

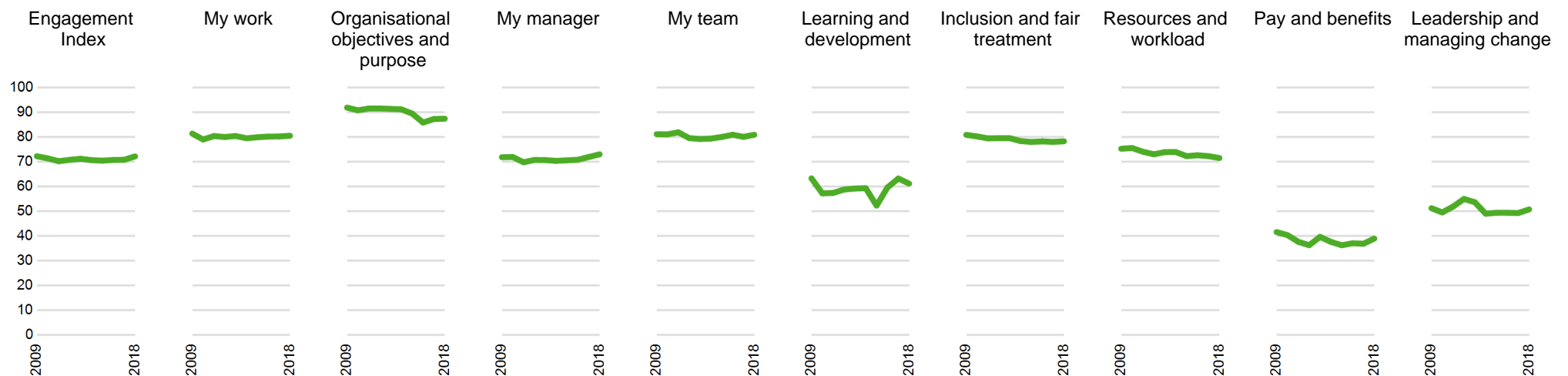
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



## Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

The Civil Service People Survey has run in October each year since 2009, meaning that 2018 marks our 10 year anniversary. The table and charts below tell you how your average Employee Engagement Index and theme scores have changed over time, for each year your organisation has participated in the survey.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Engagement Index	72%	71%	70%	71%	71%	71%	70%	71%	71%	72%
My work	81%	79%	80%	80%	80%	79%	80%	80%	80%	80%
Organisational objectives and purpose	92%	91%	91%	91%	91%	91%	89%	86%	87%	87%
My manager	72%	72%	70%	71%	71%	70%	71%	71%	72%	73%
My team	81%	81%	82%	80%	79%	79%	80%	81%	80%	81%
Learning and development	63%	57%	57%	59%	59%	59%	52%	60%	63%	61%
Inclusion and fair treatment	81%	80%	79%	79%	79%	78%	78%	78%	78%	78%
Resources and workload	75%	76%	74%	73%	74%	74%	72%	73%	72%	71%
Pay and benefits	42%	40%	38%	36%	40%	38%	36%	37%	37%	39%
Leadership and managing change	51%	49%	52%	55%	54%	49%	49%	49%	49%	51%
Response rate	86%	89%	89%	89%	88%	81%	85%	88%	85%	85%



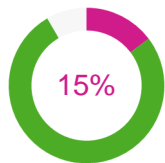
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

## Drivers of Engagement

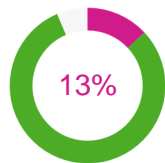
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	81%	-1	+3 ◇	+1 ◇
2	B27	I feel valued for the work I do	72%	0	+4 ◇	-1 ◇
3	B41	Overall, I have confidence in the decisions made by DFID's senior managers	52%	0	+3 ◇	-7 ◇
4	B08	My manager motivates me to be more effective in my job	75%	0	+4 ◇	-1 ◇
5	B23	There are opportunities for me to develop my career in DFID	64%	+2 ◇	+16 ◇	+8 ◇

## Discrimination, bullying and harassment

■ % responding Yes
 ■ % responding No
  % responding Prefer not to say



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

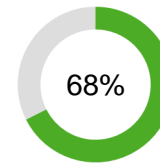


During the past 12 months have you personally experienced bullying or harassment at work?

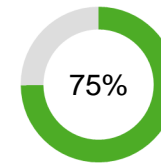
## Wellbeing

■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)

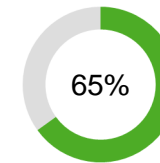
■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



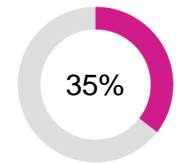
W01. Overall, how satisfied are you with your life nowadays?



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

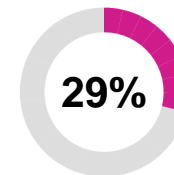


W03. Overall, how happy did you feel yesterday?

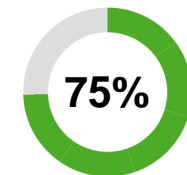


W04. Overall, how anxious did you feel yesterday?

## Proxy Stress Index

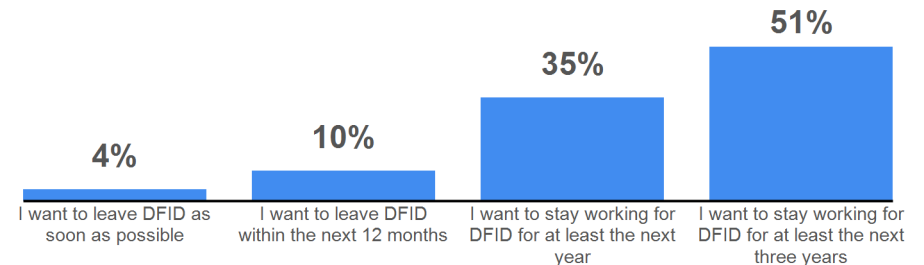


## PERMA Index


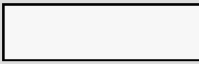


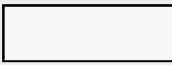

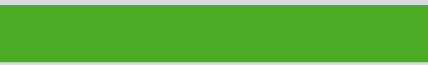
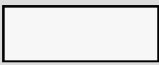




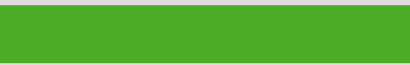




For further information about these indices, please refer to page 17.

## Your plans for the future



## Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
F16	Have you experienced sexual harassment during work in the last year?	 97%	B43	When changes are made in DFID they are usually for the better	 44%	F17	If yes to above, did you feel able to report the experience?	 69%
B01	I am interested in my work	 95%	F23	My organisation supports employees who experience mental health issues	 38%	F20	If yes to above were changes to your workload put in place?	 57%
F10	Only to be answered by line managers: I understand what is expected of me as a line manager	 94%	B17	Poor performance is dealt with effectively in my team	 34%	F21	I have gone into work when experiencing poor mental health (for example stress, anxiety or depression)	 48%
F14	I could identify bullying, harassment or discrimination if I saw it or experienced it	 93%	B40	I believe that the Management Board has a clear vision for the future of DFID	 34%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 45%
B31	I have the skills I need to do my job effectively	 90%	F02	The culture in DFID is supportive of career progression for staff who have non-standard working patterns	 32%	B35	I feel that my pay adequately reflects my performance	 41%

## All questions by theme

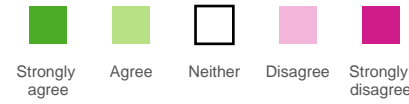
♦ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

### My work

80%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

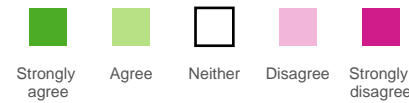
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	53	42				95%	0	+5 ♦	+2 ♦
B02 I am sufficiently challenged by my work	41	43	8	7		84%	0	+3 ♦	+1 ♦
B03 My work gives me a sense of personal accomplishment	33	48	11	7		81%	-1	+3 ♦	+1 ♦
B04 I feel involved in the decisions that affect my work	18	45	17	14	5	64%	0	+5 ♦	+1
B05 I have a choice in deciding how I do my work	30	49	11	7		79%	+2 ♦	+2 ♦	-1 ♦

### Organisational objectives and purpose

87%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B06 I have a clear understanding of DFID's objectives	31	56	8			87%	0	+6 ♦	+1 ♦
B07 I understand how my work contributes to DFID's objectives	34	53	9			88%	0	+4 ♦	0

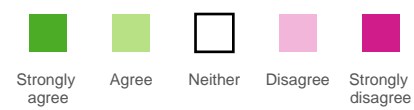
## All questions by theme

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

### My manager

73%

+1 ◆ Difference from previous survey



% Positive Difference from previous survey Difference from CS2018 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	30	45	14	7	7	75%	0	+4 ◆	-1 ◆
B09 My manager is considerate of my life outside work	46	40	9	9	7	85%	+1 ◆	0	-3 ◆
B10 My manager is open to my ideas	42	42	10	10	7	85%	+1 ◆	+2 ◆	-2 ◆
B11 My manager helps me to understand how I contribute to DFID's objectives	23	45	22	7	7	69%	-1 ◆	+2 ◆	-3 ◆
B12 Overall, I have confidence in the decisions made by my manager	30	46	13	7	7	76%	+1 ◆	0	-4 ◆
B13 My manager recognises when I have done my job well	38	43	10	5	5	82%	0	+2 ◆	-2 ◆
B14 I receive regular feedback on my performance	26	48	13	10	7	74%	+3 ◆	+7 ◆	+1 ◆
B15 The feedback I receive helps me to improve my performance	25	44	19	9	7	69%	0	+5 ◆	0
B16 I think that my performance is evaluated fairly	24	47	18	7	7	71%	+4 ◆	+5 ◆	-1 ◆
B17 Poor performance is dealt with effectively in my team	10	33	34	15	7	44%	+1	+4 ◆	0

## All questions by theme

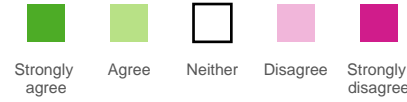
♦ indicates statistically significant difference from comparison  
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### My team

81%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

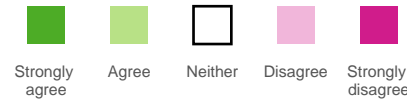
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	33	48	12	5	2	81%	-1 ♦	-4 ♦	-6 ♦
B19	The people in my team work together to find ways to improve the service we provide	31	51	11	5	2	82%	+1 ♦	0	-3 ♦
B20	The people in my team are encouraged to come up with new and better ways of doing things	29	50	13	6	2	79%	+2 ♦	+3 ♦	-1 ♦

### Learning and development

61%

-2 ♦

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	13	48	21	15	3	61%	-5 ♦	-3 ♦	-8 ♦
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	16	43	28	10	3	59%	-5 ♦	+6 ♦	0
B23	There are opportunities for me to develop my career in DFID	17	47	19	12	5	64%	+2 ♦	+16 ♦	+8 ♦
B24	Learning and development activities I have completed while working for DFID are helping me to develop my career	16	45	26	10	3	61%	-1	+14 ♦	+8 ♦

## All questions by theme

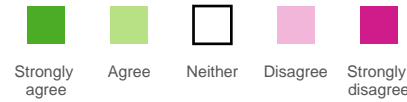
♦ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

### Inclusion and fair treatment

78%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

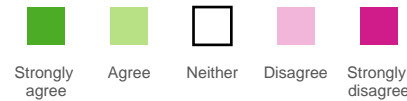
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	29	53	9	6	6	82%	0	+1 ♦	-2 ♦
B26	I am treated with respect by the people I work with	34	51	9	6	6	85%	-1	0	-3 ♦
B27	I feel valued for the work I do	27	45	14	10	6	72%	0	+4 ♦	-1 ♦
B28	I think that DFID respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	26	48	14	9	6	74%	+2 ♦	-3 ♦	-6 ♦

### Resources and workload

71%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29	I get the information I need to do my job well	14	59	15	10	6	73%	-1 ♦	+3 ♦	-2 ♦
B30	I have clear work objectives	21	61	10	6	6	81%	+1	+6 ♦	+2 ♦
B31	I have the skills I need to do my job effectively	27	63	7	7	6	90%	-1 ♦	+1 ♦	-1 ♦
B32	I have the tools I need to do my job effectively	15	51	14	14	6	66%	-6 ♦	-5 ♦	-11 ♦
B33	I have an acceptable workload	8	47	17	20	8	55%	+1 ♦	-5 ♦	-11 ♦
B34	I achieve a good balance between my work life and my private life	15	49	16	16	5	63%	+2 ♦	-6 ♦	-11 ♦



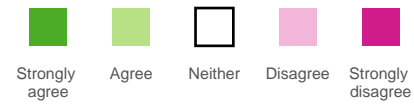
## All questions by theme

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### Pay and benefits

39%

+2 ◆ Difference from previous survey



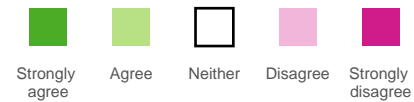
% Positive  
Difference from previous survey  
Difference from CS2018  
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	5	35	19	26	15	40%	+2 ◆	+9 ◆	+3 ◆
B36 I am satisfied with the total benefits package	7	34	22	24	14	41%	+2 ◆	+5 ◆	-2 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	29	19	27	18	36%	+2 ◆	+9 ◆	+3 ◆

### Leadership and managing change

51%

+1 ◆ Difference from previous survey



% Positive  
Difference from previous survey  
Difference from CS2018  
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38 Senior managers in DFID are sufficiently visible	14	55	16	12	5	69%	-1	+7 ◆	-2 ◆
B39 I believe the actions of senior managers are consistent with DFID's values	11	48	27	11	5	59%	-2 ◆	+7 ◆	-3 ◆
B40 I believe that the Management Board has a clear vision for the future of DFID^	8	40	34	14	5	48%	+5 ◆	0	-9 ◆
B41 Overall, I have confidence in the decisions made by DFID's senior managers	8	44	32	12	5	52%	0	+3 ◆	-7 ◆
B42 I feel that change is managed well in DFID	32	32	24	8	5	36%	0	+3 ◆	-6 ◆
B43 When changes are made in DFID they are usually for the better	29	44	19	5	5	33%	+4 ◆	-2 ◆	-10 ◆
B44 DFID keeps me informed about matters that affect me	7	56	23	11	5	63%	0	+4 ◆	-3 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	6	39	28	20	6	46%	+2 ◆	+5 ◆	-3 ◆
B46 I think it is safe to challenge the way things are done in DFID	8	43	24	17	8	51%	+5 ◆	+3 ◆	-3 ◆

## 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 CS2018	Difference from CS High Performers
B47 I am proud when I tell others I am part of DFID	37	48	12			85%	+3 ♦	+20 ♦	+15 ♦
B48 I would recommend DFID as a great place to work	27	46	19	6		73%	+2 ♦	+15 ♦	+8 ♦
B49 I feel a strong personal attachment to DFID	28	40	21	8		69%	+1	+17 ♦	+11 ♦
B50 DFID inspires me to do the best in my job	23	44	23	8		67%	+2 ♦	+17 ♦	+10 ♦
B51 DFID motivates me to help it achieve its objectives	20	44	24	9		64%	+3 ♦	+17 ♦	+10 ♦

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B52 I believe that senior managers in DFID will take action on the results from this survey	12	46	23	12	6	59%	-2 ♦	+10 ♦	0
B53 Where I work, I think effective action has been taken on the results of the last survey	16	35	31	12	6	51%	0	+16 ♦	+7 ♦

## 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 CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	32	55	7			88%	+1 ♦	-2 ♦	-3 ♦
B55 I believe I would be supported if I try a new idea, even if it may not work	19	51	18	9		71%	+1 ♦	-1 ♦	-5 ♦
B56 In DFID, people are encouraged to speak up when they identify a serious policy or delivery risk	22	55	14	7		77%	+4 ♦	+9 ♦	+3 ♦
B57 I feel able to challenge inappropriate behaviour in the workplace	17	50	18	11		67%	+2 ♦	+1 ♦	-3 ♦
B58 DFID is committed to creating a diverse and inclusive workplace	23	53	14	7		76%	0	+1 ♦	-3 ♦

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 Senior managers in DFID actively role model the behaviours set out in the Civil Service Leadership Statement	11	47	30	9		58%	-1 ♦	+9 ♦	+1 ♦
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	23	49	18	6		72%	0	+5 ♦	-1 ♦

### Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	11	55	16	16		66%	+9 ♦	+15 ♦	0
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	8	41	28	20		50%	+6 ♦	+8 ♦	-1

## All questions by theme

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^ indicates a variation in question wording from your previous survey

### 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.

	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	11	22	54	13	68%	-1 ◆	+1 ◆	-1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	18	53	22	75%	-1 ◆	+4 ◆	+1 ◆
W03 Overall, how happy did you feel yesterday?	14	21	47	18	65%	+1	+3 ◆	0

For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.

	0-1	2-3	4-5	6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	14	28	22	35	35%	0	+3 ◆	+6 ◆

## 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 DFID?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave DFID as soon as possible		4%	-1 ◇	-4 ◇	-8 ◇
I want to leave DFID within the next 12 months		10%	+1 ◇	-5 ◇	-9 ◇
I want to stay working for DFID for at least the next year		35%	-1	0	-5 ◇
I want to stay working for DFID for at least the next three years		51%	0	+8 ◇	-1 ◇

### The Civil Service Code

Differences are based on '% Yes' score

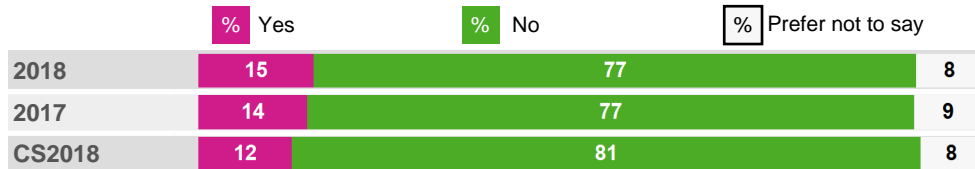
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		4	96%	0	+4 ◇	+2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		26	74%	0	+7 ◇	+1 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DFID it would be investigated properly?		24	76%	-1	+6 ◇	0

## All questions by theme

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

### Discrimination, harassment and bullying

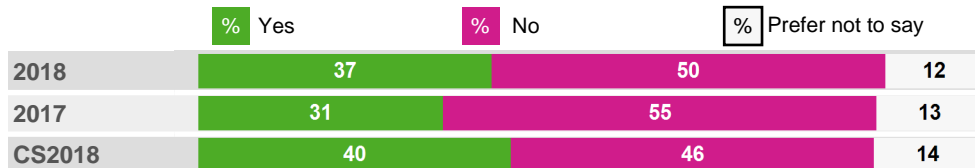
E01. During the past 12 months have you personally experienced discrimination at work?



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	73
Caring responsibilities	21
Disability	18
Ethnic background	70
Gender	74
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	163
Main spoken/written language or language ability	23
Marital status	--
Pregnancy, maternity or paternity	21
Religion or belief	--
Sexual orientation	11
Social or educational background	54
Working location	47
Working pattern	59
Any other grounds	81
Prefer not to say	34

For respondents who selected 'Yes' to question E03.

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

	Response Count
A colleague	122
Your manager	119
Another manager in my part of DFID	84
Someone you manage	16
Someone who works for another part of DFID	39
A member of the public	10
Someone else	21
Prefer not to say	40

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

### Department for International Development questions

\* indicates negatively phrased question(s) where % positive is the proportion who selected "no"

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 Staff from DFID and other UK government departments work as 'One Team'	32	29	29	6	36%	-8 ◆	
F02 The culture in DFID is supportive of career progression for staff who have non-standard working patterns	9	44	32	11	53%	-2 ◆	
F03 Only to be answered by people who have changed jobs within the last 12 months: I had a structured induction when beginning my present job	11	38	15	26	10	49%	+4 ◆
F04 My line manager takes time to understand my strengths and how to get the best out of me	19	49	17	11	68%	New	
F05 My objectives make clear what is expected of me in terms of delivery	19	62	11	5	82%	New	
F06 My objectives make clear what is expected of me in terms of behaviour	19	60	13	6	79%	New	
F07 My quarterly check-ins help me to reflect on and shape my improvement and learning goals	19	54	16	9	73%	New	
F08 My line manager coaches me to maximise my contribution and fulfil my potential	15	41	23	16	5	56%	New
F09 My line manager has the time to do this part of their job well	13	36	23	21	7	49%	New
F10 Only to be answered by line managers: I understand what is expected of me as a line manager	30	64				94%	New
F11 Only to be answered by line managers: I have the skills and support I need to be an effective line manager	23	58	11	7	81%	New	
F12 I am clear of what my responsibilities are on safeguarding	18	57	16	9	74%	New	
F13 I am confident that senior leaders in my department have taken adequate measures to improve how we manage safeguarding risks	17	51	23	7	67%	New	

## All questions by theme

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

### Department for International Development questions

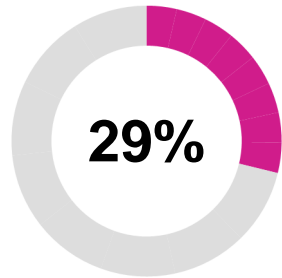
\* indicates negatively phrased question(s) where % positive is the proportion who selected "no"

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	
F14 I could identify bullying, harassment or discrimination if I saw it or experienced it	29	64			6	93%	+1 ◆	
F15 I would be confident to report harassment or bullying in the area where I work	24	49	13	10		73%	-1 ◆	
F16 Have you experienced sexual harassment during work in the last year?*	Yes: 2%		No: 97%		Prefer not to say: 1%		97%	New
F17 If yes to above, did you feel able to report the experience?	Yes: 24%		No: 69%		Prefer not to say: 7%		24%	New
F18 Have you experienced mental health problems in the workplace over the past 12 months, to the extent it has affected your health and well-being?*	Yes: 23%		No: 72%		Prefer not to say: 5%		72%	New
F19 Have you ever taken time off from work as a result of poor mental health (for example stress, anxiety or depression)?*	Yes: 13%		No: 83%		Prefer not to say: 3%		83%	New
F20 If yes to above were changes to your workload put in place?	Yes: 38%		No: 57%		Prefer not to say: 5%		38%	New
F21 I have gone into work when experiencing poor mental health (for example stress, anxiety or depression)*	Yes: 48%		No: 48%		Prefer not to say: 4%		48%	New
F22 Do you think DFID has an inclusive working environment in which staff are encouraged to talk openly about their mental health?	Yes: 52%		No: 38%		Prefer not to say: 10%		52%	New
F23 My organisation supports employees who experience mental health issues	10	41	38	9		51%	New	
F24 Senior managers in the area where I work address health and safety issues	11	47	31	9		58%	-7 ◆	
F25 I believe that managers where I work will take action on the results from this survey	17	50	21	8		66%	-2 ◆	



## Proxy Stress Index and PERMA Index

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



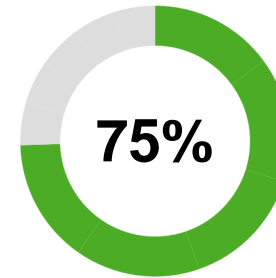
Difference from previous survey	0
Difference from CS2018	0 ◆
Difference from CS High Performers	+2 ◆

### Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.

We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

	% positive
B05 I have a choice in deciding how I do my work	79%
B08 My manager motivates me to be more effective in my job	75%
B18 The people in my team can be relied upon to help when things get difficult in my job	81%
B26 I am treated with respect by the people I work with	85%
B30 I have clear work objectives	81%
B33 I have an acceptable workload	55%
B45 I have the opportunity to contribute my views before decisions are made that affect me	46%
E03 During the past 12 months have you personally experienced bullying or harassment at work?	81%



Difference from previous survey	0 ◆
Difference from CS2018	+1 ◆
Difference from CS High Performers	0 ◆

### PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

	% positive
B01 I am interested in my work	95%
B03 My work gives me a sense of personal accomplishment	81%
B18 The people in my team can be relied upon to help when things get difficult in my job	81%
W01 Overall, how satisfied are you with your life nowadays?	68%
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	75%

## 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 2017 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.
CS2018	The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 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 2018 Civil Service People Survey. The 'CS High Performer' comparator for the Proxy Stress Index has been corrected (reissued 23/11/2018).

### Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

### Statistical significance: ✧

Statistical testing has been carried out to identify statistically significant\* differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results.

\*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

### 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. A statistical technique (a form of regression) is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement': page 3 of this report shows the questions that had the strongest association with engagement in this unit.

### Confidentiality

The survey was carried out as part of the 2018 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.

ORC's Privacy Policy ([www.orcinternational.co.uk/privacy](http://www.orcinternational.co.uk/privacy)) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.