

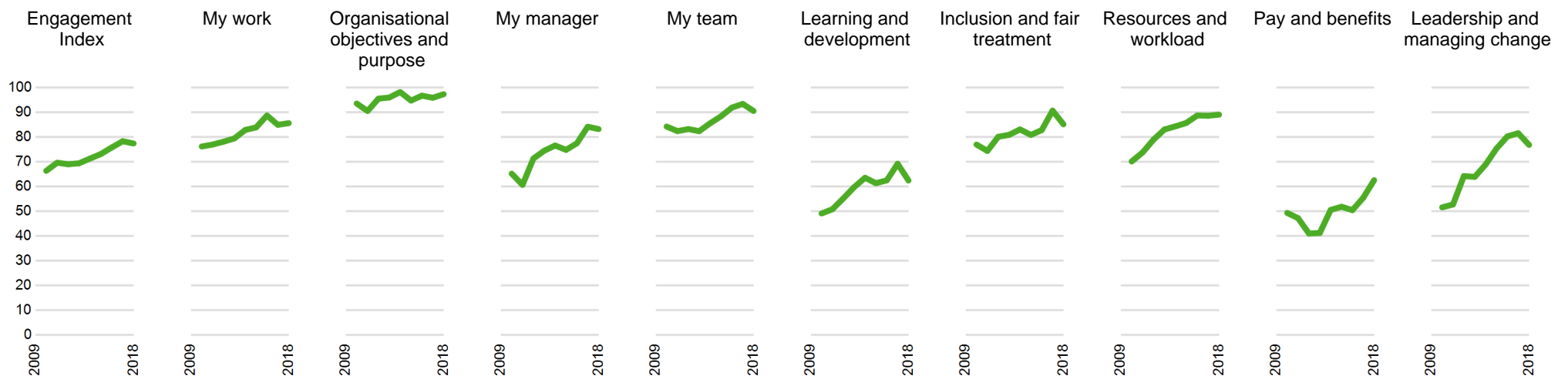
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

The Civil Service People Survey has run in October each year since 2009, meaning that 2018 marks our 10 year anniversary. The table and charts below tell you how your average Employee Engagement Index and theme scores have changed over time, for each year your organisation has participated in the survey.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Engagement Index	-	66%	70%	69%	69%	71%	73%	76%	78%	77%
My work	-	76%	77%	78%	79%	83%	84%	89%	85%	86%
Organisational objectives and purpose	-	93%	90%	95%	96%	98%	95%	97%	96%	97%
My manager	-	65%	61%	71%	74%	77%	75%	77%	84%	83%
My team	-	84%	82%	83%	82%	85%	88%	92%	93%	90%
Learning and development	-	49%	51%	55%	60%	63%	61%	62%	69%	62%
Inclusion and fair treatment	-	77%	74%	80%	81%	83%	81%	83%	91%	85%
Resources and workload	-	70%	74%	79%	83%	84%	86%	89%	89%	89%
Pay and benefits	-	49%	47%	41%	41%	50%	52%	50%	55%	63%
Leadership and managing change	-	52%	53%	64%	64%	69%	75%	80%	81%	77%
Response rate	-	81%	79%	81%	75%	83%	75%	73%	80%	80%



◇ Statistically significant difference from comparison

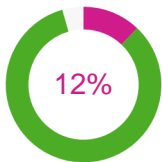
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

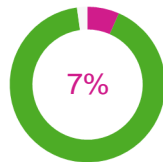
Rank		% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B27 I feel valued for the work I do	84%	0	+17 ◇	+12 ◇
2	B58 Estyn is committed to creating a diverse and inclusive workplace	81%	-10 ◇	+6 ◇	+2
3	B29 I get the information I need to do my job well	91%	+4	+21 ◇	+16 ◇
4	B52 I believe that senior managers in Estyn will take action on the results from this survey	80%	-1	+31 ◇	+22 ◇
5	B28 I think that Estyn respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	83%	-7 ◇	+7 ◇	+3

Discrimination, bullying and harassment

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



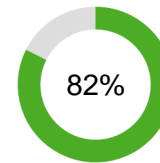
During the past 12 months have you personally experienced discrimination at work?



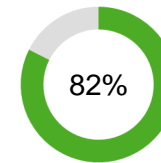
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

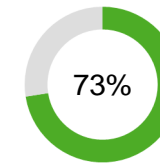
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



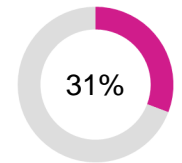
W01. Overall, how satisfied are you with your life nowadays?



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

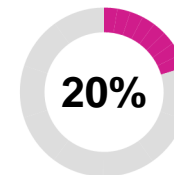


W03. Overall, how happy did you feel yesterday?



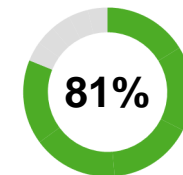
W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

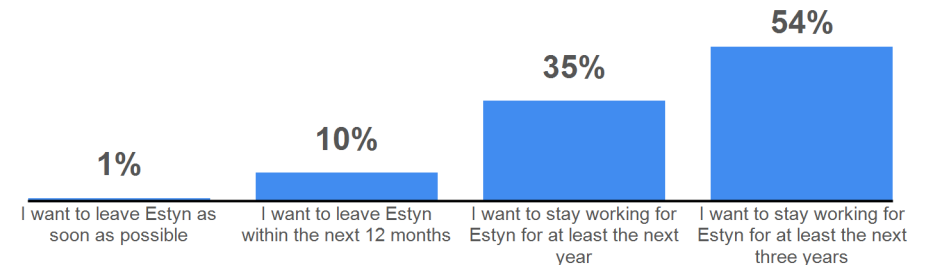


For further information about these indices, please refer to page 15.


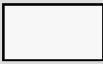


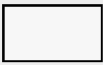

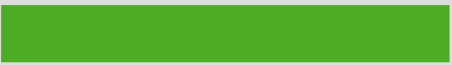
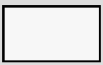




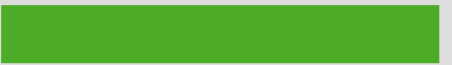


PERMA Index



Your plans for the future



Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B31	I have the skills I need to do my job effectively	 99%	B53	Where I work, I think effective action has been taken on the results of the last survey	 22%	B23	There are opportunities for me to develop my career in Estyn	 33%
B01	I am interested in my work	 98%	B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	 22%	B17	Poor performance is dealt with effectively in my team	 31%
B07	I understand how my work contributes to Estyn's objectives	 98%	B40	I believe that the Strategy Board has a clear vision for the future of Estyn	 22%	B35	I feel that my pay adequately reflects my performance	 27%
B06	I have a clear understanding of Estyn's objectives	 97%	B24	Learning and development activities I have completed while working for Estyn are helping me to develop my career	 21%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	 27%
B54	I am trusted to carry out my job effectively	 96%	B43	When changes are made in Estyn they are usually for the better	 18%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 27%

All questions by theme

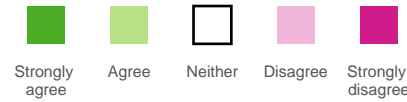
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

86%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

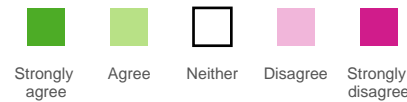
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	65	33				98%	+4	+8 ◆	+6 ◆
B02 I am sufficiently challenged by my work	58	30	6			88%	-2	+7 ◆	+5 ◆
B03 My work gives me a sense of personal accomplishment	56	33	6			89%	+2	+11 ◆	+9 ◆
B04 I feel involved in the decisions that affect my work	28	42	13	14		70%	-2	+11 ◆	+7 ◆
B05 I have a choice in deciding how I do my work	39	44	8			83%	0	+6 ◆	+2

Organisational objectives and purpose

97%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B06 I have a clear understanding of Estyn's objectives	63	34				97%	+2	+15 ◆	+10 ◆
B07 I understand how my work contributes to Estyn's objectives	68	30				98%	+1	+14 ◆	+10 ◆

All questions by theme

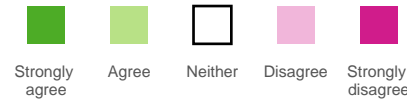
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

83%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	38	44	5	10		82%	0	+11 ◆	+7 ◆
B09	My manager is considerate of my life outside work	58	32	5			90%	-3	+5 ◆	+1
B10	My manager is open to my ideas	51	42	5			92%	+3	+10 ◆	+6 ◆
B11	My manager helps me to understand how I contribute to Estyn's objectives	44	38	13			82%	-6 ◆	+15 ◆	+10 ◆
B12	Overall, I have confidence in the decisions made by my manager	44	42	7			86%	+2	+10 ◆	+5 ◆
B13	My manager recognises when I have done my job well	45	46				91%	+2	+11 ◆	+8 ◆
B14	I receive regular feedback on my performance	35	51	7	7		86%	+2	+18 ◆	+12 ◆
B15	The feedback I receive helps me to improve my performance	35	45	15			80%	-4	+16 ◆	+12 ◆
B16	I think that my performance is evaluated fairly	39	47	7			86%	-3	+19 ◆	+14 ◆
B17	Poor performance is dealt with effectively in my team	19	37	13	23	8	56%	-3	+16 ◆	+12 ◆

All questions by theme

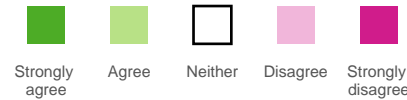
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My team

90%

-3

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

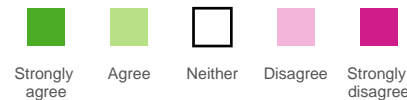
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	57	35				92%	-3	+7 ◆	+5 ◆
B19	The people in my team work together to find ways to improve the service we provide	53	40				92%	-2	+10 ◆	+7 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	49	37	5	7		87%	-3	+10 ◆	+7 ◆

Learning and development

62%

-7 ◆

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	27	51	12	9		78%	-4	+14 ◆	+10 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	25	40	22	11		65%	-8 ◆	+12 ◆	+6 ◆
B23	There are opportunities for me to develop my career in Estyn	15	34	18	21	12	49%	-2	+1	-7 ◆
B24	Learning and development activities I have completed while working for Estyn are helping me to develop my career	21	36	21	18		57%	-13 ◆	+10 ◆	+4

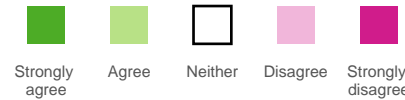
All questions by theme

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

Inclusion and fair treatment

85%

-6 ◆ Difference from previous survey



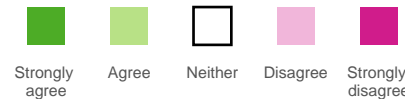
% Positive
Difference from previous survey
Difference from CS2018
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	40	42	7	5	7	81%	-10 ◆	+1	-3
B26	I am treated with respect by the people I work with	45	46				91%	-5	+6 ◆	+3 ◆
B27	I feel valued for the work I do	41	43		9		84%	0	+17 ◆	+12 ◆
B28	I think that Estyn respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	41	42	7	6		83%	-7 ◆	+7 ◆	+3

Resources and workload

89%

0 Difference from previous survey



% Positive
Difference from previous survey
Difference from CS2018
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29	I get the information I need to do my job well	37	54		6		91%	+4	+21 ◆	+16 ◆
B30	I have clear work objectives	46	47				93%	-3	+18 ◆	+14 ◆
B31	I have the skills I need to do my job effectively	60	38				99%	0	+10 ◆	+8 ◆
B32	I have the tools I need to do my job effectively	53	40				92%	-5	+21 ◆	+15 ◆
B33	I have an acceptable workload	25	52	10	10		77%	+4	+17 ◆	+11 ◆
B34	I achieve a good balance between my work life and my private life	32	49	7	9		81%	+3	+12 ◆	+7 ◆

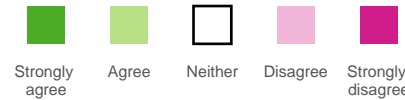
All questions by theme

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

Pay and benefits

63%

+7 ◆ Difference from previous survey



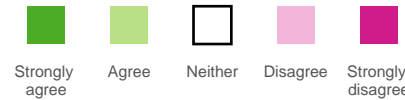
% Positive
Difference from previous survey
Difference from CS2018
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	16	44	12	16	11	60%	+7 ◆	+30 ◆	+23 ◆
B36 I am satisfied with the total benefits package	21	48	11	12	8	69%	+10 ◆	+34 ◆	+26 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	17	41	16	12	14	58%	+4	+31 ◆	+25 ◆

Leadership and managing change

77%

-5 Difference from previous survey



% Positive
Difference from previous survey
Difference from CS2018
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38 Senior managers in Estyn are sufficiently visible	37	51	8	8	8	88%	0	+26 ◆	+17 ◆
B39 I believe the actions of senior managers are consistent with Estyn's values	36	47	7	5	5	84%	-3	+31 ◆	+21 ◆
B40 I believe that the Strategy Board has a clear vision for the future of Estyn	27	40	22	7	5	67%	-10 ◆	+19 ◆	+11 ◆
B41 Overall, I have confidence in the decisions made by Estyn's senior managers	31	44	12	8	5	76%	-5 ◆	+27 ◆	+17 ◆
B42 I feel that change is managed well in Estyn	20	54	10	12	5	74%	-6 ◆	+41 ◆	+32 ◆
B43 When changes are made in Estyn they are usually for the better	23	52	18	5	5	76%	-2	+41 ◆	+33 ◆
B44 Estyn keeps me informed about matters that affect me	25	56	8	9	5	81%	-7 ◆	+22 ◆	+16 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	23	48	12	11	5	71%	-1	+31 ◆	+23 ◆
B46 I think it is safe to challenge the way things are done in Estyn	25	48	13	9	5	74%	-9 ◆	+26 ◆	+20 ◆

All questions by theme

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

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B47 I am proud when I tell others I am part of Estyn	38	48	11			87%	+3	+22 ◆	+17 ◆
B48 I would recommend Estyn as a great place to work	37	45	12			82%	-2	+25 ◆	+17 ◆
B49 I feel a strong personal attachment to Estyn	38	36	18	7		75%	-3	+23 ◆	+17 ◆
B50 Estyn inspires me to do the best in my job	38	42	12	6		80%	0	+30 ◆	+23 ◆
B51 Estyn motivates me to help it achieve its objectives	36	42	13	7		78%	0	+30 ◆	+24 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B52 I believe that senior managers in Estyn will take action on the results from this survey	29	52	10	5		80%	-1	+31 ◆	+22 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	24	43	22	6		68%	0	+32 ◆	+23 ◆

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 CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	59	36				96%	0	+6 ◆	+5 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	44	41	11			85%	-6 ◆	+13 ◆	+9 ◆
B56 In Estyn, people are encouraged to speak up when they identify a serious policy or delivery risk	41	46	5			87%	-4	+19 ◆	+13 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	30	40	12	11	8	69%	-10 ◆	+4	0
B58 Estyn is committed to creating a diverse and inclusive workplace	34	47	9	6		81%	-10 ◆	+6 ◆	+2

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 Senior managers in Estyn actively role model the behaviours set out in the Civil Service Leadership Statement	33	47	9	5	5	80%	-6 ◆	+31 ◆	+23 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	44	43	9			87%	-2	+19 ◆	+14 ◆

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	16	47	13	16	8	63%	+6	+12 ◆	-3
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	15	45	13	18	9	60%	+5	+18 ◆	+9 ◆

All questions by theme

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

Wellbeing

Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	13	58	24	82%	-3	+16 ◆	+13 ◆	
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	49	33	82%	-4	+11 ◆	+8 ◆	
W03 Overall, how happy did you feel yesterday?	8	20	44	29	73%	-7 ◆	+10 ◆	+7 ◆

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

	0-1	2-3	4-5	6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	22	30	18	31	31%	+8 ◆	-2	+1

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 Estyn?

		Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave Estyn as soon as possible	1%	-1	-7	-11
I want to leave Estyn within the next 12 months	10%	-4	-5	-9
I want to stay working for Estyn for at least the next year	35%	+6	+1	-4
I want to stay working for Estyn for at least the next three years	54%	-1	+10 ◇	+1

The Civil Service Code

Differences are based on '% Yes' score

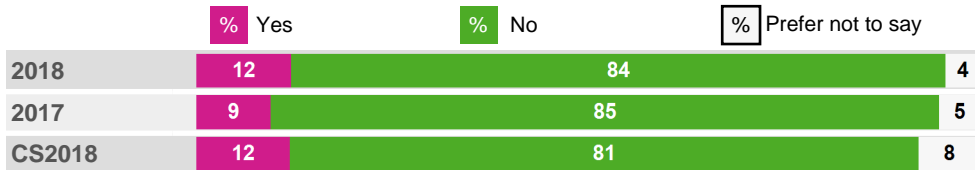
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	97	3	97%	+1	+5 ◇	+2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	93	7	93%	+15 ◇	+26 ◇	+20 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Estyn it would be investigated properly?	91	9	91%	+3	+21 ◇	+15 ◇

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	--
Marital status	--
Pregnancy, maternity or paternity	--
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.

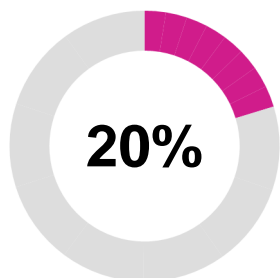
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

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

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

Proxy Stress Index and PERMA Index

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



Difference from previous survey	+1
Difference from CS2018	-9 ◇
Difference from CS High Performers	-6 ◇

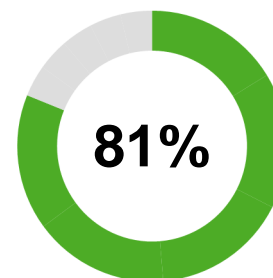
Proxy Stress Index

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	83%
B08	My manager motivates me to be more effective in my job	82%
B18	The people in my team can be relied upon to help when things get difficult in my job	92%
B26	I am treated with respect by the people I work with	91%
B30	I have clear work objectives	93%
B33	I have an acceptable workload	77%
B45	I have the opportunity to contribute my views before decisions are made that affect me	71%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	91%



Difference from previous survey	+1
Difference from CS2018	+7 ◇
Difference from CS High Performers	+6 ◇

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	98%
B03	My work gives me a sense of personal accomplishment	89%
B18	The people in my team can be relied upon to help when things get difficult in my job	92%
W01	Overall, how satisfied are you with your life nowadays?	82%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	82%

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 2017 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.
CS2018	The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2018 Civil Service People Survey. The 'CS High Performer' comparator for the Proxy Stress Index has been corrected (reissued 23/11/2018).

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.

*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

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. A statistical technique (a form of regression) is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement': page 3 of this report shows the questions that had the strongest association with engagement in this unit.

Confidentiality

The survey was carried out as part of the 2018 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.

ORC's Privacy Policy (www.orcinternational.co.uk/privacy) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.