

Returns : 2,496

Response rate : 59%

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

57%

Difference from previous survey +1 


Difference from CS2017 -4 


Difference from CS High Performers -8 

My work

68% 

Difference from previous survey +2 


Difference from CS2017 -8 


Difference from CS High Performers -11 

Organisational objectives and purpose

83% 


Difference from previous survey 0


Difference from CS2017 +1 


Difference from CS High Performers -4 

My manager

67% 


Difference from previous survey +3 


Difference from CS2017 -3 


Difference from CS High Performers -5 

My team


83% 


Difference from previous survey +2 

Difference from CS2017 +2 


Difference from CS High Performers -1 

Learning and development

53% 

Difference from previous survey +7 


Difference from CS2017 0


Difference from CS High Performers -5 

Inclusion and fair treatment

71% 

Difference from previous survey +2 

Difference from CS2017 -5 


Difference from CS High Performers -9 

Resources and workload

73% 


Difference from previous survey -1


Difference from CS2017 +1


Difference from CS High Performers -2 

Pay and benefits

24% 


Difference from previous survey -3 


Difference from CS2017 -6 


Difference from CS High Performers -12 

Leadership and managing change

43% 

Difference from previous survey +3 

Difference from CS2017 -4 

Difference from CS High Performers -9 



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		43%	+3 ◇	-4 ◇	-9 ◇
My work		68%	+2 ◇	-8 ◇	-11 ◇
My manager		67%	+3 ◇	-3 ◇	-5 ◇
Resources and workload		73%	-1	+1	-2 ◇
Learning and development		53%	+7 ◇	0	-5 ◇
Pay and benefits		24%	-3 ◇	-6 ◇	-12 ◇
Organisational objectives and purpose		83%	0	+1 ◇	-4 ◇
My team		83%	+2 ◇	+2 ◇	-1 ◇
Inclusion and fair treatment		71%	+2 ◇	-5 ◇	-9 ◇



Strength of association with engagement

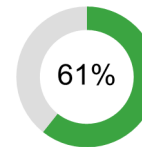


Statistically significant difference from comparison

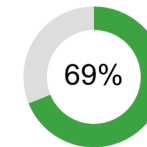
Wellbeing



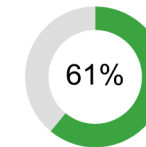
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



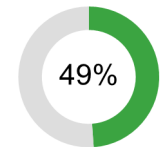
W01. Overall, how satisfied are you with your life nowadays?



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?

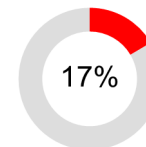


W04. Overall, how anxious did you feel yesterday?

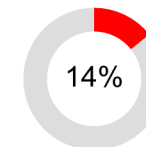
Discrimination, bullying and harassment



% 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
B01 I am interested in my work	 87%	B53 Where I work, I think effective action has been taken on the results of the last survey  34%		B35 I feel that my pay adequately reflects my performance  61%	
B54 I am trusted to carry out my job effectively	 87%	B59 Senior managers in our organisation actively model the behaviours set out in the Civil Service Leadership Statement  34%		B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable  60%	
B18 The people in my team can be relied upon to help when things get difficult in my job	 86%	B51 Our organisation motivates me to help it achieve its objectives  32%		B36 I am satisfied with the total benefits package  52%	
B31 I have the skills I need to do my job effectively	 85%	B47 I am proud when I tell others I am part of our organisation  31%		B45 I have the opportunity to contribute my views before decisions are made that affect me  43%	
B07 I understand how my work contributes to our organisation's objectives	 84%	B50 Our organisation inspires me to do the best in my job  31%		B42 I feel that change is managed well in our organisation  39%	



All questions by theme

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

My work

68%

+2 ◆

Difference
from
previous
survey



Strength of
association
with
engagement

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

34

53

7

1

87%

0

-3 ◆

-5 ◆

B02 I am sufficiently challenged by my work

28

48

11

10

75%

+3 ◆

-5 ◆

-8 ◆

B03 My work gives me a sense of personal accomplishment

23

49

15

10

72%

+2 ◆

-4 ◆

-7 ◆

B04 I feel involved in the decisions that affect my work

13

35

19

22

11

48%

+2 ◆

-10 ◆

-16 ◆

B05 I have a choice in deciding how I do my work

17

41

19

14

8

58%

+3 ◆

-17 ◆

-22 ◆

Organisational objectives and purpose*

83%

0

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

B06 I have a clear understanding of our organisation's objectives

24

57

10

6

81%

-1

+1

-5 ◆

B07 I understand how my work contributes to our organisation's objectives

27

57

10

1

84%

0

+1 ◆

-3 ◆



All questions by theme

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

My manager

67%

+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

B08	My manager motivates me to be more effective in my job	24	43	17	10	5	68%	+3 ◆	-2 ◆	-7 ◆
B09	My manager is considerate of my life outside work	34	41	14	6	5	76%	+2 ◆	-8 ◆	-11 ◆
B10	My manager is open to my ideas	31	45	14	6	5	76%	+1	-6 ◆	-8 ◆
B11	My manager helps me to understand how I contribute to our organisation's objectives	23	45	19	9	5	68%	+1	+2 ◆	-3 ◆
B12	Overall, I have confidence in the decisions made by my manager	27	43	16	9	5	70%	+2 ◆	-4 ◆	-9 ◆
B13	My manager recognises when I have done my job well	31	46	12	8	5	77%	+2 ◆	-2 ◆	-6 ◆
B14	I receive regular feedback on my performance	24	45	13	13	5	69%	+3 ◆	+1	-4 ◆
B15	The feedback I receive helps me to improve my performance	22	42	20	11	5	64%	+4 ◆	0	-4 ◆
B16	I think that my performance is evaluated fairly	20	42	19	12	7	62%	+8 ◆	-3 ◆	-8 ◆
B17	Poor performance is dealt with effectively in my team	10	32	30	15	12	42%	+3 ◆	+2 ◆	-2 ◆



All questions by theme

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

My team

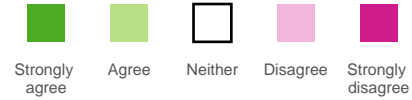
83%

+2 ✧

Difference
from
previous
survey



Strength of
association
with
engagement



% 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	38	48	7	5	86%	+1	+1 ✧	-1 ✧
B19	The people in my team work together to find ways to improve the service we provide	36	48	10	5	84%	+1	+1 ✧	-1 ✧
B20	The people in my team are encouraged to come up with new and better ways of doing things	31	47	13	6	78%	+3 ✧	+3 ✧	-1 ✧

Learning and development

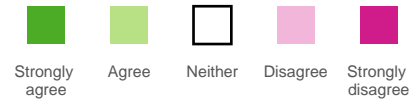
53%

+7 ✧

Difference
from
previous
survey



Strength of
association
with
engagement



B21	I am able to access the right learning and development opportunities when I need to	13	51	20	13	63%	+6 ✧	0	-6 ✧
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	42	25	14	56%	+8 ✧	+3 ✧	-2 ✧
B23	There are opportunities for me to develop my career in our organisation	12	38	24	17	49%	+10 ✧	+3 ✧	-6 ✧
B24	Learning and development activities I have completed while working for our organisation are helping me to develop my career	11	32	30	20	42%	+6 ✧	-4 ✧	-9 ✧



All questions by theme

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

Inclusion and fair treatment

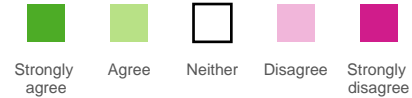
71%

+2 ♦

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B25 I am treated fairly at work



73%

+2 ♦

-7 ♦

-11 ♦

B26 I am treated with respect by the people I work with



81%

0

-4 ♦

-6 ♦

B27 I feel valued for the work I do



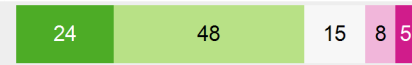
58%

+3 ♦

-7 ♦

-13 ♦

B28 I think that our organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)



72%

+2 ♦

-4 ♦

-7 ♦

Resources and workload*

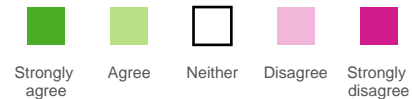
73%

-1

Difference from previous survey

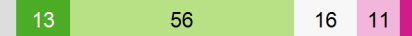


Strength of association with engagement



*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

B29 I get the information I need to do my job well



69%

0

0

-5 ♦

B30 I have clear work objectives



78%

0

+3 ♦

-2 ♦

B31 I have the skills I need to do my job effectively



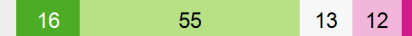
85%

-1

-3 ♦

-6 ♦

B32 I have the tools I need to do my job effectively



71%

-1

+1

-6 ♦

B33 I have an acceptable workload



65%

-1

+4 ♦

-2 ♦

B34 I achieve a good balance between my work life and my private life



69%

-2 ♦

+1 ♦

-4 ♦



All questions by theme

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Pay and benefits

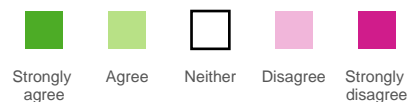
24%

-3

◆ Difference from previous survey



Strength of association with engagement



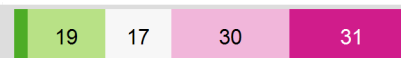
% Positive

Difference from previous survey

Difference from CS2017

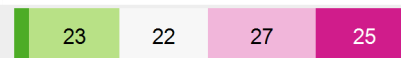
Difference from CS High Performers

B35 I feel that my pay adequately reflects my performance



23% -5 ◆ -8 ◆ -14 ◆

B36 I am satisfied with the total benefits package



26% 0 -7 ◆ -14 ◆

B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable



23% -3 ◆ -3 ◆ -10 ◆

Leadership and managing change*

43%

+3

◆ Difference from previous survey

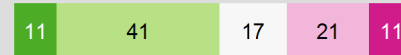


Strength of association with engagement



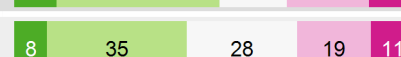
*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

B38 Senior managers in our organisation are sufficiently visible



51% +3 ◆ -9 ◆ -17 ◆

B39 I believe the actions of senior managers are consistent with our organisation's values



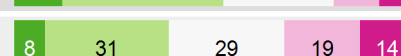
43% +3 ◆ -11 ◆ -17 ◆

B40 I believe that our Directors have a clear vision for the future of our organisation



52% +2 ◆ +4 ◆ -2 ◆

B41 Overall, I have confidence in the decisions made by our organisation's senior managers



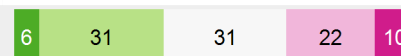
39% +3 ◆ -10 ◆ -16 ◆

B42 I feel that change is managed well in our organisation



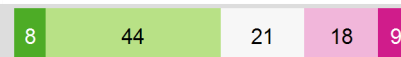
36% 0 +3 ◆ -4 ◆

B43 When changes are made in our organisation they are usually for the better



37% +6 ◆ +4 ◆ -3 ◆

B44 Our organisation keeps me informed about matters that affect me



52% +1 -6 ◆ -13 ◆

B45 I have the opportunity to contribute my views before decisions are made that affect me



35% +4 ◆ -4 ◆ -13 ◆

B46 I think it is safe to challenge the way things are done in our organisation



41% +3 ◆ -5 ◆ -12 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of our organisation	14	41	31	9	5	55%	+2	-7 ◆	-14 ◆
B48 I would recommend our organisation as a great place to work	13	33	27	17	10	45%	+2 ◆	-10 ◆	-18 ◆
B49 I feel a strong personal attachment to our organisation	13	32	30	16	8	45%	+2	-4 ◆	-11 ◆
B50 Our organisation inspires me to do the best in my job	11	34	31	17	7	45%	+3 ◆	-3 ◆	-9 ◆
B51 Our organisation motivates me to help it achieve its objectives	10	34	32	16	8	44%	+4 ◆	-2 ◆	-9 ◆

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 our organisation will take action on the results from this survey	9	31	24	20	17	40%	+1	-11 ◆	-18 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	8	27	34	16	14	35%	-2	-1	-10 ◆



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	29	58	8			87%	0	-2 ♦	-3 ♦
B55 I believe I would be supported if I try a new idea, even if it may not work	19	46	21	11		65%	+3 ♦	-6 ♦	-11 ♦
B56 In our organisation, people are encouraged to speak up when they identify a serious policy or delivery risk	18	50	17	10	6	68%	New	+1 ♦	-3 ♦
B57 I feel able to challenge inappropriate behaviour in the workplace	14	47	17	14	8	61%	New	-2 ♦	-7 ♦
B58 Our organisation is committed to creating a diverse and inclusive workplace	20	52	18	5	5	72%	New	-1 ♦	-5 ♦

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior managers in our organisation actively role model the behaviours set out in the Civil Service Leadership Statement	7	35	34	15	9	42%	+4 ♦	-5 ♦	-13 ♦
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	45	22	8	6	64%	+4 ♦	-1 ♦	-8 ♦

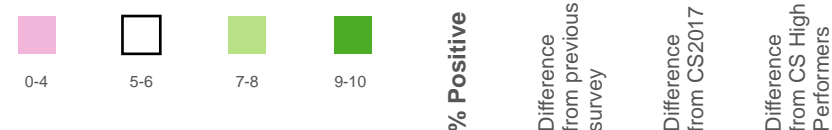
Civil Service vision

	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'	7	40	22	24	7	47%	New	+5 ♦	-8 ♦
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	7	38	27	21	7	45%	New	+9 ♦	+1

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?	15	24	44	17	61%	-1	-5 ◆	-8 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	20	44	25	69%	0	-2 ◆	-4 ◆
W03 Overall, how happy did you feel yesterday?	18	21	38	23	61%	0	-2 ◆	-4 ◆

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	23	20	32	49%	-2 ◆	0	-3 ◆
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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 our organisation?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave our organisation as soon as possible		11%	+1	+3 ✧	0
I want to leave our organisation within the next 12 months		14%	-2 ✧	0	-4 ✧
I want to stay working for our organisation for at least the next year		23%	+1	-11 ✧	-16 ✧
I want to stay working for our organisation for at least the next three years		51%	+1	+7 ✧	-1

The Civil Service Code

Differences are based on '% Yes' score

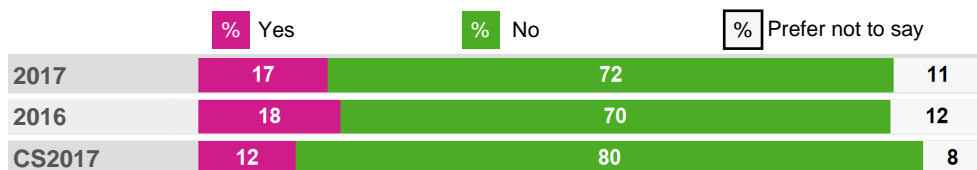
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		13	87%	+1	-5 ✧	-8 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+2 ✧	0	-7 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in our organisation it would be investigated properly?		39	61%	+3 ✧	-9 ✧	-14 ✧

All questions by theme

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

Discrimination, harassment and bullying

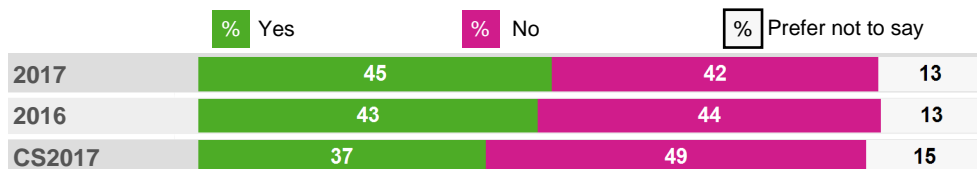
E01. During the past 12 months have you personally experienced discrimination at work?



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



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

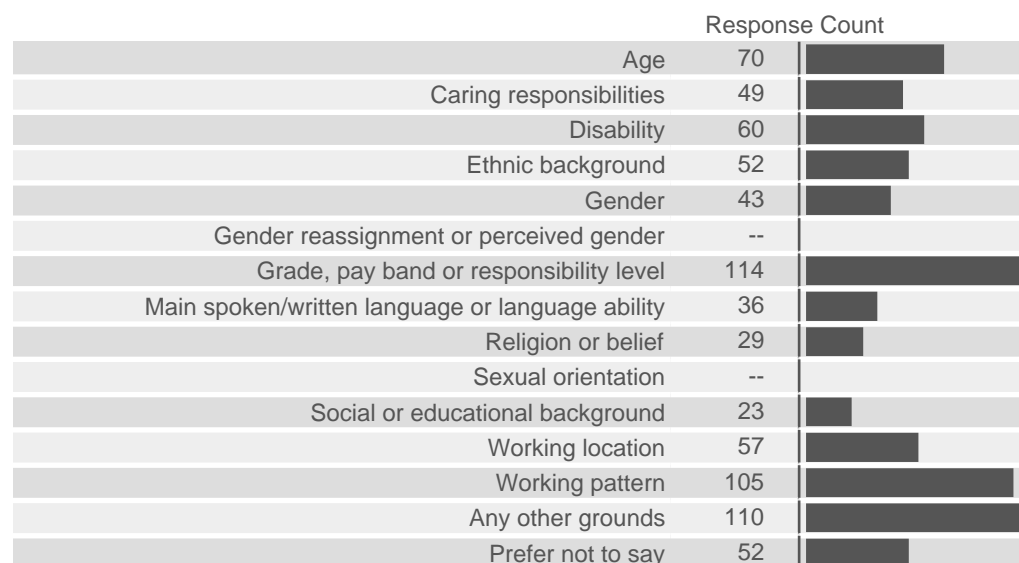


For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?



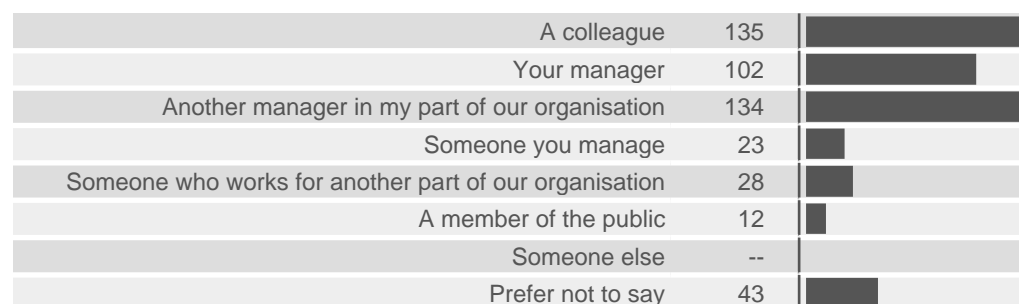
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)



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)



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

HM Passport Office questions

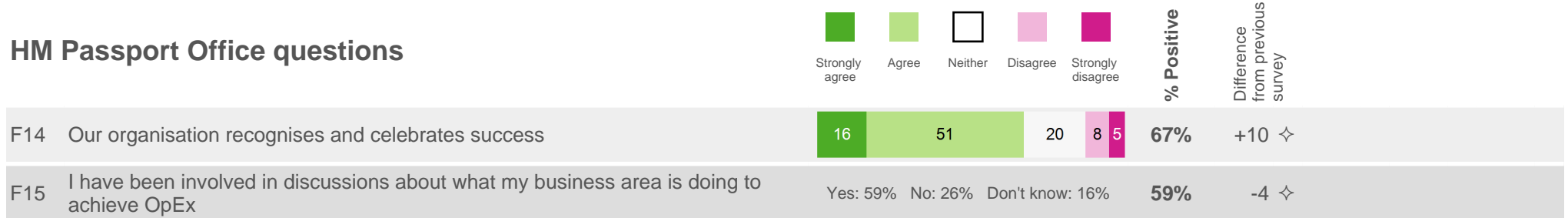
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand how the Home Office needs to change to continue to deliver for the public						Yes: 88% No: 12% 88%	-1
F02	I understand what I need to do personally to help the Home Office improve						Yes: 78% No: 22% 78%	+2 ◆
F03	I feel empowered by my manager to do my job	23	43	19	9	5	67%	New
F04	If you answered yes to the question "During the past 12 months, have you personally experienced bullying or harassment at work", did you know where to go for support?						Yes: 73% No: 27% 73%	+1
F05	Investing time in learning and development activities is given priority in my area	9	35	27	22	7	43%	+7 ◆
F06	My line manager uses coaching skills effectively	12	41	26	14	6	54%	New
F07	I can identify improvements in how I have been managed in the past 12 months	13	39	28	14	5	53%	0
F08	I understand HMPO values and apply them to how I do my work and how I work with others	19	62	14			81%	New
F09	The area where I work has good office facilities and a high standard of cleanliness	14	41	15	19	10	55%	New
F10	I believe that achieving OpEx will make a positive difference to the way in which HMPO operates	13	37	31	11	7	51%	New
F11	Senior managers in my area encourage me to find ways to improve how I do my work	11	35	28	16	9	46%	New
F12	I feel informed about HMPO transformation and have the opportunity to contribute my views	11	41	26	15	8	51%	New
F13	I believe our values and behaviours form the basis of making our organisation a great place to work	15	45	24	9	7	60%	+2 ◆



All questions by theme

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

HM Passport Office questions





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.