



◇ Statistically significant difference from comparison

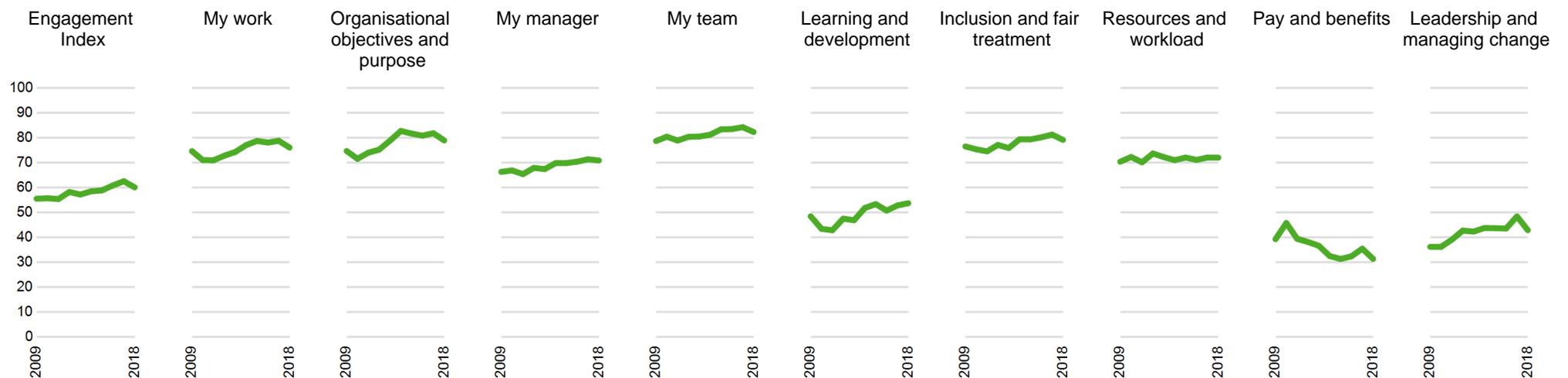
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



## 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	55%	56%	55%	58%	57%	58%	59%	61%	63%	60%
My work	75%	71%	71%	73%	74%	77%	79%	78%	79%	76%
Organisational objectives and purpose	75%	71%	74%	75%	79%	83%	82%	81%	82%	79%
My manager	66%	67%	65%	68%	67%	70%	70%	70%	71%	71%
My team	79%	80%	79%	80%	80%	81%	83%	83%	84%	82%
Learning and development	48%	43%	43%	47%	47%	52%	53%	51%	53%	54%
Inclusion and fair treatment	76%	75%	74%	77%	76%	79%	79%	80%	81%	79%
Resources and workload	70%	72%	70%	74%	72%	71%	72%	71%	72%	72%
Pay and benefits	39%	46%	39%	38%	37%	32%	31%	32%	35%	31%
Leadership and managing change	36%	36%	39%	43%	42%	44%	44%	43%	48%	43%
Response rate	83%	84%	81%	86%	83%	82%	74%	79%	87%	87%





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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	B27 I feel valued for the work I do	69%	-4 ◇	+1 ◇	-4 ◇
2	B41 Overall, I have confidence in the decisions made by the Ministry of Justice's senior managers	42%	-8 ◇	-6 ◇	-16 ◇
3	B03 My work gives me a sense of personal accomplishment	75%	-3 ◇	-3 ◇	-5 ◇
4	B23 There are opportunities for me to develop my career in the Ministry of Justice	56%	+2 ◇	+8 ◇	0
5	B43 When changes are made in the Ministry of Justice they are usually for the better	27%	-6 ◇	-7 ◇	-15 ◇

### Discrimination, bullying and harassment

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



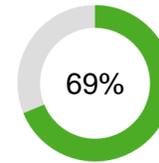
During the past 12 months have you personally experienced discrimination at work?



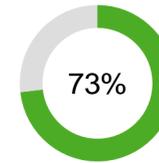
During the past 12 months have you personally experienced bullying or harassment at work?

### Wellbeing

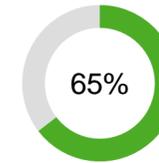
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



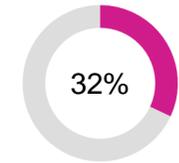
W01. Overall, how satisfied are you with your life nowadays?



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

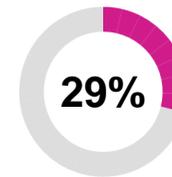


W03. Overall, how happy did you feel yesterday?

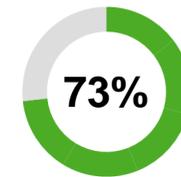


W04. Overall, how anxious did you feel yesterday?

### Proxy Stress Index

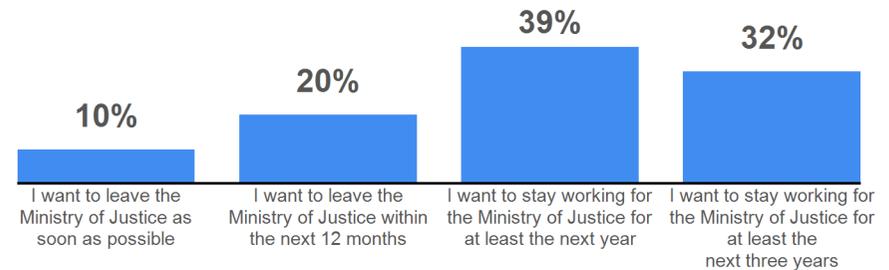


### PERMA Index



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
B54 I am trusted to carry out my job effectively	90%	B40 I believe that the Executive Committee (ExCo) has a clear vision for the future of the Ministry of Justice	45%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	56%
B01 I am interested in my work	89%	F19 The new performance management system better supports career development	43%	B35 I feel that my pay adequately reflects my performance	51%
B31 I have the skills I need to do my job effectively	88%	B53 Where I work, I think effective action has been taken on the results of the last survey	42%	B36 I am satisfied with the total benefits package	43%
F12 I work with people from other teams to improve the services we deliver	88%	B17 Poor performance is dealt with effectively in my team	41%	B42 I feel that change is managed well in the Ministry of Justice	43%
F08 I strive to make my workplace a truly inclusive environment	88%	B43 When changes are made in the Ministry of Justice they are usually for the better	39%	B45 I have the opportunity to contribute my views before decisions are made that affect me	36%



All questions by theme

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

My work

76%

-3 ◆ 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	47	6			89%	-1 ◆	-1 ◆	-3 ◆
B02 I am sufficiently challenged by my work	36	42	11	9		78%	-3 ◆	-3 ◆	-5 ◆
B03 My work gives me a sense of personal accomplishment	28	46	13	9		75%	-3 ◆	-3 ◆	-5 ◆
B04 I feel involved in the decisions that affect my work	18	40	18	16	8	58%	-5 ◆	-1 ◆	-6 ◆
B05 I have a choice in deciding how I do my work	33	48	10	7		81%	-2 ◆	+3 ◆	0

Organisational objectives and purpose

79%

-3 ◆ 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 the Ministry of Justice's objectives	21	56	14	7		77%	-3 ◆	-4 ◆	-9 ◆
B07 I understand how my work contributes to the Ministry of Justice's objectives	26	54	12	6		80%	-3 ◆	-3 ◆	-7 ◆



All questions by theme

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My manager

71%

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	29	44	14	9	5	73%	-1	+2 ◆	-2 ◆
B09	My manager is considerate of my life outside work	51	37	8	2	1	87%	0	+2 ◆	-1 ◆
B10	My manager is open to my ideas	45	39	9	5	1	84%	0	+1 ◆	-2 ◆
B11	My manager helps me to understand how I contribute to the Ministry of Justice's objectives	23	42	23	9	5	65%	-2 ◆	-2 ◆	-7 ◆
B12	Overall, I have confidence in the decisions made by my manager	36	41	14	6	3	77%	-2 ◆	+1 ◆	-3 ◆
B13	My manager recognises when I have done my job well	38	41	11	6	4	80%	-1 ◆	0	-4 ◆
B14	I receive regular feedback on my performance	25	44	15	11	5	69%	+2 ◆	+2 ◆	-4 ◆
B15	The feedback I receive helps me to improve my performance	24	42	21	9	5	65%	0	+1 ◆	-3 ◆
B16	I think that my performance is evaluated fairly	23	44	20	8	5	67%	+2 ◆	+1 ◆	-5 ◆
B17	Poor performance is dealt with effectively in my team	11	28	41	12	7	40%	-2 ◆	0	-4 ◆



All questions by theme

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My team

82%

-2 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

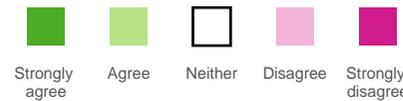
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	38	48	9	5	0	85%	-1 ◆	0	-2 ◆
B19	The people in my team work together to find ways to improve the service we provide	35	49	10	5	0	83%	-2 ◆	+1 ◆	-2 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	34	44	13	6	0	78%	-3 ◆	+1 ◆	-2 ◆

Learning and development

54%

+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
B21	I am able to access the right learning and development opportunities when I need to	15	46	21	13	0	61%	+1	-3 ◆	-7 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	36	32	12	5	50%	0	-3 ◆	-9 ◆
B23	There are opportunities for me to develop my career in the Ministry of Justice	15	41	22	14	8	56%	+2 ◆	+8 ◆	0
B24	Learning and development activities I have completed while working for the Ministry of Justice are helping me to develop my career	12	35	32	15	7	47%	+1	0	-6 ◆



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Inclusion and fair treatment

79%

-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
B25 I am treated fairly at work	33	47	10	7	3	80%	-3 ◆	0	-4 ◆
B26 I am treated with respect by the people I work with	37	50	7	7	1	87%	-1 ◆	+1 ◆	-1 ◆
B27 I feel valued for the work I do	27	42	15	11	5	69%	-4 ◆	+1 ◆	-4 ◆
B28 I think that the Ministry of Justice respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	34	47	12	5	2	80%	0	+4 ◆	0

Resources and workload

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
B29 I get the information I need to do my job well	14	54	16	13	7	68%	0	-3 ◆	-7 ◆
B30 I have clear work objectives	18	52	16	11	3	70%	-3 ◆	-6 ◆	-10 ◆
B31 I have the skills I need to do my job effectively	29	59	8	3	1	88%	+1 ◆	0	-3 ◆
B32 I have the tools I need to do my job effectively	18	51	15	13	3	69%	0	-3 ◆	-8 ◆
B33 I have an acceptable workload	12	51	16	15	7	63%	0	+3 ◆	-3 ◆
B34 I achieve a good balance between my work life and my private life	24	50	13	10	3	74%	+2 ◆	+5 ◆	0



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Pay and benefits

31%

-4 ◆ Difference from previous survey



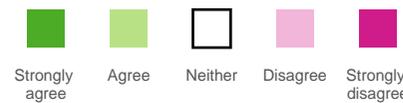
% Positive  
 Difference from previous survey  
 Difference from CS2018  
 Difference from CS High Performers

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	27	17	29	22	32%	-5 ◆	+1 ◆	-6 ◆
B36 I am satisfied with the total benefits package	5	30	22	25	18	35%	-3 ◆	0	-8 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	22	17	29	26	27%	-4 ◆	0	-6 ◆

Leadership and managing change

43%

-6 ◆ 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 the Ministry of Justice are sufficiently visible	15	48	16	14	6	63%	-5 ◆	+2 ◆	-7 ◆
B39 I believe the actions of senior managers are consistent with the Ministry of Justice's values	11	41	29	12	7	52%	-6 ◆	0	-10 ◆
B40 I believe that the Executive Committee (ExCo) has a clear vision for the future of the Ministry of Justice	7	30	45	12	6	37%	-7 ◆	-11 ◆	-19 ◆
B41 Overall, I have confidence in the decisions made by the Ministry of Justice's senior managers	8	34	34	15	9	42%	-8 ◆	-6 ◆	-16 ◆
B42 I feel that change is managed well in the Ministry of Justice	26	28	27	15	30	30%	-5 ◆	-4 ◆	-12 ◆
B43 When changes are made in the Ministry of Justice they are usually for the better	23	39	22	12	27	27%	-6 ◆	-7 ◆	-15 ◆
B44 The Ministry of Justice keeps me informed about matters that affect me	7	47	23	15	9	54%	-3 ◆	-6 ◆	-12 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	6	30	28	23	14	36%	-6 ◆	-5 ◆	-12 ◆
B46 I think it is safe to challenge the way things are done in the Ministry of Justice	7	37	30	17	9	44%	-4 ◆	-4 ◆	-10 ◆



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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 the Ministry of Justice	19	45	25	7	7	64%	-3 ◆	-1 ◆	-6 ◆
B48 I would recommend the Ministry of Justice as a great place to work	15	39	28	12	6	54%	-5 ◆	-4 ◆	-11 ◆
B49 I feel a strong personal attachment to the Ministry of Justice	13	32	30	17	7	45%	-2 ◆	-6 ◆	-12 ◆
B50 The Ministry of Justice inspires me to do the best in my job	12	35	32	15	6	47%	-4 ◆	-3 ◆	-10 ◆
B51 The Ministry of Justice motivates me to help it achieve its objectives	11	33	34	15	6	44%	-5 ◆	-4 ◆	-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 the Ministry of Justice will take action on the results from this survey	11	39	26	14	10	50%	-6 ◆	+1 ◆	-9 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	11	28	42	11	8	38%	-4 ◆	+3 ◆	-6 ◆



All questions by theme

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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	37	52	6			90%	0	+1 ◆	-1 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	26	48	16	8		74%	-1 ◆	+2 ◆	-2 ◆
B56 In the Ministry of Justice, people are encouraged to speak up when they identify a serious policy or delivery risk	17	47	22	10		64%	-3 ◆	-3 ◆	-9 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	18	49	19	10		67%	-1 ◆	+2 ◆	-2 ◆
B58 The Ministry of Justice is committed to creating a diverse and inclusive workplace	29	51	14			80%	0	+5 ◆	+1 ◆

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 the Ministry of Justice actively role model the behaviours set out in the Civil Service Leadership Statement	10	40	34	10	6	50%	-4 ◆	+1 ◆	-7 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	25	46	20	6		71%	0	+3 ◆	-2 ◆

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'	13	49	17	18		62%	+10 ◆	+11 ◆	-4 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	10	39	25	21		49%	+5 ◆	+7 ◆	-2 ◆



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### Wellbeing

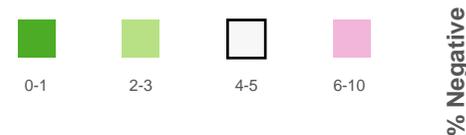
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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 CS2018	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	11	20	55	14	69%	0	+3 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	18	51	22	73%	0	+2 ◆	-1 ◆
W03 Overall, how happy did you feel yesterday?	14	21	45	19	65%	0	+2 ◆	-1 ◆

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



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?	19	29	20	32	32%	-1	0	+2 ◆



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### Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave the Ministry of Justice as soon as possible		10%	+3 ◇	+2 ◇	-2 ◇
I want to leave the Ministry of Justice within the next 12 months		20%	+2 ◇	+5 ◇	0
I want to stay working for the Ministry of Justice for at least the next year		39%	0	+5 ◇	-1
I want to stay working for the Ministry of Justice for at least the next three years		32%	-4 ◇	-12 ◇	-21 ◇

### 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?		8	92%	+2 ◇	0	-2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	0	0	-6 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Ministry of Justice it would be investigated properly?		31	69%	-2 ◇	-1 ◇	-7 ◇

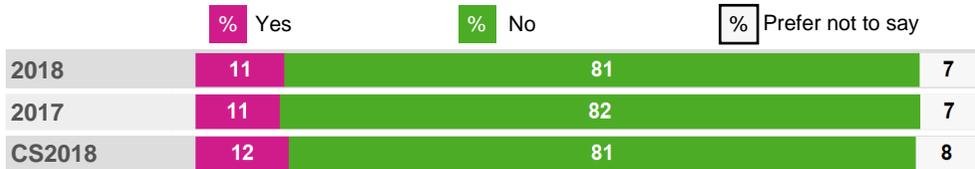


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Discrimination, harassment and bullying

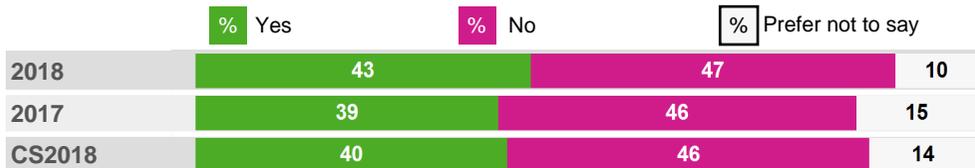
E01. During the past 12 months have you personally experienced discrimination at work?



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?



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)

Ground	Response Count
Age	69
Caring responsibilities	28
Disability	30
Ethnic background	52
Gender	46
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	127
Main spoken/written language or language ability	14
Marital status	--
Pregnancy, maternity or paternity	10
Religion or belief	15
Sexual orientation	11
Social or educational background	34
Working location	58
Working pattern	64
Any other grounds	65
Prefer not to say	31

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)

Person	Response Count
A colleague	87
Your manager	78
Another manager in my part of MoJHQ	91
Someone you manage	15
Someone who works for another part of MoJHQ	41
A member of the public	--
Someone else	12
Prefer not to say	37

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



All questions by theme

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Ministry of Justice Headquarters questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I have a strong sense of purpose at work	27	51	13	7		78%	-3 ◆
F02 People treat others with humanity where I work	31	54	9			85%	0
F03 I am treated with humanity at work	33	54	8			87%	+1 ◆
F04 The people in my team are open to new ideas to improve the services we deliver	29	54	11			83%	-1 ◆
F05 My manager recognises when I work together with people in other teams not just my own	33	47	12	6		80%	-1 ◆
F06 The decisions taken by my team deliver value for money	27	49	18	5		76%	New
F07 I am confident that the Ministry of Justice is taking effective action to reduce discrimination, bullying and harassment^	18	45	26	7		63%	-3 ◆
F08 I strive to make my workplace a truly inclusive environment	33	55	11			88%	New
F09 I make a point of tackling bullying and harassment when I see it happening around me	25	48	24			73%	New
F10 I grab hold of opportunities to develop my skills in the workplace	28	52	16			80%	New
F11 I pursue ideas to improve the services we deliver	28	57	13			84%	New
F12 I work with people from other teams to improve the services we deliver	33	55	9			88%	New
F13 I get the data I need to do my job well	13	48	20	15		61%	New



## All questions by theme

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

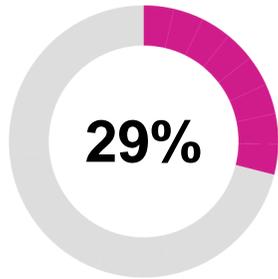
### Ministry of Justice Headquarters questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14 I have the skills I need to draw valuable insight from data	22	57	15	5		78%	New
F15 The insight I draw from data makes a real difference to decision making	19	50	24	6		69%	New
F16 Smarter working is giving me more flexibility over where I work	44	39	10	5		83%	New
F17 I have the digital tools I need to connect and collaborate with colleagues regardless of where I am working	25	42	12	13	8	67%	New
F18 Smarter working is having a positive impact on my well-being	36	35	20	7		70%	New
F19 The new performance management system better supports career development	13	25	43	11	8	38%	New
F20 I am having regular coaching style conversations with my manager under the new performance management system	Yes: 64%		No: 36%			64%	New
F21 The coaching style conversations I am having with my manager are helpful in my career development	13	34	36	11	6	47%	New

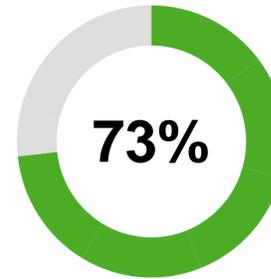


### Proxy Stress Index and PERMA Index

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



Difference from previous survey +1 ◆  
Difference from CS2018 0  
Difference from CS High Performers +2 ◆



Difference from previous survey -1 ◆  
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.

#### 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**

B05	I have a choice in deciding how I do my work	81%
B08	My manager motivates me to be more effective in my job	73%
B18	The people in my team can be relied upon to help when things get difficult in my job	85%
B26	I am treated with respect by the people I work with	87%
B30	I have clear work objectives	70%
B33	I have an acceptable workload	63%
B45	I have the opportunity to contribute my views before decisions are made that affect me	36%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	84%

**% positive**

B01	I am interested in my work	89%
B03	My work gives me a sense of personal accomplishment	75%
B18	The people in my team can be relied upon to help when things get difficult in my job	85%
W01	Overall, how satisfied are you with your life nowadays?	69%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	73%



## 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.