



# Crown Prosecution Service

Returns : 3,969

Response rate : 68%

Civil Service People Survey 2017



Strength of association with engagement



Statistically significant difference from comparison

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



The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

## Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		46%	+3 ✧	0	-5 ✧
My manager		69%	+4 ✧	-1 ✧	-4 ✧
My work		75%	+3 ✧	-1 ✧	-4 ✧
Resources and workload		70%	+6 ✧	-2 ✧	-5 ✧
Learning and development		53%	+7 ✧	0	-5 ✧
Pay and benefits		33%	-3 ✧	+3 ✧	-4 ✧
Organisational objectives and purpose		87%	+2 ✧	+5 ✧	0
My team		75%	+2 ✧	-5 ✧	-8 ✧
Inclusion and fair treatment		75%	+3 ✧	-2 ✧	-5 ✧



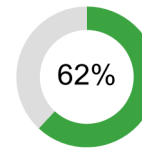
Strength of association with engagement



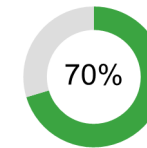
Statistically significant difference from comparison

## Wellbeing

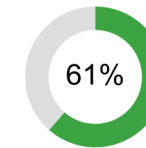
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0, 1,2 or 3 for W04)



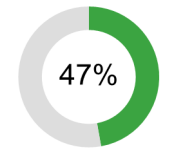
W01. Overall, how satisfied are you with your life nowadays?



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



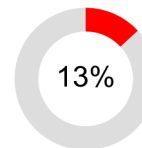
W03. Overall, how happy did you feel yesterday?



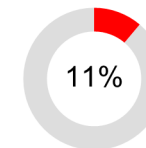
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

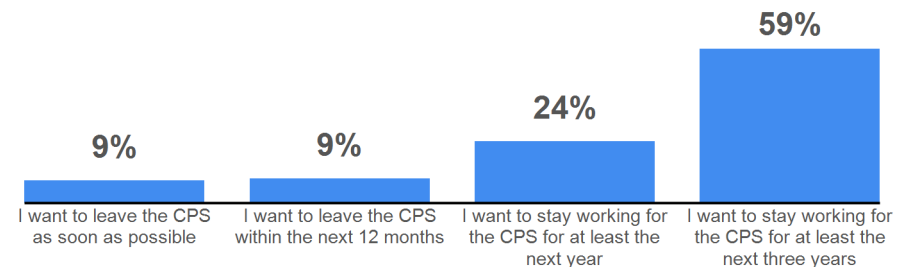


During the past 12 months have you personally experienced discrimination at work?



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%	B40	I believe that the CPS Board has a clear vision for the future of the CPS	36%	B35	I feel that my pay adequately reflects my performance	55%
B31	I have the skills I need to do my job effectively	90%	B59	My CCP, DCCP, ABM or Head of Directorate/Division in the CPS actively role model the behaviours set out in the Civil Service Leadership Statement	35%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	51%
B07	I understand how my work contributes to the CPS objectives	88%	B53	Where I work, I think effective action has been taken on the results of the last survey	35%	B36	I am satisfied with the total benefits package	43%
B54	I am trusted to carry out my job effectively	87%	B41	Overall, I have confidence in the decisions made by the DPP, Chief Executive and Directors of Legal, Business and Corporate Services	33%	B42	I feel that change is managed well in the CPS	42%
B06	I have a clear understanding of the CPS objectives	87%	B17	Poor performance is dealt with effectively in my team	31%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	39%

## All questions by theme

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

### My work

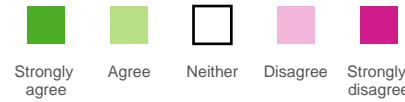
**75%**

**+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	50	42	5	1	1	92%	+1 ◆	+2 ◆	0
B02 I am sufficiently challenged by my work	42	41	8	7	2	83%	+2 ◆	+2 ◆	0
B03 My work gives me a sense of personal accomplishment	38	44	9	7	2	82%	+3 ◆	+5 ◆	+2 ◆
B04 I feel involved in the decisions that affect my work	19	35	17	20	10	54%	+5 ◆	-4 ◆	-10 ◆
B05 I have a choice in deciding how I do my work	22	42	14	14	8	64%	+6 ◆	-12 ◆	-16 ◆

### Organisational objectives and purpose\*

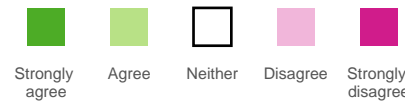
**87%**

**+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 the CPS objectives	33	54	9	1	1	87%	+2 ◆	+6 ◆	+1 ◆
B07 I understand how my work contributes to the CPS objectives	34	53	8	1	1	88%	+2 ◆	+4 ◆	0

## All questions by theme

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### My manager

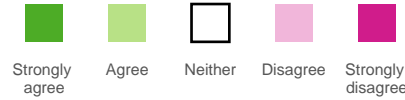
**69%**

**+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
B08 My manager motivates me to be more effective in my job	27	42	17	9	5	70%	+5 ◆	0	-5 ◆
B09 My manager is considerate of my life outside work	41	41	10	5	5	82%	+5 ◆	-2 ◆	-5 ◆
B10 My manager is open to my ideas	34	43	14	5	5	78%	+5 ◆	-4 ◆	-7 ◆
B11 My manager helps me to understand how I contribute to the CPS objectives	26	42	21	7	5	68%	+4 ◆	+2 ◆	-3 ◆
B12 Overall, I have confidence in the decisions made by my manager	32	43	14	6	5	75%	+5 ◆	+1	-4 ◆
B13 My manager recognises when I have done my job well	35	43	11	7	5	78%	+3 ◆	-1 ◆	-4 ◆
B14 I receive regular feedback on my performance	25	40	17	13	7	66%	+3 ◆	-2 ◆	-7 ◆
B15 The feedback I receive helps me to improve my performance	24	39	22	10	7	63%	+4 ◆	0	-4 ◆
B16 I think that my performance is evaluated fairly	25	44	19	8	5	69%	+5 ◆	+3 ◆	-1 ◆
B17 Poor performance is dealt with effectively in my team	13	26	31	17	12	39%	+2 ◆	0	-4 ◆

## All questions by theme

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### My team

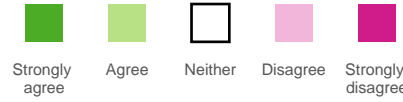
**75%**

**+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
B18	The people in my team can be relied upon to help when things get difficult in my job	38	45	9	5		83%	+1	-2 ◆	-4 ◆
B19	The people in my team work together to find ways to improve the service we provide	33	44	14	6		77%	+2 ◆	-5 ◆	-7 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	26	39	19	11	5	65%	+5 ◆	-10 ◆	-14 ◆

### Learning and development

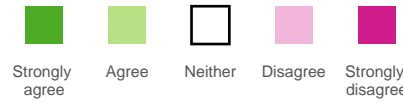
**53%**

**+7** ◆

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	17	49	18	11		67%	+7 ◆	+3 ◆	-2 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	40	26	13	5	57%	+6 ◆	+5 ◆	-1 ◆
B23	There are opportunities for me to develop my career in the CPS	14	30	22	20	14	44%	+7 ◆	-3 ◆	-11 ◆
B24	Learning and development activities I have completed while working for the CPS are helping me to develop my career	14	30	28	18	10	44%	+6 ◆	-3 ◆	-8 ◆

## All questions by theme

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### Inclusion and fair treatment

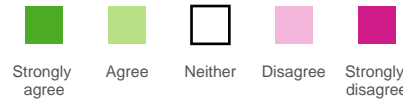
**75%**

**+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
B25	I am treated fairly at work	28	51	11	7	3	78%	+3 ◆	-2 ◆	-5 ◆
B26	I am treated with respect by the people I work with	31	53	9	7	2	84%	+2 ◆	0	-3 ◆
B27	I feel valued for the work I do	23	40	16	14	7	64%	+5 ◆	-2 ◆	-8 ◆
B28	I think that the CPS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	47	17	6	3	73%	+4 ◆	-2 ◆	-6 ◆

### Resources and workload\*

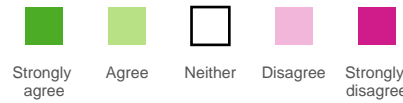
**70%**

**+6** ◆

Difference from previous survey



Strength of association with engagement



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Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29	I get the information I need to do my job well	15	52	17	13	3	67%	+6 ◆	-2 ◆	-7 ◆
B30	I have clear work objectives	20	60	12	6	2	80%	+4 ◆	+5 ◆	0
B31	I have the skills I need to do my job effectively	28	62	7	3	0	90%	+3 ◆	+1 ◆	-1 ◆
B32	I have the tools I need to do my job effectively	17	49	13	16	5	66%	+9 ◆	-4 ◆	-11 ◆
B33	I have an acceptable workload	11	45	16	18	10	56%	+6 ◆	-5 ◆	-11 ◆
B34	I achieve a good balance between my work life and my private life	16	46	15	15	8	62%	+6 ◆	-6 ◆	-12 ◆

## All questions by theme

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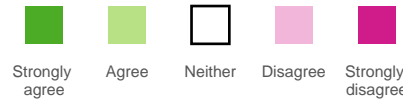
### Pay and benefits

**33%**

-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	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	24	15	29	26	30%	-3 ◆	0	-7 ◆
B36 I am satisfied with the total benefits package	7	30	20	24	19	37%	0	+3 ◆	-3 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	24	18	28	24	31%	-4 ◆	+5 ◆	-2 ◆

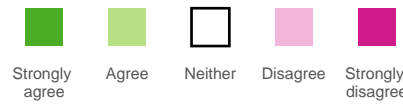
### Leadership and managing change\*

**46%**

+3 ◆ 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	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 My CCP, DCCP, ABM or Head of Directorate/Division in the CPS are sufficiently visible	19	42	18	14	8	60%	+4 ◆	0	-8 ◆
B39 I believe the actions of my CCP, DCCP, ABM or Head of Directorate/Division are consistent with the CPS values	19	43	28	5	5	62%	+4 ◆	+8 ◆	+2 ◆
B40 I believe that the CPS Board has a clear vision for the future of the CPS	12	36	36	9	7	48%	+3 ◆	0	-6 ◆
B41 Overall, I have confidence in the decisions made by the DPP, Chief Executive and Directors of Legal, Business and Corporate Services	12	35	33	11	8	47%	+3 ◆	-2 ◆	-7 ◆
B42 I feel that change is managed well in the CPS	7	27	24	29	14	34%	+5 ◆	+1 ◆	-6 ◆
B43 When changes are made in the CPS they are usually for the better	6	25	31	26	12	31%	+3 ◆	-2 ◆	-9 ◆
B44 The CPS keeps me informed about matters that affect me	9	45	22	15	8	55%	+5 ◆	-3 ◆	-10 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	9	30	25	24	13	38%	-2 ◆	0	-9 ◆
B46 I think it is safe to challenge the way things are done in the CPS	9	32	26	20	13	41%	+3 ◆	-5 ◆	-12 ◆





## 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 CPS	22	38	26	10	5	60%	+4 ◆	-2 ◆	-9 ◆
B48 I would recommend the CPS as a great place to work	15	32	28	17	8	47%	+6 ◆	-8 ◆	-16 ◆
B49 I feel a strong personal attachment to the CPS	22	37	24	12	5	59%	+3 ◆	+10 ◆	+2 ◆
B50 The CPS inspires me to do the best in my job	17	32	28	15	7	50%	+5 ◆	+2 ◆	-5 ◆
B51 The CPS motivates me to help it achieve its objectives	17	31	30	15	7	48%	+6 ◆	+2 ◆	-5 ◆

### 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 my CCP, DCCP, ABM or Head of Directorate/Division in the CPS will take action on the results from this survey	17	35	24	13	11	52%	+3 ◆	+2 ◆	-6 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	14	27	35	14	10	41%	+2 ◆	+4 ◆	-4 ◆



## 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	33	54	6	5		87%	+2 ◆	-1 ◆	-3 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	19	40	22	14		60%	+5 ◆	-11 ◆	-16 ◆
B56 In the CPS, people are encouraged to speak up when they identify a serious policy or delivery risk	17	43	21	13	6	59%	New	-7 ◆	-12 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	17	44	20	12	7	61%	New	-2 ◆	-7 ◆
B58 The CPS is committed to creating a diverse and inclusive workplace	23	50	18			74%	New	0	-4 ◆

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 My CCP, DCCP, ABM or Head of Directorate/Division in the CPS actively role model the behaviours set out in the Civil Service Leadership Statement	16	37	35	6	5	54%	+5 ◆	+7 ◆	-1 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	24	42	25	5		66%	+8 ◆	0	-6 ◆

### 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'	8	30	22	30	9	39%	New	-4 ◆	-17 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	8	30	27	27	9	38%	New	+1 ◆	-7 ◆



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Response rate : 68%

Civil Service People Survey 2017

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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?	16	22	47	15	62%	+1	-4 ◆	-6 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	19	46	24	70%	+1	-1	-3 ◆
W03 Overall, how happy did you feel yesterday?	17	21	42	20	61%	-1	-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?	21	27	20	33	47%	-1	-1 ◆	-4 ◆
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## All questions by theme

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 ▲ 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 CPS?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave the CPS as soon as possible		9%	-1 ◇	0	-3 ◇
I want to leave the CPS within the next 12 months		9%	-1 ◇	-5 ◇	-9 ◇
I want to stay working for the CPS for at least the next year		24%	0	-10 ◇	-15 ◇
I want to stay working for the CPS for at least the next three years		59%	+2 ◇	+15 ◇	+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?		11	89%	0	-3 ◇	-6 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		35	65%	+2 ◇	-2 ◇	-8 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the CPS it would be investigated properly?		35	65%	+3 ◇	-5 ◇	-11 ◇

## 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?

	% Yes	% No	% Prefer not to say
2017	13	77	10
2016	12	77	11
CS2017	12	80	8

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

	% Yes	% No	% Prefer not to say
2017	11	80	9
2016	11	80	9
CS2017	11	82	7

For respondents who selected 'Yes' to question E03.  
 E05. Did you report the bullying and harassment you experienced?

	% Yes	% No	% Prefer not to say
2017	36	49	15
2016	40	48	12
CS2017	37	49	15

For respondents who selected 'Yes' to question E03.  
 E06. In your opinion, has this issue been resolved?

	% Yes	% No	% Prefer not to say
2017	21	61	18
2016	17	62	21
CS2017	19	62	19

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	68
Caring responsibilities	68
Disability	89
Ethnic background	51
Gender	75
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	144
Main spoken/written language or language ability	15
Religion or belief	14
Sexual orientation	14
Social or educational background	27
Working location	88
Working pattern	158
Any other grounds	110
Prefer not to say	51

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	148
Your manager	129
Another manager in my part of the CPS	137
Someone you manage	24
Someone who works for another part of the CPS	36
A member of the public	11
Someone else	27
Prefer not to say	59

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



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 ^ indicates a variation in question wording from your previous survey

### Crown Prosecution Service questions

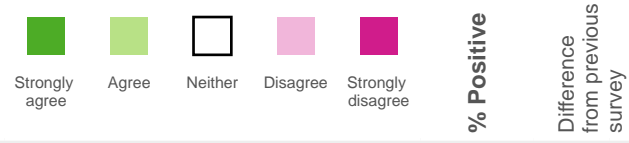
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I am committed to the CPS purpose of delivering justice	53	41	5			94%	0
F02 CPS supports the success of its people by investing in their learning and development	20	43	20	13	5	62%	New
F03 CPS ensures that the public have confidence in the decisions it makes by being open and transparent in delivering justice	22	50	19	6		73%	New
F04 CPS delivers consistently high quality casework	15	44	24	14		58%	New
F05 CPS is continuously improving to digitise and modernise the way we work	25	54	13	6		79%	New
F06 I demonstrate the CPS values through my actions	37	54	8			91%	+3 ◆
F07 My direct line manager demonstrates the CPS values through their actions	32	48	14			80%	+5 ◆
F08 CPS is committed to building and maintaining an inclusive workforce that treats all its employees fairly^	22	46	19	8	5	68%	+5 ◆
F09 CPS is committed to supporting my Health and Wellbeing^	18	39	22	13	7	58%	+5 ◆
F10 Change is managed well in my Area/Directorate/Division	13	31	25	20	12	44%	+5 ◆
F11 My local Senior Management Team is sufficiently visible^	22	44	16	12	7	65%	+9 ◆
F12 I am kept informed of local and national news through the use of Team Talk at regular team briefings/meetings	20	47	17	11	5	67%	+4 ◆
F13 CPS Conversations feedback is taken into account when decisions are made^	13	30	40	11	7	43%	-1 ◆



## All questions by theme

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

### Crown Prosecution Service questions



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	CPS works meaningfully with the Departmental Trade Unions^	11	26	45	11	7	37%	0
F15	I am aware of opportunities for Smarter Working within my Area/Directorate/Division	Yes: 81%		No: 19%			81%	New

## 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.