



Scotland Office



Office of the Advocate General for Scotland



UK Government Llywodraeth y DU
Office of the Secretary of State for Wales
Swyddfa Yr Ifernnydd Gwladol Cymru



Northern Ireland Office

Northern Ireland Office

Returns : 116

Response rate : 89%

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

72%

Difference from previous survey +5 ✧

Difference from SWNIO +2 ✧

Difference from high performing units +7 ✧

My work

85%

Difference from previous survey +3

Difference from SWNIO +3 ✧

Difference from high performing units +3 ✧

Organisational objectives and purpose

93%

Difference from previous survey -1

Difference from SWNIO 0

Difference from high performing units +3 ✧

My manager

79%

Difference from previous survey -2

Difference from SWNIO +2

Difference from high performing units +1

My team

89%

Difference from previous survey 0

Difference from SWNIO +2 ✧

Difference from high performing units 0

Learning and development

60%

Difference from previous survey +8 ✧

Difference from SWNIO 0

Difference from high performing units -4 ✧

Inclusion and fair treatment

86%

Difference from previous survey +6 ✧

Difference from SWNIO +2 ✧

Difference from high performing units +2

Resources and workload

76%

Difference from previous survey +1

Difference from SWNIO -1

Difference from high performing units -3 ✧

Pay and benefits

32%

Difference from previous survey -2

Difference from SWNIO -2

Difference from high performing units -9 ✧

Leadership and managing change

75%

Difference from previous survey +5 ✧

Difference from SWNIO +7 ✧

Difference from high performing units +20 ✧



Strength of association with engagement



Statistically significant difference from comparison

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.

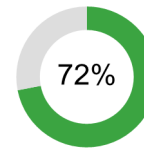
Drivers of Engagement

	Strength of association with engagement ¹	Theme score % Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
Leadership and managing change		75%	+5	+7	+20
My work		85%	+3	+3	+3
My manager		79%	-2	+2	+1
Resources and workload		76%	+1	-1	-3
Pay and benefits		32%	-2	-2	-9
Organisational objectives and purpose		93%	-1	0	+3
My team		89%	0	+2	0
Learning and development		60%	+8	0	-4
Inclusion and fair treatment		86%	+6	+2	+2

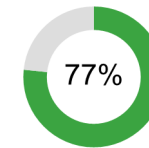
¹The table above shows the strength of association between engagement and the themes for Scotland, Wales and Northern Ireland Offices, and the Office of the Advocate General

Wellbeing

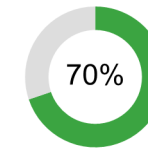
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



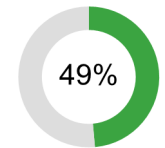
W01. Overall, how satisfied are you with your life nowadays?



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



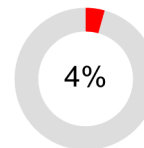
W03. Overall, how happy did you feel yesterday?



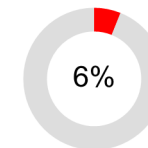
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

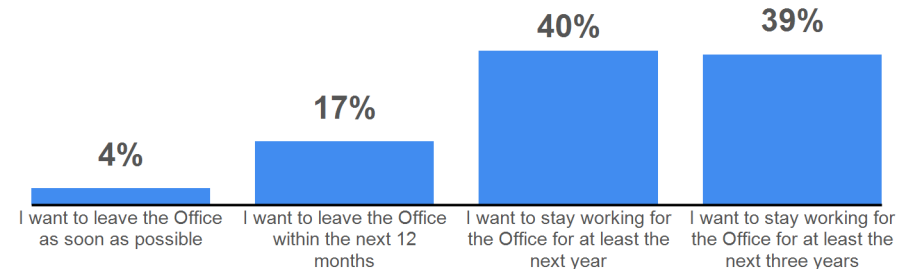


During the past 12 months have you personally experienced discrimination at work?



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
B38	Senior managers in the Office are sufficiently visible	95%	B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	37%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	54%
B01	I am interested in my work	93%	B17	Poor performance is dealt with effectively in my team	36%	B35	I feel that my pay adequately reflects my performance	45%
B06	I have a clear understanding of the Office's objectives	93%	B53	Where I work, I think effective action has been taken on the results of the last survey	33%	B36	I am satisfied with the total benefits package	34%
B26	I am treated with respect by the people I work with	93%	B43	When changes are made in the Office they are usually for the better	33%	B34	I achieve a good balance between my work life and my private life	23%
B07	I understand how my work contributes to the Office's objectives	92%	B36	I am satisfied with the total benefits package	32%	B33	I have an acceptable workload	21%



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All questions by theme

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

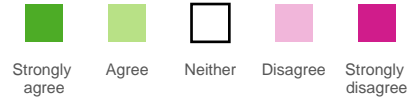
My work

85% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

B01 I am interested in my work



93%

+1

0

-2 ◆

B02 I am sufficiently challenged by my work



91%

+4 ◆

+3 ◆

+2

B03 My work gives me a sense of personal accomplishment



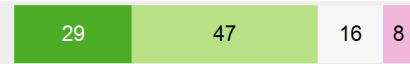
82%

+1

+2 ◆

-3 ◆

B04 I feel involved in the decisions that affect my work



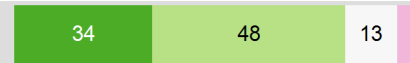
76%

-1

+6 ◆

+7 ◆

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



83%

+7 ◆

+5 ◆

-1

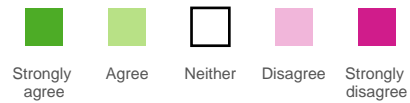
Organisational objectives and purpose*

93% -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

B06 I have a clear understanding of the Office's objectives



93%

-2

0

+3 ◆

B07 I understand how my work contributes to the Office's objectives



92%

-1

0

+1



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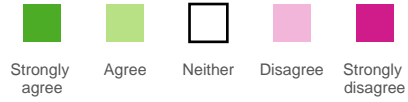
My manager

79% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B08 My manager motivates me to be more effective in my job	37	45	10	7		83%	+1	+2 ◇	+3 ◇
B09 My manager is considerate of my life outside work	47	39	13			85%	-1	-1	-5 ◇
B10 My manager is open to my ideas	45	45	7			89%	-4 ◇	+3 ◇	0
B11 My manager helps me to understand how I contribute to the Office's objectives	34	47	16			81%	+1	+1	+4 ◇
B12 Overall, I have confidence in the decisions made by my manager	47	41	9			88%	-1	+5 ◇	+5 ◇
B13 My manager recognises when I have done my job well	47	42	7			90%	+2	+4 ◇	+2 ◇
B14 I receive regular feedback on my performance	35	36	16	12		72%	-6 ◇	-1	-9 ◇
B15 The feedback I receive helps me to improve my performance	37	35	19	8		72%	-3	+1	-3 ◇
B16 I think that my performance is evaluated fairly	35	38	17	8		73%	-2	-1	-3
B17 Poor performance is dealt with effectively in my team	14	39	36	9		53%	-4	+3 ◇	0



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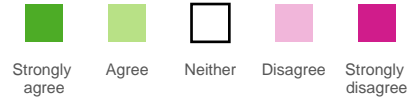
My team

89% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B18	The people in my team can be relied upon to help when things get difficult in my job	53	37	6	2	1	91%	+1	+2 ◆	-2 ◆
B19	The people in my team work together to find ways to improve the service we provide	44	45	8	2	1	89%	-2	+1	-2 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	46	41	7	6	1	87%	0	+3 ◆	+1

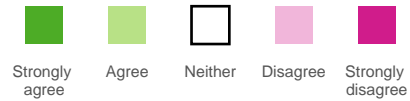
Learning and development

60% +8 ◆

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 SWNIO	Difference from high performing units
B21	I am able to access the right learning and development opportunities when I need to	24	45	22	8	1	70%	+3	0	-4 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	37	37	7	1	55%	+8 ◆	-1	-10 ◆
B23	There are opportunities for me to develop my career in the Office	14	43	29	10	1	57%	+10 ◆	+2	-8 ◆
B24	Learning and development activities I have completed while working for the Office are helping me to develop my career	14	43	31	9	1	57%	+12 ◆	+1	-2



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Inclusion and fair treatment

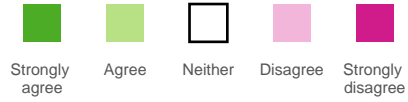
86%

+6

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

B25 I am treated fairly at work

46

46

5

91%

+5 ◆

+3 ◆

+4 ◆

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

47

47

93%

+6 ◆

+3 ◆

+1

B27 I feel valued for the work I do

40

40

16

79%

+11 ◆

+1

+2

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

44

35

16

79%

+1

-1

-4 ◆

Resources and workload*

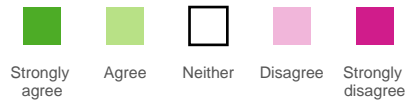
76%

+1

◆ Difference from previous survey



Strength of association with engagement



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

22

56

16

6

78%

-3

0

0

B30 I have clear work objectives

30

54

11

84%

+2

+1

-1

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

36

53

9

90%

-1

-3 ◆

-3 ◆

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

24

60

13

84%

+5 ◆

+7 ◆

+8 ◆

B33 I have an acceptable workload

11

44

24

16

55%

+6 ◆

-6 ◆

-17 ◆

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

15

47

16

17

6

61%

0

-6 ◆

-17 ◆



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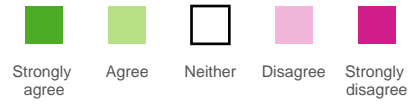
Pay and benefits

32% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

B35 I feel that my pay adequately reflects my performance



32%

-4

-2

-9 ◆

B36 I am satisfied with the total benefits package



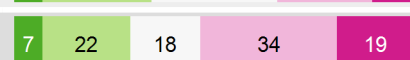
34%

+1

-2

-11 ◆

B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable



29%

-2

-1

-7 ◆

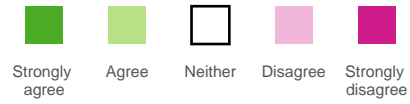
Leadership and managing change*

75% +5 ◆

Difference from previous survey



Strength of association with engagement



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B38 Senior managers in the Office are sufficiently visible



95%

+5 ◆

+9 ◆

+24 ◆

B39 I believe the actions of senior managers are consistent with the Office's values



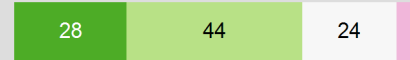
82%

+12 ◆

+6 ◆

+19 ◆

B40 I believe that the Management Board has a clear vision for the future of the Office



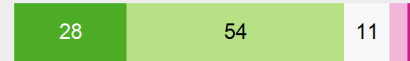
72%

+9 ◆

+6 ◆

+15 ◆

B41 Overall, I have confidence in the decisions made by the Office's senior managers



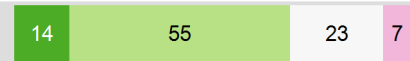
82%

+11 ◆

+9 ◆

+26 ◆

B42 I feel that change is managed well in the Office



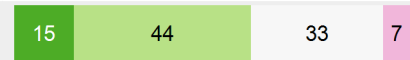
69%

0

+12 ◆

+25 ◆

B43 When changes are made in the Office they are usually for the better



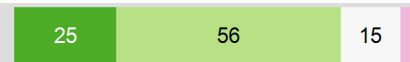
59%

-6 ◆

+8 ◆

+17 ◆

B44 The Office keeps me informed about matters that affect me



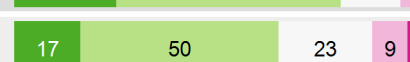
82%

+8 ◆

+7 ◆

+13 ◆

B45 I have the opportunity to contribute my views before decisions are made that affect me



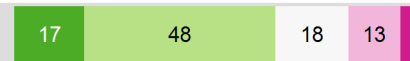
66%

0

+6 ◆

+18 ◆

B46 I think it is safe to challenge the way things are done in the Office



65%

+8 ◆

+2

+11 ◆



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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B47 I am proud when I tell others I am part of the Office	31	42	20	6	73%	+8 ◆	-2 ◆	+4 ◆	
B48 I would recommend the Office as a great place to work	31	37	23	7	69%	+10 ◆	0	+4 ◆	
B49 I feel a strong personal attachment to the Office	25	43	20	10	69%	+16 ◆	+6 ◆	+10 ◆	
B50 The Office inspires me to do the best in my job	28	42	23	5	70%	+5 ◆	+4 ◆	+11 ◆	
B51 The Office motivates me to help it achieve its objectives	26	44	19	10	70%	+10 ◆	+3 ◆	+14 ◆	

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B52 I believe that senior managers in the Office will take action on the results from this survey	28	49	15	7	77%	+11 ◆	+3 ◆	+18 ◆	
B53 Where I work, I think effective action has been taken on the results of the last survey	20	36	33	9	56%	+5	+4 ◆	+5 ◆	



All questions by theme

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^ indicates a variation in question wording from your previous survey

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B54 I am trusted to carry out my job effectively	42	50	6			91%	-2	+1	-2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	32	49	11	8		81%	+1	+2	+1
B56 In the Office, people are encouraged to speak up when they identify a serious policy or delivery risk	28	53	12			81%	New	+4 ◆	+5 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	17	56	19	5		73%	New	+4 ◆	-1
B58 The Office is committed to creating a diverse and inclusive workplace	36	48	11			84%	New	+7 ◆	+1

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B59 Senior managers in the Office actively role model the behaviours set out in the Civil Service Leadership Statement	24	50	21			74%	+2	+6 ◆	+15 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	34	46	13			80%	-7 ◆	+4 ◆	+3 ◆

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	12	53	17	15		65%	New	+2	+5 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	11	40	30	17		51%	New	+4 ◆	-3



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Wellbeing



0-4



5-6



7-8



9-10

% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

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 SWNIO	Difference from high performing units
W01 Overall, how satisfied are you with your life nowadays?	8	20	57	15	72%	+2	0	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	6	18	50	27	77%	+1	-1	0
W03 Overall, how happy did you feel yesterday?	11	19	46	24	70%	0	+1	+1

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



0-1



2-3



4-5



6-10

W04 Overall, how anxious did you feel yesterday?	20	29	21	31	49%	-2	+1	-7 ◆
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All questions by theme

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

Your plans for the future

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

			Difference from previous survey	Difference from SWNIO	Difference from high performing units
I want to leave the Office as soon as possible		4%	-3	-2 ◇	-8
I want to leave the Office within the next 12 months		17%	-7	-6 ◇	0
I want to stay working for the Office for at least the next year		40%	0	-4 ◇	+5 ◇
I want to stay working for the Office for at least the next three years		39%	+10 ◇	+13 ◇	-25 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from SWNIO	Difference from high performing units
D01. Are you aware of the Civil Service Code?		4	96%	+1	-1	-3
D02. Are you aware of how to raise a concern under the Civil Service Code?		18	82%	+7 ◇	+5 ◇	+2
D03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?		23	77%	-4	0	-2

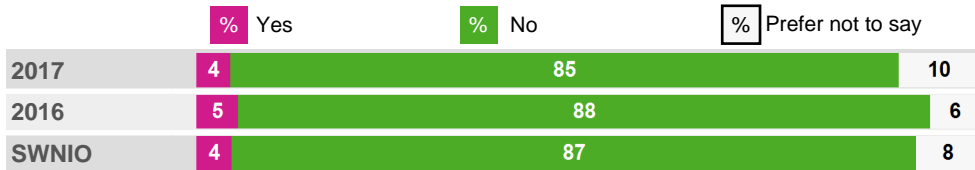


All questions by theme

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

Discrimination, harassment and bullying

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



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



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

Results for this question have been suppressed as there are fewer than ten responses

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

Results for this question have been suppressed as there are fewer than ten responses

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

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

A colleague	--
Your manager	--
Another manager in my part of the Office	--
Someone you manage	--
Someone who works for another part of the Office	--
A member of the public	--
Someone else	--
Prefer not to say	--

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



Scotland Office



Office of the Advocate General for Scotland



UK Government Llywodraeth y DU
Office of the Secretary of State for Wales
Swyddfa Ysgrifennydd Gwladol Cymru



Northern Ireland Office

Returns : 116

Response rate : 89%

Northern Ireland Office

Civil Service People Survey 2017

All questions by theme

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

Scotland, Wales and Northern Ireland Offices, and the Office of the Advocate General questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO
F01	My manager supports me to work as flexibly as possible in line with the requirements of my role	46	39	10			85%	New	+4 ◆
F02	My manager actively provides me with the opportunities to develop my leadership skills	31	40	18	11		71%	-6 ◆	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.
High performing units	For each question, this is the upper quartile score across all units from 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, Scotland, Wales and Northern Ireland Offices, and the Office of the Advocate General results and high performing units 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.