

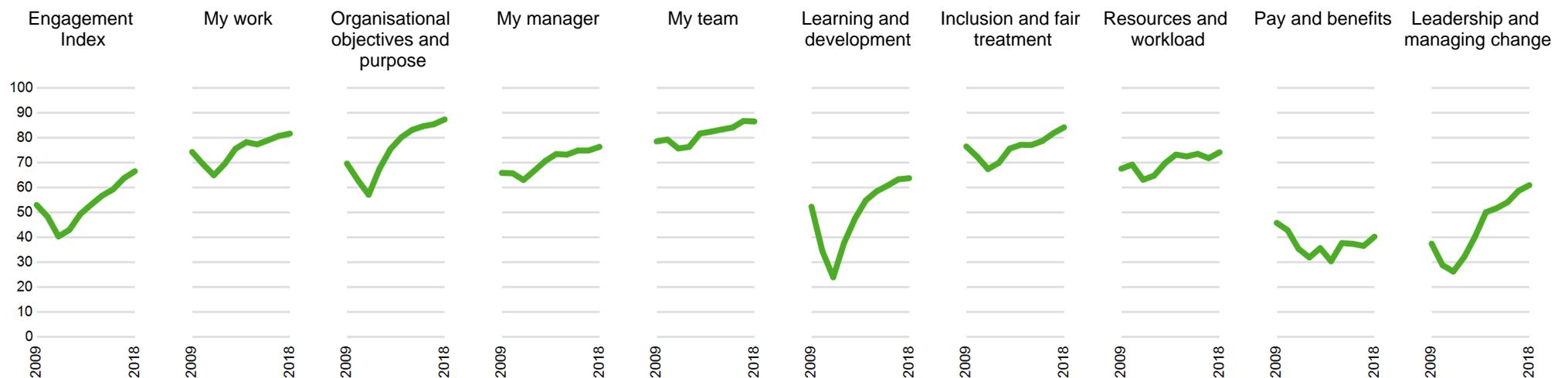
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



## 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%	48%	40%	43%	49%	53%	57%	59%	64%	66%
My work	74%	69%	65%	69%	76%	78%	77%	79%	81%	82%
Organisational objectives and purpose	70%	63%	57%	68%	75%	80%	83%	85%	85%	87%
My manager	66%	66%	63%	67%	71%	73%	73%	75%	75%	76%
My team	78%	79%	76%	76%	82%	82%	83%	84%	87%	86%
Learning and development	52%	34%	24%	38%	47%	55%	58%	61%	63%	64%
Inclusion and fair treatment	76%	72%	67%	70%	76%	77%	77%	79%	82%	84%
Resources and workload	68%	69%	63%	65%	70%	73%	72%	73%	72%	74%
Pay and benefits	46%	43%	35%	32%	36%	30%	38%	37%	37%	40%
Leadership and managing change	37%	29%	26%	32%	40%	50%	52%	54%	59%	61%
Response rate	73%	81%	76%	77%	78%	77%	82%	82%	90%	94%



◇ 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

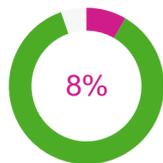
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	83%	+2 ◇	+5 ◇	+3 ◇
2	F13	I believe there is a clear career path for me in MHCLG or the wider Civil Service	57%	New	--	--
3	B08	My manager motivates me to be more effective in my job	80%	+2 ◇	+9 ◇	+5 ◇
4	B41	Overall, I have confidence in the decisions made by MHCLG's SCS	66%	+3 ◇	+17 ◇	+7 ◇
5	B24	Learning and development activities I have completed while working for MHCLG are helping me to develop my career	57%	+2 ◇	+10 ◇	+4 ◇

## Discrimination, bullying and harassment

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



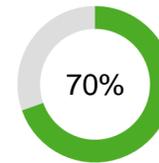
During the past 12 months have you personally experienced discrimination at work?



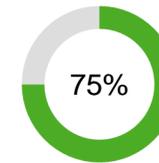
During the past 12 months have you personally experienced bullying or harassment at work?

## Wellbeing

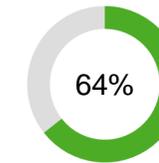
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)   
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



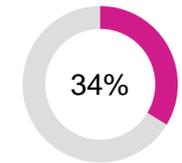
W01. Overall, how satisfied are you with your life nowadays?



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

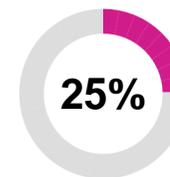


W03. Overall, how happy did you feel yesterday?

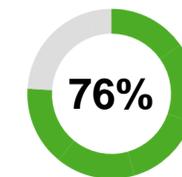


W04. Overall, how anxious did you feel yesterday?

## Proxy Stress Index

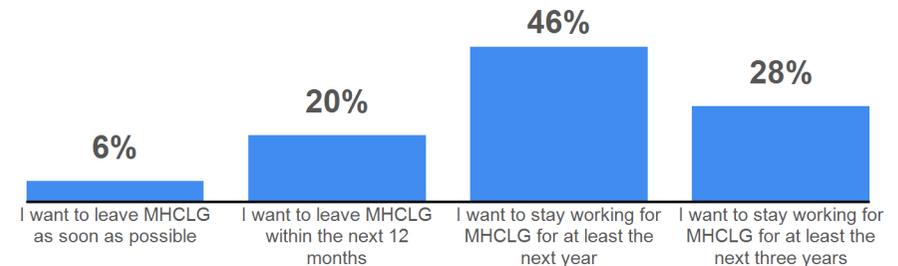


## PERMA Index

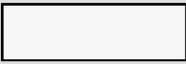
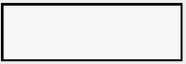
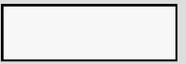
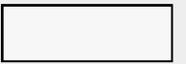
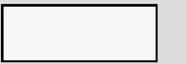
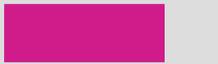


For further information about these indices, please refer to page 17.

## Your plans for the future



## Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	 92%	B53	Where I work, I think effective action has been taken on the results of the last survey	 41%	F01	Have you ever taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	 47%
F14	For current line managers only - do you know what is expected of you in your line management role	 91%	B17	Poor performance is dealt with effectively in my team	 40%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 45%
B26	I am treated with respect by the people I work with	 90%	F09	I believe that we think and act as one MHCLG Group across the department and Arm's Length Bodies* (*HE, PINs etc.)	 39%	B35	I feel that my pay adequately reflects my performance	 42%
B54	I am trusted to carry out my job effectively	 90%	B43	When changes are made in MHCLG they are usually for the better	 38%	F02	I have participated in at least five days of learning and development activity* in the last 12 months (*meaning all development activities e.g. shadowing, e-learning, reading, task & finish groups, projects, summer school, conferences and courses)	 40%
B18	The people in my team can be relied upon to help when things get difficult in my job	 90%	B40	I believe that the Executive Team has a clear vision for the future of MHCLG	 34%	B36	I am satisfied with the total benefits package	 35%

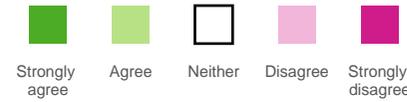
## All questions by theme

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

### My work

82%

+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	48	44	5	1	0	92%	+1 ♦	+3 ♦	0 ♦
B02 I am sufficiently challenged by my work	44	40	7	8	0	84%	+1 ♦	+3 ♦	+1 ♦
B03 My work gives me a sense of personal accomplishment	35	47	10	6	0	83%	+2 ♦	+5 ♦	+3 ♦
B04 I feel involved in the decisions that affect my work	24	44	16	12	0	68%	0	+10 ♦	+5 ♦
B05 I have a choice in deciding how I do my work	34	47	11	6	0	81%	+1	+3 ♦	0

### Organisational objectives and purpose

87%

+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 MHCLG's objectives	31	55	9	5	0	87%	+2 ♦	+5 ♦	0
B07 I understand how my work contributes to MHCLG's objectives	38	50	8	4	0	88%	+2 ♦	+4 ♦	0 ♦

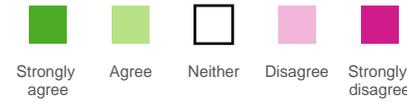
## All questions by theme

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### My manager

76%

+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	37	43	11	7		80%	+2 ♦	+9 ♦	+5 ♦
B09 My manager is considerate of my life outside work	55	34	7			89%	+2 ♦	+3 ♦	0
B10 My manager is open to my ideas	49	39	7			88%	+1 ♦	+5 ♦	+1 ♦
B11 My manager helps me to understand how I contribute to MHCLG's objectives	29	43	20	7		72%	+1	+5 ♦	0
B12 Overall, I have confidence in the decisions made by my manager	42	42	9	5		84%	+2 ♦	+8 ♦	+4 ♦
B13 My manager recognises when I have done my job well	46	40	8			86%	+1	+6 ♦	+2 ♦
B14 I receive regular feedback on my performance	32	42	14	10		74%	0	+6 ♦	0
B15 The feedback I receive helps me to improve my performance	30	43	17	7		73%	+2 ♦	+9 ♦	+5 ♦
B16 I think that my performance is evaluated fairly	29	45	17	6		74%	+3 ♦	+7 ♦	+2 ♦
B17 Poor performance is dealt with effectively in my team	13	30	40	12	5	44%	0	+4 ♦	0

## All questions by theme

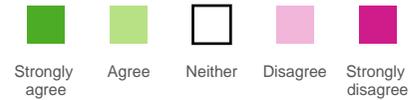
♦ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

### My team

86%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	50	39	7	1	1	90%	0	+4 ♦	+2 ♦
B19	The people in my team work together to find ways to improve the service we provide	45	43	7	1	1	88%	+1 ♦	+6 ♦	+3 ♦
B20	The people in my team are encouraged to come up with new and better ways of doing things	40	41	12	5	1	81%	-2 ♦	+5 ♦	+1 ♦

### Learning and development

64%

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
B21	I am able to access the right learning and development opportunities when I need to	24	47	17	10	1	71%	0	+7 ♦	+3 ♦
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	20	42	28	8	1	62%	-2 ♦	+9 ♦	+3 ♦
B23	There are opportunities for me to develop my career in MHCLG	22	43	20	10	5	65%	+2 ♦	+17 ♦	+8 ♦
B24	Learning and development activities I have completed while working for MHCLG are helping me to develop my career	20	37	30	10	1	57%	+2 ♦	+10 ♦	+4 ♦

## All questions by theme

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### Inclusion and fair treatment

84%

+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	41	46	7			87%	+3 ♦	+6 ♦	+3 ♦
B26 I am treated with respect by the people I work with	47	44	6			90%	+1 ♦	+5 ♦	+2 ♦
B27 I feel valued for the work I do	34	44	11	8		79%	+4 ♦	+11 ♦	+6 ♦
B28 I think that MHCLG respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	38	43	10	6		81%	+1 ♦	+4 ♦	+1 ♦

### Resources and workload

74%

+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	19	58	13	9		76%	+3 ♦	+6 ♦	+1 ♦
B30 I have clear work objectives	25	52	12	8		77%	+2 ♦	+2 ♦	-2 ♦
B31 I have the skills I need to do my job effectively	30	60	8			89%	+1 ♦	+1 ♦	-2 ♦
B32 I have the tools I need to do my job effectively	19	49	15	14		68%	0	-3 ♦	-9 ♦
B33 I have an acceptable workload	14	50	15	15	6	64%	+5 ♦	+3 ♦	-2 ♦
B34 I achieve a good balance between my work life and my private life	22	48	15	11		70%	+3 ♦	+1 ♦	-4 ♦

## All questions by theme

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### Pay and benefits

40%

+4 ♦ 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	5	37	16	25	17	42%	+5 ♦	+11 ♦	+4 ♦
B36 I am satisfied with the total benefits package	6	37	22	21	14	43%	+3 ♦	+7 ♦	-1 ♦
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	30	19	27	18	36%	+4 ♦	+9 ♦	+3 ♦

### Leadership and managing change

61%

+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
B38 The SCS in MHCLG are sufficiently visible	22	54	14	8	0	76%	0	+14 ♦	+5 ♦
B39 I believe the actions of the SCS are consistent with MHCLG's values	18	51	23	5	0	69%	+3 ♦	+17 ♦	+7 ♦
B40 I believe that the Executive Team has a clear vision for the future of MHCLG	14	43	34	7	0	57%	0	+9 ♦	0
B41 Overall, I have confidence in the decisions made by MHCLG's SCS	16	50	26	6	0	66%	+3 ♦	+17 ♦	+7 ♦
B42 I feel that change is managed well in MHCLG	8	40	30	18	4	47%	-1	+14 ♦	+6 ♦
B43 When changes are made in MHCLG they are usually for the better	9	41	38	10	2	50%	+10 ♦	+16 ♦	+8 ♦
B44 MHCLG keeps me informed about matters that affect me	16	55	19	8	0	70%	+1 ♦	+11 ♦	+5 ♦
B45 I have the opportunity to contribute my views before decisions are made that affect me	11	42	28	16	3	53%	+2 ♦	+12 ♦	+5 ♦
B46 I think it is safe to challenge the way things are done in MHCLG	13	46	25	12	4	59%	+3 ♦	+12 ♦	+6 ♦

## 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 MHCLG	23	45	24	6	68%	+8 ♦	+3 ♦	-2 ♦	
B48 I would recommend MHCLG as a great place to work	27	45	19	7	72%	+8 ♦	+14 ♦	+6 ♦	
B49 I feel a strong personal attachment to MHCLG	17	34	29	16	51%	+4 ♦	-1 ♦	-6 ♦	
B50 MHCLG inspires me to do the best in my job	17	41	29	11	58%	+5 ♦	+8 ♦	+1 ♦	
B51 MHCLG motivates me to help it achieve its objectives	15	43	29	10	58%	+4 ♦	+10 ♦	+3 ♦	

### 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 the SCS in MHCLG will take action on the results from this survey	21	45	20	9	5	67%	-1 ♦	+17 ♦	+8 ♦
B53 Where I work, I think effective action has been taken on the results of the last survey	18	30	41	8	47%	-3 ♦	+11 ♦	+2 ♦	

## 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	39	51	6			90%	+1 ♦	+1 ♦	-1 ♦
B55 I believe I would be supported if I try a new idea, even if it may not work	27	50	14	7		77%	+2 ♦	+5 ♦	+1 ♦
B56 In MHCLG, people are encouraged to speak up when they identify a serious policy or delivery risk	25	50	17	6		74%	+3 ♦	+7 ♦	+1 ♦
B57 I feel able to challenge inappropriate behaviour in the workplace	22	47	20	8		69%	-3 ♦	+4 ♦	0
B58 MHCLG is committed to creating a diverse and inclusive workplace	32	48	13	5		80%	-1 ♦	+5 ♦	+1 ♦

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 The SCS in MHCLG actively role model the behaviours set out in the Civil Service Leadership Statement	16	47	29	5		63%	-1 ♦	+14 ♦	+6 ♦
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	30	46	17	5		76%	+2 ♦	+9 ♦	+3 ♦

### Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	21	58	10	9		79%	+3 ♦	+28 ♦	+13 ♦
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	16	42	25	14		58%	+2 ♦	+16 ♦	+8 ♦

## 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.

	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?	11	19	56	13	70%	+2 ◆	+3 ◆	+1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	16	53	22	75%	+3 ◆	+4 ◆	+1 ◆
W03 Overall, how happy did you feel yesterday?	14	22	48	17	64%	+3 ◆	+2 ◆	-1 ◆

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			
W04 Overall, how anxious did you feel yesterday?	16	29	21	34	34%	0	+1 ◆	+4 ◆

## All questions by theme

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

### Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave MHCLG as soon as possible		6%	0	-1 ◆	-6 ◆
I want to leave MHCLG within the next 12 months		20%	+2	+5 ◆	+1 ◆
I want to stay working for MHCLG for at least the next year		46%	0	+12 ◆	+6 ◆
I want to stay working for MHCLG for at least the next three years		28%	-2	-15 ◆	-25 ◆

### The Civil Service Code

Differences are based on '% Yes' score

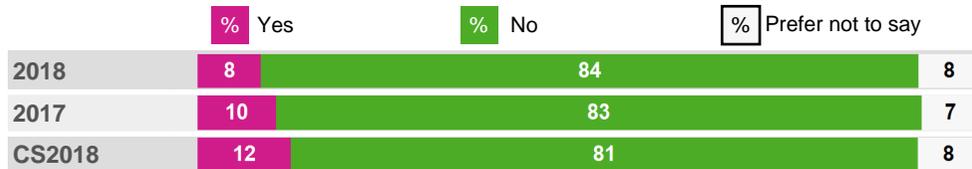
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97%	0	+5 ◆	+3 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?			68%	-5 ◆	+1 ◆	-5 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in MHCLG it would be investigated properly?			79%	0	+9 ◆	+3 ◆

## All questions by theme

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### Discrimination, harassment and bullying

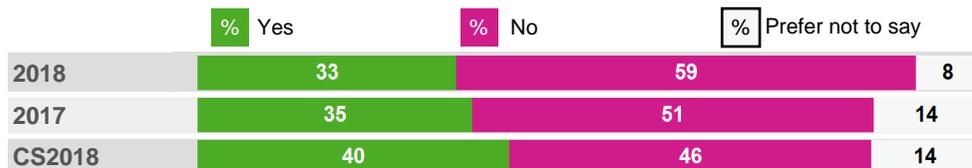
E01. During the past 12 months have you personally experienced discrimination at work?



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	45
Caring responsibilities	16
Disability	15
Ethnic background	25
Gender	33
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	55
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	15
Working location	19
Working pattern	42
Any other grounds	28
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	48
Your manager	39
Another manager in my part of MHCLG	35
Someone you manage	--
Someone who works for another part of MHCLG	13
A member of the public	--
Someone else	11
Prefer not to say	21

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

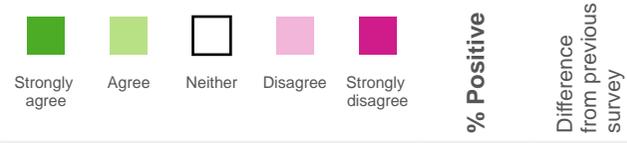
### Ministry of Housing, Communities and Local Government questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	Have you ever taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	Yes: 53%		No: 47%			53%	-3 ◇
F02	I have participated in at least five days of learning and development activity* in the last 12 months (*meaning all development activities e.g. shadowing, e-learning, reading, task & finish groups, projects, summer school, conferences and courses)	Yes: 60%		No: 40%			60%	-4 ◇
F03	I understand how my work aligns with the priorities that ministers have set us	31	56	9			87%	+2 ◇
F04	I believe that managers in MHCLG are held accountable for the value for money resulting from their decisions	17	48	23	10		65%	+1 ◇
F05	My leaders actively encourage me to innovate and use my initiative	25	50	16	8		75%	+2 ◇
F06	I have regular, constructive career conversations with my line manager	25	40	17	13		65%	+1 ◇
F07	I understand what the MHCLG performance standards mean for me and my role	19	50	18	12		68%	0
F08	I believe that senior leaders prioritise effectively and challenge unnecessary work	15	37	24	18	6	52%	+1 ◇
F09	I believe that we think and act as one MHCLG Group across the department and Arm's Length Bodies* (*HE, PINs etc.)^	8	24	39	22	7	33%	+3 ◇
F10	We are embedding flexible and responsive ways of working, including digital where possible	22	51	16	8		73%	+12 ◇
F11	I am aware our organisational purpose is to understand the local picture and use it to shape the national debate	24	52	16	7		76%	New
F12	On joining the department, I found it easy to access all the information I needed to be effective in my role	13	36	24	19	8	49%	New
F13	I believe there is a clear career path for me in MHCLG or the wider Civil Service	20	37	22	15	6	57%	New

## All questions by theme

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

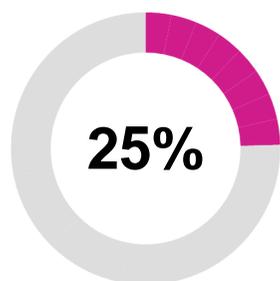
### Ministry of Housing, Communities and Local Government questions



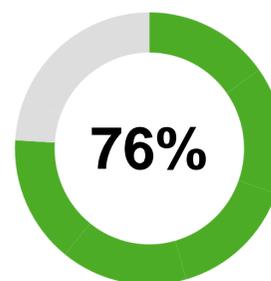
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	For current line managers only - do you know what is expected of you in your line management role	Yes: 91%	No: 7%	N/a: 2%	91%	New		

## 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	-2 ✦



Difference from previous survey	+1 ✦
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.

#### % positive

B05	I have a choice in deciding how I do my work	81%
B08	My manager motivates me to be more effective in my job	80%
B18	The people in my team can be relied upon to help when things get difficult in my job	90%
B26	I am treated with respect by the people I work with	90%
B30	I have clear work objectives	77%
B33	I have an acceptable workload	64%
B45	I have the opportunity to contribute my views before decisions are made that affect me	53%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	86%

### 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	92%
B03	My work gives me a sense of personal accomplishment	83%
B18	The people in my team can be relied upon to help when things get difficult in my job	90%
W01	Overall, how satisfied are you with your life nowadays?	70%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	75%

## Appendix

### Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2017 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2018	The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2018 Civil Service People Survey. The 'CS High Performer' comparator for the Proxy Stress Index has been corrected (reissued 23/11/2018).

### Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

### Statistical significance: ✨

Statistical testing has been carried out to identify statistically significant\* differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results.

\*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

### The employee engagement index

The survey includes five questions that make up the engagement index (B47-B51). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

### The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. A statistical technique (a form of regression) is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement': page 3 of this report shows the questions that had the strongest association with engagement in this unit.

### Confidentiality

The survey was carried out as part of the 2018 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.

ORC's Privacy Policy ([www.orcinternational.co.uk/privacy](http://www.orcinternational.co.uk/privacy)) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.