



◇ 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

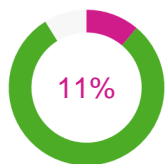
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

Rank		% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
1	B27 I feel valued for the work I do	60%	-5 ✧	-18 ✧	-17 ✧
2	B45 I have the opportunity to contribute my views before decisions are made that affect me	40%	-10 ✧	-14 ✧	-7 ✧
3	B43 When changes are made in the Office they are usually for the better	36%	-7 ✧	-15 ✧	-7 ✧
4	B44 The Office keeps me informed about matters that affect me	44%	-26 ✧	-23 ✧	-24 ✧
5	B42 I feel that change is managed well in the Office	36%	-7 ✧	-16 ✧	-8 ✧

Discrimination, bullying and harassment

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



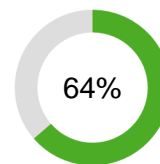
During the past 12 months have you personally experienced discrimination at work?



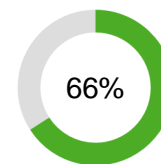
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

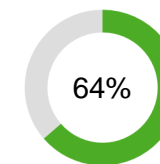
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



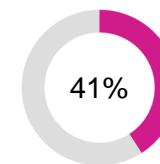
W01. Overall, how satisfied are you with your life nowadays?



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

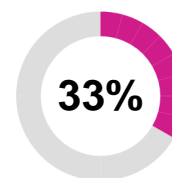


W03. Overall, how happy did you feel yesterday?

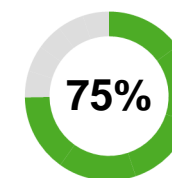


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

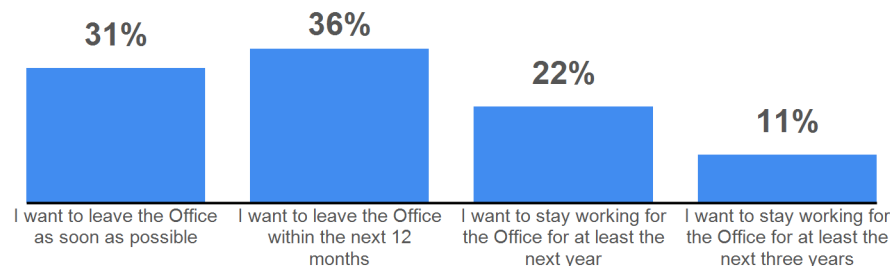


PERMA Index



For further information about these indices, please refer to page 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	93%	F19 I understand my Office's Objectives and Values	67%	F08 My manager supports me to work as flexibly as possible in line with the requirements of my role	60%
B31 I have the skills I need to do my job effectively	93%	F21 My manager supports me to work as flexibly as possible in line with the requirements of my role	67%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	56%
B18 The people in my team can be relied upon to help when things get difficult in my job	89%	F23 I make a point of tackling bullying and harassment if I see it happening around me	67%	B35 I feel that my pay adequately reflects my performance	53%
B07 I understand how my work contributes to the Office's objectives	87%	F10 The monthly conversations I have with my manager have been effective in clarifying my specific objectives and role	60%	B36 I am satisfied with the total benefits package	49%
B02 I am sufficiently challenged by my work	84%	F13 I think the new way of rewarding staff is fairer than the end of year bonus	50%	B23 There are opportunities for me to develop my career in the Office	44%



All questions by theme

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My work

74%

-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
B01 I am interested in my work	44	49				93%	+3	0	-1
B02 I am sufficiently challenged by my work	38	47	9	7		84%	+2	-3 ◆	-4 ◆
B03 My work gives me a sense of personal accomplishment	31	49	9	11		80%	0	-3 ◆	-4 ◆
B04 I feel involved in the decisions that affect my work	18	38	9	27	9	56%	-7 ◆	-10 ◆	-13 ◆
B05 I have a choice in deciding how I do my work	24	31	24	16		56%	-12 ◆	-23 ◆	-28 ◆

Organisational objectives and purpose

86%

-9

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	27	58	7			84%	-11	-5 ◆	-5
B07 I understand how my work contributes to the Office's objectives	31	56	7	7		87%	-8	-4 ◆	-4



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My manager

67%

-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
B08 My manager motivates me to be more effective in my job	27	42	11	13	7	69%	-6 ◆	-10 ◆	-11 ◆
B09 My manager is considerate of my life outside work	31	42	9	13	7	73%	+1	-17 ◆	-18
B10 My manager is open to my ideas	29	51	9	9	2	80%	+3	-9 ◆	-9
B11 My manager helps me to understand how I contribute to the Office's objectives	22	49	16	11	2	71%	-6 ◆	-8 ◆	-6 ◆
B12 Overall, I have confidence in the decisions made by my manager	36	29	16	16	3	64%	-2	-16 ◆	-20 ◆
B13 My manager recognises when I have done my job well	36	44	7	11	2	80%	+3	-6 ◆	-7 ◆
B14 I receive regular feedback on my performance	22	47	11	13	7	69%	-1	-2	-11 ◆
B15 The feedback I receive helps me to improve my performance	20	36	27	13	4	56%	-9 ◆	-12 ◆	-19 ◆
B16 I think that my performance is evaluated fairly	30	32	30	7	1	61%	-11 ◆	-9 ◆	-15 ◆
B17 Poor performance is dealt with effectively in my team	16	36	29	11	9	51%	-3	+7 ◆	0



All questions by theme

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My team

76%

-2

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	51	38	7	7	7	89%	+6 ◆	0	-3
B19	The people in my team work together to find ways to improve the service we provide	38	40	13	7	7	78%	-2	-6 ◆	-13
B20	The people in my team are encouraged to come up with new and better ways of doing things	27	36	24	7	7	62%	-10 ◆	-20 ◆	-23 ◆

Learning and development

46%

-3

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
B21	I am able to access the right learning and development opportunities when I need to	18	42	22	13	7	60%	-3	-7 ◆	-15 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	36	31	18	7	49%	+6 ◆	+1	-16 ◆
B23	There are opportunities for me to develop my career in the Office	7	20	29	29	16	27%	-16 ◆	-19 ◆	-40 ◆
B24	Learning and development activities I have completed while working for the Office are helping me to develop my career	13	33	36	11	7	47%	-1	-3	-13 ◆



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Inclusion and fair treatment

65%

-13 ◆ 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	20	51	16	11	1	71%	-11 ◆	-14 ◆	-17 ◆
B26 I am treated with respect by the people I work with	24	47	22	7	0	71%	-16 ◆	-16 ◆	-21
B27 I feel valued for the work I do	24	36	18	11	11	60%	-5 ◆	-18 ◆	-17 ◆
B28 I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	22	36	27	11	4	58%	-17 ◆	-22 ◆	-27 ◆

Resources and workload

66%

-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
B29 I get the information I need to do my job well	9	56	16	16	1	64%	-1	-13 ◆	-14 ◆
B30 I have clear work objectives	13	60	11	11	1	73%	-4 ◆	-4 ◆	-11 ◆
B31 I have the skills I need to do my job effectively	42	51	7	0	0	93%	+3	+3	0
B32 I have the tools I need to do my job effectively	11	47	18	22	4	58%	-5 ◆	-22 ◆	-20 ◆
B33 I have an acceptable workload	9	47	11	20	13	56%	+1	-5 ◆	-17 ◆
B34 I achieve a good balance between my work life and my private life	13	38	18	20	11	51%	-6 ◆	-11 ◆	-28 ◆



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Pay and benefits

30%

-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
B35 I feel that my pay adequately reflects my performance	29	13	18	36	33%	-2	-3 ◆	-9 ◆	
B36 I am satisfied with the total benefits package	24	22	13	36	29%	-9 ◆	-11 ◆	-18 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	24	16	13	42	29%	+4	-8 ◆	-8 ◆	

Leadership and managing change

48%

-11 ◆

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	22	44	13	13	7	67%	-16 ◆	-18 ◆	-4 ◆
B39 I believe the actions of senior managers are consistent with the Office's values	18	38	16	18	11	56%	-4	-18 ◆	-8 ◆
B40 I believe that the Management Board has a clear vision for the future of the Office	16	36	24	16	9	51%	-11 ◆	-7 ◆	-5 ◆
B41 Overall, I have confidence in the decisions made by the Office's senior managers	16	42	16	18	9	58%	-5 ◆	-12 ◆	0
B42 I feel that change is managed well in the Office	11	24	24	29	11	36%	-7 ◆	-16 ◆	-8 ◆
B43 When changes are made in the Office they are usually for the better	11	24	42	16	7	36%	-7 ◆	-15 ◆	-7 ◆
B44 The Office keeps me informed about matters that affect me	13	31	22	22	11	44%	-26 ◆	-23 ◆	-24 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	13	27	24	20	16	40%	-10 ◆	-14 ◆	-7 ◆
B46 I think it is safe to challenge the way things are done in the Office	9	36	24	22	9	44%	-13 ◆	-18 ◆	-11 ◆



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	18	36	23	20	5	55%	-20 ◆	-11 ◆	-17 ◆
B48 I would recommend the Office as a great place to work	16	27	30	14	14	43%	-19 ◆	-24 ◆	-24 ◆
B49 I feel a strong personal attachment to the Office	16	23	34	25	5	39%	-21 ◆	-20 ◆	-22 ◆
B50 The Office inspires me to do the best in my job	20	32	20	23	5	52%	-5 ◆	-12 ◆	-7 ◆
B51 The Office motivates me to help it achieve its objectives	18	32	18	23	9	50%	-13 ◆	-14 ◆	-7 ◆

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	11	33	27	9	20	44%	-21 ◆	-23 ◆	-14 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	9	23	41	14	14	32%	-6 ◆	-18 ◆	-18 ◆



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	33	42	13	9		76%	-7 ◆	-14 ◆	-19
B55 I believe I would be supported if I try a new idea, even if it may not work	20	44	22	11		64%	-6 ◆	-15 ◆	-16 ◆
B56 In the Office, people are encouraged to speak up when they identify a serious policy or delivery risk	16	40	29	11		56%	-12 ◆	-21 ◆	-21 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	16	38	18	13	16	53%	-7 ◆	-16 ◆	-21 ◆
B58 The Office is committed to creating a diverse and inclusive workplace	13	40	31	11		53%	-14 ◆	-24 ◆	-31 ◆

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	18	33	20	20	9	51%	+1	-18 ◆	-8 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	24	42	13	16		67%	-3	-10 ◆	-11 ◆

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'	22	60	11	7		82%	+22 ◆	+14 ◆	+13 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	13	44	27	13		58%	+20 ◆	+13 ◆	-1



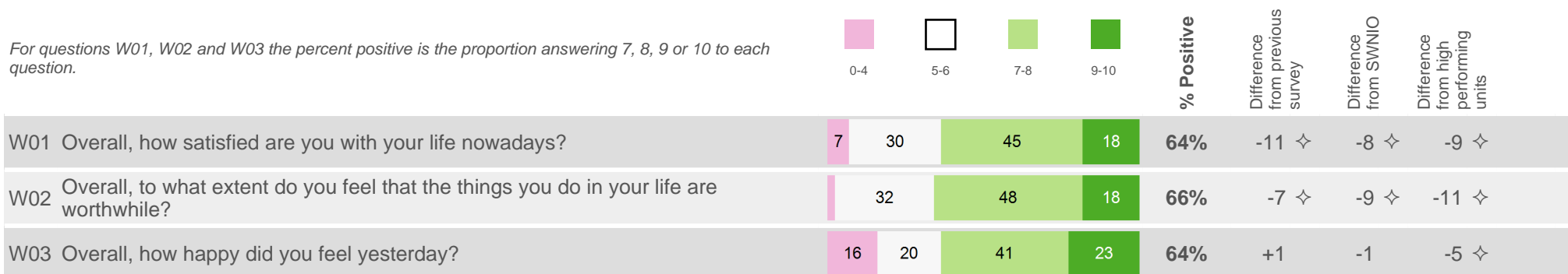
All questions by theme

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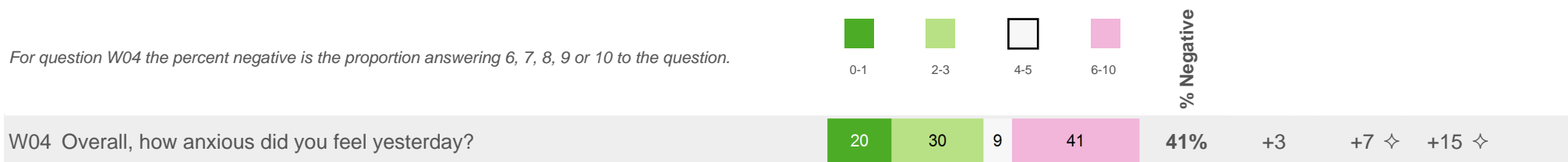
Wellbeing

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.



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





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		31%	+19 ◇	+19 ◇	+19
I want to leave the Office within the next 12 months		36%	+1	+12 ◇	+18
I want to stay working for the Office for at least the next year		22%	-23 ◇	-17 ◇	-13
I want to stay working for the Office for at least the next three years		11%	+4	-14 ◇	-53

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?			100%	0	+4	+2
D02. Are you aware of how to raise a concern under the Civil Service Code?		18	82%	+7 ◇	+9 ◇	+3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?		36	64%	-11 ◇	-15 ◇	-15 ◇

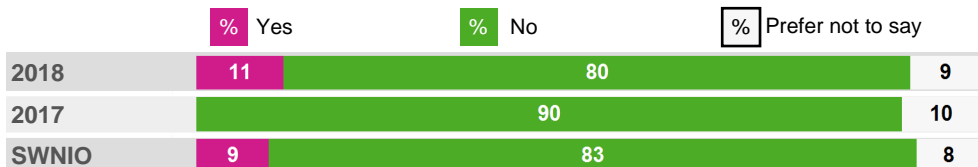


All questions by theme

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Discrimination, harassment and bullying

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



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



For respondents who selected 'Yes' to question E03.

E05. Did you report the bullying and harassment you experienced?

Results for this question have been suppressed as there are fewer than ten responses

For respondents who selected 'Yes' to question E03.

E06. In your opinion, has this issue been resolved?

Results for this question have been suppressed as there are fewer than ten responses

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	42	22	27			47%	New	-8
F02 Touch point conversations have provided constructive feedback on my performance	7	40	22	24	7	47%	New	-5
F03 Touch point conversations have been helpful in discussing my career development needs and aspirations	7	49	20	20		56%	New	-2
F04 I think the new way of rewarding staff is fairer than the end of year bonus	9	22	49	11	9	31%	New	+3
F05 I take leadership responsibility for ensuring that I undertake at least five days learning a year	11	58	22	9		69%	New	+5
F06 I understand what the Vision and Values of the Office are	16	64	13	7		80%	New	+4
F07 I make a point of tackling bullying and harassment when I see it happening around me	16	42	31	11		58%	New	-4
F08 My manager supports me to work as flexibly as possible in line with the requirements of my role	20	20	40	20		20%	New	-69
F09 My manager actively provides me with the opportunities to develop my leadership skills	20	20	20	20		40%	New	-33
F10 The monthly conversations I have with my manager have been effective in clarifying my specific objectives and role	20		60	20		20%	New	-42
F11 The monthly conversations I have provided constructive feedback on my performance	20		40	40		20%	New	-44
F12 The monthly conversations I have, have been helpful in discussing my career development needs and aspirations	20	20	20	40		40%	New	-23
F13 I think the new way of rewarding staff is fairer than the end of year bonus	25		50	25		25%	New	-24



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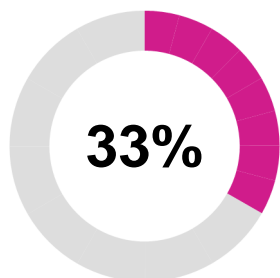
Scotland, Wales and Northern Ireland Offices, and the Office of the Advocate General questions

	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	25		50		25	25%	New	-33
F15 The monthly conversations I have with my manager have been effective in clarifying my specific objectives and role	67			33		67%	New	+1
F16 The monthly conversations I have provided constructive feedback on my performance	67			33		67%	New	+4
F17 The monthly conversations I have, have been helpful in discussing my career development needs and aspirations	67			33		67%	New	+7
F18 My manager supports me in undertaking Learning and Development activities	67			33		67%	New	-12
F19 I understand my Office's Objectives and Values	33		67			33%	New	-58
F20 I understand the relevance of my office's Objectives and Values to my work	33	33		33		67%	New	-21
F21 My manager supports me to work as flexibly as possible in line with the requirements of my role	33		67			33%	New	-55
F22 My manager actively provides me with the opportunities to develop my leadership skills	67			33		67%	New	-2
F23 I make a point of tackling bullying and harassment if I see it happening around me	33		67			33%	New	-40

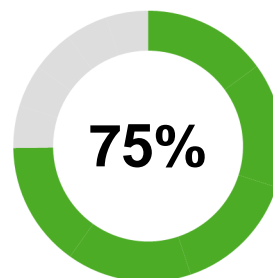


Proxy Stress Index and PERMA Index

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Difference from previous survey +7 ◆
Difference from SWNIO +7 ◆
Difference from high performing units +8 ◆



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

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	56%
B08	My manager motivates me to be more effective in my job	69%
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	71%
B30	I have clear work objectives	73%
B33	I have an acceptable workload	56%
B45	I have the opportunity to contribute my views before decisions are made that affect me	40%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	71%

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	80%
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?	64%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	66%



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.

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