

✧ 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	-	-	-	-	58%	49%	52%	56%	53%	50%
My work	-	-	-	-	66%	61%	66%	69%	67%	66%
Organisational objectives and purpose	-	-	-	-	79%	67%	74%	78%	75%	69%
My manager	-	-	-	-	55%	52%	59%	62%	61%	60%
My team	-	-	-	-	74%	70%	75%	77%	75%	75%
Learning and development	-	-	-	-	34%	27%	35%	38%	33%	32%
Inclusion and fair treatment	-	-	-	-	69%	64%	69%	71%	69%	67%
Resources and workload	-	-	-	-	62%	53%	59%	63%	60%	58%
Pay and benefits	-	-	-	-	33%	22%	22%	19%	14%	23%
Leadership and managing change	-	-	-	-	34%	24%	28%	30%	26%	23%
Response rate	-	-	-	-	43%	58%	76%	75%	65%	61%



◇ Statistically significant difference from comparison

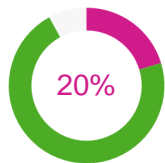
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

## Drivers of Engagement

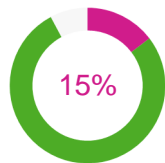
Rank		% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	F14 I usually feel happy at work	51%	-3 ◇	--	--
2	B41 Overall, I have confidence in the decisions made by the NCA's senior leaders	22%	-3 ◇	-27 ◇	-36 ◇
3	B03 My work gives me a sense of personal accomplishment	68%	-2 ◇	-10 ◇	-12 ◇
4	B27 I feel valued for the work I do	51%	-2 ◇	-16 ◇	-21 ◇
5	F10 I have a clear understanding of the NCA mission	70%	-5 ◇	--	--

## Discrimination, bullying and harassment

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



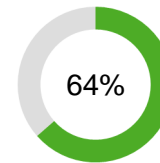
During the past 12 months have you personally experienced discrimination at work?



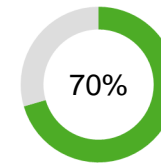
During the past 12 months have you personally experienced bullying or harassment at work?

## Wellbeing

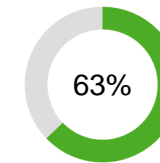
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) 
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



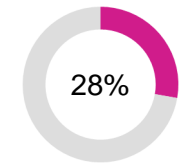
W01. Overall, how satisfied are you with your life nowadays?



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

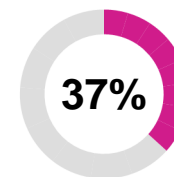


W03. Overall, how happy did you feel yesterday?

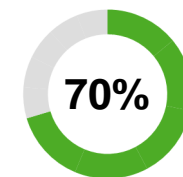


W04. Overall, how anxious did you feel yesterday?

## Proxy Stress Index

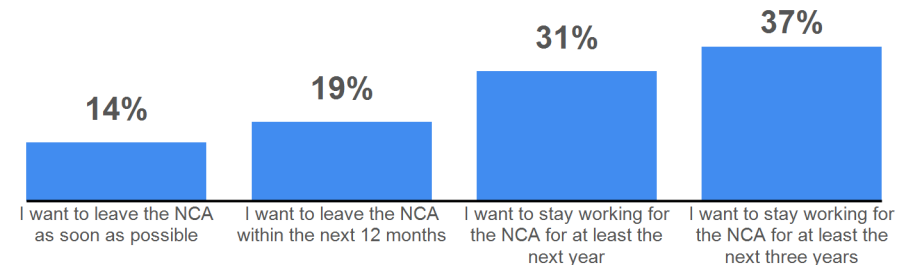


## PERMA Index


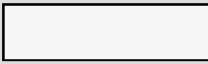




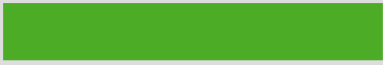
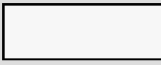









For further information about these indices, please refer to page 17.

## Your plans for the future



## Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
F11	I understand the values of the NCA and the behaviours expected of me	 89%	B59	Senior leaders in the NCA actively role model the behaviours set out in the Civil Service Leadership Statement	 46%	B42	I feel that change is managed well in the NCA	 69%
B01	I am interested in my work	 85%	B40	I believe that the NCA Board has a clear vision for the future of the NCA	 36%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 64%
B54	I am trusted to carry out my job effectively	 83%	B39	I believe the actions of senior leaders are consistent with the NCA's values	 35%	B35	I feel that my pay adequately reflects my performance	 60%
F01	My team have regular meetings (at least once a quarter)	 83%	B51	The NCA motivates me to help it achieve its objectives	 34%	B36	I am satisfied with the total benefits package	 59%
B18	The people in my team can be relied upon to help when things get difficult in my job	 82%	B53	Where I work, I think effective action has been taken on the results of the last survey	 34%	B45	I have the opportunity to contribute my views before decisions are made that affect me	 55%

## All questions by theme

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

66%

-2 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	40	45	7	5		85%	-2 ◆	-4 ◆	-7 ◆
B02 I am sufficiently challenged by my work	26	43	13	13	5	69%	-1 ◆	-12 ◆	-14 ◆
B03 My work gives me a sense of personal accomplishment	23	44	14	13	6	68%	-2 ◆	-10 ◆	-12 ◆
B04 I feel involved in the decisions that affect my work	9	34	19	22	15	43%	-2 ◆	-15 ◆	-20 ◆
B05 I have a choice in deciding how I do my work	16	47	18	12	8	63%	-1	-14 ◆	-18 ◆

### Organisational objectives and purpose

69%

-6 ◆ Difference from previous survey



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 the NCA's objectives	17	52	15	11	5	69%	-6 ◆	-12 ◆	-17 ◆
B07 I understand how my work contributes to the NCA's objectives	18	50	16	10	5	69%	-5 ◆	-15 ◆	-19 ◆

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### My manager

**60%**

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	17	42	19	13	9	60%	0	-11 ◆	-16 ◆
B09	My manager is considerate of my life outside work	40	41	9	5	5	81%	+1	-4 ◆	-7 ◆
B10	My manager is open to my ideas	30	45	13	7	6	75%	-2 ◆	-8 ◆	-12 ◆
B11	My manager helps me to understand how I contribute to the NCA's objectives	15	37	29	12	7	52%	-3 ◆	-16 ◆	-20 ◆
B12	Overall, I have confidence in the decisions made by my manager	23	43	16	9	9	66%	0	-10 ◆	-14 ◆
B13	My manager recognises when I have done my job well	26	47	13	9	6	72%	-1 ◆	-8 ◆	-11 ◆
B14	I receive regular feedback on my performance	15	40	20	17	8	55%	+1	-13 ◆	-18 ◆
B15	The feedback I receive helps me to improve my performance	14	36	28	13	8	50%	0	-14 ◆	-18 ◆
B16	I think that my performance is evaluated fairly	15	42	24	12	8	57%	-1	-9 ◆	-15 ◆
B17	Poor performance is dealt with effectively in my team	6	25	32	20	17	31%	-2 ◆	-9 ◆	-13 ◆

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### My team

75%

-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	49	10	6	6	82%	0	-4 ◆	-6 ◆
B19	The people in my team work together to find ways to improve the service we provide	28	49	13	8	8	77%	-1	-6 ◆	-8 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	22	44	17	12	6	66%	-2 ◆	-11 ◆	-15 ◆

### Learning and development

32%

-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	6	28	23	29	16	33%	-4 ◆	-32 ◆	-36 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	30	28	22	14	36%	-1	-17 ◆	-23 ◆
B23	There are opportunities for me to develop my career in the NCA	5	25	23	25	23	29%	0	-19 ◆	-27 ◆
B24	Learning and development activities I have completed while working for the NCA are helping me to develop my career	5	24	29	23	18	30%	-1	-17 ◆	-23 ◆

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### Inclusion and fair treatment

**67%**

-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
B25	I am treated fairly at work	19	52	13	10	7	71%	-2 ◆	-10 ◆	-13 ◆
B26	I am treated with respect by the people I work with	24	57	11	5	5	81%	-1	-4 ◆	-7 ◆
B27	I feel valued for the work I do	13	38	19	18	12	51%	-2 ◆	-16 ◆	-21 ◆
B28	I think that the NCA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	17	48	20	9	6	65%	-2 ◆	-11 ◆	-15 ◆

### Resources and workload

**58%**

-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
B29	I get the information I need to do my job well	6	47	22	19	6	53%	-3 ◆	-17 ◆	-22 ◆
B30	I have clear work objectives	10	49	18	16	7	59%	-4 ◆	-17 ◆	-21 ◆
B31	I have the skills I need to do my job effectively	18	58	12	9	5	76%	0	-12 ◆	-15 ◆
B32	I have the tools I need to do my job effectively	7	35	19	25	13	42%	0	-29 ◆	-35 ◆
B33	I have an acceptable workload	6	48	18	18	10	54%	-1	-7 ◆	-12 ◆
B34	I achieve a good balance between my work life and my private life	15	51	15	12	6	66%	+1	-3 ◆	-8 ◆



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### Pay and benefits

23%

+9 ◆ 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	22	16	27	33	25%	+10 ◆	-6 ◆	-13 ◆	
B36 I am satisfied with the total benefits package	20	19	28	31	23%	+8 ◆	-13 ◆	-21 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	15	26	38	21%	+8 ◆	-6 ◆	-12 ◆	

### Leadership and managing change

23%

-3 ◆ Difference from previous survey



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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38 Senior leaders in the NCA are sufficiently visible	26	21	29	21	29%	-7 ◆	-32 ◆	-42 ◆	
B39 I believe the actions of senior leaders are consistent with the NCA's values	26	35	20	16	28%	-5 ◆	-24 ◆	-34 ◆	
B40 I believe that the NCA Board has a clear vision for the future of the NCA	22	36	20	19	25%	-4 ◆	-23 ◆	-32 ◆	
B41 Overall, I have confidence in the decisions made by the NCA's senior leaders	20	32	24	22	22%	-3 ◆	-27 ◆	-36 ◆	
B42 I feel that change is managed well in the NCA	10	21	38	31	10%	-1 ◆	-23 ◆	-32 ◆	
B43 When changes are made in the NCA they are usually for the better	11	33	30	24	12%	-2 ◆	-22 ◆	-30 ◆	
B44 The NCA keeps me informed about matters that affect me	31	28	22	17	33%	-1	-26 ◆	-33 ◆	
B45 I have the opportunity to contribute my views before decisions are made that affect me	18	25	31	24	20%	-1 ◆	-21 ◆	-28 ◆	
B46 I think it is safe to challenge the way things are done in the NCA	24	28	25	21	27%	-3 ◆	-21 ◆	-27 ◆	

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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 the NCA	15	38	30	11	6	53%	-6 ◆	-12 ◆	-17 ◆
B48 I would recommend the NCA as a great place to work	5	23	31	25	15	28%	-3 ◆	-30 ◆	-37 ◆
B49 I feel a strong personal attachment to the NCA	10	28	28	22	12	38%	-3 ◆	-14 ◆	-19 ◆
B50 The NCA inspires me to do the best in my job	7	25	34	22	13	32%	-5 ◆	-18 ◆	-25 ◆
B51 The NCA motivates me to help it achieve its objectives	6	22	34	24	14	28%	-4 ◆	-19 ◆	-26 ◆

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 the NCA will take action on the results from this survey	22	25	24	25	25	25%	-4 ◆	-24 ◆	-34 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	18	34	21	23	23	21%	-3 ◆	-15 ◆	-24 ◆

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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	24	58	9	6	6	83%	-2 ◆	-7 ◆	-8 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	13	48	21	13	6	61%	-4 ◆	-11 ◆	-15 ◆
B56 In the NCA, people are encouraged to speak up when they identify a serious policy or delivery risk	9	43	24	15	9	52%	-4 ◆	-16 ◆	-22 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	14	53	16	11	7	67%	-2 ◆	+1 ◆	-3 ◆
B58 The NCA is committed to creating a diverse and inclusive workplace	17	53	20	6	5	69%	-1	-5 ◆	-10 ◆

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 the NCA actively role model the behaviours set out in the Civil Service Leadership Statement	22	46	17	12	2	26%	-5 ◆	-23 ◆	-32 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	15	43	28	8	7	58%	0	-10 ◆	-15 ◆

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'	29	22	33	13	3	32%	+8 ◆	-19 ◆	-34 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	21	30	32	15	2	23%	+4 ◆	-19 ◆	-28 ◆

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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?	15	21	50	13	64%	-1	-3 ◆	-5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	18	48	22	70%	-1	-1	-4 ◆
W03 Overall, how happy did you feel yesterday?	18	19	42	21	63%	-1	0	-2 ◆

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

	0-1	2-3	4-5	6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	28	26	19	28	28%	+1	-5 ◆	-2 ◆

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### Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave the NCA as soon as possible		14%	+2 ◇	+6 ◇	+2 ◇
I want to leave the NCA within the next 12 months		19%	+2 ◇	+4 ◇	0
I want to stay working for the NCA for at least the next year		31%	0	-4 ◇	-9 ◇
I want to stay working for the NCA for at least the next three years		37%	-4 ◇	-7 ◇	-16 ◇

### The Civil Service Code

Differences are based on '% Yes' score

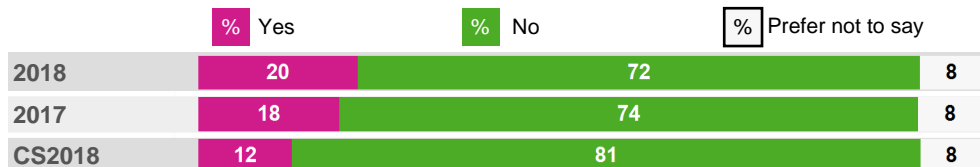
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	+1	0	-2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	-2 ◇	-1	-7 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the NCA it would be investigated properly?		45	55%	-5 ◇	-16 ◇	-21 ◇

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### Discrimination, harassment and bullying

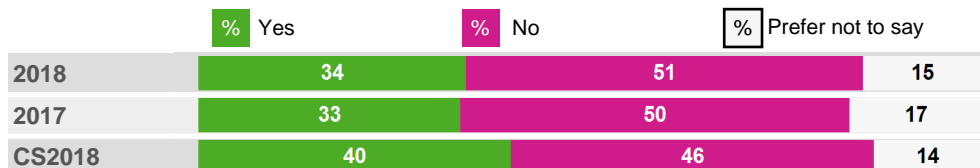
E01. During the past 12 months have you personally experienced discrimination at work?



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	118
Caring responsibilities	53
Disability	52
Ethnic background	32
Gender	112
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	254
Main spoken/written language or language ability	--
Marital status	15
Pregnancy, maternity or paternity	19
Religion or belief	--
Sexual orientation	14
Social or educational background	17
Working location	108
Working pattern	115
Any other grounds	162
Prefer not to say	48

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	123
Your manager	143
Another manager in my part of the NCA	163
Someone you manage	14
Someone who works for another part of the NCA	54
A member of the public	--
Someone else	14
Prefer not to say	43

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

All questions by theme

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National Crime Agency questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 My team have regular meetings (at least once a quarter)	38	45	5	8		83%	-2 ◆
F02 My team seeks to embody NCA values in our work	20	52	20	5		72%	0
F03 I believe my team works well with other parts of the NCA	22	50	14	9		72%	-1
F04 In my department I have seen a positive change in the way most senior managers/leaders lead	7	24	33	21	15	31%	-4 ◆
F05 Changes taking place in the NCA are explained properly and communicated effectively by my line manager	9	34	25	19	13	43%	-1
F06 My manager demonstrates an understanding of diversity in the way he/she manages people	21	50	17	7	5	71%	0
F07 My manager actively provides me with opportunities to develop my leadership skills	14	34	26	16	10	48%	0
F08 I have agreed objectives which define what I do (activities) and how I do it (behaviours)	13	49	18	12	7	62%	-4 ◆
F09 I understand how my current role helps to deliver a reduction in serious and organised crime	21	53	12	8	6	74%	-3 ◆
F10 I have a clear understanding of the NCA mission	18	52	16	9	6	70%	-5 ◆
F11 I understand the values of the NCA and the behaviours expected of me	27	62	8			89%	-2 ◆
F12 I feel that I receive the information and support I need to help me to understand changes across the NCA	7	30	26	24	13	37%	-2 ◆
F13 I believe the NCA is a better place to work than 12 months ago	14	33	23	25		18%	0

## All questions by theme

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

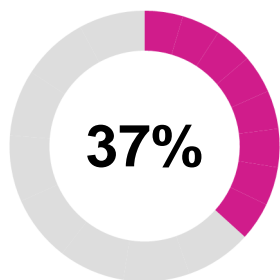
### National Crime Agency questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14 I usually feel happy at work	9	42	25	15	10	51%	-3 ✦
F15 My G1/G2 manages our team well (please do not answer if G1 or above)	13	30	25	15	17	43%	-1



## 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 +8 ◇  
 Difference from CS High Performers +10 ◇

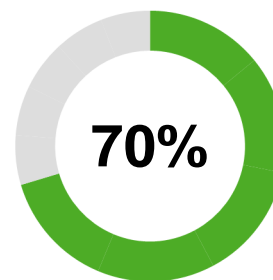
### Proxy Stress Index

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	63%
B08	My manager motivates me to be more effective in my job	60%
B18	The people in my team can be relied upon to help when things get difficult in my job	82%
B26	I am treated with respect by the people I work with	81%
B30	I have clear work objectives	59%
B33	I have an acceptable workload	54%
B45	I have the opportunity to contribute my views before decisions are made that affect me	20%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	78%



Difference from previous survey -1 ◇  
 Difference from CS2018 -3 ◇  
 Difference from CS High Performers -5 ◇

### PERMA Index

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

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

**% positive**

B01	I am interested in my work	85%
B03	My work gives me a sense of personal accomplishment	68%
B18	The people in my team can be relied upon to help when things get difficult in my job	82%
W01	Overall, how satisfied are you with your life nowadays?	64%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	70%

## Appendix

### Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2017 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2018	The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2018 Civil Service People Survey. 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](http://www.orcinternational.co.uk/privacy)) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.