



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

58%

Difference from previous survey	0
Difference from CS2017	-3 ✧
Difference from CS High Performers	-7 ✧

My work

65%

Difference from previous survey	-2 ✧
Difference from CS2017	-11 ✧
Difference from CS High Performers	-15 ✧

Organisational objectives and purpose

85%

Difference from previous survey	0
Difference from CS2017	+3 ✧
Difference from CS High Performers	-2 ✧

My manager

68%

Difference from previous survey	0
Difference from CS2017	-1 ✧
Difference from CS High Performers	-4 ✧

My team

79%

Difference from previous survey	-1
Difference from CS2017	-2 ✧
Difference from CS High Performers	-5 ✧

Learning and development

47%

Difference from previous survey	-3 ✧
Difference from CS2017	-5 ✧
Difference from CS High Performers	-10 ✧

Inclusion and fair treatment

71%

Difference from previous survey	-1
Difference from CS2017	-6 ✧
Difference from CS High Performers	-9 ✧

Resources and workload

74%

Difference from previous survey	0
Difference from CS2017	+2 ✧
Difference from CS High Performers	-1 ✧

Pay and benefits

16%

Difference from previous survey	-4 ✧
Difference from CS2017	-14 ✧
Difference from CS High Performers	-20 ✧

Leadership and managing change

43%

Difference from previous survey	+1
Difference from CS2017	-3 ✧
Difference from CS High Performers	-8 ✧



The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		43%	+1	-3 ✧	-8 ✧
My work		65%	-2 ✧	-11 ✧	-15 ✧
My manager		68%	0	-1 ✧	-4 ✧
Pay and benefits		16%	-4 ✧	-14 ✧	-20 ✧
Resources and workload		74%	0	+2 ✧	-1 ✧
Learning and development		47%	-3 ✧	-5 ✧	-10 ✧
Organisational objectives and purpose		85%	0	+3 ✧	-2 ✧
My team		79%	-1	-2 ✧	-5 ✧
Inclusion and fair treatment		71%	-1	-6 ✧	-9 ✧



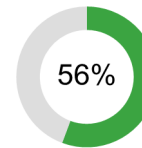
Strength of association with engagement



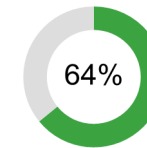
Statistically significant difference from comparison

Wellbeing

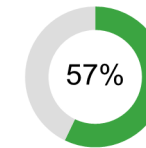
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



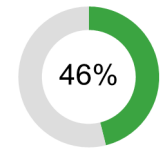
W01. Overall, how satisfied are you with your life nowadays?



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



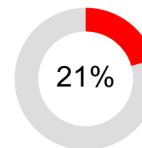
W03. Overall, how happy did you feel yesterday?



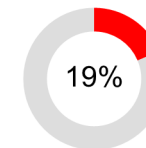
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

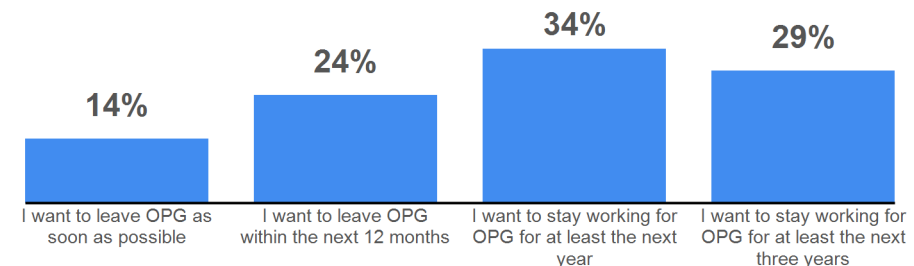


During the past 12 months have you personally experienced discrimination at work?



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
B31 I have the skills I need to do my job effectively	88%	B53 Where I work, I think effective action has been taken on the results of the last survey	37%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	75%
B54 I am trusted to carry out my job effectively	88%	B59 Senior managers in OPG actively role model the behaviours set out in the Civil Service Leadership Statement	37%	B35 I feel that my pay adequately reflects my performance	71%
B07 I understand how my work contributes to OPG's objectives	86%	B43 When changes are made in OPG they are usually for the better	36%	B36 I am satisfied with the total benefits package	57%
B18 The people in my team can be relied upon to help when things get difficult in my job	85%	B40 I believe that the Executive Management Team has a clear vision for the future of OPG	34%	B42 I feel that change is managed well in OPG	40%
B06 I have a clear understanding of OPG's objectives	83%	B50 OPG 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	40%



All questions by theme

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

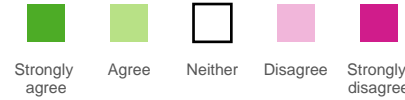
My work

65%

-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	31	49	13	5	5	80%	-4 ◆	-10 ◆	-12 ◆
B02 I am sufficiently challenged by my work	24	43	15	13	6	67%	-2	-14 ◆	-16 ◆
B03 My work gives me a sense of personal accomplishment	22	44	16	12	5	66%	-2	-10 ◆	-13 ◆
B04 I feel involved in the decisions that affect my work	14	35	19	21	12	49%	-2	-9 ◆	-15 ◆
B05 I have a choice in deciding how I do my work	20	41	17	13	9	61%	-1	-14 ◆	-19 ◆

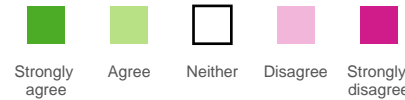
Organisational objectives and purpose*

85%

0 Difference from previous survey



Strength of association with engagement



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

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 OPG's objectives	23	59	11	7	0	83%	0	+2 ◆	-4 ◆
B07 I understand how my work contributes to OPG's objectives	28	59	8	5	0	86%	-1	+3 ◆	-1



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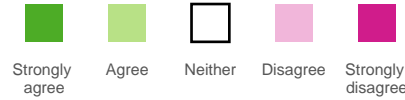
My manager

68% 0

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	24	44	16	10	6	68%	-1	-2 ◆	-6 ◆
B09 My manager is considerate of my life outside work	37	38	14	6	5	75%	-3 ◆	-9 ◆	-12 ◆
B10 My manager is open to my ideas	30	45	15	5	5	76%	0	-6 ◆	-9 ◆
B11 My manager helps me to understand how I contribute to OPG's objectives	21	43	23	9	6	65%	-3 ◆	-1	-6 ◆
B12 Overall, I have confidence in the decisions made by my manager	28	42	16	8	6	70%	-2	-4 ◆	-9 ◆
B13 My manager recognises when I have done my job well	31	44	13	7	5	76%	+3 ◆	-4 ◆	-7 ◆
B14 I receive regular feedback on my performance	26	47	14	10	6	73%	+5 ◆	+5 ◆	0
B15 The feedback I receive helps me to improve my performance	25	43	21	7	6	69%	+2	+5 ◆	+1 ◆
B16 I think that my performance is evaluated fairly	21	45	18	11	6	65%	+2	0	-5 ◆
B17 Poor performance is dealt with effectively in my team	14	33	32	12	9	48%	-1	+8 ◆	+4 ◆



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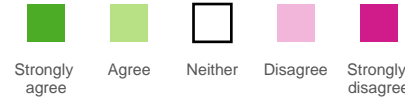
My team

79% -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
B18	The people in my team can be relied upon to help when things get difficult in my job	40	45	9	5	1	85%	-1	0	-2 ◆
B19	The people in my team work together to find ways to improve the service we provide	34	46	13	5	2	80%	-2 ◆	-3 ◆	-5 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	28	43	16	8	5	72%	-1	-4 ◆	-8 ◆

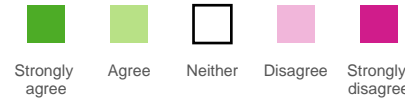
Learning and development

47% -3 ◆

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	12	46	24	14	5	58%	-5 ◆	-6 ◆	-11 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	33	31	17	7	45%	-2	-8 ◆	-13 ◆
B23	There are opportunities for me to develop my career in OPG	11	38	24	17	10	49%	-2 ◆	+2 ◆	-6 ◆
B24	Learning and development activities I have completed while working for OPG are helping me to develop my career	9	29	32	20	10	38%	-1	-8 ◆	-13 ◆



All questions by theme

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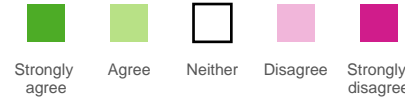
Inclusion and fair treatment

71% -1

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	23	49	13	9	7	72%	-1	-8 ◆	-12 ◆
B26 I am treated with respect by the people I work with	27	52	10	6	6	80%	-1	-5 ◆	-7 ◆
B27 I feel valued for the work I do	18	41	20	13	8	59%	+2 ◆	-7 ◆	-13 ◆
B28 I think that OPG respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	28	45	14	7	6	73%	-3 ◆	-3 ◆	-6 ◆

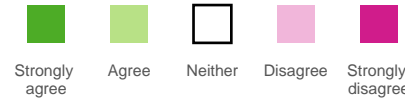
Resources and workload*

74% 0

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	15	57	14	11	6	72%	-1	+3 ◆	-2 ◆
B30 I have clear work objectives	18	63	11	6	6	81%	+2	+6 ◆	+1 ◆
B31 I have the skills I need to do my job effectively	30	58	8	5	6	88%	-1	0	-3 ◆
B32 I have the tools I need to do my job effectively	18	48	15	15	5	65%	-4 ◆	-4 ◆	-11 ◆
B33 I have an acceptable workload	14	52	16	13	5	66%	+3 ◆	+5 ◆	-1
B34 I achieve a good balance between my work life and my private life	21	50	15	10	6	70%	0	+2 ◆	-3 ◆



All questions by theme

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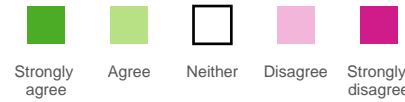
Pay and benefits

16%

-4 ◆ 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
B35	I feel that my pay adequately reflects my performance	11	14	26	45	15%	-4 ◆	-16 ◆	-22 ◆	
B36	I am satisfied with the total benefits package	16	24	27	30	19%	-6 ◆	-15 ◆	-21 ◆	
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	10	12	24	50	14%	-3 ◆	-12 ◆	-19 ◆	

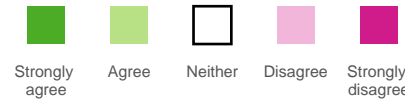
Leadership and managing change*

43% +1

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 ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38	Senior managers in OPG are sufficiently visible	12	48	18	14	7	60%	+1	0	-9 ◆
B39	I believe the actions of senior managers are consistent with OPG's values	8	37	32	14	10	45%	+1	-9 ◆	-15 ◆
B40	I believe that the Executive Management Team has a clear vision for the future of OPG	9	41	34	9	7	49%	+3 ◆	+1	-5 ◆
B41	Overall, I have confidence in the decisions made by OPG's senior managers	9	33	32	15	12	41%	+2	-7 ◆	-13 ◆
B42	I feel that change is managed well in OPG	5	27	28	27	13	32%	-1	-1	-8 ◆
B43	When changes are made in OPG they are usually for the better	5	32	36	19	9	37%	+1	+4 ◆	-3 ◆
B44	OPG keeps me informed about matters that affect me	7	45	22	16	9	52%	0	-6 ◆	-12 ◆
B45	I have the opportunity to contribute my views before decisions are made that affect me	6	29	26	23	16	35%	+1	-4 ◆	-13 ◆
B46	I think it is safe to challenge the way things are done in OPG	7	33	26	18	15	40%	+1	-6 ◆	-12 ◆



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 OPG	16	45	28	7	7	61%	+3 ◆	-1	-8 ◆
B48 I would recommend OPG as a great place to work	11	37	30	14	9	48%	-1	-7 ◆	-15 ◆
B49 I feel a strong personal attachment to OPG	11	31	33	16	9	42%	0	-7 ◆	-15 ◆
B50 OPG inspires me to do the best in my job	10	36	33	13	8	46%	0	-2 ◆	-8 ◆
B51 OPG motivates me to help it achieve its objectives	9	36	33	14	8	45%	-1	-1	-8 ◆

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 OPG will take action on the results from this survey	9	32	23	17	18	42%	+1	-8 ◆	-16 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	9	24	37	15	14	34%	-4 ◆	-3 ◆	-11 ◆



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	30	58	7			88%	-1	-1 ◆	-3 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	16	43	25	11	6	58%	-4 ◆	-12 ◆	-17 ◆
B56 In OPG, people are encouraged to speak up when they identify a serious policy or delivery risk	16	48	19	11	7	64%	New	-2 ◆	-7 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	14	44	18	14	9	59%	New	-5 ◆	-9 ◆
B58 OPG is committed to creating a diverse and inclusive workplace	22	51	15	6	6	73%	New	-1	-5 ◆

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 OPG actively role model the behaviours set out in the Civil Service Leadership Statement	8	34	37	11	10	42%	0	-4 ◆	-12 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	18	43	24	8	6	62%	-1	-4 ◆	-10 ◆

Civil Service vision

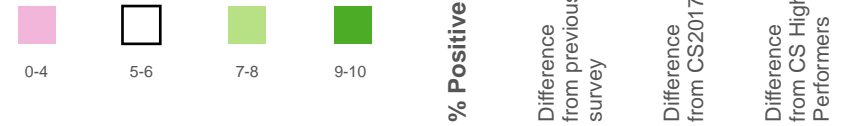
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	7	36	25	23	8	43%	New	0	-13 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	8	36	27	21	8	44%	New	+7 ◆	-1



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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?	16	28	41	15	56%	-2 ◆	-10 ◆	-13 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	23	44	21	64%	+1	-7 ◆	-9 ◆
W03 Overall, how happy did you feel yesterday?	20	23	37	20	57%	-2	-6 ◆	-8 ◆

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?	23	23	22	32	46%	-2 ◆	-3 ◆	-6 ◆
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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 OPG?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave OPG as soon as possible		14%	0	+6 ◇	+2 ◇
I want to leave OPG within the next 12 months		24%	-1	+9 ◇	+6 ◇
I want to stay working for OPG for at least the next year		34%	+3	0	-5 ◇
I want to stay working for OPG for at least the next three years		29%	-2	-15 ◇	-23 ◇

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?		17	83%	-5 ◇	-9 ◇	-11 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		37	63%	-7 ◇	-5 ◇	-11 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in OPG it would be investigated properly?		44	56%	-7 ◇	-14 ◇	-19 ◇

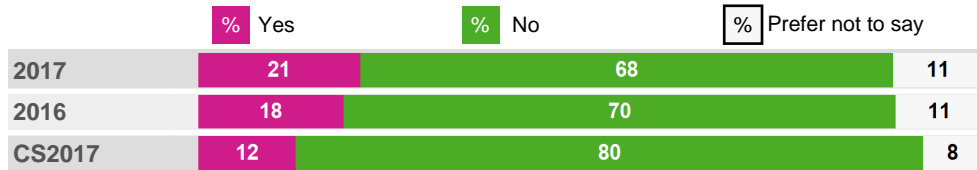


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Discrimination, harassment and bullying

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

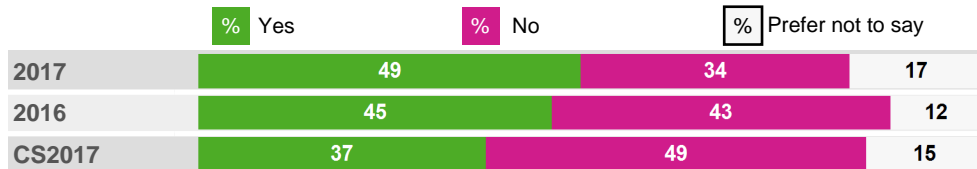


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	35
Caring responsibilities	20
Disability	38
Ethnic background	54
Gender	31
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	72
Main spoken/written language or language ability	18
Religion or belief	28
Sexual orientation	11
Social or educational background	17
Working location	18
Working pattern	43
Any other grounds	52
Prefer not to say	27

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	82
Your manager	53
Another manager in my part of OPG	65
Someone you manage	11
Someone who works for another part of OPG	25
A member of the public	--
Someone else	11
Prefer not to say	14

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

Office of the Public Guardian questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I believe wellbeing activities I have taken part in over the past 12 months have improved my mental and physical health	Yes: 26% No: 23% N/a: 51%					26%	New
F02	I believe continuous improvement in the past 12 months has made a positive difference in OPG^	Yes: 35% No: 25% Don't know: 40%					35%	-14 ◆
F03	I have developed my professional skills over the last 12 months	15	46	21	12	6	61%	-3 ◆
F04	I feel responsible for achieving value for money when I take decisions	14	44	28	10		58%	-4 ◆
F05	I have a strong sense of purpose at work	20	50	19	8		70%	New
F06	People treat others with humanity where I work	20	49	18	8		70%	New
F07	I am treated with humanity at work	21	54	15	6		76%	New
F08	The people in my team are open to new ideas in order to improve the services we deliver	23	53	17	5		75%	New
F09	My manager recognises when I work together with people in other teams not just my own	21	47	19	8	5	68%	New
F10	I am confident that OPG is taking effective action to reduce discrimination, bullying and harassment	19	45	19	9	8	63%	+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.