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

Engagement Index

58%

Difference from previous survey	+3	✧
Difference from CS2017	-4	✧
Difference from CS High Performers	-7	✧

My work

68%

Difference from previous survey	+4	✧
Difference from CS2017	-8	✧
Difference from CS High Performers	-11	✧

Organisational objectives and purpose

81%

Difference from previous survey	0	
Difference from CS2017	0	
Difference from CS High Performers	-6	✧

My manager

63%

Difference from previous survey	+2	✧
Difference from CS2017	-7	✧
Difference from CS High Performers	-10	✧

My team

77%

Difference from previous survey	+2	✧
Difference from CS2017	-4	✧
Difference from CS High Performers	-7	✧

Learning and development

45%

Difference from previous survey	+4	✧
Difference from CS2017	-8	✧
Difference from CS High Performers	-13	✧

Inclusion and fair treatment

72%

Difference from previous survey	+3	✧
Difference from CS2017	-4	✧
Difference from CS High Performers	-8	✧

Resources and workload

69%

Difference from previous survey	+1	
Difference from CS2017	-3	✧
Difference from CS High Performers	-6	✧

Pay and benefits

28%

Difference from previous survey	-1	
Difference from CS2017	-2	✧
Difference from CS High Performers	-8	✧

Leadership and managing change

45%

Difference from previous survey	+5	✧
Difference from CS2017	-1	✧
Difference from CS High Performers	-6	✧

 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		45%	+5 ⬦	-1 ⬦	-6 ⬦
My work		68%	+4 ⬦	-8 ⬦	-11 ⬦
My manager		63%	+2 ⬦	-7 ⬦	-10 ⬦
Resources and workload		69%	+1	-3 ⬦	-6 ⬦
Pay and benefits		28%	-1	-2 ⬦	-8 ⬦
Learning and development		45%	+4 ⬦	-8 ⬦	-13 ⬦
My team		77%	+2 ⬦	-4 ⬦	-7 ⬦
Organisational objectives and purpose		81%	0	0	-6 ⬦
Inclusion and fair treatment		72%	+3 ⬦	-4 ⬦	-8 ⬦

Wellbeing

🟩 % responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)
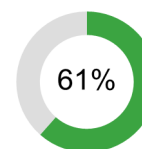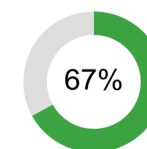
61%	67%	59%	48%
W01. Overall, how satisfied are you with your life nowadays?	W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	W03. Overall, how happy did you feel yesterday?	W04. Overall, how anxious did you feel yesterday?
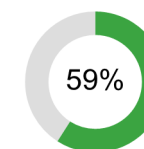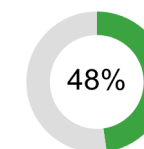
Discrimination, bullying and harassment

🟥 % responding Yes
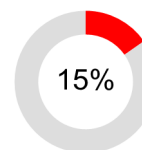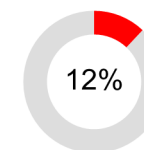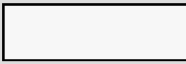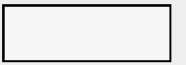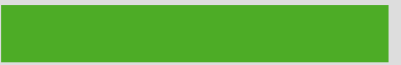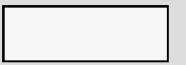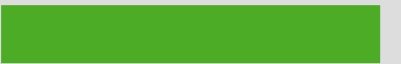
15%	During the past 12 months have you personally experienced discrimination at work?	12%	During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

9%	14%	26%	50%
I want to leave UK Visas and Immigration as soon as possible	I want to leave UK Visas and Immigration within the next 12 months	I want to stay working for UK Visas and Immigration for at least the next year	I want to stay working for UK Visas and Immigration for at least the next three years

UK Visas & Immigration
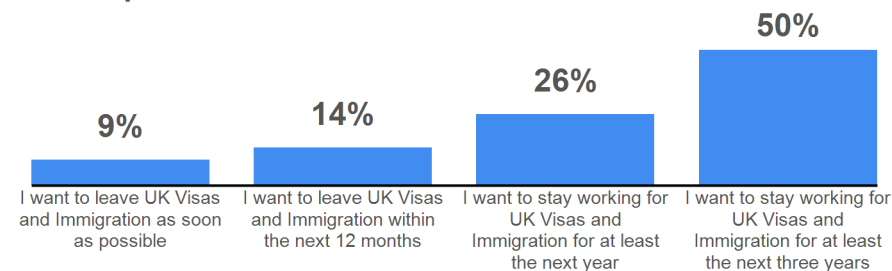
Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B54 I am trusted to carry out my job effectively	88%	B53 Where I work, I think effective action has been taken on the results of the last survey	41%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	53%
B01 I am interested in my work	86%	B43 When changes are made in UK Visas and Immigration they are usually for the better	37%	B35 I feel that my pay adequately reflects my performance	52%
B07 I understand how my work contributes to UK Visas and Immigration's objectives	85%	B59 Senior managers in UK Visas and Immigration actively role model the behaviours set out in the Civil Service Leadership Statement	36%	B36 I am satisfied with the total benefits package	45%
B31 I have the skills I need to do my job effectively	84%	B17 Poor performance is dealt with effectively in my team	35%	B45 I have the opportunity to contribute my views before decisions are made that affect me	37%
B18 The people in my team can be relied upon to help when things get difficult in my job	83%	B51 UK Visas and Immigration motivates me to help it achieve its objectives	33%	B42 I feel that change is managed well in UK Visas and Immigration	37%

All questions by theme

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

My work — 68% +4 ⬧

Difference from previous survey · Strength of association with engagement

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
B01	I am interested in my work	36	51	8			86%	+3 ⬧	-4 ⬧	-6 ⬧
B02	I am sufficiently challenged by my work	29	46	13	9		75%	+4 ⬧	-6 ⬧	-8 ⬧
B03	My work gives me a sense of personal accomplishment	23	47	16	10		70%	+5 ⬧	-7 ⬧	-10 ⬧
B04	I feel involved in the decisions that affect my work	15	36	21	18	9	52%	+3 ⬧	-6 ⬧	-12 ⬧
B05	I have a choice in deciding how I do my work	17	42	19	15	7	59%	+4 ⬧	-16 ⬧	-21 ⬧

Organisational objectives and purpose* — 81% 0

Difference from previous survey · Strength of association with engagement
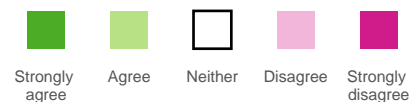
Strongly agree | Agree | Neither | Disagree | Strongly disagree

*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 UK Visas and Immigration's objectives	22	56	14	6		78%	0	-3 ⬧	-8 ⬧
B07	I understand how my work contributes to UK Visas and Immigration's objectives	27	57	10			85%	+1 ⬧	+1 ⬧	-3 ⬧

All questions by theme

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

My manager   **63%**   **+2** ⋄ 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
B08	My manager motivates me to be more effective in my job	21	43	20	10	5	65%	+2 ⋄	-5 ⋄	-9 ⋄
B09	My manager is considerate of my life outside work	32	41	17	7		72%	+1	-12 ⋄	-15 ⋄
B10	My manager is open to my ideas	28	44	18	6		72%	+1	-10 ⋄	-13 ⋄
B11	My manager helps me to understand how I contribute to UK Visas and Immigration's objectives	18	42	25	10		61%	+2 ⋄	-5 ⋄	-10 ⋄
B12	Overall, I have confidence in the decisions made by my manager	26	42	19	9	5	68%	+2 ⋄	-7 ⋄	-11 ⋄
B13	My manager recognises when I have done my job well	28	44	16	8		72%	+1	-7 ⋄	-10 ⋄
B14	I receive regular feedback on my performance	19	42	19	14	6	61%	+1 ⋄	-7 ⋄	-11 ⋄
B15	The feedback I receive helps me to improve my performance	19	40	24	11	5	59%	+2 ⋄	-4 ⋄	-8 ⋄
B16	I think that my performance is evaluated fairly	18	40	25	11	7	57%	+4 ⋄	-8 ⋄	-13 ⋄
B17	Poor performance is dealt with effectively in my team	11	29	35	15	10	39%	+2 ⋄	0	-4 ⋄

All questions by theme

My team — 77% +2 ✧

Difference from previous survey — Strength of association with engagement
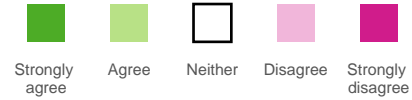
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18 The people in my team can be relied upon to help when things get difficult in my job	34	49	11	5		83%	+2 ✧	-2 ✧	-5 ✧
B19 The people in my team work together to find ways to improve the service we provide	29	48	15	6		77%	+3 ✧	-5 ✧	-7 ✧
B20 The people in my team are encouraged to come up with new and better ways of doing things	25	44	19	8		70%	+2 ✧	-6 ✧	-10 ✧

Learning and development — 45% +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
B21 I am able to access the right learning and development opportunities when I need to	10	43	26	16	6	53%	+1 ✧	-10 ✧	-16 ✧
B22 Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	33	32	18	8	42%	+3 ✧	-10 ✧	-16 ✧
B23 There are opportunities for me to develop my career in UK Visas and Immigration	10	37	25	16	11	47%	+8 ✧	0	-8 ✧
B24 Learning and development activities I have completed while working for UK Visas and Immigration are helping me to develop my career	9	28	33	19	11	37%	+5 ✧	-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

72% **+3** ⬦ Difference from previous survey   Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

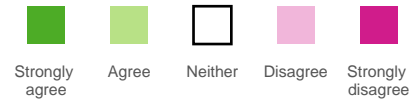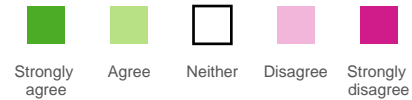|		Responses	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25	I am treated fairly at work	23 / 51 / 14 / 8	75%	+4 ⬦	-5 ⬦	-9 ⬦
B26	I am treated with respect by the people I work with	27 / 55 / 12	82%	+2 ⬦	-3 ⬦	-5 ⬦
B27	I feel valued for the work I do	18 / 42 / 21 / 13 / 7	59%	+4 ⬦	-6 ⬦	-13 ⬦
B28	I think that UK Visas and Immigration respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	25 / 48 / 16 / 6	73%	+2 ⬦	-2 ⬦	-6 ⬦

Resources and workload*

69% **+1** Difference from previous survey   Strength of association with engagement
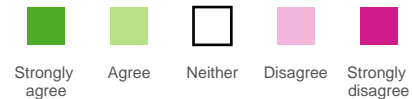
Strongly agree | Agree | Neither | Disagree | Strongly disagree

*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

		Responses	% 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	13 / 52 / 19 / 12	65%	0	-4 ⬦	-9 ⬦
B30	I have clear work objectives	18 / 58 / 14 / 7	76%	+1 ⬦	0	-4 ⬦
B31	I have the skills I need to do my job effectively	25 / 59 / 10	84%	0	-4 ⬦	-6 ⬦
B32	I have the tools I need to do my job effectively	15 / 47 / 18 / 16 / 5	61%	0	-9 ⬦	-16 ⬦
B33	I have an acceptable workload	11 / 48 / 18 / 15 / 8	59%	+3 ⬦	-1 ⬦	-7 ⬦
B34	I achieve a good balance between my work life and my private life	19 / 49 / 16 / 10 / 5	69%	+1 ⬦	+1	-5 ⬦
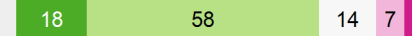
All questions by theme

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

Pay and benefits

28% -1

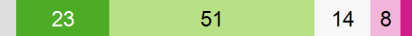Difference from previous survey

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
B35	I feel that my pay adequately reflects my performance	5	24	20	28	24	28%	-1 ◇	-2 ◇	-9 ◇
B36	I am satisfied with the total benefits package		24	26	25	20	28%	0	-5 ◇	-12 ◇
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	22	20	27	26	27%	0	+2 ◇	-6 ◇
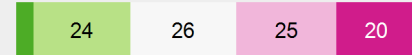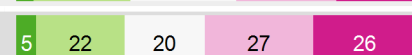
Leadership and managing change*

45% +5

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
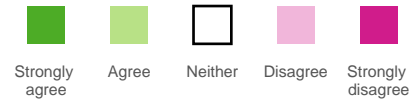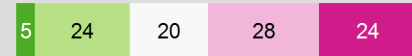
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38	Senior managers in UK Visas and Immigration are sufficiently visible	14	48	17	13	7	62%	+10 ◇	+2 ◇	-6 ◇
B39	I believe the actions of senior managers are consistent with UK Visas and Immigration's values	11	40	30	11	7	51%	+7 ◇	-2 ◇	-9 ◇
B40	I believe that the Senior Leadership team has a clear vision for the future of UK Visas and Immigration	12	40	30	11	8	51%	+8 ◇	+3 ◇	-3 ◇
B41	Overall, I have confidence in the decisions made by UK Visas and Immigration's senior managers	11	36	30	14	10	46%	+7 ◇	-2 ◇	-8 ◇
B42	I feel that change is managed well in UK Visas and Immigration	6	29	28	25	12	35%	+2 ◇	+2 ◇	-5 ◇
B43	When changes are made in UK Visas and Immigration they are usually for the better	6	28	37	20	10	33%	+3 ◇	0	-7 ◇
B44	UK Visas and Immigration keeps me informed about matters that affect me	8	44	26	15	8	52%	+2 ◇	-6 ◇	-13 ◇
B45	I have the opportunity to contribute my views before decisions are made that affect me	6	28	29	24	13	34%	+2 ◇	-5 ◇	-14 ◇
B46	I think it is safe to challenge the way things are done in UK Visas and Immigration	7	33	31	18	11	40%	+2 ◇	-6 ◇	-12 ◇
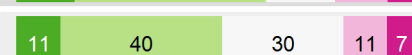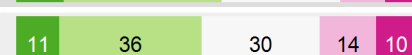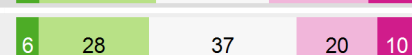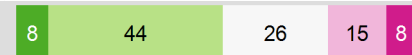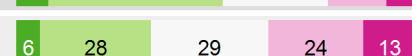
All questions by theme

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 UK Visas and Immigration	15	38	31	10	6	52%	+4 ✧	-9 ✧	-16 ✧
B48	I would recommend UK Visas and Immigration as a great place to work	13	37	29	14	7	50%	+7 ✧	-5 ✧	-13 ✧
B49	I feel a strong personal attachment to UK Visas and Immigration	12	32	33	17	8	43%	+3 ✧	-6 ✧	-13 ✧
B50	UK Visas and Immigration inspires me to do the best in my job	12	33	33	15	7	45%	+5 ✧	-3 ✧	-9 ✧
B51	UK Visas and Immigration motivates me to help it achieve its objectives	11	33	33	15	8	44%	+6 ✧	-2 ✧	-9 ✧

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 UK Visas and Immigration will take action on the results from this survey	10	34	26	16	13	44%	+4 ✧	-6 ✧	-13 ✧
B53	Where I work, I think effective action has been taken on the results of the last survey	9	26	41	14	10	35%	0	-1 ✧	-10 ✧

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	30	58	8			88%	+2 ✧	-1 ✧	-3 ✧
B55	I believe I would be supported if I try a new idea, even if it may not work	16	44	25	12		60%	+3 ✧	-11 ✧	-15 ✧
B56	In UK Visas and Immigration, people are encouraged to speak up when they identify a serious policy or delivery risk	16	48	21	10	5	64%	New	-3 ✧	-7 ✧
B57	I feel able to challenge inappropriate behaviour in the workplace	14	48	20	12	6	63%	New	-1	-5 ✧
B58	UK Visas and Immigration is committed to creating a diverse and inclusive workplace	20	52	20	5		72%	New	-2 ✧	-6 ✧

Leadership statement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B59	Senior managers in UK Visas and Immigration actively role model the behaviours set out in the Civil Service Leadership Statement	9	38	36	10	7	47%	+6 ✧	0	-8 ✧
B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	18	44	27	6	5	62%	+6 ✧	-4 ✧	-10 ✧

Civil Service vision

		Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	7	33	24	26	9	40%	New	-2 ✧	-15 ✧
B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	7	33	28	23	9	40%	New	+3 ✧	-5 ✧

All questions by theme

Wellbeing

	0-4	5-6	7-8	9-10
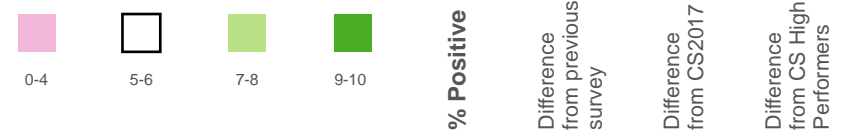
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	14	24	45	16	61%	0	-5 ✧	-7 ✧
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	22	43	24	67%	0	-4 ✧	-6 ✧
W03	Overall, how happy did you feel yesterday?	19	22	37	22	59%	-1	-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.
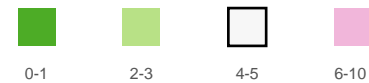
		0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	23	24	21	32	48%	+1	-1 ✧	-4 ✧

All questions by theme

Your plans for the future

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

		Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave UK Visas and Immigration as soon as possible	9%	-1 ✧	+1 ✧	-2 ✧
I want to leave UK Visas and Immigration within the next 12 months	14%	-2 ✧	-1 ✧	-4 ✧
I want to stay working for UK Visas and Immigration for at least the next year	26%	+1	-7 ✧	-12 ✧
I want to stay working for UK Visas and Immigration for at least the next three years	50%	+2 ✧	+6 ✧	-2 ✧

The Civil Service Code

Differences are based on '% Yes' score

■ % Yes   ■ % No

	% Yes	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	83 / 17	83%	-1 ✧	-9 ✧	-12 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	60 / 40	60%	-1 ✧	-7 ✧	-13 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in UK Visas and Immigration it would be investigated properly?	62 / 38	62%	+3 ✧	-8 ✧	-14 ✧

All questions by theme

Discrimination, harassment and bullying

E01. During the past 12 months have you personally experienced discrimination at work?
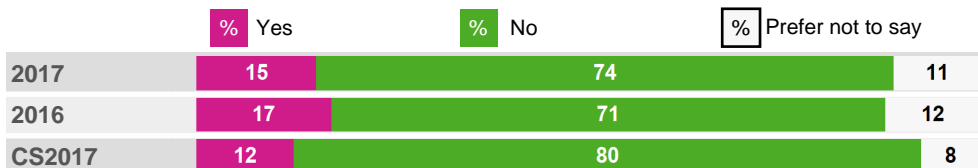
	% Yes	% No	% Prefer not to say
2017	15	74	11
2016	17	71	12
CS2017	12	80	8

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

	% Yes	% No	% Prefer not to say
2017	12	79	9
2016	13	77	10
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	40	45	16
2016	43	45	12
CS2017	37	49	15

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

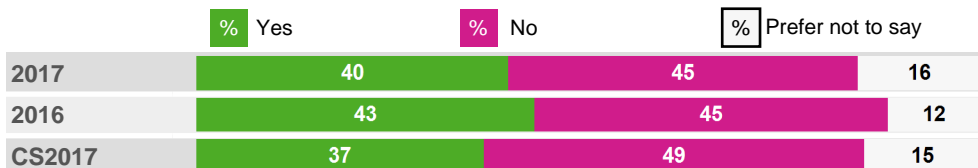|	%	%	%
2017	18	63	19
2016	23	60	17
CS2017	19	62	19

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	123	
Caring responsibilities	107	
Disability	138	
Ethnic background	98	
Gender	100	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	236	
Main spoken/written language or language ability	45	
Religion or belief	35	
Sexual orientation	19	
Social or educational background	50	
Working location	91	
Working pattern	215	
Any other grounds	231	
Prefer not to say	107	

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	237	
Your manager	201	
Another manager in my part of UKVI	199	
Someone you manage	44	
Someone who works for another part of UKVI	37	
A member of the public	11	
Someone else	31	
Prefer not to say	94	

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

Returns : 5,721   Response rate : 72%

All questions by theme

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

UK Visas and Immigration 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%**	-2 ✧
F02	I understand what I need to do personally to help the Home Office improve	Yes: 73%		No: 27%			**73%**	-1 ✧
F03	I feel empowered by my manager to do my job	20	42	23	10		**63%**	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: 66%		No: 34%			**66%**	-4 ✧
F05	Investing time in learning and development activities is given priority in my area	8	32	29	21	10	**40%**	+4 ✧
F06	I strive to keep the UK Safe and Secure (and controlling immigration abuse) through my work	31	52	14			**83%**	+1
F07	To what extent do you agree that UK Visas and Immigration is successful in achieving the vision of being a world-leading immigration service, working for a safe and prosperous UK	9	41	31	13	6	**50%**	New
F08	My manager recognises and celebrates the successes of team members in a visible way	17	41	22	13	6	**58%**	+3 ✧
F09	I feel that, as a UK Visas and Immigration member of staff, I can make my voice heard to UK Visas and Immigration leaders	10	34	31	17	9	**43%**	+4 ✧
F10	I have access to the training necessary to carry out my duties effectively	11	47	23	13	6	**57%**	+4 ✧
F11	I feel UK Visas and Immigration are actively addressing concerns around BHD	10	36	41	8	6	**45%**	-2 ✧
F12	I have been involved with activity directly relating to Continuous Improvement (or activities such as Operation Excellence, Appreciative Inquiry and Customer Service Excellence)^	Yes: 47%		No: 53%			**47%**	-9 ✧
F13	I feel able to tell my manager about new and innovative ideas that would change current operational practice in my work area	20	50	20	7		**70%**	+1

All questions by theme

UK Visas and Immigration questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	Leaders in UK Visas and Immigration inspire me with a positive view of what they are looking to achieve	10	32	35	15	7	42%	+5 ✧
F15	I understand what the transformation of UK Visas and Immigration means for my work and that of my team^	12	43	28	11	5	56%	+9 ✧

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.