

Returns : 8,390

Response rate : 26%

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.



Returns : 8,390

Response rate : 26%

Civil Service People Survey 2017

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		31%	+5 ✧	-15 ✧	-20 ✧
My work		69%	+2 ✧	-7 ✧	-10 ✧
My manager		57%	+3 ✧	-13 ✧	-16 ✧
Pay and benefits		19%	-4 ✧	-11 ✧	-17 ✧
Learning and development		42%	+3 ✧	-11 ✧	-15 ✧
Resources and workload		61%	+1	-11 ✧	-14 ✧
Organisational objectives and purpose		72%	+2 ✧	-9 ✧	-15 ✧
My team		70%	0	-11 ✧	-14 ✧
Inclusion and fair treatment		66%	+2 ✧	-11 ✧	-14 ✧



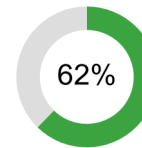
Strength of association with engagement



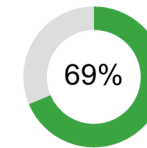
Statistically significant difference from comparison

## Wellbeing

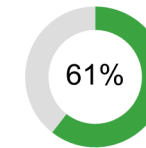
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



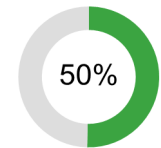
W01. Overall, how satisfied are you with your life nowadays?



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



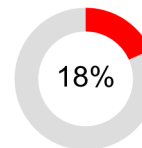
W03. Overall, how happy did you feel yesterday?



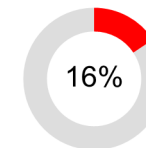
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

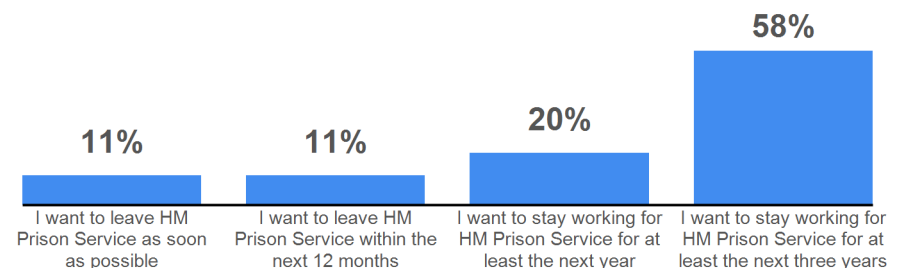


During the past 12 months have you personally experienced discrimination at work?



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	87%	B59 Senior management in HM Prison Service actively role model the behaviours set out in the Civil Service Leadership Statement	43%	B35 I feel that my pay adequately reflects my performance	66%
B54 I am trusted to carry out my job effectively	85%	B40 I believe that the HMPPS Executive Management Committee has a clear vision for the future of HM Prison Service	39%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	64%
B31 I have the skills I need to do my job effectively	83%	B53 Where I work, I think effective action has been taken on the results of the last survey	37%	B36 I am satisfied with the total benefits package	57%
B02 I am sufficiently challenged by my work	79%	B51 HM Prison Service motivates me to help it achieve its objectives	35%	B45 I have the opportunity to contribute my views before decisions are made that affect me	49%
B26 I am treated with respect by the people I work with	77%	B50 HM Prison Service inspires me to do the best in my job	34%	B52 I believe that senior management in HM Prison Service will take action on the results from this survey	48%

## All questions by theme

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

### My work

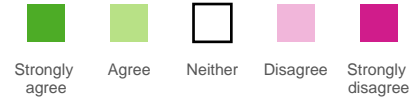
69%

+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	41	46	8			87%	+2 ◆	-3 ◆	-5 ◆
B02 I am sufficiently challenged by my work	35	44	12	7		79%	+1 ◆	-2 ◆	-4 ◆
B03 My work gives me a sense of personal accomplishment	26	45	15	10		71%	+3 ◆	-5 ◆	-8 ◆
B04 I feel involved in the decisions that affect my work	14	33	21	20	11	47%	+3 ◆	-11 ◆	-17 ◆
B05 I have a choice in deciding how I do my work	17	43	19	14	7	60%	+3 ◆	-15 ◆	-20 ◆

### Organisational objectives and purpose\*

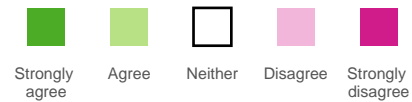
72%

+2 ◆

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 HM Prison Service's objectives	19	52	18	8		71%	+2 ◆	-10 ◆	-16 ◆
B07 I understand how my work contributes to HM Prison Service's objectives	22	53	17	6		74%	+2 ◆	-9 ◆	-13 ◆

## All questions by theme

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

### My manager

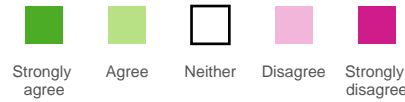
57%

+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
B08	My manager motivates me to be more effective in my job	20	40	20	12	7	60%	+3 ◆	-10 ◆	-14 ◆
B09	My manager is considerate of my life outside work	27	39	18	9	7	66%	+3 ◆	-18 ◆	-21 ◆
B10	My manager is open to my ideas	25	44	19	7	5	69%	+3 ◆	-13 ◆	-15 ◆
B11	My manager helps me to understand how I contribute to HM Prison Service's objectives	16	37	28	12	6	53%	+4 ◆	-12 ◆	-17 ◆
B12	Overall, I have confidence in the decisions made by my manager	22	40	20	10	7	62%	+4 ◆	-12 ◆	-17 ◆
B13	My manager recognises when I have done my job well	24	42	17	10	6	67%	+3 ◆	-12 ◆	-16 ◆
B14	I receive regular feedback on my performance	17	34	22	18	9	51%	+2 ◆	-17 ◆	-22 ◆
B15	The feedback I receive helps me to improve my performance	17	33	28	14	8	50%	+3 ◆	-13 ◆	-17 ◆
B16	I think that my performance is evaluated fairly	16	36	27	13	9	51%	+2 ◆	-14 ◆	-19 ◆
B17	Poor performance is dealt with effectively in my team	10	25	28	20	17	35%	+2 ◆	-5 ◆	-9 ◆

## All questions by theme

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

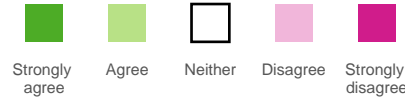
### My team

70% 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
B18	The people in my team can be relied upon to help when things get difficult in my job	29	47	14	8	8	76%	-1	-9 ◆	-11 ◆
B19	The people in my team work together to find ways to improve the service we provide	25	46	18	8	8	70%	0	-12 ◆	-14 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	21	41	21	11	5	63%	+2 ◆	-13 ◆	-17 ◆

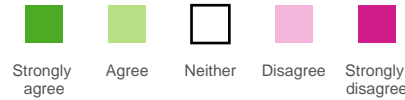
### Learning and development

42% +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	27	19	8	46%	+2 ◆	-17 ◆	-23 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	32	32	17	9	41%	+2 ◆	-11 ◆	-16 ◆
B23	There are opportunities for me to develop my career in HM Prison Service	9	34	25	19	14	43%	+5 ◆	-4 ◆	-12 ◆
B24	Learning and development activities I have completed while working for HM Prison Service are helping me to develop my career	8	30	31	20	11	38%	+3 ◆	-9 ◆	-14 ◆

## All questions by theme

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

### Inclusion and fair treatment

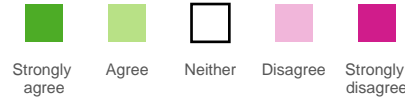
66%

+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
B25 I am treated fairly at work	19	50	16	10	5	69%	+3	-11	-14
B26 I am treated with respect by the people I work with	22	55	14	6	6	77%	+2	-7	-10
B27 I feel valued for the work I do	15	38	22	15	9	53%	+3	-12	-18
B28 I think that HM Prison Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	17	46	23	9	6	62%	+1	-13	-17

### Resources and workload\*

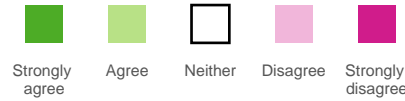
61%

+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
B29 I get the information I need to do my job well	9	47	24	16	6	56%	0	-14	-18
B30 I have clear work objectives	14	54	19	10	6	67%	+1	-8	-13
B31 I have the skills I need to do my job effectively	24	60	11	6	0	83%	+1	-5	-8
B32 I have the tools I need to do my job effectively	12	45	20	17	6	57%	0	-13	-20
B33 I have an acceptable workload	8	41	19	20	11	50%	+3	-11	-17
B34 I achieve a good balance between my work life and my private life	12	43	20	16	9	55%	+2	-13	-18

## All questions by theme

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

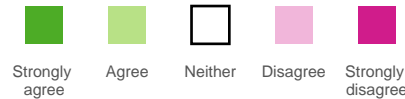
### Pay and benefits

**19%**

-4 ◆ 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	16	30	36	19%	-4 ◆	-12 ◆	-18 ◆	
B36 I am satisfied with the total benefits package	17	23	27	30	20%	-3 ◆	-13 ◆	-20 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	15	18	28	35	18%	-3 ◆	-7 ◆	-14 ◆	

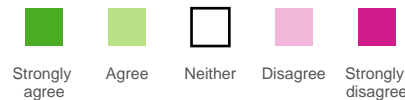
### Leadership and managing change\*

**31%**

+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
B38 Senior management in HM Prison Service are sufficiently visible	8	36	21	21	13	44%	+9 ◆	-16 ◆	-24 ◆
B39 I believe the actions of senior management are consistent with HM Prison Service's values	8	36	32	14	10	43%	+8 ◆	-10 ◆	-17 ◆
B40 I believe that the HMPPS Executive Management Committee has a clear vision for the future of HM Prison Service	6	25	39	17	13	30%	+4 ◆	-18 ◆	-24 ◆
B41 Overall, I have confidence in the decisions made by HM Prison Service's senior management	6	26	32	21	16	31%	+5 ◆	-17 ◆	-23 ◆
B42 I feel that change is managed well in HM Prison Service	20	28	31	17	24%	+4 ◆	-9 ◆	-16 ◆	
B43 When changes are made in HM Prison Service they are usually for the better	16	33	29	18	20%	+3 ◆	-13 ◆	-21 ◆	
B44 HM Prison Service keeps me informed about matters that affect me	32	32	22	11	36%	+2 ◆	-22 ◆	-29 ◆	
B45 I have the opportunity to contribute my views before decisions are made that affect me	20	27	30	19	24%	+3 ◆	-15 ◆	-24 ◆	
B46 I think it is safe to challenge the way things are done in HM Prison Service	24	31	24	17	29%	+3 ◆	-17 ◆	-24 ◆	



## 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 HM Prison Service	18	40	25	11	7	57%	+4 ◆	-5 ◆	-12 ◆
B48 I would recommend HM Prison Service as a great place to work	8	24	27	23	17	32%	+3 ◆	-23 ◆	-31 ◆
B49 I feel a strong personal attachment to HM Prison Service	15	36	26	14	9	51%	+4 ◆	+2 ◆	-5 ◆
B50 HM Prison Service inspires me to do the best in my job	10	28	34	18	10	39%	+3 ◆	-9 ◆	-16 ◆
B51 HM Prison Service motivates me to help it achieve its objectives	9	26	35	19	11	35%	+3 ◆	-11 ◆	-18 ◆

### 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 management in HM Prison Service will take action on the results from this survey	5	20	27	24	25	25%	+3 ◆	-25 ◆	-33 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	6	18	37	19	19	24%	+1	-12 ◆	-20 ◆

## 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	27	58	10			85%	+3 ◆	-4 ◆	-5 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	15	44	23	13	5	59%	+4 ◆	-12 ◆	-16 ◆
B56 In HM Prison Service, people are encouraged to speak up when they identify a serious policy or delivery risk	11	41	25	15	8	52%	New	-14 ◆	-19 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	17	51	17	10	6	68%	New	+4 ◆	0
B58 HM Prison Service is committed to creating a diverse and inclusive workplace	15	49	26	7		64%	New	-10 ◆	-14 ◆

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior management in HM Prison Service actively role model the behaviours set out in the Civil Service Leadership Statement	6	29	43	13	9	35%	+5 ◆	-12 ◆	-20 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	14	38	33	8	7	52%	+5 ◆	-14 ◆	-20 ◆

### 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	30	28	13	29%	New	-13 ◆	-26 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	26	32	25	12	31%	New	-5 ◆	-13 ◆

## All questions by theme

◆ indicates statistically significant difference from comparison  
^ 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?	15	23	45	17	62%	+1	-4 ◆	-6 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	20	44	24	69%	+1	-2 ◆	-5 ◆
W03 Overall, how happy did you feel yesterday?	19	21	38	23	61%	-1	-3 ◆	-5 ◆

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?	26	24	19	30	50%	-1	+2 ◆	-1 ◆
--	----	----	----	----	-----	----	------	------

## 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 HM Prison Service?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave HM Prison Service as soon as possible		11%	-2 ◇	+3 ◇	-1
I want to leave HM Prison Service within the next 12 months		11%	0	-3 ◇	-7 ◇
I want to stay working for HM Prison Service for at least the next year		20%	0	-14 ◇	-19 ◇
I want to stay working for HM Prison Service for at least the next three years		58%	+2 ◇	+14 ◇	+6 ◇

### The Civil Service Code

Differences are based on '% Yes' score

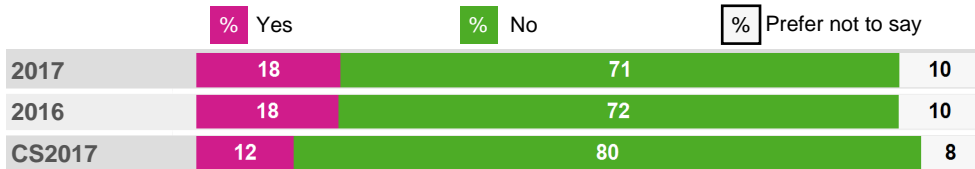
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers	
D01. Are you aware of the Civil Service Code?		75	25	75%	-3 ◇	-17 ◇	-20 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		63	37	63%	-2 ◇	-4 ◇	-11 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HM Prison Service it would be investigated properly?		52	48	52%	0	-18 ◇	-24 ◇

## 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?

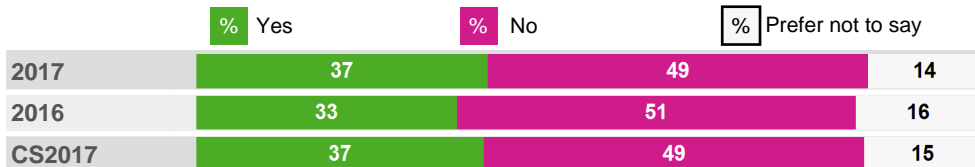


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	244
Caring responsibilities	120
Disability	170
Ethnic background	102
Gender	265
Gender reassignment or perceived gender	12
Grade, pay band or responsibility level	468
Main spoken/written language or language ability	41
Religion or belief	62
Sexual orientation	75
Social or educational background	74
Working location	280
Working pattern	271
Any other grounds	339
Prefer not to say	169

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	468
Your manager	313
Another manager in my part of HM Prison Service	411
Someone you manage	52
Someone who works for another part of HM Prison Service	73
A member of the public	28
Someone else	67
Prefer not to say	189

## All questions by theme

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

### HM Prison Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 The level of control and discipline within this establishment is satisfactory <sup>^</sup>	10	38	20	23	10	48%	+2 ◆
F02 I think staff-prisoner relationships are good in this establishment	17	51	22	8		67%	+4 ◆
F03 This establishment encourages prisoners to treat each other with decency	16	55	20	6		72%	+3 ◆
F04 The level of care provided to prisoners at risk of suicide and self-harm in this establishment is good	23	54	17	5		77%	+4 ◆
F05 I feel safe in my working environment	17	44	18	13	7	62%	+4 ◆
F06 I believe that our new ways of working are in the best long-term interests of HM Prison Service	8	24	34	19	16	31%	New
F07 I understand the role of HM Prison and Probation Service	15	55	20	6		70%	New
F08 I believe that my local management manages change well	11	36	30	16	8	47%	+6 ◆
F09 I believe that my work helps change lives	16	41	25	12	5	57%	+6 ◆
F10 I am motivated by doing a professional job for the public we serve	23	50	17	6		73%	+4 ◆
F11 I have agreed objectives which define what I do (activities) and how I do it (behaviours)	14	48	25	8		62%	New
F12 I have a strong sense of purpose at work	21	48	19	8		69%	New
F13 People treat others with humanity where I work	18	54	19	6		73%	New

## All questions by theme

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

### HM Prison Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14 I am treated with humanity at work	18	55	19	6		73%	New
F15 The people in my team are open to new ideas in order to improve the services we deliver	17	50	22	9		67%	New
F16 My manager recognises when I work together with people in other teams not just my own	17	44	23	11	5	61%	New
F17 I use resources and make decisions wisely to achieve value for money	18	51	25			68%	+7 ◆
F18 I have developed my professional skills over the last 12 months	17	42	22	12	7	59%	+5 ◆
F19 I am confident that my establishment is taking effective action to reduce discrimination, bullying and harassment	14	43	27	9	6	58%	+5 ◆

## 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.