



Returns : 2,070

Response rate : 57%

Civil Service People Survey 2017



Strength of association with engagement



Statistically significant difference from comparison

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

Engagement Index

45%

Difference from previous survey -5 ✧

Difference from CS2017 -16 ✧

Difference from CS High Performers -20 ✧

My work

68%

Difference from previous survey -2 ✧

Difference from CS2017 -8 ✧

Difference from CS High Performers -11 ✧

Organisational objectives and purpose

72%

Difference from previous survey -7 ✧

Difference from CS2017 -10 ✧

Difference from CS High Performers -15 ✧

My manager

69%

Difference from previous survey -1

Difference from CS2017 -1

Difference from CS High Performers -4 ✧

My team

78%

Difference from previous survey 0

Difference from CS2017 -2 ✧

Difference from CS High Performers -6 ✧

Learning and development

45%

Difference from previous survey -6 ✧

Difference from CS2017 -8 ✧

Difference from CS High Performers -13 ✧

Inclusion and fair treatment

68%

Difference from previous survey -4 ✧

Difference from CS2017 -8 ✧

Difference from CS High Performers -12 ✧

Resources and workload

64%

Difference from previous survey -2

Difference from CS2017 -8 ✧

Difference from CS High Performers -11 ✧

Pay and benefits

21%

Difference from previous survey -3 ✧

Difference from CS2017 -9 ✧

Difference from CS High Performers -15 ✧

Leadership and managing change

28%

Difference from previous survey -9 ✧

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%	-9 ✧	-18 ✧	-23 ✧
My work		68%	-2 ✧	-8 ✧	-11 ✧
Learning and development		45%	-6 ✧	-8 ✧	-13 ✧
My manager		69%	-1	-1	-4 ✧
Resources and workload		64%	-2	-8 ✧	-11 ✧
Pay and benefits		21%	-3 ✧	-9 ✧	-15 ✧
Organisational objectives and purpose		72%	-7 ✧	-10 ✧	-15 ✧
My team		78%	0	-2 ✧	-6 ✧
Inclusion and fair treatment		68%	-4 ✧	-8 ✧	-12 ✧



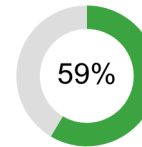
Strength of association with engagement



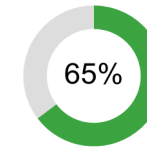
Statistically significant difference from comparison

Wellbeing

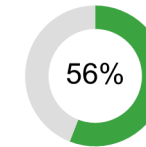
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



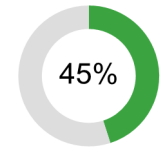
W01. Overall, how satisfied are you with your life nowadays?



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



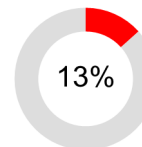
W03. Overall, how happy did you feel yesterday?



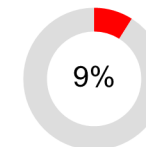
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

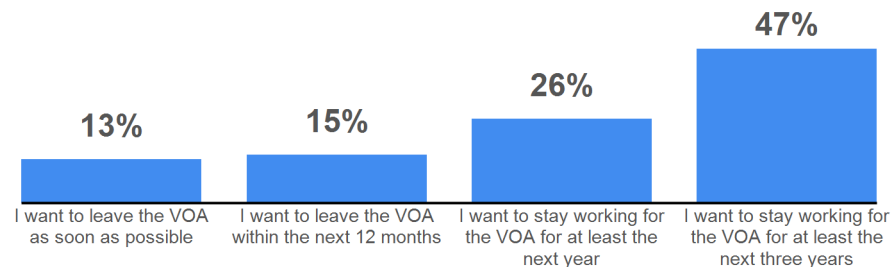


During the past 12 months have you personally experienced discrimination at work?



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
B18	The people in my team can be relied upon to help when things get difficult in my job	87%	B59	Senior managers in the VOA actively role model the behaviours set out in the Civil Service Leadership Statement	40%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	68%
B54	I am trusted to carry out my job effectively	85%	B17	Poor performance is dealt with effectively in my team	38%	B35	I feel that my pay adequately reflects my performance	65%
B26	I am treated with respect by the people I work with	84%	B47	I am proud when I tell others I am part of the VOA	34%	B42	I feel that change is managed well in the VOA	63%
B31	I have the skills I need to do my job effectively	84%	B53	Where I work, I think effective action has been taken on the results of the last survey	33%	B43	When changes are made in the VOA they are usually for the better	59%
B09	My manager is considerate of my life outside work	83%	B50	The VOA inspires me to do the best in my job	33%	B45	I have the opportunity to contribute my views before decisions are made that affect me	56%



All questions by theme

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

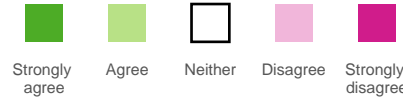
My work

68%

-2 ◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	29	54	10	6	6	83%	-2 ◆	-7 ◆	-9 ◆
B02 I am sufficiently challenged by my work	29	51	11	6	6	80%	0	0	-3 ◆
B03 My work gives me a sense of personal accomplishment	20	49	13	13	5	69%	-1	-8 ◆	-11 ◆
B04 I feel involved in the decisions that affect my work	10	34	18	24	15	44%	-5 ◆	-14 ◆	-20 ◆
B05 I have a choice in deciding how I do my work	17	50	15	11	7	67%	-2 ◆	-9 ◆	-13 ◆

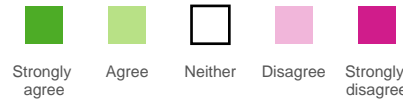
Organisational objectives and purpose*

72%

-7 ◆ Difference from previous survey



Strength of association with engagement



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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06 I have a clear understanding of the VOA's objectives	14	53	16	10	5	68%	-9 ◆	-13 ◆	-19 ◆
B07 I understand how my work contributes to the VOA's objectives	18	59	14	6	6	76%	-5 ◆	-7 ◆	-11 ◆



All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

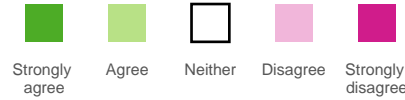
My manager

69% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	20	47	18	10	5	67%	-1	-3 ◆	-7 ◆
B09	My manager is considerate of my life outside work	36	47	11	5	1	83%	0	-1 ◆	-4 ◆
B10	My manager is open to my ideas	29	49	13	5	2	79%	0	-3 ◆	-6 ◆
B11	My manager helps me to understand how I contribute to the VOA's objectives	19	47	22	8	5	66%	-4 ◆	0	-5 ◆
B12	Overall, I have confidence in the decisions made by my manager	26	47	16	7	2	72%	+1	-2 ◆	-7 ◆
B13	My manager recognises when I have done my job well	26	52	12	6	2	78%	0	-1	-4 ◆
B14	I receive regular feedback on my performance	23	51	12	9	5	74%	-4 ◆	+6 ◆	+2 ◆
B15	The feedback I receive helps me to improve my performance	19	42	23	11	5	61%	-2 ◆	-2 ◆	-6 ◆
B16	I think that my performance is evaluated fairly	19	49	19	9	5	68%	-1	+2 ◆	-2 ◆
B17	Poor performance is dealt with effectively in my team	10	30	38	13	10	40%	-2	0	-4 ◆



All questions by theme

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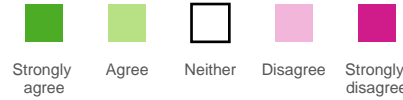
My team

78% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	35	52	8	2	1	87%	+1	+2 ◆	-1
B19	The people in my team work together to find ways to improve the service we provide	30	51	12	5	2	81%	0	-2 ◆	-4 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	23	44	19	9	5	67%	0	-8 ◆	-12 ◆

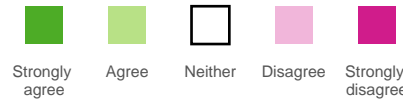
Learning and development

45% -6 ◆

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 CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	10	47	23	16	5	57%	-3 ◆	-7 ◆	-12 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	41	26	16	6	52%	-3 ◆	0	-5 ◆
B23	There are opportunities for me to develop my career in the VOA	7	26	23	23	21	33%	-11 ◆	-13 ◆	-22 ◆
B24	Learning and development activities I have completed while working for the VOA are helping me to develop my career	9	28	28	22	13	37%	-6 ◆	-10 ◆	-15 ◆



All questions by theme

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Inclusion and fair treatment

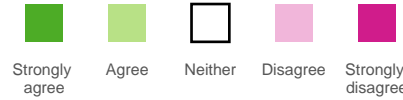
68%

-4 ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25 I am treated fairly at work	17	55	15	8	6	72%	-4 ◆	-8 ◆	-11 ◆
B26 I am treated with respect by the people I work with	24	61	10	5	0	84%	-1	-1	-3 ◆
B27 I feel valued for the work I do	14	39	19	17	12	52%	-8 ◆	-13 ◆	-19 ◆
B28 I think that the VOA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	15	50	22	8	5	65%	-4 ◆	-11 ◆	-14 ◆

Resources and workload*

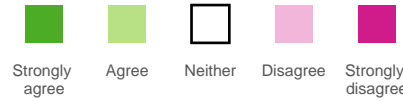
64%

-2

Difference from previous survey



Strength of association with engagement



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Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29 I get the information I need to do my job well	7	49	20	18	6	56%	-4 ◆	-13 ◆	-18 ◆
B30 I have clear work objectives	12	61	15	8	4	73%	-5 ◆	-2 ◆	-7 ◆
B31 I have the skills I need to do my job effectively	19	64	10	5	2	84%	0	-5 ◆	-7 ◆
B32 I have the tools I need to do my job effectively	8	42	16	23	11	50%	-2 ◆	-20 ◆	-27 ◆
B33 I have an acceptable workload	6	50	18	17	8	56%	+3 ◆	-5 ◆	-10 ◆
B34 I achieve a good balance between my work life and my private life	14	53	17	11	5	67%	-1	-1	-7 ◆



All questions by theme

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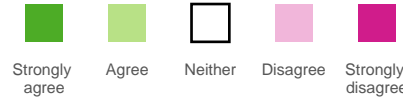
Pay and benefits

21%

-3 ◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	19	14	32	34	21%	-4 ◆	-10 ◆	-16 ◆	
B36 I am satisfied with the total benefits package	23	20	28	26	26%	-3 ◆	-7 ◆	-14 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	14	15	32	36	16%	-4 ◆	-9 ◆	-16 ◆	

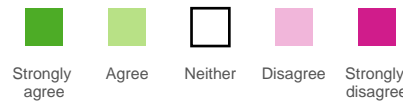
Leadership and managing change*

28%

-9 ◆ Difference from previous survey



Strength of association with engagement



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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 Senior managers in the VOA are sufficiently visible	6	38	23	21	13	44%	-5 ◆	-16 ◆	-25 ◆
B39 I believe the actions of senior managers are consistent with the VOA's values	28	32	21	15	32%	-6 ◆	-22 ◆	-28 ◆	
B40 I believe that directors have a clear vision for the future of the VOA	26	25	23	22	30%	-12 ◆	-19 ◆	-24 ◆	
B41 Overall, I have confidence in the decisions made by the VOA's senior managers	18	25	26	29	21%	-9 ◆	-28 ◆	-33 ◆	
B42 I feel that change is managed well in the VOA	16	20	33	30	17%	-7 ◆	-16 ◆	-23 ◆	
B43 When changes are made in the VOA they are usually for the better	13	26	30	29	15%	-9 ◆	-18 ◆	-25 ◆	
B44 The VOA keeps me informed about matters that affect me	40	23	20	14	44%	-9 ◆	-14 ◆	-21 ◆	
B45 I have the opportunity to contribute my views before decisions are made that affect me	19	23	30	26	21%	-12 ◆	-18 ◆	-27 ◆	
B46 I think it is safe to challenge the way things are done in the VOA	26	26	24	22	29%	-8 ◆	-17 ◆	-24 ◆	



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 the VOA	5	24	34	22	14	29%	-6 ◆	-32 ◆	-39 ◆
B48 I would recommend the VOA as a great place to work		21	28	28	19	25%	-7 ◆	-30 ◆	-38 ◆
B49 I feel a strong personal attachment to the VOA	10	31	24	22	13	42%	-1	-7 ◆	-15 ◆
B50 The VOA inspires me to do the best in my job		23	33	25	15	27%	-7 ◆	-21 ◆	-27 ◆
B51 The VOA motivates me to help it achieve its objectives		22	32	26	16	26%	-7 ◆	-20 ◆	-27 ◆

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 the VOA will take action on the results from this survey		23	23	24	26	27%	-9 ◆	-24 ◆	-31 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey		19	33	22	22	23%	-8 ◆	-13 ◆	-22 ◆



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	24	61	9	1	1	85%	-1	-4 ◆	-5 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	12	46	24	13	5	58%	-3 ◆	-13 ◆	-18 ◆
B56 In the VOA, people are encouraged to speak up when they identify a serious policy or delivery risk	10	43	24	14	9	53%	New	-13 ◆	-18 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	9	45	24	14	8	55%	New	-9 ◆	-13 ◆
B58 The VOA is committed to creating a diverse and inclusive workplace	13	51	24	7	5	64%	New	-9 ◆	-13 ◆

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 the VOA actively role model the behaviours set out in the Civil Service Leadership Statement	27	40	17	12	4	31%	-5 ◆	-16 ◆	-23 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	17	48	25	5	5	66%	+1	0	-6 ◆

Civil Service vision

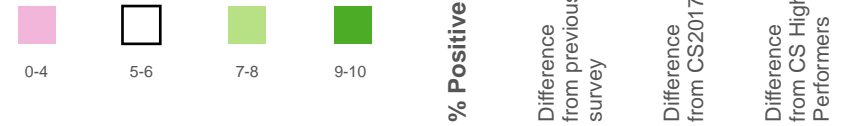
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	5	38	20	27	10	43%	New	0	-12 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	29	26	29	11	34%	New	-3 ◆	-10 ◆



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.

W01 Overall, how satisfied are you with your life nowadays?	18	24	45	13	59%	-3 ◆	-7 ◆	-10 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	22	46	19	65%	-2 ◆	-6 ◆	-9 ◆
W03 Overall, how happy did you feel yesterday?	21	24	38	18	56%	-5 ◆	-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?	20	25	22	33	45%	-4 ◆	-4 ◆	-7 ◆
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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 VOA?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave the VOA as soon as possible		13%	+2 ◇	+5 ◇	+2 ◇
I want to leave the VOA within the next 12 months		15%	+1	0	-3 ◇
I want to stay working for the VOA for at least the next year		26%	-1	-8 ◇	-13 ◇
I want to stay working for the VOA for at least the next three years		47%	-3 ◇	+3 ◇	-6 ◇

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?		8	92%	-1 ◇	+1	-2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		26	74%	0	+6 ◇	0
D03. Are you confident that if you raised a concern under the Civil Service Code in the VOA it would be investigated properly?		36	64%	-4 ◇	-6 ◇	-12 ◇

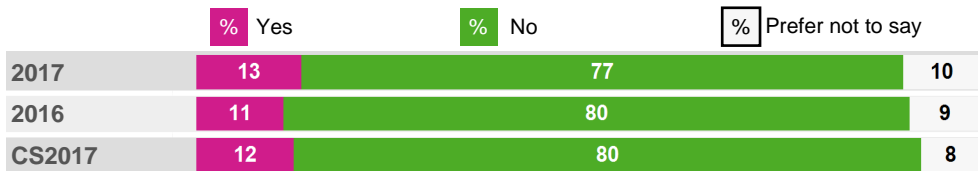


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Discrimination, harassment and bullying

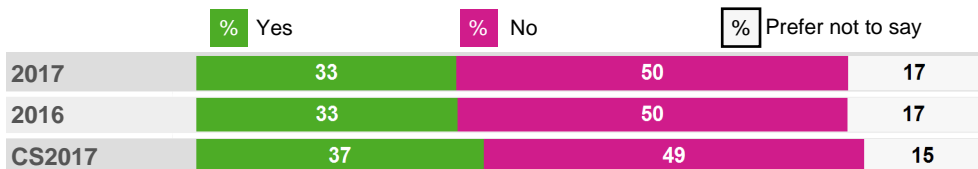
E01. During the past 12 months have you personally experienced discrimination at work?



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



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



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



For respondents who selected 'Yes' to question E01.

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

	Response Count
Age	40
Caring responsibilities	21
Disability	27
Ethnic background	16
Gender	27
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	95
Main spoken/written language or language ability	10
Religion or belief	--
Sexual orientation	--
Social or educational background	16
Working location	35
Working pattern	48
Any other grounds	68
Prefer not to say	32

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	59
Your manager	36
Another manager in my part of the VOA	51
Someone you manage	--
Someone who works for another part of the VOA	25
A member of the public	--
Someone else	--
Prefer not to say	32

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

Valuation Office Agency questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I understand what the Agency Blueprint is aiming to achieve	8	55	16	12	8	63%	-8 ⚡
F02 I have the right working environment to do my job well (i.e. accommodation and amenities)	10	50	14	17	10	59%	0
F03 My manager coaches and supports me to be more effective in my job	15	49	21	9	5	64%	-2 ⚡
F04 I have an agreed Personal Development Plan (PDP) for the current performance year	Yes: 68% No: 24% Don't know: 8%					68%	-7 ⚡
F05 I have participated in at least 5 days of learning and development activity in the last 12 months	Yes: 78% No: 22%					78%	-5 ⚡
F06 Are you a home based worker? (A home based worker is an employee who works from home on a permanent basis. This does not include those who work at home from time to time)	Yes: 15% No: 85%					15%	+3 ⚡
F07 Are you an Office Head?	Yes: 2% No: 98%					2%	0



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.