



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

63%

Difference from previous survey **+4** ✧

Difference from CS2017 **+1** ✧

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

My work

79%

Difference from previous survey **+3** ✧

Difference from CS2017 **+3** ✧

Difference from CS High Performers **0**

Organisational objectives and purpose

88%

Difference from previous survey **+10** ✧

Difference from CS2017 **+6** ✧

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

My manager

71%

Difference from previous survey **+1**

Difference from CS2017 **+2** ✧

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

My team

85%

Difference from previous survey **+1**

Difference from CS2017 **+4** ✧

Difference from CS High Performers **+1**

Learning and development

55%

Difference from previous survey **+8** ✧

Difference from CS2017 **+3** ✧

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

Inclusion and fair treatment

79%

Difference from previous survey **+3** ✧

Difference from CS2017 **+2** ✧

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

Resources and workload

72%

Difference from previous survey **+4** ✧

Difference from CS2017 **0**

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

Pay and benefits

37%

Difference from previous survey **+2** ✧

Difference from CS2017 **+7** ✧

Difference from CS High Performers **+1**

Leadership and managing change

50%

Difference from previous survey **+6** ✧

Difference from CS2017 **+3** ✧

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

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		50%	+6 ✧	+3 ✧	-2 ✧
My work		79%	+3 ✧	+3 ✧	0
My manager		71%	+1	+2 ✧	-1 ✧
Pay and benefits		37%	+2 ✧	+7 ✧	+1
Resources and workload		72%	+4 ✧	0	-3 ✧
Learning and development		55%	+8 ✧	+3 ✧	-2 ✧
Organisational objectives and purpose		88%	+10 ✧	+6 ✧	+1 ✧
My team		85%	+1	+4 ✧	+1
Inclusion and fair treatment		79%	+3 ✧	+2 ✧	-1 ✧



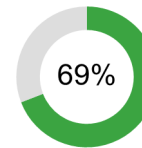
Strength of association with engagement



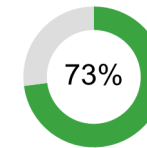
Statistically significant difference from comparison

Wellbeing

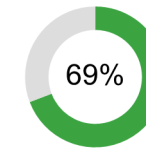
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



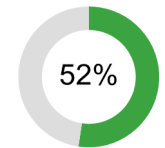
W01. Overall, how satisfied are you with your life nowadays?



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



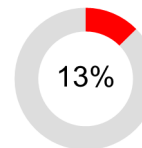
W03. Overall, how happy did you feel yesterday?



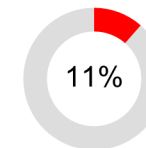
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

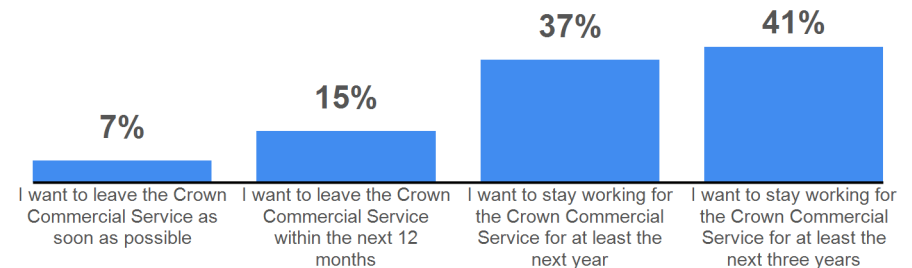


During the past 12 months have you personally experienced discrimination at work?


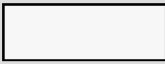


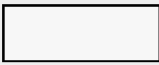

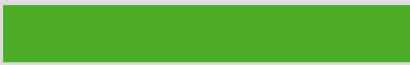
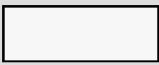




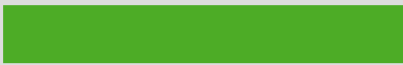




During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future



Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	 92%	B43	When changes are made in the Crown Commercial Service they are usually for the better	 36%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 50%
B54	I am trusted to carry out my job effectively	 89%	B17	Poor performance is dealt with effectively in my team	 35%	B35	I feel that my pay adequately reflects my performance	 45%
B31	I have the skills I need to do my job effectively	 89%	B50	The Crown Commercial Service inspires me to do the best in my job	 34%	B42	I feel that change is managed well in the Crown Commercial Service	 44%
B06	I have a clear understanding of the Crown Commercial Service's objectives	 89%	B53	Where I work, I think effective action has been taken on the results of the last survey	 34%	B36	I am satisfied with the total benefits package	 36%
B07	I understand how my work contributes to the Crown Commercial Service's objectives	 87%	B24	Learning and development activities I have completed while working for the Crown Commercial Service are helping me to develop my career	 33%	B45	I have the opportunity to contribute my views before decisions are made that affect me	 30%

All questions by theme

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

My work

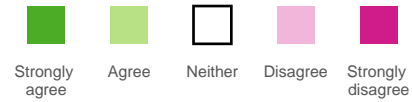
79%

+3 ◆

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	46	46	5	0	0	92%	+2 ◆	+2 ◆	0
B02 I am sufficiently challenged by my work	40	41	10	8	0	81%	+2 ◆	0	-2 ◆
B03 My work gives me a sense of personal accomplishment	31	47	11	9	0	78%	+5 ◆	+1 ◆	-2 ◆
B04 I feel involved in the decisions that affect my work	20	44	17	15	0	63%	+5 ◆	+5 ◆	-1
B05 I have a choice in deciding how I do my work	31	48	12	8	0	79%	+2 ◆	+4 ◆	-1 ◆

Organisational objectives and purpose*

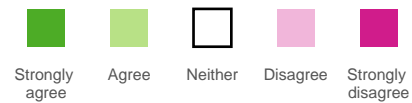
88%

+10 ◆

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 Crown Commercial Service's objectives	31	57	8	0	0	89%	+12 ◆	+8 ◆	+2 ◆
B07 I understand how my work contributes to the Crown Commercial Service's objectives	33	54	8	0	0	87%	+9 ◆	+4 ◆	0

All questions by theme

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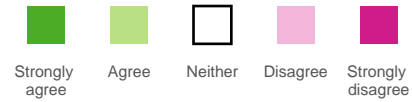
My manager

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 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	31	42	14	9	9	74%	+1	+4 ◆	0
B09	My manager is considerate of my life outside work	51	36	9	9	9	87%	+1 ◆	+3 ◆	0
B10	My manager is open to my ideas	45	40	9	5	5	85%	-2 ◆	+3 ◆	0
B11	My manager helps me to understand how I contribute to the Crown Commercial Service's objectives	30	44	18	5	5	75%	+3 ◆	+9 ◆	+4 ◆
B12	Overall, I have confidence in the decisions made by my manager	36	42	13	6	6	77%	+1 ◆	+3 ◆	-2 ◆
B13	My manager recognises when I have done my job well	39	42	12	6	6	80%	+1	+1 ◆	-2 ◆
B14	I receive regular feedback on my performance	25	45	15	11	11	70%	+3 ◆	+2 ◆	-2 ◆
B15	The feedback I receive helps me to improve my performance	25	39	24	10	10	63%	-2 ◆	0	-4 ◆
B16	I think that my performance is evaluated fairly	24	36	24	12	12	60%	-1	-6 ◆	-10 ◆
B17	Poor performance is dealt with effectively in my team	12	32	35	14	8	44%	+2 ◆	+5 ◆	0

All questions by theme

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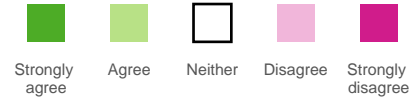
My team

85% +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	42	43	8	5		85%	0	0	-2 ◆
B19	The people in my team work together to find ways to improve the service we provide	42	43	9			85%	0	+3 ◆	+1 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	37	46	12			83%	+3 ◆	+8 ◆	+4 ◆

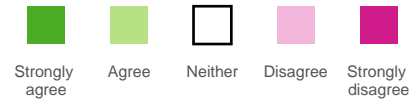
Learning and development

55% +8 ◆

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	20	48	20	9		68%	+11 ◆	+5 ◆	-1 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	20	35	33	11		55%	+10 ◆	+3 ◆	-3 ◆
B23	There are opportunities for me to develop my career in the Crown Commercial Service	15	33	28	15	8	49%	0	+2 ◆	-6 ◆
B24	Learning and development activities I have completed while working for the Crown Commercial Service are helping me to develop my career	16	34	33	13		50%	+9 ◆	+3 ◆	-2 ◆

All questions by theme

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Inclusion and fair treatment

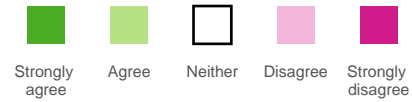
79%

+3

◆ 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	30	51	10	6		81%	+2	+1	-2
B26 I am treated with respect by the people I work with	34	52	8			86%	+1	+1	-1
B27 I feel valued for the work I do	25	45	17	10		70%	+2	+4	-2
B28 I think that the Crown Commercial Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	30	49	12	7		79%	+7	+3	0

Resources and workload*

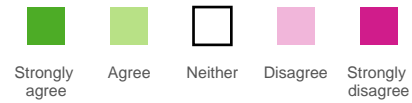
72%

+4

◆ Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29 I get the information I need to do my job well	16	49	20	13		66%	+6	-4	-8
B30 I have clear work objectives	22	47	16	11		69%	0	-6	-11
B31 I have the skills I need to do my job effectively	33	56	9			89%	0	+1	-2
B32 I have the tools I need to do my job effectively	17	51	16	13		68%	+5	-2	-9
B33 I have an acceptable workload	13	53	15	16		67%	+5	+6	0
B34 I achieve a good balance between my work life and my private life	23	52	12	10		76%	+8	+8	+2

All questions by theme

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Pay and benefits

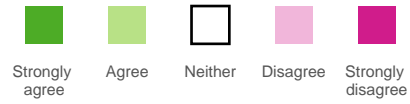
37%

+2 ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	6	32	17	29	16	38%	0	+8 ◆	+1 ◆
B36 I am satisfied with the total benefits package	7	34	22	25	11	41%	+5 ◆	+8 ◆	+1 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	26	19	30	20	31%	+1	+6 ◆	-2 ◆

Leadership and managing change*

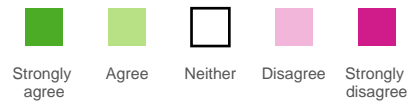
50%

+6 ◆

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 Crown Commercial Service are sufficiently visible	17	48	15	16	5	65%	+9 ◆	+5 ◆	-4 ◆
B39 I believe the actions of senior managers are consistent with the Crown Commercial Service's values	13	38	28	15	6	51%	+4 ◆	-3 ◆	-9 ◆
B40 I believe that the Board has a clear vision for the future of the Crown Commercial Service	13	45	26	11	5	59%	+5 ◆	+10 ◆	+4 ◆
B41 Overall, I have confidence in the decisions made by the Crown Commercial Service's senior managers	14	38	31	12	5	52%	+4 ◆	+3 ◆	-2 ◆
B42 I feel that change is managed well in the Crown Commercial Service	5	24	28	33	11	29%	+4 ◆	-4 ◆	-12 ◆
B43 When changes are made in the Crown Commercial Service they are usually for the better	7	31	36	20	6	38%	+7 ◆	+5 ◆	-3 ◆
B44 The Crown Commercial Service keeps me informed about matters that affect me	11	54	22	10	5	65%	+10 ◆	+7 ◆	0
B45 I have the opportunity to contribute my views before decisions are made that affect me	9	31	30	23	7	40%	+4 ◆	+2 ◆	-7 ◆
B46 I think it is safe to challenge the way things are done in the Crown Commercial Service	10	39	28	18	6	48%	+3 ◆	+2 ◆	-4 ◆

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 the Crown Commercial Service	19	43	29	8	8	61%	+4 ◆	0	-7 ◆
B48 I would recommend the Crown Commercial Service as a great place to work	14	39	31	11	11	54%	+8 ◆	-1 ◆	-9 ◆
B49 I feel a strong personal attachment to the Crown Commercial Service	15	33	31	18	18	47%	0	-2 ◆	-9 ◆
B50 The Crown Commercial Service inspires me to do the best in my job	15	36	34	13	13	51%	+5 ◆	+3 ◆	-4 ◆
B51 The Crown Commercial Service motivates me to help it achieve its objectives	15	37	33	12	12	52%	+7 ◆	+6 ◆	-1 ◆

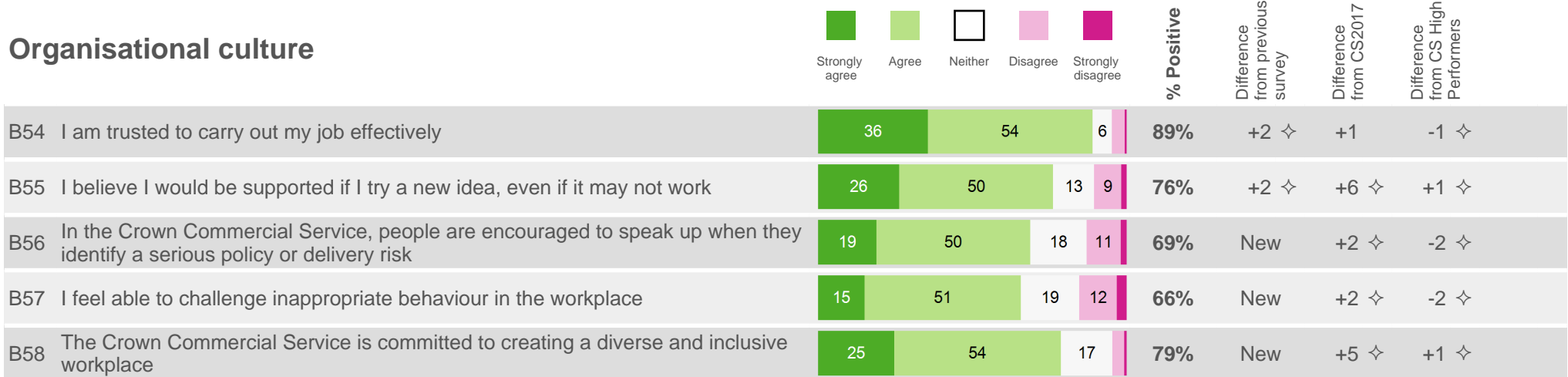
Taking action

	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 Crown Commercial Service will take action on the results from this survey	15	41	22	16	7	55%	+2 ◆	+5 ◆	-2 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	17	29	34	15	6	45%	+4 ◆	+9 ◆	+1

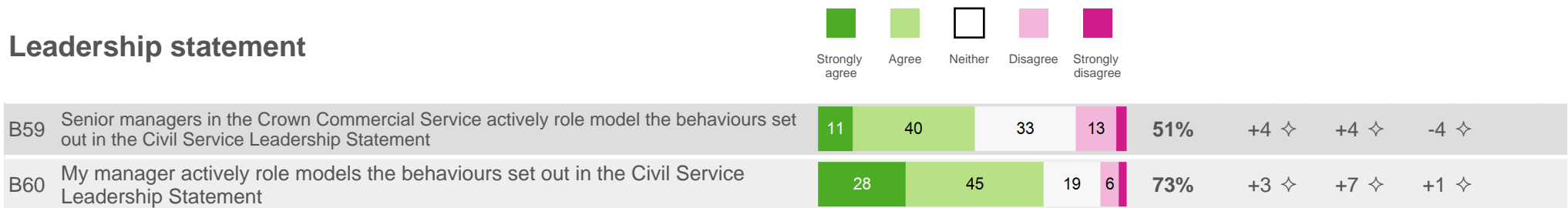
All questions by theme

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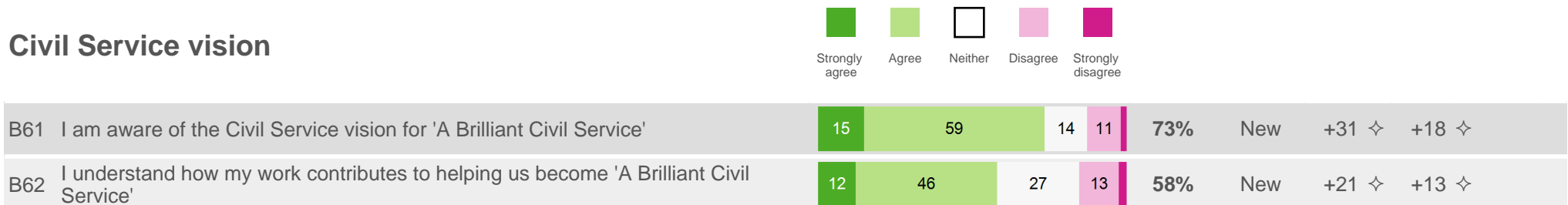
Organisational culture



Leadership statement



Civil Service vision



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?	11	20	51	18	69%	+3 ◆	+3 ◆	+1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	20	50	23	73%	+1 ◆	+2 ◆	0
W03 Overall, how happy did you feel yesterday?	14	16	43	26	69%	+6 ◆	+6 ◆	+4 ◆

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?	22	30	18	29	52%	+2 ◆	+4 ◆	+1
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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 the Crown Commercial Service?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave the Crown Commercial Service as soon as possible		7%	-2 ◇	-2	-5
I want to leave the Crown Commercial Service within the next 12 months		15%	-2	+1 ◇	-3 ◇
I want to stay working for the Crown Commercial Service for at least the next year		37%	-3	+3 ◇	-2 ◇
I want to stay working for the Crown Commercial Service for at least the next three years		41%	+8 ◇	-3 ◇	-11 ◇

The Civil Service Code

Differences are based on '% Yes' score

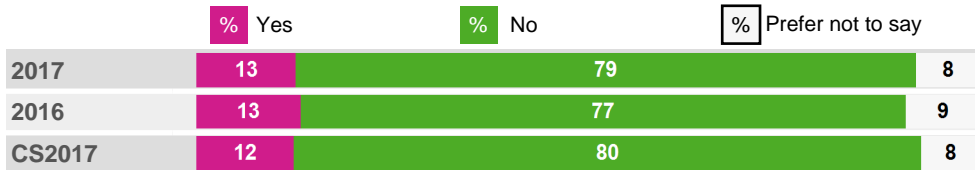
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		9	91%	+1 ◇	0	-3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		29	71%	+2 ◇	+3 ◇	-3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Crown Commercial Service it would be investigated properly?		30	70%	+2 ◇	0	-5 ◇

All questions by theme

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Discrimination, harassment and bullying

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

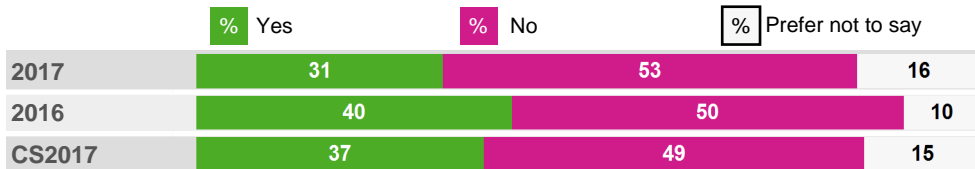


E03. During the past 12 months have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.

E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.

E06. In your opinion, has this issue been resolved?



For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count
Age	11
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	15
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	29
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	13
Working pattern	13
Any other grounds	17
Prefer not to say	10

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	19
Your manager	20
Another manager in my part of CCS	22
Someone you manage	--
Someone who works for another part of CCS	12
A member of the public	--
Someone else	--
Prefer not to say	10

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

Crown Commercial Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 The strategy and goals for the Crown Commercial Service are clear to me	20	57	14	8		77%	+8 ◇
F02 I am confident that my organisation is taking effective action to reduce discrimination, bullying and harassment	18	46	24	10		64%	+4 ◇
F03 I am clear how my role fits within the Crown Commercial Service	23	64	8			87%	+9 ◇
F04 The Senior Leadership Team (SLT) within the Crown Commercial Service have been more visible in the last twelve months^	18	41	24	13		60%	+4 ◇
F05 The Broader Leadership Team and managers within the Crown Commercial Service have been more visible in the last twelve months^	14	39	29	14		53%	0
F06 I receive the right quantity/quality and regularity of communications	13	61	16	9		75%	+13 ◇
F07 I understand what the Crown Commercial Service values and behaviours are	29	65	6			94%	+7 ◇

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.