



◇ Statistically significant difference from comparison

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

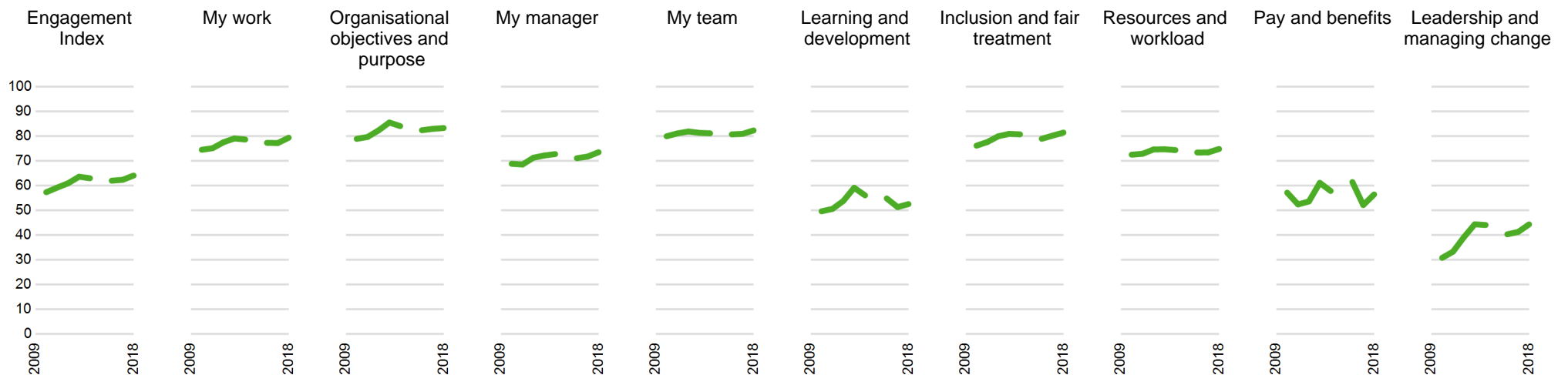




## Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

The Civil Service People Survey has run in October each year since 2009, meaning that 2018 marks our 10 year anniversary. The table and charts below tell you how your average Employee Engagement Index and theme scores have changed over time, for each year your organisation has participated in the survey.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Engagement Index	-	57%	59%	61%	64%	63%	-	62%	62%	64%
My work	-	74%	75%	77%	79%	79%	-	77%	77%	79%
Organisational objectives and purpose	-	79%	80%	82%	85%	84%	-	82%	83%	83%
My manager	-	69%	68%	71%	72%	73%	-	71%	72%	73%
My team	-	80%	81%	82%	81%	81%	-	81%	81%	82%
Learning and development	-	50%	51%	54%	59%	56%	-	55%	51%	52%
Inclusion and fair treatment	-	76%	78%	80%	81%	81%	-	79%	80%	81%
Resources and workload	-	72%	73%	75%	75%	74%	-	73%	73%	75%
Pay and benefits	-	57%	52%	54%	61%	58%	-	61%	52%	56%
Leadership and managing change	-	31%	33%	39%	44%	44%	-	40%	41%	44%
Response rate	-	68%	77%	75%	68%	62%	-	71%	73%	73%





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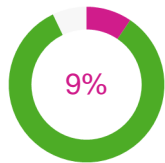
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

## Drivers of Engagement

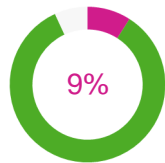
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	79%	+2 ◇	+2 ◇	-1 ◇
2	B41	Overall, I have confidence in the decisions made by senior managers within the organisation	46%	+4 ◇	-2 ◇	-12 ◇
3	B43	When changes are made in the organisation they are usually for the better	29%	+4 ◇	-6 ◇	-13 ◇
4	B27	I feel valued for the work I do	73%	+2 ◇	+6 ◇	+1 ◇
5	F16	I have confidence in my manager at the following levels within my area: Group or equivalent	58%	+5 ◇	--	--

## Discrimination, bullying and harassment

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



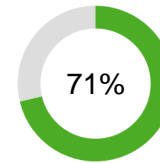
During the past 12 months have you personally experienced discrimination at work?



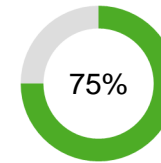
During the past 12 months have you personally experienced bullying or harassment at work?

## Wellbeing

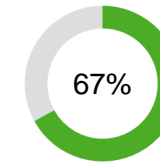
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



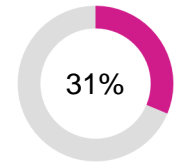
W01. Overall, how satisfied are you with your life nowadays?



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

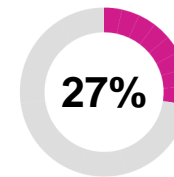


W03. Overall, how happy did you feel yesterday?

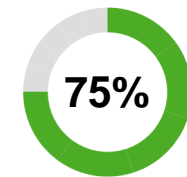


W04. Overall, how anxious did you feel yesterday?

## Proxy Stress Index

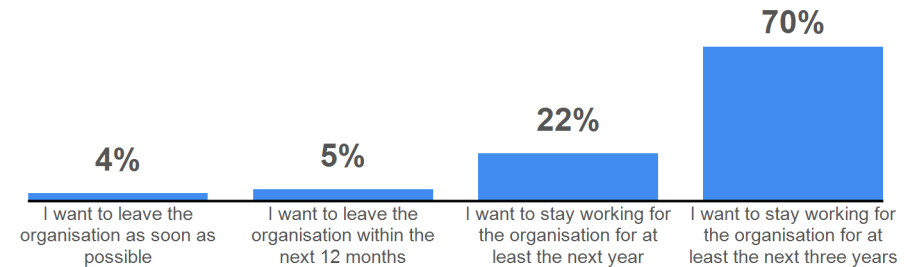


## PERMA Index



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

## Your plans for the future





## Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	92%	F04	Future-proofing is having a positive impact on the way things are done in the organisation	43%	B42	I feel that change is managed well in the organisation	39%
B54	I am trusted to carry out my job effectively	92%	B43	When changes are made in the organisation they are usually for the better	42%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	36%
B31	I have the skills I need to do my job effectively	90%	B40	I believe that the Board has a clear vision for the future of the organisation	42%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	35%
B09	My manager is considerate of my life outside work	90%	B59	Senior managers in the organisation actively role model the behaviours set out in the Civil Service Leadership Statement	42%	F05	I think that generally the different parts of the organisation work well together	32%
B26	I am treated with respect by the people I work with	88%	B17	Poor performance is dealt with effectively in my team	40%	B45	I have the opportunity to contribute my views before decisions are made that affect me	31%



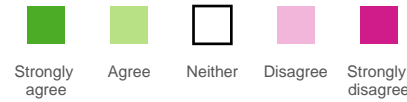
## All questions by theme

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

### My work

79%

+2 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

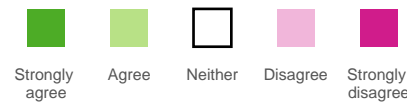
Difference from CS High Performers

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	47	45	5	0	0	92%	+1 ◆	+2 ◆	0
B02 I am sufficiently challenged by my work	38	43	10	7	2	82%	+1 ◆	+1 ◆	-1 ◆
B03 My work gives me a sense of personal accomplishment	31	48	12	7	2	79%	+2 ◆	+2 ◆	-1 ◆
B04 I feel involved in the decisions that affect my work	20	44	17	14	6	63%	+4 ◆	+5 ◆	0
B05 I have a choice in deciding how I do my work	31	49	11	6	3	81%	+3 ◆	+3 ◆	0

### Organisational objectives and purpose

83%

0 Difference from previous survey



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 organisation's objectives	23	59	12	5	1	82%	0	0	-5 ◆
B07 I understand how my work contributes to the organisation's objectives	29	56	9	6	0	85%	+1	+1 ◆	-3 ◆



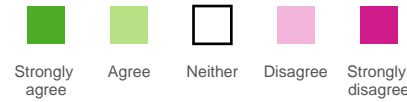
All questions by theme

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

My manager

73%

+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	31	44	15	7	7	75%	+2 ◆	+4 ◆	0
B09	My manager is considerate of my life outside work	54	37	6	6	6	90%	+2 ◆	+5 ◆	+2 ◆
B10	My manager is open to my ideas	45	41	9	9	6	86%	+2 ◆	+3 ◆	0
B11	My manager helps me to understand how I contribute to the organisation's objectives	27	44	20	6	6	72%	+1	+5 ◆	0
B12	Overall, I have confidence in the decisions made by my manager	39	42	12	5	5	81%	+2 ◆	+5 ◆	0
B13	My manager recognises when I have done my job well	41	43	10	10	6	84%	+1 ◆	+4 ◆	0
B14	I receive regular feedback on my performance	27	43	16	10	6	71%	+4 ◆	+3 ◆	-3 ◆
B15	The feedback I receive helps me to improve my performance	25	41	22	7	7	67%	+2 ◆	+3 ◆	-2 ◆
B16	I think that my performance is evaluated fairly	28	45	19	5	5	73%	+3 ◆	+6 ◆	+1
B17	Poor performance is dealt with effectively in my team	9	27	40	16	8	37%	-1	-3 ◆	-7 ◆



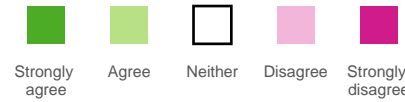
## All questions by theme

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### My team

82%

+1 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

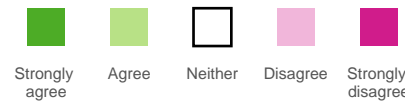
Difference from CS High Performers

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	42	45	8	5	0	87%	+1	+1 ◆	-1 ◆
B19	The people in my team work together to find ways to improve the service we provide	37	46	11	5	0	83%	+1 ◆	+1 ◆	-2 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	32	44	15	6	0	77%	+2 ◆	0	-4 ◆

### Learning and development

52%

+1 ◆ Difference from previous survey



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	15	51	19	12	0	66%	-1 ◆	+2 ◆	-3 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	38	36	12	0	49%	0	-5 ◆	-10 ◆
B23	There are opportunities for me to develop my career in the organisation	11	38	24	17	10	49%	+6 ◆	+1 ◆	-7 ◆
B24	Learning and development activities I have completed while working for the organisation are helping me to develop my career	11	35	34	15	5	46%	+1	-1 ◆	-7 ◆



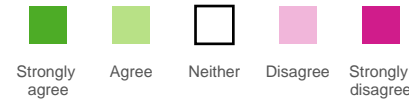
## All questions by theme

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### Inclusion and fair treatment

81%

+1 ◆ Difference from previous survey



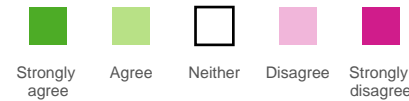
% Positive  
Difference from previous survey  
Difference from CS2018  
Difference from CS High Performers

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	35	49	8	5		85%	0	+4 ◆	+1
B26 I am treated with respect by the people I work with	39	49	7			88%	0	+3 ◆	+1 ◆
B27 I feel valued for the work I do	28	46	14	8		73%	+2 ◆	+6 ◆	+1 ◆
B28 I think that the organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	29	50	13	5		79%	+2 ◆	+2 ◆	-1 ◆

### Resources and workload

75%

+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
B29 I get the information I need to do my job well	14	58	15	10		73%	+2 ◆	+2 ◆	-3 ◆
B30 I have clear work objectives	20	58	12	7		78%	+2 ◆	+3 ◆	-1 ◆
B31 I have the skills I need to do my job effectively	27	63	7			90%	+1 ◆	+2 ◆	-1 ◆
B32 I have the tools I need to do my job effectively	16	54	15	11		70%	+2 ◆	-1 ◆	-7 ◆
B33 I have an acceptable workload	11	52	15	16	6	63%	+1	+2 ◆	-3 ◆
B34 I achieve a good balance between my work life and my private life	21	54	13	9		75%	+1	+6 ◆	0





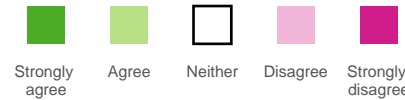
All questions by theme

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Pay and benefits

56%

+4 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

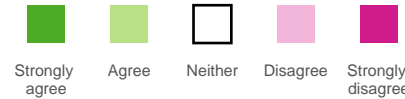
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	9	44	19	20	9	53%	+3 ◆	+22 ◆	+15 ◆
B36 I am satisfied with the total benefits package	13	50	19	13	5	63%	+5 ◆	+27 ◆	+20 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	12	41	19	18	9	53%	+4 ◆	+26 ◆	+21 ◆

Leadership and managing change

44%

+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
B38 Senior managers in the organisation are sufficiently visible	13	47	17	16	6	60%	+4 ◆	-1 ◆	-10 ◆
B39 I believe the actions of senior managers are consistent with the organisation's values	10	42	30	12	6	52%	+3 ◆	0	-10 ◆
B40 I believe that the Board has a clear vision for the future of the organisation	7	35	42	11	6	42%	+2 ◆	-6 ◆	-15 ◆
B41 Overall, I have confidence in the decisions made by senior managers within the organisation	8	38	33	14	7	46%	+4 ◆	-2 ◆	-12 ◆
B42 I feel that change is managed well in the organisation	7	27	30	28	11	31%	+3 ◆	-2 ◆	-11 ◆
B43 When changes are made in the organisation they are usually for the better	7	25	42	21	8	29%	+4 ◆	-6 ◆	-13 ◆
B44 The organisation keeps me informed about matters that affect me	7	50	24	13	7	57%	+3 ◆	-3 ◆	-9 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	5	33	30	23	9	39%	+2 ◆	-2 ◆	-10 ◆
B46 I think it is safe to challenge the way things are done in the organisation	6	37	30	18	9	43%	+3 ◆	-4 ◆	-10 ◆



## 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 organisation	19	48	25	6	6	67%	+3 ◆	+1 ◆	-4 ◆
B48 I would recommend the organisation as a great place to work	19	48	24	7	4	67%	+5 ◆	+9 ◆	+2 ◆
B49 I feel a strong personal attachment to the organisation	15	39	30	12	6	54%	+3 ◆	+3 ◆	-3 ◆
B50 The organisation inspires me to do the best in my job	13	37	33	13	6	50%	+3 ◆	0	-7 ◆
B51 The organisation motivates me to help it achieve its objectives	11	36	35	13	7	47%	+4 ◆	0	-7 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B52 I believe that senior managers in the organisation will take action on the results from this survey	8	36	29	18	11	43%	+5 ◆	-6 ◆	-16 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	8	28	39	15	10	36%	+6 ◆	+1	-8 ◆



## 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	37	55	5			92%	+2 ◆	+2 ◆	+1 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	22	50	18	7		73%	+2 ◆	+1 ◆	-3 ◆
B56 In the organisation, people are encouraged to speak up when they identify a serious policy or delivery risk	15	48	22	10		64%	+2 ◆	-4 ◆	-10 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	13	46	23	12	5	59%	+2 ◆	-6 ◆	-10 ◆
B58 The organisation is committed to creating a diverse and inclusive workplace	21	56	18			76%	+2 ◆	+2 ◆	-3 ◆

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 Senior managers in the organisation actively role model the behaviours set out in the Civil Service Leadership Statement	8	35	42	10	5	43%	+4 ◆	-6 ◆	-15 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	21	46	24	5		67%	+2 ◆	0	-6 ◆

### 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'	6	37	21	30	6	43%	+12 ◆	-7 ◆	-23 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	31	29	29	6	36%	+9 ◆	-6 ◆	-15 ◆



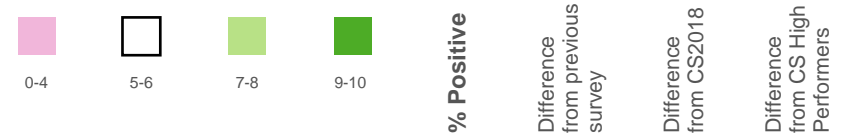
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### Wellbeing

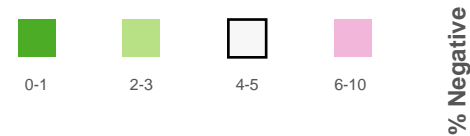
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile')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



W01 Overall, how satisfied are you with your life nowadays?	9	19	54	18	71%	+1	+5 ◆	+2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	18	50	25	75%	+1	+4 ◆	+1 ◆
W03 Overall, how happy did you feel yesterday?	14	19	46	21	67%	+2 ◆	+5 ◆	+2 ◆

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



W04 Overall, how anxious did you feel yesterday?	21	28	19	31	31%	-1	-1 ◆	+1 ◆
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## 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 Welsh Government?

		Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave the organisation as soon as possible	4%	0	-4 ◆	-8 ◆
I want to leave the organisation within the next 12 months	5%	-1 ◆	-9 ◆	-14 ◆
I want to stay working for the organisation for at least the next year	22%	-1	-13 ◆	-18 ◆
I want to stay working for the organisation for at least the next three years	70%	+2 ◆	+26 ◆	+17 ◆

### 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?	97		97%	0	+5 ◆	+3 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?	76	24	76%	-1	+9 ◆	+3 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the Welsh Government it would be investigated properly?	73	27	73%	+1	+3 ◆	-3 ◆

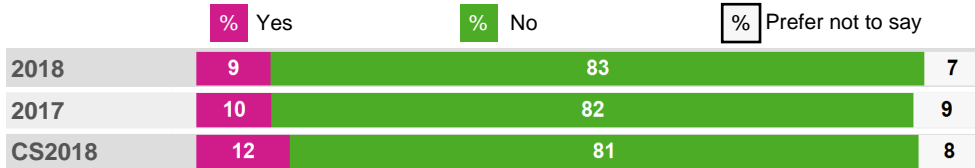


All questions by theme

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Discrimination, harassment and bullying

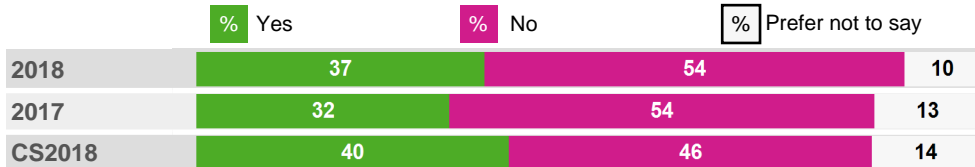
E01. During the past 12 months have you personally experienced discrimination at work?



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



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



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



For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count
Age	66
Caring responsibilities	30
Disability	41
Ethnic background	19
Gender	72
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	123
Main spoken/written language or language ability	36
Marital status	13
Pregnancy, maternity or paternity	15
Religion or belief	18
Sexual orientation	18
Social or educational background	22
Working location	63
Working pattern	85
Any other grounds	95
Prefer not to say	39

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	109
Your manager	103
Another manager in my part of WG	97
Someone you manage	22
Someone who works for another part of WG	51
A member of the public	17
Someone else	18
Prefer not to say	43

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

### Welsh Government questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	The organisation is focused on supporting Ministers to deliver outcomes for the people and communities of Wales	27	61	10			87%	+1 ◆
F02	The organisation is committed to moving resources to areas of Ministerial priority	16	52	22	7		68%	+5 ◆
F03	The organisation is committed to supporting the Welsh language to thrive	22	57	15			80%	+2 ◆
F04	Future-proofing is having a positive impact on the way things are done in the organisation	8	34	43	12		42%	New
F05	I think that generally the different parts of the organisation work well together		33	31	26	7	36%	+2 ◆
F06	Our team regularly looks for better ways of working with external stakeholders	19	48	24	7		67%	+1
F07	I am satisfied with my working environment	18	56	13	9		74%	0
F08	I have the technology (ICT/IT) I need to do my job effectively	12	44	15	20	10	56%	0
F09	The organisation takes action to support the health and wellbeing of its workforce	19	56	16	7		75%	New
F10	The organisation is committed to building the capability and skills of its employees	11	53	24	10		63%	New
F11	Where I work, I am supported to build my capability and skills	16	53	20	8		69%	New
F12	I am aware of the five ways of working set out in the Wellbeing of Future Generations Act	17	53	16	11		70%	New
F13	I have confidence in my manager at the following levels within my area: Team or Branch	45	40	8			85%	+2 ◆



## All questions by theme

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

### Welsh Government questions

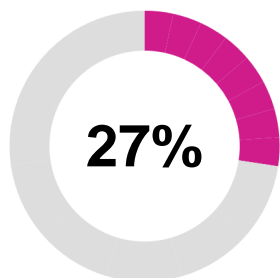
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14 I have confidence in my manager at the following levels within my area: Division	32	43	15	7		75%	+1
F15 I have confidence in my manager at the following levels within my area: Department	22	40	24	9		62%	0
F16 I have confidence in my manager at the following levels within my area: Group or equivalent	19	39	31	7		58%	+5 ◆



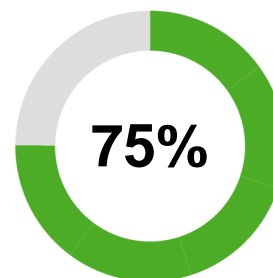


## Proxy Stress Index and PERMA Index

◆ 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	+1	◆



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

### 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.

### PERMA Index

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

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

**% positive**

B05	I have a choice in deciding how I do my work	81%
B08	My manager motivates me to be more effective in my job	75%
B18	The people in my team can be relied upon to help when things get difficult in my job	87%
B26	I am treated with respect by the people I work with	88%
B30	I have clear work objectives	78%
B33	I have an acceptable workload	63%
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?	84%

**% positive**

B01	I am interested in my work	92%
B03	My work gives me a sense of personal accomplishment	79%
B18	The people in my team can be relied upon to help when things get difficult in my job	87%
W01	Overall, how satisfied are you with your life nowadays?	71%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	75%



## 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 <b>Theme score % positive</b> ).
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](http://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.