

# UK Statistics Authority and ONS

Returns : 3,418

Response rate : 79%

Civil Service People Survey 2017



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.



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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 CS2017	Difference from CS High Performers
Leadership and managing change		43%	+4 ✧	-3 ✧	-8 ✧
My manager		68%	+1	-1 ✧	-4 ✧
My work		73%	-2 ✧	-3 ✧	-6 ✧
Learning and development		53%	+1	0	-4 ✧
Resources and workload		73%	-1 ✧	+1 ✧	-2 ✧
Pay and benefits		29%	-6 ✧	-1 ✧	-7 ✧
Organisational objectives and purpose		80%	-1 ✧	-2 ✧	-7 ✧
My team		79%	0	-1 ✧	-4 ✧
Inclusion and fair treatment		78%	0	+1 ✧	-2 ✧



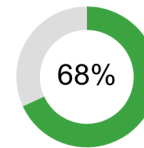
Strength of association with engagement



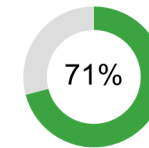
Statistically significant difference from comparison

## Wellbeing

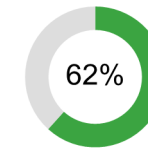
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



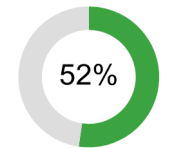
W01. Overall, how satisfied are you with your life nowadays?



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



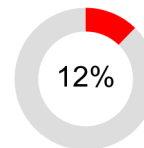
W03. Overall, how happy did you feel yesterday?



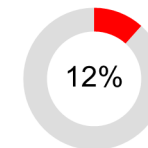
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

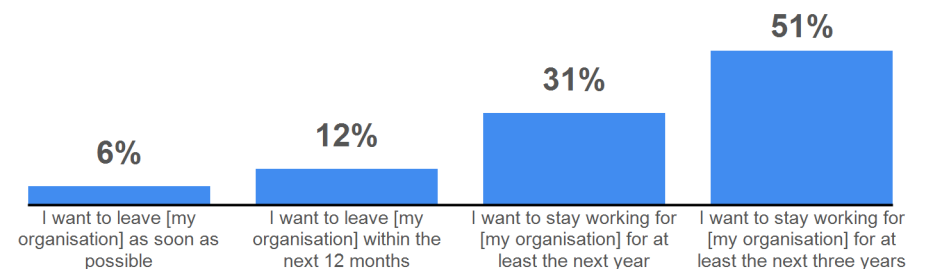


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future


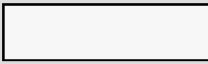


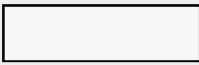

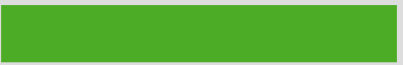
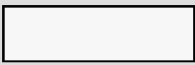




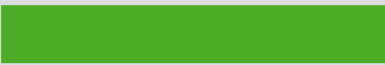




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## Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	 88%	B59	[Senior managers] in [my organisation] actively role model the behaviours set out in the Civil Service Leadership Statement	 46%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 53%
B54	I am trusted to carry out my job effectively	 87%	B53	Where I work, I think effective action has been taken on the results of the last survey	 43%	B35	I feel that my pay adequately reflects my performance	 51%
B26	I am treated with respect by the people I work with	 86%	B39	I believe the actions of [senior managers] are consistent with [my organisation's] values	 42%	B36	I am satisfied with the total benefits package	 40%
B31	I have the skills I need to do my job effectively	 86%	B17	Poor performance is dealt with effectively in my team	 42%	B42	I feel that change is managed well in [my organisation]	 39%
B18	The people in my team can be relied upon to help when things get difficult in my job	 84%	B43	When changes are made in [my organisation] they are usually for the better	 38%	B45	I have the opportunity to contribute my views before decisions are made that affect me	 34%

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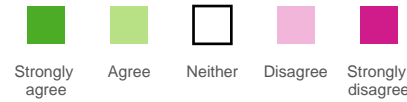
### My work

**73%**

-2 ◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	39	49	8	8	8	88%	-2 ◆	-2 ◆	-4 ◆
B02 I am sufficiently challenged by my work	32	44	12	8	8	76%	-2 ◆	-4 ◆	-7 ◆
B03 My work gives me a sense of personal accomplishment	26	49	14	8	8	75%	-1	-2 ◆	-4 ◆
B04 I feel involved in the decisions that affect my work	15	38	21	17	9	52%	-1	-6 ◆	-12 ◆
B05 I have a choice in deciding how I do my work	27	46	13	9	6	73%	-2 ◆	-3 ◆	-7 ◆

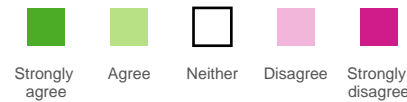
### Organisational objectives and purpose\*

**80%**

-1 ◆ Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06 I have a clear understanding of [my organisation's] objectives	19	60	15	5	5	79%	-1	-2 ◆	-8 ◆
B07 I understand how my work contributes to [my organisation's] objectives	24	58	12	5	5	82%	-2 ◆	-1 ◆	-6 ◆

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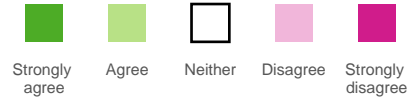
### My manager

**68%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	26	44	17	8	5	70%	0	0	-5 ◆
B09	My manager is considerate of my life outside work	44	38	10	6	2	83%	+1 ◆	-2 ◆	-5 ◆
B10	My manager is open to my ideas	38	41	13	6	2	79%	+1 ◆	-3 ◆	-5 ◆
B11	My manager helps me to understand how I contribute to [my organisation's] objectives	21	42	24	9	4	63%	0	-3 ◆	-8 ◆
B12	Overall, I have confidence in the decisions made by my manager	33	41	15	6	5	74%	+1	0	-5 ◆
B13	My manager recognises when I have done my job well	36	43	12	5	2	79%	+1 ◆	0	-3 ◆
B14	I receive regular feedback on my performance	24	44	17	11	4	68%	0	0	-5 ◆
B15	The feedback I receive helps me to improve my performance	22	40	23	9	5	63%	0	-1	-5 ◆
B16	I think that my performance is evaluated fairly	23	43	20	9	5	66%	0	+1	-4 ◆
B17	Poor performance is dealt with effectively in my team	11	29	42	12	7	40%	+1	0	-4 ◆

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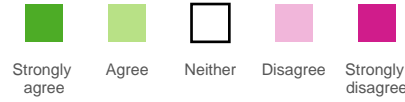
### My team

79% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	38	46	10	5	1	84%	-1	-1 ◆	-4 ◆
B19	The people in my team work together to find ways to improve the service we provide	34	46	13	5	2	80%	+1	-2 ◆	-4 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	31	43	16	7	3	74%	0	-1 ◆	-5 ◆

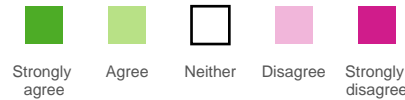
### Learning and development

53% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	15	48	22	11	4	63%	-2 ◆	0	-6 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	37	32	12	5	51%	+2 ◆	-1 ◆	-7 ◆
B23	There are opportunities for me to develop my career in [my organisation]	14	39	24	14	10	52%	+2 ◆	+6 ◆	-3 ◆
B24	Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	12	33	32	14	8	46%	+2 ◆	-1 ◆	-6 ◆

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### Inclusion and fair treatment

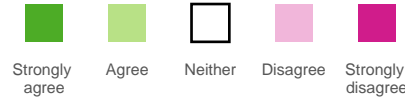
78%

0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25	I am treated fairly at work	31	50	11	5	5	81%	0	+1 ◆	-2 ◆
B26	I am treated with respect by the people I work with	36	51	8	8	5	86%	0	+2 ◆	-1 ◆
B27	I feel valued for the work I do	23	43	18	11	6	66%	0	0	-6 ◆
B28	I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	32	47	14	14	5	79%	0	+4 ◆	0

### Resources and workload\*

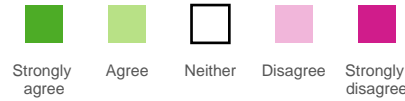
73%

-1 ◆

Difference from previous survey



Strength of association with engagement



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Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29	I get the information I need to do my job well	14	56	17	10	5	70%	-2 ◆	+1	-4 ◆
B30	I have clear work objectives	18	57	14	8	5	75%	-2 ◆	0	-5 ◆
B31	I have the skills I need to do my job effectively	27	59	10	10	5	86%	-2 ◆	-2 ◆	-5 ◆
B32	I have the tools I need to do my job effectively	16	55	15	10	5	71%	+1	+1 ◆	-6 ◆
B33	I have an acceptable workload	12	55	15	13	5	67%	0	+6 ◆	0
B34	I achieve a good balance between my work life and my private life	21	50	14	10	5	71%	-2 ◆	+3 ◆	-2 ◆

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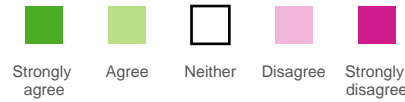
### Pay and benefits

29%

-6 ◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	25	19	28	23	29%	-6 ◆	-1 ◆	-8 ◆	
B36 I am satisfied with the total benefits package	6	28	26	23	17	34%	-5 ◆	0	-7 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	20	23	28	25	25%	-5 ◆	-1 ◆	-8 ◆

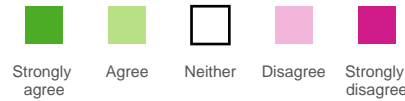
### Leadership and managing change\*

43%

+4 ◆ Difference from previous survey



Strength of association with engagement



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Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 [Senior managers] in [my organisation] are sufficiently visible	8	41	28	16	7	49%	+8 ◆	-11 ◆	-19 ◆
B39 I believe the actions of [senior managers] are consistent with [my organisation's] values	6	36	42	10	5	42%	+6 ◆	-12 ◆	-18 ◆
B40 I believe that [the Executive Team has] a clear vision for the future of [my organisation]	7	39	36	11	6	47%	+3 ◆	-2 ◆	-8 ◆
B41 Overall, I have confidence in the decisions made by [my organisation's senior managers]	6	34	38	14	8	40%	+5 ◆	-9 ◆	-14 ◆
B42 I feel that change is managed well in [my organisation]	28	30	28	11	31%	+4 ◆	-2 ◆	-9 ◆	
B43 When changes are made in [my organisation] they are usually for the better	31	38	20	7	35%	+6 ◆	+2 ◆	-5 ◆	
B44 [My organisation] keeps me informed about matters that affect me	7	53	25	10	61%	+1	+3 ◆	-4 ◆	
B45 I have the opportunity to contribute my views before decisions are made that affect me	5	32	29	24	10	37%	+2 ◆	-2 ◆	-11 ◆
B46 I think it is safe to challenge the way things are done in [my organisation]	7	40	29	16	8	47%	+3 ◆	+1 ◆	-6 ◆



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### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of [my organisation]	19	45	28	6	6	64%	+4 ◆	+2 ◆	-5 ◆
B48 I would recommend [my organisation] as a great place to work	18	43	26	8	6	62%	+5 ◆	+7 ◆	-1 ◆
B49 I feel a strong personal attachment to [my organisation]	12	33	34	15	6	45%	0	-4 ◆	-11 ◆
B50 [My organisation] inspires me to do the best in my job	11	37	34	13	6	48%	+4 ◆	0	-7 ◆
B51 [My organisation] motivates me to help it achieve its objectives	10	35	35	14	6	45%	+3 ◆	-1 ◆	-9 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that [senior managers] in [my organisation] will take action on the results from this survey	8	36	31	16	10	43%	+7 ◆	-7 ◆	-15 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	8	28	43	12	9	36%	+2 ◆	-1	-9 ◆

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### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	33	55	7			87%	-1	-1 ◆	-3 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	21	47	19	9		69%	0	-2 ◆	-7 ◆
B56 In [my organisation], people are encouraged to speak up when they identify a serious policy or delivery risk	17	49	20	9	5	66%	New	-1	-6 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	16	50	20	10		65%	New	+2 ◆	-3 ◆
B58 [My organisation] is committed to creating a diverse and inclusive workplace	26	54	15			80%	New	+6 ◆	+3 ◆

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 [Senior managers] in [my organisation] actively role model the behaviours set out in the Civil Service Leadership Statement	7	33	46	9	5	39%	+6 ◆	-7 ◆	-15 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	43	27	6		62%	+4 ◆	-4 ◆	-10 ◆

### Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	6	39	23	25	7	45%	New	+2 ◆	-10 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	33	32	24	7	38%	New	+1	-7 ◆

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### Wellbeing



Unlike the questions B01-B62 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 CS2017	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	11	20	53	15	68%	-3 ◆	+2 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	19	49	22	71%	-3 ◆	0	-2 ◆
W03 Overall, how happy did you feel yesterday?	15	23	42	19	62%	-4 ◆	-2 ◆	-3 ◆

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?	23	29	18	30	52%	-4 ◆	+4 ◆	+1
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### Your plans for the future

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

		Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave [my organisation] as soon as possible		-1	-2 ◆	-5 ◆
I want to leave [my organisation] within the next 12 months		+1	-2 ◆	-6 ◆
I want to stay working for [my organisation] for at least the next year		+1	-3 ◆	-8 ◆
I want to stay working for [my organisation] for at least the next three years		-2	+7 ◆	-1 ◆

### The Civil Service Code

Differences are based on '% Yes' score

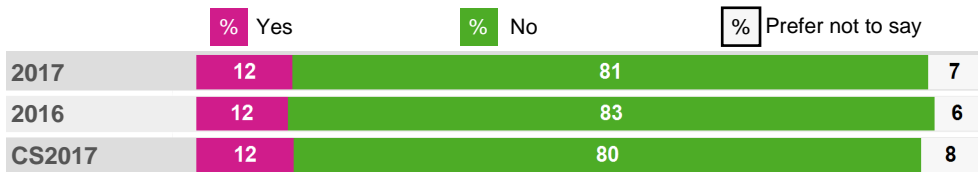
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		14	86%	+2 ◆	-6 ◆	-9 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		45	55%	+2 ◆	-13 ◆	-19 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in [your organisation] it would be investigated properly?		33	67%	+3 ◆	-4 ◆	-9 ◆

## All questions by theme

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### Discrimination, harassment and bullying

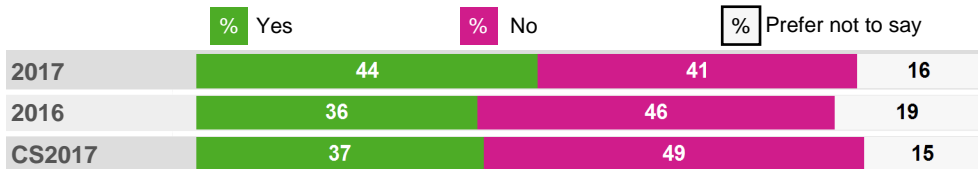
E01. During the past 12 months have you personally experienced discrimination at work?



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	79
Caring responsibilities	34
Disability	48
Ethnic background	27
Gender	64
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	133
Main spoken/written language or language ability	13
Religion or belief	11
Sexual orientation	15
Social or educational background	32
Working location	53
Working pattern	104
Any other grounds	107
Prefer not to say	28

For respondents who selected 'Yes' to question E03.

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

A colleague	114
Your manager	123
Another manager in my part of [the organisation]	97
Someone you manage	25
Someone who works for another part of [your organisation]	47
A member of the public	15
Someone else	17
Prefer not to say	48

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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (B47-B51). 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

### Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

### Confidentiality

The survey was carried out as part of the 2017 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.