



Cabinet Office

Civil Service People Survey 2017

Civil Service benchmark scores

November 2017

CSPS 2017: Summary of findings

Overall, scores for the 2017 Civil Service People Survey (CSPS) were similar to last year.

The Employee Engagement Index stands at 61% (an increase of two percentage points since 2016).

There have been increases in eight of the theme scores that drive employee engagement and a decrease in one.

There were **294,905** respondents to the People Survey in 2017, across 98 organisations: an overall response rate of **67%**.

This is 15,197 more responses than in 2016, when there were 279,708 responses, and there was an overall response rate of 65%.



*Small changes have been made to the questions that underlie this theme score: see Annex A for more information (page 14).

CSPS 2017: Civil Service benchmark results

This report shows the benchmark scores from the Civil Service People Survey (CSPS) from 2009 to 2017.

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 2017 survey.

	Civil Service benchmark score ¹									Change in benchmark score ²							
	2009	2010	2011	2012	2013	2014	2015	2016	2017	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17
Employee engagement index ³	58%	56%	56%	58%	58%	59%	58%	59%	61%	-2	0	+2	0	+1	-1	+1	+2
My work	75%	71%	71%	73%	74%	75%	74%	75%	76%	-4	0	+2	+1	+1	-1	+1	+1
Organisational objectives and purpose*	80%	80%	80%	81%	81%	82%	81%	81%	82%	0	0	+1	0	+1	-1	0	+1
My manager	64%	64%	64%	66%	67%	67%	68%	68%	70%	0	0	+2	+1	0	+1	0	+2
My team	76%	77%	77%	78%	79%	79%	80%	80%	81%	+1	0	+1	+1	0	+1	0	+1
Learning and development	50%	43%	43%	44%	47%	49%	49%	50%	53%	-7	0	+1	+3	+2	0	+1	+3
Inclusion and fair treatment	74%	73%	73%	75%	74%	75%	74%	76%	77%	-1	0	+2	-1	+1	-1	+2	+1
Resources and workload*	70%	72%	71%	72%	72%	72%	71%	71%	72%	+2	-1	+1	0	0	-1	0	+1
Pay and benefits	37%	37%	31%	30%	29%	28%	30%	31%	30%	0	-6	-1	-1	-1	+2	+1	-1
Leadership and managing change*	37%	37%	37%	41%	41%	43%	42%	43%	47%	0	0	+4	0	+2	-1	+1	+4

*Small changes have been made to the questions that underlie this theme score: see Annex A for more information (page 14).

Civil Service People Survey 2017: results by question

Civil Service benchmark score ⁴

Change in score

	2009	2010	2011	2012	2013	2014	2015	2016	2017	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17
My work																	
B01. I am interested in my work	90%	89%	89%	89%	89%	89%	89%	90%	90%	-1	0	0	0	0	0	+1	0
B02. I am sufficiently challenged by my work	76%	73%	75%	76%	78%	79%	79%	80%	81%	-3	+2	+1	+2	+1	0	+1	+1
B03. My work gives me a sense of personal accomplishment	74%	72%	72%	73%	75%	76%	75%	75%	77%	-2	0	+1	+2	+1	-1	0	+2
B04. I feel involved in the decisions that affect my work	56%	49%	49%	53%	54%	56%	56%	57%	58%	-7	0	+4	+1	+2	0	+1	+1
B05. I have a choice in deciding how I do my work	72%	70%	71%	72%	72%	74%	73%	74%	75%	-2	+1	+1	0	+2	-1	+1	+1
Organisational objectives and purpose																	
B06. I have a clear understanding of [my organisation's] objectives	78%	78%	79%	79%	80%	81%	79%	80%	81%	0	+1	0	+1	+1	-2	+1	+1
B07. I understand how my work contributes to [my organisation's] objectives	82%	80%	81%	82%	83%	83%	83%	83%	83%	-2	+1	+1	+1	0	0	0	0
My manager																	
B08. My manager motivates me to be more effective in my job	61%	62%	63%	66%	65%	68%	68%	69%	70%	+1	+1	+3	-1	+3	0	+1	+1
B09. My manager is considerate of my life outside work	77%	78%	79%	81%	80%	81%	82%	83%	84%	+1	+1	+2	-1	+1	+1	+1	+1
B10. My manager is open to my ideas	78%	77%	79%	79%	79%	80%	81%	81%	82%	-1	+2	0	0	+1	+1	0	+1
B11. My manager helps me to understand how I contribute to [my organisation's] objectives	59%	58%	58%	61%	62%	64%	63%	65%	66%	-1	0	+3	+1	+2	-1	+2	+1
B12. Overall, I have confidence in the decisions made by my manager	70%	69%	71%	71%	71%	73%	72%	73%	74%	-1	+2	0	0	+2	-1	+1	+1
B13. My manager recognises when I have done my job well	76%	77%	76%	77%	77%	77%	79%	78%	79%	+1	-1	+1	0	0	+2	-1	+1
B14. I receive regular feedback on my performance	60%	60%	60%	63%	64%	65%	67%	66%	68%	0	0	+3	+1	+1	+2	-1	+2
B15. The feedback I receive helps me to improve my performance	57%	57%	58%	60%	60%	61%	61%	62%	63%	0	+1	+2	0	+1	0	+1	+1
B16. I think that my performance is evaluated fairly	63%	62%	62%	62%	63%	63%	62%	63%	65%	-1	0	0	+1	0	-1	+1	+2
B17. Poor performance is dealt with effectively in my team	38%	37%	37%	37%	38%	39%	39%	39%	40%	-1	0	0	+1	+1	0	0	+1

Civil Service People Survey 2017: results by question

	Civil Service benchmark score									Change in score							
	2009	2010	2011	2012	2013	2014	2015	2016	2017	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17
My team																	
B18. 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%	85%	0	-1	+1	+1	0	0	0	+1
B19. The people in my team work together to find ways to improve the service we provide	79%	78%	78%	79%	80%	80%	80%	82%	83%	-1	0	+1	+1	0	0	+2	+1
B20. 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%	75%	+2	-1	+2	+2	+1	0	0	+1
Learning and development																	
B21. I am able to access the right learning and development opportunities when I need to	63%	55%	54%	58%	61%	62%	63%	61%	63%	-8	-1	+4	+3	+1	+1	-2	+2
B22. 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%	52%	-3	-3	+1	+2	+3	+1	-1	+1
B23. There are opportunities for me to develop my career in [my organisation]	39%	28%	31%	35%	38%	42%	41%	43%	47%	-11	+3	+4	+3	+4	-1	+2	+4
B24. 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%	47%	-3	-1	0	+2	+1	+1	0	+3
Inclusion and fair treatment																	
B25. I am treated fairly at work	79%	78%	78%	78%	78%	79%	78%	79%	80%	-1	0	0	0	+1	-1	+1	+1
B26. I am treated with respect by the people I work with	85%	84%	84%	84%	84%	84%	85%	84%	85%	-1	0	0	0	0	+1	-1	+1
B27. I feel valued for the work I do	62%	60%	59%	62%	63%	65%	64%	65%	66%	-2	-1	+3	+1	+2	-1	+1	+1
B28. I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	71%	71%	70%	71%	72%	74%	72%	74%	76%	0	-1	+1	+1	+2	-2	+2	+2
Resources and workload																	
B29. I get the information I need to do my job well	63%	67%	67%	68%	69%	70%	69%	69%	70%	+4	0	+1	+1	+1	-1	0	+1
B30. I have clear work objectives	72%	74%	74%	75%	75%	76%	75%	75%	75%	+2	0	+1	0	+1	-1	0	0
B31. I have the skills I need to do my job effectively	87%	88%	88%	88%	88%	89%	88%	89%	88%	+1	0	0	0	+1	-1	+1	-1
B32. I have the tools I need to do my job effectively	72%	72%	70%	72%	71%	72%	69%	70%	70%	0	-2	+2	-1	+1	-3	+1	0
B33. I have an acceptable workload	60%	62%	61%	60%	60%	59%	59%	58%	61%	+2	-1	-1	0	-1	0	-1	+3
B34. I achieve a good balance between my work life and my private life	68%	70%	67%	68%	68%	66%	67%	67%	68%	+2	-3	+1	0	-2	+1	0	+1

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Pay and benefits																	
B35. I feel that my pay adequately reflects my performance	36%	38%	32%	31%	29%	29%	31%	32%	30%	+2	-6	-1	-2	0	+2	+1	-2
B36. I am satisfied with the total benefits package	44%	39%	34%	33%	32%	32%	33%	34%	34%	-5	-5	-1	-1	0	+1	+1	0
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable	33%	31%	27%	26%	25%	24%	25%	27%	25%	-2	-4	-1	-1	-1	+1	+2	-2
Leadership and managing change																	
B38. [Senior managers] in [my organisation] are sufficiently visible	45%	45%	46%	48%	51%	53%	53%	55%	60%	0	+1	+2	+3	+2	0	+2	+5
B39. I believe the actions of [senior managers] are consistent with [my organisation's] values	39%	39%	39%	42%	43%	47%	45%	49%	54%	0	0	+3	+1	+4	-2	+4	+5
B40. I believe that [the board has] a clear vision for the future of [my organisation]	36%	35%	39%	40%	42%	45%	42%	43%	49%	-1	+4	+1	+2	+3	-3	+1	+6
B41. Overall, I have confidence in the decisions made by [my organisation's senior managers]	36%	36%	36%	39%	41%	44%	42%	44%	49%	0	0	+3	+2	+3	-2	+2	+5
B42. I feel that change is managed well in [my organisation]	27%	27%	27%	29%	29%	31%	30%	29%	33%	0	0	+2	0	+2	-1	-1	+4
B43. When changes are made in [my organisation] they are usually for the better	25%	23%	23%	25%	27%	30%	27%	30%	33%	-2	0	+2	+2	+3	-3	+3	+3
B44. [My organisation] keeps me informed about matters that affect me	56%	54%	55%	56%	58%	58%	56%	56%	58%	-2	+1	+1	+2	0	-2	0	+2
B45. I have the opportunity to contribute my views before decisions are made that affect me	34%	32%	36%	36%	36%	36%	36%	38%	39%	-2	+4	0	0	0	0	+2	+1
B46. I think it is safe to challenge the way things are done in [my organisation]	39%	39%	38%	40%	38%	41%	41%	43%	46%	0	-1	+2	-2	+3	0	+2	+3

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Employee engagement																	
B47. I am proud when I tell others I am part of [my organisation]	56%	55%	52%	53%	56%	59%	57%	59%	62%	-1	-3	+1	+3	+3	-2	+2	+3
B48. I would recommend [my organisation] as a great place to work	48%	42%	43%	46%	45%	49%	47%	51%	55%	-6	+1	+3	-1	+4	-2	+4	+4
B49. I feel a strong personal attachment to [my organisation]	45%	46%	46%	44%	46%	48%	47%	48%	49%	+1	0	-2	+2	+2	-1	+1	+1
B50. [My organisation] inspires me to do the best in my job	40%	39%	38%	41%	43%	45%	44%	46%	48%	-1	-1	+3	+2	+2	-1	+2	+2
B51. [My organisation] motivates me to help it achieve its objectives	38%	36%	36%	38%	40%	43%	42%	44%	46%	-2	0	+2	+2	+3	-1	+2	+2
Taking action																	
B52. 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%	50%	+1	+1	+4	0	+2	-2	+3	+4
B53. Where I work, I think effective action has been taken on the results of the last survey ⁶	<i>n/a</i>	<i>n/a</i>	29%	32%	33%	35%	33%	35%	36%	<i>n/a</i>	<i>n/a</i>	+3	+1	+2	-2	+2	+1
Organisational culture ^{7, 14}																	
B54. I am trusted to carry out my job effectively	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	86%	88%	89%	88%	88%	89%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	+2	+1	-1	0	+1
B55. I believe I would be supported if I try a new idea, even if it may not work	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	63%	67%	68%	68%	69%	71%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	+4	+1	0	+1	+2
B56. In [my organisation], people are encouraged to speak up when they identify a serious policy or delivery risk	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	66%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
B57. I feel able to challenge inappropriate behaviour in the workplace	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	63%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
B58. [My organisation] is committed to creating a diverse and inclusive workplace	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	74%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>

Civil Service People Survey 2017: results by question

	Civil Service benchmark score									Change in score							
	2009	2010	2011	2012	2013	2014	2015	2016	2017	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17
Leadership Statement ⁸																	
B59. [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%	47%	n/a	n/a	n/a	n/a	n/a	n/a	+9	+3
B60. 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%	66%	n/a	n/a	n/a	n/a	n/a	n/a	+4	+5
Civil Service Vision ¹⁴																	
B61. I am aware of the Civil Service vision for 'A Brilliant Civil Service'	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	43%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
B62. I understand how my work contributes to helping us become 'A Brilliant Civil Service'	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	37%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Civil Service People Survey 2017: results by question

Civil Service benchmark score

Change in index score

	2009	2010	2011	2012	2013	2014	2015	2016	2017	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17
Future intentions																	
C01. Which of the following statements most reflects your current thoughts about working for [your organisation]? ⁹																	
<i>I want to leave [my organisation] as soon as possible</i>	6%	8%	7%	8%	8%	7%	9%	8%	8%	+2	-1	+1	0	-1	+2	-1	0
<i>I want to leave [my organisation] within the next 12 months</i>	11%	11%	11%	12%	13%	14%	15%	15%	15%	0	0	+1	+1	+1	+1	0	0
<i>I want to stay working for [my organisation] for at least the next year</i>	28%	26%	27%	29%	30%	31%	32%	32%	34%	-2	+1	+2	+1	+1	+1	0	+2
<i>I want to stay working for [my organisation] for at least the next three years</i>	55%	55%	54%	52%	48%	47%	43%	43%	44%	0	-1	-2	-4	-1	-4	0	+1
Civil Service Code																	
D01. Are you aware of the Civil Service Code?	75%	81%	86%	88%	89%	90%	91%	91%	92%	+6	+5	+2	+1	+1	+1	0	+1
D02. Are you aware of how to raise a concern under the Civil Service Code?	44%	53%	59%	63%	64%	64%	66%	67%	68%	+9	+6	+4	+1	0	+2	+1	+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%	70%	+4	+2	+3	0	+2	-1	-1	+3
Wellbeing ¹⁰																	
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%	66%	n/a	n/a	n/a	+1	+1	+1	+1	0
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%	71%	n/a	n/a	n/a	+1	+1	+1	0	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%	63%	n/a	n/a	n/a	+1	0	+2	+2	-1
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%	49%	n/a	n/a	n/a	-1	0	0	0	-1

Civil Service People Survey 2017: results by question

Civil Service benchmark score

Change in index score

	2009	2010	2011	2012	2013	2014	2015	2016	2017	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17
Discrimination																	
E01. During the past 12 months have you personally experienced discrimination at work?	10%	10%	10%	10%	10%	10%	11%	12%	12%	0	0	0	0	0	+1	+1	0
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}																	
Age	15%	12%	12%	12%	13%	13%	14%	14%	15%	-3	0	0	+1	0	+1	0	+1
Caring responsibilities	n/a	8%	8%	8%	11%	9%	8%	9%	9%	n/a	0	0	+3	-2	-1	+1	0
Disability	8%	7%	8%	8%	10%	9%	10%	10%	10%	-1	+1	0	+2	-1	+1	0	0
Ethnic background	7%	5%	5%	5%	6%	7%	8%	7%	8%	-2	0	0	+1	+1	+1	-1	+1
Gender	13%	11%	9%	9%	11%	12%	12%	12%	15%	-2	-2	0	+2	+1	0	0	+3
Gender reassignment or perceived gender	0%	0%	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%	34%	n/a	+3	+1	-4	+1	0	+1	0
Main spoken/written language or language ability	n/a	4%	3%	4%	3%	4%	4%	4%	4%	n/a	-1	+1	-1	+1	0	0	0
Religion or belief	2%	2%	2%	2%	2%	2%	2%	2%	3%	0	0	0	0	0	0	0	+1
Sexual orientation	2%	2%	2%	2%	2%	2%	2%	2%	2%	0	0	0	0	0	0	0	0
Social or educational background	n/a	5%	5%	5%	6%	6%	6%	6%	6%	n/a	0	0	+1	0	0	0	0
Working location	n/a	11%	12%	13%	14%	11%	12%	13%	12%	n/a	+1	+1	+1	-3	+1	+1	-1
Working pattern	n/a	23%	22%	22%	23%	22%	22%	21%	20%	n/a	-1	0	+1	-1	0	-1	-1
Any other grounds	73%	30%	28%	27%	28%	24%	24%	24%	24%	n/a	-2	-1	+1	-4	0	0	0
Prefer not to say	n/a	11%	11%	12%	10%	10%	10%	11%	11%	n/a	0	+1	-2	0	0	+1	0

Civil Service People Survey 2017: results by question

Civil Service benchmark score

Change in index score

	2009	2010	2011	2012	2013	2014	2015	2016	2017	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17
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%	11%	0	0	0	0	0	0	+1	0
E04. Who were you bullied or harassed by at work in the past 12 months? <i>(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%)</i> ¹¹																	
<i>A colleague</i>	26%	28%	29%	29%	30%	30%	29%	28%	32%	+2	+1	0	+1	0	-1	-1	+4
<i>Your manager</i>	31%	28%	28%	27%	29%	30%	28%	29%	26%	-3	0	-1	+2	+1	-2	+1	-3
<i>Another manager in your part of [your organisation]</i>	24%	23%	23%	24%	25%	25%	26%	27%	26%	-1	0	+1	+1	0	+1	+1	-1
<i>Someone you manage</i>	4%	4%	4%	4%	4%	4%	4%	4%	4%	0	0	0	0	0	0	0	0
<i>Someone who works for another part of [your organisation]</i>	11%	12%	11%	11%	11%	10%	10%	11%	12%	+1	-1	0	0	-1	0	+1	+1
<i>A member of the public</i>	2%	2%	2%	2%	2%	2%	1%	2%	1%	0	0	0	0	0	-1	+1	-1
<i>Someone else</i>	3%	3%	3%	3%	4%	4%	4%	4%	4%	0	0	0	+1	0	0	0	0
<i>Prefer not to say</i>	14%	16%	17%	16%	14%	14%	14%	13%	14%	+2	+1	-1	-2	0	0	-1	+1
E05. Did you report the bullying and harassment you experienced? ¹¹	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	34%	36%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	+2
E06. In your opinion, has this issue been resolved? ¹¹	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	20%	20%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	0

Technical notes

The 2017 Civil Service People Survey was conducted across 98 Civil Service organisations. A list of participating organisations is provided on page 13.

The fieldwork for the survey ran from 2nd-31st October, with 98% participating online and 2% completing paper questionnaires.

294,905 people participated in the survey, an overall response rate of 67%. Across the 98 participating organisations the median response rate was 80%.

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 (B47-B51) 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-B62 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 B53 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 CSPA 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.
14. In CSPA 2017 six questions were removed from the core questionnaire (B06, B30, B40, B56, B60, B61 in the 2016 survey), after consultation with participating organisations. Three new questions about organisational culture (B56-B58) and two questions about the Civil Service Vision (B61, B62) have been added. See Annex A for details on how these changes have affected theme scores.

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

Digital, Culture, Media & Sport

Department for Digital, Culture, Media & Sport (excluding agencies)
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

Education¹

Department for Education

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 and Fire & Rescue Services

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 Office²

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

Justice²

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

National Crime Agency

National Savings and Investments

Office of Rail and Road

Ofgem

Oqual

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 Housing Regulator
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 Office¹

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 Authority²

UK Statistics Authority
Office for National Statistics

Welsh Government

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
 - 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.

ANNEX A: Changes to People Survey theme scores in 2017

Small changes have been made to three of the headline indicators in 2017. These three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are now based on one fewer question than in previous years.

This Annex shows the impact of these changes, comparing benchmark theme scores reported in 2009-2016, with scores for all years that have been adjusted to reflect changes to question lists in 2017.

Recalculated theme scores based on revised question lists tend to be slightly lower than scores from previous years. The maximum difference is 2pp. The trends in theme scores over time remain very similar.

The questions that have been removed from these themes in 2017 are:

- I have a clear understanding of [my organisation's] purpose (Organisational objectives and purpose theme);
- In my job, I am clear what is expected of me (Resources and workload theme);
- I feel that [my organisation] as a whole is managed well (Leadership and managing change theme).

These questions were identified as suitable for removal, in consultation with participating organisations. Their removal has allowed the addition of new questions elsewhere in the survey, which help the survey to continue to meet business needs.

Adjusted Civil Service benchmark scores for 2009-2016

	2009	2010	2011	2012	2013	2014	2015	2016
Organisational objectives and purpose	80%	80%	80%	81%	81%	82%	81%	81%
Resources and workload	70%	72%	71%	72%	72%	72%	71%	71%
Leadership and managing change	37%	37%	37%	41%	41%	43%	42%	43%

Change in benchmark score

	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16
Organisational objectives and purpose	0	0	+1	0	+1	-1	0
Resources and workload	+2	-1	+1	0	0	-1	0
Leadership and managing change	0	0	+4	0	+2	-1	+1

Benchmark scores reported in previous years

	2009	2010	2011	2012	2013	2014	2015	2016
Organisational objectives and purpose	81%	81%	81%	82%	82%	83%	83%	83%
Resources and workload	72%	73%	73%	74%	74%	74%	73%	73%
Leadership and managing change	38%	37%	38%	41%	42%	43%	43%	43%

Change in benchmark score

	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16
Organisational objectives and purpose	0	0	+1	0	+1	0	0
Resources and workload	+1	0	+1	0	0	-1	0
Leadership and managing change	-1	+1	+3	+1	+1	0	0

Difference between adjusted and previous scores

	2009	2010	2011	2012	2013	2014	2015	2016
Organisational objectives and purpose	-1	-1	-1	-1	-1	-1	-2	-2
Resources and workload	-2	-1	-2	-2	-2	-2	-2	-2
Leadership and managing change	-1	0	-1	0	-1	0	-1	0

Difference between changes in benchmark scores

	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16
Organisational objectives and purpose	0	0	0	0	0	-1	0
Resources and workload	+1	-1	0	0	0	0	0
Leadership and managing change	+1	-1	+1	-1	+1	-1	+1

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