



◇ 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	62%	57%	58%	60%	61%	62%	63%	65%	65%	67%
My work	81%	74%	76%	79%	80%	80%	78%	79%	79%	78%
Organisational objectives and purpose	70%	63%	68%	68%	68%	67%	65%	69%	73%	77%
My manager	70%	65%	65%	67%	68%	68%	68%	69%	70%	70%
My team	85%	81%	81%	83%	85%	85%	83%	85%	85%	84%
Learning and development	54%	39%	38%	42%	44%	49%	48%	50%	55%	54%
Inclusion and fair treatment	80%	73%	74%	77%	78%	78%	78%	80%	79%	80%
Resources and workload	72%	68%	68%	71%	71%	73%	73%	73%	73%	73%
Pay and benefits	44%	34%	29%	28%	28%	27%	27%	29%	28%	31%
Leadership and managing change	39%	33%	38%	37%	39%	43%	37%	42%	44%	48%
Response rate	86%	83%	94%	91%	95%	89%	86%	87%	89%	90%





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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	79%	-1	+1 ◇	-1 ◇
2	B43	When changes are made in the Cabinet Office they are usually for the better	35%	+3 ◇	0	-7 ◇
3	B23	There are opportunities for me to develop my career in the Cabinet Office	55%	+3 ◇	+7 ◇	-1 ◇
4	B08	My manager motivates me to be more effective in my job	74%	0	+3 ◇	-1 ◇
5	B56	In the Cabinet Office, people are encouraged to speak up when they identify a serious policy or delivery risk	71%	+3 ◇	+3 ◇	-3 ◇

Discrimination, bullying and harassment

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



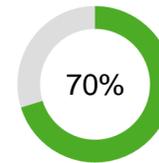
During the past 12 months have you personally experienced discrimination at work?



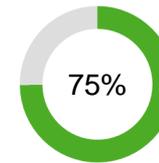
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

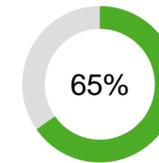
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



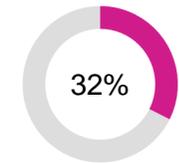
W01. Overall, how satisfied are you with your life nowadays?



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

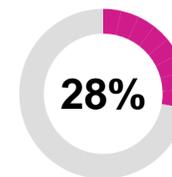


W03. Overall, how happy did you feel yesterday?



W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

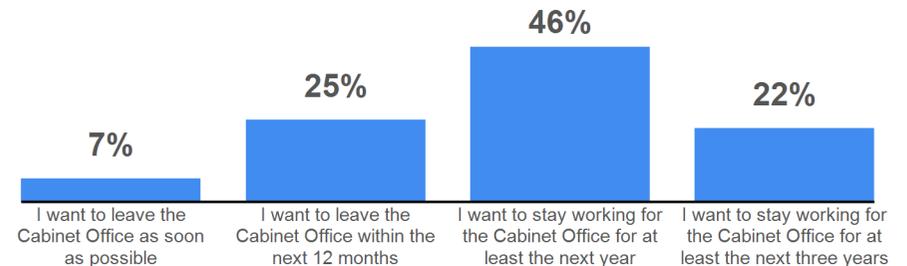


PERMA Index



For further information about these indices, please refer to page 16.

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	91%	B40	I believe that the Cabinet Office Board has a clear vision for the future of the Cabinet Office	48%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	56%
B31	I have the skills I need to do my job effectively	90%	B43	When changes are made in the Cabinet Office they are usually for the better	47%	B35	I feel that my pay adequately reflects my performance	48%
B54	I am trusted to carry out my job effectively	89%	B53	Where I work, I think effective action has been taken on the results of the last survey	39%	B36	I am satisfied with the total benefits package	42%
B18	The people in my team can be relied upon to help when things get difficult in my job	86%	B17	Poor performance is dealt with effectively in my team	39%	F03	I have had the opportunity to discuss the Cabinet Office Purpose in my team	39%
B26	I am treated with respect by the people I work with	85%	B42	I feel that change is managed well in the Cabinet Office	36%	B42	I feel that change is managed well in the Cabinet Office	29%



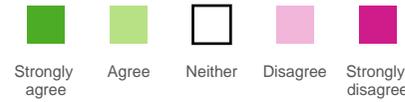
All questions by theme

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

My work

78%

-1 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

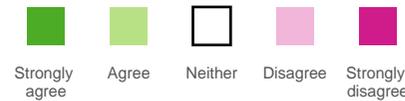
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	52	39	6			91%	-1 ◆	+1 ◆	-1 ◆
B02 I am sufficiently challenged by my work	42	37	10	8		80%	-2 ◆	-1 ◆	-3 ◆
B03 My work gives me a sense of personal accomplishment	37	42	12	7		79%	-1	+1 ◆	-1 ◆
B04 I feel involved in the decisions that affect my work	24	38	17	15	6	62%	-1 ◆	+3 ◆	-1 ◆
B05 I have a choice in deciding how I do my work	36	44	11	7		79%	-1 ◆	+2 ◆	-2 ◆

Organisational objectives and purpose

77%

+4 ◆ 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 the Cabinet Office's objectives	26	49	13	9		76%	+4 ◆	-6 ◆	-11 ◆
B07 I understand how my work contributes to the Cabinet Office's objectives	31	47	13	7		78%	+4 ◆	-6 ◆	-10 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

My manager

70%

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
B08	My manager motivates me to be more effective in my job	34	40	13	8	5	74%	0	+3 ◆	-1 ◆
B09	My manager is considerate of my life outside work	51	34	8	8	1	85%	+1 ◆	0	-3 ◆
B10	My manager is open to my ideas	47	37	9	9	1	84%	0	+1 ◆	-2 ◆
B11	My manager helps me to understand how I contribute to the Cabinet Office's objectives	25	36	25	10	4	61%	+1 ◆	-6 ◆	-11 ◆
B12	Overall, I have confidence in the decisions made by my manager	39	39	12	6	6	78%	-1	+1 ◆	-3 ◆
B13	My manager recognises when I have done my job well	41	40	11	5	3	81%	0	+1 ◆	-3 ◆
B14	I receive regular feedback on my performance	27	39	16	12	6	67%	+2 ◆	-1 ◆	-7 ◆
B15	The feedback I receive helps me to improve my performance	28	38	21	9	5	65%	0	+1 ◆	-3 ◆
B16	I think that my performance is evaluated fairly	26	40	20	9	5	66%	+1 ◆	-1 ◆	-6 ◆
B17	Poor performance is dealt with effectively in my team	14	27	39	13	8	40%	-2 ◆	0	-3 ◆



All questions by theme

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My team

84%

-1 Difference from previous survey



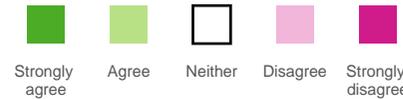
% Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers

Table with 4 columns: Question ID, Question Text, Response Distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, and Differences from previous survey, CS2018, and CS High Performers.

Learning and development

54%

0 Difference from previous survey



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

Table with 4 columns: Question ID, Question Text, Response Distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, and Differences from previous survey, CS2018, and CS High Performers.



All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

80%

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
B25 I am treated fairly at work	37	47	9	5		83%	0	+3 ◆	-1 ◆
B26 I am treated with respect by the people I work with	42	44	8			85%	0	0	-2 ◆
B27 I feel valued for the work I do	31	41	14	9		73%	0	+5 ◆	0
B28 I think that the Cabinet Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	34	43	13	6		77%	+1 ◆	0	-3 ◆

Resources and workload

73%

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
B29 I get the information I need to do my job well	18	52	16	10		71%	+1	0	-4 ◆
B30 I have clear work objectives	22	48	15	10		71%	-2 ◆	-5 ◆	-9 ◆
B31 I have the skills I need to do my job effectively	34	56	7			90%	0	+1 ◆	-2 ◆
B32 I have the tools I need to do my job effectively	24	51	13	10		75%	0	+3 ◆	-2 ◆
B33 I have an acceptable workload	14	50	16	14	6	64%	+3 ◆	+3 ◆	-2 ◆
B34 I achieve a good balance between my work life and my private life	21	45	15	13	5	67%	+1	-2 ◆	-8 ◆



All questions by theme

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Pay and benefits

31%

+2 ◆ Difference from previous survey



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

B35	I feel that my pay adequately reflects my performance	6	27	19	27	21	33%	+3 ◆	+2 ◆	-4 ◆
B36	I am satisfied with the total benefits package	6	28	24	25	17	34%	+2 ◆	-2 ◆	-10 ◆
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	20	18	29	28	25%	+2 ◆	-2 ◆	-8 ◆

Leadership and managing change

48%

+4 ◆ Difference from previous survey



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

B38	Senior Civil Servants in the Cabinet Office are sufficiently visible	18	46	17	13	6	64%	+4 ◆	+2 ◆	-7 ◆
B39	I believe the actions of Senior Civil Servants are consistent with the Cabinet Office's values	15	40	30	9	6	55%	+4 ◆	+3 ◆	-7 ◆
B40	I believe that the Cabinet Office Board has a clear vision for the future of the Cabinet Office	9	29	48	9	5	38%	+3 ◆	-10 ◆	-19 ◆
B41	Overall, I have confidence in the decisions made by the Cabinet Office's Senior Civil Servants	12	40	32	10	6	52%	+5 ◆	+4 ◆	-6 ◆
B42	I feel that change is managed well in the Cabinet Office	6	29	36	21	8	35%	+2 ◆	+2 ◆	-7 ◆
B43	When changes are made in the Cabinet Office they are usually for the better	7	28	47	13	5	35%	+3 ◆	0	-7 ◆
B44	The Cabinet Office keeps me informed about matters that affect me	10	49	26	10	5	59%	+4 ◆	0	-7 ◆
B45	I have the opportunity to contribute my views before decisions are made that affect me	9	33	31	19	8	41%	+3 ◆	+1 ◆	-7 ◆
B46	I think it is safe to challenge the way things are done in the Cabinet Office	10	40	29	13	7	50%	+4 ◆	+3 ◆	-3 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

Engagement



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

Table with 5 rows (B47-B51) and 9 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers.

Taking action



Table with 2 rows (B52-B53) and 9 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers.



All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	39	49	6			89%	-1 ◆	-1 ◆	-2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	30	48	13	7		78%	0	+6 ◆	+2 ◆
B56 In the Cabinet Office, people are encouraged to speak up when they identify a serious policy or delivery risk	23	48	19	8		71%	+3 ◆	+3 ◆	-3 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	21	47	16	10	5	69%	+1 ◆	+3 ◆	0
B58 The Cabinet Office is committed to creating a diverse and inclusive workplace	29	48	15	5		77%	+1 ◆	+2 ◆	-2 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 Senior Civil Servants in the Cabinet Office actively role model the behaviours set out in the Civil Service Leadership Statement	13	39	33	9	6	52%	+3 ◆	+3 ◆	-6 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	31	41	18	5	5	72%	+2 ◆	+4 ◆	-1 ◆

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'	23	52	12	10		75%	+5 ◆	+24 ◆	+9 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	17	40	23	15		57%	+3 ◆	+15 ◆	+7 ◆



All questions by theme

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Wellbeing

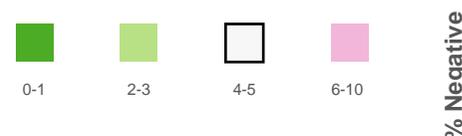
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	9	20	55	16	70%	+1 ◆	+4 ◆	+1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	17	53	22	75%	+1 ◆	+4 ◆	+1 ◆
W03 Overall, how happy did you feel yesterday?	13	21	46	19	65%	+1 ◆	+3 ◆	0

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?	17	29	21	32	32%	0	0	+3 ◆



All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave the Cabinet Office as soon as possible		7%	-2 ◇	-1 ◇	-5 ◇
I want to leave the Cabinet Office within the next 12 months		25%	0	+10 ◇	+5 ◇
I want to stay working for the Cabinet Office for at least the next year		46%	+1	+12 ◇	+7 ◇
I want to stay working for the Cabinet Office for at least the next three years		22%	0	-21 ◇	-31 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	-1 ◇	+1 ◇	-2 ◇
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 the Cabinet Office it would be investigated properly?		28	72%	+1	+1 ◇	-4 ◇

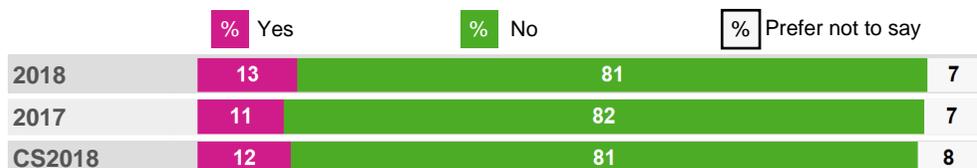


All questions by theme

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Discrimination, harassment and bullying

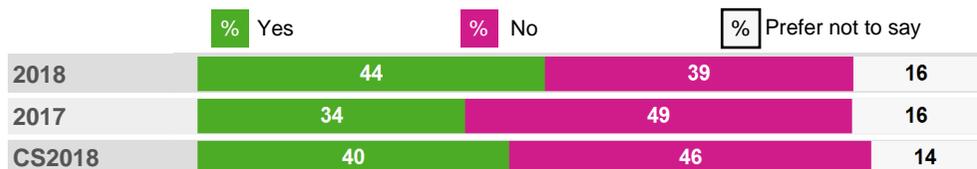
E01. During the past 12 months have you personally experienced discrimination at work?



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	84
Caring responsibilities	32
Disability	37
Ethnic background	55
Gender	101
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	139
Main spoken/written language or language ability	19
Marital status	--
Pregnancy, maternity or paternity	11
Religion or belief	12
Sexual orientation	--
Social or educational background	35
Working location	31
Working pattern	80
Any other grounds	68
Prefer not to say	39

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	140
Your manager	91
Another manager in my part of the Cabinet Office	94
Someone you manage	12
Someone who works for another part of the Cabinet Office	41
A member of the public	--
Someone else	36
Prefer not to say	52

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



All questions by theme

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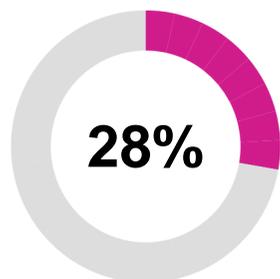
Cabinet Office questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I have a clear understanding of the Cabinet Office Purpose	23	51	16	8		74%	+5 ◇
F02 I understand how my role contributes to the Cabinet Office Purpose	24	49	17	8		73%	+6 ◇
F03 I have had the opportunity to discuss the Cabinet Office Purpose in my team	Yes: 61%		No: 39%			61%	+15 ◇
F04 I have had regular performance and development conversations with my line manager since April 2018	29	38	15	11	7	67%	New

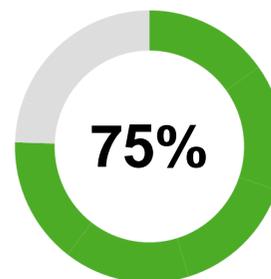


Proxy Stress Index and PERMA Index

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Difference from previous survey	0
Difference from CS2018	-1 ◆
Difference from CS High Performers	+1 ◆



Difference from previous survey	0
Difference from CS2018	+2 ◆
Difference from CS High Performers	+1 ◆

Proxy Stress Index

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

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

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

% positive

B05	I have a choice in deciding how I do my work	79%
B08	My manager motivates me to be more effective in my job	74%
B18	The people in my team can be relied upon to help when things get difficult in my job	86%
B26	I am treated with respect by the people I work with	85%
B30	I have clear work objectives	71%
B33	I have an acceptable workload	64%
B45	I have the opportunity to contribute my views before decisions are made that affect me	41%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	81%

% positive

B01	I am interested in my work	91%
B03	My work gives me a sense of personal accomplishment	79%
B18	The people in my team can be relied upon to help when things get difficult in my job	86%
W01	Overall, how satisfied are you with your life nowadays?	70%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	75%



Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of 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.