

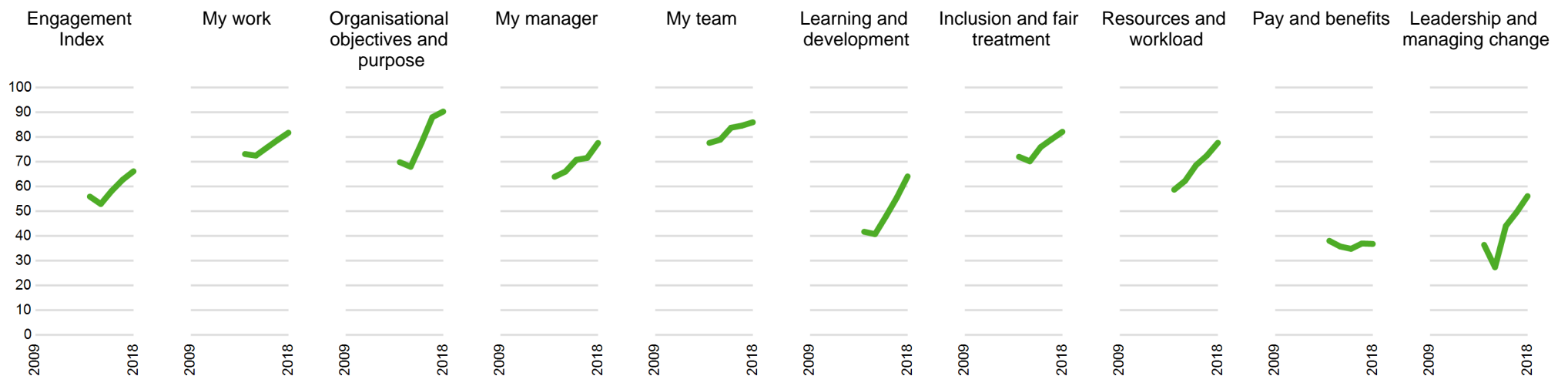
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



## 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	-	-	-	-	-	56%	53%	58%	63%	66%
My work	-	-	-	-	-	73%	72%	76%	79%	82%
Organisational objectives and purpose	-	-	-	-	-	70%	68%	78%	88%	90%
My manager	-	-	-	-	-	64%	66%	71%	71%	78%
My team	-	-	-	-	-	78%	79%	84%	85%	86%
Learning and development	-	-	-	-	-	42%	41%	48%	55%	64%
Inclusion and fair treatment	-	-	-	-	-	72%	70%	76%	79%	82%
Resources and workload	-	-	-	-	-	59%	62%	69%	72%	78%
Pay and benefits	-	-	-	-	-	38%	36%	35%	37%	37%
Leadership and managing change	-	-	-	-	-	36%	27%	44%	50%	56%
<i>Response rate</i>	-	-	-	-	-	80%	83%	92%	95%	95%



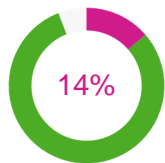
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

## Drivers of Engagement

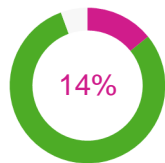
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	83%	+5 ◇	+5 ◇	+3 ◇
2	B42	I feel that change is managed well in the Crown Commercial Service	31%	+2 ◇	-2 ◇	-11 ◇
3	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	30%	-1	+3 ◇	-3 ◇
4	B24	Learning and development activities I have completed while working for the Crown Commercial Service are helping me to develop my career	56%	+6 ◇	+9 ◇	+3 ◇
5	B23	There are opportunities for me to develop my career in the Crown Commercial Service	57%	+8 ◇	+9 ◇	0

## Discrimination, bullying and harassment

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



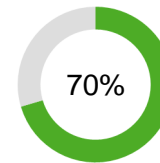
During the past 12 months have you personally experienced discrimination at work?



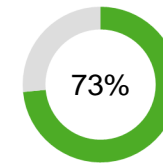
During the past 12 months have you personally experienced bullying or harassment at work?

## Wellbeing

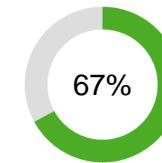
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)   
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



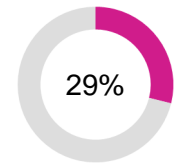
W01. Overall, how satisfied are you with your life nowadays?



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

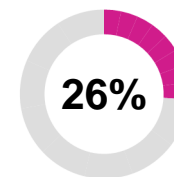


W03. Overall, how happy did you feel yesterday?

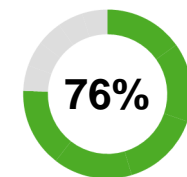


W04. Overall, how anxious did you feel yesterday?

## Proxy Stress Index

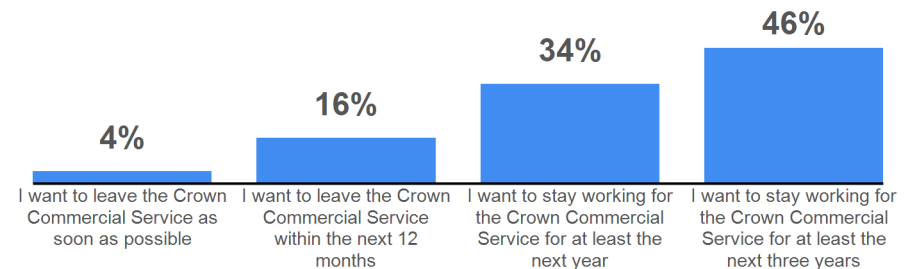


## PERMA Index


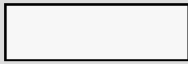


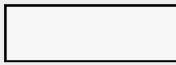

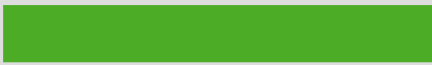
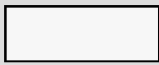




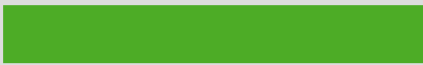




For further information about these indices, please refer to page 16.

## Your plans for the future



## Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
F05	I am aware of the 'Respect at Work' campaign	 98%	B43	When changes are made in the Crown Commercial Service they are usually for the better	 40%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 50%
F12	I understand what the Crown Commercial Service values and behaviours are	 98%	F07	The Broader Leadership Group (BLG) and managers within the Crown Commercial Service have been more visible in the last twelve months	 38%	B35	I feel that my pay adequately reflects my performance	 44%
B01	I am interested in my work	 94%	B53	Where I work, I think effective action has been taken on the results of the last survey	 34%	B42	I feel that change is managed well in the Crown Commercial Service	 39%
B31	I have the skills I need to do my job effectively	 93%	B17	Poor performance is dealt with effectively in my team	 34%	B36	I am satisfied with the total benefits package	 34%
B54	I am trusted to carry out my job effectively	 92%	B51	The Crown Commercial Service motivates me to help it achieve its objectives	 33%	B45	I have the opportunity to contribute my views before decisions are made that affect me	 30%

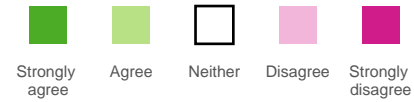
## All questions by theme

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

### My work

82%

+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	47	47				94%	+2 ◆	+4 ◆	+2 ◆
B02 I am sufficiently challenged by my work	40	45	9	6		85%	+4 ◆	+4 ◆	+2 ◆
B03 My work gives me a sense of personal accomplishment	34	49	10	7		83%	+5 ◆	+5 ◆	+3 ◆
B04 I feel involved in the decisions that affect my work	22	44	16	14		66%	+3 ◆	+8 ◆	+3 ◆
B05 I have a choice in deciding how I do my work	36	45	11	6		81%	+2 ◆	+4 ◆	0

### Organisational objectives and purpose

90%

+2 ◆ 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 Crown Commercial Service's objectives	37	54	7			90%	+2 ◆	+9 ◆	+4 ◆
B07 I understand how my work contributes to the Crown Commercial Service's objectives	40	51	7			90%	+3 ◆	+6 ◆	+3 ◆

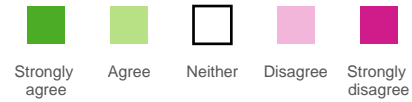
## All questions by theme

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### My manager

78%

+6 ◇ 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	39	40	12	6	6	79%	+5 ◇	+8 ◇	+4 ◇
B09	My manager is considerate of my life outside work	55	36	6	1	1	92%	+5 ◇	+6 ◇	+3 ◇
B10	My manager is open to my ideas	49	40	6	1	1	89%	+5 ◇	+6 ◇	+3 ◇
B11	My manager helps me to understand how I contribute to the Crown Commercial Service's objectives	35	46	12	5	1	81%	+7 ◇	+14 ◇	+9 ◇
B12	Overall, I have confidence in the decisions made by my manager	44	38	12	1	1	82%	+5 ◇	+6 ◇	+2 ◇
B13	My manager recognises when I have done my job well	44	41	8	5	1	85%	+5 ◇	+5 ◇	+2 ◇
B14	I receive regular feedback on my performance	32	44	13	10	1	75%	+5 ◇	+8 ◇	+2 ◇
B15	The feedback I receive helps me to improve my performance	32	41	19	6	1	73%	+9 ◇	+8 ◇	+4 ◇
B16	I think that my performance is evaluated fairly	29	42	17	9	1	71%	+11 ◇	+4 ◇	-1 ◇
B17	Poor performance is dealt with effectively in my team	14	34	34	13	6	48%	+4 ◇	+8 ◇	+4 ◇

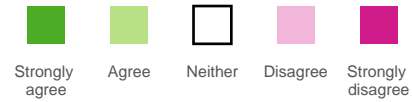
## All questions by theme

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^ indicates a variation in question wording from your previous survey

### My team

86%

+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	45	41	9	5	0	86%	+1 ◆	+1 ◆	-1 ◆
B19	The people in my team work together to find ways to improve the service we provide	41	45	8	5	0	86%	+1 ◆	+4 ◆	+1 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	41	44	10	5	0	85%	+2 ◆	+8 ◆	+5 ◆

### Learning and development

64%

+9 ◆ 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	25	51	14	8	0	76%	+8 ◆	+12 ◆	+8 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	23	44	23	8	0	67%	+12 ◆	+14 ◆	+8 ◆
B23	There are opportunities for me to develop my career in the Crown Commercial Service	20	37	23	14	6	57%	+8 ◆	+9 ◆	0
B24	Learning and development activities I have completed while working for the Crown Commercial Service are helping me to develop my career	19	38	30	10	0	56%	+6 ◆	+9 ◆	+3 ◆

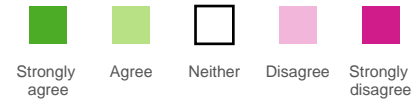
## All questions by theme

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### Inclusion and fair treatment

82%

+3 ◆ Difference from previous survey



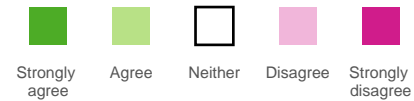
% Positive  
Difference from previous survey  
Difference from CS2018  
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25 I am treated fairly at work	37	48	7	6		85%	+3 ◆	+4 ◆	0
B26 I am treated with respect by the people I work with	41	47	7			88%	+2 ◆	+3 ◆	0
B27 I feel valued for the work I do	30	43	15	9		73%	+3 ◆	+6 ◆	+1
B28 I think that the Crown Commercial Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	33	49	10	5		82%	+3 ◆	+6 ◆	+2 ◆

### Resources and workload

78%

+5 ◆ 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
B29 I get the information I need to do my job well	18	56	13	11		74%	+8 ◆	+3 ◆	-1 ◆
B30 I have clear work objectives	26	53	10	8		79%	+9 ◆	+3 ◆	-1 ◆
B31 I have the skills I need to do my job effectively	32	61	5			93%	+4 ◆	+4 ◆	+2 ◆
B32 I have the tools I need to do my job effectively	19	56	13	10		75%	+6 ◆	+3 ◆	-2 ◆
B33 I have an acceptable workload	16	51	17	12		67%	+1	+7 ◆	+1 ◆
B34 I achieve a good balance between my work life and my private life	28	51	12	7		78%	+3 ◆	+9 ◆	+4 ◆



## All questions by theme

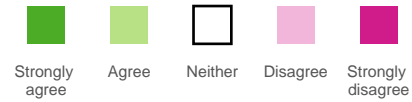
◆ indicates statistically significant difference from comparison  
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### Pay and benefits

37%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

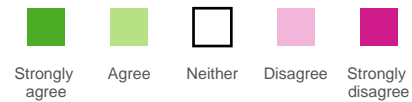
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	5	32	19	30	14	37%	-1 ◆	+6 ◆	-1
B36 I am satisfied with the total benefits package	6	37	23	24	10	43%	+2 ◆	+7 ◆	0
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	24	20	28	22	30%	-1	+3 ◆	-3 ◆

### Leadership and managing change

56%

+6 ◆

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 the Crown Commercial Service are sufficiently visible	18	54	13	13	8	72%	+7 ◆	+10 ◆	+1 ◆
B39 I believe the actions of senior managers are consistent with the Crown Commercial Service's values	15	48	21	13	8	63%	+11 ◆	+10 ◆	+1
B40 I believe that the Board has a clear vision for the future of the Crown Commercial Service	20	50	20	8	8	71%	+12 ◆	+23 ◆	+14 ◆
B41 Overall, I have confidence in the decisions made by the Crown Commercial Service's senior managers	16	48	26	8	8	63%	+11 ◆	+15 ◆	+5 ◆
B42 I feel that change is managed well in the Crown Commercial Service	5	26	30	31	9	31%	+2 ◆	-2 ◆	-11 ◆
B43 When changes are made in the Crown Commercial Service they are usually for the better	6	31	40	18	8	37%	0	+2 ◆	-5 ◆
B44 The Crown Commercial Service keeps me informed about matters that affect me	13	57	19	9	8	70%	+5 ◆	+11 ◆	+4 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	6	36	28	26	8	43%	+3 ◆	+2 ◆	-5 ◆
B46 I think it is safe to challenge the way things are done in the Crown Commercial Service	8	47	26	15	8	55%	+6 ◆	+7 ◆	+1 ◆

## All questions by theme

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^ indicates a variation in question wording from your previous survey

### 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 the Crown Commercial Service	19	49	27			68%	+6 ◆	+2 ◆	-3 ◆
B48 I would recommend the Crown Commercial Service as a great place to work	18	46	27	6		65%	+11 ◆	+7 ◆	-1
B49 I feel a strong personal attachment to the Crown Commercial Service	17	35	32	14		52%	+4 ◆	0	-5 ◆
B50 The Crown Commercial Service inspires me to do the best in my job	16	41	32	9		58%	+7 ◆	+8 ◆	+1
B51 The Crown Commercial Service motivates me to help it achieve its objectives	16	39	33	10		55%	+3 ◆	+7 ◆	0

### 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 the Crown Commercial Service will take action on the results from this survey	18	45	21	12	5	62%	+7 ◆	+13 ◆	+4 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	16	36	34	9		53%	+7 ◆	+17 ◆	+8 ◆

## 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	41	51				92%	+3 ◆	+3 ◆	+1 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	30	52	11	6		82%	+6 ◆	+10 ◆	+6 ◆
B56 In the Crown Commercial Service, people are encouraged to speak up when they identify a serious policy or delivery risk	24	53	13	8		77%	+8 ◆	+10 ◆	+4 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	20	51	15	10		72%	+6 ◆	+6 ◆	+2 ◆
B58 The Crown Commercial Service is committed to creating a diverse and inclusive workplace	30	55	12			84%	+6 ◆	+10 ◆	+5 ◆

### 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 the Crown Commercial Service actively role model the behaviours set out in the Civil Service Leadership Statement	12	47	25	13		59%	+8 ◆	+10 ◆	+1 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	34	48	12			82%	+9 ◆	+15 ◆	+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'	20	59	11	8		79%	+5 ◆	+28 ◆	+13 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	15	51	22	11		66%	+8 ◆	+24 ◆	+15 ◆

## 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?	12	18	51	19	70%	+1 ◆	+4 ◆	+1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	17	48	25	73%	+1	+2 ◆	-1
W03 Overall, how happy did you feel yesterday?	14	19	45	22	67%	-2 ◆	+5 ◆	+2 ◆

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

	0-1	2-3	4-5	6-10	% Negative			
W04 Overall, how anxious did you feel yesterday?	23	28	20	29	29%	0	-4 ◆	-1 ◆

## All questions by theme

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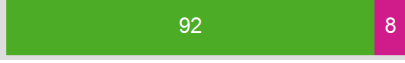


### Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave the Crown Commercial Service as soon as possible		4%	-3 ◇	-4	-8
I want to leave the Crown Commercial Service within the next 12 months		16%	0	+1 ◇	-4 ◇
I want to stay working for the Crown Commercial Service for at least the next year		34%	-3	0	-5 ◇
I want to stay working for the Crown Commercial Service for at least the next three years		46%	+5 ◇	+3 ◇	-7 ◇

### The Civil Service Code

Differences are based on '% Yes' score

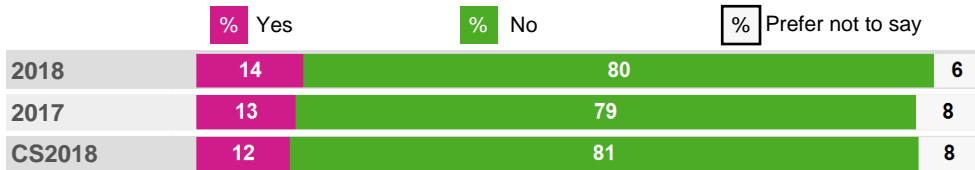
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	+1	0	-2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		26	74%	+3 ◇	+7 ◇	+1 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Crown Commercial Service it would be investigated properly?		27	73%	+2 ◇	+2 ◇	-3 ◇

## All questions by theme

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

### Discrimination, harassment and bullying

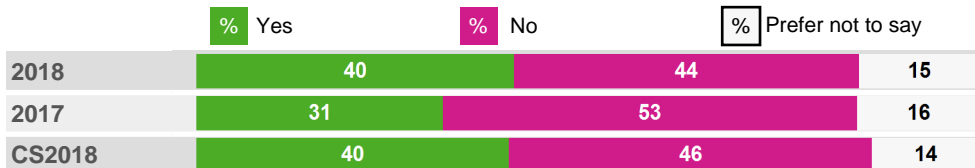
E01. During the past 12 months have you personally experienced discrimination at work?



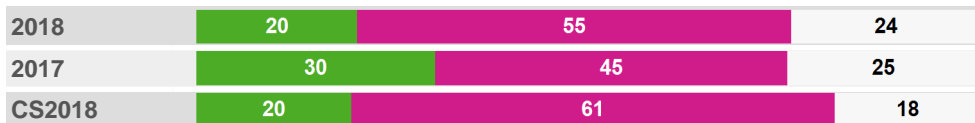
E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	13
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	17
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	38
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	14
Working pattern	12
Any other grounds	15
Prefer not to say	--

For respondents who selected 'Yes' to question E03.

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

	Response Count
A colleague	21
Your manager	23
Another manager in my part of CCS	18
Someone you manage	--
Someone who works for another part of CCS	17
A member of the public	--
Someone else	--
Prefer not to say	12

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

## All questions by theme

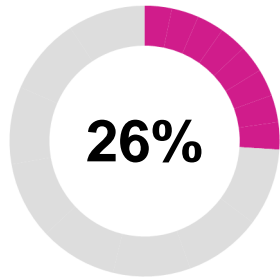
◇ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### Crown Commercial Service questions

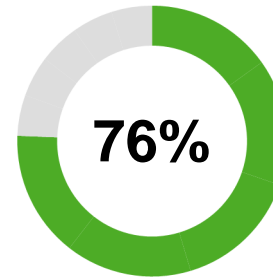
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	
F01 The strategy and goals for the Crown Commercial Service are clear to me	24	58	13	5		81%	+5 ◇	
F02 I am confident that my organisation is taking effective action to reduce discrimination, bullying and harassment	26	48	15	9		74%	+10 ◇	
F03 Achieving my objectives will contribute to the delivery of the Crown Commercial Service Business Plan for 2018/19	28	58	12			86%	New	
F04 I am aware of the Listener Scheme	Yes: 87%		No: 13%			87%	New	
F05 I am aware of the 'Respect at Work' campaign	Yes: 98%		No: 2%			98%	New	
F06 The SCS Leadership Team (SLT) within Crown Commercial Service have been more visible in the last twelve months^	18	40	28	13		58%	-2 ◇	
F07 The Broader Leadership Group (BLG) and managers within the Crown Commercial Service have been more visible in the last twelve months^	11	30	38	16		42%	-11 ◇	
F08 The Regional Leadership Group are actively engaged with the employees on my site	Yes: 42%		No: 10%		Don't know: 48%		42%	New
F09 I receive the right quantity of internal communications e.g. blogs, articles on the intranet and emails	20	65	9	5		85%	New	
F10 The quality of internal communications e.g. blogs, articles on the intranet, emails, is of the right standard and keeps me informed about Crown Commercial Service	18	64	11	5		82%	New	
F11 I receive 'Team Talk' updates from my line manager at least monthly	Yes: 82%		No: 18%			82%	New	
F12 I understand what the Crown Commercial Service values and behaviours are	Yes: 98%		No: 2%			98%	New	
F13 I know how to reward good performance/behaviours when I see them in others	Yes: 88%		No: 12%			88%	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	-2 ◇
Difference from CS2018	-3 ◇
Difference from CS High Performers	-1 ◇



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

### Proxy Stress Index

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

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

#### % positive

B05	I have a choice in deciding how I do my work	81%
B08	My manager motivates me to be more effective in my job	79%
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	88%
B30	I have clear work objectives	79%
B33	I have an acceptable workload	67%
B45	I have the opportunity to contribute my views before decisions are made that affect me	43%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	80%

### 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	94%
B03	My work gives me a sense of personal accomplishment	83%
B18	The people in my team can be relied upon to help when things get difficult in my job	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?	73%



## Appendix

### Glossary of key terms

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

### Rounding

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

### Statistical significance: ✨

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

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

### The employee engagement index

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

### The drivers of engagement

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

### Confidentiality

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

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