

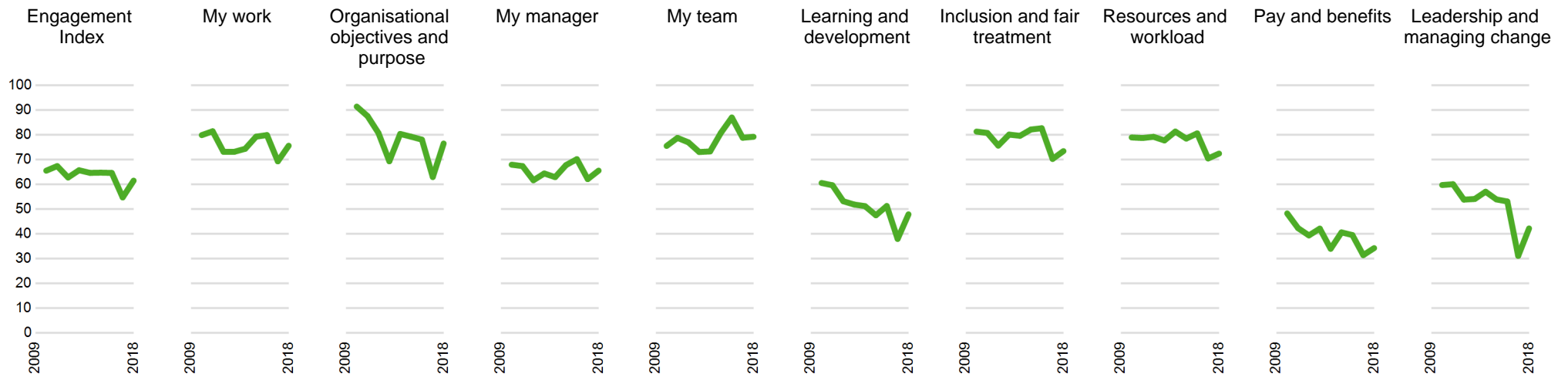
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



## 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	-	65%	67%	63%	66%	65%	65%	65%	55%	61%
My work	-	80%	81%	73%	73%	74%	79%	80%	69%	76%
Organisational objectives and purpose	-	91%	88%	81%	69%	80%	79%	78%	63%	76%
My manager	-	68%	67%	62%	64%	63%	68%	70%	62%	65%
My team	-	75%	79%	77%	73%	73%	81%	87%	79%	79%
Learning and development	-	60%	60%	53%	52%	51%	47%	51%	38%	48%
Inclusion and fair treatment	-	81%	81%	76%	80%	80%	82%	83%	70%	73%
Resources and workload	-	79%	79%	79%	78%	81%	78%	81%	70%	72%
Pay and benefits	-	48%	42%	39%	42%	34%	41%	39%	31%	34%
Leadership and managing change	-	60%	60%	54%	54%	57%	54%	53%	31%	42%
Response rate	-	66%	53%	78%	85%	84%	90%	86%	88%	89%



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

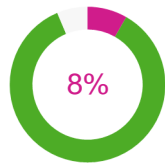
Rank		% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B59 Senior managers in GAD actively role model the behaviours set out in the Civil Service Leadership Statement	40%	+7 ◇	-8 ◇	-17 ◇
2	B27 I feel valued for the work I do	62%	+3	-6 ◇	-11 ◇
3	B03 My work gives me a sense of personal accomplishment	76%	+5 ◇	-1	-3 ◇
4	B42 I feel that change is managed well in GAD	24%	+10 ◇	-9 ◇	-18 ◇
5	B23 There are opportunities for me to develop my career in GAD	39%	+8 ◇	-9 ◇	-17 ◇

## Discrimination, bullying and harassment

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



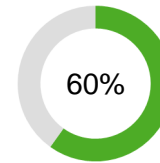
During the past 12 months have you personally experienced discrimination at work?



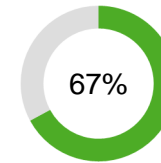
During the past 12 months have you personally experienced bullying or harassment at work?

## Wellbeing

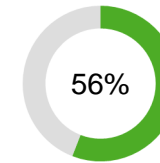
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



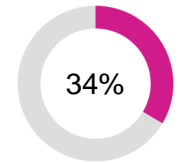
W01. Overall, how satisfied are you with your life nowadays?



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

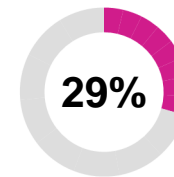


W03. Overall, how happy did you feel yesterday?

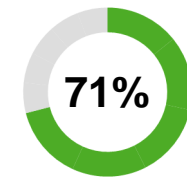


W04. Overall, how anxious did you feel yesterday?

## Proxy Stress Index

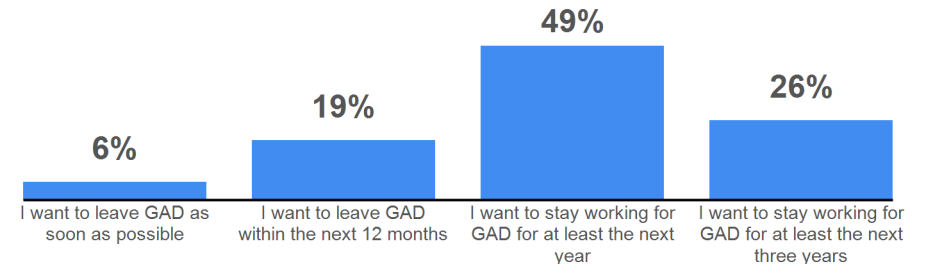


## PERMA Index


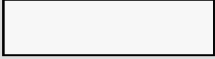










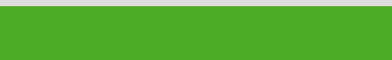




For further information about these indices, please refer to page 16.

## Your plans for the future



## Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
F05	My manager confirms my performance rating with me during my year-end reviews	 92%	B17	Poor performance is dealt with effectively in my team	 46%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 47%
B54	I am trusted to carry out my job effectively	 89%	B53	Where I work, I think effective action has been taken on the results of the last survey	 44%	B42	I feel that change is managed well in GAD	 46%
F01	I have regular quarterly performance reviews with my manager	 89%	B59	Senior managers in GAD actively role model the behaviours set out in the Civil Service Leadership Statement	 40%	B35	I feel that my pay adequately reflects my performance	 45%
B01	I am interested in my work	 88%	B40	I believe that the Management Board has a clear vision for the future of GAD	 39%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	 40%
B31	I have the skills I need to do my job effectively	 86%	B43	When changes are made in GAD they are usually for the better	 38%	B36	I am satisfied with the total benefits package	 40%

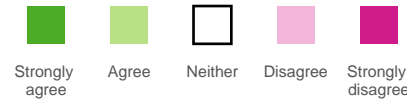
All questions by theme

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

My work

76%

+6 ◆ Difference from previous survey



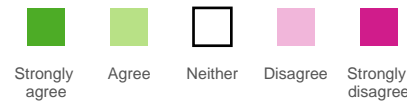
% Positive  
 Difference from previous survey  
 Difference from CS2018  
 Difference from CS High Performers

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	10			88%	+5 ◆	-2 ◆	-4 ◆
B02 I am sufficiently challenged by my work	29	50	13	8		80%	+2	-1	-3 ◆
B03 My work gives me a sense of personal accomplishment	22	54	15	7		76%	+5 ◆	-1	-3 ◆
B04 I feel involved in the decisions that affect my work	19	42	20	14	5	61%	+11 ◆	+3 ◆	-2
B05 I have a choice in deciding how I do my work	24	49	20	6		73%	+9 ◆	-5 ◆	-8 ◆

Organisational objectives and purpose

76%

+14 ◆ 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 GAD's objectives	22	50	17	10		73%	+10 ◆	-9 ◆	-14 ◆
B07 I understand how my work contributes to GAD's objectives	20	61	8	10		80%	+17 ◆	-4 ◆	-7 ◆

All questions by theme

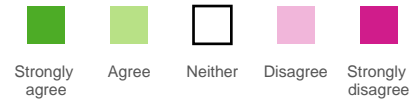
◆ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

My manager

65%

+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
B08	My manager motivates me to be more effective in my job	25	40	17	11	6	66%	+1	-5 ◆	-10 ◆
B09	My manager is considerate of my life outside work	42	39	12			82%	+2	-4 ◆	-7 ◆
B10	My manager is open to my ideas	39	40	14	5		79%	+4 ◆	-4 ◆	-8 ◆
B11	My manager helps me to understand how I contribute to GAD's objectives	20	39	25	10	5	59%	+9 ◆	-8 ◆	-13 ◆
B12	Overall, I have confidence in the decisions made by my manager	30	46	14	6		76%	+3	0	-4 ◆
B13	My manager recognises when I have done my job well	29	44	13	9	5	72%	-1	-7 ◆	-11 ◆
B14	I receive regular feedback on my performance	22	42	15	15	6	64%	+5 ◆	-4 ◆	-9 ◆
B15	The feedback I receive helps me to improve my performance	19	40	24	11	6	59%	+3	-5 ◆	-9 ◆
B16	I think that my performance is evaluated fairly	21	42	21	10	6	63%	+7 ◆	-4 ◆	-9 ◆
B17	Poor performance is dealt with effectively in my team	6	29	46	14	5	35%	+1	-5 ◆	-9 ◆

All questions by theme

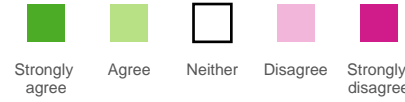
◆ indicates statistically significant difference from comparison  
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My team

79%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

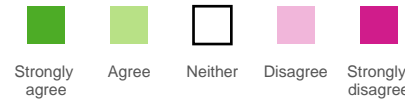
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	33	48	13	5	5	81%	0	-5 ◆	-7 ◆
B19	The people in my team work together to find ways to improve the service we provide	29	51	13	5	5	81%	-3	-2	-4 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	30	46	15	6	6	76%	+4 ◆	-1	-4 ◆

Learning and development

48%

+10 ◆

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	39	25	19	5	54%	+12 ◆	-11 ◆	-15 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	38	30	12	5	53%	+15 ◆	0	-6 ◆
B23	There are opportunities for me to develop my career in GAD	14	25	28	13	20	39%	+8 ◆	-9 ◆	-17 ◆
B24	Learning and development activities I have completed while working for GAD are helping me to develop my career	13	32	30	13	11	46%	+6 ◆	-2	-8 ◆

All questions by theme

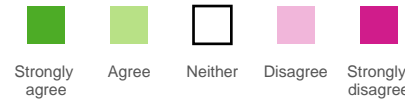
◆ indicates statistically significant difference from comparison  
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Inclusion and fair treatment

73%

+3

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

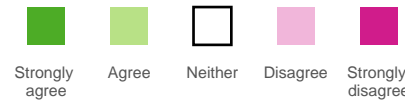
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25 I am treated fairly at work	31	45	11	8	6	76%	+6 ◆	-5 ◆	-8 ◆
B26 I am treated with respect by the people I work with	35	51	9			86%	+4 ◆	+1	-2 ◆
B27 I feel valued for the work I do	22	39	19	11	8	62%	+3	-6 ◆	-11 ◆
B28 I think that GAD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	32	38	17	6	7	70%	0	-7 ◆	-10 ◆

Resources and workload

72%

+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
B29 I get the information I need to do my job well	8	66	16	8		75%	+5 ◆	+4 ◆	-1
B30 I have clear work objectives	10	60	18	9		70%	+2	-6 ◆	-10 ◆
B31 I have the skills I need to do my job effectively	17	69	10			86%	+1	-3 ◆	-5 ◆
B32 I have the tools I need to do my job effectively	11	66	14			77%	+6 ◆	+6 ◆	0
B33 I have an acceptable workload	9	51	21	11	8	60%	+1	-1	-6 ◆
B34 I achieve a good balance between my work life and my private life	19	48	16	12	6	67%	-3	-2 ◆	-8 ◆



All questions by theme

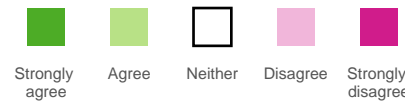
◆ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

Pay and benefits

34%

+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
B35 I feel that my pay adequately reflects my performance	5	31	20	24	21	36%	+4 ◆	+5 ◆	-2
B36 I am satisfied with the total benefits package		32	24	25	15	36%	-1	0	-8 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable		27	22	27	20	31%	+5 ◆	+4 ◆	-2

Leadership and managing change

42%

+11 ◆

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 GAD are sufficiently visible	9	33	20	26	12	42%	+2	-19 ◆	-29 ◆
B39 I believe the actions of senior managers are consistent with GAD's values	8	37	33	14	8	45%	+14 ◆	-8 ◆	-17 ◆
B40 I believe that the Management Board has a clear vision for the future of GAD	8	32	39	13	7	40%	+7 ◆	-7 ◆	-16 ◆
B41 Overall, I have confidence in the decisions made by GAD's senior managers	8	28	35	17	12	37%	+11 ◆	-12 ◆	-22 ◆
B42 I feel that change is managed well in GAD		20	30	31	14	24%	+10 ◆	-9 ◆	-18 ◆
B43 When changes are made in GAD they are usually for the better	5	31	38	17	9	37%	+13 ◆	+2	-6 ◆
B44 GAD keeps me informed about matters that affect me	8	45	25	16	7	52%	+14 ◆	-7 ◆	-14 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	9	40	24	18	10	49%	+16 ◆	+8 ◆	0
B46 I think it is safe to challenge the way things are done in GAD	10	43	17	20	10	53%	+14 ◆	+6 ◆	0

## All questions by theme

◆ indicates statistically significant difference from comparison  
^ 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 GAD	17	48	25	9		65%	+12 ◆	0	-5 ◆
B48 I would recommend GAD as a great place to work	18	39	30	11		57%	+17 ◆	-1	-9 ◆
B49 I feel a strong personal attachment to GAD	18	30	29	18	6	48%	+5 ◆	-4 ◆	-10 ◆
B50 GAD inspires me to do the best in my job	12	39	30	14	5	51%	+15 ◆	+1	-6 ◆
B51 GAD motivates me to help it achieve its objectives	10	34	32	17	6	44%	+10 ◆	-4 ◆	-10 ◆

### 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 GAD will take action on the results from this survey	8	33	23	23	13	41%	+11 ◆	-8 ◆	-18 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	5	24	44	15	12	29%	+6 ◆	-7 ◆	-16 ◆

## All questions by theme

◆ indicates statistically significant difference from comparison  
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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	59				89%	+9 ◆	0	-2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	15	54	16	13		69%	+11 ◆	-3 ◆	-7 ◆
B56 In GAD, people are encouraged to speak up when they identify a serious policy or delivery risk	25	53	12	5		78%	+9 ◆	+11 ◆	+5 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	18	41	26	8	6	60%	+6 ◆	-6 ◆	-10 ◆
B58 GAD is committed to creating a diverse and inclusive workplace	20	46	21	8	5	66%	+6 ◆	-8 ◆	-13 ◆

### 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 GAD actively role model the behaviours set out in the Civil Service Leadership Statement	8	33	40	10	9	40%	+7 ◆	-8 ◆	-17 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	17	46	27	6		62%	+6 ◆	-5 ◆	-11 ◆

### 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	14	32	7	47%	+9 ◆	-4 ◆	-19 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	24	30	33	8	29%	+5 ◆	-12 ◆	-21 ◆

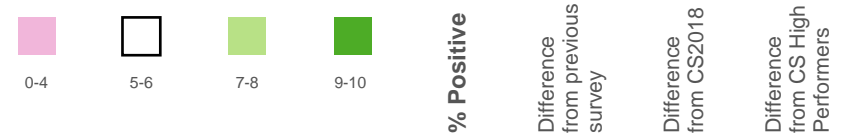
All questions by theme

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Wellbeing

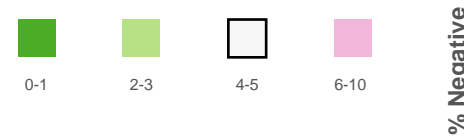
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.



Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	16	24	51	9	60%	-4 ◆	-6 ◆	-9 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	20	51	16	67%	+1	-4 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	20	24	43	13	56%	-4 ◆	-7 ◆	-9 ◆

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



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?	16	30	20	34	34%	+1	+1	+4 ◆

## 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 GAD?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave GAD as soon as possible		6%	-9 ◇	-2	-6
I want to leave GAD within the next 12 months		19%	-1	+5	0
I want to stay working for GAD for at least the next year		49%	+7	+15 ◇	+10 ◇
I want to stay working for GAD for at least the next three years		26%	+2	-18 ◇	-27 ◇

### The Civil Service Code

Differences are based on '% Yes' score

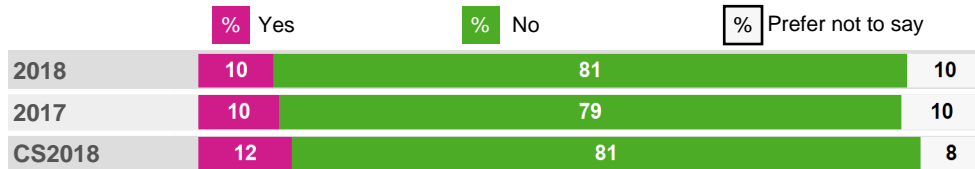
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	+1	+1	-1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	-1	0	-6 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in GAD it would be investigated properly?		30	70%	-1	0	-6 ◇

## All questions by theme

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

### Discrimination, harassment and bullying

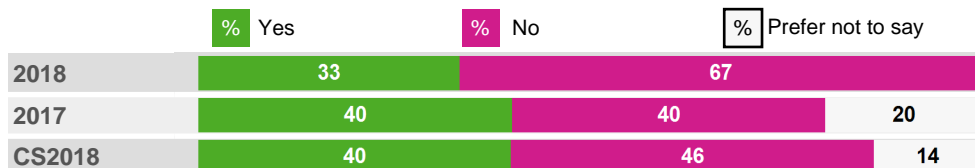
E01. During the past 12 months have you personally experienced discrimination at work?



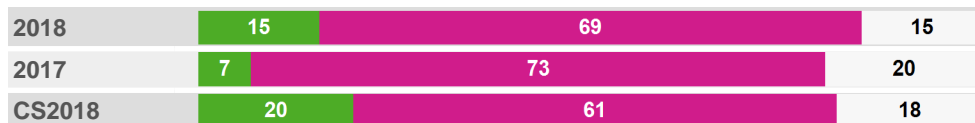
E03. During the past 12 months have you personally experienced bullying or harassment at work?



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)

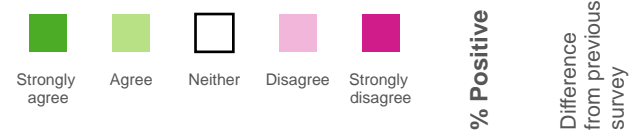
A colleague	--
Your manager	--
Another manager in my part of GAD	--
Someone you manage	--
Someone who works for another part of GAD	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

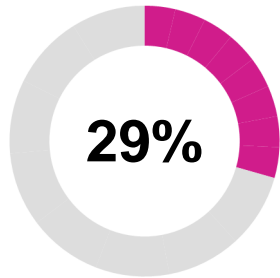
### Government Actuary's Department questions



Question ID	Question Text	Yes	No	% Positive	Difference from previous survey
F01	I have regular quarterly performance reviews with my manager	Yes: 89%	No: 11%	<b>89%</b>	+9 ✦
F02	My manager confirms my performance rating with me during my quarterly reviews	Yes: 80%	No: 20%	<b>80%</b>	-1
F03	My manager discusses my development with me during my quarterly reviews	Yes: 84%	No: 16%	<b>84%</b>	+3 ✦
F04	My manager discusses my career aspirations with me	Yes: 75%	No: 25%	<b>75%</b>	+8 ✦
F05	My manager confirms my performance rating with me during my year-end reviews	Yes: 92%	No: 8%	<b>92%</b>	+3 ✦

## 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	-4 ✧
Difference from CS2018	0
Difference from CS High Performers	+3 ✧

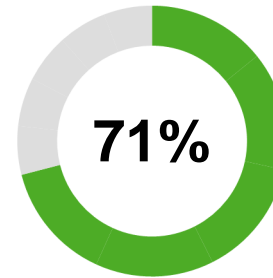
### Proxy Stress Index

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	73%
B08	My manager motivates me to be more effective in my job	66%
B18	The people in my team can be relied upon to help when things get difficult in my job	81%
B26	I am treated with respect by the people I work with	86%
B30	I have clear work objectives	70%
B33	I have an acceptable workload	60%
B45	I have the opportunity to contribute my views before decisions are made that affect me	49%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	85%



Difference from previous survey	+1
Difference from CS2018	-3 ✧
Difference from CS High Performers	-4 ✧

### 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	88%
B03	My work gives me a sense of personal accomplishment	76%
B18	The people in my team can be relied upon to help when things get difficult in my job	81%
W01	Overall, how satisfied are you with your life nowadays?	60%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	67%



## Appendix

### Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <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.