

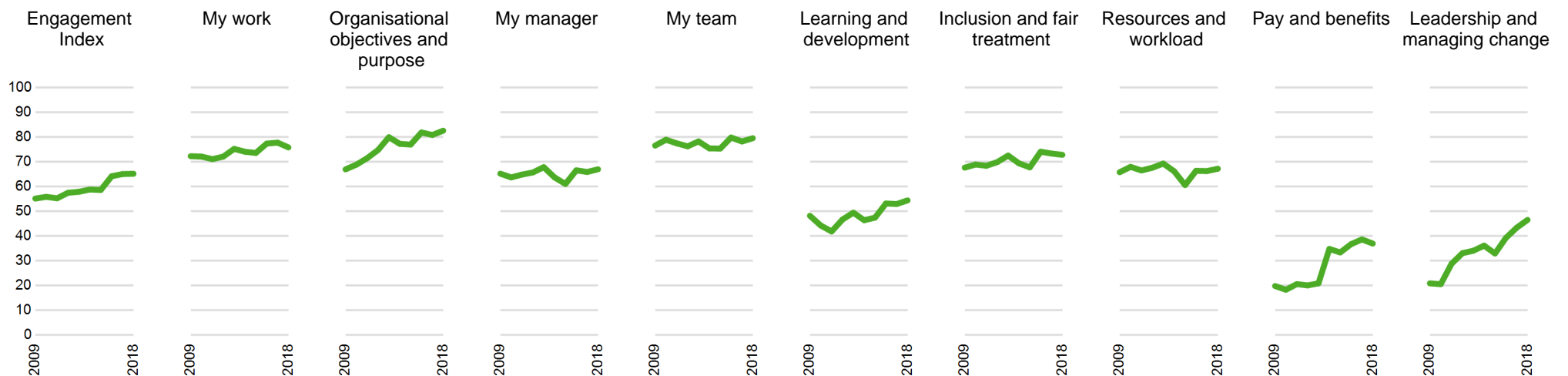
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



## 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	55%	56%	55%	57%	58%	59%	59%	64%	65%	65%
My work	72%	72%	71%	72%	75%	74%	74%	77%	78%	76%
Organisational objectives and purpose	67%	69%	71%	75%	80%	77%	77%	82%	81%	83%
My manager	65%	64%	65%	66%	68%	64%	61%	66%	66%	67%
My team	76%	79%	77%	76%	78%	75%	75%	80%	78%	79%
Learning and development	48%	44%	42%	47%	49%	46%	47%	53%	53%	54%
Inclusion and fair treatment	68%	69%	68%	70%	72%	69%	68%	74%	73%	73%
Resources and workload	66%	68%	66%	68%	69%	66%	61%	66%	66%	67%
Pay and benefits	20%	18%	20%	20%	21%	35%	33%	37%	39%	37%
Leadership and managing change	21%	20%	29%	33%	34%	36%	33%	39%	43%	46%
Response rate	73%	79%	76%	79%	80%	74%	79%	78%	80%	86%



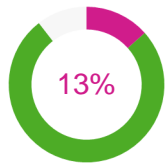
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

## Drivers of Engagement

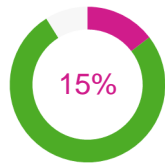
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	81%	-3 ◇	+3 ◇	+1 ◇
2	B41	Overall, I have confidence in the decisions made by the MCA's Managers	49%	New	+1	-9 ◇
3	F03	My colleagues in the MCA demonstrate the values and behaviours I expect of them	66%	+1	--	--
4	B24	Learning and development activities I have completed while working for the MCA are helping me to develop my career	52%	+2 ◇	+5 ◇	-1
5	B27	I feel valued for the work I do	62%	-1	-6 ◇	-10 ◇

## Discrimination, bullying and harassment

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



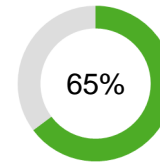
During the past 12 months have you personally experienced discrimination at work?



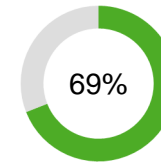
During the past 12 months have you personally experienced bullying or harassment at work?

## Wellbeing

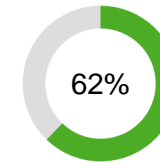
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)   
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



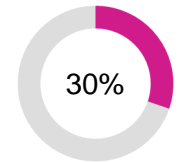
W01. Overall, how satisfied are you with your life nowadays?



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

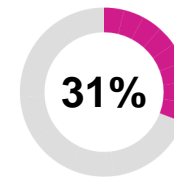


W03. Overall, how happy did you feel yesterday?

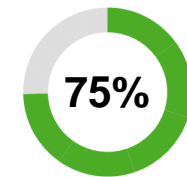


W04. Overall, how anxious did you feel yesterday?

## Proxy Stress Index

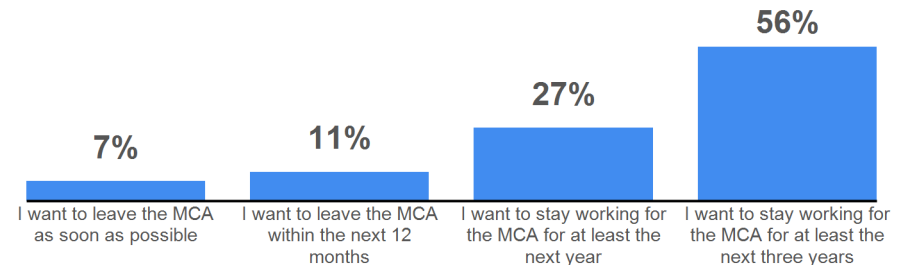


## PERMA Index


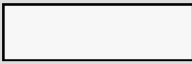


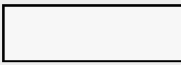

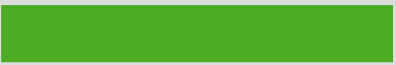
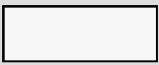




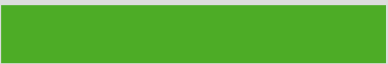




For further information about these indices, please refer to page 16.

## Your plans for the future



## Headline scores

Highest positive scoring questions		Highest neutral scoring questions		Highest negative scoring questions	
	% Positive		% Neutral		% Negative
B01 I am interested in my work	 93%	B53 Where I work, I think effective action has been taken on the results of the last survey	 42%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	 45%
B54 I am trusted to carry out my job effectively	 86%	B43 When changes are made in the MCA they are usually for the better	 40%	B35 I feel that my pay adequately reflects my performance	 40%
B18 The people in my team can be relied upon to help when things get difficult in my job	 86%	B59 Managers generally in the MCA actively role model the behaviours set out in the Civil Service Leadership Statement	 34%	B42 I feel that change is managed well in the MCA	 37%
B31 I have the skills I need to do my job effectively	 85%	B40 I believe that the Chief Executive and Executive Directors have a clear vision for the future of the MCA	 34%	B36 I am satisfied with the total benefits package	 31%
B07 I understand how my work contributes to the MCA's objectives	 84%	B17 Poor performance is dealt with effectively in my team	 34%	B45 I have the opportunity to contribute my views before decisions are made that affect me	 31%

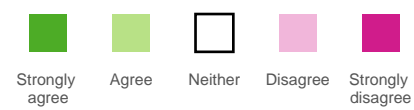
## All questions by theme

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

### My work

76%

-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	51	42				93%	-1	+3 ◆	+1 ◆
B02 I am sufficiently challenged by my work	41	40	10	7		81%	-4 ◆	+1	-2 ◆
B03 My work gives me a sense of personal accomplishment	37	43	12	6		81%	-3 ◆	+3 ◆	+1 ◆
B04 I feel involved in the decisions that affect my work	20	36	21	15	8	56%	-2	-2 ◆	-7 ◆
B05 I have a choice in deciding how I do my work	25	43	18	10	5	67%	0	-10 ◆	-14 ◆

### Organisational objectives and purpose

83%

+2 ◆ 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 the MCA's objectives	24	57	12	5		81%	+2 ◆	0	-5 ◆
B07 I understand how my work contributes to the MCA's objectives	29	55	11			84%	+2 ◆	0	-4 ◆

## All questions by theme

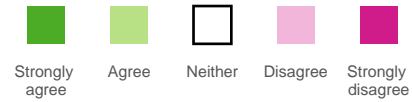
◆ indicates statistically significant difference from comparison  
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### My manager

67%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	25	43	18	9	5	68%	0	-3 ◆	-8 ◆
B09 My manager is considerate of my life outside work	40	43	11	1	1	83%	+3 ◆	-3 ◆	-6 ◆
B10 My manager is open to my ideas	35	43	13	5	2	78%	+1	-5 ◆	-8 ◆
B11 My manager helps me to understand how I contribute to the MCA's objectives	23	39	26	8	2	62%	-1	-5 ◆	-10 ◆
B12 Overall, I have confidence in the decisions made by my manager	30	42	17	8	2	71%	+1	-5 ◆	-9 ◆
B13 My manager recognises when I have done my job well	32	44	13	7	2	75%	+1	-5 ◆	-8 ◆
B14 I receive regular feedback on my performance	22	43	19	11	5	65%	+5 ◆	-2 ◆	-8 ◆
B15 The feedback I receive helps me to improve my performance	21	38	26	10	3	60%	0	-4 ◆	-9 ◆
B16 I think that my performance is evaluated fairly	22	42	21	10	5	64%	+3 ◆	-2 ◆	-8 ◆
B17 Poor performance is dealt with effectively in my team	13	29	34	14	10	42%	-1	+2 ◆	-1 ◆

## All questions by theme

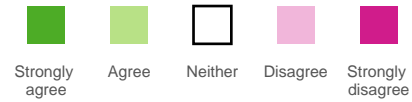
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### My team

**79%**

**+1**

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

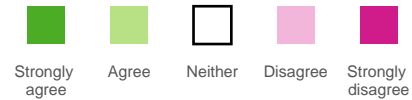
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	39	47	9	2	3	86%	+1	0	-2 ◆
B19	The people in my team work together to find ways to improve the service we provide	35	48	12	2	2	83%	+2 ◆	+1	-2 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	29	41	20	8	2	70%	+1	-7 ◆	-10 ◆

### Learning and development

**54%**

**+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
B21	I am able to access the right learning and development opportunities when I need to	15	47	21	12	5	62%	+3 ◆	-2 ◆	-7 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	37	29	12	5	54%	+4 ◆	0	-5 ◆
B23	There are opportunities for me to develop my career in the MCA	13	37	27	14	10	50%	-3 ◆	+1 ◆	-7 ◆
B24	Learning and development activities I have completed while working for the MCA are helping me to develop my career	15	38	28	14	7	52%	+2 ◆	+5 ◆	-1

## All questions by theme

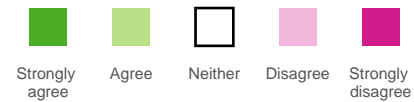
◆ indicates statistically significant difference from comparison  
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### Inclusion and fair treatment

73%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

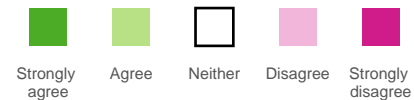
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	27	51	13	5		79%	+1	-2 ◆	-5 ◆
B26	I am treated with respect by the people I work with	30	51	12	5		81%	-1	-4 ◆	-6 ◆
B27	I feel valued for the work I do	21	41	20	11	7	62%	-1	-6 ◆	-10 ◆
B28	I think that the MCA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	22	47	19	8		69%	-1	-8 ◆	-11 ◆

### Resources and workload

67%

+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	13	52	21	12		65%	0	-5 ◆	-10 ◆
B30	I have clear work objectives	21	54	15	7		75%	+2 ◆	-1	-5 ◆
B31	I have the skills I need to do my job effectively	27	58	10			85%	+2 ◆	-4 ◆	-6 ◆
B32	I have the tools I need to do my job effectively	16	49	17	15		65%	+2	-6 ◆	-12 ◆
B33	I have an acceptable workload	12	44	21	15	8	56%	+2	-5 ◆	-10 ◆
B34	I achieve a good balance between my work life and my private life	19	38	21	15	7	57%	-2	-12 ◆	-18 ◆



## All questions by theme

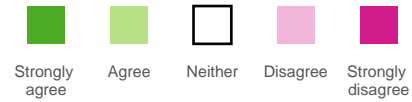
◆ indicates statistically significant difference from comparison  
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### Pay and benefits

**37%**

-2

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

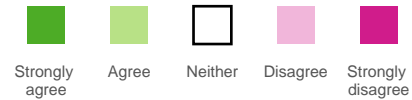
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	5	32	23	25	14	38%	-3 ◆	+7 ◆	0
B36 I am satisfied with the total benefits package	6	35	28	20	11	41%	0	+5 ◆	-3 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	27	23	25	20	32%	-2 ◆	+6 ◆	0

### Leadership and managing change

**46%**

+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 Managers generally in the MCA are sufficiently visible	13	49	20	14	5	62%	New	0	-9 ◆
B39 I believe the actions of managers generally are consistent with the MCA's values	11	46	26	13	5	56%	New	+4 ◆	-6 ◆
B40 I believe that the Chief Executive and Executive Directors have a clear vision for the future of the MCA	12	40	34	8	6	52%	-1	+4 ◆	-5 ◆
B41 Overall, I have confidence in the decisions made by the MCA's Managers	10	39	31	13	7	49%	New	+1	-9 ◆
B42 I feel that change is managed well in the MCA	5	25	33	25	12	30%	-2 ◆	-3 ◆	-12 ◆
B43 When changes are made in the MCA they are usually for the better	5	29	40	17	9	34%	-5 ◆	-1	-8 ◆
B44 The MCA keeps me informed about matters that affect me	8	48	27	11	6	56%	+1	-3 ◆	-10 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	7	31	32	20	11	38%	-1	-3 ◆	-11 ◆
B46 I think it is safe to challenge the way things are done in the MCA	8	34	28	18	12	42%	-1	-6 ◆	-12 ◆

## 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 MCA	29	46	18	6		74%	+1	+9 ◆	+4 ◆
B48 I would recommend the MCA as a great place to work	18	42	26	10		59%	+3 ◆	+2 ◆	-6 ◆
B49 I feel a strong personal attachment to the MCA	22	36	25	12		58%	-3 ◆	+7 ◆	+1
B50 The MCA inspires me to do the best in my job	16	39	29	13		55%	+3 ◆	+5 ◆	-2 ◆
B51 The MCA motivates me to help it achieve its objectives	14	36	32	13	6	50%	+4 ◆	+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 managers generally in the MCA will take action on the results from this survey	9	34	30	17	10	43%	New	-6 ◆	-16 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	10	26	42	14	9	36%	+3 ◆	0	-9 ◆

## All questions by theme

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### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	33	53	9			86%	+1	-3 ◆	-4 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	20	44	22	10		64%	+1	-7 ◆	-12 ◆
B56 In the MCA, people are encouraged to speak up when they identify a serious policy or delivery risk	17	50	18	10		67%	+4 ◆	-1	-6 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	17	45	18	12	7	62%	+1	-3 ◆	-7 ◆
B58 The MCA is committed to creating a diverse and inclusive workplace	20	49	23	5		69%	0	-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 Managers generally in the MCA actively role model the behaviours set out in the Civil Service Leadership Statement	7	40	34	12	6	48%	New	-1 ◆	-10 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	22	45	22	7	5	67%	+1	-1	-6 ◆

### 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'	8	39	23	23	6	47%	+7 ◆	-3 ◆	-18 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	7	33	33	22	6	40%	+3 ◆	-2 ◆	-11 ◆

## 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?	14	21	49	16	65%	+1	-1 ◆	-4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	20	47	22	69%	0	-2 ◆	-5 ◆
W03 Overall, how happy did you feel yesterday?	15	23	39	23	62%	-2	0	-3 ◆

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?	26	26	18	30	30%	-1	-2 ◆	0

## All questions by theme

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

### Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave the MCA as soon as possible		7%	0	0	-5 ◇
I want to leave the MCA within the next 12 months		11%	+1	-4 ◇	-9 ◇
I want to stay working for the MCA for at least the next year		27%	-1	-8 ◇	-13 ◇
I want to stay working for the MCA for at least the next three years		56%	0	+12 ◇	+3 ◇

### The Civil Service Code

Differences are based on '% Yes' score

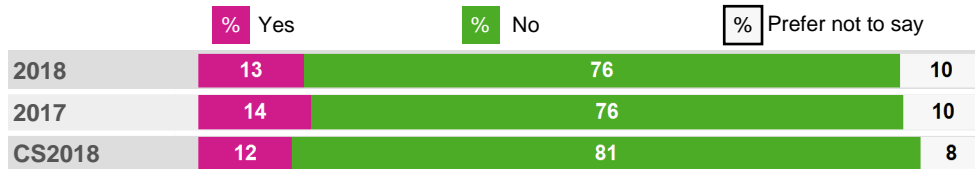
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		10	90%	-2 ◇	-2 ◇	-5 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		30	70%	-5 ◇	+3 ◇	-3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the MCA it would be investigated properly?		36	64%	0	-7 ◇	-12 ◇

## 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?

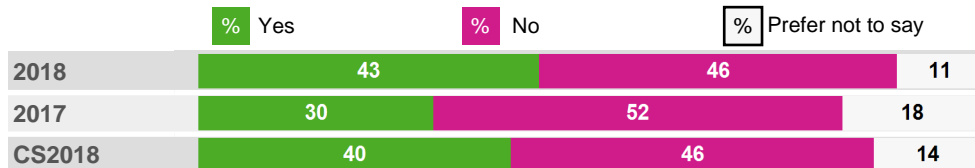


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	13
Caring responsibilities	--
Disability	11
Ethnic background	--
Gender	19
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	50
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	20
Working pattern	18
Any other grounds	40
Prefer not to say	17

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	49
Your manager	36
Another manager in my part of the MCA	45
Someone you manage	--
Someone who works for another part of the MCA	20
A member of the public	--
Someone else	--
Prefer not to say	12

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

## All questions by theme

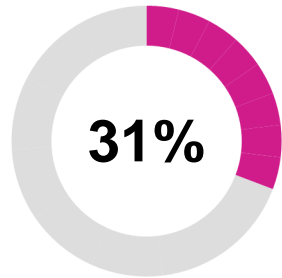
◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### Maritime and Coastguard Agency questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I would feel able to report any discrimination without worrying that it would have a negative impact on me	16	41	20	16	7	57%	0
F02	I would feel able to report any bullying or harassment from colleagues without worrying that it would have a negative impact on me	16	39	20	18	7	55%	-1
F03	My colleagues in the MCA demonstrate the values and behaviours I expect of them	14	52	23	9	1	66%	+1
F04	At work I have the opportunity to do what I do best every day	16	50	21	11	1	66%	0
F05	My manager, or someone at work, seems to care about me as a person	35	47	12	1	1	82%	0
F06	In the last six months someone at work has talked to me about my progress	34	50	8	5	1	84%	+3 ◆
F07	I feel that Managers in my area are straightforward and honest in their communication	26	44	17	9	5	70%	New
F08	I believe my Directorate is well led and managed	17	38	27	11	7	55%	+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	-1 ✦
Difference from CS2018	+2 ✦
Difference from CS High Performers	+4 ✦

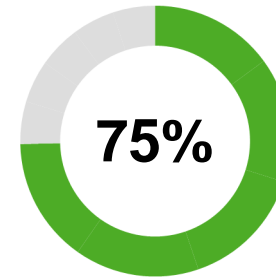
### Proxy Stress Index

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.

#### % positive

B05	I have a choice in deciding how I do my work	67%
B08	My manager motivates me to be more effective in my job	68%
B18	The people in my team can be relied upon to help when things get difficult in my job	86%
B26	I am treated with respect by the people I work with	81%
B30	I have clear work objectives	75%
B33	I have an acceptable workload	56%
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?	77%



Difference from previous survey	0
Difference from CS2018	+1 ✦
Difference from CS High Performers	0

### 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	93%
B03	My work gives me a sense of personal accomplishment	81%
B18	The people in my team can be relied upon to help when things get difficult in my job	86%
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?	69%



## Appendix

### Glossary of key terms

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

### Rounding

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

### Statistical significance: ✨

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

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

### The employee engagement index

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

### The drivers of engagement

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

### Confidentiality

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

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