



National Savings and Investments

Returns : 193

Response rate : 90%

Civil Service People Survey 2018

◇ Statistically significant difference from comparison

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

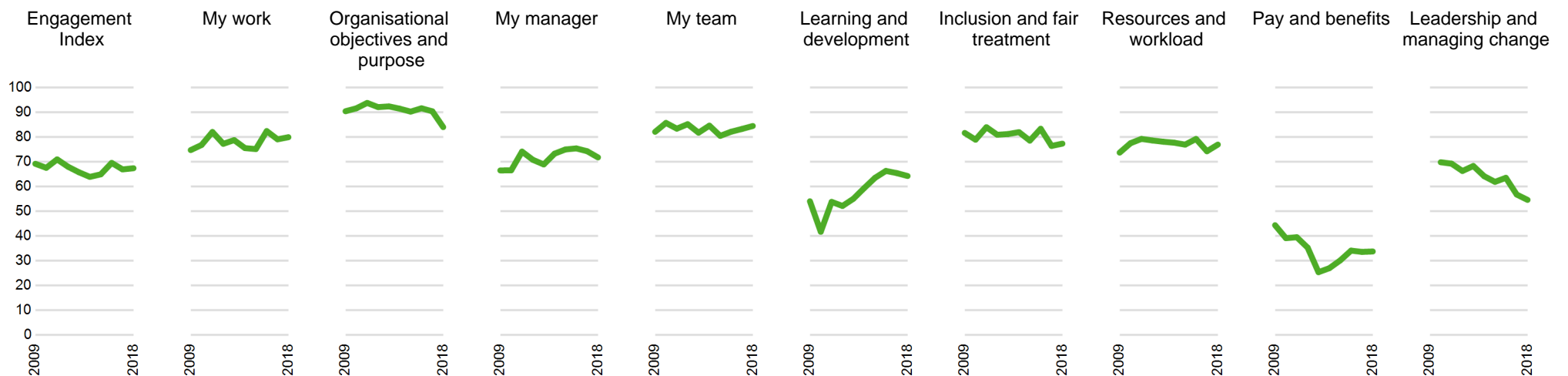




Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

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	69%	68%	71%	68%	66%	64%	65%	69%	67%	67%
My work	75%	77%	82%	77%	79%	75%	75%	82%	79%	80%
Organisational objectives and purpose	90%	92%	94%	92%	92%	91%	90%	92%	90%	84%
My manager	66%	66%	74%	71%	69%	73%	75%	75%	74%	72%
My team	82%	86%	83%	85%	82%	85%	80%	82%	83%	84%
Learning and development	54%	42%	54%	52%	55%	59%	63%	66%	65%	64%
Inclusion and fair treatment	82%	79%	84%	81%	81%	82%	78%	83%	76%	77%
Resources and workload	74%	77%	79%	79%	78%	78%	77%	79%	74%	77%
Pay and benefits	44%	39%	39%	35%	25%	27%	30%	34%	34%	34%
Leadership and managing change	-	70%	69%	66%	68%	64%	62%	63%	57%	55%
Response rate	82%	87%	84%	87%	82%	83%	81%	89%	91%	90%



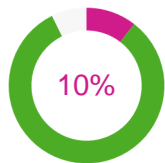
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

Rank		% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B27 I feel valued for the work I do	68%	-1	+1	-4 ◇
2	F10 I buy into the NS&I Values	83%	New	--	--
3	B03 My work gives me a sense of personal accomplishment	76%	-4 ◇	-1	-4 ◇
4	F09 I would be happy to recommend the products and services of NS&I	82%	+3 ◇	--	--
5	B45 I have the opportunity to contribute my views before decisions are made that affect me	51%	+2	+10 ◇	+3 ◇

Discrimination, bullying and harassment

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



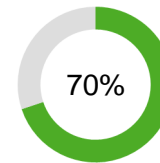
During the past 12 months have you personally experienced discrimination at work?



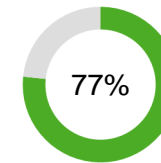
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

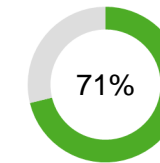
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



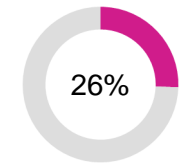
W01. Overall, how satisfied are you with your life nowadays?



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

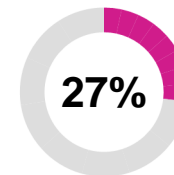


W03. Overall, how happy did you feel yesterday?

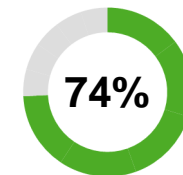


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

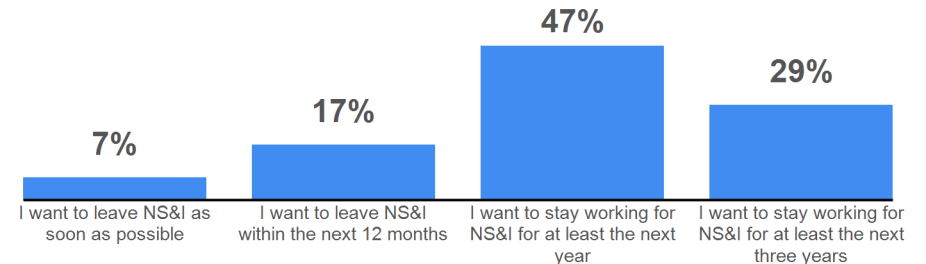


PERMA Index



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

Your plans for the future



Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B31 I have the skills I need to do my job effectively	94%	B53 Where I work, I think effective action has been taken on the results of the last survey	42%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	53%
B01 I am interested in my work	90%	F13 The Change Programme is managed well across the business (i.e. NS&I & Atos)	40%	B35 I feel that my pay adequately reflects my performance	47%
B54 I am trusted to carry out my job effectively	90%	B17 Poor performance is dealt with effectively in my team	39%	F11 I believe NS&I works in an Agile way and according to Agile principles	41%
B09 My manager is considerate of my life outside work	89%	B42 I feel that change is managed well in NS&I	36%	F13 The Change Programme is managed well across the business (i.e. NS&I & Atos)	38%
B10 My manager is open to my ideas	87%	B43 When changes are made in NS&I they are usually for the better	36%	B36 I am satisfied with the total benefits package	35%

All questions by theme

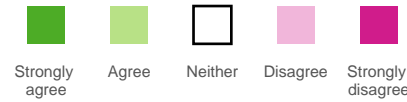
◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My work

80%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

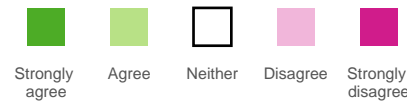
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	44	46	5	5	0	90%	-1	0	-3 ◆
B02 I am sufficiently challenged by my work	33	48	9	8	2	82%	-3 ◆	+1	-1
B03 My work gives me a sense of personal accomplishment	29	47	10	12	2	76%	-4 ◆	-1	-4 ◆
B04 I feel involved in the decisions that affect my work	18	51	15	11	5	69%	+6 ◆	+10 ◆	+6 ◆
B05 I have a choice in deciding how I do my work	34	49	9	6	2	83%	+6 ◆	+6 ◆	+2 ◆

Organisational objectives and purpose

84%

-6 ◆

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 NS&I's objectives	30	54	9	7	0	84%	-5 ◆	+3 ◆	-2 ◆
B07 I understand how my work contributes to NS&I's objectives	33	51	9	6	1	84%	-8 ◆	0	-4 ◆

All questions by theme

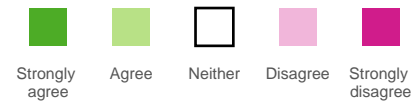
◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My manager

72%

-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
B08 My manager motivates me to be more effective in my job	26	46	16	8	8	72%	-1	+1	-4 ◆
B09 My manager is considerate of my life outside work	52	38	7	1	1	89%	+2	+4 ◆	0
B10 My manager is open to my ideas	40	48	8	2	2	87%	+2	+5 ◆	+1
B11 My manager helps me to understand how I contribute to NS&I's objectives	27	46	16	9	2	72%	-4 ◆	+5 ◆	0
B12 Overall, I have confidence in the decisions made by my manager	29	47	12	8	4	76%	-2	0	-4 ◆
B13 My manager recognises when I have done my job well	35	45	12	6	2	79%	-2	0	-4 ◆
B14 I receive regular feedback on my performance	23	47	17	12	1	70%	-5 ◆	+2 ◆	-3 ◆
B15 The feedback I receive helps me to improve my performance	24	37	29	8	2	61%	-11 ◆	-3 ◆	-8 ◆
B16 I think that my performance is evaluated fairly	24	44	20	9	3	67%	-2	+1	-5 ◆
B17 Poor performance is dealt with effectively in my team	8	34	39	13	6	42%	-2	+2 ◆	-1

All questions by theme

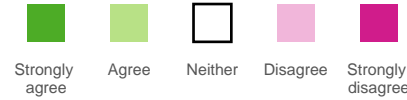
◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My team

84%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

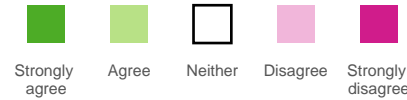
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	33	52	12			85%	-4 ◆	0	-2 ◆
B19	The people in my team work together to find ways to improve the service we provide	33	54	9			87%	+2 ◆	+5 ◆	+2 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	30	51	16			81%	+5 ◆	+4 ◆	0

Learning and development

64%

-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	36	49	9			85%	-1	+21 ◆	+16 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	24	43	27	6		66%	0	+13 ◆	+8 ◆
B23	There are opportunities for me to develop my career in NS&I	14	32	28	17	9	45%	-5 ◆	-3 ◆	-11 ◆
B24	Learning and development activities I have completed while working for NS&I are helping me to develop my career	17	43	27	9		60%	+1	+13 ◆	+7 ◆

All questions by theme

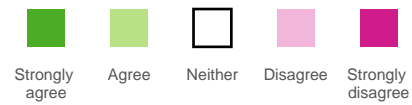
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

77%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

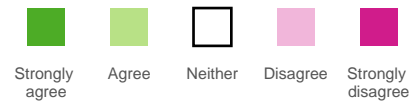
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25 I am treated fairly at work	32	45	12	9		77%	0	-3 ◆	-7 ◆
B26 I am treated with respect by the people I work with	34	49	8	7		84%	+2	-1	-4 ◆
B27 I feel valued for the work I do	26	42	13	15		68%	-1	+1	-4 ◆
B28 I think that NS&I respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	29	51	14	5		80%	+2	+3 ◆	0

Resources and workload

77%

+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	16	57	12	11		73%	+7 ◆	+3 ◆	-2
B30 I have clear work objectives	23	61	8	6		84%	+2	+8 ◆	+4 ◆
B31 I have the skills I need to do my job effectively	35	60				94%	-1	+6 ◆	+3 ◆
B32 I have the tools I need to do my job effectively	18	54	11	13		72%	+4 ◆	+1	-4 ◆
B33 I have an acceptable workload	9	55	11	18	6	64%	+3	+4 ◆	-2
B34 I achieve a good balance between my work life and my private life	21	52	14	8	5	73%	+1	+4 ◆	-1

All questions by theme

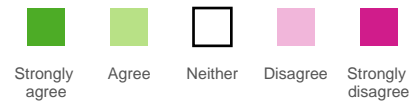
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Pay and benefits

34%

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
B35 I feel that my pay adequately reflects my performance	32	18	29	19	35%	0	+4 ◆	-3 ◆	
B36 I am satisfied with the total benefits package	5	36	24	23	13	41%	+1	+5 ◆	-3 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	23	21	28	25	26%	-1	-1	-7 ◆	

Leadership and managing change

55%

-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
B38 ExCo in NS&I are sufficiently visible	11	55	21	9	66%	-4 ◆	+4 ◆	-5 ◆	
B39 I believe the actions of ExCo are consistent with NS&I's values	11	47	30	9	58%	-4 ◆	+6 ◆	-4 ◆	
B40 I believe that ExCo has a clear vision for the future of NS&I	7	47	26	13	6	54%	-6 ◆	+7 ◆	-2
B41 Overall, I have confidence in the decisions made by ExCo	10	39	36	11	5	49%	-9 ◆	0	-10 ◆
B42 I feel that change is managed well in NS&I	5	30	36	22	8	34%	+2	+1	-8 ◆
B43 When changes are made in NS&I they are usually for the better	5	45	36	9	5	49%	-2	+15 ◆	+7 ◆
B44 NS&I keeps me informed about matters that affect me	16	51	24	8	66%	+2	+7 ◆	0	
B45 I have the opportunity to contribute my views before decisions are made that affect me	11	40	30	13	7	51%	+2	+10 ◆	+3 ◆
B46 I think it is safe to challenge the way things are done in NS&I	13	51	20	12	5	63%	+1	+16 ◆	+9 ◆

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 NS&I	22	48	22	6	6	70%	-1	+5 ◆	0
B48 I would recommend NS&I as a great place to work	24	42	26	5	5	67%	+1	+9 ◆	+1
B49 I feel a strong personal attachment to NS&I	20	40	27	10	10	60%	-4 ◆	+9 ◆	+3 ◆
B50 NS&I inspires me to do the best in my job	16	42	30	10	10	57%	-2	+7 ◆	0
B51 NS&I motivates me to help it achieve its objectives	15	43	28	11	11	58%	-1	+11 ◆	+4 ◆

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 ExCo in NS&I will take action on the results from this survey	13	44	28	9	6	57%	-2	+8 ◆	-2
B53 Where I work, I think effective action has been taken on the results of the last survey	8	36	42	8	5	44%	-5 ◆	+8 ◆	-1

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	37	53	5	5		90%	+2 ◆	0	-1
B55 I believe I would be supported if I try a new idea, even if it may not work	22	54	17	5		76%	-2	+4 ◆	0
B56 In NS&I, people are encouraged to speak up when they identify a serious policy or delivery risk	31	49	14			80%	+2	+13 ◆	+7 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	20	45	21	9		65%	+5 ◆	0	-4 ◆
B58 NS&I is committed to creating a diverse and inclusive workplace	26	51	17	5		77%	0	+2 ◆	-2 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 ExCo in NS&I actively role model the behaviours set out in the Civil Service Leadership Statement	9	48	34	6		58%	-1	+9 ◆	0
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	50	23			69%	-3 ◆	+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'	8	49	16	23	5	56%	+12 ◆	+6 ◆	-9 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	6	35	30	24	5	41%	+3	-1	-9 ◆

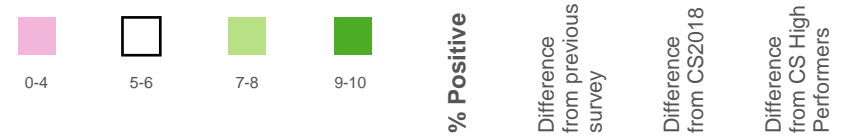
All questions by theme

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

Wellbeing

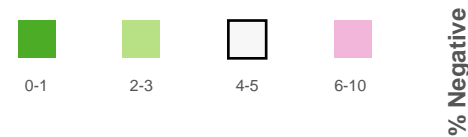
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile')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

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.



Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	9	21	52	18	70%	+3	+4 ◆	+1
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	5	18	46	31	77%	+1	+5 ◆	+2 ◆
W03 Overall, how happy did you feel yesterday?	8	21	47	24	71%	+7 ◆	+9 ◆	+6 ◆

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



Question	0-1	2-3	4-5	6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	25	30	19	26	26%	-7 ◆	-7 ◆	-4 ◆

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 NS&I?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave NS&I as soon as possible		7%	-5 ◇	-1	-5
I want to leave NS&I within the next 12 months		17%	+2	+2	-2 ◇
I want to stay working for NS&I for at least the next year		47%	+6	+13 ◇	+8 ◇
I want to stay working for NS&I for at least the next three years		29%	-2	-14 ◇	-24 ◇

The Civil Service Code

Differences are based on '% Yes' score

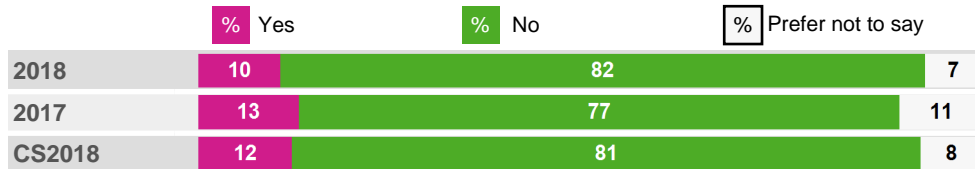
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		13	87%	-4 ◇	-5 ◇	-8 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		30	70%	+7 ◇	+3 ◇	-3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in NS&I it would be investigated properly?		21	79%	+7 ◇	+9 ◇	+3 ◇

All questions by theme

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

Discrimination, harassment and bullying

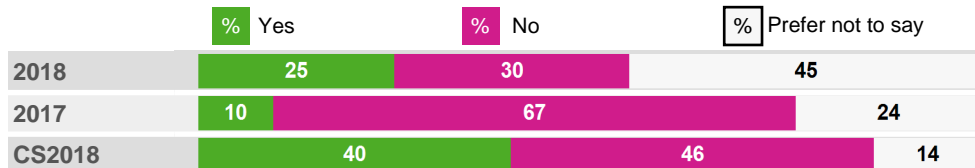
E01. During the past 12 months have you personally experienced discrimination at work?



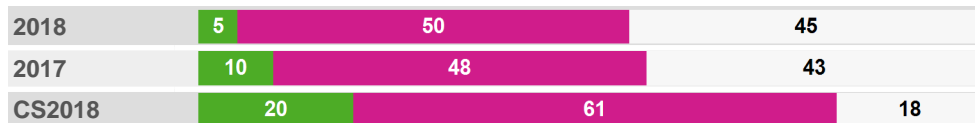
E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	11
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
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)

A colleague	--
Your manager	--
Another manager in my part of NS&I	--
Someone you manage	--
Someone who works for another part of NS&I	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

All questions by theme

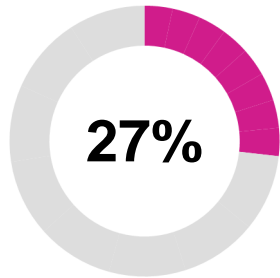
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

National Savings and Investments questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I am comfortable with the levels of pressure and pace of delivery where I work	8	61	15	12	5	68%	+4 ◆
F02	If I saw something wrong, I understand how to raise a breach or follow our Speaking Up Policy	18	65	11			83%	+1
F03	I believe I have the opportunity for personal development and growth in NS&I	19	47	17	15		66%	-2
F04	In my opinion NS&I is committed to customer satisfaction	27	56	11			84%	0
F05	I understand how the Financial Conduct Authority (FCA) Conduct Rules impact on my day to day role	22	64	9			87%	0
F06	I understand my role in supporting NS&I's Inspire & Invest strategy	22	53	16	6		75%	New
F07	I believe our ways of working empower me to get results	12	42	24	16	6	54%	+1
F08	In my area, we follow the principles of the Partnership Charter	13	49	33	5		61%	-4 ◆
F09	I would be happy to recommend the products and services of NS&I	30	52	13	5		82%	+3 ◆
F10	I buy into the NS&I Values	27	56	14			83%	New
F11	I believe NS&I works in an Agile way and according to Agile principles	5	21	34	25	16	26%	-3
F12	I would be confident challenging someone not wearing a security pass	23	50	17	8		73%	-3 ◆
F13	The Change Programme is managed well across the business (i.e. NS&I & Atos)	6	17	40	24	14	23%	New

Proxy Stress Index and PERMA Index

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

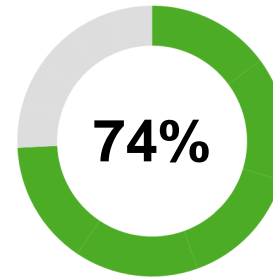


Difference from previous survey	-1
Difference from CS2018	-2 ◇
Difference from CS High Performers	0

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	+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
B05 I have a choice in deciding how I do my work	83%
B08 My manager motivates me to be more effective in my job	72%
B18 The people in my team can be relied upon to help when things get difficult in my job	85%
B26 I am treated with respect by the people I work with	84%
B30 I have clear work objectives	84%
B33 I have an acceptable workload	64%
B45 I have the opportunity to contribute my views before decisions are made that affect me	51%
E03 During the past 12 months have you personally experienced bullying or harassment at work?	84%

	% positive
B01 I am interested in my work	90%
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	85%
W01 Overall, how satisfied are you with your life nowadays?	70%
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	77%

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.