Cabinet Office

Civil Service
People Survey 2016

Civil Service benchmark scores

November 2016

CSPS 2016: Summary of findings

Overall, scores for the 2016 Civil Service People Survey were similar to last year.

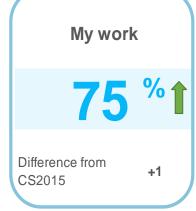The Employee Engagement Index currently stands at 59%.

There have been small increases in four of the themes and five have remained unchanged.

There were **279,708** respondents in

2016, across 98 organisations: this was an overall response rate of **65%**.

This is 55 more responses than in 2015, when there were 279,653 responses, and there was an overall response rate of 65%.

Engagement Index

59 %

Difference from CS2015   +1

My work

75 %

Difference from CS2015   +1

Organisational objectives and purpose

83 %

Difference from CS2015   0

My manager

68 %

Difference from CS2015   0

My team

80 %

Difference from CS2015   0

Learning and development

50 %

Difference from CS2015   +1

Inclusion and fair treatment

76 %

Difference from CS2015   +2

Resources and workload

73 %

Difference from CS2015   0

Pay and benefits

31 %

Difference from CS2015   +1

Leadership and Managing Change

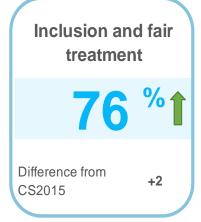**43** %

Difference from CS2015   0

CSPS 2016: Civil Service benchmark results

This report shows the benchmark scores from the Civil Service People Survey (CSPS) from 2009 to 2016.

The benchmark for a survey measure is the median (mid-point) score of all participating organisations.

The individual survey questions are used to generate 10 headline indicators, one to measure the levels of employee engagement and nine to measure factors that influence engagement.

The table below shows the benchmark scores for each of these 10 headline indicators.

Pages 4-11 show the **benchmark score for each of the individual core questions**.

Page 12 provides a brief **technical overview** of the survey and endnotes, including information on the response rate.

Page 13 lists the **organisations** that participated in the 2016 survey.

	Civil Service benchmark score [1]								Change in benchmark score [2]						
	2009	2010	2011	2012	2013	2014	2015	**2016**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	**'15 to '16**
Employee engagement index [3]	58%	56%	56%	58%	58%	59%	58%	**59%**	-2	0	+2	0	+1	-1	**+1**
My work	75%	71%	71%	73%	74%	75%	74%	**75%**	-4	0	+2	+1	+1	-1	**+1**
Organisational objectives and purpose	81%	81%	81%	82%	82%	83%	83%	**83%**	0	0	+1	0	+1	0	**0**
My manager	64%	64%	64%	66%	67%	67%	68%	**68%**	0	0	+2	+1	0	+1	**0**
My team	76%	77%	77%	78%	79%	79%	80%	**80%**	+1	0	+1	+1	0	+1	**0**
Learning and development	50%	43%	43%	44%	47%	49%	49%	**50%**	-7	0	+1	+3	+2	0	**+1**
Inclusion and fair treatment	74%	73%	73%	75%	74%	75%	74%	**76%**	-1	0	+2	-1	+1	-1	**+2**
Resources and workload	72%	73%	73%	74%	74%	74%	73%	**73%**	+1	0	+1	0	0	-1	**0**
Pay and benefits	37%	37%	31%	30%	29%	28%	30%	**31%**	0	-6	-1	-1	-1	+2	**+1**
Leadership and managing change	38%	37%	38%	41%	42%	43%	43%	**43%**	-1	+1	+3	+1	+1	0	**0**

Civil Service People Survey 2016: results by question

Civil Service benchmark score [4]

Change in score

	2009	2010	2011	2012	2013	2014	2015	**2016**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	**'15 to '16**
My work															
B01. I am interested in my work	90%	89%	89%	89%	89%	89%	89%	**90%**	-1	0	0	0	0	0	**+1**
B02. I am sufficiently challenged by my work	76%	73%	75%	76%	78%	79%	79%	**80%**	-3	+2	+1	+2	+1	0	**+1**
B03. My work gives me a sense of personal accomplishment	74%	72%	72%	73%	75%	76%	75%	**75%**	-2	0	+1	+2	+1	-1	**0**
B04. I feel involved in the decisions that affect my work	56%	49%	49%	53%	54%	56%	56%	**57%**	-7	0	+4	+1	+2	0	**+1**
B05. I have a choice in deciding how I do my work	72%	70%	71%	72%	72%	74%	73%	**74%**	-2	+1	+1	0	+2	-1	**+1**
Organisational objectives and purpose															
B06. I have a clear understanding of [my organisation's] purpose [5]	84%	84%	84%	84%	85%	86%	85%	**86%**	0	0	0	+1	+1	-1	**+1**
B07. I have a clear understanding of [my organisation's] objectives	78%	78%	79%	79%	80%	81%	79%	**80%**	0	+1	0	+1	+1	-2	**+1**
B08. I understand how my work contributes to [my organisation's] objectives	82%	80%	81%	82%	83%	83%	83%	**83%**	-2	+1	+1	+1	0	0	**0**
My manager															
B09. My manager motivates me to be more effective in my job	61%	62%	63%	66%	65%	68%	68%	**69%**	+1	+1	+3	-1	+3	0	**+1**
B10. My manager is considerate of my life outside work	77%	78%	79%	81%	80%	81%	82%	**83%**	+1	+1	+2	-1	+1	+1	**+1**
B11. My manager is open to my ideas	78%	77%	79%	79%	79%	80%	81%	**81%**	-1	+2	0	0	+1	+1	**0**
B12. My manager helps me to understand how I contribute to [my organisation's] objectives	59%	58%	58%	61%	62%	64%	63%	**65%**	-1	0	+3	+1	+2	-1	**+2**
B13. Overall, I have confidence in the decisions made by my manager	70%	69%	71%	71%	71%	73%	72%	**73%**	-1	+2	0	0	+2	-1	**+1**
B14. My manager recognises when I have done my job well	76%	77%	76%	77%	77%	77%	79%	**78%**	+1	-1	+1	0	0	+2	**-1**
B15. I receive regular feedback on my performance	60%	60%	60%	63%	64%	65%	67%	**66%**	0	0	+3	+1	+1	+2	**-1**
B16. The feedback I receive helps me to improve my performance	57%	57%	58%	60%	60%	61%	61%	**62%**	0	+1	+2	0	+1	0	**+1**
B17. I think that my performance is evaluated fairly	63%	62%	62%	62%	63%	63%	62%	**63%**	-1	0	0	+1	0	-1	**+1**
B18. Poor performance is dealt with effectively in my team	38%	37%	37%	37%	38%	39%	39%	**39%**	-1	0	0	+1	+1	0	**0**

Civil Service People Survey 2016: results by question

Civil Service benchmark score

Change in score

	2009	2010	2011	2012	2013	2014	2015	**2016**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	**'15 to '16**
My team															
B19. The people in my team can be relied upon to help when things get difficult in my job	83%	83%	82%	83%	84%	84%	84%	**84%**	0	-1	+1	+1	0	0	**0**
B20. The people in my team work together to find ways to improve the service we provide	79%	78%	78%	79%	80%	80%	80%	**82%**	-1	0	+1	+1	0	0	**+2**
B21. The people in my team are encouraged to come up with new and better ways of doing things	68%	70%	69%	71%	73%	74%	74%	**74%**	+2	-1	+2	+2	+1	0	**0**
Learning and development															
B22. I am able to access the right learning and development opportunities when I need to	63%	55%	54%	58%	61%	62%	63%	**61%**	-8	-1	+4	+3	+1	+1	**-2**
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	51%	48%	45%	46%	48%	51%	52%	**51%**	-3	-3	+1	+2	+3	+1	**-1**
B24. There are opportunities for me to develop my career in [my organisation]	39%	28%	31%	35%	38%	42%	41%	**43%**	-11	+3	+4	+3	+4	-1	**+2**
B25. Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	44%	41%	40%	40%	42%	43%	44%	**44%**	-3	-1	0	+2	+1	+1	**0**
Inclusion and fair treatment															
B26. I am treated fairly at work	79%	78%	78%	78%	78%	79%	78%	**79%**	-1	0	0	0	+1	-1	**+1**
B27. I am treated with respect by the people I work with	85%	84%	84%	84%	84%	84%	85%	**84%**	-1	0	0	0	0	+1	**-1**
B28. I feel valued for the work I do	62%	60%	59%	62%	63%	65%	64%	**65%**	-2	-1	+3	+1	+2	-1	**+1**
B29. I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	71%	71%	70%	71%	72%	74%	72%	**74%**	0	-1	+1	+1	+2	-2	**+2**
Resources and workload															
B30. In my job, I am clear what is expected of me	81%	82%	82%	84%	83%	84%	83%	**82%**	+1	0	+2	-1	+1	-1	**-1**
B31. I get the information I need to do my job well	63%	67%	67%	68%	69%	70%	69%	**69%**	+4	0	+1	+1	+1	-1	**0**
B32. I have clear work objectives	72%	74%	74%	75%	75%	76%	75%	**75%**	+2	0	+1	0	+1	-1	**0**
B33. I have the skills I need to do my job effectively	87%	88%	88%	88%	88%	89%	88%	**89%**	+1	0	0	0	+1	-1	**+1**
B34. I have the tools I need to do my job effectively	72%	72%	70%	72%	71%	72%	69%	**70%**	0	-2	+2	-1	+1	-3	**+1**
B35. I have an acceptable workload	60%	62%	61%	60%	60%	59%	59%	**58%**	+2	-1	-1	0	-1	0	**-1**
B36. I achieve a good balance between my work life and my private life	68%	70%	67%	68%	68%	66%	67%	**67%**	+2	-3	+1	0	-2	+1	**0**

Civil Service People Survey 2016: results by question

Civil Service benchmark score

Change in score

	2009	2010	2011	2012	2013	2014	2015	**2016**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	**'15 to '16**
Pay and benefits															
B37. I feel that my pay adequately reflects my performance	36%	38%	32%	31%	29%	29%	31%	**32%**	+2	-6	-1	-2	0	+2	**+1**
B38. I am satisfied with the total benefits package	44%	39%	34%	33%	32%	32%	33%	**34%**	-5	-5	-1	-1	0	+1	**+1**
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	33%	31%	27%	26%	25%	24%	25%	**27%**	-2	-4	-1	-1	-1	+1	**+2**
Leadership and managing change															
B40. I feel that [my organisation] as a whole is managed well	40%	41%	40%	43%	43%	45%	46%	**47%**	+1	-1	+3	0	+2	+1	**+1**
B41. [Senior managers] in [my organisation] are sufficiently visible	45%	45%	46%	48%	51%	53%	53%	**55%**	0	+1	+2	+3	+2	0	**+2**
B42. I believe the actions of [senior managers] are consistent with [my organisation's] values	39%	39%	39%	42%	43%	47%	45%	**49%**	0	0	+3	+1	+4	-2	**+4**
B43. I believe that [the board has] a clear vision for the future of [my organisation]	36%	35%	39%	40%	42%	45%	42%	**43%**	-1	+4	+1	+2	+3	-3	**+1**
B44. Overall, I have confidence in the decisions made by [my organisation's senior managers]	36%	36%	36%	39%	41%	44%	42%	**44%**	0	0	+3	+2	+3	-2	**+2**
B45. I feel that change is managed well in [my organisation]	27%	27%	27%	29%	29%	31%	30%	**29%**	0	0	+2	0	+2	-1	**-1**
B46. When changes are made in [my organisation] they are usually for the better	25%	23%	23%	25%	27%	30%	27%	**30%**	-2	0	+2	+2	+3	-3	**+3**
B47. [My organisation] keeps me informed about matters that affect me	56%	54%	55%	56%	58%	58%	56%	**56%**	-2	+1	+1	+2	0	-2	**0**
B48. I have the opportunity to contribute my views before decisions are made that affect me	34%	32%	36%	36%	36%	36%	36%	**38%**	-2	+4	0	0	0	0	**+2**
B49. I think it is safe to challenge the way things are done in [my organisation]	39%	39%	38%	40%	38%	41%	41%	**43%**	0	-1	+2	-2	+3	0	**+2**

Civil Service People Survey 2016: results by question

	Civil Service benchmark score								Change in score						
	2009	2010	2011	2012	2013	2014	2015	**2016**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	**'15 to '16**
Employee engagement															
B50. I am proud when I tell others I am part of [my organisation]	56%	55%	52%	53%	56%	59%	57%	**59%**	-1	-3	+1	+3	+3	-2	**+2**
B51. I would recommend [my organisation] as a great place to work	48%	42%	43%	46%	45%	49%	47%	**51%**	-6	+1	+3	-1	+4	-2	**+4**
B52. I feel a strong personal attachment to [my organisation]	45%	46%	46%	44%	46%	48%	47%	**48%**	+1	0	-2	+2	+2	-1	**+1**
B53. [My organisation] inspires me to do the best in my job	40%	39%	38%	41%	43%	45%	44%	**46%**	-1	-1	+3	+2	+2	-1	**+2**
B54. [My organisation] motivates me to help it achieve its objectives	38%	36%	36%	38%	40%	43%	42%	**44%**	-2	0	+2	+2	+3	-1	**+2**
Taking action															
B55. I believe that [senior managers] in [my organisation] will take action on the results from this survey	37%	38%	39%	43%	43%	45%	43%	**46%**	+1	+1	+4	0	+2	-2	**+3**
B56. I believe that managers where I work will take action on the results from this survey	45%	46%	49%	52%	54%	55%	55%	**55%**	+1	+3	+3	+2	+1	0	**0**
B57. Where I work, I think effective action has been taken on the results of the last survey [6]	n/a	n/a	29%	32%	33%	35%	33%	**35%**	n/a	n/a	+3	+1	+2	-2	**+2**
Organisational culture [7]															
B58. I am trusted to carry out my job effectively	n/a	n/a	n/a	86%	88%	89%	88%	**88%**	n/a	n/a	n/a	+2	+1	-1	**0**
B59. I believe I would be supported if I try a new idea, even if it may not work	n/a	n/a	n/a	63%	67%	68%	68%	**69%**	n/a	n/a	n/a	+4	+1	0	**+1**
B60. When I talk about [my organisation] I say "we" rather than "they"	n/a	n/a	n/a	69%	67%	68%	70%	**71%**	n/a	n/a	n/a	-2	+1	+2	**+1**
B61. I have some really good friendships at work	n/a	n/a	n/a	73%	76%	76%	76%	**77%**	n/a	n/a	n/a	+3	0	0	**+1**

Civil Service People Survey 2016: results by question

Civil Service benchmark score

Change in score

	2009	2010	2011	2012	2013	2014	2015	**2016**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	**'15 to '16**
Leadership Statement [8]															
B62. [Senior managers] in [my organisation] actively role model the behaviours set out in the Civil Service Leadership Statement	n/a	n/a	n/a	n/a	n/a	n/a	35%	**44%**	n/a	n/a	n/a	n/a	n/a	n/a	**+9**
B63. My manager actively role models the behaviours set out in the Civil Service Leadership Statement	n/a	n/a	n/a	n/a	n/a	n/a	57%	**61%**	n/a	n/a	n/a	n/a	n/a	n/a	**+4**

Civil Service People Survey 2016: results by question

	Civil Service benchmark score								Change in index score						
	2009	2010	2011	2012	2013	2014	2015	**2016**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	**'15 to '16**

Future intentions

C01. Which of the following statements most reflects your current thoughts about working for [your organisation]? [9]

	2009	2010	2011	2012	2013	2014	2015	**2016**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	**'15 to '16**
I want to leave [my organisation] as soon as possible	6%	8%	7%	8%	8%	7%	9%	**8%**	+2	-1	+1	0	-1	+2	**-1**
I want to leave [my organisation] within the next 12 months	11%	11%	11%	12%	13%	14%	15%	**15%**	0	0	+1	+1	+1	+1	**0**
I want to stay working for [my organisation] for at least the next year	28%	26%	27%	29%	30%	31%	32%	**32%**	-2	+1	+2	+1	+1	+1	**0**
I want to stay working for [my organisation] for at least the next three years	55%	55%	54%	52%	48%	47%	43%	**43%**	0	-1	-2	-4	-1	-4	**0**

Civil Service Code

	2009	2010	2011	2012	2013	2014	2015	**2016**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	**'15 to '16**
D01. Are you aware of the Civil Service Code?	75%	81%	86%	88%	89%	90%	91%	**91%**	+6	+5	+2	+1	+1	+1	**0**
D02. Are you aware of how to raise a concern under the Civil Service Code?	44%	53%	59%	63%	64%	64%	66%	**67%**	+9	+6	+4	+1	0	+2	**+1**
D03. Are you confident that if you raise a concern under the Civil Service Code in [your organisation] it would be investigated properly?	58%	62%	64%	67%	67%	69%	68%	**67%**	+4	+2	+3	0	+2	-1	**-1**

Wellbeing [10]

	2009	2010	2011	2012	2013	2014	2015	**2016**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	**'15 to '16**
W01. Overall, how satisfied are you with your life nowadays? (% 7-10) (0=not at all satisfied, 10=completely satisfied)	n/a	n/a	n/a	62%	63%	64%	65%	**66%**	n/a	n/a	n/a	+1	+1	+1	**+1**
W02. Overall, to what extent do you think the things you do in your life are worthwhile? (% 7-10) (0=not at all worthwhile, 10=completely worthwhile)	n/a	n/a	n/a	68%	69%	70%	71%	**71%**	n/a	n/a	n/a	+1	+1	+1	**0**
W03. Overall, how happy did you feel yesterday? (% 7-10) (0=not at all happy, 10=completely happy)	n/a	n/a	n/a	59%	60%	60%	62%	**64%**	n/a	n/a	n/a	+1	0	+2	**+2**
W04. Overall, how anxious did you feel yesterday? (% 0-3) (0=not at all anxious, 10=completely anxious)	n/a	n/a	n/a	51%	50%	50%	50%	**50%**	n/a	n/a	n/a	-1	0	0	**0**

Civil Service People Survey 2016: results by question

Civil Service benchmark score

Change in index score

	2009	2010	2011	2012	2013	2014	2015	**2016**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	**'15 to '16**
Discrimination															
E01. During the past 12 months have you personally experienced discrimination at work?	10%	10%	10%	10%	10%	10%	11%	**12%**	0	0	0	0	0	+1	**+1**

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? *(Asked only of those that said "yes" to question E01, multiple selection was allowed therefore the result is shown as a proportion of those who said yes to E01 and may sum to more than 100%)* [11,12]

	2009	2010	2011	2012	2013	2014	2015	**2016**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	**'15 to '16**
Age	15%	12%	12%	12%	13%	13%	14%	**14%**	-3	0	0	+1	0	+1	**0**
Caring responsibilities	*n/a*	8%	8%	8%	11%	9%	8%	**9%**	*n/a*	0	0	+3	-2	-1	**+1**
Disability	8%	7%	8%	8%	10%	9%	10%	**10%**	-1	+1	0	+2	-1	+1	**0**
Ethnic background	7%	5%	5%	5%	6%	7%	8%	**7%**	-2	0	0	+1	+1	+1	**-1**
Gender	13%	11%	9%	9%	11%	12%	12%	**12%**	-2	-2	0	+2	+1	0	**0**
Gender reassignment or perceived gender	0%	0%	0%	0%	0%	0%	0%	**0%**	0	0	0	0	0	0	**0**
Grade, pay band or responsibility level	*n/a*	32%	35%	36%	32%	33%	33%	**34%**	*n/a*	+3	+1	-4	+1	0	**+1**
Main spoken/written language or language ability	*n/a*	4%	3%	4%	3%	4%	4%	**4%**	*n/a*	-1	+1	-1	+1	0	**0**
Religion or belief	2%	2%	2%	2%	2%	2%	2%	**2%**	0	0	0	0	0	0	**0**
Sexual orientation	2%	2%	2%	2%	2%	2%	2%	**2%**	0	0	0	0	0	0	**0**
Social or educational background	*n/a*	5%	5%	5%	6%	6%	6%	**6%**	*n/a*	0	0	+1	0	0	**0**
Working location	*n/a*	11%	12%	13%	14%	11%	12%	**13%**	*n/a*	+1	+1	+1	-3	+1	**+1**
Working pattern	*n/a*	23%	22%	22%	23%	22%	22%	**21%**	*n/a*	-1	0	+1	-1	0	**-1**
Any other grounds	73%	30%	28%	27%	28%	24%	24%	**24%**	*n/a*	-2	-1	+1	-4	0	**0**
Prefer not to say	*n/a*	11%	11%	12%	10%	10%	10%	**11%**	*n/a*	0	+1	-2	0	0	**+1**

Civil Service People Survey 2016: results by question

Civil Service benchmark score

Change in index score

	2009	2010	2011	2012	2013	2014	2015	**2016**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	**'15 to '16**
Bullying and harassment[13]															
E03. During the past 12 months have you personally experienced bullying or harassment at work?	10%	10%	10%	10%	10%	10%	10%	**11%**	0	0	0	0	0	0	**+1**
E04. Who were you bullied or harassed by at work in the past 12 months? *(Asked only of those that said "yes" to question E03, multiple selection was allowed therefore the result is shown as a proportion of those who said yes to E03 and may sum to more than 100%)* [11]															
A colleague	26%	28%	29%	29%	30%	30%	29%	**28%**	+2	+1	0	+1	0	-1	**-1**
Your manager	31%	28%	28%	27%	29%	30%	28%	**29%**	-3	0	-1	+2	+1	-2	**+1**
Another manager in your part of [your organisation]	24%	23%	23%	24%	25%	25%	26%	**27%**	-1	0	+1	+1	0	+1	**+1**
Someone you manage	4%	4%	4%	4%	4%	4%	4%	**4%**	0	0	0	0	0	0	**0**
Someone who works for another part of [your organisation]	11%	12%	11%	11%	11%	10%	10%	**11%**	+1	-1	0	0	-1	0	**+1**
A member of the public	2%	2%	2%	2%	2%	2%	1%	**2%**	0	0	0	0	0	-1	**+1**
Someone else	3%	3%	3%	3%	4%	4%	4%	**4%**	0	0	0	+1	0	0	**0**
Prefer not to say	14%	16%	17%	16%	14%	14%	14%	**13%**	+2	+1	-1	-2	0	0	**-1**
E05. Did you report the bullying and harassment you experienced? [11]	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	**34%**	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
E06. In your opinion, has this issue been resolved? [11]	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	**20%**	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

Technical notes

The 2016 Civil Service People Survey was conducted across 98 Civil Service organisations. A list of participating organisations is provided on the following page.

The fieldwork for the survey ran from 3rd-31st October, with 97% participating online and 3% completing paper questionnaires.

279,708 participated in the survey, an overall response rate of 65%. Across the 98 participating organisations the median response rate was 78%.

End notes

1. Except for the engagement index (see note 3) the result for each of the headline themes is calculated as the percentage of "strongly agree" or "agree" responses to all questions in that theme.

2. The change in the benchmark score is calculated simply as the later year's benchmark score minus the preceding year's benchmark score. This calculation is based on the rounded figures published in this report.

3. The employee engagement index is calculated as a weighted average of the responses to the five employee engagement questions (B50-B54) and ranges from 0% to 100%. A score of 0% represents all respondents giving a rating of "strongly disagree" to all five questions. A score of 100% represents all respondents giving a rating of "strongly agree" to all five questions.

4. The scores for questions B01-B63 are based on the proportion responding "strongly agree" or "agree". For questions D01-D03, E01 and E03 the score is based on the proportion responding "yes".

5. Phrases in square brackets (e.g. [my organisation]) are used in the core questionnaire to indicate where participating organisations use the relevant local terms (e.g. 'the Cabinet Office' in place of [my/your organisation] or 'Senior Civil Servants' in place of [senior managers]).

6. Question B57 was added to the core questionnaire in 2011 and therefore no benchmark score for 2009 or 2010 is available.

7. In 2012 five new questions on organisational culture were added to the core questionnaire to help measure further aspects of the culture of our organisations. One of the questions was removed in 2016 as stakeholder feedback suggested that it offered little insight and removing it would reduce questionnaire length while having minimal impact on the time series.

8. In 2015 eight questions related to the Leadership Statement were added to measure perceptions of the behavioural expectations and values to be demonstrated by all Civil Service leaders. This section was reduced to two questions in 2016 as analysis of the 2015 results revealed that respondents tend to answer all questions about their manager in the same way and all questions about senior managers in the same way, meaning we could reduce the length of the section, without losing insight.

9. Question C01 has four response options and respondents can only select one of the four options. The benchmark score is the median proportion of responses to each option.

10. Following a pilot in 2011, the 2012 Civil Service People Survey questionnaire also included the four subjective wellbeing questions asked by the ONS in the Annual Population Survey as part of their Measuring National Wellbeing programme.

11. Question E02 was only asked to those who had responded "yes" to question E01: questions E04, E05 and E06 were only asked to those who had responded "yes" to question E03. The scores for questions E02 and E04 are the number of responses to that category as a percentage of those who had said "yes" to the previous question. As respondents were able to select more than one category the scores may sum to more than 100% and the proportions for individual categories cannot be combined.

12. In CSPS 2010 an additional seven response options were added to question E02, therefore there is no data for these categories for 2009. The addition of these categories also means that the results for "Any other grounds" cannot be compared between 2009 and 2010.

13. Two new questions on bullying and harassment (E05 and E06) were added to the questionnaire in 2016. These were added to help understand whether issues had been reported and/or resolved.

Participating organisations

Attorney General's departments
  Attorney General's Office
  Crown Prosecution Service
  HM Crown Prosecution Service Inspectorate
  Serious Fraud Office

Business, Energy & Industrial Strategy
  Department for Business, Energy & Industrial
    Strategy (excluding agencies)
  Acas
  Companies House
  Competition and Markets Authority
  Intellectual Property Office
  Land Registry
  Met Office
  The Insolvency Service

Cabinet Office
  Cabinet Office (excluding agencies)
  Crown Commercial Service
  Civil Service HR

Charity Commission

Communities and Local Government
  Department for Communities and Local
    Government (excluding agencies)
  Planning Inspectorate

Culture, Media & Sport
  Department for Culture, Media & Sport
    (excluding agencies)
  The Royal Parks
  The National Archives

Defence
  Ministry of Defence
  Defence Equipment & Support
  Defence Electronics and Components Agency
  Dstl
  UK Hydrographic Office

Department for Exiting the European Union

Department for International Development

Department for International Trade

Education[1]
  Department for Education
  Skills Funding Agency

Environment, Food & Rural Affairs
  Department for Environment, Food & Rural
    Affairs (excluding agencies)
  Animal and Plant Health Agency
  Centre for Environment, Fisheries and
    Aquaculture Science
  Rural Payments Agency
  Veterinary Medicines Directorate

Estyn

Food Standards Agency

Foreign & Commonwealth Office
  Foreign & Commonwealth Office (excluding
    agencies)
  FCO Services
  Wilton Park

Government Actuary's Department

Government Legal Department

Health
  Department of Health (excluding agencies)
  Medicines and Healthcare products Regulatory
    Agency
  Public Health England

HM Inspectorate of Constabulary

HM Revenue & Customs
  HM Revenue & Customs
  Valuation Office Agency

HM Treasury and Chancellor's departments
  HM Treasury
  Government Internal Audit Agency
  UK Debt Management Office

Home Office[2]
  Home Office: Policy and Enablers
  Home Office: Border Force
  Home Office: Immigration Enforcement
  Home Office: UK Visas and Immigration
  HM Passport Office

Justice[2]
  Ministry of Justice (excluding agencies)
  Criminal Injuries Compensation Authority
  HM Courts and Tribunals Service
  HM Prison Service
  Legal Aid Agency
  MoJ Arms Length Bodies
  National Offender Management Service (HQ)
  National Probation Service
  Office of the Public Guardian

National Crime Agency

National Savings and Investments

Office of Rail and Road

Ofgem

Ofqual

Ofsted

Scottish Government
  Scottish Government (excluding agencies)
  Accountant in Bankruptcy
  Crown Office and Procurator Fiscal Service
  Disclosure Scotland
  Education Scotland
  Food Standards Scotland
  National Records of Scotland
  Office of the Scottish Charity Regulator
  Registers of Scotland
  Revenue Scotland
  Scottish Courts and Tribunal Service
  Scottish Prison Service
  Scottish Public Pensions Agency
  Student Awards Agency for Scotland
  Transport Scotland

**Scotland Office, Office of the Advocate
  General, Wales Office and Northern Ireland
  Office[1]**

Transport
  Department for Transport (excluding agencies)
  Driver and Vehicle Licensing Agency
  Driver and Vehicle Standards Agency
  Maritime and Coastguard Agency
  Vehicle Certification Agency

UK Export Finance

UK Statistics Authority[2]
  UK Statistics Authority
  Office for National Statistics

Work and Pensions
  Department for Work and Pensions
  Health and Safety Executive

Notes

1. The following sets of organisations participate
   in a 'joint-survey', that is where all the
   organisations take part in the same version of
   the Civil Service People Survey and therefore
   are treated as one organisation for analysis
   and reporting of the survey results.
   - The Department for Education and its
     executive agencies (with the exception of
     Skills Funding Agency)
   - The Scotland Office and Office of the
     Advocate General, the Wales Office, and
     the Northern Ireland Office

2. The operational directorates of these
   organisations undertake their own versions of
   the Civil Service People Survey and therefore
   are treated as separate organisations for
   analysis and reporting of the survey results.
   However, combined scores for the 'Home
   Office Group', 'Ministry of Justice (including
   agencies)' and 'UK Statistics Authority
   (including ONS)', which contain all directorates
   are also presented.