



✧ 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	-	-	-	-	-	-	-	56%	63%	64%
My work	-	-	-	-	-	-	-	73%	77%	79%
Organisational objectives and purpose	-	-	-	-	-	-	-	75%	84%	86%
My manager	-	-	-	-	-	-	-	67%	70%	71%
My team	-	-	-	-	-	-	-	78%	81%	82%
Learning and development	-	-	-	-	-	-	-	45%	51%	55%
Inclusion and fair treatment	-	-	-	-	-	-	-	74%	79%	79%
Resources and workload	-	-	-	-	-	-	-	63%	66%	69%
Pay and benefits	-	-	-	-	-	-	-	21%	26%	24%
Leadership and managing change	-	-	-	-	-	-	-	31%	48%	50%
<i>Response rate</i>	-	-	-	-	-	-	-	83%	87%	89%





◇ Statistically significant difference from comparison

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

## Drivers of Engagement

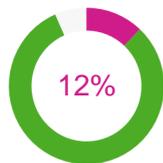
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	79%	+1 ◇	+2 ◇	-1 ◇
2	B41	Overall, I have confidence in the decisions made by DIT's Senior Leaders	52%	+3 ◇	+3 ◇	-7 ◇
3	B27	I feel valued for the work I do	71%	+1	+3 ◇	-2 ◇
4	B43	When changes are made in DIT they are usually for the better	35%	+2 ◇	0	-7 ◇
5	F03	As a department, I feel we are increasingly operating as One DIT	44%	New	--	--

## Discrimination, bullying and harassment

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



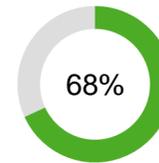
During the past 12 months have you personally experienced discrimination at work?



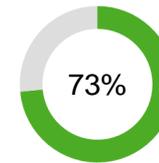
During the past 12 months have you personally experienced bullying or harassment at work?

## Wellbeing

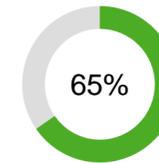
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



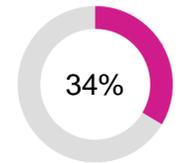
W01. Overall, how satisfied are you with your life nowadays?



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

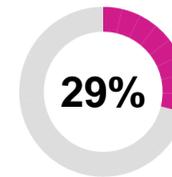


W03. Overall, how happy did you feel yesterday?

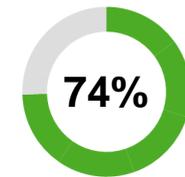


W04. Overall, how anxious did you feel yesterday?

## Proxy Stress Index

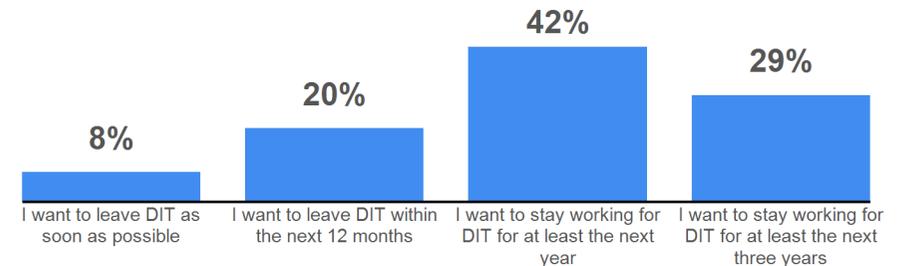


## PERMA Index



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%	B43 When changes are made in DIT they are usually for the better 	42%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable 	62%
B54 I am trusted to carry out my job effectively	88%	B53 Where I work, I think effective action has been taken on the results of the last survey 	39%	B35 I feel that my pay adequately reflects my performance 	54%
B31 I have the skills I need to do my job effectively	88%	B17 Poor performance is dealt with effectively in my team 	38%	B36 I am satisfied with the total benefits package 	49%
B07 I understand how my work contributes to DIT's objectives	87%	B24 Learning and development activities I have completed while working for DIT are helping me to develop my career 	33%	F06 I know what the DIT Spirit is 	38%
B06 I have a clear understanding of DIT's objectives	85%	B42 I feel that change is managed well in DIT 	33%	B42 I feel that change is managed well in DIT 	32%



## All questions by theme

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

### My work

**79%**

+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
B01 I am interested in my work	48	44	5			92%	0	+2 ◆	0
B02 I am sufficiently challenged by my work	37	45	9	6		83%	+2 ◆	+2 ◆	0
B03 My work gives me a sense of personal accomplishment	32	47	12	7		79%	+1 ◆	+2 ◆	-1 ◆
B04 I feel involved in the decisions that affect my work	18	43	19	15	5	61%	+4 ◆	+3 ◆	-2 ◆
B05 I have a choice in deciding how I do my work	30	50	12	6		79%	+2 ◆	+2 ◆	-2 ◆

### Organisational objectives and purpose

**86%**

+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
B06 I have a clear understanding of DIT's objectives	30	55	9			85%	+3 ◆	+4 ◆	-1 ◆
B07 I understand how my work contributes to DIT's objectives	35	52	8			87%	+2 ◆	+3 ◆	0



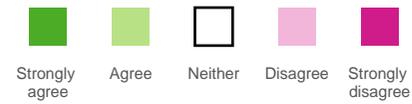
## All questions by theme

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### My manager

71%

+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	30	42	15	8		73%	+1 ◆	+2 ◆	-3 ◆
B09 My manager is considerate of my life outside work	45	39	10			84%	+1	-1 ◆	-5 ◆
B10 My manager is open to my ideas	43	41	10			84%	0	+1 ◆	-3 ◆
B11 My manager helps me to understand how I contribute to DIT's objectives	27	45	18	7		72%	+1 ◆	+4 ◆	0
B12 Overall, I have confidence in the decisions made by my manager	34	41	15	7		75%	+1	-2 ◆	-6 ◆
B13 My manager recognises when I have done my job well	38	43	11	5		81%	-1 ◆	+1 ◆	-3 ◆
B14 I receive regular feedback on my performance	23	44	17	11		68%	+3 ◆	0	-6 ◆
B15 The feedback I receive helps me to improve my performance	25	42	21	8		67%	+2 ◆	+3 ◆	-2 ◆
B16 I think that my performance is evaluated fairly	23	44	19	9		67%	+4 ◆	+1 ◆	-5 ◆
B17 Poor performance is dealt with effectively in my team	12	30	38	13	7	42%	+1	+2 ◆	-1 ◆



## All questions by theme

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### My team

82%

+1 ◆ Difference from previous survey



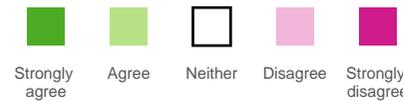
% Positive  
 Difference from previous survey  
 Difference from CS2018  
 Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	37	46	10	5	5	83%	0	-2 ◆	-4 ◆
B19	The people in my team work together to find ways to improve the service we provide	34	49	12	5	5	82%	+2 ◆	0	-3 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	31	48	14	5	5	79%	+2 ◆	+3 ◆	-1 ◆

### Learning and development

55%

+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
B21	I am able to access the right learning and development opportunities when I need to	16	47	22	12	5	63%	+5 ◆	-1 ◆	-6 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	42	31	10	5	56%	+5 ◆	+3 ◆	-3 ◆
B23	There are opportunities for me to develop my career in DIT	14	37	23	16	9	51%	+3 ◆	+3 ◆	-5 ◆
B24	Learning and development activities I have completed while working for DIT are helping me to develop my career	14	36	33	11	5	50%	+4 ◆	+3 ◆	-3 ◆



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**Inclusion and fair treatment**

79%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25 I am treated fairly at work	33	49	9	6	6	82%	+2 ◆	+1 ◆	-2 ◆
B26 I am treated with respect by the people I work with	37	48	9	6	6	85%	-2 ◆	0	-3 ◆
B27 I feel valued for the work I do	27	44	15	10	6	71%	+1	+3 ◆	-2 ◆
B28 I think that DIT respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	32	47	13	6	6	78%	+1 ◆	+2 ◆	-2 ◆

**Resources and workload**

69%

+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
B29 I get the information I need to do my job well	13	51	20	13	6	64%	+5 ◆	-6 ◆	-11 ◆
B30 I have clear work objectives	19	57	14	8	6	76%	+3 ◆	0	-4 ◆
B31 I have the skills I need to do my job effectively	28	60	9	3	2	88%	0	-1 ◆	-4 ◆
B32 I have the tools I need to do my job effectively	16	51	19	12	4	66%	+12 ◆	-5 ◆	-10 ◆
B33 I have an acceptable workload	11	46	18	17	8	57%	+2 ◆	-3 ◆	-9 ◆
B34 I achieve a good balance between my work life and my private life	17	47	17	14	5	64%	0	-5 ◆	-10 ◆



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Pay and benefits

24%

-3 ◆ Difference from previous survey



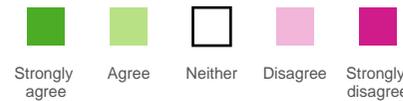
% Positive  
 Difference from previous survey  
 Difference from CS2018  
 Difference from CS High Performers

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	22	21	29	25	25%	-2 ◆	-6 ◆	-12 ◆	
B36 I am satisfied with the total benefits package	23	24	28	21	27%	-4 ◆	-9 ◆	-16 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	16	19	32	30	19%	-2 ◆	-8 ◆	-14 ◆	

Leadership and managing change

50%

+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 Senior Leaders in DIT are sufficiently visible	15	50	16	14	5	65%	+1 ◆	+4 ◆	-6 ◆
B39 I believe the actions of Senior Leaders are consistent with DIT's values	13	44	27	11	5	57%	+3 ◆	+5 ◆	-5 ◆
B40 I believe that the Permanent Secretary and the Executive team have a clear vision for the future of DIT	15	44	26	10	5	59%	+1 ◆	+12 ◆	+3 ◆
B41 Overall, I have confidence in the decisions made by DIT's Senior Leaders	11	41	30	12	6	52%	+3 ◆	+3 ◆	-7 ◆
B42 I feel that change is managed well in DIT	5	30	33	23	9	35%	+2 ◆	+2 ◆	-7 ◆
B43 When changes are made in DIT they are usually for the better	6	29	42	17	6	35%	+2 ◆	0	-7 ◆
B44 DIT keeps me informed about matters that affect me	10	51	24	11	5	61%	+1 ◆	+2 ◆	-5 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	7	30	33	22	8	37%	-1 ◆	-3 ◆	-11 ◆
B46 I think it is safe to challenge the way things are done in DIT	10	40	29	15	7	49%	+3 ◆	+2 ◆	-4 ◆



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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 DIT	24	46	23	5		70%	+1	+5 ◆	0
B48 I would recommend DIT as a great place to work	19	41	27	10		59%	+2 ◆	+2 ◆	-6 ◆
B49 I feel a strong personal attachment to DIT	16	32	31	15		49%	0	-3 ◆	-9 ◆
B50 DIT inspires me to do the best in my job	15	39	31	12		54%	+2 ◆	+4 ◆	-3 ◆
B51 DIT motivates me to help it achieve its objectives	14	39	31	12		53%	+3 ◆	+6 ◆	-1 ◆

### 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 Leaders in DIT will take action on the results from this survey	13	40	26	14	7	53%	+1	+4 ◆	-6 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	11	30	39	13	7	41%	+5 ◆	+5 ◆	-4 ◆



## 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	33	56	7			88%	+1 ◆	-1 ◆	-2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	23	52	16	8		74%	+2 ◆	+3 ◆	-2 ◆
B56 In DIT, people are encouraged to speak up when they identify a serious policy or delivery risk	19	48	21	9		67%	+4 ◆	0	-6 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	19	47	20	10		66%	+2 ◆	0	-3 ◆
B58 DIT is committed to creating a diverse and inclusive workplace	29	49	14	5		78%	+2 ◆	+3 ◆	-1 ◆

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 Senior Leaders in DIT actively role model the behaviours set out in the Civil Service Leadership Statement	12	44	31	8		57%	+4 ◆	+8 ◆	-1 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	25	45	20	6		70%	+3 ◆	+3 ◆	-3 ◆

### 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'	12	44	21	19		56%	+13 ◆	+5 ◆	-10 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	9	36	31	19	5	45%	+8 ◆	+3 ◆	-5 ◆



All questions by theme

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Wellbeing

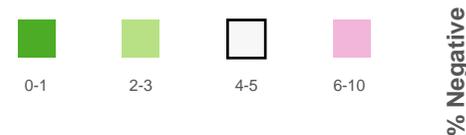
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile')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



W01 Overall, how satisfied are you with your life nowadays?	10	22	54	14	68%	-1	+2 ◆	-1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	19	52	22	73%	-2 ◆	+2 ◆	-1 ◆
W03 Overall, how happy did you feel yesterday?	12	22	45	20	65%	-2 ◆	+3 ◆	0

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



W04 Overall, how anxious did you feel yesterday?	18	27	21	34	34%	+2 ◆	+1 ◆	+4 ◆
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## 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 DIT?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave DIT as soon as possible		8%	+2 ◇	0 ◇	-4 ◇
I want to leave DIT within the next 12 months		20%	+3 ◇	+6 ◇	+1 ◇
I want to stay working for DIT for at least the next year		42%	+1	+8 ◇	+3 ◇
I want to stay working for DIT for at least the next three years		29%	-5 ◇	-14 ◇	-24 ◇

### 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?		12	88%	+5 ◇	-4 ◇	-6 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		38	62%	+6 ◇	-5 ◇	-11 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DIT it would be investigated properly?		30	70%	+4 ◇	-1 ◇	-6 ◇

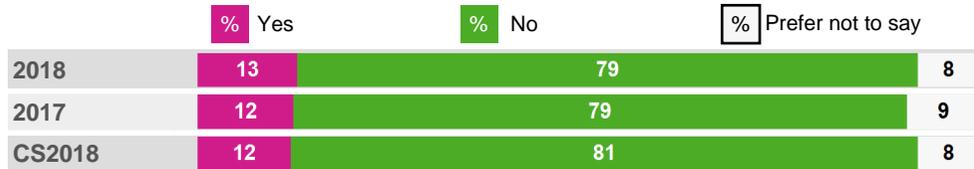


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### Discrimination, harassment and bullying

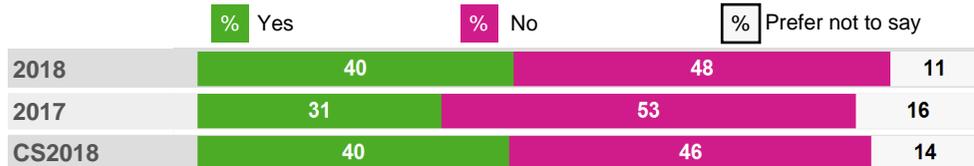
E01. During the past 12 months have you personally experienced discrimination at work?



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	76
Caring responsibilities	33
Disability	14
Ethnic background	37
Gender	43
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	144
Main spoken/written language or language ability	16
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	11
Sexual orientation	--
Social or educational background	40
Working location	20
Working pattern	53
Any other grounds	49
Prefer not to say	41

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	83
Your manager	95
Another manager in my part of DIT	66
Someone you manage	13
Someone who works for another part of DIT	47
A member of the public	--
Someone else	23
Prefer not to say	40

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



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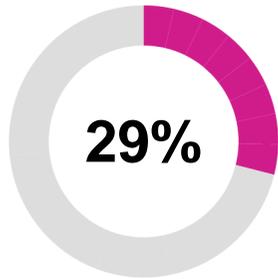
### Department for International Trade questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 My manager encourages me to make time for learning and development	27	49	16	6		76%	+3 ◇
F02 I have undertaken at least one development activity this year	Yes: 83%		No: 17%			83%	+5 ◇
F03 As a department, I feel we are increasingly operating as One DIT	10	34	29	20	6	44%	New
F04 Where I work, I feel we are increasingly operating as One DIT	16	42	24	14	5	57%	+10 ◇
F05 I have a clear set of performance objectives	Yes: 84%		No: 16%			84%	+7 ◇
F06 I know what the DIT Spirit is	Yes: 62%		No: 38%			62%	New
F07 I feel able to report inappropriate behaviours at work	23	49	17	8		72%	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	0 ◆
Difference from CS2018	0
Difference from CS High Performers	+2 ◆

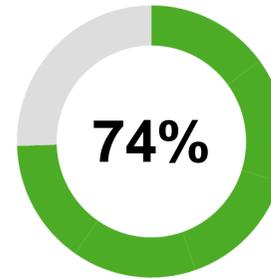
### Proxy Stress Index

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	79%
B08	My manager motivates me to be more effective in my job	73%
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	85%
B30	I have clear work objectives	76%
B33	I have an acceptable workload	57%
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%



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

### 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	79%
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?	68%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	73%



## 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.