

Returns : 293

Response rate : 92%

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

**64%**

Difference from previous survey **+5** ✧

Difference from CS2017 **+3** ✧

Difference from CS High Performers **-1**

### My work

**77%**

Difference from previous survey **+3** ✧

Difference from CS2017 **+1** ✧

Difference from CS High Performers **-2** ✧

### Organisational objectives and purpose

**85%**

Difference from previous survey **+2** ✧

Difference from CS2017 **+4** ✧

Difference from CS High Performers **-2** ✧

### My manager

**67%**

Difference from previous survey **+5** ✧

Difference from CS2017 **-2** ✧

Difference from CS High Performers **-5** ✧

### My team

**81%**

Difference from previous survey **+2** ✧

Difference from CS2017 **+1**

Difference from CS High Performers **-3** ✧

### Learning and development

**52%**

Difference from previous survey **+13** ✧

Difference from CS2017 **0**

Difference from CS High Performers **-5** ✧

### Inclusion and fair treatment

**79%**

Difference from previous survey **+5** ✧

Difference from CS2017 **+2** ✧

Difference from CS High Performers **-1**

### Resources and workload

**73%**

Difference from previous survey **+4** ✧

Difference from CS2017 **+1**

Difference from CS High Performers **-2** ✧

### Pay and benefits

**37%**

Difference from previous survey **+9** ✧

Difference from CS2017 **+7** ✧

Difference from CS High Performers **+1**

### Leadership and managing change

**56%**

Difference from previous survey **+7** ✧

Difference from CS2017 **+10** ✧

Difference from CS High Performers **+5** ✧

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		56%	+7	+10	+5
My work		77%	+3	+1	-2
My manager		67%	+5	-2	-5
Pay and benefits		37%	+9	+7	+1
Learning and development		52%	+13	0	-5
Organisational objectives and purpose		85%	+2	+4	-2
My team		81%	+2	+1	-3
Resources and workload		73%	+4	+1	-2
Inclusion and fair treatment		79%	+5	+2	-1



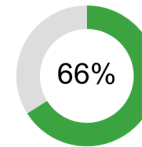
Strength of association with engagement



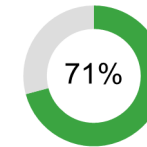
Statistically significant difference from comparison

### Wellbeing

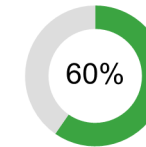
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



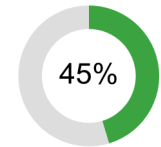
W01. Overall, how satisfied are you with your life nowadays?



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



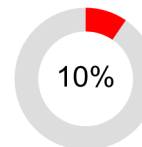
W03. Overall, how happy did you feel yesterday?



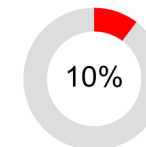
W04. Overall, how anxious did you feel yesterday?

### Discrimination, bullying and harassment

% responding Yes

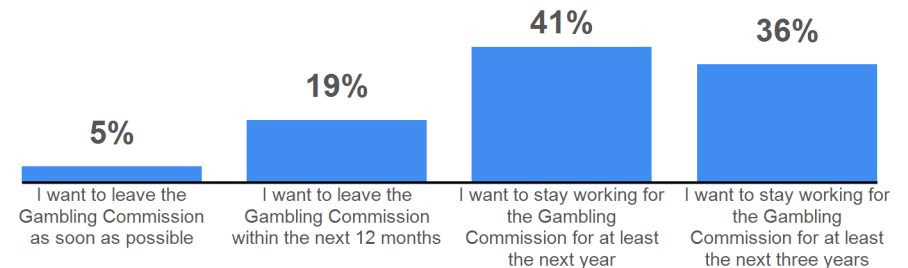


During the past 12 months have you personally experienced discrimination at work?


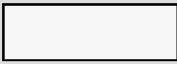


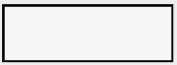

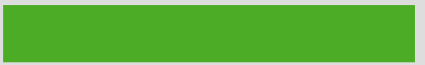
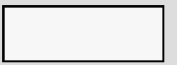




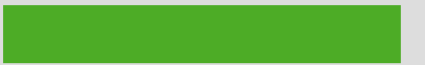




During the past 12 months have you personally experienced bullying or harassment at work?

### 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%	B43	When changes are made in the Gambling Commission they are usually for the better	 38%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	 63%
B54	I am trusted to carry out my job effectively	 91%	B24	Learning and development activities I have completed while working for the Gambling Commission are helping me to develop my career	 37%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	 60%
B09	My manager is considerate of my life outside work	 90%	B59	The Leadership Team in the Gambling Commission 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	 46%
B31	I have the skills I need to do my job effectively	 88%	B17	Poor performance is dealt with effectively in my team	 35%	B35	I feel that my pay adequately reflects my performance	 45%
B06	I have a clear understanding of the Gambling Commission's objectives	 87%	B51	The Gambling Commission motivates me to help it achieve its objectives	 35%	B36	I am satisfied with the total benefits package	 37%

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### All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

#### My work

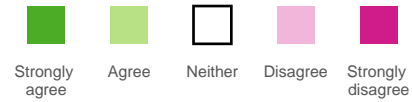
77%

+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	48	44				92%	+2 ◆	+2 ◆	0
B02 I am sufficiently challenged by my work	34	44	11	9		78%	+2	-3 ◆	-5 ◆
B03 My work gives me a sense of personal accomplishment	27	48	14	8		75%	+5 ◆	-1	-4 ◆
B04 I feel involved in the decisions that affect my work	18	42	17	16	7	60%	+2 ◆	+3 ◆	-3 ◆
B05 I have a choice in deciding how I do my work	28	53	9	6		81%	+2	+6 ◆	+1

#### Organisational objectives and purpose\*

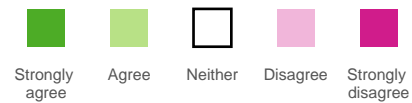
85%

+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 Gambling Commission's objectives	33	54	10			87%	+2 ◆	+6 ◆	0
B07 I understand how my work contributes to the Gambling Commission's objectives	33	51	11			84%	+1	+1	-3 ◆

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### All questions by theme

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 ^ indicates a variation in question wording from your previous survey

### My manager

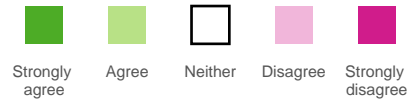
67%

+5

◇ Difference from previous survey



Strength of association with engagement



% Positive

◇ Difference from previous survey

◇ Difference from CS2017

◇ Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	26	44	15	11	4	70%	+11 ◇	0	-5 ◇
B09	My manager is considerate of my life outside work	54	36	7	1	2	90%	+6 ◇	+6 ◇	+3 ◇
B10	My manager is open to my ideas	46	38	9	5	2	83%	+1	+2 ◇	-1
B11	My manager helps me to understand how I contribute to the Gambling Commission's objectives	26	38	23	9	6	65%	+7 ◇	-1	-6 ◇
B12	Overall, I have confidence in the decisions made by my manager	36	39	14	8	6	74%	+8 ◇	0	-5 ◇
B13	My manager recognises when I have done my job well	34	42	11	9	6	77%	+4 ◇	-3 ◇	-6 ◇
B14	I receive regular feedback on my performance	22	40	15	17	6	62%	+1	-6 ◇	-11 ◇
B15	The feedback I receive helps me to improve my performance	18	41	26	9	6	59%	+3 ◇	-5 ◇	-9 ◇
B16	I think that my performance is evaluated fairly	18	43	22	10	7	61%	+5 ◇	-5 ◇	-9 ◇
B17	Poor performance is dealt with effectively in my team	6	28	35	19	12	34%	+5 ◇	-5 ◇	-10 ◇

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## All questions by theme

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### My team

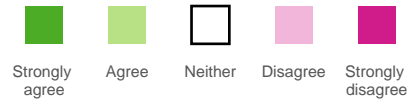
81%

+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	37	45	9	5		82%	0	-3	-5
B19	The people in my team work together to find ways to improve the service we provide	34	47	10	6		82%	+4	-1	-3
B20	The people in my team are encouraged to come up with new and better ways of doing things	33	47	12			80%	+2	+5	0

### Learning and development

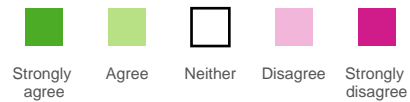
52%

+13

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	17	50	15	14		68%	+21	+4	-1
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	45	29	9		59%	+14	+6	+1
B23	There are opportunities for me to develop my career in the Gambling Commission	6	32	31	19	12	39%	+7	-8	-16
B24	Learning and development activities I have completed while working for the Gambling Commission are helping me to develop my career	11	34	37	13	5	45%	+10	-2	-7

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### Inclusion and fair treatment

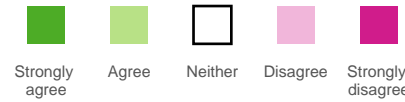
**79%**

**+5** ⬠

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Statement	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	30	51	8	7	4	82%	+6 ⬠	+2 ⬠	-2 ⬠
B26	I am treated with respect by the people I work with	34	51	7	6	4	85%	+1	0	-2 ⬠
B27	I feel valued for the work I do	20	47	16	11	6	66%	+6 ⬠	+1	-5 ⬠
B28	I think that the Gambling Commission respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	31	50	11	5	4	82%	+7 ⬠	+6 ⬠	+2 ⬠

### Resources and workload\*

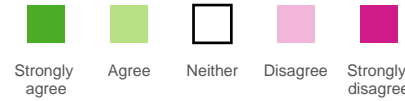
**73%**

**+4** ⬠

Difference from previous survey



Strength of association with engagement



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Question ID	Statement	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	54	20	13	4	64%	+4 ⬠	-6 ⬠	-10 ⬠
B30	I have clear work objectives	16	55	16	10	4	70%	+4 ⬠	-5 ⬠	-9 ⬠
B31	I have the skills I need to do my job effectively	28	60	8	4	2	88%	+3 ⬠	0	-3 ⬠
B32	I have the tools I need to do my job effectively	14	57	14	13	4	71%	+1	+1	-6 ⬠
B33	I have an acceptable workload	9	57	17	12	5	65%	+5 ⬠	+5 ⬠	-1
B34	I achieve a good balance between my work life and my private life	26	54	10	7	4	80%	+4 ⬠	+12 ⬠	+6 ⬠

## All questions by theme

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### Pay and benefits

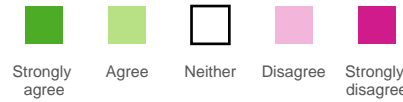
**37%**

**+9** ◆

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
B35 I feel that my pay adequately reflects my performance	6	32	17	28	17	38%	+9 ◆	+7 ◆	+1
B36 I am satisfied with the total benefits package	8	33	22	27	10	41%	+9 ◆	+8 ◆	+1
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	8	25	22	24	22	32%	+9 ◆	+7 ◆	0

### Leadership and managing change\*

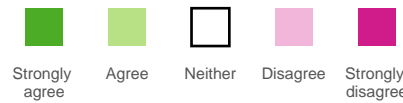
**56%**

**+7** ◆

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 The Leadership Team in the Gambling Commission are sufficiently visible	12	53	20	14	1	65%	+6 ◆	+4 ◆	-4 ◆
B39 I believe the actions of the Leadership Team are consistent with the Gambling Commission's values	8	52	30	7	3	60%	+9 ◆	+6 ◆	0
B40 I believe that the Leadership Team have a clear vision for the future of the Gambling Commission	9	50	31	8	2	59%	+10 ◆	+10 ◆	+4 ◆
B41 Overall, I have confidence in the decisions made by the Gambling Commission's Leadership Team	9	49	31	8	3	58%	+6 ◆	+9 ◆	+3 ◆
B42 I feel that change is managed well in the Gambling Commission	5	42	26	22	5	47%	+15 ◆	+14 ◆	+7 ◆
B43 When changes are made in the Gambling Commission they are usually for the better	7	43	38	9	3	50%	+11 ◆	+17 ◆	+10 ◆
B44 The Gambling Commission keeps me informed about matters that affect me	11	53	19	13	2	64%	+6 ◆	+6 ◆	-1
B45 I have the opportunity to contribute my views before decisions are made that affect me	8	40	27	18	8	47%	-1	+9 ◆	-1
B46 I think it is safe to challenge the way things are done in the Gambling Commission	11	44	22	14	9	55%	+6 ◆	+9 ◆	+2 ◆



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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 Gambling Commission	20	45	29	5	5	65%	+7 ◆	+3 ◆	-4 ◆
B48 I would recommend the Gambling Commission as a great place to work	16	47	27	7	7	64%	+10 ◆	+9 ◆	+1
B49 I feel a strong personal attachment to the Gambling Commission	17	34	35	11	11	51%	+3 ◆	+2 ◆	-5 ◆
B50 The Gambling Commission inspires me to do the best in my job	10	43	32	11	11	54%	+11 ◆	+6 ◆	-1
B51 The Gambling Commission motivates me to help it achieve its objectives	8	43	35	11	11	51%	+10 ◆	+5 ◆	-2 ◆

#### 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 the Leadership Team in the Gambling Commission will take action on the results from this survey	23	52	15	8	8	75%	+2	+25 ◆	+17 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	17	42	27	9	9	60%	+2 ◆	+24 ◆	+15 ◆

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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	39	53				91%	+2 ◆	+3 ◆	+1
B55 I believe I would be supported if I try a new idea, even if it may not work	24	49	14	10		73%	+8 ◆	+2 ◆	-2 ◆
B56 In the Gambling Commission, people are encouraged to speak up when they identify a serious policy or delivery risk	17	51	19	10		68%	New	+2 ◆	-3 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	16	48	20	12		64%	New	0	-4 ◆
B58 The Gambling Commission is committed to creating a diverse and inclusive workplace	23	58	15			81%	New	+7 ◆	+3 ◆

#### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 The Leadership Team in the Gambling Commission actively role model the behaviours set out in the Civil Service Leadership Statement	9	48	35	6		57%	+11 ◆	+10 ◆	+2 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	25	41	25	6		67%	+3 ◆	+1	-5 ◆

#### 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'	15	20	45	17		17%	New	-25 ◆	-38 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	13	25	44	16		14%	New	-22 ◆	-30 ◆

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### Wellbeing

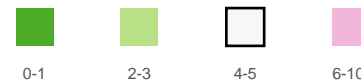


Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	11	23	54	12	66%	+1	0	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	20	52	19	71%	-1	0	-2 ◆
W03 Overall, how happy did you feel yesterday?	17	24	42	18	60%	-4 ◆	-4 ◆	-6 ◆

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?	18	27	22	33	45%	-3 ◆	-3 ◆	-6 ◆
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### All questions by theme

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#### Your plans for the future

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

		Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave the Gambling Commission as soon as possible	5%	-3 ◇	-4	-7
I want to leave the Gambling Commission within the next 12 months	19%	+3	+4 ◇	+1
I want to stay working for the Gambling Commission for at least the next year	41%	-1	+7 ◇	+2 ◇
I want to stay working for the Gambling Commission for at least the next three years	36%	+2	-8 ◇	-17 ◇

#### The Civil Service Code

Differences are based on '% Yes' score

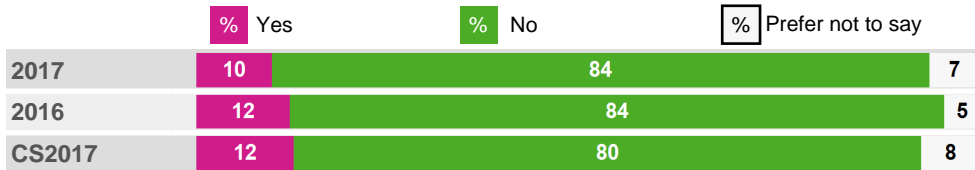
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	49	51	49%	+12 ◇	-43 ◇	-46 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	30	70	30%	+2 ◇	-38 ◇	-44 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Gambling Commission it would be investigated properly?	56	44	56%	+11 ◇	-14 ◇	-19 ◇

### All questions by theme

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

#### Discrimination, harassment and bullying

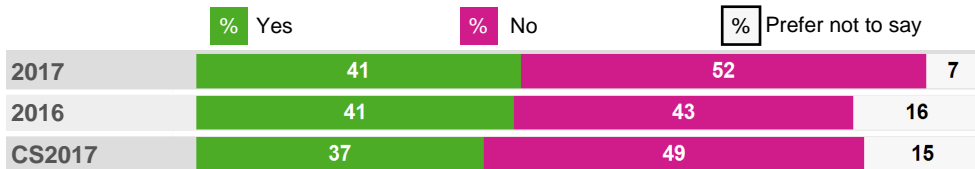
E01. During the past 12 months have you personally experienced discrimination at work?



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



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



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



For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

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

For respondents who selected 'Yes' to question E03.

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

A colleague	12	
Your manager	--	
Another manager in my part of GC	--	
Someone you manage	--	
Someone who works for another part of GC	--	
A member of the public	--	
Someone else	--	
Prefer not to say	--	

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

### Gambling Commission questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I believe I can make a valuable contribution to the success of the Gambling Commission	35	53	10			88%	+4 ◆
F02	I am clear what I have to personally deliver within the objectives of the work streams that I am involved in	24	57	10	8		81%	+2 ◆
F03	The Gambling Commission enables me to put consumers at the heart of everything I do	8	38	38	12		46%	+8 ◆
F04	The Gambling Commission encourages innovation at all levels	5	41	39	12		45%	+14 ◆
F05	I am actively encouraged by my Resource Manager to contribute to improving the way we do things at the Gambling Commission	27	43	19	8		70%	+3 ◆
F06	I feel that people across the Gambling Commission are getting better at collaborating with each other	10	55	18	12		65%	+8 ◆
F07	I have seen the Leadership Team behaving in line with our agreed ways of working	10	57	28			67%	+6 ◆
F08	I am confident that managers and workstream leads demonstrate expected behaviours in line with agreed ways of working	8	53	30	7		61%	+5 ◆
F09	I know that performance is measured on how I deliver my work, not just what I deliver	13	50	22	11		63%	+3 ◆
F10	I believe the Gambling Commission is taking steps to improve my dignity at work	18	58	19			76%	-2
F11	I would feel confident to challenge unacceptable behaviour if I experienced or witnessed it happening	21	51	13	11		73%	0
F12	I am confident that if I raised a concern / complaint relating to bullying or harassment it would be dealt with appropriately	23	47	17	9		70%	+3 ◆
F13	I am comfortable with the levels of pressure and pace of delivery at work	13	52	18	14		66%	+3 ◆

Returns : 293

Response rate : 92%

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

### Gambling Commission questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	My Resource Manager takes an active interest in my wellbeing and seems to care about me as a person	41	43	9	6		84%	+9 ◆
F15	My Resource Manager understands the work I am doing and is therefore able to manage my performance effectively	32	44	12	8		76%	+7 ◆

## 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.