

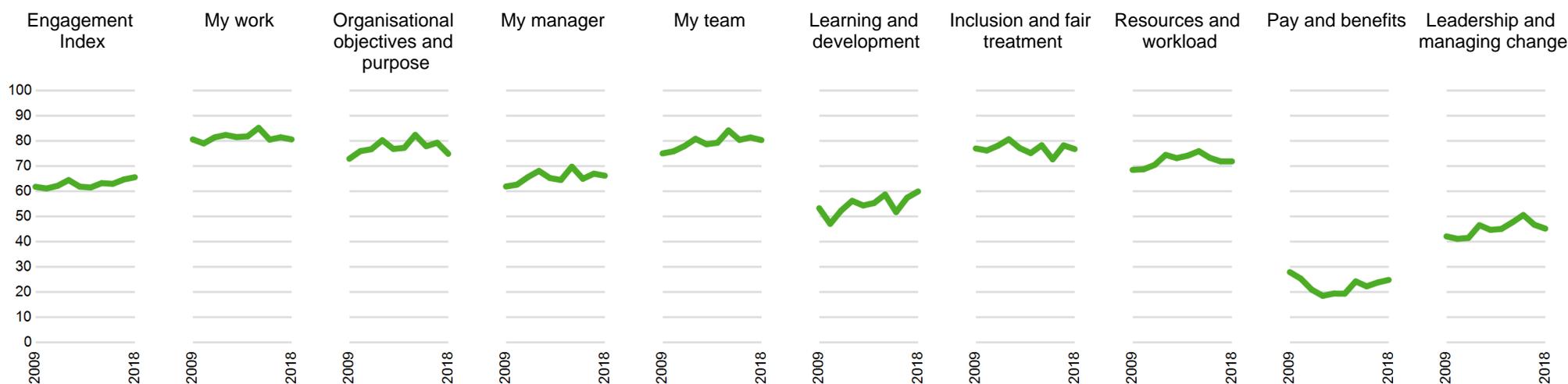
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



### 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	62%	61%	62%	64%	62%	61%	63%	63%	65%	66%
My work	81%	79%	81%	82%	81%	82%	85%	80%	81%	81%
Organisational objectives and purpose	73%	76%	77%	80%	77%	77%	82%	78%	79%	75%
My manager	62%	63%	66%	68%	65%	64%	70%	65%	67%	66%
My team	75%	76%	78%	81%	79%	79%	84%	80%	81%	80%
Learning and development	53%	47%	52%	56%	54%	55%	59%	52%	57%	60%
Inclusion and fair treatment	77%	76%	78%	81%	77%	75%	78%	73%	78%	77%
Resources and workload	68%	69%	70%	74%	73%	74%	76%	73%	72%	72%
Pay and benefits	28%	25%	21%	18%	19%	19%	24%	22%	24%	25%
Leadership and managing change	42%	41%	41%	47%	45%	45%	48%	51%	47%	45%
Response rate	72%	83%	91%	92%	94%	93%	89%	92%	95%	100%



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	81%	+1	+4 ◇	+1
2	B43	When changes are made in Cefas they are usually for the better	33%	-3	-2	-9 ◇
3	F06	I believe my organisation cares about my wellbeing	64%	+5 ◇	--	--
4	B08	My manager motivates me to be more effective in my job	67%	+3	-4 ◇	-9 ◇
5	B23	There are opportunities for me to develop my career in Cefas	57%	+3	+9 ◇	+1

## Discrimination, bullying and harassment

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



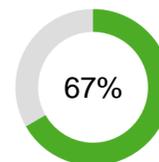
During the past 12 months have you personally experienced discrimination at work?



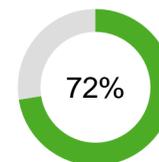
During the past 12 months have you personally experienced bullying or harassment at work?

## Wellbeing

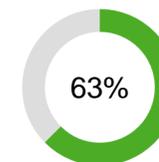
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)   
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



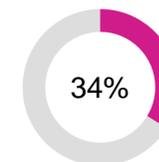
W01. Overall, how satisfied are you with your life nowadays?



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

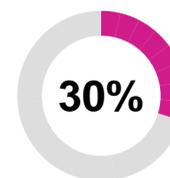


W03. Overall, how happy did you feel yesterday?

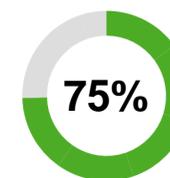


W04. Overall, how anxious did you feel yesterday?

## Proxy Stress Index

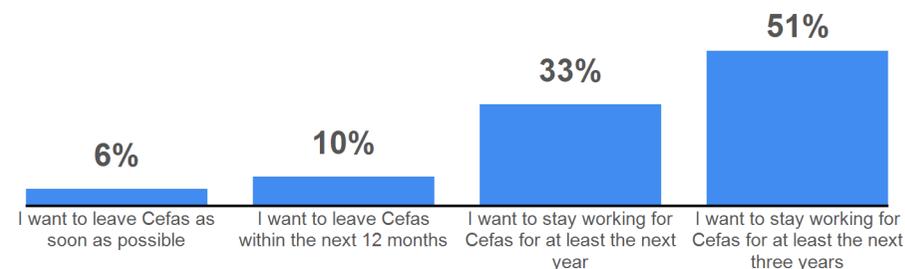


## PERMA Index

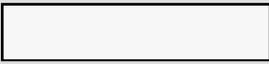
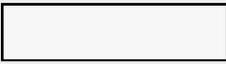
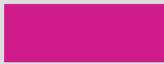


For further information about these indices, please refer to page 16.

## Your plans for the future



## Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	 92%	F01	I believe the changes we have been making across the Defra group will make it easier to achieve our objectives	 59%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 66%
B54	I am trusted to carry out my job effectively	 91%	B53	Where I work, I think effective action has been taken on the results of the last survey	 50%	B35	I feel that my pay adequately reflects my performance	 58%
B31	I have the skills I need to do my job effectively	 89%	B59	The Senior Management Team in Cefas actively role model the behaviours set out in the Civil Service Leadership Statement	 43%	B42	I feel that change is managed well in Cefas	 42%
B02	I am sufficiently challenged by my work	 86%	B17	Poor performance is dealt with effectively in my team	 38%	B36	I am satisfied with the total benefits package	 40%
B26	I am treated with respect by the people I work with	 85%	B39	I believe the actions of the Senior Management Team are consistent with Cefas' values	 37%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	 36%

All questions by theme

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

**My work**

**81%**

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	52	41	6	0	0	92%	-1	+3 ◆	0
B02 I am sufficiently challenged by my work	44	42	6	5	0	86%	+3 ◆	+6 ◆	+3 ◆
B03 My work gives me a sense of personal accomplishment	33	48	12	5	0	81%	+1	+4 ◆	+1
B04 I feel involved in the decisions that affect my work	19	43	19	12	7	62%	-4 ◆	+4	-1
B05 I have a choice in deciding how I do my work	28	52	12	5	0	81%	-3	+3	0

**Organisational objectives and purpose**

**75%**

-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 Cefas' objectives	19	53	18	8	0	72%	-6 ◆	-9 ◆	-14 ◆
B07 I understand how my work contributes to Cefas' objectives	25	53	15	5	0	77%	-3	-6 ◆	-10 ◆

All questions by theme

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

My manager

66%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	23	44	17	11	6	67%	+3	-4 ◆	-9 ◆
B09 My manager is considerate of my life outside work	42	43	10			85%	+1	-1	-4 ◆
B10 My manager is open to my ideas	38	42	14			80%	-3 ◆	-3	-6 ◆
B11 My manager helps me to understand how I contribute to Cefas' objectives	22	39	25	9	5	60%	-2	-7 ◆	-12 ◆
B12 Overall, I have confidence in the decisions made by my manager	28	43	17	7	5	71%	+1	-5 ◆	-9 ◆
B13 My manager recognises when I have done my job well	31	46	14	8		76%	0	-4 ◆	-7 ◆
B14 I receive regular feedback on my performance	21	40	20	15	5	60%	-4	-8 ◆	-13 ◆
B15 The feedback I receive helps me to improve my performance	20	36	25	14	5	57%	-3	-7 ◆	-12 ◆
B16 I think that my performance is evaluated fairly	21	43	20	11	6	64%	0	-3	-8 ◆
B17 Poor performance is dealt with effectively in my team	11	29	38	14	8	41%	0	+1	-3

All questions by theme

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

**My team**

**80%**

**-1**

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
B18	The people in my team can be relied upon to help when things get difficult in my job	38	46	9	5		84%	+1	-2	-4 ◆
B19	The people in my team work together to find ways to improve the service we provide	37	43	12	6		80%	-3	-2	-5 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	34	44	14	6		77%	-2	+1	-3

**Learning and development**

**60%**

**+2**

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
B21	I am able to access the right learning and development opportunities when I need to	18	50	20	8		68%	+1	+4 ◆	-1
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	38	30	10		56%	+4 ◆	+2	-3
B23	There are opportunities for me to develop my career in Cefas	18	39	21	13	8	57%	+3	+9 ◆	+1
B24	Learning and development activities I have completed while working for Cefas are helping me to develop my career	19	40	25	12	5	58%	+2	+11 ◆	+5 ◆

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

**Inclusion and fair treatment**

77%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	31	48	11	6	4	79%	-1	-1	-5 ◆
B26	I am treated with respect by the people I work with	36	49	9	6	0	85%	-1	0	-3 ◆
B27	I feel valued for the work I do	23	44	15	10	7	67%	0	0	-5 ◆
B28	I think that Cefas respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	30	46	15	5	4	76%	-4 ◆	-1	-4 ◆

**Resources and workload**

72%

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
B29	I get the information I need to do my job well	15	55	18	9	1	70%	-2	0	-5 ◆
B30	I have clear work objectives	22	52	15	8	3	74%	0	-2	-5 ◆
B31	I have the skills I need to do my job effectively	26	63	8	3	0	89%	+1	+1	-2
B32	I have the tools I need to do my job effectively	20	57	13	7	3	77%	-1	+6 ◆	0
B33	I have an acceptable workload	12	43	19	18	8	55%	0	-5 ◆	-11 ◆
B34	I achieve a good balance between my work life and my private life	18	47	14	15	6	65%	+1	-4 ◆	-9 ◆

All questions by theme

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Pay and benefits

25%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	19	19	27	32	23%	+1	-8 ◆	-14 ◆	
B36 I am satisfied with the total benefits package	7	27	26	20	34%	0	-2	-9 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	14	16	30	36	17%	+3	-10 ◆	-15 ◆	

Leadership and managing change

45%

-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
B38 The Senior Management Team in Cefas are sufficiently visible <sup>▲</sup>	11	43	23	17	7	54%	+10 ◆	-7 ◆	-17 ◆
B39 I believe the actions of the Senior Management Team are consistent with Cefas' values <sup>▲</sup>	11	38	37	8	6	49%	+3	-3	-13 ◆
B40 I believe that the Cefas Management Board has a clear vision for the future of Cefas <sup>▲</sup>	14	42	30	10	5	55%	+1	+7 ◆	-1
B41 Overall, I have confidence in the decisions made by the Senior Management Team <sup>▲</sup>	9	36	33	13	8	45%	0	-3	-13 ◆
B42 I feel that change is managed well in Cefas	5	25	28	27	15	30%	-4 ◆	-3	-12 ◆
B43 When changes are made in Cefas they are usually for the better	5	27	37	20	11	33%	-3	-2	-9 ◆
B44 Cefas keeps me informed about matters that affect me	9	48	24	13	6	58%	-4 ◆	-2	-8 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	8	29	28	22	12	37%	-11 ◆	-3	-11 ◆
B46 I think it is safe to challenge the way things are done in Cefas	8	37	25	17	13	45%	-7 ◆	-2	-9 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B47 I am proud when I tell others I am part of Cefas	30	43	21			73%	0	+8 ◆	+3
B48 I would recommend Cefas as a great place to work	22	41	24	9		63%	+1	+5 ◆	-2
B49 I feel a strong personal attachment to Cefas	20	38	27	11		57%	-1	+6 ◆	0
B50 Cefas inspires me to do the best in my job	16	36	32	10	5	53%	+3	+3	-4 ◆
B51 Cefas motivates me to help it achieve its objectives	14	33	33	14	6	48%	+1	0	-7 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B52 I believe that the Senior Management Team in Cefas will take action on the results from this survey^	10	34	29	14	12	44%	+1	-5 ◆	-14 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	6	17	50	15	13	23%	-3	-13 ◆	-22 ◆

All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	37	55	6			91%	-1	+2	+1
B55 I believe I would be supported if I try a new idea, even if it may not work	25	52	15	6		76%	-1	+5 ◆	0
B56 In Cefas, people are encouraged to speak up when they identify a serious policy or delivery risk	24	47	15	8	6	71%	-1	+3	-3
B57 I feel able to challenge inappropriate behaviour in the workplace	18	46	20	9	7	65%	-5 ◆	-1	-5 ◆
B58 Cefas is committed to creating a diverse and inclusive workplace	25	49	19			74%	-4 ◆	-1	-5 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 The Senior Management Team in Cefas actively role model the behaviours set out in the Civil Service Leadership Statement <sup>▲</sup>	11	35	43	7		46%	+2	-3	-12 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	21	40	31	6		61%	0	-7 ◆	-12 ◆

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	34	23	26	10	41%	+4 ◆	-10 ◆	-25 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	6	30	30	24	10	36%	+2	-6 ◆	-15 ◆

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Wellbeing

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

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

	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	13	21	52	15	67%	+5 ◆	+1	-2
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	18	51	21	72%	+3	+1	-2
W03 Overall, how happy did you feel yesterday?	16	21	41	22	63%	0	0	-3

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?	22	26	19	34	34%	0	+1	+4 ◆

## 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 Cefas?

		Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave Cefas as soon as possible		+1	-2	-6
I want to leave Cefas within the next 12 months		-1	-5 ◆	-9 ◆
I want to stay working for Cefas for at least the next year		0	-1	-6 ◆
I want to stay working for Cefas for at least the next three years		0	+8 ◆	-2

### The Civil Service Code

Differences are based on '% Yes' score

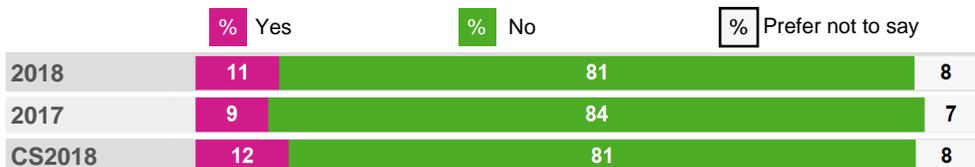
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	0	0	-2 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	-1	-1	-7 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in Cefas it would be investigated properly?		26	74%	-3	+3	-2

## 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?

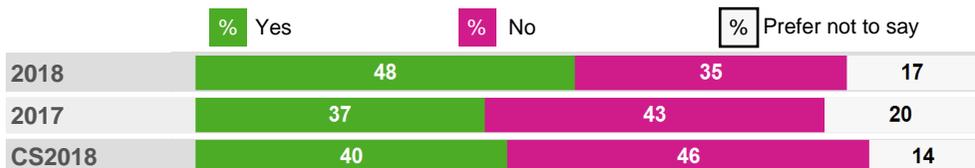


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	11
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	30
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	16
Any other grounds	16
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	27
Your manager	13
Another manager in my part of Cefas	17
Someone you manage	--
Someone who works for another part of Cefas	10
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

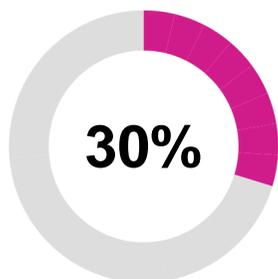
◆ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

Centre for Environment, Fisheries & Aquaculture Science questions

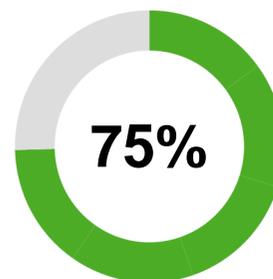
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I believe the changes we have been making across the Defra group will make it easier to achieve our objectives	20		59		12 5	24%	New
F02	I understand how parts of the Defra group work together to support our customers/enable our outcomes	6	38	37		13 5	45%	New
F03	I understand how the work I do contributes to achieving the Defra group's priorities	9	46	31		10	55%	New
F04	My leaders help me understand and choose ways of working that allow me to operate at my best	11	49	24		11	60%	New
F05	I feel heard when I make suggestions about things that will make a difference to the way I work	11	50	23		11 5	61%	+5 ◆
F06	I believe my organisation cares about my wellbeing	15	49	19		9 8	64%	+5 ◆

## Proxy Stress Index and PERMA Index

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



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



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

### Proxy Stress Index

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

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

#### % positive

B05	I have a choice in deciding how I do my work	81%
B08	My manager motivates me to be more effective in my job	67%
B18	The people in my team can be relied upon to help when things get difficult in my job	84%
B26	I am treated with respect by the people I work with	85%
B30	I have clear work objectives	74%
B33	I have an acceptable workload	55%
B45	I have the opportunity to contribute my views before decisions are made that affect me	37%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	81%

### 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	92%
B03	My work gives me a sense of personal accomplishment	81%
B18	The people in my team can be relied upon to help when things get difficult in my job	84%
W01	Overall, how satisfied are you with your life nowadays?	67%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	72%

## 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.

### 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.