OSCR
Scottish Charity Regulator

Office of the Scottish Charity Regulator

Returns : 40   Response rate : 89%   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.

Engagement Index
57%
Difference from previous survey	-6	✧
Difference from CS2018	-5	✧
Difference from CS High Performers	-9	✧

My work
75%
Difference from previous survey	-4	
Difference from CS2018	-2	
Difference from CS High Performers	-5	✧

Organisational objectives and purpose
85%
Difference from previous survey	-5	
Difference from CS2018	+2	
Difference from CS High Performers	-2	

My manager
70%
Difference from previous survey	-4	
Difference from CS2018	0	
Difference from CS High Performers	-3	

My team
73%
Difference from previous survey	-2	
Difference from CS2018	-9	✧
Difference from CS High Performers	-12	✧

Learning and development
38%
Difference from previous survey	-10	✧
Difference from CS2018	-15	✧
Difference from CS High Performers	-21	✧

Inclusion and fair treatment
67%
Difference from previous survey	-5	
Difference from CS2018	-11	✧
Difference from CS High Performers	-14	✧

Resources and workload
76%
Difference from previous survey	0	
Difference from CS2018	+3	
Difference from CS High Performers	0	

Pay and benefits
47%
Difference from previous survey	-5	
Difference from CS2018	+15	✧
Difference from CS High Performers	+9	✧

Leadership and managing change
42%
Difference from previous survey	-9	✧
Difference from CS2018	-4	
Difference from CS High Performers	-12	✧

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	65%	62%	70%	66%	60%	59%	57%	58%	63%	57%
My work	78%	74%	81%	75%	70%	73%	76%	75%	78%	75%
Organisational objectives and purpose	96%	91%	96%	82%	84%	87%	88%	79%	90%	85%
My manager	77%	65%	77%	72%	58%	66%	62%	56%	74%	70%
My team	83%	84%	86%	86%	79%	75%	78%	76%	75%	73%
Learning and development	55%	52%	53%	43%	46%	46%	47%	42%	48%	38%
Inclusion and fair treatment	81%	77%	82%	77%	77%	65%	66%	67%	73%	67%
Resources and workload	79%	84%	85%	77%	72%	74%	70%	70%	76%	76%
Pay and benefits	54%	57%	46%	38%	45%	44%	46%	52%	52%	47%
Leadership and managing change	62%	66%	67%	56%	43%	40%	38%	38%	51%	42%
Response rate	*69%*	*77%*	*64%*	*75%*	*87%*	*96%*	*89%*	*87%*	*79%*	*89%*

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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	B41	Overall, I have confidence in the decisions made by OSCR's senior managers	40%	-9	-9 ✧	-18 ✧
2	B43	When changes are made in OSCR they are usually for the better	23%	-18 ✧	-12 ✧	-20 ✧
3	B46	I think it is safe to challenge the way things are done in OSCR	33%	-14 ✧	-15 ✧	-21 ✧
4	B04	I feel involved in the decisions that affect my work	50%	-16 ✧	-9 ✧	-13 ✧
5	B42	I feel that change is managed well in OSCR	23%	-13 ✧	-11 ✧	-19 ✧

Discrimination, bullying and harassment

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

18%
During the past 12 months have you personally experienced discrimination at work?

18%
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)
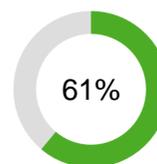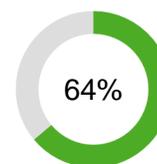
61%
W01. Overall, how satisfied are you with your life nowadays?

64%
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?

56%
W03. Overall, how happy did you feel yesterday?
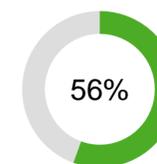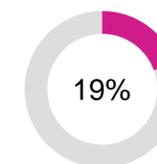
19%
W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

32%

PERMA Index

70%
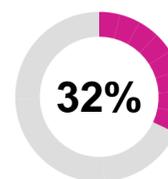
For further information about these indices, please refer to page 15.

Your plans for the future

5%
I want to leave OSCR as soon as possible

26%
I want to leave OSCR within the next 12 months

46%
I want to stay working for OSCR for at least the next year

23%
I want to stay working for OSCR for at least the next three years

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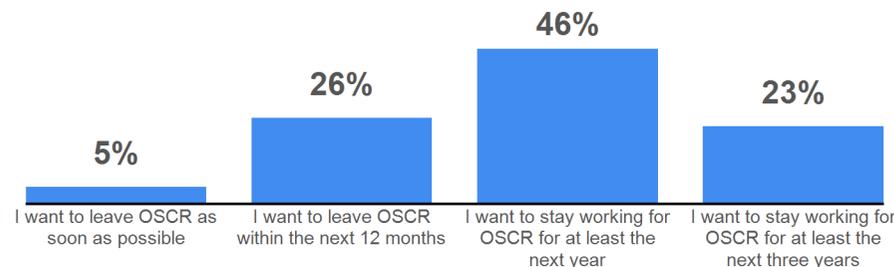
Headline scores

Highest positive scoring questions	% Positive
B31 I have the skills I need to do my job effectively	**98%**
B54 I am trusted to carry out my job effectively	**93%**
B09 My manager is considerate of my life outside work	**90%**
B07 I understand how my work contributes to OSCR's objectives	**88%**
B01 I am interested in my work	**85%**

Highest neutral scoring questions	% Neutral
B49 I feel a strong personal attachment to OSCR	**43%**
B40 I believe that the Board has a clear vision for the future of OSCR	**38%**
B48 I would recommend OSCR as a great place to work	**38%**
B50 OSCR inspires me to do the best in my job	**38%**
B22 Learning and development activities I have completed in the past 12 months have helped to improve my performance	**35%**

Highest negative scoring questions	% Negative
B42 I feel that change is managed well in OSCR	**50%**
B43 When changes are made in OSCR they are usually for the better	**45%**
B46 I think it is safe to challenge the way things are done in OSCR	**45%**
B23 There are opportunities for me to develop my career in OSCR	**43%**
B56 In OSCR, people are encouraged to speak up when they identify a serious policy or delivery risk	**43%**

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Returns : 40   Response rate : 89%   Civil Service People Survey 2018

All questions by theme

My work **75%** **-4** Difference from previous survey

		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	38	48	8	5		85%	-3	-5	-7
B02	I am sufficiently challenged by my work	40	43	10	5		83%	-3	+2	0
B03	My work gives me a sense of personal accomplishment	23	53	10	10	5	75%	+4	-2	-5 ✧
B04	I feel involved in the decisions that affect my work	15	35	18	20	13	50%	-16 ✧	-9 ✧	-13 ✧
B05	I have a choice in deciding how I do my work	38	43	8	8	5	80%	0	+3	-1

Organisational objectives and purpose **85%** **-5** Difference from previous survey

		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 OSCR's objectives	38	45	10	5		83%	-5	+1	-4 ✧
B07	I understand how my work contributes to OSCR's objectives	38	50	5	5		88%	-5	+4	0

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Returns : 40   Response rate : 89%   Civil Service People Survey 2018

All questions by theme

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

My manager   **70%**   **-4**   Difference from previous survey

		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	23	40	18	15	5	63%	-18 ◇	-9 ◇	-13 ◇
B09	My manager is considerate of my life outside work	45	45	5			90%	+2	+4 ◇	+1
B10	My manager is open to my ideas	38	40	10	10		78%	-5	-5 ◇	-9 ◇
B11	My manager helps me to understand how I contribute to OSCR's objectives	25	50	18	5		75%	-5	+8 ◇	+3
B12	Overall, I have confidence in the decisions made by my manager	33	35	15	13	5	68%	-6	-9 ◇	-13 ◇
B13	My manager recognises when I have done my job well	30	45	13	10		75%	-10 ◇	-5 ◇	-8 ◇
B14	I receive regular feedback on my performance	18	58	13	10		75%	-8 ◇	+7 ◇	+2
B15	The feedback I receive helps me to improve my performance	20	43	20	15		63%	-8	-2	-6 ◇
B16	I think that my performance is evaluated fairly	35	40	15	5	5	75%	+2	+9 ◇	+3
B17	Poor performance is dealt with effectively in my team	13	30	25	25	8	43%	+16 ◇	+3	-1

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All questions by theme

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

My team — 73% — -2 — Difference from previous survey

		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	35	40	13	10		75%	-3	-11 ✧	-12 ✧
B19	The people in my team work together to find ways to improve the service we provide	33	38	15	13		70%	-1	-12 ✧	-15 ✧
B20	The people in my team are encouraged to come up with new and better ways of doing things	38	35	23			73%	-3	-4	-8 ✧

Learning and development — 38% — -10 ✧ — Difference from previous survey

		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	5	50	25	13	8	55%	-16 ✧	-9 ✧	-13 ✧
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	25	35	25	5	35%	-15 ✧	-18 ✧	-24 ✧
B23	There are opportunities for me to develop my career in OSCR		30	28	28	15	30%	+1	-18 ✧	-26 ✧
B24	Learning and development activities I have completed while working for OSCR are helping me to develop my career	10	23	33	28	5	33%	-11 ✧	-14 ✧	-20 ✧

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All questions by theme

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

Inclusion and fair treatment — 67% — -5 Difference from previous survey

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Responses	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	20 / 53 / 13 / 13	73%	-3	-8 ✧	-12 ✧
B26	I am treated with respect by the people I work with	20 / 55 / 8 / 15	75%	-5	-10 ✧	-13
B27	I feel valued for the work I do	15 / 38 / 20 / 23 / 5	53%	-16 ✧	-15 ✧	-20 ✧
B28	I think that OSCR respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	13 / 56 / 10 / 13 / 8	69%	+3	-7 ✧	-11 ✧

Resources and workload — 76% — 0 Difference from previous survey

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Responses	% 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 / 60 / 23 / 8	70%	-6	0	-5 ✧
B30	I have clear work objectives	15 / 65 / 8 / 13	80%	+4	+4	0
B31	I have the skills I need to do my job effectively	23 / 75	98%	+10	+9	+6
B32	I have the tools I need to do my job effectively	13 / 70 / 10 / 5	83%	+2	+11 ✧	+6 ✧
B33	I have an acceptable workload	5 / 53 / 15 / 23 / 5	58%	-6	-3	-9 ✧
B34	I achieve a good balance between my work life and my private life	15 / 55 / 10 / 20	70%	-3	+1	-4

All questions by theme

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

Pay and benefits   47%   -5   Difference from previous survey

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		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	10 / 40 / 28 / 13 / 10	50%	-8	+19 ✧	+12 ✧
B36	I am satisfied with the total benefits package	8 / 40 / 25 / 20 / 8	48%	-4	+12 ✧	+4
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	13 / 30 / 20 / 30 / 8	43%	-4	+16 ✧	+10 ✧

Leadership and managing change   42%   -9 ✧   Difference from previous survey

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree / Agree / Neither / Disagree / Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38	Senior managers in OSCR are sufficiently visible	15 / 58 / 15 / 10 /	73%	-6	+11 ✧	+2
B39	I believe the actions of senior managers are consistent with OSCR's values	8 / 38 / 15 / 35 / 5	45%	-9	-7 ✧	-17 ✧
B40	I believe that the Board has a clear vision for the future of OSCR	13 / 28 / 38 / 20 /	40%	-9	-8 ✧	-16 ✧
B41	Overall, I have confidence in the decisions made by OSCR's senior managers	5 / 35 / 20 / 23 / 18	40%	-9	-9 ✧	-18 ✧
B42	I feel that change is managed well in OSCR	8 / 15 / 28 / 25 / 25	23%	-13 ✧	-11 ✧	-19 ✧
B43	When changes are made in OSCR they are usually for the better	5 / 18 / 33 / 28 / 18	23%	-18 ✧	-12 ✧	-20 ✧
B44	OSCR keeps me informed about matters that affect me	13 / 43 / 20 / 15 / 10	55%	-1	-4	-11 ✧
B45	I have the opportunity to contribute my views before decisions are made that affect me	10 / 40 / 18 / 20 / 13	50%	0	+10 ✧	+2
B46	I think it is safe to challenge the way things are done in OSCR	8 / 25 / 23 / 30 / 15	33%	-14 ✧	-15 ✧	-21 ✧

Office of the Scottish Charity Regulator

Returns : 40   Response rate : 89%   Civil Service People Survey 2018

All questions by theme

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

Engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

	Question	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 OSCR	13	38	35	13		50%	-11 ✧	-15 ✧	-20 ✧
B48	I would recommend OSCR as a great place to work	10	28	38	23		38%	-23 ✧	-20 ✧	-28 ✧
B49	I feel a strong personal attachment to OSCR	15	23	43	18		38%	-23 ✧	-14 ✧	-20 ✧
B50	OSCR inspires me to do the best in my job	10	30	38	18	5	40%	-3	-10 ✧	-17 ✧
B51	OSCR motivates me to help it achieve its objectives	15	28	33	20	5	43%	-5	-5	-12 ✧

Taking action

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B52	I believe that senior managers in OSCR will take action on the results from this survey	5	40	20	23	13	45%	-11 ✧	-4	-14 ✧
B53	Where I work, I think effective action has been taken on the results of the last survey		30	28	28	13	33%	-9 ✧	-3	-12 ✧

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All questions by theme

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

Organisational culture

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

	Question	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	35	58				93%	+5	+3	+2
B55	I believe I would be supported if I try a new idea, even if it may not work	18	38	30	13		55%	-13 ✧	-17 ✧	-21 ✧
B56	In OSCR, people are encouraged to speak up when they identify a serious policy or delivery risk	10	38	10	35	8	48%	-4	-20 ✧	-26 ✧
B57	I feel able to challenge inappropriate behaviour in the workplace	10	28	23	35	5	38%	-10 ✧	-28 ✧	-32 ✧
B58	OSCR is committed to creating a diverse and inclusive workplace	10	43	30	15		53%	-5	-22 ✧	-26 ✧

Leadership statement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59	Senior managers in OSCR actively role model the behaviours set out in the Civil Service Leadership Statement	5	38	23	30	5	43%	0	-6 ✧	-15 ✧
B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	13	56	15	13		69%	+9 ✧	+2	-4

Civil Service vision

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

	Question	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'	5	41	26	26		46%	-11 ✧	-5	-20 ✧
B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'		41	26	26	5	44%	+4	+2	-7 ✧

All questions by theme

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.

Legend: 0-4 | 5-6 | 7-8 | 9-10

		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?	6	33	42	19	**61%**	+11 ✧	-5	-8 ✧
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?		33	42	22	**64%**	+2	-7 ✧	-10 ✧
W03	Overall, how happy did you feel yesterday?	11	33	36	19	**56%**	+1	-7 ✧	-10 ✧

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

Legend: 0-1 | 2-3 | 4-5 | 6-10

		0-1	2-3	4-5	6-10	% Negative			
W04	Overall, how anxious did you feel yesterday?	22	22	36	19	**19%**	-13 ✧	-13 ✧	-10 ✧

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 OSCR?

		Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave OSCR as soon as possible	5%	-5	-3	-7
I want to leave OSCR within the next 12 months	26%	+11	+11	+6
I want to stay working for OSCR for at least the next year	46%	0	+12 ✧	+7 ✧
I want to stay working for OSCR for at least the next three years	23%	-6	-20	-30

The Civil Service Code

Differences are based on '% Yes' score

■ % Yes   ■ % No

|	% Yes		% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	93	8	93%	-5	+1	-2
D02. Are you aware of how to raise a concern under the Civil Service Code?	68	33	68%	-11 ✧	+1	-6 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in OSCR it would be investigated properly?	64	36	64%	-9 ✧	-6 ✧	-12 ✧

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?
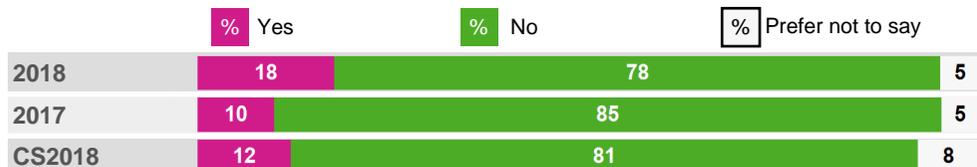
| % Yes | % No | % Prefer not to say |

	Yes	No	Prefer not to say
2018	18	78	5
2017	10	85	5
CS2018	12	81	8

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

	Yes	No	Prefer not to say
2018	18	78	5
2017	15	78	7
CS2018	11	82	7

For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?

Results for this question have been suppressed as there are fewer than ten responses

For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

Results for this question have been suppressed as there are fewer than ten responses

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	--
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 OSCR	--
Someone you manage	--
Someone who works for another part of OSCR	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

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Proxy Stress Index and PERMA Index

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

32%
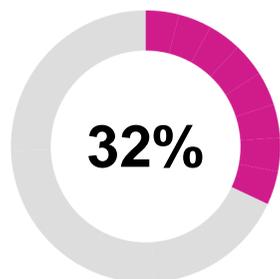
Difference from previous survey	+3
Difference from CS2018	+3 ◇
Difference from CS High Performers	+5 ◇
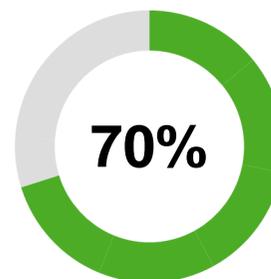
70%

Difference from previous survey	0
Difference from CS2018	-4 ◇
Difference from CS High Performers	-5 ◇

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.

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	80%
B08	My manager motivates me to be more effective in my job	63%
B18	The people in my team can be relied upon to help when things get difficult in my job	75%
B26	I am treated with respect by the people I work with	75%
B30	I have clear work objectives	80%
B33	I have an acceptable workload	58%
B45	I have the opportunity to contribute my views before decisions are made that affect me	50%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	78%

		% positive
B01	I am interested in my work	85%
B03	My work gives me a sense of personal accomplishment	75%
B18	The people in my team can be relied upon to help when things get difficult in my job	75%
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?	64%

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.