

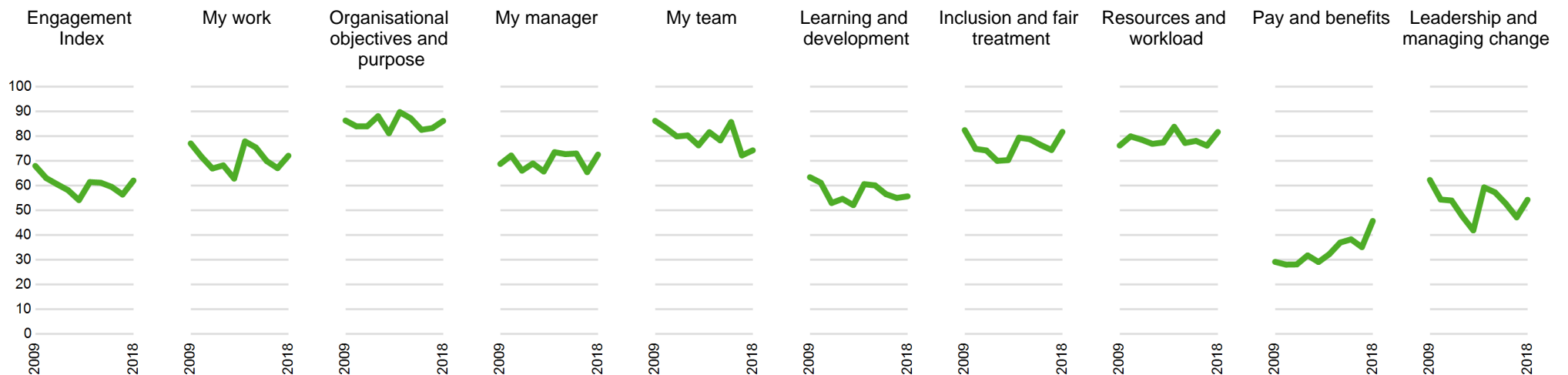
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



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	68%	63%	60%	58%	54%	61%	61%	59%	56%	62%
My work	77%	72%	67%	68%	63%	78%	75%	70%	67%	72%
Organisational objectives and purpose	86%	84%	84%	88%	81%	90%	87%	83%	83%	86%
My manager	69%	72%	66%	69%	66%	73%	73%	73%	65%	73%
My team	86%	83%	80%	80%	76%	82%	78%	86%	72%	74%
Learning and development	63%	61%	53%	55%	52%	61%	60%	57%	55%	56%
Inclusion and fair treatment	82%	75%	74%	70%	70%	79%	79%	76%	74%	82%
Resources and workload	76%	80%	79%	77%	77%	84%	77%	78%	76%	82%
Pay and benefits	29%	28%	28%	32%	29%	32%	37%	38%	35%	46%
Leadership and managing change	62%	54%	54%	47%	42%	59%	57%	53%	47%	54%
Response rate	87%	90%	88%	91%	85%	82%	83%	85%	86%	82%



◇ Statistically significant difference from comparison

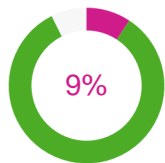
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

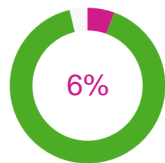
Rank		% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B43 When changes are made in AiB they are usually for the better	42%	+6 ◇	+7 ◇	0
2	B42 I feel that change is managed well in AiB	41%	+5	+8 ◇	-1
3	B39 I believe the actions of the Senior Management Team (SMT) are consistent with AiB's values	63%	+9 ◇	+10 ◇	+1
4	B41 Overall, I have confidence in the decisions made by the Senior Management Team (SMT)	56%	+9 ◇	+8 ◇	-2
5	B44 AiB keeps me informed about matters that affect me	61%	+9 ◇	+2	-5 ◇

Discrimination, bullying and harassment

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



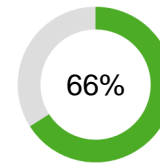
During the past 12 months have you personally experienced discrimination at work?



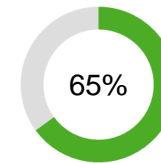
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

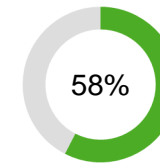
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



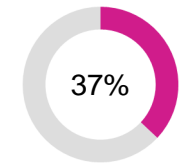
W01. Overall, how satisfied are you with your life nowadays?



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

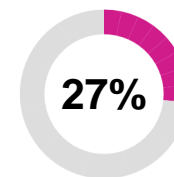


W03. Overall, how happy did you feel yesterday?

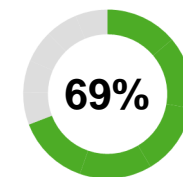


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

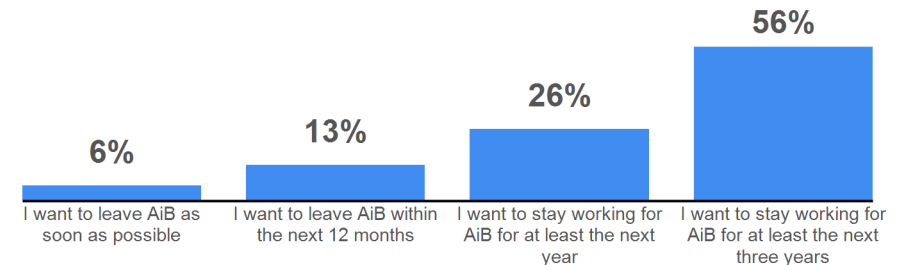


PERMA Index



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

Your plans for the future



Headline scores

Highest positive scoring questions		Highest neutral scoring questions		Highest negative scoring questions	
	% Positive		% Neutral		% Negative
B09 My manager is considerate of my life outside work	91%	B59 The Senior Management Team (SMT) in AiB actively role model the behaviours set out in the Civil Service Leadership Statement	43%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	37%
B34 I achieve a good balance between my work life and my private life	91%	B47 I am proud when I tell others I am part of AiB	41%	B35 I feel that my pay adequately reflects my performance	36%
B54 I am trusted to carry out my job effectively	90%	B17 Poor performance is dealt with effectively in my team	40%	B42 I feel that change is managed well in AiB	32%
B26 I am treated with respect by the people I work with	89%	B50 AiB inspires me to do the best in my job	39%	B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	29%
B28 I think that AiB respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	89%	B24 Learning and development activities I have completed while working for AiB are helping me to develop my career	36%	B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	28%

Returns : 108

Response rate : 82%

Civil Service People Survey 2018

All questions by theme

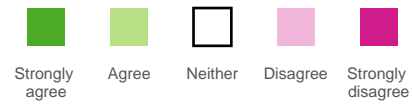
◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My work

72%

+5

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	28	58	9	1	4	86%	+3	-3 ◆	-6 ◆
B02 I am sufficiently challenged by my work	21	45	16	14	4	67%	-1	-14 ◆	-16 ◆
B03 My work gives me a sense of personal accomplishment	19	48	17	11	6	67%	+4	-11 ◆	-13 ◆
B04 I feel involved in the decisions that affect my work	17	44	19	18	2	60%	+7 ◆	+2	-3
B05 I have a choice in deciding how I do my work	27	54	12	6	1	81%	+12 ◆	+3	0

Organisational objectives and purpose

86%

+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
B06 I have a clear understanding of AiB's objectives	19	68	10	1	2	86%	+2	+5 ◆	0
B07 I understand how my work contributes to AiB's objectives	20	66	8	5	1	86%	+4 ◆	+2	-1

Returns : 108

Response rate : 82%

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

73%

+7 ◆ Difference from previous survey



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

Question ID	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	27	40	23	9	9	67%	0	-4 ◆	-9 ◆
B09 My manager is considerate of my life outside work	52	39	6	6	6	91%	+4 ◆	+5 ◆	+2
B10 My manager is open to my ideas	38	46	11	5	5	84%	+10 ◆	+1	-2
B11 My manager helps me to understand how I contribute to AiB's objectives	22	45	26	6	6	68%	+6 ◆	0	-4 ◆
B12 Overall, I have confidence in the decisions made by my manager	31	47	11	7	7	78%	+12 ◆	+2	-3
B13 My manager recognises when I have done my job well	37	50	8	8	8	87%	+12 ◆	+7 ◆	+4 ◆
B14 I receive regular feedback on my performance	27	51	11	9	9	78%	+7 ◆	+10 ◆	+5 ◆
B15 The feedback I receive helps me to improve my performance	22	42	24	10	10	64%	+8 ◆	0	-5 ◆
B16 I think that my performance is evaluated fairly	25	49	19	5	5	74%	+8 ◆	+8 ◆	+2
B17 Poor performance is dealt with effectively in my team	13	22	40	13	12	35%	+3	-5 ◆	-9 ◆

Returns : 108

Response rate : 82%

Civil Service People Survey 2018

All questions by theme

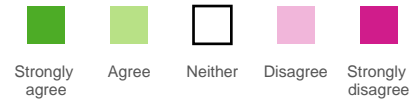
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

My team

74%

+2

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

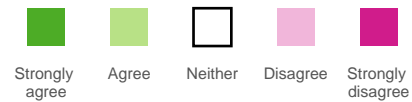
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	34	43	11	10		77%	0	-8 ◆	-10 ◆
B19	The people in my team work together to find ways to improve the service we provide	30	48	14	7		78%	+8 ◆	-4 ◆	-7 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	28	39	25	8		67%	-2	-10 ◆	-13 ◆

Learning and development

56%

+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	23	53	18	5		77%	+3	+13 ◆	+8 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	18	36	32	12		54%	-1	+1	-5 ◆
B23	There are opportunities for me to develop my career in AiB	14	30	31	17	8	44%	+1	-4 ◆	-12 ◆
B24	Learning and development activities I have completed while working for AiB are helping me to develop my career	13	35	36	12		48%	-1	0	-6 ◆

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

82%

+7 ◆ Difference from previous survey



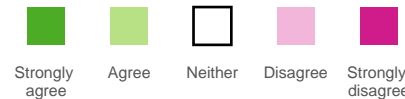
% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

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	27	57	9	6		84%	+3	+4 ◆	0
B26	I am treated with respect by the people I work with	31	58	8			89%	+10 ◆	+4 ◆	+1
B27	I feel valued for the work I do	25	40	19	11	5	65%	+7 ◆	-3	-8 ◆
B28	I think that AiB respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	29	60	7			89%	+10 ◆	+12 ◆	+9 ◆

Resources and workload

82%

+6 ◆ 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	14	62	15	9		76%	+11 ◆	+6 ◆	+1
B30	I have clear work objectives	15	66	9	7		81%	+12 ◆	+5 ◆	+1
B31	I have the skills I need to do my job effectively	25	63	10			88%	-3	-1	-3 ◆
B32	I have the tools I need to do my job effectively	18	66	10	6		83%	+6 ◆	+12 ◆	+6 ◆
B33	I have an acceptable workload	13	58	9	18		71%	+1	+11 ◆	+5 ◆
B34	I achieve a good balance between my work life and my private life	21	69	6			91%	+6 ◆	+22 ◆	+16 ◆

All questions by theme

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Pay and benefits

46%

+11 ◆ Difference from previous survey



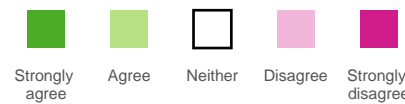
% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance	5	36	23	21	15	41%	+5	+10 ◆	+3
B36	I am satisfied with the total benefits package	6	53	22	12	7	59%	+23 ◆	+23 ◆	+15 ◆
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	35	25	25	12	37%	+5	+11 ◆	+5 ◆	

Leadership and managing change

54%

+7 ◆ 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
B38	The Senior Management Team (SMT) in AiB are sufficiently visible	12	64	15	6	76%	+4	+14 ◆	+5 ◆	
B39	I believe the actions of the Senior Management Team (SMT) are consistent with AiB's values	11	52	29	7	63%	+9 ◆	+10 ◆	+1	
B40	I believe that the Board has a clear vision for the future of AiB	6	41	36	16	47%	+8 ◆	-1	-9 ◆	
B41	Overall, I have confidence in the decisions made by the Senior Management Team (SMT)	6	50	31	8	56%	+9 ◆	+8 ◆	-2	
B42	I feel that change is managed well in AiB	8	32	27	25	7	41%	+5	+8 ◆	-1
B43	When changes are made in AiB they are usually for the better	8	33	36	18	5	42%	+6 ◆	+7 ◆	0
B44	AiB keeps me informed about matters that affect me	10	51	27	9	61%	+9 ◆	+2	-5 ◆	
B45	I have the opportunity to contribute my views before decisions are made that affect me	12	34	34	16	46%	+7 ◆	+6 ◆	-2	
B46	I think it is safe to challenge the way things are done in AiB	12	44	27	16	56%	+6 ◆	+8 ◆	+2	

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 AiB	15	37	41	6	52%	+9 ◆	-13 ◆	-18 ◆	
B48 I would recommend AiB as a great place to work	16	47	29	7	63%	+11 ◆	+5 ◆	-3	
B49 I feel a strong personal attachment to AiB	14	35	35	14	49%	+14 ◆	-3	-9 ◆	
B50 AiB inspires me to do the best in my job	9	35	39	13	44%	+8 ◆	-6 ◆	-13 ◆	
B51 AiB motivates me to help it achieve its objectives	10	36	36	14	47%	+11 ◆	-1	-8 ◆	

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 the Senior Management Team (SMT) in AiB will take action on the results from this survey	13	47	22	16	60%	+7 ◆	+11 ◆	+1	
B53 Where I work, I think effective action has been taken on the results of the last survey	10	36	34	18	47%	+4	+11 ◆	+2	

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	32	57	6			90%	+4 ◆	+1	-1
B55 I believe I would be supported if I try a new idea, even if it may not work	23	49	21	6		72%	+8 ◆	0	-4 ◆
B56 In AiB, people are encouraged to speak up when they identify a serious policy or delivery risk	17	57	19	5		74%	+6 ◆	+6 ◆	+1
B57 I feel able to challenge inappropriate behaviour in the workplace	19	45	24	11		64%	+4	-2	-5 ◆
B58 AiB is committed to creating a diverse and inclusive workplace	18	55	21	6		72%	-5	-3	-7 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 The Senior Management Team (SMT) in AiB actively role model the behaviours set out in the Civil Service Leadership Statement	8	41	43	6		49%	+9 ◆	0	-8 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	16	47	31	6		63%	+4	-5 ◆	-10 ◆

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	6	42	23	23	6	48%	+10 ◆	-3	-18 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	6	35	31	22	6	42%	+10 ◆	0	-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.

	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	25	52	14	66%	-1	0	-3
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	21	50	15	65%	0	-6 ◆	-9 ◆
W03 Overall, how happy did you feel yesterday?	19	23	40	17	58%	-6 ◆	-5 ◆	-8 ◆

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

	0-1	2-3	4-5	6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	17	20	26	37	37%	+8 ◆	+5 ◆	+7 ◆

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 AiB?

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave AiB as soon as possible		6%	-7 ◇	-2	-6
I want to leave AiB within the next 12 months		13%	-4	-2	-6
I want to stay working for AiB for at least the next year		26%	-5	-8 ◇	-13 ◇
I want to stay working for AiB for at least the next three years		56%	+17 ◇	+12 ◇	+3

The Civil Service Code

Differences are based on '% Yes' score

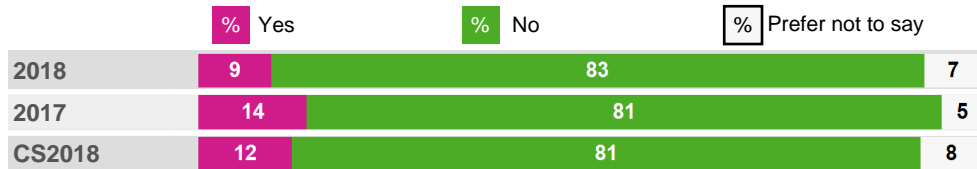
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97%	-2	+5 ◇	+3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			90%	0	+23 ◇	+17 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in AiB it would be investigated properly?			81%	+8 ◇	+11 ◇	+5 ◇

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?

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.

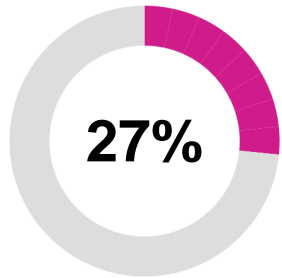
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

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

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

Proxy Stress Index and PERMA Index

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

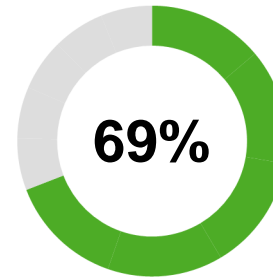


Difference from previous survey	-4 ◆
Difference from CS2018	-2 ◆
Difference from CS High Performers	0

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	-5 ◆
Difference from CS High Performers	-6 ◆

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	81%
B08 My manager motivates me to be more effective in my job	67%
B18 The people in my team can be relied upon to help when things get difficult in my job	77%
B26 I am treated with respect by the people I work with	89%
B30 I have clear work objectives	81%
B33 I have an acceptable workload	71%
B45 I have the opportunity to contribute my views before decisions are made that affect me	46%
E03 During the past 12 months have you personally experienced bullying or harassment at work?	91%

	% positive
B01 I am interested in my work	86%
B03 My work gives me a sense of personal accomplishment	67%
B18 The people in my team can be relied upon to help when things get difficult in my job	77%
W01 Overall, how satisfied are you with your life nowadays?	66%
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	65%

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.

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