



◇ Statistically significant difference from comparison

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

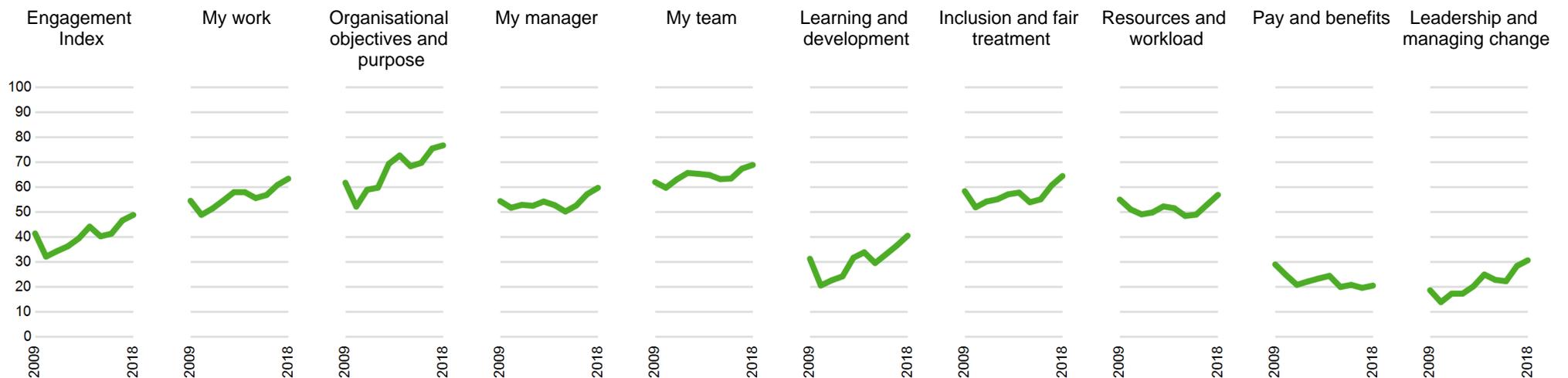




Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

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	41%	32%	34%	36%	39%	44%	40%	41%	47%	49%
My work	54%	49%	51%	55%	58%	58%	56%	57%	61%	63%
Organisational objectives and purpose	62%	52%	59%	60%	69%	73%	68%	70%	75%	77%
My manager	54%	52%	53%	52%	54%	53%	50%	53%	57%	60%
My team	62%	60%	63%	66%	65%	65%	63%	63%	67%	69%
Learning and development	31%	21%	23%	24%	32%	34%	30%	33%	37%	40%
Inclusion and fair treatment	58%	52%	54%	55%	57%	58%	54%	55%	61%	64%
Resources and workload	55%	51%	49%	50%	52%	52%	48%	49%	53%	57%
Pay and benefits	29%	25%	21%	22%	23%	24%	20%	21%	20%	20%
Leadership and managing change	19%	14%	17%	17%	20%	25%	23%	22%	28%	31%
Response rate	61%	35%	22%	23%	32%	33%	32%	35%	40%	40%





◇ Statistically significant difference from comparison

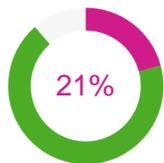
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

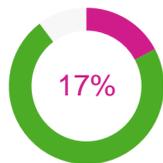
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	68%	+4 ◇	-10 ◇	-12 ◇
2	B41	Overall, I have confidence in the decisions made by Border Force's senior managers	31%	+3 ◇	-18 ◇	-28 ◇
3	B24	Learning and development activities I have completed while working for Border Force are helping me to develop my career	33%	+3 ◇	-15 ◇	-21 ◇
4	B43	When changes are made in Border Force they are usually for the better	15%	+1	-20 ◇	-27 ◇
5	F07	I have a clear understanding on how Border Force is to transform to become the best Border Force in the world	27%	-1	--	--

Discrimination, bullying and harassment

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



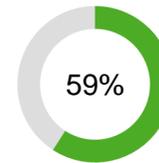
During the past 12 months have you personally experienced discrimination at work?



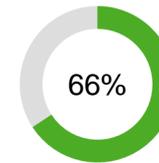
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

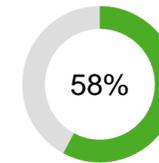
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



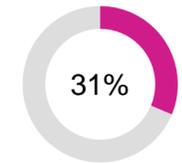
W01. Overall, how satisfied are you with your life nowadays?



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

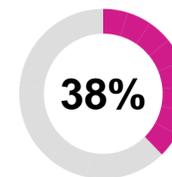


W03. Overall, how happy did you feel yesterday?



W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

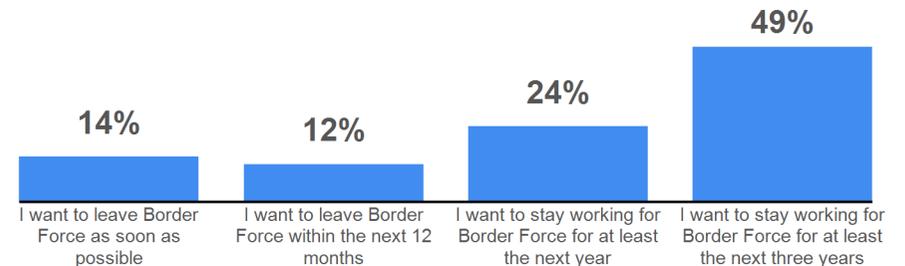


PERMA Index



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	86%	B59	Senior managers in Border Force actively role model the behaviours set out in the Civil Service Leadership Statement	39%	B35	I feel that my pay adequately reflects my performance	61%
B07	I understand how my work contributes to Border Force's objectives	78%	B53	Where I work, I think effective action has been taken on the results of the last survey	37%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	60%
B54	I am trusted to carry out my job effectively	78%	B51	Border Force motivates me to help it achieve its objectives	34%	B36	I am satisfied with the total benefits package	60%
B18	The people in my team can be relied upon to help when things get difficult in my job	78%	B50	Border Force inspires me to do the best in my job	34%	B42	I feel that change is managed well in Border Force	55%
B26	I am treated with respect by the people I work with	78%	B43	When changes are made in Border Force they are usually for the better	33%	F11	Since the last People Survey in 2017 I have had the opportunity to openly discuss with managers and colleagues bullying, harassment and discrimination issues	54%



All questions by theme

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

My work

63%

+3 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

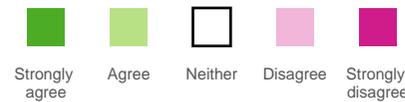
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	41	45	8	1	5	86%	+1	-3 ◆	-6 ◆
B02 I am sufficiently challenged by my work	30	44	13	9	4	74%	+3 ◆	-7 ◆	-9 ◆
B03 My work gives me a sense of personal accomplishment	24	44	16	11	6	68%	+4 ◆	-10 ◆	-12 ◆
B04 I feel involved in the decisions that affect my work	12	28	20	24	16	41%	+1	-18 ◆	-23 ◆
B05 I have a choice in deciding how I do my work	15	33	19	20	13	48%	+3 ◆	-29 ◆	-33 ◆

Organisational objectives and purpose

77%

+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 Border Force's objectives	22	53	13	8	4	75%	+1	-6 ◆	-11 ◆
B07 I understand how my work contributes to Border Force's objectives	24	54	12	6	4	78%	+2 ◆	-6 ◆	-9 ◆



All questions by theme

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My manager

60%

+3 ◆ 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	21	39	20	12	8	61%	+3 ◆	-11 ◆	-15 ◆
B09	My manager is considerate of my life outside work	34	38	16	6	6	71%	+1	-14 ◆	-17 ◆
B10	My manager is open to my ideas	28	42	17	7	6	70%	+2 ◆	-13 ◆	-16 ◆
B11	My manager helps me to understand how I contribute to Border Force's objectives	19	36	27	11	7	54%	+1	-13 ◆	-18 ◆
B12	Overall, I have confidence in the decisions made by my manager	26	40	17	9	8	66%	+4 ◆	-10 ◆	-15 ◆
B13	My manager recognises when I have done my job well	29	44	14	8	5	73%	+2 ◆	-7 ◆	-11 ◆
B14	I receive regular feedback on my performance	20	39	18	16	8	59%	+1	-9 ◆	-14 ◆
B15	The feedback I receive helps me to improve my performance	18	35	27	13	8	52%	+3 ◆	-12 ◆	-16 ◆
B16	I think that my performance is evaluated fairly	18	39	24	11	9	57%	+5 ◆	-10 ◆	-15 ◆
B17	Poor performance is dealt with effectively in my team	9	25	33	18	16	34%	+3 ◆	-6 ◆	-10 ◆



All questions by theme

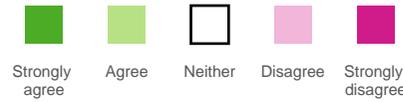
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My team

69%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

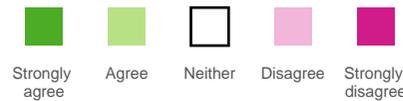
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	33	45	12	7	7	78%	0	-8 ◆	-10 ◆
B19	The people in my team work together to find ways to improve the service we provide	28	41	18	9	9	69%	+1	-13 ◆	-16 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	22	38	22	12	7	60%	+3 ◆	-17 ◆	-21 ◆

Learning and development

40%

+4 ◆

Difference from previous survey



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	9	38	24	19	10	47%	+5 ◆	-17 ◆	-21 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	30	30	19	10	40%	+3 ◆	-13 ◆	-19 ◆
B23	There are opportunities for me to develop my career in Border Force	9	32	24	19	16	42%	+4 ◆	-7 ◆	-15 ◆
B24	Learning and development activities I have completed while working for Border Force are helping me to develop my career	8	25	32	20	15	33%	+3 ◆	-15 ◆	-21 ◆



All questions by theme

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Inclusion and fair treatment

64%

+4 ◆ 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	19	49	15	11	7	67%	+4 ◆	-13 ◆	-17 ◆
B26	I am treated with respect by the people I work with	23	55	13	5		78%	+3 ◆	-8 ◆	-10 ◆
B27	I feel valued for the work I do	15	38	20	16	11	53%	+4 ◆	-15 ◆	-20 ◆
B28	I think that Border Force respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	16	44	22	10	9	60%	+3 ◆	-17 ◆	-20 ◆

Resources and workload

57%

+4 ◆ 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	8	45	22	18	6	54%	+3 ◆	-17 ◆	-21 ◆
B30	I have clear work objectives	11	53	20	11	5	64%	+4 ◆	-12 ◆	-16 ◆
B31	I have the skills I need to do my job effectively	17	58	15	7		75%	+4 ◆	-14 ◆	-16 ◆
B32	I have the tools I need to do my job effectively	8	38	21	23	11	46%	+5 ◆	-25 ◆	-31 ◆
B33	I have an acceptable workload	8	44	20	18	10	52%	+5 ◆	-9 ◆	-14 ◆
B34	I achieve a good balance between my work life and my private life	11	39	20	17	13	51%	+4 ◆	-18 ◆	-24 ◆



All questions by theme

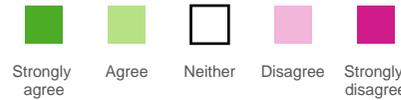
◆ indicates statistically significant difference from comparison
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Pay and benefits

20%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

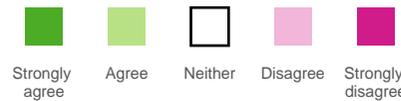
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance	19	17	28	33	22%	0	-9 ◆	-15 ◆	
B36	I am satisfied with the total benefits package	17	21	28	31	19%	+1	-16 ◆	-24 ◆	
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	17	20	27	33	20%	+1	-7 ◆	-13 ◆	

Leadership and managing change

31%

+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
B38	Senior managers in Border Force are sufficiently visible	10	36	18	20	15	46%	+2 ◆	-16 ◆	-25 ◆
B39	I believe the actions of senior managers are consistent with Border Force's values	8	32	30	16	15	40%	+4 ◆	-13 ◆	-23 ◆
B40	I believe that Senior Management has a clear vision for the future of Border Force	7	26	28	21	18	32%	+1	-15 ◆	-24 ◆
B41	Overall, I have confidence in the decisions made by Border Force's senior managers	6	24	27	21	21	31%	+3 ◆	-18 ◆	-28 ◆
B42	I feel that change is managed well in Border Force	16	27	33	22	19%	+2 ◆	-14 ◆	-23 ◆	
B43	When changes are made in Border Force they are usually for the better	13	33	29	22	15%	+1	-20 ◆	-27 ◆	
B44	Border Force keeps me informed about matters that affect me	37	29	17	12	42%	+4 ◆	-18 ◆	-24 ◆	
B45	I have the opportunity to contribute my views before decisions are made that affect me	20	24	28	24	24%	+2 ◆	-16 ◆	-24 ◆	
B46	I think it is safe to challenge the way things are done in Border Force	23	27	24	22	28%	+1	-20 ◆	-26 ◆	



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 Border Force	12	32	28	15	12	44%	+3 ◆	-21 ◆	-26 ◆
B48 I would recommend Border Force as a great place to work	8	24	30	21	17	32%	+3 ◆	-26 ◆	-33 ◆
B49 I feel a strong personal attachment to Border Force	10	27	28	21	14	37%	+1	-14 ◆	-20 ◆
B50 Border Force inspires me to do the best in my job	8	24	34	20	14	32%	+2 ◆	-18 ◆	-25 ◆
B51 Border Force motivates me to help it achieve its objectives	7	23	34	21	15	30%	+2 ◆	-18 ◆	-25 ◆

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 Border Force will take action on the results from this survey	6	23	25	21	26	28%	+2 ◆	-21 ◆	-30 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	6	18	37	18	21	24%	+1	-12 ◆	-21 ◆



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	24	54	11	7	7	78%	+3 ◆	-11 ◆	-13 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	13	39	24	17	7	53%	+4 ◆	-19 ◆	-23 ◆
B56 In Border Force, people are encouraged to speak up when they identify a serious policy or delivery risk	11	36	26	16	11	47%	+5 ◆	-21 ◆	-26 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	13	46	19	13	9	58%	+3 ◆	-7 ◆	-11 ◆
B58 Border Force is committed to creating a diverse and inclusive workplace	15	47	25	7	7	61%	+3 ◆	-13 ◆	-18 ◆

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 Border Force actively role model the behaviours set out in the Civil Service Leadership Statement	7	27	39	15	13	33%	+5 ◆	-16 ◆	-24 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	17	39	28	8	8	56%	+4 ◆	-12 ◆	-17 ◆

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'	5	29	22	30	14	34%	+5 ◆	-17 ◆	-32 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	22	30	29	15	4	26%	+3 ◆	-16 ◆	-24 ◆



All questions by theme

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Wellbeing

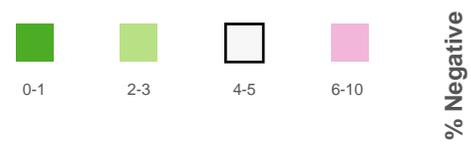
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	18	23	44	15	59%	+2 ◆	-7 ◆	-10 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	20	43	22	66%	+3 ◆	-6 ◆	-8 ◆
W03 Overall, how happy did you feel yesterday?	20	22	37	21	58%	+1	-5 ◆	-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?	26	23	20	31	31%	0	-1	+1 ◆



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 Border Force?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave Border Force as soon as possible		14%	-2 ◇	+7 ◇	+2 ◇
I want to leave Border Force within the next 12 months		12%	-1	-2 ◇	-7 ◇
I want to stay working for Border Force for at least the next year		24%	+1	-10 ◇	-15 ◇
I want to stay working for Border Force for at least the next three years		49%	+2	+6 ◇	-4 ◇

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?		13	87%	0	-5 ◇	-7 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		38	62%	0	-5 ◇	-11 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Border Force it would be investigated properly?		49	51%	+3 ◇	-20 ◇	-25 ◇

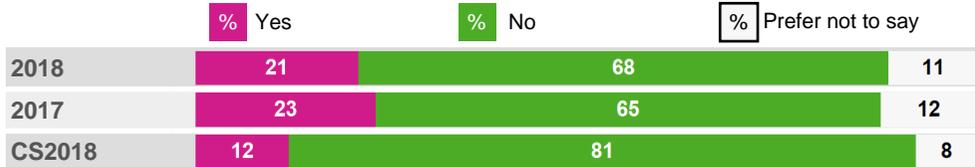


All questions by theme

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Discrimination, harassment and bullying

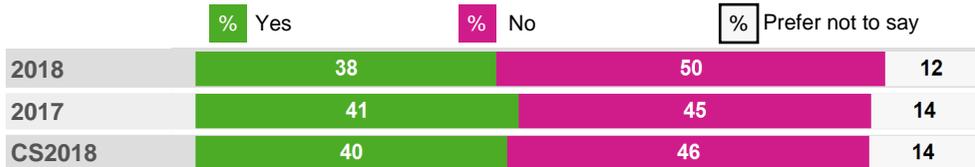
E01. During the past 12 months have you personally experienced discrimination at work?



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	126
Caring responsibilities	98
Disability	96
Ethnic background	84
Gender	112
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	196
Main spoken/written language or language ability	23
Marital status	24
Pregnancy, maternity or paternity	10
Religion or belief	41
Sexual orientation	17
Social or educational background	32
Working location	114
Working pattern	199
Any other grounds	189
Prefer not to say	63

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)

A colleague	193
Your manager	157
Another manager in my part of Border Force	218
Someone you manage	32
Someone who works for another part of Border Force	50
A member of the public	60
Someone else	23
Prefer not to say	49

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

Border Force questions

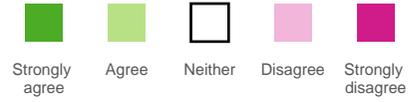
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand how the Home Office needs to change to continue to deliver for the public	Yes: 71% No: 29%					71%	+1
F02	I understand what I need to do personally to help the Home Office improve	Yes: 57% No: 43%					57%	+1
F03	I feel empowered by my manager to do my job	19	41	23	10	7	60%	+5 ◆
F04	If you answered yes to the question 'During the past 12 months, have you personally experienced bullying or harassment at work', did you know where to go for support?	Yes: 67% No: 33%					67%	+3
F05	Investing time in learning and development activities is given priority in my area	6	26	28	25	15	32%	+5 ◆
F06	I have received informative and regular updates about what is going on in Border Force	10	53	22	10	5	63%	+5 ◆
F07	I have a clear understanding on how Border Force is to transform to become the best Border Force in the world	6	22	31	25	17	27%	-1
F08	During the last year I have seen positive changes in my area which is enabling Border Force to transform	6	23	30	24	17	29%	0
F09	I apply Border Force values on a day to day basis	21	56	19			77%	+4 ◆
F10	I have opportunities to meet with local Border Force senior managers (SO and above) to understand and discuss business critical issues	14	36	21	16	13	50%	+3 ◆
F11	Since the last People Survey in 2017 I have had the opportunity to openly discuss with managers and colleagues bullying, harassment and discrimination issues	Yes: 46% No: 54%					46%	+3 ◆
F12	Do you know where to go for support for issues related to bullying, harassment and discrimination?	Yes: 77% No: 23%					77%	+2
F13	I have the opportunity to apply my skills and professional judgement in my daily work	22	54	15	6		75%	+4 ◆



All questions by theme

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

Border Force questions



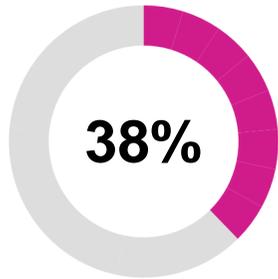
% Positive
Difference from previous survey

Question ID	Question Text	Yes	No	% Positive	Difference from previous survey
F14	I have regular conversations with my manager where I can discuss issues wider than performance	69%	31%	69%	0

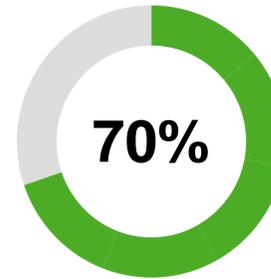


Proxy Stress Index and PERMA Index

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



Difference from previous survey -2 ◇
 Difference from CS2018 +9 ◇
 Difference from CS High Performers +11 ◇



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

Code	Question	% positive
B05	I have a choice in deciding how I do my work	48%
B08	My manager motivates me to be more effective in my job	61%
B18	The people in my team can be relied upon to help when things get difficult in my job	78%
B26	I am treated with respect by the people I work with	78%
B30	I have clear work objectives	64%
B33	I have an acceptable workload	52%
B45	I have the opportunity to contribute my views before decisions are made that affect me	24%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	73%

% positive

Code	Question	% positive
B01	I am interested in my work	86%
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	78%
W01	Overall, how satisfied are you with your life nowadays?	59%
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.