Scottish Housing Regulator

Returns : 38   **Response rate : 83%**   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

71%

Difference from previous survey	+3
Difference from CS2018	+9 ✧
Difference from CS High Performers	+5 ✧

My work

85%

Difference from previous survey	+2
Difference from CS2018	+8 ✧
Difference from CS High Performers	+5

Organisational objectives and purpose

92%

Difference from previous survey	-6
Difference from CS2018	+10 ✧
Difference from CS High Performers	+5

My manager

84%

Difference from previous survey	-1
Difference from CS2018	+14 ✧
Difference from CS High Performers	+11 ✧

My team

85%

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

Learning and development

64%

Difference from previous survey	+7 ✧
Difference from CS2018	+11 ✧
Difference from CS High Performers	+5 ✧

Inclusion and fair treatment

86%

Difference from previous survey	-1
Difference from CS2018	+8 ✧
Difference from CS High Performers	+5 ✧

Resources and workload

82%

Difference from previous survey	-5
Difference from CS2018	+9 ✧
Difference from CS High Performers	+6 ✧

Pay and benefits

66%

Difference from previous survey	+8
Difference from CS2018	+34 ✧
Difference from CS High Performers	+28 ✧

Leadership and managing change

72%

Difference from previous survey	+4
Difference from CS2018	+25 ✧
Difference from CS High Performers	+17 ✧

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%	54%	64%	62%	60%	65%	67%	-	68%	71%
My work	69%	66%	78%	77%	75%	79%	86%	-	83%	85%
Organisational objectives and purpose	83%	74%	91%	83%	87%	91%	93%	-	98%	92%
My manager	67%	73%	81%	75%	74%	77%	82%	-	86%	84%
My team	69%	78%	86%	86%	73%	86%	90%	-	90%	85%
Learning and development	51%	53%	57%	51%	59%	57%	69%	-	57%	64%
Inclusion and fair treatment	83%	79%	86%	75%	74%	81%	89%	-	88%	86%
Resources and workload	72%	77%	86%	81%	77%	83%	87%	-	87%	82%
Pay and benefits	57%	57%	52%	49%	57%	55%	62%	-	58%	66%
Leadership and managing change	-	-	-	-	56%	55%	74%	-	67%	72%
Response rate	*80%*	*89%*	*88%*	*91%*	*98%*	*88%*	*92%*	*-*	*94%*	*83%*

![Scottish Housing Regulator logo]

Scottish Housing Regulator

Returns : 38   Response rate : 83%   Civil Service People Survey 2018

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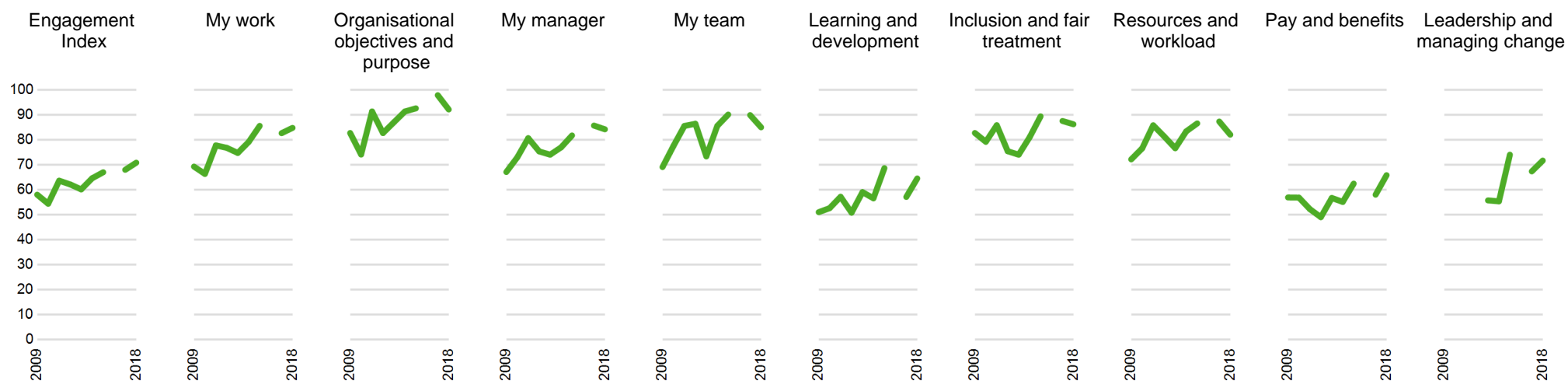
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B41	Overall, I have confidence in the decisions made by SHR's senior managers	79%	+5	+30 ✧	+21 ✧
2	B59	Senior managers in SHR actively role model the behaviours set out in the Civil Service Leadership Statement	79%	+18 ✧	+30 ✧	+21 ✧
3	B52	I believe that senior managers in SHR will take action on the results from this survey	68%	+5	+19 ✧	+10 ✧
4	B03	My work gives me a sense of personal accomplishment	84%	+6	+7 ✧	+4
5	B04	I feel involved in the decisions that affect my work	74%	-2	+15 ✧	+10 ✧

Discrimination, bullying and harassment

■ % responding Yes   ■ % responding No   □ % responding Prefer not to say
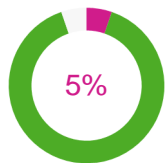
5% — During the past 12 months have you personally experienced discrimination at work?
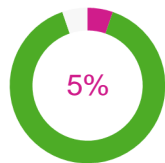
5% — During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
■ % responding negatively (Answering 6,7,8,9 or 10 for W04)
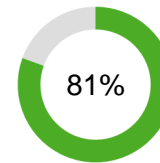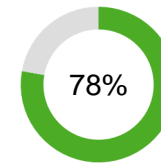
81% — W01. Overall, how satisfied are you with your life nowadays?

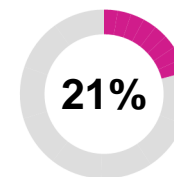78% — W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
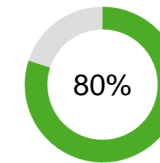
80% — W03. Overall, how happy did you feel yesterday?
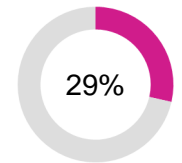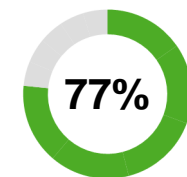
29% — W04. Overall, how anxious did you feel yesterday?
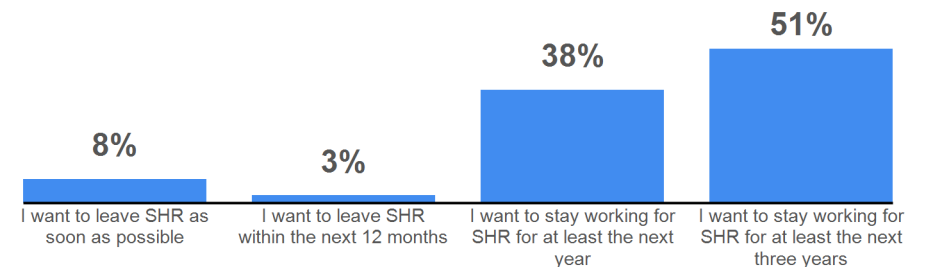
Proxy Stress Index

21%

PERMA Index

77%
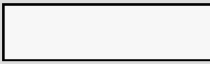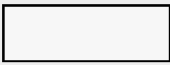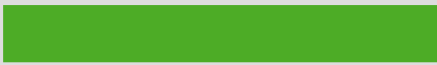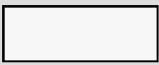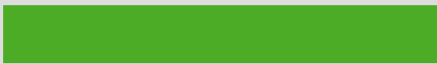
For further information about these indices, please refer to page 16.

Your plans for the future

8%	3%	38%	51%
I want to leave SHR as soon as possible	I want to leave SHR within the next 12 months	I want to stay working for SHR for at least the next year	I want to stay working for SHR for at least the next three years

Headline scores

Highest positive scoring questions	% Positive
B05 I have a choice in deciding how I do my work	95%
B07 I understand how my work contributes to SHR's objectives	95%
B10 My manager is open to my ideas	95%
B12 Overall, I have confidence in the decisions made by my manager	95%
B13 My manager recognises when I have done my job well	95%

Highest neutral scoring questions	% Neutral
B17 Poor performance is dealt with effectively in my team	46%
B40 I believe that the Board has a clear vision for the future of SHR	37%
B43 When changes are made in SHR they are usually for the better	34%
B23 There are opportunities for me to develop my career in SHR	32%
B22 Learning and development activities I have completed in the past 12 months have helped to improve my performance	29%

| Highest negative scoring questions	% Negative
B23 There are opportunities for me to develop my career in SHR	29%
B33 I have an acceptable workload	24%
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	24%
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	24%
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	21%

All questions by theme

My work — 85% +2 — Difference from previous survey
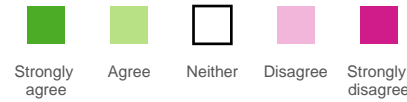
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01	I am interested in my work	53	37		8		89%	-2	0	-3
B02	I am sufficiently challenged by my work	50	32	5	11		82%	-1	+1	-1
B03	My work gives me a sense of personal accomplishment	34	50	5	5	5	84%	+6	+7 ✧	+4
B04	I feel involved in the decisions that affect my work	26	47	13	5	8	74%	-2	+15 ✧	+10 ✧
B05	I have a choice in deciding how I do my work	39	55			5	95%	+10	+17 ✧	+14 ✧

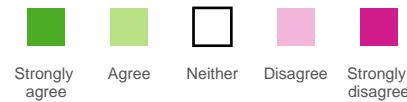### Organisational objectives and purpose — 92% -6 — Difference from previous survey

		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 SHR's objectives	50	39	5			89%	-8	+8 ✧	+3
B07	I understand how my work contributes to SHR's objectives	53	42				95%	-3	+11 ✧	+7

All questions by theme

My manager **84%** **-1** Difference from previous survey

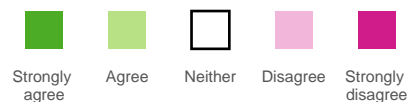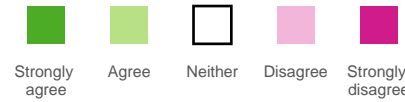|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	53	34	8			87%	-2	+16 ✧	+11 ✧
B09	My manager is considerate of my life outside work	74	18		5		92%	-4	+7 ✧	+3
B10	My manager is open to my ideas	74	21				95%	+3	+12 ✧	+8 ✧
B11	My manager helps me to understand how I contribute to SHR's objectives	45	45		5	5	89%	+5	+22 ✧	+17 ✧
B12	Overall, I have confidence in the decisions made by my manager	58	37				95%	+1	+19 ✧	+14 ✧
B13	My manager recognises when I have done my job well	68	26		5		95%	-3	+15 ✧	+11 ✧
B14	I receive regular feedback on my performance	53	32	5	8		84%	-5	+17 ✧	+11 ✧
B15	The feedback I receive helps me to improve my performance	53	24	13	11		76%	-8 ✧	+12 ✧	+8 ✧
B16	I think that my performance is evaluated fairly	61	24	11			84%	-1	+18 ✧	+12 ✧
B17	Poor performance is dealt with effectively in my team	16	27	46		8	43%	-2	+3	0

All questions by theme

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

My team — 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
B18	The people in my team can be relied upon to help when things get difficult in my job	59	27	5	5		86%	-3	+1	-1
B19	The people in my team work together to find ways to improve the service we provide	58	29	5	5		87%	-2	+4	+2
B20	The people in my team are encouraged to come up with new and better ways of doing things	55	26	11	5		82%	-10	+5	+1

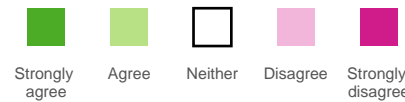### Learning and development — 64% — +7 ◇ — Difference from previous survey

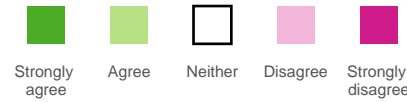|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	32	61				92%	+3	+28 ◇	+24 ◇
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	24	45	29			68%	+1	+15 ◇	+9 ◇
B23	There are opportunities for me to develop my career in SHR	13	26	32	24	5	39%	+16 ◇	-9 ◇	-17 ◇
B24	Learning and development activities I have completed while working for SHR are helping me to develop my career	18	39	29	8	5	58%	+10 ◇	+11 ◇	+5

All questions by theme

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

Inclusion and fair treatment　　**86%**　　-1　　Difference from previous survey

		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	42	47	5	5		89%	-2	+9 ◇	+5 ◇
B26	I am treated with respect by the people I work with	50	37	11			87%	-2	+2	-1
B27	I feel valued for the work I do	34	47	13			82%	+1	+14 ◇	+9 ◇
B28	I think that SHR respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	50	37	8	5		87%	-2	+10 ◇	+7 ◇

Resources and workload　　**82%**　　-5　　Difference from previous survey
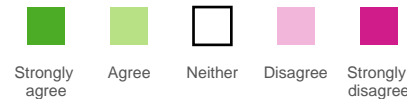
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29	I get the information I need to do my job well	34	53	8	5		87%	0	+16 ◇	+12 ◇
B30	I have clear work objectives	37	45	11	5		82%	-8 ◇	+6	+2
B31	I have the skills I need to do my job effectively	47	47				95%	-3	+6	+3
B32	I have the tools I need to do my job effectively	39	42	5	13		82%	-5	+10 ◇	+5
B33	I have an acceptable workload	16	58		16	8	74%	0	+13 ◇	+8 ◇
B34	I achieve a good balance between my work life and my private life	32	42	13	8	5	74%	-15 ◇	+5	-1

All questions by theme

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^ indicates a variation in question wording from your previous survey

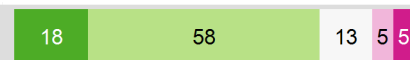### Pay and benefits   66%   +8   Difference from previous survey

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Responses	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance	18 / 58 / 13 / 5 / 5	76%	+18 ◇	+45 ◇	+39 ◇
B36	I am satisfied with the total benefits package	16 / 55 / 13 / 11 / 5	71%	+12 ◇	+35 ◇	+28 ◇
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	16 / 34 / 29 / 16 / 5	50%	-7	+23 ◇	+17 ◇
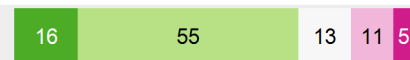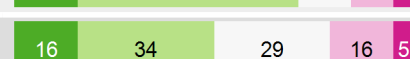
Leadership and managing change   72%   +4   Difference from previous survey

Strongly agree | Agree | Neither | Disagree | Strongly disagree
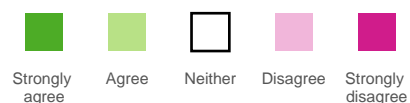
		Responses	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38	Senior managers in SHR are sufficiently visible	34 / 50 / 13	84%	+10 ◇	+23 ◇	+13 ◇
B39	I believe the actions of senior managers are consistent with SHR's values	37 / 42 / 16 / 5	79%	+9 ◇	+26 ◇	+17 ◇
B40	I believe that the Board has a clear vision for the future of SHR	18 / 39 / 37	58%	+10 ◇	+10 ◇	+1
B41	Overall, I have confidence in the decisions made by SHR's senior managers	21 / 58 / 16 / 5	79%	+5	+30 ◇	+21 ◇
B42	I feel that change is managed well in SHR	16 / 47 / 16 / 16 / 5	63%	0	+30 ◇	+21 ◇
B43	When changes are made in SHR they are usually for the better	13 / 42 / 34 / 5 / 5	55%	+5	+20 ◇	+13 ◇
B44	SHR keeps me informed about matters that affect me	29 / 50 / 13 / 5	79%	-3	+20 ◇	+13 ◇
B45	I have the opportunity to contribute my views before decisions are made that affect me	21 / 53 / 18 / 5	74%	+2	+33 ◇	+25 ◇
B46	I think it is safe to challenge the way things are done in SHR	24 / 50 / 16 / 5 / 5	74%	0	+26 ◇	+20 ◇
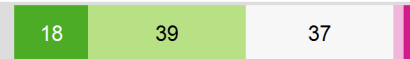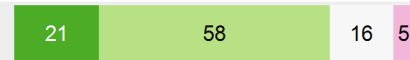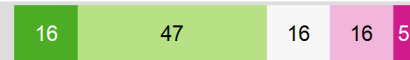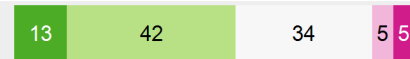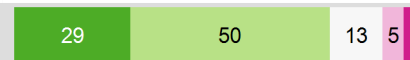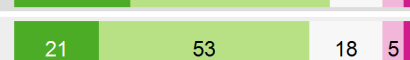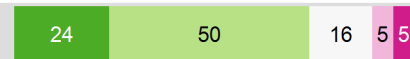
Scottish Housing Regulator

Returns : 38   Response rate : 83%   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 SHR	21	53	18	5		74%	+6	+8 ◇	+4
B48	I would recommend SHR as a great place to work	18	53	24	5		71%	+6	+13 ◇	+6
B49	I feel a strong personal attachment to SHR	24	39	24	8	5	63%	+11 ◇	+11 ◇	+6
B50	SHR inspires me to do the best in my job	24	45	29			68%	+5	+19 ◇	+11 ◇
B51	SHR motivates me to help it achieve its objectives	24	47	24	5		71%	+10 ◇	+23 ◇	+17 ◇

Taking action

		Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B52	I believe that senior managers in SHR will take action on the results from this survey	21	47	18	13		68%	+5	+19 ◇	+10 ◇
B53	Where I work, I think effective action has been taken on the results of the last survey	18	42	26	11		61%	+15 ◇	+25 ◇	+16 ◇

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	58	34		5		92%	+3	+3	+1
B55	I believe I would be supported if I try a new idea, even if it may not work	34	45	18			79%	+3	+7 ✧	+3
B56	In SHR, people are encouraged to speak up when they identify a serious policy or delivery risk	34	45	16	5		79%	+1	+11 ✧	+6
B57	I feel able to challenge inappropriate behaviour in the workplace	24	50	21	5		74%	+6	+8 ✧	+4
B58	SHR is committed to creating a diverse and inclusive workplace	27	51	22			78%	+4	+4	-1

Leadership statement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59	Senior managers in SHR actively role model the behaviours set out in the Civil Service Leadership Statement	24	55	11	11		79%	+18 ✧	+30 ✧	+21 ✧
B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	38	46	11	5		84%	-1	+16 ✧	+11 ✧

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	55	13	21		63%	+26 ✧	+12 ✧	-3
B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	11	45	21	21		55%	+25 ✧	+13 ✧	+5

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
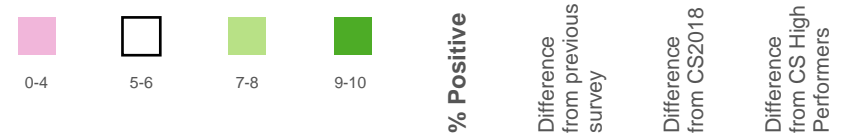
		0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W01	Overall, how satisfied are you with your life nowadays?	6	14	61	19	**81%**	-1	+14 ✧	+12 ✧
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?		22	42	36	**78%**	-13	+6 ✧	+4
W03	Overall, how happy did you feel yesterday?	6	14	46	34	**80%**	+6	+18 ✧	+15 ✧

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
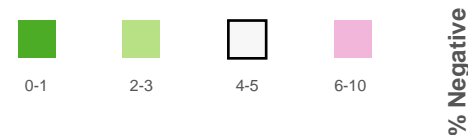
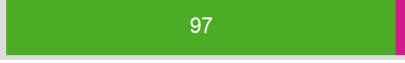|		0-1	2-3	4-5	6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	34	26	11	29	**29%**	+1	-4	-1

All questions by theme

Your plans for the future

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

		Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave SHR as soon as possible	8%	+4	0	-4
I want to leave SHR within the next 12 months	3%	-8	-12	-16
I want to stay working for SHR for at least the next year	38%	+2	+4	-2
I want to stay working for SHR for at least the next three years	51%	+2	+8 ✧	-2

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	97%	0	+5	+3
D02. Are you aware of how to raise a concern under the Civil Service Code?	87 / 13	87%	-2	+20 ✧	+14 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in SHR it would be investigated properly?	94 / 6	94%	+3	+24 ✧	+18 ✧

All questions by theme

Discrimination, harassment and bullying

E01. During the past 12 months have you personally experienced discrimination at work?
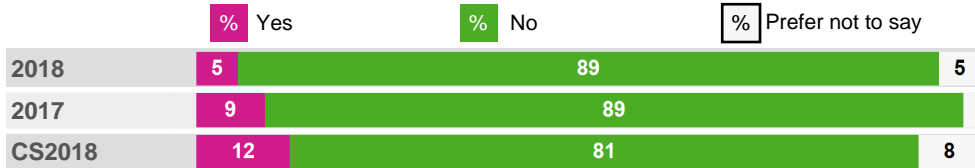
	% Yes	% No	% Prefer not to say
2018	5	89	5
2017	9	89	
CS2018	12	81	8

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

	Yes	No	Prefer not to say
2018	5	89	5
2017	7	89	4
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 SHR	--
Someone you manage	--
Someone who works for another part of SHR	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

Returns : 38   Response rate : 83%   Civil Service People Survey 2018

All questions by theme

Scottish Housing Regulator questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey

F01	I feel that the Board provides effective strategic leadership	11	58	29			**68%**	+5
F02	I feel the Board ensures SHR is an effective, independent regulator	16	55	26			**71%**	-1
F03	I feel that the Board has set specific and understandable priorities for SHR	11	63	21			**74%**	+4
F04	I feel that the Chair is sufficiently visible within SHR	24	58	16			**82%**	+12 ✧
F05	I feel that SHR Board members are sufficiently visible within SHR	16	39	29	11	5	**55%**	+7

Proxy Stress Index and PERMA Index

21%
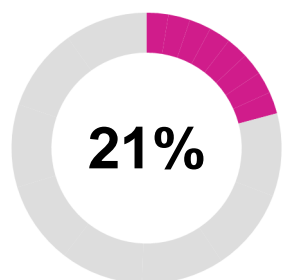
Difference from previous survey	0
Difference from CS2018	-8 ✧
Difference from CS High Performers	-6 ✧

77%

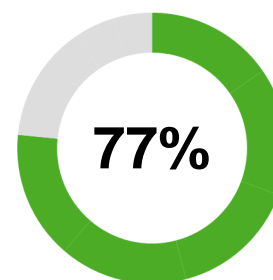| Difference from previous survey | -2 |
| Difference from CS2018 | +3 ✧ |
| Difference from CS High Performers | +2 |

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	95%
B08	My manager motivates me to be more effective in my job	87%
B18	The people in my team can be relied upon to help when things get difficult in my job	86%
B26	I am treated with respect by the people I work with	87%
B30	I have clear work objectives	82%
B33	I have an acceptable workload	74%
B45	I have the opportunity to contribute my views before decisions are made that affect me	74%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	89%

		% positive
B01	I am interested in my work	89%
B03	My work gives me a sense of personal accomplishment	84%
B18	The people in my team can be relied upon to help when things get difficult in my job	86%
W01	Overall, how satisfied are you with your life nowadays?	81%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	78%

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.