



✧ Statistically significant difference from comparison

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

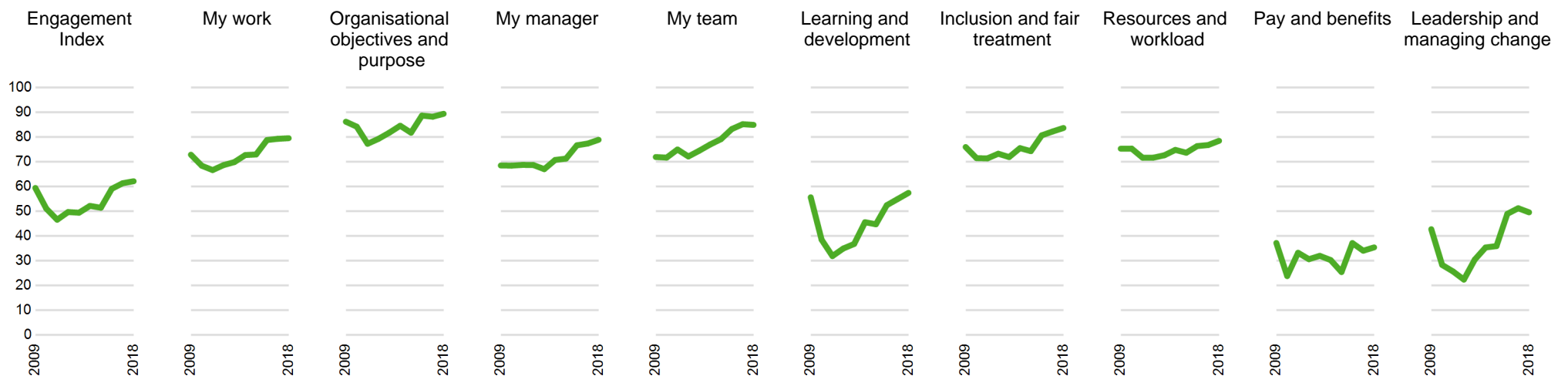




Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

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	59%	51%	47%	50%	49%	52%	51%	59%	61%	62%
My work	73%	68%	67%	69%	70%	73%	73%	79%	79%	79%
Organisational objectives and purpose	86%	84%	77%	79%	82%	85%	82%	89%	88%	89%
My manager	68%	68%	69%	69%	67%	71%	71%	77%	77%	79%
My team	72%	72%	75%	72%	74%	77%	79%	83%	85%	85%
Learning and development	56%	38%	32%	35%	37%	46%	45%	52%	55%	57%
Inclusion and fair treatment	76%	71%	71%	73%	72%	75%	74%	81%	82%	84%
Resources and workload	75%	75%	72%	72%	73%	75%	74%	76%	77%	78%
Pay and benefits	37%	24%	33%	31%	32%	30%	25%	37%	34%	35%
Leadership and managing change	43%	28%	26%	22%	30%	35%	36%	49%	51%	50%
Response rate	74%	75%	69%	79%	76%	76%	85%	89%	89%	83%





◇ Statistically significant difference from comparison

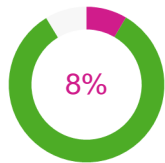
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

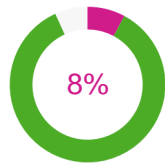
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	64%	+9 ◇	+22 ◇	+14 ◇
2	B03	My work gives me a sense of personal accomplishment	78%	-1 ◇	+1	-2 ◇
3	B24	Learning and development activities I have completed while working for the Insolvency Service are helping me to develop my career	49%	+3 ◇	+1 ◇	-5 ◇
4	B32	I have the tools I need to do my job effectively	68%	+3 ◇	-3 ◇	-8 ◇
5	B15	The feedback I receive helps me to improve my performance	74%	0	+10 ◇	+5 ◇

Discrimination, bullying and harassment

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



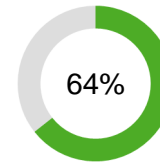
During the past 12 months have you personally experienced discrimination at work?



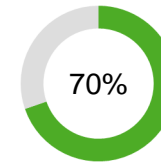
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

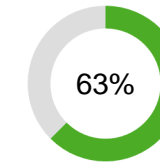
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



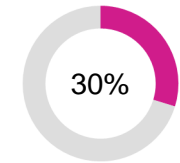
W01. Overall, how satisfied are you with your life nowadays?



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

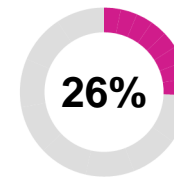


W03. Overall, how happy did you feel yesterday?

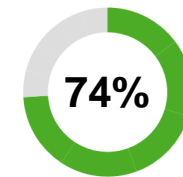


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

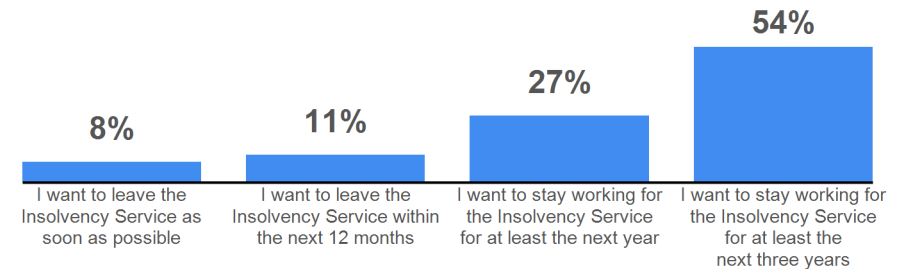


PERMA Index



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

Your plans for the future





Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B54	I am trusted to carry out my job effectively	92%	F12	Thinking about last year's survey, my team have made changes as a result of our action plan	35%	B35	I feel that my pay adequately reflects my performance	51%
B31	I have the skills I need to do my job effectively	92%	B59	The Senior Management Team and Directors in the Insolvency Service actively role model the behaviours set out in the Civil Service Leadership Statement	35%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	47%
B07	I understand how my work contributes to the Insolvency Service's objectives	91%	B43	When changes are made in the Insolvency Service they are usually for the better	35%	B36	I am satisfied with the total benefits package	39%
F02	Do you have quarterly conversations with your manager that cover all three of the following: performance, priorities and development?	91%	F21	I have seen improvements in our internal communications over the last 12 months	34%	B42	I feel that change is managed well in the Insolvency Service	38%
B26	I am treated with respect by the people I work with	91%	F14	The Insolvency Service's Senior Management Team and Directors empower teams to deliver	32%	B43	When changes are made in the Insolvency Service they are usually for the better	31%



All questions by theme

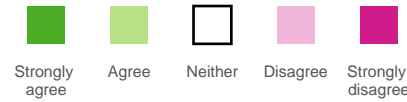
◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My work

79%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

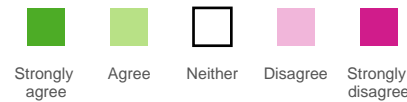
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	40	49	6	6	6	89%	+1	0	-3 ◆
B02 I am sufficiently challenged by my work	36	46	10	6	6	82%	0	+2 ◆	-1
B03 My work gives me a sense of personal accomplishment	30	48	12	7	7	78%	-1 ◆	+1	-2 ◆
B04 I feel involved in the decisions that affect my work	22	45	14	14	6	66%	0	+8 ◆	+3 ◆
B05 I have a choice in deciding how I do my work	32	49	9	8	8	81%	+2 ◆	+4 ◆	0

Organisational objectives and purpose

89%

+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 the Insolvency Service's objectives	32	55	8	8	8	87%	+1 ◆	+6 ◆	+1 ◆
B07 I understand how my work contributes to the Insolvency Service's objectives	37	54	5	5	5	91%	+1 ◆	+7 ◆	+4 ◆



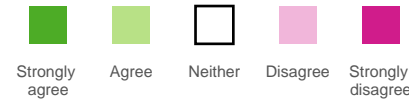
All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

My manager

79%

+2 ◆ Difference from previous survey



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

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	30	48	12	8	2	78%	+2 ◆	+7 ◆	+2 ◆
B09	My manager is considerate of my life outside work	51	37	7	5	0	88%	0	+3 ◆	0
B10	My manager is open to my ideas	42	45	8	5	0	87%	+2 ◆	+5 ◆	+1 ◆
B11	My manager helps me to understand how I contribute to the Insolvency Service's objectives	29	51	14	5	2	79%	+1 ◆	+12 ◆	+7 ◆
B12	Overall, I have confidence in the decisions made by my manager	35	47	10	5	2	82%	+1 ◆	+6 ◆	+2 ◆
B13	My manager recognises when I have done my job well	39	46	8	5	2	85%	+1 ◆	+5 ◆	+2 ◆
B14	I receive regular feedback on my performance	31	50	9	8	2	81%	+1 ◆	+13 ◆	+8 ◆
B15	The feedback I receive helps me to improve my performance	29	45	16	8	2	74%	0	+10 ◆	+5 ◆
B16	I think that my performance is evaluated fairly	31	49	13	6	2	79%	+3 ◆	+13 ◆	+7 ◆
B17	Poor performance is dealt with effectively in my team	15	38	31	10	6	54%	+2 ◆	+14 ◆	+10 ◆



All questions by theme

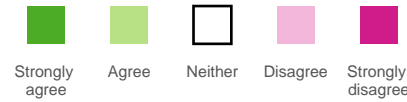
◆ indicates statistically significant difference from comparison
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My team

85%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

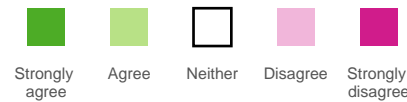
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	46	43	7	1	1	89%	0	+4 ◆	+2 ◆
B19	The people in my team work together to find ways to improve the service we provide	42	43	10	1	1	85%	0	+3 ◆	0
B20	The people in my team are encouraged to come up with new and better ways of doing things	37	43	13	5	1	80%	0	+4 ◆	0

Learning and development

57%

+3

◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	16	55	17	9	1	71%	+1	+7 ◆	+3 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	16	44	26	11	1	59%	+2 ◆	+6 ◆	0
B23	There are opportunities for me to develop my career in the Insolvency Service	12	38	23	16	11	50%	+5 ◆	+2 ◆	-6 ◆
B24	Learning and development activities I have completed while working for the Insolvency Service are helping me to develop my career	13	36	31	14	7	49%	+3 ◆	+1 ◆	-5 ◆



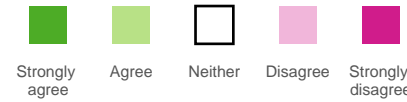
All questions by theme

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Inclusion and fair treatment

84%

+1 ◆ Difference from previous survey



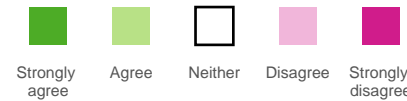
% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

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	36	50	7	5		86%	+1	+5 ◆	+2 ◆
B26 I am treated with respect by the people I work with	40	51	5			91%	+2 ◆	+5 ◆	+3 ◆
B27 I feel valued for the work I do	29	45	12	8	5	74%	+1 ◆	+6 ◆	+2 ◆
B28 I think that the Insolvency Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	34	50	10			84%	+2 ◆	+7 ◆	+4 ◆

Resources and workload

78%

+2 ◆ Difference from previous survey



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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29 I get the information I need to do my job well	17	59	13	8		76%	+1	+6 ◆	+1 ◆
B30 I have clear work objectives	25	62	7			87%	+3 ◆	+11 ◆	+7 ◆
B31 I have the skills I need to do my job effectively	32	60	5			92%	+2 ◆	+4 ◆	+1 ◆
B32 I have the tools I need to do my job effectively	18	50	14	13	6	68%	+3 ◆	-3 ◆	-8 ◆
B33 I have an acceptable workload	15	52	13	14	6	67%	0	+7 ◆	+1 ◆
B34 I achieve a good balance between my work life and my private life	28	51	10	8		79%	+1 ◆	+10 ◆	+5 ◆



All questions by theme

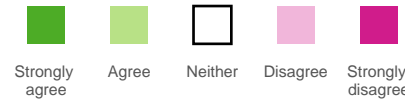
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Pay and benefits

35%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

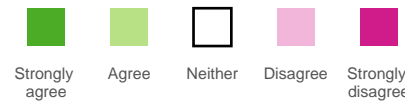
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	5	28	17	33	18	33%	+1	+2 ◆	-5 ◆
B36 I am satisfied with the total benefits package	7	33	21	24	15	41%	+2 ◆	+5 ◆	-3 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	26	21	29	18	32%	+1	+6 ◆	0

Leadership and managing change

50%

-2 ◆

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38 The Senior Management Team and Directors in the Insolvency Service are sufficiently visible	12	51	20	11	5	64%	-4 ◆	+2 ◆	-7 ◆
B39 I believe the actions of the Senior Management Team and Directors are consistent with the Insolvency Service's values	10	43	29	11	7	53%	-3 ◆	+1	-9 ◆
B40 I believe that the Senior Management Team has a clear vision for the future of the Insolvency Service	10	42	28	12	8	52%	-1	+5 ◆	-4 ◆
B41 Overall, I have confidence in the decisions made by the Insolvency Service's Senior Management Team and Directors	9	37	30	15	9	46%	-3 ◆	-3 ◆	-13 ◆
B42 I feel that change is managed well in the Insolvency Service	6	32	24	27	11	37%	-1	+4 ◆	-5 ◆
B43 When changes are made in the Insolvency Service they are usually for the better	5	30	35	22	8	35%	-1	0	-7 ◆
B44 The Insolvency Service keeps me informed about matters that affect me	10	51	21	12	6	61%	-2 ◆	+2 ◆	-4 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	8	37	26	19	9	46%	0	+5 ◆	-3 ◆
B46 I think it is safe to challenge the way things are done in the Insolvency Service	9	43	26	14	8	52%	0	+4 ◆	-2 ◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B47 I am proud when I tell others I am part of the Insolvency Service	16	43	29	9	5	59%	+3 ◆	-7 ◆	-11 ◆
B48 I would recommend the Insolvency Service as a great place to work	16	42	26	11	5	57%	+4 ◆	-1	-8 ◆
B49 I feel a strong personal attachment to the Insolvency Service	18	37	27	13	6	54%	+2 ◆	+3 ◆	-3 ◆
B50 The Insolvency Service inspires me to do the best in my job	13	41	29	11	6	54%	+2 ◆	+4 ◆	-3 ◆
B51 The Insolvency Service motivates me to help it achieve its objectives	12	40	30	12	6	52%	+1	+5 ◆	-2 ◆

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 the Senior Management Team and Directors in the Insolvency Service will take action on the results from this survey	12	40	25	14	8	52%	-7 ◆	+3 ◆	-6 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	15	38	31	10	6	53%	-6 ◆	+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	37	55	5			92%	+1 ◆	+3 ◆	+2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	25	51	16	6		76%	0	+4 ◆	0
B56 In the Insolvency Service, people are encouraged to speak up when they identify a serious policy or delivery risk	19	52	18	7		71%	+1	+4 ◆	-2 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	19	55	15	7		74%	+4 ◆	+8 ◆	+4 ◆
B58 The Insolvency Service is committed to creating a diverse and inclusive workplace	25	57	13			82%	+2 ◆	+7 ◆	+3 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 The Senior Management Team and Directors in the Insolvency Service actively role model the behaviours set out in the Civil Service Leadership Statement	9	40	35	10	6	49%	-3 ◆	0	-9 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	26	51	16			77%	+3 ◆	+10 ◆	+4 ◆

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'	16	56	16	10		72%	+12 ◆	+21 ◆	+6 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	14	50	22	11		64%	+9 ◆	+22 ◆	+14 ◆



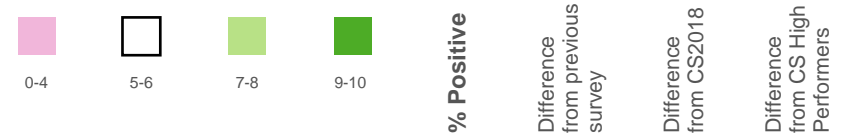
All questions by theme

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Wellbeing

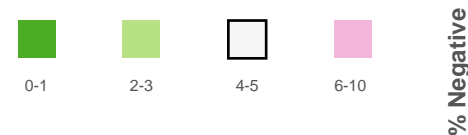
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	13	22	47	18	64%	-2 ◆	-2 ◆	-5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	19	46	24	70%	0	-2 ◆	-4 ◆
W03 Overall, how happy did you feel yesterday?	17	21	42	21	63%	-1	0	-3 ◆

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?	25	26	20	30	30%	+1 ◆	-3 ◆	0



All questions by theme

◇ indicates statistically significant difference from comparison
 ▲ 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 Insolvency Service?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave the Insolvency Service as soon as possible		8%	+1	0	-4 ◇
I want to leave the Insolvency Service within the next 12 months		11%	0	-3 ◇	-8 ◇
I want to stay working for the Insolvency Service for at least the next year		27%	+1	-8 ◇	-13 ◇
I want to stay working for the Insolvency Service for at least the next three years		54%	-2	+11 ◇	+1 ◇

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?		10	90%	-1 ◇	-1 ◇	-4 ◇
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 Insolvency Service it would be investigated properly?		24	76%	+1	+6 ◇	0

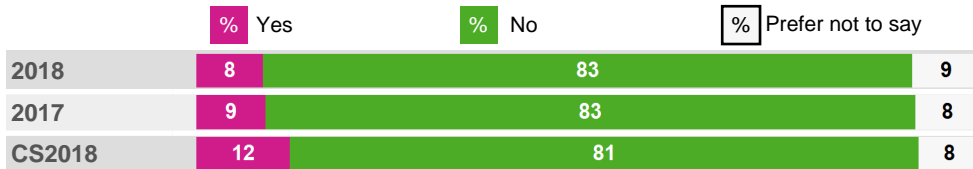


All questions by theme

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

Discrimination, harassment and bullying

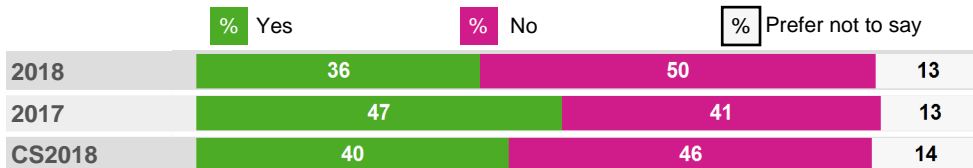
E01. During the past 12 months have you personally experienced discrimination at work?



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	--
Caring responsibilities	11
Disability	16
Ethnic background	--
Gender	13
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	30
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	10
Working pattern	25
Any other grounds	30
Prefer not to say	13

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	36
Your manager	27
Another manager in my part of INSS	31
Someone you manage	--
Someone who works for another part of INSS	12
A member of the public	--
Someone else	--
Prefer not to say	13

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

The Insolvency Service questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	My performance is measured on both how I deliver (my behaviours) as well as what I deliver (my objectives)	25	60	10			85%	+1
F02	Do you have quarterly conversations with your manager that cover all three of the following: performance, priorities and development?	Yes: 91%		No: 9%			91%	+1 ◆
F03	If you answered 'YES' to the question 'Do you have quarterly conversations with your manager that cover all three of the following: performance, priorities and development', please answer the question 'I find these conversations valuable'	28	53	11	6		81%	-1
F04	If you answered 'YES' to the question 'Do you have quarterly conversations with your manager', do you feel these conversations help you to improve your performance	Yes: 77%		No: 23%			77%	New
F05	If you answered 'YES' to the question 'Do you have quarterly conversations with your manager' do you feel these conversations help you to improve the service delivered to our customers	Yes: 74%		No: 26%			74%	New
F06	I am confident that my organisation is taking effective action to reduce discrimination, bullying and harassment	18	50	22	6		68%	+1
F07	I am confident that if I raised a grievance as a result of discrimination, bullying or harassment, it would be investigated properly	20	52	16	7	5	72%	+1
F08	I know what health and wellbeing services are available to me at the Insolvency Service	21	62	10	5		83%	+5 ◆
F09	The health and wellbeing services available to me are sufficient to support me as an effective member of the Insolvency Service	17	49	27			66%	+5 ◆
F10	The Insolvency Service is committed to developing people	17	47	21	10	5	64%	+2 ◆
F11	Have you had the opportunity to participate in five days of learning and development in the last 12 months?	Yes: 80%		No: 20%			80%	0
F12	Thinking about last year's survey, my team have made changes as a result of our action plan	13	41	35	8		54%	-7 ◆
F13	The Senior Management Team and Directors lead the Insolvency Service with confidence	11	45	30	8	5	56%	-1



All questions by theme

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

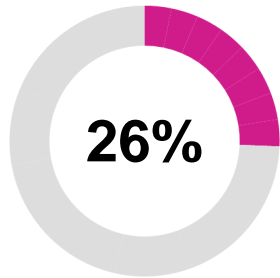
The Insolvency Service questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	The Insolvency Service's Senior Management Team and Directors empower teams to deliver	10	40	32	11	7	50%	-2 ◆
F15	I have a clear understanding of the Insolvency Service's purpose	24	61		10		85%	+4 ◆
F16	I feel able to be myself at work	Yes: 88%		No: 12%			88%	+2 ◆
F17	I feel confident that I can discuss my mental health and wellbeing with my manager	31	49		11	6	80%	+3 ◆
F18	I believe senior leaders are committed to delivering positive change	14	49	23	8	5	64%	New
F19	I believe I could report discrimination, bullying or harassment without worrying that it would have a negative impact on me	19	49	16	10	6	68%	New
F20	My line manager uses coaching skills effectively	19	49	22	6		68%	New
F21	I have seen improvements in our internal communications over the last 12 months	11	37	34	11	6	49%	New

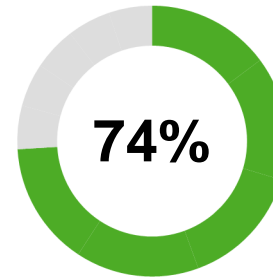


Proxy Stress Index and PERMA Index

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



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



Difference from previous survey	0
Difference from CS2018	0 ◇
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	81%
B08	My manager motivates me to be more effective in my job	78%
B18	The people in my team can be relied upon to help when things get difficult in my job	89%
B26	I am treated with respect by the people I work with	91%
B30	I have clear work objectives	87%
B33	I have an acceptable workload	67%
B45	I have the opportunity to contribute my views before decisions are made that affect me	46%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	85%

% positive

B01	I am interested in my work	89%
B03	My work gives me a sense of personal accomplishment	78%
B18	The people in my team can be relied upon to help when things get difficult in my job	89%
W01	Overall, how satisfied are you with your life nowadays?	64%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	70%



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.

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