

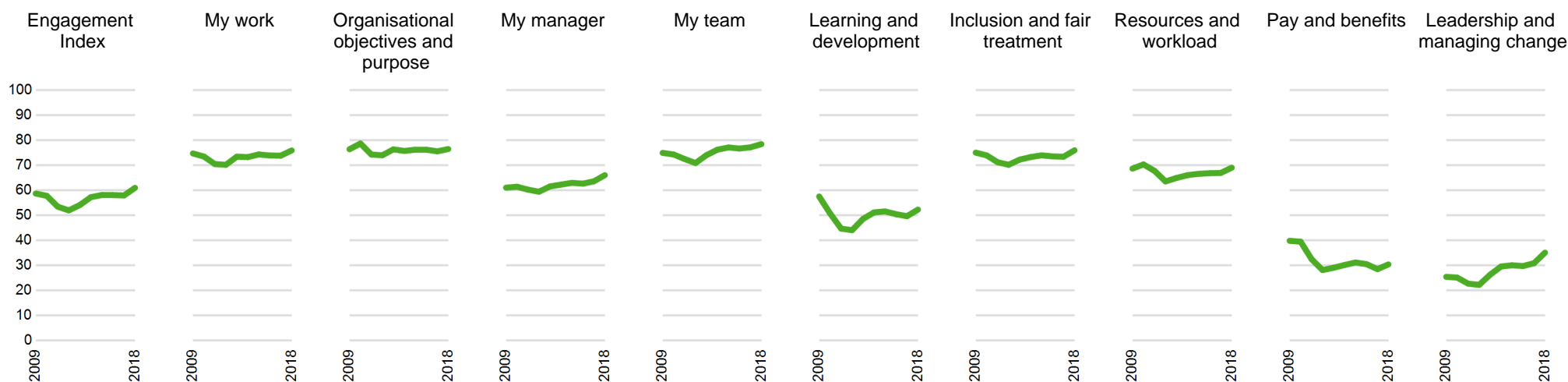
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



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%	58%	53%	52%	54%	57%	58%	58%	58%	61%
My work	75%	73%	70%	70%	73%	73%	74%	74%	74%	76%
Organisational objectives and purpose	76%	79%	74%	74%	76%	76%	76%	76%	76%	76%
My manager	61%	61%	60%	59%	61%	62%	63%	63%	64%	66%
My team	75%	74%	72%	71%	74%	76%	77%	77%	77%	78%
Learning and development	57%	51%	45%	44%	49%	51%	51%	50%	50%	52%
Inclusion and fair treatment	75%	74%	71%	70%	72%	73%	74%	73%	73%	76%
Resources and workload	69%	70%	68%	63%	65%	66%	67%	67%	67%	69%
Pay and benefits	40%	39%	32%	28%	29%	30%	31%	30%	28%	30%
Leadership and managing change	25%	25%	23%	22%	26%	29%	30%	30%	31%	35%
Response rate	49%	43%	44%	37%	50%	51%	55%	59%	60%	62%



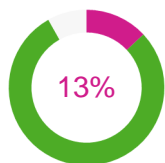
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

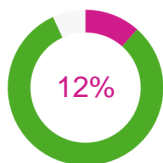
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	75%	+3 ◇	-2 ◇	-5 ◇
2	B41	Overall, I have confidence in the decisions made by the MOD's senior managers/leaders	36%	+7 ◇	-12 ◇	-22 ◇
3	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	29%	+6 ◇	-13 ◇	-22 ◇
4	B58	The MOD is committed to creating a diverse and inclusive workplace	75%	+3 ◇	0	-4 ◇
5	B27	I feel valued for the work I do	66%	+4 ◇	-2 ◇	-7 ◇

Discrimination, bullying and harassment

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



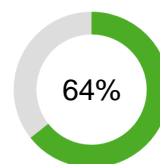
During the past 12 months have you personally experienced discrimination at work?



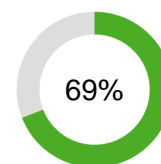
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

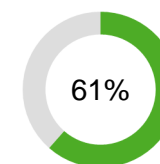
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



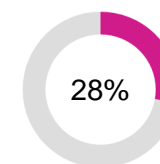
W01. Overall, how satisfied are you with your life nowadays?



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

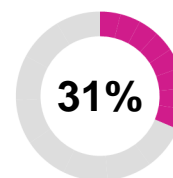


W03. Overall, how happy did you feel yesterday?

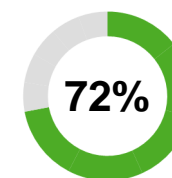


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

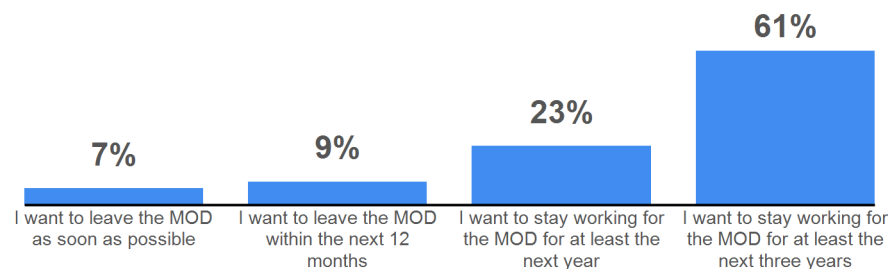


PERMA Index


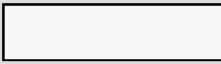


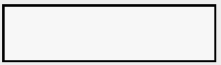

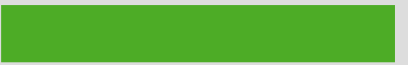
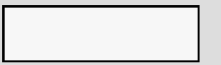




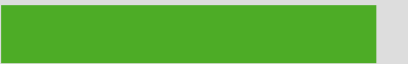




For further information about these indices, please refer to page 16.

Your plans for the future



Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B54	I am trusted to carry out my job effectively	 89%	F06	In my Business Directorate / Front Line Command I have seen a positive change in the way most Senior Managers / Leaders lead in the last 12 months	 49%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 53%
B01	I am interested in my work	 89%	B59	Senior managers/leaders in the MOD actively role model the behaviours set out in the Civil Service Leadership Statement	 47%	F01	Please only answer if you are a Civil Servant. The Performance Management Process motivates me to do a good job	 51%
B31	I have the skills I need to do my job effectively	 86%	F08	I would recommend my Business Directorate / Front Line Command as a great place to work	 43%	B35	I feel that my pay adequately reflects my performance	 50%
B26	I am treated with respect by the people I work with	 83%	B53	Where I work, I think effective action has been taken on the results of the last survey	 43%	B42	I feel that change is managed well in the MOD	 49%
B18	The people in my team can be relied upon to help when things get difficult in my job	 82%	B43	When changes are made in the MOD they are usually for the better	 39%	F04	I have been encouraged to take part in mentoring in the last 12 months	 44%

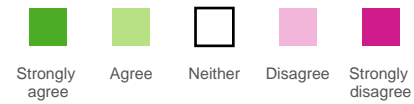
All questions by theme

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

My work

76%

+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
B01 I am interested in my work	40	48	7	1	2	89%	+1 ◆	-1 ◆	-4 ◆
B02 I am sufficiently challenged by my work	33	47	11	7	2	80%	+2 ◆	-1 ◆	-3 ◆
B03 My work gives me a sense of personal accomplishment	27	48	14	8	3	75%	+3 ◆	-2 ◆	-5 ◆
B04 I feel involved in the decisions that affect my work	18	43	18	14	7	61%	+3 ◆	+2 ◆	-3 ◆
B05 I have a choice in deciding how I do my work	25	50	13	8	4	75%	+2 ◆	-2 ◆	-6 ◆

Organisational objectives and purpose

76%

+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 MOD's objectives	17	57	17	7	1	74%	+1 ◆	-7 ◆	-12 ◆
B07 I understand how my work contributes to the MOD's objectives	21	57	14	5	3	79%	+1 ◆	-5 ◆	-9 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

My manager

66%

+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	20	46	19	10	5	66%	+2 ◆	-5 ◆	-10 ◆
B09	My manager is considerate of my life outside work	38	42	12	5	5	80%	+2 ◆	-5 ◆	-9 ◆
B10	My manager is open to my ideas	33	47	13	5	5	79%	+1 ◆	-4 ◆	-7 ◆
B11	My manager helps me to understand how I contribute to the MOD's objectives	17	43	27	10	5	59%	+2 ◆	-8 ◆	-13 ◆
B12	Overall, I have confidence in the decisions made by my manager	27	45	16	7	5	73%	+3 ◆	-3 ◆	-8 ◆
B13	My manager recognises when I have done my job well	29	47	14	6	5	77%	+2 ◆	-3 ◆	-7 ◆
B14	I receive regular feedback on my performance	18	42	22	13	5	60%	+3 ◆	-8 ◆	-13 ◆
B15	The feedback I receive helps me to improve my performance	17	41	27	10	5	58%	+3 ◆	-6 ◆	-11 ◆
B16	I think that my performance is evaluated fairly	18	46	22	9	5	65%	+5 ◆	-2 ◆	-7 ◆
B17	Poor performance is dealt with effectively in my team	10	33	34	14	9	43%	+2 ◆	+3 ◆	-1 ◆

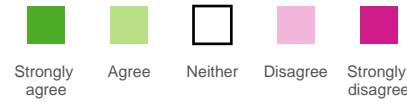
All questions by theme

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My team

78%

+1 ◆ Difference from previous survey



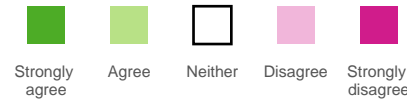
% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

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	32	50	11	5	5	82%	+1 ◆	-4 ◆	-6 ◆
B19	The people in my team work together to find ways to improve the service we provide	31	49	12	6	6	79%	+1 ◆	-3 ◆	-6 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	27	46	16	7	7	74%	+2 ◆	-3 ◆	-6 ◆

Learning and development

52%

+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	11	49	21	13	5	61%	+2 ◆	-3 ◆	-8 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	36	34	14	5	47%	+2 ◆	-7 ◆	-12 ◆
B23	There are opportunities for me to develop my career in the MOD	12	41	24	14	9	53%	+4 ◆	+5 ◆	-4 ◆
B24	Learning and development activities I have completed while working for the MOD are helping me to develop my career	11	38	31	13	7	49%	+3 ◆	+1 ◆	-4 ◆

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

76%

+3 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

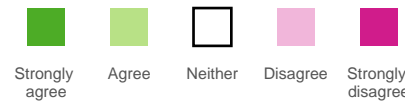
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25 I am treated fairly at work	28	53	11	5		81%	+2 ◆	+1 ◆	-3 ◆
B26 I am treated with respect by the people I work with	30	53	10			83%	0 ◆	-2 ◆	-4 ◆
B27 I feel valued for the work I do	22	45	18	11	5	66%	+4 ◆	-2 ◆	-7 ◆
B28 I think that the MOD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	21	52	19	6		73%	+4 ◆	-4 ◆	-7 ◆

Resources and workload

69%

+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	10	54	20	12		65%	+2 ◆	-6 ◆	-10 ◆
B30 I have clear work objectives	16	59	15	7		75%	+4 ◆	-1 ◆	-5 ◆
B31 I have the skills I need to do my job effectively	25	61	10			86%	+1 ◆	-3 ◆	-5 ◆
B32 I have the tools I need to do my job effectively	12	48	18	16	6	61%	+1 ◆	-11 ◆	-16 ◆
B33 I have an acceptable workload	10	51	17	15	7	61%	+2 ◆	0	-5 ◆
B34 I achieve a good balance between my work life and my private life	17	50	16	12	5	67%	+2 ◆	-2 ◆	-8 ◆

All questions by theme

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Pay and benefits

30%

+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	27	19	29	22	31%	+2 ◆	0 ◆	-6 ◆	
B36 I am satisfied with the total benefits package	5	28	25	26	17	33%	+3 ◆	-3 ◆	-11 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	23	20	28	25	27%	+2 ◆	0	-6 ◆	

Leadership and managing change

35%

+4 ◆ Difference from previous survey



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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38 Senior managers/leaders in the MOD are sufficiently visible	7	40	24	20	8	48%	+2 ◆	-14 ◆	-23 ◆
B39 I believe the actions of senior managers/leaders are consistent with the MOD's values	6	39	37	12	6	45%	+4 ◆	-7 ◆	-17 ◆
B40 I believe that MOD's senior leadership have a clear vision for the future of the MOD	5	32	38	17	8	37%	New	-11 ◆	-19 ◆
B41 Overall, I have confidence in the decisions made by the MOD's senior managers/leaders	5	31	36	18	10	36%	+7 ◆	-12 ◆	-22 ◆
B42 I feel that change is managed well in the MOD	18	31	35	14	20%	+3 ◆	-13 ◆	-22 ◆	
B43 When changes are made in the MOD they are usually for the better	16	39	31	12	18%	+4 ◆	-17 ◆	-24 ◆	
B44 The MOD keeps me informed about matters that affect me	42	32	16	7	45%	+3 ◆	-14 ◆	-20 ◆	
B45 I have the opportunity to contribute my views before decisions are made that affect me	24	31	29	13	27%	+2 ◆	-13 ◆	-21 ◆	
B46 I think it is safe to challenge the way things are done in the MOD	35	33	18	9	40%	+4 ◆	-8 ◆	-14 ◆	

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 MOD	20	45	26	7	7	65%	+4 ◆	-1 ◆	-6 ◆
B48 I would recommend the MOD as a great place to work	11	38	32	14	5	50%	+7 ◆	-8 ◆	-16 ◆
B49 I feel a strong personal attachment to the MOD	19	40	25	11	5	59%	+4 ◆	+7 ◆	+2 ◆
B50 The MOD inspires me to do the best in my job	11	34	35	15	5	45%	+5 ◆	-5 ◆	-12 ◆
B51 The MOD motivates me to help it achieve its objectives	9	31	38	16	6	40%	+5 ◆	-8 ◆	-15 ◆

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/leaders in the MOD will take action on the results from this survey	5	28	31	22	15	32%	+4 ◆	-17 ◆	-27 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	5	20	43	18	13	25%	+2 ◆	-11 ◆	-20 ◆

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	33	57	6			89%	+1 ◆	0	-1 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	20	52	18	8		72%	+2 ◆	0	-4 ◆
B56 In the MOD, people are encouraged to speak up when they identify a serious policy or delivery risk	15	50	21	10		65%	+4 ◆	-3 ◆	-8 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	20	52	15	9	5	72%	+2 ◆	+7 ◆	+3 ◆
B58 The MOD is committed to creating a diverse and inclusive workplace	21	54	19			75%	+3 ◆	0	-4 ◆

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/leaders in the MOD actively role model the behaviours set out in the Civil Service Leadership Statement	32	47	11	6		37%	+4 ◆	-12 ◆	-21 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	14	42	32	7	5	56%	+4 ◆	-12 ◆	-17 ◆

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'	5	34	25	26	10	39%	+9 ◆	-11 ◆	-27 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	25	35	26	10		29%	+6 ◆	-13 ◆	-22 ◆

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?	14	21	47	17	64%	+4 ◆	-2 ◆	-5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	20	46	23	69%	+3 ◆	-2 ◆	-5 ◆
W03 Overall, how happy did you feel yesterday?	17	22	40	22	61%	+2 ◆	-1 ◆	-4 ◆

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

	0-1	2-3	4-5	6-10	% Negative			
W04 Overall, how anxious did you feel yesterday?	29	26	18	28	28%	0	-5 ◆	-2 ◆

All questions by theme

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Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave the MOD as soon as possible		7%	-1 ◇	-1 ◇	-5 ◇
I want to leave the MOD within the next 12 months		9%	-1 ◇	-5 ◇	-10 ◇
I want to stay working for the MOD for at least the next year		23%	0	-11 ◇	-16 ◇
I want to stay working for the MOD for at least the next three years		61%	+2 ◇	+17 ◇	+8 ◇

The Civil Service Code

Differences are based on '% Yes' score

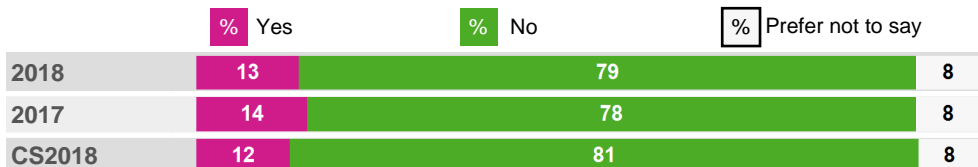
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		12	88%	0	-4 ◇	-6 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		35	65%	-1 ◇	-2 ◇	-9 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the MOD it would be investigated properly?		40	60%	+2 ◇	-11 ◇	-16 ◇

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Discrimination, harassment and bullying

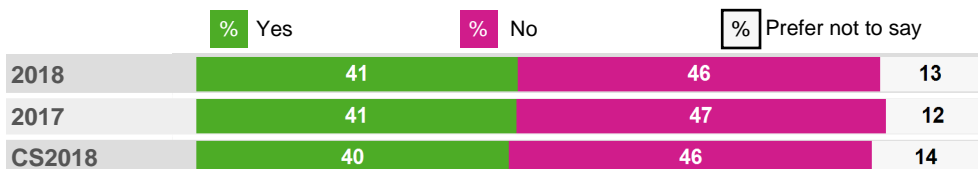
E01. During the past 12 months have you personally experienced discrimination at work?



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	592
Caring responsibilities	277
Disability	285
Ethnic background	180
Gender	613
Gender reassignment or perceived gender	22
Grade, pay band or responsibility level	1,049
Main spoken/written language or language ability	148
Marital status	136
Pregnancy, maternity or paternity	84
Religion or belief	94
Sexual orientation	105
Social or educational background	223
Working location	452
Working pattern	671
Any other grounds	898
Prefer not to say	299

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	958
Your manager	886
Another manager in my part of the MOD	657
Someone you manage	164
Someone who works for another part of the MOD	339
A member of the public	45
Someone else	139
Prefer not to say	317

All questions by theme

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

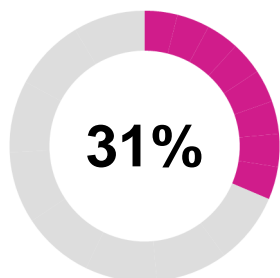
Ministry of Defence questions

* indicates negatively phrased question(s) where % positive is the proportion who selected either "disagree" or "strongly disagree"

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	Please only answer if you are a Civil Servant. The Performance Management Process motivates me to do a good job	19	27	31	20	22%	+6 ◇	
F02	Please only answer if you are a Civil Servant. My performance was assessed fairly and in line with the assessment guidance at the end of the reporting year	10	54	23	8	5	64%	+13 ◇
F03	Please only answer if you are a Civil Servant. The level of engagement with my line management, throughout the reporting year, on my performance was satisfactory	14	48	19	13	7	61%	+7 ◇
F04	I have been encouraged to take part in mentoring in the last 12 months	7	26	23	30	13	33%	New
F05	Only answer this question if you are a line manager. As a line manager, I feel adequately supported to deliver my responsibilities	10	55	18	13	65%	+8 ◇	
F06	In my Business Directorate / Front Line Command I have seen a positive change in the way most Senior Managers / Leaders lead in the last 12 months	18	49	21	10	21%	New	
F07	I want to leave my Business Directorate / Front Line Command in the next 12 months*	6	12	33	31	17	48%	+4 ◇
F08	I would recommend my Business Directorate / Front Line Command as a great place to work	8	30	43	12	7	38%	+6 ◇
F09	I believe managers where I work will take action on the results from this survey	6	31	32	18	13	38%	+4 ◇
F10	I feel comfortable to offer reasonable challenge to someone more senior than me in my business area	11	52	21	11	6	63%	New
F11	I feel confident that if I did challenge someone more senior than me in my business area they would be open to receiving the challenge	8	41	27	15	9	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 +2 ◇
 Difference from CS High Performers +5 ◇

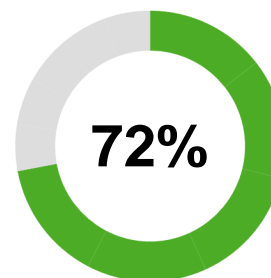
Proxy Stress Index

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	75%
B08	My manager motivates me to be more effective in my job	66%
B18	The people in my team can be relied upon to help when things get difficult in my job	82%
B26	I am treated with respect by the people I work with	83%
B30	I have clear work objectives	75%
B33	I have an acceptable workload	61%
B45	I have the opportunity to contribute my views before decisions are made that affect me	27%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	82%



Difference from previous survey +1 ◇
 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	89%
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	82%
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?	69%

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.