

People Survey Results 2019



IPO

Making life better through IP

Intellectual Property Office is an operating name of the Patent Office



Response rate: 73%

Civil Service People Survey 2019

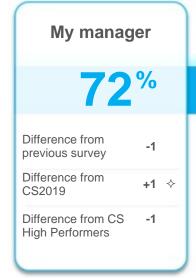
♦ Statistically significant difference from comparison

Engagement	Index
68	%
Difference from previous survey	0
Difference from CS2019	+5 ♦
Difference from CS High Performers	+1 ♦

My work					
79	%				
Difference from previous survey	0				
Difference from CS2019	+2				
Difference from CS High Performers	-1				



Returns: 1,001





Learning and development			
70	%		
Difference from previous survey	-2		
Difference from CS2019	+15 💠		
Difference from CS High Performers	+10		

Inclusion and fair treatment				
80	%			
Difference from previous survey	-1			
Difference from CS2019	+2			
Difference from CS High Performers	-1 💠			

Resources and workload				
79	%			
Difference from previous survey	-2 			
Difference from CS2019	+5 ♦			
Difference from CS High Performers	+2 💠			

Pay and benefits				
42	%			
Difference from previous survey	+4 ♦			
Difference from CS2019	+7			
Difference from CS High Performers	0			

Leadership and managing change				
54	%			
Difference from previous survey	-1			
Difference from CS2019	+5 ♦			
Difference from CS High Performers	-3 ♦			



Response rate: 73% Civil Service People Survey 2019

yesterday?

yesterday?

Taking action



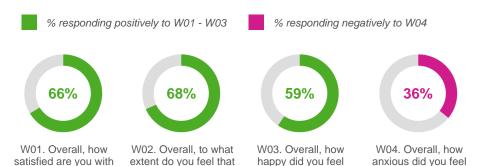
Discrimination, bullying and harassment

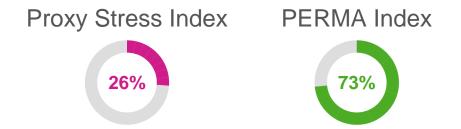


Wellbeing

your life nowadays?

Returns: 1,001



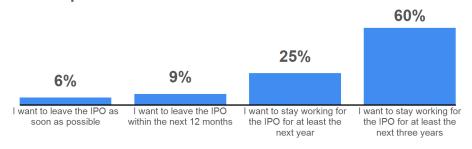


the things you do in

your life are

worthwhile?

Your plans for the future





Returns: 1,001 Response rate: 73% Civil Service People Survey 2019

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 jo	b effectively	B53 Where I work, I think effective a taken on the results of the last	action has been survey	B37 Compared to people doing a simi organisations I feel my pay is real	lar job in other sonable
	92%		40%		47%
B18 The people in my team can be reli when things get difficult in my job	ied upon to help	B17 Poor performance is dealt with team	effectively in my	B35 I feel that my pay adequately refle performance	ects my
	90%		37%		45%
B01 I am interested in my work		B43 When changes are made in the usually for the better	IPO they are	B42 I feel that change is managed we	ll in the IPO
	89%		34%		35%
B09 My manager is considerate of my work	life outside	B51 The IPO motivates me to help i objectives	t achieve its	B36 I am satisfied with the total benef	its package
	88%		29%		29%
B54 I am trusted to carry out my job eff	fectively	B50 The IPO inspires me to do the I	pest in my job	B43 When changes are made in the li usually for the better	PO they are
	88%		29%		25%

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





Returns: 1,001 Response rate: 73% Civil Service People Survey 2019

♦ indicates statistically significant difference from comparison All questions by theme ^ indicates a variation in question wording from your previous survey Difference from CS2019 Difference from CS High Performers % Positive Difference **79**% My work from Strongly Neither Disagree Strongly previous survey B01 I am interested in my work 6 89% 47 0 -1 -3 ♦ B02 I am sufficiently challenged by my work 87% +7 ♦ +5 ♦ 46 0 13 7 B03 My work gives me a sense of personal accomplishment 0 **-2** ♦ 47 78% 0 15 B04 I feel involved in the decisions that affect my work 39 17 61% -2 +1 -3 ♦ B05 I have a choice in deciding how I do my work 46 10 7 80% +2 ♦ **-2** ♦ -1 **Organisational** Difference from objectives and purpose Strongly Neither Disagree Strongly previous survey B06 I have a clear understanding of IPO's objectives 9 5 53 +2 ♦ 84% 0 **-2** ♦ +2 ♦ 86% B07 I understand how my work contributes to IPO's objectives **-2** ♦ **-2** ♦



Response rate: 73% Returns: 1,001

Civil Service People Survey 2019

All questions by thome

All questions by theme					^ indic	ates a variation in o	question wordir	ng from your previous survey
My manager	72% -1 Differ from prev surv	ious Strongly	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 mor	re effective in my job	31	41	15 9	72%	-2 💠	0	-4 💠
B09 My manager is considerate of my life	outside work		52	36 7	88%	0	+2 ♦	-1
B10 My manager is open to my ideas			46	39 8 6	84%	0	+1	-2 ♦
B11 My manager helps me to understand	how I contribute to IPO's objective	res 29	42	19 8	70%	+2	+3 ♦	-1
B12 Overall, I have confidence in the dec	isions made by my manager		38 40	13 5 5	78%	-3 \$	+1	-3 💠
B13 My manager recognises when I have	done my job well		39 40	11 6	79%	-1	-1 ❖	-4 💠
B14 I receive regular feedback on my per	formance	31	42	13 10 5	72%	-3 💠	+4 �	0
B15 The feedback I receive helps me to in	mprove my performance	27	39	19 9 5	66%	-4 💠	+1	-2 ♦
B16 I think that my performance is evalua	ted fairly	28	41	18 7 6	69%	-1	+1	-3 ♦
B17 Poor performance is dealt with effect	ively in my team	14	29 37	7 12 9	43%	0	+3 ♦	-1



Returns: 1,001 Response rate: 73% Civil Service People Survey 2019

♦ indicates statistically significant difference from comparison All questions by theme ^ indicates a variation in question wording from your previous survey Difference from previous survey Difference from CS High Performers Difference from CS2019 Positive Difference 86% My team from Strongly Disagree previous survey % The people in my team can be relied upon to help when things get difficult in my 5 90% +4 ♦ +1 job The people in my team work together to find ways to improve the service we 43 8 86% +2 ♦ +3 ♦ 0 provide The people in my team are encouraged to come up with new and better ways of 39 12 82% +2 +5 ♦ +2 ♦ doing things Learning and Difference from development Strongly Neither Strongly previous survey I am able to access the right learning and development opportunities when I need 52 82% +17 ♦ +11 ♦ Learning and development activities I have completed in the past 12 months have 8 68% +13 ♦ 44 23 +8 ♦ helped to improve my performance B23 There are opportunities for me to develop my career in the IPO 42 10 Learning and development activities I have completed while working for the IPO 43 9 5 64% +14 ♦ +8 ♦ 0 are helping me to develop my career



Returns: 1,001 Response rate: 73% Civil Service People Survey 2019 ♦ indicates statistically significant difference from comparison All questions by theme ^ indicates a variation in question wording from your previous survey Difference from previous survey Difference from CS High Performers Difference from CS2019 Positive Inclusion and fair Difference **80**% from treatment Strongly previous agree survey % B25 I am treated fairly at work 8 6 82% **-2** � 42 -3 ♦ B26 I am treated with respect by the people I work with 45 6 87% -1 +1 **-2** ♦ B27 I feel valued for the work I do 38 12 6 68% 0 0 -5 ♦ I think that the IPO respects individual differences (e.g. cultures, working styles, 85% +7 ♦ 39 9 **-2** ♦ +3 ♦ backgrounds, ideas, etc.) Resources and Difference **-2** ♦ from workload Strongly Neither Disagree Strongly previous survev B29 I get the information I need to do my job well 13 6 +7 ♦ 55 78% **-4** ♦ +2 ♦ B30 I have clear work objectives **78**% +2 ♦ 52 11 8 **-6** ♦ **-1** ♦ B31 I have the skills I need to do my job effectively 58 6 92% +4 ♦ +1 ♦ +1 9 9 B32 I have the tools I need to do my job effectively 79% +1 +7 ♦ +1

B33 I have an acceptable workload

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

+5 ♦

+7 ♦

+2 ♦

-3 ♦

68%

78%

49

47

14 13

12 7



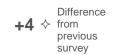
Returns: 1,001 Response rate: 73% Civil Service People Survey 2019

^ indicates a variation in question wording from your previous survey

♦ indicates statistically significant difference from comparison

All questions by theme

Pay and benefits





16

19



B35	I feel that my pay adequately reflects my performance	
D26	I am satisfied with the total benefits nackage	





24



39%

33%

64%



-2 ♦

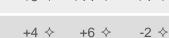
-9

-7 ♦

-4 ♦

+5 ♦

+3 ♦



Leadership and managing change

reasonable

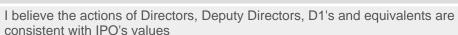




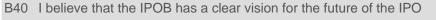
42

38

B38	Directors, Deputy Directors, D1's and equivalents in the IPO are sufficiently visible



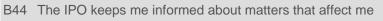
Compared to people doing a similar job in other organisations I feel my pay is

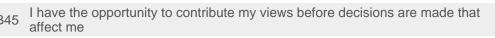


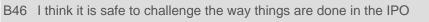
B41	Overall, I have confidence in the decisions made by Directors, Deputy Directors,	,
	Overall, I have confidence in the decisions made by Directors, Deputy Directors, D1's and equivalents	

B42	I feel that change is managed well in the IPO



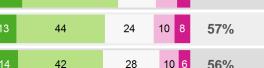




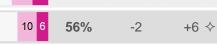




Strongly agree	Agree	Neither	Disa	agree	Stron disag	
16	4	18		19	11	7



25



-1

0

31 27 **25** 10 **38**% -6
$$\diamond$$
 +3 \diamond -7 \diamond

12 8



Response rate: 73% Civil Service People Survey 2019

Returns: 1,001 ♦ indicates statistically significant difference from comparison All questions by theme ^ indicates a variation in question wording from your previous survey Difference from previous survey Difference from CS High Performers Difference from CS2019 Positive Engagement The following five questions, measuring pride, advocacy, attachment, inspiration and motivation, are used to create your Employee Engagement Index score. disagree % B47 I am proud when I tell others I am part of the IPO 70% 40 +3 ♦ -3 ♦ 23 B48 I would recommend the IPO as a great place to work 5 40 14 78% -1 +17 ♦ +8 ♦ B49 I feel a strong personal attachment to the IPO 33 26 12 58% 0 +5 ♦ 0 B50 The IPO inspires me to do the best in my job 36 29 56% **-**3 ♦ +4 ♦ -3 ♦ +5 ♦ B51 The IPO motivates me to help it achieve its objectives 35 29 55% -2 -1 **Taking action** Strongly Neither Disagree disagree agree I believe that Directors, Deputy Directors, D1's and equivalents in the IPO will take action on the results from this survey 40 24 13 10 53% -1 +2 ♦ **-6** ♦ Where I work, I think effective action has been taken on the results of the last 27 40 13 10 36% -3 ♦ -2 ♦ **-9 \$**

survev



Returns: 1,001 Response rate: 73% Civil Service People Survey 2019 Office ♦ indicates statistically significant difference from comparison All questions by theme ^ indicates a variation in question wording from your previous survey Difference from previous survey Difference from CS High Performers Difference from CS2019 Positive **Organisational culture** Strongly % B54 I am trusted to carry out my job effectively 88% -3 ♦ 48 B55 I believe I would be supported if I try a new idea, even if it may not work 45 16 6 76% -1 +3 ♦ 0 In the IPO, people are encouraged to speak up when they identify a serious 48 15 5 76% 0 +6 ♦ +1 policy or delivery risk B57 I feel able to challenge inappropriate behaviour in the workplace 46 15 10 6 70% 24 +3 ♦ 0 B58 The IPO is committed to creating a diverse and inclusive workplace +10 ♦ 86% **-2** ♦ +7 ♦ **Civil Service vision** Strongly Neither Disagree disagree agree B59 I am aware of the Civil Service vision for 'A Brilliant Civil Service' 49 15 8 74% +4 ♦ +16 ♦ +5 ♦ **Leadership statement** Most of Some-Rarely Managers in my Area/Directorate/Division actively role model the behaviours set

43

23

7

67%

New

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

out in the Civil Service Leadership Statement^

-5 ♦



Returns: 1,001 Response rate: 73%

Civil Service People Survey 2019

All questions by theme

♦ indicates statistically significant difference from comparison

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?	14	20	51	16	66%	-1	-1	-4 ♦	
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	18	47	22	68%	-1	-3 ♦	-5 ♦	
W03 Overall, how happy did you feel yesterday?	18	22	41	18	59%	-1	-3 ♦	-5 ♦	
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				
W04 Overall, how anxious did you feel yesterday?	18	27	19	36	36%	+1	+4 ♦	+5 ♦	

[^] indicates a variation in question wording from your previous survey



Returns: 1,001 Response rate: 73% Civil Service People Survey 2019

♦ indicates statistically significant difference from comparison All questions by theme ^ indicates a variation in question wording from your previous survey Your plans for the future Difference from previous survey C01. Which of the following statements most reflects your current thoughts about working for the IPO? I want to leave the IPO as soon as possible +2 ♦ -1 6% I want to leave the IPO within the next 12 months 9% 0 **-6** ♦ I want to stay working for the IPO for at least the next year 25% +2 -8 ♦ I want to stay working for the IPO for at least the next three years 60% **-4** ♦ +17 ♦ The Civil Service Code Differences are based on '% Yes' score Difference from previous survey Difference from CS High Performers % Yes % No % Yes 90% D01. Are you aware of the Civil Service Code? -1 **-1** ♦ **-4** ♦ D02. Are you aware of how to raise a concern under the Civil Service Code? 35 65% 0 0 -6 ♦ D03. Are you confident that if you raised a concern under the Civil Service Code in the +7 ♦ 22 78% 0 +2 ♦ IPO it would be investigated properly?



♦ indicates statistically significant difference from comparison

^ indicates a variation in question wording from your previous survey

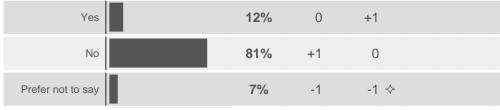
Response rate: 73% Civil Service People Survey 2019

All questions by theme

Discrimination

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

Difference from previous survey Difference from CS2019 Returns: 1,001



Of those who said they had experienced discrimination at work in the last 12 months, 88% said it occurred in the IPO while 12% said it occurred in another organisation.

For respondents who selected 'Yes' to E01.

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

Response Count

Age	24	
Caring responsibilities	11	
Disability	10	
Ethnic background	13	
Gender	23	
Gender reassignment or perceived gender		
Grade or responsibility level	33	
Main spoken/ written language or language ability		
Marital status or civil partnership		
Mental health	16	
Pay	16	
Pregnancy, maternity or paternity		
Religion or belief		
Sex		
Sexual orientation		
Social or educational background	10	
Working location	12	
Working pattern	30	
Any other grounds		
Prefer not to say	15	

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





♦ indicates statistically significant difference from comparison

^ indicates a variation in question wording from your previous survey

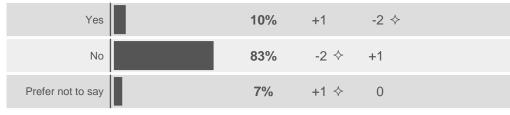
Response rate: 73% Civil Service People Survey 2019

All questions by theme

Bullying and harassment

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

Difference from previous survey Difference from CS2019 Returns: 1,001



Of those who said they had experienced bullying and/or harassment at work in the last 12 months, 89% said it occurred in the IPO while 11% said it occurred in another organisation.

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	29	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	23	
Physical assault (e.g. object thrown at me, pushed, hit)		
Humiliated in front of team or others	49	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	44	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	36	
Treated less favourably to others	48	
Ignored, excluded, marginalised	47	
Undermining or taking credit for my work	26	
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	16	
Something else not listed here	12	
Prefer not to say		
Please note: Counts of fewer than ten responses	ara cunnrace	end and ranlaced with '

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



Returns: 1,001 Response rate: 73% Civil Service People Survey 2019

All questions by theme

E04. Who bullied and/or harassed you? (multiple selection)

Bullying and harassment

For respondents who selected 'Yes' to E03.

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

Difference from CS2019

♦ indicates statistically significant difference from comparison

^ indicates a variation in question wording from your previous survey

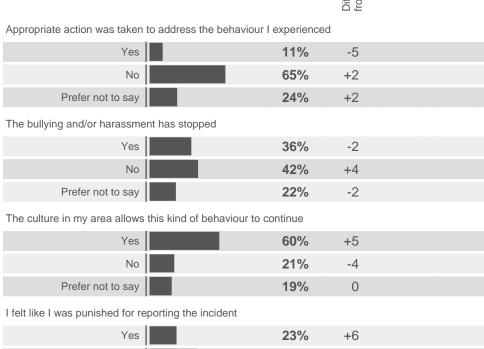
Response Count

A colleague in my Area/Directorate/Division	41	
A colleague in a different Area/Directorate/ Division of the IPO		
My manager	38	
Another senior member of staff in the IPO	18	
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	16	

34%

7%

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?^



40% -15 ♦ Prefer not to say 37% +10 ♦

I moved to another team or role to avoid the behaviour

Yes	29%	+7 ♦	
No	49%	-12 ♦	
Prefer not to say	23%	+7	

Yes

No

Prefer not to say



Returns: 1,001 Response rate: 73% Civil Service People Survey 2019

		•	·
Add	itional questions selected by organisation		♦ indicates statistically significant difference from comparison
	to Challenge s negatively phrased question(s) where % positive is the proportion who selected "no"	Strongly Agree Neither Disagree Strongly disagree	
LQB1	In the last 12 months, I have seen someone else being bullied or treated unfairly in the IPO*	Yes: 23% No: 71% Prefer not to say: 6% 71	% +3 ♦
LQB2	I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	19 48 27 5 68	% 0
LQB3	I feel comfortable speaking to those more senior than me about their actions and impact	15 38 20 20 7 53	% 0
LQB4	I feel confident that if I challenged someone more senior than me in my Area/Directorate/Division they would be open to receiving the challenge	11 34 27 18 11 44	% +3 ♦
Sma	rter Working	Strongly Agree Neither Disagree Strongly agree	
_QD1	My manager trusts me to do my job effectively even if working in a different location to them (for example, in a different office, or from home)	54 36 7 90	% 0
_QD2	My manager supports me to work as flexibly as possible in line with the requirements of my role	53 36 7 89	% +1 ♦
LQD3	Smarter Working allows me to be more productive in my role	48 32 15 80	% +1
LQD4	I feel confident in using modern workplace technologies to connect and collaborate with colleagues	47 37 9 5 84	% +2

Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.



Returns: 1.001 Response rate: 73% Civil Service People Survey 2019

♦ indicates statistically significant difference from comparison Additional questions selected by organisation **Performance Management** Strongly LQH1 I feel empowered by my manager to do my job 42 12 5 81% +4 ♦ The one-to-one conversations I have with my manager are helping me to 65% LQH2 21 +3 ♦ achieve my full potential Quarterly In general, how often do you discuss the following with your manager: How 51 16 6 6 well I am meeting my work objectives? In general, how often do you discuss the following with your manager: My 12 45 25 development needs and career goals? In general, how often do you discuss the following with your manager: My 42 13 13 personal wellbeing and/or work-related stress? **Support for Managers** Strongly Stronaly LQI1 I understand what is expected of me as a manager 51 6 92% **-2** ♦ As a manager, I feel adequately supported to deliver my responsibilities 11 7 LQ₁₂ 46 80% +2 As a manager, I feel confident in supporting others with their health and LQI3 50 6 90% +1 wellbeing at work As a manager, I feel confident in addressing poor performance in my team LQI4 49 11 6 82% 0

Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.





Response rate: 73% Civil Service People Survey 2019

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

♦ indicates statistically significant difference from comparison

Proxy Stress Index and PERMA Index





Returns: 1,001

+1 ♦

-2 ♦

Difference from previous survey 0

Difference from CS2019 0

Difference from CS High Performers -2 ❖

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	80%
B08	My manager motivates me to be more effective in my job	72%
B18	The people in my team can be relied upon to help when things get difficult in my job	90%
B26	I am treated with respect by the people I work with	87%
B30	I have clear work objectives	78%
B33	I have an acceptable workload	68%
B45	I have the opportunity to contribute my views before decisions are made that affect me	51%
E03	Have you been bullied or harassed at work, in the past 12 months?**	83%

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	89%
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	90%
W01	Overall, how satisfied are you with your life nowadays?	66%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	68%



Returns: 1.001 Response rate: 73% Civil Service People Survey 2019

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.

For these questions, the benchmark is the median percent positive (unless otherwise indicated) across all Civil Service organisations that selected these questions for inclusion in Difference from benchmark

their 2019 Civil Service People Survey, so it is not representative of the whole Civil Service.

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.

ENIGINE'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)

