

✧ Statistically significant difference from comparison

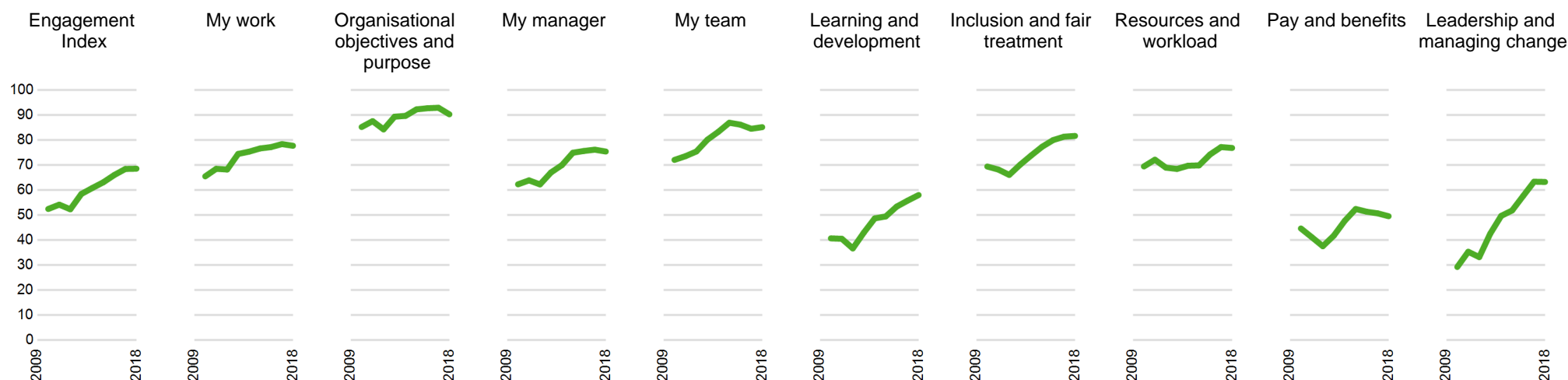
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



## 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	-	52%	54%	52%	58%	61%	63%	66%	68%	68%
My work	-	65%	68%	68%	74%	75%	77%	77%	78%	78%
Organisational objectives and purpose	-	85%	88%	84%	89%	90%	92%	93%	93%	90%
My manager	-	62%	64%	62%	67%	70%	75%	76%	76%	75%
My team	-	72%	73%	75%	80%	83%	87%	86%	84%	85%
Learning and development	-	41%	40%	37%	43%	49%	49%	53%	56%	58%
Inclusion and fair treatment	-	69%	68%	66%	70%	74%	77%	80%	81%	82%
Resources and workload	-	69%	72%	69%	68%	70%	70%	74%	77%	77%
Pay and benefits	-	45%	41%	37%	42%	48%	52%	51%	51%	49%
Leadership and managing change	-	29%	35%	33%	42%	50%	52%	58%	63%	63%
Response rate	-	60%	79%	77%	81%	71%	83%	84%	86%	86%



◇ Statistically significant difference from comparison

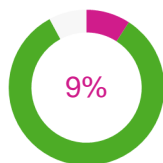
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

## Drivers of Engagement

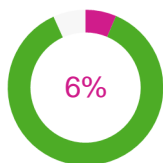
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	82%	-3 ◇	+4 ◇	+2 ◇
2	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	51%	+10 ◇	+9 ◇	0
3	B15	The feedback I receive helps me to improve my performance	73%	-3 ◇	+8 ◇	+4 ◇
4	B11	My manager helps me to understand how I contribute to Ofsted's objectives	73%	-2 ◇	+6 ◇	+1 ◇
5	B56	In Ofsted, people are encouraged to speak up when they identify a serious policy or delivery risk	74%	0	+6 ◇	+1

## Discrimination, bullying and harassment

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



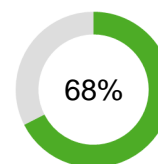
During the past 12 months have you personally experienced discrimination at work?



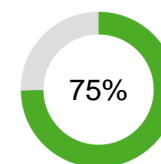
During the past 12 months have you personally experienced bullying or harassment at work?

## Wellbeing

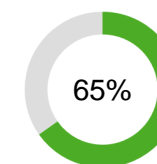
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)   
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



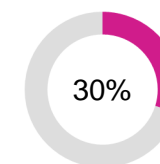
W01. Overall, how satisfied are you with your life nowadays?



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

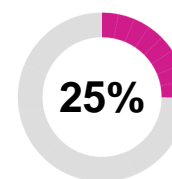


W03. Overall, how happy did you feel yesterday?

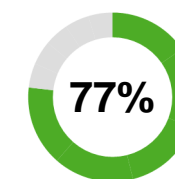


W04. Overall, how anxious did you feel yesterday?

## Proxy Stress Index

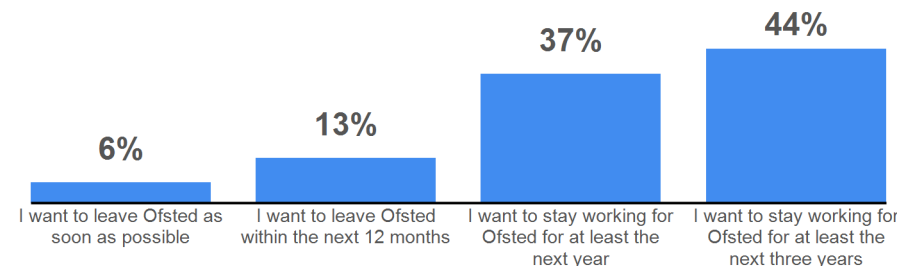


## PERMA Index


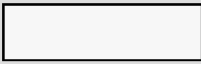


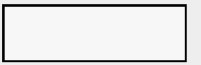

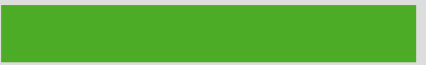
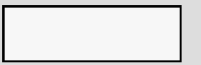




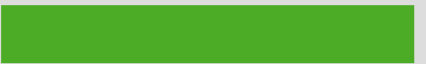




For further information about these indices, please refer to page 16.

## 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	 93%	F06	I feel that our organisational culture has changed for the better since this time last year	 44%	B35	I feel that my pay adequately reflects my performance	 35%
B01	I am interested in my work	 92%	F03	I feel that Ofsted is a better place to work right now than it was this time last year	 40%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 34%
B18	The people in my team can be relied upon to help when things get difficult in my job	 91%	B17	Poor performance is dealt with effectively in my team	 39%	B42	I feel that change is managed well in Ofsted	 27%
B07	I understand how my work contributes to Ofsted's objectives	 90%	F09	I believe that Ofsted's internal recruitment process for temporary promotions is fair and transparent	 37%	B23	There are opportunities for me to develop my career in Ofsted	 27%
B06	I have a clear understanding of Ofsted's objectives	 90%	F08	I believe that Ofsted's internal recruitment process for permanent promotions is fair and transparent	 33%	F08	I believe that Ofsted's internal recruitment process for permanent promotions is fair and transparent	 25%

All questions by theme

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

**My work**

**78%**

-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	54	39	5	0	0	92%	-2 ◆	+3 ◆	0
B02 I am sufficiently challenged by my work	44	38	9	7	0	83%	-1 ◆	+2 ◆	0
B03 My work gives me a sense of personal accomplishment	39	42	11	6	0	82%	-3 ◆	+4 ◆	+2 ◆
B04 I feel involved in the decisions that affect my work	18	41	18	16	7	59%	+2 ◆	0	-4 ◆
B05 I have a choice in deciding how I do my work	29	44	14	9	0	73%	+2 ◆	-5 ◆	-8 ◆

**Organisational objectives and purpose**

**90%**

-3 ◆

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 Ofsted's objectives	39	51	7	0	0	90%	-3 ◆	+9 ◆	+4 ◆
B07 I understand how my work contributes to Ofsted's objectives	40	51	7	0	0	90%	-2 ◆	+7 ◆	+3 ◆

All questions by theme

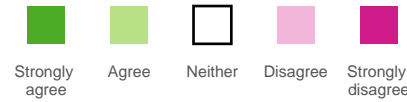
◇ indicates statistically significant difference from comparison  
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**My manager**

**75%**

-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
B08	My manager motivates me to be more effective in my job	35	40	15	8		75%	-1	+4 ◇	-1
B09	My manager is considerate of my life outside work	52	35	8			87%	+2 ◇	+1 ◇	-2 ◇
B10	My manager is open to my ideas	44	40	11			84%	+1	+1 ◇	-2 ◇
B11	My manager helps me to understand how I contribute to Ofsted's objectives	31	42	20	5		73%	-2 ◇	+6 ◇	+1 ◇
B12	Overall, I have confidence in the decisions made by my manager	42	39	12	5		81%	0	+4 ◇	0
B13	My manager recognises when I have done my job well	44	40	9	5		84%	-1	+4 ◇	0
B14	I receive regular feedback on my performance	35	41	14	8		76%	-4 ◇	+9 ◇	+3 ◇
B15	The feedback I receive helps me to improve my performance	31	41	18	7		73%	-3 ◇	+8 ◇	+4 ◇
B16	I think that my performance is evaluated fairly	33	42	16	6		74%	0	+8 ◇	+2 ◇
B17	Poor performance is dealt with effectively in my team	18	29	39	9	5	47%	0	+7 ◇	+3 ◇

Returns : 1,494

Response rate : 86%

Civil Service People Survey 2018

All questions by theme

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**My team**

85%

+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	51	40	6	0	0	91%	+1 ◆	+5 ◆	+3 ◆
B19	The people in my team work together to find ways to improve the service we provide	46	42	9	0	0	87%	+1 ◆	+5 ◆	+2 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	39	39	15	6	0	77%	-1	+1	-3 ◆

**Learning and development**

58%

+2 ◆

Difference from previous survey



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	18	51	18	10	0	69%	+5 ◆	+5 ◆	0
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	19	44	25	9	0	63%	+3 ◆	+10 ◆	+4 ◆
B23	There are opportunities for me to develop my career in Ofsted	14	35	24	17	9	49%	-1	+1	-7 ◆
B24	Learning and development activities I have completed while working for Ofsted are helping me to develop my career	16	35	27	15	6	51%	+2 ◆	+4 ◆	-2 ◆

All questions by theme

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**Inclusion and fair treatment**

82%

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
B25 I am treated fairly at work	37	46	9	6		83%	0	+2 ◆	-1 ◆
B26 I am treated with respect by the people I work with	42	47	8			89%	-1 ◆	+4 ◆	+1 ◆
B27 I feel valued for the work I do	31	44	13	8		75%	0	+7 ◆	+2 ◆
B28 I think that Ofsted respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	33	47	12	5		80%	+2 ◆	+3 ◆	0

**Resources and workload**

77%

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
B29 I get the information I need to do my job well	20	56	13	9		76%	-2 ◆	+6 ◆	+1 ◆
B30 I have clear work objectives	28	57	9	5		85%	-2 ◆	+9 ◆	+5 ◆
B31 I have the skills I need to do my job effectively	37	56	5			93%	-1 ◆	+4 ◆	+2 ◆
B32 I have the tools I need to do my job effectively	25	53	10	9		78%	-4 ◆	+7 ◆	+1 ◆
B33 I have an acceptable workload	14	48	17	15	6	62%	+2 ◆	+2 ◆	-4 ◆
B34 I achieve a good balance between my work life and my private life	20	47	16	14		66%	+5 ◆	-3 ◆	-8 ◆



**All questions by theme**

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**Pay and benefits**

**49%**

-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
B35 I feel that my pay adequately reflects my performance	10	39	16	24	11	49%	-1	+18 ◆	+12 ◆
B36 I am satisfied with the total benefits package	12	43	22	16	7	55%	-1	+19 ◆	+11 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	10	34	22	21	13	44%	-2 ◆	+18 ◆	+12 ◆

**Leadership and managing change**

**63%**

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
B38 Senior Managers (that is PO, Band A and SHMI) in Ofsted are sufficiently visible	28	52	12	6	2	80%	+2 ◆	+18 ◆	+9 ◆
B39 I believe the actions of the Senior Managers (that is PO, Band A and SHMI) are consistent with Ofsted's values	25	50	17	5	3	76%	+1	+23 ◆	+14 ◆
B40 I believe that the SCS Leadership Team (those above SHMI or PO level) has a clear vision for the future of Ofsted	22	48	23	5	2	70%	0	+22 ◆	+13 ◆
B41 Overall, I have confidence in the decisions made by Ofsted's Senior Managers (that is PO, Band A and SHMI)	23	48	19	7	3	71%	0	+22 ◆	+12 ◆
B42 I feel that change is managed well in Ofsted	8	41	24	18	9	49%	-2 ◆	+16 ◆	+7 ◆
B43 When changes are made in Ofsted they are usually for the better	9	39	32	15	6	47%	+2 ◆	+13 ◆	+5 ◆
B44 Ofsted keeps me informed about matters that affect me	15	59	14	8	1	74%	+1	+15 ◆	+9 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	11	41	24	17	7	52%	-3 ◆	+11 ◆	+3 ◆
B46 I think it is safe to challenge the way things are done in Ofsted	11	40	26	16	8	50%	0	+3 ◆	-3 ◆

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 Ofsted	28	45	20	5		73%	-1 ◆	+8 ◆	+3 ◆
B48 I would recommend Ofsted as a great place to work	23	43	24	8		65%	+2 ◆	+8 ◆	0
B49 I feel a strong personal attachment to Ofsted	22	36	27	12		58%	+2 ◆	+7 ◆	+1 ◆
B50 Ofsted inspires me to do the best in my job	22	42	25	8		64%	-1	+14 ◆	+7 ◆
B51 Ofsted motivates me to help it achieve its objectives	19	42	28	8		61%	-1	+13 ◆	+7 ◆

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 the Senior Managers (that is PO, Band A and SHMI) in Ofsted will take action on the results from this survey	21	44	21	9	5	65%	-1	+16 ◆	+6 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	21	36	29	8	6	57%	+5 ◆	+22 ◆	+13 ◆

**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	43	47	6			89%	0	0	-2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	27	41	19	10		68%	0	-3 ◆	-8 ◆
B56 In Ofsted, people are encouraged to speak up when they identify a serious policy or delivery risk	27	47	16	7		74%	0	+6 ◆	+1
B57 I feel able to challenge inappropriate behaviour in the workplace	25	49	16	8		73%	-2 ◆	+8 ◆	+4 ◆
B58 Ofsted is committed to creating a diverse and inclusive workplace	29	51	15			79%	+3 ◆	+5 ◆	0

**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 (that is PO, Band A and SHMI) in Ofsted actively role model the behaviours set out in the Civil Service Leadership Statement	24	47	22			71%	0	+22 ◆	+14 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	35	43	17			78%	-2 ◆	+10 ◆	+5 ◆

**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'	12	48	19	18		59%	+16 ◆	+8 ◆	-7 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	10	40	26	20		51%	+10 ◆	+9 ◆	0

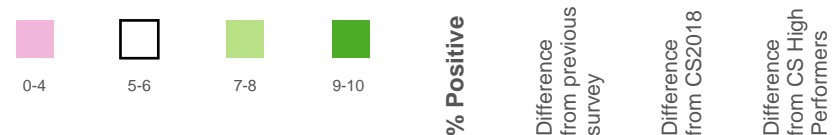
All questions by theme

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Wellbeing

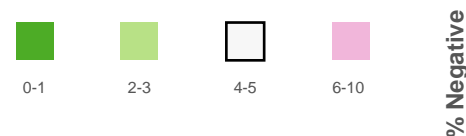
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	11	22	51	17	68%	+1	+1 ◆	-1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	18	49	26	75%	0	+4 ◆	+1
W03 Overall, how happy did you feel yesterday?	14	21	42	23	65%	-1 ◆	+3 ◆	0

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?	24	27	19	30	30%	-3 ◆	-3 ◆	0

## 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 Ofsted?

		Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave Ofsted as soon as possible	6%	0	-2 ◇	-6 ◇
I want to leave Ofsted within the next 12 months	13%	+1	-2 ◇	-6 ◇
I want to stay working for Ofsted for at least the next year	37%	+3	+3 ◇	-2 ◇
I want to stay working for Ofsted for at least the next three years	44%	-4 ◇	+1	-9 ◇

### The Civil Service Code

Differences are based on '% Yes' score

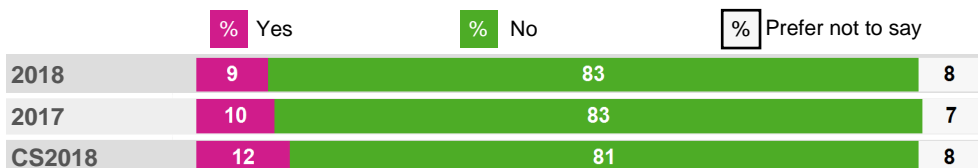
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	89	11	89%	+2 ◇	-3 ◇	-5 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	71	29	71%	+3 ◇	+4 ◇	-2 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Ofsted it would be investigated properly?	78	22	78%	+2 ◇	+8 ◇	+2 ◇

## All questions by theme

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### Discrimination, harassment and bullying

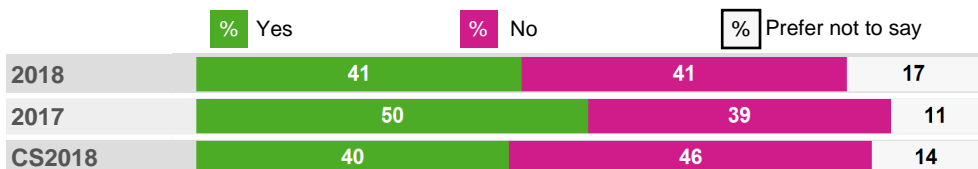
E01. During the past 12 months have you personally experienced discrimination at work?



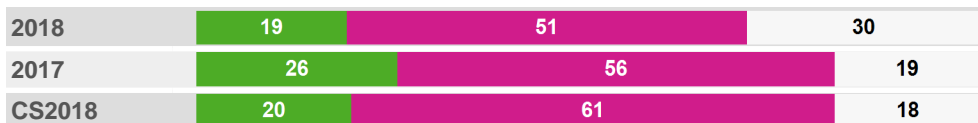
E03. During the past 12 months have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.  
E05. Did you report the bullying and harassment you experienced?



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	15
Caring responsibilities	--
Disability	21
Ethnic background	--
Gender	14
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	33
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	11
Working pattern	31
Any other grounds	34
Prefer not to say	19

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	31
Your manager	18
Another manager in my part of Ofsted	23
Someone you manage	--
Someone who works for another part of Ofsted	--
A member of the public	--
Someone else	--
Prefer not to say	20

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

All questions by theme

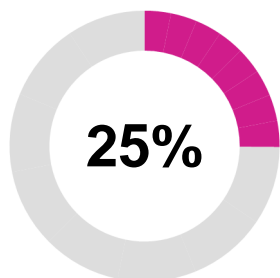
◆ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

Ofsted questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 Ofsted encourages me to achieve a good work/life balance	21	45	19	11	6	67%	+7 ◆
F02 Ofsted supports me in promoting good health and positive wellbeing	19	45	22	11	5	64%	+10 ◆
F03 I feel that Ofsted is a better place to work right now than it was this time last year	13	27	40	13	6	40%	+3 ◆
F04 I believe that the SCS Leadership Team (those above SHMI or PO level) are sufficiently visible	17	49	19	10	5	66%	0
F05 My manager encourages me to make time for my learning and development (including shadowing, on the job learning, observation, reading, research, conferences and online/classroom based courses)	24	45	16	11	5	69%	+3 ◆
F06 I feel that our organisational culture has changed for the better since this time last year	11	27	44	12	5	39%	+1
F07 I am encouraged to demonstrate creativity and innovation in my role	17	40	26	13	5	57%	0
F08 I believe that Ofsted's internal recruitment process for permanent promotions is fair and transparent	11	31	33	15	11	42%	0
F09 I believe that Ofsted's internal recruitment process for temporary promotions is fair and transparent	10	29	37	14	11	39%	0
F10 I feel that I would be supported at work if I experience stress	22	50	17	7	5	71%	+2 ◆
F11 I feel that I would be supported at work if I experience mental health issues	23	50	15	7	5	74%	+3 ◆
F12 I feel that everyone in my team is treated equally and on merit	21	44	18	12	5	65%	-1
F13 Are you using the Ofsted Strategy to inform your work?	Yes: 52% No: 12% Don't know: 36%					52%	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	0
Difference from CS2018	-4 ◇
Difference from CS High Performers	-7 ◇

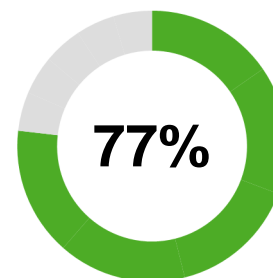
### Proxy Stress Index

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	73%
B08	My manager motivates me to be more effective in my job	75%
B18	The people in my team can be relied upon to help when things get difficult in my job	91%
B26	I am treated with respect by the people I work with	89%
B30	I have clear work objectives	85%
B33	I have an acceptable workload	62%
B45	I have the opportunity to contribute my views before decisions are made that affect me	52%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	87%



Difference from previous survey	0
Difference from CS2018	+3 ◇
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

B01	I am interested in my work	92%
B03	My work gives me a sense of personal accomplishment	82%
B18	The people in my team can be relied upon to help when things get difficult in my job	91%
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?	75%



## 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 <b>Theme score % positive</b> ).
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](http://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.