National Savings and Investments

Returns : 181   Response rate : 91%   Civil Service People Survey 2017

Strength of association with engagement   ✧ Statistically significant difference from comparison

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

Engagement Index

67%

Difference from previous survey	-3 ✧
Difference from CS2017	+6 ✧
Difference from CS High Performers	+2 ✧

My work

79%

Difference from previous survey	-3 ✧
Difference from CS2017	+3 ✧
Difference from CS High Performers	0

Organisational objectives and purpose

90%

Difference from previous survey	-1
Difference from CS2017	+9 ✧
Difference from CS High Performers	+3 ✧

My manager

74%

Difference from previous survey	-1
Difference from CS2017	+4 ✧
Difference from CS High Performers	+2

My team

83%

Difference from previous survey	+1
Difference from CS2017	+3 ✧
Difference from CS High Performers	-1

Learning and development

65%

Difference from previous survey	-1
Difference from CS2017	+13 ✧
Difference from CS High Performers	+8 ✧

Inclusion and fair treatment

76%

Difference from previous survey	-7 ✧
Difference from CS2017	0
Difference from CS High Performers	-4 ✧

Resources and workload

74%

Difference from previous survey	-5 ✧
Difference from CS2017	+2
Difference from CS High Performers	-1

Pay and benefits

34%

Difference from previous survey	-1
Difference from CS2017	+3 ✧
Difference from CS High Performers	-3 ✧

Leadership and managing change

57%

Difference from previous survey	-7 ✧
Difference from CS2017	+10 ✧
Difference from CS High Performers	+5 ✧

Strength of association with engagement   ✧ Statistically significant difference from comparison

The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		57%	-7 ✧	+10 ✧	+5 ✧
My manager		74%	-1	+4 ✧	+2
My work		79%	-3 ✧	+3 ✧	0
Learning and development		65%	-1	+13 ✧	+8 ✧
Pay and benefits		34%	-1	+3 ✧	-3 ✧
Resources and workload		74%	-5 ✧	+2	-1
Organisational objectives and purpose		90%	-1	+9 ✧	+3 ✧
My team		83%	+1	+3 ✧	-1
Inclusion and fair treatment		76%	-7 ✧	0	-4 ✧

Wellbeing

■ *% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)*
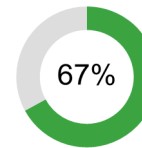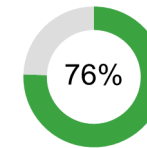
67% — W01. Overall, how satisfied are you with your life nowadays?

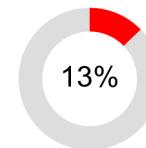**76%** — W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
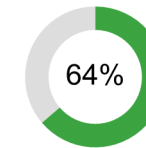
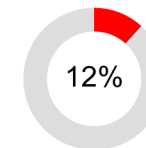**64%** — W03. Overall, how happy did you feel yesterday?
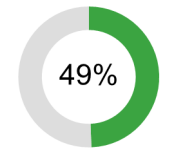
49% — W04. Overall, how anxious did you feel yesterday?

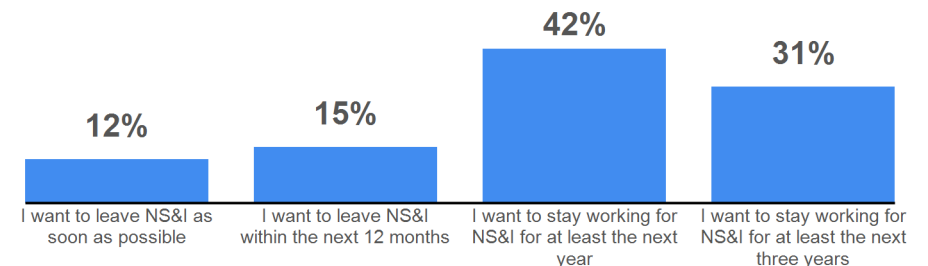## Discrimination, bullying and harassment

■ *% responding Yes*

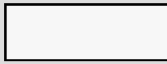**13%** — During the past 12 months have you personally experienced discrimination at work?
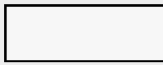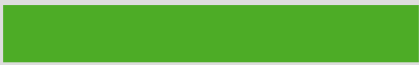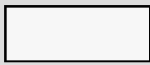
12% — During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

12% — I want to leave NS&I as soon as possible

15% — I want to leave NS&I within the next 12 months

42% — I want to stay working for NS&I for at least the next year

31% — I want to stay working for NS&I for at least the next three years

Headline scores

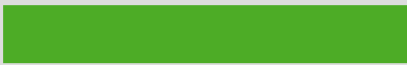| Highest positive scoring questions	% Positive
B31 I have the skills I need to do my job effectively	95%
B07 I understand how my work contributes to NS&I's objectives	92%
B01 I am interested in my work	91%
B18 The people in my team can be relied upon to help when things get difficult in my job	90%
B06 I have a clear understanding of NS&I's objectives	89%

Highest neutral scoring questions	% Neutral
B43 When changes are made in NS&I they are usually for the better	36%
B53 Where I work, I think effective action has been taken on the results of the last survey	36%
B17 Poor performance is dealt with effectively in my team	32%
B42 I feel that change is managed well in NS&I	30%
B59 ExCo in NS&I actively role model the behaviours set out in the Civil Service Leadership Statement	29%

Highest negative scoring questions	% Negative
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	59%
B35 I feel that my pay adequately reflects my performance	52%
B36 I am satisfied with the total benefits package	39%
B42 I feel that change is managed well in NS&I	37%
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	33%

All questions by theme

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

My work — 79% -3 ✧

Difference from previous survey | Strength of association with engagement
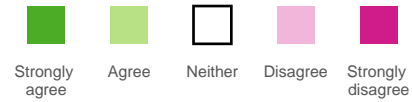
Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01	I am interested in my work	45	45	6			91%	-1	+1	-1 ✧
B02	I am sufficiently challenged by my work	40	44	7	7		85%	0	+4 ✧	+2 ✧
B03	My work gives me a sense of personal accomplishment	30	50	13	6		80%	-1	+3 ✧	0
B04	I feel involved in the decisions that affect my work	15	49	18	12	7	63%	-7 ✧	+5 ✧	-1
B05	I have a choice in deciding how I do my work	26	51	12	9		77%	-7 ✧	+1	-4 ✧

Organisational objectives and purpose* — 90% -1

Difference from previous survey | Strength of association with engagement
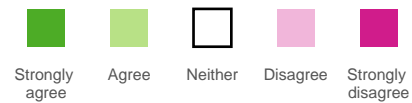
Strongly agree | Agree | Neither | Disagree | Strongly disagree

*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06	I have a clear understanding of NS&I's objectives	34	55	7			89%	-4 ✧	+8 ✧	+3 ✧
B07	I understand how my work contributes to NS&I's objectives	36	55	6			92%	+1	+8 ✧	+4 ✧

All questions by theme

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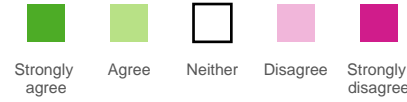*^ indicates a variation in question wording from your previous survey*

My manager   **74%** -1

Difference from previous survey | Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	30	43	15	7	5	73%	-3 ◇	+3 ◇	-1
B09	My manager is considerate of my life outside work	51	36	8			87%	-4 ◇	+3 ◇	0
B10	My manager is open to my ideas	45	40	9			86%	0	+4 ◇	+1
B11	My manager helps me to understand how I contribute to NS&I's objectives	31	45	13	7		76%	+3	+10 ◇	+5 ◇
B12	Overall, I have confidence in the decisions made by my manager	39	39	9	9		78%	-3	+4 ◇	-1
B13	My manager recognises when I have done my job well	37	44	9	7		81%	-1	+2 ◇	-1
B14	I receive regular feedback on my performance	30	45	15	6		75%	-1	+7 ◇	+2 ◇
B15	The feedback I receive helps me to improve my performance	30	41	18	6		72%	-2	+8 ◇	+4 ◇
B16	I think that my performance is evaluated fairly	24	46	14	9	7	70%	0	+4 ◇	0
B17	Poor performance is dealt with effectively in my team	9	36	32	14	9	45%	0	+5 ◇	+1

All questions by theme

My team 83% +1
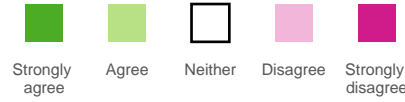
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	37	52	9			90%	+5 ✧	+4 ✧	+2 ✧
B19	The people in my team work together to find ways to improve the service we provide	30	55	12			85%	+2	+2 ✧	0
B20	The people in my team are encouraged to come up with new and better ways of doing things	31	45	17	5		76%	-3 ✧	0	-4 ✧

Learning and development 65% -1
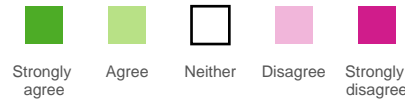
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	33	53	9			86%	-2	+22 ✧	+17 ✧
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	27	39	23	9		66%	-2	+14 ✧	+8 ✧
B23	There are opportunities for me to develop my career in NS&I	15	36	24	12	13	51%	+2	+4 ✧	-4 ✧
B24	Learning and development activities I have completed while working for NS&I are helping me to develop my career	22	37	25	12		59%	-1	+13 ✧	+8 ✧

All questions by theme

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

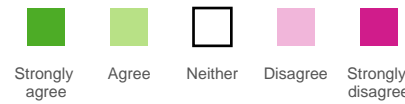### Inclusion and fair treatment — 76% −7 ◇ Difference from previous survey — Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25	I am treated fairly at work	37	40	10	10		77%	−8 ◇	−3 ◇	−7 ◇
B26	I am treated with respect by the people I work with	38	44	8	8		82%	−4 ◇	−3 ◇	−5 ◇
B27	I feel valued for the work I do	29	41	15	9	7	69%	−8 ◇	+4 ◇	−2 ◇
B28	I think that NS&I respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	33	45	11	8		77%	−8 ◇	+2	−2 ◇

Resources and workload* — 74% −5 ◇ Difference from previous survey — Strength of association with engagement
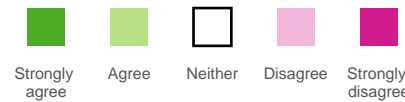
*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29	I get the information I need to do my job well	17	49	17	13		66%	−7 ◇	−3 ◇	−8 ◇
B30	I have clear work objectives	23	59	13			82%	−3 ◇	+7 ◇	+2 ◇
B31	I have the skills I need to do my job effectively	30	65				95%	+1	+7 ◇	+4 ◇
B32	I have the tools I need to do my job effectively	14	54	16	13		68%	0	−2	−9 ◇
B33	I have an acceptable workload	8	54	17	18		61%	−11 ◇	+1	−5 ◇
B34	I achieve a good balance between my work life and my private life	18	54	13	12		72%	−10 ◇	+4 ◇	−1

All questions by theme

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

Pay and benefits — 34% -1

Difference from previous survey | Strength of association with engagement | Strongly agree | Agree | Neither | Disagree | Strongly disagree

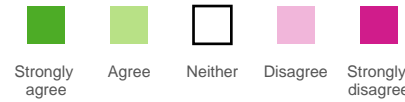|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance		31	14	31	21	34%	-1	+4 ◇	-3 ◇
B36	I am satisfied with the total benefits package	7	33	21	24	16	40%	-1	+6 ◇	0
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	21	14	33	27	26%	0	+1	-6 ◇

Leadership and managing change* — 57% -7 ◇

Difference from previous survey | Strength of association with engagement | Strongly agree | Agree | Neither | Disagree | Strongly disagree

*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38	ExCo in NS&I are sufficiently visible	19	51	17	10		70%	-5 ◇	+10 ◇	+1
B39	I believe the actions of ExCo are consistent with NS&I's values	17	46	24	11		62%	-8 ◇	+8 ◇	+2 ◇
B40	I believe that ExCo has a clear vision for the future of NS&I	16	45	24	10	5	61%	-5 ◇	+12 ◇	+6 ◇
B41	Overall, I have confidence in the decisions made by ExCo	17	41	26	11	5	58%	-12 ◇	+9 ◇	+4 ◇
B42	I feel that change is managed well in NS&I		28	30	27	10	33%	-8 ◇	0	-8 ◇
B43	When changes are made in NS&I they are usually for the better	8	43	36	11		51%	-3	+18 ◇	+11 ◇
B44	NS&I keeps me informed about matters that affect me	13	52	25	8		65%	-8 ◇	+7 ◇	0
B45	I have the opportunity to contribute my views before decisions are made that affect me	10	39	27	18	7	49%	-6 ◇	+10 ◇	+1
B46	I think it is safe to challenge the way things are done in NS&I	14	48	18	14	6	62%	-6 ◇	+16 ◇	+10 ◇

Returns : 181   Response rate : 91%   Civil Service People Survey 2017

All questions by theme

Engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47	I am proud when I tell others I am part of NS&I	22	49	21	6		72%	-4 ◇	+10 ◇	+3 ◇
B48	I would recommend NS&I as a great place to work	26	40	22	9		66%	-4 ◇	+11 ◇	+3 ◇
B49	I feel a strong personal attachment to NS&I	20	44	23	11		64%	-3	+15 ◇	+7 ◇
B50	NS&I inspires me to do the best in my job	15	44	26	12		59%	-4 ◇	+11 ◇	+5 ◇
B51	NS&I motivates me to help it achieve its objectives	13	47	23	14		59%	-6 ◇	+14 ◇	+6 ◇

Taking action

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52	I believe that ExCo in NS&I will take action on the results from this survey	13	46	22	12	8	59%	-8 ◇	+8 ◇	+1
B53	Where I work, I think effective action has been taken on the results of the last survey	14	36	36	8	7	49%	-5 ◇	+13 ◇	+5 ◇

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 CS2017	Difference from CS High Performers
B54	I am trusted to carry out my job effectively	31	56	6	6		87%	-4 ✧	-1	-3 ✧
B55	I believe I would be supported if I try a new idea, even if it may not work	21	57	13	6		78%	-1	+7 ✧	+3 ✧
B56	In NS&I, people are encouraged to speak up when they identify a serious policy or delivery risk	27	51	14			78%	New	+12 ✧	+7 ✧
B57	I feel able to challenge inappropriate behaviour in the workplace	19	41	19	14	6	61%	New	-3 ✧	-7 ✧
B58	NS&I is committed to creating a diverse and inclusive workplace	24	54	14	6		77%	New	+4 ✧	0

Leadership statement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59	ExCo in NS&I actively role model the behaviours set out in the Civil Service Leadership Statement	13	46	29	8		59%	-14 ✧	+12 ✧	+4 ✧
B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	24	48	17	7		72%	-2	+6 ✧	0

Civil Service vision

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	5	40	22	25	8	45%	New	+2	-11 ✧
B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	6	33	28	27	6	39%	New	+2	-6 ✧

All questions by theme

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

Wellbeing

| | 0-4 | 5-6 | 7-8 | 9-10 |

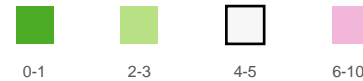| % Positive | Difference from previous survey | Difference from CS2017 | Difference from CS High Performers |

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

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

Question	0-4	5-6	7-8	9-10	% Positive	Diff. from previous survey	Diff. from CS2017	Diff. from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	14	18	51	16	67%	-5 ◇	+1	-1
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	12	53	22	76%	-5 ◇	+4 ◇	+2 ◇
W03 Overall, how happy did you feel yesterday?	17	19	42	22	64%	-7 ◇	+1	-1

| | 0-1 | 2-3 | 4-5 | 6-10 |

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

Question	0-1	2-3	4-5	6-10	% Positive	Diff. from previous survey	Diff. from CS2017	Diff. from CS High Performers
W04 Overall, how anxious did you feel yesterday?	16	33	18	32	49%	-9 ◇	+1	-2 ◇

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 NS&I?

	%	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave NS&I as soon as possible	12%	+5	+3	0
I want to leave NS&I within the next 12 months	15%	-5	+1	-3
I want to stay working for NS&I for at least the next year	42%	+10 ◇	+8 ◇	+3 ◇
I want to stay working for NS&I for at least the next three years	31%	-10 ◇	-12 ◇	-21 ◇

The Civil Service Code

Differences are based on '% Yes' score

■ % Yes   ■ % No

	% Yes		% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	91	9	91%	+4 ◇	-1 ◇	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	63	37	63%	-5 ◇	-5 ◇	-11 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in NS&I it would be investigated properly?	72	28	72%	-5 ◇	+2 ◇	-4 ◇

All questions by theme

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

## Discrimination, harassment and bullying

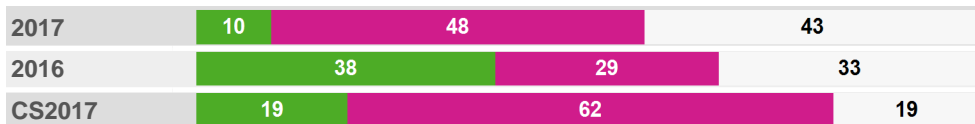**E01. During the past 12 months have you personally experienced discrimination at work?**
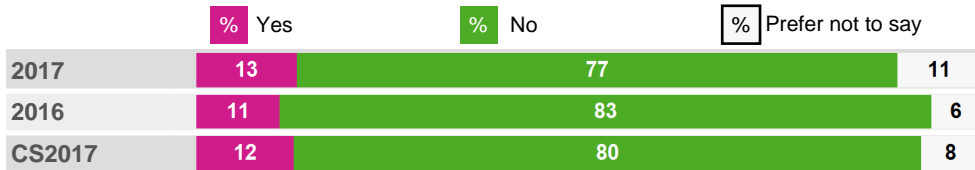
	% Yes	% No	% Prefer not to say
2017	13	77	11
2016	11	83	6
CS2017	12	80	8

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

	% Yes	% No	% Prefer not to say
2017	12	81	8
2016	13	79	8
CS2017	11	82	7

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

	% Yes	% No	% Prefer not to say
2017	10	67	24
2016	33	52	14
CS2017	37	49	15
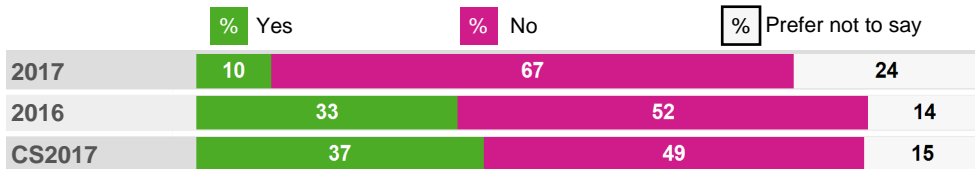
For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

2017	10	48	43
2016	38	29	33
CS2017	19	62	19

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	12
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

For respondents who selected 'Yes' to question E03.
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

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

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

All questions by theme

National Savings and Investments questions

Legend: **Strongly agree** | **Agree** | **Neither** | **Disagree** | **Strongly disagree**

	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I am comfortable with the levels of pressure and pace of delivery where I work	11	53	12	19	5	64%	-11 ◇
F02	If I saw something wrong, I understand how to raise a breach or follow our Speaking Up Policy	22	61	10	6		82%	New
F03	I believe I have the opportunity for personal development and growth in NS&I	22	46	13	15		68%	+3
F04	In my opinion NS&I is committed to customer satisfaction	29	55	10			84%	-5 ◇
F05	I understand how the Financial Conduct Authority (FCA) Conduct Rules impact on my day to day role	27	59	9			86%	New
F06	I am aware of NS&I's long term goals	23	57	9	7		81%	-4 ◇
F07	I believe our ways of working empower me to get results	11	43	24	17	6	54%	New
F08	In my area, we follow the principles of the Partnership Charter	18	47	29			65%	-9 ◇
F09	I would be happy to recommend the products and services of NS&I	25	54	14	6		79%	-6 ◇
F10	I buy into the NS&I Brand Behaviours	29	52	15			81%	-9 ◇
F11	I believe NS&I works in an Agile way and according to Agile principles	5	23	41	18	13	28%	New
F12	I would be confident challenging someone not wearing a security pass	27	49	14	9		76%	New
F13	I am confident identifying phishing emails	29	61	7			89%	New

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of **Theme score % positive**).
Previous survey	Comparisons to the previous survey relate to the results from the 2016 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2017 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✧

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2017 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B47-B51). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association with engagement

the analysis has not identified a significant association with engagement

Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

Confidentiality

The survey was carried out as part of the 2017 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.