



Returns : 84

Response rate : 77%

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.

Engagement Index

62%

Difference from previous survey -3

Difference from CS2017 +1

Difference from CS High Performers -3 ✧

My work

67%

Difference from previous survey -10 ✧

Difference from CS2017 -9 ✧

Difference from CS High Performers -13 ✧

Organisational objectives and purpose

86%

Difference from previous survey -1

Difference from CS2017 +4

Difference from CS High Performers -1

My manager

62%

Difference from previous survey 0

Difference from CS2017 -8 ✧

Difference from CS High Performers -11 ✧

My team

80%

Difference from previous survey +4

Difference from CS2017 -1

Difference from CS High Performers -4 ✧

Learning and development

48%

Difference from previous survey -7

Difference from CS2017 -5

Difference from CS High Performers -9 ✧

Inclusion and fair treatment

69%

Difference from previous survey -5

Difference from CS2017 -7 ✧

Difference from CS High Performers -11 ✧

Resources and workload

75%

Difference from previous survey -2

Difference from CS2017 +3

Difference from CS High Performers 0

Pay and benefits

33%

Difference from previous survey -2

Difference from CS2017 +3

Difference from CS High Performers -3

Leadership and managing change

50%

Difference from previous survey -7

Difference from CS2017 +4

Difference from CS High Performers -1



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 ¹	Theme score % Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		50%	-7	+4	-1
My work		67%	-10 ✧	-9 ✧	-13 ✧
My manager		62%	0	-8 ✧	-11 ✧
Pay and benefits		33%	-2	+3	-3
Learning and development		48%	-7	-5	-9 ✧
Resources and workload		75%	-2	+3	0
Organisational objectives and purpose		86%	-1	+4	-1
My team		80%	+4	-1	-4 ✧
Inclusion and fair treatment		69%	-5	-7 ✧	-11 ✧

¹The table above shows the strength of association between engagement and the themes for Civil Service



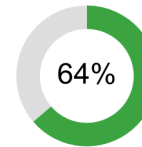
Strength of association with engagement



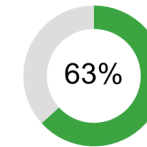
Statistically significant difference from comparison

Wellbeing

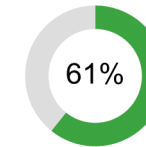
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



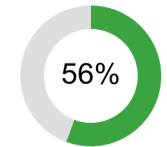
W01. Overall, how satisfied are you with your life nowadays?



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



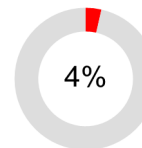
W03. Overall, how happy did you feel yesterday?



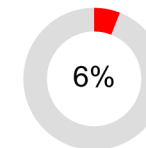
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

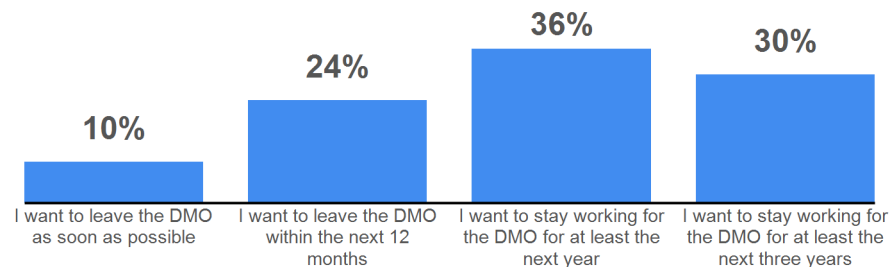


During the past 12 months have you personally experienced discrimination at work?



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
B31	I have the skills I need to do my job effectively	92%	B24	Learning and development activities I have completed while working for the DMO are helping me to develop my career	40%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	57%
B18	The people in my team can be relied upon to help when things get difficult in my job	87%	B53	Where I work, I think effective action has been taken on the results of the last survey	39%	B36	I am satisfied with the total benefits package	48%
B06	I have a clear understanding of the DMO's objectives	86%	B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	36%	B35	I feel that my pay adequately reflects my performance	46%
B07	I understand how my work contributes to the DMO's objectives	86%	B23	There are opportunities for me to develop my career in the DMO	36%	B42	I feel that change is managed well in the DMO	42%
B19	The people in my team work together to find ways to improve the service we provide	85%	B48	I would recommend the DMO as a great place to work	33%	B52	I believe that senior managers in the DMO will take action on the results from this survey	41%



All questions by theme

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

My work

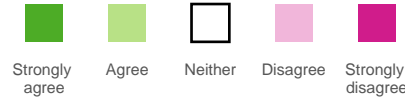
67%

-10

◆ 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	Diff from previous survey	Diff from CS2017	Diff from CS High Performers
B01 I am interested in my work	33	50	10	6	6	83%	-7 ◆	-7 ◆	-9 ◆
B02 I am sufficiently challenged by my work	18	49	18	8	6	67%	-8	-13 ◆	-16 ◆
B03 My work gives me a sense of personal accomplishment	19	47	18	8	7	66%	-11 ◆	-10 ◆	-13 ◆
B04 I feel involved in the decisions that affect my work	16	30	25	18	11	46%	-18 ◆	-12 ◆	-18 ◆
B05 I have a choice in deciding how I do my work	18	52	17	11	2	70%	-9 ◆	-6 ◆	-10 ◆

Organisational objectives and purpose*

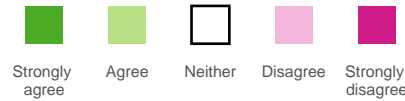
86%

-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	Diff from previous survey	Diff from CS2017	Diff from CS High Performers
B06 I have a clear understanding of the DMO's objectives	41	45	12	2	2	86%	-2	+5 ◆	-1
B07 I understand how my work contributes to the DMO's objectives	35	51	11	2	2	86%	-1	+2	-2



All questions by theme

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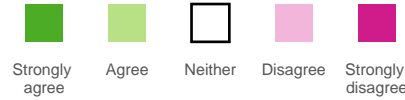
My manager

62% 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
B08	My manager motivates me to be more effective in my job	23	32	21	15	8	55%	-6	-15 ◆	-19 ◆
B09	My manager is considerate of my life outside work	36	43	13	5	5	80%	0	-5 ◆	-8 ◆
B10	My manager is open to my ideas	26	44	13	11	6	70%	-2	-12 ◆	-14 ◆
B11	My manager helps me to understand how I contribute to the DMO's objectives	23	35	27	10	6	58%	-1	-8 ◆	-13 ◆
B12	Overall, I have confidence in the decisions made by my manager	24	42	18	10	6	66%	+3	-8 ◆	-13 ◆
B13	My manager recognises when I have done my job well	30	44	14	6	6	74%	+6	-5 ◆	-9 ◆
B14	I receive regular feedback on my performance	24	31	22	12	11	55%	-3	-13 ◆	-17 ◆
B15	The feedback I receive helps me to improve my performance	19	40	24	8	8	60%	+4	-4	-8 ◆
B16	I think that my performance is evaluated fairly	20	41	22	12	5	61%	-3	-4	-9 ◆
B17	Poor performance is dealt with effectively in my team	14	24	32	17	13	38%	+3	-1	-6 ◆



All questions by theme

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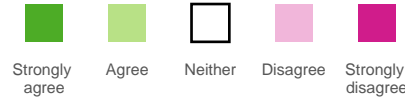
My team

80% +4

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	25	62	7	7	0	87%	+1	+2	0
B19	The people in my team work together to find ways to improve the service we provide	29	56	7	7	0	85%	+1	+2	0
B20	The people in my team are encouraged to come up with new and better ways of doing things	21	46	19	11	0	68%	+9 ◆	-7 ◆	-12 ◆

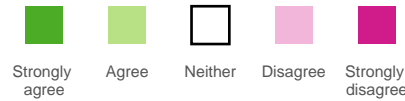
Learning and development

48% -7

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	23	46	21	8	0	69%	-3	+6 ◆	0
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	37	36	13	0	50%	-7	-2	-8 ◆
B23	There are opportunities for me to develop my career in the DMO	11	19	36	20	14	30%	-5	-17 ◆	-25 ◆
B24	Learning and development activities I have completed while working for the DMO are helping me to develop my career	15	27	40	12	5	43%	-13 ◆	-4	-9 ◆



All questions by theme

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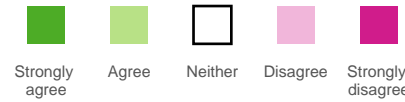
Inclusion and fair treatment

69% -5

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	27	44	17	11		71%	-5	-8 ◆	-12 ◆
B26	I am treated with respect by the people I work with	25	51	17	5		76%	-8 ◆	-9 ◆	-11 ◆
B27	I feel valued for the work I do	19	37	21	14	8	56%	-8	-10 ◆	-16 ◆
B28	I think that the DMO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	49	15	5	7	73%	+2	-3	-7 ◆

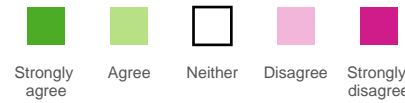
Resources and workload*

75% -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 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	14	49	29	5		63%	-8	-7 ◆	-11 ◆
B30	I have clear work objectives	17	54	19	10		70%	-1	-5 ◆	-10 ◆
B31	I have the skills I need to do my job effectively	35	57	6			92%	-1	+3	+1
B32	I have the tools I need to do my job effectively	15	64	12	8		80%	-3	+10 ◆	+3
B33	I have an acceptable workload	17	54	23	6		70%	-4	+9 ◆	+4
B34	I achieve a good balance between my work life and my private life	24	52	13	11		76%	+3	+8 ◆	+2



All questions by theme

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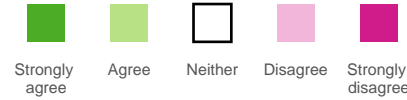
Pay and benefits

33% -2

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
B35	I feel that my pay adequately reflects my performance	8	29	17	21	25	37%	-6	+6 ◆	0
B36	I am satisfied with the total benefits package	8	25	19	30	18	33%	-4	0	-7 ◆
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	24	13	24	33	30%	+2	+4	-3

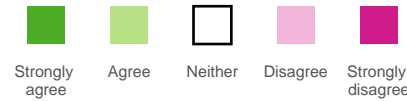
Leadership and managing change*

50% -7

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 ID	Question Text	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 DMO are sufficiently visible	23	48	11	10	8	71%	-1	+11 ◆	+3
B39	I believe the actions of senior managers are consistent with the DMO's values	18	39	20	14	8	57%	-9 ◆	+3	-3
B40	I believe that the Managing Board has a clear vision for the future of the DMO	14	37	25	14	10	51%	-9	+3	-3
B41	Overall, I have confidence in the decisions made by the DMO's senior managers	12	39	24	13	12	51%	-10 ◆	+3	-3
B42	I feel that change is managed well in the DMO	7	26	25	29	13	33%	-10 ◆	0	-7 ◆
B43	When changes are made in the DMO they are usually for the better	5	48	29	12	7	52%	+5	+19 ◆	+12 ◆
B44	The DMO keeps me informed about matters that affect me	8	49	20	15	7	57%	-10 ◆	-1	-8 ◆
B45	I have the opportunity to contribute my views before decisions are made that affect me	6	32	25	27	10	38%	-10 ◆	0	-10 ◆
B46	I think it is safe to challenge the way things are done in the DMO	6	36	20	21	17	42%	-4	-4	-11 ◆



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 DMO	25	35	32	7	7	60%	-9 ◆	-2	-9 ◆
B48 I would recommend the DMO as a great place to work	20	29	33	13	5	49%	-4	-6 ◆	-14 ◆
B49 I feel a strong personal attachment to the DMO	20	36	23	17	6	57%	+4	+8 ◆	0
B50 The DMO inspires me to do the best in my job	14	32	27	20	6	46%	-4	-1	-8 ◆
B51 The DMO motivates me to help it achieve its objectives	17	31	27	19	6	48%	-1	+2	-6 ◆

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 DMO will take action on the results from this survey	7	23	29	17	24	30%	+4	-20 ◆	-28 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	5	20	39	14	22	25%	+5	-11 ◆	-20 ◆



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	25	55	10	7	7	80%	-5	-9 ◆	-11 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	13	32	29	19	7	45%	-13 ◆	-25 ◆	-30 ◆
B56 In the DMO, people are encouraged to speak up when they identify a serious policy or delivery risk	18	48	18	10	7	65%	New	-1	-6 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	20	46	15	12	6	67%	New	+3	-1
B58 The DMO is committed to creating a diverse and inclusive workplace	20	44	25	8	3	64%	New	-9 ◆	-13 ◆

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 DMO actively role model the behaviours set out in the Civil Service Leadership Statement	15	30	30	14	11	45%	-2	-2	-10 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	15	38	32	7	7	54%	+4	-12 ◆	-18 ◆

Civil Service vision

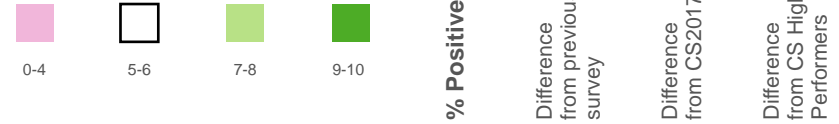
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	13	29	31	25	2	42%	New	-1	-13 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	11	29	31	27	2	40%	New	+3	-5



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	51	13	64%	-6	-2	-4
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	29	44	19	63%	0	-8 ◆	-10 ◆
W03 Overall, how happy did you feel yesterday?	9	30	38	23	61%	-3	-2	-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?	27	29	23	22	56%	+1	+7 ◆	+4
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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 the DMO?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave the DMO as soon as possible		10%	+6	+1	-2
I want to leave the DMO within the next 12 months		24%	+2	+10	+6
I want to stay working for the DMO for at least the next year		36%	-15 ◆	+2	-3
I want to stay working for the DMO for at least the next three years		30%	+8	-14 ◆	-22 ◆

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?		11	89%	0	-3	-5
D02. Are you aware of how to raise a concern under the Civil Service Code?		20	80%	0	+12 ◆	+6 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the DMO it would be investigated properly?		31	69%	-8	-1	-7 ◆

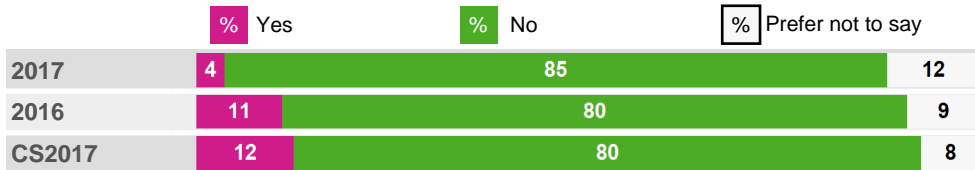


All questions by theme

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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?

Results for this question have been suppressed as there are fewer than ten responses

For respondents who selected 'Yes' to question E03.

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

Results for this question have been suppressed as there are fewer than ten responses

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

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

A colleague	--
Your manager	--
Another manager in my part of the DMO	--
Someone you manage	--
Someone who works for another part of the DMO	--
A member of the public	--
Someone else	--
Prefer not to say	--

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



Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2016 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2017 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2017 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B47-B51). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association
with engagement



the analysis has not identified a
significant association with engagement

Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

Confidentiality

The survey was carried out as part of the 2017 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.