



◇ Statistically significant difference from comparison

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

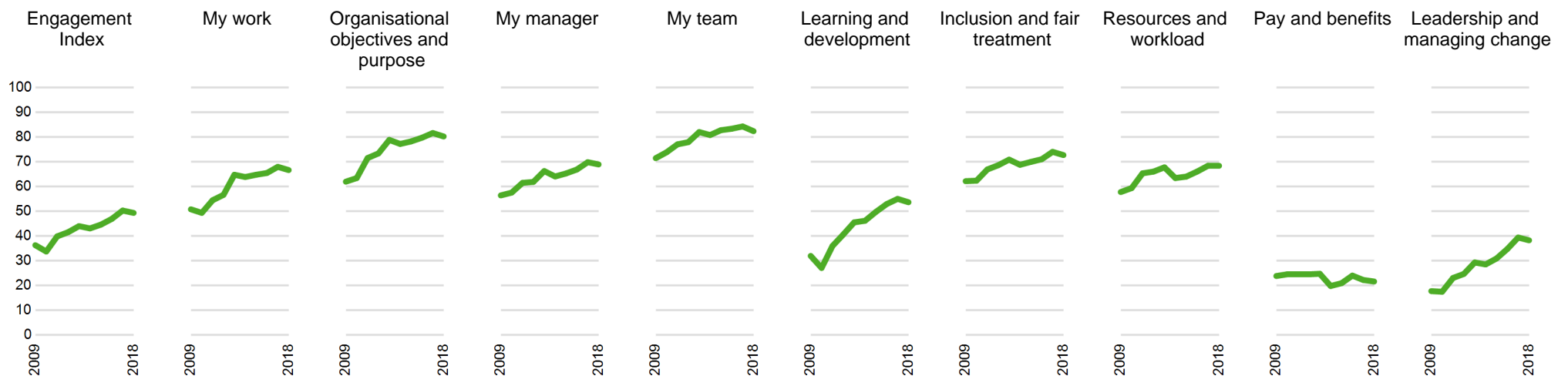




Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

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	36%	34%	40%	41%	44%	43%	45%	47%	50%	49%
My work	51%	49%	54%	57%	65%	64%	65%	65%	68%	67%
Organisational objectives and purpose	62%	63%	71%	73%	79%	77%	78%	80%	82%	80%
My manager	56%	57%	61%	62%	66%	64%	65%	67%	70%	69%
My team	71%	74%	77%	78%	82%	81%	83%	83%	84%	82%
Learning and development	32%	27%	36%	41%	45%	46%	50%	53%	55%	54%
Inclusion and fair treatment	62%	62%	67%	69%	71%	69%	70%	71%	74%	73%
Resources and workload	58%	59%	65%	66%	68%	63%	64%	66%	68%	68%
Pay and benefits	24%	24%	24%	24%	25%	20%	21%	24%	22%	22%
Leadership and managing change	18%	17%	23%	25%	29%	28%	31%	35%	39%	38%
Response rate	64%	69%	52%	60%	43%	53%	65%	69%	67%	64%





◇ Statistically significant difference from comparison

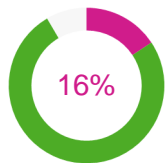
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

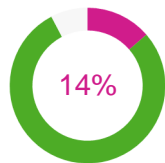
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	F01	I would recommend my Customer Group as a great place to work	51%	+3 ◇	--	--
2	F03	I feel that HMRC as a whole is managed well	38%	+1 ◇	--	--
3	B03	My work gives me a sense of personal accomplishment	68%	-2 ◇	-10 ◇	-12 ◇
4	B01	I am interested in my work	82%	-2 ◇	-7 ◇	-10 ◇
5	B52	I believe that senior managers in HMRC will take action on the results from this survey	40%	0	-10 ◇	-19 ◇

Discrimination, bullying and harassment

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



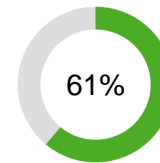
During the past 12 months have you personally experienced discrimination at work?



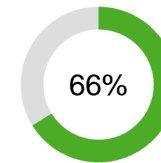
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

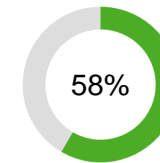
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



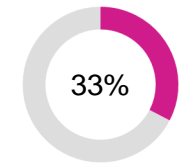
W01. Overall, how satisfied are you with your life nowadays?



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

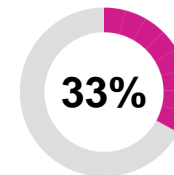


W03. Overall, how happy did you feel yesterday?

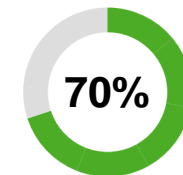


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

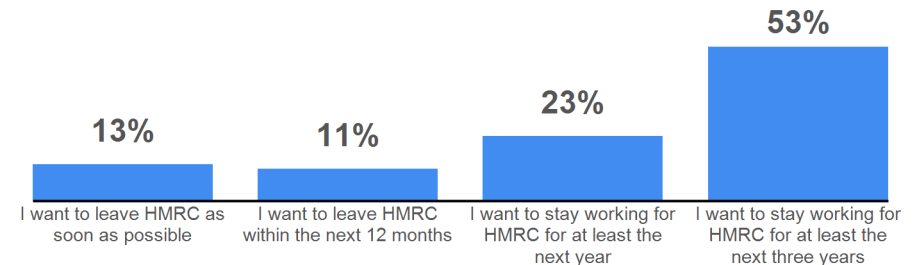


PERMA Index



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
F10	I am aware of the HMRC Values	88%	F20	In the last 12 months, I believe that ExCom members' behaviour has been consistent with HMRC's Values	50%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	69%
B18	The people in my team can be relied upon to help when things get difficult in my job	87%	F19	I feel I have had enough opportunities to be heard by ExCom members	38%	B35	I feel that my pay adequately reflects my performance	69%
F14	My team places a high value on dealing with work in a professional way	86%	F18	In the last 12 months, I feel there has been enough communication from ExCom	37%	B36	I am satisfied with the total benefits package	58%
B54	I am trusted to carry out my job effectively	85%	F17	HMRC has achieved a positive change in its culture in the last 12 months	37%	B42	I feel that change is managed well in HMRC	54%
B26	I am treated with respect by the people I work with	85%	B40	I believe that ExCom has a clear vision for the future of HMRC	36%	B45	I have the opportunity to contribute my views before decisions are made that affect me	51%



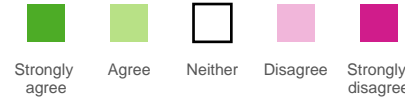
All questions by theme

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

My work

67%

-1 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

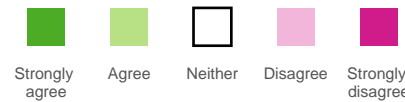
Difference from CS High Performers

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	31	52	8	7		82%	-2 ◆	-7 ◆	-10 ◆
B02 I am sufficiently challenged by my work	31	45	9	11		76%	-2 ◆	-5 ◆	-7 ◆
B03 My work gives me a sense of personal accomplishment	22	45	13	13	6	68%	-2 ◆	-10 ◆	-12 ◆
B04 I feel involved in the decisions that affect my work	13	34	15	24	15	47%	-2 ◆	-12 ◆	-17 ◆
B05 I have a choice in deciding how I do my work	19	41	12	16	11	60%	+1 ◆	-17 ◆	-21 ◆

Organisational objectives and purpose

80%

-1 ◆ Difference from previous survey



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B06 I have a clear understanding of HMRC's objectives	21	58	11	7		79%	-1 ◆	-3 ◆	-8 ◆
B07 I understand how my work contributes to HMRC's objectives	24	57	10	6		82%	-1 ◆	-2 ◆	-6 ◆



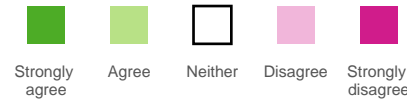
All questions by theme

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

My manager

69%

-1 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	24	44	15	11	5	69%	-1 ◆	-2 ◆	-7 ◆
B09	My manager is considerate of my life outside work	41	42	9	5	5	83%	+1 ◆	-3 ◆	-6 ◆
B10	My manager is open to my ideas	33	46	12	6	5	79%	-1 ◆	-4 ◆	-8 ◆
B11	My manager helps me to understand how I contribute to HMRC's objectives	22	44	20	10	5	66%	-2 ◆	-1 ◆	-6 ◆
B12	Overall, I have confidence in the decisions made by my manager	29	43	14	9	5	72%	0	-4 ◆	-8 ◆
B13	My manager recognises when I have done my job well	31	46	11	8	5	77%	-2 ◆	-3 ◆	-6 ◆
B14	I receive regular feedback on my performance	25	46	12	12	5	71%	-2 ◆	+3 ◆	-2 ◆
B15	The feedback I receive helps me to improve my performance	22	41	20	12	5	63%	-2 ◆	-1 ◆	-6 ◆
B16	I think that my performance is evaluated fairly	21	45	18	11	6	66%	+1 ◆	-1 ◆	-6 ◆
B17	Poor performance is dealt with effectively in my team	12	31	32	15	9	44%	-2 ◆	+4 ◆	0



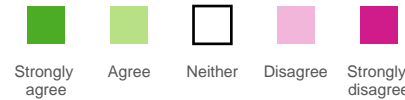
All questions by theme

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 ^ indicates a variation in question wording from your previous survey

My team

82%

-2 ◆ Difference from previous survey



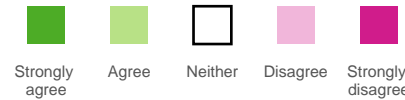
% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	42	45	7			87%	-1 ◆	+2 ◆	0
B19	The people in my team work together to find ways to improve the service we provide	38	46	9	5		84%	-2 ◆	+2 ◆	-1 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	32	44	13	8		76%	-3 ◆	-1 ◆	-5 ◆

Learning and development

54%

-1 ◆ Difference from previous survey



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

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	13	50	16	15	5	63%	0	-1 ◆	-5 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	39	23	19	7	51%	-3 ◆	-2 ◆	-8 ◆
B23	There are opportunities for me to develop my career in HMRC	14	42	18	16	10	56%	-2 ◆	+8 ◆	0 ◆
B24	Learning and development activities I have completed while working for HMRC are helping me to develop my career	11	33	25	21	10	44%	-1 ◆	-3 ◆	-9 ◆



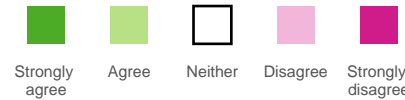
All questions by theme

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Inclusion and fair treatment

73%

-1 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

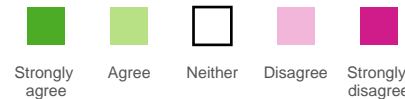
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	24	53	10	8	5	76%	-1 ◆	-4 ◆	-8 ◆
B26	I am treated with respect by the people I work with	30	56	8	8	8	85%	-1 ◆	0	-3 ◆
B27	I feel valued for the work I do	18	39	16	17	10	57%	-2 ◆	-11 ◆	-16 ◆
B28	I think that HMRC respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	23	49	15	8	6	72%	-1 ◆	-5 ◆	-8 ◆

Resources and workload

68%

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
B29	I get the information I need to do my job well	11	51	16	17	5	62%	0	-9 ◆	-13 ◆
B30	I have clear work objectives	15	58	13	10	8	73%	-1 ◆	-2 ◆	-6 ◆
B31	I have the skills I need to do my job effectively	20	59	11	7	7	79%	0 ◆	-9 ◆	-12 ◆
B32	I have the tools I need to do my job effectively	12	49	14	18	6	62%	+1 ◆	-10 ◆	-15 ◆
B33	I have an acceptable workload	10	53	15	15	7	63%	0	+3 ◆	-3 ◆
B34	I achieve a good balance between my work life and my private life	18	52	13	11	6	70%	0 ◆	+1 ◆	-4 ◆



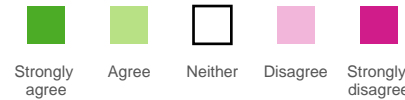
All questions by theme

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Pay and benefits

22%

-1 ◆ Difference from previous survey



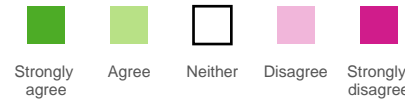
% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance	17	11	29	40	21%	0	-10 ◆	-17 ◆	
B36	I am satisfied with the total benefits package	22	16	27	31	25%	-1 ◆	-10 ◆	-18 ◆	
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	15	13	29	40	19%	-1 ◆	-8 ◆	-14 ◆	

Leadership and managing change

38%

-1 ◆ Difference from previous survey



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

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38	Senior managers in HMRC are sufficiently visible	12	43	16	18	11	55%	-1 ◆	-7 ◆	-16 ◆
B39	I believe the actions of senior managers are consistent with HMRC's values	9	37	27	16	11	46%	-2 ◆	-7 ◆	-16 ◆
B40	I believe that ExCom has a clear vision for the future of HMRC	7	31	36	15	12	37%	-1 ◆	-10 ◆	-19 ◆
B41	Overall, I have confidence in the decisions made by HMRC's senior managers	7	29	26	22	17	36%	-1 ◆	-13 ◆	-23 ◆
B42	I feel that change is managed well in HMRC	23	19	34	20	26%	-1 ◆	-7 ◆	-16 ◆	
B43	When changes are made in HMRC they are usually for the better	21	26	31	18	25%	-1 ◆	-10 ◆	-17 ◆	
B44	HMRC keeps me informed about matters that affect me	6	44	21	18	11	50%	-1 ◆	-9 ◆	-15 ◆
B45	I have the opportunity to contribute my views before decisions are made that affect me	24	20	30	21	29%	-1 ◆	-12 ◆	-20 ◆	
B46	I think it is safe to challenge the way things are done in HMRC	6	33	22	22	17	39%	-1 ◆	-8 ◆	-14 ◆



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 HMRC	10	30	27	20	13	40%	-1 ◆	-25 ◆	-30 ◆
B48 I would recommend HMRC as a great place to work	9	30	24	22	15	39%	0 ◆	-19 ◆	-27 ◆
B49 I feel a strong personal attachment to HMRC	11	28	24	23	14	39%	0	-13 ◆	-19 ◆
B50 HMRC inspires me to do the best in my job	8	28	29	22	13	36%	-2 ◆	-14 ◆	-21 ◆
B51 HMRC motivates me to help it achieve its objectives	8	27	28	23	14	35%	-2 ◆	-13 ◆	-19 ◆

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 HMRC will take action on the results from this survey	9	31	19	21	20	40%	0	-10 ◆	-19 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	10	27	27	20	17	36%	+1 ◆	0 ◆	-9 ◆



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	27	58	7	5		85%	0 ◆	-4 ◆	-5 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	18	46	18	13	5	64%	-2 ◆	-8 ◆	-12 ◆
B56 In HMRC, people are encouraged to speak up when they identify a serious policy or delivery risk	16	49	17	12	7	65%	-1 ◆	-3 ◆	-9 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	14	48	16	14	7	62%	-1 ◆	-3 ◆	-7 ◆
B58 HMRC is committed to creating a diverse and inclusive workplace	21	53	16	6	5	73%	0 ◆	-1 ◆	-6 ◆

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 HMRC actively role model the behaviours set out in the Civil Service Leadership Statement	8	34	34	14	10	42%	-2 ◆	-7 ◆	-15 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	21	47	20	7	5	68%	0 ◆	0	-5 ◆

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'	10	49	16	19	6	59%	+6 ◆	+8 ◆	-7 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	8	39	24	21	8	47%	+2 ◆	+5 ◆	-3 ◆



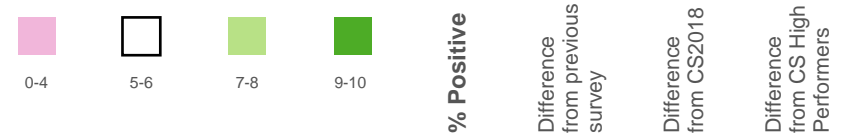
All questions by theme

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Wellbeing

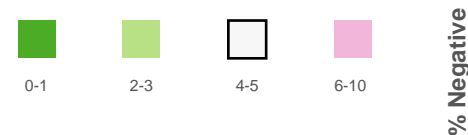
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	17	22	46	15	61%	0	-5 ◆	-8 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	20	45	22	66%	0	-5 ◆	-8 ◆
W03 Overall, how happy did you feel yesterday?	20	22	39	19	58%	0	-4 ◆	-7 ◆

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?	22	26	20	33	33%	0	0	+3 ◆



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 HMRC?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave HMRC as soon as possible		13%	+1 ◇	+5 ◇	+1 ◇
I want to leave HMRC within the next 12 months		11%	+1 ◇	-3 ◇	-8 ◇
I want to stay working for HMRC for at least the next year		23%	+1 ◇	-12 ◇	-17 ◇
I want to stay working for HMRC for at least the next three years		53%	-3 ◇	+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?		7	93%	+1 ◇	+1 ◇	-1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		27	73%	+2 ◇	+6 ◇	0
D03. Are you confident that if you raised a concern under the Civil Service Code in HMRC it would be investigated properly?		35	65%	-1 ◇	-6 ◇	-11 ◇

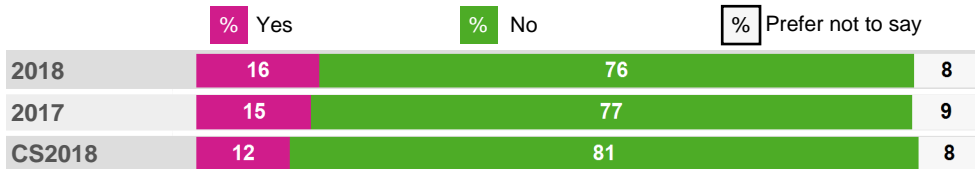


All questions by theme

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

Discrimination, harassment and bullying

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

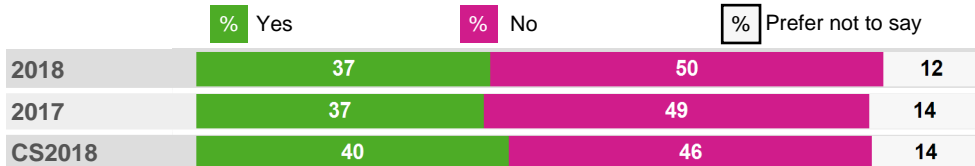


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	1,248
Caring responsibilities	845
Disability	1,171
Ethnic background	585
Gender	759
Gender reassignment or perceived gender	17
Grade, pay band or responsibility level	1,673
Main spoken/written language or language ability	195
Marital status	105
Pregnancy, maternity or paternity	104
Religion or belief	323
Sexual orientation	169
Social or educational background	288
Working location	799
Working pattern	1,554
Any other grounds	1,568
Prefer not to say	577

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	1,925
Your manager	1,759
Another manager in my part of HMRC	1,726
Someone you manage	258
Someone who works for another part of HMRC	388
A member of the public	135
Someone else	140
Prefer not to say	651



All questions by theme

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

HM Revenue & Customs questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I would recommend my Customer Group as a great place to work	13	38	22	18	9	51%	+3 ◇
F02 I am confident I have the digital skills I need to do my job effectively	17	53	13	13		71%	+3 ◇
F03 I feel that HMRC as a whole is managed well	6	33	24	24	14	38%	+1 ◇
F04 I believe that managers where I work will take action on the results of this survey	13	38	19	17	13	51%	-1 ◇
F05 I feel that HMRC is focussed on the needs of its external customers	12	48	18	14	8	61%	+4 ◇
F06 I have the opportunity to speak to senior leaders about matters that affect me	12	42	18	18	11	53%	New
F07 I believe senior leaders act on feedback from staff	9	32	23	21	14	41%	New
F08 I feel involved in building a community in my region	7	26	27	26	14	34%	New
F09 I have the opportunity to influence changes in HMRC	6	26	23	28	17	32%	New
F10 I am aware of the HMRC Values	17	70	8			88%	New
F11 Innovation is valued in my team	17	49	21	9	5	65%	New
F12 I always feel respected in my team	24	54	12	7		78%	New
F13 My team places a high value on acting with integrity	25	54	14			79%	New



All questions by theme

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

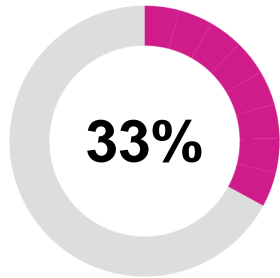
HM Revenue & Customs questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14 My team places a high value on dealing with work in a professional way	29	57	9			86%	New
F15 My manager demonstrates the HMRC Values in day-to-day work	23	52	15	6		75%	New
F16 In the past 12 months, HMRC has built on its values of being professional, showing integrity and respect and demonstrating innovation	9	36	35	13	7	45%	New
F17 HMRC has achieved a positive change in its culture in the last 12 months	7	27	37	19	10	34%	New
F18 In the last 12 months, I feel there has been enough communication from ExCom	5	26	37	20	11	32%	New
F19 I feel I have had enough opportunities to be heard by ExCom members		20	38	24	14	24%	New
F20 In the last 12 months, I believe that ExCom members' behaviour has been consistent with HMRC's Values	5	24	50	12	9	29%	New
F21 I would feel confident to talk to my manager if I had a mental ill-health issue	29	47	9	9	7	76%	New
F22 I know what mental health support is available to me in HMRC	24	56	11	7		80%	New
F23 My 'performance and development' conversations as a whole motivate me to give my best	13	39	23	15	9	52%	New
F24 My development conversations make me believe that my personal development is important	14	40	23	14	9	54%	New

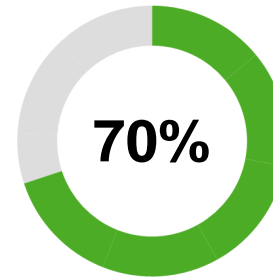


Proxy Stress Index and PERMA Index

⋄ 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 -1 ⋄
Difference from CS2018 -4 ⋄
Difference from CS High Performers -5 ⋄

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	60%
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	87%
B26	I am treated with respect by the people I work with	85%
B30	I have clear work objectives	73%
B33	I have an acceptable workload	63%
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?	79%

% positive

B01	I am interested in my work	82%
B03	My work gives me a sense of personal accomplishment	68%
B18	The people in my team can be relied upon to help when things get difficult in my job	87%
W01	Overall, how satisfied are you with your life nowadays?	61%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	66%



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.