



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	-	-	-	-	-	-	-	64%	63%	68%
My work	-	-	-	-	-	-	-	74%	73%	77%
Organisational objectives and purpose	-	-	-	-	-	-	-	73%	81%	85%
My manager	-	-	-	-	-	-	-	67%	69%	73%
My team	-	-	-	-	-	-	-	88%	87%	90%
Learning and development	-	-	-	-	-	-	-	40%	54%	68%
Inclusion and fair treatment	-	-	-	-	-	-	-	81%	79%	83%
Resources and workload	-	-	-	-	-	-	-	57%	61%	70%
Pay and benefits	-	-	-	-	-	-	-	28%	27%	34%
Leadership and managing change	-	-	-	-	-	-	-	59%	58%	64%
<i>Response rate</i>	-	-	-	-	-	-	-	85%	94%	92%



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

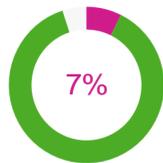
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	76%	+3 ◇	-2 ◇	-4 ◇
2	B23	There are opportunities for me to develop my career in DExEU	73%	+11 ◇	+25 ◇	+17 ◇
3	B43	When changes are made in DExEU they are usually for the better	48%	+7 ◇	+13 ◇	+5 ◇
4	B41	Overall, I have confidence in the decisions made by DExEU senior managers	76%	+5 ◇	+27 ◇	+18 ◇
5	B28	I think that DExEU respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	80%	+6 ◇	+4 ◇	0

## Discrimination, bullying and harassment

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



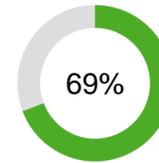
During the past 12 months have you personally experienced discrimination at work?



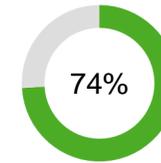
During the past 12 months have you personally experienced bullying or harassment at work?

## Wellbeing

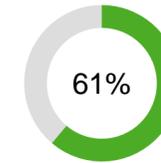
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



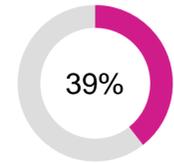
W01. Overall, how satisfied are you with your life nowadays?



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

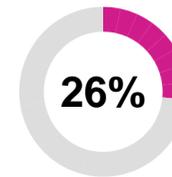


W03. Overall, how happy did you feel yesterday?

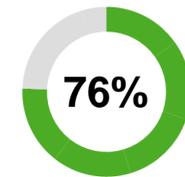


W04. Overall, how anxious did you feel yesterday?

## Proxy Stress Index

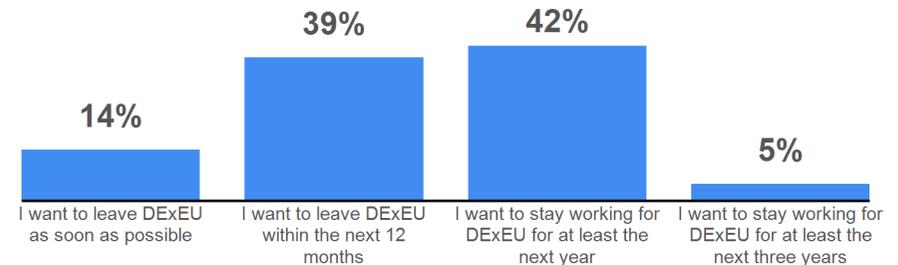


## PERMA Index



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

## Your plans for the future





## Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B18	The people in my team can be relied upon to help when things get difficult in my job	94%	B53	Where I work, I think effective action has been taken on the results of the last survey	42%	F03	During the last year have you seen senior managers take action to combat discrimination, bullying and/or harassment	56%
F07	I have 1:1 conversations with my line manager every 6-8 weeks	93%	B17	Poor performance is dealt with effectively in my team	41%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	54%
B19	The people in my team work together to find ways to improve the service we provide	91%	B43	When changes are made in DExEU they are usually for the better	39%	B35	I feel that my pay adequately reflects my performance	44%
B01	I am interested in my work	91%	B24	Learning and development activities I have completed while working for DExEU are helping me to develop my career	29%	B36	I am satisfied with the total benefits package	37%
F08	During my time in the department the knowledge and experience I have gained will help assist me to achieve my future career aspirations	90%	B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	28%	B45	I have the opportunity to contribute my views before decisions are made that affect me	28%

## All questions by theme

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

### My work

77%

+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
B01 I am interested in my work	52	38	5	5	0	91%	+2 ♦	+1 ♦	-1 ♦
B02 I am sufficiently challenged by my work	40	41	9	7	3	81%	+4 ♦	0	-2 ♦
B03 My work gives me a sense of personal accomplishment	29	47	13	9	3	76%	+3 ♦	-2 ♦	-4 ♦
B04 I feel involved in the decisions that affect my work	16	42	17	17	7	58%	+4 ♦	0	-5 ♦
B05 I have a choice in deciding how I do my work	30	49	12	8	1	78%	+7 ♦	+1 ♦	-3 ♦

### Organisational objectives and purpose

85%

+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
B06 I have a clear understanding of DExEU objectives	32	51	10	6	1	83%	+2 ♦	+2 ♦	-3 ♦
B07 I understand how my work contributes to DExEU objectives	36	51	10	3	0	88%	+6 ♦	+4 ♦	0

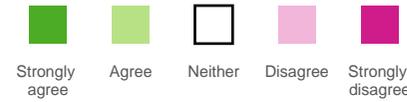
## All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

### My manager

73%

+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
B08 My manager motivates me to be more effective in my job	38	40	11	8	5	78%	+4 ▲	+7 ▲	+3 ▲
B09 My manager is considerate of my life outside work	53	36	5	5	5	90%	+6 ▲	+4 ▲	+1 ▲
B10 My manager is open to my ideas	47	41	7	7	5	88%	+2 ▲	+5 ▲	+1 ▲
B11 My manager helps me to understand how I contribute to DExEU objectives	30	40	19	8	5	71%	+3 ▲	+4 ▲	-1 ▲
B12 Overall, I have confidence in the decisions made by my manager	44	37	11	5	5	81%	+1	+5 ▲	+1 ▲
B13 My manager recognises when I have done my job well	44	43	9	9	5	86%	+7 ▲	+6 ▲	+3 ▲
B14 I receive regular feedback on my performance	25	40	18	14	5	65%	+3 ▲	-3 ▲	-8 ▲
B15 The feedback I receive helps me to improve my performance	26	39	23	10	5	65%	+3 ▲	+1	-4 ▲
B16 I think that my performance is evaluated fairly	27	41	23	6	5	68%	+3 ▲	+2 ▲	-4 ▲
B17 Poor performance is dealt with effectively in my team	11	30	41	13	5	41%	+6 ▲	+1	-3 ▲

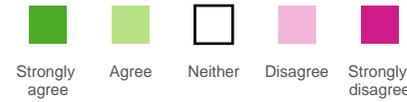
## All questions by theme

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### My team

90%

+2 ♦ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

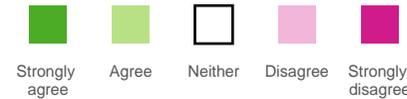
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	53	41				94%	+2 ♦	+8 ♦	+6 ♦
B19	The people in my team work together to find ways to improve the service we provide	46	45	6			91%	+2 ♦	+9 ♦	+6 ♦
B20	The people in my team are encouraged to come up with new and better ways of doing things	41	44	10			85%	+3 ♦	+8 ♦	+5 ♦

### Learning and development

68%

+14 ♦ 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	52	14	10		74%	+17 ♦	+10 ♦	+6 ♦
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	20	42	28	9		62%	+14 ♦	+8 ♦	+3 ♦
B23	There are opportunities for me to develop my career in DExEU	31	42	15	9		73%	+11 ♦	+25 ♦	+17 ♦
B24	Learning and development activities I have completed while working for DExEU are helping me to develop my career	21	41	29	8		62%	+15 ♦	+14 ♦	+8 ♦

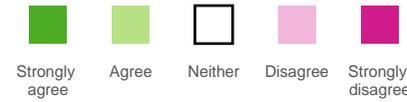
## All questions by theme

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### Inclusion and fair treatment

83%

+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
B25 I am treated fairly at work	44	44	6	5		88%	+2 ♦	+8 ♦	+4 ♦
B26 I am treated with respect by the people I work with	48	40	8			87%	0	+2 ♦	-1
B27 I feel valued for the work I do	34	42	12	9		76%	+7 ♦	+8 ♦	+3 ♦
B28 I think that DExEU respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	39	41	11	6		80%	+6 ♦	+4 ♦	0

### Resources and workload

70%

+9 ♦ 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	16	53	14	15		68%	+10 ♦	-2 ♦	-7 ♦
B30 I have clear work objectives	17	44	19	17		61%	+8 ♦	-15 ♦	-19 ♦
B31 I have the skills I need to do my job effectively	28	61	8			89%	+6 ♦	0	-2 ♦
B32 I have the tools I need to do my job effectively	23	59	11	7		81%	+10 ♦	+10 ♦	+4 ♦
B33 I have an acceptable workload	12	49	18	17	5	60%	+12 ♦	0	-6 ♦
B34 I achieve a good balance between my work life and my private life	17	45	16	16	5	63%	+9 ♦	-6 ♦	-12 ♦

## All questions by theme

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### Pay and benefits

**34%**

+7 ♦ 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	32	19	28	16	36%	+7 ♦	+5 ♦	-1 ♦	
B36 I am satisfied with the total benefits package	5	34	24	23	14	39%	+10 ♦	+3 ♦	-5 ♦
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	23	19	30	24	28%	+4 ♦	+1 ♦	-5 ♦

### Leadership and managing change

**64%**

+6 ♦ Difference from previous survey



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

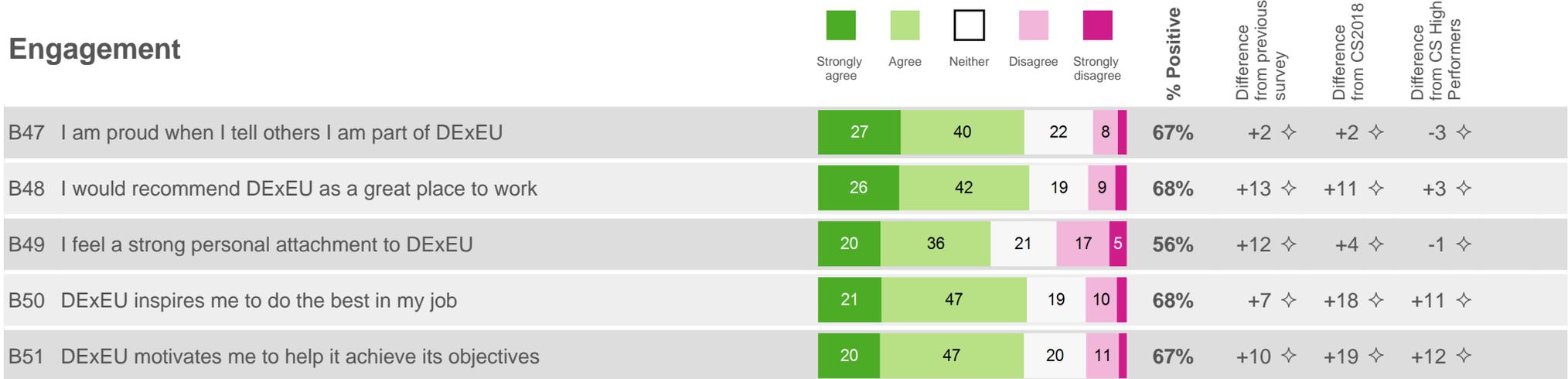
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38 Senior managers in DExEU are sufficiently visible	36	50	6	6	86%	+4 ♦	+24 ♦	+15 ♦	
B39 I believe the actions of senior managers are consistent with DExEU values	31	46	15	7	76%	+3 ♦	+24 ♦	+14 ♦	
B40 I believe that the Senior Management Team has a clear vision for the future of DExEU	21	33	24	15	7	54%	0	+6 ♦	-2 ♦
B41 Overall, I have confidence in the decisions made by DExEU senior managers	27	49	16	6	76%	+5 ♦	+27 ♦	+18 ♦	
B42 I feel that change is managed well in DExEU	15	42	23	16	58%	+11 ♦	+25 ♦	+16 ♦	
B43 When changes are made in DExEU they are usually for the better	10	38	39	11	48%	+7 ♦	+13 ♦	+5 ♦	
B44 DExEU keeps me informed about matters that affect me	15	53	19	10	68%	+7 ♦	+9 ♦	+2 ♦	
B45 I have the opportunity to contribute my views before decisions are made that affect me	11	37	24	21	7	48%	+13 ♦	+8 ♦	0
B46 I think it is safe to challenge the way things are done in DExEU	18	48	20	10	66%	+5 ♦	+19 ♦	+12 ♦	



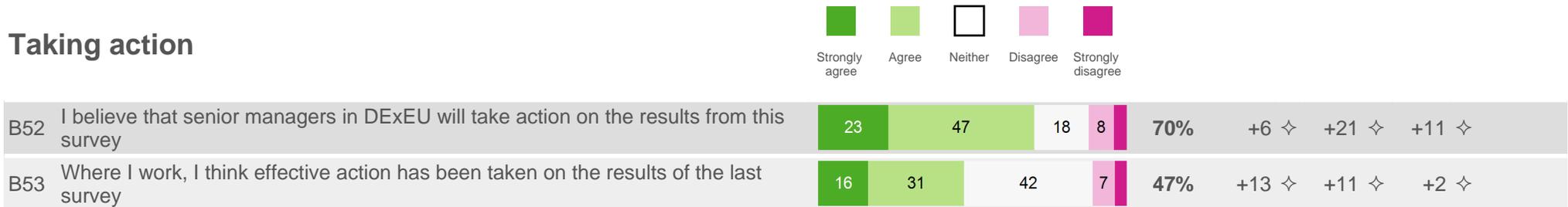
## All questions by theme

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^ indicates a variation in question wording from your previous survey

### Engagement



### Taking action



## All questions by theme

♦ indicates statistically significant difference from comparison  
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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	35	54	6			89%	+2 ♦	0	-1 ♦
B55 I believe I would be supported if I try a new idea, even if it may not work	28	55	10	6		83%	+5 ♦	+11 ♦	+7 ♦
B56 In DExEU, people are encouraged to speak up when they identify a serious policy or delivery risk	31	52	12			83%	+5 ♦	+15 ♦	+9 ♦
B57 I feel able to challenge inappropriate behaviour in the workplace	25	52	13	9		76%	+4 ♦	+11 ♦	+7 ♦
B58 DExEU is committed to creating a diverse and inclusive workplace	30	51	11	5		81%	+12 ♦	+6 ♦	+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 DExEU actively role model the behaviours set out in the Civil Service Leadership Statement	23	52	18	6		75%	+6 ♦	+26 ♦	+18 ♦
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	35	43	14	6		79%	+5 ♦	+11 ♦	+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'	17	50	14	17		68%	-1	+17 ♦	+2 ♦
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	12	35	27	24		47%	0	+5 ♦	-4 ♦

## 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?	8	23	57	12	69%	+4 ◆	+3 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	6	20	57	18	74%	+4 ◆	+3 ◆	0
W03 Overall, how happy did you feel yesterday?	13	26	47	14	61%	+1	-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?	11	28	21	39	39%	-1	+7 ◆	+10 ◆



## 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 DExEU?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave DExEU as soon as possible		14%	+3 ◇	+6 ◇	+2 ◇
I want to leave DExEU within the next 12 months		39%	+6 ◇	+25 ◇	+20 ◇
I want to stay working for DExEU for at least the next year		42%	-6 ◇	+8 ◇	+3 ◇
I want to stay working for DExEU for at least the next three years		5%	-3 ◇	-39 ◇	-48 ◇

### The Civil Service Code

Differences are based on '% Yes' score

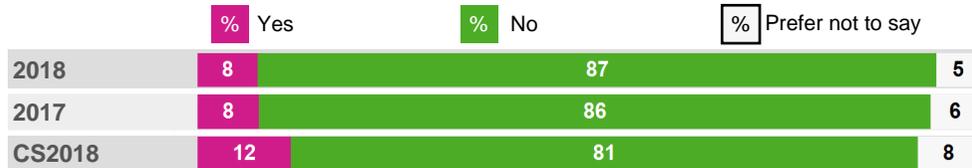
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		6	94%	0	+2 ◇	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		46	54%	-2 ◇	-13 ◇	-19 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DExEU it would be investigated properly?		19	81%	+3 ◇	+11 ◇	+5 ◇

## All questions by theme

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 ▲ 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?

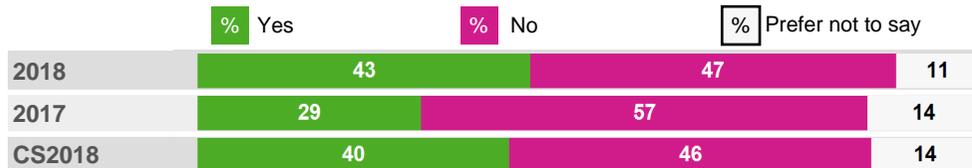


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	14
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	14
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	25
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)

	Response Count
A colleague	12
Your manager	11
Another manager in my part of DExEU	14
Someone you manage	--
Someone who works for another part of DExEU	--
A member of the public	--
Someone else	--
Prefer not to say	--

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



## All questions by theme

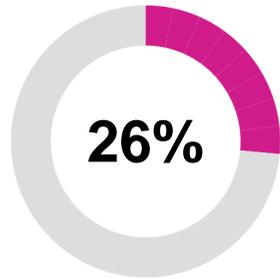
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### Department for Exiting the European Union questions

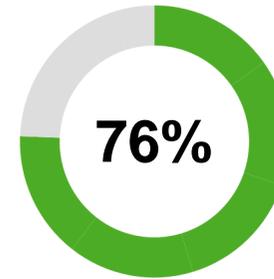
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I am fully aware of the support services available to me in the department (for example Mental Health First Aiders, Occupational Health and Employee Assistance Programme)	31	52	10	8		82%	New
F02	I know how to access the support services available to me in the department (for example Mental Health First Aiders, Occupational Health and Employee Assistance Programme)	27	47	13	12		74%	New
F03	During the last year have you seen senior managers take action to combat discrimination, bullying and/or harassment	Yes: 44%		No: 56%			44%	New
F04	I am able to arrange the time I need to access learning and development opportunities in the DExEU difference	16	50	12	17	5	66%	New
F05	I feel comfortable being myself at work	29	56	8	6		85%	New
F06	I feel comfortable talking about general diversity and inclusion matters with colleagues	28	54	11	5		82%	New
F07	I have 1:1 conversations with my line manager every 6-8 weeks	Yes: 93%		No: 7%			93%	New
F08	During my time in the department the knowledge and experience I have gained will help assist me to achieve my future career aspirations	49	41	6			90%	New
F09	My 1:1 conversations with my line manager are productive and support my ongoing development	37	41	14	7		77%	New
F10	I feel DExEU is an inclusive department that values diversity	31	47	13	6		79%	New
F11	I feel able to call out behaviours that are not aligned with DExEU values	26	42	22	9		68%	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	-4 ✦
Difference from CS2018	-3 ✦
Difference from CS High Performers	0



Difference from previous survey	+1 ✦
Difference from CS2018	+2 ✦
Difference from CS High Performers	+1 ✦

### Proxy Stress Index

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

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

#### % positive

B05	I have a choice in deciding how I do my work	78%
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	94%
B26	I am treated with respect by the people I work with	87%
B30	I have clear work objectives	61%
B33	I have an acceptable workload	60%
B45	I have the opportunity to contribute my views before decisions are made that affect me	48%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	88%

### PERMA Index

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

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

#### % positive

B01	I am interested in my work	91%
B03	My work gives me a sense of personal accomplishment	76%
B18	The people in my team can be relied upon to help when things get difficult in my job	94%
W01	Overall, how satisfied are you with your life nowadays?	69%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	74%

## 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.