



Returns : 284

Response rate : 93%

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

66%

Difference from previous survey +4

Difference from CS2017 +5

Difference from CS High Performers +1

## My work

79%

Difference from previous survey +2

Difference from CS2017 +3

Difference from CS High Performers 0

## Organisational objectives and purpose

90%

Difference from previous survey +1

Difference from CS2017 +8

Difference from CS High Performers +3

## My manager

73%

Difference from previous survey +8

Difference from CS2017 +4

Difference from CS High Performers +1

## My team

84%

Difference from previous survey +3

Difference from CS2017 +4

Difference from CS High Performers 0

## Learning and development

54%

Difference from previous survey +1

Difference from CS2017 +1

Difference from CS High Performers -4

## Inclusion and fair treatment

76%

Difference from previous survey +1

Difference from CS2017 -1

Difference from CS High Performers -4

## Resources and workload

74%

Difference from previous survey +4

Difference from CS2017 +1

Difference from CS High Performers -2

## Pay and benefits

21%

Difference from previous survey +1

Difference from CS2017 -9

Difference from CS High Performers -15

## Leadership and managing change

53%

Difference from previous survey +10

Difference from CS2017 +6

Difference from CS High Performers +1



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		53%	+10 ✧	+6 ✧	+1
My work		79%	+2	+3 ✧	0
My manager		73%	+8 ✧	+4 ✧	+1
Resources and workload		74%	+4 ✧	+1	-2 ✧
Pay and benefits		21%	+1	-9 ✧	-15 ✧
My team		84%	+3 ✧	+4 ✧	0
Learning and development		54%	+1	+1	-4 ✧
Inclusion and fair treatment		76%	+1	-1	-4 ✧
Organisational objectives and purpose		90%	+1	+8 ✧	+3 ✧



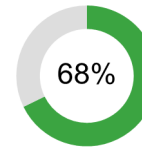
Strength of association with engagement



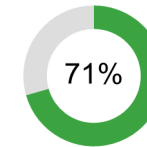
Statistically significant difference from comparison

## Wellbeing

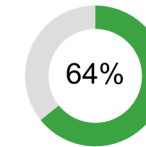
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



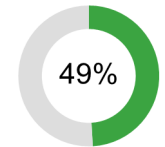
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



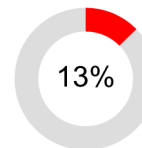
W03. Overall, how happy did you feel yesterday?



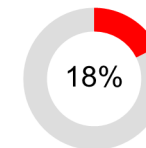
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

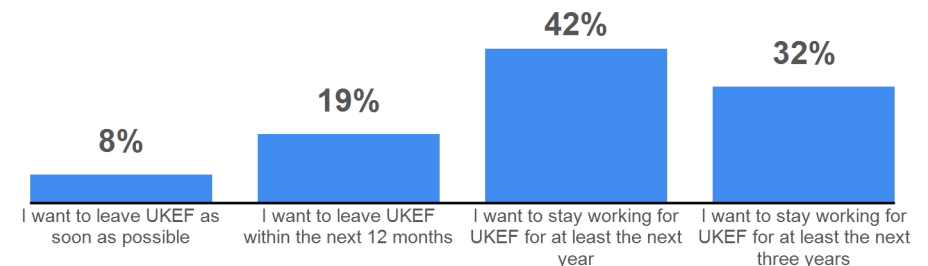


During the past 12 months have you personally experienced discrimination at work?



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	93%	B53	Where I work, I think effective action has been taken on the results of the last survey	41%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	69%
B07	I understand how my work contributes to UKEF's objectives	90%	B17	Poor performance is dealt with effectively in my team	38%	B35	I feel that my pay adequately reflects my performance	60%
B31	I have the skills I need to do my job effectively	90%	B43	When changes are made in UKEF they are usually for the better	36%	B36	I am satisfied with the total benefits package	55%
B18	The people in my team can be relied upon to help when things get difficult in my job	89%	B59	The Executive Committee and the Senior Leadership Team in UKEF actively role model the behaviours set out in the Civil Service Leadership Statement	34%	B42	I feel that change is managed well in UKEF	39%
B06	I have a clear understanding of UKEF's objectives	89%	B24	Learning and development activities I have completed while working for UKEF are helping me to develop my career	32%	B23	There are opportunities for me to develop my career in UKEF	31%



All questions by theme

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

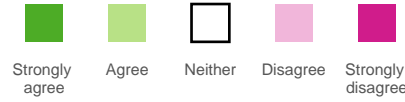
My work

79% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	49	45				93%	+1	+3 ◆	+1 ◆
B02 I am sufficiently challenged by my work	36	46	9	7		82%	-1	+1	-1 ◆
B03 My work gives me a sense of personal accomplishment	32	45	12	8		77%	+5 ◆	0	-2 ◆
B04 I feel involved in the decisions that affect my work	20	46	16	11	7	66%	+6 ◆	+8 ◆	+2 ◆
B05 I have a choice in deciding how I do my work	32	48	12	6		79%	+1	+4 ◆	-1

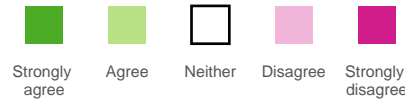
Organisational objectives and purpose\*

90% +1

Difference from previous survey



Strength of association with engagement



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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06 I have a clear understanding of UKEF's objectives	42	47			7	89%	0	+8 ◆	+3 ◆
B07 I understand how my work contributes to UKEF's objectives	47	43			7	90%	+3 ◆	+7 ◆	+3 ◆



## All questions by theme

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### My manager

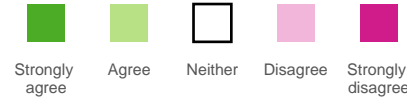
**73%**

**+8** ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	31	45	13	8	8	76%	+12 ◆	+6 ◆	+2 ◆
B09	My manager is considerate of my life outside work	50	37	10	1	1	87%	+4 ◆	+3 ◆	0
B10	My manager is open to my ideas	45	43	6	5	1	88%	+9 ◆	+6 ◆	+4 ◆
B11	My manager helps me to understand how I contribute to UKEF's objectives	31	42	18	8	1	73%	+7 ◆	+7 ◆	+2 ◆
B12	Overall, I have confidence in the decisions made by my manager	37	45	11	5	1	83%	+12 ◆	+8 ◆	+4 ◆
B13	My manager recognises when I have done my job well	40	41	12	5	1	81%	+5 ◆	+2 ◆	-2 ◆
B14	I receive regular feedback on my performance	27	42	17	11	1	68%	+6 ◆	0	-4 ◆
B15	The feedback I receive helps me to improve my performance	24	44	22	7	1	68%	+8 ◆	+4 ◆	+1
B16	I think that my performance is evaluated fairly	25	42	20	9	1	66%	+11 ◆	+1	-4 ◆
B17	Poor performance is dealt with effectively in my team	9	35	38	11	7	44%	+4 ◆	+4 ◆	0



All questions by theme

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My team

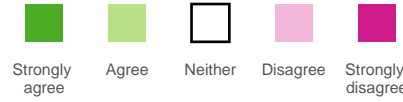
84%

+3

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	39	50	7	1	1	89%	+5 ◆	+4 ◆	+2 ◆
B19	The people in my team work together to find ways to improve the service we provide	38	49	8	1	1	87%	+6 ◆	+4 ◆	+2 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	33	43	15	7	1	76%	-1	+1	-3 ◆

Learning and development

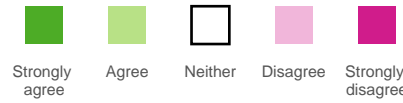
54%

+1

◆ Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	17	51	17	10	5	68%	0	+5 ◆	-1
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	40	30	12	6	54%	0	+2 ◆	-4 ◆
B23	There are opportunities for me to develop my career in UKEF	10	36	23	20	11	46%	+7 ◆	-1	-9 ◆
B24	Learning and development activities I have completed while working for UKEF are helping me to develop my career	14	33	32	15	6	47%	-4 ◆	0	-5 ◆



All questions by theme

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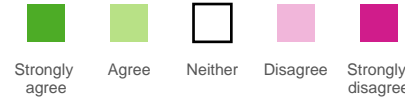
Inclusion and fair treatment

76% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25 I am treated fairly at work	31	50	10	6		81%	+4 ◆	+1 ◆	-2 ◆
B26 I am treated with respect by the people I work with	32	52	9			85%	+3 ◆	0	-3 ◆
B27 I feel valued for the work I do	25	40	19	12		64%	0	-1	-7 ◆
B28 I think that UKEF respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	46	18	7		73%	-3	-3 ◆	-7 ◆

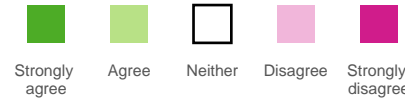
Resources and workload\*

74% +4 ◆

Difference from previous survey



Strength of association with engagement



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Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29 I get the information I need to do my job well	14	54	16	15		67%	+2	-2 ◆	-6 ◆
B30 I have clear work objectives	23	55	13	6		78%	+1	+2 ◆	-2 ◆
B31 I have the skills I need to do my job effectively	37	53	7			90%	+2 ◆	+1 ◆	-1 ◆
B32 I have the tools I need to do my job effectively	20	50	15	11		70%	+2	0	-7 ◆
B33 I have an acceptable workload	13	50	13	16	7	64%	+9 ◆	+3 ◆	-3 ◆
B34 I achieve a good balance between my work life and my private life	20	53	11	11	5	73%	+7 ◆	+5 ◆	0



All questions by theme

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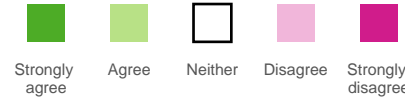
Pay and benefits

21% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	20	16	34	27	24%	+2	-6 ◆	-13 ◆	
B36 I am satisfied with the total benefits package	22	20	31	24	25%	+2	-9 ◆	-15 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	12	16	33	36	14%	0	-11 ◆	-18 ◆	

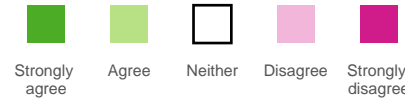
Leadership and managing change\*

53% +10 ◆

Difference from previous survey



Strength of association with engagement



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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 The Executive Committee and the Senior Leadership Team in UKEF are sufficiently visible^	16	51	15	14	67%	+11 ◆	+7 ◆	-2 ◆	
B39 I believe the actions of the Executive Committee and the Senior Leadership Team are consistent with UKEF's values^	14	43	31	8	58%	+14 ◆	+4 ◆	-2 ◆	
B40 I believe that the Executive Committee have a clear vision for the future of UKEF	14	45	28	9	60%	+9 ◆	+11 ◆	+5 ◆	
B41 Overall, I have confidence in the decisions made by the Executive Committee and the Senior Leadership Team^	13	43	29	10	56%	+12 ◆	+8 ◆	+2 ◆	
B42 I feel that change is managed well in UKEF	5	26	30	28	31%	+4 ◆	-2 ◆	-9 ◆	
B43 When changes are made in UKEF they are usually for the better	7	34	36	20	41%	+6 ◆	+8 ◆	+1	
B44 UKEF keeps me informed about matters that affect me	11	54	22	8	65%	+19 ◆	+7 ◆	0	
B45 I have the opportunity to contribute my views before decisions are made that affect me	7	38	28	19	45%	+8 ◆	+6 ◆	-3 ◆	
B46 I think it is safe to challenge the way things are done in UKEF	11	42	27	14	53%	+6 ◆	+7 ◆	+1	





## 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 UKEF	26	47	20	6		73%	+5 ◆	+11 ◆	+4 ◆
B48 I would recommend UKEF as a great place to work	17	43	26	11		60%	+8 ◆	+5 ◆	-3 ◆
B49 I feel a strong personal attachment to UKEF	23	37	23	13		61%	+4 ◆	+12 ◆	+4 ◆
B50 UKEF inspires me to do the best in my job	17	40	28	13		57%	+9 ◆	+9 ◆	+2 ◆
B51 UKEF motivates me to help it achieve its objectives	16	42	24	15		58%	+13 ◆	+12 ◆	+4 ◆

### 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 the Executive Committee and the Senior Leadership Team in UKEF will take action on the results from this survey^	12	46	23	10	9	58%	+10 ◆	+8 ◆	+1
B53 Where I work, I think effective action has been taken on the results of the last survey	10	30	41	12	7	40%	+9 ◆	+4 ◆	-5 ◆



## All questions by theme

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### 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	35	53	8			88%	-1	0	-2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	21	56	17			77%	+4 ◆	+6 ◆	+2 ◆
B56 In UKEF, people are encouraged to speak up when they identify a serious policy or delivery risk	19	52	17	9		71%	New	+5 ◆	0
B57 I feel able to challenge inappropriate behaviour in the workplace	17	42	23	15		58%	New	-5 ◆	-10 ◆
B58 UKEF is committed to creating a diverse and inclusive workplace	23	45	23	6		69%	New	-5 ◆	-9 ◆

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 The Executive Committee and the Senior Leadership Team in UKEF actively role model the behaviours set out in the Civil Service Leadership Statement^	10	39	34	13		49%	+8 ◆	+2 ◆	-6 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	27	45	20	6		72%	+9 ◆	+6 ◆	0

### Civil Service vision

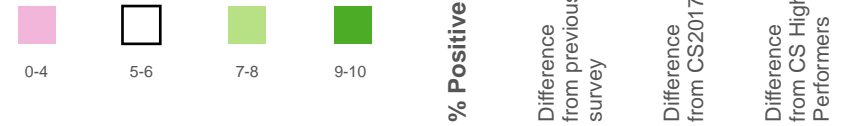
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	11	45	17	23	5	55%	New	+13 ◆	0
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	11	36	23	25	5	47%	New	+11 ◆	+3 ◆



## All questions by theme

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### 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.

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?	11	21	52	15	68%	0	+2 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	19	46	25	71%	-3 ◆	-1	-3 ◆
W03 Overall, how happy did you feel yesterday?	14	22	42	22	64%	0	+1	-1

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?	21	28	18	33	49%	-4 ◆	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 UKEF/DIT?^

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave UKEF as soon as possible		8%	-3	-1	-4
I want to leave UKEF within the next 12 months		19%	-3	+4 ◇	+1
I want to stay working for UKEF for at least the next year		42%	+6	+8 ◇	+3 ◇
I want to stay working for UKEF for at least the next three years		32%	-1	-12 ◇	-21 ◇

### 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?		5	95%	-2 ◇	+3 ◇	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		28	72%	-6 ◇	+4 ◇	-2 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in UKEF/DIT it would be investigated properly?^		24	76%	+3 ◇	+5 ◇	0

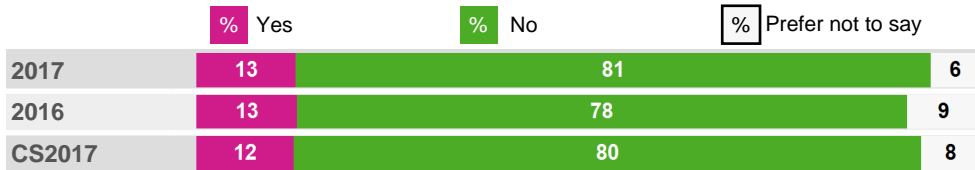


## All questions by theme

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### Discrimination, harassment and bullying

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

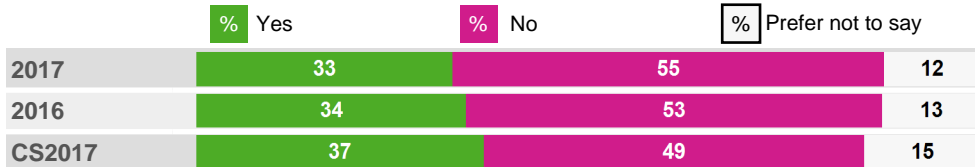


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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)

	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	16
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	10
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)

	Response Count
A colleague	17
Your manager	--
Another manager in my part of UKEF/DIT	--
Someone you manage	--
Someone who works for another part of UKEF/DIT	--
A member of the public	--
Someone else	--
Prefer not to say	15

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

### UK EXPORT FINANCE questions

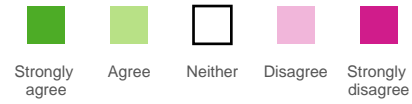
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	In my division I have seen a positive change in the way senior managers/leaders communicate	14	43	31	11		57%	+8 ◆
F02	I feel informed about important issues	17	52	16	12		69%	+14 ◆
F03	I believe the way we make changes in my team has improved in the last 12 months	19	31	35	13		50%	+9 ◆
F04	My views were taken into account in putting together our action plan based on last year's survey results	14	27	44	9	5	41%	+8 ◆
F05	I would feel able to report any discrimination, bullying or harassment without worrying that it would have a negative impact on me	22	40	16	16	6	62%	+5 ◆
F06	I believe my team works well with other parts of the organisation	27	55	13			82%	+3 ◆
F07	Where I work we are increasingly operating as One DIT	7	23	29	29	13	29%	New
F08	My manager encourages me to make time for my learning and development ("learning and development" includes on the job learning, observation, feedback, mentoring, coaching as well as formal classroom-based activity)	26	51	14	8		77%	+2
F09	I attend face to face meetings with my manager at least monthly to discuss progress against my objectives	Yes: 73%		No: 27%			73%	+4 ◆
F10	(Please only answer if you selected yes to question 9) The monthly conversations I have with my manager are useful	Yes: 97%		No: 4%			97%	+2 ◆
F11	After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 78%		No: 22%			78%	+49 ◆
F12	I have agreed objectives which define what I do (activities) and how I do it (behaviours)	30	55	7	5		85%	0
F13	My performance is measured on both how I deliver (behaviours) as well as what I deliver (objectives)	29	50	15			79%	+6 ◆



## All questions by theme

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

### UK EXPORT FINANCE questions



% Positive

Difference from previous survey

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	I feel that my manager makes effective people management a key part of their job	29	41		18	9	71%	+7 ◆



## Appendix

### Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2016 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2017 Civil Service People Survey.

### Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

### Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2017 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

### The employee engagement index

The survey includes five questions that make up the engagement index (B47-B51). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

### The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association  
with engagement



the analysis has not identified a significant association with engagement

### Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

### Confidentiality

The survey was carried out as part of the 2017 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.