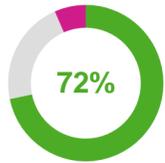


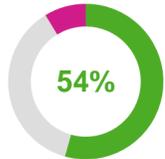


Taking action

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



B52. I believe that senior managers in SHR will take action on the results from this survey



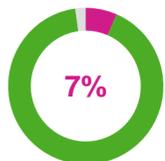
B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

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



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



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

Wellbeing

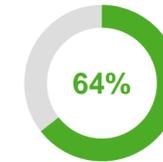
■ % responding positively to W01 - W03 ■ % responding negatively to W04



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



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

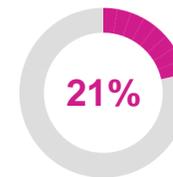


W03. Overall, how happy did you feel yesterday?

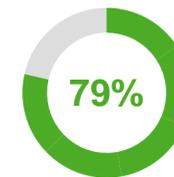


W04. Overall, how anxious did you feel yesterday?

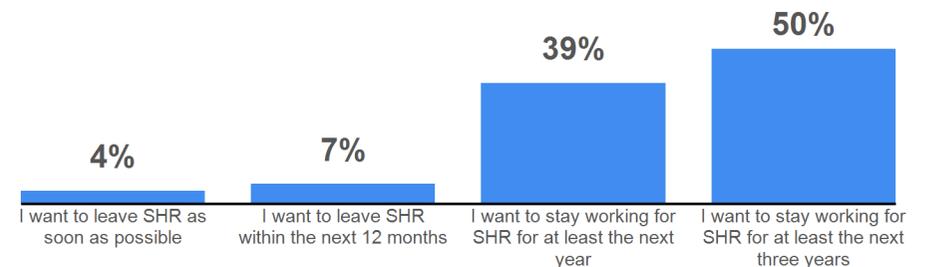
Proxy Stress Index



PERMA Index



Your plans for the future



Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B06	I have a clear understanding of SHR's objectives	 96%	B17	Poor performance is dealt with effectively in my team	 59%	B23	There are opportunities for me to develop my career in SHR	 37%
B07	I understand how my work contributes to SHR's objectives	 96%	B49	I feel a strong personal attachment to SHR	 37%	B24	Learning and development activities I have completed while working for SHR are helping me to develop my career	 24%
B09	My manager is considerate of my life outside work	 96%	B53	Where I work, I think effective action has been taken on the results of the last survey	 37%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 20%
B01	I am interested in my work	 93%	B43	When changes are made in SHR they are usually for the better	 35%	B33	I have an acceptable workload	 20%
B10	My manager is open to my ideas	 93%	B47	I am proud when I tell others I am part of SHR	 30%	B02	I am sufficiently challenged by my work	 13%

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

All questions by theme

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

My work	84%	-1	Difference from previous survey	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B01	I am interested in my work			54	39	7			93%	+4	+3	+1
B02	I am sufficiently challenged by my work			48	33	7	9		80%	-1	0	-3
B03	My work gives me a sense of personal accomplishment			39	46	11			85%	+1	+7 ◆	+5 ◆
B04	I feel involved in the decisions that affect my work			30	48	13	7		78%	+5	+18 ◆	+14 ◆
B05	I have a choice in deciding how I do my work			41	41	9	9		83%	-12	+5 ◆	+1
Organisational objectives and purpose	96%	+4	Difference from previous survey	Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B06	I have a clear understanding of SHR's objectives			59	37				96%	+6	+13 ◆	+9 ◆
B07	I understand how my work contributes to SHR's objectives			57	39				96%	+1	+12 ◆	+8 ◆

All questions by theme

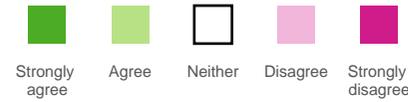
◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

80%

-4

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	39	43	13	7	0	83%	-4	+11 ◇	+7 ◇
B09	My manager is considerate of my life outside work	65	30	5	0	0	96%	+4	+9 ◇	+7 ◇
B10	My manager is open to my ideas	50	43	7	0	0	93%	-1	+10 ◇	+7 ◇
B11	My manager helps me to understand how I contribute to SHR's objectives	39	43	15	3	0	83%	-7	+16 ◇	+11 ◇
B12	Overall, I have confidence in the decisions made by my manager	42	47	9	2	0	89%	-6	+12 ◇	+8 ◇
B13	My manager recognises when I have done my job well	52	33	11	4	0	85%	-10	+4 ◇	+1
B14	I receive regular feedback on my performance	46	37	11	6	0	83%	-2	+14 ◇	+11 ◇
B15	The feedback I receive helps me to improve my performance	33	46	15	6	0	78%	+2	+14 ◇	+10 ◇
B16	I think that my performance is evaluated fairly	41	37	17	5	0	78%	-6	+10 ◇	+7 ◇
B17	Poor performance is dealt with effectively in my team	13	24	59	4	0	37%	-6	-3	-7 ◇

All questions by theme

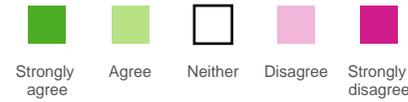
◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

89%

+2

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

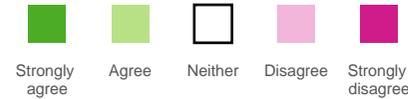
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B25	I am treated fairly at work	43	50				93%	+4	+12 ◇	+9 ◇
B26	I am treated with respect by the people I work with	50	41	7			91%	+4	+6 ◇	+3 ◇
B27	I feel valued for the work I do	33	46	13	7		78%	-3	+10 ◇	+5 ◇
B28	I think that SHR respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	37	54		9		91%	+4	+14 ◇	+10 ◇

Resources and workload

81%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B29	I get the information I need to do my job well	26	52	13	9		78%	-9 ◇	+7 ◇	+3
B30	I have clear work objectives	37	50	11			87%	+5	+11 ◇	+8 ◇
B31	I have the skills I need to do my job effectively	26	67	7			93%	-1	+5 ◇	+2
B32	I have the tools I need to do my job effectively	24	54	11	9		78%	-3	+6 ◇	0
B33	I have an acceptable workload	17	50	13	11	9	67%	-6	+4	0
B34	I achieve a good balance between my work life and my private life	30	50	11			80%	+7	+9 ◇	+4 ◇

All questions by theme

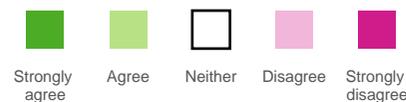
◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Pay and benefits

67%

+1

Difference
from
previous
survey



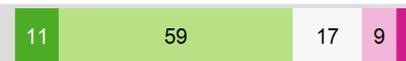
% Positive

Difference
from
previous
survey

Difference
from
CS2019

Difference
from CS High
Performers

B35 I feel that my pay adequately reflects my performance



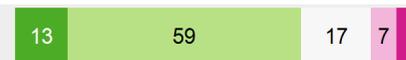
70%

-7

+35 ◇

+29 ◇

B36 I am satisfied with the total benefits package



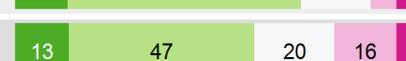
72%

+1

+33 ◇

+23 ◇

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



60%

+10 ◇

+32 ◇

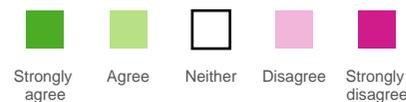
+25 ◇

Leadership and managing change

73%

+1

Difference
from
previous
survey



% Positive

Difference
from
previous
survey

Difference
from
CS2019

Difference
from CS High
Performers

B38 Senior managers in SHR are sufficiently visible



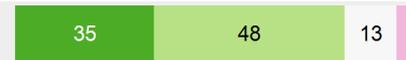
91%

+7

+29 ◇

+19 ◇

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



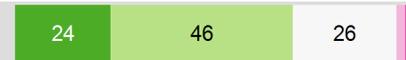
83%

+4

+28 ◇

+19 ◇

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



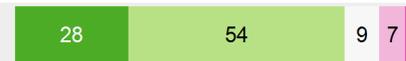
70%

+12 ◇

+20 ◇

+9 ◇

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



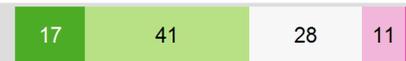
83%

+4

+31 ◇

+20 ◇

B42 I feel that change is managed well in SHR



59%

-4

+24 ◇

+13 ◇

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



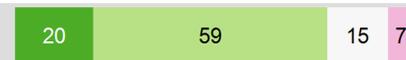
54%

-1

+19 ◇

+11 ◇

B44 SHR keeps me informed about matters that affect me



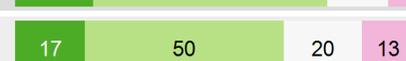
78%

-1

+18 ◇

+10 ◇

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



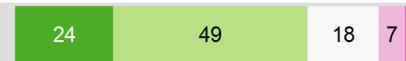
67%

-6

+27 ◇

+17 ◇

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



73%

0

+24 ◇

+17 ◇

All questions by theme

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

Engagement

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

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B47 I am proud when I tell others I am part of SHR	20	48	30			67%	-6	+1	-5 ◇
B48 I would recommend SHR as a great place to work	24	52	20			76%	+5	+15 ◇	+7 ◇
B49 I feel a strong personal attachment to SHR	20	30	37	13		50%	-13 ◇	-2	-8 ◇
B50 SHR inspires me to do the best in my job	20	50	24			70%	+1	+17 ◇	+10 ◇
B51 SHR motivates me to help it achieve its objectives	22	52	20			74%	+3	+24 ◇	+18 ◇

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B52 I believe that senior managers in SHR will take action on the results from this survey	22	50	22	7		72%	+3	+21 ◇	+12 ◇
B53 Where I work, I think effective action has been taken on the results of the last survey	15	39	37	9		54%	-6	+16 ◇	+10 ◇

All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	39	46	9	7		85%	-7	-5	-6
B55 I believe I would be supported if I try a new idea, even if it may not work	24	42	22	11		67%	-12 ◆	-6 ◆	-10 ◆
B56 In SHR, people are encouraged to speak up when they identify a serious policy or delivery risk	28	54	11			83%	+4	+13 ◆	+8 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	24	52	13	9		76%	+2	+9 ◆	+6 ◆
B58 SHR is committed to creating a diverse and inclusive workplace	28	52	17			80%	+2	+4 ◆	+1

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B59 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	15	70		11		85%	+22 ◆	+27 ◆	+16 ◆

Leadership statement

	Always	Most of the time	Sometimes	Rarely	Never	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B60 Managers in my Area/Directorate/Division actively role model the behaviours set out in the Civil Service Leadership Statement^	41	35	22			76%	New	+10 ◆	+3

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

All questions by theme

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

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?	9	13	51	27	78%	-3	+10 ◇	+7 ◇
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	18	38	42		80%	+2	+9 ◇	+6 ◇
W03 Overall, how happy did you feel yesterday?	11	24	38	27	64%	-16 ◇	+2	0

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

	Very Low (0-1)	Low (2-3)	Medium (4-5)	High (6-10)	% Negative	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	20	29	27	24	24%	-4	-8 ◇	-6 ◇

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 SHR?

			Difference from previous survey	Difference from CS2019
I want to leave SHR as soon as possible		4%	-4	-3
I want to leave SHR within the next 12 months		7%	+4	-8
I want to stay working for SHR for at least the next year		39%	+1	+6 ◇
I want to stay working for SHR for at least the next three years		50%	-1	+6 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			98%	0	+6	+3
D02. Are you aware of how to raise a concern under the Civil Service Code?		9	91%	+4	+26 ◇	+20 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in SHR it would be investigated properly?		11	89%	-5	+18 ◇	+13 ◇

All questions by theme

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

Discrimination

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

			Difference from previous survey	Difference from CS2019
Yes		2%	-3	-9
No		93%	+4	+12 ✧
Prefer not to say		4%	-1	-4

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

For respondents who selected 'Yes' to E01.

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

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

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

All questions by theme

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

Bullying and harassment

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

			Difference from previous survey	Difference from CS2019
Yes		7%	+1	-5
No		91%	+2	+9 ↗
Prefer not to say		2%	-3	-5

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	--	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	--	
Physical assault (e.g. object thrown at me, pushed, hit)	--	
Humiliated in front of team or others	--	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	--	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	--	
Treated less favourably to others	--	
Ignored, excluded, marginalised	--	
Undermining or taking credit for my work	--	
Denied time off for personal ill health	--	
Denied time off for family or caring responsibilities	--	
Disclosure of personal / sensitive information to colleagues without my consent	--	
Something else not listed here	--	
Prefer not to say	--	

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

All questions by theme

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

Bullying and harassment

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

Response Count

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

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

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

Difference from CS2019

Yes	Results for this question have been suppressed as there are fewer than ten responses
No	Results for this question have been suppressed as there are fewer than ten responses
Prefer not to say	Results for this question have been suppressed as there are fewer than ten responses

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

Difference from CS2019

Appropriate action was taken to address the behaviour I experienced

Yes	Results for this question have been suppressed as there are fewer than ten responses
No	Results for this question have been suppressed as there are fewer than ten responses
Prefer not to say	Results for this question have been suppressed as there are fewer than ten responses

The bullying and/or harassment has stopped

Yes	Results for this question have been suppressed as there are fewer than ten responses
No	Results for this question have been suppressed as there are fewer than ten responses
Prefer not to say	Results for this question have been suppressed as there are fewer than ten responses

The culture in my area allows this kind of behaviour to continue

Yes	Results for this question have been suppressed as there are fewer than ten responses
No	Results for this question have been suppressed as there are fewer than ten responses
Prefer not to say	Results for this question have been suppressed as there are fewer than ten responses

I felt like I was punished for reporting the incident

Yes	Results for this question have been suppressed as there are fewer than ten responses
No	Results for this question have been suppressed as there are fewer than ten responses
Prefer not to say	Results for this question have been suppressed as there are fewer than ten responses

I moved to another team or role to avoid the behaviour

Yes	Results for this response have been suppressed as there are fewer than ten responses
No	Results for this response have been suppressed as there are fewer than ten responses
Prefer not to say	Results for this response have been suppressed as there are fewer than ten responses

Additional questions selected by organisation

◆ indicates statistically significant difference from comparison

My Organisation

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQA1 I am familiar with SHR's values / purpose / mission	46	50				96%	+9 ◆
LQA2 I believe the process of filling vacancies within SHR is fair	28	41	13	9	9	70%	+19 ◆
LQA3 SHR provides good support for employees' health, wellbeing and resilience	17	48	33			65%	-3
LQA4 I believe my Area/Directorate/Division is taking action to combat discrimination, bullying and/or harassment	20	41	37			61%	+1

Safe to Challenge

* indicates negatively phrased question(s) where % positive is the proportion who selected "no"

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQB1 In the last 12 months, I have seen someone else being bullied or treated unfairly in SHR*	Yes: 9% No: 91% Prefer not to say: 0%					91%	+23 ◆
LQB2 I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	15	57	28			72%	+4
LQB3 I feel comfortable speaking to those more senior than me about their actions and impact	15	50	20	13		65%	+12 ◆
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	13	41	24	20		54%	+13 ◆

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.

Additional questions selected by organisation

♦ indicates statistically significant difference from comparison

Change Management



Smarter Working

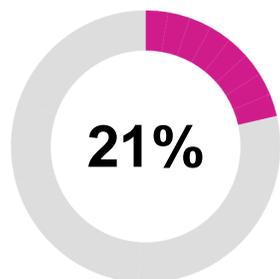


Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.

Proxy Stress Index and PERMA Index

◇ indicates statistically significant difference from comparison

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



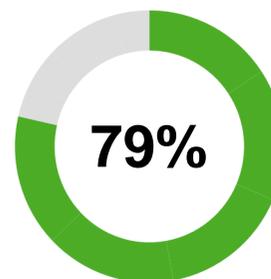
Difference from previous survey	+1
Difference from CS2019	-7 ◇
Difference from CS High Performers	-5 ◇

Proxy Stress Index

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

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

	% positive
B05 I have a choice in deciding how I do my work	83%
B08 My manager motivates me to be more effective in my job	83%
B18 The people in my team can be relied upon to help when things get difficult in my job	89%
B26 I am treated with respect by the people I work with	91%
B30 I have clear work objectives	87%
B33 I have an acceptable workload	67%
B45 I have the opportunity to contribute my views before decisions are made that affect me	67%
E03 Have you been bullied or harassed at work, in the past 12 months?*	91%



Difference from previous survey	+2
Difference from CS2019	+5 ◇
Difference from CS High Performers	+3 ◇

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	93%
B03 My work gives me a sense of personal accomplishment	85%
B18 The people in my team can be relied upon to help when things get difficult in my job	89%
W01 Overall, how satisfied are you with your life nowadays?	78%
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	80%

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.
Difference from benchmark	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 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.

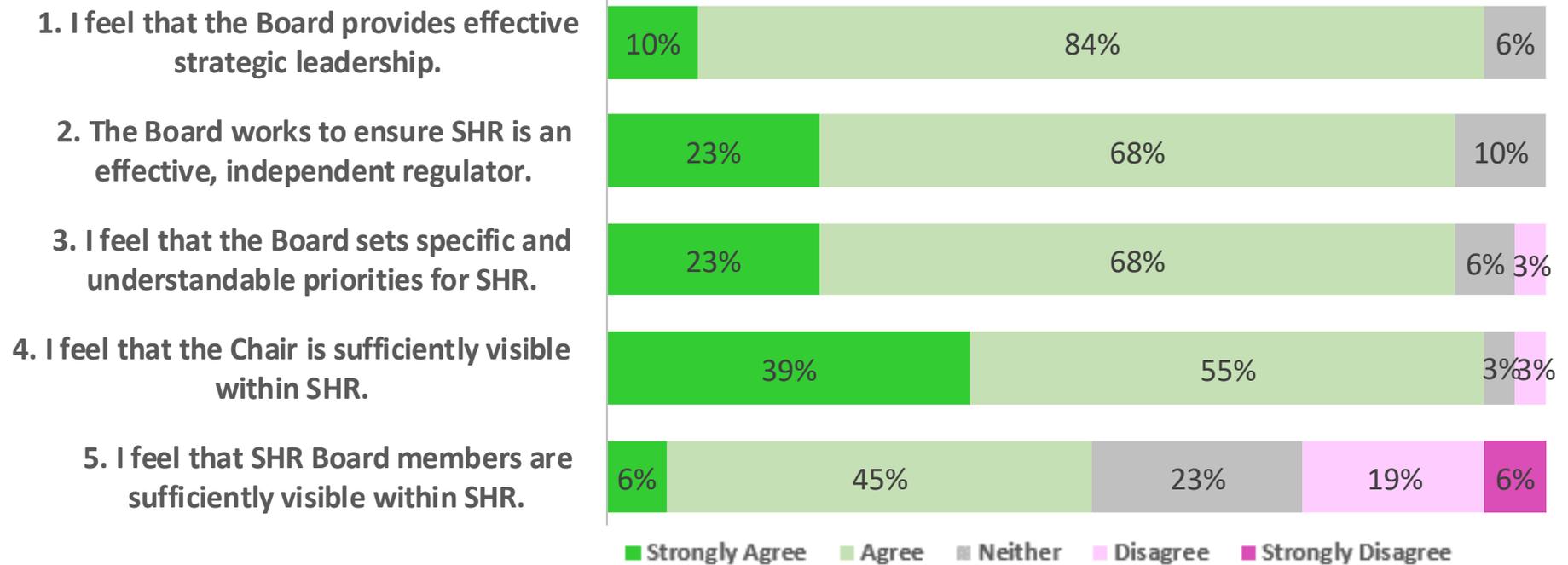
Confidentiality

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>)

The Scottish Housing Regulator Board surveyed staff in November 2019. In previous years, the topics covered were part of the Civil Service People survey, however were not included in the 2019 People survey. You can read the results below.



31 respondents participated in this survey.