



✧ Statistically significant difference from comparison

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

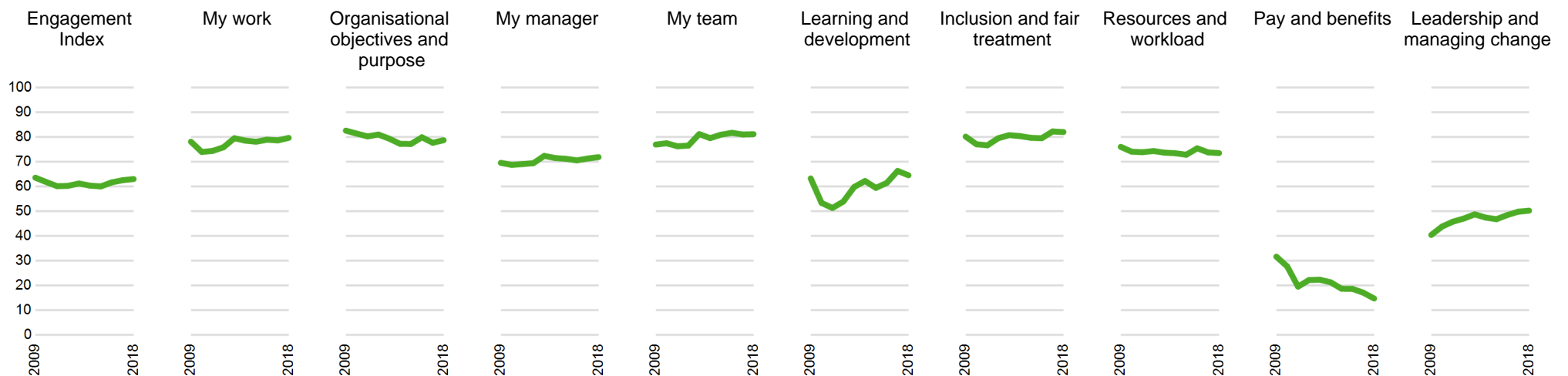




Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

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	64%	62%	60%	60%	61%	60%	60%	62%	62%	63%
My work	78%	74%	74%	76%	79%	78%	78%	79%	79%	80%
Organisational objectives and purpose	83%	81%	80%	81%	79%	77%	77%	80%	78%	79%
My manager	70%	69%	69%	69%	72%	71%	71%	71%	71%	72%
My team	77%	77%	76%	76%	81%	79%	81%	82%	81%	81%
Learning and development	63%	53%	51%	54%	60%	62%	59%	61%	66%	64%
Inclusion and fair treatment	80%	77%	77%	79%	81%	80%	80%	79%	82%	82%
Resources and workload	76%	74%	74%	74%	74%	73%	73%	75%	74%	73%
Pay and benefits	32%	28%	19%	22%	22%	21%	19%	19%	17%	15%
Leadership and managing change	40%	44%	46%	47%	49%	47%	47%	48%	50%	50%
Response rate	83%	70%	76%	75%	79%	79%	80%	77%	78%	77%





◇ Statistically significant difference from comparison

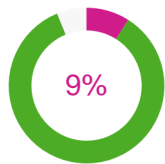
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

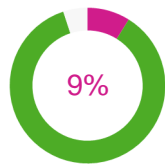
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	81%	+2 ◇	+4 ◇	+1 ◇
2	B41	Overall, I have confidence in the decisions made by GLD's senior managers	52%	-1	+3 ◇	-7 ◇
3	B23	There are opportunities for me to develop my career in GLD	58%	-3 ◇	+10 ◇	+2 ◇
4	F01	GLD feels like one department	35%	-12 ◇	--	--
5	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	42%	+9 ◇	0	-8 ◇

Discrimination, bullying and harassment

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



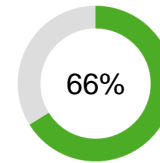
During the past 12 months have you personally experienced discrimination at work?



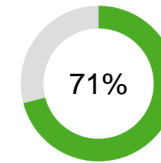
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

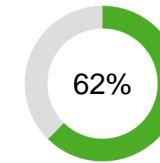
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



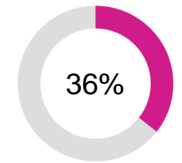
W01. Overall, how satisfied are you with your life nowadays?



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

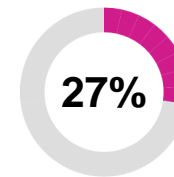


W03. Overall, how happy did you feel yesterday?

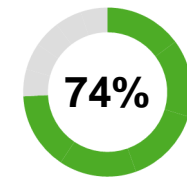


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

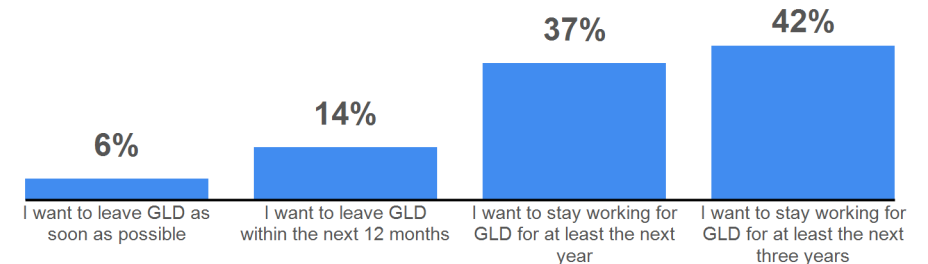


PERMA Index



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
B54 I am trusted to carry out my job effectively	94%	B17 Poor performance is dealt with effectively in my team	46%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	76%
B01 I am interested in my work	92%	B40 I believe that the Board has a clear vision for the future of GLD	46%	B35 I feel that my pay adequately reflects my performance	73%
B31 I have the skills I need to do my job effectively	91%	B43 When changes are made in GLD they are usually for the better	46%	B36 I am satisfied with the total benefits package	67%
B26 I am treated with respect by the people I work with	89%	B53 Where I work, I think effective action has been taken on the results of the last survey	39%	F02 Over the last 12 months, I have been able to undertake my 5 days learning activity eg e-learning, shadowing, projects, conferences, courses	46%
B09 My manager is considerate of my life outside work	88%	B59 Senior managers in GLD actively role model the behaviours set out in the Civil Service Leadership Statement	34%	F01 GLD feels like one department	44%



All questions by theme

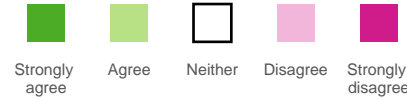
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

80%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

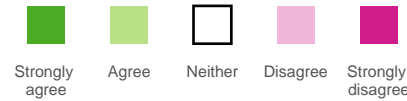
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	46	46				92%	0	+2 ◆	-1 ◆
B02 I am sufficiently challenged by my work	44	41	8	5		85%	0	+4 ◆	+2 ◆
B03 My work gives me a sense of personal accomplishment	32	49	10	6		81%	+2 ◆	+4 ◆	+1 ◆
B04 I feel involved in the decisions that affect my work	15	43	20	16	5	59%	+2 ◆	0	-4 ◆
B05 I have a choice in deciding how I do my work	29	52	10	7		81%	+2 ◆	+4 ◆	0

Organisational objectives and purpose

79%

+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
B06 I have a clear understanding of GLD's objectives	21	58	14	6		79%	+1	-2 ◆	-7 ◆
B07 I understand how my work contributes to GLD's objectives	22	56	14	6		78%	+1	-6 ◆	-9 ◆



All questions by theme

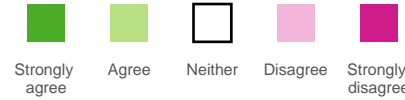
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

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
B08	My manager motivates me to be more effective in my job	31	44	15	7	7	75%	0	+4 ◆	-1
B09	My manager is considerate of my life outside work	53	35	8	8	8	88%	0	+3 ◆	-1
B10	My manager is open to my ideas	44	41	9	9	9	86%	+1	+3 ◆	-1
B11	My manager helps me to understand how I contribute to GLD's objectives	22	41	26	8	8	63%	+1	-4 ◆	-9 ◆
B12	Overall, I have confidence in the decisions made by my manager	37	43	13	5	5	80%	0	+4 ◆	0
B13	My manager recognises when I have done my job well	39	45	10	10	10	84%	+1 ◆	+4 ◆	0
B14	I receive regular feedback on my performance	25	45	15	12	12	70%	+1 ◆	+2 ◆	-3 ◆
B15	The feedback I receive helps me to improve my performance	24	43	22	9	9	67%	-1	+3 ◆	-2 ◆
B16	I think that my performance is evaluated fairly	24	46	19	7	7	70%	+3 ◆	+3 ◆	-2 ◆
B17	Poor performance is dealt with effectively in my team	10	26	46	11	7	36%	-2 ◆	-4 ◆	-8 ◆



All questions by theme

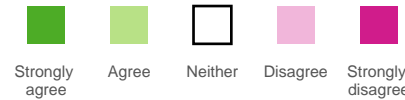
◆ indicates statistically significant difference from comparison
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My team

81%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

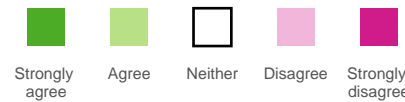
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	42	45	8	2	2	86%	0	+1 ◆	-1 ◆
B19	The people in my team work together to find ways to improve the service we provide	35	47	12	2	2	82%	0	0	-3 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	27	47	16	8	2	74%	0	-2 ◆	-6 ◆

Learning and development

64%

-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	20	54	15	9	2	74%	-2 ◆	+10 ◆	+6 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	18	50	22	7	3	69%	-1 ◆	+15 ◆	+10 ◆
B23	There are opportunities for me to develop my career in GLD	16	42	21	13	8	58%	-3 ◆	+10 ◆	+2 ◆
B24	Learning and development activities I have completed while working for GLD are helping me to develop my career	15	42	28	11	4	57%	0	+10 ◆	+4 ◆



All questions by theme

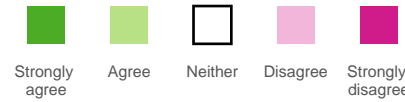
◆ indicates statistically significant difference from comparison
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Inclusion and fair treatment

82%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

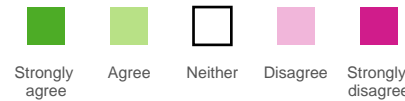
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25 I am treated fairly at work	33	51	8	5		84%	0	+4 ◆	0
B26 I am treated with respect by the people I work with	40	49	7			89%	-1	+4 ◆	+1 ◆
B27 I feel valued for the work I do	27	46	14	10		73%	0	+5 ◆	0
B28 I think that GLD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	33	49	11	5		82%	0	+6 ◆	+2 ◆

Resources and workload

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
B29 I get the information I need to do my job well	15	60	15	9		74%	-2 ◆	+4 ◆	-1
B30 I have clear work objectives	17	59	15	7		76%	-1	0	-4 ◆
B31 I have the skills I need to do my job effectively	29	63	6			91%	+1	+3 ◆	0
B32 I have the tools I need to do my job effectively	17	53	14	12		71%	+2 ◆	0	-6 ◆
B33 I have an acceptable workload	11	50	15	17	7	61%	-1	0	-6 ◆
B34 I achieve a good balance between my work life and my private life	19	48	15	13	5	68%	-1	-2 ◆	-7 ◆



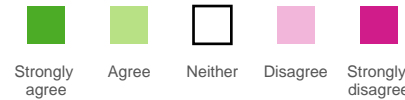
All questions by theme

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^ indicates a variation in question wording from your previous survey

Pay and benefits

15%

-2 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

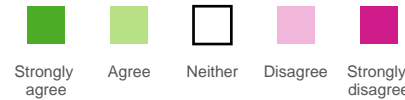
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	13	12	30	42		15%	-2 ◆	-16 ◆	-22 ◆
B36 I am satisfied with the total benefits package	14	17	30	36		16%	-3 ◆	-19 ◆	-27 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	10	12	29	46		12%	-2 ◆	-14 ◆	-20 ◆

Leadership and managing change

50%

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 in GLD are sufficiently visible	16	52	15	13	5	68%	-1	+6 ◆	-3 ◆
B39 I believe the actions of senior managers are consistent with GLD's values	13	45	31	7		58%	0	+6 ◆	-4 ◆
B40 I believe that the Board has a clear vision for the future of GLD	9	35	46	7		43%	-2 ◆	-4 ◆	-13 ◆
B41 Overall, I have confidence in the decisions made by GLD's senior managers	10	42	33	10	5	52%	-1	+3 ◆	-7 ◆
B42 I feel that change is managed well in GLD	5	37	33	19	6	42%	+1	+9 ◆	0
B43 When changes are made in GLD they are usually for the better	5	29	46	16	5	34%	0	-1	-8 ◆
B44 GLD keeps me informed about matters that affect me	9	55	21	10		65%	0	+6 ◆	-1 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	7	36	29	20	8	43%	+2 ◆	+3 ◆	-5 ◆
B46 I think it is safe to challenge the way things are done in GLD	8	39	30	15	7	47%	+3 ◆	0	-6 ◆



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 GLD	22	48	22	5	5	70%	+1	+5 ◆	0
B48 I would recommend GLD as a great place to work	20	46	21	10	5	65%	+1	+7 ◆	0
B49 I feel a strong personal attachment to GLD	15	33	29	17	5	49%	+2 ◆	-3 ◆	-9 ◆
B50 GLD inspires me to do the best in my job	14	38	29	13	5	52%	+3 ◆	+2 ◆	-5 ◆
B51 GLD motivates me to help it achieve its objectives	11	36	32	14	6	47%	+3 ◆	0	-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 senior managers in GLD will take action on the results from this survey	15	45	22	11	7	60%	-3 ◆	+11 ◆	+1 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	13	32	39	10	6	45%	-3 ◆	+9 ◆	0



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	56				94%	+1	+4 ◆	+3 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	20	53	19	7		73%	+1	+1	-4 ◆
B56 In GLD, people are encouraged to speak up when they identify a serious policy or delivery risk	22	52	18	6		73%	0	+6 ◆	0
B57 I feel able to challenge inappropriate behaviour in the workplace	19	50	18	9		68%	+2 ◆	+3 ◆	-1
B58 GLD is committed to creating a diverse and inclusive workplace	32	50	12			82%	0	+7 ◆	+3 ◆

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 GLD actively role model the behaviours set out in the Civil Service Leadership Statement	12	44	34	6		56%	+1	+7 ◆	-1 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	26	46	21	5		71%	+1	+4 ◆	-2 ◆

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	10	46	16	24		56%	+15 ◆	+5 ◆	-10 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	8	35	28	25	5	42%	+9 ◆	0	-8 ◆



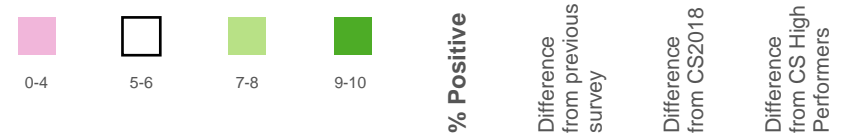
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Wellbeing

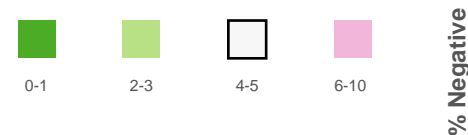
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.



W01 Overall, how satisfied are you with your life nowadays?	11	23	53	13	66%	0	0	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	20	51	20	71%	+1	0	-3 ◆
W03 Overall, how happy did you feel yesterday?	14	24	45	18	62%	+1	0	-3 ◆

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



W04 Overall, how anxious did you feel yesterday?	16	25	23	36	36%	+1	+3 ◆	+6 ◆
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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 GLD?

		Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave GLD as soon as possible	6%	-1	-2 ◇	-6 ◇
I want to leave GLD within the next 12 months	14%	+1	0	-5 ◇
I want to stay working for GLD for at least the next year	37%	+2	+3 ◇	-2 ◇
I want to stay working for GLD for at least the next three years	42%	-3 ◇	-1 ◇	-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?	94	6	94%	-1	+2 ◇	-1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	67	33	67%	-5 ◇	0	-6 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in GLD it would be investigated properly?	79	21	79%	0	+9 ◇	+3 ◇

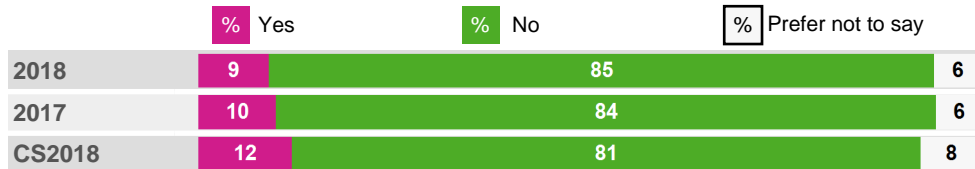


All questions by theme

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Discrimination, harassment and bullying

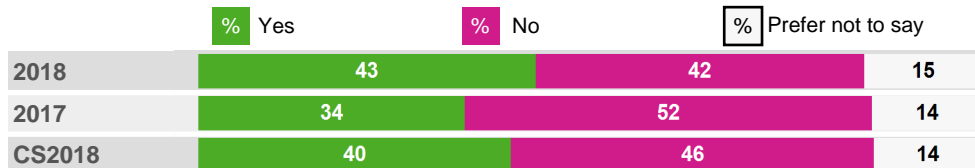
E01. During the past 12 months have you personally experienced discrimination at work?



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	34
Caring responsibilities	26
Disability	16
Ethnic background	38
Gender	42
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	64
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	13
Religion or belief	--
Sexual orientation	--
Social or educational background	25
Working location	15
Working pattern	46
Any other grounds	26
Prefer not to say	12

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	66
Your manager	54
Another manager in my part of GLD	36
Someone you manage	--
Someone who works for another part of GLD	11
A member of the public	--
Someone else	15
Prefer not to say	19

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

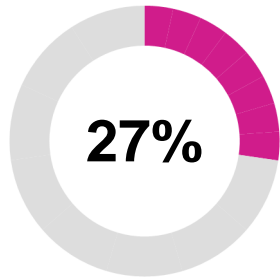
Government Legal Department questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 GLD feels like one department	5	30	21	33	11	35%	-12 ◆
F02 Over the last 12 months, I have been able to undertake my 5 days learning activity eg e-learning, shadowing, projects, conferences, courses^	Yes: 54%		No: 46%			54%	+1
F03 I review my career development options with my manager on a regular basis	11	42	21	20	6	53%	-1
F04 My manager encourages me to make time for learning and development	22	53	15	7		75%	+1
F05 GLD is committed to promoting diversity and inclusion in the workplace	29	53	12			83%	-3 ◆
F06 In my experience people in GLD value and respect each other^	27	56	11			83%	+1
F07 In my experience people in GLD embrace new ideas and collaborate^	17	52	22	8		69%	-2 ◆
F08 In my experience people in GLD take pride in the high standard of our service^	25	56	14			81%	-1
F09 I know where to go for support on bullying, harassment and discrimination	22	55	12	9		77%	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	-2 ◇
Difference from CS High Performers	+1 ◇

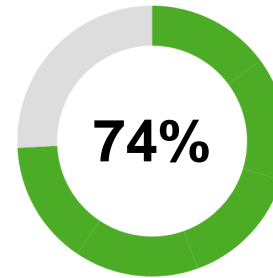
Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.

We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

% positive

B05	I have a choice in deciding how I do my work	81%
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	86%
B26	I am treated with respect by the people I work with	89%
B30	I have clear work objectives	76%
B33	I have an acceptable workload	61%
B45	I have the opportunity to contribute my views before decisions are made that affect me	43%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	86%



Difference from previous survey	0
Difference from CS2018	+1 ◇
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	92%
B03	My work gives me a sense of personal accomplishment	81%
B18	The people in my team can be relied upon to help when things get difficult in my job	86%
W01	Overall, how satisfied are you with your life nowadays?	66%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	71%



Appendix

Glossary of key terms

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

Rounding

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

Statistical significance: ✨

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

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

The employee engagement index

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

The drivers of engagement

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

Confidentiality

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

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