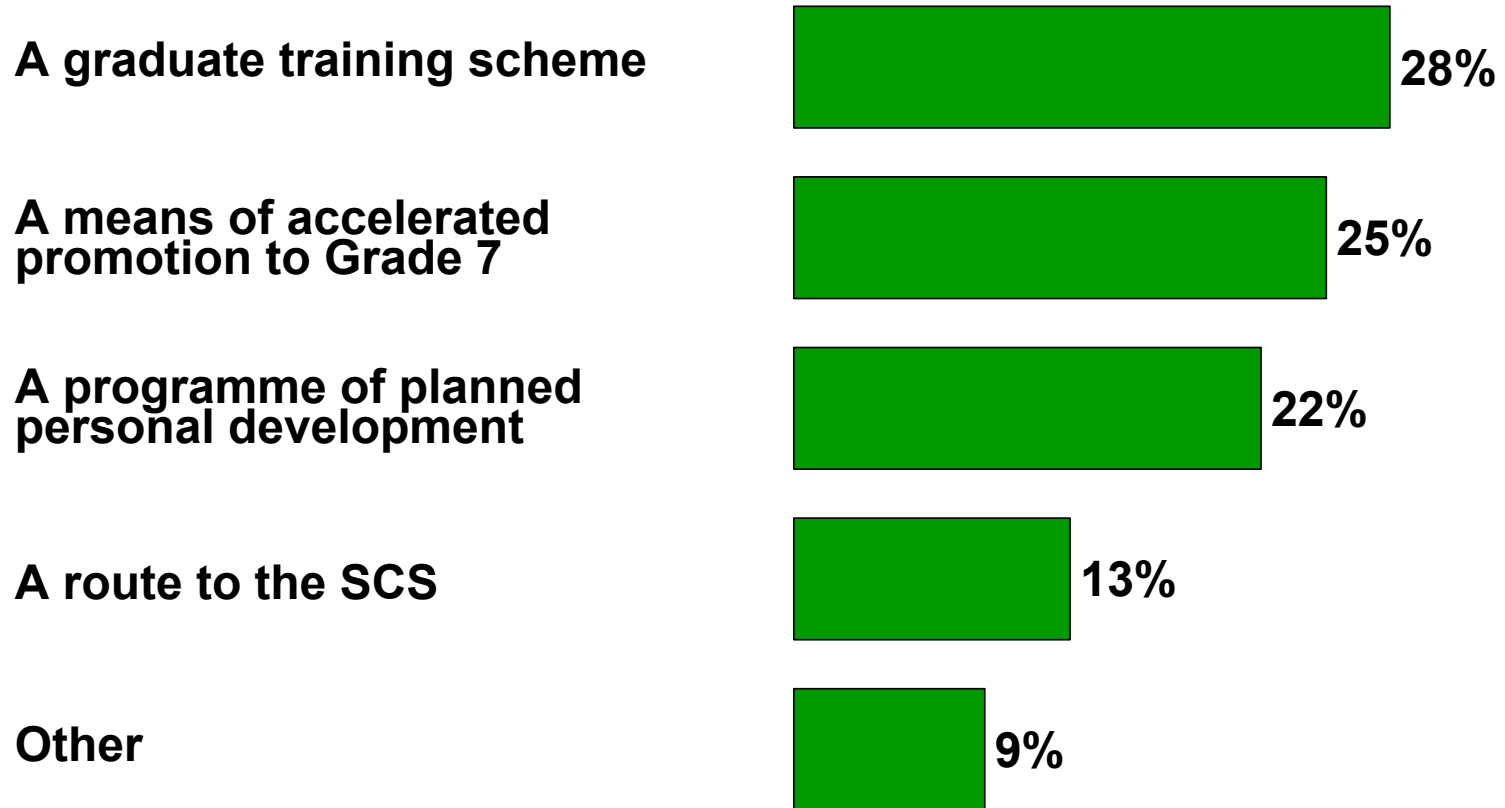


There is little difference between disabled and non-disabled Fast Streamers

* Significant at 95% level

Purpose of the Fast Stream

Do you see the Fast Stream PRIMARILY as...?



Motivation for seeking postings

Since joining the Fast Stream, I have tended to seek postings which will...

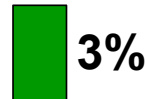
Interest me most



Develop me most



Get me promoted



Attract extra benefits or allowances



Haven't sought any postings yet



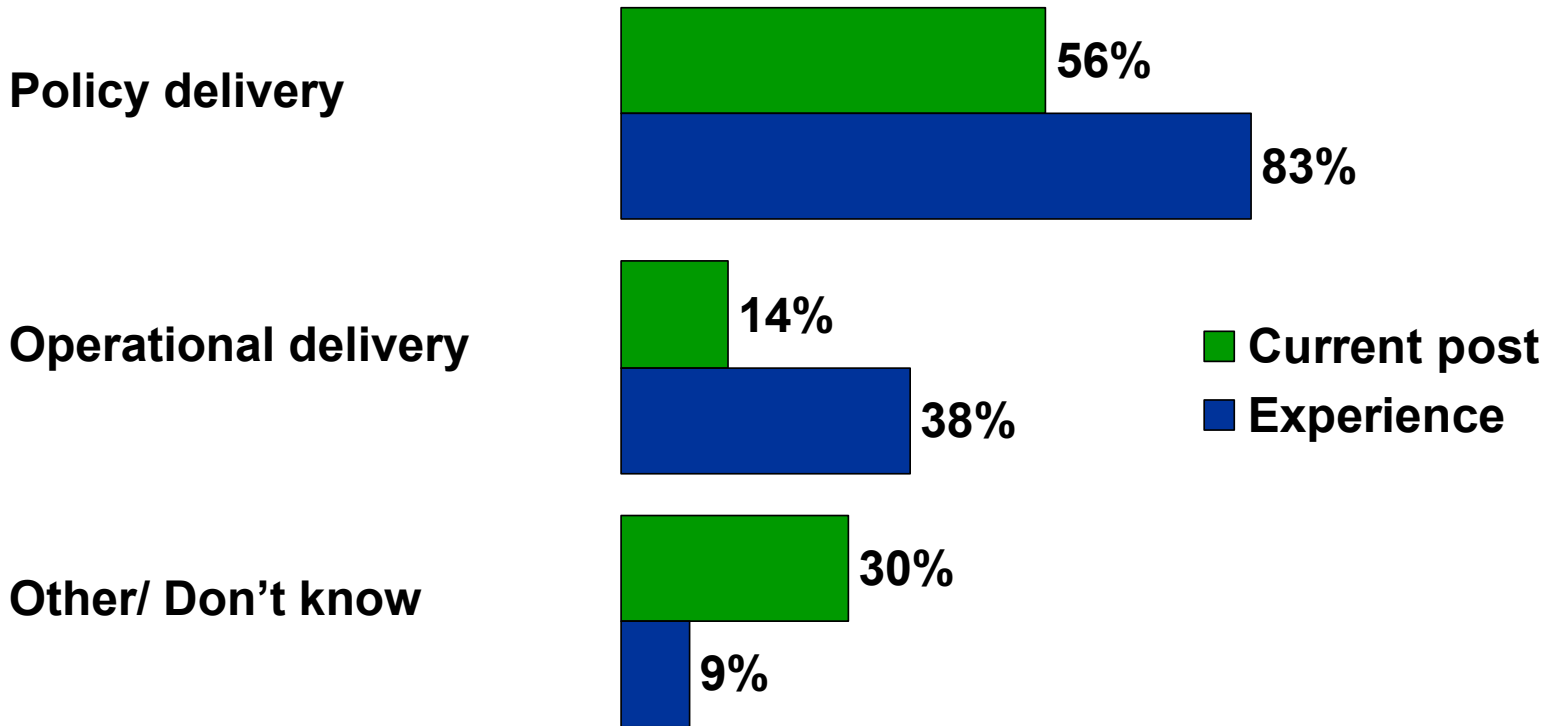
Haven't had a choice in my postings



Posts and placements

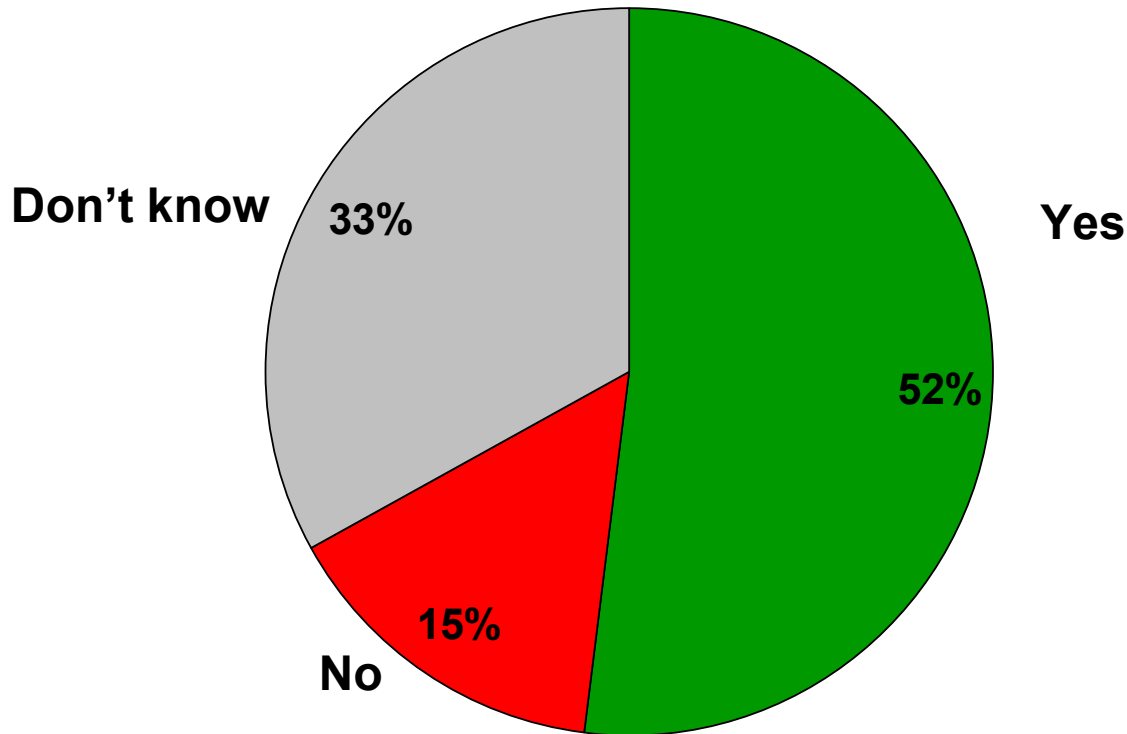
Is your current post/placement mainly...?

And since joining the Civil Service, which of the following have you had experience of...?



Intention to undertake operational delivery post

Do you intend to undertake an operational delivery post at some point in the future...?



Base: All Fast Streamers who have not had experience of an operational delivery post (581)

Reasons for not wanting to work in operational delivery

Why not?

Lack of opportunity



Not interested – don't think it will limit career development



Don't know enough about operational delivery



Not relevant to home department



Not interested even if it might limit my career development



Other



Base: All Fast Streamers who do not intend to undertake an operational delivery or who do not know (281)

Number of days Fast Stream training in last year

How many days of Fast Stream training have you taken in the last year?

Less than 2 days



2-5 days



6-9 days



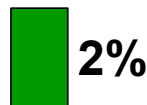
10-14 days



15+ days

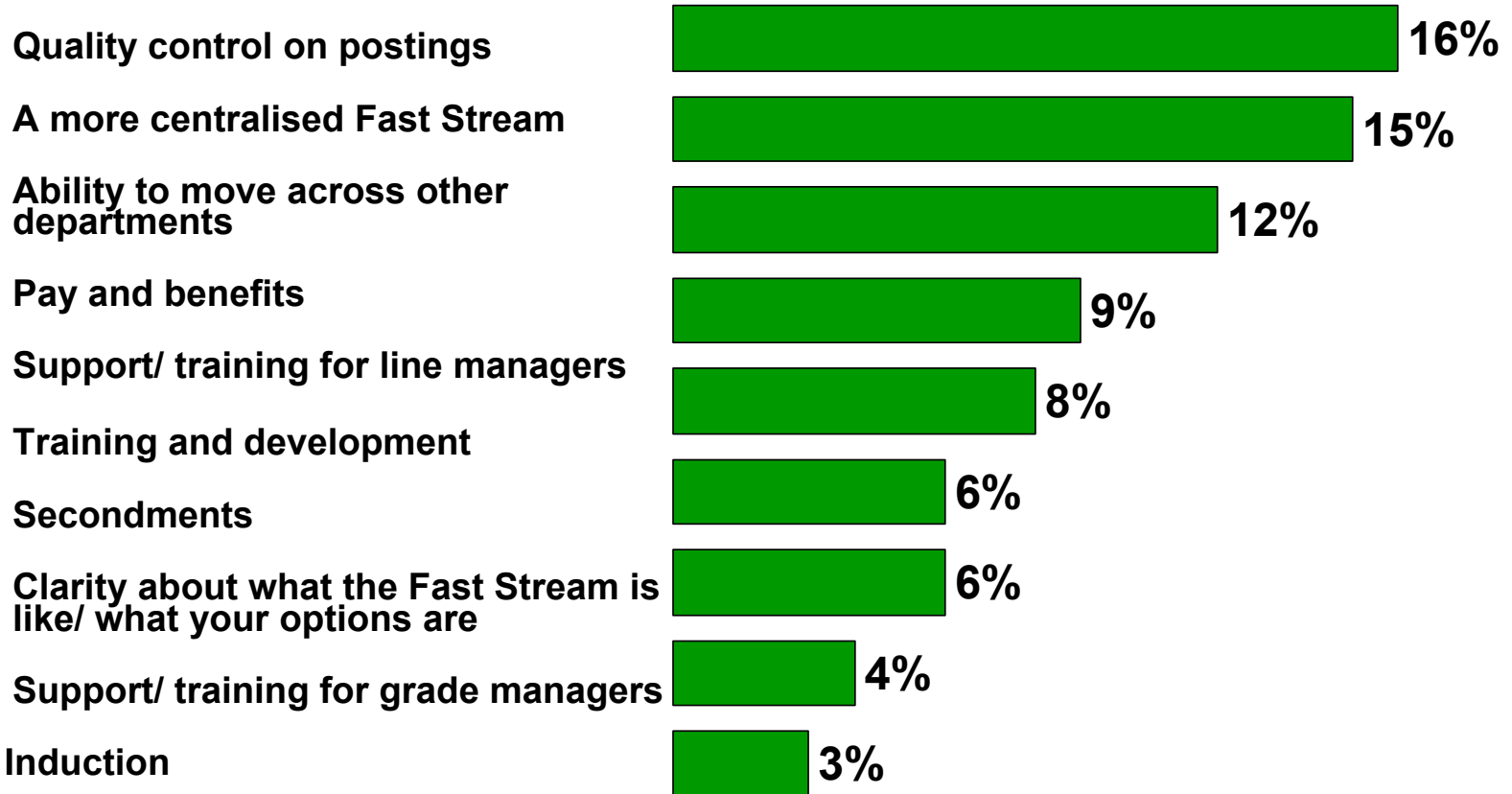


Don't know



Suggestions for improvement

If you could make one suggestion to improve the experience of those in the Fast Stream, what would it be?

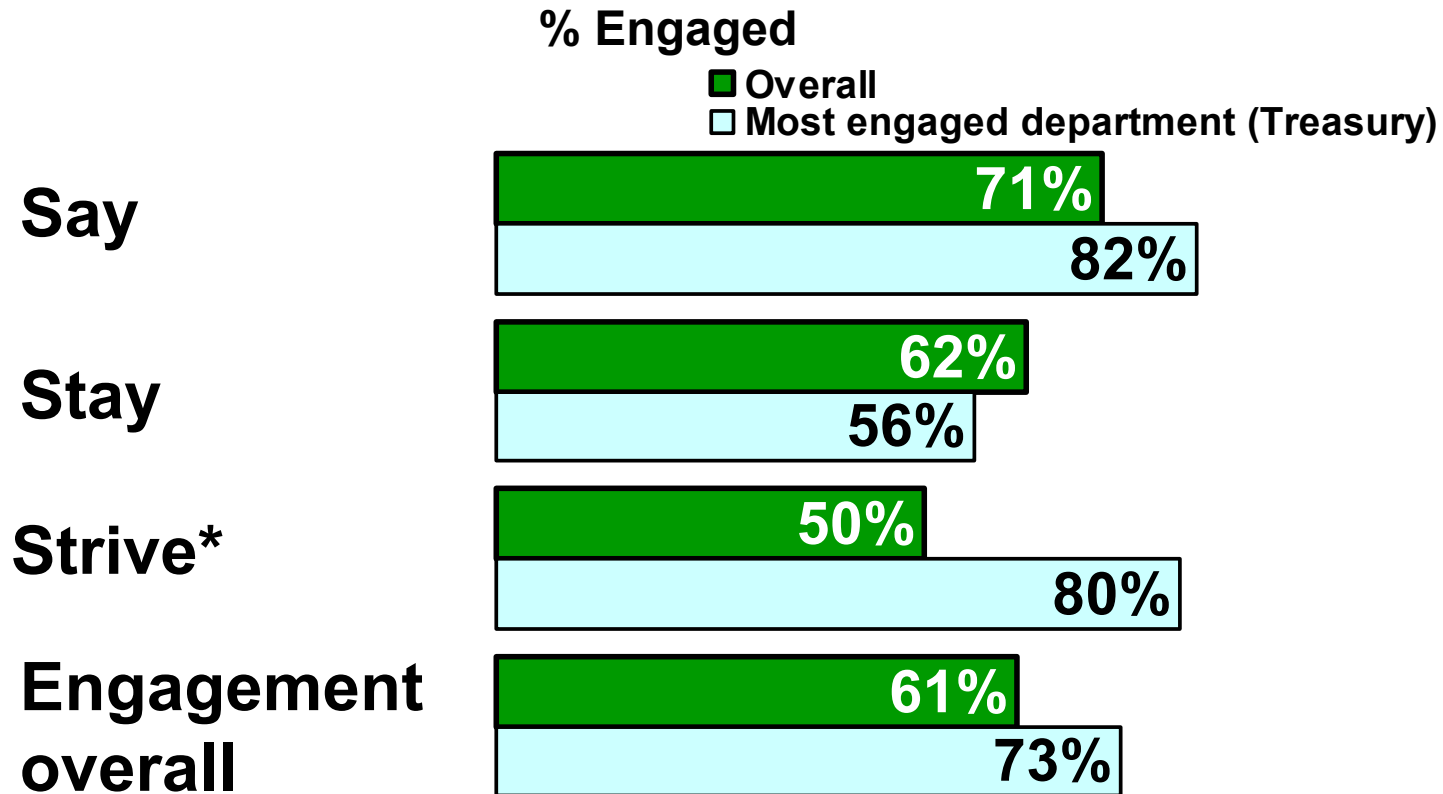


- ▶ Out of 30 questions that were benchmarked to Ipsos MORI's normative database, the Fast Stream compared very favourably on 29 out of the 30 questionnaire items that we were able to benchmark
- ▶ The **top scores** were:
 - ▶ Questions relating to **opportunities for career development** (44 percentage points higher than the Ipsos MORI norm when asked about opportunities in the Civil Service);
 - ▶ **Advocacy of the purpose and objectives of the Fast Stream** (32 points higher), the **organisation in which they currently work** (33 points higher) and the **Civil Service** (32 points higher);
 - ▶ **Understanding of the goals and objectives** of the organisation in which they currently work (27 points higher);
 - ▶ Having the **equipment and tools** to do their job effectively (25 points higher)
- ▶ It was only **lower than the benchmark** on one question:
 - ▶ “Senior management communicate a clear vision of where the organisation in which I currently work is going” (41% agree, compared to 44% on average)
 - ▶ As you will see later – this is a key driver of engagement for Fast Streamers!

4. Overall Engagement – in detail

Overall Engagement

- Levels of engagement for Say, Stay and Strive, and Overall Engagement

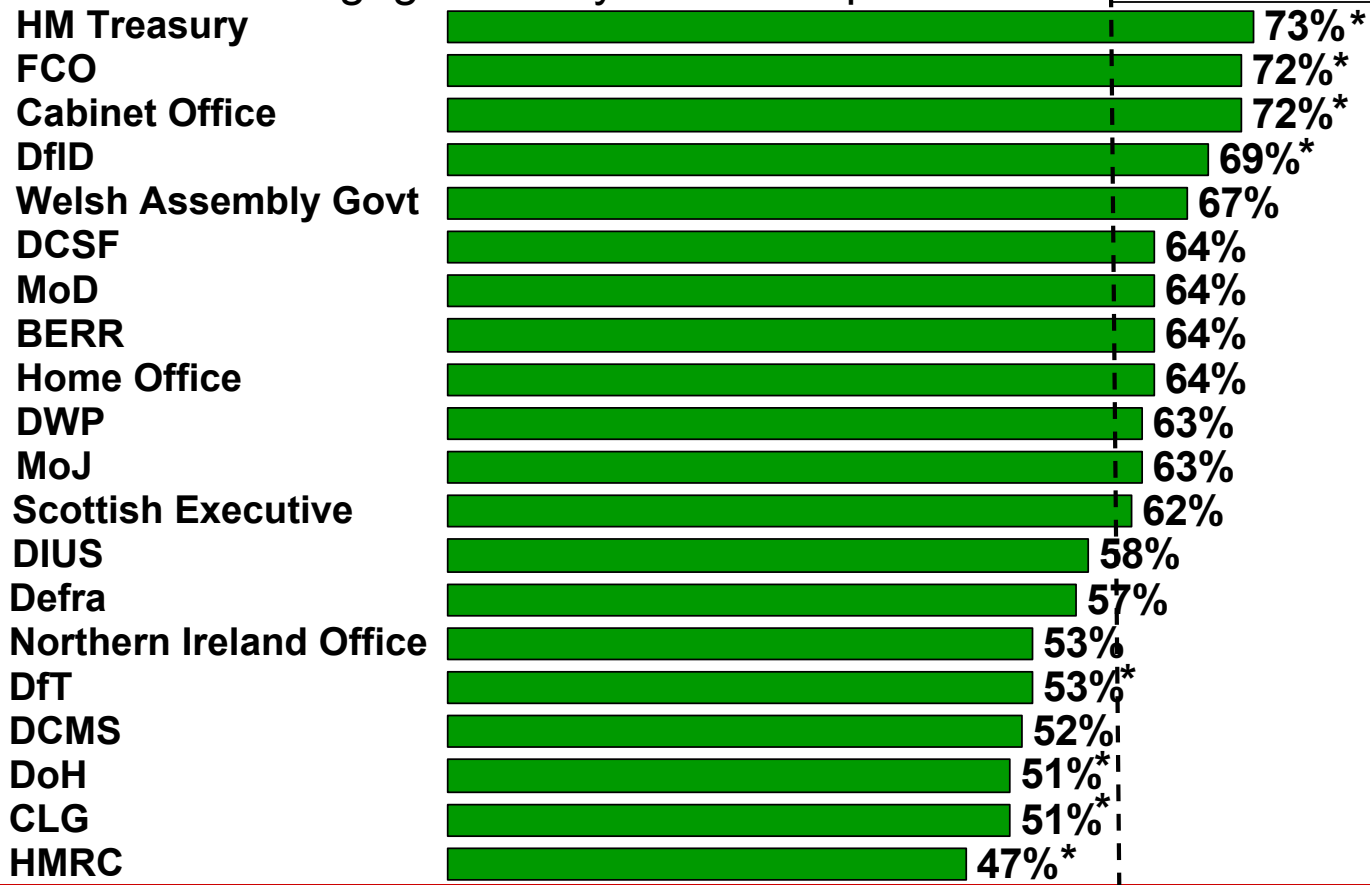


*significant at 95% level

Departmental Engagement

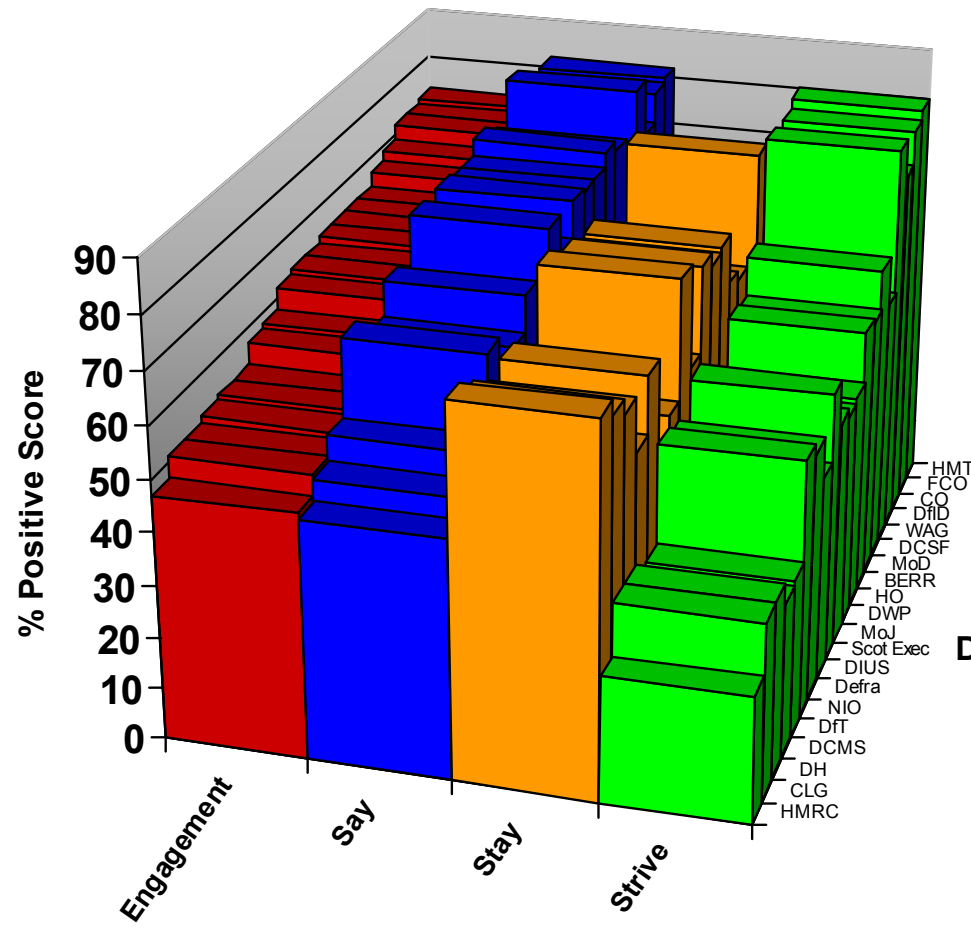
► Overall engagement by current department:

Mean Engagement



* significant at 95% level

Departmental Engagement



The chart demonstrates a clear relationship between Say, Strive and Engagement, but less so with Stay

Departmental engagement

Department	Say	Stay	Strive	Engagement Index
HM Treasury	82	56	80	73
FCO	81	57	78	72
Cabinet Office	75	69	71	72
DfID	86	43	79	69
Welsh Assembly Government	73	78	50	67
DSCF	79	52	60	64
MoD	81	58	52	64
BERR	78	60	53	64
Home Office	78	70	43	64
DWP	79	69	42	63
MoJ	72	72	44	63
Scottish Executive	79	55	53	62
DIUS	60	75	40	58
Defra	72	52	48	57
Northern Ireland Office	65	45	50	53
DfT	62	66	31	53
DCMS	70	55	30	52
DH	55	65	34	51
CLG	50	68	34	51
HMRC	46	71	24	47

Significant differences between departmental engagement scores and engagement in the Fast Stream as a whole:

Green = Significantly higher than the mean

Red = Significantly below the mean

The Drivers of Engagement

The Drivers of Engagement

- ▶ We used factor analysis to create 15 themes out of the survey questions. Key drivers analysis identified which of these drive engagement among Fast Streamers
- ▶ The 7 themes (drivers) are in colour below

Work-life balance

Vision and Direction

Change

Work itself

Integrity and Honesty

Career development

Information flow and
internal and
communication

Image and Reputation

Fast Stream specific -
Progression

Enablement and
Efficiency

Reward and
recognition

Fast Stream specific –
Posting opportunities

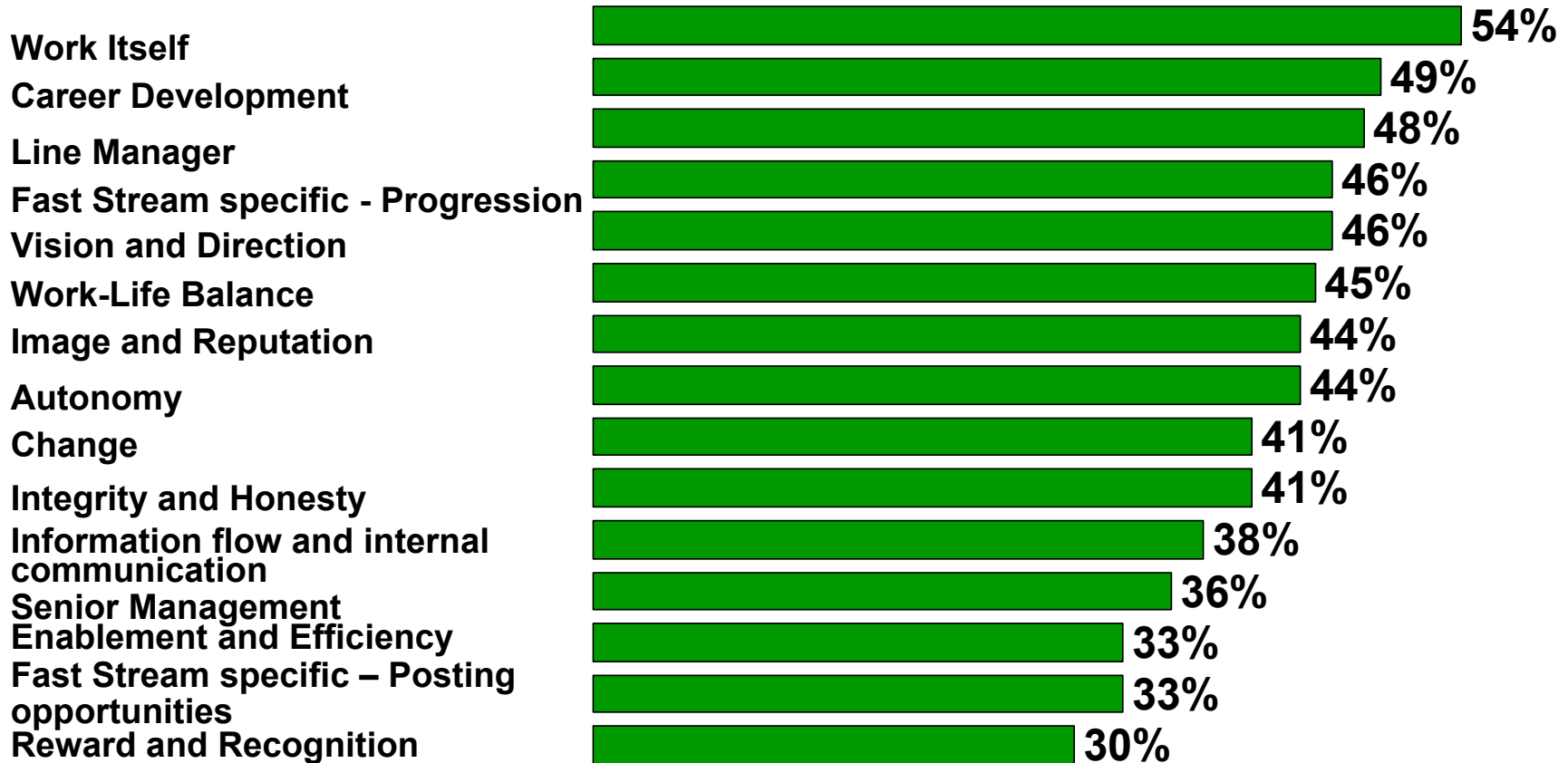
Senior Management

Autonomy

Line Manager

How well are the 15 factors being met?

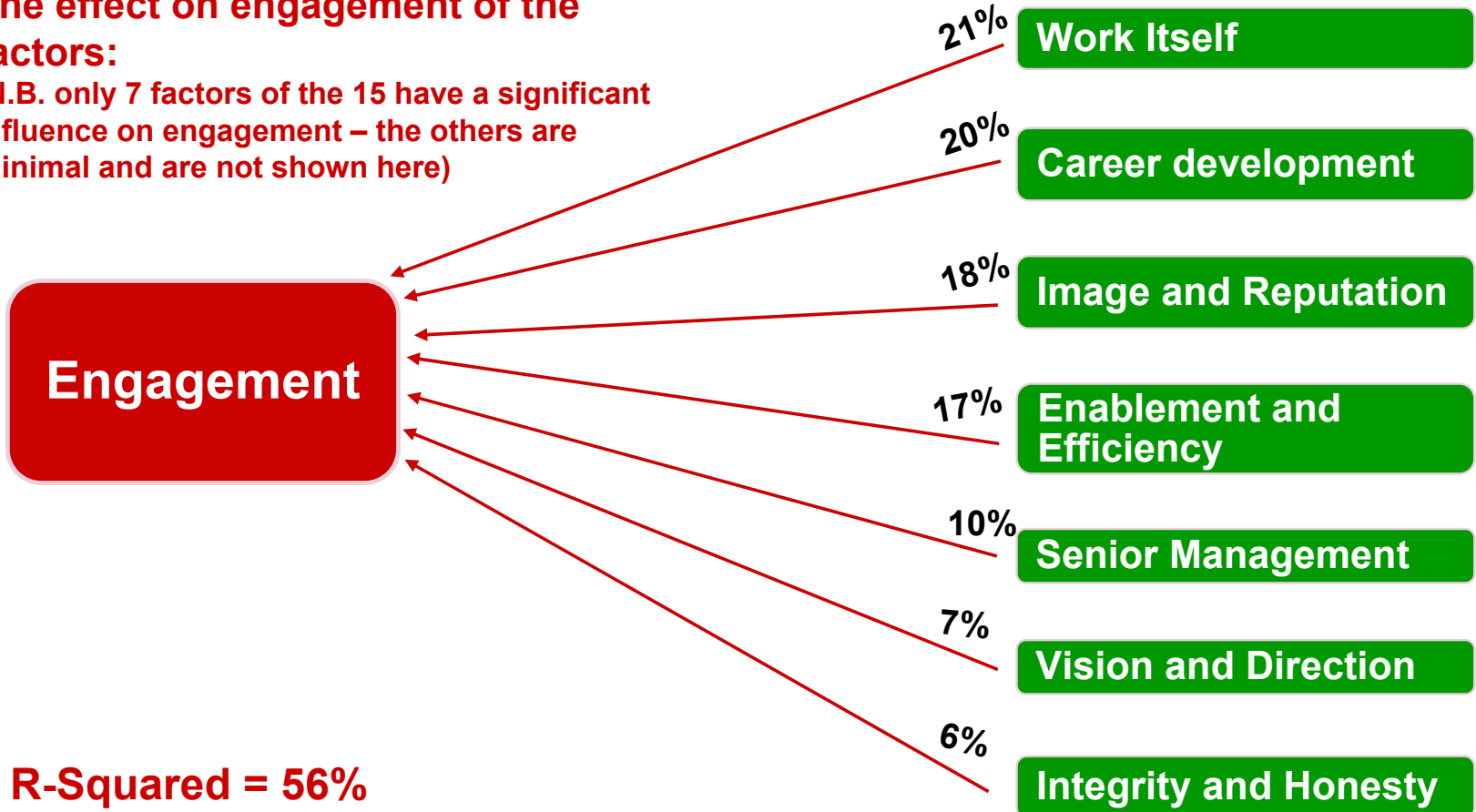
% Agreeing that Factor is being met



How important is each factor in driving engagement?

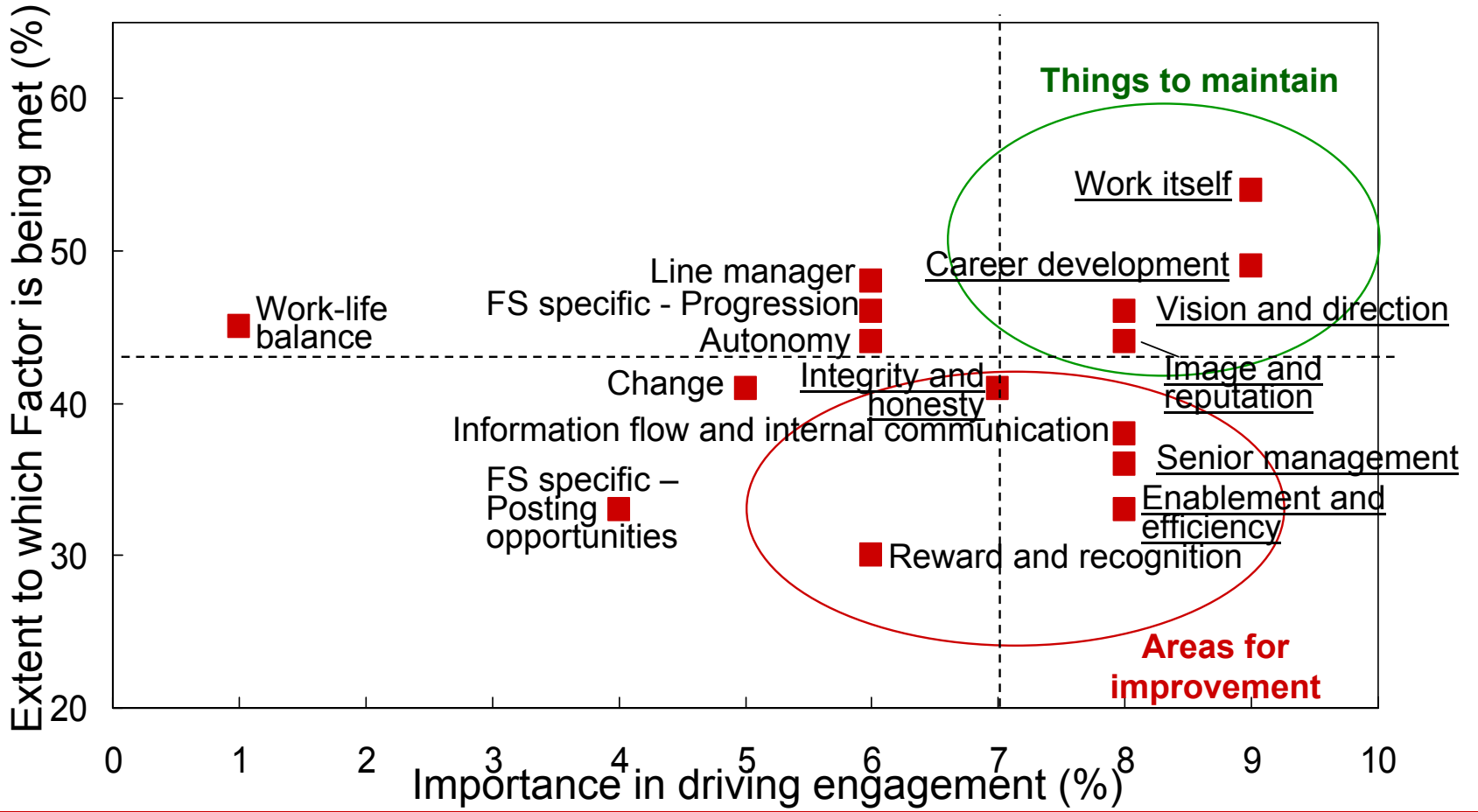
The effect on engagement of the factors:

(N.B. only 7 factors of the 15 have a significant influence on engagement – the others are minimal and are not shown here)



R-Squared = 56%

Priorities for improving engagement (across all Departments)



Things to maintain – questions that make up the factors (1)

Work Itself

- ▶ I am **satisfied with my job**
- ▶ I am sufficiently **challenged** and motivated in my work
- ▶ My work gives me a sense of **personal accomplishment**
- ▶ My work is **interesting** to me
- ▶ I have **clear, measurable working objectives**
- ▶ Being **good at my job** is important to me

Vision and Direction

- ▶ I have a **clear understanding of the goals and objectives** of the organisation in which I currently work
- ▶ **Senior management have a clear vision** of where the organisation in which I currently work is going
- ▶ I **understand how my work contributes** to the objectives of the organisation in which I currently work

Things to maintain – questions that make up the factors (2)

Image and Reputation

- ▶ The work I do in the Civil Service is an **important part of my overall life**
- ▶ My job in the Civil Service **reflects how I like to be perceived as an individual**
- ▶ In general, I am **motivated by working for the good of society**

Career Development

- ▶ There are opportunities for me to **develop my career** in the Fast Stream
- ▶ There are opportunities for me to **develop my career** in my home department
- ▶ I would recommend the Fast Stream as a **good graduate programme**
- ▶ There are opportunities for me to **develop my career** in the Civil Service
- ▶ The training and development I have received is **helping me** to develop my career
- ▶ **Areas for development** identified in my feedback form have been, or are being, addressed
- ▶ It is **important** to me that I can develop my career in the Civil Service
- ▶ It is **important** to me that I can development my career in my home department

Opportunities for improvement – questions that make up the factors (2)

Senior management

Integrity and honesty

Enablement and Efficiency

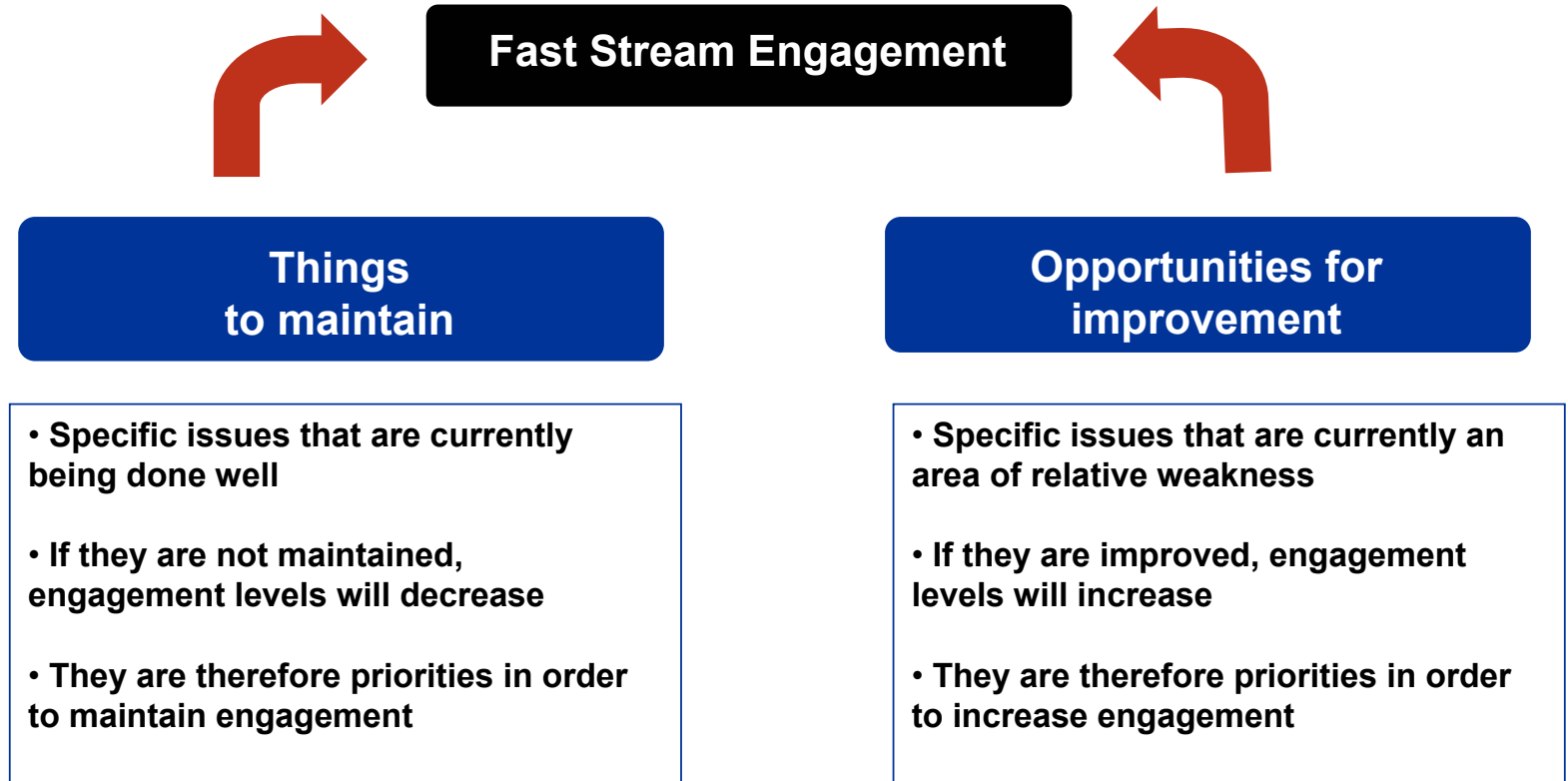
- ▶ The **decisions and behaviours of senior managers are consistent with the values of the organisation** in which I currently work
- ▶ I have **confidence in the decisions made by senior management** in the organisation in which I currently work
- ▶ I am **satisfied with the response I get about concerns/ issues** raised with senior management in my unit
- ▶ Senior management in my unit are sufficiently **visible**
- ▶ Senior management in the organisation in which I currently work have a **clear vision of what Fast Streamers should be doing**

- ▶ The **Civil Service** operates with **integrity in its internal dealings with staff**
- ▶ The **organisation in which I currently work operates with integrity in its dealings with staff**
- ▶ The Civil Service is an employer that **values diversity**
- ▶ I think the **Civil Service is highly regarded** by people outside of government

- ▶ The organisation where I currently work operates in an **efficient way**
- ▶ I have the **equipment and tools** I need to do my job effectively
- ▶ **Too many approvals are required** for routine decisions in the organisation in which I currently work
- ▶ **My home department** is highly regarded by people outside of government
- ▶ I have **sufficient financial resources** enabling me to fulfil my work objectives
- ▶ **Priorities or work objectives are changed so frequently** that I have trouble getting my work done
- ▶ In my unit, we are encouraged to come up with **innovative solutions** to work issues

Impact Analysis

What the Impact Analysis tells us



Top 5 Opportunities for improvement (areas that will increase engagement levels)

Theme	Question	Impact (%)
Enablement and Efficiency	The organisation where I currently work operates in an efficient way	14*
Enablement and Efficiency	I think that my home department is highly regarded by people outside of the government	11*
Image and Reputation	My job in the Civil Service reflects how I like to be perceived as an individual	11*
Senior management	I have confidence in the decisions made by senior management in the organisation in which I currently work	11*
Senior management	Senior management in the organisation in which I currently work have a clear vision of what Fast Streamers should be doing	9*

Significant at the 95% level

Impact Analysis - Threats

Top 5 Things to maintain

(currently well received – to adversely change would negatively impact engagement levels)

Theme	Question	Impact (%)
Work itself	My work gives me a sense of personal accomplishment	30*
Work itself	I am satisfied with my job	26*
Work itself	My work is interesting to me	25*
Image and Reputation	In general, I am motivated by working for the good of society	25*
Vision and direction	I understand how my work contributes to the objectives of the organisation in which I currently work	24*

Significant at the 95% level

5. Sub-group analysis: Key Findings

- ▶ The sub-groups looked at were:
 - ▶ Current department
 - ▶ Home department
 - ▶ Fast Stream scheme
 - ▶ Line management responsibility
 - ▶ Age
 - ▶ Gender
 - ▶ Ethnicity
 - ▶ Disability
 - ▶ In service/ external applicant
 - ▶ Expectations met

Overall engagement of sub-groups: at a glance

Gender:

Male



Female



Ethnicity:*

White



BME



Disability:

Yes



No



Age:

22-24



25-29



30-34



35-39



40+

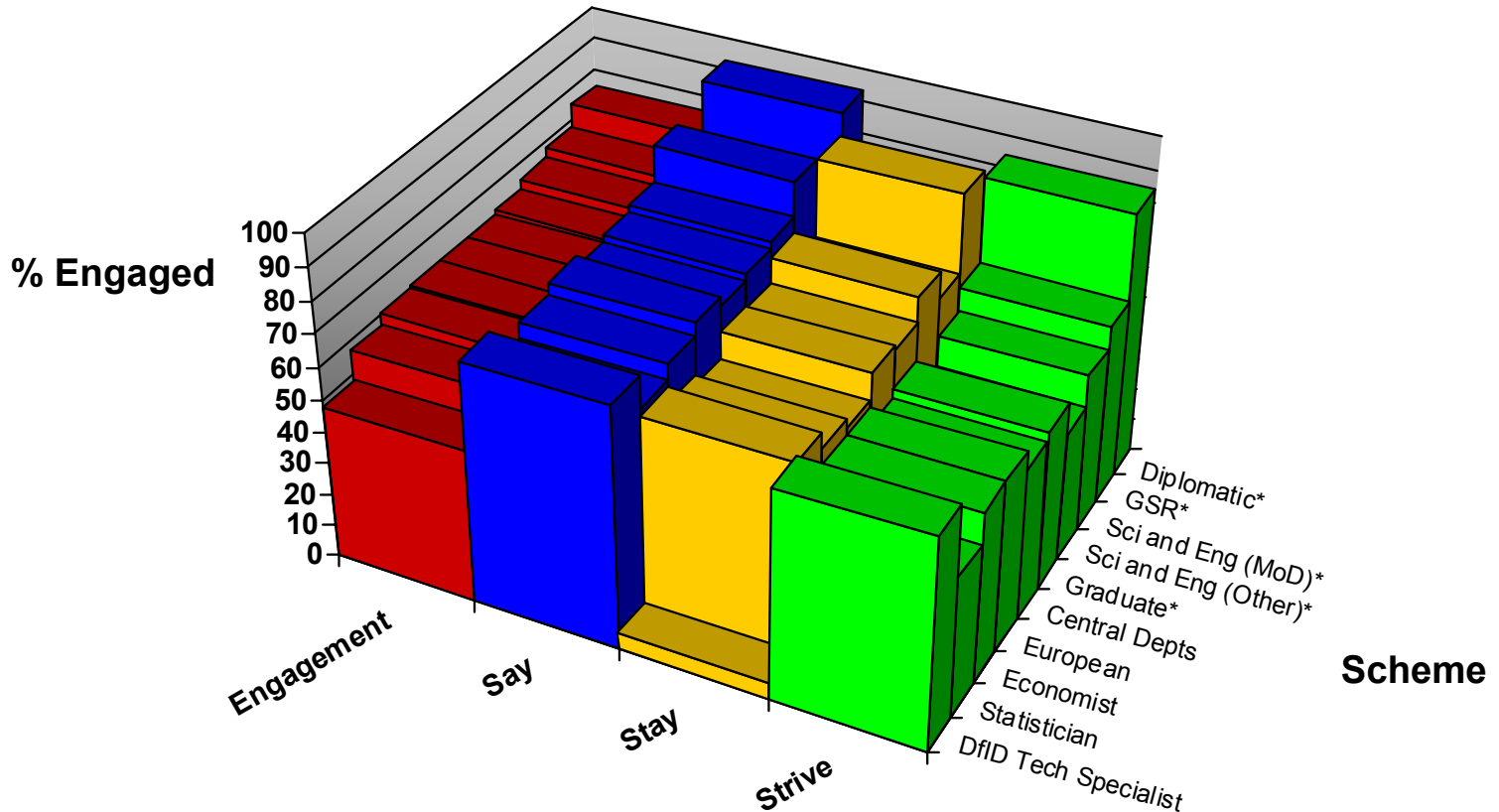


Average engagement by current department is 61%

Average engagement by home department is 52%

*significant at 95% level

Fast Stream Scheme

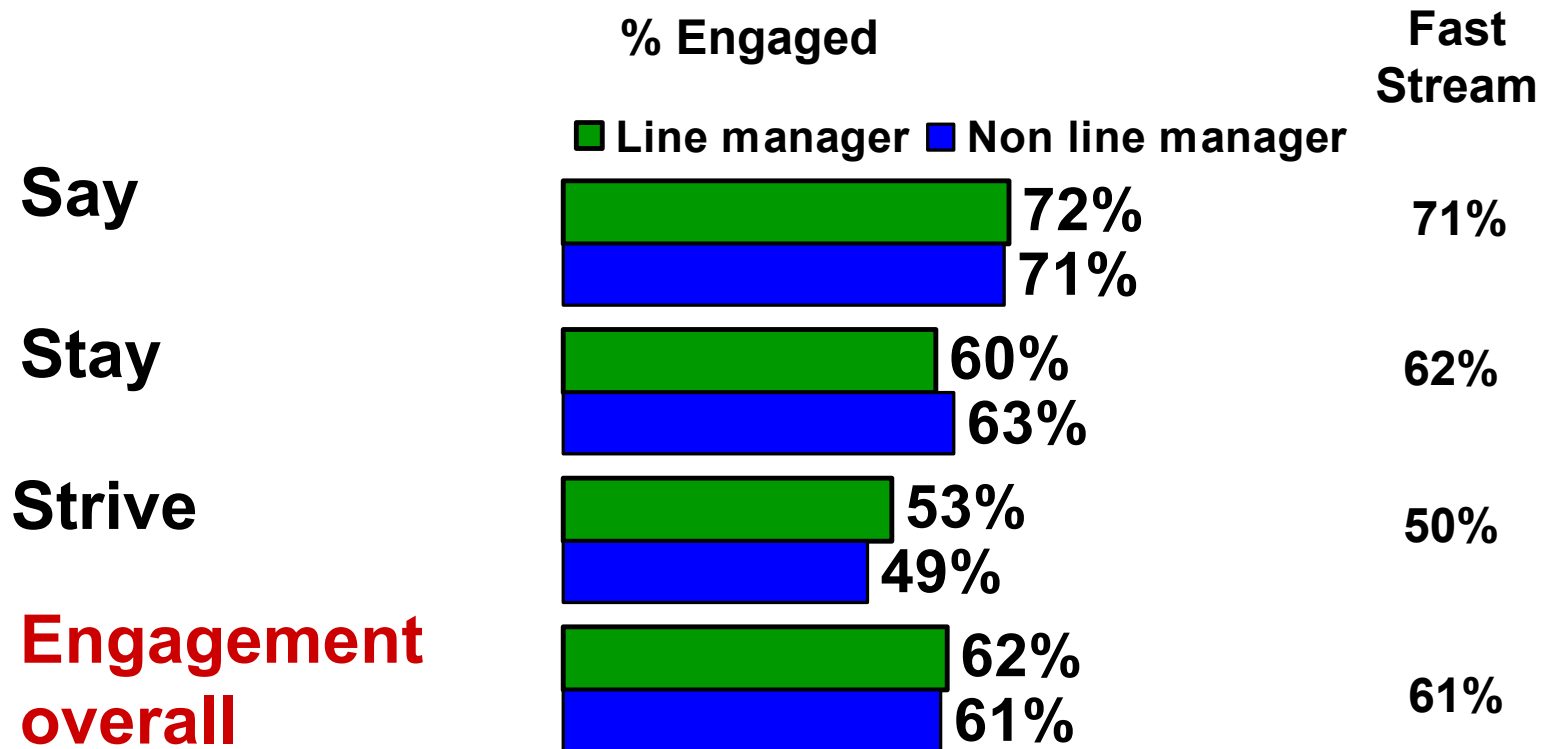


Fast Stream Scheme

- ▶ The Scheme with the most engaged Fast Streamers is the Diplomatic Service – all three components (Say, Stay, Strive) are highest for this group
- ▶ Advocacy is high among those in Science and Engineering (MoD) although this is not matched by the Stay or Strive elements
- ▶ DfID Technical Specialists are more likely than average to Strive, but score very low on the Stay element
- ▶ By contrast, Government Social Researchers are more likely to Stay than Speak Highly or Strive

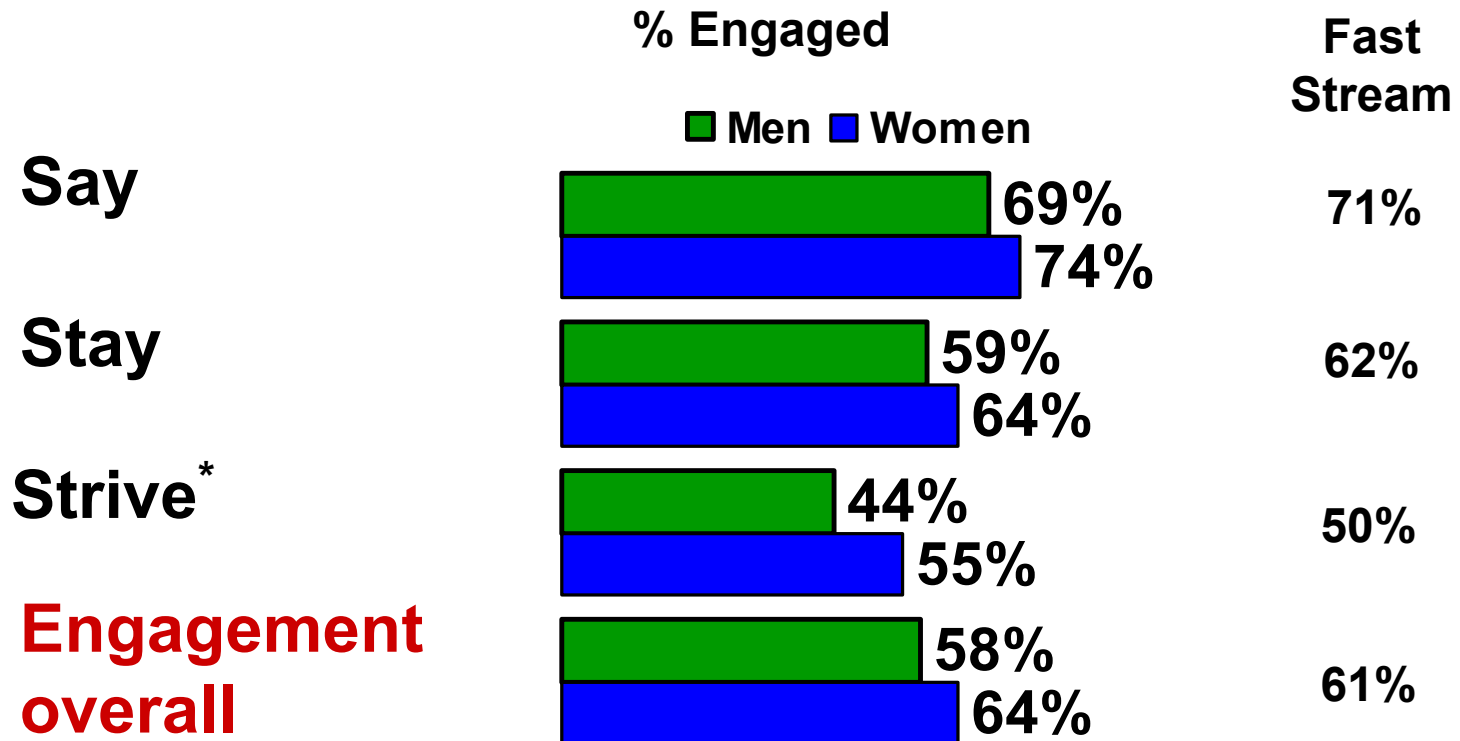
Line management responsibility

- ▶ Levels of engagement for Say, Stay and Strive, compared to the Fast Stream average



Differences are not significant

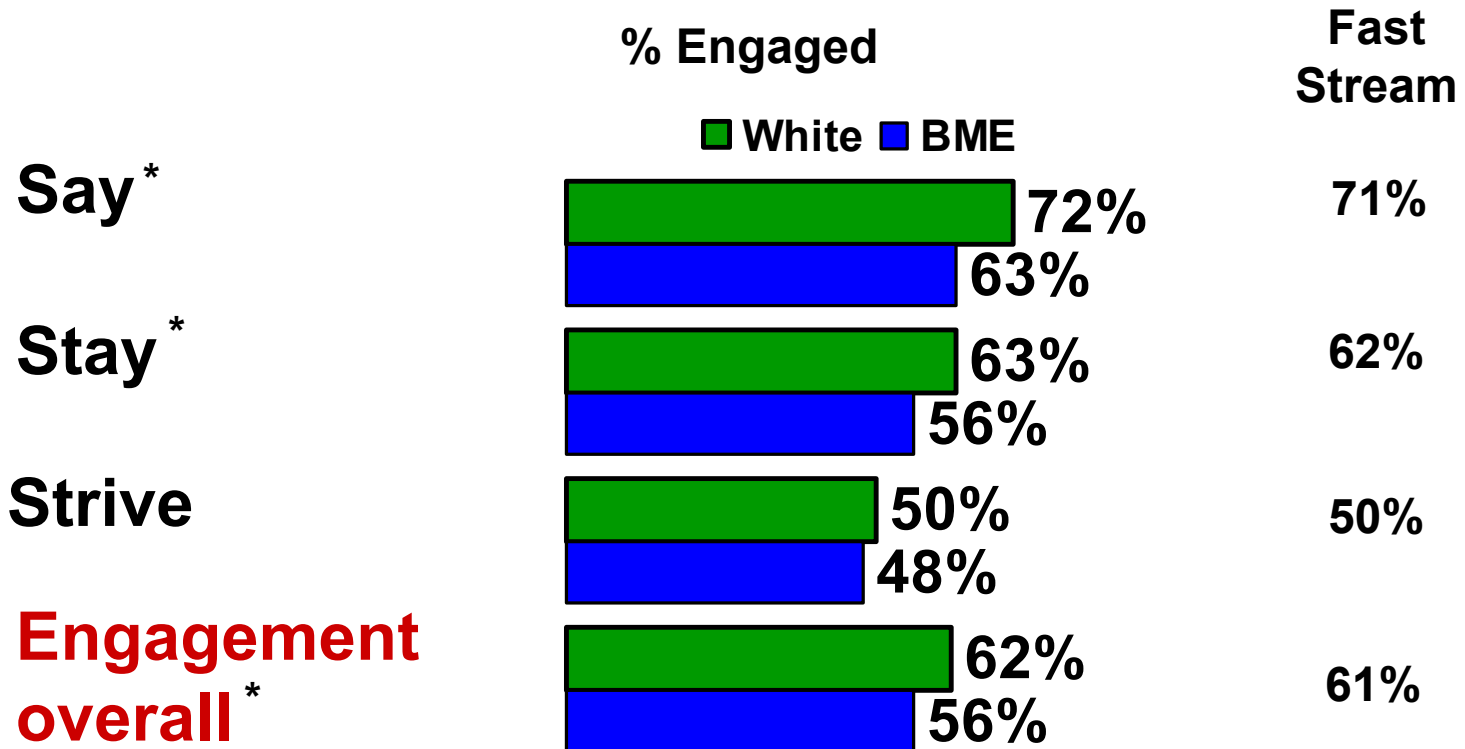
- ▶ Levels of engagement for Say, Stay and Strive, compared to the Fast Stream average



Significant difference is marked with an asterix (*)

Ethnicity

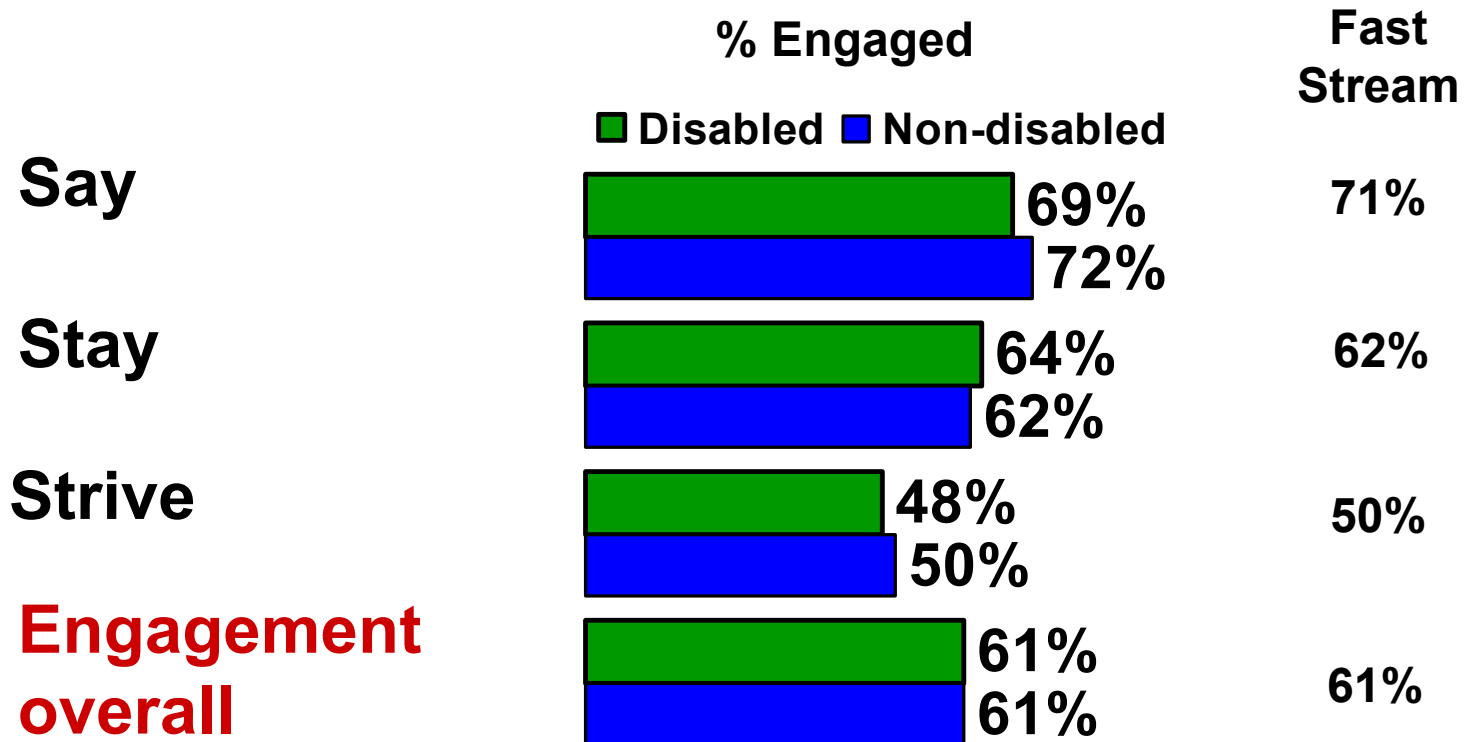
- ▶ Levels of engagement for Say, Stay and Strive, compared to the Fast Stream average



Significant difference is marked with an asterix (*)

Disability

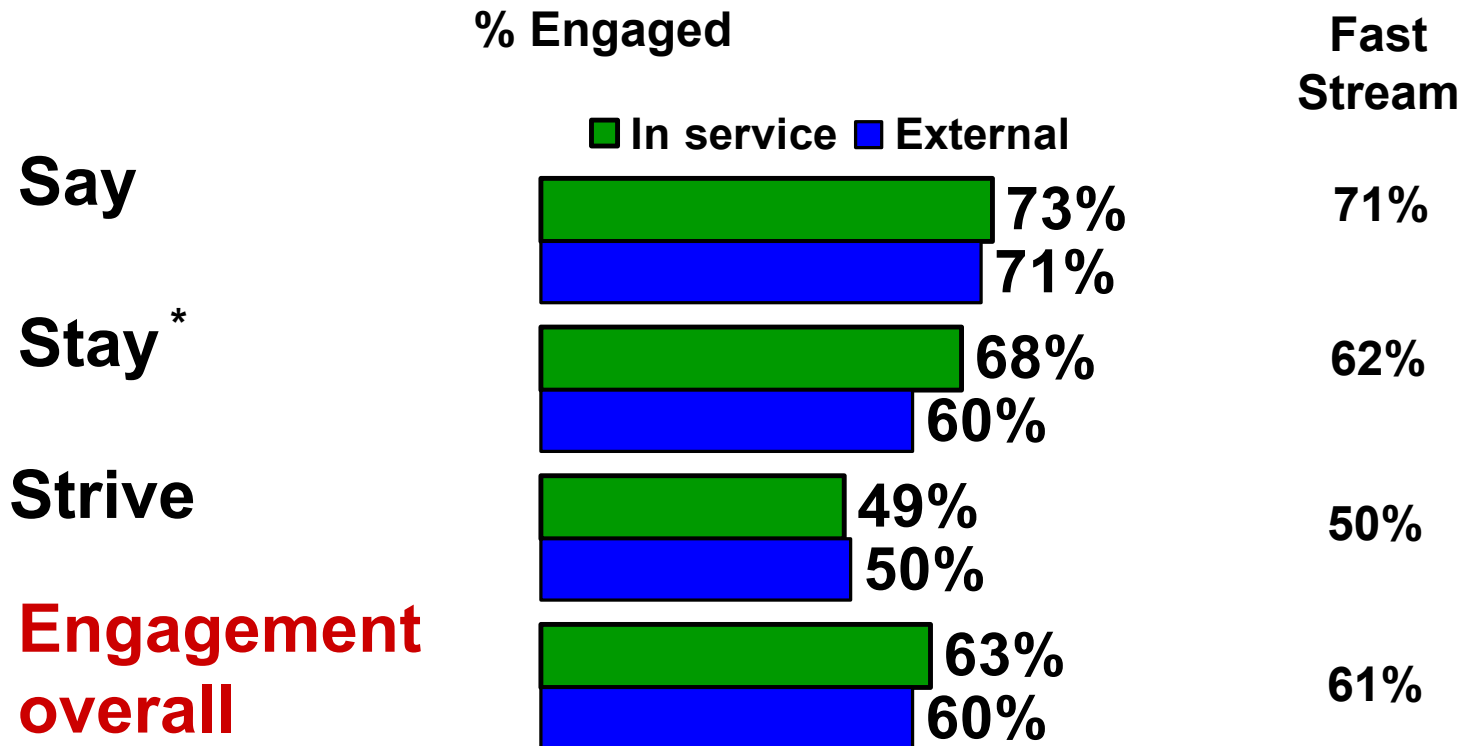
- ▶ Levels of engagement for Say, Stay and Strive, compared to the Fast Stream average



Differences are not significant

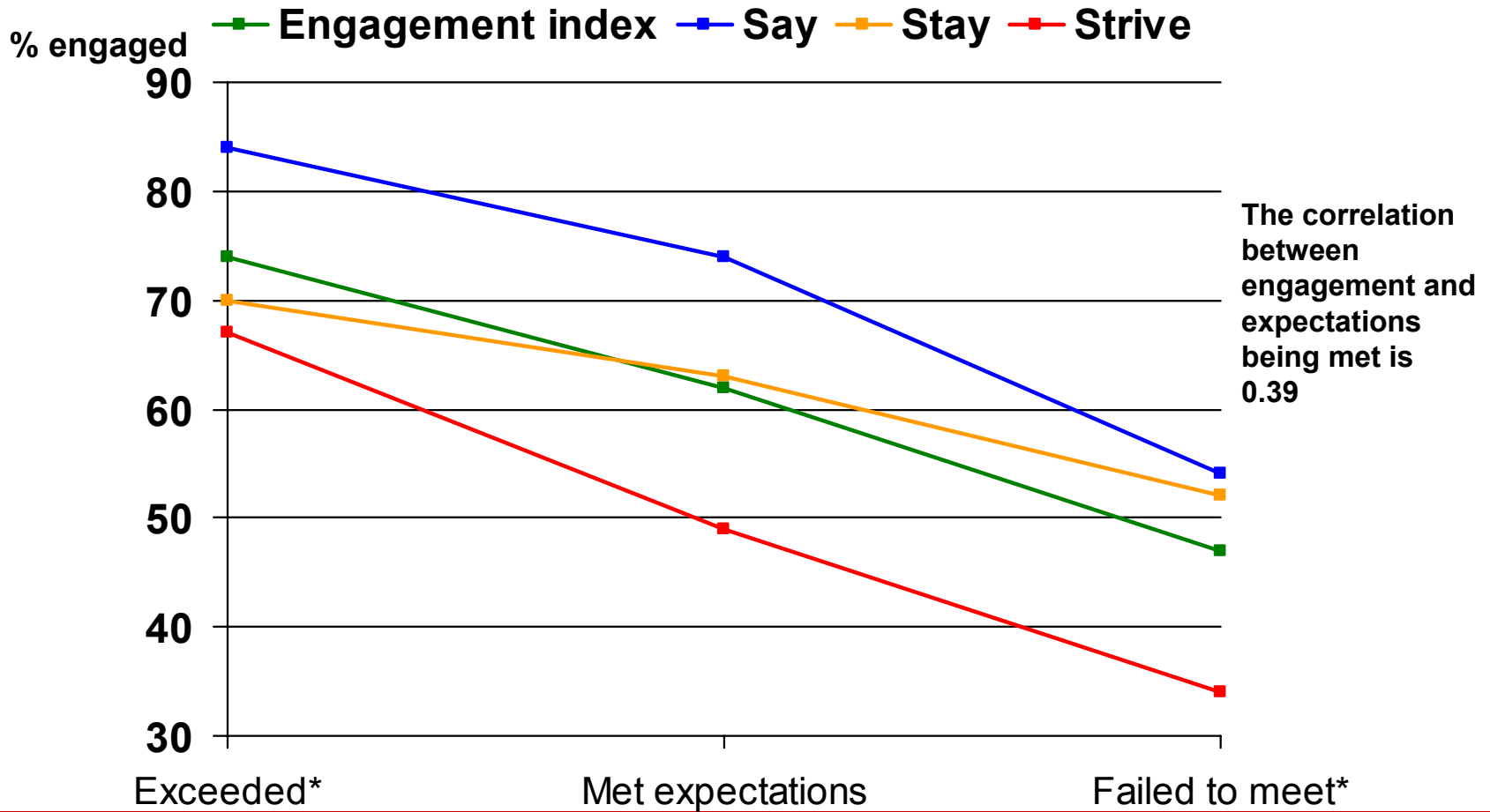
In Service/ external applicants

- ▶ Levels of engagement for Say, Stay and Strive, compared to the Fast Stream average



Significant difference is marked with an asterix (*)

Relationship between meeting expectations and engagement



Sub-groups – significant differences

- ▶ There is a close correlation between the Say, Stay, Strive and overall engagement with regards to age, with those aged 22-24 being most engaged
- ▶ Women are more likely to Strive than men
- ▶ BME Fast Streamers tend to be less engaged than White employees (particularly on the Say and Stay elements)
- ▶ In Service applicants are more likely to Stay than external applicants
- ▶ There is a clear correlation between expectations of the Fast Stream being met and employee engagement within this group