



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

62%

Difference from previous survey +4

Difference from CS2017 +1

Difference from CS High Performers -3

My work

83%

Difference from previous survey +5

Difference from CS2017 +7

Difference from CS High Performers +3

Organisational objectives and purpose

85%

Difference from previous survey +3

Difference from CS2017 +4

Difference from CS High Performers -2

My manager

73%

Difference from previous survey +3

Difference from CS2017 +4

Difference from CS High Performers +1

My team

86%

Difference from previous survey +2

Difference from CS2017 +5

Difference from CS High Performers +2

Learning and development

57%

Difference from previous survey +8

Difference from CS2017 +5

Difference from CS High Performers 0

Inclusion and fair treatment

80%

Difference from previous survey +2

Difference from CS2017 +4

Difference from CS High Performers 0

Resources and workload

74%

Difference from previous survey +2

Difference from CS2017 +1

Difference from CS High Performers -2

Pay and benefits

40%

Difference from previous survey -6

Difference from CS2017 +10

Difference from CS High Performers +4

Leadership and managing change

46%

Difference from previous survey +6

Difference from CS2017 0

Difference from CS High Performers -5



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		46%	+6	0	-5
My manager		73%	+3	+4	+1
My work		83%	+5	+7	+3
Pay and benefits		40%	-6	+10	+4
Learning and development		57%	+8	+5	0
Resources and workload		74%	+2	+1	-2
My team		86%	+2	+5	+2
Organisational objectives and purpose		85%	+3	+4	-2
Inclusion and fair treatment		80%	+2	+4	0



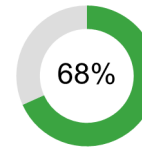
Strength of association with engagement



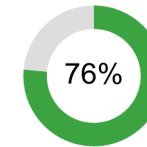
Statistically significant difference from comparison

Wellbeing

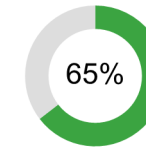
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



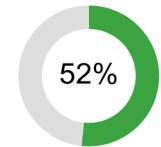
W01. Overall, how satisfied are you with your life nowadays?



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



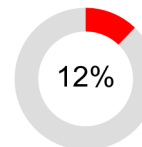
W03. Overall, how happy did you feel yesterday?



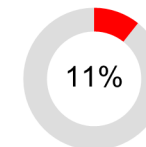
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

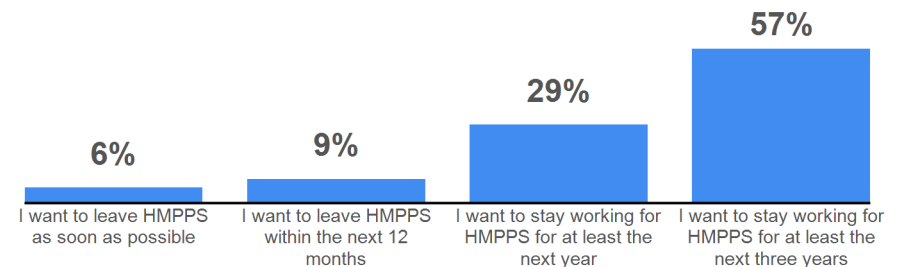


During the past 12 months have you personally experienced discrimination at work?



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	94%	B43 When changes are made in HMPPS they are usually for the better 42%	42%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable 44%	44%
B54 I am trusted to carry out my job effectively	92%	B53 Where I work, I think effective action has been taken on the results of the last survey 41%	41%	B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service' 42%	42%
B31 I have the skills I need to do my job effectively	91%	B17 Poor performance is dealt with effectively in my team 41%	41%	B35 I feel that my pay adequately reflects my performance 41%	41%
B18 The people in my team can be relied upon to help when things get difficult in my job 89%	89%	B40 I believe that the HMPPS Executive Management Committee has a clear vision for the future of HMPPS 37%	37%	B42 I feel that change is managed well in HMPPS 40%	40%
B26 I am treated with respect by the people I work with 88%	88%	B59 Senior management in HMPPS actively role model the behaviours set out in the Civil Service Leadership Statement 35%	35%	B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service' 38%	38%



All questions by theme

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

My work

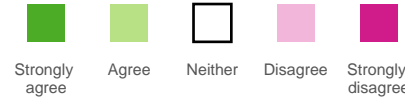
83%

+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
B01 I am interested in my work	59	35				94%	+3 ◆	+4 ◆	+2 ◆
B02 I am sufficiently challenged by my work	49	36	7	7		85%	+4 ◆	+4 ◆	+2 ◆
B03 My work gives me a sense of personal accomplishment	41	42	9	6		83%	+5 ◆	+7 ◆	+4 ◆
B04 I feel involved in the decisions that affect my work	24	42	15	14	5	66%	+7 ◆	+8 ◆	+2 ◆
B05 I have a choice in deciding how I do my work	38	47		8	6	85%	+5 ◆	+9 ◆	+4 ◆

Organisational objectives and purpose*

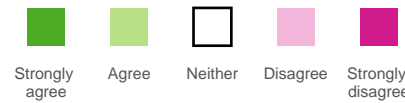
85%

+3 ◆

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 HMPPS' objectives	29	55	11	5		83%	+2 ◆	+3 ◆	-3 ◆
B07 I understand how my work contributes to HMPPS' objectives	34	53		8		87%	+3 ◆	+4 ◆	0



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My manager

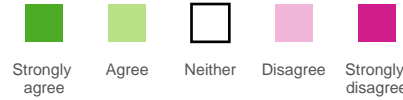
73%

+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
B08 My manager motivates me to be more effective in my job	36	41	13	7		77%	+5 ◆	+7 ◆	+3 ◆
B09 My manager is considerate of my life outside work	52	35	8			87%	+2 ◆	+3 ◆	0
B10 My manager is open to my ideas	46	39	9			85%	+3 ◆	+3 ◆	+1
B11 My manager helps me to understand how I contribute to HMPPS' objectives	29	42	20	7		72%	+6 ◆	+6 ◆	+1
B12 Overall, I have confidence in the decisions made by my manager	41	39	13			80%	+3 ◆	+6 ◆	+1
B13 My manager recognises when I have done my job well	41	41	12	5		82%	+2	+3 ◆	-1
B14 I receive regular feedback on my performance	30	40	15	11		70%	+2 ◆	+3 ◆	-2 ◆
B15 The feedback I receive helps me to improve my performance	30	40	20	8		69%	+5 ◆	+6 ◆	+2 ◆
B16 I think that my performance is evaluated fairly	29	42	18	8		71%	+4 ◆	+5 ◆	+1
B17 Poor performance is dealt with effectively in my team	14	26	41	12	7	40%	+2	+1	-3 ◆



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My team

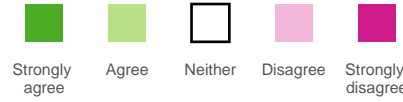
86%

+2 ◆

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	43	46	6			89%	+2 ◆	+4 ◆	+2 ◆
B19	The people in my team work together to find ways to improve the service we provide	41	45	9			86%	+1	+4 ◆	+2 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	39	43	12			82%	+3 ◆	+7 ◆	+3 ◆

Learning and development

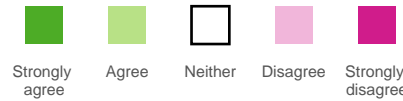
57%

+8 ◆

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
B21	I am able to access the right learning and development opportunities when I need to	17	43	22	14		60%	+5 ◆	-3 ◆	-9 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	19	36	30	11		55%	+8 ◆	+3 ◆	-3 ◆
B23	There are opportunities for me to develop my career in HMPPS	19	40	22	14	6	58%	+11 ◆	+11 ◆	+3 ◆
B24	Learning and development activities I have completed while working for HMPPS are helping me to develop my career	20	36	27	12	5	56%	+9 ◆	+10 ◆	+5 ◆



All questions by theme

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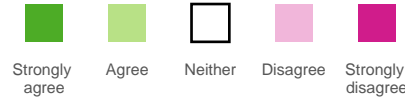
Inclusion and fair treatment

80% +2

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
B25	I am treated fairly at work	34	49	9	6		83%	+1	+3 ◆	0
B26	I am treated with respect by the people I work with	39	49	6			88%	+2 ◆	+3 ◆	+1
B27	I feel valued for the work I do	30	43	14	10		73%	+3 ◆	+7 ◆	+1
B28	I think that HMPPS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	51	15	6		77%	+2	+2	-2 ◆

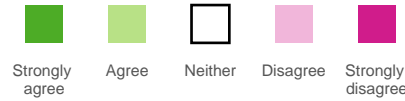
Resources and workload*

74% +2

Difference from previous survey



Strength of association with engagement



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Question ID	Question Text	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	16	56	15	11		72%	+3 ◆	+2 ◆	-2 ◆
B30	I have clear work objectives	22	57	12	8		79%	+3 ◆	+4 ◆	-1
B31	I have the skills I need to do my job effectively	30	61	7			91%	+3 ◆	+3 ◆	0
B32	I have the tools I need to do my job effectively	16	50	14	15	5	66%	+2	-4 ◆	-11 ◆
B33	I have an acceptable workload	12	52	16	15	5	64%	+3 ◆	+3 ◆	-3 ◆
B34	I achieve a good balance between my work life and my private life	20	50	14	12		69%	-1	+1	-4 ◆



All questions by theme

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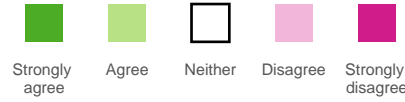
Pay and benefits

40%

-6 ◆ 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	6	35	18	28	13	41%	-7 ◆	+11 ◆	+4 ◆
B36 I am satisfied with the total benefits package	6	37	23	22	12	43%	-5 ◆	+9 ◆	+3 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	29	21	28	16	35%	-6 ◆	+10 ◆	+2 ◆

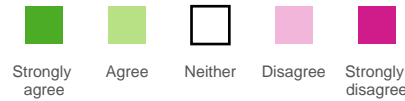
Leadership and managing change*

46%

+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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 Senior management in HMPPS are sufficiently visible	13	48	19	15	5	61%	+12 ◆	+1	-8 ◆
B39 I believe the actions of senior management are consistent with HMPPS' values	14	47	27	9		61%	+9 ◆	+7 ◆	+1
B40 I believe that the HMPPS Executive Management Committee has a clear vision for the future of HMPPS	11	37	37	11		48%	+5 ◆	-1	-7 ◆
B41 Overall, I have confidence in the decisions made by HMPPS' senior management	11	42	29	13	5	53%	+8 ◆	+4 ◆	-2
B42 I feel that change is managed well in HMPPS		28	28	30	9	32%	+5 ◆	-1	-8 ◆
B43 When changes are made in HMPPS they are usually for the better		22	42	24	8	26%	+2 ◆	-7 ◆	-15 ◆
B44 HMPPS keeps me informed about matters that affect me	7	48	26	15		55%	+2	-2 ◆	-9 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	6	30	30	26	8	36%	+4 ◆	-3 ◆	-12 ◆
B46 I think it is safe to challenge the way things are done in HMPPS	7	36	31	19	8	43%	+4 ◆	-3 ◆	-10 ◆



All questions by theme

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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 HMPPS	19	45	25	8		64%	+6 ◆	+2 ◆	-5 ◆
B48 I would recommend HMPPS as a great place to work	12	36	30	16	6	48%	+5 ◆	-7 ◆	-15 ◆
B49 I feel a strong personal attachment to HMPPS	21	39	25	12		60%	+10 ◆	+11 ◆	+3 ◆
B50 HMPPS inspires me to do the best in my job	13	38	31	14		51%	+10 ◆	+3 ◆	-3 ◆
B51 HMPPS motivates me to help it achieve its objectives	12	36	33	14		49%	+9 ◆	+3 ◆	-5 ◆

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 management in HMPPS will take action on the results from this survey	10	35	28	18	8	46%	+4 ◆	-4 ◆	-12 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	11	27	41	14	7	38%	+4 ◆	+2 ◆	-7 ◆



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	42	50	5			92%	+2 ◆	+3 ◆	+1 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	27	48	15	7		75%	+3 ◆	+5 ◆	0
B56 In HMPPS, people are encouraged to speak up when they identify a serious policy or delivery risk	20	48	20	9		67%	New	+1	-4 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	20	54	15	8		74%	New	+11 ◆	+6 ◆
B58 HMPPS is committed to creating a diverse and inclusive workplace	21	54	18			76%	New	+2 ◆	-2 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior management in HMPPS actively role model the behaviours set out in the Civil Service Leadership Statement	11	42	35	9		53%	+7 ◆	+6 ◆	-2 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	29	44	20			73%	+4 ◆	+8 ◆	+1

Civil Service vision

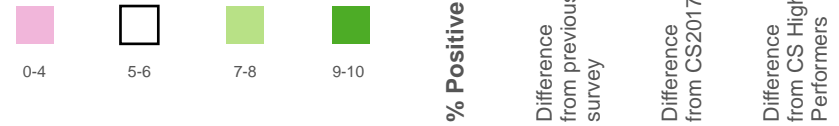
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	6	30	22	34	8	36%	New	-7 ◆	-19 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	29	27	30	8	34%	New	-3 ◆	-11 ◆



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Wellbeing

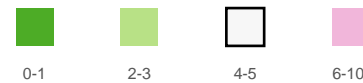


Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile')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

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?	12	20	53	15	68%	-1	+2 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	16	51	26	76%	+1	+5 ◆	+3 ◆
W03 Overall, how happy did you feel yesterday?	15	20	44	21	65%	-2	+1	-1

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



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?	23	28	18	30	52%	-3 ◆	+3 ◆	0



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Your plans for the future

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

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave HMPPS as soon as possible		6%	-1	-3 ◆	-6 ◆
I want to leave HMPPS within the next 12 months		9%	-3 ◆	-6 ◆	-9 ◆
I want to stay working for HMPPS for at least the next year		29%	+1	-5 ◆	-10 ◆
I want to stay working for HMPPS for at least the next three years		57%	+4 ◆	+13 ◆	+4 ◆

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?		9	91%	-2 ◆	-1	-4 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		29	71%	-1	+3 ◆	-3 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in HMPPS it would be investigated properly?		29	71%	+1	+1	-5 ◆

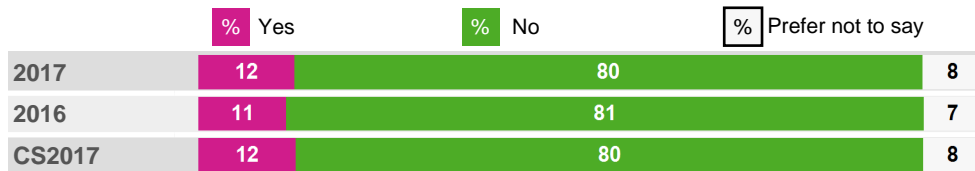


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Discrimination, harassment and bullying

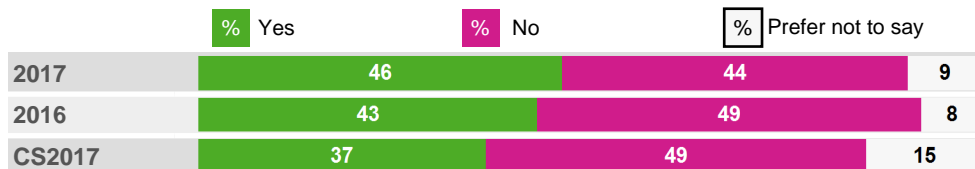
E01. During the past 12 months have you personally experienced discrimination at work?



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	32
Caring responsibilities	23
Disability	24
Ethnic background	22
Gender	38
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	67
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	12
Working location	29
Working pattern	29
Any other grounds	52
Prefer not to say	26

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	41
Your manager	41
Another manager in my part of HMPPS	53
Someone you manage	11
Someone who works for another part of HMPPS	20
A member of the public	--
Someone else	13
Prefer not to say	23

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

Her Majesty's Prison and Probation Service HQ questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I believe that my local management manages change well	19	47	19	13		65%	+6 ◆
F02 I believe that my work helps change lives	29	50	15	6		78%	+7 ◆
F03 I am motivated by doing a professional job for the public we serve	43	48	6			91%	+4 ◆
F04 I have agreed objectives which define what I do (activities) and how I do it (behaviours)	29	51	12	6		80%	New
F05 I understand the role of HM Prison and Probation Service	39	56				95%	New
F06 I use resources and make decisions wisely to achieve value for money	37	53	8			90%	+5 ◆
F07 I have developed my professional skills over the last 12 months	33	41	15	9		73%	+7 ◆
F08 I have a strong sense of purpose at work	39	45	10			84%	New
F09 People treat others with humanity where I work	36	49	11			85%	New
F10 I am treated with humanity at work	36	51	10			87%	New
F11 The people in my team are open to new ideas in order to improve the services we deliver	36	49	10			85%	New
F12 My manager recognises when I work together with people in other teams not just my own	38	44	12	5		82%	New
F13 I am confident that my Directorate is taking effective action to reduce discrimination, bullying and harassment	21	38	32	6		59%	+7 ◆



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.