



Intellectual
Property
Office

Civil Service People Survey 2018

This report presents the Intellectual Property Office results from the Civil Service People Survey 2018. The survey runs annually across the whole of the civil service.



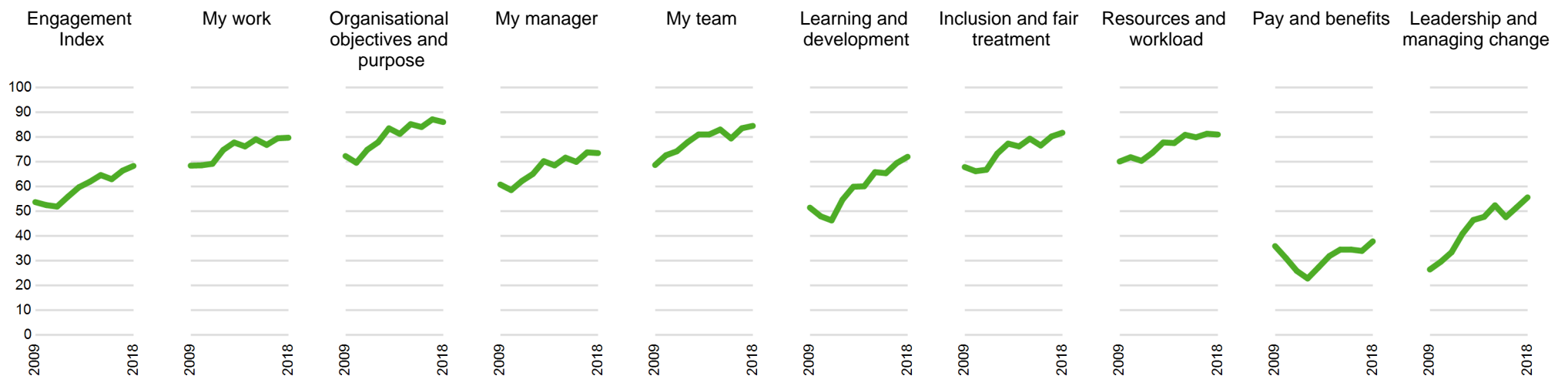
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



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	54%	52%	52%	56%	60%	62%	65%	63%	66%	68%
My work	68%	69%	69%	75%	78%	76%	79%	77%	79%	80%
Organisational objectives and purpose	72%	70%	75%	78%	83%	81%	85%	84%	87%	86%
My manager	61%	58%	62%	65%	70%	68%	72%	70%	74%	73%
My team	69%	73%	74%	78%	81%	81%	83%	79%	84%	84%
Learning and development	51%	48%	46%	55%	60%	60%	66%	65%	69%	72%
Inclusion and fair treatment	68%	66%	67%	73%	77%	76%	79%	77%	80%	82%
Resources and workload	70%	72%	70%	74%	78%	78%	81%	80%	81%	81%
Pay and benefits	36%	31%	26%	23%	27%	32%	34%	34%	34%	38%
Leadership and managing change	26%	30%	33%	41%	46%	48%	52%	48%	52%	56%
Response rate	75%	81%	79%	85%	83%	80%	84%	93%	85%	80%



◇ Statistically significant difference from comparison

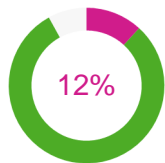
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

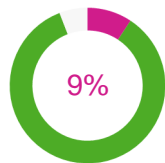
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	78%	+1	0	-2 ◇
2	B27	I feel valued for the work I do	68%	0	0	-5 ◇
3	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	59%	+14 ◇	+17 ◇	+9 ◇
4	B43	When changes are made in the IPO they are usually for the better	45%	+7 ◇	+11 ◇	+3 ◇
5	B08	My manager motivates me to be more effective in my job	74%	+1	+3 ◇	-1 ◇

Discrimination, bullying and harassment

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



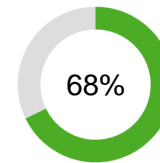
During the past 12 months have you personally experienced discrimination at work?



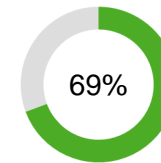
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

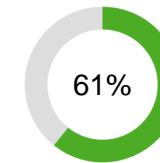
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



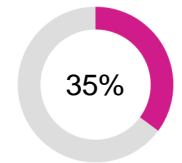
W01. Overall, how satisfied are you with your life nowadays?



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

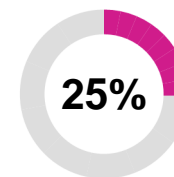


W03. Overall, how happy did you feel yesterday?

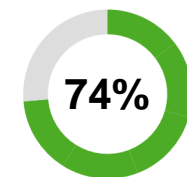


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

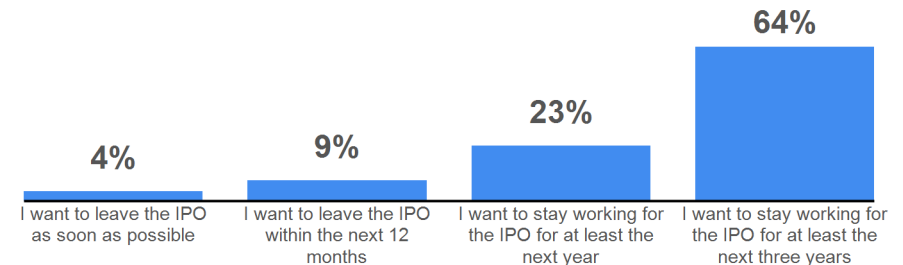


PERMA Index


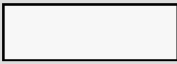


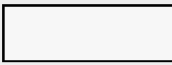

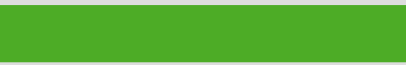
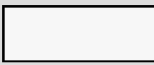




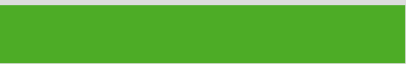




For further information about these indices, please refer to page 15.

Your plans for the future



Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B31 I have the skills I need to do my job effectively	 92%	B17 Poor performance is dealt with effectively in my team  39%		B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable  52%	
B01 I am interested in my work	 90%	B53 Where I work, I think effective action has been taken on the results of the last survey  38%		B35 I feel that my pay adequately reflects my performance  49%	
B54 I am trusted to carry out my job effectively	 89%	B59 Directors, Deputy Directors, D1's and equivalents in the IPO actively role model the behaviours set out in the Civil Service Leadership Statement  34%		B36 I am satisfied with the total benefits package  31%	
B18 The people in my team can be relied upon to help when things get difficult in my job	 89%	B43 When changes are made in the IPO they are usually for the better  33%		B42 I feel that change is managed well in the IPO  30%	
B58 The IPO is committed to creating a diverse and inclusive workplace	 89%	B40 I believe that the IPOB has a clear vision for the future of the IPO  31%		B45 I have the opportunity to contribute my views before decisions are made that affect me  26%	

All questions by theme

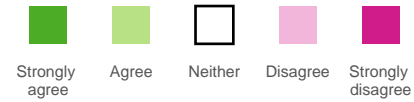
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

80%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

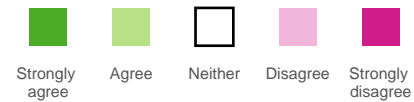
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	41	49	7	1	2	90%	0	0	-3 ◆
B02 I am sufficiently challenged by my work	41	47	6	5	1	88%	+2 ◆	+7 ◆	+5 ◆
B03 My work gives me a sense of personal accomplishment	29	49	13	7	4	78%	+1	0	-2 ◆
B04 I feel involved in the decisions that affect my work	21	42	17	15	5	63%	0	+5 ◆	0
B05 I have a choice in deciding how I do my work	35	46	11	6	2	80%	-2 ◆	+3 ◆	-1

Organisational objectives and purpose

86%

-1

Difference from previous survey



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 IPO's objectives	28	56	11	5	0	84%	-2 ◆	+3 ◆	-2 ◆
B07 I understand how my work contributes to IPO's objectives	32	55	8	5	0	88%	-1	+4 ◆	0

All questions by theme

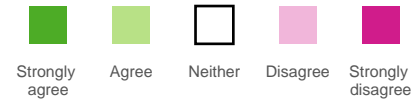
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

73%

0

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	29	45	16	7	7	74%	+1	+3 ◆	-1 ◆
B09 My manager is considerate of my life outside work	51	38	8	2	1	88%	0	+3 ◆	0
B10 My manager is open to my ideas	43	41	10	6	0	85%	+1	+2 ◆	-2 ◆
B11 My manager helps me to understand how I contribute to IPO's objectives	26	42	23	5	4	68%	-1	+1	-4 ◆
B12 Overall, I have confidence in the decisions made by my manager	36	44	11	5	4	81%	+2 ◆	+4 ◆	0
B13 My manager recognises when I have done my job well	35	45	11	6	3	80%	-2 ◆	+1	-3 ◆
B14 I receive regular feedback on my performance	29	45	12	11	3	75%	-1	+7 ◆	+1 ◆
B15 The feedback I receive helps me to improve my performance	28	42	19	8	3	70%	-2 ◆	+6 ◆	+1
B16 I think that my performance is evaluated fairly	25	45	17	8	5	70%	0	+4 ◆	-2 ◆
B17 Poor performance is dealt with effectively in my team	12	32	39	12	6	43%	0	+3 ◆	0

All questions by theme

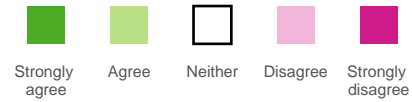
◆ indicates statistically significant difference from comparison
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My team

84%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

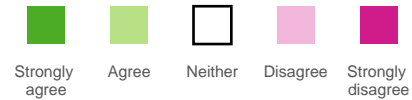
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	44	45	7	1	1	89%	0	+3 ◆	+1 ◆
B19	The people in my team work together to find ways to improve the service we provide	40	44	10	1	1	84%	+1	+2 ◆	-1
B20	The people in my team are encouraged to come up with new and better ways of doing things	39	41	12	5	1	80%	+2 ◆	+3 ◆	0

Learning and development

72%

+3 ◆

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	28	55	11	5	1	83%	+2 ◆	+19 ◆	+15 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	23	46	22	6	1	70%	-2	+17 ◆	+11 ◆
B23	There are opportunities for me to develop my career in the IPO	24	47	16	8	1	71%	+7 ◆	+23 ◆	+14 ◆
B24	Learning and development activities I have completed while working for the IPO are helping me to develop my career	21	43	23	9	1	64%	+3 ◆	+17 ◆	+11 ◆

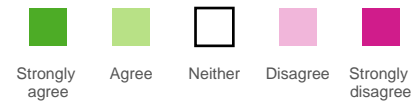
All questions by theme

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Inclusion and fair treatment

82%

+1 ◆ Difference from previous survey



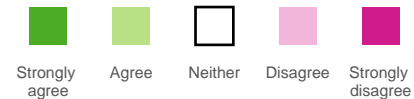
% Positive
Difference from previous survey
Difference from CS2018
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	37	47	8	5	1	84%	+1	+4 ◆	0
B26	I am treated with respect by the people I work with	41	47	7	1	2	88%	+1 ◆	+3 ◆	0
B27	I feel valued for the work I do	28	40	17	10	6	68%	0	0	-5 ◆
B28	I think that the IPO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	43	44	8	1	2	87%	+4 ◆	+10 ◆	+7 ◆

Resources and workload

81%

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
B29	I get the information I need to do my job well	23	60	11	5	1	82%	+1 ◆	+12 ◆	+7 ◆
B30	I have clear work objectives	28	56	10	1	5	84%	-1	+8 ◆	+4 ◆
B31	I have the skills I need to do my job effectively	32	59	6	1	2	92%	0	+3 ◆	0
B32	I have the tools I need to do my job effectively	26	53	11	8	2	78%	-2 ◆	+7 ◆	+2 ◆
B33	I have an acceptable workload	19	50	18	11	2	68%	-2	+8 ◆	+2 ◆
B34	I achieve a good balance between my work life and my private life	31	50	9	9	1	81%	+1	+12 ◆	+6 ◆

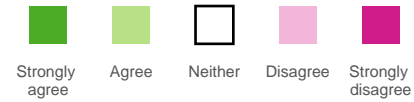
All questions by theme

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^ indicates a variation in question wording from your previous survey

Pay and benefits

38%

+4 ◆ Difference from previous survey



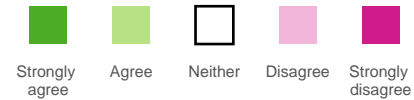
% Positive
Difference from previous survey
Difference from CS2018
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	6	28	17	29	20	35%	+2 ◆	+4 ◆	-3 ◆
B36 I am satisfied with the total benefits package	11	38	20	19	11	49%	+6 ◆	+14 ◆	+6 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	23	18	28	24	29%	+3 ◆	+3 ◆	-3 ◆

Leadership and managing change

56%

+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
B38 Directors, Deputy Directors, D1's and equivalents in the IPO are sufficiently visible	16	49	18	13	6	65%	-1	+3 ◆	-6 ◆
B39 I believe the actions of Directors, Deputy Directors, D1's and equivalents are consistent with IPO's values	12	46	29	9	4	58%	+2 ◆	+5 ◆	-4 ◆
B40 I believe that the IPOB has a clear vision for the future of the IPO	13	46	31	6	4	59%	+7 ◆	+11 ◆	+2 ◆
B41 Overall, I have confidence in the decisions made by Directors, Deputy Directors, D1's and equivalents	11	46	28	9	5	58%	+3 ◆	+9 ◆	-1
B42 I feel that change is managed well in the IPO	7	37	27	22	7	44%	+6 ◆	+11 ◆	+2 ◆
B43 When changes are made in the IPO they are usually for the better	7	39	33	16	6	45%	+7 ◆	+11 ◆	+3 ◆
B44 The IPO keeps me informed about matters that affect me	12	57	20	8	3	69%	+7 ◆	+10 ◆	+3 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	8	39	27	21	6	47%	+1	+6 ◆	-2 ◆
B46 I think it is safe to challenge the way things are done in the IPO	10	46	25	12	6	56%	+3 ◆	+9 ◆	+3 ◆

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 IPO	26	44	23			71%	0	+5 ◆	0
B48 I would recommend the IPO as a great place to work	34	45	15			78%	+5 ◆	+21 ◆	+13 ◆
B49 I feel a strong personal attachment to the IPO	22	35	26	12		57%	+1	+6 ◆	0
B50 The IPO inspires me to do the best in my job	19	40	26	10		59%	+5 ◆	+9 ◆	+2 ◆
B51 The IPO motivates me to help it achieve its objectives	18	39	29	9	5	57%	+4 ◆	+9 ◆	+2 ◆

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, Deputy Directors, D1's and equivalents in the IPO will take action on the results from this survey	13	41	24	13	8	54%	+3 ◆	+5 ◆	-5 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	9	29	38	14	9	39%	+3 ◆	+3 ◆	-6 ◆

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	38	51	6			89%	-1 ◆	0	-2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	28	49	15	5		77%	+1	+6 ◆	+1
B56 In the IPO, people are encouraged to speak up when they identify a serious policy or delivery risk	23	52	16	6		75%	+3 ◆	+8 ◆	+2 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	18	50	18	10		68%	+2 ◆	+3 ◆	-1
B58 The IPO is committed to creating a diverse and inclusive workplace	38	50	9			89%	+6 ◆	+14 ◆	+10 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 Directors, Deputy Directors, D1's and equivalents in the IPO actively role model the behaviours set out in the Civil Service Leadership Statement	11	42	34	9		53%	+1	+4 ◆	-4 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	25	45	22			70%	+1	+3 ◆	-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'	16	54	16	12		70%	+14 ◆	+19 ◆	+4 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	12	47	25	13		59%	+14 ◆	+17 ◆	+9 ◆

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.

	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?	13	19	52	16	68%	+1	+2 ◆	-1
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	19	50	19	69%	+3 ◆	-2 ◆	-5 ◆
W03 Overall, how happy did you feel yesterday?	16	23	42	19	61%	+1	-2 ◆	-5 ◆

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

	0-1	2-3	4-5	6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	18	28	19	35	35%	+2	+3 ◆	+5 ◆

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 IPO?

		Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave the IPO as soon as possible		4%	-1	-8
I want to leave the IPO within the next 12 months		9%	+1	-6 ◆ -10 ◆
I want to stay working for the IPO for at least the next year		23%	-2	-11 ◆ -16 ◆
I want to stay working for the IPO for at least the next three years		64%	+3	+21 ◆ +11 ◆

The Civil Service Code

Differences are based on '% Yes' score

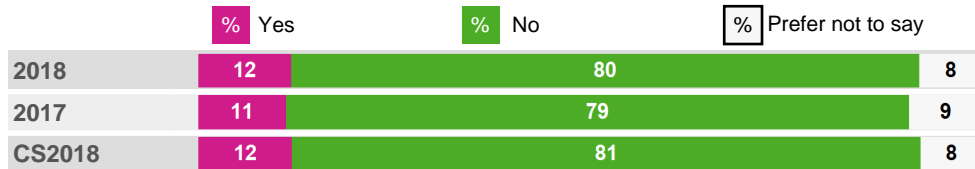
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		91%	91%	-1	-1	-3 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		65%	65%	+2 ◆	-1 ◆	-8 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the IPO it would be investigated properly?		78%	78%	+3 ◆	+8 ◆	+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

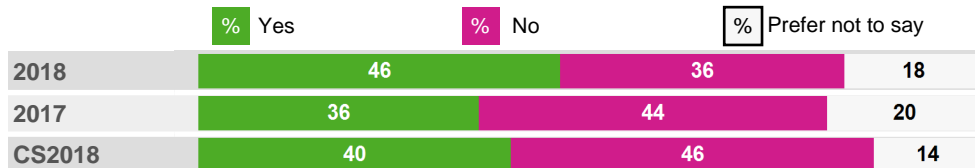
E01. During the past 12 months have you personally experienced discrimination at work?



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	27
Caring responsibilities	10
Disability	--
Ethnic background	--
Gender	24
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	38
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	26
Any other grounds	21
Prefer not to say	15

For respondents who selected 'Yes' to question E03.

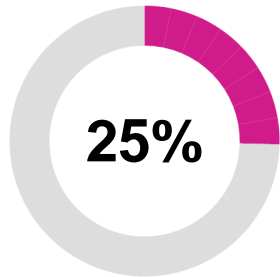
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

	Response Count
A colleague	29
Your manager	26
Another manager in my part of the IPO	23
Someone you manage	11
Someone who works for another part of the IPO	13
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	0
Difference from CS2018	-4 ◇
Difference from CS High Performers	-7 ◇

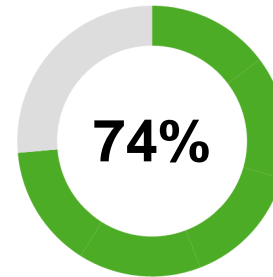
Proxy Stress Index

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	80%
B08	My manager motivates me to be more effective in my job	74%
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	88%
B30	I have clear work objectives	84%
B33	I have an acceptable workload	68%
B45	I have the opportunity to contribute my views before decisions are made that affect me	47%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	85%



Difference from previous survey	0
Difference from CS2018	0
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

B01	I am interested in my work	90%
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	89%
W01	Overall, how satisfied are you with your life nowadays?	68%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	69%

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.

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.

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