National Measurement Office

2009 Main data report for:

NMO

Returns: 58   Response rate: 89%

Your Engagement Index

Employee Engagement Index:

62%

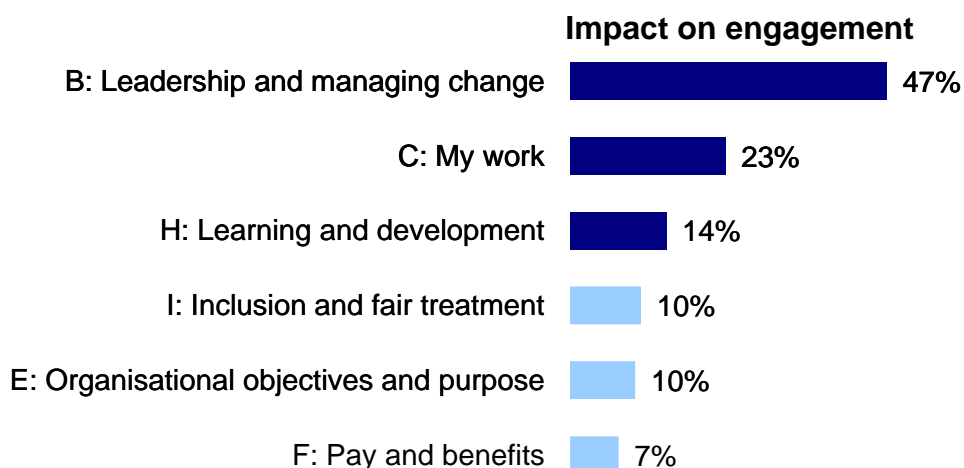| Difference from Civil Service 2009*	**+4**
Difference from High Performance benchmark*:	**-1**

* See Appendix 2 for definition/description

The three elements of engagement and their component questions are:	% Positive
Say: speaks positively of the organisation…	
J50. I am proud when I tell others I am part of the National Measurement Office	**54%**
J51. I would recommend the National Measurement Office as a great place to work	**61%**
Stay: emotionally attached and committed to the organisation…	
J52. I feel a strong personal attachment to the National Measurement Office	**42%**
Strive: motivated to do the best for the organisation…	
J53. The National Measurement Office inspires me to do the best in my job	**46%**
J54. The National Measurement Office motivates me to help it achieve its objectives	**47%**

Key Drivers of Engagement

The chart below shows the themes which drive engagement in the NMO in order of importance. The top three drivers are the most important and should be the focus for action. Please see Appendix 2 for more details.

Impact on engagement

Theme	Impact
B: Leadership and managing change	47%
C: My work	23%
H: Learning and development	14%
I: Inclusion and fair treatment	10%
E: Organisational objectives and purpose	10%
F: Pay and benefits	7%

CIVILSERVICE

Using this report

This report details the survey results for the NMO and is designed to help you clearly identify your strengths and opportunities for improvement. This survey is part of the 2009 Civil Service People Survey, a coordinated approach across the Civil Service to measure employee engagement and its drivers.

Note your engagement index and how it compares to benchmarks ▶ See page 1

Focus on the key drivers of engagement ▶ See page 1

See how your key driver results compare to others ▶ See below and page 3

Consider the results of all questions ▶ See pages 4-12

Discuss results and take action

Theme results

The table below presents the summary results for the engagement driver themes. The key drivers are highlighted and shown in order of their impact on engagement, the other engagement driver themes are shown in questionnaire order.

		Theme score (% positive)	Difference from Civil Service 2009		Your position out of 96 organisations
B: Leadership and managing change	**Key theme: top 3**	58%		+20	9
C: My work	**Key theme: top 3**	75%		0	41
H: Learning and development	**Key theme: top 3**	57%		+7	21
I: Inclusion and fair treatment	Key theme	76%		+2	41
E: Organisational objectives and purpose	Key theme	84%		+2	39
F: Pay and benefits	Key theme	38%		+1	45
A: Line management		70%		+7	11
D: Resources and workload		77%		+6	13
G: My team		72%	-5		73

Top three key driver themes in more detail

Themes are presented in order of impact on engagement, where the theme with the largest impact is listed first.	% Positive	Difference from Civil Service 2009	
B: Leadership and managing change — B16. I feel that change is managed well in the National Measurement Office	60%		+33
B11. I feel the National Measurement Office as a whole is managed well	67%		+27
B17. When changes are made in the National Measurement Office they are usually for the better	52%		+26
B19. I have the opportunity to contribute my views before decisions are made that affect me	57%		+23
B12. Senior managers in the National Measurement Office are sufficiently visible	66%		+21
B15. Overall, I have confidence in the decisions made by NMO's senior managers	56%		+21
B13. I believe the actions of senior managers are consistent with NMO's values	59%		+20
B14. I believe the Management Board has a clear vision for the future of the National Measurement Office	53%		+17
B20. I think it is safe to challenge the way things are done in the National Measurement Office	48%		+9
B18. The National Measurement Office keeps me informed about matters that affect me	57%		+1
C: My work — C24. I feel involved in decisions that affect my work	68%		+13
C21. I am interested in my work	89%		0
C23. My work gives me a sense of personal accomplishment	73%	-1	
C25. I have a choice in deciding how I do my work	70%	-2	
C22. I am sufficiently challenged by my work	74%	-3	
H: Learning and development — H45. Learning and development activities I have completed while working for the National Measurement Office are helping me to develop my career	55%		+11
H43. Learning and development activities I have completed in the past 12 months have helped to improve my performance	62%		+11
H42. I am able to access the right learning and development opportunities when I need to	71%		+8
H44. There are opportunities for me to develop my career in the National Measurement Office	40%		+1

All questions by theme

This section gives the breakdown of results for all questions in the survey by theme. Where applicable, comparisons to benchmarks are included. Please see Appendix 2 for more details.

Please note that the key themes driving employee engagement are flagged throughout this section and the engagement questions for Say, Stay and Strive can be located on page 10.

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark

A: Line management

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
A01. My manager motivates me to be more effective in my job	11	60	19	7	4	70	+9	+4
A02. My manager is considerate of my life outside work	30	54	14			84	+7	+3
A03. My manager is open to my ideas	21	58	18			79	+1	-3
A04. My manager helps me to understand how I contribute to NMO's objectives	12	67	18			79	+20	+16
A05. Overall, I have confidence in the decisions made by my manager	23	50	21	4		73	+3	-2
A06. My manager recognises when I have done my job well	14	63	19	4		77	+1	-2
A07. I receive regular feedback on my performance	11	63	23	4		74	+13	+10
A08. The feedback I receive helps me to improve my performance	5	58	33	4		63	+6	+2
A09. I think that my performance is evaluated fairly	11	56	28	5		67	+4	0
A10. Poor performance is dealt with effectively in my team		33	43	17		36	-1	-6

All questions by theme

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark

B: Leadership and managing change (Key theme: top 3)

Question	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
B11. I feel the National Measurement Office as a whole is managed well	10	57	28			67	+27	+14
B12. Senior managers in the National Measurement Office are sufficiently visible	14	52	28	7		66	+21	+7
B13. I believe the actions of senior managers are consistent with NMO's values	10	48	38			59	+20	+9
B14. I believe the Management Board has a clear vision for the future of the National Measurement Office	14	40	40	7		53	+17	+4
B15. Overall, I have confidence in the decisions made by NMO's senior managers	16	40	40			56	+21	+4
B16. I feel that change is managed well in the National Measurement Office	9	52	34			60	+33	+23
B17. When changes are made in the National Measurement Office they are usually for the better	10	41	45			52	+26	+15
B18. The National Measurement Office keeps me informed about matters that affect me	7	50	36	5		57	+1	-7
B19. I have the opportunity to contribute my views before decisions are made that affect me	7	50	30	11		57	+23	+16
B20. I think it is safe to challenge the way things are done in the National Measurement Office	9	40	41	7		48	+9	+2

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark

C: My work (Key theme: top 3)

		% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
C21. I am interested in my work	39 / 51 / 9	89	0	-4
C22. I am sufficiently challenged by my work	26 / 47 / 16 / 11	74	-3	-6
C23. My work gives me a sense of personal accomplishment	18 / 55 / 21 / 4	73	-1	-5
C24. I feel involved in decisions that affect my work	11 / 58 / 19 / 11	68	+13	+6
C25. I have a choice in deciding how I do my work	18 / 53 / 23 / 7	70	-2	-8

All questions by theme

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark

D: Resources and workload

Question	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
D26. In my job, I am clear what is expected of me	22	64	12			86	+5	+2
D27. I get the information I need to do my job well	21	60	9	10		81	+18	+13
D28. I have clear work objectives	22	62	12			84	+12	+7
D29. I have the skills I need to do my job effectively	16	72	12			88	0	-2
D30. I have the tools I need to do my job effectively	7	71	19			78	+6	+2
D31. I have an acceptable workload		57	22	14		60	0	-4
D32. I achieve a good balance between my work life and my private life	9	55	29	7		64	-4	-9

E: Organisational objectives and purpose (Key theme)

Question	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
E33. I have a clear understanding of NMO's purpose	22	62	12			84	0	-5
E34. I have a clear understanding of NMO's objectives	21	61	16			82	+4	-2
E35. I understand how my work contributes to NMO's objectives	28	57	14			84	+3	-2

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
F: Pay and benefits (Key theme)								
F36. I feel that my pay adequately reflects my performance		31	34	26	5	34	-2	-12
F37. I am satisfied with the total benefits package	4	46	35	16		49	+6	-1
F38. Compared to people doing a similar job in other organisations I feel my pay is reasonable		30	30	33	5	32	-2	-8
G: My team								
G39. The people in my team can be relied upon to help when things get difficult in my job	16	59	16	10		74	-8	-11
G40. The people in my team work together to find ways to improve the service we provide	16	53	22	7		69	-10	-13
G41. The people in my team are encouraged to come up with new and better ways of doing things	16	57	22			72	+4	-2

All questions by theme

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark

H: Learning and development (Key theme: top 3)

Question	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
H42. I am able to access the right learning and development opportunities when I need to	19	52	26			71	+8	+2
H43. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	50	34			62	+11	+4
H44. There are opportunities for me to develop my career in the National Measurement Office		36	33	19	9	40	+1	-7
H45. Learning and development activities I have completed while working for the National Measurement Office are helping me to develop my career	10	45	34	10		55	+11	+4

I: Inclusion and fair treatment (Key theme)

| Question	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
I46. I am treated fairly at work	22	55	14	7		78	-1	-6
I47. I am treated with respect by the people I work with	19	64	12	5		83	-2	-5
I48. I feel valued for the work I do	16	53	19	9		69	+7	+1
I49. I think that the National Measurement Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas etc)	22	52	16	10		74	+3	-3

All questions by theme

		% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
J: Engagement									
Say	J50. I am proud when I tell others I am part of the National Measurement Office	16	39	42			**54**	-1	-12
Say	J51. I would recommend the National Measurement Office as a great place to work	11	51	35			**61**	+13	+3
Stay	J52. I feel a strong personal attachment to the National Measurement Office	5	37	46	11		**42**	-3	-12
Strive	J53. The National Measurement Office inspires me to do the best in my job	9	37	46	7		**46**	+5	-4
Strive	J54. The National Measurement Office motivates me to help it achieve its objectives	5	42	40	11		**47**	+9	0
K: Taking action									
	K55. I believe that senior managers in the National Measurement Office will take action on the results from this survey	9	47	37	7		**56**	+19	+7
	K56. I believe that managers where I work will take action on the results from this survey	5	52	36	7		**57**	+12	+3

All questions by theme

L: Discrimination, harassment and bullying

L01. During the past 12 months, have you personally experienced discrimination at work?

% Yes	% No	% Prefer not to say
5	86	9

| % Yes	
10%	Civil Service 2009
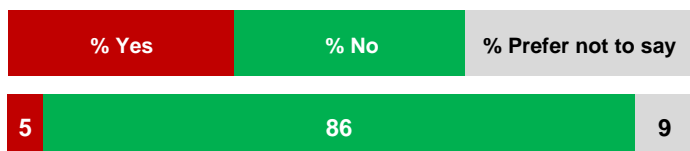
For respondents who selected 'Yes' to question L01.

L02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

	Response count
Age	-
Disability	-
Ethnic background	-
Gender	-
Gender reassignment or perceived gender	-
Religion or belief	-
Sexual orientation	-
Any other grounds	-

Please note: where responses are replaced with '-', this is to protect respondent(s) anonymity.

L03. During the past 12 months, have you personally experienced bullying or harassment at work?

% Yes	% No	% Prefer not to say
9	86	5

% Yes	
10%	Civil Service 2009
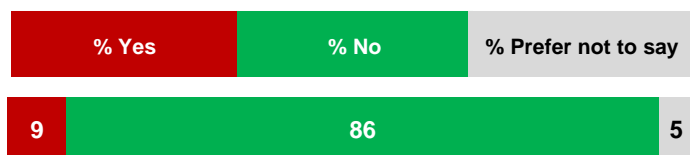
For respondents who selected 'Yes' to question L03.

L04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)
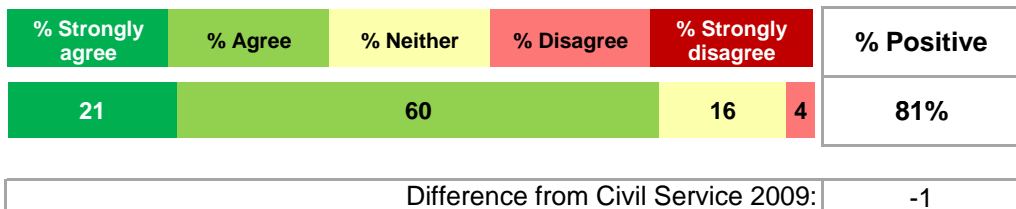
	Response count
A colleague	-
Your manager	-
Another manager in your part of the National Measurement Office	-
Someone you manage	-
Someone who works for another part of the National Measurement Office	-
A member of the public	-
Someone else	-
Prefer not to say	-

Please note: where responses are replaced with '-', this is to protect respondent(s) anonymity.

All questions by theme

M: Data Security

M05. I know where to go to find out about how to handle personal and sensitive information

% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive
21	60	16	4		81%

	Difference from Civil Service 2009:	-1

Differences are based on '% Positive' score.

M06. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?

% Yes	% No
90	10

	Difference from Civil Service 2009:	+3
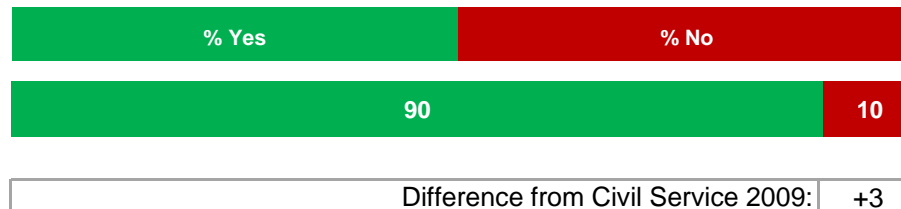
Differences are based on '% Yes' score.

N: The Civil Service Code

Differences from Civil Service 2009 are shown.
Differences are based on '% Yes' score.

Civil Service 2009

Question	% Yes	% No	
N07. Are you aware of the Civil Service Code?	93	7	+18
N08. Are you aware of how to raise a concern under the Civil Service Code?	53	47	+8
N09. Are you confident that if you raised a concern under the Civil Service Code in the National Measurement Office it would be investigated properly?	77	23	+19
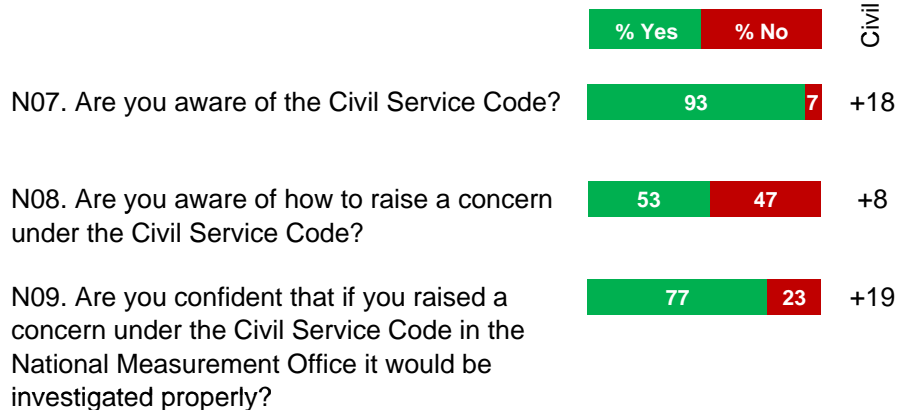
O: Your plans for the future

O10. Which of the following statements most reflects your current thoughts about working for the National Measurement Office?

Differences from Civil Service 2009 are shown.

Civil Service 2009

I want to leave the National Measurement Office as soon as possible	2%	-5
I want to leave the National Measurement Office within the next 12 months	9%	-3
I want to stay working for the National Measurement Office for at least the next year	26%	-2
I want to stay working for the National Measurement Office for at least the next three years	64%	+8
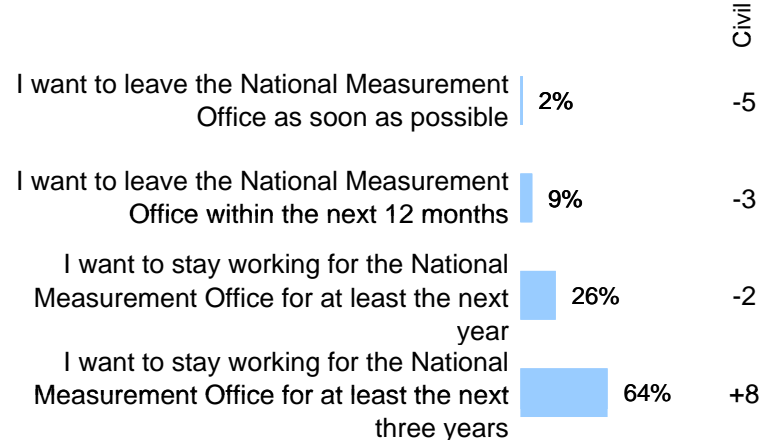
Comparison against other organisations

This section shows how the NMO compares to other organisations participating in the 2009 Civil Service People Survey for all questions from sections A to K of the survey. Questions are in order of most positive to least positive comparison against the Civil Service 2009 benchmark.

	Questions	NMO 2009 % Positive	Civil Service 2009 % Positive	Difference from Civil Service 2009	Your position out of 96 orgs
B16	I feel that change is managed well in the National Measurement Office	60	27	+33	3
B11	I feel the National Measurement Office as a whole is managed well	67	40	+27	8
B17	When changes are made in the National Measurement Office they are usually for the better	52	25	+26	8
B19	I have the opportunity to contribute my views before decisions are made that affect me	57	34	+23	2
B12	Senior managers in the National Measurement Office are sufficiently visible	66	45	+21	13
B15	Overall, I have confidence in the decisions made by NMO's senior managers	56	36	+21	21
A04	My manager helps me to understand how I contribute to NMO's objectives	79	59	+20	4
B13	I believe the actions of senior managers are consistent with NMO's values	59	39	+20	15
K55	I believe that senior managers in the National Measurement Office will take action on the results from this survey	56	37	+19	9
D27	I get the information I need to do my job well	81	63	+18	1
B14	I believe the Management Board has a clear vision for the future of the National Measurement Office	53	36	+17	17
A07	I receive regular feedback on my performance	74	60	+13	6
J51	I would recommend the National Measurement Office as a great place to work	61	48	+13	19
C24	I feel involved in decisions that affect my work	68	56	+13	6
K56	I believe that managers where I work will take action on the results from this survey	57	45	+12	15
D28	I have clear work objectives	84	72	+12	3
H45	Learning and development activities I have completed while working for the National Measurement Office are helping me to develop my career	55	44	+11	12
H43	Learning and development activities I have completed in the past 12 months have helped to improve my performance	62	51	+11	12
J54	The National Measurement Office motivates me to help it achieve its objectives	47	38	+9	25

Comparison against other organisations

Questions	NMO 2009 % Positive	Civil Service 2009 % Positive	Difference from Civil Service 2009	Your position out of 96 orgs
A01 My manager motivates me to be more effective in my job	70	61	+9	11
B20 I think it is safe to challenge the way things are done in the National Measurement Office	48	39	+9	20
H42 I am able to access the right learning and development opportunities when I need to	71	63	+8	21
A02 My manager is considerate of my life outside work	84	77	+7	10
I48 I feel valued for the work I do	69	62	+7	22
A08 The feedback I receive helps me to improve my performance	63	57	+6	14
D30 I have the tools I need to do my job effectively	78	72	+6	18
F37 I am satisfied with the total benefits package	49	44	+6	32
J53 The National Measurement Office inspires me to do the best in my job	46	40	+5	41
D26 In my job, I am clear what is expected of me	86	81	+5	15
E34 I have a clear understanding of NMO's objectives	82	78	+4	32
G41 The people in my team are encouraged to come up with new and better ways of doing things	72	68	+4	42
A09 I think that my performance is evaluated fairly	67	63	+4	24
I49 I think that the National Measurement Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas etc)	74	71	+3	33
A05 Overall, I have confidence in the decisions made by my manager	73	70	+3	37
E35 I understand how my work contributes to NMO's objectives	84	82	+3	37
B18 The National Measurement Office keeps me informed about matters that affect me	57	56	+1	46
A03 My manager is open to my ideas	79	78	+1	44
H44 There are opportunities for me to develop my career in the National Measurement Office	40	39	+1	47

Comparison against other organisations

Questions	NMO 2009 % Positive	Civil Service 2009 % Positive	Difference from Civil Service 2009	Your position out of 96 orgs
A06 My manager recognises when I have done my job well	77	76	+1	42
D29 I have the skills I need to do my job effectively	88	87	0	40
E33 I have a clear understanding of NMO's purpose	84	84	0	45
D31 I have an acceptable workload	60	60	0	47
C21 I am interested in my work	89	90	0	57
C23 My work gives me a sense of personal accomplishment	73	74	-1	55
I46 I am treated fairly at work	78	79	-1	56
J50 I am proud when I tell others I am part of the National Measurement Office	54	56	-1	53
A10 Poor performance is dealt with effectively in my team	36	38	-1	58
F36 I feel that my pay adequately reflects my performance	34	36	-2	54
F38 Compared to people doing a similar job in other organisations I feel my pay is reasonable	32	33	-2	52
C25 I have a choice in deciding how I do my work	70	72	-2	56
I47 I am treated with respect by the people I work with	83	85	-2	66
C22 I am sufficiently challenged by my work	74	76	-3	61
J52 I feel a strong personal attachment to the National Measurement Office	42	45	-3	54
D32 I achieve a good balance between my work life and my private life	64	68	-4	71
G39 The people in my team can be relied upon to help when things get difficult in my job	74	83	-8	92
G40 The people in my team work together to find ways to improve the service we provide	69	79	-10	86

Appendix 1: participating organisations

The organisations that have taken part in the survey are:

Accountant in Bankruptcy
Advisory, Conciliation and Arbitration Service
Animal Health
Attorney General's Office
Buying Solutions
Cabinet Office
Central Office of Information
Centre for Environment Fisheries and Aquaculture Science
Child Maintenance and Enforcement Commission
Communities and Local Government
Companies House
Criminal Injuries Compensation Authority
Criminal Records Bureau
Crown Office and Procurator Fiscal Service
Crown Prosecution Service
Debt Management Office
Department for Business, Innovation and Skills
Department for Children, Schools and Families
Department for Culture, Media and Sport
Department for Environment, Food and Rural Affairs
Department for International Development
Department for Transport
Department for Work and Pensions
Department of Energy and Climate Change
Department of Health
Disclosure Scotland
Driver and Vehicle Licensing Agency
Driving Standards Agency
Export Credits Guarantee Department
FCO Services
Fire Service College
Food and Environment Research Agency
Food Standards Agency
Foreign and Commonwealth Office
General Register Office for Scotland
Government Car and Despatch Agency
Government Equalities Office
Government Office Network
Highways Agency
Historic Scotland
HM Courts Service
HM Crown Prosecution Service Inspectorate
HM Inspectorate of Education
HM Revenue & Customs
HM Treasury
Home Office
Identity and Passport Service

Intellectual Property Office
Jobcentre Plus
Land Registry
Marine and Fisheries Agency
Maritime and Coastguard Agency
Meat Hygiene Service
Medicines and Healthcare products Regulatory Agency
Ministry of Defence
Ministry of Justice
National Measurement Office
National Offender Management Service
National Savings & Investments
National School of Government
Office for National Statistics
Office of Fair Trading
Office of Government Commerce
Office of Rail Regulation
Office of the Public Guardian
Office of the Scottish Charity Regulator
Ordnance Survey
Pension, Disability and Carers Service
Registers of Scotland
Rural Payments Agency
Scotland Office
Scottish Housing Regulator
Scottish Public Pensions Agency
Serious Fraud Office
Social Work Inspection Agency
Student Awards Agency for Scotland
The Health and Safety Executive
The Insolvency Service
The National Archives of Scotland
The Planning Inspectorate
The Royal Parks
The Scottish Government
The UK Hydrographic Office
Transport Scotland
Treasury Solicitor's Department
Tribunals Service
UK Border Agency
Valuation Office Agency
Vehicle and Operator Services Agency
Vehicle Certification Agency
Veterinary Laboratories Agency
Veterinary Medicines Directorate
Wales Office
Wilton Park Executive Agency

Appendix 2: technical information

% Positive

This represents the proportion of respondents who ticked 'agree' and 'strongly agree' combined.

Anonymity

ORC International belongs to the Market Research Society and is bound by their strict code of conduct and confidentiality rules, and therefore cannot allow the breakdown of groups to the extent where the anonymity of individuals may be compromised. Groups where less than 10 people responded will not be analysed or receive a report. However, their data will contribute to the scores for parent units they belong to and NMO scores overall.

Rounding

Percentages are presented as whole numbers for ease of reading. To give maximum accuracy, rounding is performed at the last stage of calculation. Values from .00 to .49 are rounded down and values from .50 to .99 are rounded up. If you perform calculations using rounded figures, these may differ slightly from our calculations. For example, if you add together the % Strongly agree, % Agree, % Neither, % Disagree and % Strongly disagree these may not total exactly 100%.

Worked Example

Percentage scores

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Total
Number of responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100.00%
Displayed rounded percentages	25%	27%	29%	16%	4%	101%

Number of positive responses　　(151+166)= 317
% Positive score　　　　　　　　　317/613= 52%

Civil Service 2009

The Civil Service 2009 benchmark score is the median score across all organisations that have taken part in the 2009 Civil Service People Survey (see Appendix 1 for a list of these organisations).

High Performance Benchmark (BM)

This is the top 24 scoring organisations that have taken part in the 2009 Civil Service People Survey (see Appendix 1).

Appendix 2: technical information

The "Employee Engagement Index"

The survey includes five questions that make up the engagement index (J50-J54). The index score represents the average level of engagement in the unit such that 0 on the index represents all respondents saying they strongly disagree to all five engagement index questions and 100 represents all respondents saying they strongly agree to all five engagement index questions.

The 9 Driver Themes

Many questions asked in the survey are related to each other and arranged into themes accordingly. The nine driver themes are labelled A to I throughout the report. Questions outside the engagement model and therefore not included in the driver themes include your organisation's local questions; as well as question groups K (Taking action), L (Discrimination, harassment and bullying), M (Data Security), N (The Civil Service Code) and O (Your plans for the future).

The "Key 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, stepwise regression, is used to identify which of the engagement driver themes (themes A to I) influence the engagement levels of your staff. The themes which are identified as having an impact on engagement levels are called key themes; the top three themes are the most important and should be the focus for action. All levels of engagement are measured (low through to high), and key driver themes can have both positive and negative impacts on engagement. Therefore, improvements in perceptions of the key driver themes will improve average engagement levels, likewise, a worsening of perceptions of the key driver themes will have a negative effect on average engagement levels.

"Impact on engagement"

The bar chart on the front page shows the impact on engagement for the key driver themes. The percentages give an idea of the relative importance of the individual themes. For example, a theme with a 40% impact rating is twice as important as a theme with a 20% impact rating. Note, percentages are not intended to sum to 100.

"Theme score (% positive)"

This percentage represents the number of positive responses (agree/strongly agree) to questions in the theme as a proportion of all responses to questions in the theme.

Further information

For further details about the statistical analysis presented in this report please refer to your organisation's survey project team.

Statistical limitations

To ensure robust results are presented in survey reports there are some circumstances where an organisation inherits the key driver results of the Civil Service overall (the chart at the bottom of page 1), for example when less than 100 people responded to the survey or when those who took part in the survey did not answer every question. For more information please contact your survey manager.