

✧ Statistically significant difference from comparison

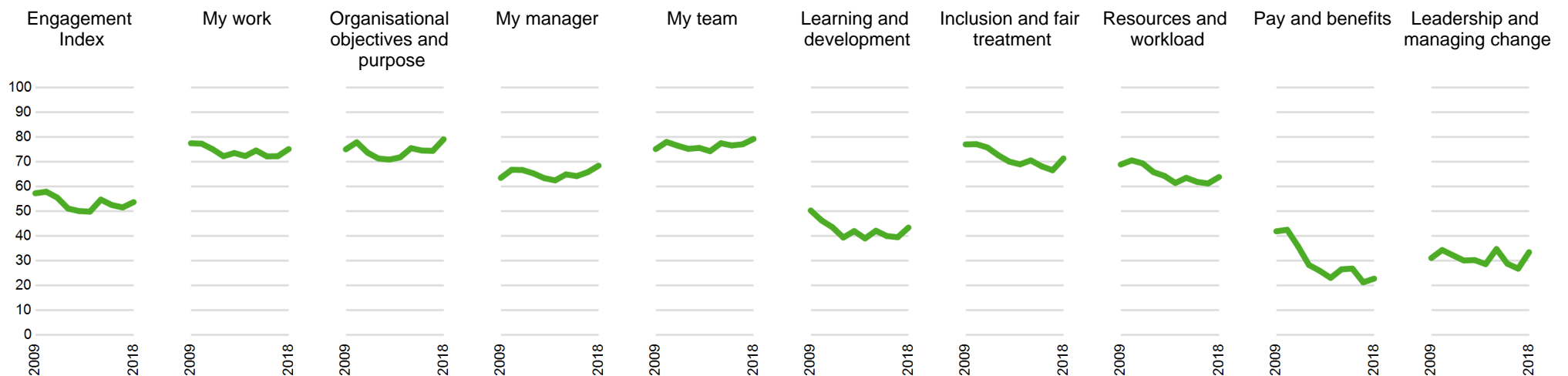
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



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	57%	58%	55%	51%	50%	50%	55%	52%	51%	54%
My work	77%	77%	75%	72%	73%	72%	75%	72%	72%	75%
Organisational objectives and purpose	75%	78%	74%	71%	71%	72%	75%	74%	74%	79%
My manager	63%	67%	67%	65%	63%	62%	65%	64%	66%	68%
My team	75%	78%	76%	75%	76%	74%	77%	77%	77%	79%
Learning and development	50%	46%	43%	39%	42%	39%	42%	40%	39%	43%
Inclusion and fair treatment	77%	77%	76%	73%	70%	69%	71%	68%	67%	71%
Resources and workload	69%	71%	69%	66%	64%	61%	63%	62%	61%	64%
Pay and benefits	42%	42%	36%	28%	26%	23%	26%	27%	21%	23%
Leadership and managing change	31%	34%	32%	30%	30%	29%	35%	29%	27%	33%
Response rate	71%	56%	63%	67%	53%	54%	72%	78%	76%	75%



◇ Statistically significant difference from comparison

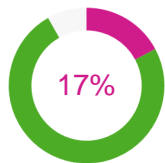
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

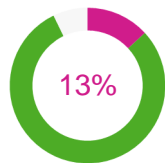
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	76%	+2 ◇	-1 ◇	-3 ◇
2	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	30%	+8 ◇	-12 ◇	-20 ◇
3	B27	I feel valued for the work I do	60%	+5 ◇	-8 ◇	-13 ◇
4	B24	Learning and development activities I have completed while working for HSE are helping me to develop my career	41%	+5 ◇	-6 ◇	-12 ◇
5	B41	Overall, I have confidence in the decisions made by HSE's Management Board	31%	+9 ◇	-17 ◇	-27 ◇

Discrimination, bullying and harassment

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



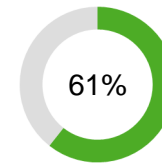
During the past 12 months have you personally experienced discrimination at work?



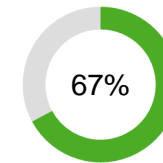
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

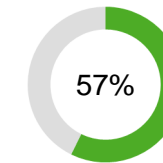
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



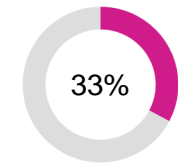
W01. Overall, how satisfied are you with your life nowadays?



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

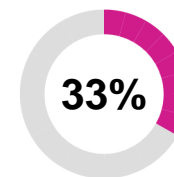


W03. Overall, how happy did you feel yesterday?

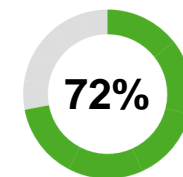


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

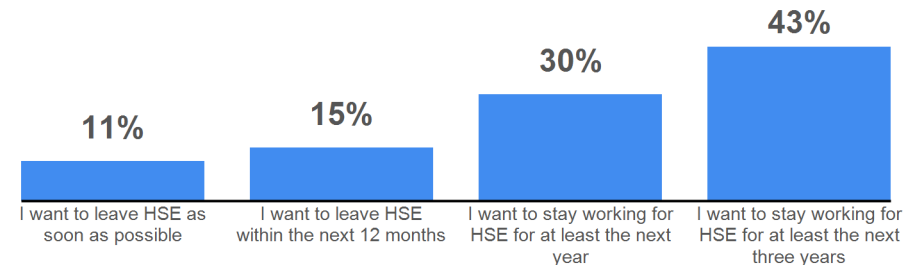


PERMA Index



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

Your plans for the future



Headline scores

Highest positive scoring questions		Highest neutral scoring questions		Highest negative scoring questions	
	% Positive		% Neutral		% Negative
B01 I am interested in my work	89%	B59 Senior leaders in HSE actively role model the behaviours set out in the Civil Service Leadership Statement	41%	B42 I feel that change is managed well in HSE	66%
B54 I am trusted to carry out my job effectively	86%	B17 Poor performance is dealt with effectively in my team	38%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	63%
B18 The people in my team can be relied upon to help when things get difficult in my job	86%	B41 Overall, I have confidence in the decisions made by HSE's Management Board	35%	B35 I feel that my pay adequately reflects my performance	63%
B09 My manager is considerate of my life outside work	85%	B53 Where I work, I think effective action has been taken on the results of the last survey	35%	B43 When changes are made in HSE they are usually for the better	56%
B31 I have the skills I need to do my job effectively	85%	B40 I believe that the Management Board has a clear vision for the future of HSE	33%	B36 I am satisfied with the total benefits package	55%

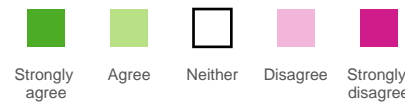
All questions by theme

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

My work

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
B01 I am interested in my work	40	49	6	6	0	89%	+2 ◆	0	-3 ◆
B02 I am sufficiently challenged by my work	38	45	9	6	0	83%	+1 ◆	+2 ◆	0
B03 My work gives me a sense of personal accomplishment	26	50	12	8	0	76%	+2 ◆	-1 ◆	-3 ◆
B04 I feel involved in the decisions that affect my work	13	40	19	18	10	52%	+6 ◆	-6 ◆	-11 ◆
B05 I have a choice in deciding how I do my work	22	53	13	8	0	75%	+3 ◆	-3 ◆	-6 ◆

Organisational objectives and purpose

79%

+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
B06 I have a clear understanding of HSE's objectives	22	57	12	7	0	78%	+5 ◆	-3 ◆	-8 ◆
B07 I understand how my work contributes to HSE's objectives	24	56	11	6	0	80%	+4 ◆	-4 ◆	-8 ◆

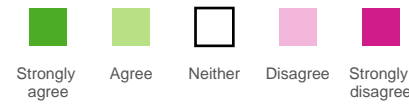
All questions by theme

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My manager

68%

+3 ◆ Difference from previous survey



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

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	24	43	16	11	6	67%	+2 ◆	-4 ◆	-8 ◆
B09	My manager is considerate of my life outside work	43	43	8	8	0	85%	+3 ◆	0	-3 ◆
B10	My manager is open to my ideas	35	45	12	5	5	80%	+2 ◆	-3 ◆	-7 ◆
B11	My manager helps me to understand how I contribute to HSE's objectives	20	44	22	9	6	65%	+4 ◆	-2 ◆	-7 ◆
B12	Overall, I have confidence in the decisions made by my manager	30	43	15	6	6	73%	+3 ◆	-4 ◆	-8 ◆
B13	My manager recognises when I have done my job well	33	45	12	6	6	78%	+1	-2 ◆	-5 ◆
B14	I receive regular feedback on my performance	25	45	14	11	5	70%	+1	+2 ◆	-3 ◆
B15	The feedback I receive helps me to improve my performance	21	40	22	11	6	61%	+3 ◆	-3 ◆	-8 ◆
B16	I think that my performance is evaluated fairly	22	44	19	9	6	66%	+3 ◆	0	-6 ◆
B17	Poor performance is dealt with effectively in my team	10	28	38	15	9	38%	+3 ◆	-2 ◆	-5 ◆

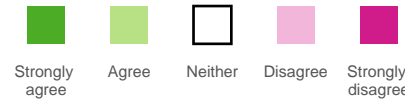
All questions by theme

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My team

79%

+2 ◆ Difference from previous survey



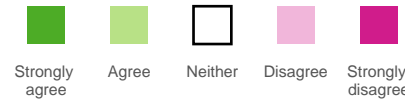
% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

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	39	46	8	6	1	86%	+2 ◆	0	-2 ◆
B19	The people in my team work together to find ways to improve the service we provide	33	48	11	6	2	81%	+2 ◆	-2 ◆	-4 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	26	45	16	9	4	71%	+3 ◆	-6 ◆	-9 ◆

Learning and development

43%

+4 ◆ 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	9	44	22	18	7	53%	+4 ◆	-11 ◆	-16 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	37	28	16	7	49%	+3 ◆	-4 ◆	-10 ◆
B23	There are opportunities for me to develop my career in HSE	7	24	22	23	25	30%	+3 ◆	-18 ◆	-26 ◆
B24	Learning and development activities I have completed while working for HSE are helping me to develop my career	9	32	27	18	14	41%	+5 ◆	-6 ◆	-12 ◆

All questions by theme

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Inclusion and fair treatment

71%

+5 ◆ Difference from previous survey



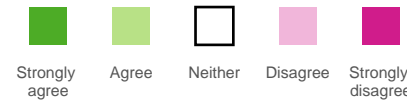
% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25 I am treated fairly at work	23	52	13	7	5	75%	+4 ◆	-5 ◆	-9 ◆
B26 I am treated with respect by the people I work with	28	55	9	5	5	83%	+1 ◆	-2 ◆	-5 ◆
B27 I feel valued for the work I do	18	42	16	14	10	60%	+5 ◆	-8 ◆	-13 ◆
B28 I think that HSE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	18	48	19	8	6	67%	+9 ◆	-10 ◆	-13 ◆

Resources and workload

64%

+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
B29 I get the information I need to do my job well	10	51	19	15	5	61%	+4 ◆	-10 ◆	-14 ◆
B30 I have clear work objectives	14	59	14	9	5	73%	+3 ◆	-2 ◆	-6 ◆
B31 I have the skills I need to do my job effectively	21	64	9	5	5	85%	+2 ◆	-4 ◆	-6 ◆
B32 I have the tools I need to do my job effectively	8	38	18	24	12	46%	-2 ◆	-25 ◆	-30 ◆
B33 I have an acceptable workload	7	45	18	20	11	52%	+3 ◆	-8 ◆	-14 ◆
B34 I achieve a good balance between my work life and my private life	14	51	16	13	6	65%	+5 ◆	-4 ◆	-9 ◆

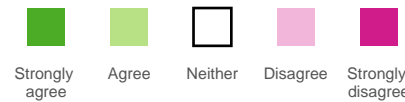
All questions by theme

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Pay and benefits

23%

+1 ◆ Difference from previous survey



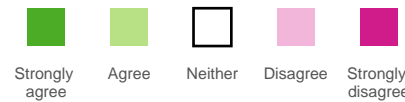
% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	20	15	29	34	22%	+1 ◆	-8 ◆	-15 ◆	
B36 I am satisfied with the total benefits package	23	19	28	27	26%	+2 ◆	-10 ◆	-18 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	17	27	36	20%	+1 ◆	-7 ◆	-13 ◆	

Leadership and managing change

33%

+7 ◆ 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 leaders in HSE are sufficiently visible	8	48	19	16	9	56%	+19 ◆	-5 ◆	-14 ◆
B39 I believe the actions of senior leaders are consistent with HSE's values	6	36	32	15	10	43%	+13 ◆	-10 ◆	-19 ◆
B40 I believe that the Management Board has a clear vision for the future of HSE	5	31	33	18	12	36%	+4 ◆	-12 ◆	-20 ◆
B41 Overall, I have confidence in the decisions made by HSE's Management Board	27	35	20	14	31%	+9 ◆	-17 ◆	-27 ◆	
B42 I feel that change is managed well in HSE	10	22	38	28	12%	+1 ◆	-21 ◆	-30 ◆	
B43 When changes are made in HSE they are usually for the better	15	28	34	22	16%	+2 ◆	-19 ◆	-26 ◆	
B44 HSE keeps me informed about matters that affect me	5	44	26	16	10	48%	+6 ◆	-11 ◆	-17 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	18	25	32	21	22%	+1 ◆	-19 ◆	-27 ◆	
B46 I think it is safe to challenge the way things are done in HSE	5	31	28	21	15	36%	+4 ◆	-12 ◆	-18 ◆

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 HSE	15	39	28	11	6	54%	+2 ◆	-11 ◆	-16 ◆
B48 I would recommend HSE as a great place to work	9	29	31	20	11	38%	+4 ◆	-20 ◆	-28 ◆
B49 I feel a strong personal attachment to HSE	15	32	27	17	9	47%	+4 ◆	-4 ◆	-10 ◆
B50 HSE inspires me to do the best in my job	8	27	33	21	11	35%	+4 ◆	-15 ◆	-22 ◆
B51 HSE motivates me to help it achieve its objectives	8	25	32	23	12	33%	+4 ◆	-14 ◆	-21 ◆

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 leaders in HSE will take action on the results from this survey	7	32	25	19	16	39%	+8 ◆	-10 ◆	-20 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	5	20	35	22	18	25%	+4 ◆	-11 ◆	-20 ◆

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	27	59	6	5		86%	+2 ◆	-3 ◆	-4 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	15	49	21	11	5	64%	+5 ◆	-8 ◆	-13 ◆
B56 In HSE, people are encouraged to speak up when they identify a serious policy or delivery risk	12	42	24	14	9	53%	+6 ◆	-14 ◆	-20 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	13	49	20	11	7	62%	+4 ◆	-4 ◆	-7 ◆
B58 HSE is committed to creating a diverse and inclusive workplace	16	51	23	6	5	67%	+9 ◆	-8 ◆	-12 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 Senior leaders in HSE actively role model the behaviours set out in the Civil Service Leadership Statement	6	32	41	12	9	37%	+10 ◆	-11 ◆	-20 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	43	24	7	6	63%	+2 ◆	-4 ◆	-10 ◆

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'	7	43	18	24	7	50%	+12 ◆	0	-15 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	25	29	30	11	30%	+8 ◆	-12 ◆	-20 ◆

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?	16	23	48	13	61%	+3 ◆	-6 ◆	-8 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	21	47	20	67%	+2 ◆	-4 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	19	24	40	17	57%	+2 ◆	-5 ◆	-8 ◆

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	27	19	33	33%	0	0	+3 ◆

All questions by theme

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Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for HSE?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave HSE as soon as possible		11%	-1	+4 ◇	-1 ◇
I want to leave HSE within the next 12 months		15%	-1	+1	-4 ◇
I want to stay working for HSE for at least the next year		30%	+1	-4 ◇	-9 ◇
I want to stay working for HSE for at least the next three years		43%	0	0	-9 ◇

The Civil Service Code

Differences are based on '% Yes' score

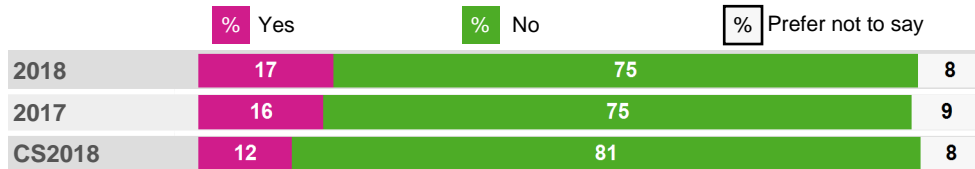
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		5	95%	+1 ◇	+3 ◇	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		32	68%	+1	+1 ◇	-5 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HSE it would be investigated properly?		37	63%	+3 ◇	-8 ◇	-13 ◇

All questions by theme

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Discrimination, harassment and bullying

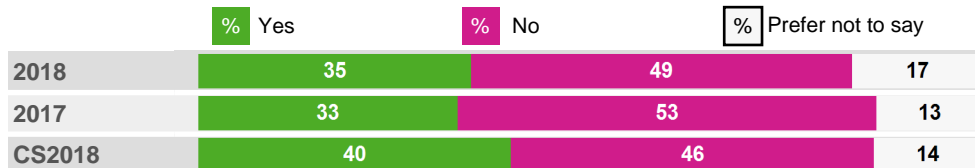
E01. During the past 12 months have you personally experienced discrimination at work?



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	66
Caring responsibilities	39
Disability	38
Ethnic background	19
Gender	65
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	128
Main spoken/written language or language ability	11
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	20
Working location	79
Working pattern	72
Any other grounds	67
Prefer not to say	25

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)

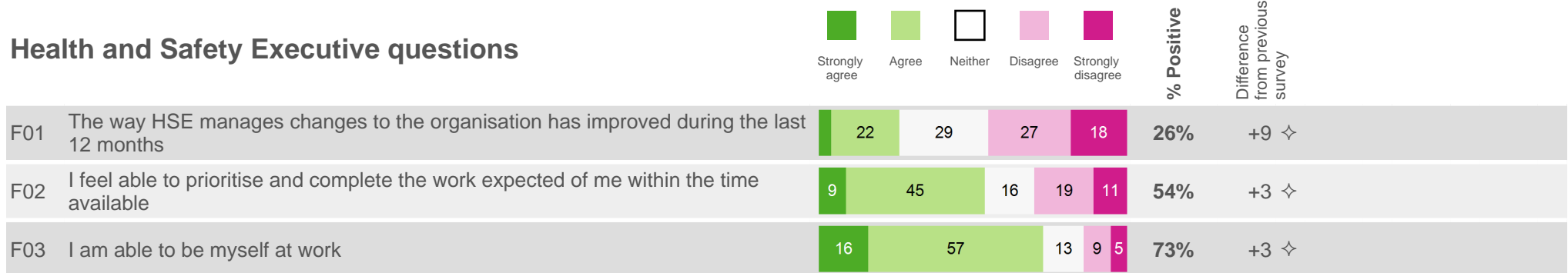
	Response Count
A colleague	97
Your manager	67
Another manager in my part of HSE	85
Someone you manage	--
Someone who works for another part of HSE	42
A member of the public	12
Someone else	--
Prefer not to say	34

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

All questions by theme

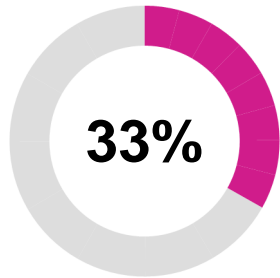
✦ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Health and Safety Executive questions



Proxy Stress Index and PERMA Index

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

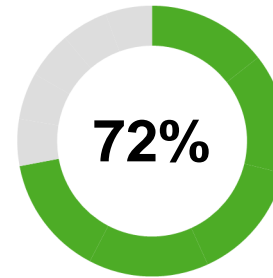


Difference from previous survey -1 ◇
 Difference from CS2018 +4 ◇
 Difference from CS High Performers +7 ◇

Proxy Stress Index

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

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



Difference from previous survey +1 ◇
 Difference from CS2018 -2 ◇
 Difference from CS High Performers -3 ◇

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
B05 I have a choice in deciding how I do my work	75%
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	86%
B26 I am treated with respect by the people I work with	83%
B30 I have clear work objectives	73%
B33 I have an acceptable workload	52%
B45 I have the opportunity to contribute my views before decisions are made that affect me	22%
E03 During the past 12 months have you personally experienced bullying or harassment at work?	80%

	% positive
B01 I am interested in my work	89%
B03 My work gives me a sense of personal accomplishment	76%
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?	61%
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	67%

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.