



Returns : 264

Response rate : 90%



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

54%

Difference from previous survey **+2** ✧

Difference from CS2017 **-7** ✧

Difference from CS High Performers **-10** ✧

My work

80%

Difference from previous survey **+7** ✧

Difference from CS2017 **+4** ✧

Difference from CS High Performers **0**

Organisational objectives and purpose

83%

Difference from previous survey **+4** ✧

Difference from CS2017 **+2** ✧

Difference from CS High Performers **-4** ✧

My manager

71%

Difference from previous survey **+6** ✧

Difference from CS2017 **+1**

Difference from CS High Performers **-1**

My team

88%

Difference from previous survey **+9** ✧

Difference from CS2017 **+8** ✧

Difference from CS High Performers **+5** ✧

Learning and development

38%

Difference from previous survey **+5** ✧

Difference from CS2017 **-15** ✧

Difference from CS High Performers **-19** ✧

Inclusion and fair treatment

69%

Difference from previous survey **+3**

Difference from CS2017 **-7** ✧

Difference from CS High Performers **-11** ✧

Resources and workload

61%

Difference from previous survey **+2**

Difference from CS2017 **-12** ✧

Difference from CS High Performers **-15** ✧

Pay and benefits

17%

Difference from previous survey **-2**

Difference from CS2017 **-13** ✧

Difference from CS High Performers **-19** ✧

Leadership and managing change

39%

Difference from previous survey **+1**

Difference from CS2017 **-7** ✧

Difference from CS High Performers **-12** ✧



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		39%	+1	-7 ✧	-12 ✧
My manager		71%	+6 ✧	+1	-1
My work		80%	+7 ✧	+4 ✧	0
Pay and benefits		17%	-2	-13 ✧	-19 ✧
Learning and development		38%	+5 ✧	-15 ✧	-19 ✧
Organisational objectives and purpose		83%	+4 ✧	+2 ✧	-4 ✧
Resources and workload		61%	+2	-12 ✧	-15 ✧
Inclusion and fair treatment		69%	+3	-7 ✧	-11 ✧
My team		88%	+9 ✧	+8 ✧	+5 ✧



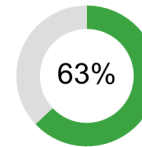
Strength of association with engagement



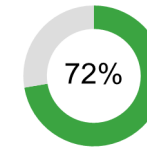
Statistically significant difference from comparison

Wellbeing

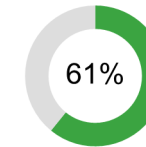
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



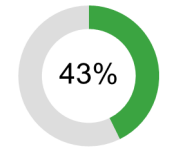
W01. Overall, how satisfied are you with your life nowadays?



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



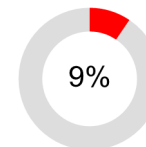
W03. Overall, how happy did you feel yesterday?



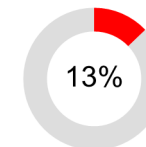
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

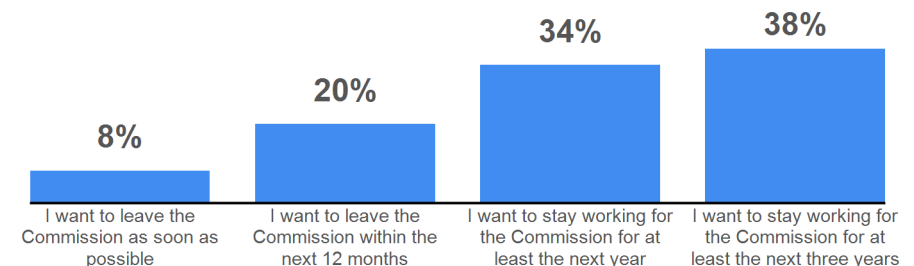


During the past 12 months have you personally experienced discrimination at work?



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
B18	The people in my team can be relied upon to help when things get difficult in my job	92%	B40	I believe that the Board has a clear vision for the future of the Commission	47%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	66%
B19	The people in my team work together to find ways to improve the service we provide	90%	B17	Poor performance is dealt with effectively in my team	47%	B35	I feel that my pay adequately reflects my performance	64%
B01	I am interested in my work	90%	B53	Where I work, I think effective action has been taken on the results of the last survey	39%	B36	I am satisfied with the total benefits package	59%
B02	I am sufficiently challenged by my work	89%	B50	The Commission inspires me to do the best in my job	36%	B23	There are opportunities for me to develop my career in the Commission	49%
B09	My manager is considerate of my life outside work	87%	B51	The Commission motivates me to help it achieve its objectives	36%	B42	I feel that change is managed well in the Commission	49%



All questions by theme

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

My work

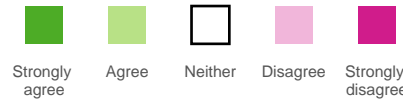
80%

+7 ◆

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	41	49	6	6	6	90%	+2 ◆	0	-2 ◆
B02 I am sufficiently challenged by my work	40	49	6	6	6	89%	+6 ◆	+8 ◆	+5 ◆
B03 My work gives me a sense of personal accomplishment	29	48	15	7	7	76%	+7 ◆	0	-3 ◆
B04 I feel involved in the decisions that affect my work	19	46	16	15	6	65%	+14 ◆	+7 ◆	+1
B05 I have a choice in deciding how I do my work	26	52	13	6	6	78%	+5 ◆	+3 ◆	-2 ◆

Organisational objectives and purpose*

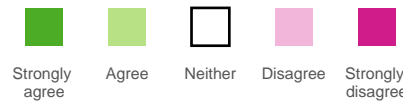
83%

+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	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 the Commission's objectives	23	58	13	6	6	81%	+4 ◆	0	-6 ◆
B07 I understand how my work contributes to the Commission's objectives	29	57	9	6	6	86%	+4 ◆	+3 ◆	-1



All questions by theme

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^ indicates a variation in question wording from your previous survey

My manager

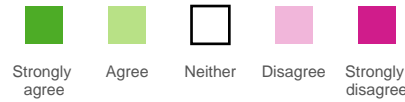
71%

+6 ◆

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	27	48	16	8		75%	+10 ◆	+5 ◆	0
B09	My manager is considerate of my life outside work	48	39	7			87%	+6 ◆	+3 ◆	0
B10	My manager is open to my ideas	41	44	12			84%	+4 ◆	+3 ◆	0
B11	My manager helps me to understand how I contribute to the Commission's objectives	25	45	23	5		70%	+5 ◆	+4 ◆	-1
B12	Overall, I have confidence in the decisions made by my manager	33	42	17			75%	+5 ◆	+1	-4 ◆
B13	My manager recognises when I have done my job well	37	48	10			85%	+7 ◆	+6 ◆	+3 ◆
B14	I receive regular feedback on my performance	24	44	20	11		67%	+2	-1	-5 ◆
B15	The feedback I receive helps me to improve my performance	22	39	29	8		61%	+4 ◆	-3 ◆	-7 ◆
B16	I think that my performance is evaluated fairly	23	44	23	8		66%	+11 ◆	+1	-4 ◆
B17	Poor performance is dealt with effectively in my team	13	27	47	10		40%	+3	0	-4 ◆



All questions by theme

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My team

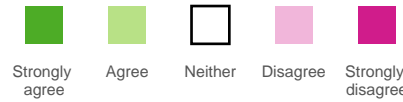
88%

+9 ◆

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	45	47	6			92%	+7 ◆	+7 ◆	+5 ◆
B19	The people in my team work together to find ways to improve the service we provide	41	49	8			90%	+9 ◆	+8 ◆	+6 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	36	48	12			83%	+11 ◆	+8 ◆	+4 ◆

Learning and development

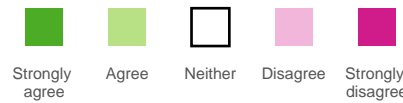
38%

+5 ◆

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	8	40	26	20	6	48%	+3	-16 ◆	-21 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	43	30	13	6	51%	+6 ◆	-2	-7 ◆
B23	There are opportunities for me to develop my career in the Commission	5	21	26	31	17	25%	+4 ◆	-21 ◆	-30 ◆
B24	Learning and development activities I have completed while working for the Commission are helping me to develop my career	5	24	34	24	13	30%	+6 ◆	-17 ◆	-22 ◆



All questions by theme

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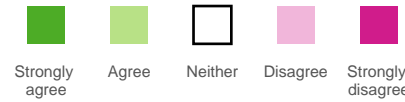
Inclusion and fair treatment

69% **+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
B25	I am treated fairly at work	25	47	18	7	7	72%	+1	-8 ◆	-11 ◆
B26	I am treated with respect by the people I work with	29	54	13	1	1	83%	+1	-2 ◆	-4 ◆
B27	I feel valued for the work I do	20	42	20	13	5	62%	+12 ◆	-4 ◆	-10 ◆
B28	I think that the Commission respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	44	29	6	5	60%	-3 ◆	-16 ◆	-19 ◆

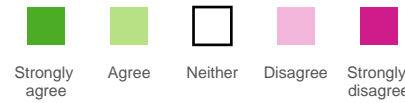
Resources and workload*

61% **+2**

Difference from previous survey



Strength of association with engagement



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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	12	50	22	14	1	62%	+6 ◆	-7 ◆	-12 ◆
B30	I have clear work objectives	18	52	17	10	3	70%	+6 ◆	-5 ◆	-10 ◆
B31	I have the skills I need to do my job effectively	21	60	13	1	1	81%	-1	-7 ◆	-9 ◆
B32	I have the tools I need to do my job effectively	11	40	19	23	8	51%	-4 ◆	-19 ◆	-26 ◆
B33	I have an acceptable workload	6	35	19	25	15	41%	+2	-19 ◆	-25 ◆
B34	I achieve a good balance between my work life and my private life	13	44	21	17	5	57%	+4 ◆	-11 ◆	-16 ◆



All questions by theme

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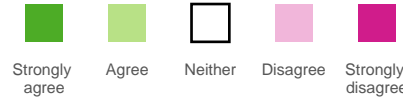
Pay and benefits

17% -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
B35 I feel that my pay adequately reflects my performance	16	18	32	33		17%	-1	-13 ◆	-20 ◆
B36 I am satisfied with the total benefits package	17	23	30	29		18%	-3 ◆	-15 ◆	-22 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	13	19	34	32		15%	-2	-11 ◆	-18 ◆

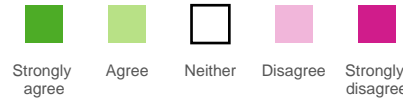
Leadership and managing change*

39% +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
B38 Senior managers (Directors & Heads of Divisions) in the Commission are sufficiently visible	11	43	24	14	8	55%	+2	-5 ◆	-14 ◆
B39 I believe the actions of senior managers (Directors & Heads of Divisions) are consistent with the Commission's values	8	40	30	16	6	48%	+4 ◆	-6 ◆	-12 ◆
B40 I believe that the Board has a clear vision for the future of the Commission	5	23	47	18	8	27%	-7 ◆	-21 ◆	-27 ◆
B41 Overall, I have confidence in the decisions made by the Commission's senior managers (Directors & Heads of Divisions)	7	34	31	19	9	41%	+5 ◆	-8 ◆	-14 ◆
B42 I feel that change is managed well in the Commission	20	28	34	15		23%	-4 ◆	-10 ◆	-17 ◆
B43 When changes are made in the Commission they are usually for the better	20	33	32	11		24%	-4 ◆	-9 ◆	-17 ◆
B44 The Commission keeps me informed about matters that affect me	6	48	24	16	6	54%	-3	-3 ◆	-10 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	7	36	30	20	8	42%	+8 ◆	+4 ◆	-5 ◆
B46 I think it is safe to challenge the way things are done in the Commission	6	33	24	25	12	39%	+5 ◆	-7 ◆	-14 ◆



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 the Commission	15	36	33	13		50%	+2	-11 ◆	-18 ◆
B48 I would recommend the Commission as a great place to work	7	26	34	20	12	34%	+3 ◆	-21 ◆	-29 ◆
B49 I feel a strong personal attachment to the Commission	12	36	29	14	9	48%	+6 ◆	-1	-9 ◆
B50 The Commission inspires me to do the best in my job	8	30	36	18	8	38%	+4 ◆	-10 ◆	-16 ◆
B51 The Commission motivates me to help it achieve its objectives	8	29	36	19	8	37%	+5 ◆	-9 ◆	-16 ◆

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 (Directors & Heads of Divisions) in the Commission will take action on the results from this survey	8	32	29	16	15	40%	+4 ◆	-10 ◆	-18 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	5	22	39	19	15	27%	0	-9 ◆	-18 ◆



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	27	58	10			85%	+4 ◆	-3 ◆	-5 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	20	52	18	8		71%	+6 ◆	0	-4 ◆
B56 In the Commission, people are encouraged to speak up when they identify a serious policy or delivery risk	12	42	27	13	5	54%	New	-12 ◆	-17 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	10	41	23	20	6	51%	New	-13 ◆	-17 ◆
B58 The Commission is committed to creating a diverse and inclusive workplace	11	46	32	7		57%	New	-17 ◆	-20 ◆

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 (Directors & Heads of Divisions) in the Commission actively role model the behaviours set out in the Civil Service Leadership Statement	5	37	35	16	7	42%	+1	-5 ◆	-13 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	52	21	5		72%	+9 ◆	+6 ◆	0

Civil Service vision

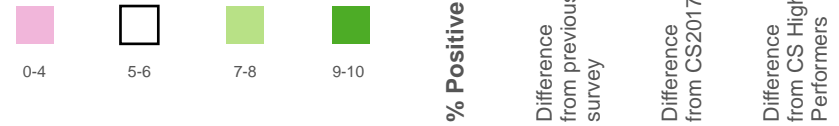
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	5	40	19	30	6	45%	New	+2	-11 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	25	33	32	7		28%	New	-9 ◆	-17 ◆



All questions by theme

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Wellbeing

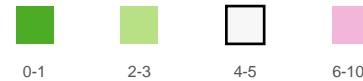


Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	12	25	53	10	63%	+4 ◆	-3 ◆	-5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	19	51	21	72%	+4 ◆	+1	-1
W03 Overall, how happy did you feel yesterday?	17	23	44	17	61%	+12 ◆	-2 ◆	-4 ◆

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	18	25	24	33	43%	+3 ◆	-6 ◆	-9 ◆



All questions by theme

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Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the Commission?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave the Commission as soon as possible		8%	-2	0	-4
I want to leave the Commission within the next 12 months		20%	-2	+5 ◆	+2 ◆
I want to stay working for the Commission for at least the next year		34%	+4	0	-4 ◆
I want to stay working for the Commission for at least the next three years		38%	-1	-6 ◆	-14 ◆

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?			97%	+1	+5 ◆	+2 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?			80%	-1	+12 ◆	+6 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the Commission it would be investigated properly?			66%	-1	-4 ◆	-10 ◆

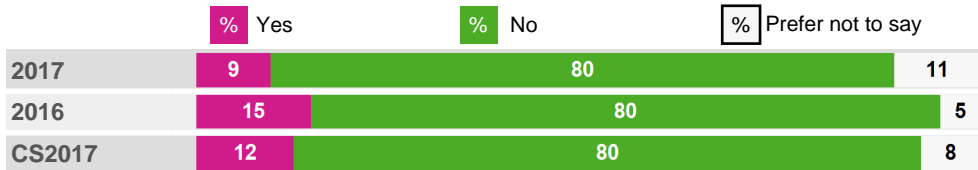


All questions by theme

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Discrimination, harassment and bullying

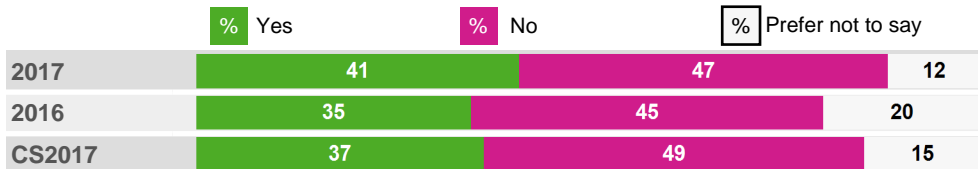
E01. During the past 12 months have you personally experienced discrimination at work?



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)

Ground	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	15
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
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)

Person	Response Count
A colleague	--
Your manager	10
Another manager in my part of the Commission	--
Someone you manage	--
Someone who works for another part of the Commission	11
A member of the public	--
Someone else	--
Prefer not to say	--

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'



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.