



2009 Main data report for:

Ministry of Defence

Returns: 39,653

Response rate: 49%

Your Engagement Index

Employee Engagement Index:

59%

Difference from Civil Service 2009*

0

Difference from High Performance benchmark*:

-4

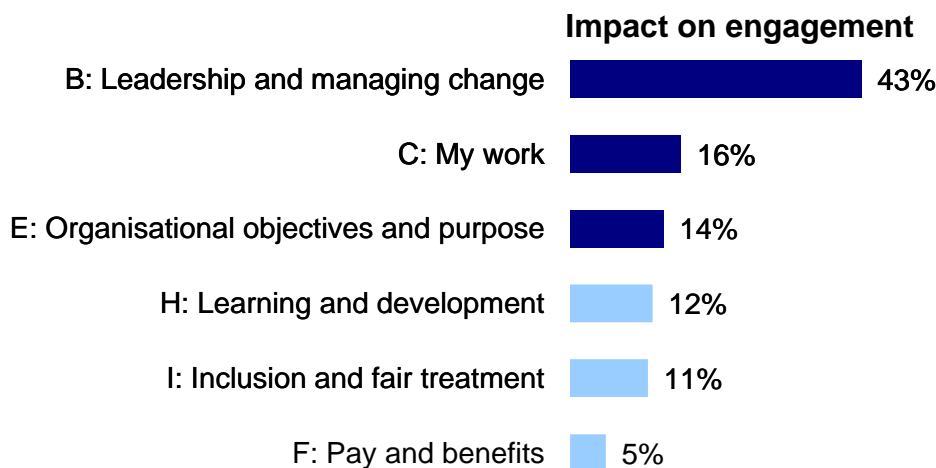
* See Appendix 2 for definition/description

The three elements of engagement and their component questions are:

	% Positive
Say: speaks positively of the organisation...	
J50. I am proud when I tell others I am part of [the organisation]	58%
J51. I would recommend [the organisation] as a great place to work	45%
Stay: emotionally attached and committed to the organisation...	
J52. I feel a strong personal attachment to [the organisation]	53%
Strive: motivated to do the best for the organisation...	
J53. [The organisation] inspires me to do the best in my job	39%
J54. [The organisation] motivates me to help it achieve its objectives	34%

Key Drivers of Engagement

The chart below shows the themes which drive engagement in the Ministry of Defence in order of importance. The top three drivers are the most important and should be the focus for action. Please see Appendix 2 for more details.



Using this report

This report details the survey results for the Ministry of Defence and is designed to help you clearly identify your strengths and opportunities for improvement. This survey is part of the 2009 Civil Service People Survey, a coordinated approach across the Civil Service to measure employee engagement and its drivers.

Note your engagement index and how it compares to benchmarks

See page 1

Focus on the key drivers of engagement

See page 1

See how your key driver results compare to others

See below and page 3

Consider the results of all questions

See pages 4-12

Discuss results and take action

Theme results

The table below presents the summary results for the engagement driver themes. The key drivers are highlighted and shown in order of their impact on engagement, the other engagement driver themes are shown in questionnaire order.

		Theme score (% positive)	Difference from Civil Service 2009	Your position out of 96 organisations
B: Leadership and managing change	Key theme: top 3	25%	-13	80
C: My work	Key theme: top 3	75%	0	46
E: Organisational objectives and purpose	Key theme: top 3	78%	-3	65
H: Learning and development	Key theme	57%	+7	19
I: Inclusion and fair treatment	Key theme	75%	+1	45
F: Pay and benefits	Key theme	40%	+3	41
A: Line management		61%	-3	67
D: Resources and workload		71%	-1	59
G: My team		75%	-2	54

Top three key driver themes in more detail

Themes are presented in order of impact on engagement, where the theme with the largest impact is listed first.

		% Positive	Difference from Civil Service 2009
B: Leadership and managing change	B20. I think it is safe to challenge the way things are done in [the organisation]	35%	-5
	B16. I feel that change is managed well in [the organisation]	17%	-10
	B13. I believe the actions of [senior managers] are consistent with [the organisation's] values	28%	-11
	B19. I have the opportunity to contribute my views before decisions are made that affect me	23%	-11
	B17. When changes are made in [the organisation] they are usually for the better	13%	-12
	B18. [The organisation] keeps me informed about matters that affect me	42%	-13
	B14. I believe [the board] has a clear vision for the future of [the organisation]	23%	-13
	B11. I feel [the organisation] as a whole is managed well	26%	-14
	B15. Overall, I have confidence in the decisions made by [the organisation's] [senior managers]	21%	-14
	B12. [Senior managers] in [the organisation] are sufficiently visible	25%	-19
C: My work	C24. I feel involved in decisions that affect my work	58%	+3
	C25. I have a choice in deciding how I do my work	75%	+3
	C23. My work gives me a sense of personal accomplishment	74%	0
	C22. I am sufficiently challenged by my work	76%	0
	C21. I am interested in my work	90%	0
E: Organisational objectives and purpose	E35. I understand how my work contributes to [the organisation's] objectives	78%	-3
	E33. I have a clear understanding of [the organisation's] purpose	81%	-3
	E34. I have a clear understanding of [the organisation's] objectives	74%	-4

All questions by theme

This section gives the breakdown of results for all questions in the survey by theme. Where applicable, comparisons to benchmarks and your previous survey are included (where '^' indicates a variation in question wording). Please see Appendix 2 for more details.

Please note that the key themes driving employee engagement are flagged throughout this section and the engagement questions for Say, Stay and Strive can be located on page 10.

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from previous survey	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
A: Line management									
A01. My manager motivates me to be more effective in my job	15	43	25	12	5	58	+5^	-3	-8
A02. My manager is considerate of my life outside work	28	45	16	6		74	0	-3	-7
A03. My manager is open to my ideas	26	50	15	5		77	-	-1	-5
A04. My manager helps me to understand how I contribute to [the organisation's] objectives	11	40	34	11	4	51	-	-8	-12
A05. Overall, I have confidence in the decisions made by my manager	21	46	20	8	4	68	+4^	-3	-8
A06. My manager recognises when I have done my job well	23	51	16	7		74	-1^	-2	-5
A07. I receive regular feedback on my performance	13	41	27	15	5	53	-	-7	-10
A08. The feedback I receive helps me to improve my performance	12	40	33	11	4	52	-	-5	-9
A09. I think that my performance is evaluated fairly	14	48	26	9	4	62	-4	-1	-5
A10. Poor performance is dealt with effectively in my team	8	33	36	16	8	41	-	+4	-1

All questions by theme

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from previous survey	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
B: Leadership and managing change (Key theme: top 3)									
B11. I feel [the organisation] as a whole is managed well	24	35	29	10	26	-1	-14	-27	
B12. [Senior managers] in [the organisation] are sufficiently visible	23	31	31	12	25	-4	-19	-33	
B13. I believe the actions of [senior managers] are consistent with [the organisation's] values	26	48	18	7	28	-	-11	-22	
B14. I believe [the board] has a clear vision for the future of [the organisation]	21	49	19	8	23	-4	-13	-26	
B15. Overall, I have confidence in the decisions made by [the organisation's] [senior managers]	20	43	25	11	21	-	-14	-31	
B16. I feel that change is managed well in [the organisation]	16	35	35	13	17	-2	-10	-20	
B17. When changes are made in [the organisation] they are usually for the better	13	40	35	12	13	-4	-12	-23	
B18. [The organisation] keeps me informed about matters that affect me	40	34	18	6	42	-16^	-13	-22	
B19. I have the opportunity to contribute my views before decisions are made that affect me	21	33	32	13	23	-	-11	-18	
B20. I think it is safe to challenge the way things are done in [the organisation]	32	38	20	7	35	-20^	-5	-12	

All questions by theme

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from previous survey	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
C: My work (Key theme: top 3)									
C21. I am interested in my work	42	48	7			90	+12^	0	-3
C22. I am sufficiently challenged by my work	29	47	13	8		76	-	0	-4
C23. My work gives me a sense of personal accomplishment	26	49	16	8		74	+4	0	-4
C24. I feel involved in decisions that affect my work	16	43	20	16	6	58	+7	+3	-4
C25. I have a choice in deciding how I do my work	22	53	15	8		75	-	+3	-4

All questions by theme

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from previous survey	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
D: Resources and workload									
D26. In my job, I am clear what is expected of me	24	57	11	6		82	-3	+1	-2
D27. I get the information I need to do my job well	10	48	25	14		59	0	-5	-9
D28. I have clear work objectives	17	55	17	9		72	-2^	-1	-6
D29. I have the skills I need to do my job effectively	24	62	9	4		87	-	-1	-3
D30. I have the tools I need to do my job effectively	10	55	17	14	4	65	+7^	-7	-11
D31. I have an acceptable workload	7	55	18	15	5	62	-2	+2	-3
D32. I achieve a good balance between my work life and my private life	13	55	17	11	4	68	-1^	0	-5
E: Organisational objectives and purpose (Key theme: top 3)									
E33. I have a clear understanding of [the organisation's] purpose	21	59	14	4		81	-	-3	-9
E34. I have a clear understanding of [the organisation's] objectives	18	56	19	6		74	-	-4	-10
E35. I understand how my work contributes to [the organisation's] objectives	20	58	16	4		78	-1	-3	-8

All questions by theme

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from previous survey	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
F: Pay and benefits (Key theme)									
F36. I feel that my pay adequately reflects my performance	4	37	23	25	10	41	-	+5	-5
F37. I am satisfied with the total benefits package	5	39	29	19	7	44	-	+1	-6
F38. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	30	24	28	14	34	0	+1	-6
G: My team									
G39. The people in my team can be relied upon to help when things get difficult in my job	26	53	13	6		79	-	-3	-6
G40. The people in my team work together to find ways to improve the service we provide	24	52	16	6		76	-	-2	-6
G41. The people in my team are encouraged to come up with new and better ways of doing things	21	48	21	8		69	-	+1	-6

All questions by theme

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from previous survey	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
H: Learning and development (Key theme)									
H42. I am able to access the right learning and development opportunities when I need to	16	55	17	9		71	-	+9	+2
H43. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	42	34	10		53	-7^	+2	-5
H44. There are opportunities for me to develop my career in [the organisation]	11	42	25	15	7	53	-7	+14	+6
H45. Learning and development activities I have completed while working for [the organisation] are helping me to develop my career	11	42	31	12	4	53	+2^	+9	+2
I: Inclusion and fair treatment (Key theme)									
I46. I am treated fairly at work	25	58	11	4		83	-	+4	0
I47. I am treated with respect by the people I work with	27	58	11			85	-	0	-3
I48. I feel valued for the work I do	17	45	22	11	4	63	+6^	0	-6
I49. I think that [the organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas etc)	16	53	23	5		70	-	-1	-7

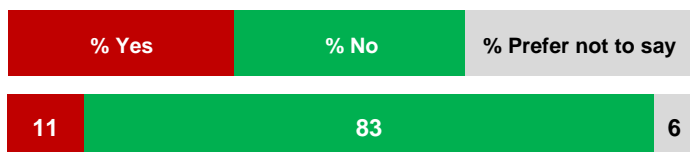
All questions by theme

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from previous survey	Diff. from Civil Service 2009	Diff. from High Performance Benchmark
J: Engagement									
Say J50. I am proud when I tell others I am part of [the organisation]	14	44	32	8		58	-11^	+3	-8
Say J51. I would recommend [the organisation] as a great place to work	9	36	37	14	4	45	-3	-3	-13
Stay J52. I feel a strong personal attachment to [the organisation]	13	40	31	13	4	53	-	+7	-1
Strive J53. [The organisation] inspires me to do the best in my job	8	31	41	16	4	39	-	-1	-11
Strive J54. [The organisation] motivates me to help it achieve its objectives	6	28	43	18	5	34	-	-4	-14
K: Taking action									
K55. I believe that [senior managers] in [the organisation] will take action on the results from this survey	20	36	28	14		22	-3^	-15	-27
K56. I believe that managers where I work will take action on the results from this survey	4	27	34	23	12	31	-	-14	-23

All questions by theme

L: Discrimination, harassment and bullying

L01. During the past 12 months, have you personally experienced discrimination at work?



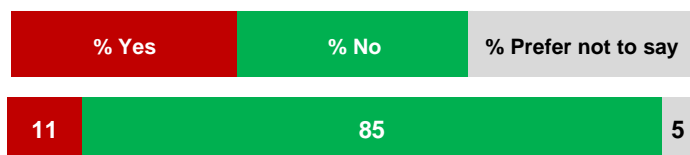
% Yes	
-	Previous survey
10%	Civil Service 2009

For respondents who selected 'Yes' to question L01.

L02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



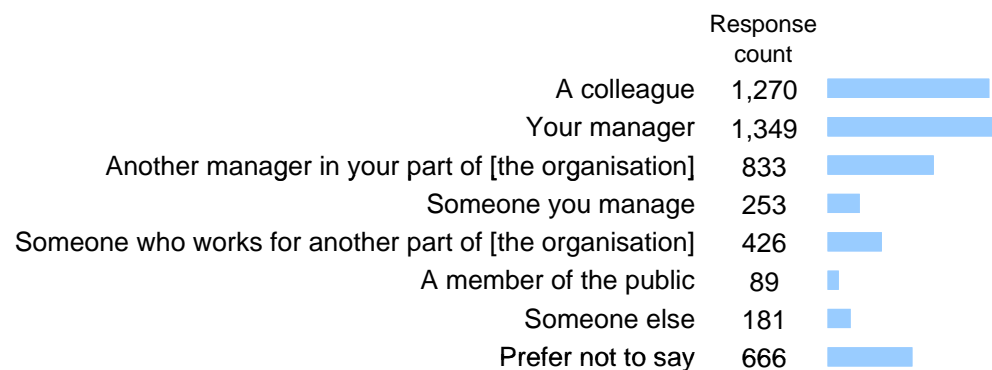
L03. During the past 12 months, have you personally experienced bullying or harassment at work?



% Yes	
-	Previous survey
10%	Civil Service 2009

For respondents who selected 'Yes' to question L03.

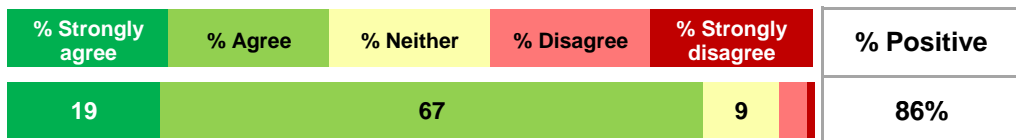
L04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



All questions by theme

M: Data Security

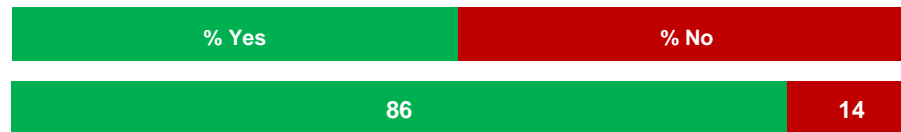
M05. I know where to go to find out about how to handle personal and sensitive information



Difference from previous survey:	-
Difference from Civil Service 2009:	+4

Differences are based on '% Positive' score.

M06. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?

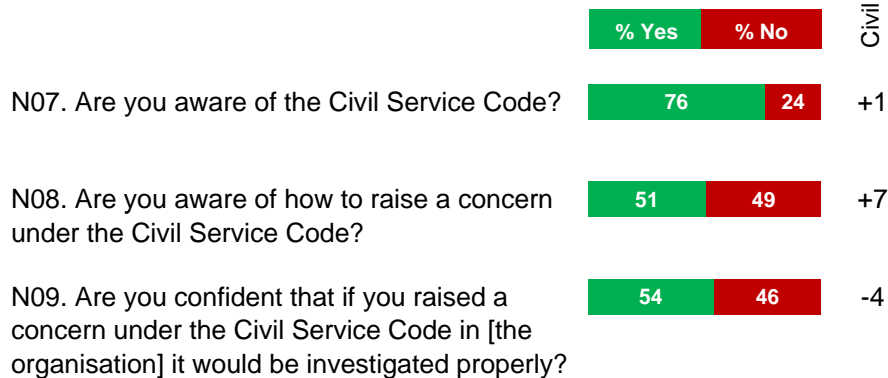


Difference from previous survey:	-
Difference from Civil Service 2009:	-1

Differences are based on '% Yes' score.

N: The Civil Service Code

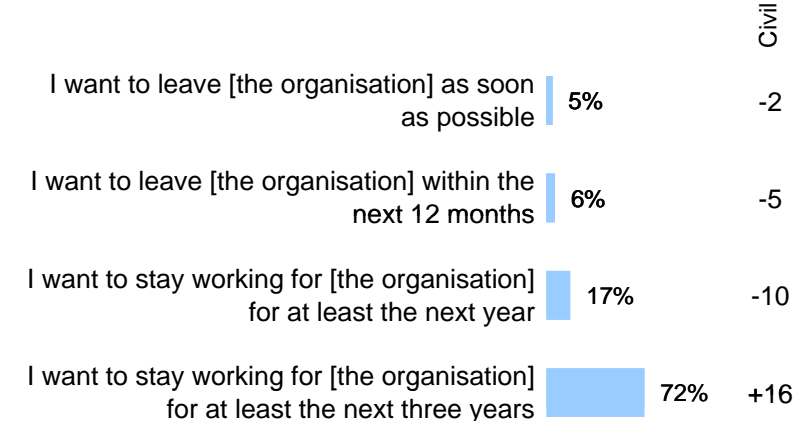
Differences from Civil Service 2009 are shown.
Differences are based on '% Yes' score.



O: Your plans for the future

O10. Which of the following statements most reflects your current thoughts about working for [the organisation]?

Differences from Civil Service 2009 are shown.



All questions by theme

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Diff. from previous survey	Diff. from Civil Service 2009
P: Ministry of Defence common questions								
P01. I have a clear understanding of my TLB's purpose	10	50	27	10		60	-	-
P02. The MOD has an inclusive culture where everyone's talents can flourish		36	40	17	4	39	-6	-
P03. Where I work, my manager is sufficiently visible	27	54	10	6		81	-	-
P04. I think it is safe to speak up and challenge the way things are done where I work	16	55	17	9		71	-	-
P05. When changes are made where I work, they are usually for the better	5	28	39	22	6	33	-	-
P06. I feel a strong personal attachment to the Armed Forces	31	39	21	7		70	-	-
P07. MOD Civil Servants deployed on operations play an important role in supporting UK Armed Forces	27	51	19			79	-	-
P08. Senior managers, both military and civilian, champion either the Support to Operations programme or civilians who deploy to a high degree	10	38	45	5		48	+18^	-
P09. I would do everything possible to facilitate the deployment of MOD colleagues and/or staff	24	50	24			74	-	-
P10. Overall, I believe the advantages to a civilian of an operational deployment outweigh the disadvantages	15	39	40	5		54	+8	-

Comparison against other organisations

This section shows how the Ministry of Defence compares to other organisations participating in the 2009 Civil Service People Survey for all questions from sections A to K of the survey. Questions are in order of most positive to least positive comparison against the Civil Service 2009 benchmark.

Questions	Ministry of Defence 2009 % Positive	Civil Service 2009 % Positive	Difference from Civil Service 2009	Your position out of 96 orgs
H44 There are opportunities for me to develop my career in [the organisation]	53	39	+14	11
H45 Learning and development activities I have completed while working for [the organisation] are helping me to develop my career	53	44	+9	19
H42 I am able to access the right learning and development opportunities when I need to	71	63	+9	18
J52 I feel a strong personal attachment to [the organisation]	53	45	+7	29
F36 I feel that my pay adequately reflects my performance	41	36	+5	35
I46 I am treated fairly at work	83	79	+4	25
A10 Poor performance is dealt with effectively in my team	41	38	+4	28
C24 I feel involved in decisions that affect my work	58	56	+3	39
J50 I am proud when I tell others I am part of [the organisation]	58	56	+3	40
C25 I have a choice in deciding how I do my work	75	72	+3	41
H43 Learning and development activities I have completed in the past 12 months have helped to improve my performance	53	51	+2	37
D31 I have an acceptable workload	62	60	+2	41
F38 Compared to people doing a similar job in other organisations I feel my pay is reasonable	34	33	+1	43
G41 The people in my team are encouraged to come up with new and better ways of doing things	69	68	+1	46
D26 In my job, I am clear what is expected of me	82	81	+1	41
F37 I am satisfied with the total benefits package	44	44	+1	44
D32 I achieve a good balance between my work life and my private life	68	68	0	44
I48 I feel valued for the work I do	63	62	0	47
C23 My work gives me a sense of personal accomplishment	74	74	0	45

Comparison against other organisations

Questions	Ministry of Defence 2009 % Positive	Civil Service 2009 % Positive	Difference from Civil Service 2009	Your position out of 96 orgs
C22 I am sufficiently challenged by my work	76	76	0	48
I47 I am treated with respect by the people I work with	85	85	0	50
C21 I am interested in my work	90	90	0	55
D29 I have the skills I need to do my job effectively	87	87	-1	59
D28 I have clear work objectives	72	72	-1	55
A09 I think that my performance is evaluated fairly	62	63	-1	54
J53 [The organisation] inspires me to do the best in my job	39	40	-1	52
A03 My manager is open to my ideas	77	78	-1	54
I49 I think that [the organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas etc)	70	71	-1	56
A06 My manager recognises when I have done my job well	74	76	-2	60
G40 The people in my team work together to find ways to improve the service we provide	76	79	-2	56
A05 Overall, I have confidence in the decisions made by my manager	68	70	-3	58
A01 My manager motivates me to be more effective in my job	58	61	-3	65
J51 I would recommend [the organisation] as a great place to work	45	48	-3	53
G39 The people in my team can be relied upon to help when things get difficult in my job	79	83	-3	72
A02 My manager is considerate of my life outside work	74	77	-3	64
E35 I understand how my work contributes to [the organisation's] objectives	78	82	-3	63
E33 I have a clear understanding of [the organisation's] purpose	81	84	-3	61
E34 I have a clear understanding of [the organisation's] objectives	74	78	-4	64

Comparison against other organisations

Questions	Ministry of Defence 2009 % Positive	Civil Service 2009 % Positive	Difference from Civil Service 2009	Your position out of 96 orgs
J54 [The organisation] motivates me to help it achieve its objectives	34	38	-4	57
B20 I think it is safe to challenge the way things are done in [the organisation]	35	39	-5	63
D27 I get the information I need to do my job well	59	63	-5	64
A08 The feedback I receive helps me to improve my performance	52	57	-5	79
A07 I receive regular feedback on my performance	53	60	-7	82
D30 I have the tools I need to do my job effectively	65	72	-7	77
A04 My manager helps me to understand how I contribute to [the organisation's] objectives	51	59	-8	81
B16 I feel that change is managed well in [the organisation]	17	27	-10	81
B13 I believe the actions of [senior managers] are consistent with [the organisation's] values	28	39	-11	74
B19 I have the opportunity to contribute my views before decisions are made that affect me	23	34	-11	81
B17 When changes are made in [the organisation] they are usually for the better	13	25	-12	89
B18 [The organisation] keeps me informed about matters that affect me	42	56	-13	76
B14 I believe [the board] has a clear vision for the future of [the organisation]	23	36	-13	89
K56 I believe that managers where I work will take action on the results from this survey	31	45	-14	83
B11 I feel [the organisation] as a whole is managed well	26	40	-14	77
B15 Overall, I have confidence in the decisions made by [the organisation's] [senior managers]	21	36	-14	81
K55 I believe that [senior managers] in [the organisation] will take action on the results from this survey	22	37	-15	85
B12 [Senior managers] in [the organisation] are sufficiently visible	25	45	-19	84

Appendix 1: participating organisations

The organisations that have taken part in the survey are:

Accountant in Bankruptcy
Advisory, Conciliation and Arbitration Service
Animal Health
Attorney General's Office
Buying Solutions
Cabinet Office
Central Office of Information
Centre for Environment Fisheries and Aquaculture Science
Child Maintenance and Enforcement Commission
Communities and Local Government
Companies House
Criminal Injuries Compensation Authority
Criminal Records Bureau
Crown Office and Procurator Fiscal Service
Crown Prosecution Service
Debt Management Office
Department for Business, Innovation and Skills
Department for Children, Schools and Families
Department for Culture, Media and Sport
Department for Environment, Food and Rural Affairs
Department for International Development
Department for Transport
Department for Work and Pensions
Department of Energy and Climate Change
Department of Health
Disclosure Scotland
Driver and Vehicle Licensing Agency
Driving Standards Agency
Export Credits Guarantee Department
FCO Services
Fire Service College
Food and Environment Research Agency
Food Standards Agency
Foreign and Commonwealth Office
General Register Office for Scotland
Government Car and Despatch Agency
Government Equalities Office
Government Office Network
Highways Agency
Historic Scotland
HM Courts Service
HM Crown Prosecution Service Inspectorate
HM Inspectorate of Education
HM Revenue & Customs
HM Treasury
Home Office
Identity and Passport Service
Intellectual Property Office
Jobcentre Plus
Land Registry
Marine and Fisheries Agency
Maritime and Coastguard Agency
Meat Hygiene Service
Medicines and Healthcare products Regulatory Agency
Ministry of Defence
Ministry of Justice
National Measurement Office
National Offender Management Service
National Savings & Investments
National School of Government
Office for National Statistics
Office of Fair Trading
Office of Government Commerce
Office of Rail Regulation
Office of the Public Guardian
Office of the Scottish Charity Regulator
Ordnance Survey
Pension, Disability and Carers Service
Registers of Scotland
Rural Payments Agency
Scotland Office
Scottish Housing Regulator
Scottish Public Pensions Agency
Serious Fraud Office
Social Work Inspection Agency
Student Awards Agency for Scotland
The Health and Safety Executive
The Insolvency Service
The National Archives of Scotland
The Planning Inspectorate
The Royal Parks
The Scottish Government
The UK Hydrographic Office
Transport Scotland
Treasury Solicitor's Department
Tribunals Service
UK Border Agency
Valuation Office Agency
Vehicle and Operator Services Agency
Vehicle Certification Agency
Veterinary Laboratories Agency
Veterinary Medicines Directorate
Wales Office
Wilton Park Executive Agency

Appendix 2: technical information

% Positive

This represents the proportion of respondents who ticked 'agree' and 'strongly agree' combined.

Previous survey

Comparisons to the previous survey relate to the Civil Service Pilot 2009. Please note that the trend comparisons should be treated with caution as the wording of questions being compared may have changed.

Anonymity

ORC International belongs to the Market Research Society and is bound by their strict code of conduct and confidentiality rules, and therefore cannot allow the breakdown of groups to the extent where the anonymity of individuals may be compromised. Groups where less than 10 people responded will not be analysed or receive a report. However, their data will contribute to the scores for parent units they belong to and Civil Service scores overall.

Rounding

Percentages are presented as whole numbers for ease of reading. To give maximum accuracy, rounding is performed at the last stage of calculation. Values from .00 to .49 are rounded down and values from .50 to .99 are rounded up. If you perform calculations using rounded figures, these may differ slightly from our calculations. For example, if you add together the % Strongly agree, % Agree, % Neither, % Disagree and % Strongly disagree these may not total exactly 100%.

Worked Example

Percentage scores

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Total
Number of responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100.00%
Displayed rounded percentages	25%	27%	29%	16%	4%	101%

Number of positive responses (151+166)= 317
% Positive score 317/613= 52%

Civil Service 2009

The Civil Service 2009 benchmark score is the median score across all organisations that have taken part in the 2009 Civil Service People Survey (see Appendix 1 for a list of these organisations).

High Performance Benchmark (BM)

This is the top 24 scoring organisations that have taken part in the 2009 Civil Service People Survey (see Appendix 1).

Appendix 2: technical information

The "Employee Engagement Index"

The survey includes five questions that make up the engagement index (J50-J54). The index score represents the average level of engagement in the unit such that 0 on the index represents all respondents saying they strongly disagree to all five engagement index questions and 100 represents all respondents saying they strongly agree to all five engagement index questions.

The 9 Driver Themes

Many questions asked in the survey are related to each other and arranged into themes accordingly. The nine driver themes are labelled A to I throughout the report. Questions outside the engagement model and therefore not included in the driver themes include your organisation's local questions; as well as question groups K (Taking action), L (Discrimination, harassment and bullying), M (Data Security), N (The Civil Service Code) and O (Your plans for the future).

The "Key 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, stepwise regression, is used to identify which of the engagement driver themes (themes A to I) influence the engagement levels of your staff. The themes which are identified as having an impact on engagement levels are called key themes; the top three themes are the most important and should be the focus for action. All levels of engagement are measured (low through to high), and key driver themes can have both positive and negative impacts on engagement. Therefore, improvements in perceptions of the key driver themes will improve average engagement levels, likewise, a worsening of perceptions of the key driver themes will have a negative effect on average engagement levels.

"Impact on engagement"

The bar chart on the front page shows the impact on engagement for the key driver themes. The percentages give an idea of the relative importance of the individual themes. For example, a theme with a 40% impact rating is twice as important as a theme with a 20% impact rating. Note, percentages are not intended to sum to 100.

"Theme score (% positive)"

This percentage represents the number of positive responses (agree/strongly agree) to questions in the theme as a proportion of all responses to questions in the theme.

Further information

For further details about the statistical analysis presented in this report please refer to your organisation's survey project team.