



✧ Statistically significant difference from comparison

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

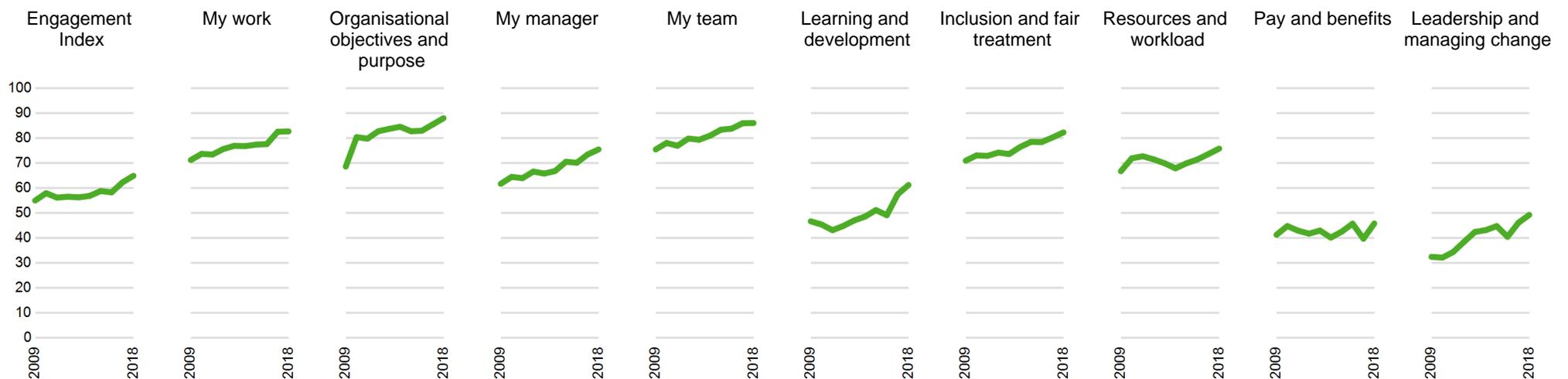




## Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

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%	58%	56%	56%	56%	57%	59%	58%	62%	65%
My work	71%	74%	73%	76%	77%	77%	77%	78%	83%	83%
Organisational objectives and purpose	69%	80%	80%	83%	84%	85%	83%	83%	85%	88%
My manager	62%	64%	64%	67%	66%	67%	70%	70%	73%	75%
My team	75%	78%	77%	80%	79%	81%	83%	84%	86%	86%
Learning and development	47%	45%	43%	45%	47%	49%	51%	49%	57%	61%
Inclusion and fair treatment	71%	73%	73%	74%	74%	76%	78%	78%	80%	82%
Resources and workload	67%	72%	73%	71%	70%	68%	70%	71%	74%	76%
Pay and benefits	41%	45%	43%	42%	43%	40%	42%	46%	40%	46%
Leadership and managing change	32%	32%	34%	38%	42%	43%	45%	40%	46%	49%
Response rate	83%	59%	54%	86%	68%	71%	65%	48%	45%	60%





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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	B03	My work gives me a sense of personal accomplishment	84%	+1	+7 ◇	+4 ◇
2	B41	Overall, I have confidence in the decisions made by HMPPS' senior managers	54%	+1	+6 ◇	-4 ◇
3	F18	I believe that my work helps change lives	80%	+2	--	--
4	B36	I am satisfied with the total benefits package	49%	+6 ◇	+13 ◇	+6 ◇
5	B44	HMPPS keeps me informed about matters that affect me	61%	+5 ◇	+2 ◇	-5 ◇

### Discrimination, bullying and harassment

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



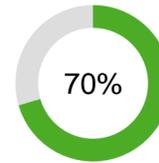
During the past 12 months have you personally experienced discrimination at work?



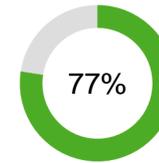
During the past 12 months have you personally experienced bullying or harassment at work?

### Wellbeing

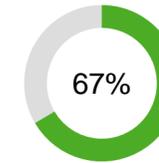
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



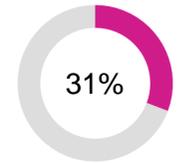
W01. Overall, how satisfied are you with your life nowadays?



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

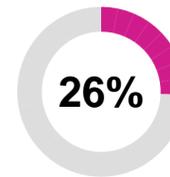


W03. Overall, how happy did you feel yesterday?

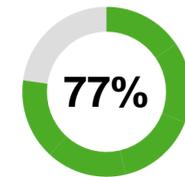


W04. Overall, how anxious did you feel yesterday?

### Proxy Stress Index

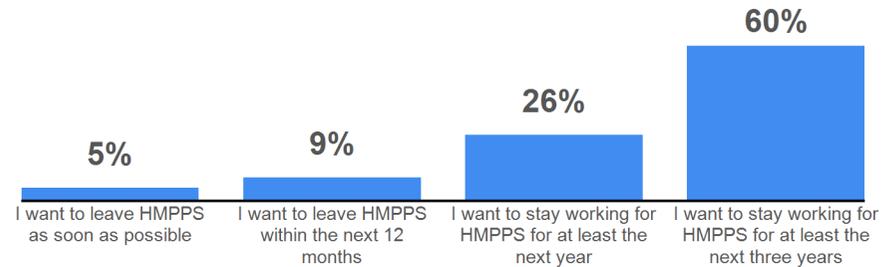


### PERMA Index



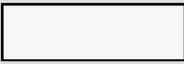
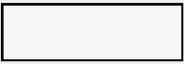
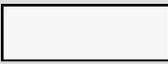
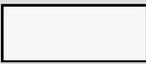
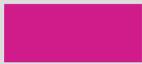
For further information about these indices, please refer to page 17.

### Your plans for the future





## Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
F16	I understand that my role is to protect the public and reduce reoffending	 94%	B53	Where I work, I think effective action has been taken on the results of the last survey	 40%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 39%
B01	I am interested in my work	 94%	B43	When changes are made in HMPPS they are usually for the better	 40%	B42	I feel that change is managed well in HMPPS	 36%
B54	I am trusted to carry out my job effectively	 93%	B17	Poor performance is dealt with effectively in my team	 37%	B35	I feel that my pay adequately reflects my performance	 33%
F19	I am motivated by doing a professional job for the public we serve	 92%	B40	I believe that the HMPPS Executive Management Committee has a clear vision for the future of HMPPS	 35%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	 33%
F12	I work with people from other teams to improve the services we deliver	 91%	B59	Senior managers in HMPPS actively role model the behaviours set out in the Civil Service Leadership Statement	 32%	B43	When changes are made in HMPPS they are usually for the better	 30%



## All questions by theme

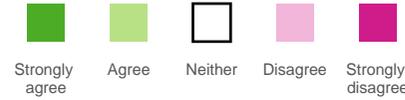
◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### My work

83%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

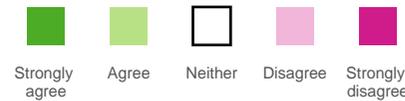
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	60	34				94%	0	+4 ◆	+2 ◆
B02 I am sufficiently challenged by my work	51	36	7	5		86%	+1	+6 ◆	+3 ◆
B03 My work gives me a sense of personal accomplishment	41	43	8	6		84%	+1	+7 ◆	+4 ◆
B04 I feel involved in the decisions that affect my work	24	42	17	12	5	66%	+1	+8 ◆	+3 ◆
B05 I have a choice in deciding how I do my work	38	44	10	5		83%	-2 ◆	+5 ◆	+2 ◆

### Organisational objectives and purpose

88%

+3 ◆

Difference from previous survey



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 HMPPS' objectives	30	57	9			86%	+3 ◆	+5 ◆	0
B07 I understand how my work contributes to HMPPS' objectives	36	53	6			90%	+2 ◆	+6 ◆	+2 ◆



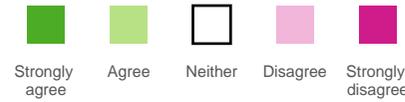
## All questions by theme

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^ indicates a variation in question wording from your previous survey

### My manager

75%

+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
B08	My manager motivates me to be more effective in my job	39	40	12	7		79%	+2 ◆	+8 ◆	+4 ◆
B09	My manager is considerate of my life outside work	56	32	8			88%	+1	+3 ◆	-1
B10	My manager is open to my ideas	49	37	9			86%	+1	+3 ◆	0
B11	My manager helps me to understand how I contribute to HMPPS' objectives	33	43	17	6		75%	+4 ◆	+8 ◆	+3 ◆
B12	Overall, I have confidence in the decisions made by my manager	43	39	11	5		82%	+2 ◆	+6 ◆	+2 ◆
B13	My manager recognises when I have done my job well	43	39	10	5		83%	+1	+3 ◆	-1
B14	I receive regular feedback on my performance	32	40	15	10		72%	+2	+4 ◆	-1 ◆
B15	The feedback I receive helps me to improve my performance	33	39	18	7		72%	+2 ◆	+8 ◆	+3 ◆
B16	I think that my performance is evaluated fairly	33	40	16	7		73%	+2 ◆	+6 ◆	+1
B17	Poor performance is dealt with effectively in my team	15	29	37	12	7	44%	+4 ◆	+4 ◆	0



## All questions by theme

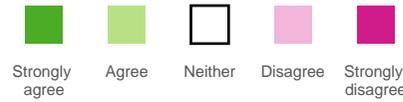
◆ indicates statistically significant difference from comparison  
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### My team

86%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

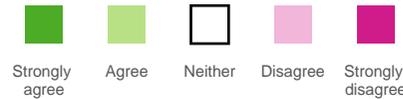
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	45	43	7	1	2	88%	-1	+3 ◆	+1 ◆
B19	The people in my team work together to find ways to improve the service we provide	43	44	9	1	3	87%	0	+4 ◆	+2 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	41	42	10	5	2	83%	+1	+6 ◆	+3 ◆

### Learning and development

61%

+4 ◆

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	19	45	21	11	4	64%	+5 ◆	0	-4 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	20	37	29	11	3	57%	+1	+3 ◆	-2 ◆
B23	There are opportunities for me to develop my career in HMPPS	21	42	19	12	5	63%	+5 ◆	+15 ◆	+7 ◆
B24	Learning and development activities I have completed while working for HMPPS are helping me to develop my career	21	39	26	10	3	60%	+4 ◆	+13 ◆	+7 ◆



## All questions by theme

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### Inclusion and fair treatment

82%

+2 ◆ Difference from previous survey



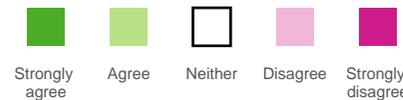
% Positive  
Difference from previous survey  
Difference from CS2018  
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	38	47	8	5		85%	+2 ◆	+5 ◆	+1 ◆
B26	I am treated with respect by the people I work with	43	46	6			89%	+1	+4 ◆	+1 ◆
B27	I feel valued for the work I do	33	42	13	8		76%	+3 ◆	+8 ◆	+3 ◆
B28	I think that HMPPS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	31	48	14	5		79%	+2 ◆	+2 ◆	-1

### Resources and workload

76%

+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
B29	I get the information I need to do my job well	19	57	14	9		75%	+4 ◆	+5 ◆	0
B30	I have clear work objectives	25	56	11	6		81%	+2 ◆	+5 ◆	+1 ◆
B31	I have the skills I need to do my job effectively	32	59	6			91%	0	+2 ◆	0
B32	I have the tools I need to do my job effectively	20	50	14	13		70%	+4 ◆	-1 ◆	-7 ◆
B33	I have an acceptable workload	14	50	16	14	5	65%	+1	+4 ◆	-2 ◆
B34	I achieve a good balance between my work life and my private life	23	50	14	10		73%	+3 ◆	+4 ◆	-1 ◆



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### Pay and benefits

46%

+6 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

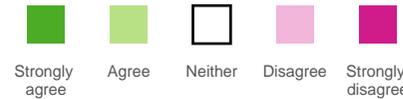
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	9	40	18	23	11	48%	+7 ◆	+17 ◆	+11 ◆
B36 I am satisfied with the total benefits package	9	40	23	19	9	49%	+6 ◆	+13 ◆	+6 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	9	31	21	26	13	40%	+5 ◆	+13 ◆	+7 ◆

### Leadership and managing change

49%

+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
B38 Senior managers in HMPPS are sufficiently visible	16	49	16	15	5	65%	+4 ◆	+3 ◆	-6 ◆
B39 I believe the actions of senior managers are consistent with HMPPS' values	16	45	25	9		62%	+1	+9 ◆	0
B40 I believe that the HMPPS Executive Management Committee has a clear vision for the future of HMPPS	14	35	35	12		49%	+1	+1	-8 ◆
B41 Overall, I have confidence in the decisions made by HMPPS' senior managers	14	40	29	11	5	54%	+1	+6 ◆	-4 ◆
B42 I feel that change is managed well in HMPPS	5	30	29	27	8	35%	+3 ◆	+2 ◆	-7 ◆
B43 When changes are made in HMPPS they are usually for the better		26	40	23	8	30%	+4 ◆	-5 ◆	-12 ◆
B44 HMPPS keeps me informed about matters that affect me	9	52	24	12		61%	+5 ◆	+2 ◆	-5 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	7	34	29	22	8	41%	+5 ◆	+1	-7 ◆
B46 I think it is safe to challenge the way things are done in HMPPS	8	38	29	17	7	46%	+4 ◆	-1	-7 ◆



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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 HMPPS	24	46	22	6		70%	+6 ◆	+5 ◆	0
B48 I would recommend HMPPS as a great place to work	15	38	29	14	5	53%	+5 ◆	-5 ◆	-13 ◆
B49 I feel a strong personal attachment to HMPPS	24	37	25	10		61%	+1	+10 ◆	+4 ◆
B50 HMPPS inspires me to do the best in my job	16	39	30	12		55%	+4 ◆	+5 ◆	-2 ◆
B51 HMPPS motivates me to help it achieve its objectives	16	37	32	12		53%	+4 ◆	+5 ◆	-2 ◆

### 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 HMPPS will take action on the results from this survey	11	38	26	16	9	49%	+3 ◆	0	-10 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	12	27	40	13	7	39%	+1	+3 ◆	-6 ◆



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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	44	48				93%	+1	+3 ◆	+2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	30	48	14	7		77%	+2 ◆	+6 ◆	+1 ◆
B56 In HMPPS, people are encouraged to speak up when they identify a serious policy or delivery risk	23	48	19	8		70%	+3 ◆	+3 ◆	-3 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	23	51	15	8		74%	0	+9 ◆	+5 ◆
B58 HMPPS is committed to creating a diverse and inclusive workplace	26	52	16			77%	+2	+3 ◆	-2 ◆

### 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 HMPPS actively role model the behaviours set out in the Civil Service Leadership Statement	13	41	32	9	5	54%	+1	+5 ◆	-3 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	33	43	17			76%	+3 ◆	+9 ◆	+3 ◆

### 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'	9	37	21	28	5	46%	+10 ◆	-4 ◆	-20 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	8	34	27	25	5	43%	+8 ◆	+1	-8 ◆



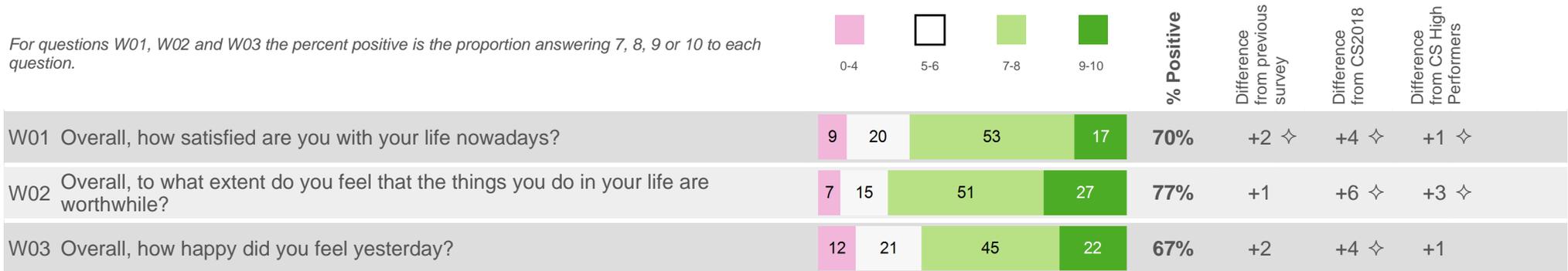
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### Wellbeing

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.



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





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### Your plans for the future

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

		Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave HMPPS as soon as possible		5%	-1	-3 ◇ -7 ◇
I want to leave HMPPS within the next 12 months		9%	0	-5 ◇ -10 ◇
I want to stay working for HMPPS for at least the next year		26%	-3 ◇	-9 ◇ -14 ◇
I want to stay working for HMPPS for at least the next three years		60%	+4 ◇	+17 ◇ +7 ◇

### 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?		10	90%	-1 ◇	-2 ◇	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		31	69%	-2 ◇	+2 ◇	-4 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HMPPS it would be investigated properly?		30	70%	-1	-1	-6 ◇

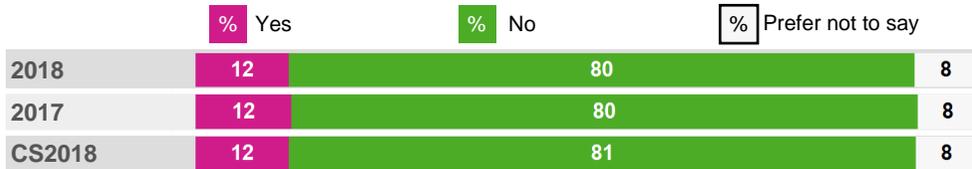


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Discrimination, harassment and bullying

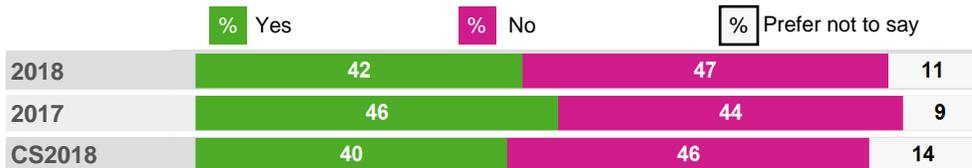
E01. During the past 12 months have you personally experienced discrimination at work?



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	47
Caring responsibilities	23
Disability	31
Ethnic background	28
Gender	57
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	81
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	11
Religion or belief	--
Sexual orientation	--
Social or educational background	14
Working location	48
Working pattern	60
Any other grounds	67
Prefer not to say	26

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	61
Your manager	57
Another manager in my part of HMPPS	77
Someone you manage	--
Someone who works for another part of HMPPS	27
A member of the public	--
Someone else	19
Prefer not to say	28

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

### HM Prison and Probation Service Headquarters questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I have a strong sense of purpose at work	39	48	8			86%	+2 ◆
F02 People treat others with humanity where I work	35	51	9			86%	+1
F03 I am treated with humanity at work	37	52	8			90%	+3 ◆
F04 The people in my team are open to new ideas to improve the services we deliver	37	49	9			86%	+1
F05 My manager recognises when I work together with people in other teams not just my own	40	44	10	5		84%	+2 ◆
F06 The decisions taken by my team deliver value for money	33	46	15			79%	New
F07 I am confident that HMPPS is taking effective action to reduce discrimination, bullying and harassment^	21	45	24	8		65%	+6 ◆
F08 I strive to make my workplace a truly inclusive environment	40	52	8			91%	New
F09 I make a point of tackling bullying and harassment when I see it happening around me	35	47	17			82%	New
F10 I grab hold of opportunities to develop my skills in the workplace	36	48	13			84%	New
F11 I pursue ideas to improve the services we deliver	36	51	11			88%	New
F12 I work with people from other teams to improve the services we deliver	42	50	7			91%	New
F13 I get the data I need to do my job well	18	50	19	10		69%	New



## All questions by theme

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

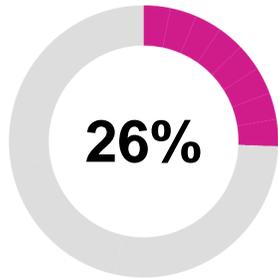
### HM Prison and Probation Service Headquarters questions

	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	27	57	12			84%	New
F15 The insight I draw from data makes a real difference to decision making	23	50	22			74%	New
F16 I understand that my role is to protect the public and reduce reoffending	55	39				94%	New
F17 I believe that my local management manages change well	24	45	19	9		69%	+3 ◆
F18 I believe that my work helps change lives	35	45	14			80%	+2
F19 I am motivated by doing a professional job for the public we serve	49	43	6			92%	+1
F20 I have agreed objectives which define what I do (activities) and how I do it (behaviours)	35	47	10	5		82%	+3 ◆

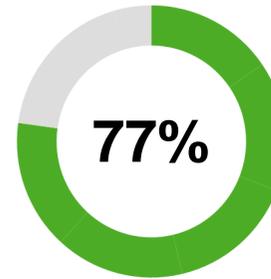


## Proxy Stress Index and PERMA Index

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



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



Difference from previous survey 0  
Difference from CS2018 +4 ◇  
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	83%
B08	My manager motivates me to be more effective in my job	79%
B18	The people in my team can be relied upon to help when things get difficult in my job	88%
B26	I am treated with respect by the people I work with	89%
B30	I have clear work objectives	81%
B33	I have an acceptable workload	65%
B45	I have the opportunity to contribute my views before decisions are made that affect me	41%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	84%

### 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	94%
B03	My work gives me a sense of personal accomplishment	84%
B18	The people in my team can be relied upon to help when things get difficult in my job	88%
W01	Overall, how satisfied are you with your life nowadays?	70%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	77%



## 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.