

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	51%	46%	44%	48%	54%	55%	56%	61%	60%	59%
My work	63%	59%	57%	62%	71%	71%	72%	74%	75%	73%
Organisational objectives and purpose	78%	74%	72%	77%	84%	84%	85%	87%	86%	85%
My manager	62%	63%	60%	64%	71%	71%	73%	75%	75%	74%
My team	74%	74%	72%	76%	82%	83%	85%	86%	86%	85%
Learning and development	47%	36%	32%	39%	49%	53%	59%	62%	60%	61%
Inclusion and fair treatment	73%	69%	65%	70%	76%	76%	77%	79%	80%	79%
Resources and workload	66%	67%	63%	66%	72%	71%	72%	73%	74%	74%
Pay and benefits	33%	23%	21%	24%	31%	28%	29%	40%	38%	37%
Leadership and managing change	28%	23%	22%	29%	39%	40%	43%	48%	48%	46%
Response rate	68%	67%	65%	66%	62%	60%	73%	68%	69%	68%



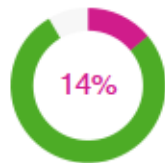
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

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	78%	-2 ◇	0 ◇	-2 ◇
2	B43	When changes are made in DWP they are usually for the better	39%	-1 ◇	+4 ◇	-3 ◇
3	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	62%	+4 ◇	+20 ◇	+12 ◇
4	B27	I feel valued for the work I do	69%	-1 ◇	+2 ◇	-3 ◇
5	B24	Learning and development activities I have completed while working for DWP are helping me to develop my career	51%	0	+4 ◇	-2 ◇

Discrimination, bullying and harassment

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



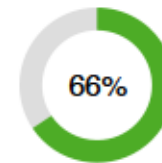
During the past 12 months have you personally experienced discrimination at work?



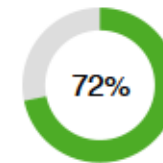
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

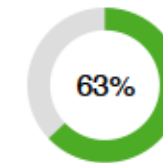
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



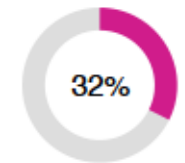
W01. Overall, how satisfied are you with your life nowadays?



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

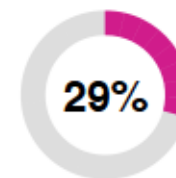


W03. Overall, how happy did you feel yesterday?

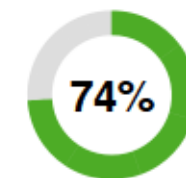


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

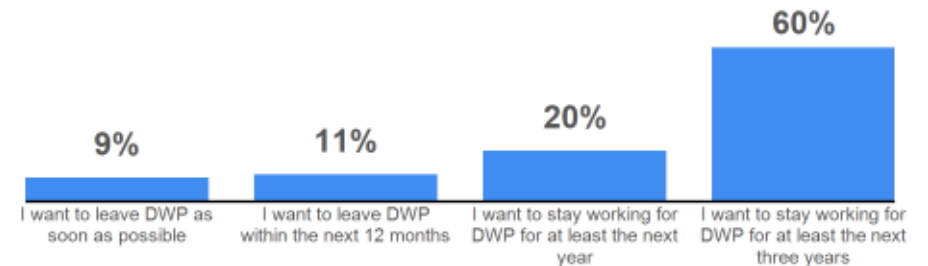


PERMA Index



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
B18	The people in my team can be relied upon to help when things get difficult in my job	90%	B59	Senior managers (Senior Civil Service Pay Band 1 and above) in DWP actively role model the behaviours set out in the Civil Service Leadership Statement	36%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	54%
B54	I am trusted to carry out my job effectively	88%	F08	The activity around 'I Can Be Me in DWP' has positively influenced inclusion in the Department	33%	B35	I feel that my pay adequately reflects my performance	51%
B01	I am interested in my work	88%	B39	I believe the actions of senior managers (Senior Civil Service Pay Band 1 and above) are consistent with DWP's values	31%	F02	The information technology (IT) I have access to provides effective support for the job I do	43%
F01	I believe that leadership is something we should all do no matter what grade	88%	B40	I believe that DWP's departmental level Executive Team has a clear vision for the future of DWP	31%	B45	I have the opportunity to contribute my views before decisions are made that affect me	42%
B26	I am treated with respect by the people I work with	88%	F05	The DWP Story helps me to understand my part in helping DWP achieve all it has to do	28%	B42	I feel that change is managed well in DWP	41%

All questions by theme

♦ Indicates statistically significant difference from comparison

 ▲ Indicates a variation in question wording from your previous survey

My work

73%

-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	41	47	6	6	0	88%	-1 ♦	-2 ♦	-4 ♦
B02 I am sufficiently challenged by my work	39	43	8	7	3	82%	-1 ♦	+2 ♦	-1 ♦
B03 My work gives me a sense of personal accomplishment	33	45	10	9	3	78%	-2 ♦	0 ♦	-2 ♦
B04 I feel involved in the decisions that affect my work	19	36	14	20	11	55%	-2 ♦	-4 ♦	-9 ♦
B05 I have a choice in deciding how I do my work	23	41	12	15	9	64%	-1 ♦	-14 ♦	-17 ♦

Organisational objectives and purpose

85%

-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 DWP's objectives	29	56	9	5	1	85%	-1 ♦	+3 ♦	-2 ♦
B07 I understand how my work contributes to DWP's objectives	31	55	8	8	0	86%	-1 ♦	+2 ♦	-2 ♦

All questions by theme

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 ▲ Indicates a variation in question wording from your previous survey

My manager

74%

-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
B08 My manager motivates me to be more effective in my job	32	44	11	9	5	75%	-1 ♦	+4 ♦	0
B09 My manager is considerate of my life outside work	44	39	9	5	5	83%	+1 ♦	-2 ♦	-5 ♦
B10 My manager is open to my ideas	38	43	11	6	6	80%	-1 ♦	-2 ♦	-6 ♦
B11 My manager helps me to understand how I contribute to DWP's objectives	29	45	15	8	5	74%	-1 ♦	+7 ♦	+2 ♦
B12 Overall, I have confidence in the decisions made by my manager	34	41	12	8	5	76%	0	0 ♦	-5 ♦
B13 My manager recognises when I have done my job well	39	43	9	6	6	82%	-1 ♦	+2 ♦	-2 ♦
B14 I receive regular feedback on my performance	31	45	10	10	5	76%	-2 ♦	+8 ♦	+3 ♦
B15 The feedback I receive helps me to improve my performance	29	42	16	9	5	71%	-2 ♦	+7 ♦	+2 ♦
B16 I think that my performance is evaluated fairly	28	43	14	10	5	71%	0 ♦	+5 ♦	-1 ♦
B17 Poor performance is dealt with effectively in my team	17	33	27	14	9	50%	-3 ♦	+10 ♦	+6 ♦

All questions by theme

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 ▲ Indicates a variation in question wording from your previous survey

My team

85%

-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	48	41	5	5	0	90%	-1 ♦	+4 ♦	+2 ♦
B19	The people in my team work together to find ways to improve the service we provide	45	42	7	7	0	87%	-1 ♦	+5 ♦	+2 ♦
B20	The people in my team are encouraged to come up with new and better ways of doing things	38	40	11	7	0	78%	-2 ♦	+2 ♦	-2 ♦

Learning and development

61%

+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
B21	I am able to access the right learning and development opportunities when I need to	19	52	14	12	0	71%	+1 ♦	+6 ♦	+2 ♦
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	18	43	21	14	5	61%	-1 ♦	+7 ♦	+2 ♦
B23	There are opportunities for me to develop my career in DWP	18	43	18	13	8	61%	+2 ♦	+13 ♦	+4 ♦
B24	Learning and development activities I have completed while working for DWP are helping me to develop my career	16	36	24	17	7	51%	0	+4 ♦	-2 ♦

All questions by theme

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Inclusion and fair treatment

79%

-1 ♦ Difference from previous survey



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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25 I am treated fairly at work	32	49	8	7	4	81%	0 ♦	+1 ♦	-3 ♦
B26 I am treated with respect by the people I work with	37	51	6	6	0	88%	-1 ♦	+3 ♦	0
B27 I feel valued for the work I do	28	42	13	12	6	69%	-1 ♦	+2 ♦	-3 ♦
B28 I think that DWP respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	31	47	11	6	5	78%	0	+1 ♦	-2 ♦

Resources and workload

74%

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
B29 I get the information I need to do my job well	18	53	13	13	5	71%	0 ♦	+1 ♦	-4 ♦
B30 I have clear work objectives	22	57	10	7	4	80%	-1 ♦	+4 ♦	0
B31 I have the skills I need to do my job effectively	28	57	7	5	3	86%	0	-3 ♦	-6 ♦
B32 I have the tools I need to do my job effectively	18	48	12	16	6	66%	+1 ♦	-5 ♦	-11 ♦
B33 I have an acceptable workload	16	52	12	13	6	68%	0	+8 ♦	+2 ♦
B34 I achieve a good balance between my work life and my private life	23	51	11	10	5	74%	0	+5 ♦	-1 ♦

All questions by theme

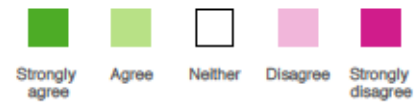
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Pay and benefits

37%

-1 ♦ Difference from previous survey



% Positive

 Difference from previous survey

 Difference from CS2018

 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	7	29	13	28	23	36%	-1 ♦	+5 ♦	-1 ♦
B36 I am satisfied with the total benefits package	9	34	17	23	17	43%	-1 ♦	+8 ♦	0
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	8	25	13	29	25	33%	-1 ♦	+6 ♦	0

Leadership and managing change

46%

-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 Senior managers (Senior Civil Service Pay Band 1 and above) in DWP are sufficiently visible	11	37	19	21	12	48%	-3 ♦	-13 ♦	-23 ♦
B39 I believe the actions of senior managers (Senior Civil Service Pay Band 1 and above) are consistent with DWP's values	11	37	31	12	9	47%	-2 ♦	-5 ♦	-15 ♦
B40 I believe that DWP's departmental level Executive Team has a clear vision for the future of DWP	11	37	31	13	9	47%	-4 ♦	-1 ♦	-9 ♦
B41 Overall, I have confidence in the decisions made by DWP's senior managers (Senior Civil Service Pay Band 1 and above)	10	32	28	18	12	42%	-2 ♦	-7 ♦	-17 ♦
B42 I feel that change is managed well in DWP	8	33	18	29	13	41%	-2 ♦	+8 ♦	-1 ♦
B43 When changes are made in DWP they are usually for the better	8	31	26	25	10	39%	-1 ♦	+4 ♦	-3 ♦
B44 DWP keeps me informed about matters that affect me	11	49	18	15	7	60%	-3 ♦	+1 ♦	-6 ♦
B45 I have the opportunity to contribute my views before decisions are made that affect me	9	30	19	28	15	39%	-2 ♦	-1 ♦	-9 ♦
B46 I think it is safe to challenge the way things are done in DWP	11	37	20	20	13	47%	-1 ♦	0	-6 ♦

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 DWP	18	34	24	16	8	52%	-2 ◆	-13 ◆	-18 ◆
B48 I would recommend DWP as a great place to work	18	35	23	16	8	53%	0	-5 ◆	-12 ◆
B49 I feel a strong personal attachment to DWP	19	34	22	16	8	53%	-1 ◆	+1 ◆	-5 ◆
B50 DWP inspires me to do the best in my job	17	35	24	16	8	53%	-2 ◆	+3 ◆	-4 ◆
B51 DWP motivates me to help it achieve its objectives	17	35	24	16	8	51%	-2 ◆	+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 senior managers (Senior Civil Service Pay Band 1 and above) in DWP will take action on the results from this survey	11	33	21	20	15	44%	-4 ◆	-6 ◆	-15 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	14	31	27	16	12	45%	-4 ◆	+9 ◆	0 ◆

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	34	54	6			88%	0	-1 ◆	-2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	24	44	16	11		69%	-2 ◆	-3 ◆	-7 ◆
B56 In DWP, people are encouraged to speak up when they identify a serious policy or delivery risk	22	47	15	11	6	69%	-1 ◆	+1 ◆	-5 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	20	47	14	12	6	68%	-1 ◆	+2 ◆	-2 ◆
B58 DWP is committed to creating a diverse and inclusive workplace	26	52	14			78%	0	+3 ◆	-1 ◆

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 (Senior Civil Service Pay Band 1 and above) in DWP actively role model the behaviours set out in the Civil Service Leadership Statement	11	35	36	10	7	46%	-3 ◆	-3 ◆	-11 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	25	45	18	6	5	71%	-1 ◆	+3 ◆	-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	51	15	14		67%	+7 ◆	+16 ◆	+1 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	15	47	19	14	5	62%	+4 ◆	+20 ◆	+12 ◆

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	20	46	19	66%	-1 ◆	0 ◆	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	18	45	27	72%	0 ◆	0 ◆	-2 ◆
W03 Overall, how happy did you feel yesterday?	17	20	39	24	63%	-1 ◆	+1 ◆	-2 ◆

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

	0-1	2-3	4-5	6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	25	24	18	32	32%	+1 ◆	0	+3 ◆

All questions by theme

◆ Indicates statistically significant difference from comparison
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Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave DWP as soon as possible		9%	0 ◆	+2 ◆	-3 ◆
I want to leave DWP within the next 12 months		11%	0	-4 ◆	-9 ◆
I want to stay working for DWP for at least the next year		20%	+1 ◆	-14 ◆	-19 ◆
I want to stay working for DWP for at least the next three years		60%	-1 ◆	+17 ◆	+7 ◆

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		6	94%	0	+2 ◆	-1 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		23	77%	-1 ◆	+11 ◆	+4 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in DWP it would be investigated properly?		29	71%	-2 ◆	+1 ◆	-5 ◆

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
2018	14	78	8
2017	13	79	9
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	13	80	7
2017	11	81	8
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
2018	40	45	15
2017	37	47	16
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	21	60	18
2017	21	58	20
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	1,145
Caring responsibilities	1,239
Disability	1,612
Ethnic background	580
Gender	726
Gender reassignment or perceived gender	16
Grade, pay band or responsibility level	1,609
Main spoken/written language or language ability	234
Marital status	181
Pregnancy, maternity or paternity	87
Religion or belief	320
Sexual orientation	225
Social or educational background	298
Working location	842
Working pattern	2,153
Any other grounds	1,947
Prefer not to say	919

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	2,744
Your manager	2,305
Another manager in my part of DWP	2,045
Someone you manage	226
Someone who works for another part of DWP	379
A member of the public	378
Someone else	143
Prefer not to say	818

All questions by theme

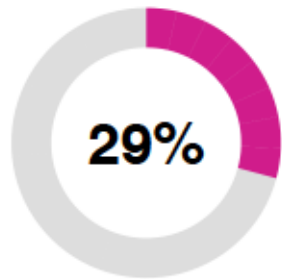
◆ Indicates statistically significant difference from comparison
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Department for Work and Pensions questions

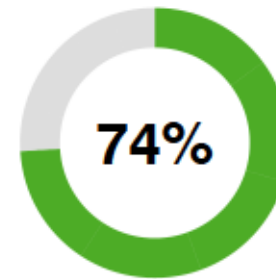
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I believe that leadership is something we should all do no matter what grade	41	47	6	5		88%	0
F02 The information technology (IT) I have access to provides effective support for the job I do	9	36	12	27	16	45%	+4 ◆
F03 The new ways of working are helping myself and the team I am part of to improve our customer service	15	42	23	14	6	57%	+1 ◆
F04 In DWP, ideas and innovation are increasingly driven by customer experience	15	42	24	14	6	57%	New
F05 The DWP Story helps me to understand my part in helping DWP achieve all it has to do	12	41	28	13	6	53%	-1 ◆
F06 Teams across DWP are getting better at collaborating with each other so that we can deliver^	14	44	20	16	6	58%	-2 ◆
F07 My manager demonstrates commitment to my mental and physical wellbeing by fostering a safe and healthy working environment	29	47	13	6	5	76%	0 ◆
F08 The activity around 'I Can Be Me in DWP' has positively influenced inclusion in the Department	15	36	33	10	6	51%	New
F09 Taking account of all learning (e.g. classroom, e-learning, mentoring, conferences, coaching, self-managed learning groups etc.), I have had at least 5 days development in the last twelve months	Yes: 72%		No: 28%			72%	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 0 ◆
Difference from CS High Performers +3 ◆



Difference from previous survey -1 ◆
Difference from CS2018 0 ◆
Difference from CS High Performers -1 ◆

Proxy Stress Index

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

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

		% positive
B05	I have a choice in deciding how I do my work	64%
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	90%
B26	I am treated with respect by the people I work with	88%
B30	I have clear work objectives	80%
B33	I have an acceptable workload	68%
B45	I have the opportunity to contribute my views before decisions are made that affect me	39%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	80%

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

		% positive
B01	I am interested in my work	88%
B03	My work gives me a sense of personal accomplishment	78%
B18	The people in my team can be relied upon to help when things get difficult in my job	90%
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?	72%

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.