



✧ 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	50%	53%	58%	60%	60%	63%	61%	59%	58%	58%
My work	58%	53%	61%	63%	67%	69%	66%	67%	65%	64%
Organisational objectives and purpose	81%	81%	84%	86%	86%	88%	88%	85%	85%	82%
My manager	62%	58%	61%	65%	62%	67%	64%	68%	68%	68%
My team	75%	75%	73%	79%	78%	78%	77%	80%	79%	77%
Learning and development	36%	36%	40%	48%	50%	51%	55%	50%	47%	49%
Inclusion and fair treatment	74%	71%	74%	75%	73%	77%	72%	72%	71%	69%
Resources and workload	73%	72%	74%	78%	73%	77%	71%	74%	74%	71%
Pay and benefits	27%	29%	31%	34%	32%	27%	26%	20%	16%	18%
Leadership and managing change	32%	34%	43%	45%	48%	48%	43%	43%	43%	43%
Response rate	81%	82%	72%	75%	76%	79%	77%	74%	79%	76%





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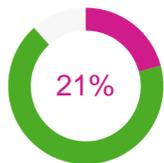
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

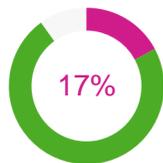
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B41	Overall, I have confidence in the decisions made by OPG's senior managers	41%	0	-8 ◇	-17 ◇
2	B03	My work gives me a sense of personal accomplishment	66%	0	-11 ◇	-13 ◇
3	B01	I am interested in my work	81%	+1	-9 ◇	-11 ◇
4	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	49%	+4 ◇	+7 ◇	-2 ◇
5	B42	I feel that change is managed well in OPG	32%	0	-2 ◇	-10 ◇

Discrimination, bullying and harassment

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



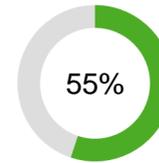
During the past 12 months have you personally experienced discrimination at work?



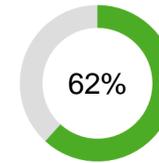
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

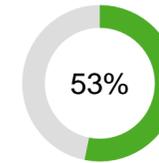
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



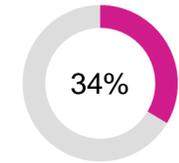
W01. Overall, how satisfied are you with your life nowadays?



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

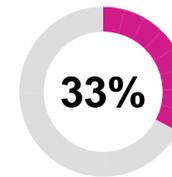


W03. Overall, how happy did you feel yesterday?

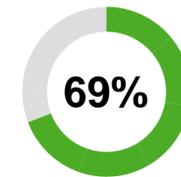


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

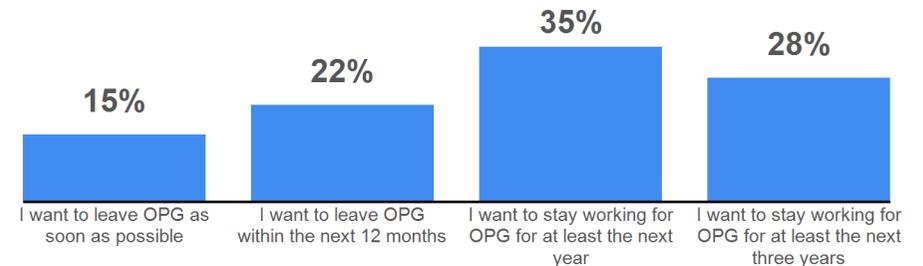


PERMA Index



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
B31	I have the skills I need to do my job effectively	87%	F17	I believe that the variety of learning available in OPG has improved in the last 12 months	38%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	73%
B54	I am trusted to carry out my job effectively	87%	B53	Where I work, I think effective action has been taken on the results of the last survey	37%	B35	I feel that my pay adequately reflects my performance	70%
B07	I understand how my work contributes to OPG's objectives	84%	B59	Senior managers in OPG actively role model the behaviours set out in the Civil Service Leadership Statement	35%	F13	Have you attended any wellbeing sessions in the past 12 months?	69%
B18	The people in my team can be relied upon to help when things get difficult in my job	83%	B40	I believe that the Executive Management Team has a clear vision for the future of OPG	34%	B36	I am satisfied with the total benefits package	54%
F15	I understand what continuous improvement is within OPG?	81%	B24	Learning and development activities I have completed while working for OPG are helping me to develop my career	33%	F18	I've had the opportunity to contribute to the development and delivery of engagement activities in my team this year	44%



All questions by theme

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My work

64%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

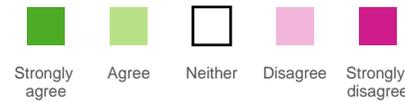
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	32	49	12	5	5	81%	+1	-9 ◆	-11 ◆
B02 I am sufficiently challenged by my work	25	42	14	13	6	67%	0	-14 ◆	-16 ◆
B03 My work gives me a sense of personal accomplishment	23	43	18	10	6	66%	0	-11 ◆	-13 ◆
B04 I feel involved in the decisions that affect my work	12	34	20	22	12	46%	-2 ◆	-12 ◆	-17 ◆
B05 I have a choice in deciding how I do my work	19	42	18	13	7	61%	-1	-16 ◆	-20 ◆

Organisational objectives and purpose

82%

-2

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B06 I have a clear understanding of OPG's objectives	25	56	12	5	5	81%	-2 ◆	-1	-6 ◆
B07 I understand how my work contributes to OPG's objectives	30	54	10	5	5	84%	-2 ◆	0	-3 ◆



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My manager

68%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	24	44	18	7	7	69%	0	-3 ◆	-7 ◆
B09 My manager is considerate of my life outside work	38	39	13	5	5	77%	+2 ◆	-9 ◆	-12 ◆
B10 My manager is open to my ideas	32	44	15	5	5	76%	0	-7 ◆	-11 ◆
B11 My manager helps me to understand how I contribute to OPG's objectives	22	42	22	9	5	64%	-1	-3 ◆	-8 ◆
B12 Overall, I have confidence in the decisions made by my manager	28	42	17	7	7	70%	0	-6 ◆	-10 ◆
B13 My manager recognises when I have done my job well	32	43	13	8	5	75%	-1	-5 ◆	-9 ◆
B14 I receive regular feedback on my performance	25	46	13	11	5	72%	-1	+4 ◆	-2 ◆
B15 The feedback I receive helps me to improve my performance	24	44	18	9	5	68%	-1	+4 ◆	-1
B16 I think that my performance is evaluated fairly	23	40	23	8	7	62%	-3 ◆	-4 ◆	-10 ◆
B17 Poor performance is dealt with effectively in my team	12	34	33	12	9	46%	-1	+6 ◆	+2 ◆



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My team

77%

-2 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

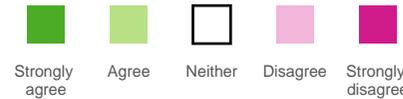
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	37	45	10	5	5	83%	-2 ◆	-3 ◆	-5 ◆
B19	The people in my team work together to find ways to improve the service we provide	33	45	13	6	5	79%	-1	-4 ◆	-6 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	27	42	17	9	5	70%	-2 ◆	-7 ◆	-10 ◆

Learning and development

49%

+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	14	45	24	12	5	59%	+1	-5 ◆	-10 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	34	30	16	8	46%	+1	-8 ◆	-13 ◆
B23	There are opportunities for me to develop my career in OPG	14	40	22	13	10	54%	+5 ◆	+6 ◆	-2 ◆
B24	Learning and development activities I have completed while working for OPG are helping me to develop my career	11	28	33	18	11	38%	0	-9 ◆	-15 ◆



All questions by theme

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Inclusion and fair treatment

69%

-2

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25 I am treated fairly at work	23	48	13	9	8	71%	-1	-10 ◆	-13 ◆
B26 I am treated with respect by the people I work with	28	50	11	6	5	78%	-2 ◆	-7 ◆	-10 ◆
B27 I feel valued for the work I do	17	39	19	14	11	56%	-2 ◆	-12 ◆	-16 ◆
B28 I think that OPG respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	28	43	14	7	7	71%	-2	-6 ◆	-9 ◆

Resources and workload

71%

-2 ◆

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29 I get the information I need to do my job well	15	54	16	11		69%	-3 ◆	-1	-6 ◆
B30 I have clear work objectives	18	58	14	6		76%	-5 ◆	0	-3 ◆
B31 I have the skills I need to do my job effectively	30	57	8			87%	-1	-2 ◆	-4 ◆
B32 I have the tools I need to do my job effectively	17	46	15	14	8	63%	-3 ◆	-8 ◆	-14 ◆
B33 I have an acceptable workload	16	48	17	13	6	63%	-2 ◆	+3 ◆	-3 ◆
B34 I achieve a good balance between my work life and my private life	23	47	16	10	5	69%	-1	0	-5 ◆



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Pay and benefits

18%

+2 ◆ Difference from previous survey



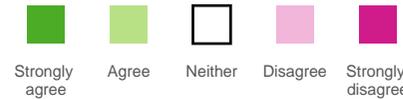
% Positive
Difference from previous survey
Difference from CS2018
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	13	14	24	46	16%	+1	-15 ◆	-22 ◆	
B36 I am satisfied with the total benefits package	20	22	23	31	23%	+5 ◆	-12 ◆	-20 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	11	13	21	53	14%	0	-13 ◆	-19 ◆	

Leadership and managing change

43%

0 Difference from previous survey



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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38 Senior managers in OPG are sufficiently visible	13	48	18	12	8	62%	+2	0	-9 ◆
B39 I believe the actions of senior managers are consistent with OPG's values	9	36	32	13	11	44%	0	-8 ◆	-18 ◆
B40 I believe that the Executive Management Team has a clear vision for the future of OPG	9	39	34	9	9	48%	-1	0	-9 ◆
B41 Overall, I have confidence in the decisions made by OPG's senior managers	8	33	31	14	14	41%	0	-8 ◆	-17 ◆
B42 I feel that change is managed well in OPG	27	26	28	14	32%	0	-2 ◆	-10 ◆	
B43 When changes are made in OPG they are usually for the better	6	30	33	20	12	35%	-2	+1	-7 ◆
B44 OPG keeps me informed about matters that affect me	8	42	22	17	11	50%	-2 ◆	-9 ◆	-16 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	5	30	26	22	17	35%	+1	-5 ◆	-13 ◆
B46 I think it is safe to challenge the way things are done in OPG	7	34	26	17	16	41%	+1	-6 ◆	-12 ◆



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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 OPG	19	40	27	8	5	60%	-1	-6 ◆	-10 ◆
B48 I would recommend OPG as a great place to work	14	36	28	14	8	50%	+2 ◆	-8 ◆	-15 ◆
B49 I feel a strong personal attachment to OPG	13	30	31	17	8	43%	+1	-9 ◆	-14 ◆
B50 OPG inspires me to do the best in my job	13	32	32	16	8	44%	-2	-5 ◆	-13 ◆
B51 OPG motivates me to help it achieve its objectives	12	33	32	15	9	45%	0	-2 ◆	-9 ◆

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 OPG will take action on the results from this survey	12	29	24	17	18	41%	-1	-8 ◆	-18 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	9	21	37	16	16	30%	-3 ◆	-5 ◆	-14 ◆



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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	32	55	7			87%	-1	-2 ◆	-4 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	17	44	23	12	5	60%	+2	-12 ◆	-16 ◆
B56 In OPG, people are encouraged to speak up when they identify a serious policy or delivery risk	17	43	21	10	9	60%	-4 ◆	-8 ◆	-14 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	15	40	21	14	11	54%	-4 ◆	-11 ◆	-15 ◆
B58 OPG is committed to creating a diverse and inclusive workplace	24	45	18	5	7	69%	-3 ◆	-6 ◆	-10 ◆

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 OPG actively role model the behaviours set out in the Civil Service Leadership Statement	10	35	35	11	10	44%	+2	-5 ◆	-13 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	22	42	22	7	8	63%	+1	-4 ◆	-10 ◆

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'	12	42	22	17	7	54%	+11 ◆	+3 ◆	-12 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	11	38	28	17	7	49%	+4 ◆	+7 ◆	-2 ◆



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Wellbeing

Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

	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?	19	26	39	16	55%	-1	-11 ◆	-14 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	15	23	41	21	62%	-2 ◆	-10 ◆	-12 ◆
W03 Overall, how happy did you feel yesterday?	23	24	33	20	53%	-4 ◆	-9 ◆	-12 ◆

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

	0-1	2-3	4-5	6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	22	23	22	34	34%	+2 ◆	+1	+4 ◆



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Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave OPG as soon as possible		15%	+1	+8 ◇	+3 ◇
I want to leave OPG within the next 12 months		22%	-2	+7 ◇	+3 ◇
I want to stay working for OPG for at least the next year		35%	+1	+1	-4 ◇
I want to stay working for OPG for at least the next three years		28%	-1	-15 ◇	-25 ◇

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?		16	84%	0	-8 ◇	-11 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		39	61%	-2	-6 ◇	-12 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in OPG it would be investigated properly?		44	56%	0	-14 ◇	-20 ◇

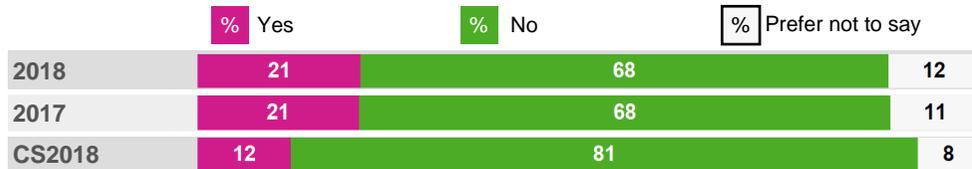


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Discrimination, harassment and bullying

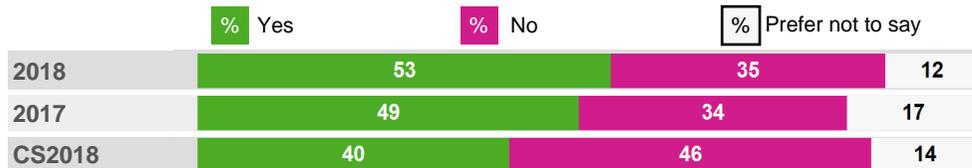
E01. During the past 12 months have you personally experienced discrimination at work?



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	36
Caring responsibilities	24
Disability	39
Ethnic background	55
Gender	30
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	79
Main spoken/written language or language ability	11
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	39
Sexual orientation	--
Social or educational background	17
Working location	16
Working pattern	42
Any other grounds	57
Prefer not to say	29

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	83
Your manager	62
Another manager in my part of OPG	56
Someone you manage	13
Someone who works for another part of OPG	38
A member of the public	--
Someone else	--
Prefer not to say	15

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



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Office of the Public Guardian questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I have a strong sense of purpose at work	20	51	18	8		70%	+1
F02 People treat others with humanity where I work	21	52	16	7		73%	+3 ◆
F03 I am treated with humanity at work	23	56	13	5		79%	+3 ◆
F04 The people in my team are open to new ideas to improve the services we deliver	22	55	15	6		77%	+2 ◆
F05 My manager recognises when I work together with people in other teams not just my own	23	46	18	7	5	70%	+2
F06 The decisions taken by my team deliver value for money	20	42	29	6		62%	New
F07 I am confident that the Office of the Public Guardian is taking effective action to reduce discrimination, bullying and harassment	19	39	23	10	9	57%	-6 ◆
F08 I strive to make my workplace a truly inclusive environment	28	52	17			80%	New
F09 I make a point of tackling bullying and harassment when I see it happening around me	23	46	25			69%	New
F10 I grab hold of opportunities to develop my skills in the workplace	24	49	19	5		73%	New
F11 I pursue ideas to improve the services we deliver	23	50	20	5		73%	New
F12 I work with people from other teams to improve the services we deliver	25	49	18			74%	New
F13 Have you attended any wellbeing sessions in the past 12 months?	Yes: 31%		No: 69%			31%	New



All questions by theme

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

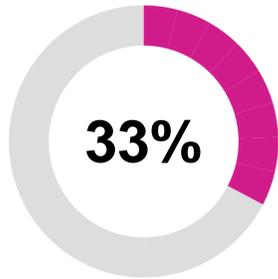
Office of the Public Guardian questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	If yes to question F13 above, did the activity(s) help you improve your wellbeing? ^	Yes: 71%		No: 22%	N/a: 7%		71%	+45 ◆
F15	I understand what continuous improvement is within OPG?	Yes: 81%		No: 19%			81%	New
F16	If yes to question F15 above, I believe continuous improvement in the past 12 months has made a positive impact to my work	14	38	31	12	5	52%	New
F17	I believe that the variety of learning available in OPG has improved in the last 12 months	11	32	38	13	7	43%	New
F18	I've had the opportunity to contribute to the development and delivery of engagement activities in my team this year	Yes: 56%		No: 44%			56%	New
F19	I understand MoJ's new performance management policy and what it means for me	12	44	25	13	6	56%	New
F20	I have performance and development conversations with my line manager every 4 - 8 weeks	Yes: 80%		No: 20%			80%	New
F21	The regular conversations I am having with my manager are helpful in supporting me to develop in my career	21	38	24	10	7	59%	New

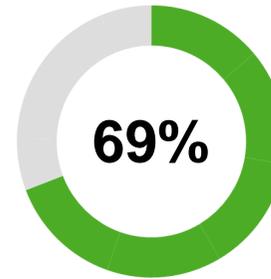


Proxy Stress Index and PERMA Index

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



Difference from previous survey	+1
Difference from CS2018	+4 ◇
Difference from CS High Performers	+6 ◇



Difference from previous survey	0
Difference from CS2018	-4 ◇
Difference from CS High Performers	-6 ◇

Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.

We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

% positive

B05	I have a choice in deciding how I do my work	61%
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	78%
B30	I have clear work objectives	76%
B33	I have an acceptable workload	63%
B45	I have the opportunity to contribute my views before decisions are made that affect me	35%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	73%

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	81%
B03	My work gives me a sense of personal accomplishment	66%
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?	55%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	62%



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.