

Returns : 57,245

Response rate : 69%

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.



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		48%	0 $\diamond$	+2 $\diamond$	-3 $\diamond$
My work		75%	0	-1 $\diamond$	-5 $\diamond$
My manager		75%	0	+5 $\diamond$	+2 $\diamond$
Pay and benefits		38%	-2 $\diamond$	+8 $\diamond$	+2 $\diamond$
Learning and development		60%	-2 $\diamond$	+8 $\diamond$	+3 $\diamond$
Resources and workload		74%	+1 $\diamond$	+2 $\diamond$	-1 $\diamond$
Organisational objectives and purpose		86%	-1 $\diamond$	+4 $\diamond$	-1 $\diamond$
My team		86%	+1 $\diamond$	+6 $\diamond$	+2 $\diamond$
Inclusion and fair treatment		80%	0 $\diamond$	+3 $\diamond$	0 $\diamond$



Strength of association with engagement



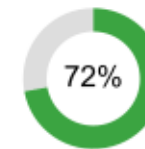
Statistically significant difference from comparison

## Wellbeing

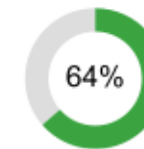
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



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

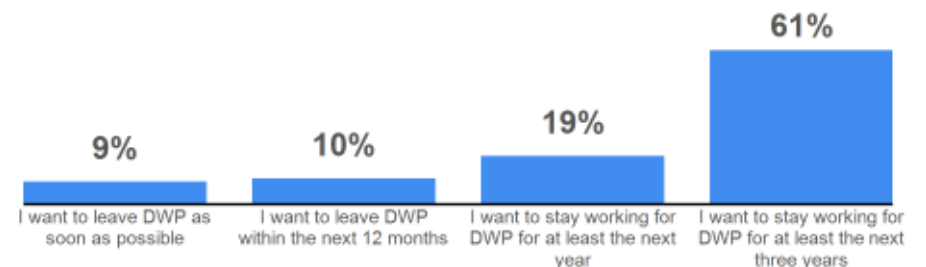


During the past 12 months have you personally experienced discrimination at work?



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	91%	B59	Senior managers (Senior Civil Service Pay Band 1 and above) in DWP actively role model the behaviours set out in the Civil Service Leadership Statement	35%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	52%
B01	I am interested in my work	89%	B39	I believe the actions of senior managers (Senior Civil Service Pay Band 1 and above) are consistent with DWP's values	30%	B35	I feel that my pay adequately reflects my performance	50%
B26	I am treated with respect by the people I work with	89%	B40	I believe that DWP's departmental level Executive Team has a clear vision for the future of DWP	29%	B45	I have the opportunity to contribute my views before decisions are made that affect me	40%
B54	I am trusted to carry out my job effectively	88%	B41	Overall, I have confidence in the decisions made by DWP's senior managers (Senior Civil Service Pay Band 1 and above)	27%	B42	I feel that change is managed well in DWP	40%
B19	The people in my team work together to find ways to improve the service we provide	88%	B17	Poor performance is dealt with effectively in my team	26%	B36	I am satisfied with the total benefits package	39%

## All questions by theme

♦ Indicates statistically significant difference from comparison
   
 ▲ Indicates a variation in question wording from your previous survey

### My work

75%

0

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	41	48	6	2	2	89%	0 ♦	-1 ♦	-3 ♦
B02 I am sufficiently challenged by my work	40	43	7	7	3	84%	-1 ♦	+3 ♦	+1 ♦
B03 My work gives me a sense of personal accomplishment	33	46	10	8	3	79%	0	+3 ♦	0
B04 I feel involved in the decisions that affect my work	19	37	14	20	10	56%	0	-2 ♦	-8 ♦
B05 I have a choice in deciding how I do my work	23	42	12	15	8	64%	+1 ♦	-11 ♦	-16 ♦

### Organisational objectives and purpose\*

86%

-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 DWP's objectives	29	57	8	4	2	86%	-1 ♦	+5 ♦	-1 ♦
B07 I understand how my work contributes to DWP's objectives	31	55	8	4	2	87%	0 ♦	+4 ♦	0 ♦

## All questions by theme

♦ Indicates statistically significant difference from comparison  
 \* Indicates a variation in question wording from your previous survey

### My manager

75% 0

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
B08 My manager motivates me to be more effective in my job	32	44	11	9	5	76%	0	+6 ♦	+2 ♦
B09 My manager is considerate of my life outside work	42	40	9	5	5	83%	+2 ♦	-2 ♦	-5 ♦
B10 My manager is open to my ideas	37	44	11	5	5	81%	+1 ♦	-1 ♦	-4 ♦
B11 My manager helps me to understand how I contribute to DWP's objectives	29	46	15	7	7	75%	0	+10 ♦	+5 ♦
B12 Overall, I have confidence in the decisions made by my manager	34	42	12	8	5	76%	+1 ♦	+2 ♦	-3 ♦
B13 My manager recognises when I have done my job well	39	44	8	6	6	83%	0	+3 ♦	0
B14 I receive regular feedback on my performance	32	46	9	9	5	78%	-3 ♦	+10 ♦	+6 ♦
B15 The feedback I receive helps me to improve my performance	30	43	15	9	5	73%	-1 ♦	+9 ♦	+5 ♦
B16 I think that my performance is evaluated fairly	28	43	14	10	5	71%	+2 ♦	+5 ♦	+1 ♦
B17 Poor performance is dealt with effectively in my team	18	35	26	13	8	53%	-1 ♦	+13 ♦	+9 ♦

## All questions by theme

♦ Indicates statistically significant difference from comparison  
 \* Indicates a variation in question wording from your previous survey

### My team

86%

+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	49	42	5	1	1	91%	+1 ♦	+5 ♦	+3 ♦
B19	The people in my team work together to find ways to improve the service we provide	45	43	7	1	1	88%	+1 ♦	+6 ♦	+3 ♦
B20	The people in my team are encouraged to come up with new and better ways of doing things	38	41	11	7	1	80%	+1 ♦	+5 ♦	0 ♦

### Learning and development

60%

-2 ♦

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	19	51	14	12	1	70%	-1 ♦	+6 ♦	0 ♦
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	18	43	20	14	1	61%	-1 ♦	+9 ♦	+3 ♦
B23	There are opportunities for me to develop my career in DWP	17	41	19	14	8	59%	-2 ♦	+12 ♦	+4 ♦
B24	Learning and development activities I have completed while working for DWP are helping me to develop my career	16	36	24	17	7	52%	-2 ♦	+5 ♦	0

## All questions by theme

♦ Indicates statistically significant difference from comparison  
 \* Indicates a variation in question wording from your previous survey

### Inclusion and fair treatment

80%

0 ♦

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	32	50	8	7	3	81%	0 ♦	+1 ♦	-2 ♦
B26 I am treated with respect by the people I work with	37	52	6	3	2	89%	0	+4 ♦	+2 ♦
B27 I feel valued for the work I do	27	43	13	12	5	70%	+1 ♦	+5 ♦	-1 ♦
B28 I think that DWP respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	30	48	12	6	4	78%	+1 ♦	+3 ♦	-1 ♦

### Resources and workload\*

74%

+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
B29 I get the information I need to do my job well	18	54	12	13	3	71%	0	+2 ♦	-3 ♦
B30 I have clear work objectives	23	58	10	7	2	81%	0	+6 ♦	+1 ♦
B31 I have the skills I need to do my job effectively	28	58	8	5	1	86%	+1 ♦	-3 ♦	-5 ♦
B32 I have the tools I need to do my job effectively	17	48	12	17	6	65%	+2 ♦	-5 ♦	-12 ♦
B33 I have an acceptable workload	16	52	12	14	6	68%	+4 ♦	+7 ♦	+1 ♦
B34 I achieve a good balance between my work life and my private life	22	52	12	10	5	74%	+2 ♦	+5 ♦	0

## All questions by theme

♦ Indicates statistically significant difference from comparison
   
 ▲ Indicates a variation in question wording from your previous survey

### Pay and benefits

38%

-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	8	30	13	29	21	37%	-3 ♦	+7 ♦	0
B36 I am satisfied with the total benefits package	9	35	17	24	15	44%	-1 ♦	+10 ♦	+4 ♦
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	8	26	14	30	23	34%	-2 ♦	+9 ♦	+1 ♦

### Leadership and managing change\*

48%

0 ♦ 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 (Senior Civil Service Pay Band 1 and above) in DWP are sufficiently visible	12	39	18	20	11	51%	+2 ♦	-9 ♦	-17 ♦
B39 I believe the actions of senior managers (Senior Civil Service Pay Band 1 and above) are consistent with DWP's values	11	39	30	12	8	50%	+2 ♦	-4 ♦	-10 ♦
B40 I believe that DWP's departmental level Executive Team has a clear vision for the future of DWP	12	40	29	12	8	51%	0	+3 ♦	-3 ♦
B41 Overall, I have confidence in the decisions made by DWP's senior managers (Senior Civil Service Pay Band 1 and above)	10	33	27	18	11	44%	0	-5 ♦	-11 ♦
B42 I feel that change is managed well in DWP	9	34	17	28	12	43%	0	+10 ♦	+3 ♦
B43 When changes are made in DWP they are usually for the better	9	31	25	25	10	40%	0	+7 ♦	0 ♦
B44 DWP keeps me informed about matters that affect me	12	52	17	13	6	63%	-1 ♦	+6 ♦	-1 ♦
B45 I have the opportunity to contribute my views before decisions are made that affect me	10	32	18	27	13	42%	-1 ♦	+3 ♦	-6 ♦
B46 I think it is safe to challenge the way things are done in DWP	11	38	19	20	12	49%	+1 ♦	+3 ♦	-4 ♦



## 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 CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of DWP	18	35	23	16	8	54%	0 ◆	-8 ◆	-15 ◆
B48 I would recommend DWP as a great place to work	18	35	23	17	8	53%	0	-2 ◆	-10 ◆
B49 I feel a strong personal attachment to DWP	19	34	22	16	8	54%	0	+5 ◆	-3 ◆
B50 DWP inspires me to do the best in my job	18	36	23	15	7	54%	0	+7 ◆	0
B51 DWP motivates me to help it achieve its objectives	17	36	24	16	7	53%	0 ◆	+7 ◆	0

### 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 (Senior Civil Service Pay Band 1 and above) in DWP will take action on the results from this survey	12	35	20	19	14	47%	0	-3 ◆	-10 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	15	34	25	15	11	49%	-1 ◆	+13 ◆	+4 ◆

## 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 CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	34	55	6			88%	+2 ◆	0	-2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	24	46	15	11		70%	+1 ◆	0 ◆	-5 ◆
B56 In DWP, people are encouraged to speak up when they identify a serious policy or delivery risk	22	48	14	11	6	69%	New	+3 ◆	-2 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	20	49	13	12	6	69%	New	+6 ◆	+1 ◆
B58 DWP is committed to creating a diverse and inclusive workplace	26	52	14			78%	New	+4 ◆	+1 ◆

### 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 (Senior Civil Service Pay Band 1 and above) in DWP actively role model the behaviours set out in the Civil Service Leadership Statement	11	37	35	10	6	49%	+2 ◆	+2 ◆	-6 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	25	47	18	6		72%	+2 ◆	+6 ◆	0

### 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'	14	46	16	19	5	60%	New	+17 ◆	+4 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	14	44	20	17	5	58%	New	+21 ◆	+13 ◆

## 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-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?	13	20	46	20	66%	-1 ◆	0 ◆	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	18	44	28	72%	-1 ◆	+1 ◆	-1 ◆
W03 Overall, how happy did you feel yesterday?	17	19	39	25	64%	-1 ◆	0 ◆	-2 ◆

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?	26	25	18	32	50%	-1 ◆	+2 ◆	-1 ◆
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## 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 DWP?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave DWP as soon as possible		9%	0	+1 ◆	-3 ◆
I want to leave DWP within the next 12 months		10%	0 ◆	-4 ◆	-8 ◆
I want to stay working for DWP for at least the next year		19%	0	-15 ◆	-19 ◆
I want to stay working for DWP for at least the next three years		61%	-1 ◆	+17 ◆	+9 ◆

### 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?		6	94%	0	+2 ◆	-1 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		22	78%	+1 ◆	+11 ◆	+4 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in DWP it would be investigated properly?		27	73%	0	+3 ◆	-2 ◆

## 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?

	% Yes	% No	% Prefer not to say
2017	13	79	9
2016	12	80	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	11	81	8
2016	11	82	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	47	16
2016	34	49	17
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	21	58	20
2016	23	58	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	968
Caring responsibilities	1,146
Disability	1,462
Ethnic background	488
Gender	646
Gender reassignment or perceived gender	25
Grade, pay band or responsibility level	1,406
Main spoken/written language or language ability	181
Religion or belief	252
Sexual orientation	183
Social or educational background	234
Working location	746
Working pattern	2,075
Any other grounds	1,741
Prefer not to say	930

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	2,154
Your manager	2,170
Another manager in my part of DWP	1,873
Someone you manage	203
Someone who works for another part of DWP	288
A member of the public	321
Someone else	149
Prefer not to say	815

## All questions by theme

◆ Indicates statistically significant difference from comparison  
▲ Indicates a variation in question wording from your previous survey

### Department for Work and Pensions questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I believe that leadership is something we should all do no matter what grade	40	48	7	5		88%	0
F02 I am given a real opportunity to improve my skills in this organisation	20	44	18	14		64%	0 ◆
F03 The information technology (IT) I have access to provides effective support for the job I do	8	32	13	28	19	40%	+4 ◆
F04 The new ways of working are helping myself and the team I am part of to improve our customer service	15	41	22	15	7	56%	New
F05 I believe strongly in the purpose and objectives of DWP	21	49	21	6		70%	-3 ◆
F06 In DWP, ideas and innovation are increasingly driven from the frontline	15	37	25	16	7	52%	0
F07 The DWP Story helps me to understand my part in helping DWP achieve all it has to do	13	41	27	13	6	55%	-1 ◆
F08 People across DWP are getting better at collaborating with each other so that we can deliver	14	45	20	14	6	60%	0
F09 My manager is effective at leading and implementing change locally	27	48	13	7		75%	+1 ◆
F10 My manager coaches and encourages me to try out new ideas	27	43	16	10	5	70%	+1 ◆
F11 My development plan reflects my need to build professional capability in relation to DWP's priority areas (Leadership; Digital, Data and Technology; Commercial and Operational Delivery)	17	46	22	10	5	63%	0
F12 The work I do is relevant to DWP's broader aims and objectives	22	56	15			79%	-1 ◆
F13 My manager demonstrates commitment to my mental and physical wellbeing by fostering a safe and healthy working environment	29	47	13	6		77%	+1 ◆

## All questions by theme

◆ Indicates statistically significant difference from comparison  
 ▲ Indicates a variation in question wording from your previous survey

### Department for Work and Pensions questions



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	I achieve at least 5 days a year of personal learning and development including non-formal learning (e.g. e-learning, mentoring, conferences, self-managed learning groups etc.)	23	45	13	13	6	68%	-1 ◆

## 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.