

Returns : 6,702

Response rate : 70%

Civil Service People Survey 2017



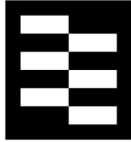
Strength of association with engagement



Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.





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		30%	+4 ✧	-17 ✧	-22 ✧
My work		71%	+1	-5 ✧	-9 ✧
My manager		65%	+1	-5 ✧	-8 ✧
Resources and workload		61%	-1	-11 ✧	-14 ✧
Learning and development		41%	+3 ✧	-11 ✧	-16 ✧
Pay and benefits		19%	-5 ✧	-11 ✧	-17 ✧
Organisational objectives and purpose		81%	+1	-1 ✧	-6 ✧
My team		76%	+1 ✧	-4 ✧	-7 ✧
Inclusion and fair treatment		71%	0	-6 ✧	-9 ✧



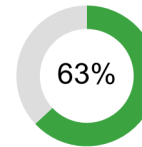
Strength of association with engagement



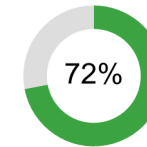
Statistically significant difference from comparison

## Wellbeing

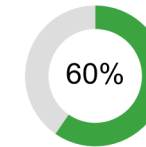
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



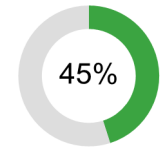
W01. Overall, how satisfied are you with your life nowadays?



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



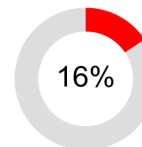
W03. Overall, how happy did you feel yesterday?



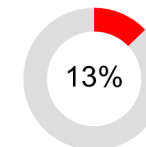
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

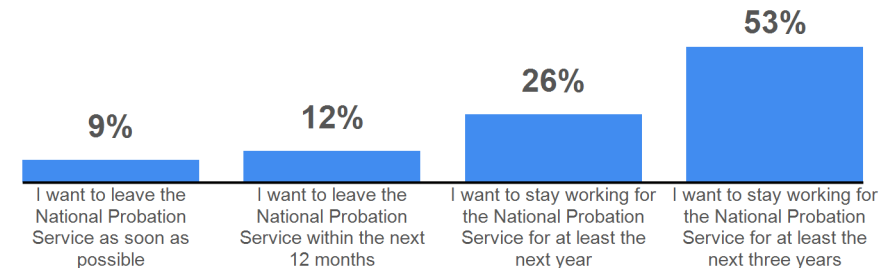


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future





Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	93%	B40	I believe that the HMPPS Executive Management Committee has a clear vision for the future of the National Probation Service	50%	B35	I feel that my pay adequately reflects my performance	65%
B31	I have the skills I need to do my job effectively	89%	B59	Senior managers in the National Probation Service actively role model the behaviours set out in the Civil Service Leadership Statement	44%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	61%
B54	I am trusted to carry out my job effectively	88%	B53	Where I work, I think effective action has been taken on the results of the last survey	44%	B43	When changes are made in the National Probation Service they are usually for the better	59%
B26	I am treated with respect by the people I work with	85%	B51	The National Probation Service motivates me to help it achieve its objectives	37%	B42	I feel that change is managed well in the National Probation Service	57%
B18	The people in my team can be relied upon to help when things get difficult in my job	84%	B41	Overall, I have confidence in the decisions made by the National Probation Service's senior managers	36%	B45	I have the opportunity to contribute my views before decisions are made that affect me	54%



All questions by theme

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

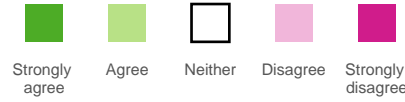
My work

71% +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
B01 I am interested in my work	51	42	5	0	0	93%	0	+3 ◆	+1 ◆
B02 I am sufficiently challenged by my work	42	41	10	6	0	83%	-1 ◆	+2 ◆	0
B03 My work gives me a sense of personal accomplishment	30	47	14	7	0	76%	-1 ◆	0	-3 ◆
B04 I feel involved in the decisions that affect my work	10	32	22	24	12	42%	+4 ◆	-16 ◆	-22 ◆
B05 I have a choice in deciding how I do my work	13	46	21	14	6	59%	+1 ◆	-16 ◆	-21 ◆

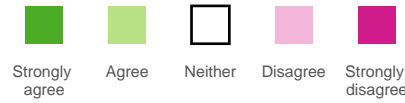
Organisational objectives and purpose\*

81% +1

Difference from previous survey

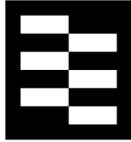


Strength of association with engagement



\*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 the National Probation Service's objectives	26	54	12	6	0	80%	+1 ◆	-1 ◆	-6 ◆
B07 I understand how my work contributes to the National Probation Service's objectives	28	54	12	5	0	82%	0	-1 ◆	-5 ◆



All questions by theme

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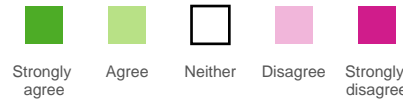
My manager

65% +1

Difference from previous survey



Strength of association with engagement



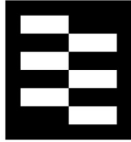
% Positive

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	23	43	20	10	5	66%	+1	-4 ◆	-8 ◆
B09	My manager is considerate of my life outside work	34	41	15	6	6	76%	0	-9 ◆	-12 ◆
B10	My manager is open to my ideas	29	46	17	6	6	74%	0	-8 ◆	-10 ◆
B11	My manager helps me to understand how I contribute to the National Probation Service's objectives	20	43	25	8	6	64%	0	-2 ◆	-7 ◆
B12	Overall, I have confidence in the decisions made by my manager	28	42	18	8	5	70%	+1	-5 ◆	-9 ◆
B13	My manager recognises when I have done my job well	30	45	15	7	7	75%	+1 ◆	-4 ◆	-8 ◆
B14	I receive regular feedback on my performance	22	41	19	14	5	63%	0	-5 ◆	-10 ◆
B15	The feedback I receive helps me to improve my performance	21	40	25	10	6	61%	+2 ◆	-2 ◆	-6 ◆
B16	I think that my performance is evaluated fairly	20	41	24	10	5	61%	+1	-4 ◆	-9 ◆
B17	Poor performance is dealt with effectively in my team	10	27	35	18	11	37%	+2 ◆	-3 ◆	-7 ◆



All questions by theme

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My team

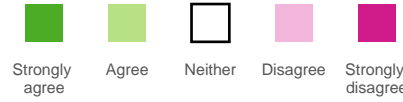
76%

+1

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question 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	44	9	5		84%	0	-1	-3
B19	The people in my team work together to find ways to improve the service we provide	34	44	13	6		78%	+1	-4	-6
B20	The people in my team are encouraged to come up with new and better ways of doing things	25	42	21	9		67%	+3	-8	-13

Learning and development

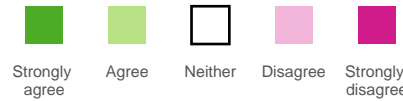
41%

+3

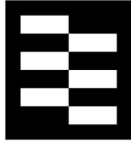
◆ Difference from previous survey



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	8	38	24	23	8	46%	+4	-17	-23
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	35	30	19	7	44%	+1	-8	-14
B23	There are opportunities for me to develop my career in the National Probation Service	7	31	25	22	14	38%	+6	-8	-17
B24	Learning and development activities I have completed while working for the National Probation Service are helping me to develop my career	8	30	32	20	11	37%	+1	-9	-14



All questions by theme

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Inclusion and fair treatment

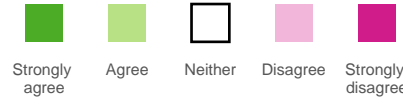
71%

0

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	21	54	14	8	0	75%	0	-5 ◆	-8 ◆
B26	I am treated with respect by the people I work with	29	56	10	5	0	85%	-1 ◆	0	-2 ◆
B27	I feel valued for the work I do	17	41	20	15	7	58%	+1	-8 ◆	-14 ◆
B28	I think that the National Probation Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	47	21	10	5	65%	0	-11 ◆	-15 ◆

Resources and workload\*

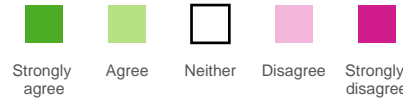
61%

-1

Difference from previous survey

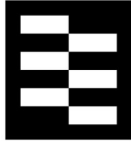


Strength of association with engagement



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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	8	49	23	17	3	57%	+1	-12 ◆	-17 ◆
B30	I have clear work objectives	13	60	16	8	1	74%	0	-1 ◆	-6 ◆
B31	I have the skills I need to do my job effectively	27	62	8	3	0	89%	-1 ◆	0	-2 ◆
B32	I have the tools I need to do my job effectively	8	34	20	27	11	42%	-3 ◆	-28 ◆	-35 ◆
B33	I have an acceptable workload	7	40	17	21	16	47%	0	-14 ◆	-20 ◆
B34	I achieve a good balance between my work life and my private life	12	44	19	17	8	57%	0	-12 ◆	-17 ◆



All questions by theme

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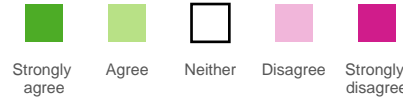
Pay and benefits

19%

-5 ◆ 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	17	16	33	33	19%	-6 ◆	-12 ◆	-18 ◆	
B36 I am satisfied with the total benefits package	18	27	29	24	21%	-3 ◆	-13 ◆	-20 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	17	20	30	31	19%	-6 ◆	-6 ◆	-14 ◆	

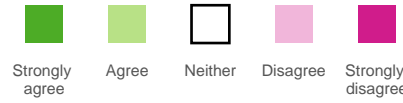
Leadership and managing change\*

30%

+4 ◆ Difference from previous survey



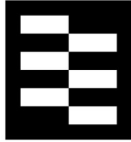
Strength of association with engagement



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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
B38 Senior managers in the National Probation Service are sufficiently visible	9	39	20	22	10	48%	+8 ◆	-12 ◆	-20 ◆
B39 I believe the actions of senior managers are consistent with the National Probation Service's values	9	39	35	11	6	48%	+6 ◆	-6 ◆	-12 ◆
B40 I believe that the HMPPS Executive Management Committee has a clear vision for the future of the National Probation Service	18	50	17	11	22%	+2 ◆	-27 ◆	-32 ◆	
B41 Overall, I have confidence in the decisions made by the National Probation Service's senior managers	5	27	36	20	12	32%	+4 ◆	-17 ◆	-23 ◆
B42 I feel that change is managed well in the National Probation Service	17	24	37	20	19%	+3 ◆	-14 ◆	-21 ◆	
B43 When changes are made in the National Probation Service they are usually for the better	11	29	36	22	12%	+3 ◆	-21 ◆	-28 ◆	
B44 The National Probation Service keeps me informed about matters that affect me	36	30	21	10	39%	+3 ◆	-19 ◆	-26 ◆	
B45 I have the opportunity to contribute my views before decisions are made that affect me	18	26	34	20	20%	+1 ◆	-18 ◆	-27 ◆	
B46 I think it is safe to challenge the way things are done in the National Probation Service	23	33	26	15	26%	+2 ◆	-20 ◆	-27 ◆	





All questions by theme

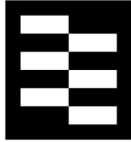
◆ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

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 the National Probation Service	15	42	30	10		57%	+1	-5 ◆	-12 ◆
B48 I would recommend the National Probation Service as a great place to work	7	27	33	23	11	33%	+2 ◆	-22 ◆	-30 ◆
B49 I feel a strong personal attachment to the National Probation Service	15	37	28	14	6	53%	0	+4 ◆	-4 ◆
B50 The National Probation Service inspires me to do the best in my job	10	30	35	18	7	41%	+3 ◆	-7 ◆	-14 ◆
B51 The National Probation Service motivates me to help it achieve its objectives	8	28	37	19	8	36%	+3 ◆	-10 ◆	-17 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that senior managers in the National Probation Service will take action on the results from this survey	5	22	31	24	18	27%	+4 ◆	-23 ◆	-31 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	15	44	21	15		20%	+3 ◆	-16 ◆	-25 ◆



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	30	58	7			88%	0	0 ◆	-2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	14	46	25	12		60%	+1 ◆	-11 ◆	-16 ◆
B56 In the National Probation Service, people are encouraged to speak up when they identify a serious policy or delivery risk	12	43	26	13	6	55%	New	-11 ◆	-16 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	13	52	18	12		65%	New	+1 ◆	-3 ◆
B58 The National Probation Service is committed to creating a diverse and inclusive workplace	14	51	23	8		65%	New	-9 ◆	-12 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior managers in the National Probation Service actively role model the behaviours set out in the Civil Service Leadership Statement	7	32	44	10	6	40%	+3 ◆	-7 ◆	-15 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	17	42	31	7		59%	+2 ◆	-7 ◆	-13 ◆

Civil Service vision

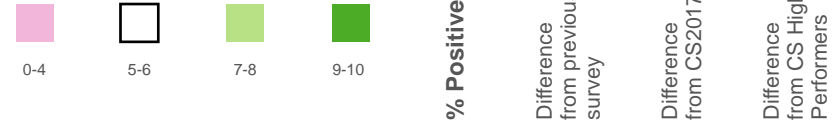
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	22	26	36	14		25%	New	-18 ◆	-31 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	22	30	32	13		25%	New	-12 ◆	-20 ◆



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?	13	24	49	14	63%	-1	-3 ◆	-5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	19	48	24	72%	-2 ◆	+1 ◆	-1 ◆
W03 Overall, how happy did you feel yesterday?	17	24	41	19	60%	-3 ◆	-4 ◆	-6 ◆

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	24	20	35	45%	-3 ◆	-4 ◆	-7 ◆
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## All questions by theme

◆ indicates statistically significant difference from comparison  
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### Your plans for the future

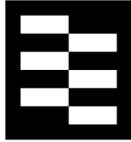
C01. Which of the following statements most reflects your current thoughts about working for the National Probation Service?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave the National Probation Service as soon as possible		9%	0	0 ◆	-3 ◆
I want to leave the National Probation Service within the next 12 months		12%	-1 ◆	-2 ◆	-6 ◆
I want to stay working for the National Probation Service for at least the next year		26%	+1	-8 ◆	-12 ◆
I want to stay working for the National Probation Service for at least the next three years		53%	0	+9 ◆	0

### 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?		27	73%	-2 ◆	-19 ◆	-21 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		52	48%	+1 ◆	-20 ◆	-26 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the National Probation Service it would be investigated properly?		50	50%	+1	-20 ◆	-25 ◆

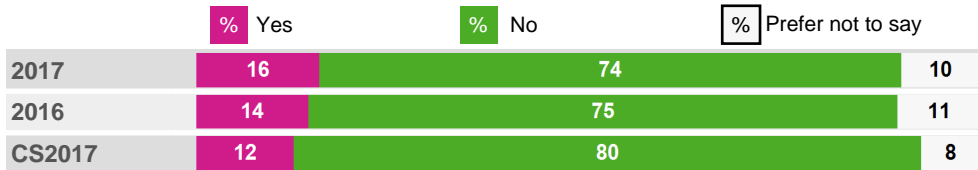


All questions by theme

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

Discrimination, harassment and bullying

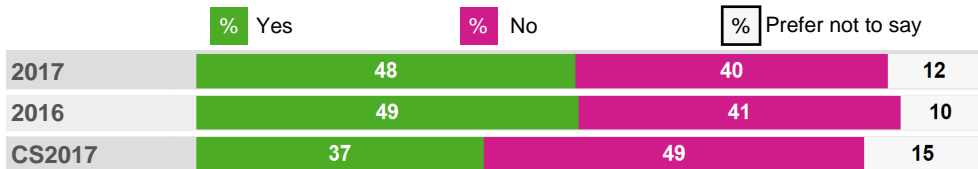
E01. During the past 12 months have you personally experienced discrimination at work?



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)

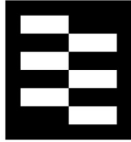
Ground	Response Count
Age	159
Caring responsibilities	138
Disability	228
Ethnic background	111
Gender	123
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	262
Main spoken/written language or language ability	29
Religion or belief	39
Sexual orientation	28
Social or educational background	47
Working location	175
Working pattern	221
Any other grounds	289
Prefer not to say	78

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	373
Your manager	225
Another manager in my part of NPS	154
Someone you manage	50
Someone who works for another part of NPS	48
A member of the public	33
Someone else	57
Prefer not to say	100

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

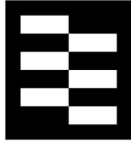


All questions by theme

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

The National Probation Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I understand the role of HM Prison and Probation Service	22	62	11			84%	New
F02 I believe that my local leadership team manages change well	9	38	31	16	6	47%	+4 ◆
F03 I believe that my work helps change lives^	23	53	16	5		77%	-1 ◆
F04 I am motivated by doing a professional job for the public we serve	34	53	9			87%	-1 ◆
F05 I have agreed objectives which define what I do (activities) and how I do it (behaviours)	18	55	19	6		74%	New
F06 The National Probation Service is effective in protecting the public	15	54	20	8		69%	-5 ◆
F07 I am clear about my role in the National Probation Service	26	60	9			86%	-2 ◆
F08 I feel part of the National Probation Service	20	51	18	7		72%	+4 ◆
F09 I work well with my Community Rehabilitation Company colleagues	11	39	33	11	5	50%	-1 ◆
F10 Communication within the National Probation Service is good	6	35	29	22	8	41%	+5 ◆
F11 I feel positive about my future in the National Probation Service	7	28	31	22	12	35%	+6 ◆
F12 I have a strong sense of purpose at work	20	50	20	8		70%	New
F13 People treat others with humanity where I work	24	56	14			80%	New

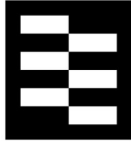


All questions by theme

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

The National Probation Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14 I am treated with humanity at work	23	58	14			80%	New
F15 The people in my team are open to new ideas in order to improve the services we deliver	18	55	19	6		73%	New
F16 My manager recognises when I work together with people in other teams not just my own	21	49	19	8		70%	New
F17 I use resources and make decisions wisely to achieve value for money	18	53	25			71%	+6 ◆
F18 I have developed my professional skills over the last 12 months	20	46	20	10	5	66%	+5 ◆
F19 I am confident that my office is taking effective action to reduce discrimination, bullying and harassment	15	42	32	8		57%	-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 <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.