



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

Engagement Index

47%

Difference from previous survey **+5** ✧

Difference from CS2017 **-15** ✧

Difference from CS High Performers **-18** ✧

My work

61%

Difference from previous survey **+4** ✧

Difference from CS2017 **-15** ✧

Difference from CS High Performers **-18** ✧

Organisational objectives and purpose

75%

Difference from previous survey **+6** ✧

Difference from CS2017 **-6** ✧

Difference from CS High Performers **-12** ✧

My manager

57%

Difference from previous survey **+5** ✧

Difference from CS2017 **-13** ✧

Difference from CS High Performers **-15** ✧

My team

67%

Difference from previous survey **+4** ✧

Difference from CS2017 **-13** ✧

Difference from CS High Performers **-17** ✧

Learning and development

37%

Difference from previous survey **+4** ✧

Difference from CS2017 **-16** ✧

Difference from CS High Performers **-21** ✧

Inclusion and fair treatment

61%

Difference from previous survey **+6** ✧

Difference from CS2017 **-16** ✧

Difference from CS High Performers **-19** ✧

Resources and workload

53%

Difference from previous survey **+4** ✧

Difference from CS2017 **-19** ✧

Difference from CS High Performers **-22** ✧

Pay and benefits

20%

Difference from previous survey **-1**

Difference from CS2017 **-10** ✧

Difference from CS High Performers **-17** ✧

Leadership and managing change

28%

Difference from previous survey **+6** ✧

Difference from CS2017 **-18** ✧

Difference from CS High Performers **-23** ✧



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		28%	+6 ◇	-18 ◇	-23 ◇
My work		61%	+4 ◇	-15 ◇	-18 ◇
My manager		57%	+5 ◇	-13 ◇	-15 ◇
Pay and benefits		20%	-1	-10 ◇	-17 ◇
Learning and development		37%	+4 ◇	-16 ◇	-21 ◇
Resources and workload		53%	+4 ◇	-19 ◇	-22 ◇
Organisational objectives and purpose		75%	+6 ◇	-6 ◇	-12 ◇
My team		67%	+4 ◇	-13 ◇	-17 ◇
Inclusion and fair treatment		61%	+6 ◇	-16 ◇	-19 ◇



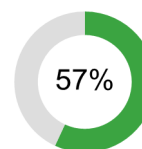
Strength of association with engagement



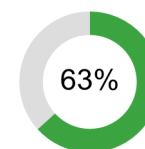
Statistically significant difference from comparison

Wellbeing

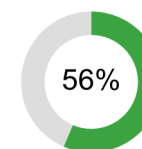
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



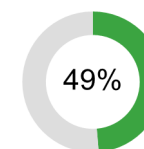
W01. Overall, how satisfied are you with your life nowadays?



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



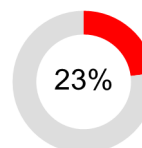
W03. Overall, how happy did you feel yesterday?



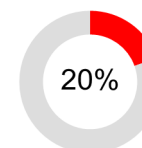
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

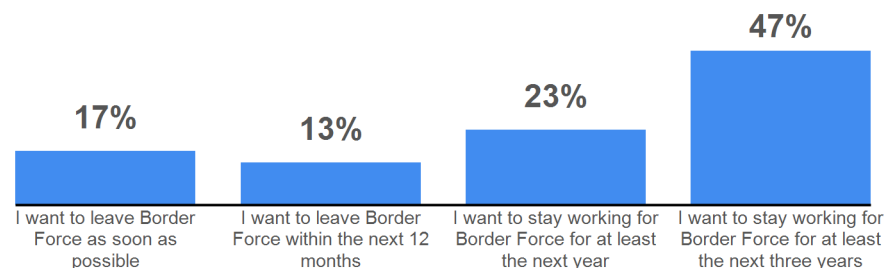


During the past 12 months have you personally experienced discrimination at work?




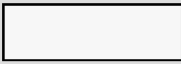


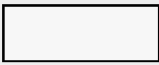

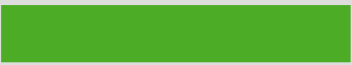
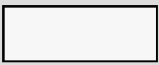




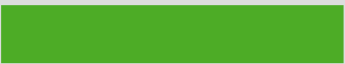


During the past 12 months have you personally experienced bullying or harassment at work?

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	 85%	B59 Senior managers in Border Force actively role model the behaviours set out in the Civil Service Leadership Statement  40%		B35 I feel that my pay adequately reflects my performance  62%	
B18 The people in my team can be relied upon to help when things get difficult in my job	 78%	B17 Poor performance is dealt with effectively in my team  35%		B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable  62%	
B07 I understand how my work contributes to Border Force's objectives	 76%	B53 Where I work, I think effective action has been taken on the results of the last survey  34%		B36 I am satisfied with the total benefits package  61%	
B54 I am trusted to carry out my job effectively	 75%	B50 Border Force inspires me to do the best in my job  33%		B42 I feel that change is managed well in Border Force  58%	
B06 I have a clear understanding of Border Force's objectives	 75%	B51 Border Force motivates me to help it achieve its objectives  32%		B43 When changes are made in Border Force they are usually for the better  55%	



All questions by theme

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

My work

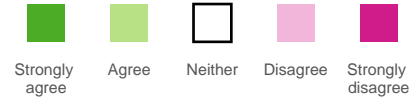
61%

+4

◆ Difference from previous survey



Strength of association with engagement



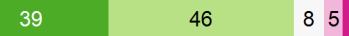
% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B01 I am interested in my work



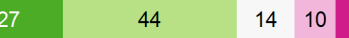
85%

+3 ◆

-5 ◆

-7 ◆

B02 I am sufficiently challenged by my work



71%

+4 ◆

-10 ◆

-12 ◆

B03 My work gives me a sense of personal accomplishment



64%

+5 ◆

-13 ◆

-16 ◆

B04 I feel involved in the decisions that affect my work



39%

+4 ◆

-19 ◆

-25 ◆

B05 I have a choice in deciding how I do my work



45%

+4 ◆

-30 ◆

-35 ◆

Organisational objectives and purpose*

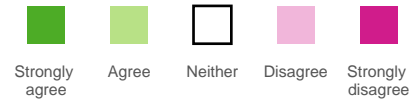
75%

+6

◆ Difference from previous survey

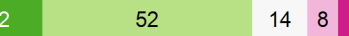


Strength of association with engagement



*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

B06 I have a clear understanding of Border Force's objectives



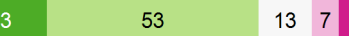
75%

+5 ◆

-6 ◆

-12 ◆

B07 I understand how my work contributes to Border Force's objectives



76%

+6 ◆

-7 ◆

-11 ◆



All questions by theme

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

My manager

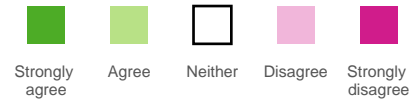
57%

+5

◆ 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	18	40	20	13	9	58%	+5 ◆	-12 ◆	-16 ◆
B09 My manager is considerate of my life outside work	30	40	14	8	8	70%	+7 ◆	-14 ◆	-17 ◆
B10 My manager is open to my ideas	26	42	18	7	7	68%	+4 ◆	-14 ◆	-16 ◆
B11 My manager helps me to understand how I contribute to Border Force's objectives	15	38	27	12	8	54%	+6 ◆	-12 ◆	-17 ◆
B12 Overall, I have confidence in the decisions made by my manager	21	41	20	10	8	62%	+5 ◆	-12 ◆	-17 ◆
B13 My manager recognises when I have done my job well	27	44	14	9	6	71%	+4 ◆	-8 ◆	-12 ◆
B14 I receive regular feedback on my performance	18	40	18	16	9	57%	+3 ◆	-10 ◆	-15 ◆
B15 The feedback I receive helps me to improve my performance	15	34	28	14	9	49%	+3 ◆	-15 ◆	-19 ◆
B16 I think that my performance is evaluated fairly	15	36	25	14	10	51%	+6 ◆	-14 ◆	-19 ◆
B17 Poor performance is dealt with effectively in my team	9	23	35	17	17	31%	+3 ◆	-8 ◆	-13 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

My team

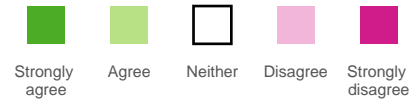
67%

+4

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

		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	31	46	12	7	7	78%	+3 ◆	-7 ◆	-10 ◆
B19	The people in my team work together to find ways to improve the service we provide	25	43	18	10	6	68%	+3 ◆	-15 ◆	-17 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	21	36	22	13	8	57%	+5 ◆	-18 ◆	-23 ◆

Learning and development

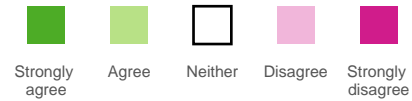
37%

+4

◆ 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
B21	I am able to access the right learning and development opportunities when I need to	7	36	24	22	11	42%	+1	-21 ◆	-27 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	29	29	22	12	37%	+3 ◆	-15 ◆	-21 ◆
B23	There are opportunities for me to develop my career in Border Force	7	30	24	20	19	38%	+6 ◆	-9 ◆	-17 ◆
B24	Learning and development activities I have completed while working for Border Force are helping me to develop my career	7	23	30	22	18	29%	+4 ◆	-17 ◆	-22 ◆



All questions by theme

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

Inclusion and fair treatment

61%

+6 ✧

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B25 I am treated fairly at work



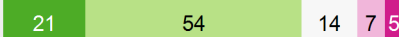
63%

+5 ✧

-17 ✧

-20 ✧

B26 I am treated with respect by the people I work with



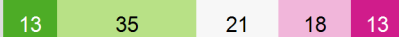
75%

+4 ✧

-10 ✧

-13 ✧

B27 I feel valued for the work I do



48%

+6 ✧

-17 ✧

-23 ✧

B28 I think that Border Force respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)



57%

+6 ✧

-19 ✧

-23 ✧

Resources and workload*

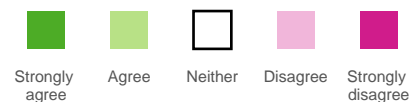
53%

+4 ✧

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

B29 I get the information I need to do my job well



51%

+5 ✧

-19 ✧

-23 ✧

B30 I have clear work objectives



60%

+3 ✧

-15 ✧

-20 ✧

B31 I have the skills I need to do my job effectively



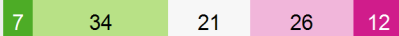
71%

+1

-17 ✧

-20 ✧

B32 I have the tools I need to do my job effectively



41%

+3 ✧

-29 ✧

-36 ✧

B33 I have an acceptable workload



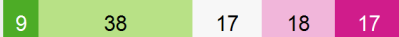
47%

+6 ✧

-14 ✧

-20 ✧

B34 I achieve a good balance between my work life and my private life



47%

+8 ✧

-21 ✧

-26 ✧



All questions by theme

◆ indicates statistically significant difference from comparison
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Pay and benefits

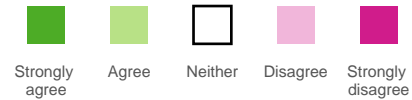
20%

-1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B35	I feel that my pay adequately reflects my performance	19	16	28	34	22%	-1	-9 ◆	-15 ◆
B36	I am satisfied with the total benefits package	15	21	28	33	18%	0	-16 ◆	-22 ◆
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	16	19	27	35	19%	-2 ◆	-6 ◆	-13 ◆

Leadership and managing change*

28%

+6 ◆

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

B38	Senior managers in Border Force are sufficiently visible	9	35	19	21	16	44%	+13 ⬇	-16 ⬇	-25 ⬇
B39	I believe the actions of senior managers are consistent with Border Force's values	6	29	30	18	17	35%	+11 ⬇	-18 ⬇	-25 ⬇
B40	I believe that Senior Management has a clear vision for the future of Border Force	6	25	30	19	19	31%	+7 ⬇	-17 ⬇	-23 ⬇
B41	Overall, I have confidence in the decisions made by Border Force's senior managers	6	22	27	22	23	28%	+8 ⬇	-21 ⬇	-26 ⬇
B42	I feel that change is managed well in Border Force	14	26	35	23		16%	+3 ⬇	-17 ⬇	-24 ⬇
B43	When changes are made in Border Force they are usually for the better	13	31	30	25		15%	+2 ⬇	-18 ⬇	-26 ⬇
B44	Border Force keeps me informed about matters that affect me	33	31	19	13		37%	+3 ⬇	-21 ⬇	-27 ⬇
B45	I have the opportunity to contribute my views before decisions are made that affect me	19	24	30	25		22%	+3 ⬇	-17 ⬇	-26 ⬇
B46	I think it is safe to challenge the way things are done in Border Force	22	25	24	25		26%	+5 ⬇	-20 ⬇	-26 ⬇



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 Border Force	11	30	28	17	14	41%	+8 ◆	-20 ◆	-27 ◆
B48 I would recommend Border Force as a great place to work	6	22	28	24	20	29%	+7 ◆	-26 ◆	-34 ◆
B49 I feel a strong personal attachment to Border Force	10	26	28	20	17	36%	+5 ◆	-13 ◆	-21 ◆
B50 Border Force inspires me to do the best in my job	7	23	33	21	16	30%	+5 ◆	-18 ◆	-24 ◆
B51 Border Force motivates me to help it achieve its objectives	6	21	32	22	18	28%	+5 ◆	-18 ◆	-26 ◆

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 senior managers in Border Force will take action on the results from this survey	6	21	23	22	28	27%	+4 ◆	-24 ◆	-31 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	6	17	34	20	24	22%	+2	-14 ◆	-23 ◆



All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	20	55	12	8	5	75%	+6 ◆	-14 ◆	-16 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	12	37	24	17	10	49%	+4 ◆	-22 ◆	-26 ◆
B56 In Border Force, people are encouraged to speak up when they identify a serious policy or delivery risk	8	34	25	18	14	42%	New	-24 ◆	-29 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	10	45	19	15	11	55%	New	-8 ◆	-13 ◆
B58 Border Force is committed to creating a diverse and inclusive workplace	13	46	25	8	9	59%	New	-15 ◆	-19 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior managers in Border Force actively role model the behaviours set out in the Civil Service Leadership Statement	5	23	40	16	16	28%	+6 ◆	-18 ◆	-26 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	15	37	30	9	9	52%	+5 ◆	-14 ◆	-20 ◆

Civil Service vision

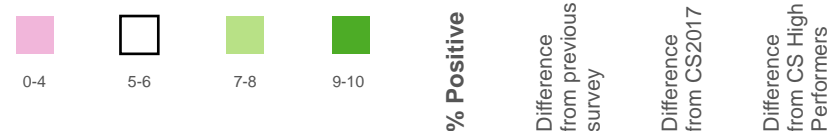
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	25	24	31	16		29%	New	-14 ◆	-26 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	20	30	29	17		24%	New	-13 ◆	-21 ◆



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.

W01 Overall, how satisfied are you with your life nowadays?	21	22	43	14	57%	+5 ◆	-9 ◆	-11 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	16	21	43	21	63%	+3 ◆	-8 ◆	-10 ◆
W03 Overall, how happy did you feel yesterday?	20	23	37	20	56%	+2 ◆	-7 ◆	-9 ◆

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?	24	25	20	31	49%	+3 ◆	0	-3 ◆
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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 Border Force?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave Border Force as soon as possible		17%	-4 ✦	+8 ✦	+5 ✦
I want to leave Border Force within the next 12 months		13%	-3 ✦	-2 ✦	-5 ✦
I want to stay working for Border Force for at least the next year		23%	+1	-11 ✦	-16 ✦
I want to stay working for Border Force for at least the next three years		47%	+6 ✦	+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?	87	13	87%	-2 ✦	-5 ✦	-7 ✦
D02. Are you aware of how to raise a concern under the Civil Service Code?	62	38	62%	-2	-5 ✦	-12 ✦
D03. Are you confident that if you raised a concern under the Civil Service Code in Border Force it would be investigated properly?	48	52	48%	+4 ✦	-23 ✦	-28 ✦

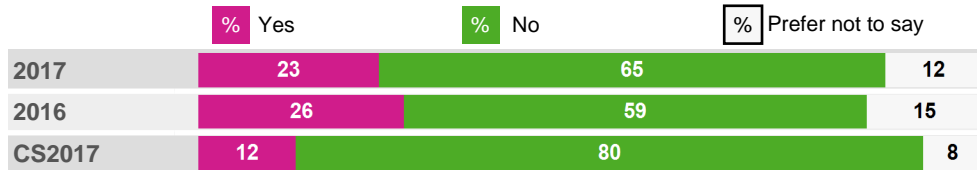


All questions by theme

✦ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Discrimination, harassment and bullying

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

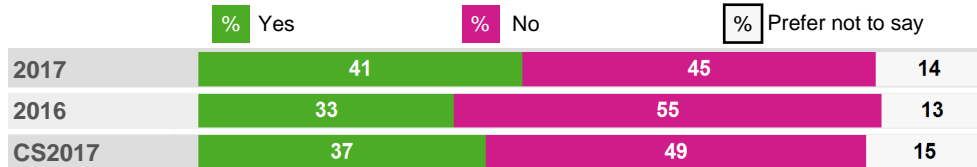


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	125
Caring responsibilities	111
Disability	109
Ethnic background	94
Gender	133
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	225
Main spoken/written language or language ability	18
Religion or belief	46
Sexual orientation	21
Social or educational background	28
Working location	116
Working pattern	221
Any other grounds	176
Prefer not to say	69

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	185
Your manager	163
Another manager in my part of Border Force	254
Someone you manage	27
Someone who works for another part of Border Force	45
A member of the public	81
Someone else	24
Prefer not to say	48

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

Border Force questions

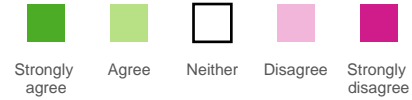
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand how the Home Office needs to change to continue to deliver for the public						Yes: 71% No: 29%	71% -3 ◆
F02	I understand what I need to do personally to help the Home Office improve						Yes: 57% No: 43%	57% 0
F03	I feel empowered by my manager to do my job	16	38	24	12	9	55%	New
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: 64% No: 36%	64% -1
F05	Investing time in learning and development activities is given priority in my area	5	22	28	28	18	27%	+1
F06	I have received informative and regular updates about what is going on in Border Force^	8	50	26	11	5	58%	+21 ◆
F07	I have a clear understanding on how Border Force is to transform to become the best Border Force in the world^	5	24	28	26	17	29%	+3 ◆
F08	During the last year I have seen positive changes in my area which is enabling Border Force to transform^	6	23	28	25	19	29%	+7 ◆
F09	I apply Border Force values on a day to day basis	18	55	22			72%	+2 ◆
F10	I have opportunities to meet with local Border Force senior managers (SO and above) to understand and discuss business critical issues	14	34	21	16	15	47%	+5 ◆
F11	Since the last People Survey in 2016 I have had the opportunity to openly discuss with managers and colleagues bullying, harassment and discrimination issues^						Yes: 43% No: 57%	43% +3 ◆
F12	Do you know where to go for support for issues related to bullying, harassment and discrimination^						Yes: 75% No: 25%	75% +3 ◆
F13	I have the opportunity to apply my skills and professional judgement in my daily work^	19	52	16	8	5	72%	+47 ◆



All questions by theme

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

Border Force questions



% Positive
Difference from previous survey

F14	I have regular conversations with my manager where I can discuss issues wider than performance^	Yes: 69%	No: 31%	69%	+8 ◆
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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.