



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.





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		69%	+5 ✧	+23 ✧	+18 ✧
My manager		79%	+4 ✧	+10 ✧	+7 ✧
My work		82%	+2 ✧	+6 ✧	+3 ✧
Learning and development		64%	+2 ✧	+11 ✧	+6 ✧
Pay and benefits		40%	-4 ✧	+10 ✧	+4 ✧
Resources and workload		83%	+4 ✧	+11 ✧	+8 ✧
My team		89%	0	+9 ✧	+5 ✧
Organisational objectives and purpose		91%	0	+9 ✧	+4 ✧
Inclusion and fair treatment		87%	+1 ✧	+10 ✧	+7 ✧



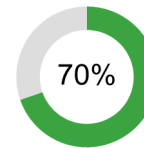
Strength of association with engagement



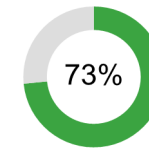
Statistically significant difference from comparison

Wellbeing

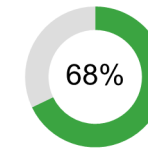
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



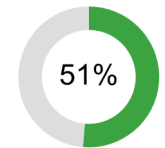
W01. Overall, how satisfied are you with your life nowadays?



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



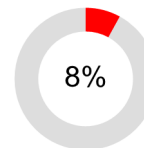
W03. Overall, how happy did you feel yesterday?



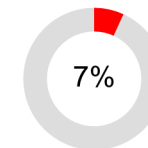
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

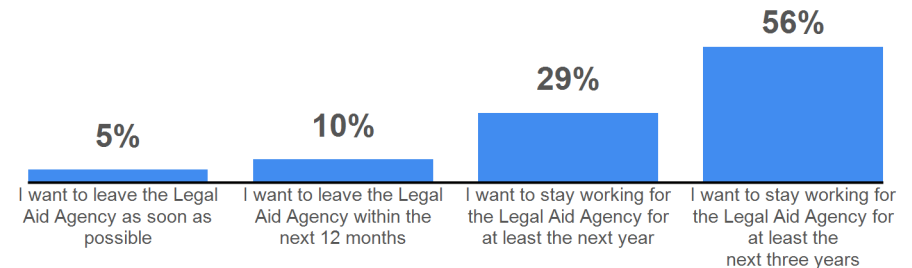


During the past 12 months have you personally experienced discrimination at work?



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
B54 I am trusted to carry out my job effectively	93%	B17 Poor performance is dealt with effectively in my team	26%	B35 I feel that my pay adequately reflects my performance	51%
B07 I understand how my work contributes to the Legal Aid Agency's objectives	92%	B24 Learning and development activities I have completed while working for the Legal Aid Agency are helping me to develop my career	25%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	51%
B26 I am treated with respect by the people I work with	91%	B53 Where I work, I think effective action has been taken on the results of the last survey	25%	B36 I am satisfied with the total benefits package	27%
B31 I have the skills I need to do my job effectively	91%	B43 When changes are made in the Legal Aid Agency they are usually for the better	24%	B45 I have the opportunity to contribute my views before decisions are made that affect me	22%
B28 I think that the Legal Aid Agency respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	91%	B22 Learning and development activities I have completed in the past 12 months have helped to improve my performance	23%	B24 Learning and development activities I have completed while working for the Legal Aid Agency are helping me to develop my career	20%



All questions by theme

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

My work

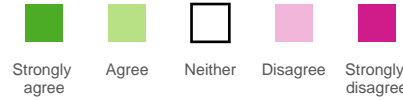
82%

+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	42	49	5	0	0	90%	+1 ◆	0	-2 ◆
B02 I am sufficiently challenged by my work	41	44	7	7	0	84%	+2 ◆	+4 ◆	+1 ◆
B03 My work gives me a sense of personal accomplishment	35	48	8	7	0	83%	+4 ◆	+6 ◆	+4 ◆
B04 I feel involved in the decisions that affect my work	28	41	14	12	0	69%	+2 ◆	+11 ◆	+5 ◆
B05 I have a choice in deciding how I do my work	42	40	9	6	0	82%	+2 ◆	+7 ◆	+2 ◆

Organisational objectives and purpose*

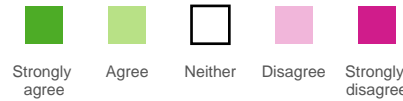
91%

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 the Legal Aid Agency's objectives	39	51	7	0	0	90%	0	+9 ◆	+4 ◆
B07 I understand how my work contributes to the Legal Aid Agency's objectives	41	51	5	0	0	92%	0	+9 ◆	+5 ◆



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My manager

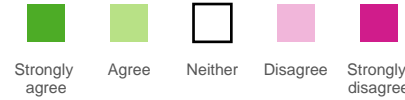
79%

+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
B08	My manager motivates me to be more effective in my job	36	42	13	6		79%	+3 ◆	+9 ◆	+4 ◆
B09	My manager is considerate of my life outside work	57	33	6			90%	+2 ◆	+6 ◆	+3 ◆
B10	My manager is open to my ideas	49	38	8			87%	+1 ◆	+5 ◆	+3 ◆
B11	My manager helps me to understand how I contribute to the Legal Aid Agency's objectives	36	43	15			79%	+2 ◆	+13 ◆	+9 ◆
B12	Overall, I have confidence in the decisions made by my manager	43	40	11			83%	+3 ◆	+8 ◆	+4 ◆
B13	My manager recognises when I have done my job well	45	40	9	5		84%	+3 ◆	+5 ◆	+2 ◆
B14	I receive regular feedback on my performance	39	42	10	8		81%	+6 ◆	+13 ◆	+8 ◆
B15	The feedback I receive helps me to improve my performance	37	39	14	8		76%	+5 ◆	+13 ◆	+9 ◆
B16	I think that my performance is evaluated fairly	35	41	13	7		76%	+4 ◆	+11 ◆	+6 ◆
B17	Poor performance is dealt with effectively in my team	23	35	26	11	5	57%	+5 ◆	+18 ◆	+14 ◆



All questions by theme

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My team

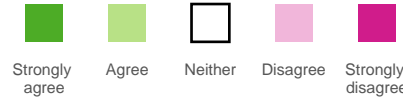
89%

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	54	37	6	1	2	90%	+1	+5 ◆	+3 ◆
B19	The people in my team work together to find ways to improve the service we provide	49	40	7	1	3	89%	0	+6 ◆	+4 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	48	40	8	1	3	89%	0	+14 ◆	+9 ◆

Learning and development

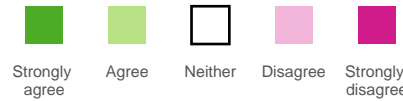
64%

+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
B21	I am able to access the right learning and development opportunities when I need to	28	48	14	7	3	77%	+2 ◆	+13 ◆	+8 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	24	36	23	12	5	61%	+1	+9 ◆	+3 ◆
B23	There are opportunities for me to develop my career in the Legal Aid Agency	22	41	19	12	6	63%	+2 ◆	+17 ◆	+8 ◆
B24	Learning and development activities I have completed while working for the Legal Aid Agency are helping me to develop my career	22	33	25	14	6	55%	+2	+8 ◆	+3 ◆



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Inclusion and fair treatment

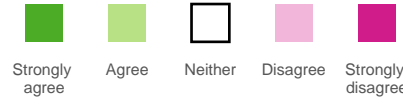
87%

+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
B25	I am treated fairly at work	44	43	6	5		87%	+1	+7 ◆	+4 ◆
B26	I am treated with respect by the people I work with	49	42	5			91%	0	+6 ◆	+4 ◆
B27	I feel valued for the work I do	37	41	11	8		77%	+3 ◆	+12 ◆	+6 ◆
B28	I think that the Legal Aid Agency respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	51	40	6			91%	+1	+15 ◆	+11 ◆

Resources and workload*

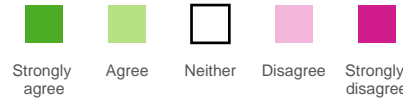
83%

+4 ◆

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	26	54	11	6		80%	+5 ◆	+11 ◆	+6 ◆
B30	I have clear work objectives	34	54	7			88%	+3 ◆	+13 ◆	+8 ◆
B31	I have the skills I need to do my job effectively	39	52	6			91%	+2 ◆	+2 ◆	0
B32	I have the tools I need to do my job effectively	28	50	10	10		78%	+4 ◆	+8 ◆	+1 ◆
B33	I have an acceptable workload	25	51	11	9		77%	+5 ◆	+16 ◆	+10 ◆
B34	I achieve a good balance between my work life and my private life	40	44	7	7		84%	+3 ◆	+16 ◆	+10 ◆



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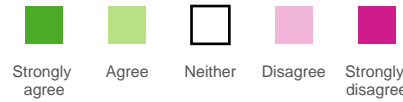
Pay and benefits

40%

-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
B35 I feel that my pay adequately reflects my performance	7	26	16	30	22	33%	-5 ◆	+3 ◆	-4 ◆
B36 I am satisfied with the total benefits package	15	40	19	17	10	54%	-2 ◆	+21 ◆	+14 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	9	23	16	26	25	33%	-4 ◆	+7 ◆	0

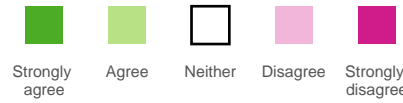
Leadership and managing change*

69%

+5 ◆ 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 Legal Aid Agency are sufficiently visible	27	54	11	6	6	81%	+3 ◆	+21 ◆	+13 ◆
B39 I believe the actions of senior managers are consistent with the Legal Aid Agency's values	24	49	18	6	6	73%	+5 ◆	+19 ◆	+13 ◆
B40 I believe that senior managers have a clear vision for the future of the Legal Aid Agency	26	49	17	5	5	75%	+4 ◆	+26 ◆	+21 ◆
B41 Overall, I have confidence in the decisions made by the Legal Aid Agency's senior managers	24	46	19	8	8	70%	+5 ◆	+22 ◆	+16 ◆
B42 I feel that change is managed well in the Legal Aid Agency	17	47	19	13	13	65%	+7 ◆	+32 ◆	+25 ◆
B43 When changes are made in the Legal Aid Agency they are usually for the better	16	46	24	11	11	62%	+9 ◆	+29 ◆	+22 ◆
B44 The Legal Aid Agency keeps me informed about matters that affect me	21	53	14	9	9	75%	+3 ◆	+17 ◆	+10 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	17	40	21	18	18	57%	+5 ◆	+18 ◆	+9 ◆
B46 I think it is safe to challenge the way things are done in the Legal Aid Agency	22	43	20	11	5	65%	+3 ◆	+19 ◆	+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 the Legal Aid Agency	31	42	21			73%	+6 ◆	+11 ◆	+4 ◆
B48 I would recommend the Legal Aid Agency as a great place to work	35	41	16	6		75%	+6 ◆	+20 ◆	+12 ◆
B49 I feel a strong personal attachment to the Legal Aid Agency	30	34	21	11		64%	+3 ◆	+16 ◆	+8 ◆
B50 The Legal Aid Agency inspires me to do the best in my job	27	39	22	9		66%	+6 ◆	+18 ◆	+12 ◆
B51 The Legal Aid Agency motivates me to help it achieve its objectives	26	39	23	9		65%	+5 ◆	+19 ◆	+12 ◆

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 Legal Aid Agency will take action on the results from this survey	29	42	16	7	5	72%	0	+22 ◆	+14 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	27	37	25	7		64%	-2 ◆	+28 ◆	+19 ◆



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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	49	44				93%	-1	+4 ◆	+3 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	38	44	12	5		82%	+3 ◆	+11 ◆	+7 ◆
B56 In the Legal Aid Agency, people are encouraged to speak up when they identify a serious policy or delivery risk	36	46	11	5		82%	New	+15 ◆	+11 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	31	47	12	7		78%	New	+14 ◆	+10 ◆
B58 The Legal Aid Agency is committed to creating a diverse and inclusive workplace	44	46	6			90%	New	+17 ◆	+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 Legal Aid Agency actively role model the behaviours set out in the Civil Service Leadership Statement	22	48	22			71%	+5 ◆	+24 ◆	+16 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	33	45	17			78%	+3 ◆	+13 ◆	+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'	22	45	14	16		67%	New	+24 ◆	+12 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	22	43	17	15		65%	New	+28 ◆	+20 ◆



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Wellbeing

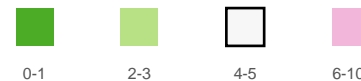


Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	10	20	50	19	70%	-1	+4 ◆	+1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	18	46	27	73%	-1	+2 ◆	0
W03 Overall, how happy did you feel yesterday?	13	19	43	25	68%	0	+5 ◆	+3 ◆

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?	26	25	17	31	51%	-2 ◆	+3 ◆	0



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 Legal Aid Agency?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave the Legal Aid Agency as soon as possible		5%	-1	-3	-6 ◆
I want to leave the Legal Aid Agency within the next 12 months		10%	-2	-5 ◆	-8 ◆
I want to stay working for the Legal Aid Agency for at least the next year		29%	-4 ◆	-5 ◆	-10 ◆
I want to stay working for the Legal Aid Agency for at least the next three years		56%	+6 ◆	+12 ◆	+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?		8	92%	0	+1	-2 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		25	75%	0	+7 ◆	+1 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the Legal Aid Agency it would be investigated properly?		20	80%	+3 ◆	+10 ◆	+5 ◆

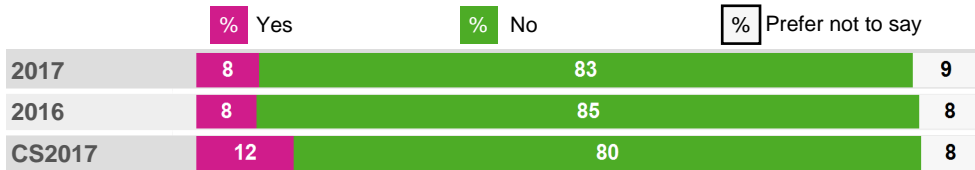


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Discrimination, harassment and bullying

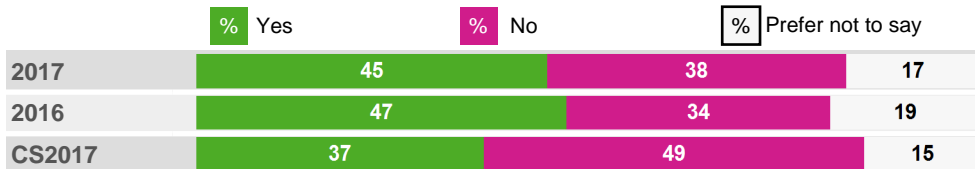
E01. During the past 12 months have you personally experienced discrimination at work?



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	10
Caring responsibilities	--
Disability	10
Ethnic background	--
Gender	10
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	27
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	14
Working pattern	16
Any other grounds	24
Prefer not to say	17

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	32
Your manager	21
Another manager in my part of LAA	16
Someone you manage	--
Someone who works for another part of LAA	--
A member of the public	--
Someone else	--
Prefer not to say	11

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



All questions by theme

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Legal Aid Agency questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I believe continuous improvement activity has made a positive difference to the way I work	23	45	21	8		68%	+5 ◆
F02	I demonstrate the behaviour, culture and values that the Legal Aid Agency expects of me	43	51		5		94%	0
F03	I have discussed and agreed with my line manager my plan for learning and development this year	34	46	9	9		80%	+3 ◆
F04	I have developed my professional skills over the last 12 months	30	42	14	10		72%	-1
F05	I feel responsible for achieving value for money when I take decisions	41	48		8		89%	+2 ◆
F06	I understand how my work fits into the wider work of the Ministry of Justice	39	52		7		91%	0
F07	I think the Legal Aid Agency supports staff wellbeing	45	43		7		88%	New
F08	Having a diversity objective has maintained or improved my awareness of my responsibility to treat everyone equally	31	42	17	7		73%	+3 ◆
F09	My manager recognises that people with different experiences and backgrounds bring additional value to the team	39	45	12			84%	+1 ◆
F10	I have a strong sense of purpose at work	34	47	11	5		82%	New
F11	People treat others with humanity where I work	43	48		6		91%	New
F12	I am treated with humanity at work	43	48		7		91%	New
F13	The people in my team are open to new ideas in order to improve the services we deliver	39	48	9			87%	New



All questions by theme

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

Legal Aid Agency questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	My manager recognises when I work together with people in other teams not just my own	39	44	13			82%	New
F15	I am confident that the Legal Aid Agency is taking effective action to reduce discrimination, bullying and harassment	35	45	13			81%	+4 ◆



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.