

# Ministry of Justice (Corporate Report)

Returns : 36,738

Response rate : 49%

Civil Service People Survey 2018

✧ Statistically significant difference from comparison

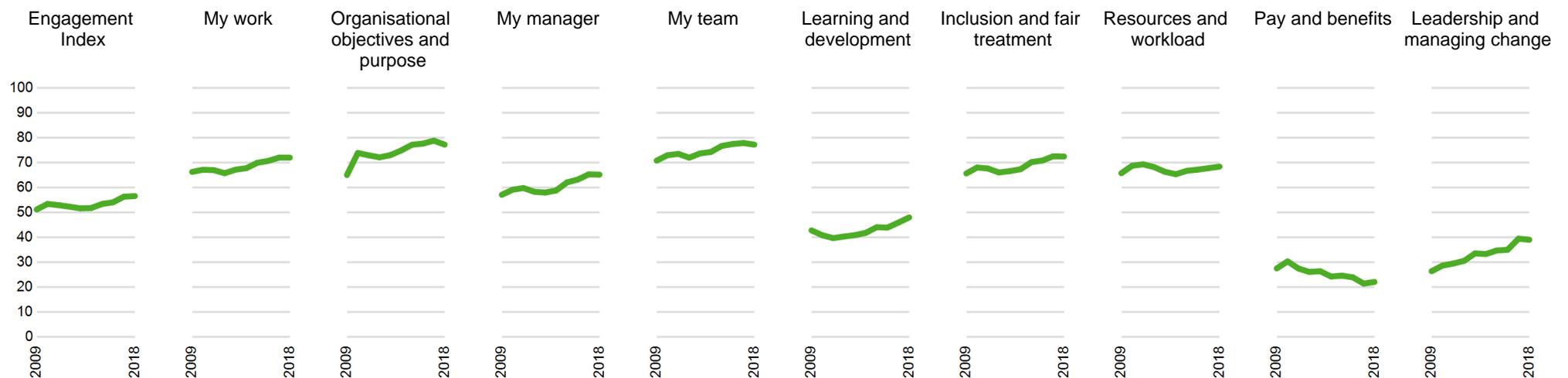
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



## 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	51%	53%	53%	52%	52%	52%	53%	54%	56%	57%
My work	66%	67%	67%	66%	67%	68%	70%	71%	72%	72%
Organisational objectives and purpose	65%	74%	73%	72%	73%	75%	77%	78%	79%	77%
My manager	57%	59%	60%	58%	58%	59%	62%	63%	65%	65%
My team	71%	73%	73%	72%	74%	74%	77%	77%	78%	77%
Learning and development	43%	41%	40%	40%	41%	42%	44%	44%	46%	48%
Inclusion and fair treatment	66%	68%	68%	66%	67%	67%	70%	71%	73%	72%
Resources and workload	66%	69%	69%	68%	66%	65%	67%	67%	68%	68%
Pay and benefits	27%	30%	27%	26%	26%	24%	25%	24%	21%	22%
Leadership and managing change	26%	29%	29%	31%	34%	33%	35%	35%	39%	39%
Response rate	60%	53%	55%	62%	54%	53%	51%	46%	48%	49%



◇ Statistically significant difference from comparison

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

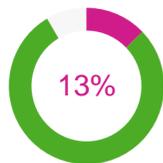
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	74%	0	-3 ◇	-5 ◇
2	F01	I have a strong sense of purpose at work	77%	+5 ◇	--	--
3	B41	Overall, I have confidence in the decisions made by [my organisation's senior managers]	39%	0	-10 ◇	-20 ◇
4	B43	When changes are made in [my organisation] they are usually for the better	25%	-1 ◇	-10 ◇	-18 ◇
5	B27	I feel valued for the work I do	61%	0	-7 ◇	-12 ◇

## Discrimination, bullying and harassment

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



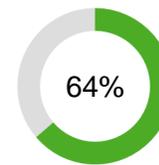
During the past 12 months have you personally experienced discrimination at work?



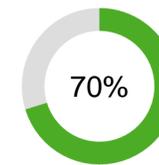
During the past 12 months have you personally experienced bullying or harassment at work?

## Wellbeing

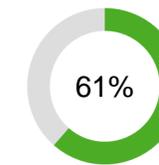
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



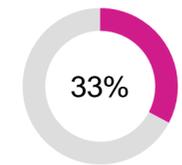
W01. Overall, how satisfied are you with your life nowadays?



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

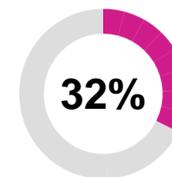


W03. Overall, how happy did you feel yesterday?

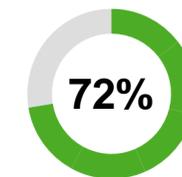


W04. Overall, how anxious did you feel yesterday?

## Proxy Stress Index

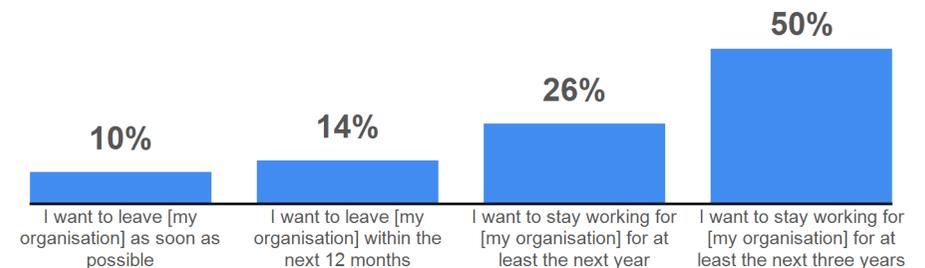


## PERMA Index

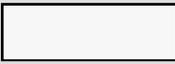
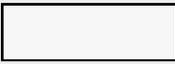
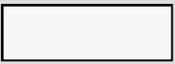
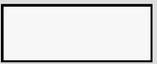
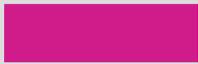


For further information about these indices, please refer to page 16.

## 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	 88%	B59	[Senior managers] in [my organisation] actively role model the behaviours set out in the Civil Service Leadership Statement	 39%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 64%
B54	I am trusted to carry out my job effectively	 88%	B53	Where I work, I think effective action has been taken on the results of the last survey	 39%	B35	I feel that my pay adequately reflects my performance	 64%
B31	I have the skills I need to do my job effectively	 87%	B40	I believe that [the Executive Team has] a clear vision for the future of [my organisation]	 38%	B36	I am satisfied with the total benefits package	 52%
B26	I am treated with respect by the people I work with	 82%	B43	When changes are made in [my organisation] they are usually for the better	 34%	B42	I feel that change is managed well in [my organisation]	 43%
F08	I strive to make my workplace a truly inclusive environment	 82%	B51	[My organisation] motivates me to help it achieve its objectives	 33%	B45	I have the opportunity to contribute my views before decisions are made that affect me	 43%

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Civil Service People Survey 2018

## All questions by theme

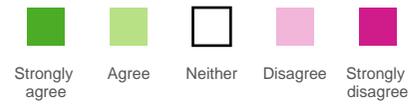
◆ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

### My work

72%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

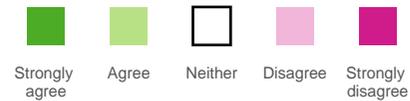
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	42	46	7	7	0	88%	-1 ◆	-1 ◆	-4 ◆
B02 I am sufficiently challenged by my work	36	44	10	7	0	80%	0	-1 ◆	-3 ◆
B03 My work gives me a sense of personal accomplishment	29	45	13	9	0	74%	0	-3 ◆	-5 ◆
B04 I feel involved in the decisions that affect my work	16	36	19	19	10	51%	0	-7 ◆	-12 ◆
B05 I have a choice in deciding how I do my work	22	44	16	12	6	65%	0	-12 ◆	-15 ◆

### Organisational objectives and purpose

77%

-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
B06 I have a clear understanding of [my organisation's] objectives	21	55	15	7	0	76%	-1 ◆	-5 ◆	-10 ◆
B07 I understand how my work contributes to [my organisation's] objectives	24	55	13	6	0	78%	-2 ◆	-5 ◆	-9 ◆

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### My manager

65%

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
B08	My manager motivates me to be more effective in my job	25	42	17	10	5	67%	0	-4 ◆	-8 ◆
B09	My manager is considerate of my life outside work	37	40	13	6	6	77%	+1 ◆	-9 ◆	-12 ◆
B10	My manager is open to my ideas	32	44	15	6	6	76%	0	-7 ◆	-11 ◆
B11	My manager helps me to understand how I contribute to [my organisation's] objectives	21	41	24	10	6	62%	-1 ◆	-5 ◆	-10 ◆
B12	Overall, I have confidence in the decisions made by my manager	28	42	16	8	6	70%	0	-6 ◆	-10 ◆
B13	My manager recognises when I have done my job well	31	43	13	8	5	74%	0	-6 ◆	-9 ◆
B14	I receive regular feedback on my performance	23	41	17	14	6	63%	0	-4 ◆	-10 ◆
B15	The feedback I receive helps me to improve my performance	22	39	23	11	6	60%	0	-4 ◆	-8 ◆
B16	I think that my performance is evaluated fairly	21	41	22	10	6	62%	0	-5 ◆	-10 ◆
B17	Poor performance is dealt with effectively in my team	11	29	32	17	12	40%	0	0 ◆	-4 ◆

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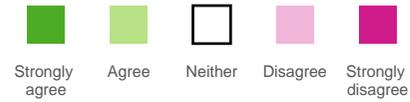
## All questions by theme

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### My team

77%

-1 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

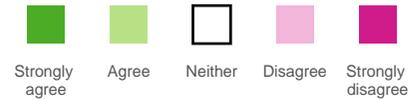
Difference from CS High Performers

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	36	46	10	5	5	82%	-1 ◆	-3 ◆	-5 ◆
B19	The people in my team work together to find ways to improve the service we provide	32	47	13	6	6	79%	0	-4 ◆	-6 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	28	43	17	8	8	71%	-1 ◆	-6 ◆	-9 ◆

### Learning and development

48%

+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	12	45	23	15	5	57%	+2 ◆	-7 ◆	-12 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	35	31	16	7	47%	+2 ◆	-6 ◆	-12 ◆
B23	There are opportunities for me to develop my career in [my organisation]	11	35	24	18	12	46%	+2 ◆	-2 ◆	-10 ◆
B24	Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	11	31	31	18	9	42%	+2 ◆	-5 ◆	-11 ◆

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### Inclusion and fair treatment

72%

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
B25 I am treated fairly at work	25	51	12	8	5	76%	0	-5 ◆	-9 ◆
B26 I am treated with respect by the people I work with	29	53	10	5	5	82%	-1 ◆	-3 ◆	-5 ◆
B27 I feel valued for the work I do	20	40	18	14	7	61%	0	-7 ◆	-12 ◆
B28 I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	23	48	18	7	5	71%	+1 ◆	-6 ◆	-9 ◆

### Resources and workload

68%

+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
B29 I get the information I need to do my job well	12	53	19	13	7	65%	+1 ◆	-5 ◆	-10 ◆
B30 I have clear work objectives	16	59	15	7	7	75%	0	-1 ◆	-5 ◆
B31 I have the skills I need to do my job effectively	26	60	8	6	0	87%	0	-2 ◆	-4 ◆
B32 I have the tools I need to do my job effectively	14	48	16	16	6	63%	+3 ◆	-8 ◆	-14 ◆
B33 I have an acceptable workload	11	46	16	17	10	57%	+1 ◆	-4 ◆	-9 ◆
B34 I achieve a good balance between my work life and my private life	17	47	16	13	7	64%	0	-5 ◆	-11 ◆

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### Pay and benefits

22%

+1 ◆ Difference from previous survey



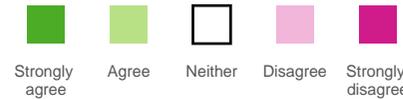
% Positive  
 Difference from previous survey  
 Difference from CS2018  
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	18	15	29	35	21%	+1 ◆	-10 ◆	-16 ◆	
B36 I am satisfied with the total benefits package	22	22	26	26	26%	+1 ◆	-10 ◆	-18 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	16	16	28	36	19%	0	-8 ◆	-14 ◆	

### Leadership and managing change

39%

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
B38 [Senior managers] in [my organisation] are sufficiently visible	11	42	19	18	10	54%	0	-8 ◆	-17 ◆
B39 I believe the actions of [senior managers] are consistent with [my organisation's] values	10	39	31	12	8	49%	-1 ◆	-4 ◆	-13 ◆
B40 I believe that [the Executive Team has] a clear vision for the future of [my organisation]	8	31	38	14	10	39%	-1 ◆	-9 ◆	-18 ◆
B41 Overall, I have confidence in the decisions made by [my organisation's senior managers]	8	31	31	17	12	39%	0	-10 ◆	-20 ◆
B42 I feel that change is managed well in [my organisation]	25	27	28	15	29%	0	-4 ◆	-12 ◆	
B43 When changes are made in [my organisation] they are usually for the better	21	34	27	14	25%	-1 ◆	-10 ◆	-18 ◆	
B44 [My organisation] keeps me informed about matters that affect me	6	43	26	16	9	49%	+1 ◆	-10 ◆	-17 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	5	26	27	27	16	31%	-1 ◆	-10 ◆	-18 ◆
B46 I think it is safe to challenge the way things are done in [my organisation]	6	32	29	20	13	37%	+1 ◆	-10 ◆	-16 ◆

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### 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 [my organisation]	17	40	27	10	6	57%	+1 ◆	-8 ◆	-13 ◆
B48 I would recommend [my organisation] as a great place to work	11	30	29	20	11	40%	+1 ◆	-18 ◆	-25 ◆
B49 I feel a strong personal attachment to [my organisation]	15	34	28	16	8	49%	0	-3 ◆	-9 ◆
B50 [My organisation] inspires me to do the best in my job	11	32	32	17	8	43%	+1 ◆	-7 ◆	-14 ◆
B51 [My organisation] motivates me to help it achieve its objectives	10	30	33	17	9	41%	+1 ◆	-7 ◆	-14 ◆

### 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 [my organisation] will take action on the results from this survey	8	29	26	20	17	37%	-1 ◆	-12 ◆	-22 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	8	23	39	16	14	31%	-1 ◆	-5 ◆	-13 ◆

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### 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	31	57	7			88%	0	-1 ◆	-2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	19	46	21	10		65%	-1 ◆	-7 ◆	-11 ◆
B56 In [my organisation], people are encouraged to speak up when they identify a serious policy or delivery risk	16	46	22	11	6	62%	0	-6 ◆	-12 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	17	50	17	11	6	66%	0	+1 ◆	-3 ◆
B58 [My organisation] is committed to creating a diverse and inclusive workplace	19	52	20	5		71%	+1 ◆	-4 ◆	-8 ◆

### 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 [my organisation] actively role model the behaviours set out in the Civil Service Leadership Statement	9	34	39	10	7	43%	0	-5 ◆	-14 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	42	28	6	5	61%	0	-7 ◆	-12 ◆

### 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'	7	35	24	25	9	42%	+3 ◆	-9 ◆	-24 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	7	32	29	23	9	39%	+1 ◆	-3 ◆	-11 ◆

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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.

	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?	14	23	48	16	64%	0	-2 ◆	-5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	19	47	24	70%	+1 ◆	-1 ◆	-4 ◆
W03 Overall, how happy did you feel yesterday?	17	22	40	21	61%	+1	-1 ◆	-4 ◆

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?	23	25	20	33	33%	+1 ◆	0	+3 ◆

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### Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave [my organisation] as soon as possible		10%	0	+3 ◇	-2 ◇
I want to leave [my organisation] within the next 12 months		14%	0	-1 ◇	-5 ◇
I want to stay working for [my organisation] for at least the next year		26%	-1 ◇	-8 ◇	-14 ◇
I want to stay working for [my organisation] for at least the next three years		50%	0	+6 ◇	-3 ◇

### The Civil Service Code

Differences are based on '% Yes' score

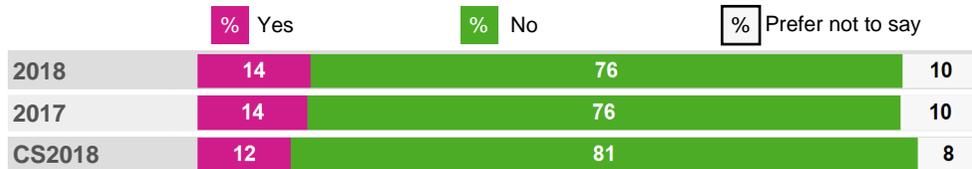
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		18	82%	-1 ◇	-10 ◇	-12 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	-1 ◇	-3 ◇	-9 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in [your organisation] it would be investigated properly?		39	61%	0	-10 ◇	-16 ◇

## 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?

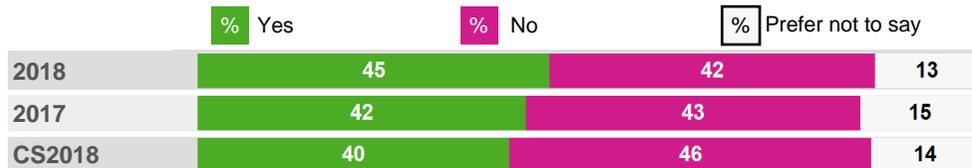


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	865
Caring responsibilities	538
Disability	768
Ethnic background	593
Gender	772
Gender reassignment or perceived gender	25
Grade, pay band or responsibility level	1,447
Main spoken/written language or language ability	185
Marital status	123
Pregnancy, maternity or paternity	129
Religion or belief	251
Sexual orientation	219
Social or educational background	276
Working location	742
Working pattern	1,036
Any other grounds	1,211
Prefer not to say	641

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	1,961
Your manager	1,259
Another manager in my part of [the organisation]	1,219
Someone you manage	221
Someone who works for another part of [your organisation]	329
A member of the public	144
Someone else	240
Prefer not to say	556

# Ministry of Justice (Corporate Report)

Returns : 36,738

Response rate : 49%

Civil Service People Survey 2018

## All questions by theme

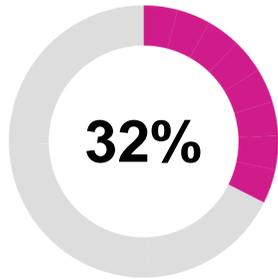
◇ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

### Ministry of Justice (Corporate Report) questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I have a strong sense of purpose at work	25	52	14	6		77%	+5 ◇
F02 People treat others with humanity where I work	24	56	13	5		80%	+2 ◇
F03 I am treated with humanity at work	24	58	12			82%	+3 ◇
F04 The people in my team are open to new ideas to improve the services we deliver	22	54	15	6		76%	+1 ◇
F05 My manager recognises when I work together with people in other teams not just my own	24	48	17	8		72%	+1 ◇
F06 The decisions taken by my team deliver value for money	20	45	26	6		65%	New
F07 I am confident that my organisation is taking effective action to reduce discrimination, bullying and harassment	15	43	28	9	5	58%	-2 ◇
F08 I strive to make my workplace a truly inclusive environment	27	55	15			82%	New
F09 I make a point of tackling bullying and harassment when I see it happening around me	25	51	21			76%	New
F10 I grab hold of opportunities to develop my skills in the workplace	25	50	20			75%	New
F11 I pursue ideas to improve the services we deliver	23	53	20			76%	New
F12 I work with people from other teams to improve the services we deliver	25	54	16			79%	New

## Proxy Stress Index and PERMA Index

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



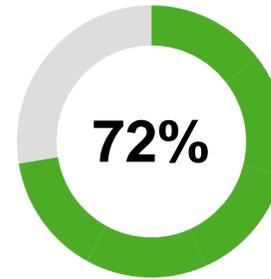
Difference from previous survey	0
Difference from CS2018	+3 ◇
Difference from CS High Performers	+6 ◇

### 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	65%
B08 My manager motivates me to be more effective in my job	67%
B18 The people in my team can be relied upon to help when things get difficult in my job	82%
B26 I am treated with respect by the people I work with	82%
B30 I have clear work objectives	75%
B33 I have an acceptable workload	57%
B45 I have the opportunity to contribute my views before decisions are made that affect me	31%
E03 During the past 12 months have you personally experienced bullying or harassment at work?	79%



Difference from previous survey	0
Difference from CS2018	-1 ◇
Difference from CS High Performers	-3 ◇

### 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	88%
B03 My work gives me a sense of personal accomplishment	74%
B18 The people in my team can be relied upon to help when things get difficult in my job	82%
W01 Overall, how satisfied are you with your life nowadays?	64%
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	70%

## 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.