



Returns : 45,441

Response rate : 67%

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.

Engagement Index

50%

Difference from previous survey **+3** ✧

Difference from CS2017 **-11** ✧

Difference from CS High Performers **-15** ✧

My work

68%

Difference from previous survey **+2** ✧

Difference from CS2017 **-8** ✧

Difference from CS High Performers **-11** ✧

Organisational objectives and purpose

82%

Difference from previous survey **+2** ✧

Difference from CS2017 **0** ✧

Difference from CS High Performers **-5** ✧

My manager

70%

Difference from previous survey **+3** ✧

Difference from CS2017 **0** ✧

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

My team

84%

Difference from previous survey **+1** ✧

Difference from CS2017 **+4** ✧

Difference from CS High Performers **0** ✧

Learning and development

55%

Difference from previous survey **+2** ✧

Difference from CS2017 **+2** ✧

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

Inclusion and fair treatment

74%

Difference from previous survey **+3** ✧

Difference from CS2017 **-3** ✧

Difference from CS High Performers **-6** ✧

Resources and workload

68%

Difference from previous survey **+2** ✧

Difference from CS2017 **-4** ✧

Difference from CS High Performers **-7** ✧

Pay and benefits

22%

Difference from previous survey **-2** ✧

Difference from CS2017 **-8** ✧

Difference from CS High Performers **-14** ✧

Leadership and managing change

39%

Difference from previous survey **+5** ✧

Difference from CS2017 **-7** ✧

Difference from CS High Performers **-12** ✧



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		39%	+5 ✧	-7 ✧	-12 ✧
My work		68%	+2 ✧	-8 ✧	-11 ✧
My manager		70%	+3 ✧	0	-3 ✧
Pay and benefits		22%	-2 ✧	-8 ✧	-14 ✧
Learning and development		55%	+2 ✧	+2 ✧	-2 ✧
Resources and workload		68%	+2 ✧	-4 ✧	-7 ✧
Organisational objectives and purpose		82%	+2 ✧	0 ✧	-5 ✧
My team		84%	+1 ✧	+4 ✧	0 ✧
Inclusion and fair treatment		74%	+3 ✧	-3 ✧	-6 ✧



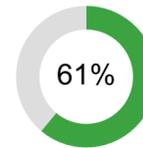
Strength of association with engagement



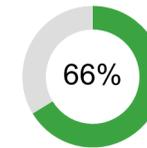
Statistically significant difference from comparison

Wellbeing

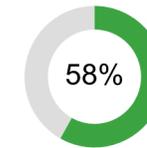
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



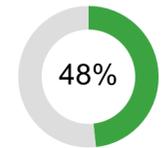
W01. Overall, how satisfied are you with your life nowadays?



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?



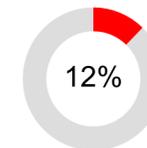
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

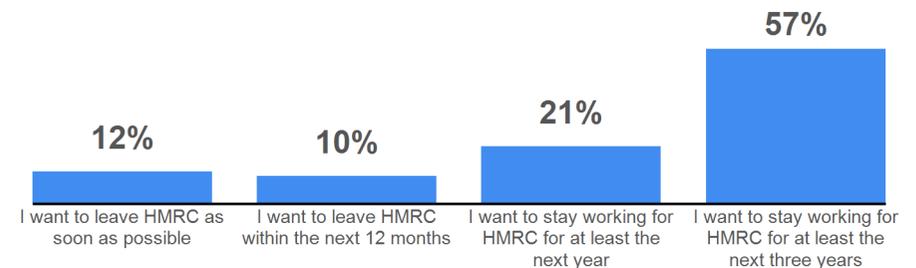


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B18	The people in my team can be relied upon to help when things get difficult in my job	88%	B40	I believe that ExCom has a clear vision for the future of HMRC	36%	B35	I feel that my pay adequately reflects my performance	68%
B26	I am treated with respect by the people I work with	87%	B59	Senior managers in HMRC actively role model the behaviours set out in the Civil Service Leadership Statement	34%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	67%
B54	I am trusted to carry out my job effectively	86%	B17	Poor performance is dealt with effectively in my team	33%	B36	I am satisfied with the total benefits package	57%
B19	The people in my team work together to find ways to improve the service we provide	86%	B53	Where I work, I think effective action has been taken on the results of the last survey	31%	B42	I feel that change is managed well in HMRC	53%
B01	I am interested in my work	84%	B50	HMRC inspires me to do the best in my job	28%	B45	I have the opportunity to contribute my views before decisions are made that affect me	49%



All questions by theme

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

My work

68%

+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	31	53	8	6		84%	+1 ◆	-6 ◆	-8 ◆
B02 I am sufficiently challenged by my work	32	46	9	9		78%	+1 ◆	-2 ◆	-5 ◆
B03 My work gives me a sense of personal accomplishment	23	47	13	13	5	69%	+2 ◆	-7 ◆	-10 ◆
B04 I feel involved in the decisions that affect my work	13	36	16	23	12	48%	+4 ◆	-9 ◆	-15 ◆
B05 I have a choice in deciding how I do my work	18	42	13	17	10	60%	+4 ◆	-16 ◆	-20 ◆

Organisational objectives and purpose*

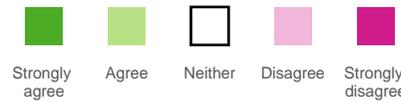
82%

+2 ◆

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 HMRC's objectives	21	59	11	6		80%	+2 ◆	0 ◆	-6 ◆
B07 I understand how my work contributes to HMRC's objectives	25	58	10	5		83%	+2 ◆	0 ◆	-4 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

My manager

70%

+3

◆ 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	25	45	15	11	5	70%	+3 ◆	0 ◆	-5 ◆
B09	My manager is considerate of my life outside work	39	43	10	5	5	82%	+3 ◆	-3 ◆	-6 ◆
B10	My manager is open to my ideas	33	47	12	6	6	80%	+2 ◆	-2 ◆	-5 ◆
B11	My manager helps me to understand how I contribute to HMRC's objectives	22	46	20	9	5	68%	+3 ◆	+2 ◆	-3 ◆
B12	Overall, I have confidence in the decisions made by my manager	29	44	14	9	5	72%	+3 ◆	-2 ◆	-7 ◆
B13	My manager recognises when I have done my job well	32	47	10	7	7	79%	+2 ◆	0	-3 ◆
B14	I receive regular feedback on my performance	25	48	12	11	6	73%	+2 ◆	+5 ◆	+1 ◆
B15	The feedback I receive helps me to improve my performance	22	42	19	12	6	65%	+3 ◆	+1 ◆	-3 ◆
B16	I think that my performance is evaluated fairly	21	44	17	12	6	65%	+5 ◆	-1 ◆	-5 ◆
B17	Poor performance is dealt with effectively in my team	12	33	33	14	8	45%	+3 ◆	+6 ◆	+2 ◆



All questions by theme

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My team

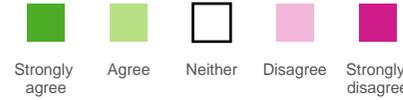
84%

+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
B18	The people in my team can be relied upon to help when things get difficult in my job	42	46	6	6	0	88%	+1	+3	+1
B19	The people in my team work together to find ways to improve the service we provide	39	47	8	6	0	86%	+1	+3	+1
B20	The people in my team are encouraged to come up with new and better ways of doing things	33	46	12	7	0	79%	+1	+4	-1

Learning and development

55%

+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 CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	13	50	17	16	5	63%	+1	0	-6
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	41	23	18	6	54%	+2	+2	-4
B23	There are opportunities for me to develop my career in HMRC	15	43	19	15	9	58%	+1	+11	+3
B24	Learning and development activities I have completed while working for HMRC are helping me to develop my career	11	34	26	20	9	45%	+3	-1	-6



All questions by theme

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^ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

74%

+3 ◆

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
B25 I am treated fairly at work	24	54	10	8	5	77%	+3 ◆	-2 ◆	-6 ◆
B26 I am treated with respect by the people I work with	30	56	7	7	1	87%	+1 ◆	+2 ◆	-1 ◆
B27 I feel valued for the work I do	18	41	16	16	9	59%	+4 ◆	-7 ◆	-13 ◆
B28 I think that HMRC respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	50	14	8	5	73%	+4 ◆	-3 ◆	-6 ◆

Resources and workload*

68%

+2 ◆

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
B29 I get the information I need to do my job well	10	52	16	17	5	62%	+3 ◆	-8 ◆	-12 ◆
B30 I have clear work objectives	15	60	13	9	5	75%	+1 ◆	0 ◆	-5 ◆
B31 I have the skills I need to do my job effectively	19	60	11	8	5	79%	+1 ◆	-9 ◆	-12 ◆
B32 I have the tools I need to do my job effectively	12	49	15	18	6	61%	+2 ◆	-9 ◆	-16 ◆
B33 I have an acceptable workload	10	54	15	15	6	64%	+4 ◆	+3 ◆	-3 ◆
B34 I achieve a good balance between my work life and my private life	17	52	13	12	5	70%	+3 ◆	+1 ◆	-4 ◆



All questions by theme

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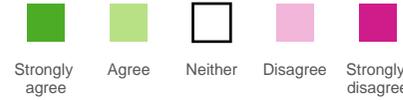
Pay and benefits

22%

-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
B35 I feel that my pay adequately reflects my performance	18	11	31	37	21%	-3 ◆	-10 ◆	-16 ◆	
B36 I am satisfied with the total benefits package	22	17	28	29	26%	0 ◆	-8 ◆	-14 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	16	14	30	37	20%	-3 ◆	-6 ◆	-13 ◆	

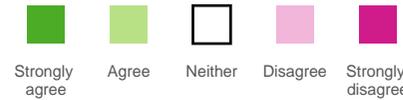
Leadership and managing change*

39%

+5 ◆ 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
B38 Senior managers in HMRC are sufficiently visible	12	44	15	18	10	56%	+11 ◆	-4 ◆	-12 ◆
B39 I believe the actions of senior managers are consistent with HMRC's values	9	38	27	16	10	48%	+8 ◆	-6 ◆	-12 ◆
B40 I believe that ExCom has a clear vision for the future of HMRC	7	31	36	15	11	38%	+2 ◆	-10 ◆	-16 ◆
B41 Overall, I have confidence in the decisions made by HMRC's senior managers	7	30	26	22	16	36%	+6 ◆	-12 ◆	-18 ◆
B42 I feel that change is managed well in HMRC	24	19	35	19	27%	+2 ◆	-6 ◆	-13 ◆	
B43 When changes are made in HMRC they are usually for the better	23	26	31	17	26%	+2 ◆	-7 ◆	-14 ◆	
B44 HMRC keeps me informed about matters that affect me	6	45	21	18	10	52%	+2 ◆	-6 ◆	-13 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	5	25	21	30	19	30%	+4 ◆	-9 ◆	-18 ◆
B46 I think it is safe to challenge the way things are done in HMRC	6	34	22	22	16	40%	+5 ◆	-6 ◆	-13 ◆



All questions by theme

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^ 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 CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of HMRC	11	31	27	20	12	41%	+6 ◆	-20 ◆	-28 ◆
B48 I would recommend HMRC as a great place to work	10	29	24	22	14	39%	+5 ◆	-16 ◆	-24 ◆
B49 I feel a strong personal attachment to HMRC	11	28	25	23	13	39%	+3 ◆	-10 ◆	-18 ◆
B50 HMRC inspires me to do the best in my job	9	29	28	22	12	38%	+4 ◆	-10 ◆	-17 ◆
B51 HMRC motivates me to help it achieve its objectives	8	28	28	23	13	37%	+4 ◆	-9 ◆	-17 ◆

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 HMRC will take action on the results from this survey	9	31	20	21	19	40%	+2 ◆	-10 ◆	-18 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	9	26	31	19	15	35%	+2 ◆	-1 ◆	-10 ◆



All questions by theme

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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	26	59	7	5		86%	+2 ◆	-3 ◆	-5 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	17	48	18	12		65%	+3 ◆	-5 ◆	-10 ◆
B56 In HMRC, people are encouraged to speak up when they identify a serious policy or delivery risk	16	50	17	11	6	66%	New	0	-5 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	14	50	17	13	6	64%	New	0	-4 ◆
B58 HMRC is committed to creating a diverse and inclusive workplace	20	54	17	5		74%	New	0	-4 ◆

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 HMRC actively role model the behaviours set out in the Civil Service Leadership Statement	8	36	34	14	8	44%	+7 ◆	-2 ◆	-10 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	48	20	7	5	68%	+5 ◆	+2 ◆	-4 ◆

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'	8	44	17	23	7	52%	New	+9 ◆	-3 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	8	37	24	23	8	45%	New	+8 ◆	0



All questions by theme

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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.

W01 Overall, how satisfied are you with your life nowadays?	 17	 22	 46	 15	61%	0 ◆	-5 ◆	-7 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	 13	 20	 45	 21	66%	-1 ◆	-5 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	 20	 22	 39	 19	58%	0	-5 ◆	-7 ◆

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	 25	 19	 32	48%	0	0 ◆	-3 ◆
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All questions by theme

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^ 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 HMRC?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave HMRC as soon as possible		12%	-1 ◇	+4 ◇	0 ◇
I want to leave HMRC within the next 12 months		10%	+1 ◇	-4 ◇	-8 ◇
I want to stay working for HMRC for at least the next year		21%	+2 ◇	-13 ◇	-18 ◇
I want to stay working for HMRC for at least the next three years		57%	-1 ◇	+13 ◇	+4 ◇

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?		8	92%	-1 ◇	0 ◇	-3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		29	71%	+1 ◇	+3 ◇	-3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HMRC it would be investigated properly?		35	65%	+3 ◇	-5 ◇	-10 ◇



All questions by theme

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 ^ 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?

	% Yes	% No	% Prefer not to say
2017	15	77	9
2016	15	76	9
CS2017	12	80	8

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

	% Yes	% No	% Prefer not to say
2017	12	80	8
2016	12	79	8
CS2017	11	82	7

For respondents who selected 'Yes' to question E03.
 E05. Did you report the bullying and harassment you experienced?

	% Yes	% No	% Prefer not to say
2017	37	49	14
2016	34	52	14
CS2017	37	49	15

For respondents who selected 'Yes' to question E03.
 E06. In your opinion, has this issue been resolved?

	% Yes	% No	% Prefer not to say
2017	22	61	18
2016	21	60	19
CS2017	19	62	19

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	1,216
Caring responsibilities	825
Disability	1,139
Ethnic background	591
Gender	767
Gender reassignment or perceived gender	23
Grade, pay band or responsibility level	1,758
Main spoken/written language or language ability	262
Religion or belief	272
Sexual orientation	201
Social or educational background	342
Working location	814
Working pattern	1,575
Any other grounds	1,639
Prefer not to say	632

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	1,901
Your manager	1,713
Another manager in my part of HMRC	1,699
Someone you manage	236
Someone who works for another part of HMRC	408
A member of the public	140
Someone else	150
Prefer not to say	687



All questions by theme

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HM Revenue & Customs questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I have a clear understanding of HMRC's strategic direction as set out in Building our Future	12	55	17	11	5	67%	0
F02	I believe HMRC can deliver the department's future strategy as set out in Building our Future	7	35	26	21	11	42%	+1 ◇
F03	I feel I have personally taken action to help HMRC deliver the department's future strategy as set out in Building our Future	9	35	29	19	7	44%	+3 ◇
F04	I would recommend my Customer Group as a great place to work^	12	35	26	17	9	47%	+4 ◇
F05	I am confident I have the digital skills I need to do my job effectively	16	51	15	13		67%	+5 ◇
F06	The current HMRC approach to managing performance is helping me to improve my performance^	6	27	26	25	15	33%	+12 ◇
F07	I feel that HMRC as a whole is managed well	5	32	24	23	15	37%	+5 ◇
F08	I believe that managers where I work will take action on the results of this survey	13	39	20	16	13	52%	0
F09	I feel that HMRC is focussed on the needs of its external customers	12	46	20	13	9	57%	New



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 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.