

Returns : 96

Response rate : 80%

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

78%

Difference from previous survey +3

Difference from CS2017 +17 ✧

Difference from CS High Performers +13 ✧

## My work

85%

Difference from previous survey -4

Difference from CS2017 +9 ✧

Difference from CS High Performers +6 ✧

## Organisational objectives and purpose

96%

Difference from previous survey -1

Difference from CS2017 +14 ✧

Difference from CS High Performers +9 ✧

## My manager

84%

Difference from previous survey +7 ✧

Difference from CS2017 +14 ✧

Difference from CS High Performers +12 ✧

## My team

93%

Difference from previous survey +2

Difference from CS2017 +13 ✧

Difference from CS High Performers +9 ✧

## Learning and development

69%

Difference from previous survey +7 ✧

Difference from CS2017 +16 ✧

Difference from CS High Performers +12 ✧

## Inclusion and fair treatment

91%

Difference from previous survey +8 ✧

Difference from CS2017 +14 ✧

Difference from CS High Performers +11 ✧

## Resources and workload

89%

Difference from previous survey 0

Difference from CS2017 +16 ✧

Difference from CS High Performers +13 ✧

## Pay and benefits

55%

Difference from previous survey +5

Difference from CS2017 +25 ✧

Difference from CS High Performers +19 ✧

## Leadership and managing change

81%

Difference from previous survey +1

Difference from CS2017 +35 ✧

Difference from CS High Performers +30 ✧

Returns : 96

Response rate : 80%

Civil Service People Survey 2017

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

## Drivers of Engagement

	Strength of association with engagement <sup>1</sup>	Theme score % Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		81%	+1	+35 ✧	+30 ✧
My work		85%	-4	+9 ✧	+6 ✧
My manager		84%	+7 ✧	+14 ✧	+12 ✧
Pay and benefits		55%	+5	+25 ✧	+19 ✧
Learning and development		69%	+7 ✧	+16 ✧	+12 ✧
Resources and workload		89%	0	+16 ✧	+13 ✧
Organisational objectives and purpose		96%	-1	+14 ✧	+9 ✧
My team		93%	+2	+13 ✧	+9 ✧
Inclusion and fair treatment		91%	+8 ✧	+14 ✧	+11 ✧

<sup>1</sup>The table above shows the strength of association between engagement and the themes for Civil Service



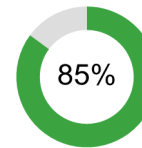
Strength of association with engagement



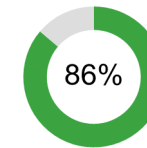
Statistically significant difference from comparison

## Wellbeing

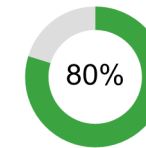
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



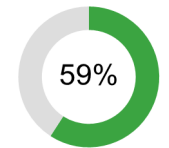
W01. Overall, how satisfied are you with your life nowadays?



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



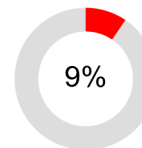
W03. Overall, how happy did you feel yesterday?



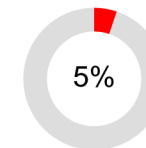
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

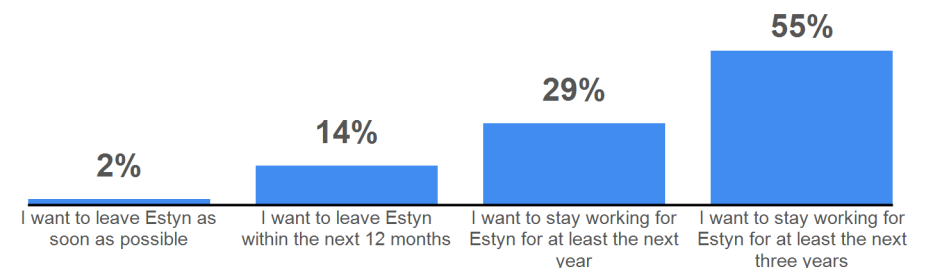


During the past 12 months have you personally experienced discrimination at work?



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
B31 I have the skills I need to do my job effectively	99%	B17 Poor performance is dealt with effectively in my team	23%	B35 I feel that my pay adequately reflects my performance	32%
B30 I have clear work objectives	97%	B36 I am satisfied with the total benefits package	21%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	32%
B32 I have the tools I need to do my job effectively	97%	B53 Where I work, I think effective action has been taken on the results of the last survey	19%	B23 There are opportunities for me to develop my career in Estyn	31%
B07 I understand how my work contributes to Estyn's objectives	97%	B40 I believe that the Strategy Board has a clear vision for the future of Estyn	18%	B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	30%
B26 I am treated with respect by the people I work with	96%	B23 There are opportunities for me to develop my career in Estyn	18%	B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	29%

All questions by theme

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

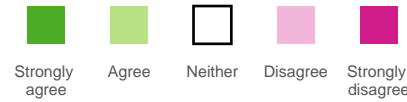
My work

85% -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	61	32	5			94%	-3	+4 ◆	+2
B02 I am sufficiently challenged by my work	59	31	6			89%	-8	+9 ◆	+6 ◆
B03 My work gives me a sense of personal accomplishment	51	36	9			86%	-7 ◆	+10 ◆	+7 ◆
B04 I feel involved in the decisions that affect my work	26	45	14	13		72%	0	+14 ◆	+8 ◆
B05 I have a choice in deciding how I do my work	35	48	5	7		83%	-1	+8 ◆	+3

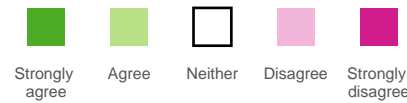
Organisational objectives and purpose\*

96% -1

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

B06 I have a clear understanding of Estyn's objectives	67	28				95%	-1	+14 ◆	+8 ◆
B07 I understand how my work contributes to Estyn's objectives	67	29				97%	-1	+14 ◆	+9 ◆

All questions by theme

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

My manager

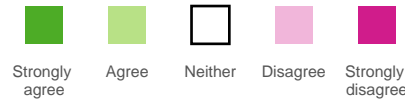
84%

+7

◆ Difference from previous survey



Strength of association with engagement



% Positive

◆ Difference from previous survey

◆ Difference from CS2017

◆ Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	◆ Difference from previous survey	◆ Difference from CS2017	◆ Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	40	43	6	8	2	82%	+8	+12	+8
B09 My manager is considerate of my life outside work	49	44	5	2	0	93%	+9	+8	+5
B10 My manager is open to my ideas	47	43	7	3	0	90%	+1	+8	+5
B11 My manager helps me to understand how I contribute to Estyn's objectives	45	44	6	5	0	89%	+6	+23	+18
B12 Overall, I have confidence in the decisions made by my manager	45	39	9	6	1	83%	+3	+9	+4
B13 My manager recognises when I have done my job well	48	42	7	3	0	90%	+7	+10	+7
B14 I receive regular feedback on my performance	38	46	9	5	1	83%	+3	+15	+11
B15 The feedback I receive helps me to improve my performance	36	48	6	8	2	84%	+11	+21	+17
B16 I think that my performance is evaluated fairly	42	47	6	3	0	89%	+9	+23	+18
B17 Poor performance is dealt with effectively in my team	18	40	23	14	5	58%	+9	+19	+14

All questions by theme

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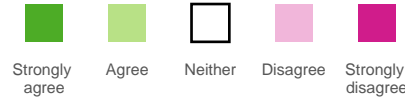
My team

93% +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	51	45				96%	-1	+11 ◆	+8 ◆
B19	The people in my team work together to find ways to improve the service we provide	56	39				95%	+3	+12 ◆	+10 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	48	41	6			89%	+3	+14 ◆	+10 ◆

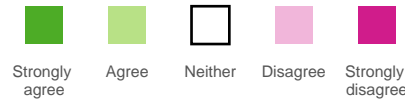
Learning and development

69% +7 ◆

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	34	48	10	6		82%	+6	+19 ◆	+13 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	29	44	14	11		73%	+8 ◆	+21 ◆	+15 ◆
B23	There are opportunities for me to develop my career in Estyn	19	32	18	20	11	51%	+2	+4	-4
B24	Learning and development activities I have completed while working for Estyn are helping me to develop my career	26	45	11	13	6	70%	+11 ◆	+24 ◆	+19 ◆

## All questions by theme

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### Inclusion and fair treatment

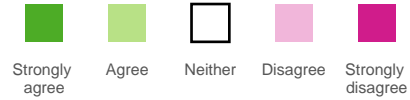
91%

+8

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B25 I am treated fairly at work



92%

+8

+12

+8

B26 I am treated with respect by the people I work with



96%

+4

+11

+9

B27 I feel valued for the work I do



84%

+5

+19

+13

B28 I think that Estyn respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)



91%

+14

+15

+11

### Resources and workload\*

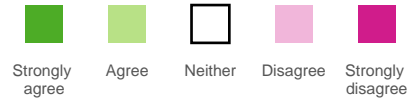
89%

0

◆ 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

B29 I get the information I need to do my job well



88%

-6

+18

+14

B30 I have clear work objectives



97%

-1

+22

+17

B31 I have the skills I need to do my job effectively



99%

-1

+11

+8

B32 I have the tools I need to do my job effectively



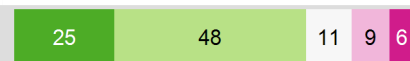
97%

+5

+27

+20

B33 I have an acceptable workload



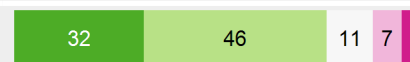
73%

0

+12

+6

B34 I achieve a good balance between my work life and my private life



78%

+3

+10

+4

All questions by theme

◆ indicates statistically significant difference from comparison  
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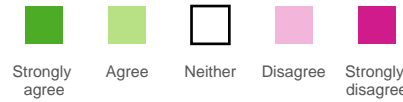
Pay and benefits

55% +5

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	11	42	15	21	11	53%	0	+23 ◆	+16 ◆
B36 I am satisfied with the total benefits package	14	45	21	11	9	59%	+6	+25 ◆	+19 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	16	39	14	18	15	54%	+9 ◆	+29 ◆	+22 ◆

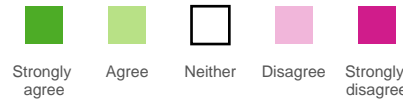
Leadership and managing change\*

81% +1

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 Senior managers in Estyn are sufficiently visible	44	44	6	6	0	88%	+1	+27 ◆	+19 ◆
B39 I believe the actions of senior managers are consistent with Estyn's values	41	46	8	5	0	86%	+1	+33 ◆	+26 ◆
B40 I believe that the Strategy Board has a clear vision for the future of Estyn	29	48	18	5	0	77%	-6 ◆	+28 ◆	+22 ◆
B41 Overall, I have confidence in the decisions made by Estyn's senior managers	33	48	12	6	0	81%	-1	+32 ◆	+27 ◆
B42 I feel that change is managed well in Estyn	27	53	6	13	0	80%	+2	+47 ◆	+40 ◆
B43 When changes are made in Estyn they are usually for the better	24	54	13	9	0	78%	-2	+45 ◆	+37 ◆
B44 Estyn keeps me informed about matters that affect me	31	57	7	5	0	89%	+4	+31 ◆	+24 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	26	47	14	13	0	73%	-1	+34 ◆	+25 ◆
B46 I think it is safe to challenge the way things are done in Estyn	25	57	9	8	0	82%	+14 ◆	+36 ◆	+30 ◆



## All questions by theme

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

### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of Estyn	47	37	13			84%	+3	+22 ◆	+15 ◆
B48 I would recommend Estyn as a great place to work	43	41	8	7		84%	+6 ◆	+29 ◆	+21 ◆
B49 I feel a strong personal attachment to Estyn	36	41	11	11		78%	+1	+29 ◆	+21 ◆
B50 Estyn inspires me to do the best in my job	39	40	13	7		80%	+2	+32 ◆	+26 ◆
B51 Estyn motivates me to help it achieve its objectives	38	39	11	12		78%	-2	+32 ◆	+24 ◆

### 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 Estyn will take action on the results from this survey	34	47	6	10		81%	+10 ◆	+31 ◆	+23 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	27	41	19	9		68%	+12 ◆	+32 ◆	+23 ◆

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	49	47				96%	+8	+7 ◆	+5 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	39	52	5			91%	+14 ◆	+20 ◆	+15 ◆
B56 In Estyn, people are encouraged to speak up when they identify a serious policy or delivery risk	36	54	6			91%	New	+24 ◆	+19 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	25	54	11	8		79%	New	+16 ◆	+11 ◆
B58 Estyn is committed to creating a diverse and inclusive workplace	36	54	6			91%	New	+17 ◆	+13 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior managers in Estyn actively role model the behaviours set out in the Civil Service Leadership Statement	40	46	9			86%	+3	+39 ◆	+32 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	42	46	7			88%	+4	+23 ◆	+17 ◆

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	42	14	25		57%	New	+14 ◆	+1
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	14	40	16	26		54%	New	+17 ◆	+9 ◆

## All questions by theme

◆ indicates statistically significant difference from comparison  
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### Wellbeing

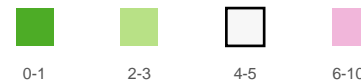


Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	5	10	60	26	85%	+14 ◆	+19 ◆	+17 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?		10	50	36	86%	+5 ◆	+15 ◆	+13 ◆
W03 Overall, how happy did you feel yesterday?	9	12	53	27	80%	+7 ◆	+17 ◆	+15 ◆

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?		27	32	18	23	59%	+3	+10 ◆	+7 ◆
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## All questions by theme

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

### Your plans for the future

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

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave Estyn as soon as possible		2%	+2	-6	-10
I want to leave Estyn within the next 12 months		14%	-6	-1	-4
I want to stay working for Estyn for at least the next year		29%	-2	-5 ◆	-10 ◆
I want to stay working for Estyn for at least the next three years		55%	+7	+11 ◆	+3

### The Civil Service Code

Differences are based on '% Yes' score

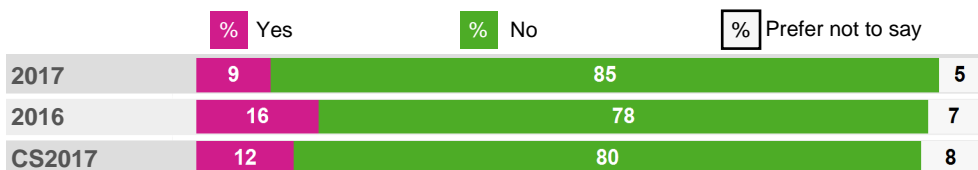
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			96%	-2	+4 ◆	+1
D02. Are you aware of how to raise a concern under the Civil Service Code?			78%	-5	+10 ◆	+4 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in Estyn it would be investigated properly?			89%	+4	+18 ◆	+13 ◆

## All questions by theme

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### Discrimination, harassment and bullying

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



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?

Results for this question have been suppressed as there are fewer than ten responses

For respondents who selected 'Yes' to question E03.

E06. In your opinion, has this issue been resolved?

Results for this question have been suppressed as there are fewer than ten responses

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

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

## Appendix

### Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <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.