Immigration Enforcement

Immigration Enforcement

Returns : 3,084   Response rate : 56%   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

55%

Difference from previous survey	+3 ✧
Difference from CS2017	-6 ✧
Difference from CS High Performers	-10 ✧

My work

69% 📊

Difference from previous survey	+4 ✧
Difference from CS2017	-7 ✧
Difference from CS High Performers	-10 ✧

Organisational objectives and purpose

85% 📊

Difference from previous survey	+4 ✧
Difference from CS2017	+3 ✧
Difference from CS High Performers	-2 ✧

My manager

63% 📊

Difference from previous survey	+6 ✧
Difference from CS2017	-7 ✧
Difference from CS High Performers	-9 ✧

My team

75% 📊

Difference from previous survey	+3 ✧
Difference from CS2017	-5 ✧
Difference from CS High Performers	-9 ✧

Learning and development

45% 📊

Difference from previous survey	+6 ✧
Difference from CS2017	-8 ✧
Difference from CS High Performers	-12 ✧

Inclusion and fair treatment

69% 📊

Difference from previous survey	+5 ✧
Difference from CS2017	-7 ✧
Difference from CS High Performers	-11 ✧

Resources and workload

65% 📊

Difference from previous survey	+4 ✧
Difference from CS2017	-7 ✧
Difference from CS High Performers	-10 ✧

Pay and benefits

23% 📊

Difference from previous survey	-2
Difference from CS2017	-7 ✧
Difference from CS High Performers	-13 ✧

Leadership and managing change

41% 📊

Difference from previous survey	+7 ✧
Difference from CS2017	-6 ✧
Difference from CS High Performers	-11 ✧

ılılı Strength of association with engagement   ✧ Statistically significant difference from comparison

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	ılılı	41%	+7 ✧	-6 ✧	-11 ✧
My work	ılılı	69%	+4 ✧	-7 ✧	-10 ✧
My manager	ılılı	63%	+6 ✧	-7 ✧	-9 ✧
Learning and development	ılılı	45%	+6 ✧	-8 ✧	-12 ✧
Resources and workload	ılılı	65%	+4 ✧	-7 ✧	-10 ✧
Pay and benefits	ılılı	23%	-2	-7 ✧	-13 ✧
My team	ılılı	75%	+3 ✧	-5 ✧	-9 ✧
Organisational objectives and purpose	ılılı	85%	+4 ✧	+3 ✧	-2 ✧
Inclusion and fair treatment	ılılı	69%	+5 ✧	-7 ✧	-11 ✧

Wellbeing

🟩 *% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)*
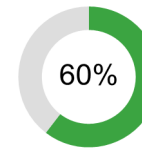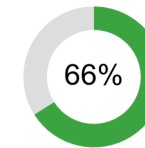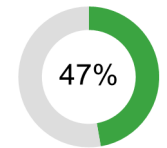
60% — W01. Overall, how satisfied are you with your life nowadays?

66% — W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
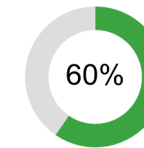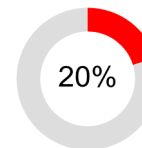
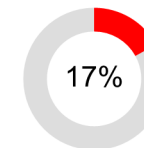**60%** — W03. Overall, how happy did you feel yesterday?

47% — W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

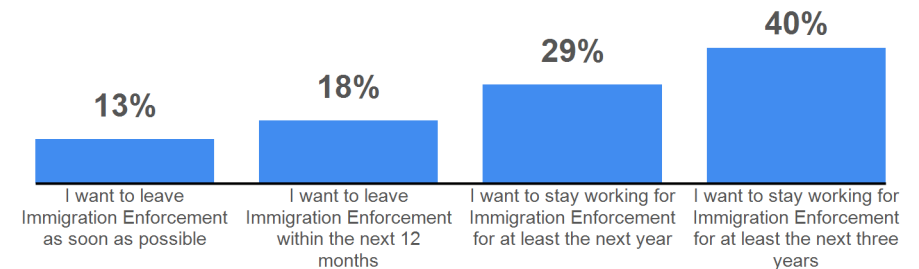🟥 *% responding Yes*

20% — During the past 12 months have you personally experienced discrimination at work?

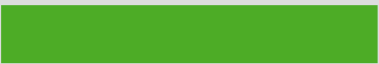**17%** — During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

13% — I want to leave Immigration Enforcement as soon as possible

18% — I want to leave Immigration Enforcement within the next 12 months

29% — I want to stay working for Immigration Enforcement for at least the next year

40% — I want to stay working for Immigration Enforcement for at least the next three years

Headline scores

Highest positive scoring questions	% Positive
B01 I am interested in my work	87%
B07 I understand how my work contributes to Immigration Enforcement's objectives	86%
B06 I have a clear understanding of Immigration Enforcement's objectives	84%
B54 I am trusted to carry out my job effectively	84%
B31 I have the skills I need to do my job effectively	82%

Highest neutral scoring questions	% Neutral
B43 When changes are made in Immigration Enforcement they are usually for the better	39%
B53 Where I work, I think effective action has been taken on the results of the last survey	38%
B59 Senior managers in Immigration Enforcement actively role model the behaviours set out in the Civil Service Leadership Statement	37%
B17 Poor performance is dealt with effectively in my team	34%
B51 Immigration Enforcement motivates me to help it achieve its objectives	34%

Highest negative scoring questions	% Negative
B35 I feel that my pay adequately reflects my performance	58%
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	58%
B36 I am satisfied with the total benefits package	52%
B42 I feel that change is managed well in Immigration Enforcement	43%
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	41%

All questions by theme

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

My work — 69% +4 ✧
Difference from previous survey · Strength of association with engagement

		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	39	48	7			87%	+1 ✧	-2 ✧	-4 ✧
B02	I am sufficiently challenged by my work	31	45	12	10		75%	+2 ✧	-5 ✧	-8 ✧
B03	My work gives me a sense of personal accomplishment	23	46	15	11	5	69%	+5 ✧	-8 ✧	-10 ✧
B04	I feel involved in the decisions that affect my work	15	38	19	19	10	52%	+6 ✧	-6 ✧	-12 ✧
B05	I have a choice in deciding how I do my work	19	44	17	13	7	63%	+4 ✧	-12 ✧	-17 ✧

Organisational objectives and purpose* — 85% +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

		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 Immigration Enforcement's objectives	27	57	10	5		84%	+4 ✧	+3 ✧	-2 ✧
B07	I understand how my work contributes to Immigration Enforcement's objectives	30	57	8			86%	+4 ✧	+3 ✧	-1 ✧

Legend: Strongly agree · Agree · Neither · Disagree · Strongly disagree

All questions by theme

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

My manager   63%   +6 ◇

Difference from previous survey

Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree

		Response distribution	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	20 / 43 / 19 / 11 / 7	63%	+7 ◇	-7 ◇	-11 ◇
B09	My manager is considerate of my life outside work	34 / 42 / 13 / 6 / 5	76%	+4 ◇	-8 ◇	-11 ◇
B10	My manager is open to my ideas	29 / 46 / 14 / 6 / 5	75%	+4 ◇	-7 ◇	-9 ◇
B11	My manager helps me to understand how I contribute to Immigration Enforcement's objectives	19 / 45 / 23 / 8 / 5	63%	+7 ◇	-2 ◇	-7 ◇
B12	Overall, I have confidence in the decisions made by my manager	24 / 43 / 18 / 9 / 7	67%	+6 ◇	-8 ◇	-12 ◇
B13	My manager recognises when I have done my job well	29 / 45 / 14 / 8 / 5	73%	+3 ◇	-6 ◇	-9 ◇
B14	I receive regular feedback on my performance	20 / 43 / 17 / 14 / 7	63%	+9 ◇	-5 ◇	-10 ◇
B15	The feedback I receive helps me to improve my performance	19 / 38 / 25 / 11 / 7	57%	+8 ◇	-6 ◇	-10 ◇
B16	I think that my performance is evaluated fairly	17 / 42 / 23 / 10 / 8	59%	+11 ◇	-7 ◇	-11 ◇
B17	Poor performance is dealt with effectively in my team	8 / 26 / 34 / 16 / 15	34%	+2 ◇	-5 ◇	-9 ◇

Returns : 3,084   Response rate : 56%

All questions by theme

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

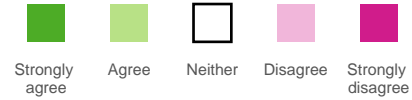### My team — 75% +3 ◇ Difference from previous survey

	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	34	47	11	6		81%	+2 ◇	-4 ◇	-6 ◇
B19 The people in my team work together to find ways to improve the service we provide	29	48	14	7		76%	+2 ◇	-6 ◇	-8 ◇
B20 The people in my team are encouraged to come up with new and better ways of doing things	24	44	18	9	5	68%	+4 ◇	-7 ◇	-11 ◇

Learning and development — 45% +6 ◇ Difference from previous survey
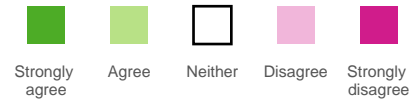
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21 I am able to access the right learning and development opportunities when I need to	12	44	22	17	5	55%	+4 ◇	-8 ◇	-14 ◇
B22 Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	35	30	17	7	46%	+5 ◇	-6 ◇	-12 ◇
B23 There are opportunities for me to develop my career in Immigration Enforcement	9	34	25	17	14	43%	+10 ◇	-4 ◇	-12 ◇
B24 Learning and development activities I have completed while working for Immigration Enforcement are helping me to develop my career	8	29	33	19	12	37%	+6 ◇	-10 ◇	-15 ◇

All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey
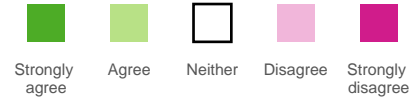
Inclusion and fair treatment — 69% +5 ◇ Difference from previous survey — Strength of association with engagement
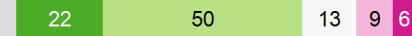
Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

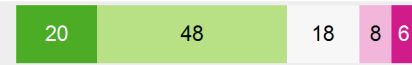|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25	I am treated fairly at work	22	50	13	9	6	72%	+5 ◇	-8 ◇	-12 ◇
B26	I am treated with respect by the people I work with	25	55	12	5		80%	+3 ◇	-5 ◇	-8 ◇
B27	I feel valued for the work I do	16	42	18	14	9	58%	+7 ◇	-7 ◇	-13 ◇
B28	I think that Immigration Enforcement respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	48	18	8	6	68%	+4 ◇	-8 ◇	-12 ◇
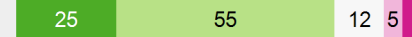
Resources and workload* — 65% +4 ◇ Difference from previous survey — Strength of association with engagement
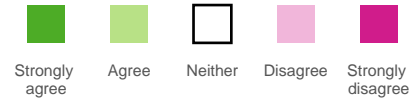
*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

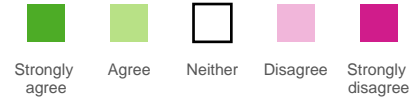|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29	I get the information I need to do my job well	10	50	20	15		60%	+4 ◇	-9 ◇	-14 ◇
B30	I have clear work objectives	14	57	17	8		71%	+7 ◇	-5 ◇	-9 ◇
B31	I have the skills I need to do my job effectively	20	62	11	5		82%	+1	-6 ◇	-9 ◇
B32	I have the tools I need to do my job effectively	10	44	19	19	8	54%	+2 ◇	-16 ◇	-23 ◇
B33	I have an acceptable workload	9	49	18	16	8	58%	+6 ◇	-3 ◇	-9 ◇
B34	I achieve a good balance between my work life and my private life	15	49	16	12	8	64%	+7 ◇	-4 ◇	-10 ◇
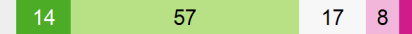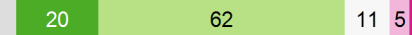
All questions by theme

Pay and benefits — 23% -2

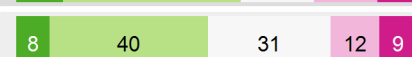|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance	21	18		30	28	24%	-3 ◇	-6 ◇	-13 ◇
B36	I am satisfied with the total benefits package	21	24		28	23	24%	0	-9 ◇	-16 ◇
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	20		28	30	22%	-2 ◇	-3 ◇	-10 ◇
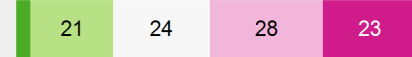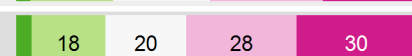
Leadership and managing change* — 41% +7 ◇

*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
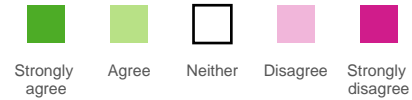
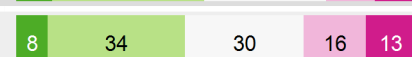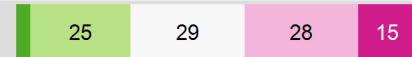|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38	Senior managers in Immigration Enforcement are sufficiently visible	12	45	18	16	10	56%	+11 ◇	-4 ◇	-12 ◇
B39	I believe the actions of senior managers are consistent with Immigration Enforcement's values	8	40	31	12	9	48%	+10 ◇	-6 ◇	-12 ◇
B40	I believe that the Senior Management team has a clear vision for the future of Immigration Enforcement	9	38	30	12	10	47%	+10 ◇	-2 ◇	-7 ◇
B41	Overall, I have confidence in the decisions made by Immigration Enforcement senior managers	8	34	30	16	13	42%	+9 ◇	-7 ◇	-12 ◇
B42	I feel that change is managed well in Immigration Enforcement		25	29	28	15	29%	+5 ◇	-5 ◇	-12 ◇
B43	When changes are made in Immigration Enforcement they are usually for the better		22	39	24	12	25%	+4 ◇	-8 ◇	-15 ◇
B44	Immigration Enforcement keeps me informed about matters that affect me	5	43	28	15	9	48%	+5 ◇	-9 ◇	-16 ◇
B45	I have the opportunity to contribute my views before decisions are made that affect me		27	28	25	16	31%	+5 ◇	-8 ◇	-17 ◇
B46	I think it is safe to challenge the way things are done in Immigration Enforcement	6	33	28	18	15	39%	+6 ◇	-7 ◇	-14 ◇
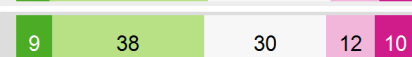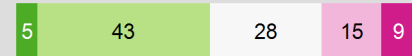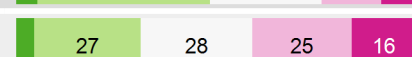
Returns : 3,084   Response rate : 56%   Civil Service People Survey 2017

All questions by theme

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 Immigration Enforcement	11	38	31	12	7	50%	+5 ◇	-12 ◇	-19 ◇
B48	I would recommend Immigration Enforcement as a great place to work	9	34	31	17	10	43%	+8 ◇	-12 ◇	-20 ◇
B49	I feel a strong personal attachment to Immigration Enforcement	11	31	31	17	9	42%	+4 ◇	-7 ◇	-14 ◇
B50	Immigration Enforcement inspires me to do the best in my job	9	33	33	15	9	43%	+7 ◇	-5 ◇	-12 ◇
B51	Immigration Enforcement motivates me to help it achieve its objectives	8	32	34	16	10	41%	+7 ◇	-5 ◇	-13 ◇

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 Immigration Enforcement will take action on the results from this survey	8	31	26	17	17	40%	+6 ◇	-10 ◇	-18 ◇
B53	Where I work, I think effective action has been taken on the results of the last survey	7	24	38	16	15	31%	+3 ◇	-5 ◇	-14 ◇

Returns : 3,084   Response rate : 56%   Civil Service People Survey 2017

All questions by theme

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

Organisational culture

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54	I am trusted to carry out my job effectively	27	56	9	5		84%	+2 ◇	-5 ◇	-7 ◇
B55	I believe I would be supported if I try a new idea, even if it may not work	16	46	22	12	5	62%	+5 ◇	-9 ◇	-14 ◇
B56	In Immigration Enforcement, people are encouraged to speak up when they identify a serious policy or delivery risk	13	45	23	12	8	58%	New	-9 ◇	-13 ◇
B57	I feel able to challenge inappropriate behaviour in the workplace	14	47	18	13	8	61%	New	-2 ◇	-7 ◇
B58	Immigration Enforcement is committed to creating a diverse and inclusive workplace	17	50	21	6	7	67%	New	-7 ◇	-11 ◇

Leadership statement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B59	Senior managers in Immigration Enforcement actively role model the behaviours set out in the Civil Service Leadership Statement	7	35	37	12	9	42%	+8 ◇	-5 ◇	-13 ◇
B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	16	43	27	7	7	59%	+7 ◇	-7 ◇	-13 ◇

Civil Service vision

		Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	5	29	25	30	11	34%	New	-9 ◇	-21 ◇
B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	27	30	27	11	32%	New	-5 ◇	-13 ◇

All questions by theme

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Wellbeing

	0-4	5-6	7-8	9-10
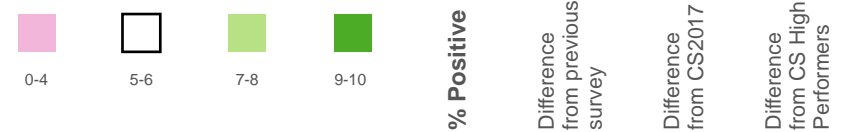
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

		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	23	45	16	60%	-1	-6 ◇	-8 ◇
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	21	43	23	66%	-2	-5 ◇	-7 ◇
W03	Overall, how happy did you feel yesterday?	19	22	39	21	60%	-2 ◇	-4 ◇	-6 ◇

	0-1	2-3	4-5	6-10

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

		0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	24	23	20	32	47%	-2	-1 ◇	-4 ◇

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for Immigration Enforcement?

	%	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave Immigration Enforcement as soon as possible	13%	-1	+5 ✧	+1 ✧
I want to leave Immigration Enforcement within the next 12 months	18%	-2 ✧	+4 ✧	0
I want to stay working for Immigration Enforcement for at least the next year	29%	-2	-5 ✧	-10 ✧
I want to stay working for Immigration Enforcement for at least the next three years	40%	+5 ✧	-4 ✧	-13 ✧

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?	88%	-1	-4 ✧	-6 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	66%	0	-2 ✧	-8 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in Immigration Enforcement it would be investigated properly?	57%	+3 ✧	-13 ✧	-19 ✧

All questions by theme

Discrimination, harassment and bullying

E01. During the past 12 months have you personally experienced discrimination at work?
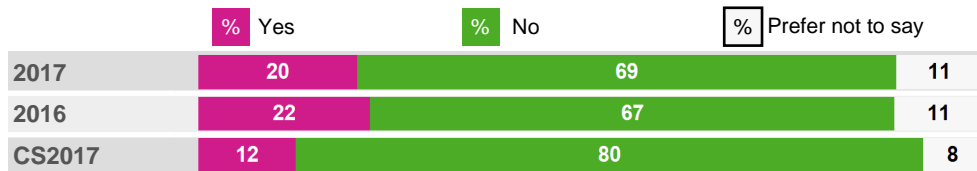
| % Yes	% No	% Prefer not to say

	Yes	No	Prefer not to say
2017	20	69	11
2016	22	67	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	17	74	9
2016	18	72	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

	Yes	No	Prefer not to say
2017	46	41	14
2016	42	47	11
CS2017	37	49	15
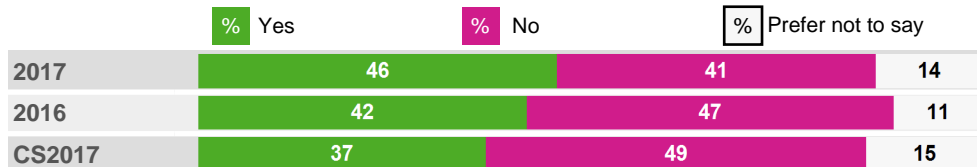
For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

	Yes	No	Prefer not to say
2017	15	68	17
2016	16	68	16
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	109
Caring responsibilities	89
Disability	96
Ethnic background	94
Gender	99
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	192
Main spoken/written language or language ability	31
Religion or belief	29
Sexual orientation	23
Social or educational background	39
Working location	93
Working pattern	163
Any other grounds	178
Prefer not to say	66

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	183
Your manager	178
Another manager in my part of IE	182
Someone you manage	37
Someone who works for another part of IE	38
A member of the public	17
Someone else	22
Prefer not to say	53

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
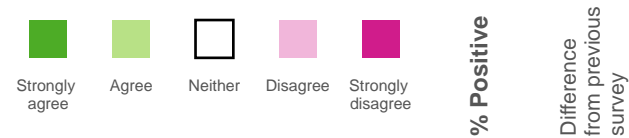
Immigration Enforcement questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand how the Home Office needs to change to continue to deliver for the public	Yes: 82%		No: 18%			**82%**	-1
F02	I understand what I need to do personally to help the Home Office improve	Yes: 71%		No: 29%			**71%**	+1
F03	I feel empowered by my manager to do my job	20	45	20	9	6	**64%**	New
F04	If you answered yes to the question "During the past 12 months, have you personally experienced bullying or harassment at work", did you know where to go for support?	Yes: 73%		No: 27%			**73%**	+3
F05	Investing time in learning and development activities is given priority in my area	9	34	29	19	9	**44%**	+5 ◇
F06	My manager recognises and celebrates the successes of team members in a visible way	15	43	21	14	7	**58%**	New
F07	I feel well informed about Immigration Enforcement's Transformation	9	39	28	16	8	**48%**	New
F08	I understand how Immigration Enforcement's Transformation will improve the work I do	9	32	32	19	9	**40%**	New
F09	I am given the opportunity to participate in activities so I am empowered to lead and contribute to the organisation's success	Yes: 64%		No: 36%			**64%**	New
F10	My line manager encourages my participation in at least one of the following: Culture Call, Leaders in Action, Transformation projects	15	32	29	16	8	**47%**	New
F11	I actively contribute to making Immigration Enforcement "a great place to work" by promoting equality, diversity and inclusion	Yes: 83%		No: 17%			**83%**	New
F12	My coaching conversations with my manager identify training and development opportunities to help me to achieve my potential	13	40	25	13	8	**53%**	New
F13	I feel a shared responsibility, with my manager, for my development	18	51	18	8	5	**69%**	New

All questions by theme

Immigration Enforcement questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	I have a coaching discussion on a monthly basis with my manager as part of the new performance management approach	Yes: 55%		No: 45%			**55%**	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 **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.