



✧ Statistically significant difference from comparison

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

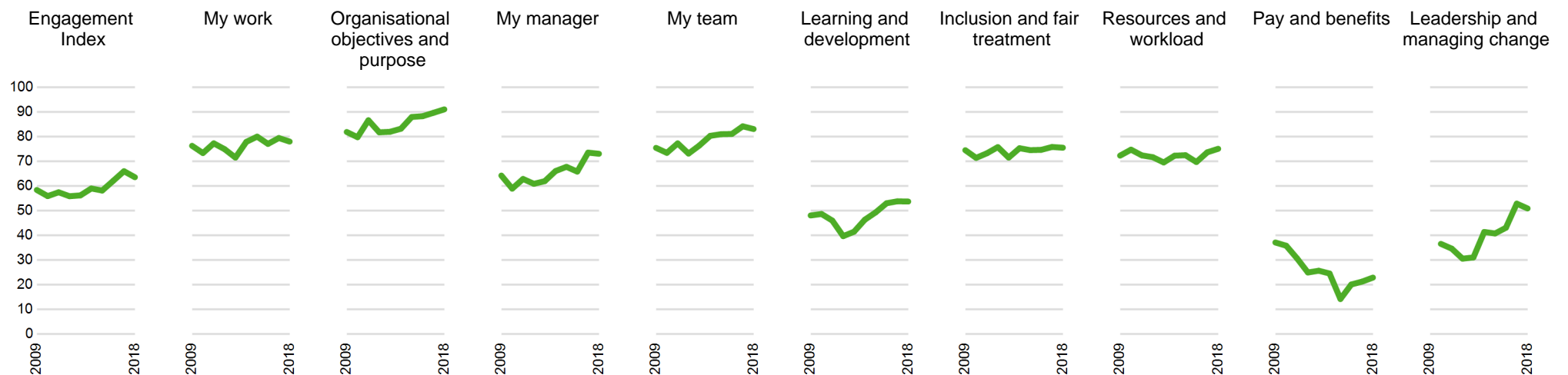




Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

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	58%	56%	57%	56%	56%	59%	58%	62%	66%	63%
My work	76%	73%	77%	75%	71%	78%	80%	77%	79%	78%
Organisational objectives and purpose	82%	80%	87%	82%	82%	83%	88%	88%	90%	91%
My manager	64%	59%	63%	61%	62%	66%	68%	66%	73%	73%
My team	75%	73%	77%	73%	76%	80%	81%	81%	84%	83%
Learning and development	48%	49%	46%	40%	41%	46%	49%	53%	54%	54%
Inclusion and fair treatment	74%	71%	73%	76%	71%	75%	74%	75%	76%	75%
Resources and workload	72%	75%	72%	72%	69%	72%	72%	70%	74%	75%
Pay and benefits	37%	36%	31%	25%	26%	24%	14%	20%	21%	23%
Leadership and managing change	-	36%	35%	31%	31%	41%	41%	43%	53%	51%
Response rate	89%	71%	88%	80%	83%	82%	79%	84%	93%	96%





◇ Statistically significant difference from comparison

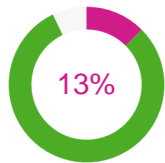
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

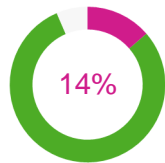
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	75%	-2 ◇	-3 ◇	-5 ◇
2	B23	There are opportunities for me to develop my career in UKEF	44%	-2	-4 ◇	-12 ◇
3	F06	I believe my team works well with other parts of the organisation	82%	0	--	--
4	F07	Where I work we are increasingly operating as One DIT	30%	+1	--	--

Discrimination, bullying and harassment

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



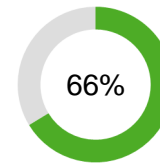
During the past 12 months have you personally experienced discrimination at work?



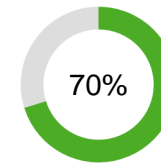
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

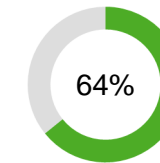
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



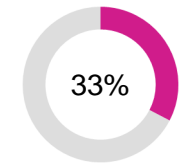
W01. Overall, how satisfied are you with your life nowadays?



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

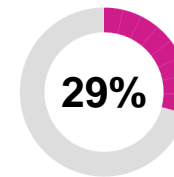


W03. Overall, how happy did you feel yesterday?

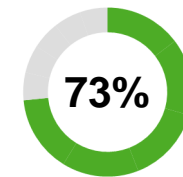


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

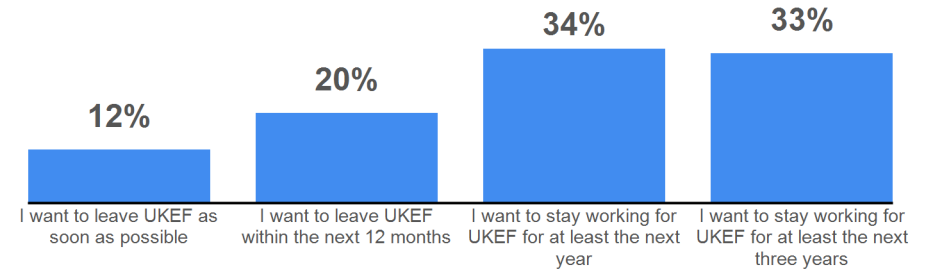


PERMA Index



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
F10	(Please only answer if you selected yes to question 9) The monthly conversations I have with my manager are useful	93%	F04	My views were taken into account in putting together our action plan based on last year's survey results	42%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	69%
B06	I have a clear understanding of UKEF's objectives	92%	B53	Where I work, I think effective action has been taken on the results of the last survey	34%	B35	I feel that my pay adequately reflects my performance	61%
B01	I am interested in my work	91%	F03	I believe the way we make changes in my team has improved in the last 12 months	34%	B36	I am satisfied with the total benefits package	53%
B31	I have the skills I need to do my job effectively	91%	F01	In my division I have seen a positive change in the way senior managers/leaders communicate	32%	B42	I feel that change is managed well in UKEF	47%
B07	I understand how my work contributes to UKEF's objectives	90%	B17	Poor performance is dealt with effectively in my team	32%	F07	Where I work we are increasingly operating as One DIT	42%



All questions by theme

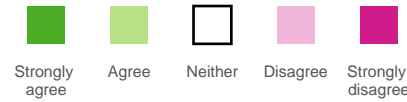
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

My work

78%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

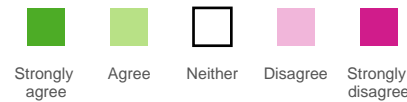
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	46	45				91%	-2 ◆	+2 ◆	-1 ◆
B02 I am sufficiently challenged by my work	38	44	5	11		82%	0	+1 ◆	-1 ◆
B03 My work gives me a sense of personal accomplishment	30	45	12	9		75%	-2 ◆	-3 ◆	-5 ◆
B04 I feel involved in the decisions that affect my work	20	42	11	17	9	62%	-3 ◆	+4 ◆	-1
B05 I have a choice in deciding how I do my work	33	47	8	9		80%	+1	+2 ◆	-1 ◆

Organisational objectives and purpose

91%

+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 UKEF's objectives	42	49				92%	+3 ◆	+10 ◆	+5 ◆
B07 I understand how my work contributes to UKEF's objectives	43	47			5	90%	0	+6 ◆	+3 ◆



All questions by theme

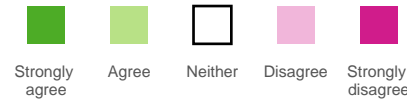
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

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
B08 My manager motivates me to be more effective in my job	31	44	11	9	6	75%	-1	+4 ◆	-1
B09 My manager is considerate of my life outside work	53	35	7	7	1	88%	0	+2 ◆	-1 ◆
B10 My manager is open to my ideas	48	39	7	7	1	87%	-1	+5 ◆	+1 ◆
B11 My manager helps me to understand how I contribute to UKEF's objectives	29	43	14	10	6	72%	0	+5 ◆	0
B12 Overall, I have confidence in the decisions made by my manager	40	41	11	5	5	80%	-2 ◆	+4 ◆	0
B13 My manager recognises when I have done my job well	37	45	8	6	6	82%	+1	+2 ◆	-1 ◆
B14 I receive regular feedback on my performance	25	41	16	14	5	66%	-3 ◆	-2 ◆	-8 ◆
B15 The feedback I receive helps me to improve my performance	24	42	19	12	5	65%	-3 ◆	+1 ◆	-3 ◆
B16 I think that my performance is evaluated fairly	24	42	18	10	6	66%	0	0	-6 ◆
B17 Poor performance is dealt with effectively in my team	14	34	32	13	7	48%	+4 ◆	+8 ◆	+5 ◆



All questions by theme

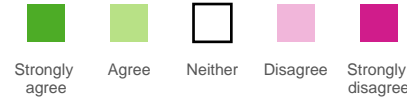
◆ indicates statistically significant difference from comparison
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My team

83%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

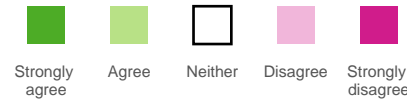
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	40	47	6	6	0	87%	-2 ◆	+2 ◆	0
B19	The people in my team work together to find ways to improve the service we provide	35	48	8	6	0	83%	-4 ◆	+1 ◆	-2 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	35	43	11	7	0	78%	+2 ◆	+2 ◆	-2 ◆

Learning and development

54%

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
B21	I am able to access the right learning and development opportunities when I need to	18	50	17	12	0	68%	0	+4 ◆	0
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	39	27	15	5	54%	0	0	-5 ◆
B23	There are opportunities for me to develop my career in UKEF	12	33	24	18	15	44%	-2	-4 ◆	-12 ◆
B24	Learning and development activities I have completed while working for UKEF are helping me to develop my career	14	35	25	19	7	49%	+2 ◆	+2 ◆	-4 ◆



All questions by theme

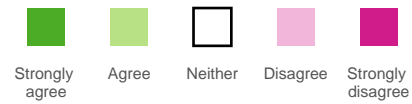
◆ indicates statistically significant difference from comparison
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Inclusion and fair treatment

75%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

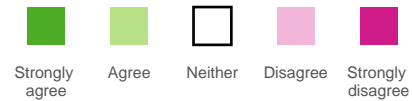
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	29	50	9	7	7	79%	-2 ◆	-1 ◆	-5 ◆
B26	I am treated with respect by the people I work with	32	49	10	6	6	80%	-4 ◆	-5 ◆	-8 ◆
B27	I feel valued for the work I do	24	43	12	13	7	68%	+3 ◆	0	-5 ◆
B28	I think that UKEF respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	29	46	13	8	5	75%	+2 ◆	-2 ◆	-5 ◆

Resources and workload

75%

+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
B29	I get the information I need to do my job well	13	58	12	16	6	71%	+3 ◆	0	-5 ◆
B30	I have clear work objectives	21	58	9	10	6	78%	0	+2 ◆	-1 ◆
B31	I have the skills I need to do my job effectively	35	56	6	6	6	91%	+1 ◆	+2 ◆	0
B32	I have the tools I need to do my job effectively	17	53	12	14	6	70%	0	-1 ◆	-7 ◆
B33	I have an acceptable workload	14	53	14	15	5	66%	+2 ◆	+6 ◆	0
B34	I achieve a good balance between my work life and my private life	24	51	13	10	6	75%	+1	+5 ◆	0



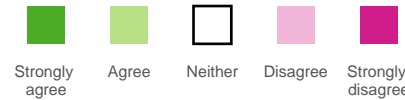
All questions by theme

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Pay and benefits

23%

+2 ◆ Difference from previous survey



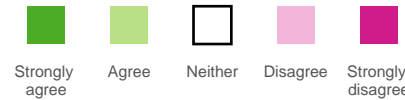
% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	21	15	33	28	24%	0	-7 ◆	-13 ◆	
B36 I am satisfied with the total benefits package	24	20	29	24	27%	+2 ◆	-9 ◆	-16 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	15	14	35	34	17%	+3 ◆	-10 ◆	-16 ◆	

Leadership and managing change

51%

-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 Executive Committee and the Senior Leadership Team in UKEF are sufficiently visible	17	47	16	15	5	64%	-2 ◆	+3 ◆	-7 ◆
B39 I believe the actions of the Executive Committee and the Senior Leadership Team are consistent with UKEF's values	15	47	22	10	6	62%	+4 ◆	+10 ◆	0
B40 I believe that the Executive Committee have a clear vision for the future of UKEF	18	41	23	12	5	59%	0	+12 ◆	+3 ◆
B41 Overall, I have confidence in the decisions made by the Executive Committee and the Senior Leadership Team	15	40	26	13	5	56%	-1	+7 ◆	-2 ◆
B42 I feel that change is managed well in UKEF	7	21	26	35	12	27%	-4 ◆	-6 ◆	-15 ◆
B43 When changes are made in UKEF they are usually for the better	7	33	31	25	4	39%	-2	+5 ◆	-3 ◆
B44 UKEF keeps me informed about matters that affect me	10	48	21	15	6	58%	-7 ◆	-1 ◆	-8 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	8	33	22	26	11	41%	-4 ◆	+1	-7 ◆
B46 I think it is safe to challenge the way things are done in UKEF	11	39	21	18	11	50%	-3 ◆	+3 ◆	-3 ◆



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 UKEF	27	43	21	8		70%	-3 ◆	+4 ◆	0
B48 I would recommend UKEF as a great place to work	19	43	20	13	6	61%	+1	+3 ◆	-4 ◆
B49 I feel a strong personal attachment to UKEF	24	32	20	17	6	56%	-5 ◆	+4 ◆	-1 ◆
B50 UKEF inspires me to do the best in my job	17	35	26	16	6	52%	-4 ◆	+2 ◆	-5 ◆
B51 UKEF motivates me to help it achieve its objectives	16	35	24	18	7	51%	-6 ◆	+4 ◆	-3 ◆

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 Executive Committee and the Senior Leadership Team in UKEF will take action on the results from this survey	12	42	19	17	11	54%	-5 ◆	+4 ◆	-5 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	10	25	34	20	11	35%	-5 ◆	-1 ◆	-10 ◆



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	36	54	5	1	1	89%	+1	0	-1 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	23	49	15	9	3	72%	-5 ◆	0	-4 ◆
B56 In UKEF, people are encouraged to speak up when they identify a serious policy or delivery risk	21	52	12	7	8	74%	+2 ◆	+6 ◆	0
B57 I feel able to challenge inappropriate behaviour in the workplace	16	47	16	11	9	64%	+5 ◆	-2 ◆	-6 ◆
B58 UKEF is committed to creating a diverse and inclusive workplace	25	48	14	6	7	72%	+4 ◆	-2 ◆	-6 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 The Executive Committee and the Senior Leadership Team in UKEF actively role model the behaviours set out in the Civil Service Leadership Statement	11	40	28	12	9	51%	+1	+2 ◆	-7 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	27	47	15	7	3	75%	+3 ◆	+7 ◆	+2 ◆

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	57	9	16	1	73%	+18 ◆	+22 ◆	+7 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	11	45	19	20	5	56%	+9 ◆	+14 ◆	+6 ◆



All questions by theme

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Wellbeing

Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	15	19	47	19	66%	-1	0	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	18	42	28	70%	0	-1 ◆	-4 ◆
W03 Overall, how happy did you feel yesterday?	15	20	40	25	64%	0	+2 ◆	-1 ◆

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

	0-1	2-3	4-5	6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	23	28	17	33	33%	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 UKEF/DIT?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave UKEF as soon as possible		12%	+4 ◇	+4	0
I want to leave UKEF within the next 12 months		20%	+1	+6 ◇	+1 ◇
I want to stay working for UKEF for at least the next year		34%	-7 ◇	0	-5 ◇
I want to stay working for UKEF for at least the next three years		33%	+2	-10 ◇	-19 ◇

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?			98%	+3 ◇	+6 ◇	+3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			75%	+3 ◇	+8 ◇	+2 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in UKEF/DIT it would be investigated properly?			71%	-4 ◇	+1	-5 ◇

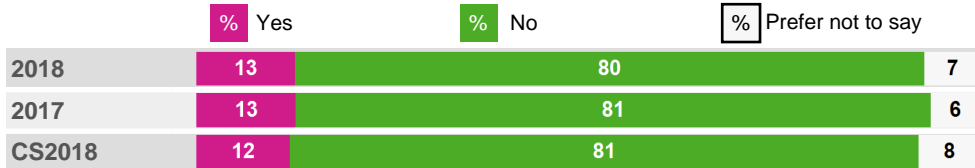


All questions by theme

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Discrimination, harassment and bullying

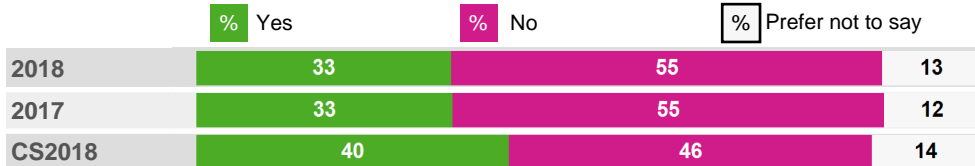
E01. During the past 12 months have you personally experienced discrimination at work?



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	--
Caring responsibilities	--
Disability	--
Ethnic background	12
Gender	10
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	17
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
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	13
Your manager	12
Another manager in my part of UKEF/DIT	14
Someone you manage	--
Someone who works for another part of UKEF/DIT	11
A member of the public	--
Someone else	--
Prefer not to say	--

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

UK EXPORT FINANCE questions

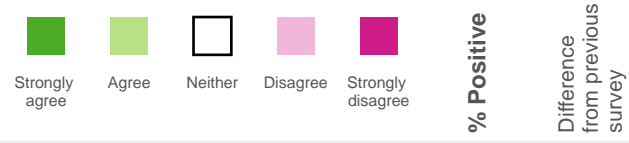
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	In my division I have seen a positive change in the way senior managers/leaders communicate	13	37	32	13	5	50%	-7 ◆
F02	I feel informed about important issues	16	50	16	13	6	66%	-3 ◆
F03	I believe the way we make changes in my team has improved in the last 12 months	12	31	34	17	6	43%	-8 ◆
F04	My views were taken into account in putting together our action plan based on last year's survey results	12	23	42	17	6	35%	-6 ◆
F05	I would feel able to report any discrimination, bullying or harassment without worrying that it would have a negative impact on me	21	42	13	15	9	63%	+1
F06	I believe my team works well with other parts of the organisation	33	49	8	6		82%	0
F07	Where I work we are increasingly operating as One DIT	5	24	28	24	18	30%	+1
F08	My manager encourages me to make time for my learning and development ("learning and development" includes on the job learning, observation, feedback, mentoring, coaching as well as formal classroom-based activity)	25	48	14	10		73%	-3 ◆
F09	I attend face to face meetings with my manager at least monthly to discuss progress against my objectives	Yes: 70%		No: 30%			70%	-4 ◆
F10	(Please only answer if you selected yes to question 9) The monthly conversations I have with my manager are useful	Yes: 93%		No: 8%			93%	-4 ◆
F11	After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 80%		No: 20%			80%	+1
F12	I have agreed objectives which define what I do (activities) and how I do it (behaviours)	27	57	8	6		84%	-1
F13	My performance is measured on both how I deliver (behaviours) as well as what I deliver (objectives)	26	50	13	9		76%	-2 ◆



All questions by theme

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

UK EXPORT FINANCE questions

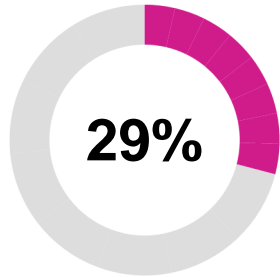


Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	I feel that my manager makes effective people management a key part of their job	27	44	14	10	5	71%	0



Proxy Stress Index and PERMA Index

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

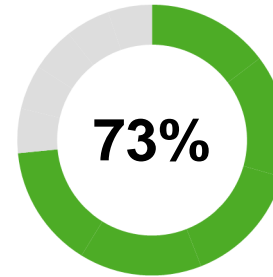


Difference from previous survey +1 ◇
 Difference from CS2018 0
 Difference from CS High Performers +2 ◇

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.



Difference from previous survey -1 ◇
 Difference from CS2018 0
 Difference from CS High Performers -2 ◇

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	80%
B08 My manager motivates me to be more effective in my job	75%
B18 The people in my team can be relied upon to help when things get difficult in my job	87%
B26 I am treated with respect by the people I work with	80%
B30 I have clear work objectives	78%
B33 I have an acceptable workload	66%
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?	80%

	% positive
B01 I am interested in my work	91%
B03 My work gives me a sense of personal accomplishment	75%
B18 The people in my team can be relied upon to help when things get difficult in my job	87%
W01 Overall, how satisfied are you with your life nowadays?	66%
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.

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.