



# SFO

serious  
fraud  
office

Returns : 416

Response rate : 77%

## Serious Fraud Office

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.

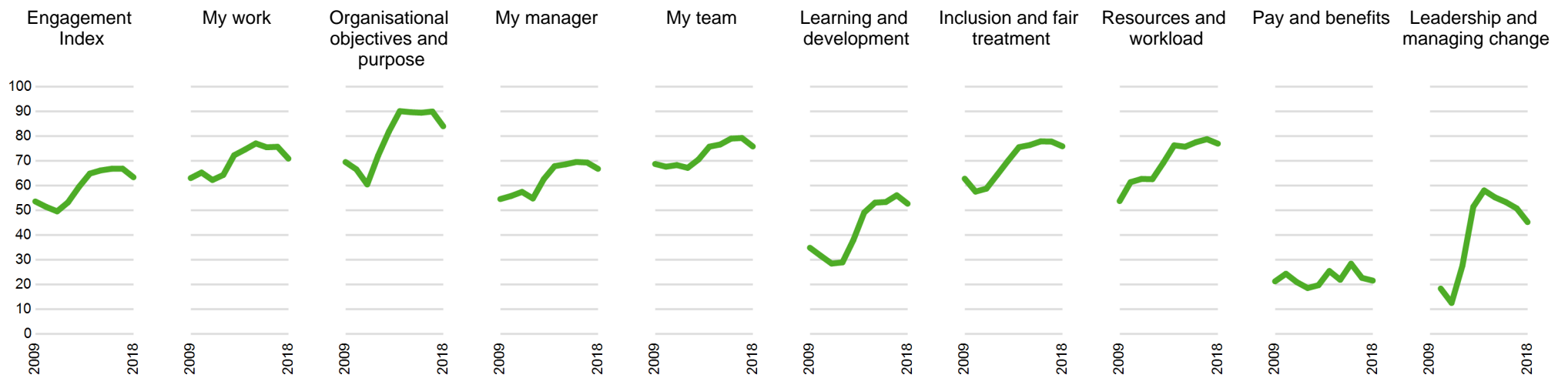




## Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

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	54%	51%	50%	53%	59%	65%	66%	67%	67%	63%
My work	63%	65%	62%	64%	72%	75%	77%	75%	76%	71%
Organisational objectives and purpose	69%	67%	60%	72%	82%	90%	90%	89%	90%	84%
My manager	55%	56%	57%	55%	63%	68%	69%	70%	69%	67%
My team	69%	68%	68%	67%	71%	76%	77%	79%	79%	76%
Learning and development	35%	32%	28%	29%	38%	49%	53%	53%	56%	53%
Inclusion and fair treatment	63%	58%	59%	64%	70%	75%	76%	78%	78%	76%
Resources and workload	54%	61%	63%	63%	69%	76%	76%	78%	79%	77%
Pay and benefits	21%	24%	21%	19%	20%	25%	22%	28%	23%	22%
Leadership and managing change	-	18%	12%	28%	51%	58%	55%	53%	51%	45%
Response rate	43%	70%	78%	71%	94%	81%	80%	86%	80%	77%





◇ Statistically significant difference from comparison

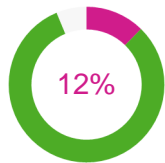
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

### Drivers of Engagement

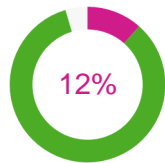
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	73%	-6 ◇	-5 ◇	-7 ◇
2	B27	I feel valued for the work I do	66%	-4 ◇	-2	-7 ◇
3	F01	I am optimistic that on its current path the SFO will be a better place to work in a year from now than it is today	43%	-1	--	--
4	B08	My manager motivates me to be more effective in my job	65%	-6 ◇	-6 ◇	-11 ◇
5	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	19%	0	-8 ◇	-14 ◇

### Discrimination, bullying and harassment

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



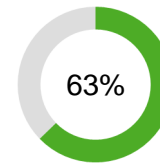
During the past 12 months have you personally experienced discrimination at work?



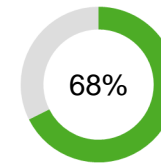
During the past 12 months have you personally experienced bullying or harassment at work?

### Wellbeing

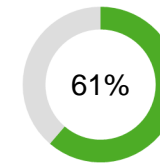
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)   ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



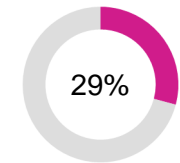
W01. Overall, how satisfied are you with your life nowadays?



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

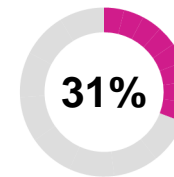


W03. Overall, how happy did you feel yesterday?



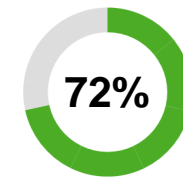
W04. Overall, how anxious did you feel yesterday?

### Proxy Stress Index

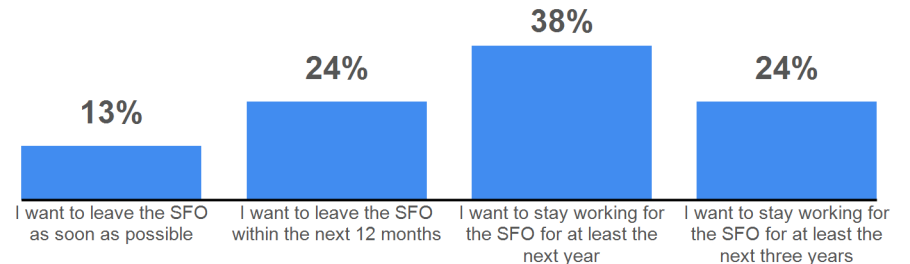


For further information about these indices, please refer to page 16.

### PERMA Index



### Your plans for the future





### Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B31	I have the skills I need to do my job effectively	92%	B53	Where I work, I think effective action has been taken on the results of the last survey	48%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	67%
B01	I am interested in my work	91%	B43	When changes are made in the SFO they are usually for the better	44%	B35	I feel that my pay adequately reflects my performance	61%
B54	I am trusted to carry out my job effectively	88%	F01	I am optimistic that on its current path the SFO will be a better place to work in a year from now than it is today	40%	B36	I am satisfied with the total benefits package	54%
B09	My manager is considerate of my life outside work	85%	B40	I believe that the senior management team have a clear vision for the future of the SFO	39%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	42%
B06	I have a clear understanding of the SFO's objectives	84%	B59	Senior Managers in the SFO actively role model the behaviours set out in the Civil Service Leadership Statement	38%	F07	I am confident that Performance Appraisal standards are applied consistently across the SFO	41%



# SFO

serious  
fraud  
office

Returns : 416

Response rate : 77%

## Serious Fraud Office

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

#### My work

# 71%

-5 ◆ 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	50	5			91%	0	+1	-2 ◆
B02 I am sufficiently challenged by my work	26	44	11	11	7	71%	-4 ◆	-10 ◆	-12 ◆
B03 My work gives me a sense of personal accomplishment	27	46	14	10		73%	-6 ◆	-5 ◆	-7 ◆
B04 I feel involved in the decisions that affect my work	16	36	19	19	10	52%	-8 ◆	-6 ◆	-11 ◆
B05 I have a choice in deciding how I do my work	23	46	16	11	5	68%	-6 ◆	-9 ◆	-13 ◆

#### Organisational objectives and purpose

# 84%

-6 ◆ 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 SFO's objectives	34	50	10	5		84%	-6 ◆	+3 ◆	-2 ◆
B07 I understand how my work contributes to the SFO's objectives	35	49	10	5		84%	-6 ◆	0	-4 ◆



# SFO

serious  
fraud  
office

Returns : 416

Response rate : 77%

## Serious Fraud Office

Civil Service People Survey 2018

### All questions by theme

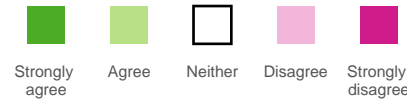
◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### My manager

**67%**

**-3**

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	23	42	18	11	6	65%	-6 ◆	-6 ◆	-11 ◆
B09	My manager is considerate of my life outside work	49	36	9			85%	-4 ◆	-1	-4 ◆
B10	My manager is open to my ideas	35	46	10	6		81%	-2	-2 ◆	-6 ◆
B11	My manager helps me to understand how I contribute to the SFO's objectives	24	40	24	7	5	64%	-2	-3 ◆	-8 ◆
B12	Overall, I have confidence in the decisions made by my manager	33	43	12	7	5	76%	-2	0	-5 ◆
B13	My manager recognises when I have done my job well	27	50	12	6	5	77%	-2	-3 ◆	-7 ◆
B14	I receive regular feedback on my performance	17	39	22	14	7	57%	-2	-11 ◆	-16 ◆
B15	The feedback I receive helps me to improve my performance	17	40	28	10	5	57%	-3	-7 ◆	-11 ◆
B16	I think that my performance is evaluated fairly	19	47	22	7	6	65%	-1	-1	-7 ◆
B17	Poor performance is dealt with effectively in my team	9	31	34	15	11	40%	-1	0	-3 ◆



# SFO

serious  
fraud  
office

Returns : 416

Response rate : 77%

## Serious Fraud Office

Civil Service People Survey 2018

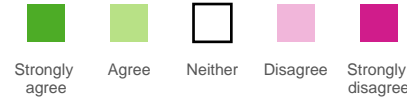
### All questions by theme

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

#### My team

76%

-3 ◆ Difference from previous survey



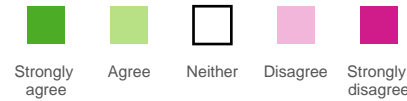
% Positive  
Difference from previous survey  
Difference from CS2018  
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	32	50	10	5	5	82%	-3 ◆	-3 ◆	-5 ◆
B19	The people in my team work together to find ways to improve the service we provide	27	49	15	6	6	77%	-4 ◆	-6 ◆	-8 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	26	43	19	9	9	69%	-4 ◆	-8 ◆	-12 ◆

#### Learning and development

53%

-3 ◆ Difference from previous survey



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

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	15	45	21	13	6	60%	-3	-4 ◆	-8 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	40	27	12	7	54%	-5 ◆	+1	-5 ◆
B23	There are opportunities for me to develop my career in the SFO	13	32	22	19	14	45%	-2	-4 ◆	-12 ◆
B24	Learning and development activities I have completed while working for the SFO are helping me to develop my career	16	36	25	15	9	51%	-4 ◆	+4 ◆	-2



# SFO

serious  
fraud  
office

Returns : 416

Response rate : 77%

## Serious Fraud Office

Civil Service People Survey 2018

### All questions by theme

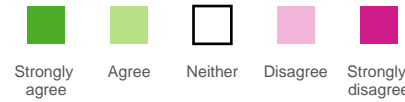
◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

#### Inclusion and fair treatment

# 76%

-2

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

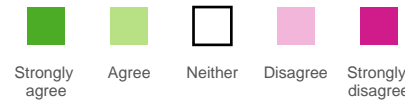
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	28	50	9	8	5	78%	-2	-3 ◆	-6 ◆
B26	I am treated with respect by the people I work with	31	50	12			81%	-2 ◆	-4 ◆	-7 ◆
B27	I feel valued for the work I do	21	44	16	12	6	66%	-4 ◆	-2	-7 ◆
B28	I think that the SFO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	27	52	14	5		79%	+2	+2 ◆	-1

#### Resources and workload

# 77%

-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
B29	I get the information I need to do my job well	13	61	14	9		73%	-2	+3 ◆	-2
B30	I have clear work objectives	14	57	15	8	5	72%	-2	-4 ◆	-8 ◆
B31	I have the skills I need to do my job effectively	31	61			5	92%	+1	+4 ◆	+1
B32	I have the tools I need to do my job effectively	19	55	11	12		74%	-3	+2 ◆	-3 ◆
B33	I have an acceptable workload	15	55	13	12	5	70%	-5 ◆	+10 ◆	+4 ◆
B34	I achieve a good balance between my work life and my private life	28	52	9	8		80%	0	+11 ◆	+6 ◆





# SFO

serious  
fraud  
office

Returns : 416

Response rate : 77%

## Serious Fraud Office

Civil Service People Survey 2018

### All questions by theme

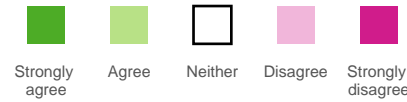
◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

#### Pay and benefits

**22%**

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

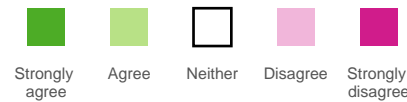
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	20	15	35	26	23%	-1	-7 ◆	-14 ◆	
B36 I am satisfied with the total benefits package	19	24	29	25	22%	-2	-13 ◆	-21 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	15	14	32	35	19%	0	-8 ◆	-14 ◆	

#### Leadership and managing change

**45%**

-6 ◆

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 SFO are sufficiently visible	10	41	20	18	11	52%	-6 ◆	-10 ◆	-19 ◆
B39 I believe the actions of Senior Managers are consistent with the SFO's values	9	41	34	10	6	50%	-8 ◆	-2 ◆	-12 ◆
B40 I believe that the senior management team have a clear vision for the future of the SFO	9	38	39	8	6	47%	-10 ◆	-1	-10 ◆
B41 Overall, I have confidence in the decisions made by the SFO's Senior Managers	9	39	34	10	7	48%	-8 ◆	0	-10 ◆
B42 I feel that change is managed well in the SFO	5	31	34	24	7	35%	-2	+2 ◆	-7 ◆
B43 When changes are made in the SFO they are usually for the better	5	31	44	15	5	36%	-1	+1	-6 ◆
B44 The SFO keeps me informed about matters that affect me	10	50	22	12	6	60%	-5 ◆	+1	-6 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	7	27	32	23	11	34%	-4 ◆	-7 ◆	-14 ◆
B46 I think it is safe to challenge the way things are done in the SFO	6	38	25	20	10	45%	-5 ◆	-3 ◆	-9 ◆



# SFO

serious  
fraud  
office

Returns : 416

Response rate : 77%

## Serious Fraud Office

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

### 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 SFO	27	47	20			74%	-2	+9 ◆	+4 ◆
B48 I would recommend the SFO as a great place to work	15	42	28	11	5	57%	-3 ◆	-1	-8 ◆
B49 I feel a strong personal attachment to the SFO	18	36	26	15	5	54%	-3	+2	-3 ◆
B50 The SFO inspires me to do the best in my job	16	33	31	13	6	50%	-6 ◆	0	-7 ◆
B51 The SFO motivates me to help it achieve its objectives	14	33	34	11	7	47%	-9 ◆	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 SFO will take action on the results from this survey	10	35	27	18	10	45%	-6 ◆	-4 ◆	-14 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	7	19	48	15	11	26%	-4 ◆	-10 ◆	-19 ◆



# SFO

serious  
fraud  
office

Returns : 416

Response rate : 77%

## Serious Fraud Office

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

#### 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	5	5	2	88%	-1	-1	-3 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	21	47	18	10	5	67%	-5 ◆	-5 ◆	-9 ◆
B56 In the SFO, people are encouraged to speak up when they identify a serious policy or delivery risk	18	46	21	9	7	64%	-2	-4 ◆	-10 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	18	47	19	10	6	65%	0	-1	-4 ◆
B58 The SFO is committed to creating a diverse and inclusive workplace	25	53	15	5	2	77%	0	+2 ◆	-2

#### 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 SFO actively role model the behaviours set out in the Civil Service Leadership Statement	9	39	38	7	7	48%	-3	-1	-9 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	45	24	6	6	65%	-5 ◆	-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'	5	31	23	33	8	35%	0	-15 ◆	-31 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	26	35	28	7	5	30%	-1	-12 ◆	-20 ◆



### All questions by theme

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

### 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	23	51	12	63%	0	-3 ◆	-6 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	23	48	20	68%	-4 ◆	-4 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	17	21	45	17	61%	-3 ◆	-1	-4 ◆

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

	0-1	2-3	4-5	6-10	% Negative			
W04 Overall, how anxious did you feel yesterday?	20	29	22	29	29%	+3	-3 ◆	-1



### All questions by theme

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

#### Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave the SFO as soon as possible		13%	+4 ◇	+6	+1
I want to leave the SFO within the next 12 months		24%	+3	+10 ◇	+5 ◇
I want to stay working for the SFO for at least the next year		38%	0	+4 ◇	-1
I want to stay working for the SFO for at least the next three years		24%	-6 ◇	-19 ◇	-29 ◇

#### 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?		9	91%	+3 ◇	-1	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		37	63%	-4 ◇	-4 ◇	-10 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the SFO it would be investigated properly?		33	67%	-2	-4 ◇	-9 ◇

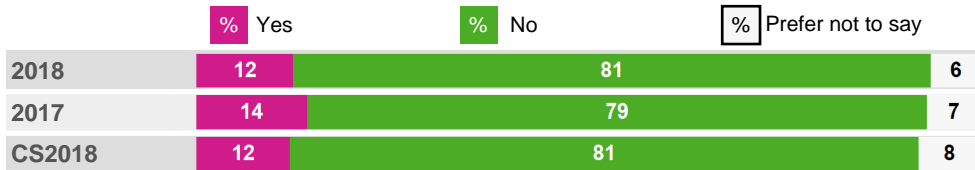


### All questions by theme

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

#### Discrimination, harassment and bullying

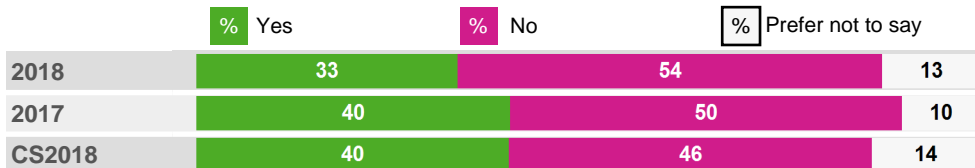
E01. During the past 12 months have you personally experienced discrimination at work?



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	11
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	18
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	11
Any other grounds	17
Prefer not to say	--

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	14
Your manager	17
Another manager in my part of the SFO	--
Someone you manage	--
Someone who works for another part of the SFO	--
A member of the public	--
Someone else	--
Prefer not to say	--

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



# SFO

serious  
fraud  
office

Returns : 416

Response rate : 77%

## Serious Fraud Office

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

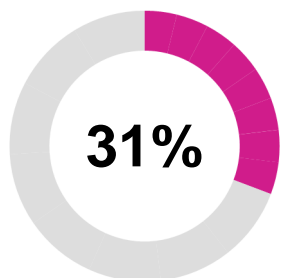
### Serious Fraud Office questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I am optimistic that on its current path the SFO will be a better place to work in a year from now than it is today	10	33	40	12	6	43%	-1
F02	I believe that the SFO is committed to ensuring that all staff are treated with dignity and respect in the workplace	20	56	15	5	5	76%	-2
F03	I am confident that consistent action in accordance with relevant policies would take place if I reported bullying, harassment or discrimination	16	49	20	9	6	65%	-3
F04	My manager helps me to identify what I need to do to develop my career in the SFO	18	36	23	15	8	54%	-6 ◆
F05	I have a clear understanding of what I need to do to develop my career in the SFO	13	38	24	17	8	51%	-7 ◆
F06	I feel that the SFO is serious about enhancing the performance of all managers	12	36	32	10	10	48%	-1
F07	I am confident that Performance Appraisal standards are applied consistently across the SFO	5	20	34	25	17	25%	-4 ◆
F08	My team shares best practice and uses learning opportunities to improve the way things are done	16	47	17	13	6	64%	-6 ◆
F09	I feel that my skills, knowledge and experience are fully utilised in the job I do	14	40	14	19	13	55%	-4 ◆
F10	My manager cares for me and for my career	25	41	20	7	7	66%	New

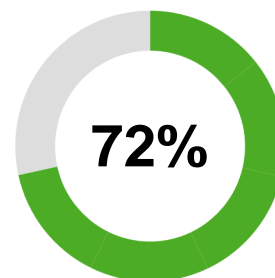


### Proxy Stress Index and PERMA Index

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



Difference from previous survey +2 ◆  
Difference from CS2018 +2 ◆  
Difference from CS High Performers +4 ◆



Difference from previous survey -2 ◆  
Difference from CS2018 -2 ◆  
Difference from CS High Performers -3 ◆

#### 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	68%
B08	My manager motivates me to be more effective in my job	65%
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	72%
B33	I have an acceptable workload	70%
B45	I have the opportunity to contribute my views before decisions are made that affect me	34%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	84%

**% positive**

B01	I am interested in my work	91%
B03	My work gives me a sense of personal accomplishment	73%
B18	The people in my team can be relied upon to help when things get difficult in my job	82%
W01	Overall, how satisfied are you with your life nowadays?	63%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	68%





### 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.