Office of Rail and Road

ORR — OFFICE OF RAIL AND ROAD

Returns : 247   Response rate : 76%   Civil Service People Survey 2018
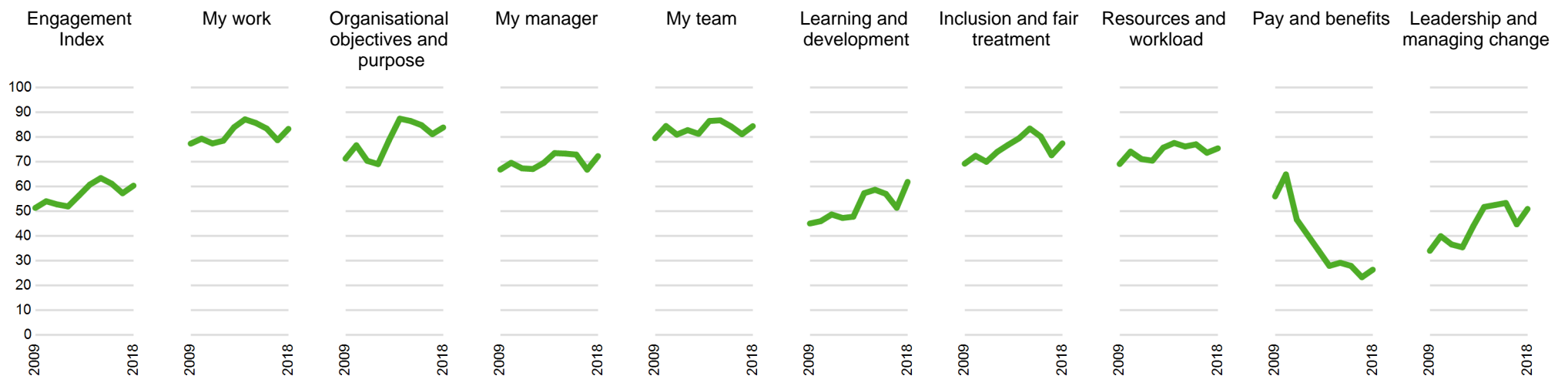
◇ Statistically significant difference from comparison

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

Engagement Index
60%

Difference from previous survey	+3 ◇
Difference from CS2018	-2 ◇
Difference from CS High Performers	-6 ◇

My work
83%

Difference from previous survey	+5 ◇
Difference from CS2018	+7 ◇
Difference from CS High Performers	+4 ◇

Organisational objectives and purpose
84%

Difference from previous survey	+3
Difference from CS2018	+1
Difference from CS High Performers	-4 ◇

My manager
72%

Difference from previous survey	+5 ◇
Difference from CS2018	+2
Difference from CS High Performers	-1

My team
84%

Difference from previous survey	+3 ◇
Difference from CS2018	+3 ◇
Difference from CS High Performers	0

Learning and development
62%

Difference from previous survey	+10 ◇
Difference from CS2018	+8 ◇
Difference from CS High Performers	+3 ◇

Inclusion and fair treatment
77%

Difference from previous survey	+5 ◇
Difference from CS2018	-1
Difference from CS High Performers	-4 ◇

Resources and workload
75%

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

Pay and benefits
26%

Difference from previous survey	+3
Difference from CS2018	-5 ◇
Difference from CS High Performers	-11 ◇

Leadership and managing change
51%

Difference from previous survey	+6 ◇
Difference from CS2018	+4 ◇
Difference from CS High Performers	-4 ◇

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	51%	54%	53%	52%	56%	61%	63%	61%	57%	60%
My work	77%	79%	77%	78%	84%	87%	86%	83%	79%	83%
Organisational objectives and purpose	71%	77%	70%	69%	79%	87%	86%	85%	81%	84%
My manager	67%	70%	67%	67%	69%	73%	73%	73%	67%	72%
My team	79%	84%	81%	83%	81%	86%	87%	84%	81%	84%
Learning and development	45%	46%	49%	47%	48%	57%	59%	57%	51%	62%
Inclusion and fair treatment	69%	72%	70%	74%	77%	79%	83%	80%	73%	77%
Resources and workload	69%	74%	71%	70%	76%	78%	76%	77%	74%	75%
Pay and benefits	56%	65%	47%	40%	34%	28%	29%	28%	23%	26%
Leadership and managing change	34%	40%	37%	35%	44%	52%	52%	53%	45%	51%
Response rate	*87%*	*83%*	*85%*	*78%*	*84%*	*83%*	*88%*	*77%*	*80%*	*76%*

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	B02	I am sufficiently challenged by my work	85%	+7 ✧	+4 ✧	+2
2	B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	72%	+9 ✧	+5 ✧	-1
3	B06	I have a clear understanding of ORR's objectives	83%	+2	+2	-3 ✧

Discrimination, bullying and harassment

■ *% responding Yes*   ■ *% responding No*   □ *% responding Prefer not to say*
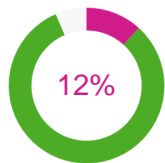
12% — During the past 12 months have you personally experienced discrimination at work?
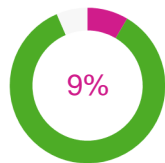
9% — During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

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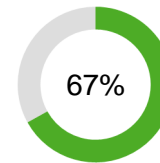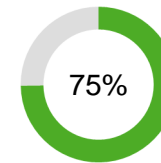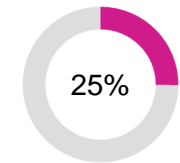

67% — W01. Overall, how satisfied are you with your life nowadays?

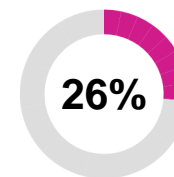**75%** — W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
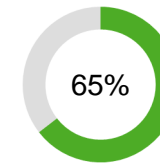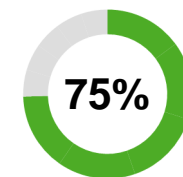

65% — W03. Overall, how happy did you feel yesterday?

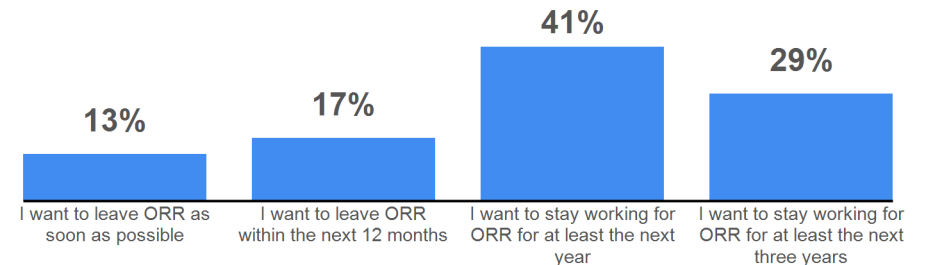**25%** — W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

26%

PERMA Index

75%

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

Your plans for the future

13%	17%	41%	29%
I want to leave ORR as soon as possible	I want to leave ORR within the next 12 months	I want to stay working for ORR for at least the next year	I want to stay working for ORR for at least the next three years

ORR OFFICE OF RAIL AND ROAD

Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B54 I am trusted to carry out my job effectively	94%	B17 Poor performance is dealt with effectively in my team	46%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	53%
B31 I have the skills I need to do my job effectively	93%	B43 When changes are made in ORR they are usually for the better	42%	B35 I feel that my pay adequately reflects my performance	52%
B01 I am interested in my work	92%	B53 Where I work, I think effective action has been taken on the results of the last survey	42%	B36 I am satisfied with the total benefits package	51%
B09 My manager is considerate of my life outside work	92%	B40 I believe that the Board has a clear vision for the future of ORR	38%	B42 I feel that change is managed well in ORR	40%
B10 My manager is open to my ideas	90%	B49 I feel a strong personal attachment to ORR	36%	B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	37%

All questions by theme

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

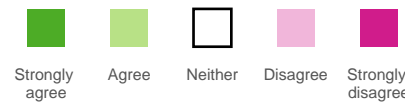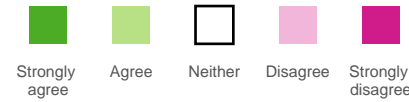## My work 83% +5 ✧ Difference from previous survey

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01	I am interested in my work	41	51		5		92%	+2	+3 ✧	0
B02	I am sufficiently challenged by my work	36	48		7	6	85%	+7 ✧	+4 ✧	+2
B03	My work gives me a sense of personal accomplishment	34	49	11			82%	+4 ✧	+5 ✧	+2
B04	I feel involved in the decisions that affect my work	21	49	15	10		70%	+8 ✧	+12 ✧	+7 ✧
B05	I have a choice in deciding how I do my work	36	50	9			87%	+2	+9 ✧	+6 ✧

Organisational objectives and purpose 84% +3 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 ORR's objectives	23	61	11	5		83%	+2	+2	-3 ✧
B07	I understand how my work contributes to ORR's objectives	30	55	11			84%	+4 ✧	0	-3 ✧

OFFICE OF RAIL AND ROAD

All questions by theme

My manager   **72%**   **+5** ✧ Difference from previous survey

Legend: 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
B08	My manager motivates me to be more effective in my job	28	50	15	6		78%	+9 ✧	+7 ✧	+2
B09	My manager is considerate of my life outside work	50	42	6			92%	+6 ✧	+6 ✧	+3 ✧
B10	My manager is open to my ideas	44	46	7			90%	+9 ✧	+7 ✧	+4 ✧
B11	My manager helps me to understand how I contribute to ORR's objectives	23	50	20	7		72%	+8 ✧	+5 ✧	0
B12	Overall, I have confidence in the decisions made by my manager	38	47	9	5		85%	+7 ✧	+8 ✧	+4 ✧
B13	My manager recognises when I have done my job well	34	46	13	5		80%	+4 ✧	0	-4 ✧
B14	I receive regular feedback on my performance	22	46	19	10		68%	+4 ✧	0	-5 ✧
B15	The feedback I receive helps me to improve my performance	23	38	28	9		61%	+4 ✧	-3	-7 ✧
B16	I think that my performance is evaluated fairly	22	37	23	13	6	59%	+3	-8 ✧	-13 ✧
B17	Poor performance is dealt with effectively in my team	12	26	46	10	6	38%	0	-2	-6 ✧

OFFICE OF RAIL AND ROAD

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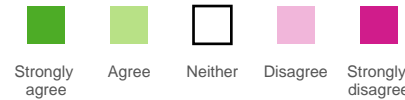
All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey
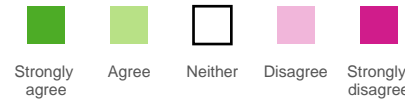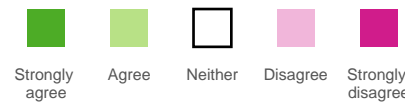
My team — 84% +3 ✧ Difference from previous survey

			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	39 / 48 / 9	87%	+1	+2	0
B19	The people in my team work together to find ways to improve the service we provide	32 / 55 / 8	87%	+4 ✧	+4 ✧	+2
B20	The people in my team are encouraged to come up with new and better ways of doing things	28 / 52 / 14	79%	+5 ✧	+3 ✧	-1

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

Learning and development — 62% +10 ✧ Difference from previous survey

			% 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	22 / 56 / 13 / 6	78%	+12 ✧	+14 ✧	+10 ✧
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	21 / 47 / 23 / 7	68%	+9 ✧	+15 ✧	+9 ✧
B23	There are opportunities for me to develop my career in ORR	10 / 31 / 27 / 19 / 13	41%	+8 ✧	-7 ✧	-15 ✧
B24	Learning and development activities I have completed while working for ORR are helping me to develop my career	15 / 45 / 26 / 9 / 5	60%	+12 ✧	+12 ✧	+7 ✧

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

Returns : 247   Response rate : 76%   Civil Service People Survey 2018

All questions by theme

Inclusion and fair treatment — 77% — +5 ✧ Difference from previous survey

Legend: 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 / 47 / 15	79%	+4 ✧	-2	-5 ✧
B26 I am treated with respect by the people I work with — 36 / 50 / 7 / 5	86%	+3	+1	-2 ✧
B27 I feel valued for the work I do — 24 / 46 / 14 / 11 / 6	70%	+7 ✧	+2	-3 ✧
B28 I think that ORR respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.) — 26 / 50 / 16 / 5	75%	+5 ✧	-1	-5 ✧

Resources and workload — 75% — +2 Difference from previous survey

Legend: 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 / 58 / 14 / 10	73%	+6 ✧	+3 ✧	-2
B30 I have clear work objectives — 20 / 58 / 13 / 7	79%	+3	+3 ✧	-1
B31 I have the skills I need to do my job effectively — 32 / 61 / 7	93%	+1	+4 ✧	+1
B32 I have the tools I need to do my job effectively — 17 / 52 / 16 / 10 / 5	69%	+3	-2	-8 ✧
B33 I have an acceptable workload — 15 / 52 / 15 / 12 / 7	66%	-1	+6 ✧	0
B34 I achieve a good balance between my work life and my private life — 23 / 49 / 15 / 10	72%	-1	+3 ✧	-2

ORR
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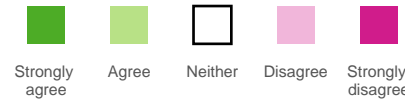Returns : 247   Response rate : 76%   Civil Service People Survey 2018

All questions by theme

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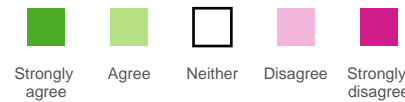^ indicates a variation in question wording from your previous survey

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
Pay and benefits	**26%** +3									
B35	I feel that my pay adequately reflects my performance	6	23	19	28	23	30%	+5 ✧	-1	-8 ✧
B36	I am satisfied with the total benefits package		22	22	30	21	27%	+4 ✧	-9 ✧	-17 ✧
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	18	24	27	26	23%	0	-4 ✧	-10 ✧
Leadership and managing change	**51%** +6 ✧									
B38	Directors and deputies in ORR are sufficiently visible	20	54	15	9		74%	+10 ✧	+12 ✧	+3 ✧
B39	I believe the actions of directors and deputies are consistent with ORR's values	15	51	25	6		66%	+10 ✧	+14 ✧	+4 ✧
B40	I believe that the Board has a clear vision for the future of ORR	9	37	38	12		47%	+4	-1	-10 ✧
B41	Overall, I have confidence in the decisions made by ORR's Directors and deputies	12	50	28	8		62%	+7 ✧	+13 ✧	+4 ✧
B42	I feel that change is managed well in ORR	6	21	33	28	11	27%	+4 ✧	-6 ✧	-15 ✧
B43	When changes are made in ORR they are usually for the better	6	26	42	20	7	32%	+4 ✧	-3 ✧	-10 ✧
B44	ORR keeps me informed about matters that affect me	11	43	23	16	7	54%	0	-5 ✧	-12 ✧
B45	I have the opportunity to contribute my views before decisions are made that affect me	8	35	31	19	7	43%	+8 ✧	+2 ✧	-6 ✧
B46	I think it is safe to challenge the way things are done in ORR	12	43	26	11	9	54%	+10 ✧	+7 ✧	+1

Returns : 247   **Response rate : 76%**   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

		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 ORR	14	45	32	7		58%	+6 ◇	-7 ◇	-12 ◇
B48	I would recommend ORR as a great place to work	13	49	23	12		61%	+8 ◇	+3 ◇	-4 ◇
B49	I feel a strong personal attachment to ORR	10	29	36	18	6	39%	0	-12 ◇	-18 ◇
B50	ORR inspires me to do the best in my job	10	37	36	13		47%	+9 ◇	-3	-10 ◇
B51	ORR motivates me to help it achieve its objectives	9	40	33	12	5	50%	+13 ◇	+2	-5 ◇

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 directors and deputies in ORR will take action on the results from this survey	11	47	21	16	5	58%	+16 ◇	+8 ◇	-1
B53	Where I work, I think effective action has been taken on the results of the last survey	10	26	42	16	7	35%	+9 ◇	-1	-9 ◇

ORR OFFICE OF RAIL AND ROAD

Returns : 247 Response rate : 76% 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

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	38	56				94%	+2	+5 ✧	+3 ✧
B55	I believe I would be supported if I try a new idea, even if it may not work	26	56	13	6		81%	+8 ✧	+10 ✧	+5 ✧
B56	In ORR, people are encouraged to speak up when they identify a serious policy or delivery risk	21	49	21	5		70%	+5 ✧	+3 ✧	-3 ✧
B57	I feel able to challenge inappropriate behaviour in the workplace	16	51	20	9		66%	+4 ✧	+1	-3 ✧
B58	ORR is committed to creating a diverse and inclusive workplace	19	45	24	8		64%	+4 ✧	-10 ✧	-15 ✧

Leadership statement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59	Directors and deputies in ORR actively role model the behaviours set out in the Civil Service Leadership Statement	11	43	36	6		54%	+9 ✧	+5 ✧	-3 ✧
B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	25	47	19	5		72%	+9 ✧	+5 ✧	-1

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	40	20	26	6	47%	+20 ✧	-3 ✧	-18 ✧
B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	26	32	29	8	31%	+10 ✧	-11 ✧	-19 ✧

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?	12	21	51	16	67%	-5 ✧	+1	-2
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	15	51	24	75%	-1	+3 ✧	+1
W03	Overall, how happy did you feel yesterday?	16	19	44	21	65%	-3	+2	-1

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	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	21	32	22	25	25%	-3	-7 ✧	-5 ✧

All questions by theme

Your plans for the future

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

		Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave ORR as soon as possible	13%	+6 ✧	+5 ✧	+1
I want to leave ORR within the next 12 months	17%	-5	+2 ✧	-2
I want to stay working for ORR for at least the next year	41%	-5	+7 ✧	+2
I want to stay working for ORR for at least the next three years	29%	+4	-15 ✧	-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?	93 / 7	93%	+3 ✧	+1	-2 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	63 / 37	63%	+1	-4 ✧	-10 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in ORR it would be investigated properly?	71 / 29	71%	+6 ✧	0	-5 ✧

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey
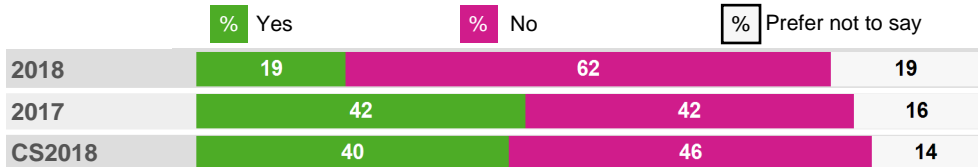
Discrimination, harassment and bullying

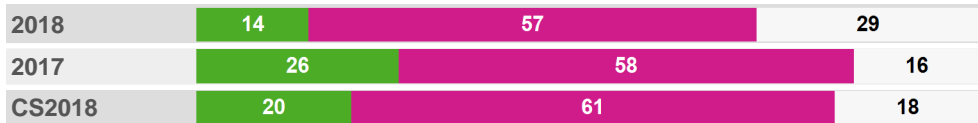E01. During the past 12 months have you personally experienced discrimination at work?
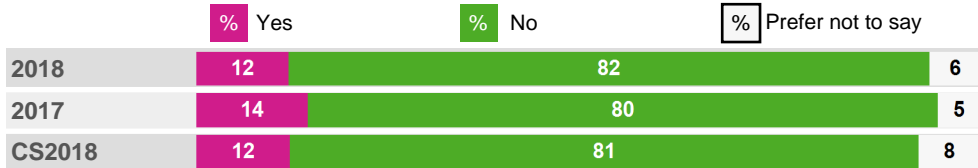
% Yes	% No	% Prefer not to say

	% Yes	% No	% Prefer not to say
2018	12	82	6
2017	14	80	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	9	85	6
2017	13	82	5
CS2018	11	82	7

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

% Yes	% No	% Prefer not to say

	% Yes	% No	% Prefer not to say
2018	19	62	19
2017	42	42	16
CS2018	40	46	14

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

	% Yes	% No	% Prefer not to say
2018	14	57	29
2017	26	58	16
CS2018	20	61	18

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	13
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 ORR	--
Someone you manage	--
Someone who works for another part of ORR	--
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

26%

Difference from previous survey	-3 ✧
Difference from CS2018	-3 ✧
Difference from CS High Performers	0

75%
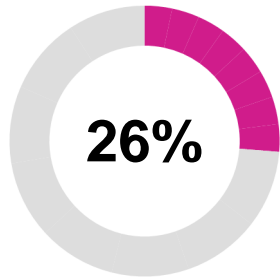
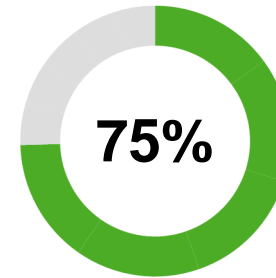|	
Difference from previous survey	+1
Difference from CS2018	+1 ✧
Difference from CS High Performers	0

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.

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	87%
B08	My manager motivates me to be more effective in my job	78%
B18	The people in my team can be relied upon to help when things get difficult in my job	87%
B26	I am treated with respect by the people I work with	86%
B30	I have clear work objectives	79%
B33	I have an acceptable workload	66%
B45	I have the opportunity to contribute my views before decisions are made that affect me	43%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	85%

		% positive
B01	I am interested in my work	92%
B03	My work gives me a sense of personal accomplishment	82%
B18	The people in my team can be relied upon to help when things get difficult in my job	87%
W01	Overall, how satisfied are you with your life nowadays?	67%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	75%

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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