



Strength of association with engagement



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

**64%**

Difference from previous survey **+5**

Difference from CS2017 **+2**

Difference from CS High Performers **-1**

## My work

**81%**

Difference from previous survey **+2**

Difference from CS2017 **+5**

Difference from CS High Performers **+1**

## Organisational objectives and purpose

**85%**

Difference from previous survey **+1**

Difference from CS2017 **+4**

Difference from CS High Performers **-2**

## My manager

**75%**

Difference from previous survey **0**

Difference from CS2017 **+5**

Difference from CS High Performers **+2**

## My team

**87%**

Difference from previous survey **+3**

Difference from CS2017 **+6**

Difference from CS High Performers **+3**

## Learning and development

**63%**

Difference from previous survey **+3**

Difference from CS2017 **+10**

Difference from CS High Performers **+6**

## Inclusion and fair treatment

**82%**

Difference from previous survey **+3**

Difference from CS2017 **+5**

Difference from CS High Performers **+2**

## Resources and workload

**72%**

Difference from previous survey **-2**

Difference from CS2017 **-1**

Difference from CS High Performers **-3**

## Pay and benefits

**37%**

Difference from previous survey **-1**

Difference from CS2017 **+6**

Difference from CS High Performers **0**

## Leadership and managing change

**59%**

Difference from previous survey **+5**

Difference from CS2017 **+12**

Difference from CS High Performers **+7**



Strength of association with engagement



Statistically significant difference from comparison

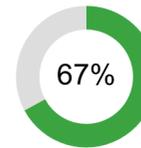
The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

## Drivers of Engagement

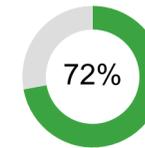
	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		59%	+5	+12	+7
My work		81%	+2	+5	+1
Learning and development		63%	+3	+10	+6
Pay and benefits		37%	-1	+6	0
My manager		75%	0	+5	+2
Resources and workload		72%	-2	-1	-3
Organisational objectives and purpose		85%	+1	+4	-2
My team		87%	+3	+6	+3
Inclusion and fair treatment		82%	+3	+5	+2

## Wellbeing

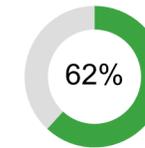
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



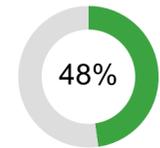
W01. Overall, how satisfied are you with your life nowadays?



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



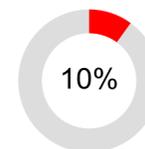
W03. Overall, how happy did you feel yesterday?



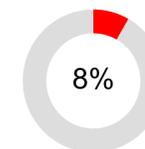
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

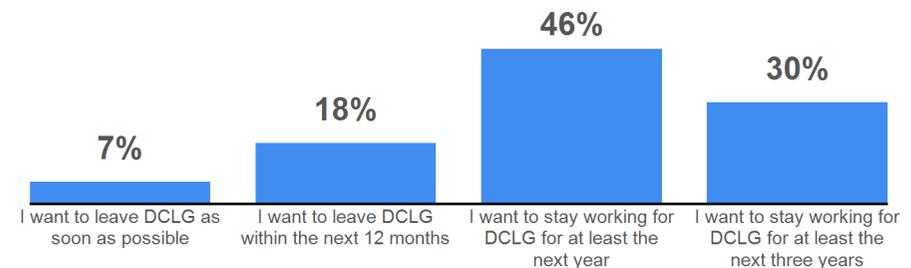


During the past 12 months have you personally experienced discrimination at work?



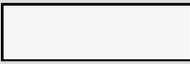
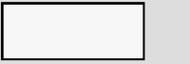
During the past 12 months have you personally experienced bullying or harassment at work?

## Your plans for the future





## Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	 91%	B43	When changes are made in DCLG they are usually for the better	 42%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 46%
B18	The people in my team can be relied upon to help when things get difficult in my job	 90%	B17	Poor performance is dealt with effectively in my team	 39%	B35	I feel that my pay adequately reflects my performance	 43%
B26	I am treated with respect by the people I work with	 89%	B53	Where I work, I think effective action has been taken on the results of the last survey	 38%	B36	I am satisfied with the total benefits package	 39%
B54	I am trusted to carry out my job effectively	 89%	B40	I believe that the Executive Team has a clear vision for the future of DCLG	 32%	B33	I have an acceptable workload	 24%
B31	I have the skills I need to do my job effectively	 88%	B51	DCLG motivates me to help it achieve its objectives	 32%	B42	I feel that change is managed well in DCLG	 21%



## All questions by theme

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

### My work

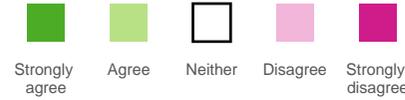
81%

+2 ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	49	43	5			91%	+1	+2 ◆	-1 ◆
B02 I am sufficiently challenged by my work	44	39	8	7		83%	-1	+3 ◆	0
B03 My work gives me a sense of personal accomplishment	33	47	11	7		81%	+3 ◆	+4 ◆	+1 ◆
B04 I feel involved in the decisions that affect my work	24	44	15	12	5	68%	+4 ◆	+10 ◆	+4 ◆
B05 I have a choice in deciding how I do my work	34	47	11	7		80%	+1 ◆	+5 ◆	0

### Organisational objectives and purpose\*

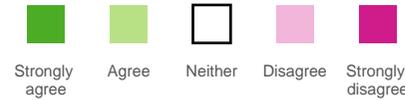
85%

+1

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06 I have a clear understanding of DCLG's objectives	27	58	9	5		85%	+2 ◆	+4 ◆	-2 ◆
B07 I understand how my work contributes to DCLG's objectives	34	52	9			86%	0	+3 ◆	-1 ◆



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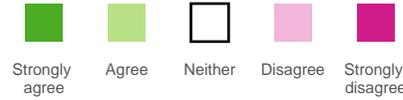
### My manager

75% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	33	44	12	8	8	78%	+2 ◆	+8 ◆	+3 ◆
B09 My manager is considerate of my life outside work	50	37	8	8	8	86%	-2 ◆	+2 ◆	-1 ◆
B10 My manager is open to my ideas	48	38	8	8	8	87%	0	+5 ◆	+2 ◆
B11 My manager helps me to understand how I contribute to DCLG's objectives	28	43	20	7	7	71%	0	+6 ◆	+1
B12 Overall, I have confidence in the decisions made by my manager	40	42	11	5	5	82%	+2 ◆	+8 ◆	+3 ◆
B13 My manager recognises when I have done my job well	41	45	9	9	9	85%	0	+6 ◆	+3 ◆
B14 I receive regular feedback on my performance	29	45	12	11	11	73%	-1	+5 ◆	+1 ◆
B15 The feedback I receive helps me to improve my performance	28	43	18	9	9	71%	0	+8 ◆	+4 ◆
B16 I think that my performance is evaluated fairly	28	43	18	7	7	71%	+2 ◆	+5 ◆	+1
B17 Poor performance is dealt with effectively in my team	13	30	39	12	6	43%	-3 ◆	+4 ◆	-1



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### My team

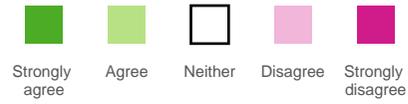
**87%**

**+3** ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	49	41	6	2	2	90%	+3 ◆	+5 ◆	+2 ◆
B19	The people in my team work together to find ways to improve the service we provide	44	43	8	3	2	87%	+3 ◆	+5 ◆	+3 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	40	43	11	3	3	83%	+2 ◆	+8 ◆	+3 ◆

### Learning and development

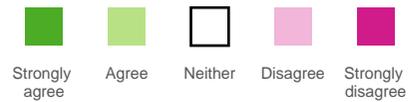
**63%**

**+3** ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	23	49	18	8	2	72%	+1	+8 ◆	+3 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	19	45	26	7	3	64%	+1	+12 ◆	+6 ◆
B23	There are opportunities for me to develop my career in DCLG	18	44	20	11	6	62%	+8 ◆	+16 ◆	+7 ◆
B24	Learning and development activities I have completed while working for DCLG are helping me to develop my career	18	38	29	11	5	55%	0	+9 ◆	+4 ◆



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### Inclusion and fair treatment

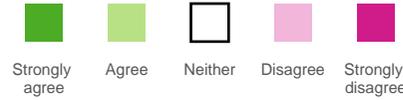
82%

+3

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25 I am treated fairly at work	37	46	9	5		83%	+3	+3	0
B26 I am treated with respect by the people I work with	41	48	6			89%	+1	+4	+2
B27 I feel valued for the work I do	33	42	13	7		75%	+3	+9	+3
B28 I think that DCLG respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	37	43	12	5		80%	+6	+4	0

### Resources and workload\*

72%

-2

◆ Difference from previous survey



Strength of association with engagement



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Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29 I get the information I need to do my job well	18	55	15	9		73%	+1	+4	-1
B30 I have clear work objectives	22	54	13	7		76%	-2	0	-4
B31 I have the skills I need to do my job effectively	29	60	8			88%	+1	0	-3
B32 I have the tools I need to do my job effectively	17	51	16	12		68%	-7	-2	-9
B33 I have an acceptable workload	11	48	17	17	7	59%	-1	-2	-8
B34 I achieve a good balance between my work life and my private life	19	48	15	13	6	67%	-1	-2	-7



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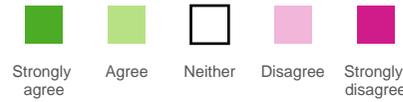
### Pay and benefits

**37%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	5	32	19	26	17	37%	-2 ◆	+7 ◆	0
B36 I am satisfied with the total benefits package	5	35	21	24	15	40%	+2 ◆	+6 ◆	0
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	27	22	26	20	32%	-3 ◆	+7 ◆	0

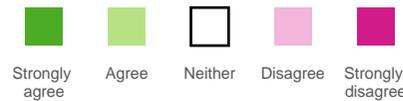
### Leadership and managing change\*

**59%** +5 ◆

Difference from previous survey



Strength of association with engagement



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Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 The SCS in DCLG are sufficiently visible	22	54	14	8	8	76%	+9 ◆	+16 ◆	+7 ◆
B39 I believe the actions of the SCS are consistent with DCLG's values	18	49	26	5	8	66%	+5 ◆	+13 ◆	+6 ◆
B40 I believe that the Executive Team has a clear vision for the future of DCLG	14	43	32	8	8	56%	+2 ◆	+8 ◆	+2 ◆
B41 Overall, I have confidence in the decisions made by DCLG's SCS	16	47	27	7	8	63%	+7 ◆	+14 ◆	+9 ◆
B42 I feel that change is managed well in DCLG	8	40	30	17	5	48%	+2 ◆	+15 ◆	+8 ◆
B43 When changes are made in DCLG they are usually for the better	7	33	42	13	8	40%	+4 ◆	+7 ◆	0
B44 DCLG keeps me informed about matters that affect me	14	56	20	8	8	69%	+2 ◆	+11 ◆	+5 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	11	40	28	16	5	51%	+3 ◆	+12 ◆	+3 ◆
B46 I think it is safe to challenge the way things are done in DCLG	11	46	24	13	6	57%	+7 ◆	+11 ◆	+4 ◆



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### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of DCLG	20	40	29	7	7	61%	+10 ◆	-1 ◆	-8 ◆
B48 I would recommend DCLG as a great place to work	23	40	25	8	8	63%	+10 ◆	+8 ◆	0
B49 I feel a strong personal attachment to DCLG	17	30	31	16	6	47%	+4 ◆	-2 ◆	-9 ◆
B50 DCLG inspires me to do the best in my job	16	37	31	11	6	54%	+6 ◆	+6 ◆	-1
B51 DCLG motivates me to help it achieve its objectives	16	38	32	11	6	53%	+8 ◆	+7 ◆	0

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that the SCS in DCLG will take action on the results from this survey	18	50	18	10	4	68%	+7 ◆	+18 ◆	+10 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	18	32	38	8	4	51%	+1	+14 ◆	+6 ◆



## All questions by theme

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### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	37	52	6			89%	0	0	-2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	26	49	15	7		75%	+2 ◆	+5 ◆	0
B56 In DCLG, people are encouraged to speak up when they identify a serious policy or delivery risk	22	49	19	7		72%	New	+5 ◆	+1
B57 I feel able to challenge inappropriate behaviour in the workplace	22	50	16	9		72%	New	+8 ◆	+4 ◆
B58 DCLG is committed to creating a diverse and inclusive workplace	31	50	12			81%	New	+8 ◆	+4 ◆

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 The SCS in DCLG actively role model the behaviours set out in the Civil Service Leadership Statement	15	50	28			65%	+7 ◆	+18 ◆	+10 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	29	45	18	5		74%	+3 ◆	+9 ◆	+2 ◆

### Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	19	57	10	11		76%	New	+33 ◆	+21 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	14	42	25	16		56%	New	+19 ◆	+11 ◆



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### Wellbeing



Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	21	54	14	67%	-1	+1 ◆	-1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	18	50	22	72%	+2 ◆	+1 ◆	-1 ◆
W03 Overall, how happy did you feel yesterday?	14	24	44	18	62%	-4 ◆	-1 ◆	-3 ◆

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



W04 Overall, how anxious did you feel yesterday?	19	28	19	33	48%	0	-1 ◆	-4 ◆
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### Your plans for the future

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

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave DCLG as soon as possible		7%	0	-2 ◆	-5 ◆
I want to leave DCLG within the next 12 months		18%	-2 ◆	+3 ◆	0
I want to stay working for DCLG for at least the next year		46%	+6 ◆	+12 ◆	+7 ◆
I want to stay working for DCLG for at least the next three years		30%	-3 ◆	-14 ◆	-22 ◆

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97%	-1 ◆	+5 ◆	+2 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?			73%	0	+5 ◆	-1 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in DCLG it would be investigated properly?			79%	0	+9 ◆	+4 ◆

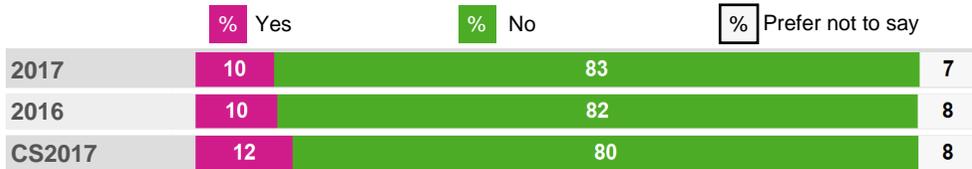


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### Discrimination, harassment and bullying

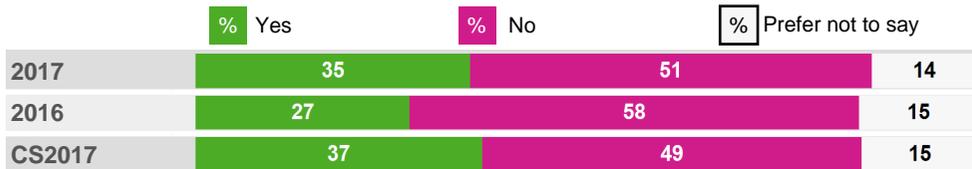
E01. During the past 12 months have you personally experienced discrimination at work?



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



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



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



For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count
Age	34
Caring responsibilities	12
Disability	29
Ethnic background	17
Gender	25
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	43
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	13
Working location	16
Working pattern	26
Any other grounds	31
Prefer not to say	11

For respondents who selected 'Yes' to question E03.

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

	Response Count
A colleague	29
Your manager	31
Another manager in my part of DCLG	33
Someone you manage	--
Someone who works for another part of DCLG	17
A member of the public	--
Someone else	11
Prefer not to say	18

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



## All questions by theme

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

### Department for Communities and Local Government questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	Have you ever taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	Yes: 56%		No: 44%			56%	+1
F02	I have participated in at least five days of learning and development activity* in the last 12 months (*meaning all development activities e.g. shadowing, e-learning, reading, task & finish groups, projects, summer school, conferences and courses)	Yes: 64%		No: 36%			64%	-7 ◆
F03	I understand how my work aligns with the priorities that ministers have set us	28	57	10			85%	+3 ◆
F04	I believe that managers in DCLG are held accountable for the value for money resulting from their decisions	15	48	23	10		64%	0
F05	The new DCLG Flexible Resourcing approach will enable me to develop myself through internal moves	7	27	41	17	8	34%	-4 ◆
F06	My leaders actively encourage me to innovate and use my initiative	22	51	17	7		73%	+3 ◆
F07	I have regular, constructive career conversations with my line manager	21	43	16	14	5	64%	-2 ◆
F08	I understand what the DCLG performance standards mean for me and my role	17	51	19	10		68%	-3 ◆
F09	I believe that senior leaders prioritise effectively and challenge unnecessary work	13	37	24	18	8	50%	+7 ◆
F10	I believe that the DCLG Vision has had a positive impact on the organisation	10	35	43	7		46%	+4 ◆
F11	I believe that we think and act as one DCLG Group across the department and Arm's Length Bodies* (*HCA, PINs etc.)	6	23	41	22	8	29%	+1
F12	We are embedding flexible and responsive ways of working, including digital where possible	12	50	22	12	5	62%	New



## Appendix

### Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 Civil Service People Survey.

### Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

### Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2017 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

### 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. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association  
with engagement



the analysis has not identified a  
significant association with engagement

### Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

### Confidentiality

The survey was carried out as part of the 2017 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.