



◇ Statistically significant difference from comparison

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





Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

The Civil Service People Survey has run in October each year since 2009, meaning that 2018 marks our 10 year anniversary. The table and charts below tell you how your average Employee Engagement Index and theme scores have changed over time, for each year your organisation has participated in the survey.

| | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---------------------------------------|------|------|------|------|------|------|------|------|------|------|
| Engagement Index | 60% | 57% | 58% | 57% | 55% | 55% | 56% | 58% | 61% | 60% |
| My work | 76% | 72% | 76% | 74% | 74% | 73% | 74% | 76% | 78% | 79% |
| Organisational objectives and purpose | 84% | 78% | 81% | 80% | 81% | 81% | 83% | 81% | 82% | 82% |
| My manager | 67% | 66% | 67% | 66% | 66% | 65% | 66% | 66% | 69% | 70% |
| My team | 79% | 79% | 79% | 78% | 79% | 78% | 79% | 79% | 82% | 81% |
| Learning and development | 59% | 52% | 50% | 50% | 53% | 53% | 53% | 50% | 55% | 58% |
| Inclusion and fair treatment | 78% | 75% | 77% | 75% | 75% | 72% | 74% | 75% | 78% | 78% |
| Resources and workload | 70% | 70% | 69% | 69% | 69% | 67% | 67% | 67% | 69% | 69% |
| Pay and benefits | 45% | 41% | 39% | 37% | 32% | 33% | 33% | 35% | 34% | 34% |
| Leadership and managing change | 43% | 38% | 39% | 36% | 36% | 35% | 36% | 38% | 43% | 43% |
| Response rate | 84% | 71% | 78% | 79% | 75% | 69% | 72% | 61% | 64% | 74% |





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

Drivers of Engagement

| Rank | | | % Positive | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|------|-----|---|------------|---------------------------------|------------------------|------------------------------------|
| 1 | B03 | My work gives me a sense of personal accomplishment | 78% | +1 | 0 | -2 ◇ |
| 2 | B23 | There are opportunities for me to develop my career in the Home Office | 61% | +4 ◇ | +13 ◇ | +4 ◇ |
| 3 | B59 | Senior managers in the Home Office actively role model the behaviours set out in the Civil Service Leadership Statement | 48% | +1 ◇ | -1 ◇ | -9 ◇ |
| 4 | B41 | Overall, I have confidence in the decisions made by Home Office senior managers | 46% | +1 ◇ | -2 ◇ | -12 ◇ |
| 5 | B27 | I feel valued for the work I do | 70% | +1 | +2 ◇ | -3 ◇ |

Discrimination, bullying and harassment

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



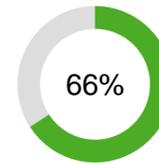
During the past 12 months have you personally experienced discrimination at work?



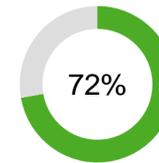
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

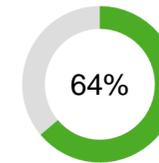
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



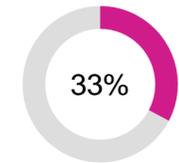
W01. Overall, how satisfied are you with your life nowadays?



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

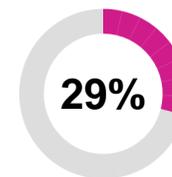


W03. Overall, how happy did you feel yesterday?

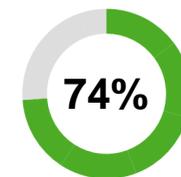


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

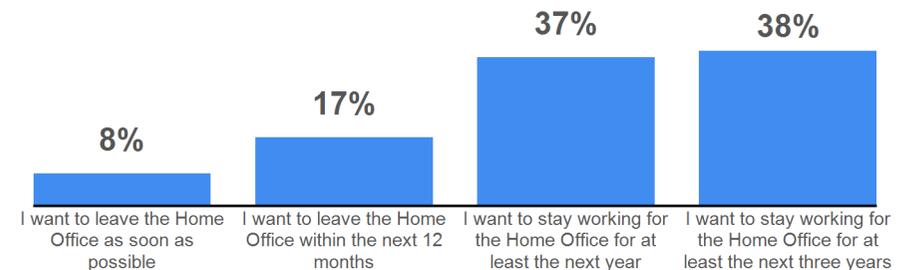


PERMA Index



For further information about these indices, please refer to page 17.

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% | B40 | I believe that the Executive Committee has a clear vision for the future of the Home Office | 49% | B37 | Compared to people doing a similar job in other organisations I feel my pay is reasonable | 49% |
| B54 | I am trusted to carry out my job effectively | 89% | B43 | When changes are made in the Home Office they are usually for the better | 44% | B35 | I feel that my pay adequately reflects my performance | 45% |
| B31 | I have the skills I need to do my job effectively | 87% | B17 | Poor performance is dealt with effectively in my team | 41% | B36 | I am satisfied with the total benefits package | 42% |
| B09 | My manager is considerate of my life outside work | 85% | B53 | Where I work, I think effective action has been taken on the results of the last survey | 39% | B42 | I feel that change is managed well in the Home Office | 40% |
| B26 | I am treated with respect by the people I work with | 85% | B59 | Senior managers in the Home Office actively role model the behaviours set out in the Civil Service Leadership Statement | 35% | F04 | If you answered yes to the question "During the past 12 months, have you personally experienced bullying or harassment at work", did you know where to go for support? | 33% |



All questions by theme

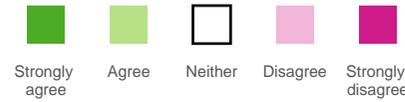
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

79%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

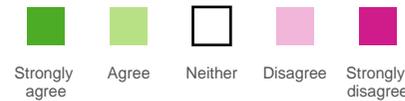
| Question | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|--|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B01 I am interested in my work | 48 | 43 | 5 | 5 | 0 | 91% | +1 | +1 ◆ | -1 ◆ |
| B02 I am sufficiently challenged by my work | 41 | 41 | 9 | 7 | 2 | 82% | +1 | +1 ◆ | -1 ◆ |
| B03 My work gives me a sense of personal accomplishment | 33 | 45 | 12 | 8 | 2 | 78% | +1 | 0 | -2 ◆ |
| B04 I feel involved in the decisions that affect my work | 22 | 41 | 17 | 13 | 7 | 63% | -1 | +5 ◆ | 0 |
| B05 I have a choice in deciding how I do my work | 33 | 46 | 11 | 7 | 3 | 79% | 0 | +2 ◆ | -2 ◆ |

Organisational objectives and purpose

82%

0

Difference from previous survey



| Question | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|--|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B06 I have a clear understanding of the Home Office's objectives | 26 | 55 | 12 | 6 | 2 | 81% | 0 | -1 ◆ | -6 ◆ |
| B07 I understand how my work contributes to the Home Office's objectives | 31 | 53 | 10 | 6 | 0 | 84% | 0 | 0 | -4 ◆ |



All questions by theme

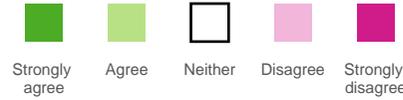
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

70%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

| Question ID | Question Text | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|-------------|--|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B08 | My manager motivates me to be more effective in my job | 29 | 43 | 14 | 9 | 5 | 72% | 0 | +1 ◆ | -4 ◆ |
| B09 | My manager is considerate of my life outside work | 47 | 39 | 9 | 5 | 0 | 85% | +1 | 0 | -3 ◆ |
| B10 | My manager is open to my ideas | 43 | 41 | 10 | 5 | 0 | 83% | 0 | 0 | -3 ◆ |
| B11 | My manager helps me to understand how I contribute to the Home Office's objectives | 24 | 41 | 23 | 8 | 5 | 65% | 0 | -2 ◆ | -7 ◆ |
| B12 | Overall, I have confidence in the decisions made by my manager | 35 | 41 | 13 | 7 | 5 | 76% | 0 | 0 | -4 ◆ |
| B13 | My manager recognises when I have done my job well | 36 | 43 | 12 | 5 | 5 | 80% | 0 | 0 | -4 ◆ |
| B14 | I receive regular feedback on my performance | 24 | 40 | 17 | 13 | 5 | 65% | 0 | -3 ◆ | -9 ◆ |
| B15 | The feedback I receive helps me to improve my performance | 23 | 40 | 22 | 10 | 5 | 63% | +1 | -1 ◆ | -5 ◆ |
| B16 | I think that my performance is evaluated fairly | 24 | 43 | 22 | 7 | 5 | 67% | +2 ◆ | 0 | -5 ◆ |
| B17 | Poor performance is dealt with effectively in my team | 12 | 27 | 41 | 13 | 8 | 39% | -1 | -1 ◆ | -5 ◆ |



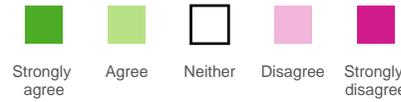
All questions by theme

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

My team

81%

-1 Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Table with 4 columns: Question ID, Question text, Response distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, and differences from previous survey, CS2018, and CS High Performers.

Learning and development

58%

+3 Difference from previous survey

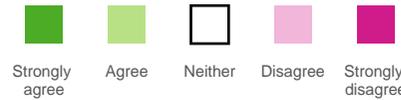


Table with 4 columns: Question ID, Question text, Response distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, and differences from previous survey, CS2018, and CS High Performers.



All questions by theme

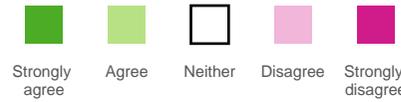
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

78%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Table with 10 columns: Question ID, Question Text, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers. Rows include B25, B26, B27, and B28.

Resources and workload

69%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Table with 10 columns: Question ID, Question Text, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers. Rows include B29, B30, B31, B32, B33, and B34.



All questions by theme

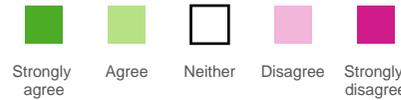
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Pay and benefits

34%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

B35 I feel that my pay adequately reflects my performance



36%

-2 ◆

+5 ◆

-2 ◆

B36 I am satisfied with the total benefits package



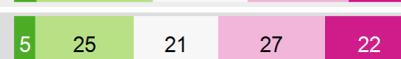
35%

+1

-1 ◆

-9 ◆

B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable



30%

-1

+3 ◆

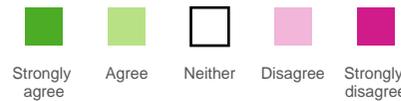
-3 ◆

Leadership and managing change

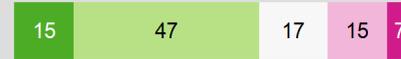
43%

0

Difference from previous survey



B38 Senior managers in the Home Office are sufficiently visible



61%

0

0

-9 ◆

B39 I believe the actions of senior managers are consistent with the Home Office's values



52%

+1

0

-10 ◆

B40 I believe that the Executive Committee has a clear vision for the future of the Home Office^



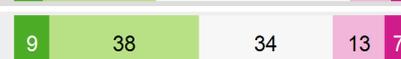
36%

-4 ◆

-12 ◆

-21 ◆

B41 Overall, I have confidence in the decisions made by Home Office senior managers



46%

+1 ◆

-2 ◆

-12 ◆

B42 I feel that change is managed well in the Home Office



27%

0

-6 ◆

-15 ◆

B43 When changes are made in the Home Office they are usually for the better



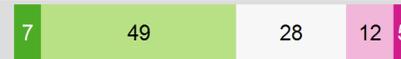
28%

+1

-6 ◆

-14 ◆

B44 The Home Office keeps me informed about matters that affect me



56%

0

-3 ◆

-10 ◆

B45 I have the opportunity to contribute my views before decisions are made that affect me



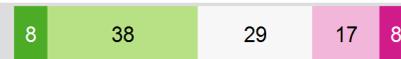
38%

0

-3 ◆

-11 ◆

B46 I think it is safe to challenge the way things are done in the Home Office



46%

+2 ◆

-1 ◆

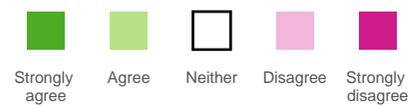
-8 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

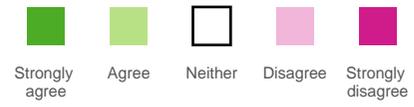
Engagement



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

| Question | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|--|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B47 I am proud when I tell others I am part of the Home Office | 18 | 39 | 26 | 12 | 5 | 57% | -5 ◆ | -8 ◆ | -13 ◆ |
| B48 I would recommend the Home Office as a great place to work | 15 | 40 | 28 | 12 | 5 | 55% | +1 ◆ | -3 ◆ | -10 ◆ |
| B49 I feel a strong personal attachment to the Home Office | 15 | 31 | 30 | 17 | 7 | 46% | 0 | -6 ◆ | -11 ◆ |
| B50 The Home Office inspires me to do the best in my job | 13 | 33 | 33 | 15 | 6 | 46% | -1 | -4 ◆ | -11 ◆ |
| B51 The Home Office motivates me to help it achieve its objectives | 12 | 32 | 34 | 16 | 6 | 44% | 0 | -3 ◆ | -10 ◆ |

Taking action



| Question | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|--|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B52 I believe that senior managers in the Home Office will take action on the results from this survey | 12 | 39 | 25 | 14 | 9 | 51% | 0 | +2 ◆ | -7 ◆ |
| B53 Where I work, I think effective action has been taken on the results of the last survey | 13 | 28 | 39 | 12 | 8 | 41% | 0 | +5 ◆ | -4 ◆ |



All questions by theme

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Organisational culture

Table with 5 columns: Question ID, Question Text, Response Distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers. Rows include B54, B55, B56, B57, B58.

Leadership statement

Table with 5 columns: Question ID, Question Text, Response Distribution, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers. Rows include B59, B60.

Civil Service vision

Table with 5 columns: Question ID, Question Text, Response Distribution, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers. Rows include B61, B62.



All questions by theme

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^ indicates a variation in question wording from your previous survey

Wellbeing

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

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



Table with 4 rows (W01, W02, W03) and 9 columns: Question, 0-4, 5-6, 7-8, 9-10, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers.

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

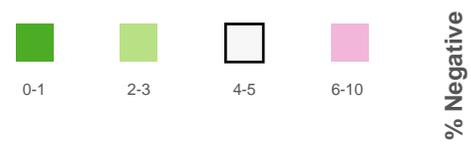


Table with 1 row (W04) and 9 columns: Question, 0-1, 2-3, 4-5, 6-10, % Negative, Difference from previous survey, Difference from CS2018, Difference from CS High Performers.



All questions by theme

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Your plans for the future

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

Table with 6 columns: Statement, % (with bar chart), Difference from previous survey, Difference from CS2018, Difference from CS High Performers. Rows include: 'I want to leave the Home Office as soon as possible' (8%), 'I want to leave the Home Office within the next 12 months' (17%), 'I want to stay working for the Home Office for at least the next year' (37%), 'I want to stay working for the Home Office for at least the next three years' (38%).

The Civil Service Code

Differences are based on '% Yes' score

Table with 7 columns: Question, % Yes (with bar chart), % No (with bar chart), % Yes, Difference from previous survey, Difference from CS2018, Difference from CS High Performers. Rows include: 'D01. Are you aware of the Civil Service Code?' (92% Yes), 'D02. Are you aware of how to raise a concern under the Civil Service Code?' (64% Yes), 'D03. Are you confident that if you raised a concern under the Civil Service Code in the Home Office it would be investigated properly?' (68% Yes).



All questions by theme

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Discrimination, harassment and bullying

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

Table with 3 columns: Year, % Yes, % No, % Prefer not to say. Rows for 2018, 2017, CS2018.

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

Table with 3 columns: Year, % Yes, % No, % Prefer not to say. Rows for 2018, 2017, CS2018.

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

Table with 3 columns: Year, % Yes, % No, % Prefer not to say. Rows for 2018, 2017, CS2018.

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

Table with 3 columns: Year, % Yes, % No, % Prefer not to say. Rows for 2018, 2017, CS2018.

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)

Table with 3 columns: Ground, Response Count, Bar chart. Rows include Age, Caring responsibilities, Disability, Ethnic background, Gender, etc.

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)

Table with 3 columns: Person, Response Count, Bar chart. Rows include A colleague, Your manager, Another manager in my part of the Home Office, etc.

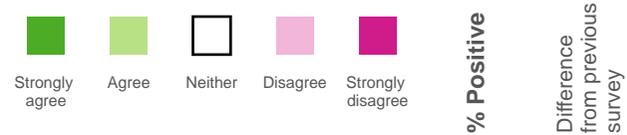
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'



All questions by theme

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Policy and Enablers questions

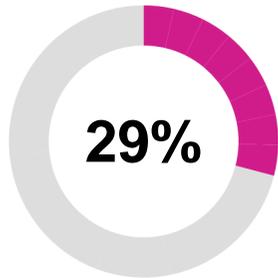


| Question ID | Question Text | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey |
|-------------|--|------------------|-------|---------|----------|-------------------|------------|---------------------------------|
| F01 | I understand how the Home Office needs to change to continue to deliver for the public | Yes: 78% No: 22% | | | | | 78% | -1 |
| F02 | I understand what I need to do personally to help the Home Office improve | Yes: 72% No: 28% | | | | | 72% | -1 |
| F03 | I feel empowered by my manager to do my job | 35 | 43 | 13 | 6 | 78% | 0 | |
| F04 | If you answered yes to the question "During the past 12 months, have you personally experienced bullying or harassment at work", did you know where to go for support? | Yes: 67% No: 33% | | | | | 67% | +2 |
| F05 | Investing time in learning and development activities is given priority in my area | 15 | 39 | 25 | 15 | 6 | 54% | +1 |

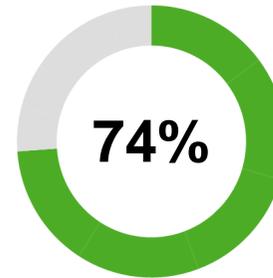


Proxy Stress Index and PERMA Index

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



Difference from previous survey 0
Difference from CS2018 0
Difference from CS High Performers +2 ◆



Difference from previous survey 0
Difference from CS2018 0
Difference from CS High Performers -1 ◆

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 | 79% |
| B08 | My manager motivates me to be more effective in my job | 72% |
| B18 | The people in my team can be relied upon to help when things get difficult in my job | 84% |
| B26 | I am treated with respect by the people I work with | 85% |
| B30 | I have clear work objectives | 73% |
| B33 | I have an acceptable workload | 58% |
| B45 | I have the opportunity to contribute my views before decisions are made that affect me | 38% |
| E03 | During the past 12 months have you personally experienced bullying or harassment at work? | 83% |

% positive

| | | |
|-----|---|-----|
| B01 | I am interested in my work | 91% |
| B03 | My work gives me a sense of personal accomplishment | 78% |
| B18 | The people in my team can be relied upon to help when things get difficult in my job | 84% |
| W01 | Overall, how satisfied are you with your life nowadays? | 66% |
| W02 | Overall, to what extent do you feel that the things you do in your life are worthwhile? | 72% |



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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