



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

<sup>o</sup>Parent = EDUCATION STANDARDS DIRECTORATE

## Engagement Index

**58%**

Difference from previous survey **+12**

Difference from Parent<sup>o</sup> **0**

Difference from DfE **0**

## My work

**79%**

Difference from previous survey **+10**

Difference from Parent<sup>o</sup> **+1**

Difference from DfE **+2**

## Organisational objectives and purpose

**85%**

Difference from previous survey **+17**

Difference from Parent<sup>o</sup> **0**

Difference from DfE **0**

## My manager

**79%**

Difference from previous survey **+12**

Difference from Parent<sup>o</sup> **+4**

Difference from DfE **+7**

## My team

**90%**

Difference from previous survey **+5**

Difference from Parent<sup>o</sup> **+3**

Difference from DfE **+5**

## Learning and development

**61%**

Difference from previous survey **+25**

Difference from Parent<sup>o</sup> **+4**

Difference from DfE **+6**

## Inclusion and fair treatment

**82%**

Difference from previous survey **+10**

Difference from Parent<sup>o</sup> **+2**

Difference from DfE **+4**

## Resources and workload

**78%**

Difference from previous survey **+10**

Difference from Parent<sup>o</sup> **+2**

Difference from DfE **+6**

## Pay and benefits

**48%**

Difference from previous survey **-1**

Difference from Parent<sup>o</sup> **+5**

Difference from DfE **+6**

## Leadership and Managing Change

**48%**

Difference from previous survey **+24**

Difference from Parent<sup>o</sup> **+5**

Difference from DfE **+6**



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.

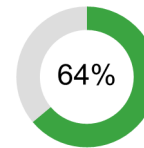
## Drivers of Engagement

	Strength of association with engagement <sup>1</sup>	Theme score % Positive	Difference from previous survey	Difference from Parent <sup>0</sup>	Difference from DfE	Difference from high performing units
Leadership and Managing Change		48%	+24 ✧	+5 ✧	+6 ✧	-1
My work		79%	+10 ✧	+1	+2 ✧	-2 ✧
My manager		79%	+12 ✧	+4 ✧	+7 ✧	+4 ✧
Pay and benefits		48%	-1	+5 ✧	+6 ✧	+10 ✧
Resources and workload		78%	+10 ✧	+2 ✧	+6 ✧	-1
Learning and development		61%	+25 ✧	+4 ✧	+6 ✧	+1
Inclusion and fair treatment		82%	+10 ✧	+2 ✧	+4 ✧	0
Organisational objectives and purpose		85%	+17 ✧	0	0	-4 ✧
My team		90%	+5 ✧	+3 ✧	+5 ✧	+3 ✧

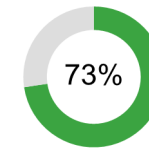
<sup>1</sup>The table above shows the strength of association between engagement and the themes for EDUCATION STANDARDS DIRECTORATE

<sup>0</sup>Parent = EDUCATION STANDARDS DIRECTORATE

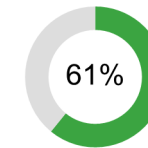
## Wellbeing



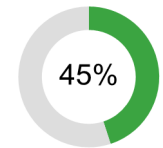
Overall, how satisfied are you with your life nowadays?



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

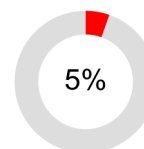


Overall, how happy did you feel yesterday?

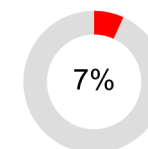


No or low anxiety yesterday

## Discrimination, bullying and harassment

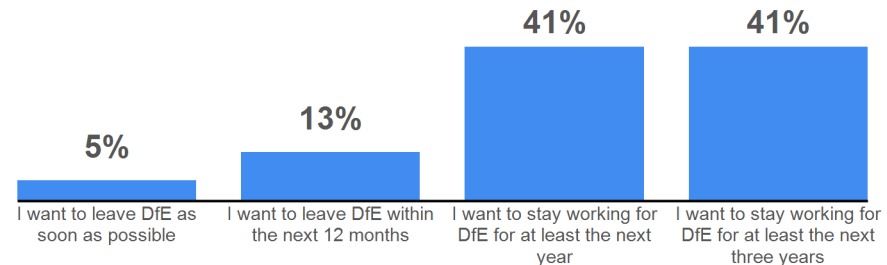


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future





## All questions by theme

\*Parent = EDUCATION STANDARDS DIRECTORATE

◇ indicates statistically significant difference from comparison

^ indicates a variation in question wording from your previous survey

### My work

**79%** +10

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent\*

Difference from DfE

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from DfE	Difference from high performing units
B01 I am interested in my work	36	53	6	1	1	90%	+5 ◇	+1 ◇	+1	-5 ◇
B02 I am sufficiently challenged by my work	32	49	9	8	2	82%	+13 ◇	+1	0	-6 ◇
B03 My work gives me a sense of personal accomplishment	25	51	13	8	3	76%	+6 ◇	-1 ◇	+1	-7 ◇
B04 I feel involved in the decisions that affect my work	21	45	15	16	1	66%	+18 ◇	+3 ◇	+6 ◇	+1
B05 I have a choice in deciding how I do my work	30	52	10	7	1	82%	+10 ◇	+1 ◇	+5 ◇	0

### Organisational objectives and purpose

**85%** +17

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from DfE	Difference from high performing units
B06 I have a clear understanding of DfE's purpose	22	66	7	3	2	88%	+15 ◇	0	+1	-3 ◇
B07 I have a clear understanding of DfE's objectives	19	63	12	6	2	82%	+17 ◇	0	-1	-6 ◇
B08 I understand how my work contributes to DfE's objectives	24	62	9	3	2	86%	+18 ◇	0	+1 ◇	-4 ◇



## All questions by theme

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### My manager

**79%** +12

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent\*

Difference from DfE

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from DfE	Difference from high performing units
B09 My manager motivates me to be more effective in my job	32	48	10	6	4	80%	+13 ◇	+6 ◇	+8 ◇	+3 ◇
B10 My manager is considerate of my life outside work	49	38	6	5	2	87%	+7 ◇	+1 ◇	+4 ◇	0
B11 My manager is open to my ideas	48	42	6	4	2	91%	+7 ◇	+2 ◇	+6 ◇	+4 ◇
B12 My manager helps me to understand how I contribute to DfE's objectives	26	51	17	5	1	77%	+19 ◇	+6 ◇	+10 ◇	+3 ◇
B13 Overall, I have confidence in the decisions made by my manager	39	42	9	7	3	82%	+8 ◇	+3 ◇	+4 ◇	+1 ◇
B14 My manager recognises when I have done my job well	42	46	6	4	2	88%	+8 ◇	+4 ◇	+6 ◇	+3 ◇
B15 I receive regular feedback on my performance	28	49	13	8	4	77%	+12 ◇	+3 ◇	+6 ◇	0
B16 The feedback I receive helps me to improve my performance	28	47	17	6	2	75%	+14 ◇	+4 ◇	+7 ◇	+4 ◇
B17 I think that my performance is evaluated fairly	25	48	13	9	5	74%	+16 ◇	+9 ◇	+12 ◇	+2 ◇
B18 Poor performance is dealt with effectively in my team	13	42	28	11	5	55%	+15 ◇	+6 ◇	+8 ◇	+5 ◇

### My team

**90%** +5

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from DfE	Difference from high performing units
B19 The people in my team can be relied upon to help when things get difficult in my job	47	43	8	2	2	90%	+4 ◇	+2 ◇	+4 ◇	0
B20 The people in my team work together to find ways to improve the service we provide	49	41	7	2	1	90%	+2 ◇	+4 ◇	+5 ◇	+1 ◇
B21 The people in my team are encouraged to come up with new and better ways of doing things	43	47	5	5	2	89%	+8 ◇	+4 ◇	+7 ◇	+5 ◇



## All questions by theme

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### Learning and development

**61%** +25

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent\*

Difference from DfE

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from DfE	Difference from high performing units
B22	I am able to access the right learning and development opportunities when I need to	22	50	16	10		72%	+24 ◇	+5 ◇	+7 ◇	-1
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	16	47	29	6		63%	+30 ◇	+4 ◇	+6 ◇	+1
B24	There are opportunities for me to develop my career in DfE	14	44	23	14		58%	+23 ◇	+4 ◇	+8 ◇	+2 ◇
B25	Learning and development activities I have completed while working for DfE are helping me to develop my career	13	37	36	11		50%	+22 ◇	+2 ◇	+3 ◇	-4 ◇

### Inclusion and fair treatment

**82%** +10

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from DfE	Difference from high performing units
B26	I am treated fairly at work	34	49	9	6		83%	+10 ◇	0	+3 ◇	-3 ◇
B27	I am treated with respect by the people I work with	38	54				92%	+7 ◇	+4 ◇	+5 ◇	+1 ◇
B28	I feel valued for the work I do	26	50	13	9		76%	+16 ◇	+4 ◇	+7 ◇	+3 ◇
B29	I think that DfE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	54	16	5		76%	+8 ◇	+1	+3 ◇	-5 ◇



## All questions by theme

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### Resources and workload

**78%** +10

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent\*

Difference from DfE

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from DfE	Difference from high performing units
B30 In my job, I am clear what is expected of me	23	63	8	6		86%	+13 ◇	+1	+2 ◇	-5 ◇
B31 I get the information I need to do my job well	18	57	12	12		75%	+15 ◇	+2 ◇	+6 ◇	-2 ◇
B32 I have clear work objectives	24	58	11	5		82%	+18 ◇	+2 ◇	+5 ◇	-2 ◇
B33 I have the skills I need to do my job effectively	32	62	5			93%	+2 ◇	+3 ◇	+5 ◇	+1 ◇
B34 I have the tools I need to do my job effectively	20	61	11	7		81%	+10 ◇	+4 ◇	+8 ◇	+4 ◇
B35 I have an acceptable workload	12	49	16	18	6	60%	+8 ◇	+2 ◇	+7 ◇	-9 ◇
B36 I achieve a good balance between my work life and my private life	15	52	15	13	5	67%	+3 ◇	+3 ◇	+7 ◇	-9 ◇

### Pay and benefits

**48%** -1

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from DfE	Difference from high performing units
B37 I feel that my pay adequately reflects my performance	7	40	20	24	9	47%	-1	+3 ◇	+3 ◇	+8 ◇
B38 I am satisfied with the total benefits package	9	43	28	13	6	52%	-2	+6 ◇	+9 ◇	+10 ◇
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	8	37	29	17	9	45%	+1	+5 ◇	+6 ◇	+10 ◇



## All questions by theme

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### Leadership and Managing Change

**48%** +24

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent\*

Difference from DfE

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from DfE	Difference from high performing units
B40	I feel that DfE as a whole is managed well	5	48	29	12	6	53%	+28 ◇	+9 ◇	+8 ◇	0
B41	Senior Civil Servants (SCS) in DfE are sufficiently visible	11	49	20	15	5	60%	+36 ◇	+2 ◇	+8 ◇	0
B42	I believe the actions of Senior Civil Servants (SCS) are consistent with DfE's values	9	49	30	8	5	57%	+31 ◇	+7 ◇	+12 ◇	+4 ◇
B43	I believe that the DfE Board has a clear vision for the future of DfE	6	39	45	7	7	46%	+21 ◇	+7 ◇	+8 ◇	-6 ◇
B44	Overall, I have confidence in the decisions made by DfE's Senior Civil Servants (SCS)	8	44	34	10	8	52%	+30 ◇	+7 ◇	+10 ◇	+3 ◇
B45	I feel that change is managed well in DfE	6	33	30	25	10	35%	+19 ◇	+6 ◇	+4 ◇	-4 ◇
B46	When changes are made in DfE they are usually for the better	6	27	42	22	7	30%	+18 ◇	+7 ◇	+4 ◇	-6 ◇
B47	DfE keeps me informed about matters that affect me	7	58	23	9	7	65%	+16 ◇	+1 ◇	+4 ◇	-1
B48	I have the opportunity to contribute my views before decisions are made that affect me	6	32	28	28	6	38%	+19 ◇	+2 ◇	+1	-5 ◇
B49	I think it is safe to challenge the way things are done in DfE	5	37	32	20	7	41%	+20 ◇	0	+1	-9 ◇



## All questions by theme

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### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from DfE	Difference from high performing units
B50 I am proud when I tell others I am part of DfE	16	43	29	9	5	59%	+20 ◇	+3 ◇	0	-7 ◇
B51 I would recommend DfE as a great place to work	12	40	31	12	5	52%	+26 ◇	+5 ◇	+5 ◇	-4 ◇
B52 I feel a strong personal attachment to DfE	8	23	37	26	5	31%	+7 ◇	-7 ◇	-12 ◇	-24 ◇
B53 DfE inspires me to do the best in my job	9	37	33	16	5	46%	+22 ◇	+4 ◇	+2 ◇	-7 ◇
B54 DfE motivates me to help it achieve its objectives	9	36	33	17	5	46%	+23 ◇	+4 ◇	+4 ◇	-4 ◇

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from DfE	Difference from high performing units
B55 I believe that Senior Civil Servants (SCS) in DfE will take action on the results from this survey	10	44	29	12	5	54%	+31 ◇	+4 ◇	+8 ◇	+1
B56 I believe that managers where I work will take action on the results from this survey	19	53	19	5	5	73%	+23 ◇	+3 ◇	+11 ◇	+5 ◇
B57 Where I work, I think effective action has been taken on the results of the last survey	14	36	36	10	5	50%	+31 ◇	+2 ◇	+12 ◇	0





## All questions by theme

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### Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent <sup>o</sup>	Difference from DfE	Difference from high performing units
B58 I am trusted to carry out my job effectively	36	50	6	6		87%	0	-1 ◇	0	-6 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	23	51	15	10		74%	+6 ◇	+1	+3 ◇	-3 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	20	49	17	10		69%	+8 ◇	0	+3 ◇	-4 ◇
B61 When I talk about DfE I say "we" rather than "they"	18	41	22	16		59%	+17 ◇	-9 ◇	-11 ◇	-16 ◇
B62 I have some really good friendships at work	31	46	16	5		77%	-4 ◇	+3 ◇	+4 ◇	-8 ◇



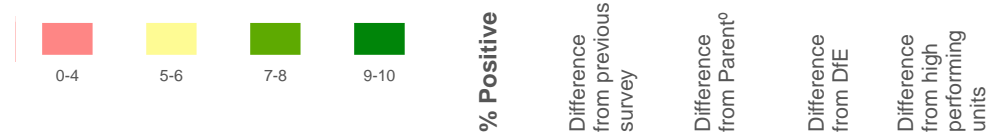
## All questions by theme

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

W01 Overall, how satisfied are you with your life nowadays?	8	28	50	14	64%	+8 ◇	+4 ◇	+4 ◇	-6 ◇
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	6	21	51	21	73%	+7 ◇	+3 ◇	+5 ◇	-3 ◇
W03 Overall, how happy did you feel yesterday?	11	29	42	19	61%	+8 ◇	+4 ◇	+4 ◇	-6 ◇
W04 Overall, how anxious did you feel yesterday?	22	23	23	32	45%	+1	+2 ◇	0	-11 ◇





## 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 DfE?

		Difference from previous survey	Difference from Parent <sup>o</sup>	Difference from DfE
I want to leave DfE as soon as possible	5%	-7 ◇	0	-1 ◇
I want to leave DfE within the next 12 months	13%	-5 ◇	-1 ◇	-1 ◇
I want to stay working for DfE for at least the next year	41%	+6 ◇	+2 ◇	+6 ◇
I want to stay working for DfE for at least the next three years	41%	+5	-1	-4 ◇

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from Parent <sup>o</sup>	Difference from DfE
D01. Are you aware of the Civil Service Code?	93	7	93%	+1	-2 ◇	-3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	58	42	58%	+4 ◇	-6 ◇	-9 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DfE it would be investigated properly?	71	29	71%	+14 ◇	+1 ◇	+2 ◇



## All questions by theme

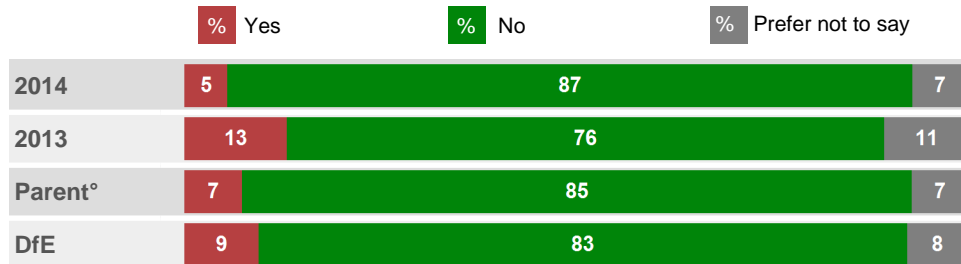
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### Discrimination, harassment and bullying

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



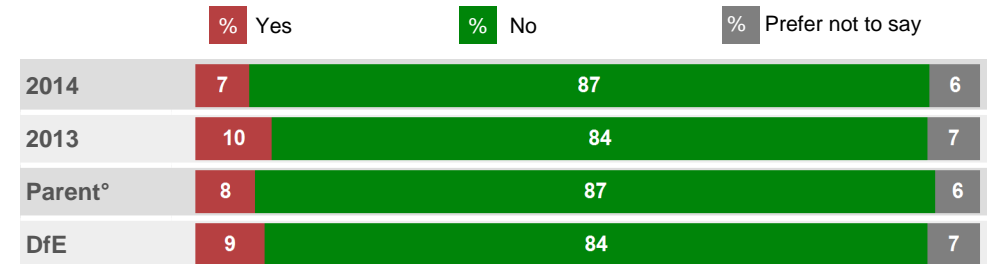
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination 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	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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

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



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	--
Your manager	--
Another manager in my part of DfE	--
Someone you manage	--
Someone who works for another part of DfE	--
A member of the public	--
Someone else	--
Prefer not to say	--

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



## All questions by theme

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### DEPARTMENT for EDUCATION questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from DfE
F01 I believe DfE actively supports staff with caring responsibilities	19	51	25			70%	+12 ◇	-3 ◇	+1
F02 My manager demonstrates an understanding of diversity in the way he/she manages people	30	53	12			83%	+7 ◇	0	+5 ◇
F03 My manager evaluates my performance looking equally at what I achieve and how I achieve against objectives	31	48	12	8		79%	+7 ◇	0	+4 ◇
F04 The department's requirement to be more data driven has had an impact on the way I do my work	18	49	24	7		67%	--	+3 ◇	+4 ◇
F05 The Performance Management process helps managers raise performance	7	30	28	20	14	38%	+10 ◇	+8 ◇	+6 ◇
F06 I believe DfE is a place where unacceptable behaviour is tackled and not tolerated	10	43	30	13		53%	+15 ◇	+7 ◇	+6 ◇
F07 I understand how different parts of the DfE, including the Executive Agencies, should work together	11	51	23	12		62%	+14 ◇	+2 ◇	+2 ◇
F08 To be answered by Agency staff only: I understand how the work of my Agency supports the objectives of the wider department	24	63	9			87%	+16 ◇	0	+1
F09 I believe managers in DfE are held accountable for the value for money resulting from their decisions	10	49	27	11		59%	+11 ◇	+10 ◇	+14 ◇
F10 Everybody has two responsibilities - their day job and working out how to do it better	18	60	16			79%	+9 ◇	0	+3 ◇



## 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 2013 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.
High performing units	For each question, this is the upper quartile score across all units from all organisations that have taken part in the 2014 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, DEPARTMENT for EDUCATION results, EDUCATION STANDARDS DIRECTORATE results and high performing units 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 (B50-B54). 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

### Confidentiality

The survey was carried out as part of the 2014 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 less 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.