HM Passport Office

HM Passport Office

Returns : 2,764   Response rate : 68%

Civil Service People Survey 2018

✧ Statistically significant difference from comparison

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

Engagement Index

58%

Difference from previous survey	+1
Difference from CS2018	-4 ✧
Difference from CS High Performers	-8 ✧

My work

70%

Difference from previous survey	+2 ✧
Difference from CS2018	-6 ✧
Difference from CS High Performers	-10 ✧

Organisational objectives and purpose

84%

Difference from previous survey	+1 ✧
Difference from CS2018	+1 ✧
Difference from CS High Performers	-3 ✧

My manager

70%

Difference from previous survey	+3 ✧
Difference from CS2018	0
Difference from CS High Performers	-3 ✧

My team

84%

Difference from previous survey	+1 ✧
Difference from CS2018	+3 ✧
Difference from CS High Performers	-1

Learning and development

57%

Difference from previous survey	+4 ✧
Difference from CS2018	+3 ✧
Difference from CS High Performers	-3 ✧

Inclusion and fair treatment

72%

Difference from previous survey	+1
Difference from CS2018	-6 ✧
Difference from CS High Performers	-9 ✧

Resources and workload

74%

Difference from previous survey	+1
Difference from CS2018	+1 ✧
Difference from CS High Performers	-2 ✧

Pay and benefits

23%

Difference from previous survey	-1
Difference from CS2018	-8 ✧
Difference from CS High Performers	-14 ✧

Leadership and managing change

45%

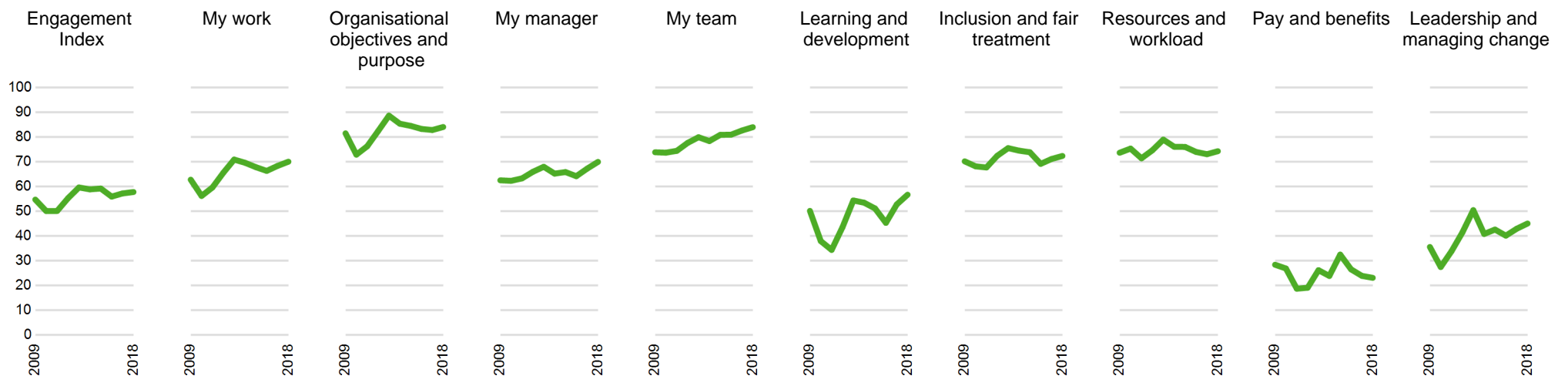|	
Difference from previous survey	+2 ✧
Difference from CS2018	-2 ✧
Difference from CS High Performers	-10 ✧

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	55%	50%	50%	55%	60%	59%	59%	56%	57%	58%
My work	63%	56%	60%	65%	71%	70%	68%	66%	68%	70%
Organisational objectives and purpose	81%	73%	76%	82%	89%	85%	84%	83%	83%	84%
My manager	62%	62%	63%	66%	68%	65%	66%	64%	67%	70%
My team	74%	74%	74%	78%	80%	78%	81%	81%	83%	84%
Learning and development	50%	38%	34%	43%	54%	53%	51%	45%	53%	57%
Inclusion and fair treatment	70%	68%	68%	72%	75%	74%	74%	69%	71%	72%
Resources and workload	74%	75%	71%	75%	79%	76%	76%	74%	73%	74%
Pay and benefits	28%	27%	19%	19%	26%	24%	32%	26%	24%	23%
Leadership and managing change	36%	27%	34%	41%	50%	41%	43%	40%	43%	45%
Response rate	*73%*	*60%*	*55%*	*65%*	*62%*	*57%*	*51%*	*58%*	*59%*	*68%*

HM Passport Office

Returns : 2,764   Response rate : 68%

Civil Service People Survey 2018

✧ 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	73%	+1	-4 ✧	-7 ✧
2	F13	I believe our values and behaviours form the basis of making our organisation a great place to work	61%	+1	--	--
3	B27	I feel valued for the work I do	60%	+2 ✧	-8 ✧	-12 ✧
4	B41	Overall, I have confidence in the decisions made by our organisation's senior managers	40%	+1	-9 ✧	-19 ✧
5	B24	Learning and development activities I have completed while working for our organisation are helping me to develop my career	47%	+4 ✧	-1	-7 ✧

Discrimination, bullying and harassment

■ % responding Yes   ■ % responding No   □ % responding Prefer not to say
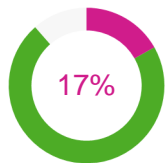
17% During the past 12 months have you personally experienced discrimination at work?
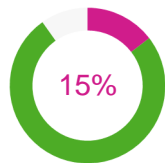
15% During the past 12 months have you personally experienced bullying or harassment at work?
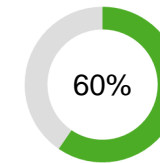
Wellbeing

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

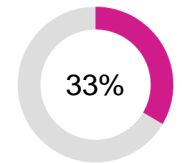■ % responding negatively (Answering 6,7,8,9 or 10 for W04)
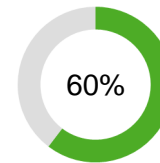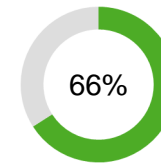
60% W01. Overall, how satisfied are you with your life nowadays?

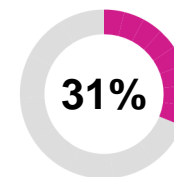**66%** W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
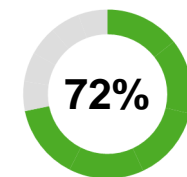
60% W03. Overall, how happy did you feel yesterday?

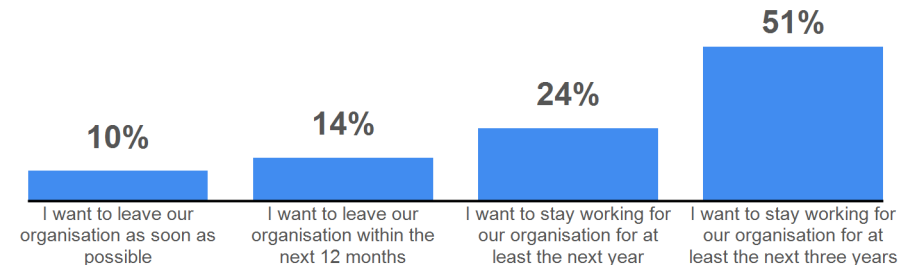**33%** W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index
31%

PERMA Index
72%

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

Your plans for the future

- **10%** I want to leave our organisation as soon as possible
- **14%** I want to leave our organisation within the next 12 months
- **24%** I want to stay working for our organisation for at least the next year
- **51%** I want to stay working for our organisation for at least the next three years

Headline scores

Highest positive scoring questions	% Positive
F01 I understand how the Home Office needs to change to continue to deliver for the public	**89%**
B54 I am trusted to carry out my job effectively	**88%**
B01 I am interested in my work	**87%**
B18 The people in my team can be relied upon to help when things get difficult in my job	**87%**
B31 I have the skills I need to do my job effectively	**86%**

Highest neutral scoring questions	% Neutral
B59 Senior managers in our organisation actively role model the behaviours set out in the Civil Service Leadership Statement	**36%**
B53 Where I work, I think effective action has been taken on the results of the last survey	**35%**
F19 I have seen positive actions on inclusion in my business area	**34%**
B43 When changes are made in our organisation they are usually for the better	**32%**
B47 I am proud when I tell others I am part of our organisation	**32%**

Highest negative scoring questions	% Negative
B35 I feel that my pay adequately reflects my performance	**62%**
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	**62%**
B36 I am satisfied with the total benefits package	**53%**
B45 I have the opportunity to contribute my views before decisions are made that affect me	**41%**
B42 I feel that change is managed well in our organisation	**37%**

HM Passport Office

Returns : 2,764   Response rate : 68%

All questions by theme

My work 70% +2 ◇ Difference from previous survey
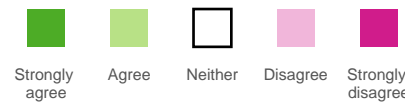
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	36	51	8			87%	0	-2 ◇	-5 ◇
B02 I am sufficiently challenged by my work	30	49	11	8		79%	+3 ◇	-2 ◇	-4 ◇
B03 My work gives me a sense of personal accomplishment	25	48	15	9		73%	+1	-4 ◇	-7 ◇
B04 I feel involved in the decisions that affect my work	15	36	20	19	10	50%	+2 ◇	-8 ◇	-13 ◇
B05 I have a choice in deciding how I do my work	20	41	17	15	7	60%	+2 ◇	-17 ◇	-20 ◇

Organisational objectives and purpose 84% +1 ◇ Difference from previous survey

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive			
B06 I have a clear understanding of our organisation's objectives	25	58	11	5		82%	+1	+1 ◇	-4 ◇
B07 I understand how my work contributes to our organisation's objectives	28	57	10			86%	+1 ◇	+2 ◇	-2 ◇

All questions by theme

My manager   **70%**   **+3** ✧ Difference from previous survey
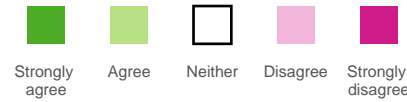
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	25	46	15	9	5	71%	+3 ✧	0	-5 ✧
B09	My manager is considerate of my life outside work	38	41	13	5		78%	+3 ✧	-7 ✧	-10 ✧
B10	My manager is open to my ideas	32	46	13	6		78%	+1	-5 ✧	-9 ✧
B11	My manager helps me to understand how I contribute to our organisation's objectives	25	47	17	8		72%	+4 ✧	+5 ✧	0
B12	Overall, I have confidence in the decisions made by my manager	30	43	14	8	5	73%	+3 ✧	-4 ✧	-8 ✧
B13	My manager recognises when I have done my job well	33	44	11	7		78%	+1	-2 ✧	-6 ✧
B14	I receive regular feedback on my performance	28	46	12	10	5	73%	+4 ✧	+5 ✧	0
B15	The feedback I receive helps me to improve my performance	25	42	18	10	5	67%	+3 ✧	+3 ✧	-2 ✧
B16	I think that my performance is evaluated fairly	24	42	17	10	7	66%	+4 ✧	0	-6 ✧
B17	Poor performance is dealt with effectively in my team	13	31	30	17	9	44%	+2 ✧	+4 ✧	0

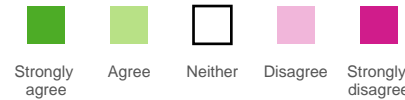Returns : 2,764   Response rate : 68%

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey
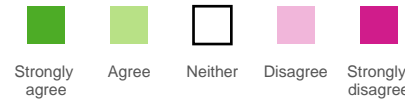
My team — 84% — +1 ✧ Difference from previous survey

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		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	8			87%	+1	+2 ✧	0
B19	The people in my team work together to find ways to improve the service we provide	38	47	10			85%	+1	+2 ✧	0
B20	The people in my team are encouraged to come up with new and better ways of doing things	34	47	13	5		80%	+2 ✧	+3 ✧	0

Learning and development — 57% — +4 ✧ Difference from previous survey

Strongly agree | Agree | Neither | Disagree | Strongly disagree

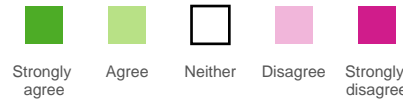|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	14	54	18	10		68%	+5 ✧	+4 ✧	0
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	43	25	13		58%	+2 ✧	+5 ✧	-1
B23	There are opportunities for me to develop my career in our organisation	13	40	22	15	9	54%	+4 ✧	+5 ✧	-3 ✧
B24	Learning and development activities I have completed while working for our organisation are helping me to develop my career	12	35	29	17	8	47%	+4 ✧	-1	-7 ✧

All questions by theme

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

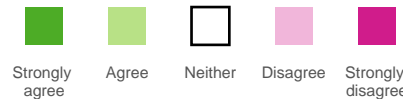### Inclusion and fair treatment — 72% (+1 Difference from previous survey)

	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	23	50	13	9	5	73%	0	-7 ◇	-11 ◇
B26 I am treated with respect by the people I work with	29	54	10			83%	+2 ◇	-2 ◇	-5 ◇
B27 I feel valued for the work I do	19	41	18	15	7	60%	+2 ◇	-8 ◇	-12 ◇
B28 I think that our organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	25	48	14	8	5	73%	+1	-4 ◇	-7 ◇

Resources and workload — 74% (+1 Difference from previous survey)

	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	14	56	16	11		70%	+1	0	-5 ◇
B30 I have clear work objectives	19	61	11	6		80%	+2 ◇	+5 ◇	+1
B31 I have the skills I need to do my job effectively	26	59	9	5		86%	0	-3 ◇	-6 ◇
B32 I have the tools I need to do my job effectively	17	54	13	12		71%	0	0	-6 ◇
B33 I have an acceptable workload	14	52	16	13	5	66%	+1	+5 ◇	0
B34 I achieve a good balance between my work life and my private life	20	52	14	9	5	72%	+3 ◇	+3 ◇	-2 ◇

Returns : 2,764   Response rate : 68%

All questions by theme

Pay and benefits — 23% — -1 — Difference from previous survey

		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		19	16	29	33	22%	0	-9 ✧	-15 ✧
B36	I am satisfied with the total benefits package		22	22	27	26	25%	-1	-10 ✧	-18 ✧
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable		17	17	28	34	21%	-1	-5 ✧	-11 ✧

Leadership and managing change — 45% — +2 ✧ — Difference from previous survey

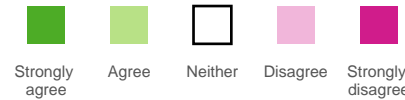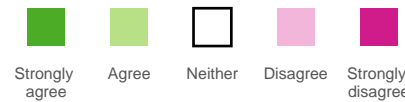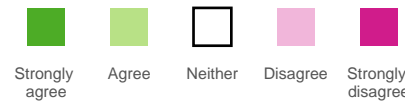|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38	Senior managers in our organisation are sufficiently visible	12	42	16	20	10	54%	+3 ✧	-7 ✧	-17 ✧
B39	I believe the actions of senior managers are consistent with our organisation's values	10	35	28	17	10	45%	+2 ✧	-8 ✧	-18 ✧
B40	I believe that our Directors have a clear vision for the future of our organisation	12	42	30	10	7	54%	+1	+6 ✧	-3 ✧
B41	Overall, I have confidence in the decisions made by our organisation's senior managers	9	30	30	18	12	40%	+1	-9 ✧	-19 ✧
B42	I feel that change is managed well in our organisation	7	33	22	27	11	40%	+4 ✧	+7 ✧	-2 ✧
B43	When changes are made in our organisation they are usually for the better	6	32	32	21	9	38%	0	+3 ✧	-4 ✧
B44	Our organisation keeps me informed about matters that affect me	10	48	21	15	7	58%	+6 ✧	-1	-8 ✧
B45	I have the opportunity to contribute my views before decisions are made that affect me	7	29	24	26	14	35%	+1	-5 ✧	-13 ✧
B46	I think it is safe to challenge the way things are done in our organisation	9	33	23	22	13	42%	+1	-6 ✧	-12 ✧

All questions by theme

✧ indicates statistically significant difference from comparison
^ 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 our organisation	15	40	32	9	5	55%	0	-10 ✧	-15 ✧
B48 I would recommend our organisation as a great place to work	13	33	27	17	10	46%	0	-12 ✧	-20 ✧
B49 I feel a strong personal attachment to our organisation	13	34	29	17	8	46%	+1	-5 ✧	-11 ✧
B50 Our organisation inspires me to do the best in my job	11	35	30	16	7	47%	+2 ✧	-3 ✧	-10 ✧
B51 Our organisation motivates me to help it achieve its objectives	11	34	31	16	7	45%	+2 ✧	-2 ✧	-9 ✧

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 our organisation will take action on the results from this survey	10	30	25	19	16	41%	+1	-9 ✧	-18 ✧
B53 Where I work, I think effective action has been taken on the results of the last survey	10	25	35	17	13	35%	0	-1	-10 ✧

All questions by theme

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	31	57	7			88%	+1 ◇	-1 ◇	-3 ◇
B55	I believe I would be supported if I try a new idea, even if it may not work	19	48	20	10		67%	+3 ◇	-4 ◇	-9 ◇
B56	In our organisation, people are encouraged to speak up when they identify a serious policy or delivery risk	21	52	14	8	5	73%	+5 ◇	+5 ◇	0
B57	I feel able to challenge inappropriate behaviour in the workplace	15	47	17	14	7	62%	+1	-3 ◇	-7 ◇
B58	Our organisation is committed to creating a diverse and inclusive workplace	22	51	17	6		73%	+1	-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	Senior managers in our organisation actively role model the behaviours set out in the Civil Service Leadership Statement	8	33	36	13	9	41%	-1	-8 ◇	-16 ◇
B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	21	45	22	8	5	65%	+1	-2 ◇	-8 ◇

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'	10	42	22	20	5	53%	+5 ◇	+2 ◇	-13 ◇
B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	10	39	27	19	5	49%	+3 ◇	+7 ◇	-2 ◇

All questions by theme

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.

Legend: 0-4 | 5-6 | 7-8 | 9-10

	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?	16	24	44	16	60%	0	-6 ✧	-9 ✧
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	21	42	24	66%	-3 ✧	-5 ✧	-8 ✧
W03 Overall, how happy did you feel yesterday?	19	22	38	22	60%	-1	-3 ✧	-6 ✧

For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.
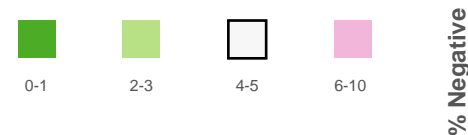
Legend: 0-1 | 2-3 | 4-5 | 6-10

	0-1	2-3	4-5	6-10	% Negative			
W04 Overall, how anxious did you feel yesterday?	23	25	19	33	33%	+2 ✧	+1 ✧	+4 ✧

All questions by theme

Your plans for the future

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

		Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave our organisation as soon as possible	10%	-1	+2 ✧	-2 ✧
I want to leave our organisation within the next 12 months	14%	0	0	-5 ✧
I want to stay working for our organisation for at least the next year	24%	+1	-10 ✧	-15 ✧
I want to stay working for our organisation for at least the next three years	51%	0	+8 ✧	-2 ✧

The Civil Service Code

Differences are based on '% Yes' score

% Yes   % No

	% Yes	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	84 / 16	84%	-3 ✧	-8 ✧	-10 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	64 / 36	64%	-4 ✧	-3 ✧	-9 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in our organisation it would be investigated properly?	59 / 41	59%	-2 ✧	-11 ✧	-17 ✧

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?

% Yes   % No   % Prefer not to say

	Yes	No	Prefer not to say
2018	17	72	11
2017	17	72	11
CS2018	12	81	8

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

	Yes	No	Prefer not to say
2018	15	76	10
2017	14	76	10
CS2018	11	82	7

For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?

% Yes   % No   % Prefer not to say

	Yes	No	Prefer not to say
2018	43	43	14
2017	45	42	13
CS2018	40	46	14

For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

	Yes	No	Prefer not to say
2018	23	61	16
2017	18	65	17
CS2018	20	61	18

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	73
Caring responsibilities	60
Disability	66
Ethnic background	38
Gender	47
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	104
Main spoken/written language or language ability	21
Marital status	--
Pregnancy, maternity or paternity	11
Religion or belief	24
Sexual orientation	--
Social or educational background	13
Working location	41
Working pattern	128
Any other grounds	117
Prefer not to say	69

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	126
Your manager	124
Another manager in my part of our organisation	131
Someone you manage	20
Someone who works for another part of our organisation	24
A member of the public	--
Someone else	11
Prefer not to say	54

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

Returns : 2,764   Response rate : 68%

All questions by theme

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

HM Passport Office questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand how the Home Office needs to change to continue to deliver for the public	Yes: 89%		No: 11%			89%	+1
F02	I understand what I need to do personally to help the Home Office improve	Yes: 78%		No: 22%			78%	+1
F03	I feel empowered by my manager to do my job	25	44	19	8		69%	+2 ✧
F04	If you answered yes to the question "During the past 12 months, have you personally experienced bullying or harassment at work", did you know where to go for support?	Yes: 75%		No: 25%			75%	+2
F05	Investing time in learning and development activities is given priority in my area	10	39	25	19	7	49%	+6 ✧
F06	My line manager uses coaching skills effectively to support me in my development^	14	42	24	14	6	56%	+3 ✧
F07	I can identify improvements in how I have been managed in the past 12 months	16	42	25	12	5	58%	+5 ✧
F08	I am familiar with the HMPO values and what they mean in practice^	18	61	15			79%	-2 ✧
F09	The area where I work has good office facilities and a reasonable standard of cleanliness^	15	45	13	17	9	60%	+5 ✧
F10	I believe that OpEx practices and behaviours will make a positive difference to the way in which HMPO operates^	14	37	27	14	8	51%	+1
F11	Senior managers in my area encourage me to find ways to improve how I do my work	12	36	27	17	7	48%	+2 ✧
F12	I feel informed about HMPO transformation^	16	53	19	8		69%	+17 ✧
F13	I believe our values and behaviours form the basis of making our organisation a great place to work	15	46	24	9	6	61%	+1

All questions by theme

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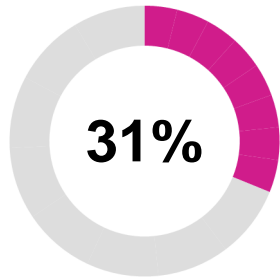^ indicates a variation in question wording from your previous survey

HM Passport Office questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	Our organisation recognises and celebrates success	17	55	18	7		**72%**	+5 ✧
F15	I have been involved in discussions about what my business area is doing to embed OpEx principles^	16	48	20	11	5	**65%**	+6 ✧
F16	I believe that feedback especially from people at the front line is used to inform transformation and change	12	38	27	15	8	**50%**	New
F17	Informal reward and recognition is positively encouraged in my team	18	45	20	11	6	**63%**	New
F18	I am aware of HMPO Diversity & Inclusion priorities	17	58	16	6		**76%**	New
F19	I have seen positive actions on inclusion in my business area	12	40	34	10	5	**52%**	New

HM Passport Office

Returns : 2,764   Response rate : 68%   Civil Service People Survey 2018
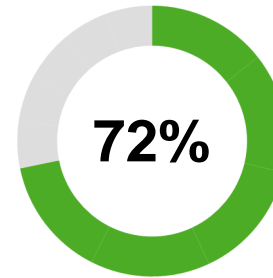
Proxy Stress Index and PERMA Index

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

Proxy Stress Index

31%

Difference from previous survey	-1 ✧
Difference from CS2018	+2 ✧
Difference from CS High Performers	+5 ✧

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	60%
B08	My manager motivates me to be more effective in my job	71%
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	83%
B30	I have clear work objectives	80%
B33	I have an acceptable workload	66%
B45	I have the opportunity to contribute my views before decisions are made that affect me	35%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	76%

PERMA Index

72%

Difference from previous survey	0
Difference from CS2018	-2 ✧
Difference from CS High Performers	-3 ✧

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.
The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index.
A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

		% positive
B01	I am interested in my work	87%
B03	My work gives me a sense of personal accomplishment	73%
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?	60%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	66%

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.