

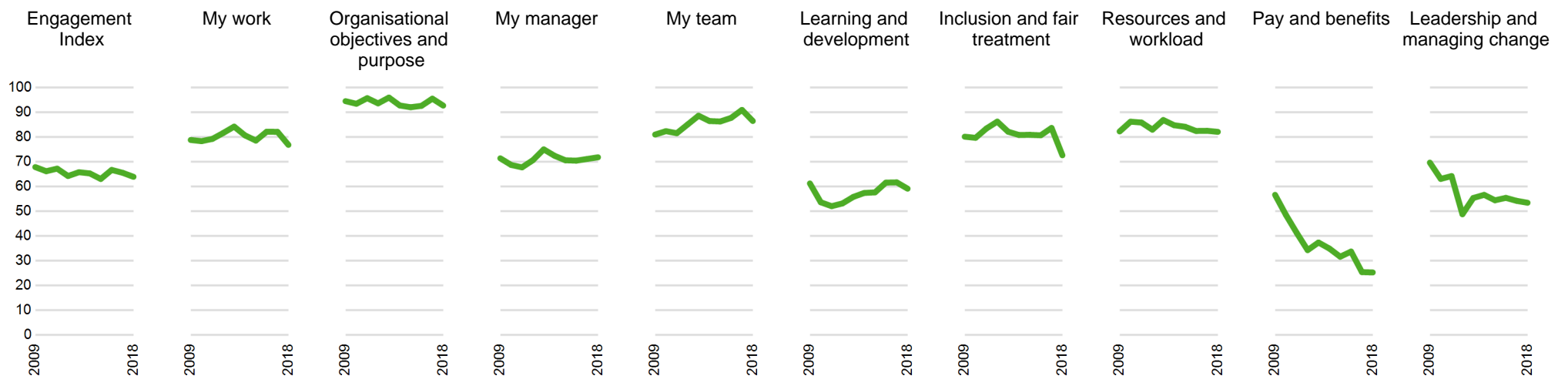
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



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	68%	66%	67%	64%	66%	65%	63%	67%	66%	64%
My work	79%	78%	79%	82%	84%	81%	79%	82%	82%	77%
Organisational objectives and purpose	94%	93%	96%	94%	96%	93%	92%	93%	95%	93%
My manager	71%	69%	68%	71%	75%	72%	71%	70%	71%	72%
My team	81%	82%	81%	85%	89%	86%	86%	88%	91%	86%
Learning and development	61%	54%	52%	53%	56%	57%	58%	62%	62%	59%
Inclusion and fair treatment	80%	80%	83%	86%	82%	81%	81%	81%	84%	73%
Resources and workload	82%	86%	86%	83%	87%	85%	84%	82%	82%	82%
Pay and benefits	57%	48%	41%	34%	37%	35%	32%	34%	25%	25%
Leadership and managing change	70%	63%	64%	49%	55%	57%	54%	55%	54%	53%
<i>Response rate</i>	82%	75%	86%	83%	78%	78%	85%	92%	80%	76%



◇ Statistically significant difference from comparison

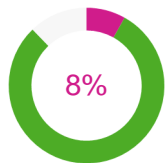
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

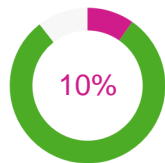
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	72%	-10 ◇	-5 ◇	-8 ◇
2	B52	I believe that senior managers in the VMD will take action on the results from this survey	50%	+2	+1	-9 ◇
3	B46	I think it is safe to challenge the way things are done in the VMD	48%	-9 ◇	+1	-5 ◇
4	B53	Where I work, I think effective action has been taken on the results of the last survey	32%	+6 ◇	-4	-13 ◇
5	B27	I feel valued for the work I do	59%	-14 ◇	-8 ◇	-13 ◇

Discrimination, bullying and harassment

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



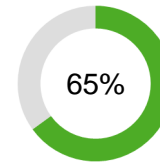
During the past 12 months have you personally experienced discrimination at work?



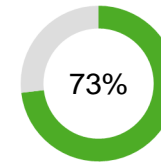
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

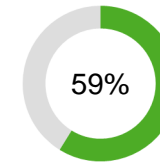
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



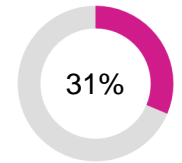
W01. Overall, how satisfied are you with your life nowadays?



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

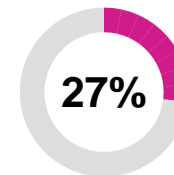


W03. Overall, how happy did you feel yesterday?

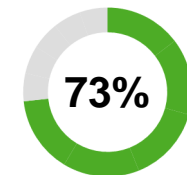


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

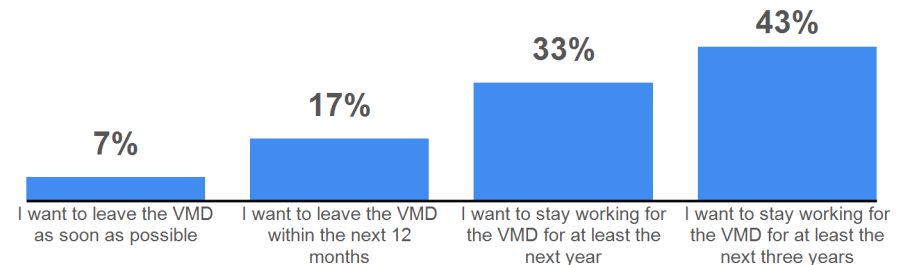


PERMA Index


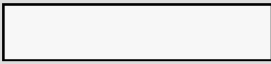


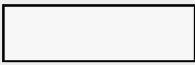

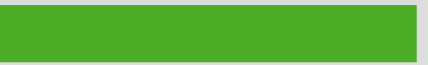
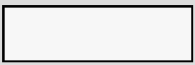




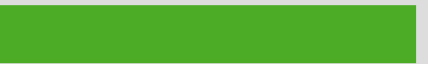




For further information about these indices, please refer to page 16.

Your plans for the future



Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B07	I understand how my work contributes to the VMD's objectives	 94%	F01	I believe the changes we have been making across the Defra group will make it easier to achieve our objectives	 59%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 59%
B31	I have the skills I need to do my job effectively	 92%	B24	Learning and development activities I have completed while working for the VMD are helping me to develop my career	 42%	B35	I feel that my pay adequately reflects my performance	 53%
B01	I am interested in my work	 91%	B49	I feel a strong personal attachment to the VMD	 42%	B36	I am satisfied with the total benefits package	 38%
B54	I am trusted to carry out my job effectively	 91%	B43	When changes are made in the VMD they are usually for the better	 41%	B23	There are opportunities for me to develop my career in the VMD	 32%
B06	I have a clear understanding of the VMD's objectives	 91%	B53	Where I work, I think effective action has been taken on the results of the last survey	 40%	B53	Where I work, I think effective action has been taken on the results of the last survey	 27%

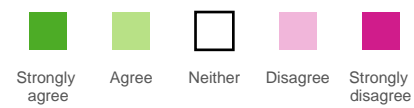
All questions by theme

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

My work

77%

-5 ◆ 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	34	57	7	0	0	91%	-1	+1	-1
B02 I am sufficiently challenged by my work	36	44	15	0	0	80%	-2	-1	-3
B03 My work gives me a sense of personal accomplishment	25	47	20	7	0	72%	-10 ◆	-5 ◆	-8 ◆
B04 I feel involved in the decisions that affect my work	13	44	28	11	0	57%	-12 ◆	-2	-6 ◆
B05 I have a choice in deciding how I do my work	27	56	14	0	0	83%	-2	+6 ◆	+3

Organisational objectives and purpose

93%

-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 the VMD's objectives	37	54	7	0	0	91%	-3 ◆	+10 ◆	+5 ◆
B07 I understand how my work contributes to the VMD's objectives	39	55	6	0	0	94%	-2	+10 ◆	+7 ◆

All questions by theme

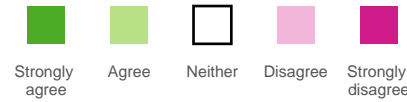
◇ indicates statistically significant difference from comparison
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My manager

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
B08	My manager motivates me to be more effective in my job	20	50	20	6	6	70%	+1	-1	-6 ◇
B09	My manager is considerate of my life outside work	43	46	7	7	7	89%	+3	+3 ◇	0
B10	My manager is open to my ideas	32	55	8	8	8	87%	0	+4 ◇	+1
B11	My manager helps me to understand how I contribute to the VMD's objectives	23	46	24	5	5	68%	-5	+1	-4
B12	Overall, I have confidence in the decisions made by my manager	30	46	16	6	6	76%	+4	0	-4 ◇
B13	My manager recognises when I have done my job well	26	56	10	10	10	82%	+2	+2	-2
B14	I receive regular feedback on my performance	18	51	20	7	5	69%	+3	+1	-4 ◇
B15	The feedback I receive helps me to improve my performance	20	41	30	7	7	61%	-2	-3	-8 ◇
B16	I think that my performance is evaluated fairly	16	53	15	10	6	70%	+4	+3	-2
B17	Poor performance is dealt with effectively in my team	10	36	37	11	7	46%	-3	+6 ◇	+2

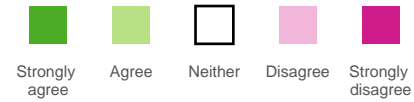
All questions by theme

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^ indicates a variation in question wording from your previous survey

My team

86%

-4 ◆ Difference from previous survey



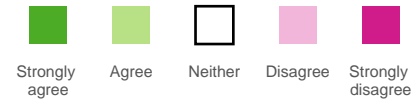
% Positive
Difference from previous survey
Difference from CS2018
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	44	46	7	1	0	89%	-6 ◆	+4 ◆	+2
B19	The people in my team work together to find ways to improve the service we provide	38	51	7	1	0	89%	-5 ◆	+7 ◆	+4 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	34	47	14	5	0	80%	-3	+4 ◆	0

Learning and development

59%

-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	27	58	10	1	0	85%	+4	+20 ◆	+16 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	20	47	25	6	0	66%	-8 ◆	+13 ◆	+7 ◆
B23	There are opportunities for me to develop my career in the VMD	11	31	27	20	12	41%	+3	-7 ◆	-15 ◆
B24	Learning and development activities I have completed while working for the VMD are helping me to develop my career	16	28	42	7	7	44%	-9 ◆	-3	-9 ◆

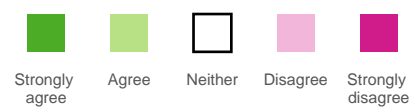
All questions by theme

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^ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

73%

-11 ◆ Difference from previous survey



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

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	26	49	16	6	6	75%	-13 ◆	-6 ◆	-9 ◆
B26	I am treated with respect by the people I work with	33	53	7	6	6	86%	-1	+1	-2
B27	I feel valued for the work I do	23	37	24	11	6	59%	-14 ◆	-8 ◆	-13 ◆
B28	I think that the VMD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	26	44	22	7	7	70%	-16 ◆	-7 ◆	-10 ◆

Resources and workload

82%

0 Difference from previous survey



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

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29	I get the information I need to do my job well	16	67	10	7	7	83%	+1	+13 ◆	+8 ◆
B30	I have clear work objectives	21	67	6	6	6	88%	-1	+12 ◆	+8 ◆
B31	I have the skills I need to do my job effectively	33	59	7	7	7	92%	-1	+3 ◆	+1
B32	I have the tools I need to do my job effectively	23	61	10	6	6	84%	+2	+13 ◆	+7 ◆
B33	I have an acceptable workload	13	55	17	11	7	68%	0	+8 ◆	+2
B34	I achieve a good balance between my work life and my private life	23	54	12	7	7	77%	-5	+8 ◆	+3

All questions by theme

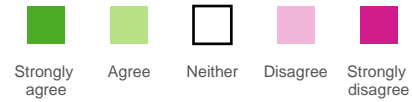
◆ indicates statistically significant difference from comparison
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Pay and benefits

25%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

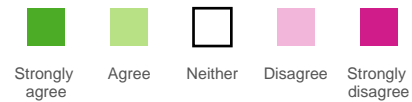
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	22	22	29	24	25%	0	-6 ◆	-12 ◆	
B36 I am satisfied with the total benefits package	5	24	33	21	17	29%	-7 ◆	-7 ◆	-14 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	20	31	27	21%	+6 ◆	-5 ◆	-11 ◆	

Leadership and managing change

53%

-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
B38 Senior managers in the VMD are sufficiently visible	11	45	24	14	7	55%	+6	-6 ◆	-16 ◆
B39 I believe the actions of senior managers are consistent with the VMD's values	11	43	29	12	7	55%	-1	+2	-7 ◆
B40 I believe that the Directors have a clear vision for the future of the VMD	18	46	25	6	6	64%	+1	+16 ◆	+7 ◆
B41 Overall, I have confidence in the decisions made by the VMD's senior managers	16	41	31	5	7	57%	-2	+9 ◆	-1
B42 I feel that change is managed well in the VMD	11	39	26	17	7	50%	+5	+17 ◆	+8 ◆
B43 When changes are made in the VMD they are usually for the better	7	37	41	10	5	44%	+3	+9 ◆	+2
B44 The VMD keeps me informed about matters that affect me	12	52	21	9	7	64%	-2	+4 ◆	-2
B45 I have the opportunity to contribute my views before decisions are made that affect me	7	36	36	15	6	43%	-7 ◆	+3	-5 ◆
B46 I think it is safe to challenge the way things are done in the VMD	11	38	29	16	7	48%	-9 ◆	+1	-5 ◆

All questions by theme

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^ indicates a variation in question wording from your previous survey

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B47 I am proud when I tell others I am part of the VMD	17	45	34			62%	-3	-3	-8 ◆
B48 I would recommend the VMD as a great place to work	15	43	36			58%	-6	0	-8 ◆
B49 I feel a strong personal attachment to the VMD	14	32	42	11		46%	-2	-6 ◆	-11 ◆
B50 The VMD inspires me to do the best in my job	11	45	32	12		55%	+1	+5 ◆	-2
B51 The VMD motivates me to help it achieve its objectives	8	41	39	9		50%	-6 ◆	+2	-5 ◆

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 the VMD will take action on the results from this survey	9	41	23	15	12	50%	+2	+1	-9 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	6	26	40	18	9	32%	+6 ◆	-4	-13 ◆

All questions by theme

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

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	55	7			91%	-1	+2	0
B55 I believe I would be supported if I try a new idea, even if it may not work	18	51	21	10		69%	-7 ◆	-3	-7 ◆
B56 In the VMD, people are encouraged to speak up when they identify a serious policy or delivery risk	20	55	16	7		76%	+1	+8 ◆	+2
B57 I feel able to challenge inappropriate behaviour in the workplace	12	51	24	8	5	63%	0	-2	-6 ◆
B58 The VMD is committed to creating a diverse and inclusive workplace	20	51	25			71%	-5	-4 ◆	-8 ◆

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 the VMD actively role model the behaviours set out in the Civil Service Leadership Statement	11	41	35	8	5	52%	0	+3	-5 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	43	23	8	6	63%	0	-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'	6	47	30	12	6	53%	+1	+2	-13 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	41	35	13	6	46%	+5	+4	-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.

	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?	12	23	52	13	65%	-5	-1	-4
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	18	52	21	73%	-3	+2	-1
W03 Overall, how happy did you feel yesterday?	15	26	43	16	59%	-8 ◆	-4	-7 ◆

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

	0-1	2-3	4-5	6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	22	29	18	31	31%	+8 ◆	-1	+2

All questions by theme

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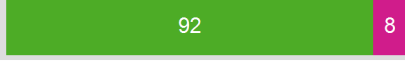


Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the VMD?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave the VMD as soon as possible		7%	+2	-1	-5
I want to leave the VMD within the next 12 months		17%	+4	+3	-2
I want to stay working for the VMD for at least the next year		33%	-5	-1	-6 ◆
I want to stay working for the VMD for at least the next three years		43%	-1	0	-10 ◆

The Civil Service Code

Differences are based on '% Yes' score

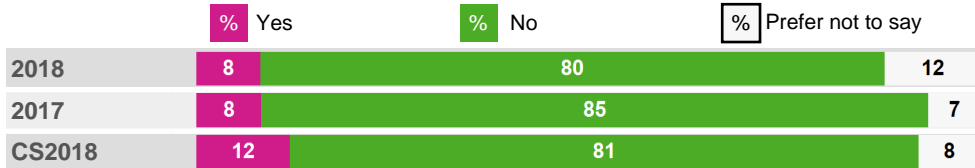
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	+3	0	-3 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		25	75%	+15 ◆	+8 ◆	+2
D03. Are you confident that if you raised a concern under the Civil Service Code in the VMD it would be investigated properly?		27	73%	-1	+2	-3

All questions by theme

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

Discrimination, harassment and bullying

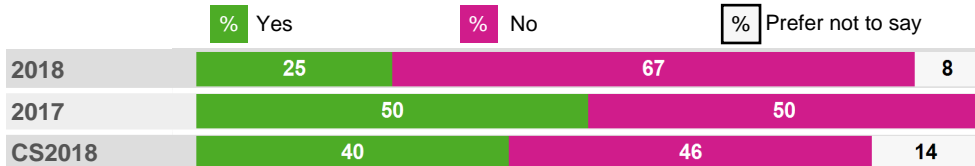
E01. During the past 12 months have you personally experienced discrimination at work?



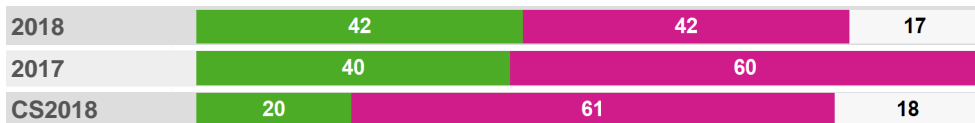
E03. During the past 12 months have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.
 E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.
 E06. In your opinion, has this issue been resolved?



For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	--
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	--
Any other grounds	--
Prefer not to say	--

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

A colleague	--
Your manager	--
Another manager in my part of the VMD	--
Someone you manage	--
Someone who works for another part of the VMD	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

All questions by theme

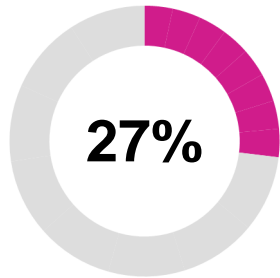
◇ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

Veterinary Medicines Directorate questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I believe the changes we have been making across the Defra group will make it easier to achieve our objectives	31		59		7	33%	New
F02	I understand how parts of the Defra group work together to support our customers/enable our outcomes^	54		33		9	57%	+13 ◇
F03	I understand how the work I do contributes to achieving the Defra group's priorities	6	63	25		6	69%	New
F04	My leaders help me understand and choose ways of working that allow me to operate at my best	5	62	21		8	67%	New
F05	I feel heard when I make suggestions about things that will make a difference to the way I work	7	58	25		7	66%	+2
F06	I believe my organisation cares about my wellbeing	14	57	14		11	71%	+4

Proxy Stress Index and PERMA Index

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



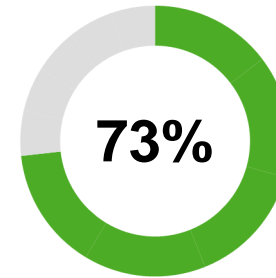
Difference from previous survey	+2 ✦
Difference from CS2018	-2 ✦
Difference from CS High Performers	0

Proxy Stress Index

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

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

	% positive
B05 I have a choice in deciding how I do my work	83%
B08 My manager motivates me to be more effective in my job	70%
B18 The people in my team can be relied upon to help when things get difficult in my job	89%
B26 I am treated with respect by the people I work with	86%
B30 I have clear work objectives	88%
B33 I have an acceptable workload	68%
B45 I have the opportunity to contribute my views before decisions are made that affect me	43%
E03 During the past 12 months have you personally experienced bullying or harassment at work?	80%



Difference from previous survey	-2 ✦
Difference from CS2018	0
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	91%
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	89%
W01 Overall, how satisfied are you with your life nowadays?	65%
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 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.