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

Engagement Index

53%

Difference from previous survey	+2 ✧
Difference from CS2017	-8 ✧
Difference from CS High Performers	-12 ✧

My work

71%

Difference from previous survey	0
Difference from CS2017	-5 ✧
Difference from CS High Performers	-8 ✧

Organisational objectives and purpose

78%

Difference from previous survey	0
Difference from CS2017	-4 ✧
Difference from CS High Performers	-9 ✧

My manager

67%

Difference from previous survey	+1 ✧
Difference from CS2017	-3 ✧
Difference from CS High Performers	-5 ✧

My team

81%

Difference from previous survey	-1 ✧
Difference from CS2017	0
Difference from CS High Performers	-3 ✧

Learning and development

45%

Difference from previous survey	0
Difference from CS2017	-7 ✧
Difference from CS High Performers	-12 ✧

Inclusion and fair treatment

74%

Difference from previous survey	+1 ✧
Difference from CS2017	-3 ✧
Difference from CS High Performers	-6 ✧

Resources and workload

72%

Difference from previous survey	0
Difference from CS2017	0
Difference from CS High Performers	-3 ✧

Pay and benefits

16%

Difference from previous survey	-1 ✧
Difference from CS2017	-14 ✧
Difference from CS High Performers	-20 ✧

Leadership and managing change

43%

Difference from previous survey	+5 ✧
Difference from CS2017	-3 ✧
Difference from CS High Performers	-8 ✧

![HM Courts & Tribunals Service]

Returns : 11,024   Response rate : 63%   Civil Service People Survey 2017

📊 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	📊	43%	+5 ✧	-3 ✧	-8 ✧
My work	📊	71%	0	-5 ✧	-8 ✧
My manager	📊	67%	+1 ✧	-3 ✧	-5 ✧
Pay and benefits	📊	16%	-1 ✧	-14 ✧	-20 ✧
Resources and workload	📊	72%	0	0	-3 ✧
Learning and development	📊	45%	0	-7 ✧	-12 ✧
My team	📊	81%	-1 ✧	0	-3 ✧
Organisational objectives and purpose	📊	78%	0	-4 ✧	-9 ✧
Inclusion and fair treatment	📊	74%	+1 ✧	-3 ✧	-6 ✧

Wellbeing

🟩 % responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)
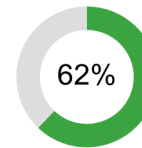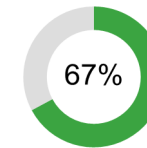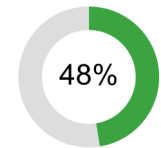
62% — W01. Overall, how satisfied are you with your life nowadays?

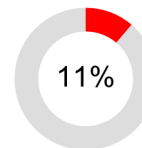67% — W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
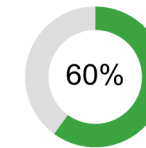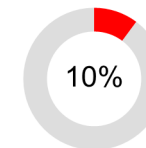
60% — W03. Overall, how happy did you feel yesterday?

48% — W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

🟥 % responding Yes

11% — During the past 12 months have you personally experienced discrimination at work?

10% — During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

12% — I want to leave HMCTS as soon as possible

15% — I want to leave HMCTS within the next 12 months

27% — I want to stay working for HMCTS for at least the next year

47% — I want to stay working for HMCTS for at least the next three years
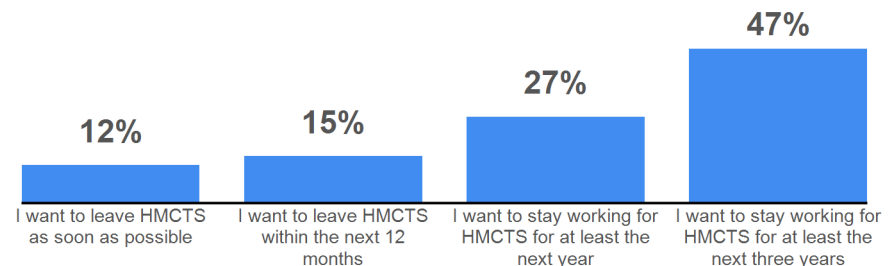
Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B54 I am trusted to carry out my job effectively	91%	B59 Senior managers in HMCTS actively role model the behaviours set out in the Civil Service Leadership Statement	39%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	75%
B31 I have the skills I need to do my job effectively	87%	B53 Where I work, I think effective action has been taken on the results of the last survey	36%	B35 I feel that my pay adequately reflects my performance	74%
B01 I am interested in my work	87%	B51 HMCTS motivates me to help it achieve its objectives	34%	B36 I am satisfied with the total benefits package	56%
B18 The people in my team can be relied upon to help when things get difficult in my job	85%	B43 When changes are made in HMCTS they are usually for the better	34%	B42 I feel that change is managed well in HMCTS	39%
B26 I am treated with respect by the people I work with	83%	B39 I believe the actions of senior managers are consistent with HMCTS' values	33%	B45 I have the opportunity to contribute my views before decisions are made that affect me	39%

All questions by theme

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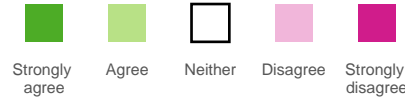^ indicates a variation in question wording from your previous survey

My work — 71% — 0

		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	32	55	8			87%	0	-3 ✧	-5 ✧
B02	I am sufficiently challenged by my work	28	49	12	8		78%	-1 ✧	-3 ✧	-5 ✧
B03	My work gives me a sense of personal accomplishment	22	51	14	9		74%	0	-3 ✧	-6 ✧
B04	I feel involved in the decisions that affect my work	13	40	19	19	9	53%	+1 ✧	-5 ✧	-11 ✧
B05	I have a choice in deciding how I do my work	17	46	18	14	6	63%	+1 ✧	-12 ✧	-17 ✧

Organisational objectives and purpose* — 78% — 0
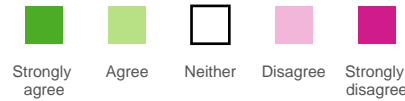
*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

		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 HMCTS' objectives	16	60	15	7		76%	0	-5 ✧	-10 ✧
B07	I understand how my work contributes to HMCTS' objectives	18	61	13	6		79%	0	-4 ✧	-8 ✧

HM Courts & Tribunals Service

All questions by theme

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

My manager — 67% +1 ◇

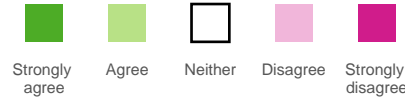|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	21	48	17	10	5	68%	+1 ◇	-2 ◇	-6 ◇
B09	My manager is considerate of my life outside work	33	45	13	6		78%	+1 ◇	-6 ◇	-9 ◇
B10	My manager is open to my ideas	27	50	14	5		77%	0	-5 ◇	-8 ◇
B11	My manager helps me to understand how I contribute to HMCTS' objectives	18	47	23	9		65%	0	-1 ◇	-6 ◇
B12	Overall, I have confidence in the decisions made by my manager	24	47	16	8	5	71%	+2 ◇	-4 ◇	-8 ◇
B13	My manager recognises when I have done my job well	27	48	13	8		75%	+1	-4 ◇	-8 ◇
B14	I receive regular feedback on my performance	20	48	16	12		68%	+2 ◇	0	-5 ◇
B15	The feedback I receive helps me to improve my performance	19	44	22	10		64%	+1 ◇	0	-4 ◇
B16	I think that my performance is evaluated fairly	18	46	20	11	5	64%	+3 ◇	-1 ◇	-6 ◇
B17	Poor performance is dealt with effectively in my team	10	32	29	17	10	43%	-1	+3 ◇	-1 ◇

All questions by theme

My team — 81% -1 ✧

Difference from previous survey · Strength of association with engagement
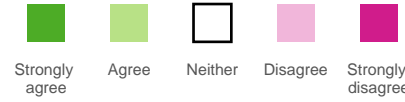
Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Responses	% 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	36 / 49 / 8 / 5	85%	+1	0	-2 ✧
B19	The people in my team work together to find ways to improve the service we provide	32 / 50 / 11 / 5	82%	-1 ✧	-1 ✧	-3 ✧
B20	The people in my team are encouraged to come up with new and better ways of doing things	27 / 48 / 15 / 7	75%	-3 ✧	0	-5 ✧

Learning and development — 45% 0

Difference from previous survey · Strength of association with engagement

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

		Responses	% 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	9 / 50 / 23 / 14	59%	-3 ✧	-4 ✧	-10 ✧
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9 / 35 / 32 / 18 / 6	44%	-2 ✧	-8 ✧	-14 ✧
B23	There are opportunities for me to develop my career in HMCTS	8 / 34 / 26 / 19 / 13	42%	+4 ✧	-5 ✧	-13 ✧
B24	Learning and development activities I have completed while working for HMCTS are helping me to develop my career	7 / 29 / 33 / 21 / 10	36%	+1 ✧	-10 ✧	-15 ✧

All questions by theme

Inclusion and fair treatment

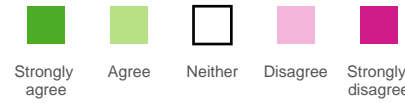**74%** +1 ✧ Difference from previous survey   Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree

		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	22	54	12	7		77%	+1 ✧	-3 ✧	-7 ✧
B26	I am treated with respect by the people I work with	26	57	10	5		83%	+1 ✧	-2 ✧	-4 ✧
B27	I feel valued for the work I do	18	44	18	14	7	62%	+2 ✧	-4 ✧	-10 ✧
B28	I think that HMCTS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	21	52	18	6		73%	+2 ✧	-3 ✧	-7 ✧

Resources and workload*

72% 0 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

	Strongly agree	Agree	Neither	Disagree	Strongly disagree

		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	12	58	16	11		70%	-1 ✧	0	-4 ✧
B30	I have clear work objectives	16	64	12	6		80%	-1 ✧	+5 ✧	0
B31	I have the skills I need to do my job effectively	24	64	9			87%	0	-1 ✧	-4 ✧
B32	I have the tools I need to do my job effectively	14	52	14	15	5	66%	-2 ✧	-4 ✧	-11 ✧
B33	I have an acceptable workload	10	50	15	17	8	60%	+2 ✧	-1 ✧	-7 ✧
B34	I achieve a good balance between my work life and my private life	17	52	14	11	5	69%	+2 ✧	+1 ✧	-5 ✧

HM Courts & Tribunals Service

Returns : 11,024   Response rate : 63%   Civil Service People Survey 2017

All questions by theme

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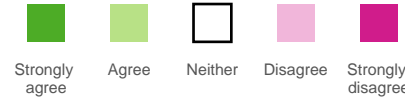^ indicates a variation in question wording from your previous survey

Pay and benefits   16%   -1 ◇ Difference from previous survey   Strength of association with engagement

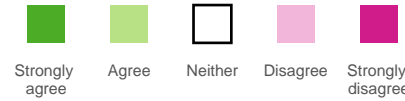|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance	12	12		30	45	14%	-1 ◇	-17 ◇	-23 ◇
B36	I am satisfied with the total benefits package	19		22	26	30	22%	-1 ◇	-12 ◇	-18 ◇
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	11	13		29	45	12%	-1 ◇	-13 ◇	-20 ◇

Leadership and managing change*   43%   +5 ◇ 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

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38	Senior managers in HMCTS are sufficiently visible	10	44	19	17	9	54%	+8 ◇	-6 ◇	-14 ◇
B39	I believe the actions of senior managers are consistent with HMCTS' values	9	40	33	11	7	49%	+6 ◇	-5 ◇	-11 ◇
B40	I believe that the HMCTS Senior Management Team has a clear vision for the future of HMCTS	9	40	31	12	8	49%	+7 ◇	0	-5 ◇
B41	Overall, I have confidence in the decisions made by HMCTS' senior managers	8	32	32	17	11	40%	+6 ◇	-9 ◇	-14 ◇
B42	I feel that change is managed well in HMCTS		30	27	28	12	34%	+5 ◇	+1 ◇	-6 ◇
B43	When changes are made in HMCTS they are usually for the better		27	34	25	11	31%	+4 ◇	-2 ◇	-9 ◇
B44	HMCTS keeps me informed about matters that affect me	6	47	24	15	8	54%	+4 ◇	-4 ◇	-11 ◇
B45	I have the opportunity to contribute my views before decisions are made that affect me	5	31	26	26	13	36%	+2 ◇	-3 ◇	-12 ◇
B46	I think it is safe to challenge the way things are done in HMCTS	5	35	28	19	12	41%	+3 ◇	-5 ◇	-12 ◇

Returns : 11,024   Response rate : 63%   Civil Service People Survey 2017

All questions by theme

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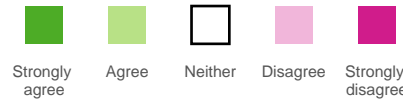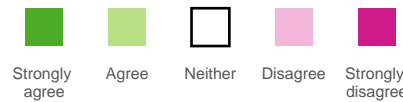
Engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47	I am proud when I tell others I am part of HMCTS	11	37	32	14	7	48%	+4 ✧	-14 ✧	-21 ✧
B48	I would recommend HMCTS as a great place to work	8	27	30	23	12	35%	+5 ✧	-20 ✧	-28 ✧
B49	I feel a strong personal attachment to HMCTS	10	30	31	20	9	40%	+2 ✧	-9 ✧	-16 ✧
B50	HMCTS inspires me to do the best in my job	9	31	33	19	8	40%	+4 ✧	-8 ✧	-15 ✧
B51	HMCTS motivates me to help it achieve its objectives	8	29	34	20	9	37%	+4 ✧	-9 ✧	-16 ✧

Taking action

		Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B52	I believe that senior managers in HMCTS will take action on the results from this survey	9	34	25	18	14	43%	+3 ✧	-7 ✧	-15 ✧
B53	Where I work, I think effective action has been taken on the results of the last survey	9	30	36	15	11	39%	-2 ✧	+2 ✧	-6 ✧

All questions by theme

Organisational culture

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

		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	29	61	6			91%	+1 ◇	+2 ◇	0
B55	I believe I would be supported if I try a new idea, even if it may not work	18	51	19	9		69%	+1 ◇	-2 ◇	-6 ◇
B56	In HMCTS, people are encouraged to speak up when they identify a serious policy or delivery risk	15	51	20	8	5	66%	New	0	-5 ◇
B57	I feel able to challenge inappropriate behaviour in the workplace	14	49	18	12	6	63%	New	0	-5 ◇
B58	HMCTS is committed to creating a diverse and inclusive workplace	16	54	22			70%	New	-4 ◇	-8 ◇

Leadership statement

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

		Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B59	Senior managers in HMCTS actively role model the behaviours set out in the Civil Service Leadership Statement	8	37	39	9	6	45%	+6 ◇	-2 ◇	-10 ◇
B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	15	47	27	7	5	62%	+4 ◇	-4 ◇	-10 ◇

Civil Service vision

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

		Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	6	41	25	22	6	47%	New	+5 ◇	-8 ◇
B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	6	39	28	20	6	46%	New	+9 ◇	+1 ◇

All questions by theme

Wellbeing

|	0-4	5-6	7-8	9-10

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

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

		0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W01	Overall, how satisfied are you with your life nowadays?	14	24	45	17	62%	-1 ✧	-4 ✧	-6 ✧
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	22	43	24	67%	-2 ✧	-4 ✧	-6 ✧
W03	Overall, how happy did you feel yesterday?	18	22	38	22	60%	-1 ✧	-3 ✧	-5 ✧

	0-1	2-3	4-5	6-10

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.
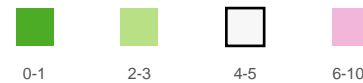
		0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	25	23	21	32	48%	-2 ✧	-1 ✧	-4 ✧

All questions by theme

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

Your plans for the future

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

		Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave HMCTS as soon as possible	12%	-1 ✧	+3 ✧	0
I want to leave HMCTS within the next 12 months	15%	-1	0	-3 ✧
I want to stay working for HMCTS for at least the next year	27%	0	-7 ✧	-12 ✧
I want to stay working for HMCTS for at least the next three years	47%	+2 ✧	+3 ✧	-5 ✧

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?	89%	-2 ✧	-3 ✧	-6 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	76%	-2 ✧	+8 ✧	+2 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in HMCTS it would be investigated properly?	68%	+1 ✧	-2 ✧	-8 ✧

All questions by theme

Discrimination, harassment and bullying

E01. During the past 12 months have you personally experienced discrimination at work?
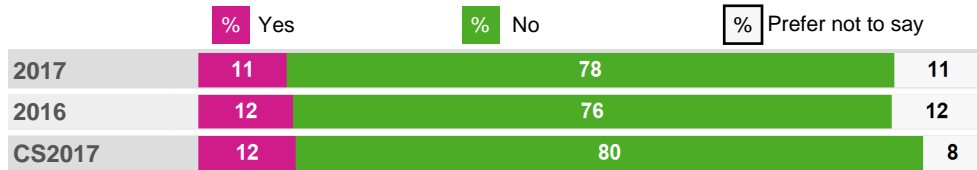
% Yes		% No		% Prefer not to say
2017	11	78		11
2016	12	76		12
CS2017	12	80		8

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

% Yes		% No		% Prefer not to say
2017	10	80		10
2016	11	79		10
CS2017	11	82		7

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

% Yes		% No		% Prefer not to say
2017	42	39		19
2016	39	45		16
CS2017	37	49		15
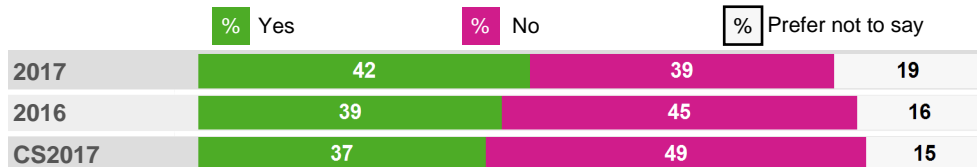
For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

2017	18	58	24
2016	20	58	22
CS2017	19	62	19

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	151	
Caring responsibilities	157	
Disability	172	
Ethnic background	118	
Gender	124	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	286	
Main spoken/written language or language ability	44	
Religion or belief	46	
Sexual orientation	30	
Social or educational background	49	
Working location	115	
Working pattern	263	
Any other grounds	308	
Prefer not to say	216	

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	486	
Your manager	290	
Another manager in my part of HMCTS	208	
Someone you manage	61	
Someone who works for another part of HMCTS	51	
A member of the public	61	
Someone else	32	
Prefer not to say	173	

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

All questions by theme

HM Courts and Tribunals Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree

			Chart (Strongly agree / Agree / Neither / Disagree / Strongly disagree)	% Positive	Difference from previous survey
F01	I regularly receive information about the changes ahead in HMCTS		12 / 63 / 15 / 8	75%	+4 ✧
F02	As result of my development plan this year I am strengthening my capability		8 / 42 / 31 / 14 / 5	50%	-2 ✧
F03	There are opportunities for people at all levels of the organisation to demonstrate creativity and innovation^		8 / 42 / 28 / 16 / 6	50%	-2 ✧
F04	I feel responsible for achieving value for money when I take decisions		11 / 48 / 28 / 10	60%	-1
F05	I have developed my professional skills over the last 12 months		12 / 46 / 22 / 14 / 5	59%	New
F06	I have a strong sense of purpose at work		17 / 54 / 17 / 8	71%	New
F07	People treat others with humanity where I work		19 / 58 / 15 / 6	77%	New
F08	I am treated with humanity at work		19 / 61 / 14	79%	New
F09	The people in my team are open to new ideas in order to improve the services we deliver		17 / 59 / 16 / 6	76%	New
F10	My manager recognises when I work together with people in other teams not just my own		19 / 54 / 17 / 6	74%	New
F11	I am confident that my court/office is taking action to reduce discrimination/bullying/harassment^		15 / 44 / 30 / 7 / 5	59%	+2 ✧

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 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.