



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

56%

Difference from previous survey **+3** ✧

Difference from CS2017 **-5** ✧

Difference from CS High Performers **-8** ✧

My work

79%

Difference from previous survey **+2** ✧

Difference from CS2017 **+3** ✧

Difference from CS High Performers **-1** ✧

Organisational objectives and purpose

75%

Difference from previous survey **+23** ✧

Difference from CS2017 **-6** ✧

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

My manager

70%

Difference from previous survey **+1** ✧

Difference from CS2017 **0**

Difference from CS High Performers **-3** ✧

My team

82%

Difference from previous survey **+1** ✧

Difference from CS2017 **+2** ✧

Difference from CS High Performers **-2** ✧

Learning and development

59%

Difference from previous survey **+3** ✧

Difference from CS2017 **+6** ✧

Difference from CS High Performers **+1** ✧

Inclusion and fair treatment

80%

Difference from previous survey **+1** ✧

Difference from CS2017 **+4** ✧

Difference from CS High Performers **0** ✧

Resources and workload

71%

Difference from previous survey **0**

Difference from CS2017 **-1** ✧

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

Pay and benefits

25%

Difference from previous survey **0**

Difference from CS2017 **-5** ✧

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

Leadership and managing change

51%

Difference from previous survey **+10** ✧

Difference from CS2017 **+5** ✧

Difference from CS High Performers **0**



Strength of association with engagement



Statistically significant difference from comparison

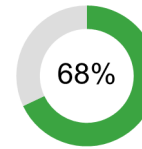
The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

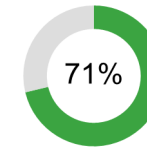
	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		51%	+10 ✧	+5 ✧	0
My work		79%	+2 ✧	+3 ✧	-1 ✧
My manager		70%	+1 ✧	0	-3 ✧
Pay and benefits		25%	0	-5 ✧	-11 ✧
Learning and development		59%	+3 ✧	+6 ✧	+1 ✧
Resources and workload		71%	0	-1 ✧	-4 ✧
Organisational objectives and purpose		75%	+23 ✧	-6 ✧	-12 ✧
My team		82%	+1 ✧	+2 ✧	-2 ✧
Inclusion and fair treatment		80%	+1 ✧	+4 ✧	0 ✧

Wellbeing

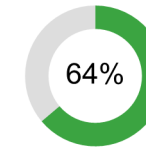
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



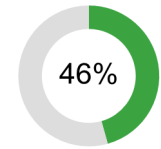
W01. Overall, how satisfied are you with your life nowadays?



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



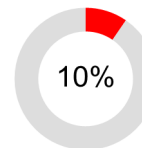
W03. Overall, how happy did you feel yesterday?



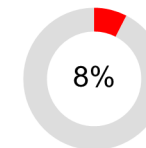
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

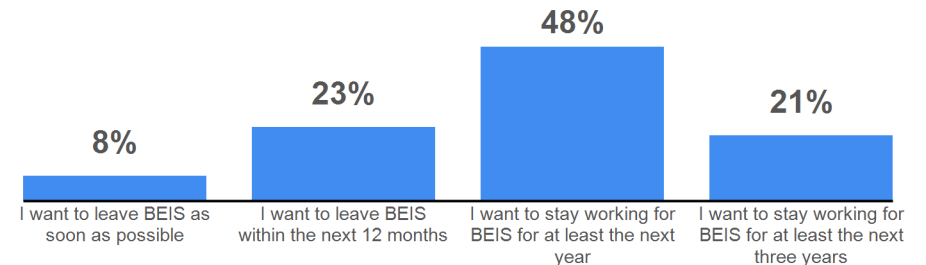


During the past 12 months have you personally experienced discrimination at work?




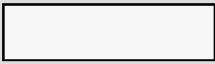


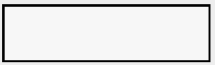

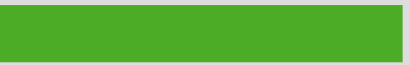
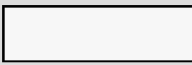




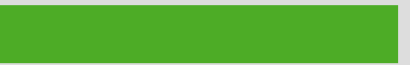


During the past 12 months have you personally experienced bullying or harassment at work?

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	 90%	B17	Poor performance is dealt with effectively in my team	 47%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 60%
B54	I am trusted to carry out my job effectively	 88%	B43	When changes are made in BEIS they are usually for the better	 46%	B35	I feel that my pay adequately reflects my performance	 52%
B26	I am treated with respect by the people I work with	 88%	B53	Where I work, I think effective action has been taken on the results of the last survey	 42%	B36	I am satisfied with the total benefits package	 49%
B09	My manager is considerate of my life outside work	 88%	B51	BEIS motivates me to help it achieve its objectives	 37%	B49	I feel a strong personal attachment to BEIS	 33%
B31	I have the skills I need to do my job effectively	 87%	B40	I believe that the Permanent Secretary and Directors General have a clear vision for the future of BEIS	 37%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	 31%



All questions by theme

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

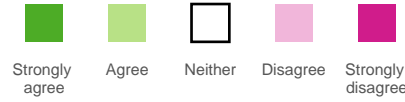
My work

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	43	47	6	0	2	90%	0	0	-2 ◇
B02 I am sufficiently challenged by my work	37	44	10	7	2	81%	+1 ◇	0	-2 ◇
B03 My work gives me a sense of personal accomplishment	27	50	14	7	2	77%	+2 ◇	0	-3 ◇
B04 I feel involved in the decisions that affect my work	18	46	18	14	5	63%	+5 ◇	+5 ◇	-1 ◇
B05 I have a choice in deciding how I do my work	31	51	10	5	3	83%	+2 ◇	+7 ◇	+2 ◇

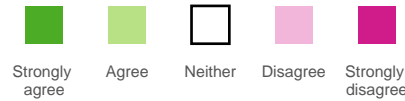
Organisational objectives and purpose*

75%

+23 ◇ 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
B06 I have a clear understanding of BEIS's objectives^	18	56	15	9	2	74%	+30 ◇	-7 ◇	-13 ◇
B07 I understand how my work contributes to BEIS's objectives^	24	53	14	7	2	77%	+17 ◇	-6 ◇	-10 ◇



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My manager

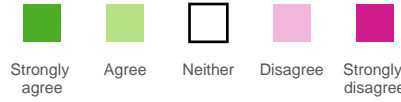
70%

+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
B08 My manager motivates me to be more effective in my job	28	46	16	7	7	74%	+1	+4 ◆	0
B09 My manager is considerate of my life outside work	47	40	8	8	8	88%	0	+3 ◆	0 ◆
B10 My manager is open to my ideas	43	44	8	8	8	87%	0	+5 ◆	+2 ◆
B11 My manager helps me to understand how I contribute to BEIS's objectives^	20	43	26	9	9	63%	+5 ◆	-3 ◆	-8 ◆
B12 Overall, I have confidence in the decisions made by my manager	34	46	12	5	5	81%	+2 ◆	+6 ◆	+2 ◆
B13 My manager recognises when I have done my job well	34	48	11	7	7	82%	+1 ◆	+3 ◆	0
B14 I receive regular feedback on my performance	20	43	21	13	13	63%	+1 ◆	-5 ◆	-10 ◆
B15 The feedback I receive helps me to improve my performance	20	43	25	9	9	63%	0	0	-4 ◆
B16 I think that my performance is evaluated fairly	19	43	24	10	5	62%	+2 ◆	-4 ◆	-8 ◆
B17 Poor performance is dealt with effectively in my team	9	28	47	12	5	36%	0	-3 ◆	-7 ◆

All questions by theme

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My team

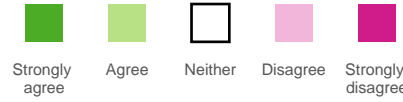
82%

+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	40	46	10	0	0	86%	-1 ◆	+1 ◆	-1 ◆
B19	The people in my team work together to find ways to improve the service we provide	35	48	12	0	0	83%	+1 ◆	0	-2 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	31	47	15	6	0	78%	+2 ◆	+3 ◆	-2 ◆

Learning and development

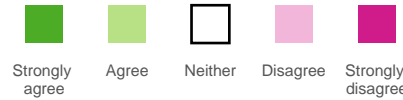
59%

+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
B21	I am able to access the right learning and development opportunities when I need to	17	50	21	9	0	67%	0	+4 ◆	-2 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	16	41	31	9	0	57%	-1 ◆	+5 ◆	-1 ◆
B23	There are opportunities for me to develop my career in BEIS^	14	43	24	12	6	57%	+8 ◆	+11 ◆	+2 ◆
B24	Learning and development activities I have completed while working for BEIS are helping me to develop my career^	13	40	31	12	0	53%	+4 ◆	+6 ◆	+1 ◆



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Inclusion and fair treatment

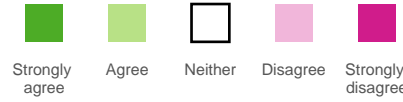
80%

+1

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	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	32	51	10	0	0	83%	0	+3 ◆	0
B26 I am treated with respect by the people I work with	39	49	8	0	0	88%	0	+3 ◆	+1 ◆
B27 I feel valued for the work I do	26	46	15	9	0	72%	+3 ◆	+7 ◆	0
B28 I think that BEIS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)^	29	49	14	5	0	78%	+2 ◆	+2 ◆	-1 ◆

Resources and workload*

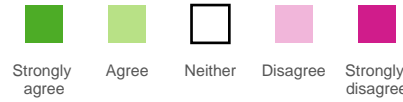
71%

0

◆ 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	57	16	11	0	71%	+2 ◆	+1 ◆	-3 ◆
B30 I have clear work objectives	18	54	15	10	0	72%	+1 ◆	-3 ◆	-8 ◆
B31 I have the skills I need to do my job effectively	26	61	10	0	0	87%	-1 ◆	-1 ◆	-4 ◆
B32 I have the tools I need to do my job effectively	15	53	17	11	0	68%	-3 ◆	-2 ◆	-9 ◆
B33 I have an acceptable workload	11	49	18	16	6	60%	+1 ◆	-1 ◆	-7 ◆
B34 I achieve a good balance between my work life and my private life	18	49	16	12	0	67%	0	-1 ◆	-7 ◆

All questions by theme

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Pay and benefits

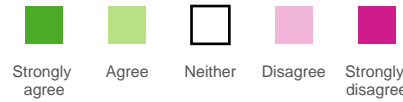
25%

0

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	23	21	29	23	27%	0	-3 ◇	-10 ◇	
B36 I am satisfied with the total benefits package	24	24	28	21	28%	0	-6 ◇	-13 ◇	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	17	19	31	29	21%	-1 ◇	-5 ◇	-12 ◇	

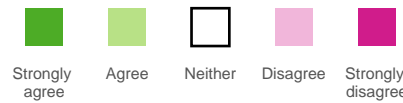
Leadership and managing change*

51% +10 ◇

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
B38 Senior Civil Servants (SCS) in BEIS are sufficiently visible [▲]	16	53	17	10	70%	+8 ◇	+10 ◇	+1 ◇	
B39 I believe the actions of Senior Civil Servants (SCS) are consistent with BEIS's values [▲]	12	46	32	7	58%	+11 ◇	+4 ◇	-2 ◇	
B40 I believe that the Permanent Secretary and Directors General have a clear vision for the future of BEIS [▲]	10	38	37	10	5	48%	+20 ◇	0	-6 ◇
B41 Overall, I have confidence in the decisions made by BEIS's Senior Civil Servants (SCS) [▲]	10	44	32	9	5	54%	+13 ◇	+5 ◇	0
B42 I feel that change is managed well in BEIS [▲]	5	32	33	22	8	37%	+7 ◇	+4 ◇	-3 ◇
B43 When changes are made in BEIS they are usually for the better [▲]	26	46	17	7	31%	+11 ◇	-2 ◇	-10 ◇	
B44 BEIS keeps me informed about matters that affect me [▲]	9	55	23	10	64%	+3 ◇	+6 ◇	-1 ◇	
B45 I have the opportunity to contribute my views before decisions are made that affect me	7	41	29	15	7	49%	+9 ◇	+10 ◇	+1 ◇
B46 I think it is safe to challenge the way things are done in BEIS [▲]	9	43	29	13	6	52%	+7 ◇	+6 ◇	-1 ◇



All questions by theme

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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 BEIS [^]	13	40	31	11	11	54%	+6 ◆	-8 ◆	-15 ◆
B48 I would recommend BEIS as a great place to work [^]	12	39	31	13	13	52%	+7 ◆	-3 ◆	-11 ◆
B49 I feel a strong personal attachment to BEIS [^]	8	26	33	24	9	34%	+1 ◆	-15 ◆	-23 ◆
B50 BEIS inspires me to do the best in my job [^]	8	32	36	18	6	41%	+4 ◆	-7 ◆	-14 ◆
B51 BEIS motivates me to help it achieve its objectives [^]	8	32	37	18	6	39%	+5 ◆	-6 ◆	-14 ◆

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 Civil Servants (SCS) in BEIS will take action on the results from this survey [^]	12	44	26	12	6	56%	+6 ◆	+6 ◆	-2 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	11	31	42	10	5	43%	+3 ◆	+6 ◆	-2 ◆



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	32	56	7			88%	+1 ◆	0	-2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	22	53	16	6		75%	+2 ◆	+5 ◆	0
B56 In BEIS, people are encouraged to speak up when they identify a serious policy or delivery risk	19	50	21	7		69%	New	+2 ◆	-2 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	17	51	20	9		68%	New	+5 ◆	0
B58 BEIS is committed to creating a diverse and inclusive workplace	25	54	14			78%	New	+5 ◆	+1 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior Civil Servants (SCS) in BEIS actively role model the behaviours set out in the Civil Service Leadership Statement^	10	45	35	7		55%	+7 ◆	+8 ◆	0
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	23	49	21	5		72%	+2 ◆	+6 ◆	0

Civil Service vision

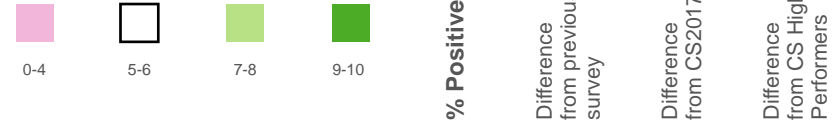
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	12	46	16	22	5	58%	New	+15 ◆	+2 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	8	33	28	25	6	41%	New	+4 ◆	-4 ◆



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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	55	13	68%	+2 ◆	+2 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	20	52	19	71%	0	0	-2 ◆
W03 Overall, how happy did you feel yesterday?	13	23	46	18	64%	+1	+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?	15	30	21	33	46%	-2 ◆	-3 ◆	-6 ◆
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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 BEIS?^

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave BEIS as soon as possible		8%	-3 ◇	0 ◇	-4 ◇
I want to leave BEIS within the next 12 months		23%	-1	+9 ◇	+5 ◇
I want to stay working for BEIS for at least the next year		48%	+5 ◇	+14 ◇	+10 ◇
I want to stay working for BEIS for at least the next three years		21%	-2 ◇	-23 ◇	-32 ◇

The Civil Service Code

Differences are based on '% Yes' score

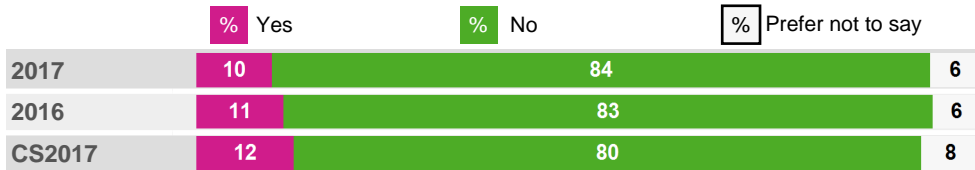
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			96%	-1 ◇	+4 ◇	+2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			65%	-3 ◇	-2 ◇	-9 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in BEIS it would be investigated properly?^			75%	+3 ◇	+5 ◇	0

All questions by theme

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

Discrimination, harassment and bullying

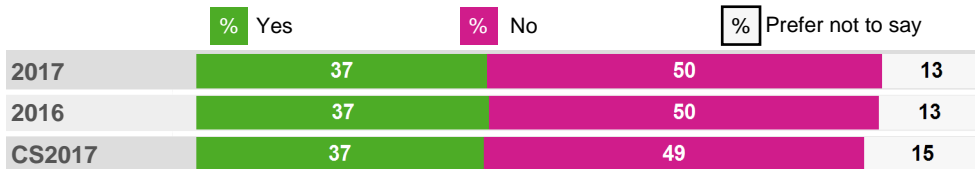
E01. During the past 12 months have you personally experienced discrimination at work?



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)

	Response Count
Age	75
Caring responsibilities	29
Disability	28
Ethnic background	25
Gender	56
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	89
Main spoken/written language or language ability	15
Religion or belief	--
Sexual orientation	--
Social or educational background	19
Working location	30
Working pattern	56
Any other grounds	50
Prefer not to say	32

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	63
Your manager	59
Another manager in my part of BEIS	52
Someone you manage	--
Someone who works for another part of BEIS	26
A member of the public	--
Someone else	12
Prefer not to say	32

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

Department for Business, Energy and Industrial Strategy questions

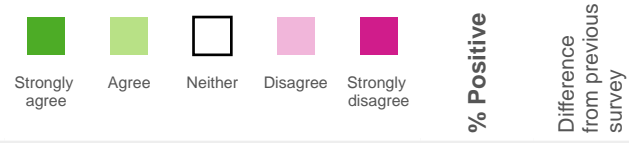
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I feel comfortable being myself at work	27	56	9	6	83%	+1 ◆	
F02 I feel comfortable talking about general diversity and inclusion matters with colleagues	25	57	12	5	82%	0	
F03 My directorate is committed to being diverse and inclusive	29	54	13		83%	New	
F04 I feel informed about why we are transforming	14	48	25	10	62%	New	
F05 I trust BEIS's Senior Civil Servants (SCS) to be open and transparent about transformation	13	45	27	11	58%	New	
F06 I feel I have the opportunities to have my say on changes being made as part of transformation	11	45	30	10	57%	New	
F07 I feel my views on transformation are listened to	8	29	46	12	37%	New	
F08 My manager coaches me on my development and performance	17	43	22	13	5	60%	New
F09 I feel comfortable giving feedback to my manager	23	50	14	9	72%	0	
F10 I have created a personal development plan	Yes: 66%		No: 34%		66%	+1 ◆	
F11 I have undertaken L&D in one or more of the following areas in the last 12 months: leadership and management, commercial, project delivery, digital	Yes: 60%		No: 40%		60%	-5 ◆	
F12 I have taken part in volunteering activity or given unpaid help to a club, group or organisation in the last 12 months	Yes: 53%		No: 47%		53%	+2 ◆	
F13 I have actively sought ways to make improvements to the way I work in the last 12 months	32	57	9		89%	New	



All questions by theme

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

Department for Business, Energy and Industrial Strategy questions



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	I believe SCS/managers actively promote a culture of innovation within the department	12	39	36	10	51%	New	

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.