

2022 staff survey: the results

May 2022

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Staff survey 2022: PHSO results

Response rate: 78%

Number of responses: 448

Engagement index: 71%

Largest improvement since 2021*

Statement	% positive	Difference
There are opportunities for me to develop my career in PHSO	58%	+13
I feel involved in the decisions that affect my work	66%	+8
I believe the actions of the Executive Team are consistent with PHSO's values	61%	+7
I have the tools I need to do my job effectively	83%	+7
When changes are made in PHSO they are usually for the better	47%	+6

*Includes questions from headline scores (i.e. themes listed on pages 4 to 6) only.

Largest deterioration since 2021*

Statement	% positive	Difference
Compared to people doing a similar job in other organisations I feel my pay is reasonable	48%	-3
My manager recognises when I have done my job well	90%	-3
Overall, I have confidence in the decisions made by Assistant Directors	58%	-2
I believe that the Ombudsman and CEO have a clear vision for the future of PHSO	80%	-2
I feel a strong personal attachment to PHSO	57%	-2

Headline scores

Further details about how the engagement index score and other headline scores are calculated are outlined in the final page of this report.

Engagement index: 71%

Comparison:

- CSPS 2022: 65% (+6)
- Staff Survey 2021: 69% (+2)

My work: 82%

Comparison:

- CSPS 2022: 79% (+3)
- Staff Survey 2021: 80% (+2)

Organisational objectives: 88%

Comparison:

- CSPS 2022: 83% (+5)
- Staff Survey 2021: 87% (+1)

My manager: 88%

Comparison:

- CSPS 2022: 78% (+10)
- Staff Survey 2021: 83% (+5)

My team: 89%

Comparison:

- CSPS 2022: 84% (+5)
- Staff Survey 2021: 87% (+2)

Learning and development*: 64%

Comparison:

- CSPS 2022: 55% (+9)
- Staff Survey 2021: 57% (+7)

*Learning and development - This theme includes a question that was amended in 2020. Therefore, direct comparisons with the CSPS should be treated with caution.

Inclusion and fair treatment: 85%

Comparison:

- CSPS 2022: 81% (+4)
- Staff Survey 2021: 82% (+3)

Resources and workload: 82%

Comparison:

- CSPS 2022: 74% (+8)
- Staff Survey 2021: 77% (+5)

Pay and benefits: 53%

Comparison:

- CSPS 2022: 28% (+25)
- Staff Survey 2021: 53% (-/+0)

Leadership and managing change^{}: 64%**

Comparison:

- CSPS 2022: 54% (+10)
- Staff Survey 2021: 61% (+3)

^{**}Leadership and managing change takes into account more questions than the CSPS. Therefore, direct comparisons with the CSPS should be treated with caution.

Other theme scores

Taking action*: 51%

Comparison:

- *Not directly comparable to CSPA or no comparison available
- Staff Survey 2021: 47% (+4)

Organisational culture*: 81%

Comparison:

- *Not directly comparable to CSPA or no comparison available
- Staff Survey 2021: 78% (+3)

Support for managers*: 91%

Comparison:

- *Not directly comparable to CSPA or no comparison available
- Staff Survey 2021: 89% (+2)

Intentions to stay for at least one year: 86%

Comparison:

- CSPA 2022: 77% (+9)
- Staff Survey 2021: 83% (+3)

Satisfaction with life nowadays:** 60%

Comparison:

- CSPS 2022: 64% (-4)
- Staff Survey 2021: 68% (-8)

**‘Satisfaction with life nowadays’ is those scoring 7 or above on a scale of 0-10.

Anxiety*:** 34%

Comparison:

- CSPS 2022: 35%
- Staff Survey 2021: 38%

***‘Anxiety’ is the percentage of colleagues who rated they had high anxiety levels (i.e. 6 or above on a scale of 0-10).

Discrimination experienced: 6% (experienced discrimination)

Comparison:

- CSPS 2022: 7%
- Staff Survey 2021: 8%

Bullying & harassment experienced: 7% (experienced bullying & harassment)

Comparison:

- CSPS 2022: 7%
- Staff Survey 2021: 10%

Questions with the strongest responses*

Here are the questions that received the most positive and negative responses from colleagues.

*Includes questions from headline scores (i.e. themes listed on pages 4 to 6) only.

What are colleagues most positive about?

Statement	% agree
My manager is considerate of my life outside work	95%
I have the skills I need to do my job effectively	95%
My manager is open to my ideas	94%
I am interested in my work	94%
I am treated with respect by the people I work with	93%

What are colleagues most negative about?

Statement	% disagree
I feel that my pay adequately reflects my performance	33%
Compared to people doing a similar job in other organisations I feel my pay is reasonable	31%
I feel that change is managed well in PHSO	26%
I have the opportunity to contribute my views before decisions are made that affect me	22%
I am satisfied with the total benefits package	21%

Comparing our results to CSPA*

Where PHSO compares most positively

Questions higher than CSPA benchmark	PHSO (% positive)	Difference from CSPA (% point)
I am satisfied with the total benefits package	61%	+27
Compared to people doing a similar job in other organisations I feel my pay is reasonable	48%	+26
I believe that the Ombudsman and CEO have a clear vision for the future of PHSO	80%	+25
I feel that my pay adequately reflects my performance	50%	+23
I would recommend PHSO as a great place to work	77%	+16
I receive regular feedback on my performance	87%	+16
The feedback I receive helps me to improve my performance	81%	+15
My manager helps me to understand how I contribute to PHSO's objectives	83%	+13
I have an acceptable workload	73%	+12

Where PHSO compares least positively

Questions lower than CSPA benchmark	PHSO (% positive)	Difference from CSPA (% point)
I have a choice in deciding how I do my work	79%	-1

*Includes questions from headline scores (i.e. themes listed on pages 4 to 6) only.

Questions by theme

My work

82% (+2 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2022
I am interested in my work	49%	44%	5%	0%	0%	94%	+1	+4
I am sufficiently challenged by my work	48%	41%	7%	4%	0%	89%	-1	+5
My work gives me a sense of personal accomplishment	31%	52%	11%	6%	0%	83%	+1	+5
I feel involved in the decisions that affect my work	21%	45%	18%	13%	4%	66%	+8	+4
I have a choice in deciding how I do my work	32%	47%	12%	7%	2%	79%	+3	-1

Organisational objectives and purpose

88% (+1 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2022
I have a clear understanding of PHSO's objectives	33%	55%	6%	6%	0%	88%	+3	+6
I understand how my work contributes to PHSO's objectives	37%	50%	7%	4%	0%	88%	-1	+3

My manager

88% (+5 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2022
My manager motivates me to be more effective in my job	47%	40%	9%	3%	0%	87%	+3	+11
My manager is considerate of my life outside work	66%	29%	3%	0%	0%	95%	+1	+6
My manager is open to my ideas	57%	38%	5%	0%	0%	94%	+3	+8
My manager helps me to understand how I contribute to PHSO's objectives	44%	40%	13%	3%	0%	83%	-/+0	+13
Overall, I have confidence in the decisions made by my manager	57%	33%	7%	0%	0%	90%	+3	+9

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2022
My manager recognises when I have done my job well	56%	34%	7%	0%	0%	90%	-3	+7
I receive regular feedback on my performance	48%	39%	9%	0%	0%	87%	-2	+16
The feedback I receive helps me to improve my performance	47%	34%	14%	0%	0%	81%	-/+0	+15
I think that my performance is evaluated fairly	46%	38%	12%	0%	0%	84%	+2	+11

My team

89% (+2 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2022
The people in my team can be relied upon to help when things get difficult in my job	55%	37%	6%	0%	0%	92%	+1	+4
The people in my team work together to find ways to improve the service we provide	50%	38%	9%	2%	0%	88%	+1	+4
The people in my team are encouraged to come up with new and better ways of doing things	48%	40%	9%	2%	0%	88%	+3	+10

Learning and development (career and personal development)

64% (+7 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2022
I am able to access the right learning and development opportunities for my current role when I need to	25%	51%	15%	8%	0%	77%	+6	+11
Learning and development activities I have completed in the past 12 months have helped me improve my performance	21%	42%	24%	11%	0%	63%	+6	+11
The experience I have gained while working for PHSO is beneficial for my personal development*	33%	50%	13%	3%	0%	83%	+2	N/A
The experience I have gained while working for PHSO is beneficial for my career development (whether at PHSO or elsewhere)*	32%	49%	14%	4%	0%	81%	+6	N/A
There are opportunities for me to develop my career in PHSO	18%	41%	21%	15%	6%	58%	+13	+6
Learning and development activities I have completed while working for PHSO will help me to develop my career (whether at PHSO or elsewhere)**	21%	39%	26%	10%	4%	60%	+4	+10

*Question is not included in the CSPS and has not been included in the overall score for learning and development.

**This question was amended in 2020. Therefore, direct comparisons with the CSPS should be treated with caution.

Inclusion and fair treatment

85% (+3 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2022
I am treated fairly at work	46%	41%	9%	3%	0%	87%	+2	+2
I am treated with respect by the people I work with	50%	42%	6%	0%	0%	93%	+4	+4
I feel valued for the work I do	35%	43%	11%	9%	3%	78%	+6	+6
I think that PHSO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	43%	39%	10%	6%	0%	82%	+1	+2

Resources and workload

82% (+5 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2022
I get the information I need to do my job well	22%	54%	14%	8%	0%	76%	+5	+5
I have clear work objectives	27%	56%	12%	5%	0%	82%	+3	+5
I have the skills I need to do my job effectively	33%	61%	4%	0%	0%	95%	+2	+6
I have the tools I need to do my job effectively	27%	56%	11%	5%	0%	83%	+7	+8
I have an acceptable workload	21%	52%	13%	10%	4%	73%	+6	+12
I achieve a good balance between my work life and my private life	30%	51%	11%	7%	0%	81%	+6	+8
The technology provided by PHSO enables me to easily connect and collaborate with the colleagues that I need to for me to do my job effectively, from any location*	41%	47%	5%	5%	0%	88%	+4	+8

*Not included in the overall score

Pay and benefits

53% (-/+0 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2022
I feel that my pay adequately reflects my performance	11%	39%	17%	23%	10%	50%	-/+0	+23
I am satisfied with the total benefits package	17%	44%	17%	16%	6%	61%	+2	+27
Compared to people doing a similar job in other organisations I feel my pay is reasonable	13%	34%	21%	21%	11%	48%	-3	+26

Leadership and managing change

64% (+3 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2022
The Ombudsman and CEO are sufficiently visible*	29%	58%	8%	4%	0%	87%	+4	N/A
Members of PHSO's Executive Team are sufficiently visible*	16%	43%	21%	17%	4%	59%	+4	N/A
Assistant Directors in PHSO are sufficiently visible*	21%	50%	17%	10%	0%	71%	+4	N/A

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2022
I believe the actions of the Ombudsman and CEO are consistent with PHSO's values*	32%	50%	13%	3%	0%	71%	+4	N/A
I believe the actions of the Executive Team are consistent with PHSO's values*	20%	41%	29%	8%	0%	61%	+7	N/A
I believe the actions of Assistant Directors are consistent with PHSO's values*	20%	47%	24%	6%	0%	67%	+3	N/A
I believe that the Ombudsman and CEO have a clear vision for the future of PHSO	34%	46%	15%	4%	0%	80%	-2	+25
Overall, I have confidence in the decisions made by the Executive Team*	15%	42%	29%	10%	4%	57%	-1	N/A
Overall, I have confidence in the decisions made by Assistant Directors*	15%	43%	30%	9%	3%	58%	-2	N/A
I feel that change is managed well in PHSO	11%	31%	32%	18%	7%	42%	+3	+4
When changes are made in PHSO they are usually for the better	11%	36%	33%	15%	5%	47%	+6	+11
PHSO keeps me informed about matters that affect me	17%	52%	18%	11%	0%	69%	+2	+2
I have the opportunity to contribute my views before decisions are made that affect me	12%	39%	26%	16%	7%	52%	+3	+9
I think it is safe to challenge the way things are done in PHSO	14%	46%	23%	12%	4%	60%	-1	+8

PHSO’s staff survey includes a greater number of questions in this section than the CSPS. These additional questions are used in calculating the overall theme score so direct comparison with the CSPS should be treated with caution.

*Note that these questions do not have a comparator score in the CSPS.

Engagement

71% (+2 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2022
I am proud when I tell others I am part of PHSO	28%	43%	25%	4%	0%	71%	-/+0	+4
I would recommend PHSO as a great place to work	32%	45%	17%	6%	0%	77%	+3	+16
I feel a strong personal attachment to PHSO	23%	33%	30%	11%	0%	57%	-2	+6
PHSO inspires me to do the best in my job	24%	40%	26%	8%	0%	64%	+1	+8
PHSO motivates me to help it achieve its objectives	24%	38%	29%	7%	0%	61%	+2	+9
I consider how my work impacts upon the public in the course of carrying out my duties*	68%	21%	8%	2%	0%	89%	+2	+3

*Question is not included in the overall score for the engagement index.

Taking action

51% (+4 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2022
I believe that the Executive Team will take action on the results from this survey*	13%	40%	29%	11%	7%	53%	+3	N/A
I believe that Assistant Directors will take action on the results from this survey*	14%	42%	27%	11%	6%	56%	+2	N/A
Where I work, I think effective action has been taken on the results of the last survey	13%	30%	41%	11%	5%	43%	+7	+8

Organisational culture

81% (+3 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2022
I am trusted to carry out my job effectively	42%	48%	5%	4%	1%	90%	+4	-1
I believe I would be supported if I try a new idea, even if it may not work	29%	46%	17%	6%	2%	76%	+3	+1

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2022
In PHSO, people are encouraged to speak up when they identify a serious policy or delivery risk	29%	49%	16%	5%	1%	78%	-/+0	+4
I feel able to challenge inappropriate behaviour in the workplace	25%	51%	16%	6%	2%	76%	+4	+5
PHSO is committed to creating a diverse and inclusive workplace	38%	47%	11%	3%	1%	85%	+5	+7
I feel safe to speak up about anything that concerns me in my organisation*	27%	48%	15%	8%	2%	75%	+3	N/A
I have a choice in deciding where I do my work (usual workplace/base; another workplace; home) to best deliver my individual, team and organisation objectives**	27%	36%	13%	11%	13%	63%	-/+0	-16
My manager trusts me to do my job effectively, even if I am not working from the same location as them**	63%	34%	3%	0%	0%	96%	+1	+2
When working from home, my colleagues are good at keeping in touch formally and informally***	54%	37%	5%	3%	1%	91%	N/A	N/A

*Question is not included in the CSPS and has not been included in the overall score.

**Question is not included in the overall score.

***New question added for 2022 (not included in the overall score). Does not have comparator scores in previous surveys.

Support for managers

91% (+2 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey
I understand what is expected of me as a manager*	37%	56%	3%	4%	0%	93%	-3
As a manager, I feel adequately supported to deliver my responsibilities*	32%	54%	6%	6%	2%	86%	+4
As a manager, I feel confident in supporting others with their health and wellbeing at work*	40%	53%	4%	3%	0%	93%	-1
As a manager, I feel confident in addressing poor performance in my team*	33%	56%	8%	3%	0%	89%	+2
I feel confident in managing others even if they are working in a different location to me**	40%	55%	4%	1%	0%	95%	N/A

*Note this question does not have a comparator score in the CSPS.

**New question added for 2022. Does not have comparator scores in previous surveys.

Safe to challenge

Statement	Yes	No	Prefer not to say	2022 % yes	2021 % yes
In the last 12 months, I have seen someone else being bullied or treated unfairly in PHSO*	14%	80%	6%	14%	22%

*Question is not included in the CSPS and has not been included in the overall score

Safe to challenge

61% (+3 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey
I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me*	23%	45%	30%	2%	0%	68%	+6
I feel comfortable speaking to those more senior than me about their actions and impact*	15%	36%	24%	20%	5%	51%	+1
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*	14%	27%	30%	20%	8%	42%	+1

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey
If I see or experience any form of wrongdoing in PHSO, I know how to raise a concern*	23%	58%	11%	6%	2%	81%	+2

*Note that this question does not have a comparator score in the CSPS.

Discrimination, bullying and harassment

Statement	Yes	No	Prefer not to say	% yes (PHSO 2022)	% yes (PHSO 2021)	% yes (CSPS 2022)
Have you been discriminated against at work, in the past 12 months?	6%	90%	4%	6%	8%	7%
Have you been bullied or harassed at work, in the past 12 months?	7%	90%	3%	7%	10%	7%

Discrimination grounds

On which of the following grounds were you discriminated against?	Number of responses
Age	0
Caring responsibilities	0
Disability	0
Ethnic background	0
Gender	0
Grade of responsibility level	0

On which of the following grounds were you discriminated against?	Number of responses
Mental health	0
Pay	0
Pregnancy, maternity or paternity	0
Religion or belief	0
Sexual orientation	0
Social or educational background	0
Working location	11
Working pattern	10
Any other grounds	0
Prefer not to say	0

Answers with a sample base of lower than 10 have been suppressed, as shown by '0' (Base: 27)

Nature of the bullying and/or harassment

How would you describe the nature of the bullying and/or harassment you experienced?	Number of responses
Negative micromanagement (e.g. excessive control; made to feel incompetent)	16
Ignored, excluded, marginalised	0
Treated less favourably to others	0
Humiliated in front of team or others	0
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	0
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	0
Spreading gossip or making false accusations about me	11
Undermining or taking credit for my work	0
Disclosure of personal/sensitive information to colleagues without my consent	0
Something else not listed here	0
Comments about my personal appearance or accent	0
Denied time off for family or caring responsibilities	0

How would you describe the nature of the bullying and/or harassment you experienced?	Number of responses
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	0
Prefer not to say	0

Answers with a sample base of lower than 10 have been suppressed, as shown by '0' (Base: 32)

Perpetrators

Who was the perpetrator of this discrimination? Who bullied and/or harassed you?	Perpetrator of discrimination	Perpetrator of bullying/harassment
A colleague in my Area, Directorate or Division	10	0
A colleague in a different Area, Directorate or Division of PHSO	0	0
My manager	0	0
Another senior member of staff in PHSO	0	10
Someone I manage	0	0
Someone working in a different organisation	0	0
A contractor	0	0
A service user (e.g. complainant)*	0	0
A member of the public	0	0
Someone else not listed here	0	0
Prefer not to say	0	0

Answers with a sample base of lower than 10 have been suppressed, as shown by '0' (Base: 27) (Base: 32)

*In the questionnaire presented to participants, this question was phrased as 'A service user (e.g. customer, claimant, offender)'

Bullying and harassment additional questions

Did you report your experience?

- Yes: 50%
- No: 41%
- Prefer not to say: 9%

How did you report your experience?

- Raised a formal complaint: 0
- Reported in another way, through less formal means: 12
- Confided in someone (e.g. a colleague): 0
- In another way: 0

Answers with a sample base of lower than 10 have been suppressed, as shown by '0' (Base: 16)

Why did you not report your experience? (No options were selected by 0 or more staff. Base: 13)

- I felt I might jeopardise my job: 0
- I did not want to be seen as a troublemaker: 0
- I did not believe that corrective action would be taken: 0
- I did not know how to report it or who to speak to: 0
- The behaviour stopped before I could report it: 0
- I did not report it for another reason: 0

Was appropriate action taken to address the behaviour you experienced?

- Yes: 19%
- No: 63%
- Prefer not to say: 19%

Has the bullying and/or harassment stopped?

- Yes: 41%
- No: 28%
- Prefer not to say: 31%

Personal wellbeing

Statement	9-10 (Completely)	7-8	5-6	0-4 (Not at all)	% positive (7-10)	Difference from previous survey	Difference from CS 2022
Overall, how satisfied are you with your life nowadays?	12%	48%	29%	11%	60%	-8	-4
Overall, to what extent do you feel that the things you do with your life are worthwhile?	20%	46%	24%	10%	66%	-3	-3
Overall, how happy did you feel yesterday?	17%	40%	26%	17%	57%	-3	-4

Health and wellbeing

Statement	Excellent	Very good	Good	Fair	Poor	% positive	2021 % positive	Difference from CS 2022
In general, how would you rate your overall mental health now?	5%	25%	29%	27%	11%	59%	60%	-12
In general, how would you rate your overall physical health now?	6%	19%	37%	28%	8%	62%	66%	-11

Statement	Never	Hardly ever	Occasionally	Some of the time	Often or always	% often or always	% often or always (PHSO 2021)	% often or always (CSPS 2022)
How often, if at all, do you feel lonely?	19%	33%	28%	14%	4%	4%	6%	5%

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2022
The people in my team genuinely care about my wellbeing	31%	49%	17%	4%	0%	79%	+1	+3
My manager supports me to ensure I have the workplace adjustments I need to reduce the barriers I face due to my condition(s) or illness(es)* (All colleagues with a condition/illness)	41%	43%	11%	3%	2%	85%	+3	N/A

*Question is not included in the CSPS

Carers

(18% of respondents)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey
As a carer, I know where to access information and support in PHSO	14%	44%	24%	16%	1%	58%	+14
I feel supported by my manager to balance my work and caring responsibilities	28%	47%	22%	3%	0%	76%	-3

Future intentions

Statement	% (PHSO 2022)	% (PHSO 2021)	% (CSPS 2022)
I want to leave PHSO as soon as possible	4%	5%	7%
I want to leave PHSO within the next 12 months	10%	11%	15%
I want to stay working at PHSO for at least the next year	32%	32%	34%
I want to stay working for PHSO for at least the next three years	54%	51%	42%

A guide to this report

The benchmark data

The PHSO results are benchmarked against the Civil Service 2022 data.

Rounding

Differences in scores are calculated based on the rounded figures published in this report.

Anonymity

It is practice not to present the results of groups to the extent where the anonymity of individuals may be compromised. Results where less than 10 responses have been received will not be presented in the reports. However, their data will still contribute to the scores for their group and the organisation overall.

Employee engagement index

Each of the answer options relating to the engagement questions are allocated a score (i.e. strongly disagree is equivalent to 0, disagree to 25, neither agree nor disagree to 50, agree to 75 and strongly agree to 100).

For each respondent, an engagement score is calculated as the average score across these questions. The engagement index is then calculated as the average engagement score in the organisation, or selected subgroup.

Overall theme scores

The overall scores for each theme are calculated by taking the mean of the percentage of people who selected either 'agree' or 'strongly agree' for all questions within that theme.

These calculation methods are consistent with those used in the [Civil Service People Survey](#),