



◇ Statistically significant difference from comparison

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

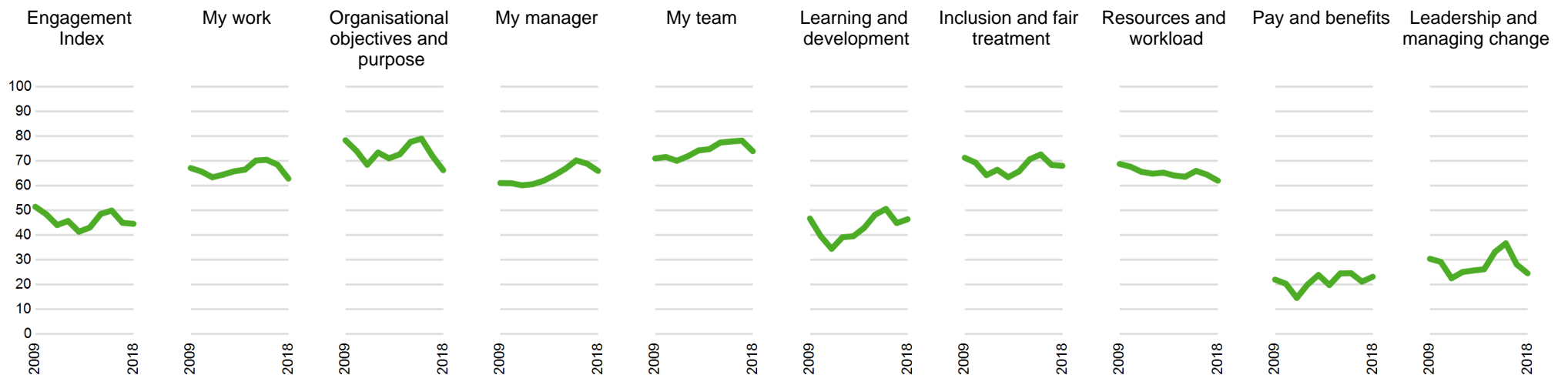




Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

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%	48%	44%	46%	41%	43%	48%	50%	45%	44%
My work	67%	66%	63%	64%	66%	66%	70%	70%	68%	63%
Organisational objectives and purpose	78%	74%	68%	73%	71%	73%	78%	79%	72%	66%
My manager	61%	61%	60%	61%	62%	64%	67%	70%	69%	66%
My team	71%	72%	70%	72%	74%	75%	77%	78%	78%	74%
Learning and development	47%	39%	34%	39%	39%	43%	48%	51%	45%	46%
Inclusion and fair treatment	71%	69%	64%	66%	63%	66%	71%	73%	68%	68%
Resources and workload	69%	68%	66%	65%	65%	64%	64%	66%	64%	62%
Pay and benefits	22%	20%	15%	20%	24%	20%	24%	25%	21%	23%
Leadership and managing change	30%	29%	22%	25%	26%	26%	33%	37%	28%	24%
Response rate	78%	79%	79%	76%	68%	64%	62%	62%	57%	62%





◇ Statistically significant difference from comparison

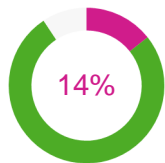
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

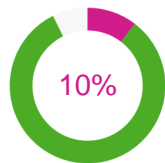
Rank		% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B27 I feel valued for the work I do	52%	-1	-16 ◇	-21 ◇
2	B24 Learning and development activities I have completed while working for the VOA are helping me to develop my career	41%	+4 ◇	-6 ◇	-12 ◇
3	B03 My work gives me a sense of personal accomplishment	62%	-7 ◇	-15 ◇	-18 ◇
4	B41 Overall, I have confidence in the decisions made by the VOA's senior managers	18%	-3 ◇	-30 ◇	-40 ◇
5	B01 I am interested in my work	78%	-5 ◇	-12 ◇	-15 ◇

Discrimination, bullying and harassment

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



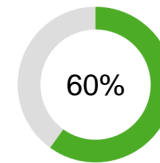
During the past 12 months have you personally experienced discrimination at work?



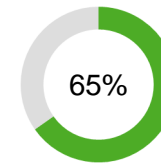
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

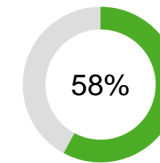
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



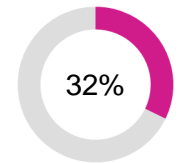
W01. Overall, how satisfied are you with your life nowadays?



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

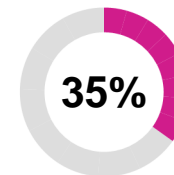


W03. Overall, how happy did you feel yesterday?

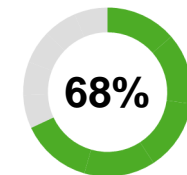


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

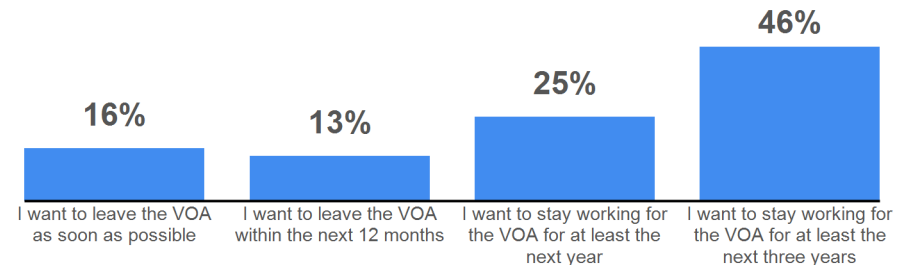


PERMA Index



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

Your plans for the future





Headline scores

Highest positive scoring questions		Highest neutral scoring questions		Highest negative scoring questions	
	% Positive		% Neutral		% Negative
B54 I am trusted to carry out my job effectively	84%	B17 Poor performance is dealt with effectively in my team	42%	B42 I feel that change is managed well in the VOA	74%
B18 The people in my team can be relied upon to help when things get difficult in my job	83%	B59 Senior managers in the VOA actively role model the behaviours set out in the Civil Service Leadership Statement	41%	B43 When changes are made in the VOA they are usually for the better	68%
B09 My manager is considerate of my life outside work	82%	B47 I am proud when I tell others I am part of the VOA	34%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	67%
B26 I am treated with respect by the people I work with	82%	B53 Where I work, I think effective action has been taken on the results of the last survey	32%	B35 I feel that my pay adequately reflects my performance	64%
B31 I have the skills I need to do my job effectively	79%	B50 The VOA inspires me to do the best in my job	32%	B41 Overall, I have confidence in the decisions made by the VOA's senior managers	59%



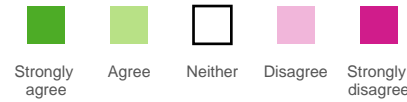
All questions by theme

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

My work

63%

-6 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

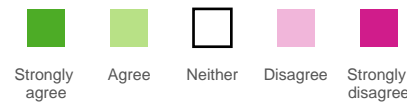
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	27	51	12	7	5	78%	-5 ◆	-12 ◆	-15 ◆
B02 I am sufficiently challenged by my work	27	45	13	10	5	72%	-9 ◆	-9 ◆	-11 ◆
B03 My work gives me a sense of personal accomplishment	18	44	15	15	8	62%	-7 ◆	-15 ◆	-18 ◆
B04 I feel involved in the decisions that affect my work	10	30	17	24	19	40%	-4 ◆	-19 ◆	-23 ◆
B05 I have a choice in deciding how I do my work	15	47	15	12	10	62%	-4 ◆	-15 ◆	-18 ◆

Organisational objectives and purpose

66%

-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 VOA's objectives	15	48	16	12	9	63%	-5 ◆	-19 ◆	-24 ◆
B07 I understand how my work contributes to the VOA's objectives	18	52	16	8	6	70%	-7 ◆	-14 ◆	-18 ◆



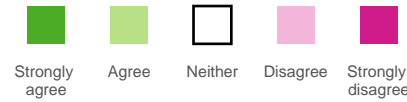
All questions by theme

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

My manager

66%

-3 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Statement	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	20	45	19	10	6	65%	-2 ◆	-6 ◆	-11 ◆
B09	My manager is considerate of my life outside work	36	47	12	5	0	82%	-1	-3 ◆	-6 ◆
B10	My manager is open to my ideas	29	46	17	5	1	75%	-4 ◆	-8 ◆	-11 ◆
B11	My manager helps me to understand how I contribute to the VOA's objectives	18	44	26	8	5	61%	-4 ◆	-6 ◆	-11 ◆
B12	Overall, I have confidence in the decisions made by my manager	24	45	19	7	5	69%	-4 ◆	-7 ◆	-12 ◆
B13	My manager recognises when I have done my job well	27	47	15	6	1	74%	-4 ◆	-5 ◆	-9 ◆
B14	I receive regular feedback on my performance	24	50	14	9	1	73%	-1	+5 ◆	0
B15	The feedback I receive helps me to improve my performance	18	39	26	11	5	57%	-4 ◆	-7 ◆	-11 ◆
B16	I think that my performance is evaluated fairly	19	46	22	7	6	65%	-3 ◆	-1 ◆	-7 ◆
B17	Poor performance is dealt with effectively in my team	9	28	42	12	9	36%	-3 ◆	-4 ◆	-7 ◆



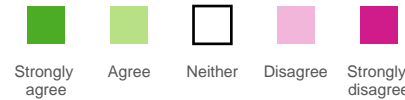
All questions by theme

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 ^ indicates a variation in question wording from your previous survey

My team

74%

-4 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

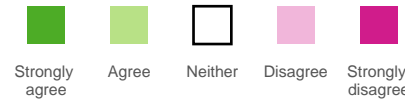
Difference from CS High Performers

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	33	50	10	5		83%	-4 ◆	-3 ◆	-5 ◆
B19	The people in my team work together to find ways to improve the service we provide	29	47	15	6		76%	-5 ◆	-6 ◆	-9 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	22	40	19	12	6	63%	-4 ◆	-14 ◆	-17 ◆

Learning and development

46%

+2 Difference from previous survey



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	10	43	22	17	8	53%	-4 ◆	-11 ◆	-16 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	38	27	17	7	49%	-4 ◆	-4 ◆	-10 ◆
B23	There are opportunities for me to develop my career in the VOA	10	32	22	19	16	42%	+9 ◆	-6 ◆	-14 ◆
B24	Learning and development activities I have completed while working for the VOA are helping me to develop my career	10	31	27	19	13	41%	+4 ◆	-6 ◆	-12 ◆



All questions by theme

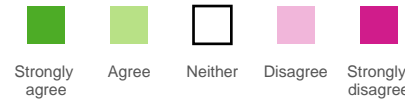
◆ indicates statistically significant difference from comparison
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Inclusion and fair treatment

68%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

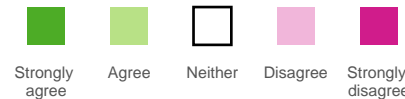
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	20	52	16	8	5	71%	0	-9 ◆	-13 ◆
B26	I am treated with respect by the people I work with	24	58	12	6	0	82%	-2 ◆	-3 ◆	-6 ◆
B27	I feel valued for the work I do	15	37	20	17	12	52%	-1	-16 ◆	-21 ◆
B28	I think that the VOA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	19	48	21	7	5	66%	+2	-10 ◆	-13 ◆

Resources and workload

62%

-2 ◆

Difference from previous survey



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29	I get the information I need to do my job well	6	44	20	21	8	51%	-5 ◆	-19 ◆	-24 ◆
B30	I have clear work objectives	13	55	14	12	6	68%	-5 ◆	-8 ◆	-12 ◆
B31	I have the skills I need to do my job effectively	19	60	11	7	3	79%	-5 ◆	-10 ◆	-12 ◆
B32	I have the tools I need to do my job effectively	8	41	17	22	12	49%	-1	-22 ◆	-28 ◆
B33	I have an acceptable workload	6	49	21	15	9	56%	-1	-5 ◆	-10 ◆
B34	I achieve a good balance between my work life and my private life	15	54	17	9	5	69%	+2 ◆	0	-5 ◆



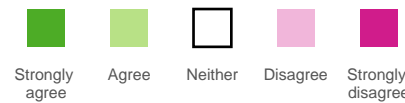
All questions by theme

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Pay and benefits

23%

+2 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

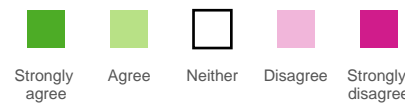
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	20	14	29	34	22%	+2 ◆	-9 ◆	-15 ◆	
B36 I am satisfied with the total benefits package	25	22	25	24	29%	+2 ◆	-7 ◆	-14 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	15	15	30	37	18%	+2 ◆	-9 ◆	-15 ◆	

Leadership and managing change

24%

-4 ◆ 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
B38 Senior managers in the VOA are sufficiently visible	7	32	21	23	17	38%	-5 ◆	-23 ◆	-33 ◆
B39 I believe the actions of senior managers are consistent with the VOA's values	23	31	22	20	27%	-5 ◆	-25 ◆	-35 ◆	
B40 I believe that directors have a clear vision for the future of the VOA	19	24	25	28	24%	-6 ◆	-24 ◆	-33 ◆	
B41 Overall, I have confidence in the decisions made by the VOA's senior managers	15	23	27	32	18%	-3 ◆	-30 ◆	-40 ◆	
B42 I feel that change is managed well in the VOA	10	14	31	43	11%	-6 ◆	-22 ◆	-31 ◆	
B43 When changes are made in the VOA they are usually for the better	11	20	30	38	12%	-3 ◆	-23 ◆	-30 ◆	
B44 The VOA keeps me informed about matters that affect me	36	23	19	19	39%	-5 ◆	-20 ◆	-27 ◆	
B45 I have the opportunity to contribute my views before decisions are made that affect me	20	20	28	29	23%	+2	-18 ◆	-26 ◆	
B46 I think it is safe to challenge the way things are done in the VOA	24	27	22	23	28%	-1	-19 ◆	-26 ◆	



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B47 I am proud when I tell others I am part of the VOA	5	24	34	22	15	29%	0	-36 ◆	-41 ◆
B48 I would recommend the VOA as a great place to work	5	22	28	26	19	27%	+2	-31 ◆	-39 ◆
B49 I feel a strong personal attachment to the VOA	9	29	25	22	15	39%	-3 ◆	-13 ◆	-19 ◆
B50 The VOA inspires me to do the best in my job	5	24	32	23	17	28%	+1	-22 ◆	-29 ◆
B51 The VOA motivates me to help it achieve its objectives		22	31	25	18	26%	0	-22 ◆	-29 ◆

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 VOA will take action on the results from this survey		21	21	23	31	25%	-2 ◆	-24 ◆	-34 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey		16	32	22	26	20%	-4 ◆	-16 ◆	-25 ◆



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	24	60	8	5		84%	-1	-5 ◆	-7 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	13	41	26	14	6	54%	-4 ◆	-18 ◆	-22 ◆
B56 In the VOA, people are encouraged to speak up when they identify a serious policy or delivery risk	11	42	22	15	10	53%	0	-15 ◆	-21 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	10	46	24	13	8	56%	+1	-10 ◆	-14 ◆
B58 The VOA is committed to creating a diverse and inclusive workplace	16	51	24	5	5	66%	+2 ◆	-8 ◆	-12 ◆

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 VOA actively role model the behaviours set out in the Civil Service Leadership Statement	24	41	16	15		28%	-3 ◆	-21 ◆	-29 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	46	26	5	5	64%	-1	-3 ◆	-9 ◆

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'	7	44	20	21	8	51%	+8 ◆	0	-15 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	31	29	24	11	36%	+2 ◆	-6 ◆	-14 ◆



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?	18	22	45	15	60%	+1	-6 ◆	-9 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	21	43	22	65%	+1	-6 ◆	-9 ◆
W03 Overall, how happy did you feel yesterday?	20	22	39	18	58%	+2	-5 ◆	-7 ◆

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?	21	26	21	32	32%	-1	0	+2 ◆



All questions by theme

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Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave the VOA as soon as possible		16%	+2 ◇	+8 ◇	+4 ◇
I want to leave the VOA within the next 12 months		13%	-1	-1 ◇	-6 ◇
I want to stay working for the VOA for at least the next year		25%	0	-9 ◇	-14 ◇
I want to stay working for the VOA for at least the next three years		46%	-1	+2 ◇	-7 ◇

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?		8	92%	-1	0	-3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		26	74%	0	+7 ◇	+1 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the VOA it would be investigated properly?		36	64%	0	-7 ◇	-12 ◇

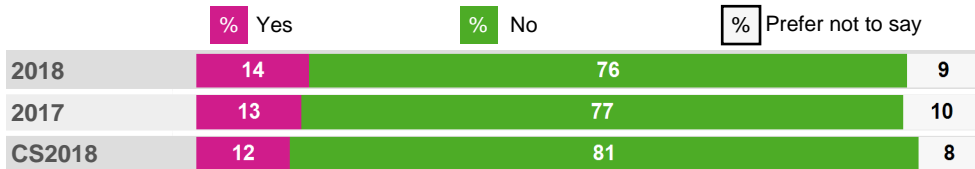


All questions by theme

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Discrimination, harassment and bullying

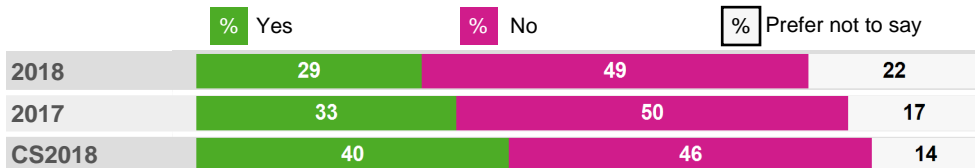
E01. During the past 12 months have you personally experienced discrimination at work?



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



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



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



For respondents who selected 'Yes' to question E01.

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

	Response Count
Age	45
Caring responsibilities	24
Disability	41
Ethnic background	13
Gender	25
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	101
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	14
Working location	74
Working pattern	56
Any other grounds	62
Prefer not to say	36

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	70
Your manager	47
Another manager in my part of the VOA	60
Someone you manage	10
Someone who works for another part of the VOA	32
A member of the public	--
Someone else	--
Prefer not to say	41

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



All questions by theme

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

Valuation Office Agency questions

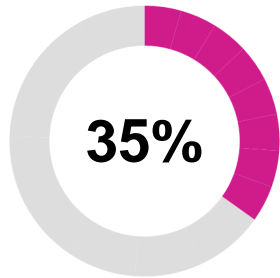
* indicates negatively phrased question(s) where % positive is the proportion who selected either "disagree" or "strongly disagree"

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I have the right working environment to do my job well (i.e. accommodation and amenities)	15	51	12	15	7	66%	+7 ◆
F02	My manager coaches and supports me to be more effective in my job	15	46	22	11	6	61%	-3 ◆
F03	I find my team meetings useful	15	49	18	12	6	64%	New
F04	I feel that change is managed well in my team	9	39	24	18	10	48%	New
F05	I have sufficient understanding of the work of other business areas across the VOA	7	44	18	22	8	52%	New
F06	Flexible working technology (e.g. anytime VOA network access / use of VOA laptop / Surface Pro / VOA mobile phone / Blackberry) makes it difficult for me to switch off from work*	5	13	28	38	16	54%	New
F07	I feel confident that my manager assesses my performance fairly	17	54	19	6	6	71%	New
F08	I feel that senior managers are straightforward and transparent in their communications	5	22	27	25	21	27%	New
F09	I understand how to raise concerns relating to discrimination, bullying and harassment in the VOA	13	65	14	5	5	78%	New
F10	I would feel able to talk to my line manager about a mental health problem (which might include anxiety, stress or depression)	21	50	13	9	7	71%	New
F11	I know where to go for support with my health and wellbeing within the VOA	17	58	14	7	7	75%	New



Proxy Stress Index and PERMA Index

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

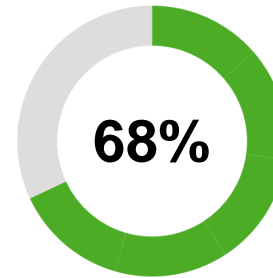


Difference from previous survey +1 ◇
 Difference from CS2018 +6 ◇
 Difference from CS High Performers +8 ◇

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.



Difference from previous survey -1 ◇
 Difference from CS2018 -6 ◇
 Difference from CS High Performers -7 ◇

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	62%
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	83%
B26 I am treated with respect by the people I work with	82%
B30 I have clear work objectives	68%
B33 I have an acceptable workload	56%
B45 I have the opportunity to contribute my views before decisions are made that affect me	23%
E03 During the past 12 months have you personally experienced bullying or harassment at work?	82%

	% positive
B01 I am interested in my work	78%
B03 My work gives me a sense of personal accomplishment	62%
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?	60%
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	65%



Appendix

Glossary of key terms

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

Rounding

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

Statistical significance: ✨

Statistical testing has been carried out to identify statistically significant* differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results.

*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

The employee engagement index

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

The drivers of engagement

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

Confidentiality

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

ORC's Privacy Policy (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.