



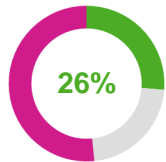
✧ Statistically significant difference from comparison



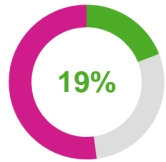


Taking action

■ % responding positively ■ % responding neutrally ■ % responding negatively



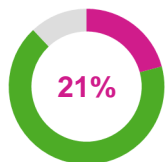
B52. I believe that Senior Leaders in DECA will take action on the results from this survey



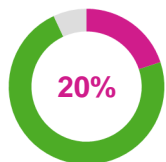
B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

■ % responding Yes ■ % responding No ■ % responding Prefer not to say



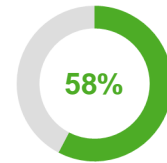
E01. Have you been discriminated against at work, in the past 12 months?



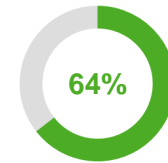
E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

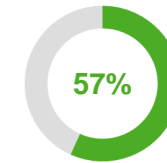
■ % responding positively to W01 - W03 ■ % responding negatively to W04



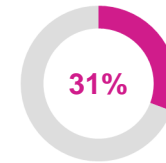
W01. Overall, how satisfied are you with your life nowadays?



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

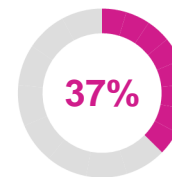


W03. Overall, how happy did you feel yesterday?

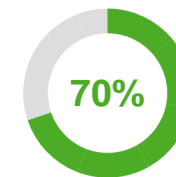


W04. Overall, how anxious did you feel yesterday?

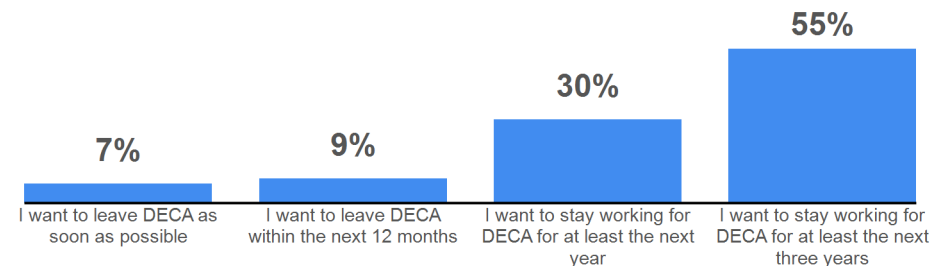
Proxy Stress Index



PERMA Index


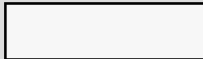


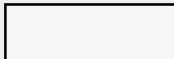












Your plans for the future





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	 85%	B39 I believe the actions of Senior Leaders are consistent with DECA's values	 45%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	 70%
B01 I am interested in my work	 84%	B43 When changes are made in DECA they are usually for the better	 38%	B35 I feel that my pay adequately reflects my performance	 68%
B31 I have the skills I need to do my job effectively	 81%	B58 DECA is committed to creating a diverse and inclusive workplace	 37%	B42 I feel that change is managed well in DECA	 54%
B18 The people in my team can be relied upon to help when things get difficult in my job	 79%	B60 Managers in my Area/Directorate/Division actively role model the behaviours set out in the Civil Service Leadership Statement	 35%	B36 I am satisfied with the total benefits package	 53%
B03 My work gives me a sense of personal accomplishment	 78%	B41 Overall, I have confidence in the decisions made by DECA's Senior Leaders	 35%	B53 Where I work, I think effective action has been taken on the results of the last survey	 52%

Please note that only questions B01-B60 are included in the above rankings



All questions by theme

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

My work

71%

+9 ◆ Difference from previous survey



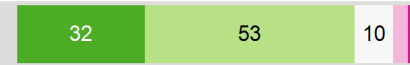
% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

B01 I am interested in my work



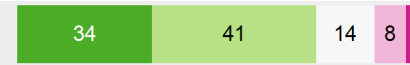
84%

+7 ◆

-6 ◆

-8 ◆

B02 I am sufficiently challenged by my work



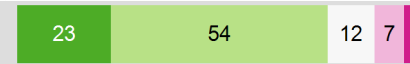
75%

+13 ◆

-5 ◆

-8 ◆

B03 My work gives me a sense of personal accomplishment



78%

+13 ◆

0

-3

B04 I feel involved in the decisions that affect my work



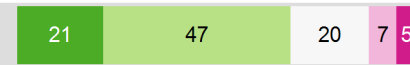
49%

+5

-11 ◆

-15 ◆

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



68%

+8 ◆

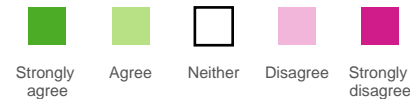
-10 ◆

-14 ◆

Organisational objectives and purpose

62%

+5 Difference from previous survey



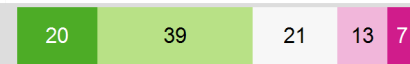
59%

+4

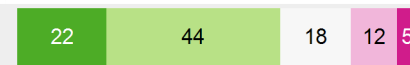
-24 ◆

-27 ◆

B06 I have a clear understanding of DECA's objectives



B07 I understand how my work contributes to DECA's objectives



66%

+6 ◆

-18 ◆

-22 ◆



All questions by theme

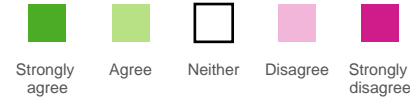
◇ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My manager

48%

+4

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	12	33	21	22	12	45%	+3	-26 ◇	-30 ◇
B09	My manager is considerate of my life outside work	28	40	14	10	8	68%	+6 ◇	-19 ◇	-21 ◇
B10	My manager is open to my ideas	23	43	12	15	7	65%	+10 ◇	-18 ◇	-21 ◇
B11	My manager helps me to understand how I contribute to DECA's objectives	13	32	24	21	9	45%	+5	-22 ◇	-26 ◇
B12	Overall, I have confidence in the decisions made by my manager	16	32	21	16	15	48%	+2	-28 ◇	-32 ◇
B13	My manager recognises when I have done my job well	18	41	18	12	10	59%	+8 ◇	-21 ◇	-24 ◇
B14	I receive regular feedback on my performance	10	30	25	20	15	40%	+3	-29 ◇	-32 ◇
B15	The feedback I receive helps me to improve my performance	10	27	32	20	12	37%	+3	-28 ◇	-31 ◇
B16	I think that my performance is evaluated fairly	9	34	29	16	12	43%	+3	-25 ◇	-29 ◇
B17	Poor performance is dealt with effectively in my team	21	32	20	22		25%	-1	-15 ◇	-18 ◇



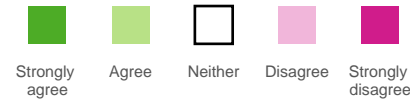
All questions by theme

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My team

72%

+6 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

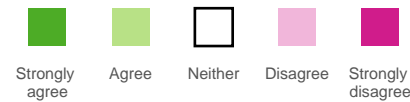
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	31	48	9	10		79%	+5	-7 ◆	-10 ◆
B19	The people in my team work together to find ways to improve the service we provide	27	48	12	10		75%	+4	-8 ◆	-11 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	20	41	24	9	6	61%	+8 ◆	-16 ◆	-19 ◆

Learning and development

35%

+7 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	10	36	25	18	11	46%	+14 ◆	-18 ◆	-25 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	24	31	22	11	37%	+5	-18 ◆	-23 ◆
B23	There are opportunities for me to develop my career in DECA	8	22	21	22	27	30%	+6 ◆	-21 ◆	-28 ◆
B24	Learning and development activities I have completed while working for DECA are helping me to develop my career	9	20	28	23	20	29%	+4	-21 ◆	-27 ◆



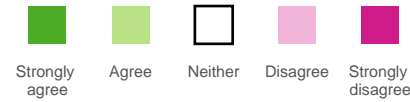
All questions by theme

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Inclusion and fair treatment

58%

+6 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

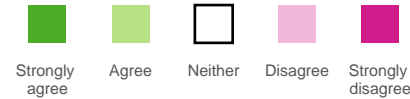
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B25 I am treated fairly at work	14	47	14	13	11	61%	+9 ◇	-20 ◇	-23 ◇
B26 I am treated with respect by the people I work with	20	52	14	7	6	72%	+5	-13 ◇	-16 ◇
B27 I feel valued for the work I do	13	32	18	22	15	45%	+6 ◇	-23 ◇	-28 ◇
B28 I think that DECA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	12	40	29	11	7	52%	+4	-26 ◇	-29 ◇

Resources and workload

63%

+4 Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B29 I get the information I need to do my job well	6	49	24	14	7	54%	0	-17 ◇	-21 ◇
B30 I have clear work objectives	10	52	20	12	6	62%	+4	-13 ◇	-17 ◇
B31 I have the skills I need to do my job effectively	20	61	13			81%	+6 ◇	-8 ◇	-11 ◇
B32 I have the tools I need to do my job effectively	12	52	18	14	5	64%	+8 ◇	-8 ◇	-14 ◇
B33 I have an acceptable workload	6	47	21	17	9	53%	+5	-11 ◇	-15 ◇
B34 I achieve a good balance between my work life and my private life	16	47	19	12	7	63%	+3	-8 ◇	-13 ◇



All questions by theme

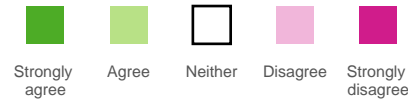
◇ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

Pay and benefits

20%

+4

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

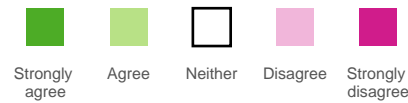
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	16	12	30	38	19%	+6 ◇	-15 ◇	-21 ◇	
B36 I am satisfied with the total benefits package	6	19	22	24	29	25%	+3	-13 ◇	-23 ◇
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	14	14	26	44	16%	+4 ◇	-12 ◇	-19 ◇	

Leadership and managing change

31%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B38 Senior Leaders in DECA are sufficiently visible	6	26	21	24	23	32%	-2	-30 ◇	-41 ◇
B39 I believe the actions of Senior Leaders are consistent with DECA's values	6	22	45	12	15	28%	-1	-27 ◇	-36 ◇
B40 I believe that the DECA Executive Team has a clear vision for the future of DECA	8	35	31	10	16	43%	+2	-7 ◇	-18 ◇
B41 Overall, I have confidence in the decisions made by DECA's Senior Leaders	7	19	35	20	19	27%	-4	-24 ◇	-36 ◇
B42 I feel that change is managed well in DECA	13	29	39	16	17%	-2	-18 ◇	-28 ◇	
B43 When changes are made in DECA they are usually for the better	5	20	38	23	14	25%	+5	-10 ◇	-18 ◇
B44 DECA keeps me informed about matters that affect me	7	38	23	19	13	45%	+1	-15 ◇	-23 ◇
B45 I have the opportunity to contribute my views before decisions are made that affect me	7	22	29	25	17	29%	+3	-11 ◇	-21 ◇
B46 I think it is safe to challenge the way things are done in DECA	10	27	31	18	14	37%	+2	-13 ◇	-20 ◇



All questions by theme

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Engagement

The following five questions, measuring pride, advocacy, attachment, inspiration and motivation, are used to create your Employee Engagement Index score.

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B47 I am proud when I tell others I am part of DECA	17	33	32	11	7	50%	+9 ◆	-16 ◆	-22 ◆
B48 I would recommend DECA as a great place to work	11	27	34	17	12	38%	+9 ◆	-23 ◆	-31 ◆
B49 I feel a strong personal attachment to DECA	17	29	29	12	12	47%	+3	-6 ◆	-12 ◆
B50 DECA inspires me to do the best in my job	8	23	33	21	15	31%	+2	-21 ◆	-28 ◆
B51 DECA motivates me to help it achieve its objectives	7	20	34	22	16	28%	+1	-22 ◆	-29 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B52 I believe that Senior Leaders in DECA will take action on the results from this survey	8	18	22	22	29	26%	-2	-25 ◆	-34 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	6	13	29	25	27	19%	-4	-19 ◆	-26 ◆



All questions by theme

◇ indicates statistically significant difference from comparison
 ^ 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 CS2019	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	24	60	11			85%	+7 ◇	-5 ◇	-6 ◇
B55 I believe I would be supported if I try a new idea, even if it may not work	14	45	26	11	5	59%	+7 ◇	-14 ◇	-18 ◇
B56 In DECA, people are encouraged to speak up when they identify a serious policy or delivery risk	15	44	19	16	6	59%	+1	-11 ◇	-16 ◇
B57 I feel able to challenge inappropriate behaviour in the workplace	12	39	22	18	9	52%	+3	-15 ◇	-18 ◇
B58 DECA is committed to creating a diverse and inclusive workplace	12	35	37	10	6	47%	0	-29 ◇	-32 ◇

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B59 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	10	41	23	19	7	51%	+2	-7 ◇	-18 ◇

Leadership statement

	Always	Most of the time	Sometimes	Rarely	Never	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B60 Managers in my Area/Directorate/Division actively role model the behaviours set out in the Civil Service Leadership Statement^	12	29	35	16	8	41%	New	-25 ◇	-32 ◇

The % positive for this question is the proportion who selected either "Always" or "Most of the time".



All questions by theme

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Wellbeing

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.

	Low (0-4)	Medium (5-6)	High (7-8)	Very High (9-10)	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	18	24	40	18	58%	+5	-10 ◆	-13 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	15	21	44	20	64%	+3	-7 ◆	-9 ◆
W03 Overall, how happy did you feel yesterday?	20	23	40	17	57%	+4	-6 ◆	-8 ◆

For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.

	Very Low (0-1)	Low (2-3)	Medium (4-5)	High (6-10)	% Negative	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	23	28	19	31	31%	-6 ◆	-1	0



All questions by theme

◇ indicates statistically significant difference from comparison
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Your plans for the future

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

			Difference from previous survey	Difference from CS2019
I want to leave DECA as soon as possible		7%	-7 ◇	0
I want to leave DECA within the next 12 months		9%	+1	-6
I want to stay working for DECA for at least the next year		30%	+10 ◇	-4
I want to stay working for DECA for at least the next three years		55%	-4	+11 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			81%	0	-11 ◇	-14 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			49%	+3	-16 ◇	-22 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DECA it would be investigated properly?			46%	+7 ◇	-26 ◇	-30 ◇



All questions by theme

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

Discrimination

E01. Have you been discriminated against at work, in the past 12 months?^

			Difference from previous survey	Difference from CS2019
Yes		21%	-14 ↕	+10
No		67%	+12 ↕	-14 ↕
Prefer not to say		12%	+2	+4

Your survey included a question about whether the discrimination occurred in your organisation. These results have been suppressed in this report to protect respondents anonymity, but do feed into the overall Civil Service results.

For respondents who selected 'Yes' to E01.

E02. On which of the following grounds were you discriminated against?^ (multiple selection)

		Response Count
Age	--	
Caring responsibilities	--	
Disability	--	
Ethnic background	--	
Gender	--	
Gender reassignment or perceived gender	--	
Grade or responsibility level	16	
Main spoken/ written language or language ability	--	
Marital status or civil partnership	--	
Mental health	--	
Pay	23	
Pregnancy, maternity or paternity	--	
Religion or belief	--	
Sex	--	
Sexual orientation	--	
Social or educational background	--	
Working location	--	
Working pattern	11	
Any other grounds	10	
Prefer not to say	--	

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

Bullying and harassment

E03. Have you been bullied or harassed at work, in the past 12 months?^

			Difference from previous survey	Difference from CS2019
Yes		20%	-1	+8
No		73%	+5	-9 ↗
Prefer not to say		7%	-3	0

For respondents who selected 'Yes' to E03.

E03A. How would you describe the nature of the bullying and/or harassment you experienced?^ (multiple selection)

		Response Count
Comments about my personal appearance	--	
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	--	
Spreading gossip or making false accusations about me	15	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	15	
Physical assault (e.g. object thrown at me, pushed, hit)	--	
Humiliated in front of team or others	16	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	18	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	16	
Treated less favourably to others	20	
Ignored, excluded, marginalised	19	
Undermining or taking credit for my work	16	
Denied time off for personal ill health	--	
Denied time off for family or caring responsibilities	--	
Disclosure of personal / sensitive information to colleagues without my consent	--	
Something else not listed here	--	
Prefer not to say	--	

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

Bullying and harassment

For respondents who selected 'Yes' to E03.
 E04. Who bullied and/or harassed you?^ (multiple selection)

	Response Count	
A colleague in my Area/Directorate/Division	16	
A colleague in a different Area/Directorate/ Division of DECA	--	
My manager	15	
Another senior member of staff in DECA	--	
Someone I manage	--	
Someone working in a different Civil Service organisation	--	
Someone working for a non-Civil Service organisation	--	
A contractor	--	
A service user (e.g. customer, claimant, offender)	--	
A member of the public	--	
Someone else not listed here	--	
Prefer not to say	--	

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

For respondents who selected 'Yes' to E03.
 E05. Did you report your experience of bullying and/or harassment?^

		Difference from previous survey	Difference from CS2019
Yes	43%	+9	-8
No	52%	-5	+10
Prefer not to say	5%	-4	-2

For respondents who selected 'Yes' to E03.
 E06. How would you describe your situation now?^

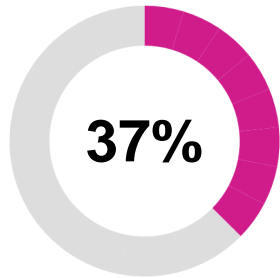
		Difference from CS2019
Appropriate action was taken to address the behaviour I experienced		
Yes	10%	-6
No	70%	+7
Prefer not to say	20%	-1
The bullying and/or harassment has stopped		
Yes	20%	-18
No	44%	+7
Prefer not to say	37%	+13
The culture in my area allows this kind of behaviour to continue		
Yes	66%	+11
No	10%	-16
Prefer not to say	24%	+6
I felt like I was punished for reporting the incident		
Yes	13%	-5
No	41%	-14 ◇
Prefer not to say	46%	+19
I moved to another team or role to avoid the behaviour		
Yes	Results for this response have been suppressed as there are fewer than ten responses	
No	69%	+9
Prefer not to say	Results for this response have been suppressed as there are fewer than ten responses	



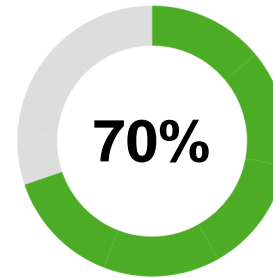
Proxy Stress Index and PERMA Index

◇ indicates statistically significant difference from comparison

** this is a negatively phrased question where % positive is the proportion who selected "no"



Difference from previous survey	-3 ◇
Difference from CS2019	+9 ◇
Difference from CS High Performers	+11 ◇



Difference from previous survey	+4 ◇
Difference from CS2019	-4 ◇
Difference from CS High Performers	-5 ◇

Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.

We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

% positive

B05	I have a choice in deciding how I do my work	68%
B08	My manager motivates me to be more effective in my job	45%
B18	The people in my team can be relied upon to help when things get difficult in my job	79%
B26	I am treated with respect by the people I work with	72%
B30	I have clear work objectives	62%
B33	I have an acceptable workload	53%
B45	I have the opportunity to contribute my views before decisions are made that affect me	29%
E03	Have you been bullied or harassed at work, in the past 12 months?*	73%

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

% positive

B01	I am interested in my work	84%
B03	My work gives me a sense of personal accomplishment	78%
B18	The people in my team can be relied upon to help when things get difficult in my job	79%
W01	Overall, how satisfied are you with your life nowadays?	58%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	64%



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), unless otherwise indicated.
Previous survey	Comparisons to the previous survey relate to the results from the 2018 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.
CS2019	The CS2019 benchmark is the median percent positive (unless otherwise indicated) across all Civil Service organisations that participated in the 2019 Civil Service People Survey, where data was not suppressed.
CS High Performers	For each question, unless otherwise indicated, this is the upper quartile score across all Civil Service organisations that took part in the 2019 Civil Service People Survey, where data was not suppressed. For question W04 and the Proxy Stress Index, we have used the lower quartile.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

Statistical significance: ✨

Statistical testing has been carried out to identify statistically significant differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results. Please note that there needs to be 30 responses at question level, 20 responses at theme level and 10 responses at index level for statistical testing to be carried out on the corresponding scores. If you received a lower number of responses, then statistical significance testing won't have been conducted.

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.

Confidentiality

The survey was carried out as part of the 2019 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ENGINE Transformation to carry out the survey. ENGINE Transformation 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.

ENGINE's Privacy Policy (<https://transformation.enginegroup.com/privacy-notice>) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.

The Civil Service People Survey Privacy Notice can be found on GOV.UK (<https://www.gov.uk/government/publications/people-survey-privacy-information-notice/privacy-notice-civil-service-people-survey>)