



◇ Statistically significant difference from comparison

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





◇ Statistically significant difference from comparison

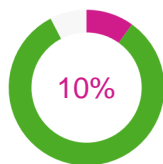
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

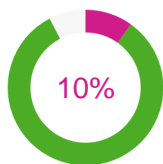
Rank			% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
1	B39	I believe the actions of senior managers are consistent with the Office's values	76%	-6 ◇	+2 ◇	+12 ◇
2	B27	I feel valued for the work I do	79%	-1	+1	+1
3	B59	Senior managers in the Office actively role model the behaviours set out in the Civil Service Leadership Statement	75%	+1	+6 ◇	+16 ◇
4	B41	Overall, I have confidence in the decisions made by the Office's senior managers	75%	-7 ◇	+5 ◇	+17 ◇
5	B44	The Office keeps me informed about matters that affect me	74%	-7 ◇	+7 ◇	+5 ◇

Discrimination, bullying and harassment

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



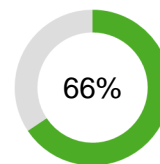
During the past 12 months have you personally experienced discrimination at work?



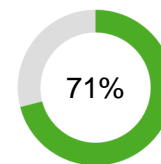
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

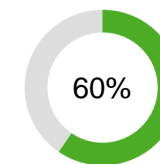
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



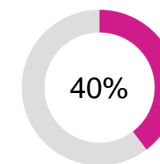
W01. Overall, how satisfied are you with your life nowadays?



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

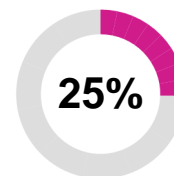


W03. Overall, how happy did you feel yesterday?

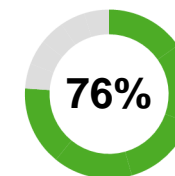


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

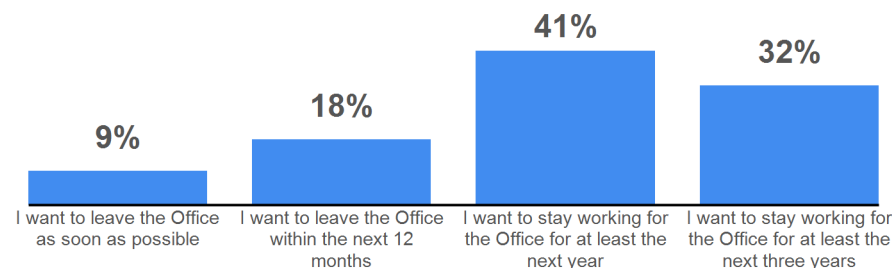


PERMA Index



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

Your plans for the future





Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	94%	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	55%
B09	My manager is considerate of my life outside work	93%	B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	44%	B35	I feel that my pay adequately reflects my performance	48%
B07	I understand how my work contributes to the Office's objectives	92%	F04	I think the new way of rewarding staff is fairer than the end of year bonus	42%	F22	My manager actively provides me with the opportunities to develop my leadership skills	40%
F08	My manager supports me to work as flexibly as possible in line with the requirements of my role	91%	F13	I think the new way of rewarding staff is fairer than the end of year bonus	41%	B36	I am satisfied with the total benefits package	39%
B10	My manager is open to my ideas	91%	F15	The monthly conversations I have with my manager have been effective in clarifying my specific objectives and role	38%	F04	I think the new way of rewarding staff is fairer than the end of year bonus	33%



All questions by theme

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

My work

83%

-2

Difference from previous survey



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B01 I am interested in my work	62	32	0	0	0	94%	+1	+1	-1
B02 I am sufficiently challenged by my work	59	31	5	0	0	89%	-1	+2 ◆	+1
B03 My work gives me a sense of personal accomplishment	42	41	8	8	0	83%	+1	0	-2
B04 I feel involved in the decisions that affect my work	27	42	17	11	0	69%	-7 ◆	+3 ◆	0
B05 I have a choice in deciding how I do my work	39	43	14	0	0	82%	-1	+3 ◆	-2 ◆

Organisational objectives and purpose

91%

-2

Difference from previous survey



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B06 I have a clear understanding of the Office's objectives	39	51	8	0	0	89%	-4 ◆	0	0
B07 I understand how my work contributes to the Office's objectives	42	49	7	0	0	92%	-1	+1	+1



All questions by theme

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My manager

77%

-2

Difference from previous survey



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B08 My manager motivates me to be more effective in my job	36	43	15	5	5	80%	-3	+1	0
B09 My manager is considerate of my life outside work	54	39	5	5	5	93%	+8 ◆	+3 ◆	+1
B10 My manager is open to my ideas	56	35	6	6	5	91%	+1	+2 ◆	+2
B11 My manager helps me to understand how I contribute to the Office's objectives	36	44	17	5	5	80%	-1	+2	+4 ◆
B12 Overall, I have confidence in the decisions made by my manager	41	42	14	5	5	83%	-5 ◆	+2 ◆	-1
B13 My manager recognises when I have done my job well	46	40	11	5	5	85%	-4 ◆	0	-2
B14 I receive regular feedback on my performance	34	40	16	8	5	74%	+2	+3 ◆	-6 ◆
B15 The feedback I receive helps me to improve my performance	27	42	24	5	5	70%	-2	+2 ◆	-5 ◆
B16 I think that my performance is evaluated fairly	27	44	23	5	5	71%	-2	+1	-5 ◆
B17 Poor performance is dealt with effectively in my team	10	31	46	9	5	41%	-12 ◆	-3 ◆	-10 ◆



All questions by theme

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My team

89%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B18	The people in my team can be relied upon to help when things get difficult in my job	49	40	7	1	2	89%	-1	0	-3 ◆
B19	The people in my team work together to find ways to improve the service we provide	49	39	8	1	2	88%	-1	+4 ◆	-3 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	42	48	8	1	1	90%	+3 ◆	+8 ◆	+4 ◆

Learning and development

50%

-9 ◆

Difference from previous survey



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B21	I am able to access the right learning and development opportunities when I need to	14	50	23	11	1	64%	-5 ◆	-2 ◆	-11 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	29	44	11	5	41%	-14 ◆	-7 ◆	-24 ◆
B23	There are opportunities for me to develop my career in the Office	14	36	33	10	8	49%	-8 ◆	+4 ◆	-17 ◆
B24	Learning and development activities I have completed while working for the Office are helping me to develop my career	8	38	37	12	5	47%	-10 ◆	-3 ◆	-13 ◆



All questions by theme

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Inclusion and fair treatment

84%

-2

Difference from previous survey



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B25 I am treated fairly at work	36	48	10	6	0	85%	-7 ◆	0	-3 ◆
B26 I am treated with respect by the people I work with	39	49	8	4	0	89%	-4 ◆	+2 ◆	-3 ◆
B27 I feel valued for the work I do	35	44	12	6	3	79%	-1	+1	+1
B28 I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	38	45	11	6	0	83%	+3	+3 ◆	-2 ◆

Resources and workload

70%

-5 ◆

Difference from previous survey



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B29 I get the information I need to do my job well	17	59	13	9	3	77%	-2	-1	-2
B30 I have clear work objectives	22	50	17	10	1	72%	-13 ◆	-5 ◆	-13 ◆
B31 I have the skills I need to do my job effectively	30	59	9	2	0	89%	-1	-2 ◆	-4 ◆
B32 I have the tools I need to do my job effectively	26	55	10	7	2	81%	-3 ◆	+2	+3 ◆
B33 I have an acceptable workload	11	40	23	15	11	51%	-4 ◆	-10 ◆	-22 ◆
B34 I achieve a good balance between my work life and my private life	16	38	23	14	9	54%	-7 ◆	-9 ◆	-26 ◆



All questions by theme

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Pay and benefits

35%

+3

Difference from previous survey



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B35 I feel that my pay adequately reflects my performance	6	26	20	27	21	32%	0	-5 ◆	-10 ◆
B36 I am satisfied with the total benefits package	6	32	23	23	16	38%	+4	-2	-9 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable		30	11	30	24	34%	+5 ◆	-3 ◆	-3 ◆

Leadership and managing change

69%

-6 ◆

Difference from previous survey



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B38 Senior managers in the Office are sufficiently visible	44	47	5			91%	-4 ◆	+6 ◆	+20 ◆
B39 I believe the actions of senior managers are consistent with the Office's values	30	45	12	8		76%	-6 ◆	+2 ◆	+12 ◆
B40 I believe that the Management Board has a clear vision for the future of the Office	23	39	33	5		61%	-11 ◆	+3 ◆	+5 ◆
B41 Overall, I have confidence in the decisions made by the Office's senior managers	24	51	18			75%	-7 ◆	+5 ◆	+17 ◆
B42 I feel that change is managed well in the Office	15	46	29	7		60%	-9 ◆	+9 ◆	+16 ◆
B43 When changes are made in the Office they are usually for the better	12	47	34	5		59%	0	+9 ◆	+16 ◆
B44 The Office keeps me informed about matters that affect me	19	55	19	5		74%	-7 ◆	+7 ◆	+5 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	14	45	32	8		58%	-8 ◆	+4 ◆	+11 ◆
B46 I think it is safe to challenge the way things are done in the Office	17	48	20	9	5	65%	0	+3 ◆	+10 ◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B47 I am proud when I tell others I am part of the Office	30	38	23	6	6	68%	-5 ◆	+2 ◆	-3 ◆
B48 I would recommend the Office as a great place to work	31	42	16	8	3	73%	+4 ◆	+6 ◆	+5 ◆
B49 I feel a strong personal attachment to the Office	27	40	18	11	5	66%	-2	+8 ◆	+6 ◆
B50 The Office inspires me to do the best in my job	26	45	19	8	2	70%	+1	+6 ◆	+11 ◆
B51 The Office motivates me to help it achieve its objectives	21	50	19	8	2	70%	0	+6 ◆	+13 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B52 I believe that senior managers in the Office will take action on the results from this survey	27	43	19	6	5	70%	-7 ◆	+3 ◆	+12 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	16	38	36	7	1	54%	-2	+5 ◆	+4 ◆



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B54 I am trusted to carry out my job effectively	44	46	5			90%	-1	0	-4 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	34	51	10			85%	+5 ◆	+6 ◆	+5 ◆
B56 In the Office, people are encouraged to speak up when they identify a serious policy or delivery risk	27	54	14	5		80%	0	+4 ◆	+4 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	18	56	10	12		74%	+1	+5 ◆	0
B58 The Office is committed to creating a diverse and inclusive workplace	35	53	8			88%	+3 ◆	+10 ◆	+4 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B59 Senior managers in the Office actively role model the behaviours set out in the Civil Service Leadership Statement	23	52	17	5		75%	+1	+6 ◆	+16 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	33	48	15			81%	+1	+4 ◆	+4 ◆

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	13	51	17	16		64%	-1	-5 ◆	-5 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	10	35	33	18		45%	-6 ◆	0	-14 ◆



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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 SWNIO	Difference from high performing units
W01 Overall, how satisfied are you with your life nowadays?	15	20	50	16	66%	-6 ◆	-6 ◆	-7 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	16	47	24	71%	-6 ◆	-4 ◆	-6 ◆
W03 Overall, how happy did you feel yesterday?	20	21	40	20	60%	-10 ◆	-5 ◆	-9 ◆

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 SWNIO	Difference from high performing units
W04 Overall, how anxious did you feel yesterday?	20	27	14	40	40%	+9 ◆	+6 ◆	+13 ◆



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 Office?

			Difference from previous survey	Difference from SWNIO	Difference from high performing units
I want to leave the Office as soon as possible		9%	+5	-3 ◇	-3
I want to leave the Office within the next 12 months		18%	+1	-6 ◇	0
I want to stay working for the Office for at least the next year		41%	+1	+2	+6 ◇
I want to stay working for the Office for at least the next three years		32%	-7	+7 ◇	-32 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from SWNIO	Difference from high performing units
D01. Are you aware of the Civil Service Code?		6	94%	-2	-2	-4
D02. Are you aware of how to raise a concern under the Civil Service Code?		27	73%	-8 ◇	0	-6 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?		18	82%	+5 ◇	+3 ◇	+3 ◇

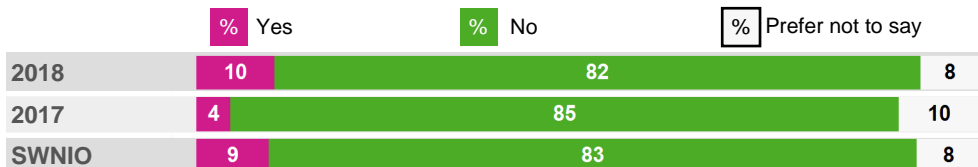


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All questions by theme

Discrimination, harassment and bullying

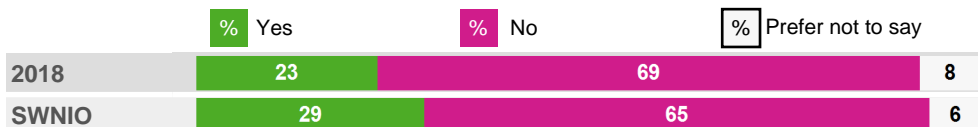
E01. During the past 12 months have you personally experienced discrimination at work?



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 Office	--
Someone you manage	--
Someone who works for another part of the Office	--
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

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Scotland, Wales and Northern Ireland Offices, and the Office of the Advocate General questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO
F01	Touch point conversations have been effective in clarifying my specific objectives and role		83			8 8	83%	New	+29
F02	Touch point conversations have provided constructive feedback on my performance		75			8 17	75%	New	+23
F03	Touch point conversations have been helpful in discussing my career development needs and aspirations		75			8 17	75%	New	+18
F04	I think the new way of rewarding staff is fairer than the end of year bonus	25		42	17	17	25%	New	-4
F05	I take leadership responsibility for ensuring that I undertake at least five days learning a year	8	54		23	8 8	62%	New	-3
F06	I understand what the Vision and Values of the Office are		69		15	15	69%	New	-7
F07	I make a point of tackling bullying and harassment when I see it happening around me		85			8 8	85%	New	+23
F08	My manager supports me to work as flexibly as possible in line with the requirements of my role	44	47			6	91%	New	+3
F09	My manager actively provides me with the opportunities to develop my leadership skills	30	44		17	9	74%	New	+1
F10	The monthly conversations I have with my manager have been effective in clarifying my specific objectives and role	22	42		20	10 6	64%	New	+2
F11	The monthly conversations I have provided constructive feedback on my performance	20	45		19	11 5	65%	New	+1
F12	The monthly conversations I have, have been helpful in discussing my career development needs and aspirations	24	40		21	9 6	64%	New	+1
F13	I think the new way of rewarding staff is fairer than the end of year bonus	15	35		41	5 5	50%	New	+1



All questions by theme

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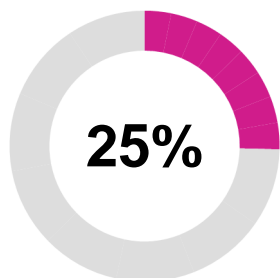
Scotland, Wales and Northern Ireland Offices, and the Office of the Advocate General questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO
F14 My line manager supports me to undertake at least 5 days learning and development per year	21	39	31	6	6	60%	New	+2
F15 The monthly conversations I have with my manager have been effective in clarifying my specific objectives and role	13	38	38	13	13	50%	New	-15
F16 The monthly conversations I have provided constructive feedback on my performance	17	33	33	17	17	50%	New	-13
F17 The monthly conversations I have, have been helpful in discussing my career development needs and aspirations	17	33	33	17	17	50%	New	-10
F18 My manager supports me in undertaking Learning and Development activities	17	33	33	17	17	50%	New	-28
F19 I understand my Office's Objectives and Values	17	67	17			83%	New	-8
F20 I understand the relevance of my office's Objectives and Values to my work	17	67	17			83%	New	-4
F21 My manager supports me to work as flexibly as possible in line with the requirements of my role	33	50	17			83%	New	-5
F22 My manager actively provides me with the opportunities to develop my leadership skills	20	40	40			60%	New	-9
F23 I make a point of tackling bullying and harassment if I see it happening around me	20	60	20			80%	New	+7



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Proxy Stress Index and PERMA Index

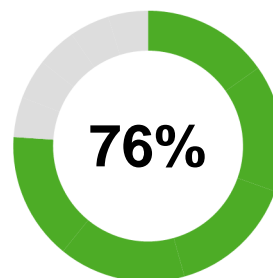


Difference from previous survey	+3 ◆
Difference from SWNIO	0
Difference from high performing units	0

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.



Difference from previous survey	-2 ◆
Difference from SWNIO	0
Difference from high performing units	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

B05	I have a choice in deciding how I do my work	82%
B08	My manager motivates me to be more effective in my job	80%
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	89%
B30	I have clear work objectives	72%
B33	I have an acceptable workload	51%
B45	I have the opportunity to contribute my views before decisions are made that affect me	58%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	82%

% positive

B01	I am interested in my work	94%
B03	My work gives me a sense of personal accomplishment	83%
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?	66%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	71%



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.
High performing units	For each question, this is the upper quartile score across all units from all organisations that have taken part in the 2018 Civil Service People Survey. The 'High performing unit' 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 2 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.

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