



◇ 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	-	-	53%	58%	60%	65%	66%	68%	71%	71%
My work	-	-	66%	70%	71%	76%	77%	79%	82%	81%
Organisational objectives and purpose	-	-	79%	85%	88%	89%	89%	91%	91%	90%
My manager	-	-	64%	69%	70%	71%	74%	76%	79%	81%
My team	-	-	73%	79%	84%	86%	87%	89%	89%	89%
Learning and development	-	-	40%	46%	47%	60%	61%	62%	64%	66%
Inclusion and fair treatment	-	-	73%	74%	77%	80%	83%	85%	87%	88%
Resources and workload	-	-	70%	74%	76%	78%	78%	79%	83%	84%
Pay and benefits	-	-	44%	47%	46%	45%	42%	44%	40%	32%
Leadership and managing change	-	-	39%	52%	55%	61%	62%	64%	69%	64%
Response rate	-	-	78%	76%	89%	89%	85%	83%	88%	88%





◇ Statistically significant difference from comparison

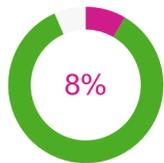
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

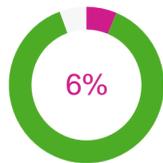
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B53	Where I work, I think effective action has been taken on the results of the last survey	66%	+1 ◇	+30 ◇	+21 ◇
2	B41	Overall, I have confidence in the decisions made by the Legal Aid Agency's senior managers	63%	-8 ◇	+14 ◇	+4 ◇
3	B03	My work gives me a sense of personal accomplishment	80%	-3 ◇	+2 ◇	0
4	B24	Learning and development activities I have completed while working for the Legal Aid Agency are helping me to develop my career	56%	+1	+9 ◇	+3 ◇
5	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	71%	+5 ◇	+29 ◇	+20 ◇

Discrimination, bullying and harassment

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



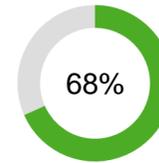
During the past 12 months have you personally experienced discrimination at work?



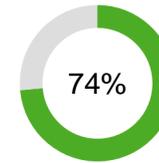
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

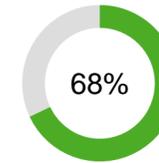
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



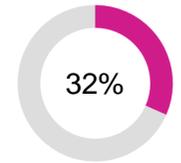
W01. Overall, how satisfied are you with your life nowadays?



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

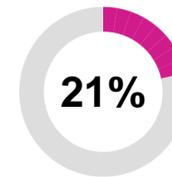


W03. Overall, how happy did you feel yesterday?

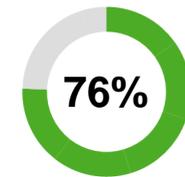


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

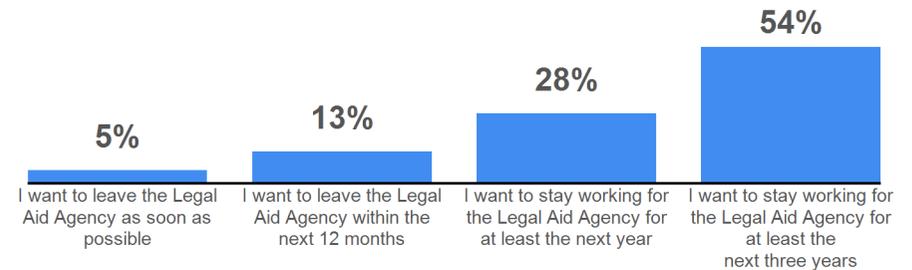


PERMA Index



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	95%	B17	Poor performance is dealt with effectively in my team	26%	B35	I feel that my pay adequately reflects my performance	64%
F14	I demonstrate the behaviour, culture and values that the Legal Aid Agency expects of me	95%	B43	When changes are made in the Legal Aid Agency they are usually for the better	26%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	64%
F03	I am treated with humanity at work	93%	B24	Learning and development activities I have completed while working for the Legal Aid Agency are helping me to develop my career	24%	B36	I am satisfied with the total benefits package	37%
B31	I have the skills I need to do my job effectively	92%	B50	The Legal Aid Agency inspires me to do the best in my job	23%	B45	I have the opportunity to contribute my views before decisions are made that affect me	30%
F02	People treat others with humanity where I work	92%	B59	Senior managers in the Legal Aid Agency actively role model the behaviours set out in the Civil Service Leadership Statement	23%	B42	I feel that change is managed well in the Legal Aid Agency	24%



All questions by theme

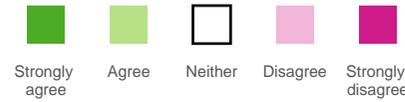
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

My work

81%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

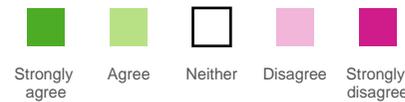
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	41	48	7	7	7	89%	-1 ◆	-1	-3 ◆
B02 I am sufficiently challenged by my work	38	45	7	8	8	83%	-2 ◆	+2 ◆	0
B03 My work gives me a sense of personal accomplishment	34	45	11	8	8	80%	-3 ◆	+2 ◆	0
B04 I feel involved in the decisions that affect my work	27	45	12	12	7	71%	+2 ◆	+13 ◆	+8 ◆
B05 I have a choice in deciding how I do my work	42	41	8	7	7	83%	+1	+6 ◆	+2 ◆

Organisational objectives and purpose

90%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B06 I have a clear understanding of the Legal Aid Agency's objectives	38	51	7	7	7	88%	-2 ◆	+7 ◆	+2 ◆
B07 I understand how my work contributes to the Legal Aid Agency's objectives	42	50	5	5	5	92%	0	+8 ◆	+4 ◆



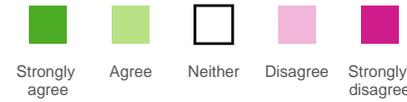
All questions by theme

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

My manager

81%

+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	40	43	9	6	6	82%	+4 ◆	+11 ◆	+7 ◆
B09	My manager is considerate of my life outside work	62	30	7	1	0	92%	+2 ◆	+6 ◆	+3 ◆
B10	My manager is open to my ideas	51	39	7	1	0	90%	+2 ◆	+7 ◆	+3 ◆
B11	My manager helps me to understand how I contribute to the Legal Aid Agency's objectives	38	41	14	5	2	79%	0	+12 ◆	+7 ◆
B12	Overall, I have confidence in the decisions made by my manager	45	39	9	5	1	84%	+1 ◆	+8 ◆	+4 ◆
B13	My manager recognises when I have done my job well	47	39	7	5	1	87%	+2 ◆	+7 ◆	+3 ◆
B14	I receive regular feedback on my performance	44	40	7	8	1	84%	+3 ◆	+16 ◆	+10 ◆
B15	The feedback I receive helps me to improve my performance	41	38	12	8	1	78%	+2 ◆	+14 ◆	+10 ◆
B16	I think that my performance is evaluated fairly	38	41	11	8	2	79%	+3 ◆	+12 ◆	+7 ◆
B17	Poor performance is dealt with effectively in my team	24	35	26	9	6	59%	+1 ◆	+19 ◆	+15 ◆



All questions by theme

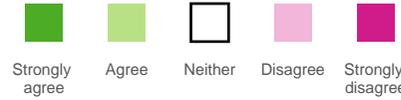
◆ indicates statistically significant difference from comparison
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My team

89%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

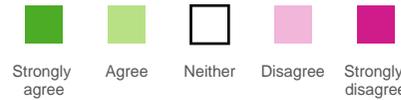
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	55	37	5	0	1	92%	+1 ◆	+6 ◆	+4 ◆
B19	The people in my team work together to find ways to improve the service we provide	50	39	6	0	5	89%	0	+7 ◆	+4 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	50	37	9	0	4	87%	-1 ◆	+11 ◆	+7 ◆

Learning and development

66%

+2

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	32	49	13	5	1	81%	+4 ◆	+17 ◆	+12 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	28	37	22	10	4	64%	+3 ◆	+11 ◆	+5 ◆
B23	There are opportunities for me to develop my career in the Legal Aid Agency	24	40	16	13	7	64%	+1	+16 ◆	+7 ◆
B24	Learning and development activities I have completed while working for the Legal Aid Agency are helping me to develop my career	21	34	24	14	6	56%	+1	+9 ◆	+3 ◆



All questions by theme

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Inclusion and fair treatment

88%

+1 ◆ Difference from previous survey



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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25 I am treated fairly at work	46	42	5	5	2	89%	+1 ◆	+8 ◆	+5 ◆
B26 I am treated with respect by the people I work with	49	43	5	2	1	92%	+1 ◆	+7 ◆	+4 ◆
B27 I feel valued for the work I do	38	40	10	9	4	78%	+1	+11 ◆	+6 ◆
B28 I think that the Legal Aid Agency respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	52	40	5	2	1	91%	+1 ◆	+15 ◆	+12 ◆

Resources and workload

84%

+1 Difference from previous survey



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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29 I get the information I need to do my job well	26	54	9	8	3	80%	0	+10 ◆	+5 ◆
B30 I have clear work objectives	35	54	7	2	1	89%	+1	+13 ◆	+9 ◆
B31 I have the skills I need to do my job effectively	41	51	6	2	1	92%	+2 ◆	+4 ◆	+1 ◆
B32 I have the tools I need to do my job effectively	29	47	9	11	5	76%	-2 ◆	+5 ◆	-1 ◆
B33 I have an acceptable workload	29	51	10	7	3	80%	+3 ◆	+20 ◆	+14 ◆
B34 I achieve a good balance between my work life and my private life	43	43	6	6	2	86%	+2 ◆	+17 ◆	+12 ◆



All questions by theme

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Pay and benefits

32%

-8 ◆ Difference from previous survey



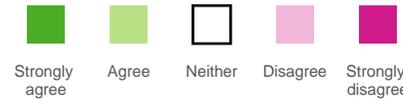
% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

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	6	20	10	31	33	26%	-7 ◆	-5 ◆	-12 ◆
B36 I am satisfied with the total benefits package	13	33	17	19	18	46%	-9 ◆	+10 ◆	+2 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	19	11	30	34	25%	-8 ◆	-2 ◆	-8 ◆

Leadership and managing change

64%

-5 ◆ 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 Legal Aid Agency are sufficiently visible	23	53	12	9	3	76%	-5 ◆	+15 ◆	+5 ◆
B39 I believe the actions of senior managers are consistent with the Legal Aid Agency's values	21	48	20	6	5	69%	-4 ◆	+16 ◆	+7 ◆
B40 I believe that senior managers have a clear vision for the future of the Legal Aid Agency	22	48	19	7	4	70%	-5 ◆	+22 ◆	+13 ◆
B41 Overall, I have confidence in the decisions made by the Legal Aid Agency's senior managers	19	43	21	11	6	63%	-8 ◆	+14 ◆	+4 ◆
B42 I feel that change is managed well in the Legal Aid Agency	15	43	19	18	6	57%	-7 ◆	+24 ◆	+15 ◆
B43 When changes are made in the Legal Aid Agency they are usually for the better	14	38	26	17	5	52%	-10 ◆	+17 ◆	+10 ◆
B44 The Legal Aid Agency keeps me informed about matters that affect me	18	51	13	13	5	69%	-5 ◆	+10 ◆	+4 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	15	37	18	23	7	52%	-5 ◆	+12 ◆	+4 ◆
B46 I think it is safe to challenge the way things are done in the Legal Aid Agency	20	46	18	12	5	65%	+1	+18 ◆	+12 ◆



All questions by theme

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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 Legal Aid Agency	30	41	21	6	6	71%	-1 ◆	+6 ◆	+1 ◆
B48 I would recommend the Legal Aid Agency as a great place to work	32	42	17	7	7	74%	-1 ◆	+16 ◆	+9 ◆
B49 I feel a strong personal attachment to the Legal Aid Agency	30	36	20	10	10	66%	+1	+14 ◆	+8 ◆
B50 The Legal Aid Agency inspires me to do the best in my job	28	39	23	7	7	67%	+1	+17 ◆	+10 ◆
B51 The Legal Aid Agency motivates me to help it achieve its objectives	26	40	22	9	9	66%	+1	+18 ◆	+12 ◆

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 Legal Aid Agency will take action on the results from this survey	25	43	16	11	5	68%	-4 ◆	+19 ◆	+9 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	27	39	21	8	5	66%	+1 ◆	+30 ◆	+21 ◆



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	52	43				95%	+2 ◆	+6 ◆	+4 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	39	45	10	5		84%	+2 ◆	+12 ◆	+8 ◆
B56 In the Legal Aid Agency, people are encouraged to speak up when they identify a serious policy or delivery risk	35	47	11	5		82%	0	+14 ◆	+8 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	33	47	10	6		81%	+3 ◆	+15 ◆	+11 ◆
B58 The Legal Aid Agency is committed to creating a diverse and inclusive workplace	44	47		5		91%	+1 ◆	+17 ◆	+12 ◆

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 Legal Aid Agency actively role model the behaviours set out in the Civil Service Leadership Statement	23	45	23	6		67%	-3 ◆	+19 ◆	+10 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	35	44	14			79%	+1	+12 ◆	+6 ◆

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'	24	52	12	10		76%	+9 ◆	+25 ◆	+10 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	24	47	15	11		71%	+5 ◆	+29 ◆	+20 ◆



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Wellbeing

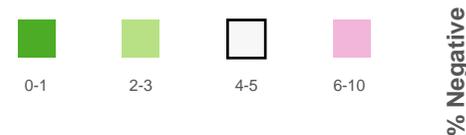
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	10	21	49	19	68%	-1 ◆	+2 ◆	-1
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	17	44	29	74%	0	+2 ◆	-1
W03 Overall, how happy did you feel yesterday?	14	18	43	25	68%	0	+6 ◆	+3 ◆

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?	24	25	19	32	32%	0	-1	+2 ◆



All questions by theme

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Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave the Legal Aid Agency as soon as possible		5%	0	-2	-7 ◆
I want to leave the Legal Aid Agency within the next 12 months		13%	+3 ◆	-2 ◆	-7 ◆
I want to stay working for the Legal Aid Agency for at least the next year		28%	-1	-7 ◆	-12 ◆
I want to stay working for the Legal Aid Agency for at least the next three years		54%	-2	+11 ◆	+2 ◆

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%	0	+1	-2 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		23	77%	+2 ◆	+10 ◆	+4 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the Legal Aid Agency it would be investigated properly?		19	81%	0	+10 ◆	+5 ◆

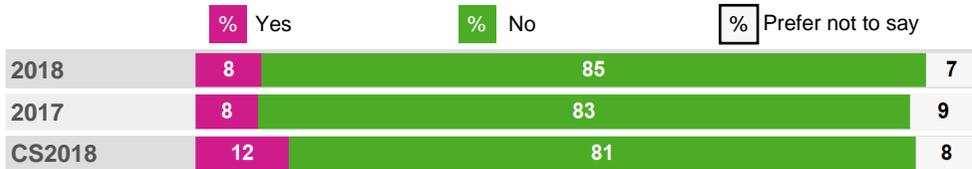


All questions by theme

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Discrimination, harassment and bullying

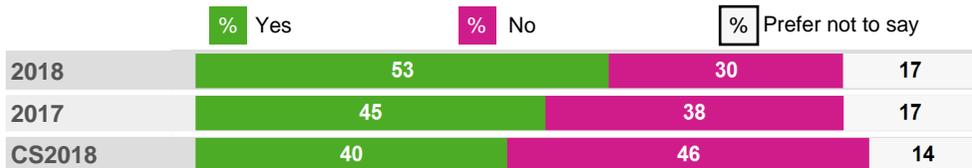
E01. During the past 12 months have you personally experienced discrimination at work?



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)

	Response Count
Age	--
Caring responsibilities	--
Disability	16
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	25
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	13
Working pattern	15
Any other grounds	29
Prefer not to say	--

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	31
Your manager	13
Another manager in my part of LAA	18
Someone you manage	--
Someone who works for another part of LAA	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

Legal Aid Agency questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I have a strong sense of purpose at work	35	49	11	5		84%	+2 ◆
F02 People treat others with humanity where I work	44	48	6			92%	+1 ◆
F03 I am treated with humanity at work	45	48	5			93%	+2 ◆
F04 The people in my team are open to new ideas to improve the services we deliver	41	47	7			88%	+1 ◆
F05 My manager recognises when I work together with people in other teams not just my own	43	42	10			85%	+2 ◆
F06 The decisions taken by my team deliver value for money	40	46	11			86%	New
F07 I am confident that the Legal Aid Agency is taking effective action to reduce discrimination, bullying and harassment	36	45	12			81%	+1
F08 I strive to make my workplace a truly inclusive environment	44	45	10			89%	New
F09 I make a point of tackling bullying and harassment when I see it happening around me	37	43	18			80%	New
F10 I grab hold of opportunities to develop my skills in the workplace	34	44	16	5		78%	New
F11 I pursue ideas to improve the services we deliver	36	48	13			84%	New
F12 I work with people from other teams to improve the services we deliver	38	46	10	6		84%	New
F13 I believe continuous improvement activity has made a positive difference to the way I work	32	41	17	7		73%	+5 ◆



All questions by theme

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

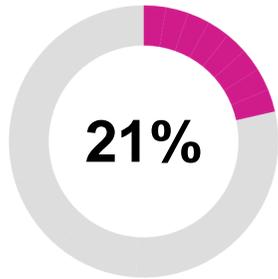
Legal Aid Agency questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	I demonstrate the behaviour, culture and values that the Legal Aid Agency expects of me	45	50	5			95%	+1 ◇
F15	I regularly discuss my learning and development and the progress I am making with my line manager	39	45	8	6		84%	New
F16	I understand how my work fits into the wider work of the Ministry of Justice	40	50	7			90%	-1 ◇
F17	I think the Legal Aid Agency supports staff wellbeing	46	43	7			88%	0
F18	Having a diversity objective has maintained or improved my awareness of my responsibility to treat everyone equally	31	42	15	9		73%	0
F19	I have performance conversations with my line-manager (Touchpoint Conversations) a minimum of every eight weeks	46	42	5	6		88%	New
F20	The performance conversations I have with my line-manager support me to perform well in my role and achieve my full potential	39	43	10	5		82%	New
F21	I feel ready to adapt to changes being made in the Legal Aid Agency	35	49	11			84%	New

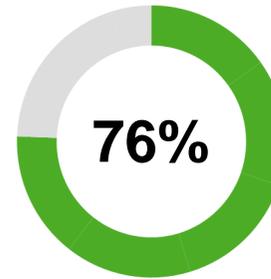


Proxy Stress Index and PERMA Index

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



Difference from previous survey	0
Difference from CS2018	-8 ◇
Difference from CS High Performers	-5 ◇



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

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	83%
B08	My manager motivates me to be more effective in my job	82%
B18	The people in my team can be relied upon to help when things get difficult in my job	92%
B26	I am treated with respect by the people I work with	92%
B30	I have clear work objectives	89%
B33	I have an acceptable workload	80%
B45	I have the opportunity to contribute my views before decisions are made that affect me	52%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	88%

% positive

B01	I am interested in my work	89%
B03	My work gives me a sense of personal accomplishment	80%
B18	The people in my team can be relied upon to help when things get difficult in my job	92%
W01	Overall, how satisfied are you with your life nowadays?	68%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	74%



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.