



✧ Statistically significant difference from comparison

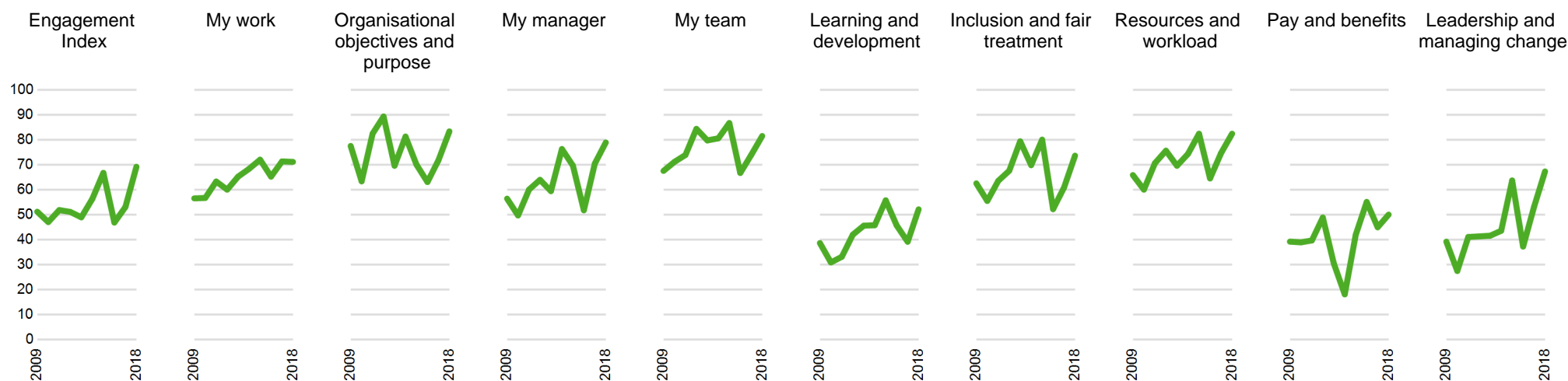
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



## 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	51%	47%	52%	51%	49%	56%	67%	47%	53%	69%
My work	57%	57%	63%	60%	65%	68%	72%	65%	71%	71%
Organisational objectives and purpose	78%	63%	82%	89%	70%	81%	70%	63%	72%	83%
My manager	56%	50%	60%	64%	59%	76%	70%	52%	70%	79%
My team	68%	71%	74%	84%	80%	81%	87%	67%	74%	81%
Learning and development	39%	31%	33%	42%	46%	46%	56%	46%	39%	52%
Inclusion and fair treatment	63%	55%	64%	68%	79%	70%	80%	52%	61%	74%
Resources and workload	66%	60%	71%	76%	70%	74%	82%	64%	75%	82%
Pay and benefits	39%	39%	40%	49%	30%	18%	42%	55%	45%	50%
Leadership and managing change	39%	27%	41%	41%	42%	44%	64%	37%	53%	67%
Response rate	91%	83%	100%	82%	77%	86%	106%	85%	92%	72%



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.

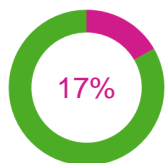
## Drivers of Engagement<sup>1</sup>

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	72%	+7	-5	-8
2	B27	I feel valued for the work I do	78%	+26	+10	+5
3	B24	Learning and development activities I have completed while working for HMCPSP are helping me to develop my career	44%	+10	-3	-9
4	B43	When changes are made in HMCPSP they are usually for the better	56%	+3	+21	+13
5	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	61%	+9	+19	+11

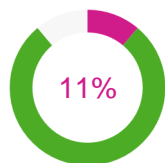
<sup>1</sup>The table above shows the drivers of engagement for Attorney General's Departments (Corporate Report)

## Discrimination, bullying and harassment

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



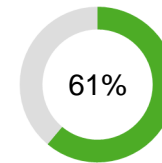
During the past 12 months have you personally experienced discrimination at work?



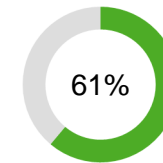
During the past 12 months have you personally experienced bullying or harassment at work?

## Wellbeing

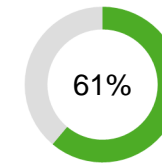
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



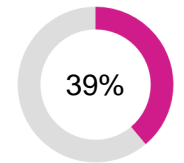
W01. Overall, how satisfied are you with your life nowadays?



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

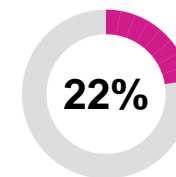


W03. Overall, how happy did you feel yesterday?

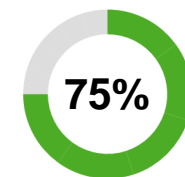


W04. Overall, how anxious did you feel yesterday?

## Proxy Stress Index

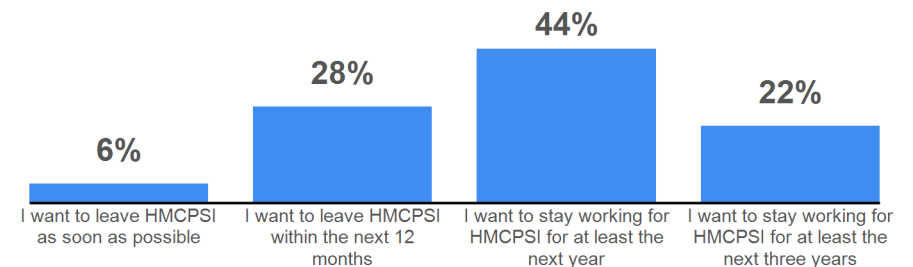


## PERMA Index



For further information about these indices, please refer to page 15.

## Your plans for the future





Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B09	My manager is considerate of my life outside work	100%	B24	Learning and development activities I have completed while working for HMCPSI are helping me to develop my career	39%	B23	There are opportunities for me to develop my career in HMCPSI	28%
B13	My manager recognises when I have done my job well	94%	B42	I feel that change is managed well in HMCPSI	39%	B35	I feel that my pay adequately reflects my performance	28%
B30	I have clear work objectives	94%	B17	Poor performance is dealt with effectively in my team	33%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	28%
B14	I receive regular feedback on my performance	89%	B23	There are opportunities for me to develop my career in HMCPSI	33%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	28%
B31	I have the skills I need to do my job effectively	89%	B43	When changes are made in HMCPSI they are usually for the better	33%	B17	Poor performance is dealt with effectively in my team	22%



All questions by theme

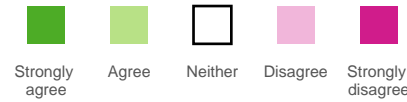
◆ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

My work

71%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	50	33	11	6	6	83%	-12	-6	-9
B02 I am sufficiently challenged by my work	28	44	17	11	6	72%	-2	-9	-11
B03 My work gives me a sense of personal accomplishment	33	39	22	6	6	72%	+7	-5	-8
B04 I feel involved in the decisions that affect my work	28	28	28	11	6	56%	+8	-3	-8
B05 I have a choice in deciding how I do my work	33	39	17	11	6	72%	-2	-5	-9

Organisational objectives and purpose

83%

+12

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B06 I have a clear understanding of HMCPSI's objectives	56	28	11	6	6	83%	+14	+2	-3
B07 I understand how my work contributes to HMCPSI's objectives	50	33	11	6	6	83%	+9	0	-4



All questions by theme

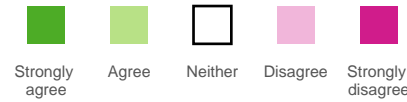
◆ indicates statistically significant difference from comparison  
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My manager

79%

+8

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	44	33	22			78%	+8	+7	+2
B09	My manager is considerate of my life outside work	67	33				100%	+13	+14	+11
B10	My manager is open to my ideas	44	39	17			83%	+5	+1	-3
B11	My manager helps me to understand how I contribute to HMCPSI's objectives	33	39	28			72%	+7	+5	0
B12	Overall, I have confidence in the decisions made by my manager	33	44	17	6		78%	+4	+2	-3
B13	My manager recognises when I have done my job well	56	39	6			94%	+3	+15	+11
B14	I receive regular feedback on my performance	39	50	11			89%	+19	+21	+16
B15	The feedback I receive helps me to improve my performance	28	50	17	6		78%	+13	+14	+9
B16	I think that my performance is evaluated fairly	50	22	22	6		72%	-2	+6	0
B17	Poor performance is dealt with effectively in my team	17	28	33	11	11	44%	+14	+4	+1



All questions by theme

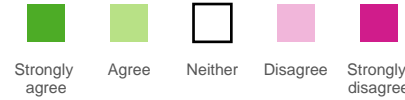
◆ indicates statistically significant difference from comparison  
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My team

81%

+8

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

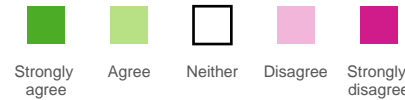
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	50	33	17			83%	+1	-2	-4
B19	The people in my team work together to find ways to improve the service we provide	39	44	11	6		83%	+14	+1	-2
B20	The people in my team are encouraged to come up with new and better ways of doing things	39	39	11	11		78%	+8	+1	-2

Learning and development

52%

+13

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	22	39	22	17		61%	+5	-3	-7
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	24	41	24	12		65%	+17	+11	+6
B23	There are opportunities for me to develop my career in HMCPSI	17	22	33	11	17	39%	+21	-9	-17
B24	Learning and development activities I have completed while working for HMCPSI are helping me to develop my career	28	17	39	11	6	44%	+10	-3	-9

## All questions by theme

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### Inclusion and fair treatment

**74%**

**+13**

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	50	28	22			78%	+8	-3	-6
B26 I am treated with respect by the people I work with	44	28	28			72%	+11	-13	-16
B27 I feel valued for the work I do	39	39	11	11		78%	+26	+10	+5
B28 I think that HMCPSI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	28	39	22	11		67%	+6	-10	-13

### Resources and workload

**82%**

**+8**

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
B29 I get the information I need to do my job well	28	39	28	6		67%	+1	-4	-8
B30 I have clear work objectives	28	67	6			94%	+12	+19	+15
B31 I have the skills I need to do my job effectively	22	67	11			89%	+2	0	-2
B32 I have the tools I need to do my job effectively	22	61	11	6		83%	-8	+12	+6
B33 I have an acceptable workload	39	39	11	6	6	78%	+17	+17	+12
B34 I achieve a good balance between my work life and my private life	44	39	11	6		83%	+22	+14	+9





All questions by theme

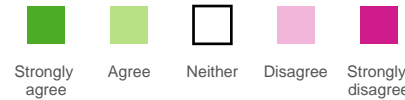
◆ indicates statistically significant difference from comparison  
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Pay and benefits

50%

+5

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

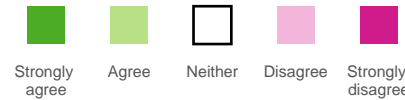
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	17	33	22	17	11	50%	+7	+19	+12
B36 I am satisfied with the total benefits package	17	33	28	17	6	50%	-2	+14	+7
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	28	22	17	11	50%	+11	+23	+17

Leadership and managing change

67%

+14

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 Grade 6 Group in HMCPSI are sufficiently visible <sup>^</sup>	39	44	11	6	0	83%	+14	+22	+13
B39 I believe the actions of Grade 6 Group are consistent with HMCPSI's values <sup>^</sup>	28	50	17	6	0	78%	+13	+25	+16
B40 I believe that the SMT have a clear vision for the future of HMCPSI <sup>^</sup>	28	50	17	6	0	78%	+26	+30	+21
B41 Overall, I have confidence in the decisions made by Chief Inspector	33	50	11	6	0	83%	New	+35	+25
B42 I feel that change is managed well in HMCPSI	17	22	39	17	6	39%	-9	+6	-3
B43 When changes are made in HMCPSI they are usually for the better	22	33	33	11	0	56%	+3	+21	+13
B44 HMCPSI keeps me informed about matters that affect me	28	39	22	6	6	67%	+14	+8	+1
B45 I have the opportunity to contribute my views before decisions are made that affect me	22	50	6	11	11	72%	+24	+32	+24
B46 I think it is safe to challenge the way things are done in HMCPSI	22	28	33	11	6	50%	+11	+3	-4



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 HMCPSI	28	33	28	11		61%	+18	-4	-9
B48 I would recommend HMCPSI as a great place to work	28	28	22	22		56%	+29	-2	-10
B49 I feel a strong personal attachment to HMCPSI	28	28	33	11		56%	+25	+4	-2
B50 HMCPSI inspires me to do the best in my job	28	33	33	6		61%	+22	+11	+4
B51 HMCPSI motivates me to help it achieve its objectives	28	39	28	6		67%	+23	+19	+12

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 Grade 6 Group in HMCPSI will take action on the results from this survey^	22	44	17	17		67%	+6	+17	+8
B53 Where I work, I think effective action has been taken on the results of the last survey	11	44	22	17	6	56%	+16	+20	+11

## 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	50	39	11			89%	+2	0	-2
B55 I believe I would be supported if I try a new idea, even if it may not work	39	39	17	6		78%	+8	+6	+2
B56 In HMCPSP, people are encouraged to speak up when they identify a serious policy or delivery risk	33	28	22	11	6	61%	-17	-6	-12
B57 I feel able to challenge inappropriate behaviour in the workplace	28	39	17	17		67%	+23	+1	-3
B58 HMCPSP is committed to creating a diverse and inclusive workplace	22	39	33	6		61%	0	-14	-18

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 Grade 6 Group in HMCPSP actively role model the behaviours set out in the Civil Service Leadership Statement <sup>^</sup>	22	44	17	17		67%	+14	+18	+9
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	39	39	22			78%	+13	+10	+5

### 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'	33	33	11	17	6	67%	+6	+16	+1
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	28	33	11	22	6	61%	+9	+19	+11



All questions by theme

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Wellbeing

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

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?			39	22	61%	+13	-5	-8
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?			39	22	61%	+9	-10	-13
W03 Overall, how happy did you feel yesterday?	6	33	44	17	61%	+13	-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	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	28	17	17	39	39%	+15	+6	+9

## All questions by theme

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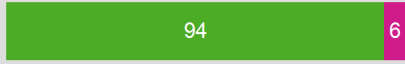


### Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave HMCPSI as soon as possible		6%	-7	-2	-6
I want to leave HMCPSI within the next 12 months		28%	-11	+13	+9
I want to stay working for HMCPSI for at least the next year		44%	+5	+10	+5
I want to stay working for HMCPSI for at least the next three years		22%	+14	-21	-31

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		6	94%	-6	+3	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+1	0	-6
D03. Are you confident that if you raised a concern under the Civil Service Code in HMCPSI it would be investigated properly?		28	72%	+7	+2	-4

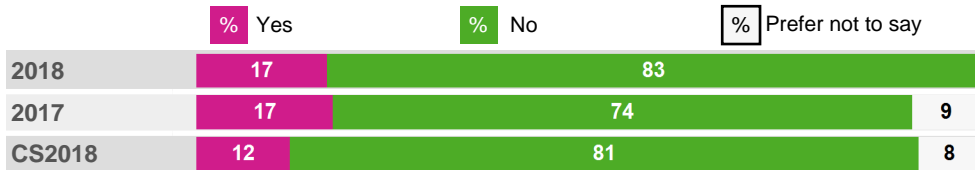


All questions by theme

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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?

Results for this question have been suppressed as there are fewer than ten responses

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

Results for this question have been suppressed as there are fewer than ten responses

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	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	--
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	--
Any other grounds	--
Prefer not to say	--

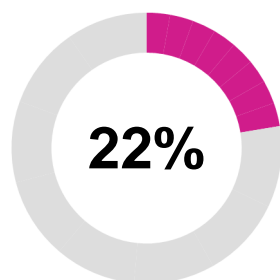
For respondents who selected 'Yes' to question E03.  
 E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

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

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

## 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	-9 ✦
Difference from CS2018	-7 ✦
Difference from CS High Performers	-4 ✦

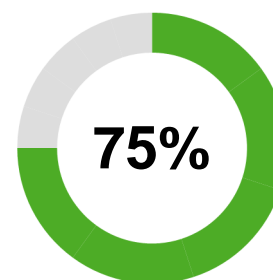
### Proxy Stress Index

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	72%
B08	My manager motivates me to be more effective in my job	78%
B18	The people in my team can be relied upon to help when things get difficult in my job	83%
B26	I am treated with respect by the people I work with	72%
B30	I have clear work objectives	94%
B33	I have an acceptable workload	78%
B45	I have the opportunity to contribute my views before decisions are made that affect me	72%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	78%



Difference from previous survey	+6 ✦
Difference from CS2018	+1
Difference from CS High Performers	0

### 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	83%
B03	My work gives me a sense of personal accomplishment	72%
B18	The people in my team can be relied upon to help when things get difficult in my job	83%
W01	Overall, how satisfied are you with your life nowadays?	61%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	61%

## 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.