Criminal Injuries Compensation Authority

Criminal Injuries Compensation Authority

Returns : 209   Response rate : 78%   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

65%

Difference from previous survey	0
Difference from CS2017	+4 ◇
Difference from CS High Performers	0

My work

73%

Difference from previous survey	-6 ◇
Difference from CS2017	-3
Difference from CS High Performers	-6 ◇

Organisational objectives and purpose

88%

Difference from previous survey	+3
Difference from CS2017	+6 ◇
Difference from CS High Performers	+1

My manager

69%

Difference from previous survey	-3
Difference from CS2017	0
Difference from CS High Performers	-3 ◇

My team

84%

Difference from previous survey	+3
Difference from CS2017	+3 ◇
Difference from CS High Performers	0

Learning and development

61%

Difference from previous survey	-3
Difference from CS2017	+9 ◇
Difference from CS High Performers	+4 ◇

Inclusion and fair treatment

79%

Difference from previous survey	+1
Difference from CS2017	+2
Difference from CS High Performers	-1

Resources and workload

78%

Difference from previous survey	+6 ◇
Difference from CS2017	+6 ◇
Difference from CS High Performers	+3 ◇

Pay and benefits

18%

Difference from previous survey	+2
Difference from CS2017	-12 ◇
Difference from CS High Performers	-18 ◇

Leadership and managing change

59%

Difference from previous survey	-2
Difference from CS2017	+13 ◇
Difference from CS High Performers	+8 ◇

Criminal Injuries Compensation Authority

Strength of association with engagement   ◇ Statistically significant difference from comparison

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

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		59%	-2	+13 ◇	+8 ◇
My work		73%	-6 ◇	-3	-6 ◇
My manager		69%	-3	0	-3 ◇
Pay and benefits		18%	+2	-12 ◇	-18 ◇
Resources and workload		78%	+6 ◇	+6 ◇	+3 ◇
Learning and development		61%	-3	+9 ◇	+4 ◇
Inclusion and fair treatment		79%	+1	+2	-1
Organisational objectives and purpose		88%	+3	+6 ◇	+1
My team		84%	+3	+3 ◇	0

Wellbeing

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

67%   **69%**   **64%**   **52%**
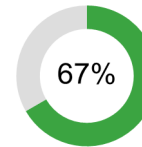
W01. Overall, how satisfied are you with your life nowadays?
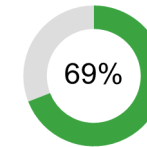
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
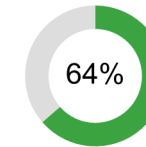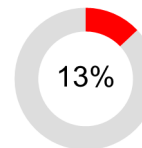
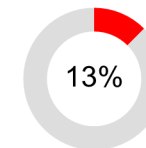W03. Overall, how happy did you feel yesterday?
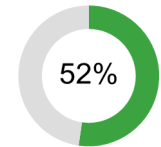
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment
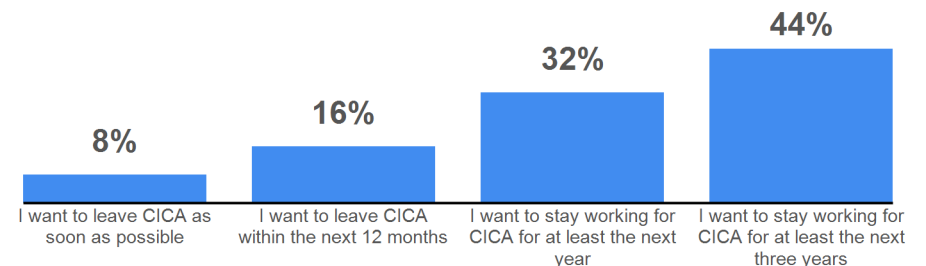
🟥 *% responding Yes*

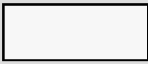**13%**   During the past 12 months have you personally experienced discrimination at work?
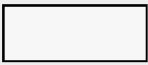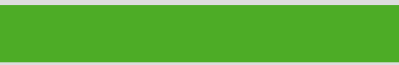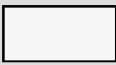
13%   During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

8%	16%	32%	44%
I want to leave CICA as soon as possible	I want to leave CICA within the next 12 months	I want to stay working for CICA for at least the next year	I want to stay working for CICA for at least the next three years

Criminal Injuries Compensation Authority

Headline scores

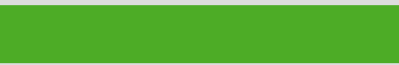| Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B01 I am interested in my work	92%	B17 Poor performance is dealt with effectively in my team	32%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	78%
B31 I have the skills I need to do my job effectively	89%	B53 Where I work, I think effective action has been taken on the results of the last survey	32%	B35 I feel that my pay adequately reflects my performance	75%
B07 I understand how my work contributes to CICA's objectives	88%	B24 Learning and development activities I have completed while working for CICA are helping me to develop my career	25%	B36 I am satisfied with the total benefits package	62%
B18 The people in my team can be relied upon to help when things get difficult in my job	88%	B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	25%	B45 I have the opportunity to contribute my views before decisions are made that affect me	35%
B54 I am trusted to carry out my job effectively	88%	B51 CICA motivates me to help it achieve its objectives	24%	B04 I feel involved in the decisions that affect my work	34%

Criminal Injuries Compensation Authority

Criminal Injuries Compensation Authority

Returns : 209   Response rate : 78%   Civil Service People Survey 2017

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey
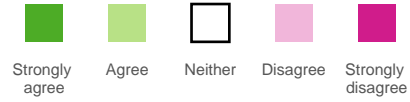
My work   **73%**   -6 ✧   Difference from previous survey   Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		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	47	45				92%	-2	+2 ✧	0
B02	I am sufficiently challenged by my work	39	43	6	9		82%	-2	+1	-1
B03	My work gives me a sense of personal accomplishment	35	45	6	7	6	81%	+1	+4 ✧	+1
B04	I feel involved in the decisions that affect my work	22	32	12	23	12	54%	-11 ✧	-4 ✧	-10 ✧
B05	I have a choice in deciding how I do my work	21	36	13	18	11	58%	-14 ✧	-18 ✧	-22 ✧

Organisational objectives and purpose*   **88%**   +3   Difference from previous survey   Strength of association with engagement
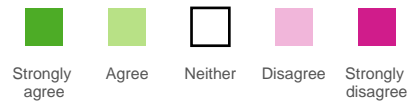
Strongly agree | Agree | Neither | Disagree | Strongly disagree

*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

		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 CICA's objectives	37	51	6			88%	+4 ✧	+7 ✧	+1
B07	I understand how my work contributes to CICA's objectives	40	48	5			88%	+2	+4 ✧	0

Criminal Injuries Compensation Authority

Returns : 209   Response rate : 78%   Civil Service People Survey 2017

All questions by theme

My manager 69% -3

Difference from previous survey | Strength of association with engagement
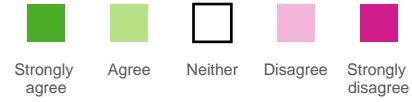
Strongly agree | Agree | Neither | Disagree | Strongly disagree

	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	25	44	12	13	5	69%	-3	-1	-5 ✧
B09	My manager is considerate of my life outside work	42	38	10		7	79%	0	-5 ✧	-8 ✧
B10	My manager is open to my ideas	33	46	8	9	5	78%	-4	-3 ✧	-6 ✧
B11	My manager helps me to understand how I contribute to CICA's objectives	29	44	15	6	5	73%	-5	+7 ✧	+2
B12	Overall, I have confidence in the decisions made by my manager	33	38	13	10	6	71%	-6 ✧	-3 ✧	-8 ✧
B13	My manager recognises when I have done my job well	31	44	9	11	5	76%	0	-4 ✧	-7 ✧
B14	I receive regular feedback on my performance	27	43	13	11	6	69%	-6 ✧	+1	-3 ✧
B15	The feedback I receive helps me to improve my performance	26	41	18	9	6	67%	-5	+3 ✧	0
B16	I think that my performance is evaluated fairly	27	38	15	10	10	65%	-3	-1	-6 ✧
B17	Poor performance is dealt with effectively in my team	11	34	32	13	9	46%	-2	+6 ✧	+2

Criminal Injuries Compensation Authority

Returns : 209   Response rate : 78%   Civil Service People Survey 2017

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey
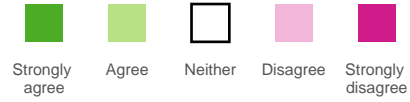
My team — 84% +3

Difference from previous survey | Strength of association with engagement

		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	43	45	5			88%	+5 ✧	+2 ✧	0
B19	The people in my team work together to find ways to improve the service we provide	37	47	7		6	85%	+4 ✧	+2	0
B20	The people in my team are encouraged to come up with new and better ways of doing things	33	46	9	5	7	79%	-1	+4 ✧	0

Learning and development — 61% -3

Difference from previous survey | Strength of association with engagement

		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	18	57	11	8	6	75%	+1	+12 ✧	+6 ✧
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	16	44	17	16	8	60%	-7 ✧	+8 ✧	+2
B23	There are opportunities for me to develop my career in CICA	13	46	19	9	13	59%	-1	+12 ✧	+4 ✧
B24	Learning and development activities I have completed while working for CICA are helping me to develop my career	13	39	25	15	8	51%	-7 ✧	+5 ✧	0

Criminal Injuries Compensation Authority

Returns : 209   Response rate : 78%   Civil Service People Survey 2017

All questions by theme

Inclusion and fair treatment — 79% +1

Difference from previous survey. Strength of association with engagement.
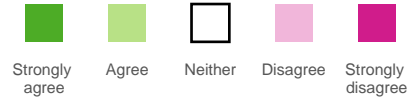
Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		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	27	56	6		7	83%	+2	+3 ✧	-1
B26	I am treated with respect by the people I work with	31	53	8		6	84%	-2	-1	-3 ✧
B27	I feel valued for the work I do	21	45	11	13	10	66%	-3	0	-6 ✧
B28	I think that CICA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	30	53	9		6	83%	+6 ✧	+7 ✧	+3 ✧

Resources and workload* — 78% +6 ✧

Difference from previous survey. Strength of association with engagement.
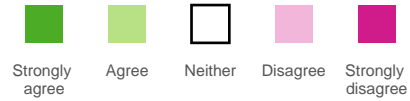
*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		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	20	56	11	11		76%	-3	+6 ✧	+2
B30	I have clear work objectives	25	52	7	9	7	77%	+11 ✧	+2	-3 ✧
B31	I have the skills I need to do my job effectively	32	57		5		89%	+6 ✧	+1	-1
B32	I have the tools I need to do my job effectively	27	54	10	7		81%	+5 ✧	+11 ✧	+4 ✧
B33	I have an acceptable workload	14	54	13	12	6	68%	+12 ✧	+8 ✧	+2
B34	I achieve a good balance between my work life and my private life	25	54	9	9		79%	+6 ✧	+11 ✧	+5 ✧

Criminal Injuries Compensation Authority

Returns : 209   Response rate : 78%   Civil Service People Survey 2017

All questions by theme

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

Pay and benefits — 18% +2

Difference from previous survey | Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		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	12	11		37	38	14%	-2	-16 ✧	-23 ✧
B36	I am satisfied with the total benefits package	24	11		33	29	27%	+4	-7 ✧	-13 ✧
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	12	9		36	42	14%	+2	-12 ✧	-19 ✧

Leadership and managing change* — 59% -2

Difference from previous survey | Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

*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

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38	Senior managers in CICA are sufficiently visible	29	52	7	8	5	80%	-2	+20 ✧	+12 ✧
B39	I believe the actions of senior managers are consistent with CICA's values	20	42	17	11	10	63%	-5	+9 ✧	+2
B40	I believe that the Executive Management Board has a clear vision for the future of CICA	22	44	19	5	10	67%	0	+18 ✧	+13 ✧
B41	Overall, I have confidence in the decisions made by CICA's senior managers	19	37	18	15	10	56%	-7 ✧	+8 ✧	+2
B42	I feel that change is managed well in CICA	12	38	17	19	14	50%	-2	+16 ✧	+9 ✧
B43	When changes are made in CICA they are usually for the better	11	41	22	17	10	52%	+1	+19 ✧	+11 ✧
B44	CICA keeps me informed about matters that affect me	17	48	14	11	10	64%	+1	+7 ✧	0
B45	I have the opportunity to contribute my views before decisions are made that affect me	14	31	20	20	14	45%	-7 ✧	+7 ✧	-2
B46	I think it is safe to challenge the way things are done in CICA	14	40	17	15	13	54%	-1	+8 ✧	+2

Criminal Injuries Compensation Authority

Returns : 209   Response rate : 78%   Civil Service People Survey 2017

All questions by theme

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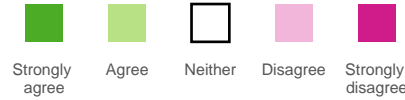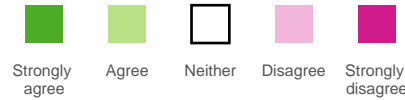^ indicates a variation in question wording from your previous survey

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 CICA	20	47	24		6	67%	0	+5 ✧	-2
B48	I would recommend CICA as a great place to work	20	42	22	11	5	62%	+7 ✧	+7 ✧	-1
B49	I feel a strong personal attachment to CICA	24	39	22	8	7	63%	-5 ✧	+14 ✧	+7 ✧
B50	CICA inspires me to do the best in my job	19	40	23	11	7	59%	-8 ✧	+11 ✧	+5 ✧
B51	CICA motivates me to help it achieve its objectives	19	37	24	12	8	56%	-10 ✧	+10 ✧	+3

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 CICA will take action on the results from this survey	20	41	13	14	12	62%	-7 ✧	+11 ✧	+4 ✧
B53	Where I work, I think effective action has been taken on the results of the last survey	15	32	32	11	10	47%	-5	+11 ✧	+2

All questions by theme

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

Organisational culture

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Responses	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54	I am trusted to carry out my job effectively	30 / 58 / 5 / 5	88%	+1	-1	-3 ✧
B55	I believe I would be supported if I try a new idea, even if it may not work	23 / 45 / 15 / 8 / 8	69%	-4	-2	-6 ✧
B56	In CICA, people are encouraged to speak up when they identify a serious policy or delivery risk	25 / 53 / 8 / 6 / 7	78%	New	+12 ✧	+7 ✧
B57	I feel able to challenge inappropriate behaviour in the workplace	20 / 47 / 11 / 12 / 11	67%	New	+4 ✧	-1
B58	CICA is committed to creating a diverse and inclusive workplace	28 / 55 / 9 / 5	82%	New	+9 ✧	+5 ✧

Leadership statement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Responses	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59	Senior managers in CICA actively role model the behaviours set out in the Civil Service Leadership Statement	18 / 47 / 18 / 12 / 5	65%	+3	+18 ✧	+10 ✧
B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	27 / 46 / 15 / 7 / 5	73%	+3	+7 ✧	+1

Civil Service vision

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Responses	% 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'	11 / 45 / 16 / 20 / 7	57%	New	+14 ✧	+1
B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	9 / 40 / 25 / 18 / 9	49%	New	+12 ✧	+4 ✧

Criminal Injuries Compensation Authority

Returns : 209   Response rate : 78%   Civil Service People Survey 2017

All questions by theme

Wellbeing

	0-4	5-6	7-8	9-10
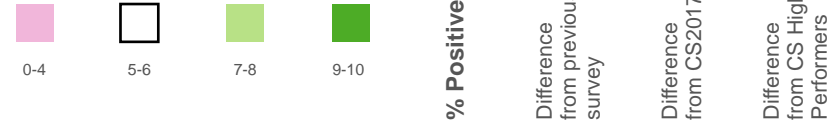
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	15	18	49	17	67%	-15 ✧	+1	-2
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	18	43	26	69%	-13 ✧	-2	-4 ✧
W03	Overall, how happy did you feel yesterday?	20	16	44	20	64%	-12 ✧	0	-2

	0-1	2-3	4-5	6-10

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

	Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	28	24	22	26	52%	-7 ✧	+4 ✧	+1

Criminal Injuries Compensation Authority

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 CICA?

		Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave CICA as soon as possible	8%	-4	0	-4
I want to leave CICA within the next 12 months	16%	+2	+2	-2
I want to stay working for CICA for at least the next year	32%	+2	-2	-7 ✧
I want to stay working for CICA for at least the next three years	44%	-1	0	-8 ✧

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?	92 / 8	92%	-1	0	-2 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	74 / 26	74%	-11 ✧	+6 ✧	0
D03. Are you confident that if you raised a concern under the Civil Service Code in CICA it would be investigated properly?	76 / 24	76%	0	+6 ✧	+1

All questions by theme

Discrimination, harassment and bullying

E01. During the past 12 months have you personally experienced discrimination at work?
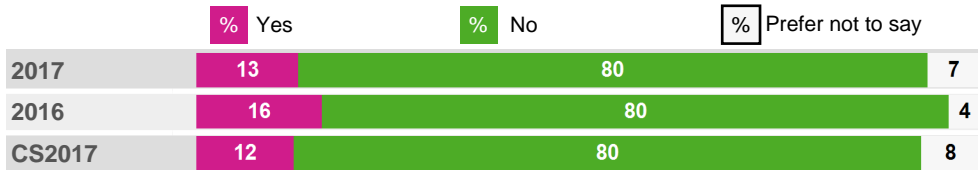
	% Yes	% No	% Prefer not to say
2017	13	80	7
2016	16	80	4
CS2017	12	80	8

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

	% Yes	% No	% Prefer not to say
2017	13	82	6
2016	14	82	4
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	23	58	19
2016	64	28	8
CS2017	37	49	15
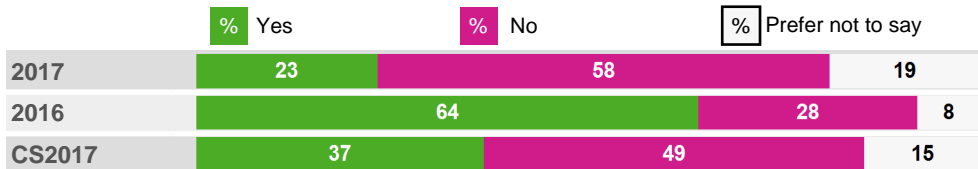
For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

2017	12	65	23
2016	12	88	
CS2017	19	62	19
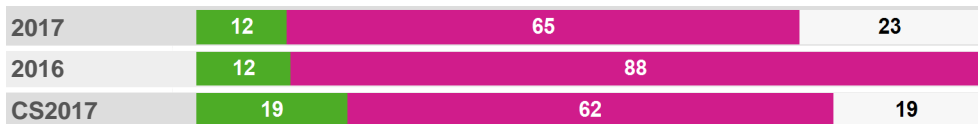
For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count	
Age	--	
Caring responsibilities	--	
Disability	10	
Ethnic background	--	
Gender	--	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	--	
Main spoken/written language or language ability	--	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	--	
Working location	--	
Working pattern	--	
Any other grounds	--	
Prefer not to say	--	

For respondents who selected 'Yes' to question E03.
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

A colleague	--	
Your manager	10	
Another manager in my part of CICA	10	
Someone you manage	--	
Someone who works for another part of CICA	--	
A member of the public	--	
Someone else	--	
Prefer not to say	--	

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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

Criminal Injuries Compensation Authority questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I have developed my professional skills over the last 12 months	19	53	10	15		72%	+6 ✧
F02	I feel responsible for achieving value for money when I take decisions	21	56	12	6		77%	+2
F03	I think that CICA supports staff health and wellbeing initiatives	20	57	10	7	6	78%	+6 ✧
F04	In my team, there is a strong feeling of teamwork and collaboration with the rest of CICA	27	43	11	12	7	70%	-5 ✧
F05	I have a strong sense of purpose at work	26	49	12	6	6	76%	New
F06	People treat others with humanity where I work	24	62		6	6	86%	New
F07	I am treated with humanity at work	22	64	8	5		85%	New
F08	The people in my team are open to new ideas in order to improve the services we deliver	23	59	9	5		82%	New
F09	My manager recognises when I work together with people in other teams not just my own	25	50	13	6	5	76%	New
F10	I am confident that CICA is taking effective action to reduce discrimination, bullying and harassment	18	50	19	10		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 **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.