

Returns: 224 Response rate: 81% Civil Service People Survey 2019

♦ Statistically significant difference from comparison

Engagement Index

61%

-3 ♦

-2 ♦

-6 ♦

-6 ♦

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Learning and

development

54%

Difference from previous survey

Difference from CS2019

-4

Difference from CS High Performers My work

71%

-4 \$

-7 ♦

-9 ♦

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Inclusion and fair treatment

75%

Difference from previous survey

Difference from -4 ❖

Difference from CS -7 ♦ High Performers

CS2019

Organisational objectives and purpose

83%

-7 ♦

-3 ♦

-3 ♦

+1

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Resources and workload

74%

Difference from previous survey

Difference from CS2019

CS2019

CS2019

Difference from CS High Performers My manager

67%

-6 ♦

-4 \$

-6 ♦

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Pay and benefits

12%

Difference from previous survey

Difference from CS2019

-22 ♦

Difference from CS → **-30** ♦ High Performers

My team

74%

-6 ♦

-8

-11 ♦

-10 ♦

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Leadership and managing change

46%

Difference from previous survey

Difference from CS2019 -3 ♦

Difference from CS -12 ♦ High Performers



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Taking action

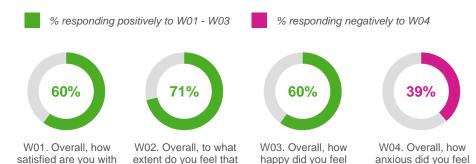


Discrimination, bullying and harassment



Wellbeing

your life nowadays?



yesterday?

yesterday?

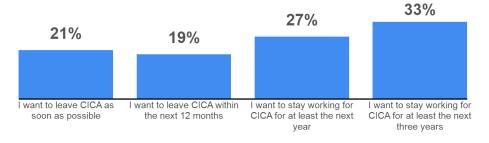


the things you do in

your life are

worthwhile?

Your plans for the future





Returns: 224 Response rate: 81% Civil Service People Survey 2019

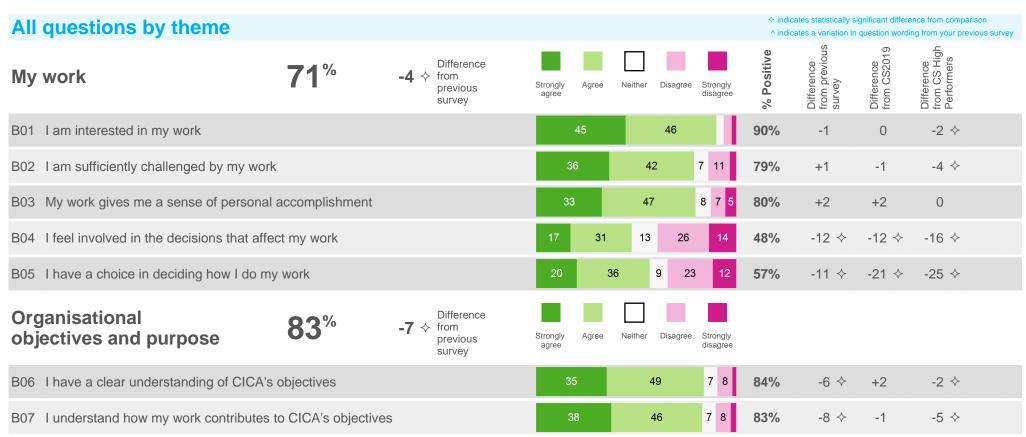
Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative sco questions	ring % Negative
B01 I am interested in my work		B17 Poor performance is dealt with team	effectively in my	B37 Compared to people organisations I feel m	doing a similar job in other y pay is reasonable
	90%		30%		84%
B31 I have the skills I need to do my	job effectively	B53 Where I work, I think effective a taken on the results of the last	action has been survey	B35 I feel that my pay add performance	equately reflects my
	88%		29%		83%
B06 I have a clear understanding of	CICA's objectives	Learning and development acti B24 completed while working for Cli to develop my career		B36 I am satisfied with the	e total benefits package
	84%		26%		66%
B07 I understand how my work cont objectives	ributes to CICA's	When changes are made in Clous usually for the better	CA they are	B45 I have the opportunity before decisions are	to contribute my views made that affect me
	83%		25%		49%
B54 I am trusted to carry out my job	effectively	Managers in my Area/Directora B60 actively role model the behavio Civil Service Leadership Stater	urs set out in the	B42 I feel that change is n	nanaged well in CICA
	83%		24%		46%

Please note that only questions B01-B60 are included in the above rankings



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Returns: 224

Response rate: 81%

Civil Service People Survey 2019

All questions by theme † indicates statistically significant difference from comparison † indicates statistically significant difference from comparison † indicates a variation in question wording from your previous survey						
My manager	67% -6 ♦ Difference from previous survey	Strongly Agree agree	Neither Disagree Strongly disagree	% Positive % Difference from previous survey	Difference from CS2019 Difference from CS High Performers	
B08 My manager motivates me to be more	e effective in my job	29	38 13 13 8	67 % -4	-5 ♦ -9 ♦	
B09 My manager is considerate of my life	outside work	44	35 10 5 6	79% -6 <	→ -8 ♦ -10 ♦	
B10 My manager is open to my ideas		36	38 12 8 7	74% -6 <	→ -9	
B11 My manager helps me to understand	how I contribute to CICA's objectives	29	41 13 10 8	70% -6 <	→ +3	
B12 Overall, I have confidence in the deci	sions made by my manager	37	35 10 8 10	71% -8 <	→ -5 ♦ -9 ♦	
B13 My manager recognises when I have	done my job well	31	39 8 11 11	71% -7 <	→ -10 ♦ -13 ♦	
B14 I receive regular feedback on my perf	formance	26	41 8 14 10	67% -10 ≺	→ -2 -5 ♦	
B15 The feedback I receive helps me to in	mprove my performance	26	41 12 12 10	67% -3	+2 -1	
B16 I think that my performance is evaluate	ted fairly	28	37 14 10 12	64% -8 <	· -4 · -7 · ·	

B17 Poor performance is dealt with effectively in my team

-5 ♦

+2

-1

42%

30



Returns: 224 Response rate: 81% Civil Service People Survey 2019

♦ indicates statistically significant difference from comparison All questions by theme ^ indicates a variation in question wording from your previous survey Difference from previous survey Difference from CS High Performers Difference from CS2019 Positive Difference My team Strongly previous agree disagree % The people in my team can be relied upon to help when things get difficult in my 81% **-**5 ♦ 5 8 5 -5 ♦ **-8** � job The people in my team work together to find ways to improve the service we 11 5 39 76% **-4** ♦ **-**6 ♦ **-10** ♦ provide The people in my team are encouraged to come up with new and better ways of 13 15 65% **-10** ♦ **-12** ♦ -15 ♦ doing things Learning and Difference from development Strongly Neither Strongly previous survey I am able to access the right learning and development opportunities when I need 48 67% +3 18 12 **-4** ♦ **-4** ♦ Learning and development activities I have completed in the past 12 months have **-12** ♦ 34 21 16 53% -2 **-7** ♦ helped to improve my performance B23 There are opportunities for me to develop my career in CICA 35 17 17 51% +3 0 -7 ♦ Learning and development activities I have completed while working for CICA are 26 18 44% 28 -4 -6 ♦ **-12** ♦ helping me to develop my career



Returns: 224 Response rate: 81% Civil Service People Survey 2019

♦ indicates statistically significant difference from comparison All questions by theme ^ indicates a variation in question wording from your previous survey Difference from CS High Performers Difference from CS2019 Positive Inclusion and fair Difference from treatment Strongly Disagree previous disagree agree survey % B25 I am treated fairly at work 10 9 74% -7 ♦ 46 -8 <> **-10** ♦ B26 I am treated with respect by the people I work with 5 6 6 53 83% -5 ♦ -3 ♦ -5 ♦ B27 I feel valued for the work I do 43 7 14 64% 0 -5 ♦ **-9 \$** I think that CICA respects individual differences (e.g. cultures, working styles, 8 7 7 51 78% -1 0 -3 ♦ backgrounds, ideas, etc.) Resources and Difference **-5** ♦ from workload Strongly Neither Disagree previous survev B29 I get the information I need to do my job well **-6** ♦ 50 9 16 71% 0 -5 ♦ 72% B30 I have clear work objectives 53 13 **-6** ♦ -4 ♦ **-7** ♦ B31 I have the skills I need to do my job effectively 58 88% **-4** ♦ -1 **-4** ♦ 9 9 5 B32 I have the tools I need to do my job effectively 56 77% -5 ♦ +5 ♦ -1 65% B33 I have an acceptable workload 49 10 18 -3 ♦ +1 74% B34 I achieve a good balance between my work life and my private life -5 ♦ +3 ♦ -2 52 11 11



Returns: 224

Response rate: 81%

Civil Service People Survey 2019

Additionty		rtotarrio : 22 i		1 (0)	эропос	100.017		7711 001710	o i oopi	o carvoy zoro
All questions by theme										nce from comparison g from your previous survey
Pay and benefits	12 %	Difference from previous survey	Strongly agree	Agree	Neither D	Disagree Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B35 I feel that my pay adequately reflects r	my performance		7 8	27		56	8%	-2	-26 ♦	-32 ♦
B36 I am satisfied with the total benefits pa	nckage		16	15	21	45	19%	0	-20 �	-29 ♦
B37 Compared to people doing a similar jo reasonable	b in other organisat	ions I feel my pay is	5 7	24		61	8%	+2	-19 💠	-27 ♦
Leadership and managing change	46%	-10 ♦ Difference from previous survey	Strongly agree	Agree	Neither D	Disagree Strongly disagree				
B38 Senior managers in CICA are sufficien	ntly visible		19	39	12	2 17 13	58%	-14 💠	-5 ♦	-15 ♦
B39 I believe the actions of senior manage	rs are consistent wi	th CICA's values	15	34	23	10 17	49%	-6 ♦	- 5 \$	-15 ♦
B40 I believe that the Executive Manageme	ent Board has a cle	ar vision for the future of	16	37	19	13 15	53%	-7 ♦	+3	-8 💠
B41 Overall, I have confidence in the decis	sions made by CICA	s senior managers	13	33	21	14 19	45%	-5 ♦	-6 💠	-17 ♦
B42 I feel that change is managed well in C	CICA		10	26	18	27 19	36%	-16 ♦	+1	-10 ♦
B43 When changes are made in CICA they	are usually for the	better	10	27	25	23 15	38%	-11 ♦	+2	-6 ♦
B44 CICA keeps me informed about matter	rs that affect me		15	41	14	4 14 15	56%	-14 ♦	-4 💠	-12 ♦
B45 I have the opportunity to contribute my affect me	views before decis	sions are made that	9	23 1	9 2	26 22	33%	-11 ♦	-8 💠	-18 ∻
B46 I think it is safe to challenge the way the	nings are done in C	ICA	10	33	16	23 19	42%	-10 💠	- 7 ♦	-14 ♦



Returns: 224 Response rate: 81% Civil Service People Survey 2019

♦ indicates statistically significant difference from comparison All questions by theme ^ indicates a variation in question wording from your previous survey Difference from previous survey Difference from CS High Performers Difference from CS2019 Positive **Engagement** The following five questions, measuring pride, advocacy, attachment, inspiration and motivation, are used to Disagree create your Employee Engagement Index score. disagree % B47 I am proud when I tell others I am part of CICA -2 43 8 5 66% **-6** ♦ 20 B48 I would recommend CICA as a great place to work 30 22 16 50% -4 -11 ♦ -19 ♦ B49 I feel a strong personal attachment to CICA 39 17 63% +11 ♦ +1 +5 ♦ B50 CICA inspires me to do the best in my job 35 18 18 54% +2 -5 ♦ -5 ♦ B51 CICA motivates me to help it achieve its objectives 32 19 51% -5 ♦ -5 ♦ +1 **Taking action** Strongly Agree Neither Disagree disagree agree I believe that senior managers in CICA will take action on the results from this 26 17 18 24 42% -13 ♦ **-18** ♦ survev Where I work, I think effective action has been taken on the results of the last 25 29 35% **-12** ♦ 16 21 -3 ♦ -10 ♦ survev



Returns: 224 Response rate: 81% Civil Service People Survey 2019

♦ indicates statistically significant difference from comparison All questions by theme ^ indicates a variation in question wording from your previous survey Difference from previous survey Difference from CS High Performers Difference from CS2019 Positive **Organisational culture** Strongly agree % B54 I am trusted to carry out my job effectively 83% 6 **-**3 ♦ **-8** ♦ B55 I believe I would be supported if I try a new idea, even if it may not work 42 18 57% **-9 > -16** ♦ **-20** ♦ In CICA, people are encouraged to speak up when they identify a serious policy 46 13 67% -5 ♦ -3 ♦ -7 ♦ or delivery risk B57 I feel able to challenge inappropriate behaviour in the workplace 48 10 14 64% **-7** ♦ -3 ♦ **-6** ♦ B58 CICA is committed to creating a diverse and inclusive workplace 51 10 74% **-4** ♦ -2 **-6** ♦ **Civil Service vision** Strongly Neither Disagree disagree agree B59 I am aware of the Civil Service vision for 'A Brilliant Civil Service' 41 17 15 61% -6 ♦ +4 ♦ -8 <> **Leadership statement** Most of Some Rarely Managers in my Area/Directorate/Division actively role model the behaviours set 29 24 17 54% **-12** ♦ New -19 ♦ out in the Civil Service Leadership Statement^

The % positive for this question is the proportion who selected either "Always" or "Most of the time".



Returns: 224 Response rate: 81%

Civil Service People Survey 2019

All questions by theme

♦ indicates statistically significant difference from comparison

Wellbeing

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 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.	Low (0-4)	Medium (5-6)	High (7-8)	Very High (9-10)	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers	
W01 Overall, how satisfied are you with your life nowadays?	20	20	45	15	60%	-13 ♦	-7 ♦	-10 ♦	
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	15	14	50	22	71%	-3	0	-2	
W03 Overall, how happy did you feel yesterday?	21	19	44	16	60%	-9 💠	-2	-5 ♦	
For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.	Very Low (0-1)	Low (2-3)	Medium (4-5)	High (6-10)	% Negative				
W04 Overall, how anxious did you feel yesterday?	21	24	16	39	39%	+9 ♦	+7 ♦	+8 ♦	

[^] indicates a variation in question wording from your previous survey



Returns: 224 Response rate: 81% Civil Service People Survey 2019

♦ indicates statistically significant difference from comparison All questions by theme ^ indicates a variation in question wording from your previous survey Your plans for the future Difference from previous survey C01. Which of the following statements most reflects your current thoughts about working for CICA? I want to leave CICA as soon as possible 21% +9 ♦ +14 I want to leave CICA within the next 12 months 19% -3 +5 ♦ I want to stay working for CICA for at least the next year 27% -3 -6 ♦ I want to stay working for CICA for at least the next three years 33% -3 **-11** ♦ The Civil Service Code Differences are based on '% Yes' score Difference from previous survey Difference from CS High Performers % Yes % No % 91% D01. Are you aware of the Civil Service Code? -2 **-4** ♦ D02. Are you aware of how to raise a concern under the Civil Service Code? 69% -3 +4 ♦ -2 D03. Are you confident that if you raised a concern under the Civil Service Code in 66 34 66% -3 -6 ♦ **-10** ♦ CICA it would be investigated properly?



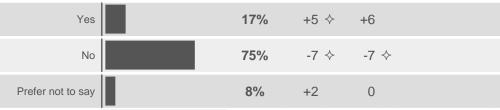
Returns: 224 Response rate: 81% Civil Service People Survey 2019

All questions by theme

Discrimination

E01. Have you been discriminated against at work, in the past 12 months?^

Difference from previous survey Difference from CS2019



Your survey included a question about whether the discrimination occurred in your organisation. These results have been suppressed in this report to protect respondents anonymity, but do feed into the overall Civil Service results.

For respondents who selected 'Yes' to E01. E02. On which of the following grounds were you discriminated against?^ (multiple selection)

Response Count

♦ indicates statistically significant difference from comparison

^ indicates a variation in question wording from your previous survey

'	
	Age
	Caring responsibilities
10	Disability
	Ethnic background
	Gender
	Gender reassignment or perceived gender
	Grade or responsibility level
	Main spoken/ written language or language ability
	Marital status or civil partnership
	Mental health
	Pay
	Pregnancy, maternity or paternity
	Religion or belief
	Sex
	Sexual orientation
	Social or educational background
	Working location
	Working pattern
	Any other grounds
	Prefer not to say

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



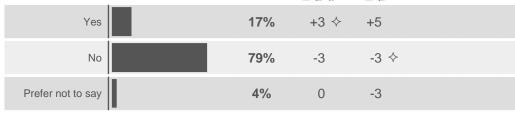
Returns: 224 Response rate: 81% Civil Service People Survey 2019

All questions by theme

Bullying and harassment

E03. Have you been bullied or harassed at work, in the past 12 months?^

Difference from previous survey Difference from CS2019



Your survey included a question about whether the bullying and/or harassment occurred in your organisation. These results have been suppressed in this report to protect respondents anonymity, but do feed into the overall Civil Service results.

For respondents who selected 'Yes' to E03.

E03A. How would you describe the nature of the bullying and/or harassment you experienced?^ (multiple selection)

Response Count

♦ indicates statistically significant difference from comparison

^ indicates a variation in question wording from your previous survey

Comments about my personal appearance		
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)		
Spreading gossip or making false accusations about me	10	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	12	
Physical assault (e.g. object thrown at me, pushed, hit)		
Humiliated in front of team or others	21	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	25	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	17	
Treated less favourably to others	27	
Ignored, excluded, marginalised	22	
Undermining or taking credit for my work	14	
Denied time off for personal ill health		
Denied time off for family or caring responsibilities		
Disclosure of personal / sensitive information to colleagues without my consent		
Something else not listed here		
Prefer not to say		
Diagon notes County of former than ten recommend		

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



Returns: 224 Response rate: 81% Civil Service F

Civil Service People Survey 2019

^ indicates a variation in question wording from your previous survey

♦ indicates statistically significant difference from comparison

All questions by theme

Bullying and harassment

For respondents who selected 'Yes' to E03. E04. Who bullied and/or harassed you?^ (multiple selection)

For respondents who selected 'Yes' to E03. E06. How would you describe your situation now?^

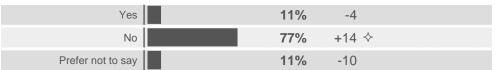
Difference from CS2019

Response Count

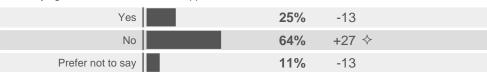
	A colleague in my Area/Directorate/Division
	A colleague in a different Area/Directorate/ Division of CICA
22	My manager
13	Another senior member of staff in CICA
	Someone I manage
	Someone working in a different Civil Service organisation
	Someone working for a non-Civil Service organisation
	A contractor
	A service user (e.g. customer, claimant, offender)
	A member of the public
	Someone else not listed here
	Prefer not to say

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

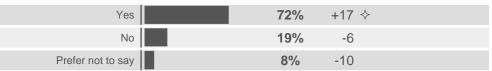
Appropriate action was taken to address the behaviour I experienced



The bullying and/or harassment has stopped



The culture in my area allows this kind of behaviour to continue

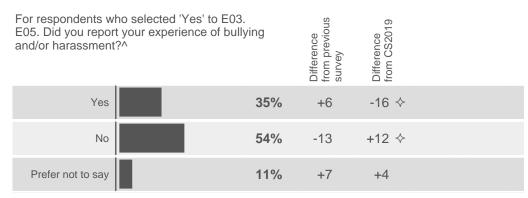


I felt like I was punished for reporting the incident



I moved to another team or role to avoid the behaviour

Yes	Results for this response have been suppressed as there are fewer than ten responses				
No	74 % +13 ♦				
Prefer not to say	Results for this response have been suppressed as there are fewer than ten response	es es			





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Add	itional questions selected by organisation			cates statistically significant difference from comparison
	to Challenge s negatively phrased question(s) where % positive is the proportion who selected "no"	Strongly Agree Neither Disagree Strongly disagree	% Positive	Difference from benchmark
LQB1	In the last 12 months, I have seen someone else being bullied or treated unfairly in CICA*	Yes: 30% No: 62% Prefer not to say: 8%	62%	-7 ♦
LQB2	I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	18 50 22 7	68%	0
LQB3	I feel comfortable speaking to those more senior than me about their actions and impact	13 35 15 25 12	48%	-5 ♦
LQB4	I feel confident that if I challenged someone more senior than me in my Area/Directorate/Division they would be open to receiving the challenge	10 25 21 24 20	34%	-7 ♦
Sma	rter Working	Strongly Agree Neither Disagree Strongly disagree		
LQD1	My manager trusts me to do my job effectively even if working in a different location to them (for example, in a different office, or from home)	36 46 9 5	82%	-8 ♦
LQD2	My manager supports me to work as flexibly as possible in line with the requirements of my role	39 41 8 6 7	79%	-8 ♦
LQD3	Smarter Working allows me to be more productive in my role	39 34 17 6	73%	-6 ♦
LQD4	I feel confident in using modern workplace technologies to connect and collaborate with colleagues	39 44 8 6	83%	+1

Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.



Returns: 224 Response rate: 81% Civil Service People Survey 2019

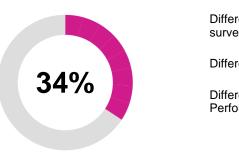
♦ indicates statistically significant difference from comparison Additional questions selected by organisation Wellbeing at Work * indicates negatively phrased question(s) where % positive is the proportion who selected either "disagree" or "strongly disagree" LQF1 During the last 12 months, I have felt unwell as a result of work-related stress* 22 8 43 57% +6 The people in my team genuinely care about my wellbeing 52 77% -2 LQF2 My manager creates a positive atmosphere at work which supports my health 47 13 9 70% LQF3 0 and wellbeing After a period of sickness absence, my manager and I have a Return to Work LQF4 Yes: 92% No: 8% 92% +6 ♦ discussion **Ministry of Justice Questions** Strongly Neither Strongly I have a strong sense of purpose at work 46 13 8 6 74% People treat others with humanity where I work 56 12 80% LQN2 7 LQN3 I am treated with humanity at work 59 84% The people in my team are open to new ideas to improve the services we LQN4 54 12 7 75% deliver My manager recognises when I work together with people in other teams not 68% LQN5 44 just my own

Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.

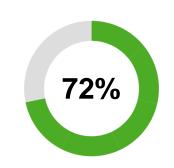


Returns: 224 Response rate: 81% Civil Service People Survey 2019

Proxy Stress Index and PERMA Index



Difference from previous survey	+4 ♦
Difference from CS2019	+6 ♦
Difference from CS High Performers	+8 ♦



Difference from previous survey	-3 ♦
Difference from CS2019	-2 💠
Difference from CS High Performers	-3 ∻

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	57%
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	81%
B26	I am treated with respect by the people I work with	83%
B30	I have clear work objectives	72%
B33	I have an acceptable workload	65%
B45	I have the opportunity to contribute my views before decisions are made that affect me	33%
E03	Have you been bullied or harassed at work, in the past 12 months?**	79%

PERMA Index

♦ indicates statistically significant difference from comparison

** this is a negatively phrased question where % positive is the proportion who selected "no"

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

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

		% positive
B01	I am interested in my work	90%
B03	My work gives me a sense of personal accomplishment	80%
B18	The people in my team can be relied upon to help when things get difficult in my job	81%
W01	Overall, how satisfied are you with your life nowadays?	60%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	71%



Returns: 224 Response rate: 81% Civil Service People Survey 2019

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**), unless otherwise indicated.

Previous survey Comparisons to the previous survey relate to the results from the 2018 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.

CS2019 The CS2019 benchmark is the median percent positive (unless otherwise indicated) across all Civil Service organisations that participated in the 2019 Civil Service People Survey.

where data was not suppressed.

CS High Performers For each question, unless otherwise indicated, this is the upper quartile score across all Civil Service organisations that took part in the 2019 Civil Service People Survey, where

data was not suppressed. For question W04 and the Proxy Stress Index, we have used the lower quartile.

For these questions, the benchmark is the median percent positive (unless otherwise indicated) across all Civil Service organisations that selected these questions for inclusion in Difference from benchmark

their 2019 Civil Service People Survey, so it is not representative of the whole Civil Service.

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. Please note that there needs to be 30 responses at question level, 20 responses at theme level and 10 responses at index level for statistical testing to be carried out on the corresponding scores. If you received a lower number of responses, then statistical significance testing won't have been conducted.

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.

Confidentiality

The survey was carried out as part of the 2019 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ENGINE Transformation to carry out the survey. ENGINE Transformation 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.

ENIGINE's Privacy Policy (https://transformation.enginegroup.com/privacy-notice) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.

The Civil Service People Survey Privacy Notice can be found on GOV.UK (https://www.gov.uk/government/publications/people-survey-privacy-information-notice/privacy-notice-civil-service-people-survey)

