

Home Office (Corporate Report)

Returns : 19,140

Response rate : 60%

Civil Service People Survey 2018

✧ Statistically significant difference from comparison

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



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

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

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Engagement Index	50%	47%	49%	49%	52%	53%	52%	53%	56%	56%
My work	62%	60%	63%	64%	67%	67%	66%	67%	70%	70%
Organisational objectives and purpose	75%	71%	75%	75%	79%	80%	79%	80%	81%	81%
My manager	60%	60%	61%	61%	61%	61%	61%	61%	64%	65%
My team	71%	71%	72%	73%	74%	74%	75%	74%	77%	77%
Learning and development	45%	35%	35%	37%	44%	45%	42%	42%	47%	50%
Inclusion and fair treatment	67%	65%	67%	68%	69%	69%	68%	68%	71%	72%
Resources and workload	64%	65%	65%	65%	66%	65%	64%	64%	66%	68%
Pay and benefits	30%	27%	26%	25%	27%	28%	28%	28%	27%	26%
Leadership and managing change	29%	26%	30%	30%	34%	35%	35%	36%	41%	42%
Response rate	69%	53%	47%	47%	51%	51%	51%	53%	58%	60%



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◇ 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	71%	+1	-6 ◇	-9 ◇
2	B41	Overall, I have confidence in the decisions made by [my organisation's senior managers]	42%	+1	-7 ◇	-16 ◇
3	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	40%	+5 ◇	-2 ◇	-10 ◇
4	B43	When changes are made in [my organisation] they are usually for the better	28%	0	-7 ◇	-14 ◇
5	B24	Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	42%	+3 ◇	-5 ◇	-11 ◇

Discrimination, bullying and harassment

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



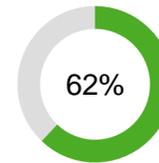
During the past 12 months have you personally experienced discrimination at work?



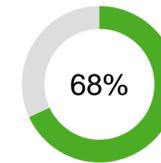
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

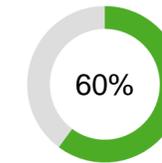
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



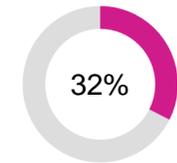
W01. Overall, how satisfied are you with your life nowadays?



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

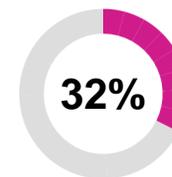


W03. Overall, how happy did you feel yesterday?

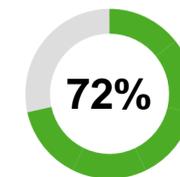


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

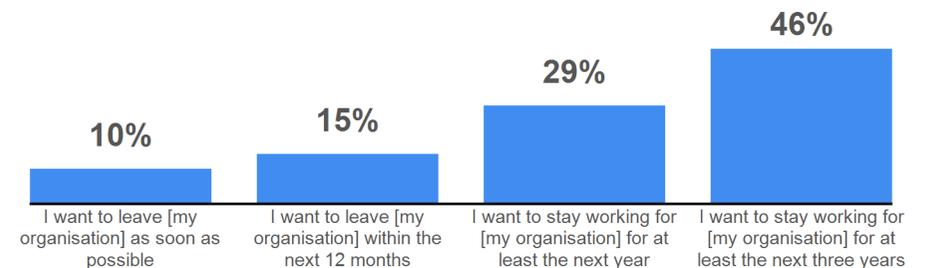


PERMA Index



For further information about these indices, please refer to page 15.

Your plans for the future



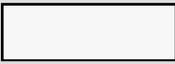
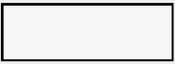
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Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	 87%	B53	Where I work, I think effective action has been taken on the results of the last survey	 38%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 56%
B54	I am trusted to carry out my job effectively	 85%	B43	When changes are made in [my organisation] they are usually for the better	 38%	B35	I feel that my pay adequately reflects my performance	 55%
B31	I have the skills I need to do my job effectively	 83%	B59	[Senior managers] in [my organisation] actively role model the behaviours set out in the Civil Service Leadership Statement	 37%	B36	I am satisfied with the total benefits package	 49%
B07	I understand how my work contributes to [my organisation's] objectives	 83%	B17	Poor performance is dealt with effectively in my team	 35%	B42	I feel that change is managed well in [my organisation]	 42%
B18	The people in my team can be relied upon to help when things get difficult in my job	 83%	B40	I believe that [the Executive Team has] a clear vision for the future of [my organisation]	 34%	B45	I have the opportunity to contribute my views before decisions are made that affect me	 39%

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Civil Service People Survey 2018

All questions by theme

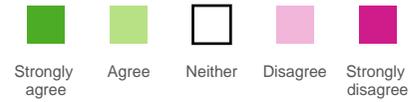
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

My work

70%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

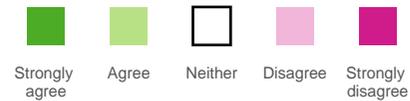
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	40	47	8	2	2	87%	0	-2 ◆	-5 ◆
B02 I am sufficiently challenged by my work	32	44	12	9	2	76%	+1 ◆	-4 ◆	-7 ◆
B03 My work gives me a sense of personal accomplishment	26	45	15	10	2	71%	+1	-6 ◆	-9 ◆
B04 I feel involved in the decisions that affect my work	16	36	20	18	10	52%	0	-7 ◆	-11 ◆
B05 I have a choice in deciding how I do my work	22	41	17	13	7	63%	+1 ◆	-15 ◆	-18 ◆

Organisational objectives and purpose

81%

-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
B06 I have a clear understanding of [my organisation's] objectives	23	55	13	6	2	79%	-1 ◆	-3 ◆	-8 ◆
B07 I understand how my work contributes to [my organisation's] objectives	28	55	11	5	1	83%	-1 ◆	-1 ◆	-5 ◆

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Civil Service People Survey 2018

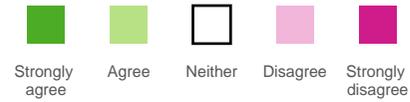
All questions by theme

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

My manager

65%

+1 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	24	42	18	10	6	66%	+1 ◆	-5 ◆	-9 ◆
B09	My manager is considerate of my life outside work	38	40	13	5	6	78%	+2 ◆	-8 ◆	-11 ◆
B10	My manager is open to my ideas	33	43	15	6	6	76%	+1 ◆	-7 ◆	-11 ◆
B11	My manager helps me to understand how I contribute to [my organisation's] objectives	21	41	24	9	6	63%	+1	-5 ◆	-9 ◆
B12	Overall, I have confidence in the decisions made by my manager	29	42	16	8	6	71%	+2 ◆	-6 ◆	-10 ◆
B13	My manager recognises when I have done my job well	32	44	13	7	6	75%	+1 ◆	-4 ◆	-8 ◆
B14	I receive regular feedback on my performance	22	42	17	13	6	64%	+1 ◆	-4 ◆	-9 ◆
B15	The feedback I receive helps me to improve my performance	21	39	24	11	6	60%	+2 ◆	-4 ◆	-8 ◆
B16	I think that my performance is evaluated fairly	21	41	22	10	6	62%	+3 ◆	-4 ◆	-10 ◆
B17	Poor performance is dealt with effectively in my team	11	28	35	15	11	39%	+1 ◆	-1 ◆	-5 ◆

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Civil Service People Survey 2018

All questions by theme

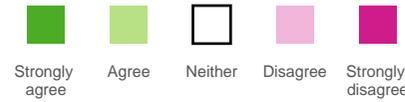
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My team

77%

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	36	47	10	5	0	83%	0	-3 ◆	-5 ◆
B19	The people in my team work together to find ways to improve the service we provide	32	46	13	6	0	78%	0	-4 ◆	-7 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	28	43	17	8	0	71%	0	-6 ◆	-9 ◆

Learning and development

50%

+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	13	46	22	13	5	59%	+4 ◆	-5 ◆	-9 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	36	30	15	7	49%	+3 ◆	-4 ◆	-10 ◆
B23	There are opportunities for me to develop my career in [my organisation]	13	38	23	15	11	51%	+4 ◆	+3 ◆	-5 ◆
B24	Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	11	31	31	17	10	42%	+3 ◆	-5 ◆	-11 ◆

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Inclusion and fair treatment

72%

+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
B25 I am treated fairly at work	25	49	13	8	5	75%	+1 ◆	-6 ◆	-9 ◆
B26 I am treated with respect by the people I work with	30	52	11	5	5	82%	+1 ◆	-3 ◆	-6 ◆
B27 I feel valued for the work I do	20	41	18	13	8	61%	+2 ◆	-6 ◆	-11 ◆
B28 I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	25	47	16	7	5	71%	+1 ◆	-5 ◆	-8 ◆

Resources and workload

68%

+1 ◆ Difference from previous survey



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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29 I get the information I need to do my job well	12	52	18	13	5	64%	+1 ◆	-6 ◆	-11 ◆
B30 I have clear work objectives	17	56	15	8	5	73%	+1 ◆	-3 ◆	-6 ◆
B31 I have the skills I need to do my job effectively	25	59	11	5	5	83%	+1 ◆	-5 ◆	-8 ◆
B32 I have the tools I need to do my job effectively	14	47	17	16	6	61%	+4 ◆	-10 ◆	-16 ◆
B33 I have an acceptable workload	11	48	18	15	8	59%	+1 ◆	-1 ◆	-7 ◆
B34 I achieve a good balance between my work life and my private life	18	47	16	12	7	66%	+1 ◆	-4 ◆	-9 ◆

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Pay and benefits

26%

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
B35 I feel that my pay adequately reflects my performance	23	18	28	26	27%	-1 ◆	-4 ◆	-11 ◆	
B36 I am satisfied with the total benefits package	24	24	26	22	28%	+1 ◆	-8 ◆	-16 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	20	28	28	24%	-1 ◆	-2 ◆	-8 ◆	

Leadership and managing change

42%

+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
B38 [Senior managers] in [my organisation] are sufficiently visible	13	44	17	16	9	57%	+1	-4 ◆	-14 ◆
B39 I believe the actions of [senior managers] are consistent with [my organisation's] values	10	38	30	13	9	48%	+1 ◆	-5 ◆	-14 ◆
B40 I believe that [the Executive Team has] a clear vision for the future of [my organisation]	9	34	34	13	10	44%	-1 ◆	-4 ◆	-13 ◆
B41 Overall, I have confidence in the decisions made by [my organisation's senior managers]	9	33	30	16	12	42%	+1	-7 ◆	-16 ◆
B42 I feel that change is managed well in [my organisation]	26	28	28	14	30%	+1 ◆	-3 ◆	-12 ◆	
B43 When changes are made in [my organisation] they are usually for the better	24	38	22	12	28%	0	-7 ◆	-14 ◆	
B44 [My organisation] keeps me informed about matters that affect me	7	45	26	14	8	52%	+2 ◆	-8 ◆	-14 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	6	28	28	25	15	33%	+1 ◆	-7 ◆	-15 ◆
B46 I think it is safe to challenge the way things are done in [my organisation]	7	33	28	19	13	40%	+1 ◆	-7 ◆	-14 ◆

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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 [my organisation]	15	37	29	12	7	52%	-1 ◆	-13 ◆	-18 ◆
B48 I would recommend [my organisation] as a great place to work	12	35	28	16	9	47%	+2 ◆	-10 ◆	-18 ◆
B49 I feel a strong personal attachment to [my organisation]	12	31	30	18	9	43%	0	-8 ◆	-14 ◆
B50 [My organisation] inspires me to do the best in my job	11	32	32	16	8	43%	+1 ◆	-7 ◆	-14 ◆
B51 [My organisation] motivates me to help it achieve its objectives	10	31	33	17	9	42%	+1 ◆	-6 ◆	-13 ◆

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 [my organisation] will take action on the results from this survey	10	32	26	17	15	42%	0	-7 ◆	-17 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	9	25	38	15	13	34%	+1	-2 ◆	-11 ◆

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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	30	55	8	5		85%	0	-4 ◆	-5 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	19	45	21	11		63%	+1 ◆	-8 ◆	-13 ◆
B56 In [my organisation], people are encouraged to speak up when they identify a serious policy or delivery risk	16	45	21	11	7	61%	+1 ◆	-7 ◆	-12 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	15	47	19	12	7	62%	0	-3 ◆	-7 ◆
B58 [My organisation] is committed to creating a diverse and inclusive workplace	21	50	19	6	5	71%	+1 ◆	-4 ◆	-8 ◆

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 [my organisation] actively role model the behaviours set out in the Civil Service Leadership Statement	8	34	37	12	9	43%	0	-6 ◆	-15 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	43	24	7	6	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'	9	39	22	23	8	47%	+7 ◆	-4 ◆	-19 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	8	33	29	22	8	40%	+5 ◆	-2 ◆	-10 ◆

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?	15	23	46	16	62%	+1	-4 ◆	-7 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	20	44	24	68%	+1	-3 ◆	-6 ◆
W03 Overall, how happy did you feel yesterday?	18	22	39	21	60%	0	-2 ◆	-5 ◆

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?	23	24	20	32	32%	+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 [your organisation]?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave [my organisation] as soon as possible		10%	-1 ◇	+3 ◇	-2 ◇
I want to leave [my organisation] within the next 12 months		15%	-1	0	-4 ◇
I want to stay working for [my organisation] for at least the next year		29%	+1	-5 ◇	-10 ◇
I want to stay working for [my organisation] for at least the next three years		46%	+1	+2 ◇	-7 ◇

The Civil Service Code

Differences are based on '% Yes' score

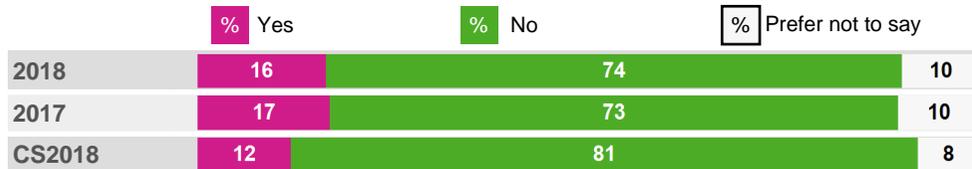
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		12	88%	+1 ◇	-4 ◇	-7 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		37	63%	+1	-4 ◇	-10 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in [your organisation] it would be investigated properly?		40	60%	+1 ◇	-10 ◇	-16 ◇

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?

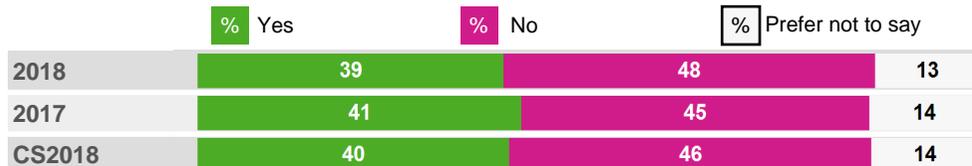


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	560
Caring responsibilities	392
Disability	472
Ethnic background	402
Gender	481
Gender reassignment or perceived gender	16
Grade, pay band or responsibility level	876
Main spoken/written language or language ability	121
Marital status	87
Pregnancy, maternity or paternity	70
Religion or belief	171
Sexual orientation	78
Social or educational background	190
Working location	423
Working pattern	785
Any other grounds	801
Prefer not to say	346

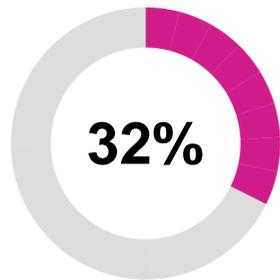
For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

	Response Count
A colleague	895
Your manager	830
Another manager in my part of [the organisation]	846
Someone you manage	187
Someone who works for another part of [your organisation]	230
A member of the public	110
Someone else	109
Prefer not to say	291

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	+3 ◇
Difference from CS High Performers	+6 ◇

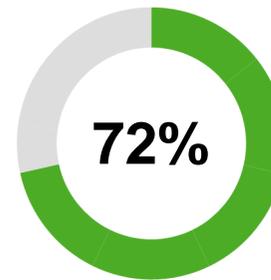
Proxy Stress Index

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

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

% positive

B05	I have a choice in deciding how I do my work	63%
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	83%
B26	I am treated with respect by the people I work with	82%
B30	I have clear work objectives	73%
B33	I have an acceptable workload	59%
B45	I have the opportunity to contribute my views before decisions are made that affect me	33%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	78%



Difference from previous survey	0 ◇
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	87%
B03	My work gives me a sense of personal accomplishment	71%
B18	The people in my team can be relied upon to help when things get difficult in my job	83%
W01	Overall, how satisfied are you with your life nowadays?	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.