

Returns : 231

Response rate : 85%

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.

*Parent = Biotechnology and Biological Sciences Research Council

Engagement Index

72%

Difference from previous survey +2

Difference from Parent^o 0

Difference from RC +6

My work

84%

Difference from previous survey +4

Difference from Parent^o 0

Difference from RC +6

Organisational objectives and purpose

86%

Difference from previous survey +2

Difference from Parent^o 0

Difference from RC +6

My manager

75%

Difference from previous survey -1

Difference from Parent^o 0

Difference from RC +9

My team

84%

Difference from previous survey -2

Difference from Parent^o 0

Difference from RC +4

Learning and development

64%

Difference from previous survey -5

Difference from Parent^o 0

Difference from RC +9

Inclusion and fair treatment

85%

Difference from previous survey -1

Difference from Parent^o 0

Difference from RC +7

Resources and workload

83%

Difference from previous survey -2

Difference from Parent^o 0

Difference from RC +10

Pay and benefits

48%

Difference from previous survey -3

Difference from Parent^o 0

Difference from RC +17

Leadership and managing change

60%

Difference from previous survey +4

Difference from Parent^o 0

Difference from RC +13

Returns : 231

Response rate : 85%

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 ¹	Theme score % Positive	Difference from previous survey	Difference from Parent ^o	Difference from RC	Difference from high performing units
Leadership and managing change		60%	+4 ✧	0	+13 ✧	+5 ✧
My work		84%	+4 ✧	0	+6 ✧	+2
Pay and benefits		48%	-3	0	+17 ✧	+8 ✧
Learning and development		64%	-5 ✧	0	+9 ✧	0
My manager		75%	-1	0	+9 ✧	-3 ✧
Resources and workload		83%	-2	0	+10 ✧	+4 ✧
Organisational objectives and purpose		86%	+2	0	+6 ✧	-4 ✧
My team		84%	-2	0	+4 ✧	-5 ✧
Inclusion and fair treatment		85%	-1	0	+7 ✧	+1

¹The table above shows the strength of association between engagement and the themes for Biotechnology and Biological Sciences Research Council

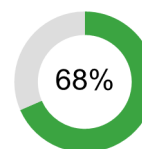
^oParent = Biotechnology and Biological Sciences Research Council

Strength of association with engagement

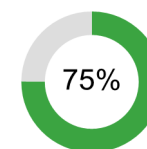
✧ Statistically significant difference from comparison

Wellbeing

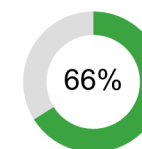
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



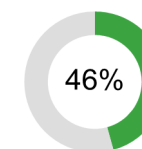
W01. Overall, how satisfied are you with your life nowadays?



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



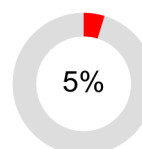
W03. Overall, how happy did you feel yesterday?



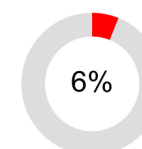
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

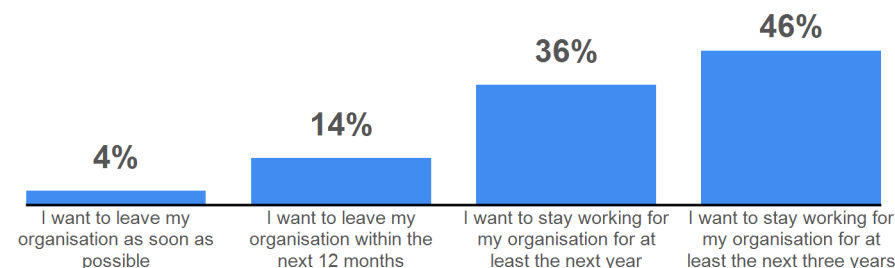


During the past 12 months have you personally experienced discrimination at work?


















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	 95%	B43 When changes are made in my organisation they are usually for the better  45%		B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	 62%
B54 I am trusted to carry out my job effectively	 94%	B53 Where I work, I think effective action has been taken on the results of the last survey  42%		B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	 57%
B05 I have a choice in deciding how I do my work	 92%	B17 Poor performance is dealt with effectively in my team  40%		B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	 33%
B31 I have the skills I need to do my job effectively	 91%	B59 Senior managers in my organisation actively role model the behaviours set out in the Civil Service Leadership Statement  37%		B35 I feel that my pay adequately reflects my performance	 29%
B26 I am treated with respect by the people I work with	 89%	B40 I believe that the Executive Team has a clear vision for the future of my organisation  33%		B23 There are opportunities for me to develop my career in my organisation	 20%

All questions by theme

*Parent = Biotechnology and Biological Sciences Research Council
 ♦ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

My work

84%

+4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent*

Difference from RC

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from RC	Difference from high performing units
B01 I am interested in my work	49	45	5	0	0	95%	+4 ♦	0	+3 ♦	0
B02 I am sufficiently challenged by my work	39	44	10	7	0	83%	+8 ♦	0	+2 ♦	-6 ♦
B03 My work gives me a sense of personal accomplishment	32	49	15	4	0	81%	+3 ♦	0	+3 ♦	-4 ♦
B04 I feel involved in the decisions that affect my work	25	45	20	7	0	70%	+2	0	+13 ♦	+1
B05 I have a choice in deciding how I do my work	46	46	5	0	0	92%	+2 ♦	0	+7 ♦	+9 ♦

Organisational objectives and purpose*

86%

+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 Parent*	Difference from RC	Difference from high performing units
B06 I have a clear understanding of my organisation's objectives	34	51	11	4	0	85%	+2	0	+6 ♦	-5 ♦
B07 I understand how my work contributes to my organisation's objectives	37	49	11	3	0	87%	+2	0	+5 ♦	-4 ♦

All questions by theme

*Parent = Biotechnology and Biological Sciences Research Council
 ◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

My manager

75% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent*

Difference from RC

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from RC	Difference from high performing units
B08	My manager motivates me to be more effective in my job	37	38	15	8		75%	0	0	+11 ◆	-5 ◆
B09	My manager is considerate of my life outside work	54	33	10			87%	-6 ◆	0	+1	-4 ◆
B10	My manager is open to my ideas	50	35	10			86%	-5 ◆	0	+2 ◆	-3 ◆
B11	My manager helps me to understand how I contribute to my organisation's objectives	29	42	23			72%	-1	0	+11 ◆	-6 ◆
B12	Overall, I have confidence in the decisions made by my manager	43	37	13			81%	-3 ◆	0	+6 ◆	-3 ◆
B13	My manager recognises when I have done my job well	45	39	12			84%	-1	0	+7 ◆	-3 ◆
B14	I receive regular feedback on my performance	29	46	15	9		75%	-2	0	+16 ◆	-6 ◆
B15	The feedback I receive helps me to improve my performance	27	43	23	6		70%	-1	0	+15 ◆	-5 ◆
B16	I think that my performance is evaluated fairly	33	45	13	6		78%	0	0	+12 ◆	+3 ◆
B17	Poor performance is dealt with effectively in my team	12	31	40	13		43%	+5 ◆	0	+10 ◆	-10 ◆

All questions by theme

*Parent = Biotechnology and Biological Sciences Research Council
 † indicates statistically significant difference from comparison
 ‡ indicates a variation in question wording from your previous survey

My team

84% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent*

Difference from RC

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from RC	Difference from high performing units
B18	The people in my team can be relied upon to help when things get difficult in my job	39	48	10			87%	-2	0	+4 †	-5 †
B19	The people in my team work together to find ways to improve the service we provide	38	46	13			84%	-3 †	0	+2 †	-7 †
B20	The people in my team are encouraged to come up with new and better ways of doing things	41	39	16			80%	-1	0	+5 †	-6 †

Learning and development

64% -5 †

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent*

Difference from RC

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from RC	Difference from high performing units
B21	I am able to access the right learning and development opportunities when I need to	30	48	18			78%	-8 †	0	+10 †	+4 †
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	20	41	32	6		61%	-7 †	0	+10 †	-3 †
B23	There are opportunities for me to develop my career in my organisation	19	35	25	15	5	55%	0	0	+6 †	-10 †
B24	Learning and development activities I have completed while working for my organisation are helping me to develop my career	16	45	27	11		61%	-4 †	0	+10 †	+2

All questions by theme

*Parent = Biotechnology and Biological Sciences Research Council
 † indicates statistically significant difference from comparison
 ‡ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

85% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent*

Difference from RC

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from RC	Difference from high performing units
B25	I am treated fairly at work	42	46	6	2	2	88%	-2	0	+6 †	0
B26	I am treated with respect by the people I work with	45	45	7	1	0	89%	-1	0	+4 †	-3 †
B27	I feel valued for the work I do	33	44	14	8	0	77%	+2	0	+10 †	0
B28	I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	36	50	10	4	0	86%	-1	0	+9 †	+2 †

Resources and workload*

83% -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 Parent*	Difference from RC	Difference from high performing units
B29	I get the information I need to do my job well	22	62	10	4	0	84%	+2	0	+15 †	+6 †
B30	I have clear work objectives	32	51	12	3	0	83%	+2	0	+11 †	-3 †
B31	I have the skills I need to do my job effectively	39	53	8	0	0	91%	-5 †	0	+3 †	-1 †
B32	I have the tools I need to do my job effectively	28	61	10	1	0	89%	-5 †	0	+10 †	+12 †
B33	I have an acceptable workload	18	53	18	7	4	71%	-2	0	+10 †	-2
B34	I achieve a good balance between my work life and my private life	29	50	11	8	2	80%	-1	0	+9 †	+1

All questions by theme

*Parent = Biotechnology and Biological Sciences Research Council
 ◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Pay and benefits

48% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent*

Difference from RC

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from RC	Difference from high performing units
B35 I feel that my pay adequately reflects my performance	10	36	26	19	10	45%	-4 ◆	0	+16 ◆	+4 ◆
B36 I am satisfied with the total benefits package	18	42	26	12		60%	-3	0	+18 ◆	+14 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	11	30	27	23	10	40%	-2	0	+16 ◆	+4 ◆

Leadership and managing change*

60% +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 Parent*	Difference from RC	Difference from high performing units
B38 Senior managers in my organisation are sufficiently visible	23	45	20	11		68%	+5 ◆	0	+9 ◆	-2
B39 I believe the actions of senior managers are consistent with my organisation's values	19	44	27	8		62%	+2	0	+7 ◆	-1
B40 I believe that the Executive Team has a clear vision for the future of my organisation	12	40	33	13		52%	+3 ◆	0	+9 ◆	-5 ◆
B41 Overall, I have confidence in the decisions made by my organisation's senior managers	17	47	26	9		64%	+5 ◆	0	+13 ◆	+7 ◆
B42 I feel that change is managed well in my organisation	10	44	29	15		54%	+7 ◆	0	+18 ◆	+10 ◆
B43 When changes are made in my organisation they are usually for the better	6	39	45	9		45%	+2	0	+18 ◆	+3 ◆
B44 My organisation keeps me informed about matters that affect me	16	59	18	7		75%	+1	0	+13 ◆	+6 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	14	42	31	12		56%	+9 ◆	0	+17 ◆	+8 ◆
B46 I think it is safe to challenge the way things are done in my organisation	16	45	24	11		60%	+2	0	+9 ◆	+6 ◆

All questions by theme

*Parent = Biotechnology and Biological Sciences Research Council

◇ 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 Parent*	Difference from RC	Difference from high performing units
B47 I am proud when I tell others I am part of my organisation	34	41	23			75%	-3 ◇	0	0	+5 ◇
B48 I would recommend my organisation as a great place to work	37	38	21			75%	+4 ◇	0	+10 ◇	+11 ◇
B49 I feel a strong personal attachment to my organisation	29	35	24	11		64%	+1	0	+4 ◇	+5 ◇
B50 My organisation inspires me to do the best in my job	23	38	28	10		62%	+1	0	+7 ◇	+3 ◇
B51 My organisation motivates me to help it achieve its objectives	21	38	30	9		60%	+2	0	+10 ◇	+3 ◇

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from RC	Difference from high performing units
B52 I believe that senior managers in my organisation will take action on the results from this survey	18	39	29	9	5	57%	+9 ◇	0	+15 ◇	-2
B53 Where I work, I think effective action has been taken on the results of the last survey	12	31	42	11		43%	+4 ◇	0	+18 ◇	-8 ◇

All questions by theme

*Parent = Biotechnology and Biological Sciences Research Council

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 ▲ 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 Parent*	Difference from RC	Difference from high performing units
B54 I am trusted to carry out my job effectively	50	45				94%	-1	0	+1	+1
B55 I believe I would be supported if I try a new idea, even if it may not work	33	47	13	6		80%	-1	0	+6 ◆	0
B56 In my organisation, people are encouraged to speak up when they identify a serious policy or delivery risk	32	49	13			82%	New	0	+9 ◆	+6 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	17	47	21	12		64%	New	0	-1	-10 ◆
B58 My organisation is committed to creating a diverse and inclusive workplace	34	46	16			80%	New	0	+8 ◆	-3 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from RC	Difference from high performing units
B59 Senior managers in my organisation actively role model the behaviours set out in the Civil Service Leadership Statement	12	41	37	9		53%	+8 ◆	0	+12 ◆	-5 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	26	40	29			66%	-1	0	+13 ◆	-11 ◆

Civil Service vision

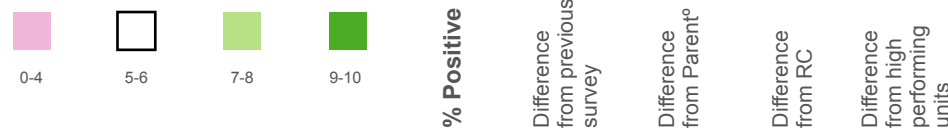
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from RC	Difference from high performing units
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	14	22	44	19		16%	New	0	+6 ◆	-44 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	14	27	38	19		17%	New	0	+6 ◆	-37 ◆

All questions by theme

*Parent = Biotechnology and Biological Sciences Research Council

◇ 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 Parent*	Difference from RC	Difference from high performing units
W01 Overall, how satisfied are you with your life nowadays?	8	24	51	18	68%	-7 ◇	0	+4 ◇	-4 ◇
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	18	51	24	75%	-6 ◇	0	+5 ◇	-2
W03 Overall, how happy did you feel yesterday?	13	21	45	21	66%	-5 ◇	0	+5 ◇	-3 ◇

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	23	21	34	46%	-11 ◇	0	-3 ◇	-10 ◇
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All questions by theme

*Parent = Biotechnology and Biological Sciences Research Council

 ♦ 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 your organisation?

			Difference from previous survey	Difference from Parent*	Difference from RC	Difference from high performing units
I want to leave my organisation as soon as possible		4%	-4 ♦	0	-2 ♦	-8
I want to leave my organisation within the next 12 months		14%	+2	0	-1	-3 ♦
I want to stay working for my organisation for at least the next year		36%	+1	0	-1	+1
I want to stay working for my organisation for at least the next three years		46%	+2	0	+5 ♦	-19 ♦

The Civil Service Code

Differences are based on '% Yes' score

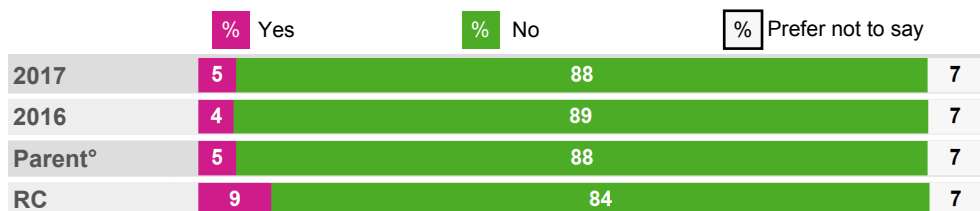
	% Yes	% No	% Yes	Difference from previous survey	Difference from Parent*	Difference from RC	Difference from high performing units
D01. Are you aware of the Civil Service Code?		32	68%	+14 ♦	0	+23 ♦	-30
D02. Are you aware of how to raise a concern under the Civil Service Code?		58	42%	+9 ♦	0	+20 ♦	-38 ♦
D03. Are you confident that if you raised a concern under the Civil Service Code in your organisation it would be investigated properly?		30	70%	+7 ♦	0	+19 ♦	-9 ♦

All questions by theme

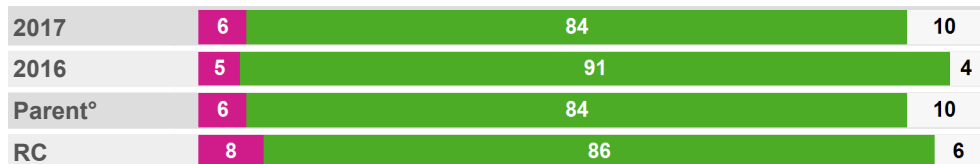
*Parent = Biotechnology and Biological Sciences Research Council
 † indicates statistically significant difference from comparison
 ‡ indicates a variation in question wording from your previous survey

Discrimination, harassment and bullying

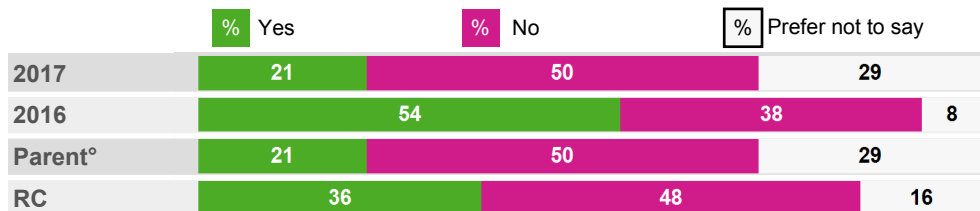
E01. During the past 12 months have you personally experienced discrimination at work?



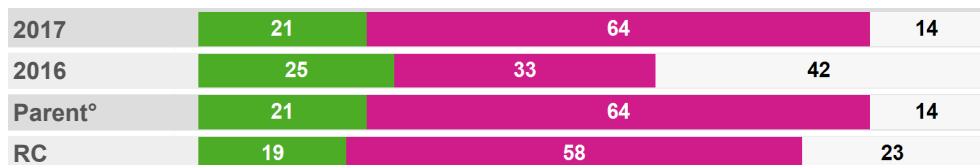
E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	--
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 organisation	--
Someone you manage	--
Someone who works for another part of your organisation	--
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.
High performing units	For each question, this is the upper quartile score across all units from 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, Research Councils results, Biotechnology and Biological Sciences Research Council results and high performing units 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.