



◇ Statistically significant difference from comparison

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

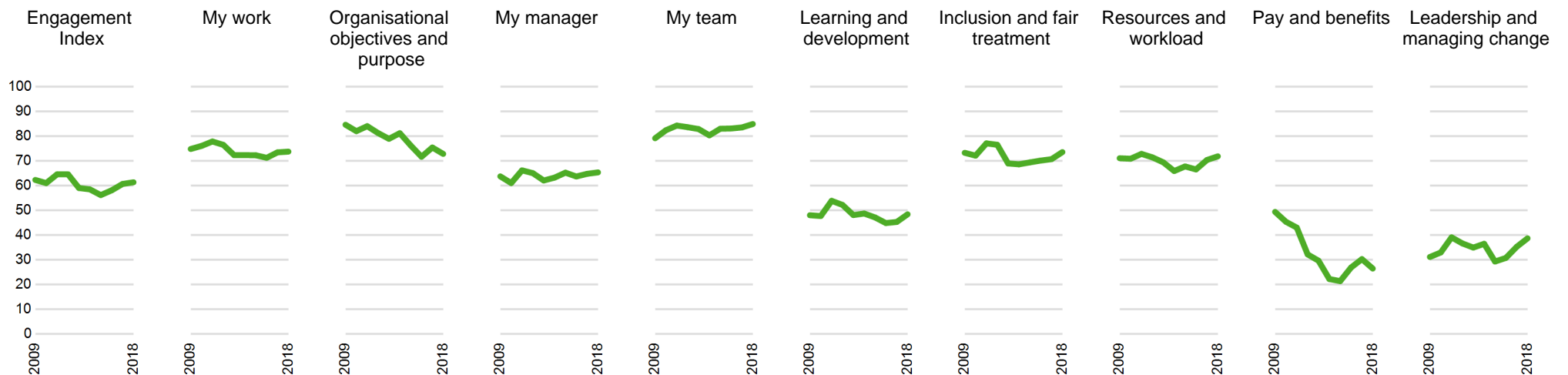




Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

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	62%	61%	65%	65%	59%	58%	56%	58%	61%	61%
My work	75%	76%	78%	76%	72%	72%	72%	71%	73%	74%
Organisational objectives and purpose	85%	82%	84%	81%	79%	81%	76%	72%	75%	73%
My manager	64%	61%	66%	65%	62%	63%	65%	64%	65%	65%
My team	79%	82%	84%	84%	83%	80%	83%	83%	83%	85%
Learning and development	48%	48%	54%	52%	48%	49%	47%	45%	45%	48%
Inclusion and fair treatment	73%	72%	77%	76%	69%	69%	69%	70%	71%	74%
Resources and workload	71%	71%	73%	71%	69%	66%	68%	66%	70%	72%
Pay and benefits	49%	45%	43%	32%	30%	22%	21%	27%	30%	26%
Leadership and managing change	31%	33%	39%	37%	35%	36%	29%	31%	35%	39%
Response rate	50%	72%	71%	75%	67%	75%	65%	72%	73%	70%





◇ Statistically significant difference from comparison

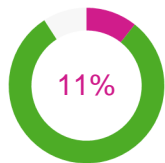
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

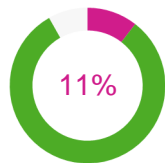
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	72%	-2	-6 ◇	-8 ◇
2	B59	Senior Managers (C grade + ExCo) in UKHO actively role model the behaviours set out in the Civil Service Leadership Statement	33%	+8 ◇	-16 ◇	-24 ◇
3	B15	The feedback I receive helps me to improve my performance	55%	0	-9 ◇	-13 ◇
4	B52	I believe that Senior Managers (C grade + ExCo) in UKHO will take action on the results from this survey	36%	+3 ◇	-13 ◇	-23 ◇
5	B24	Learning and development activities I have completed while working for UKHO are helping me to develop my career	45%	+1	-2	-8 ◇

Discrimination, bullying and harassment

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



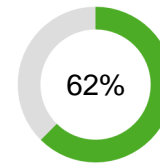
During the past 12 months have you personally experienced discrimination at work?



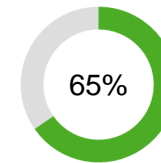
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

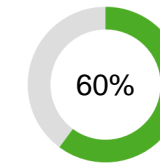
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



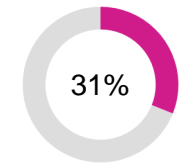
W01. Overall, how satisfied are you with your life nowadays?



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

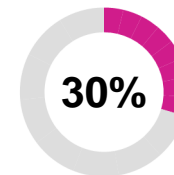


W03. Overall, how happy did you feel yesterday?

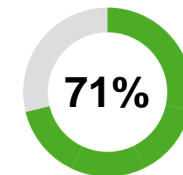


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

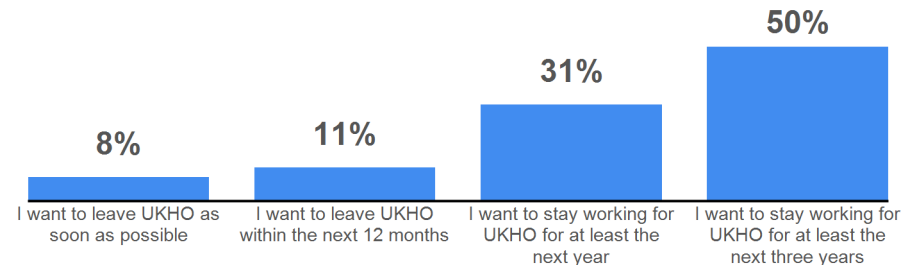


PERMA Index



For further information about these indices, please refer to page 15.

Your plans for the future





Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B54 I am trusted to carry out my job effectively	92%	B59 Senior Managers (C grade + ExCo) in UKHO actively role model the behaviours set out in the Civil Service Leadership Statement	44%	B35 I feel that my pay adequately reflects my performance	62%
B01 I am interested in my work	88%	B17 Poor performance is dealt with effectively in my team	41%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	56%
B18 The people in my team can be relied upon to help when things get difficult in my job	88%	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 UKHO	44%
B19 The people in my team work together to find ways to improve the service we provide	86%	B43 When changes are made in UKHO they are usually for the better	38%	B36 I am satisfied with the total benefits package	41%
B31 I have the skills I need to do my job effectively	85%	B39 I believe the actions of Senior Managers (C grade + ExCo) are consistent with UKHO's values	38%	B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	39%



All questions by theme

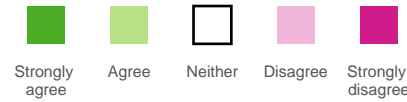
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

My work

74%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

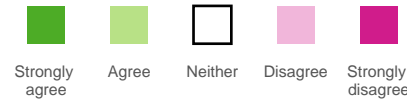
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	35	53	7	7	0	88%	0	-1 ◆	-4 ◆
B02 I am sufficiently challenged by my work	28	47	13	9	5	75%	-2	-6 ◆	-8 ◆
B03 My work gives me a sense of personal accomplishment	23	49	16	10	2	72%	-2	-6 ◆	-8 ◆
B04 I feel involved in the decisions that affect my work	14	42	23	16	5	56%	+3 ◆	-2 ◆	-7 ◆
B05 I have a choice in deciding how I do my work	24	54	14	5	3	78%	+3 ◆	0	-3 ◆

Organisational objectives and purpose

73%

-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
B06 I have a clear understanding of UKHO's objectives	12	57	17	9	5	69%	-3 ◆	-12 ◆	-17 ◆
B07 I understand how my work contributes to UKHO's objectives	18	58	13	8	3	76%	-2	-8 ◆	-11 ◆



All questions by theme

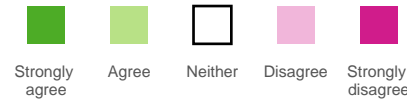
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

My manager

65%

+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	46	19	11	5	65%	+4 ◆	-6 ◆	-10 ◆
B09	My manager is considerate of my life outside work	43	42	10			85%	+1	-1	-4 ◆
B10	My manager is open to my ideas	33	48	13			81%	+1	-2 ◆	-5 ◆
B11	My manager helps me to understand how I contribute to UKHO's objectives	16	45	28	9		60%	-2	-7 ◆	-12 ◆
B12	Overall, I have confidence in the decisions made by my manager	23	49	18	7		72%	+2	-4 ◆	-8 ◆
B13	My manager recognises when I have done my job well	25	49	17	6		74%	+1	-5 ◆	-9 ◆
B14	I receive regular feedback on my performance	18	41	22	14		59%	0	-8 ◆	-14 ◆
B15	The feedback I receive helps me to improve my performance	15	40	30	11		55%	0	-9 ◆	-13 ◆
B16	I think that my performance is evaluated fairly	16	48	25	6		65%	+2	-2	-7 ◆
B17	Poor performance is dealt with effectively in my team	7	28	41	16	8	35%	-2	-5 ◆	-9 ◆



All questions by theme

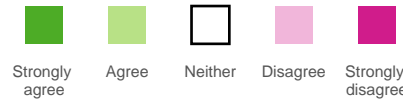
◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My team

85%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

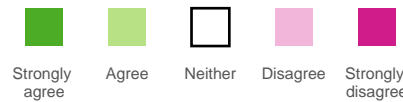
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	38	49	9			88%	+2 ◆	+2 ◆	0
B19	The people in my team work together to find ways to improve the service we provide	34	52	10			86%	0	+3 ◆	+1
B20	The people in my team are encouraged to come up with new and better ways of doing things	32	49	14			81%	+2	+5 ◆	+1

Learning and development

48%

+3 ◆

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	13	46	24	13		59%	+4 ◆	-5 ◆	-9 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	35	34	14		48%	+3 ◆	-6 ◆	-11 ◆
B23	There are opportunities for me to develop my career in UKHO	8	33	27	21	11	41%	+4 ◆	-7 ◆	-15 ◆
B24	Learning and development activities I have completed while working for UKHO are helping me to develop my career	12	33	34	14	7	45%	+1	-2	-8 ◆



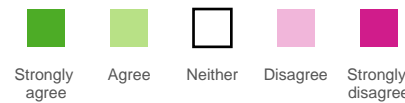
All questions by theme

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Inclusion and fair treatment

74%

+3 ◆ 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	24	55	12	6	6	79%	+3 ◆	-1	-5 ◆
B26	I am treated with respect by the people I work with	29	55	12	6	6	84%	0	-1	-4 ◆
B27	I feel valued for the work I do	17	44	20	13	6	61%	+4 ◆	-6 ◆	-11 ◆
B28	I think that UKHO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	18	51	21	6	6	69%	+4 ◆	-8 ◆	-11 ◆

Resources and workload

72%

+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
B29	I get the information I need to do my job well	9	58	21	10	6	67%	+1	-3 ◆	-8 ◆
B30	I have clear work objectives	11	58	18	10	6	69%	0	-7 ◆	-11 ◆
B31	I have the skills I need to do my job effectively	22	63	11	6	6	85%	+1	-4 ◆	-6 ◆
B32	I have the tools I need to do my job effectively	11	53	18	14	6	64%	0	-7 ◆	-13 ◆
B33	I have an acceptable workload	11	58	15	12	6	69%	+2	+8 ◆	+3 ◆
B34	I achieve a good balance between my work life and my private life	19	58	15	7	6	77%	+5 ◆	+7 ◆	+2 ◆



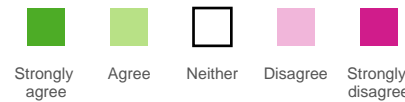
All questions by theme

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Pay and benefits

26%

-4 ◆ Difference from previous survey



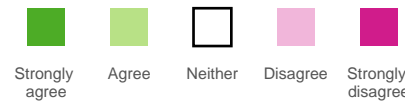
% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	18	17	33	30	21%	-6 ◆	-10 ◆	-17 ◆	
B36 I am satisfied with the total benefits package	7	31	22	24	17	37%	-4 ◆	+1	-6 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	16	23	28	28	21%	-1	-6 ◆	-12 ◆

Leadership and managing change

39%

+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
B38 Senior Managers (C grade + ExCo) in UKHO are sufficiently visible	5	38	24	22	12	42%	+3 ◆	-19 ◆	-29 ◆
B39 I believe the actions of Senior Managers (C grade + ExCo) are consistent with UKHO's values	35	38	16	9	38%	+3 ◆	-15 ◆	-24 ◆	
B40 I believe that ExCo has a clear vision for the future of UKHO	33	31	19	13	37%	+2	-10 ◆	-19 ◆	
B41 Overall, I have confidence in the decisions made by UKHO's Senior Managers (C grade + ExCo)	28	36	21	12	30%	+1	-19 ◆	-28 ◆	
B42 I feel that change is managed well in UKHO	21	32	32	12	24%	+2	-9 ◆	-18 ◆	
B43 When changes are made in UKHO they are usually for the better	30	38	21	8	33%	+3 ◆	-1	-9 ◆	
B44 UKHO keeps me informed about matters that affect me	6	49	25	15	5	55%	+8 ◆	-4 ◆	-10 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	34	32	21	9	38%	+3	-2	-10 ◆	
B46 I think it is safe to challenge the way things are done in UKHO	6	44	28	14	8	50%	+6 ◆	+2 ◆	-4 ◆



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 UKHO	21	49	22	6	6	70%	+3 ◆	+5 ◆	0
B48 I would recommend UKHO as a great place to work	15	41	29	11	5	55%	+3 ◆	-2 ◆	-10 ◆
B49 I feel a strong personal attachment to UKHO	16	37	29	14	5	53%	-1	+1	-5 ◆
B50 UKHO inspires me to do the best in my job	10	35	34	16	5	45%	0	-5 ◆	-12 ◆
B51 UKHO motivates me to help it achieve its objectives	9	31	36	18	5	40%	0	-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 (C grade + ExCo) in UKHO will take action on the results from this survey	5	31	32	19	13	36%	+3 ◆	-13 ◆	-23 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	5	26	38	20	11	31%	+8 ◆	-5 ◆	-14 ◆



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	30	62	5			92%	+2 ◆	+3 ◆	+1 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	20	55	15	7		75%	+3 ◆	+3 ◆	-1
B56 In UKHO, people are encouraged to speak up when they identify a serious policy or delivery risk	16	54	19	8		69%	+3 ◆	+2	-4 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	12	50	20	12	6	62%	+1	-3 ◆	-7 ◆
B58 UKHO is committed to creating a diverse and inclusive workplace	17	52	25			69%	+7 ◆	-6 ◆	-10 ◆

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 (C grade + ExCo) in UKHO actively role model the behaviours set out in the Civil Service Leadership Statement	30		44	14	10	33%	+8 ◆	-16 ◆	-24 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	17	49	24	6		66%	+5 ◆	-1	-7 ◆

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'	35	23	30	7		39%	+11 ◆	-11 ◆	-27 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	24	34	30	9		27%	+8 ◆	-15 ◆	-23 ◆



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?	15	23	49	13	62%	+1	-4 ◆	-7 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	22	51	15	65%	0	-6 ◆	-9 ◆
W03 Overall, how happy did you feel yesterday?	17	23	45	15	60%	+2	-2 ◆	-5 ◆

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?	19	30	20	31	31%	-2	-1	+1



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 UKHO?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave UKHO as soon as possible		8%	0	0	-4 ◆
I want to leave UKHO within the next 12 months		11%	-2	-4 ◆	-8 ◆
I want to stay working for UKHO for at least the next year		31%	0	-3 ◆	-8 ◆
I want to stay working for UKHO for at least the next three years		50%	+2	+7 ◆	-3 ◆

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?		13	87%	-1	-5 ◆	-8 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		38	62%	0	-5 ◆	-11 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in UKHO it would be investigated properly?		33	67%	-1	-4 ◆	-10 ◆

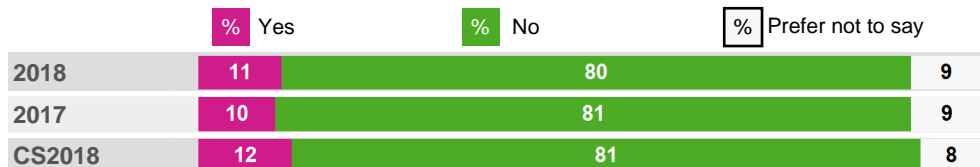


All questions by theme

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Discrimination, harassment and bullying

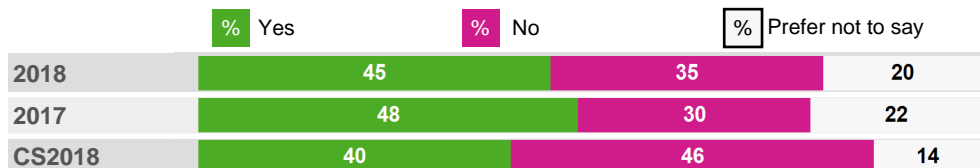
E01. During the past 12 months have you personally experienced discrimination at work?



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	12
Caring responsibilities	--
Disability	11
Ethnic background	--
Gender	19
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	20
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	14
Any other grounds	16
Prefer not to say	10

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)

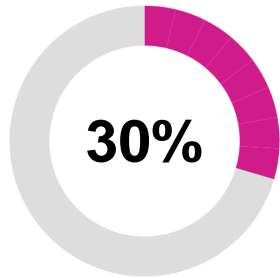
	Response Count
A colleague	34
Your manager	14
Another manager in my part of UKHO	18
Someone you manage	--
Someone who works for another part of UKHO	14
A member of the public	--
Someone else	--
Prefer not to say	10

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

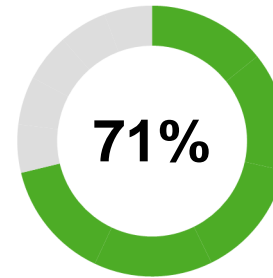


Proxy Stress Index and PERMA Index

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



Difference from previous survey -1 ◆
 Difference from CS2018 0
 Difference from CS High Performers +3 ◆



Difference from previous survey 0
 Difference from CS2018 -2 ◆
 Difference from CS High Performers -4 ◆

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.

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

% positive

B05	I have a choice in deciding how I do my work	78%
B08	My manager motivates me to be more effective in my job	65%
B18	The people in my team can be relied upon to help when things get difficult in my job	88%
B26	I am treated with respect by the people I work with	84%
B30	I have clear work objectives	69%
B33	I have an acceptable workload	69%
B45	I have the opportunity to contribute my views before decisions are made that affect me	38%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	81%

% positive

B01	I am interested in my work	88%
B03	My work gives me a sense of personal accomplishment	72%
B18	The people in my team can be relied upon to help when things get difficult in my job	88%
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?	65%



Appendix

Glossary of key terms

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

Rounding

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

Statistical significance: ✨

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

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

The employee engagement index

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

The drivers of engagement

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

Confidentiality

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

ORC's Privacy Policy (www.orcinternational.co.uk/privacy) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.