

✧ Statistically significant difference from comparison

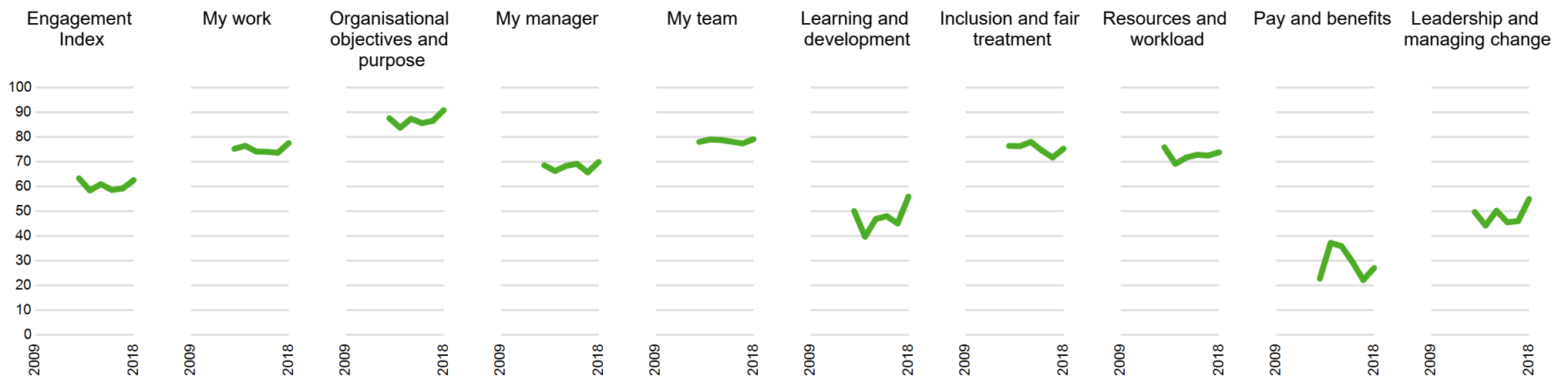
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



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	-	-	-	-	63%	58%	61%	59%	59%	63%
My work	-	-	-	-	75%	76%	74%	74%	74%	78%
Organisational objectives and purpose	-	-	-	-	88%	84%	87%	86%	86%	91%
My manager	-	-	-	-	69%	66%	68%	69%	66%	70%
My team	-	-	-	-	78%	79%	79%	78%	77%	79%
Learning and development	-	-	-	-	50%	40%	47%	48%	45%	56%
Inclusion and fair treatment	-	-	-	-	76%	76%	78%	75%	72%	75%
Resources and workload	-	-	-	-	76%	69%	72%	73%	72%	74%
Pay and benefits	-	-	-	-	23%	37%	36%	30%	22%	27%
Leadership and managing change	-	-	-	-	50%	44%	50%	45%	46%	55%
<i>Response rate</i>	-	-	-	-	75%	82%	82%	85%	82%	74%



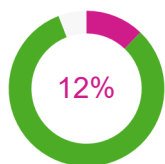
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

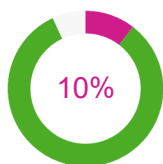
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	76%	+4 ◇	-1	-4 ◇
2	B25	I am treated fairly at work	80%	+5 ◇	0	-4 ◇
3	B43	When changes are made in the CMA they are usually for the better	37%	+2	+3 ◇	-5 ◇
4	B08	My manager motivates me to be more effective in my job	71%	+6 ◇	0	-4 ◇
5	F02	I feel part of my professional community	63%	+3	--	--

Discrimination, bullying and harassment

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



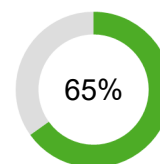
During the past 12 months have you personally experienced discrimination at work?



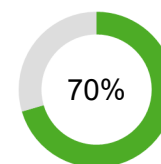
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

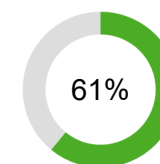
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



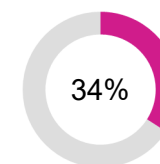
W01. Overall, how satisfied are you with your life nowadays?



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

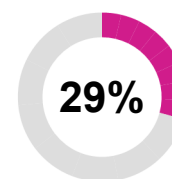


W03. Overall, how happy did you feel yesterday?

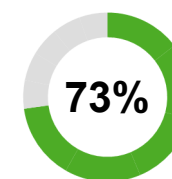


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

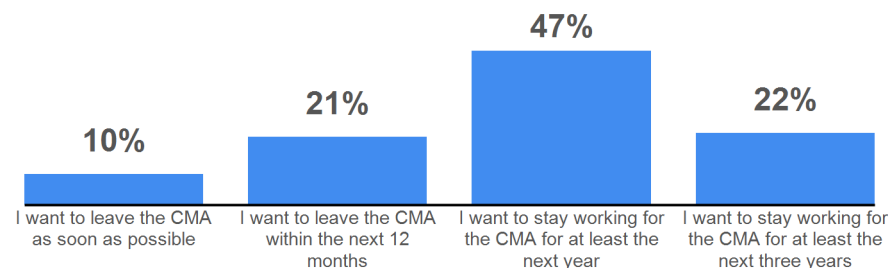


PERMA Index


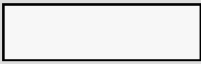


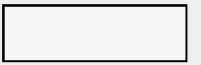

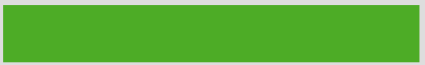
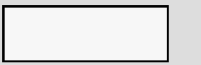




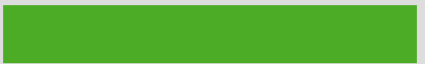




For further information about these indices, please refer to page 16.

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%	B43	When changes are made in the CMA they are usually for the better	 44%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 55%
B07	I understand how my work contributes to the CMA's objectives	 91%	B17	Poor performance is dealt with effectively in my team	 41%	B35	I feel that my pay adequately reflects my performance	 46%
F03	I know what my primary work area is (e.g. markets, mergers, antitrust etc.)	 91%	B42	I feel that change is managed well in the CMA	 36%	B36	I am satisfied with the total benefits package	 44%
B31	I have the skills I need to do my job effectively	 90%	F08	I believe that the allocation of staff to project and work opportunities is fair and transparent	 35%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	 36%
B06	I have a clear understanding of the CMA's objectives	 90%	B59	Directors and Senior Directors in the CMA actively role model the behaviours set out in the Civil Service Leadership Statement	 34%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	 36%

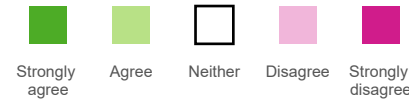
All questions by theme

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

My work

78%

+4 ◆ Difference from previous survey



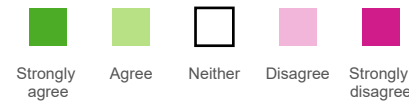
% Positive
Difference from previous survey
Difference from CS2018
Difference from CS High Performers

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	44	48	5	1	0	93%	+4 ◆	+3 ◆	0
B02 I am sufficiently challenged by my work	34	46	11	7	0	80%	+3 ◆	-1	-3 ◆
B03 My work gives me a sense of personal accomplishment	28	48	13	8	3	76%	+4 ◆	-1	-4 ◆
B04 I feel involved in the decisions that affect my work	18	44	18	13	6	63%	+3 ◆	+4 ◆	-1
B05 I have a choice in deciding how I do my work	22	54	13	8	3	76%	+6 ◆	-1	-5 ◆

Organisational objectives and purpose

91%

+4 ◆ Difference from previous survey



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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B06 I have a clear understanding of the CMA's objectives	36	54	7	3	0	90%	+4 ◆	+9 ◆	+4 ◆
B07 I understand how my work contributes to the CMA's objectives	41	51	6	2	0	91%	+5 ◆	+8 ◆	+4 ◆

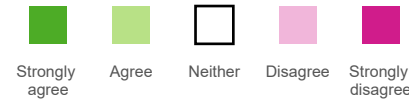
All questions by theme

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

My manager

70%

+4 ◆ 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	47	16	9	1	71%	+6 ◆	0	-4 ◆
B09 My manager is considerate of my life outside work	45	41	8	8	1	87%	+3 ◆	+1	-2 ◆
B10 My manager is open to my ideas	37	46	10	5	2	83%	-1	0	-3 ◆
B11 My manager helps me to understand how I contribute to the CMA's objectives	22	46	24	7	2	68%	+8 ◆	+1	-4 ◆
B12 Overall, I have confidence in the decisions made by my manager	33	46	11	8	2	79%	+5 ◆	+3 ◆	-1
B13 My manager recognises when I have done my job well	33	48	11	8	1	81%	+5 ◆	+1	-2 ◆
B14 I receive regular feedback on my performance	19	45	21	12	3	65%	+3 ◆	-3 ◆	-9 ◆
B15 The feedback I receive helps me to improve my performance	19	43	24	9	5	63%	+3 ◆	-1	-6 ◆
B16 I think that my performance is evaluated fairly	20	43	22	9	5	63%	+5 ◆	-4 ◆	-9 ◆
B17 Poor performance is dealt with effectively in my team	9	30	41	13	8	39%	+4 ◆	-1	-5 ◆

All questions by theme

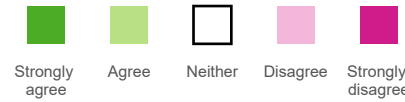
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My team

79%

+2

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

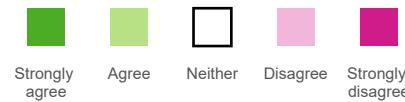
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	32	50	11	6	6	82%	-1	-3 ◆	-5 ◆
B19	The people in my team work together to find ways to improve the service we provide	27	55	12	5	5	82%	+2	0	-3 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	26	47	17	7	7	73%	+5 ◆	-3 ◆	-7 ◆

Learning and development

56%

+11 ◆

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	50	20	11	6	66%	+10 ◆	+2	-3 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	38	30	11	6	54%	+5 ◆	+1	-5 ◆
B23	There are opportunities for me to develop my career in the CMA	11	42	18	17	12	53%	+17 ◆	+5 ◆	-3 ◆
B24	Learning and development activities I have completed while working for the CMA are helping me to develop my career	13	37	31	12	8	50%	+11 ◆	+3 ◆	-3 ◆

All questions by theme

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

Inclusion and fair treatment

75%

+4 ◆ Difference from previous survey



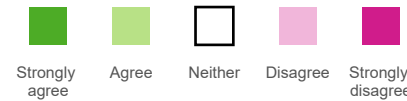
% Positive
Difference from previous survey
Difference from CS2018
Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	30	50	9	7	4	80%	+5 ◆	0	-4 ◆
B26	I am treated with respect by the people I work with	32	49	10	7	4	81%	+1	-4 ◆	-7 ◆
B27	I feel valued for the work I do	24	44	15	12	5	67%	+5 ◆	-1	-6 ◆
B28	I think that the CMA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	29	44	15	7	5	73%	+4 ◆	-4 ◆	-7 ◆

Resources and workload

74%

+1 Difference from previous survey



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

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29	I get the information I need to do my job well	16	61	13	7	4	77%	+7 ◆	+7 ◆	+2
B30	I have clear work objectives	20	58	14	6	4	78%	+3 ◆	+2	-2 ◆
B31	I have the skills I need to do my job effectively	31	59	7	3	2	90%	-2	+2 ◆	-1
B32	I have the tools I need to do my job effectively	18	57	13	9	5	75%	-3 ◆	+4 ◆	-2 ◆
B33	I have an acceptable workload	10	49	15	18	8	59%	+1	-2	-7 ◆
B34	I achieve a good balance between my work life and my private life	16	48	15	14	7	64%	+1	-5 ◆	-10 ◆

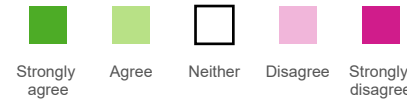
All questions by theme

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

Pay and benefits

27%

+5 ◆ Difference from previous survey



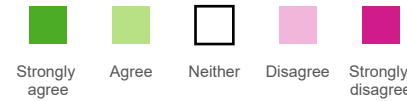
% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	25	25	26	20	20	28%	+5 ◆	-2 ◆	-9 ◆
B36 I am satisfied with the total benefits package	25	27	25	20	20	29%	+4 ◆	-7 ◆	-15 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	21	31	24	24	24%	+5 ◆	-3 ◆	-9 ◆

Leadership and managing change

55%

+9 ◆ 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 Directors and Senior Directors in the CMA are sufficiently visible	17	54	17	9	9	71%	+8 ◆	+9 ◆	0
B39 I believe the actions of Directors and Senior Directors are consistent with the CMA's values	12	48	27	8	5	60%	+9 ◆	+7 ◆	-2
B40 I believe that the Senior Executive Team has a clear vision for the future of the CMA	9	45	34	8	8	54%	+7 ◆	+6 ◆	-3 ◆
B41 Overall, I have confidence in the decisions made by the CMA's Directors and Senior Directors	10	48	30	8	8	59%	+9 ◆	+10 ◆	+1
B42 I feel that change is managed well in the CMA	6	37	36	15	6	43%	+11 ◆	+10 ◆	+1
B43 When changes are made in the CMA they are usually for the better	6	32	44	14	5	37%	+2	+3 ◆	-5 ◆
B44 The CMA keeps me informed about matters that affect me	14	59	17	7	7	72%	+13 ◆	+13 ◆	+6 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	9	40	28	16	8	48%	+13 ◆	+8 ◆	0
B46 I think it is safe to challenge the way things are done in the CMA	9	41	29	13	9	50%	+8 ◆	+2	-4 ◆

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 the CMA	22	45	25	5	5	67%	+2	+2	-3 ◆
B48 I would recommend the CMA as a great place to work	17	43	27	8	5	61%	+10 ◆	+3 ◆	-5 ◆
B49 I feel a strong personal attachment to the CMA	13	32	33	15	6	46%	+1	-6 ◆	-12 ◆
B50 The CMA inspires me to do the best in my job	12	40	33	11	5	51%	+6 ◆	+1	-6 ◆
B51 The CMA motivates me to help it achieve its objectives	11	38	33	12	5	50%	+7 ◆	+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 Directors and Senior Directors in the CMA will take action on the results from this survey	14	49	22	9	7	63%	+2	+13 ◆	+4 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	10	40	33	9	8	50%	+1	+14 ◆	+6 ◆

All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	29	55	7	7		84%	+5 ◆	-5 ◆	-7 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	14	53	17	10	6	67%	+6 ◆	-5 ◆	-9 ◆
B56 In the CMA, people are encouraged to speak up when they identify a serious policy or delivery risk	18	50	20	8	5	68%	+9 ◆	0	-6 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	16	48	20	11	5	63%	+8 ◆	-2	-6 ◆
B58 The CMA is committed to creating a diverse and inclusive workplace	24	51	14	7		75%	+5 ◆	0	-4 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 Directors and Senior Directors in the CMA actively role model the behaviours set out in the Civil Service Leadership Statement	10	40	34	9	7	50%	+11 ◆	+1	-7 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	27	43	20	7		70%	+6 ◆	+2	-3 ◆

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'	7	39	18	29	7	46%	+16 ◆	-5 ◆	-20 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	6	27	31	27	9	33%	+10 ◆	-9 ◆	-17 ◆

All questions by theme

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

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?	11	24	54	12	65%	-3	-1	-4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	21	51	20	70%	-1	-1	-4 ◆
W03 Overall, how happy did you feel yesterday?	13	26	44	17	61%	-4 ◆	-1	-4 ◆

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			
W04 Overall, how anxious did you feel yesterday?	15	29	22	34	34%	+3	+2	+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 the CMA?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave the CMA as soon as possible		10%	-2	+2	-2 ◆
I want to leave the CMA within the next 12 months		21%	+1	+6 ◆	+2
I want to stay working for the CMA for at least the next year		47%	0	+13 ◆	+8 ◆
I want to stay working for the CMA for at least the next three years		22%	+2	-21 ◆	-31 ◆

The Civil Service Code

Differences are based on '% Yes' score

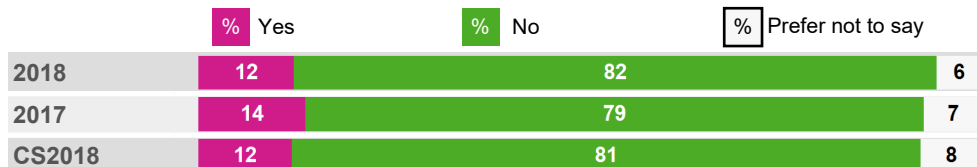
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	-1	+1	-1 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	+1	-1	-7 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the CMA it would be investigated properly?		26	74%	+7 ◆	+3 ◆	-2 ◆

All questions by theme

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

Discrimination, harassment and bullying

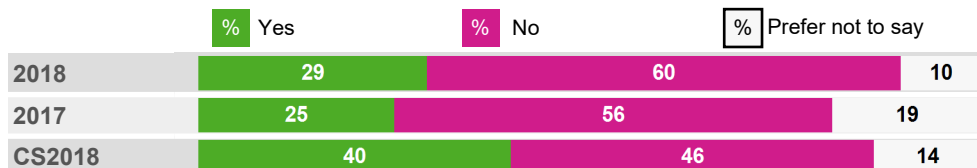
E01. During the past 12 months have you personally experienced discrimination at work?



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	11
Caring responsibilities	--
Disability	--
Ethnic background	12
Gender	11
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	21
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	13
Working location	--
Working pattern	--
Any other grounds	14
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)

	Response Count
A colleague	10
Your manager	13
Another manager in my part of the CMA	17
Someone you manage	--
Someone who works for another part of the CMA	--
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

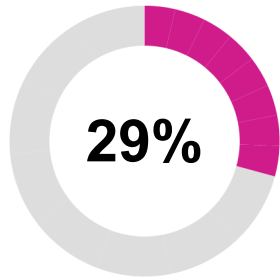
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Competition and Markets Authority questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I know what my professional community is	36	47	9	6		83%	+1
F02 I feel part of my professional community	25	37	20	13		63%	+3
F03 I know what my primary work area is (e.g. markets, mergers, antitrust etc.)	45	46	7			91%	New
F04 I feel part of my primary work area (e.g. markets, mergers, antitrust etc.)	34	44	14	6		78%	New
F05 I have the opportunity to develop new skills by working on different projects	23	42	18	14		65%	New
F06 I have discussions with my staff manager of the right depth and frequency, to help me in accessing opportunities to develop new skills by working on different projects	24	42	19	10		67%	New
F07 I know how to access opportunities to develop new skills by working on different projects or tasks	19	44	23	11		63%	New
F08 I believe that the allocation of staff to project and work opportunities is fair and transparent	10	32	35	16	8	42%	New

Proxy Stress Index and PERMA Index

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

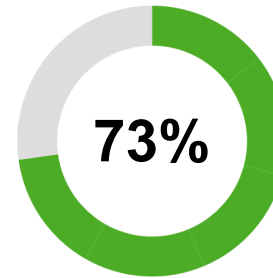


Difference from previous survey	-3 ◆
Difference from CS2018	0
Difference from CS High Performers	+3 ◆

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.



Difference from previous survey	+1
Difference from CS2018	-1 ◆
Difference from CS High Performers	-2 ◆

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

		% positive
B05	I have a choice in deciding how I do my work	76%
B08	My manager motivates me to be more effective in my job	71%
B18	The people in my team can be relied upon to help when things get difficult in my job	82%
B26	I am treated with respect by the people I work with	81%
B30	I have clear work objectives	78%
B33	I have an acceptable workload	59%
B45	I have the opportunity to contribute my views before decisions are made that affect me	48%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	83%

		% positive
B01	I am interested in my work	93%
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	82%
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?	70%

Appendix

Glossary of key terms

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

Rounding

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

Statistical significance: ✨

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

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

The employee engagement index

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

The drivers of engagement

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

Confidentiality

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

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