

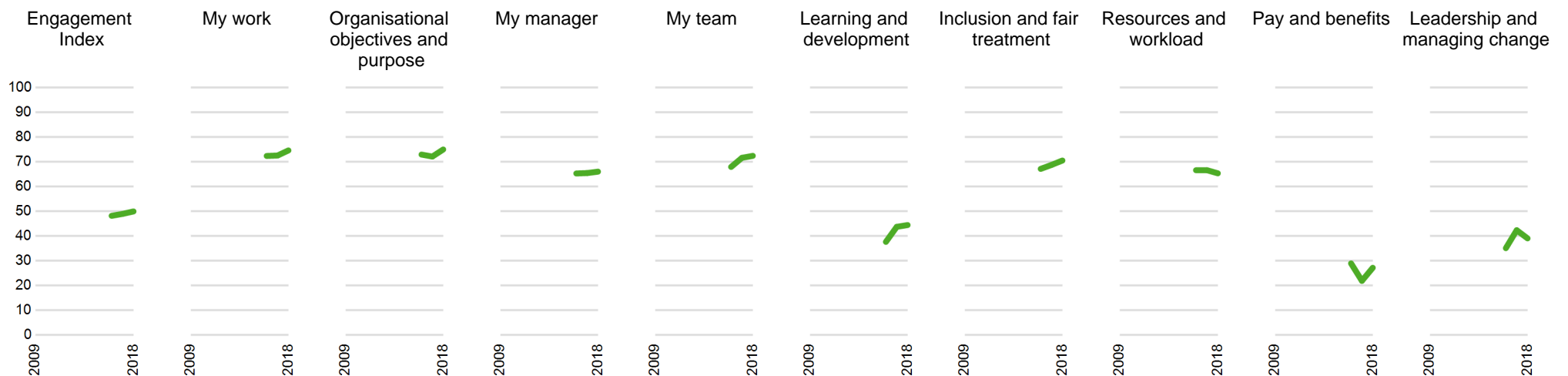
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



## 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	-	-	-	-	-	-	-	48%	49%	50%
My work	-	-	-	-	-	-	-	72%	72%	75%
Organisational objectives and purpose	-	-	-	-	-	-	-	73%	72%	75%
My manager	-	-	-	-	-	-	-	65%	65%	66%
My team	-	-	-	-	-	-	-	68%	72%	72%
Learning and development	-	-	-	-	-	-	-	38%	44%	44%
Inclusion and fair treatment	-	-	-	-	-	-	-	67%	69%	70%
Resources and workload	-	-	-	-	-	-	-	67%	67%	65%
Pay and benefits	-	-	-	-	-	-	-	29%	22%	27%
Leadership and managing change	-	-	-	-	-	-	-	35%	42%	39%
<i>Response rate</i>	-	-	-	-	-	-	-	80%	78%	90%



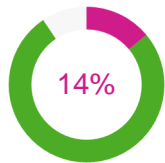
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

## Drivers of Engagement

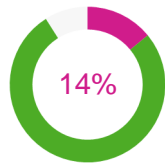
Rank		% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	F02 I feel that GIAA is a great place to work	35%	+5 ◇	--	--
2	F07 I believe GIAA will increase the effectiveness of internal audit across government	45%	-6 ◇	--	--
3	B41 Overall, I have confidence in the decisions made by GIAA's Senior Leadership Team	35%	-5 ◇	-14 ◇	-24 ◇
4	F05 I feel that my work is valued by my customers	72%	-6 ◇	--	--

## Discrimination, bullying and harassment

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



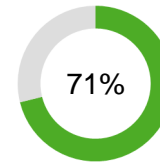
During the past 12 months have you personally experienced discrimination at work?



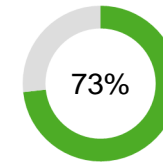
During the past 12 months have you personally experienced bullying or harassment at work?

## Wellbeing

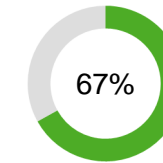
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



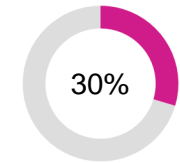
W01. Overall, how satisfied are you with your life nowadays?



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

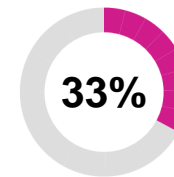


W03. Overall, how happy did you feel yesterday?

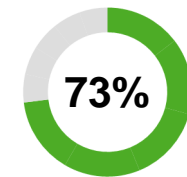


W04. Overall, how anxious did you feel yesterday?

## Proxy Stress Index

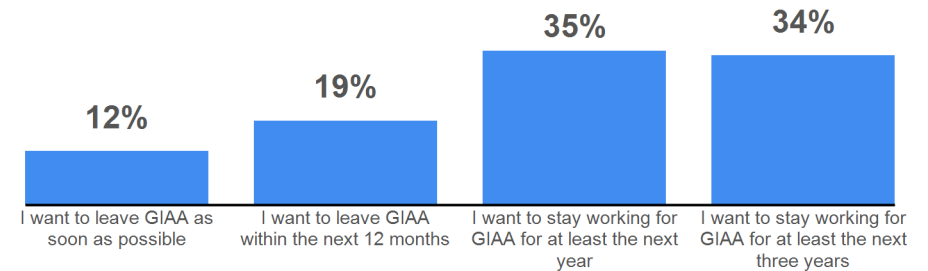


## PERMA Index


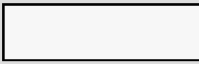


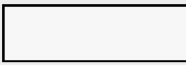

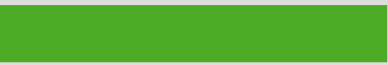
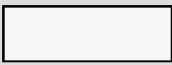




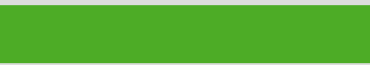




For further information about these indices, please refer to page 16.

## Your plans for the future



## Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B01 I am interested in my work	 88%	B17 Poor performance is dealt with effectively in my team  44%		B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable  58%	
B31 I have the skills I need to do my job effectively	 85%	B59 Senior managers in GIAA actively role model the behaviours set out in the Civil Service Leadership Statement  41%		B35 I feel that my pay adequately reflects my performance  54%	
B09 My manager is considerate of my life outside work	 85%	B51 GIAA motivates me to help it achieve its objectives  37%		B36 I am satisfied with the total benefits package  49%	
B02 I am sufficiently challenged by my work	 85%	B48 I would recommend GIAA as a great place to work  36%		B42 I feel that change is managed well in GIAA  46%	
F04 I feel confident that I provide a high level of service to customers	 81%	B50 GIAA inspires me to do the best in my job  36%		B49 I feel a strong personal attachment to GIAA  42%	

## All questions by theme

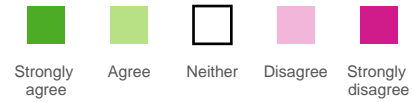
◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### My work

75%

+2

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	44	45	7	5		88%	-1	-1 ◆	-4 ◆
B02 I am sufficiently challenged by my work	38	46	8	5		85%	+4 ◆	+4 ◆	+2 ◆
B03 My work gives me a sense of personal accomplishment	27	48	14	10		75%	+2	-3 ◆	-5 ◆
B04 I feel involved in the decisions that affect my work	16	38	19	18	8	54%	+4 ◆	-4 ◆	-9 ◆
B05 I have a choice in deciding how I do my work	25	46	11	12	6	71%	+2	-7 ◆	-10 ◆

### Organisational objectives and purpose

75%

+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 GIAA's objectives	25	49	15	8		75%	+2	-7 ◆	-12 ◆
B07 I understand how my work contributes to GIAA's objectives	26	49	16	7		75%	+4 ◆	-9 ◆	-12 ◆

## All questions by theme

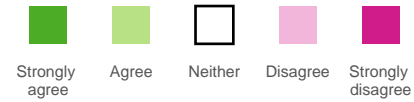
◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### My manager

66%

+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
B08 My manager motivates me to be more effective in my job	25	42	17	9	6	67%	-1	-4 ◆	-8 ◆
B09 My manager is considerate of my life outside work	49	36	10			85%	+1	-1	-4 ◆
B10 My manager is open to my ideas	39	39	11	7		78%	-2	-5 ◆	-9 ◆
B11 My manager helps me to understand how I contribute to GIAA's objectives	20	39	26	10	5	59%	+1	-8 ◆	-13 ◆
B12 Overall, I have confidence in the decisions made by my manager	30	41	16	8	5	71%	0	-5 ◆	-9 ◆
B13 My manager recognises when I have done my job well	33	42	14	7		75%	-1	-5 ◆	-8 ◆
B14 I receive regular feedback on my performance	24	45	15	13		69%	+3 ◆	+1	-5 ◆
B15 The feedback I receive helps me to improve my performance	20	42	23	11		62%	+3 ◆	-2 ◆	-6 ◆
B16 I think that my performance is evaluated fairly	20	40	25	9	6	60%	+1	-7 ◆	-12 ◆
B17 Poor performance is dealt with effectively in my team	9	25	44	13	9	34%	0	-6 ◆	-10 ◆

## All questions by theme

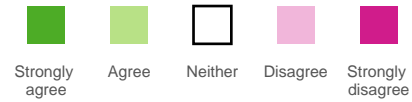
◆ indicates statistically significant difference from comparison  
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### My team

72%

+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	31	45	14	8		76%	0	-9 ◆	-11 ◆
B19	The people in my team work together to find ways to improve the service we provide	27	46	19	6		72%	-1	-10 ◆	-13 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	25	43	18	10		68%	+3 ◆	-8 ◆	-12 ◆

### Learning and development

44%

+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
B21	I am able to access the right learning and development opportunities when I need to	11	41	25	18	6	52%	0	-12 ◆	-17 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	32	34	18		44%	-1	-9 ◆	-15 ◆
B23	There are opportunities for me to develop my career in GIAA	12	31	24	20	13	42%	0	-6 ◆	-14 ◆
B24	Learning and development activities I have completed while working for GIAA are helping me to develop my career	10	29	31	20	10	39%	+4 ◆	-8 ◆	-14 ◆

## All questions by theme

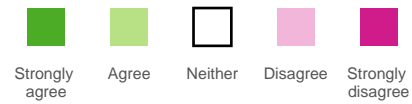
◆ indicates statistically significant difference from comparison  
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### Inclusion and fair treatment

70%

+2

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

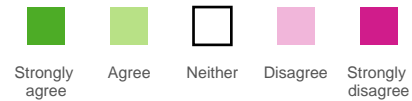
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25 I am treated fairly at work	24	49	13	10		74%	-1	-7 ◆	-10 ◆
B26 I am treated with respect by the people I work with	28	51	14	5		79%	-4 ◆	-7 ◆	-9 ◆
B27 I feel valued for the work I do	18	45	18	13	6	62%	+2	-6 ◆	-10 ◆
B28 I think that GIAA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	20	47	20	9		67%	+10 ◆	-10 ◆	-13 ◆

### Resources and workload

65%

-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
B29 I get the information I need to do my job well	8	49	18	21		57%	-1	-13 ◆	-18 ◆
B30 I have clear work objectives	15	54	18	10		69%	-3	-7 ◆	-11 ◆
B31 I have the skills I need to do my job effectively	22	63	9	5		85%	-3 ◆	-4 ◆	-6 ◆
B32 I have the tools I need to do my job effectively	11	47	17	18	7	58%	-1	-14 ◆	-19 ◆
B33 I have an acceptable workload	6	49	21	21		55%	-2	-5 ◆	-11 ◆
B34 I achieve a good balance between my work life and my private life	16	52	19	8	5	68%	+2	-1 ◆	-7 ◆



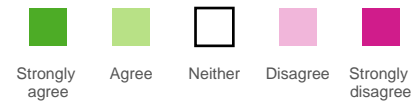
## All questions by theme

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^ indicates a variation in question wording from your previous survey

### Pay and benefits

27%

+5 ◆ Difference from previous survey



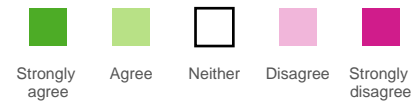
% Positive  
Difference from previous survey  
Difference from CS2018  
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	25	18	28	26	23	28%	+5 ◆	-3 ◆	-9 ◆
B36 I am satisfied with the total benefits package	26	21	25	24	24	30%	+4 ◆	-5 ◆	-13 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	19	29	30	23	23%	+7 ◆	-4 ◆	-10 ◆

### Leadership and managing change

39%

-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
B38 Senior managers in GIAA are sufficiently visible	13	43	20	16	8	56%	-3 ◆	-5 ◆	-15 ◆
B39 I believe the actions of senior managers are consistent with GIAA's values	10	34	31	17	8	44%	-4 ◆	-8 ◆	-18 ◆
B40 I believe that the Senior Leadership Team has a clear vision for the future of GIAA	8	31	31	18	11	40%	-10 ◆	-8 ◆	-17 ◆
B41 Overall, I have confidence in the decisions made by GIAA's Senior Leadership Team	7	28	33	20	13	35%	-5 ◆	-14 ◆	-24 ◆
B42 I feel that change is managed well in GIAA	21	31	29	16	23	24%	+4 ◆	-9 ◆	-18 ◆
B43 When changes are made in GIAA they are usually for the better	26	35	23	12	2	30%	0	-5 ◆	-12 ◆
B44 GIAA keeps me informed about matters that affect me	8	44	23	15	9	52%	-6 ◆	-7 ◆	-13 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	6	26	28	25	14	33%	-2	-8 ◆	-16 ◆
B46 I think it is safe to challenge the way things are done in GIAA	9	28	33	17	13	37%	-4 ◆	-10 ◆	-17 ◆

## 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 GIAA	12	31	35	15	7	43%	+2	-22 ♦	-27 ♦
B48 I would recommend GIAA as a great place to work	10	25	36	18	11	35%	+4 ♦	-23 ♦	-30 ♦
B49 I feel a strong personal attachment to GIAA	9	17	31	28	14	26%	+1	-25 ♦	-31 ♦
B50 GIAA inspires me to do the best in my job	8	24	36	21	11	32%	+4 ♦	-18 ♦	-25 ♦
B51 GIAA motivates me to help it achieve its objectives	8	22	37	20	13	29%	+1	-18 ♦	-25 ♦

### 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 in GIAA will take action on the results from this survey	10	41	24	15	10	51%	-5 ♦	+2 ♦	-8 ♦
B53 Where I work, I think effective action has been taken on the results of the last survey	13	29	32	16	10	42%	-2	+6 ♦	-3 ♦

## All questions by theme

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

### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	26	54	12	5		80%	-3 ◆	-9 ◆	-10 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	18	46	19	13		64%	+2	-8 ◆	-12 ◆
B56 In GIAA, people are encouraged to speak up when they identify a serious policy or delivery risk	15	43	26	11	6	58%	+2	-10 ◆	-15 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	14	47	22	12	6	60%	-4 ◆	-5 ◆	-9 ◆
B58 GIAA is committed to creating a diverse and inclusive workplace	18	48	23	6		66%	+8 ◆	-8 ◆	-13 ◆

### 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 in GIAA actively role model the behaviours set out in the Civil Service Leadership Statement	7	34	41	12	6	41%	-2	-8 ◆	-16 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	24	45	19	8	5	69%	+2	+1	-4 ◆

### 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'	22	56	13	9		78%	+5 ◆	+27 ◆	+12 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	14	44	27	12		58%	+4 ◆	+16 ◆	+7 ◆

## 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?	12	17	55	16	71%	+5 ◆	+5 ◆	+2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	16	51	22	73%	+2	+2 ◆	-1
W03 Overall, how happy did you feel yesterday?	16	18	48	19	67%	+2	+4 ◆	+2 ◆

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

	0-1	2-3	4-5	6-10	% Negative			
W04 Overall, how anxious did you feel yesterday?	21	30	19	30	30%	0	-3 ◆	0

## 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 GIAA?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave GIAA as soon as possible		12%	-1	+5	0
I want to leave GIAA within the next 12 months		19%	+4	+5 ◇	0
I want to stay working for GIAA for at least the next year		35%	-2	+1	-5 ◇
I want to stay working for GIAA for at least the next three years		34%	-1	-10 ◇	-19 ◇

### The Civil Service Code

Differences are based on '% Yes' score

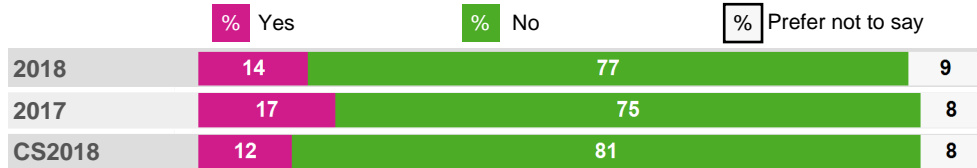
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97%	-1 ◇	+5 ◇	+3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			79%	0	+12 ◇	+6 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in GIAA it would be investigated properly?			67%	-8 ◇	-4 ◇	-9 ◇

All questions by theme

◆ indicates statistically significant difference from comparison  
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Discrimination, harassment and bullying

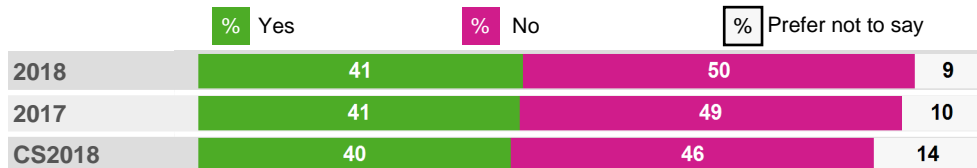
E01. During the past 12 months have you personally experienced discrimination at work?



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	13
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	19
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	21
Working pattern	--
Any other grounds	22
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	12
Your manager	16
Another manager in my part of GIAA	22
Someone you manage	--
Someone who works for another part of GIAA	--
A member of the public	--
Someone else	--
Prefer not to say	13

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

## All questions by theme

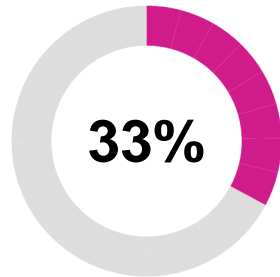
◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### Government Internal Audit Agency questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I feel part of GIAA as a single organisation	8	28	23	28	12	37%	+4 ◆
F02 I feel that GIAA is a great place to work	9	26	33	20	13	35%	+5 ◆
F03 I feel confident that I can respond to customer queries about GIAA services	14	54	20	9		68%	+8 ◆
F04 I feel confident that I provide a high level of service to customers	22	59	13			81%	-1
F05 I feel that my work is valued by my customers	17	55	19	7		72%	-6 ◆
F06 I feel positive about the direction of travel of GIAA	8	34	30	19	9	42%	-2
F07 I believe GIAA will increase the effectiveness of internal audit across government	12	34	34	11	9	45%	-6 ◆
F08 Do you think the changes and initiatives that GIAA have introduced would make you more inclined to report bullying and harassment?	Yes: 37% No: 23% Don't know: 40%					37%	+3 ◆
F09 Do you feel GIAA is serious about addressing concerns raised about bullying and harassment?	Yes: 59% No: 17% Don't know: 24%					59%	-3 ◆

## 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	+1 ◇

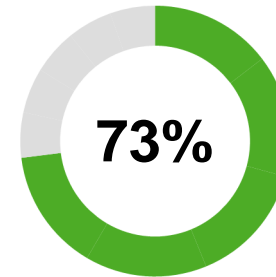
### Proxy Stress Index

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.

#### % positive

B05	I have a choice in deciding how I do my work	71%
B08	My manager motivates me to be more effective in my job	67%
B18	The people in my team can be relied upon to help when things get difficult in my job	76%
B26	I am treated with respect by the people I work with	79%
B30	I have clear work objectives	69%
B33	I have an acceptable workload	55%
B45	I have the opportunity to contribute my views before decisions are made that affect me	33%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	77%



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

### PERMA Index

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

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

#### % positive

B01	I am interested in my work	88%
B03	My work gives me a sense of personal accomplishment	75%
B18	The people in my team can be relied upon to help when things get difficult in my job	76%
W01	Overall, how satisfied are you with your life nowadays?	71%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	73%



## 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.