



Public Health
England

Protecting and improving the nation's health

Service People Survey 2017

Results for Public Health England

About Public Health England

Public Health England exists to protect and improve the nation's health and wellbeing, and reduce health inequalities. We do this through world-leading science, knowledge and intelligence, advocacy, partnerships and the delivery of specialist public health services. We are an executive agency of the Department of Health, and a distinct delivery organisation with operational autonomy to advise and support government, local authorities and the NHS in a professionally independent manner.

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Sustainable Development Goals



Executive summary

The findings of the PHE Civil Service People Survey 2017 are shown in the following pages.

A total of 3,970 staff from PHE took part in the survey, representing a 73% response rate. The Engagement Index for PHE was 59%.



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

59%

Difference from previous survey +3

Difference from CS2017 -2

Difference from CS High Performers -6

My work

78%

Difference from previous survey +2

Difference from CS2017 +2

Difference from CS High Performers -1

Organisational objectives and purpose

76%

Difference from previous survey +5

Difference from CS2017 -5

Difference from CS High Performers -11

My manager

69%

Difference from previous survey +1

Difference from CS2017 -1

Difference from CS High Performers -3

My team

80%

Difference from previous survey +1

Difference from CS2017 0

Difference from CS High Performers -4

Learning and development

52%

Difference from previous survey +3

Difference from CS2017 -1

Difference from CS High Performers -6

Inclusion and fair treatment

79%

Difference from previous survey +2

Difference from CS2017 +2

Difference from CS High Performers -1

Resources and workload

73%

Difference from previous survey +1

Difference from CS2017 +1

Difference from CS High Performers -2

Pay and benefits

38%

Difference from previous survey -2

Difference from CS2017 +8

Difference from CS High Performers +2

Leadership and managing change

42%

Difference from previous survey +4

Difference from CS2017 -5

Difference from CS High Performers -10



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		42%	+4 ✧	-5 ✧	-10 ✧
My manager		69%	+1 ✧	-1 ✧	-3 ✧
My work		78%	+2 ✧	+2 ✧	-1 ✧
Learning and development		52%	+3 ✧	-1 ✧	-6 ✧
Organisational objectives and purpose		76%	+5 ✧	-5 ✧	-11 ✧
Resources and workload		73%	+1 ✧	+1 ✧	-2 ✧
Pay and benefits		38%	-2 ✧	+8 ✧	+2 ✧
My team		80%	+1 ✧	0	-4 ✧
Inclusion and fair treatment		79%	+2 ✧	+2 ✧	-1 ✧



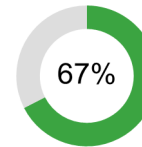
Strength of association with engagement



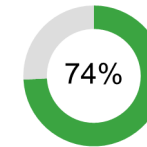
Statistically significant difference from comparison

Wellbeing

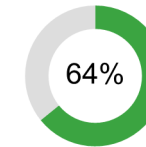
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



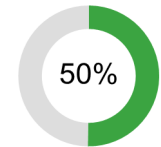
W01. Overall, how satisfied are you with your life nowadays?



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



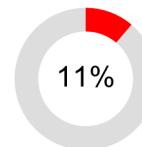
W03. Overall, how happy did you feel yesterday?



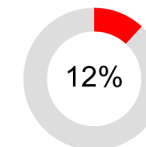
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

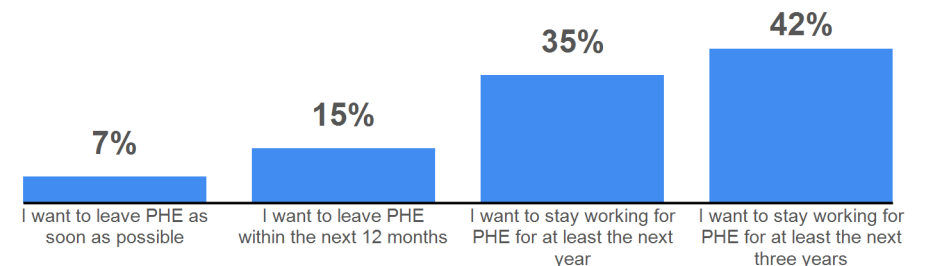


During the past 12 months have you personally experienced discrimination at work?



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	92%	B43 When changes are made in PHE they are usually for the better	47%	B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	49%
B31 I have the skills I need to do my job effectively	90%	B59 Senior managers (Deputy Directors and above) in PHE actively role model the behaviours set out in the Civil Service Leadership Statement	44%	B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	46%
B54 I am trusted to carry out my job effectively	90%	B40 I believe that the Leadership Team in PHE have a clear vision for the future of PHE	39%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	41%
B26 I am treated with respect by the people I work with	84%	B39 I believe the actions of senior managers (deputy directors and above) are consistent with PHE's values	37%	B35 I feel that my pay adequately reflects my performance	40%
B18 The people in my team can be relied upon to help when things get difficult in my job	83%	B42 I feel that change is managed well in PHE	37%	B42 I feel that change is managed well in PHE	37%

All questions by theme

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

My work

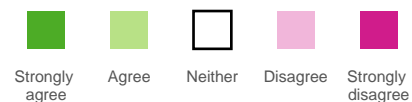
78%

+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	50	42	5	1	1	92%	+1 ◆	+3 ◆	0 ◆
B02 I am sufficiently challenged by my work	37	43	11	8	1	80%	+2 ◆	-1 ◆	-4 ◆
B03 My work gives me a sense of personal accomplishment	33	46	12	7	1	79%	+2 ◆	+2 ◆	-1
B04 I feel involved in the decisions that affect my work	19	43	19	14	6	62%	+5 ◆	+4 ◆	-2 ◆
B05 I have a choice in deciding how I do my work	31	47	12	7	1	78%	+2 ◆	+2 ◆	-2 ◆

Organisational objectives and purpose*

76%

+5 ◆

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 PHE's objectives	20	57	14	7	1	77%	+6 ◆	-4 ◆	-9 ◆
B07 I understand how my work contributes to PHE's objectives	23	53	15	7	1	76%	+4 ◆	-7 ◆	-11 ◆

All questions by theme

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^ indicates a variation in question wording from your previous survey

My manager

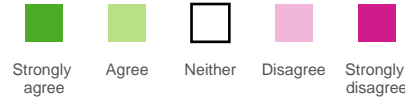
69%

+1

◆ 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	29	41	17	9	5	70%	+1	0	-4
B09	My manager is considerate of my life outside work	47	36	11	6	0	83%	+1	-1	-4
B10	My manager is open to my ideas	42	40	11	5	0	82%	+2	0	-3
B11	My manager helps me to understand how I contribute to PHE's objectives	22	39	26	9	5	61%	+2	-5	-10
B12	Overall, I have confidence in the decisions made by my manager	35	40	15	7	3	75%	+1	0	-4
B13	My manager recognises when I have done my job well	39	41	11	6	3	80%	+1	0	-3
B14	I receive regular feedback on my performance	27	41	17	12	3	68%	+3	0	-5
B15	The feedback I receive helps me to improve my performance	26	39	23	8	6	65%	+1	+1	-3
B16	I think that my performance is evaluated fairly	27	44	18	8	3	71%	+2	+5	+1
B17	Poor performance is dealt with effectively in my team	10	27	36	16	11	37%	0	-2	-7



All questions by theme

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^ indicates a variation in question wording from your previous survey

My team

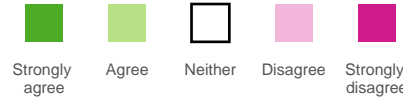
80%

+1

◆ 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	38	46	10	5		83%	+1	-2	-4
B19	The people in my team work together to find ways to improve the service we provide	35	46	12	5		81%	+1	-1	-3
B20	The people in my team are encouraged to come up with new and better ways of doing things	33	44	15	7		76%	+2	+1	-3

Learning and development

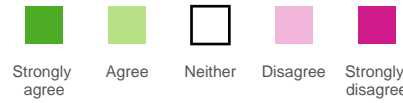
52%

+3

◆ 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	18	47	20	11		65%	+4	+1	-4
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	37	31	10		54%	+2	+2	-4
B23	There are opportunities for me to develop my career in PHE	11	29	26	19	14	40%	+4	-6	-15
B24	Learning and development activities I have completed while working for PHE are helping me to develop my career	13	33	31	14	8	47%	+4	0	-5



All questions by theme

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Inclusion and fair treatment

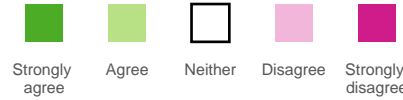
79%

+2 ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	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	33	48	11	5	5	81%	+1	+1 ◆	-2 ◆
B26	I am treated with respect by the people I work with	36	48	9	9	5	84%	0	0	-3 ◆
B27	I feel valued for the work I do	28	42	17	9	9	70%	+2 ◆	+5 ◆	-2 ◆
B28	I think that PHE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	30	49	14	14	5	79%	+4 ◆	+3 ◆	-1

Resources and workload*

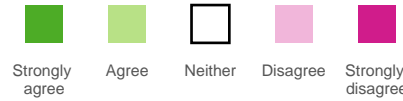
73%

+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

Question ID	Question Text	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	16	55	18	8	5	72%	+2 ◆	+2 ◆	-2 ◆
B30	I have clear work objectives	23	56	12	7	5	79%	0	+4 ◆	-1 ◆
B31	I have the skills I need to do my job effectively	33	58	7	7	5	90%	0	+2 ◆	-1 ◆
B32	I have the tools I need to do my job effectively	19	53	15	10	7	72%	-1 ◆	+2 ◆	-5 ◆
B33	I have an acceptable workload	12	48	18	16	7	60%	+3 ◆	-1	-6 ◆
B34	I achieve a good balance between my work life and my private life	19	49	15	13	5	67%	+3 ◆	-1 ◆	-6 ◆



All questions by theme

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▲ indicates a variation in question wording from your previous survey

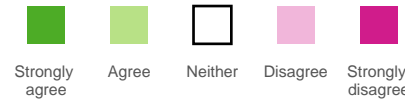
Pay and benefits

38%

-2 ◆ 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
B35	I feel that my pay adequately reflects my performance	8	33	20	24	16	40%	-3 ◆	+10 ◆	+3 ◆
B36	I am satisfied with the total benefits package	7	31	28	21	13	37%	-1	+4 ◆	-3 ◆
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	29	23	22	18	36%	-2 ◆	+11 ◆	+3 ◆

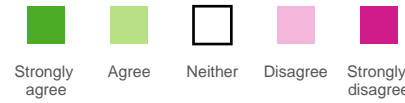
Leadership and managing change*

42%

+4 ◆ 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 ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38	Senior managers (Deputy Directors and above) in PHE are sufficiently visible	10	40	22	20	8	50%	+7 ◆	-10 ◆	-19 ◆
B39	I believe the actions of senior managers (deputy directors and above) are consistent with PHE's values	9	38	37	10	5	47%	+6 ◆	-6 ◆	-13 ◆
B40	I believe that the Leadership Team in PHE have a clear vision for the future of PHE	9	35	39	12	6	43%	+5 ◆	-5 ◆	-11 ◆
B41	Overall, I have confidence in the decisions made by PHE's senior managers (deputy directors and above)	9	34	36	14	8	42%	+6 ◆	-6 ◆	-12 ◆
B42	I feel that change is managed well in PHE	23	37	26	11	27%	+3 ◆	-6 ◆	-14 ◆	
B43	When changes are made in PHE they are usually for the better	22	47	19	9	25%	+4 ◆	-8 ◆	-15 ◆	
B44	PHE keeps me informed about matters that affect me	8	51	27	10	5	59%	+4 ◆	+1 ◆	-6 ◆
B45	I have the opportunity to contribute my views before decisions are made that affect me	6	37	32	18	8	42%	+1	+4 ◆	-5 ◆
B46	I think it is safe to challenge the way things are done in PHE	7	35	34	17	8	41%	+5 ◆	-5 ◆	-11 ◆

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 PHE	19	43	28	7	7	62%	+5 ◆	0	-7 ◆
B48 I would recommend PHE as a great place to work	15	37	30	13	5	52%	+7 ◆	-3 ◆	-11 ◆
B49 I feel a strong personal attachment to PHE	13	29	33	19	7	41%	+4 ◆	-8 ◆	-16 ◆
B50 PHE inspires me to do the best in my job	12	32	35	15	6	44%	+4 ◆	-4 ◆	-10 ◆
B51 PHE motivates me to help it achieve its objectives	11	31	36	16	6	41%	+4 ◆	-4 ◆	-12 ◆

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 (deputy directors and above) in PHE will take action on the results from this survey	11	39	27	14	9	50%	+8 ◆	-1	-8 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	11	30	36	14	8	42%	+8 ◆	+5 ◆	-3 ◆

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	38	52	6			90%	0	+2 ◆	0
B55 I believe I would be supported if I try a new idea, even if it may not work	25	47	17	8		72%	+1 ◆	+1 ◆	-3 ◆
B56 In PHE, people are encouraged to speak up when they identify a serious policy or delivery risk	18	49	21	8		67%	New	+1 ◆	-4 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	15	46	22	12	5	61%	New	-3 ◆	-7 ◆
B58 PHE is committed to creating a diverse and inclusive workplace	23	54	17			77%	New	+4 ◆	0

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 (Deputy Directors and above) in PHE actively role model the behaviours set out in the Civil Service Leadership Statement	9	35	44	9		43%	+4 ◆	-4 ◆	-12 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	23	43	24	6		67%	+3 ◆	+1 ◆	-5 ◆

Civil Service vision

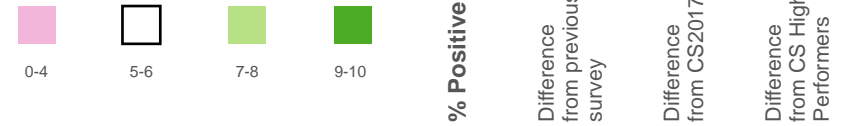
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	5	25	21	37	12	29%	New	-13 ◆	-26 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'		21	28	34	12	25%	New	-12 ◆	-20 ◆



All questions by theme

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^ 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.

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	16	67%	0	+1 ◆	-1
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	18	50	24	74%	+1	+3 ◆	+1 ◆
W03 Overall, how happy did you feel yesterday?	14	22	43	21	64%	-2 ◆	+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	29	20	30	50%	-2 ◆	+2 ◆	-1 ◆
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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 PHE?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave PHE as soon as possible		7%	-2 ◇	-1 ◇	-4 ◇
I want to leave PHE within the next 12 months		15%	0	0	-3 ◇
I want to stay working for PHE for at least the next year		35%	+1	+1 ◇	-3 ◇
I want to stay working for PHE for at least the next three years		42%	+1	-1 ◇	-10 ◇

The Civil Service Code

Differences are based on '% Yes' score

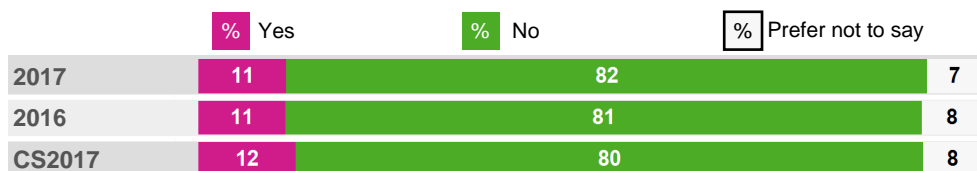
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		20	80%	-3 ◇	-12 ◇	-15 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		47	53%	0	-15 ◇	-21 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in PHE it would be investigated properly?		38	62%	+3 ◇	-8 ◇	-14 ◇

All questions by theme

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^ 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?

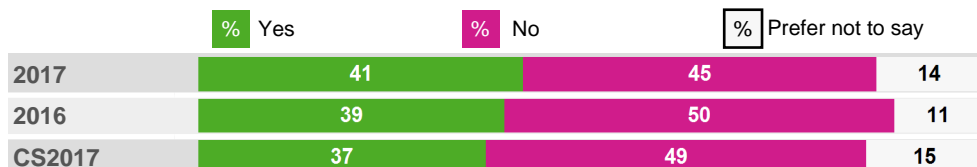


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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)

	Response Count
Age	39
Caring responsibilities	53
Disability	23
Ethnic background	54
Gender	45
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	162
Main spoken/written language or language ability	24
Religion or belief	--
Sexual orientation	--
Social or educational background	34
Working location	48
Working pattern	89
Any other grounds	105
Prefer not to say	58

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	166
Your manager	143
Another manager in my part of PHE	107
Someone you manage	32
Someone who works for another part of PHE	56
A member of the public	--
Someone else	12
Prefer not to say	50

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

Public Health England questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I know what the PHE behaviours are, as outlined in the PHE People Charter	Yes: 93%		No: 7%			93%	+3 ◆
F02	The behaviours as outlined in the PHE People Charter are consistently demonstrated where I work	12	49	25	10		62%	+3 ◆
F03	In response to last year's staff survey results, I had the opportunity to contribute to the local staff survey action plan	14	34	32	15		48%	+8 ◆
F04	My manager demonstrates effective people management skills as a key part of their job	27	44	15	9	6	70%	+2 ◆
F05	My manager talks to me and listens to my concerns and ideas	35	47	11	5		81%	+2 ◆
F06	Poor attendance/absence is dealt with effectively in my team	13	35	36	9	6	48%	+2 ◆
F07	There is good co-operation between my team and other teams in PHE	22	49	19	7		71%	+3 ◆
F08	I am aware that I am entitled to take 5 days learning a year	Yes: 68%		No: 32%			68%	+14 ◆
F09	I know how to raise a concern in PHE e.g. discrimination, bullying, harassment, whistleblowing etc	17	56	15	10		73%	+2 ◆
F10	I am confident to report or challenge discrimination and/or bullying or harassment	17	48	18	12	5	65%	0
F11	I am confident that if I raised a concern that it would be dealt with appropriately without any negative impact on me	14	37	27	15	8	50%	+2 ◆
F12	Over the last 12 months it has become easier to get things done in PHE	5	15	48	21	11	20%	+1 ◆
F13	I use feedback to improve the quality of my outputs and the services PHE provides	14	48	31	5		62%	+3 ◆



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.