

✧ Statistically significant difference from comparison

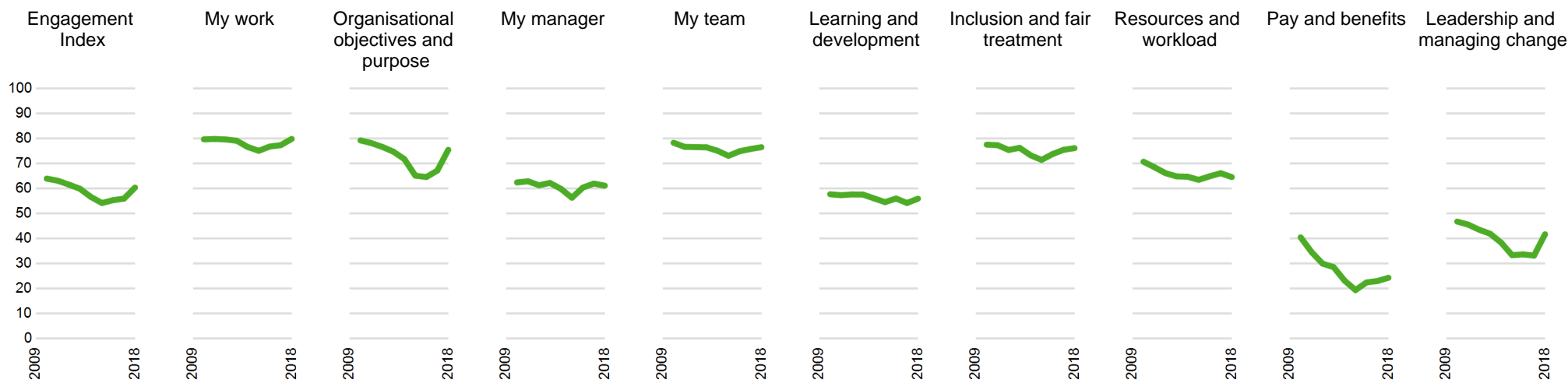
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



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	-	64%	63%	62%	60%	57%	54%	55%	56%	60%
My work	-	80%	80%	80%	79%	77%	75%	77%	77%	80%
Organisational objectives and purpose	-	79%	78%	77%	75%	72%	65%	65%	67%	75%
My manager	-	62%	63%	61%	62%	60%	56%	60%	62%	61%
My team	-	78%	77%	76%	76%	75%	73%	75%	76%	76%
Learning and development	-	58%	57%	58%	58%	56%	54%	56%	54%	56%
Inclusion and fair treatment	-	77%	77%	75%	76%	73%	71%	74%	75%	76%
Resources and workload	-	71%	68%	66%	65%	65%	63%	65%	66%	65%
Pay and benefits	-	40%	35%	30%	29%	23%	19%	22%	23%	24%
Leadership and managing change	-	47%	45%	43%	42%	38%	33%	34%	33%	42%
Response rate	-	85%	82%	81%	79%	77%	73%	82%	80%	79%



◇ Statistically significant difference from comparison

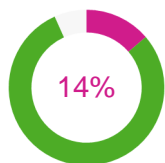
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

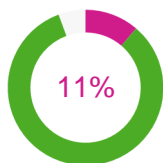
Rank		% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03 My work gives me a sense of personal accomplishment	79%	+2 ◇	+1 ◇	-1 ◇
2	F13 Dstl is becoming a better place to work	37%	+16 ◇	--	--
3	F08 I feel valued for the job that I do	58%	New	--	--
4	B36 I am satisfied with the total benefits package	34%	+2 ◇	-2 ◇	-9 ◇
5	B41 Overall, I have confidence in the decisions made by Dstl's senior managers	42%	+16 ◇	-7 ◇	-17 ◇

Discrimination, bullying and harassment

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



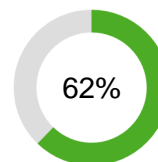
During the past 12 months have you personally experienced discrimination at work?



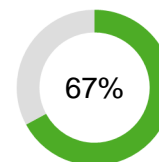
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

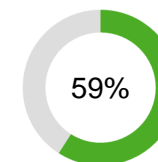
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



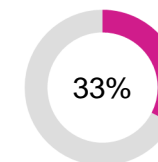
W01. Overall, how satisfied are you with your life nowadays?



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

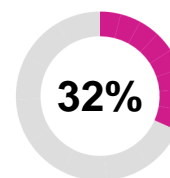


W03. Overall, how happy did you feel yesterday?

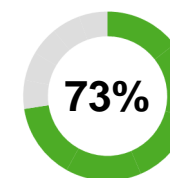


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

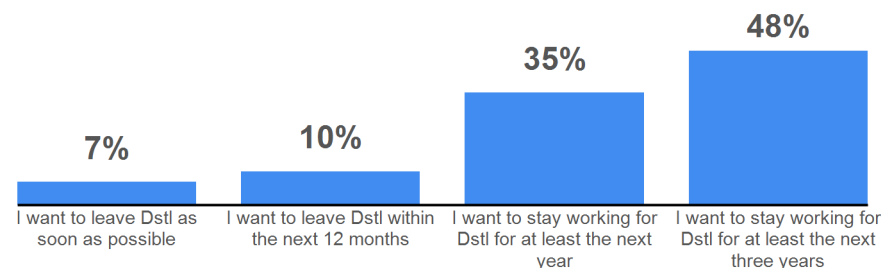


PERMA Index








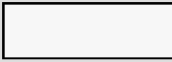









For further information about these indices, please refer to page 16.

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%	B17	Poor performance is dealt with effectively in my team	 44%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 69%
B54	I am trusted to carry out my job effectively	 91%	B59	Senior managers in Dstl actively role model the behaviours set out in the Civil Service Leadership Statement	 42%	B35	I feel that my pay adequately reflects my performance	 61%
B09	My manager is considerate of my life outside work	 87%	B53	Where I work, I think effective action has been taken on the results of the last survey	 38%	B42	I feel that change is managed well in Dstl	 52%
B31	I have the skills I need to do my job effectively	 86%	B39	I believe the actions of senior managers are consistent with Dstl's values	 37%	B36	I am satisfied with the total benefits package	 46%
B02	I am sufficiently challenged by my work	 84%	F13	Dstl is becoming a better place to work	 37%	B43	When changes are made in Dstl they are usually for the better	 43%

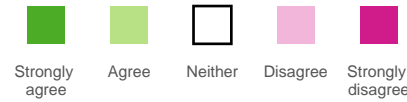
All questions by theme

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

My work

80%

+2 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

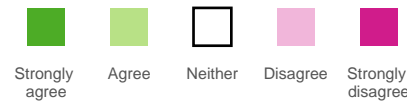
Difference from CS High Performers

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	43	5			92%	+2 ◆	+2 ◆	0 ◆
B02 I am sufficiently challenged by my work	40	44	8	6		84%	+3 ◆	+3 ◆	+1 ◆
B03 My work gives me a sense of personal accomplishment	32	47	12	7		79%	+2 ◆	+1 ◆	-1 ◆
B04 I feel involved in the decisions that affect my work	18	43	17	15	7	61%	+5 ◆	+3 ◆	-2 ◆
B05 I have a choice in deciding how I do my work	33	50	9	6		83%	+1	+6 ◆	+2 ◆

Organisational objectives and purpose

75%

+8 ◆ 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 Dstl's objectives	20	55	14	8		75%	+8 ◆	-6 ◆	-11 ◆
B07 I understand how my work contributes to Dstl's objectives	22	54	14	7		76%	+8 ◆	-8 ◆	-12 ◆

All questions by theme

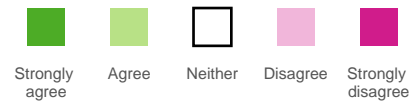
◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My manager

61%

-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
B08	My manager motivates me to be more effective in my job	19	40	21	13	7	59%	+1	-12 ◆	-16 ◆
B09	My manager is considerate of my life outside work	48	39	8	8	8	87%	0	+1 ◆	-2 ◆
B10	My manager is open to my ideas	36	44	12	8	0	81%	0	-2 ◆	-6 ◆
B11	My manager helps me to understand how I contribute to Dstl's objectives	14	39	28	13	5	54%	+1	-14 ◆	-18 ◆
B12	Overall, I have confidence in the decisions made by my manager	24	44	18	9	6	68%	+1 ◆	-8 ◆	-12 ◆
B13	My manager recognises when I have done my job well	26	44	16	9	5	70%	-3 ◆	-10 ◆	-13 ◆
B14	I receive regular feedback on my performance	14	39	21	18	7	53%	-4 ◆	-14 ◆	-20 ◆
B15	The feedback I receive helps me to improve my performance	14	37	28	14	7	51%	-2 ◆	-14 ◆	-18 ◆
B16	I think that my performance is evaluated fairly	16	43	23	12	7	58%	-2 ◆	-8 ◆	-14 ◆
B17	Poor performance is dealt with effectively in my team	7	23	44	15	11	29%	-1	-11 ◆	-14 ◆

All questions by theme

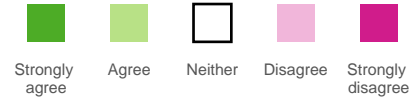
◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My team

76%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

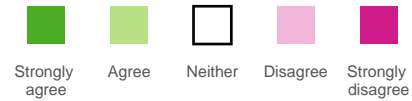
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	35	45	13	5	5	80%	0	-6 ◆	-8 ◆
B19	The people in my team work together to find ways to improve the service we provide	29	48	14	6	6	77%	+1 ◆	-5 ◆	-8 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	26	47	17	7	7	73%	+1	-4 ◆	-8 ◆

Learning and development

56%

+2 ◆

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	14	48	20	12	5	62%	+6 ◆	-2 ◆	-6 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	36	31	14	6	49%	-3 ◆	-5 ◆	-10 ◆
B23	There are opportunities for me to develop my career in Dstl	16	42	19	14	9	59%	+5 ◆	+10 ◆	+2 ◆
B24	Learning and development activities I have completed while working for Dstl are helping me to develop my career	16	38	26	13	7	54%	0	+7 ◆	+1

All questions by theme

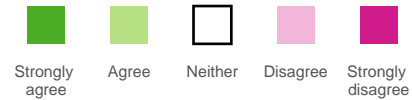
◆ indicates statistically significant difference from comparison
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Inclusion and fair treatment

76%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

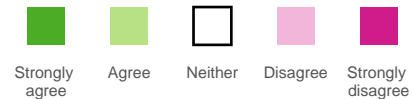
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	29	49	11	7	4	78%	0	-3 ◆	-6 ◆
B26	I am treated with respect by the people I work with	34	50	9	7	0	84%	-1	-1 ◆	-4 ◆
B27	I feel valued for the work I do	20	44	16	13	7	64%	+2 ◆	-4 ◆	-9 ◆
B28	I think that Dstl respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	31	48	12	5	4	79%	+1 ◆	+2 ◆	-1 ◆

Resources and workload

65%

-2 ◆

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29	I get the information I need to do my job well	9	53	21	13	4	62%	0	-8 ◆	-13 ◆
B30	I have clear work objectives	14	52	18	12	6	66%	0	-10 ◆	-14 ◆
B31	I have the skills I need to do my job effectively	23	63	10	4	0	86%	0	-3 ◆	-6 ◆
B32	I have the tools I need to do my job effectively	10	44	20	19	7	54%	-1	-17 ◆	-23 ◆
B33	I have an acceptable workload	8	45	19	19	10	53%	-5 ◆	-8 ◆	-13 ◆
B34	I achieve a good balance between my work life and my private life	22	46	16	12	5	67%	-4 ◆	-2 ◆	-7 ◆

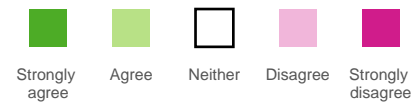
All questions by theme

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Pay and benefits

24%

+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	20	16	27	34	23%	+1	-8 ◆	-15 ◆	
B36 I am satisfied with the total benefits package	6	28	20	23	34%	+2 ◆	-2 ◆	-9 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	13	15	27	42	16%	+1 ◆	-11 ◆	-17 ◆	

Leadership and managing change

42%

+9 ◆ Difference from previous survey



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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38 Senior managers in Dstl are sufficiently visible	6	38	22	22	11	45%	+4 ◆	-17 ◆	-26 ◆
B39 I believe the actions of senior managers are consistent with Dstl's values	6	39	37	12	7	45%	+8 ◆	-8 ◆	-17 ◆
B40 I believe that the Executive has a clear vision for the future of Dstl	14	42	28	9	7	56%	+32 ◆	+9 ◆	0
B41 Overall, I have confidence in the decisions made by Dstl's senior managers	6	35	33	15	10	42%	+16 ◆	-7 ◆	-17 ◆
B42 I feel that change is managed well in Dstl	19	28	34	18	20%	+2 ◆	-13 ◆	-22 ◆	
B43 When changes are made in Dstl they are usually for the better	19	36	28	15	21%	+5 ◆	-14 ◆	-21 ◆	
B44 Dstl keeps me informed about matters that affect me	6	51	23	14	7	57%	+3 ◆	-2 ◆	-9 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	31	28	24	13	35%	+5 ◆	-6 ◆	-14 ◆	
B46 I think it is safe to challenge the way things are done in Dstl	9	46	21	15	9	54%	+3 ◆	+7 ◆	+1

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 Dstl	21	44	24	7	7	66%	+7 ◆	0	-4 ◆
B48 I would recommend Dstl as a great place to work	17	41	26	11	6	58%	+8 ◆	0	-7 ◆
B49 I feel a strong personal attachment to Dstl	18	35	26	15	7	53%	+5 ◆	+1 ◆	-5 ◆
B50 Dstl inspires me to do the best in my job	12	34	29	17	8	46%	+7 ◆	-4 ◆	-11 ◆
B51 Dstl motivates me to help it achieve its objectives	10	31	31	20	9	41%	+8 ◆	-7 ◆	-14 ◆

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 Dstl will take action on the results from this survey	8	39	24	16	13	47%	+3 ◆	-2 ◆	-12 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	5	22	38	20	15	28%	-2 ◆	-8 ◆	-17 ◆

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	36	54	5			91%	+1 ◆	+1 ◆	0
B55 I believe I would be supported if I try a new idea, even if it may not work	24	52	14	7		76%	+2 ◆	+4 ◆	0
B56 In Dstl, people are encouraged to speak up when they identify a serious policy or delivery risk	24	51	14	7		75%	+2 ◆	+8 ◆	+2 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	20	51	15	9		71%	+1	+5 ◆	+2 ◆
B58 Dstl is committed to creating a diverse and inclusive workplace	29	50	14			79%	0	+5 ◆	0

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 Dstl actively role model the behaviours set out in the Civil Service Leadership Statement	6	38	42	9	5	44%	+8 ◆	-5 ◆	-13 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	17	46	27	6		63%	+2 ◆	-5 ◆	-10 ◆

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	45	19	22	6	52%	+10 ◆	+2 ◆	-13 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	28	32	26	9	33%	+6 ◆	-9 ◆	-18 ◆

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?	16	22	50	12	62%	+2 ◆	-4 ◆	-7 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	19	48	19	67%	+3 ◆	-4 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	19	22	41	18	59%	+2 ◆	-3 ◆	-6 ◆

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?	22	28	18	33	33%	+1	0	+3 ◆

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 Dstl?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave Dstl as soon as possible		7%	0	0 ◆	-5 ◆
I want to leave Dstl within the next 12 months		10%	-2 ◆	-4 ◆	-9 ◆
I want to stay working for Dstl for at least the next year		35%	0	0	-5 ◆
I want to stay working for Dstl for at least the next three years		48%	+2 ◆	+4 ◆	-5 ◆

The Civil Service Code

Differences are based on '% Yes' score

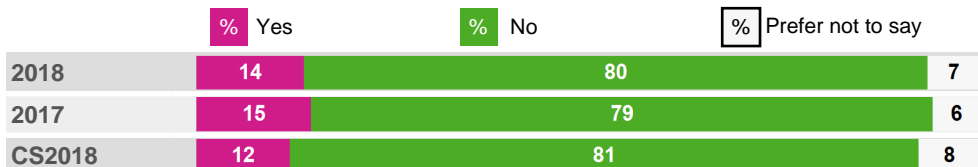
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	0	0	-2 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		38	62%	-2 ◆	-5 ◆	-11 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in Dstl it would be investigated properly?		28	72%	+2 ◆	+1 ◆	-4 ◆

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?

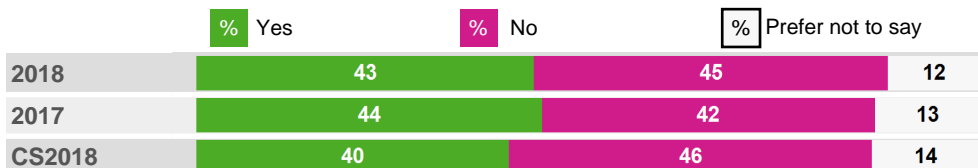


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	98
Caring responsibilities	32
Disability	40
Ethnic background	15
Gender	91
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	164
Main spoken/written language or language ability	--
Marital status	12
Pregnancy, maternity or paternity	12
Religion or belief	--
Sexual orientation	--
Social or educational background	22
Working location	61
Working pattern	81
Any other grounds	78
Prefer not to say	37

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	148
Your manager	73
Another manager in my part of Dstl	53
Someone you manage	18
Someone who works for another part of Dstl	60
A member of the public	--
Someone else	16
Prefer not to say	38

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

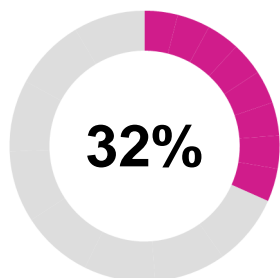
Dstl questions

* indicates negatively phrased question(s) where % positive is the proportion who selected "no"

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	
F01 Dstl has a clear strategic direction	17	51	18	10		68%	New	
F02 I understand how I can contribute to delivering Dstl's strategic direction	11	48	24	12		59%	New	
F03 Dstl has an effective leadership team	7	41	34	13	6	48%	New	
F04 My Division has an effective leadership team	15	42	24	12	7	57%	New	
F05 Decisions regarding the management of my Team, Group, Division and Dstl as a whole are made by people at the appropriate level	10	48	27	10	5	58%	New	
F06 My Division sets goals that are appropriately aligned to customer requirements	11	46	30	9		57%	New	
F07 I have opportunities for career growth at Dstl	15	41	18	16	10	56%	New	
F08 I feel valued for the job that I do	14	44	16	17	9	58%	New	
F09 Dstl's Fellows and Senior Fellows support me to deliver high impact science and technology	9	24	36	17	13	33%	+4 ◆	
F10 At Dstl the need to deliver work is balanced against the need to work safely	25	52	14	6		77%	-2 ◆	
F11 In the last 12 months, I have personally experienced inappropriate behaviours while working in Dstl*	Yes: 24%		No: 70%		Prefer not to say: 7%		70%	+44 ◆
F12 I take opportunities to work more flexibly; across Dstl and customer sites, office spaces and from home	37	46	9	6		83%	+6 ◆	
F13 Dstl is becoming a better place to work	10	28	37	17	9	37%	+16 ◆	

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 +3 ◆
 Difference from CS High Performers +5 ◆

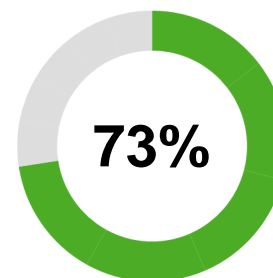
Proxy Stress Index

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	83%
B08	My manager motivates me to be more effective in my job	59%
B18	The people in my team can be relied upon to help when things get difficult in my job	80%
B26	I am treated with respect by the people I work with	84%
B30	I have clear work objectives	66%
B33	I have an acceptable workload	53%
B45	I have the opportunity to contribute my views before decisions are made that affect me	35%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	83%



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

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	80%
W01	Overall, how satisfied are you with your life nowadays?	62%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	67%

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.