Returns : 3,720   Response rate : 63%   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

61%

Difference from previous survey	0
Difference from CS2018	-1 ✧
Difference from CS High Performers	-5 ✧

My work

73%

Difference from previous survey	-1 ✧
Difference from CS2018	-3 ✧
Difference from CS High Performers	-6 ✧

Organisational objectives and purpose

84%

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

My manager

68%

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

My team

74%

Difference from previous survey	-2 ✧
Difference from CS2018	-7 ✧
Difference from CS High Performers	-11 ✧

Learning and development

56%

Difference from previous survey	+3 ✧
Difference from CS2018	+2 ✧
Difference from CS High Performers	-4 ✧

Inclusion and fair treatment

73%

Difference from previous survey	-2 ✧
Difference from CS2018	-5 ✧
Difference from CS High Performers	-8 ✧

Resources and workload

67%

Difference from previous survey	-3 ✧
Difference from CS2018	-6 ✧
Difference from CS High Performers	-9 ✧

Pay and benefits

30%

Difference from previous survey	-2 ✧
Difference from CS2018	-1 ✧
Difference from CS High Performers	-7 ✧

Leadership and managing change

43%

|	
Difference from previous survey	-4 ✧
Difference from CS2018	-4 ✧
Difference from CS High Performers	-12 ✧

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	56%	53%	49%	51%	54%	53%	54%	59%	61%	61%
My work	68%	66%	62%	64%	69%	67%	68%	71%	75%	73%
Organisational objectives and purpose	84%	84%	81%	79%	82%	82%	82%	86%	87%	84%
My manager	55%	53%	50%	55%	60%	59%	60%	64%	69%	68%
My team	66%	68%	64%	69%	70%	70%	71%	73%	75%	74%
Learning and development	47%	35%	30%	33%	41%	39%	43%	46%	53%	56%
Inclusion and fair treatment	67%	63%	60%	62%	67%	65%	67%	72%	75%	73%
Resources and workload	63%	62%	57%	58%	62%	59%	61%	64%	70%	67%
Pay and benefits	40%	37%	33%	34%	41%	34%	36%	35%	33%	30%
Leadership and managing change	30%	27%	24%	29%	36%	33%	33%	43%	46%	43%
Response rate	*52%*	*61%*	*66%*	*58%*	*48%*	*62%*	*61%*	*64%*	*68%*	*63%*
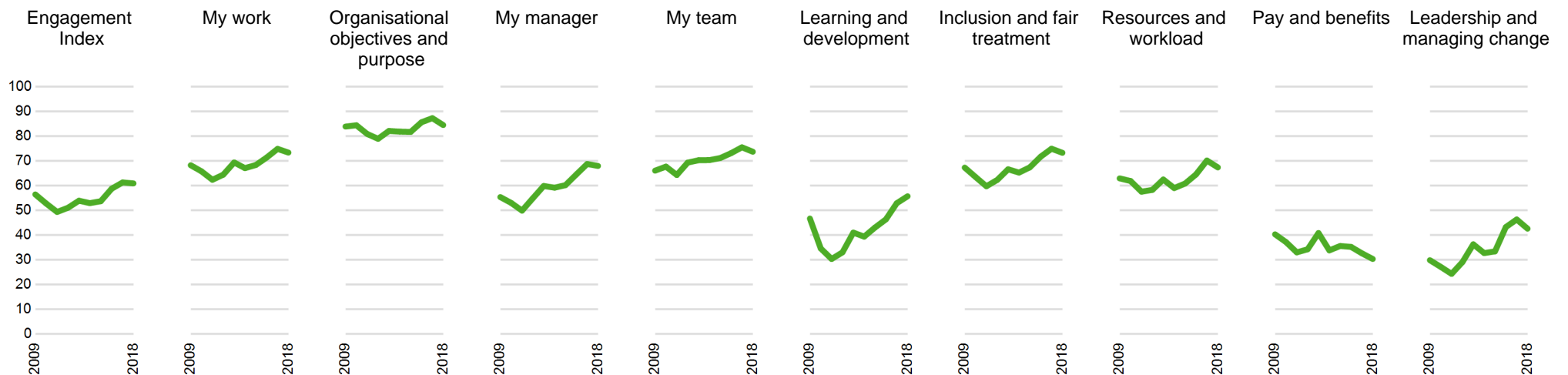
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

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	80%	-1 ✧	+3 ✧	+1
2	B27	I feel valued for the work I do	62%	-2 ✧	-6 ✧	-11 ✧
3	B24	Learning and development activities I have completed while working for the CPS are helping me to develop my career	46%	+2 ✧	-1 ✧	-7 ✧
4	F03	I believe the CPS works to strengthen public confidence by being open and transparent in delivering justice^	72%	-1	--	--
5	F04	I believe the CPS supports it's people to deliver consistently high quality casework^	51%	-7 ✧	--	--

Discrimination, bullying and harassment

■ % responding Yes   ■ % responding No   □ % responding Prefer not to say
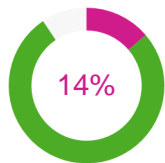
14% — During the past 12 months have you personally experienced discrimination at work?
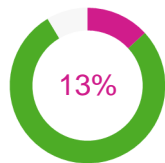
13% — During the past 12 months have you personally experienced bullying or harassment at work?
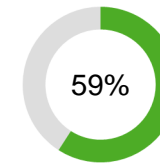
Wellbeing

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

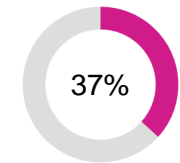■ % responding negatively (Answering 6,7,8,9 or 10 for W04)
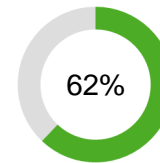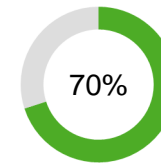
62% — W01. Overall, how satisfied are you with your life nowadays?

70% — W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
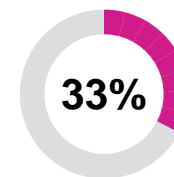
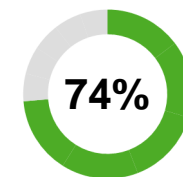**59%** — W03. Overall, how happy did you feel yesterday?

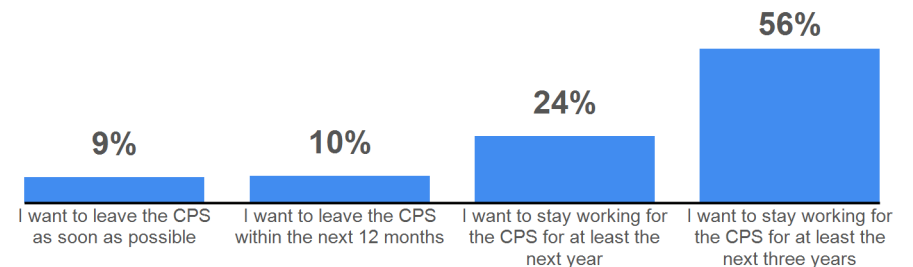**37%** — W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

33%

PERMA Index

74%

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

Your plans for the future

9% — I want to leave the CPS as soon as possible

10% — I want to leave the CPS within the next 12 months

24% — I want to stay working for the CPS for at least the next year

56% — I want to stay working for the CPS for at least the next three years

Headline scores

| Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
F01 — I am committed to the CPS purpose of delivering justice	94%	F14 — The CPS works meaningfully with the Departmental Trade Unions	46%	B35 — I feel that my pay adequately reflects my performance	57%
B01 — I am interested in my work	91%	F13 — The CPS Conversations feedback is taken into account when decisions are made	43%	B37 — Compared to people doing a similar job in other organisations I feel my pay is reasonable	53%
F06 — I demonstrate the CPS values through my actions	91%	B40 — I believe that the CPS Board has a clear vision for the future of the CPS	39%	B42 — I feel that change is managed well in the CPS	48%
F15 — I am aware of opportunities for Smarter Working within my Area/Directorate/Division	89%	B59 — My CCP, DCCP, ABM or Head of Directorate/Division in the CPS actively role model the behaviours set out in the Civil Service Leadership Statement	37%	B36 — I am satisfied with the total benefits package	43%
B31 — I have the skills I need to do my job effectively	88%	B53 — Where I work, I think effective action has been taken on the results of the last survey	35%	B43 — When changes are made in the CPS they are usually for the better	42%

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
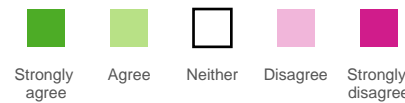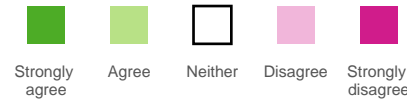
Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01	I am interested in my work	50	41	5			91%	-1	+2 ✧	-1 ✧
B02	I am sufficiently challenged by my work	43	39	8	7		82%	-1	+1 ✧	-1 ✧
B03	My work gives me a sense of personal accomplishment	36	44	9	8		80%	-1 ✧	+3 ✧	+1
B04	I feel involved in the decisions that affect my work	18	33	17	21	11	51%	-3 ✧	-8 ✧	-13 ✧
B05	I have a choice in deciding how I do my work	22	40	14	15	9	62%	-2 ✧	-15 ✧	-19 ✧

Organisational objectives and purpose — 84%   -3 ✧ Difference from previous survey
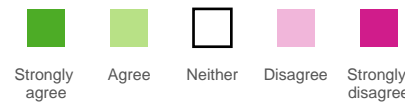
Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B06	I have a clear understanding of the CPS's objectives	32	52	11			84%	-3 ✧	+3 ✧	-2 ✧
B07	I understand how my work contributes to the CPS's objectives	33	52	10			85%	-3 ✧	+1 ✧	-3 ✧

All questions by theme

My manager   **68%**   **-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
B08	My manager motivates me to be more effective in my job	28	41	17	9	5	69%	-1	-2 ◇	-7 ◇
B09	My manager is considerate of my life outside work	43	39	10	5		82%	0	-4 ◇	-7 ◇
B10	My manager is open to my ideas	35	41	15	6		76%	-1 ◇	-7 ◇	-10 ◇
B11	My manager helps me to understand how I contribute to the CPS's objectives	26	41	21	8		67%	-1 ◇	-1	-5 ◇
B12	Overall, I have confidence in the decisions made by my manager	33	40	15	7	5	73%	-2 ◇	-3 ◇	-7 ◇
B13	My manager recognises when I have done my job well	36	42	12	7		78%	0	-2 ◇	-6 ◇
B14	I receive regular feedback on my performance	26	41	17	12		67%	+2 ◇	0	-6 ◇
B15	The feedback I receive helps me to improve my performance	26	38	22	10		63%	0	-1	-5 ◇
B16	I think that my performance is evaluated fairly	25	42	19	9	5	67%	-2 ◇	+1	-5 ◇
B17	Poor performance is dealt with effectively in my team	12	25	34	17	12	37%	-2 ◇	-3 ◇	-7 ◇

Returns : 3,720   Response rate : 63%   Civil Service People Survey 2018

All questions by theme

My team — 74% — -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
B18	The people in my team can be relied upon to help when things get difficult in my job	39	43	10	6		82%	-1 ✧	-3 ✧	-5 ✧
B19	The people in my team work together to find ways to improve the service we provide	34	42	14	7		76%	-1	-6 ✧	-9 ✧
B20	The people in my team are encouraged to come up with new and better ways of doing things	25	37	20	13	5	62%	-3 ✧	-14 ✧	-18 ✧

Learning and development — 56% — +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
B21	I am able to access the right learning and development opportunities when I need to	17	51	17	11		68%	+2 ✧	+4 ✧	0
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	16	42	24	13		58%	+1 ✧	+5 ✧	-1
B23	There are opportunities for me to develop my career in the CPS	16	34	20	17	13	50%	+6 ✧	+2 ✧	-6 ✧
B24	Learning and development activities I have completed while working for the CPS are helping me to develop my career	15	32	27	18	9	46%	+2 ✧	-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 — 73% — -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
B25	I am treated fairly at work	27	48	11	8	5	76%	-2 ◇	-5 ◇	-8 ◇
B26	I am treated with respect by the people I work with	31	50	10	5		81%	-3 ◇	-4 ◇	-6 ◇
B27	I feel valued for the work I do	22	40	17	13	8	62%	-2 ◇	-6 ◇	-11 ◇
B28	I think that the CPS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	27	47	16	5		74%	0	-3 ◇	-6 ◇

Resources and workload — 67% — -3 ◇ Difference from previous survey
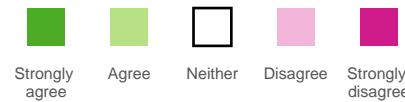
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29	I get the information I need to do my job well	14	51	17	15		65%	-2 ◇	-6 ◇	-10 ◇
B30	I have clear work objectives	18	60	12	7		78%	-2 ◇	+2 ◇	-1 ◇
B31	I have the skills I need to do my job effectively	28	60	8			88%	-2 ◇	-1 ◇	-4 ◇
B32	I have the tools I need to do my job effectively	16	46	14	16	7	62%	-4 ◇	-9 ◇	-15 ◇
B33	I have an acceptable workload	11	41	16	20	12	52%	-4 ◇	-9 ◇	-14 ◇
B34	I achieve a good balance between my work life and my private life	17	42	15	17	9	59%	-3 ◇	-10 ◇	-15 ◇

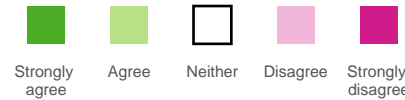Returns : 3,720   Response rate : 63%   Civil Service People Survey 2018

All questions by theme

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

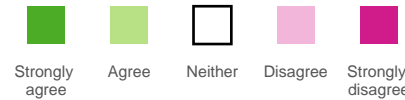### Pay and benefits — 30%   -2 ◊ Difference from previous survey

Legend: 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
B35	I feel that my pay adequately reflects my performance	5	22	16	31	26	27%	-3 ◊	-4 ◊	-11 ◊
B36	I am satisfied with the total benefits package	6	30	20	25	18	37%	0	+1	-7 ◊
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	22	20	28	25	28%	-3 ◊	+1	-5 ◊

Leadership and managing change — 43%   -4 ◊ Difference from previous survey

Legend: 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
B38	My CCP, DCCP, ABM or Head of Directorate/Division in the CPS are sufficiently visible	18	41	18	15	8	59%	-2 ◊	-3 ◊	-12 ◊
B39	I believe the actions of my CCP, DCCP, ABM or Head of Directorate/Division are consistent with the CPS's values	18	41	30	6	5	59%	-3 ◊	+6 ◊	-3 ◊
B40	I believe that the CPS Board has a clear vision for the future of the CPS	10	32	39	12	7	42%	-6 ◊	-5 ◊	-14 ◊
B41	Overall, I have confidence in the decisions made by the DPP, Chief Executive and Directors of Legal, Business and Corporate Services	10	32	34	15	10	41%	-6 ◊	-7 ◊	-17 ◊
B42	I feel that change is managed well in the CPS	5	23	23	32	17	29%	-5 ◊	-4 ◊	-13 ◊
B43	When changes are made in the CPS they are usually for the better	6	22	31	27	14	27%	-4 ◊	-7 ◊	-15 ◊
B44	The CPS keeps me informed about matters that affect me	8	44	22	16	9	52%	-2 ◊	-7 ◊	-14 ◊
B45	I have the opportunity to contribute my views before decisions are made that affect me	7	29	23	26	15	35%	-3 ◊	-5 ◊	-13 ◊
B46	I think it is safe to challenge the way things are done in the CPS	7	31	26	22	14	38%	-3 ◊	-9 ◊	-15 ◊

All questions by theme

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 CPS	21	38	26	10	5	**59%**	-1	-6 ✧	-11 ✧
B48 I would recommend the CPS as a great place to work	16	31	28	16	8	**47%**	0	-11 ✧	-18 ✧
B49 I feel a strong personal attachment to the CPS	22	37	23	13	5	**59%**	0	+7 ✧	+2 ✧
B50 The CPS inspires me to do the best in my job	17	32	29	15	7	**49%**	-1	-1 ✧	-8 ✧
B51 The CPS motivates me to help it achieve its objectives	16	30	31	16	7	**46%**	-2 ✧	-1 ✧	-8 ✧

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 my CCP, DCCP, ABM or Head of Directorate/Division in the CPS will take action on the results from this survey	15	34	25	15	11	**49%**	-2 ✧	0	-9 ✧
B53 Where I work, I think effective action has been taken on the results of the last survey	12	27	35	16	11	**39%**	-2 ✧	+3 ✧	-6 ✧

All questions by theme

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

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	55	6	5		86%	-1 ◇	-3 ◇	-5 ◇
B55	I believe I would be supported if I try a new idea, even if it may not work	18	38	24	14	5	56%	-3 ◇	-15 ◇	-20 ◇
B56	In the CPS, people are encouraged to speak up when they identify a serious policy or delivery risk	16	42	22	14	7	58%	-2 ◇	-10 ◇	-16 ◇
B57	I feel able to challenge inappropriate behaviour in the workplace	15	44	20	14	7	59%	-2 ◇	-6 ◇	-10 ◇
B58	The CPS is committed to creating a diverse and inclusive workplace	23	51	18			74%	0	-1	-5 ◇

Leadership statement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59	My CCP, DCCP, ABM or Head of Directorate/Division in the CPS actively role model the behaviours set out in the Civil Service Leadership Statement	15	36	37	7	6	51%	-3 ◇	+2 ◇	-7 ◇
B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	23	41	26	5		65%	-1	-3 ◇	-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'	9	34	21	29	7	42%	+4 ◇	-8 ◇	-23 ◇
B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	8	31	28	25	8	39%	+1	-3 ◇	-12 ◇

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.

	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	22	47	15	62%	0	-4 ✧	-7 ✧
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	19	46	24	70%	0	-1 ✧	-4 ✧
W03 Overall, how happy did you feel yesterday?	18	23	40	19	59%	-2 ✧	-3 ✧	-6 ✧

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?	19	24	20	37	37%	+4 ✧	+4 ✧	+7 ✧

All questions by theme

Your plans for the future

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

		Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave the CPS as soon as possible	9%	+1	+2 ✧	-3 ✧
I want to leave the CPS within the next 12 months	10%	+1	-5 ✧	-9 ✧
I want to stay working for the CPS for at least the next year	24%	+1	-10 ✧	-15 ✧
I want to stay working for the CPS for at least the next three years	56%	-2 ✧	+13 ✧	+3 ✧

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?	90%	+1 ✧	-2 ✧	-4 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	65%	0	-2 ✧	-8 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in the CPS it would be investigated properly?	62%	-2 ✧	-8 ✧	-14 ✧

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	14	77	9
2017	13	77	10
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	78	9
2017	11	80	9
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	41	45	14
2017	36	49	15
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	17	68	15
2017	21	61	18
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	71
Caring responsibilities	62
Disability	93
Ethnic background	50
Gender	58
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	131
Main spoken/written language or language ability	13
Marital status	14
Pregnancy, maternity or paternity	10
Religion or belief	20
Sexual orientation	--
Social or educational background	27
Working location	94
Working pattern	138
Any other grounds	106
Prefer not to say	66

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)

A colleague	136
Your manager	128
Another manager in my part of the CPS	168
Someone you manage	25
Someone who works for another part of the CPS	39
A member of the public	13
Someone else	33
Prefer not to say	72

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

All questions by theme

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

Crown Prosecution Service questions

Legend	
Strongly agree	Agree	Neither	Disagree	Strongly disagree

	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I am committed to the CPS purpose of delivering justice	52	42	5			94%	0
F02	I believe the CPS supports the success of it's people by investing in their learning and development^	22	43	18	12	6	64%	+2 ✧
F03	I believe the CPS works to strengthen public confidence by being open and transparent in delivering justice^	22	49	18	7		72%	-1
F04	I believe the CPS supports it's people to deliver consistently high quality casework^	16	36	22	19	8	51%	-7 ✧
F05	I believe the CPS is continuously improving by digitising and modernising the way we work^	19	45	16	14	7	64%	-15 ✧
F06	I demonstrate the CPS values through my actions	36	54	8			91%	0
F07	My direct line manager demonstrates the CPS values through their actions	32	47	15			79%	-1
F08	The CPS is committed to building and maintaining an inclusive workforce that treats all its employees fairly	22	46	18	8	6	68%	0
F09	The CPS is committed to supporting my Health and Wellbeing	20	41	18	13	8	61%	+3 ✧
F10	Change is managed well in my Area/Directorate/Division	12	27	25	22	14	39%	-5 ✧
F11	My local Senior Management Team is sufficiently visible	22	41	16	13	8	63%	-2 ✧
F12	I am kept informed of local and national news through the use of Team Talk at regular team briefings/meetings	19	47	17	12	5	66%	-1
F13	The CPS Conversations feedback is taken into account when decisions are made	11	27	43	11	7	39%	-4 ✧

Returns : 3,720   Response rate : 63%   Civil Service People Survey 2018

All questions by theme

Crown Prosecution Service questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	The CPS works meaningfully with the Departmental Trade Unions	11	24	46	11	8	**35%**	-2 ✧
F15	I am aware of opportunities for Smarter Working within my Area/Directorate/Division		Yes: 89%		No: 11%		**89%**	+8 ✧

Proxy Stress Index and PERMA Index

33%

Difference from previous survey	+1 ✧
Difference from CS2018	+3 ✧
Difference from CS High Performers	+6 ✧

74%
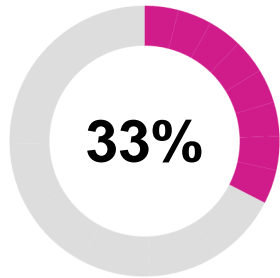
Difference from previous survey	0 ✧
Difference from CS2018	0
Difference from CS High Performers	-1 ✧

Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.
We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

		% positive
B05	I have a choice in deciding how I do my work	62%
B08	My manager motivates me to be more effective in my job	69%
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	81%
B30	I have clear work objectives	78%
B33	I have an acceptable workload	52%
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?	78%

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	91%
B03	My work gives me a sense of personal accomplishment	80%
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?	62%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	70%

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of **Theme score % positive**).
Previous survey	Comparisons to the previous survey relate to the results from the 2017 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2018	The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2018 Civil Service People Survey. The 'CS High Performer' comparator for the Proxy Stress Index has been corrected (reissued 23/11/2018).

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

Statistical significance: ✧

Statistical testing has been carried out to identify statistically significant* differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results.
*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

The employee engagement index

The survey includes five questions that make up the engagement index (B47-B51). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. A statistical technique (a form of regression) is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement': page 3 of this report shows the questions that had the strongest association with engagement in this unit.

Confidentiality

The survey was carried out as part of the 2018 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.

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