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

Engagement Index

58%

Difference from previous survey	**+2** ✧	
Difference from CS2018	**-4** ✧	
Difference from CS High Performers	**-8** ✧	

My work

74%

Difference from previous survey	**+3** ✧	
Difference from CS2018	**-3** ✧	
Difference from CS High Performers	**-6** ✧	

Organisational objectives and purpose

83%

Difference from previous survey	**+2** ✧	
Difference from CS2018	**0**	
Difference from CS High Performers	**-4** ✧	

My manager

68%

Difference from previous survey	**+3** ✧	
Difference from CS2018	**-2** ✧	
Difference from CS High Performers	**-5** ✧	

My team

77%

Difference from previous survey	**+1** ✧	
Difference from CS2018	**-4** ✧	
Difference from CS High Performers	**-7** ✧	

Learning and development

47%

Difference from previous survey	**+6** ✧	
Difference from CS2018	**-7** ✧	
Difference from CS High Performers	**-12** ✧	

Inclusion and fair treatment

73%

Difference from previous survey	**+2** ✧	
Difference from CS2018	**-5** ✧	
Difference from CS High Performers	**-8** ✧	

Resources and workload

66%

Difference from previous survey	**+5** ✧	
Difference from CS2018	**-7** ✧	
Difference from CS High Performers	**-10** ✧	

Pay and benefits

17%

Difference from previous survey	**-2** ✧	
Difference from CS2018	**-14** ✧	
Difference from CS High Performers	**-20** ✧	

Leadership and managing change

37%

|		
Difference from previous survey	**+7** ✧	
Difference from CS2018	**-10** ✧	
Difference from CS High Performers	**-18** ✧	

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	-	-	-	-	-	52%	55%	55%	56%	58%
My work	-	-	-	-	-	68%	71%	70%	71%	74%
Organisational objectives and purpose	-	-	-	-	-	74%	79%	81%	81%	83%
My manager	-	-	-	-	-	59%	63%	64%	65%	68%
My team	-	-	-	-	-	72%	75%	75%	76%	77%
Learning and development	-	-	-	-	-	34%	36%	38%	41%	47%
Inclusion and fair treatment	-	-	-	-	-	67%	71%	71%	71%	73%
Resources and workload	-	-	-	-	-	57%	62%	61%	61%	66%
Pay and benefits	-	-	-	-	-	27%	27%	24%	19%	17%
Leadership and managing change	-	-	-	-	-	21%	24%	26%	30%	37%
Response rate	-	-	-	-	-	*29%*	*48%*	*50%*	*70%*	*73%*
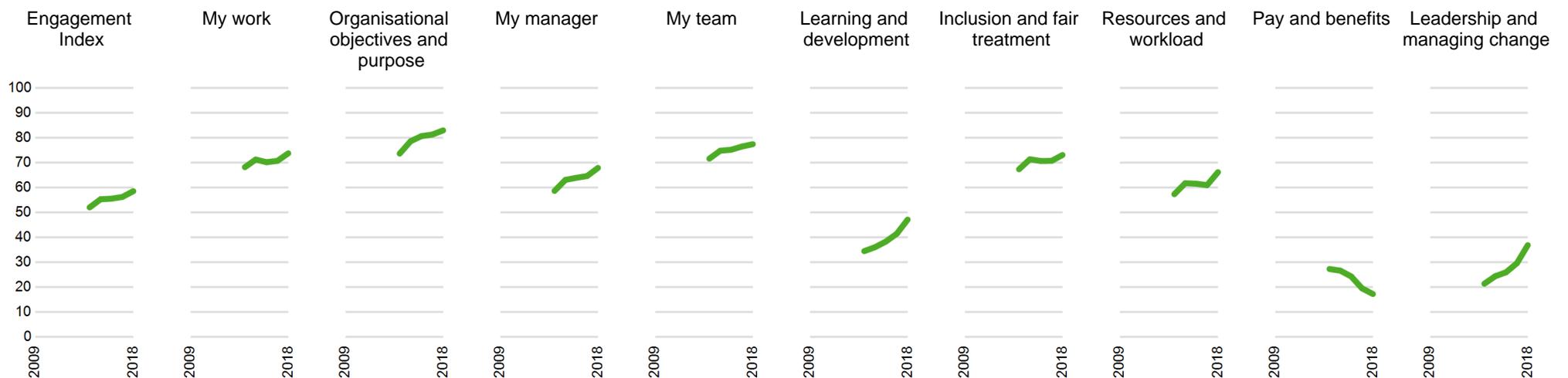
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	F23	I feel positive about my future in the NPS	46%	+11 ✧	--	--
2	F20	I feel part of the NPS	77%	+5 ✧	--	--
3	B03	My work gives me a sense of personal accomplishment	79%	+3 ✧	+2 ✧	-1 ✧
4	B42	I feel that change is managed well in NPS	27%	+7 ✧	-7 ✧	-15 ✧
5	B36	I am satisfied with the total benefits package	20%	-1 ✧	-16 ✧	-24 ✧

Discrimination, bullying and harassment

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

15%

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

13%
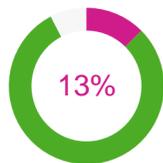
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

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

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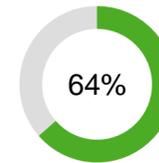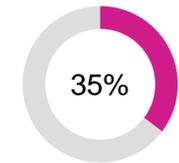

64%

W01. Overall, how satisfied are you with your life nowadays?
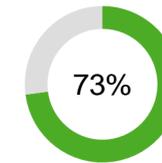
73%

W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
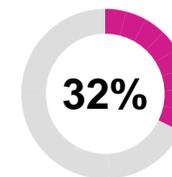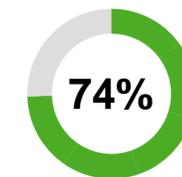
61%

W03. Overall, how happy did you feel yesterday?

35%
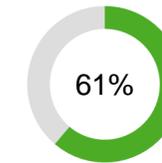
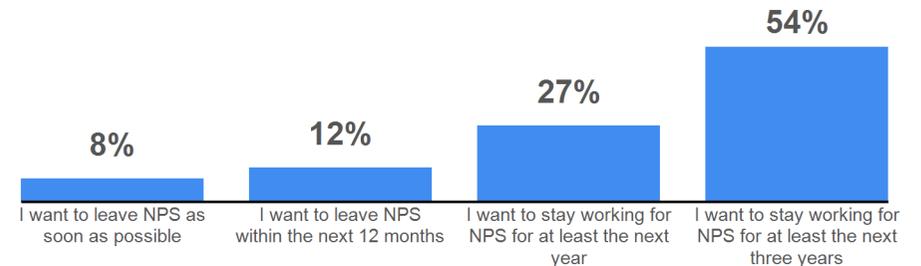W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

32%

PERMA Index

74%

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

Your plans for the future

8%	12%	27%	54%
I want to leave NPS as soon as possible	I want to leave NPS within the next 12 months	I want to stay working for NPS for at least the next year	I want to stay working for NPS for at least the next three years

Headline scores

Highest positive scoring questions	% Positive
F13 I understand that my role is to protect the public and reduce reoffending	96%
B01 I am interested in my work	94%
F16 I am motivated by doing a professional job for the public we serve	91%
F19 I am clear about my role in the NPS	90%
B31 I have the skills I need to do my job effectively	88%

Highest neutral scoring questions	% Neutral
B40 I believe that the HMPPS Executive Management Committee has a clear vision for the future of NPS	48%
B53 Where I work, I think effective action has been taken on the results of the last survey	45%
B59 Senior managers in NPS actively role model the behaviours set out in the Civil Service Leadership Statement	42%
B43 When changes are made in NPS they are usually for the better	36%
B51 NPS motivates me to help it achieve its objectives	35%

Highest negative scoring questions	% Negative
B35 I feel that my pay adequately reflects my performance	69%
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	66%
B36 I am satisfied with the total benefits package	55%
B43 When changes are made in NPS they are usually for the better	47%
B42 I feel that change is managed well in NPS	45%

All questions by theme

My work — 74% — +3 ✧ Difference from previous survey

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	53	41				94%	+1 ✧	+4 ✧	+1 ✧
B02 I am sufficiently challenged by my work	46	40	8	5		86%	+3 ✧	+5 ✧	+3 ✧
B03 My work gives me a sense of personal accomplishment	32	47	13	6		79%	+3 ✧	+2 ✧	-1 ✧
B04 I feel involved in the decisions that affect my work	12	35	22	22	9	47%	+5 ✧	-12 ✧	-16 ✧
B05 I have a choice in deciding how I do my work	16	47	20	13		63%	+4 ✧	-15 ✧	-18 ✧

Organisational objectives and purpose — 83% — +2 ✧ Difference from previous survey

	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 NPS' objectives	25	57	12	5		82%	+2 ✧	+1 ✧	-4 ✧
B07 I understand how my work contributes to NPS' objectives	26	57	11			84%	+1 ✧	0	-4 ✧

National Probation Service

Returns : 7,498   Response rate : 73%   Civil Service People Survey 2018

All questions by theme

My manager   **68%**   **+3** ✧ Difference from previous survey

| 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	27 43 17 9		**69%**	+3 ✧	-2 ✧	-6 ✧
B09	My manager is considerate of my life outside work	39 40 13 5		**79%**	+4 ✧	-7 ✧	-10 ✧
B10	My manager is open to my ideas	33 45 15 5		**77%**	+3 ✧	-6 ✧	-9 ✧
B11	My manager helps me to understand how I contribute to NPS' objectives	23 44 23 7		**67%**	+3 ✧	0	-5 ✧
B12	Overall, I have confidence in the decisions made by my manager	31 42 15 8		**73%**	+3 ✧	-3 ✧	-7 ✧
B13	My manager recognises when I have done my job well	34 44 12 7		**78%**	+3 ✧	-2 ✧	-6 ✧
B14	I receive regular feedback on my performance	25 43 17 12		**68%**	+5 ✧	0	-6 ✧
B15	The feedback I receive helps me to improve my performance	24 41 22 9		**65%**	+4 ✧	+1 ✧	-3 ✧
B16	I think that my performance is evaluated fairly	22 42 22 10		**65%**	+3 ✧	-2 ✧	-8 ✧
B17	Poor performance is dealt with effectively in my team	10 27 34 19 10		**37%**	+1 ✧	-3 ✧	-6 ✧

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey
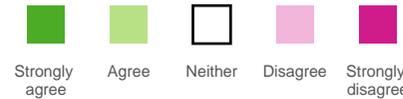
My team   77%   +1 ✧ Difference from previous survey

		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	39	44	10	5		83%	-1	-2 ✧	-4 ✧
B19	The people in my team work together to find ways to improve the service we provide	34	45	13	6		79%	0	-4 ✧	-6 ✧
B20	The people in my team are encouraged to come up with new and better ways of doing things	27	43	19	8		70%	+3 ✧	-7 ✧	-10 ✧

Learning and development   47%   +6 ✧ Difference from previous survey

		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	11	42	23	19	5	53%	+7 ✧	-11 ✧	-15 ✧
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	38	28	16	5	50%	+6 ✧	-3 ✧	-9 ✧
B23	There are opportunities for me to develop my career in NPS	10	33	26	19	12	43%	+4 ✧	-5 ✧	-14 ✧
B24	Learning and development activities I have completed while working for NPS are helping me to develop my career	10	32	31	18	9	42%	+5 ✧	-5 ✧	-11 ✧

Returns : 7,498   Response rate : 73%   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

Inclusion and fair treatment — 73% — +2 ⬦ Difference from previous survey

		Distribution	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	25 / 52 / 13 / 7	77%	+2 ⬦	-4 ⬦	-7 ⬦
B26	I am treated with respect by the people I work with	32 / 53 / 9	85%	0	0	-3 ⬦
B27	I feel valued for the work I do	20 / 42 / 19 / 14 / 6	61%	+3 ⬦	-7 ⬦	-11 ⬦
B28	I think that NPS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	22 / 47 / 18 / 8	69%	+4 ⬦	-8 ⬦	-11 ⬦

Resources and workload — 66% — +5 ⬦ Difference from previous survey

		Distribution	% 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	10 / 53 / 21 / 14	63%	+6 ⬦	-8 ⬦	-12 ⬦
B30	I have clear work objectives	15 / 62 / 15 / 6	77%	+3 ⬦	+1 ⬦	-3 ⬦
B31	I have the skills I need to do my job effectively	27 / 61 / 8	88%	0	-1 ⬦	-3 ⬦
B32	I have the tools I need to do my job effectively	13 / 49 / 18 / 16 / 5	62%	+19 ⬦	-10 ⬦	-15 ⬦
B33	I have an acceptable workload	9 / 41 / 16 / 19 / 14	51%	+4 ⬦	-10 ⬦	-15 ⬦
B34	I achieve a good balance between my work life and my private life	13 / 44 / 18 / 17 / 8	57%	0	-12 ⬦	-18 ⬦

Legend: Strongly agree / Agree / Neither / Disagree / Strongly disagree

All questions by theme

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

Pay and benefits   17%   -2 ✧ Difference from previous survey

		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	14	15		34	36	16%	-3 ✧	-15 ✧	-21 ✧
B36	I am satisfied with the total benefits package	17	25		29	26	20%	-1 ✧	-16 ✧	-24 ✧
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	14	18		31	35	16%	-3 ✧	-11 ✧	-17 ✧

Leadership and managing change   37%   +7 ✧ Difference from previous survey
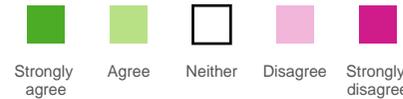
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38	Senior managers in NPS are sufficiently visible	11	42	20	19	9	53%	+5 ✧	-9 ✧	-18 ✧
B39	I believe the actions of senior managers are consistent with NPS' values	11	42	32	10	5	53%	+5 ✧	0	-10 ✧
B40	I believe that the HMPPS Executive Management Committee has a clear vision for the future of NPS	6	24	48	14	9	30%	+8 ✧	-18 ✧	-27 ✧
B41	Overall, I have confidence in the decisions made by the NPS' senior managers	8	33	34	16	9	41%	+9 ✧	-8 ✧	-17 ✧
B42	I feel that change is managed well in NPS		23	29	31	14	27%	+7 ✧	-7 ✧	-15 ✧
B43	When changes are made in NPS they are usually for the better		16	36	31	15	18%	+6 ✧	-17 ✧	-24 ✧
B44	NPS keeps me informed about matters that affect me	5	44	28	16	7	49%	+10 ✧	-11 ✧	-17 ✧
B45	I have the opportunity to contribute my views before decisions are made that affect me		25	29	27	15	29%	+8 ✧	-12 ✧	-20 ✧
B46	I think it is safe to challenge the way things are done in NPS		30	32	22	12	34%	+8 ✧	-14 ✧	-20 ✧

All questions by theme

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

Engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B47	I am proud when I tell others I am part of NPS	18	42	29	8		60%	+3 ✧	-5 ✧	-10 ✧
B48	I would recommend NPS as a great place to work	9	30	33	20	8	39%	+5 ✧	-19 ✧	-26 ✧
B49	I feel a strong personal attachment to NPS	16	37	28	13	5	53%	0	+1 ✧	-4 ✧
B50	NPS inspires me to do the best in my job	11	33	33	16	6	45%	+4 ✧	-5 ✧	-12 ✧
B51	NPS motivates me to help it achieve its objectives	10	32	35	17	6	42%	+6 ✧	-6 ✧	-13 ✧

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 NPS will take action on the results from this survey	6	27	31	21	15	34%	+7 ✧	-16 ✧	-25 ✧
B53	Where I work, I think effective action has been taken on the results of the last survey	6	20	45	18	12	26%	+6 ✧	-10 ✧	-19 ✧

All questions by theme

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

Organisational culture

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B54	I am trusted to carry out my job effectively	31	57	7			88%	0	-1 ✧	-3 ✧
B55	I believe I would be supported if I try a new idea, even if it may not work	16	46	24	11		62%	+2 ✧	-10 ✧	-14 ✧
B56	In NPS, people are encouraged to speak up when they identify a serious policy or delivery risk	15	45	23	11	5	60%	+6 ✧	-7 ✧	-13 ✧
B57	I feel able to challenge inappropriate behaviour in the workplace	15	51	19	11	5	66%	+1 ✧	+1	-3 ✧
B58	NPS is committed to creating a diverse and inclusive workplace	18	52	20	7		69%	+4 ✧	-5 ✧	-9 ✧

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 NPS actively role model the behaviours set out in the Civil Service Leadership Statement	9	36	42	8	5	45%	+5 ✧	-4 ✧	-13 ✧
B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	42	29	5		62%	+4 ✧	-5 ✧	-11 ✧

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'		27	26	33	10	31%	+6 ✧	-20 ✧	-35 ✧
B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'		26	31	29	10	31%	+6 ✧	-11 ✧	-20 ✧

All questions by theme

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.

Legend: 0-4 | 5-6 | 7-8 | 9-10

		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?	12	24	50	13	64%	0	-3 ✧	-5 ✧
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	19	50	22	73%	+1 ✧	+2 ✧	-1 ✧
W03	Overall, how happy did you feel yesterday?	16	23	42	19	61%	+2 ✧	-1 ✧	-4 ✧

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

Legend: 0-1 | 2-3 | 4-5 | 6-10
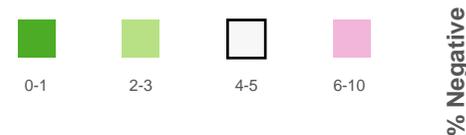
		0-1	2-3	4-5	6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	20	25	20	35	35%	0	+3 ✧	+5 ✧

National Probation Service

All questions by theme

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

Your plans for the future

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

		Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave NPS as soon as possible	8%	-1	0 ✧	-4 ✧
I want to leave NPS within the next 12 months	12%	0	-3 ✧	-7 ✧
I want to stay working for NPS for at least the next year	27%	0	-8 ✧	-13 ✧
I want to stay working for NPS for at least the next three years	54%	+1	+10 ✧	+1 ✧

The Civil Service Code

Differences are based on '% Yes' score

% Yes   % No

	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	78%	+5 ✧	-14 ✧	-16 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	52%	+4 ✧	-15 ✧	-21 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in NPS it would be investigated properly?	57%	+7 ✧	-13 ✧	-19 ✧

All questions by theme

Discrimination, harassment and bullying

E01. During the past 12 months have you personally experienced discrimination at work?
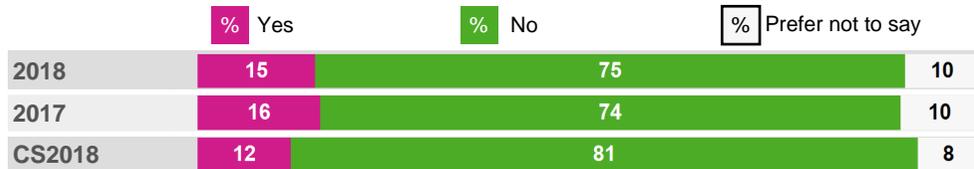
	% Yes	% No	% Prefer not to say
2018	15	75	10
2017	16	74	10
CS2018	12	81	8

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

	% Yes	% No	% Prefer not to say
2018	13	80	8
2017	13	79	8
CS2018	11	82	7

For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?

	% Yes	% No	% Prefer not to say
2018	48	41	11
2017	48	40	12
CS2018	40	46	14
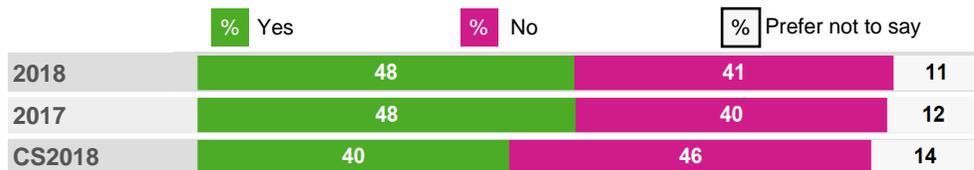
For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

	% Yes	% No	% Prefer not to say
2018	24	58	18
2017	23	59	19
CS2018	20	61	18

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	159	
Caring responsibilities	132	
Disability	248	
Ethnic background	146	
Gender	144	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	281	
Main spoken/written language or language ability	28	
Marital status	16	
Pregnancy, maternity or paternity	25	
Religion or belief	46	
Sexual orientation	46	
Social or educational background	48	
Working location	156	
Working pattern	232	
Any other grounds	271	
Prefer not to say	96	

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	447	
Your manager	232	
Another manager in my part of NPS	157	
Someone you manage	61	
Someone who works for another part of NPS	37	
A member of the public	24	
Someone else	60	
Prefer not to say	112	

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

All questions by theme

National Probation Service questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I have a strong sense of purpose at work	29	53	12			82%	+13 ✧
F02	People treat others with humanity where I work	28	56	11			84%	+3 ✧
F03	I am treated with humanity at work	27	58	11			85%	+5 ✧
F04	The people in my team are open to new ideas to improve the services we deliver	23	53	16	6		76%	+3 ✧
F05	My manager recognises when I work together with people in other teams not just my own	26	49	17	7		75%	+4 ✧
F06	The decisions taken by my team deliver value for money	20	42	31	5		62%	New
F07	I am confident that the NPS is taking effective action to reduce discrimination, bullying and harassment^	14	42	31	9		55%	-1 ✧
F08	I strive to make my workplace a truly inclusive environment	31	56	11			87%	New
F09	I make a point of tackling bullying and harassment when I see it happening around me	26	52	20			78%	New
F10	I grab hold of opportunities to develop my skills in the workplace	29	51	16			80%	New
F11	I pursue ideas to improve the services we deliver	24	52	21			76%	New
F12	I work with people from other teams to improve the services we deliver	28	54	14			82%	New
F13	I understand that my role is to protect the public and reduce reoffending	59	37				96%	New

Returns : 7,498   Response rate : 73%   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

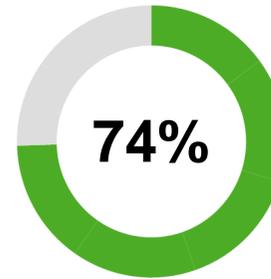### National Probation Service questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	I believe that my local leadership team manages change well	15	38	30	12	5	53%	+7 ✧
F15	I believe that my work helps change lives	32	49	14			81%	+4 ✧
F16	I am motivated by doing a professional job for the public we serve	44	47	7			91%	+3 ✧
F17	I have agreed objectives which define what I do (activities) and how I do it (behaviours)	25	52	16			78%	+4 ✧
F18	The NPS is effective in protecting the public	22	54	17	6		75%	+6 ✧
F19	I am clear about my role in the NPS	34	55	7			90%	+4 ✧
F20	I feel part of the NPS	28	49	16	5		77%	+5 ✧
F21	I work well with my Community Rehabilitation Company colleagues	15	40	30	10		56%	+6 ✧
F22	Communication within the NPS is good	11	40	26	16	6	51%	+10 ✧
F23	I feel positive about my future in the NPS	12	34	28	16	9	46%	+11 ✧
F24	The introduction of new IT solutions across probation have had a positive impact on my ability to do my job more effectively	29	35	20	9	8	64%	New

Proxy Stress Index and PERMA Index

32%

Difference from previous survey	-2 ✧
Difference from CS2018	+3 ✧
Difference from CS High Performers	+6 ✧

74%
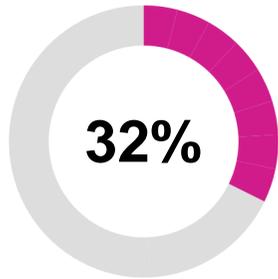
Difference from previous survey	0 ✧
Difference from CS2018	+1 ✧
Difference from CS High Performers	0 ✧

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	63%
B08	My manager motivates me to be more effective in my job	69%
B18	The people in my team can be relied upon to help when things get difficult in my job	83%
B26	I am treated with respect by the people I work with	85%
B30	I have clear work objectives	77%
B33	I have an acceptable workload	51%
B45	I have the opportunity to contribute my views before decisions are made that affect me	29%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	80%

		% positive
B01	I am interested in my work	94%
B03	My work gives me a sense of personal accomplishment	79%
B18	The people in my team can be relied upon to help when things get difficult in my job	83%
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?	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 **Theme score % positive**).
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) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.