



✧ Statistically significant difference from comparison

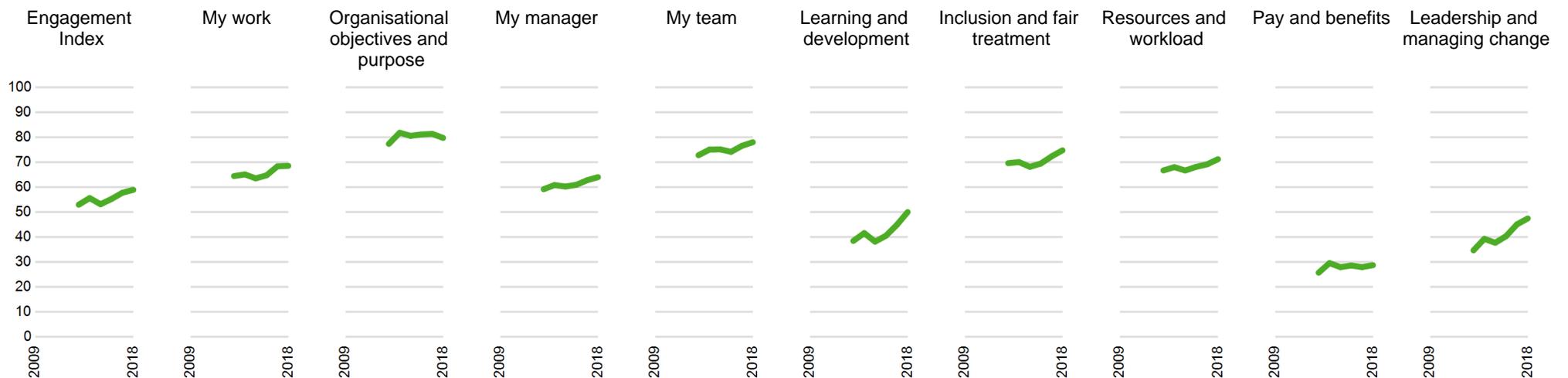
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



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

The Civil Service People Survey has run in October each year since 2009, meaning that 2018 marks our 10 year anniversary. The table and charts below tell you how your average Employee Engagement Index and theme scores have changed over time, for each year your organisation has participated in the survey.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Engagement Index	-	-	-	-	53%	56%	53%	55%	58%	59%
My work	-	-	-	-	64%	65%	63%	65%	68%	68%
Organisational objectives and purpose	-	-	-	-	77%	82%	81%	81%	81%	80%
My manager	-	-	-	-	59%	61%	60%	61%	63%	64%
My team	-	-	-	-	73%	75%	75%	74%	77%	78%
Learning and development	-	-	-	-	38%	42%	38%	40%	45%	50%
Inclusion and fair treatment	-	-	-	-	70%	70%	68%	69%	72%	75%
Resources and workload	-	-	-	-	67%	68%	67%	68%	69%	71%
Pay and benefits	-	-	-	-	26%	30%	28%	29%	28%	29%
Leadership and managing change	-	-	-	-	35%	39%	38%	40%	45%	47%
Response rate	-	-	-	-	55%	60%	61%	64%	72%	62%





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

Drivers of Engagement

Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	69%	0	-8 ◇	-10 ◇
2	F07	To what extent do you agree that UK Visas and Immigration is successful in achieving the vision of being a world-leading immigration service, working for a safe and prosperous UK	51%	+1 ◇	--	--
3	F11	I believe our values and behaviours form the basis of making our organisation a great place to work	66%	New	--	--
4	B41	Overall, I have confidence in the decisions made by UK Visas and Immigration's senior managers	49%	+3 ◇	+1 ◇	-9 ◇
5	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	45%	+5 ◇	+3 ◇	-5 ◇

Discrimination, bullying and harassment

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



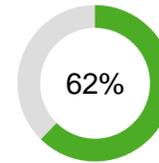
During the past 12 months have you personally experienced discrimination at work?



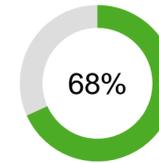
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

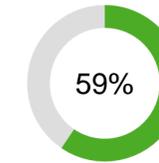
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



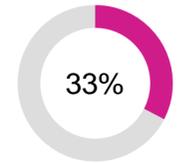
W01. Overall, how satisfied are you with your life nowadays?



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

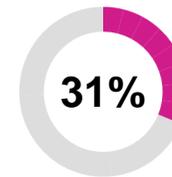


W03. Overall, how happy did you feel yesterday?

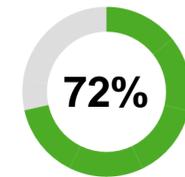


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

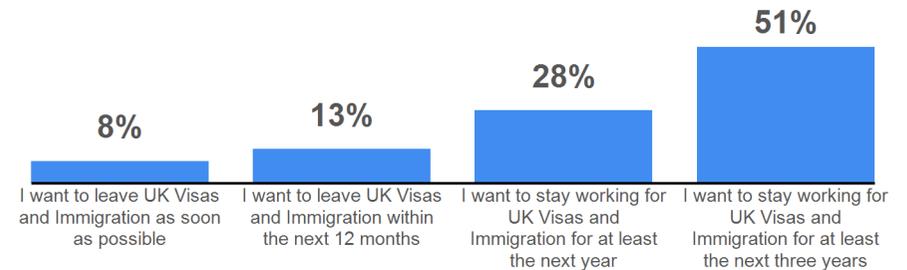


PERMA Index



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

Your plans for the future





Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B54 I am trusted to carry out my job effectively	87%	B53 Where I work, I think effective action has been taken on the results of the last survey	43%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	52%
B01 I am interested in my work	86%	B43 When changes are made in UK Visas and Immigration they are usually for the better	39%	B35 I feel that my pay adequately reflects my performance	51%
B31 I have the skills I need to do my job effectively	85%	F15 I believe that Operational Excellence practices and behaviours will make a positive difference to the way in which UK Visas and Immigration operates	37%	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?	46%
F01 I understand how the Home Office needs to change to continue to deliver for the public	84%	F20 I have seen positive actions on inclusion in my business area	36%	B36 I am satisfied with the total benefits package	43%
B18 The people in my team can be relied upon to help when things get difficult in my job	84%	B59 Senior managers in UK Visas and Immigration actively role model the behaviours set out in the Civil Service Leadership Statement	36%	F12 I have been involved in discussions about what my business area is doing to achieve Operational Excellence principles	37%



All questions by theme

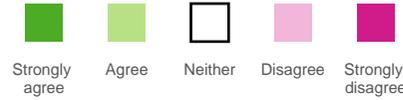
◆ indicates statistically significant difference from comparison
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My work

68%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

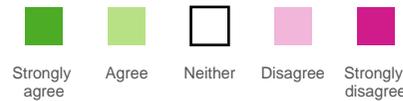
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	36	49	9	9	0	86%	-1	-4 ◆	-6 ◆
B02 I am sufficiently challenged by my work	29	45	14	9	9	74%	-1 ◆	-7 ◆	-9 ◆
B03 My work gives me a sense of personal accomplishment	24	46	17	10	9	69%	0	-8 ◆	-10 ◆
B04 I feel involved in the decisions that affect my work	16	36	21	18	9	52%	0	-7 ◆	-11 ◆
B05 I have a choice in deciding how I do my work	20	42	18	14	6	62%	+2 ◆	-16 ◆	-19 ◆

Organisational objectives and purpose

80%

-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 UK Visas and Immigration's objectives	22	54	16	7	0	76%	-2 ◆	-5 ◆	-10 ◆
B07 I understand how my work contributes to UK Visas and Immigration's objectives	27	57	11	5	0	83%	-1 ◆	0	-4 ◆



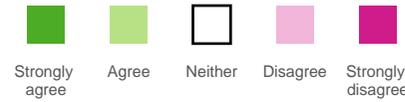
All questions by theme

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My manager

64%

+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	23	43	19	10	5	66%	+1	-5 ◆	-10 ◆
B09	My manager is considerate of my life outside work	34	41	16	5	5	75%	+2 ◆	-11 ◆	-14 ◆
B10	My manager is open to my ideas	29	44	19	5	5	73%	+1	-10 ◆	-13 ◆
B11	My manager helps me to understand how I contribute to UK Visas and Immigration's objectives	20	41	25	10	5	61%	0	-6 ◆	-11 ◆
B12	Overall, I have confidence in the decisions made by my manager	27	43	18	7	5	70%	+2 ◆	-7 ◆	-11 ◆
B13	My manager recognises when I have done my job well	30	43	16	8	5	73%	+1	-7 ◆	-11 ◆
B14	I receive regular feedback on my performance	20	42	18	14	6	62%	+1	-6 ◆	-11 ◆
B15	The feedback I receive helps me to improve my performance	21	39	25	11	5	60%	+1	-4 ◆	-9 ◆
B16	I think that my performance is evaluated fairly	19	41	23	10	6	60%	+3 ◆	-6 ◆	-12 ◆
B17	Poor performance is dealt with effectively in my team	11	30	35	14	10	41%	+1 ◆	+1	-3 ◆



All questions by theme

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My team

78%

+1 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

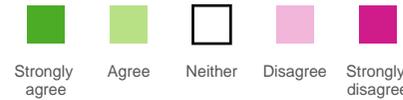
Difference from CS High Performers

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	36	49	10	4	0	84%	+2 ◆	-1 ◆	-3 ◆
B19	The people in my team work together to find ways to improve the service we provide	31	48	14	6	0	79%	+2 ◆	-3 ◆	-6 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	27	44	18	8	0	71%	+1	-6 ◆	-10 ◆

Learning and development

50%

+5 ◆ 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	46	24	13	5	58%	+6 ◆	-6 ◆	-10 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	35	31	15	7	46%	+4 ◆	-7 ◆	-12 ◆
B23	There are opportunities for me to develop my career in UK Visas and Immigration	14	40	23	14	9	54%	+7 ◆	+6 ◆	-2 ◆
B24	Learning and development activities I have completed while working for UK Visas and Immigration are helping me to develop my career	10	31	33	17	9	41%	+4 ◆	-6 ◆	-12 ◆



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Inclusion and fair treatment

75%

+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
B25	I am treated fairly at work	27	50	13	7	7	77%	+2 ◆	-4 ◆	-7 ◆
B26	I am treated with respect by the people I work with	31	53	10	7	7	84%	+2 ◆	-2 ◆	-4 ◆
B27	I feel valued for the work I do	21	42	19	12	7	62%	+3 ◆	-5 ◆	-10 ◆
B28	I think that UK Visas and Immigration respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	28	48	15	5	7	76%	+3 ◆	-1 ◆	-4 ◆

Resources and workload

71%

+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
B29	I get the information I need to do my job well	14	54	17	12	7	67%	+2 ◆	-3 ◆	-8 ◆
B30	I have clear work objectives	19	58	13	7	7	77%	+2 ◆	+1 ◆	-2 ◆
B31	I have the skills I need to do my job effectively	28	58	9	7	7	85%	+1 ◆	-3 ◆	-6 ◆
B32	I have the tools I need to do my job effectively	16	50	16	14	7	66%	+5 ◆	-5 ◆	-11 ◆
B33	I have an acceptable workload	13	47	18	15	7	60%	+1	0	-6 ◆
B34	I achieve a good balance between my work life and my private life	21	50	15	9	7	71%	+2 ◆	+2 ◆	-4 ◆



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Pay and benefits

29%

+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	24	20	28	24	28%	0	-3 ◆	-9 ◆	
B36	I am satisfied with the total benefits package	26	26	25	18	31%	+2 ◆	-5 ◆	-13 ◆	
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	22	21	27	25	27%	0	0	-6 ◆

Leadership and managing change

47%

+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 UK Visas and Immigration are sufficiently visible	16	48	17	12	7	64%	+2 ◆	+3 ◆	-6 ◆
B39	I believe the actions of senior managers are consistent with UK Visas and Immigration's values	12	42	30	10	7	54%	+2 ◆	+1 ◆	-8 ◆
B40	I believe that the Senior Leadership team has a clear vision for the future of UK Visas and Immigration	12	41	30	11	7	53%	+2 ◆	+5 ◆	-3 ◆
B41	Overall, I have confidence in the decisions made by UK Visas and Immigration's senior managers	11	38	29	13	9	49%	+3 ◆	+1 ◆	-9 ◆
B42	I feel that change is managed well in UK Visas and Immigration	6	32	27	24	11	37%	+2 ◆	+4 ◆	-5 ◆
B43	When changes are made in UK Visas and Immigration they are usually for the better	5	29	39	19	8	34%	+1 ◆	0	-8 ◆
B44	UK Visas and Immigration keeps me informed about matters that affect me	8	46	25	14	7	54%	+3 ◆	-5 ◆	-12 ◆
B45	I have the opportunity to contribute my views before decisions are made that affect me	6	30	28	23	12	36%	+3 ◆	-4 ◆	-12 ◆
B46	I think it is safe to challenge the way things are done in UK Visas and Immigration	8	36	29	16	11	44%	+4 ◆	-4 ◆	-10 ◆



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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 UK Visas and Immigration	15	38	30	11	6	54%	+1 ◆	-12 ◆	-16 ◆
B48 I would recommend UK Visas and Immigration as a great place to work	14	42	25	13	6	56%	+6 ◆	-2 ◆	-9 ◆
B49 I feel a strong personal attachment to UK Visas and Immigration	12	31	33	17	7	43%	0	-8 ◆	-14 ◆
B50 UK Visas and Immigration inspires me to do the best in my job	12	35	31	14	7	48%	+2 ◆	-2 ◆	-9 ◆
B51 UK Visas and Immigration motivates me to help it achieve its objectives	11	35	32	15	7	46%	+2 ◆	-1 ◆	-8 ◆

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 UK Visas and Immigration will take action on the results from this survey	10	35	27	15	12	45%	+1	-4 ◆	-14 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	9	26	43	13	10	35%	0	-1 ◆	-10 ◆



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	31	56	8			87%	0	-2 ◆	-3 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	18	44	23	10		62%	+2 ◆	-9 ◆	-14 ◆
B56 In UK Visas and Immigration, people are encouraged to speak up when they identify a serious policy or delivery risk	18	48	21	9	5	65%	+1 ◆	-2 ◆	-8 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	16	47	19	11	6	63%	0	-2 ◆	-6 ◆
B58 UK Visas and Immigration is committed to creating a diverse and inclusive workplace	23	52	17	5		75%	+3 ◆	0	-4 ◆

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 UK Visas and Immigration actively role model the behaviours set out in the Civil Service Leadership Statement	9	39	36	9	6	49%	+2 ◆	0	-9 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	45	26	6	5	64%	+2 ◆	-4 ◆	-9 ◆

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'	8	40	23	21	7	48%	+8 ◆	-2 ◆	-17 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	8	37	28	19	7	45%	+5 ◆	+3 ◆	-5 ◆



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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?	14	24	45	17	62%	+1	-4 ◆	-7 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	21	44	24	68%	+1 ◆	-3 ◆	-6 ◆
W03 Overall, how happy did you feel yesterday?	18	22	38	21	59%	0	-3 ◆	-6 ◆

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

	0-1	2-3	4-5	6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	24	23	21	33	33%	+1	0	+3 ◆



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Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for UK Visas and Immigration?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave UK Visas and Immigration as soon as possible		8%	-1 ◇	+1 ◇	-4 ◇
I want to leave UK Visas and Immigration within the next 12 months		13%	-1 ◇	-2 ◇	-6 ◇
I want to stay working for UK Visas and Immigration for at least the next year		28%	+1	-7 ◇	-12 ◇
I want to stay working for UK Visas and Immigration for at least the next three years		51%	+1	+8 ◇	-2 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		15	85%	+2 ◇	-7 ◇	-10 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		40	60%	0	-7 ◇	-13 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in UK Visas and Immigration it would be investigated properly?		36	64%	+2 ◇	-7 ◇	-12 ◇

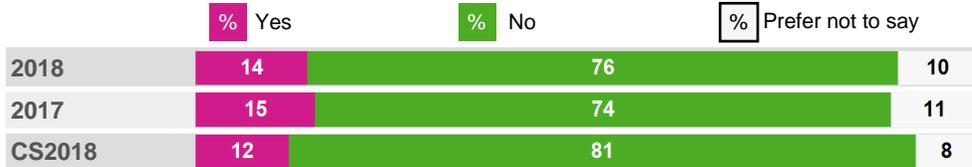


All questions by theme

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Discrimination, harassment and bullying

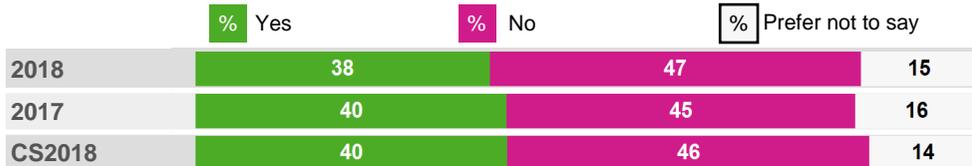
E01. During the past 12 months have you personally experienced discrimination at work?



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	133
Caring responsibilities	93
Disability	144
Ethnic background	81
Gender	106
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	221
Main spoken/written language or language ability	36
Marital status	22
Pregnancy, maternity or paternity	21
Religion or belief	43
Sexual orientation	24
Social or educational background	54
Working location	88
Working pattern	184
Any other grounds	216
Prefer not to say	85

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	256
Your manager	184
Another manager in my part of UKVI	187
Someone you manage	51
Someone who works for another part of UKVI	51
A member of the public	--
Someone else	36
Prefer not to say	73

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



All questions by theme

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UK Visas and Immigration 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: 84% No: 16%						84%	+2 ◇
F02	I understand what I need to do personally to help the Home Office improve	Yes: 76% No: 24%						76%	+3 ◇
F03	I feel empowered by my manager to do my job	23	42	22	8		65%	+2 ◇	
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: 54% No: 46%						54%	-12
F05	Investing time in learning and development activities is given priority in my area	10	35	28	20	9		44%	+4 ◇
F06	I strive to keep the UK Safe and Secure (including controlling immigration abuse) through my work	30	53		14			84%	0
F07	To what extent do you agree that UK Visas and Immigration is successful in achieving the vision of being a world-leading immigration service, working for a safe and prosperous UK	10	42	30	14	5		51%	+1 ◇
F08	Our organisation recognises and celebrates success	14	46	24	11	5		60%	New
F09	I feel informed about UK Visas and Immigration transformation	11	47	26	12			58%	New
F10	I have access to the training necessary to carry out my duties effectively	11	49	22	12	5		61%	+3 ◇
F11	I believe our values and behaviours form the basis of making our organisation a great place to work	16	50	24	6			66%	New
F12	I have been involved in discussions about what my business area is doing to achieve Operational Excellence principles	Yes: 42% No: 37% Don't know: 21%						42%	New
F13	Senior managers in my area encourage me to find ways to improve how I do my work	14	38	27	15	6		52%	New



All questions by theme

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

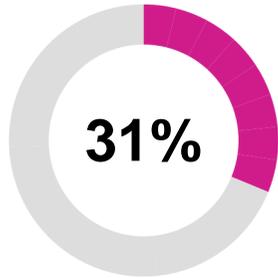
UK Visas and Immigration questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	Leaders in UK Visas and Immigration inspire me with a positive view of what they are looking to achieve	10	34	33	15	7	44%	+2 ◆
F15	I believe that Operational Excellence practices and behaviours will make a positive difference to the way in which UK Visas and Immigration operates	12	37	37	9	6	49%	New
F16	My line manager uses coaching skills effectively to support me in my development	14	35	28	15	7	49%	New
F17	I can identify improvements in how I have been managed in the past 12 months	14	35	32	12	7	49%	New
F18	The area where I work has good office facilities and a reasonable standard of cleanliness	14	42	15	18	11	56%	New
F19	I am aware of UK Visas and Immigration Diversity & Inclusion priorities	Yes: 73% No: 12% Don't know: 15%					73%	New
F20	I have seen positive actions on inclusion in my business area	17	37	36	7		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 +2 ◇
Difference from CS High Performers +5 ◇

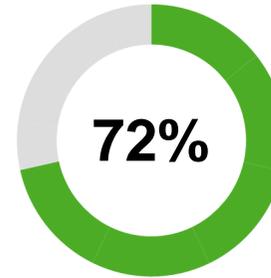
Proxy Stress Index

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.

% positive

B05	I have a choice in deciding how I do my work	62%
B08	My manager motivates me to be more effective in my job	66%
B18	The people in my team can be relied upon to help when things get difficult in my job	84%
B26	I am treated with respect by the people I work with	84%
B30	I have clear work objectives	77%
B33	I have an acceptable workload	60%
B45	I have the opportunity to contribute my views before decisions are made that affect me	36%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	81%



Difference from previous survey +1 ◇
Difference from CS2018 -2 ◇
Difference from CS High Performers -3 ◇

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	86%
B03	My work gives me a sense of personal accomplishment	69%
B18	The people in my team can be relied upon to help when things get difficult in my job	84%
W01	Overall, how satisfied are you with your life nowadays?	62%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	68%



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.