



◇ Statistically significant difference from comparison

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

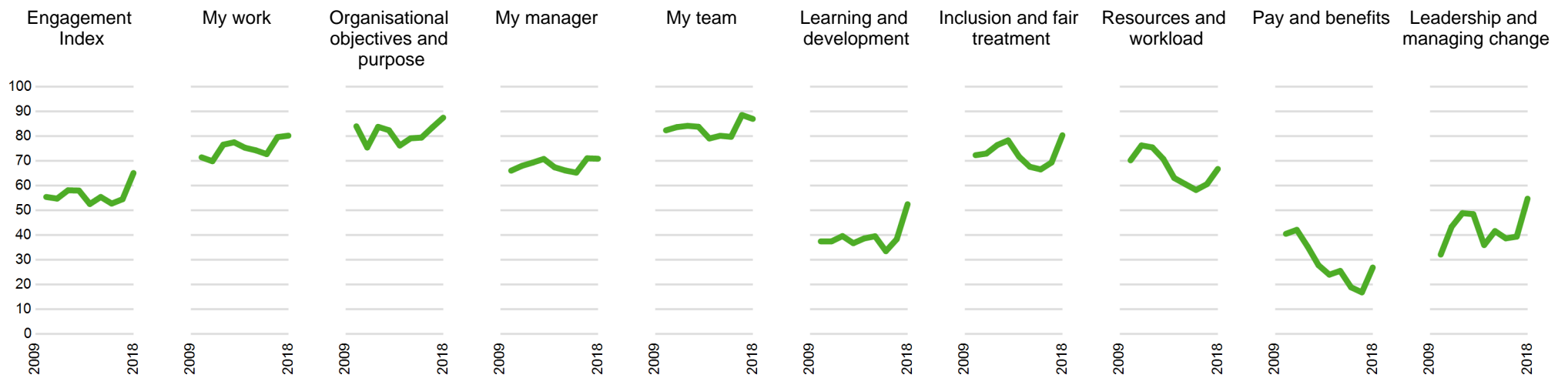




Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

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	-	55%	55%	58%	58%	53%	55%	53%	54%	65%
My work	-	71%	70%	77%	77%	75%	74%	73%	80%	80%
Organisational objectives and purpose	-	84%	75%	84%	82%	76%	79%	79%	83%	87%
My manager	-	66%	68%	69%	71%	67%	66%	65%	71%	71%
My team	-	82%	84%	84%	84%	79%	80%	80%	88%	87%
Learning and development	-	37%	37%	40%	37%	39%	39%	33%	38%	52%
Inclusion and fair treatment	-	72%	73%	76%	78%	72%	68%	67%	69%	80%
Resources and workload	-	70%	76%	75%	71%	63%	61%	58%	61%	67%
Pay and benefits	-	40%	42%	35%	28%	24%	25%	19%	17%	27%
Leadership and managing change	-	32%	43%	49%	48%	36%	42%	39%	39%	55%
Response rate	-	81%	83%	88%	85%	74%	85%	81%	90%	91%





◇ Statistically significant difference from comparison

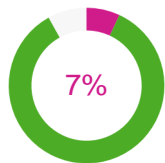
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

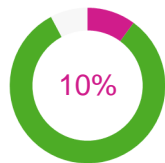
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	78%	+2	+1	-1 ◇
2	B36	I am satisfied with the total benefits package	32%	+13 ◇	-4 ◇	-12 ◇
3	B52	I believe that senior managers (Directors & Heads of Divisions) in the Commission will take action on the results from this survey	52%	+13 ◇	+3 ◇	-6 ◇
4	B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	72%	0	+4 ◇	-1
5	B41	Overall, I have confidence in the decisions made by the Commission's senior managers (Directors & Heads of Divisions)	56%	+16 ◇	+8 ◇	-2 ◇

Discrimination, bullying and harassment

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



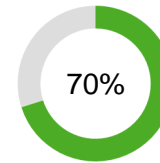
During the past 12 months have you personally experienced discrimination at work?



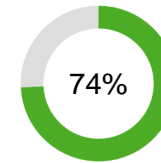
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

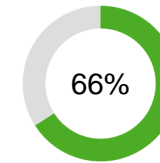
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



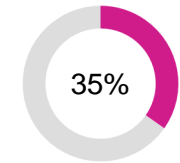
W01. Overall, how satisfied are you with your life nowadays?



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

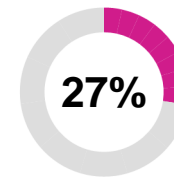


W03. Overall, how happy did you feel yesterday?

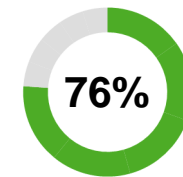


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

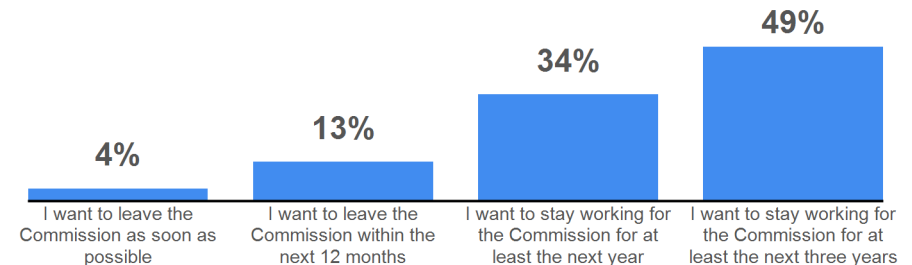


PERMA Index



For further information about these indices, please refer to page 15.

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%	B43	When changes are made in the Commission they are usually for the better	47%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	59%
B18	The people in my team can be relied upon to help when things get difficult in my job	90%	B17	Poor performance is dealt with effectively in my team	46%	B35	I feel that my pay adequately reflects my performance	54%
B06	I have a clear understanding of the Commission's objectives	88%	B53	Where I work, I think effective action has been taken on the results of the last survey	45%	B36	I am satisfied with the total benefits package	44%
B54	I am trusted to carry out my job effectively	88%	B42	I feel that change is managed well in the Commission	35%	B23	There are opportunities for me to develop my career in the Commission	31%
B09	My manager is considerate of my life outside work	88%	B24	Learning and development activities I have completed while working for the Commission are helping me to develop my career	35%	B33	I have an acceptable workload	30%



All questions by theme

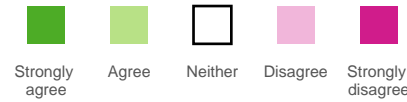
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

80%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

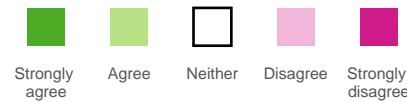
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	49	45	5	0	0	94%	+4 ◆	+4 ◆	+1 ◆
B02 I am sufficiently challenged by my work	47	40	8	5	0	86%	-2 ◆	+6 ◆	+3 ◆
B03 My work gives me a sense of personal accomplishment	33	46	14	7	0	78%	+2	+1	-1 ◆
B04 I feel involved in the decisions that affect my work	23	42	20	13	0	65%	0	+7 ◆	+2 ◆
B05 I have a choice in deciding how I do my work	31	47	14	8	0	77%	-1	0	-4 ◆

Organisational objectives and purpose

87%

+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 Commission's objectives	31	57	8	0	0	88%	+8 ◆	+7 ◆	+2 ◆
B07 I understand how my work contributes to the Commission's objectives	34	53	10	0	0	87%	0	+3 ◆	-1



All questions by theme

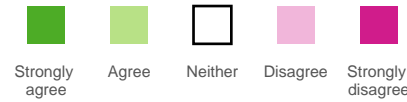
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

71%

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
B08	My manager motivates me to be more effective in my job	35	37	18	8		73%	-2	+2 ◆	-3 ◆
B09	My manager is considerate of my life outside work	53	35	7			88%	+1	+2 ◆	-1
B10	My manager is open to my ideas	44	41	11			84%	0	+1 ◆	-2 ◆
B11	My manager helps me to understand how I contribute to the Commission's objectives	31	38	23	6		70%	0	+3 ◆	-2 ◆
B12	Overall, I have confidence in the decisions made by my manager	43	35	15	5		78%	+3 ◆	+1	-3 ◆
B13	My manager recognises when I have done my job well	42	39	14			81%	-4 ◆	+1 ◆	-2 ◆
B14	I receive regular feedback on my performance	29	35	22	11		64%	-3 ◆	-4 ◆	-9 ◆
B15	The feedback I receive helps me to improve my performance	28	36	24	9		65%	+4 ◆	+1	-4 ◆
B16	I think that my performance is evaluated fairly	27	38	24	9		66%	0	-1	-6 ◆
B17	Poor performance is dealt with effectively in my team	14	26	46	9		41%	+1	+1	-3 ◆



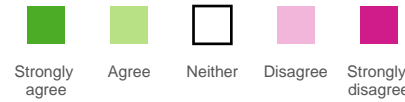
All questions by theme

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My team

87%

-2 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

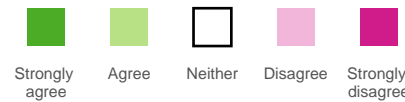
Difference from CS High Performers

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	50	40	6			90%	-2 ◆	+5 ◆	+3 ◆
B19	The people in my team work together to find ways to improve the service we provide	47	41	7			88%	-2 ◆	+6 ◆	+3 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	43	40	13			83%	-1	+6 ◆	+2 ◆

Learning and development

52%

+14 ◆ 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	16	44	27	11		61%	+13 ◆	-4 ◆	-8 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	21	39	31	8		60%	+9 ◆	+6 ◆	+1
B23	There are opportunities for me to develop my career in the Commission	12	33	24	23	8	45%	+20 ◆	-3 ◆	-11 ◆
B24	Learning and development activities I have completed while working for the Commission are helping me to develop my career	13	31	35	17		45%	+15 ◆	-3 ◆	-9 ◆



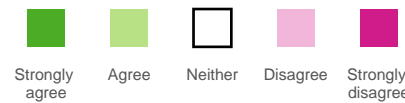
All questions by theme

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Inclusion and fair treatment

80%

+11 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

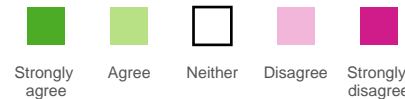
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25 I am treated fairly at work	34	48	11	6		82%	+9 ◆	+1	-3 ◆
B26 I am treated with respect by the people I work with	39	48	9			87%	+4 ◆	+2 ◆	0
B27 I feel valued for the work I do	29	42	17	9		71%	+9 ◆	+3 ◆	-2 ◆
B28 I think that the Commission respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	31	50	12	6		81%	+21 ◆	+5 ◆	+1 ◆

Resources and workload

67%

+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
B29 I get the information I need to do my job well	18	51	20	10		68%	+6 ◆	-2 ◆	-7 ◆
B30 I have clear work objectives	19	48	19	10		67%	-3 ◆	-9 ◆	-13 ◆
B31 I have the skills I need to do my job effectively	28	55	13			83%	+1	-6 ◆	-9 ◆
B32 I have the tools I need to do my job effectively	15	47	18	16		62%	+11 ◆	-9 ◆	-15 ◆
B33 I have an acceptable workload	9	45	16	21	9	54%	+13 ◆	-6 ◆	-12 ◆
B34 I achieve a good balance between my work life and my private life	21	44	14	16		66%	+8 ◆	-3 ◆	-9 ◆



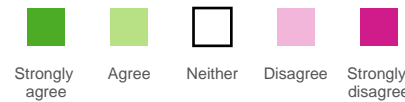
All questions by theme

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Pay and benefits

27%

+10 ◆ Difference from previous survey



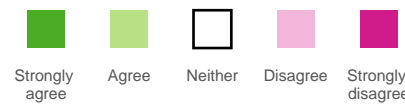
% Positive
Difference from previous survey
Difference from CS2018
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance	23	18	35	19	27%	+10 ◆	-4 ◆	-10 ◆	
B36	I am satisfied with the total benefits package	5	27	25	30	14	32%	+13 ◆	-4 ◆	-12 ◆
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	19	37	23	22%	+7 ◆	-5 ◆	-11 ◆	

Leadership and managing change

55%

+15 ◆ 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
B38	Senior managers (Directors & Heads of Divisions) in the Commission are sufficiently visible	17	50	15	15	68%	+13 ◆	+6 ◆	-3 ◆	
B39	I believe the actions of senior managers (Directors & Heads of Divisions) are consistent with the Commission's values	12	46	29	10	59%	+11 ◆	+6 ◆	-3 ◆	
B40	I believe that the Board has a clear vision for the future of the Commission	16	48	27	8	63%	+36 ◆	+15 ◆	+7 ◆	
B41	Overall, I have confidence in the decisions made by the Commission's senior managers (Directors & Heads of Divisions)	13	43	32	10	56%	+16 ◆	+8 ◆	-2 ◆	
B42	I feel that change is managed well in the Commission	7	34	35	20	41%	+18 ◆	+8 ◆	-1	
B43	When changes are made in the Commission they are usually for the better	7	31	47	13	38%	+15 ◆	+3 ◆	-4 ◆	
B44	The Commission keeps me informed about matters that affect me	12	54	21	11	66%	+12 ◆	+7 ◆	+1	
B45	I have the opportunity to contribute my views before decisions are made that affect me	10	41	29	16	51%	+9 ◆	+11 ◆	+3 ◆	
B46	I think it is safe to challenge the way things are done in the Commission	10	38	28	15	8	49%	+10 ◆	+1	-5 ◆



All questions by theme

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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 Commission	21	46	28	5		67%	+16 ◆	+1	-3 ◆
B48 I would recommend the Commission as a great place to work	19	38	30	11		57%	+23 ◆	-1	-8 ◆
B49 I feel a strong personal attachment to the Commission	17	39	29	12		57%	+9 ◆	+5 ◆	-1
B50 The Commission inspires me to do the best in my job	17	35	33	12		53%	+15 ◆	+3 ◆	-4 ◆
B51 The Commission motivates me to help it achieve its objectives	15	37	32	14		52%	+15 ◆	+4 ◆	-3 ◆

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 (Directors & Heads of Divisions) in the Commission will take action on the results from this survey	13	39	25	17	5	52%	+13 ◆	+3 ◆	-6 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	13	24	45	14	5	36%	+9 ◆	0	-9 ◆



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	32	56	8			88%	+3 ◆	-1 ◆	-3 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	25	52	17	5		77%	+5 ◆	+5 ◆	+1
B56 In the Commission, people are encouraged to speak up when they identify a serious policy or delivery risk	17	48	23	9		64%	+10 ◆	-3 ◆	-9 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	16	45	21	14	5	61%	+10 ◆	-5 ◆	-9 ◆
B58 The Commission is committed to creating a diverse and inclusive workplace	22	53	19			75%	+18 ◆	+1	-4 ◆

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 (Directors & Heads of Divisions) in the Commission actively role model the behaviours set out in the Civil Service Leadership Statement	11	47	31	8		58%	+16 ◆	+9 ◆	0
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	30	42	20	7		72%	0	+4 ◆	-1

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'	10	41	22	22	5	51%	+6 ◆	0	-15 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	8	32	32	22	5	40%	+12 ◆	-2 ◆	-10 ◆



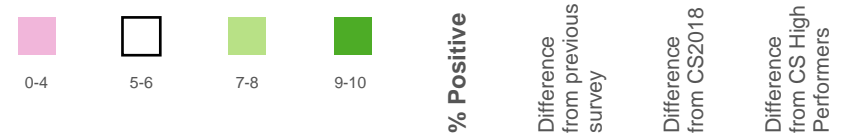
All questions by theme

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Wellbeing

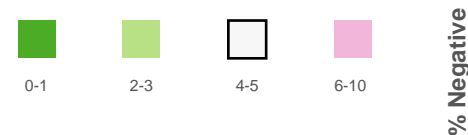
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	12	18	55	15	70%	+7 ◆	+4 ◆	+1
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	19	51	23	74%	+2	+3 ◆	0
W03 Overall, how happy did you feel yesterday?	14	20	49	17	66%	+5 ◆	+4 ◆	+1

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?	19	25	21	35	35%	+1	+2 ◆	+5 ◆



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 Commission?

		Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave the Commission as soon as possible	4%	-4 ◆	-4	-8
I want to leave the Commission within the next 12 months	13%	-7 ◆	-2 ◆	-7 ◆
I want to stay working for the Commission for at least the next year	34%	0	0	-5 ◆
I want to stay working for the Commission for at least the next three years	49%	+11 ◆	+6 ◆	-4 ◆

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?	96	4	96%	-1 ◆	+4 ◆	+1 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?	75	25	75%	-5 ◆	+8 ◆	+2 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the Commission it would be investigated properly?	72	28	72%	+6 ◆	+2 ◆	-4 ◆

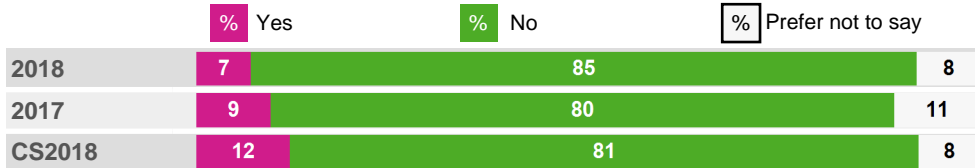


All questions by theme

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^ indicates a variation in question wording from your previous survey

Discrimination, harassment and bullying

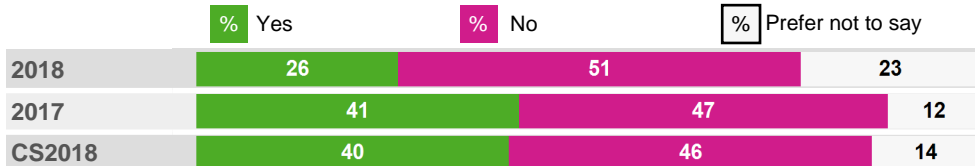
E01. During the past 12 months have you personally experienced discrimination at work?



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)

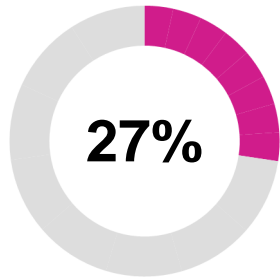
	Response Count
A colleague	--
Your manager	12
Another manager in my part of the Commission	--
Someone you manage	--
Someone who works for another part of the Commission	--
A member of the public	--
Someone else	--
Prefer not to say	--

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



Proxy Stress Index and PERMA Index

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

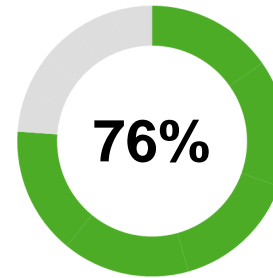


Difference from previous survey -3 ✦
Difference from CS2018 -2 ✦
Difference from CS High Performers +1 ✦

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 CS2018 +2 ✦
Difference from CS High Performers +1 ✦

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	77%
B08 My manager motivates me to be more effective in my job	73%
B18 The people in my team can be relied upon to help when things get difficult in my job	90%
B26 I am treated with respect by the people I work with	87%
B30 I have clear work objectives	67%
B33 I have an acceptable workload	54%
B45 I have the opportunity to contribute my views before decisions are made that affect me	51%
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	78%
B18 The people in my team can be relied upon to help when things get difficult in my job	90%
W01 Overall, how satisfied are you with your life nowadays?	70%
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	74%



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.