Cabinet Office

Civil Service People Survey

Civil Service Benchmark Scores 2009 to 2019

January 2020

Civil Service People Survey 2019: summary

The 2019 People Survey was the eleventh annual survey of our employees' attitudes and experiences of working in the Civil Service.

308,556 civil servants responded, across 106 Civil Service organisations.

This is equivalent to an overall response rate for the Civil Service of 67%, an increase of 0.2 percentage points compared to 2018.

The Employee Engagement Index has increased by one percentage point to 63%, the highest it has ever been.

Eight of the nine themes scores within the survey have also increased since 2018, with only the score for the 'organisational objectives and purpose' theme remaining the same.

Employee Engagement Index	My work	Organisational objectives and purpose	My manager	My team
63% ▲	77% ▲	83% =	71% ▲	82% ▲
Difference from CSPS 2018 +1	Difference from CSPS 2018 +1	Difference from CSPS 2018 0	Difference from CSPS 2018 +1	Difference from CSPS 2018 +1

Learning and development	Inclusion and fair treatment	Resources and workload	Pay and benefits	Leadership and managing change
55% ▲	79% ▲	74% ▲	34% ▲	49% ▲
Difference from CSPS 2018 +1	Difference from CSPS 2018 +1	Difference from CSPS 2018 +1	Difference from CSPS 2018 +3	Difference from CSPS 2018 +2

Benchmark engagement and theme scores: 2009 to 2019

This report shows the benchmark scores from the Civil Service People Survey from 2009 to 2019. The benchmark for a survey measure is the median (mid-point) score of all participating organisations.

The individual survey questions are used to generate 10 headline indicators, one to measure the levels of employee engagement and nine to measure factors that influence engagement.

The table below shows the benchmark scores for each of these 10 headline indicators.

Pages 4-14 show the benchmark score for each of the individual core questions.

Page 15 provides a brief technical overview of the survey and endnotes, including information on the response rate.

Page 16 lists the organisations that participated in the 2019 survey.

	Civil Service benchmark score [1]											Change in benchmark score [2]									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	**2019**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17	'17 to '18	**'18 to '19**
Employee engagement index [3]	58%	56%	56%	58%	58%	59%	58%	59%	61%	62%	**63%**	-2	0	+2	0	+1	-1	+1	+2	+1	**+1 ▲**
My work	75%	71%	71%	73%	74%	75%	74%	75%	76%	76%	**77%**	-4	0	+2	+1	+1	-1	+1	+1	0	**+1 ▲**
Organisational objectives & purpose	80%	80%	80%	81%	81%	82%	81%	81%	82%	83%	**83%**	0	0	+1	0	+1	-1	0	+1	+1	**0 =**
My manager	64%	64%	64%	66%	67%	67%	68%	68%	70%	70%	**71%**	0	0	+2	+1	0	+1	0	+2	0	**+1 ▲**
My team	76%	77%	77%	78%	79%	79%	80%	80%	81%	81%	**82%**	+1	0	+1	+1	0	+1	0	+1	0	**+1 ▲**
Learning & development	50%	43%	43%	44%	47%	49%	49%	50%	53%	54%	**55%**	-7	0	+1	+3	+2	0	+1	+3	+1	**+1 ▲**
Inclusion & fair treatment	74%	73%	73%	75%	74%	75%	74%	76%	77%	78%	**79%**	-1	0	+2	-1	+1	-1	+2	+1	+1	**+1 ▲**
Resources & workload	70%	72%	71%	72%	72%	72%	71%	71%	72%	73%	**74%**	+2	-1	+1	0	0	-1	0	+1	+1	**+1 ▲**
Pay & benefits	37%	37%	31%	30%	29%	28%	30%	31%	30%	31%	**34%**	0	-6	-1	-1	-1	+2	+1	-1	+1	**+3 ▲**
Leadership & managing change	37%	37%	37%	41%	41%	43%	42%	43%	47%	47%	**49%**	0	0	+4	0	+2	-1	+1	+4	0	**+2 ▲**

Civil Service People Survey 2019: results by question	Civil Service benchmark score [4, 5, 6]											Change in benchmark score									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	**2019**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17	'17 to '18	**'18 to '19**
My work																					
B01. I am interested in my work	90%	89%	89%	89%	89%	89%	89%	90%	90%	90%	**90%**	-1	0	0	0	0	0	+1	0	0	**0 =**
B02. I am sufficiently challenged by my work	76%	73%	75%	76%	78%	79%	79%	80%	81%	81%	**80%**	-3	+2	+1	+2	+1	0	+1	+1	0	**-1 ▼**
B03. My work gives me a sense of personal accomplishment	74%	72%	72%	73%	75%	76%	75%	75%	77%	77%	**78%**	-2	0	+1	+2	+1	-1	0	+2	0	**+1 ▲**
B04. I feel involved in the decisions that affect my work	56%	49%	49%	53%	54%	56%	56%	57%	58%	59%	**60%**	-7	0	+4	+1	+2	0	+1	+1	+1	**+1 ▲**
B05. I have a choice in deciding how I do my work	72%	70%	71%	72%	72%	74%	73%	74%	75%	77%	**78%**	-2	+1	+1	0	+2	-1	+1	+1	+2	**+1 ▲**
Organisational objectives & purpose																					
B06. I have a clear understanding of [my organisation's] objectives	78%	78%	79%	79%	80%	81%	79%	80%	81%	81%	**82%**	0	+1	0	+1	+1	-2	+1	+1	0	**+1 ▲**
B07. I understand how my work contributes to [my organisation's] objectives	82%	80%	81%	82%	83%	83%	83%	83%	83%	84%	**84%**	-2	+1	+1	+1	0	0	0	0	+1	**0 =**

Civil Service People Survey 2019: results by question	Civil Service benchmark score [4, 5, 6]											Change in benchmark score									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	**2019**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17	'17 to '18	**'18 to '19**
My manager																					
B08. My manager motivates me to be more effective in my job	61%	62%	63%	66%	65%	68%	68%	69%	70%	71%	**72%**	+1	+1	+3	-1	+3	0	+1	+1	+1	**+1 ▲**
B09. My manager is considerate of my life outside work	77%	78%	79%	81%	80%	81%	82%	83%	84%	86%	**87%**	+1	+1	+2	-1	+1	+1	+1	+1	+2	**+1 ▲**
B10. My manager is open to my ideas	78%	77%	79%	79%	79%	80%	81%	81%	82%	83%	**83%**	-1	+2	0	0	+1	+1	0	+1	+1	**0 =**
B11. My manager helps me to understand how I contribute to [my organisation's] objectives	59%	58%	58%	61%	62%	64%	63%	65%	66%	67%	**67%**	-1	0	+3	+1	+2	-1	+2	+1	+1	**0 =**
B12. Overall, I have confidence in the decisions made by my manager	70%	69%	71%	71%	71%	73%	72%	73%	74%	76%	**76%**	-1	+2	0	0	+2	-1	+1	+1	+2	**0 =**
B13. My manager recognises when I have done my job well	76%	77%	76%	77%	77%	77%	79%	78%	79%	80%	**80%**	+1	-1	+1	0	0	+2	-1	+1	+1	**0 =**
B14. I receive regular feedback on my performance	60%	60%	60%	63%	64%	65%	67%	66%	68%	68%	**69%**	0	0	+3	+1	+1	+2	-1	+2	0	**+1 ▲**
B15. The feedback I receive helps me to improve my performance	57%	57%	58%	60%	60%	61%	61%	62%	63%	64%	**65%**	0	+1	+2	0	+1	0	+1	+1	+1	**+1 ▲**
B16. I think that my performance is evaluated fairly	63%	62%	62%	62%	63%	63%	62%	63%	65%	66%	**68%**	-1	0	0	+1	0	-1	+1	+2	+1	**+2 ▲**
B17. Poor performance is dealt with effectively in my team	38%	37%	37%	37%	38%	39%	39%	39%	40%	40%	**40%**	-1	0	0	+1	+1	0	0	+1	0	**0 =**
My team																					
B18. The people in my team can be relied upon to help when things get difficult in my job	83%	83%	82%	83%	84%	84%	84%	84%	85%	86%	**86%**	0	-1	+1	+1	0	0	0	+1	+1	**0 =**
B19. The people in my team work together to find ways to improve the service we provide	79%	78%	78%	79%	80%	80%	80%	82%	83%	82%	**83%**	-1	0	+1	+1	0	0	+2	+1	-1	**+1 ▲**
B20. The people in my team are encouraged to come up with new and better ways of doing things	68%	70%	69%	71%	73%	74%	74%	74%	75%	77%	**77%**	+2	-1	+2	+2	+1	0	0	+1	+2	**0 =**

Civil Service People Survey 2019: results by question	Civil Service benchmark score											Change in benchmark score									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	**2019**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to 17	'17 to '18	**'18 to '19**
Learning & development																					
B21. I am able to access the right learning and development opportunities when I need to	63%	55%	54%	58%	61%	62%	63%	61%	63%	64%	**64%**	-8	-1	+4	+3	+1	+1	-2	+2	+1	**0 =**
B22. Learning and development activities I have completed in the past 12 months have helped to improve my performance	51%	48%	45%	46%	48%	51%	52%	51%	52%	53%	**54%**	-3	-3	+1	+2	+3	+1	-1	+1	+1	**+1 ▲**
B23. There are opportunities for me to develop my career in [my organisation]	39%	28%	31%	35%	38%	42%	41%	43%	47%	48%	**51%**	-11	+3	+4	+3	+4	-1	+2	+4	+1	**+3 ▲**
B24. Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	44%	41%	40%	40%	42%	43%	44%	44%	47%	47%	**50%**	-3	-1	0	+2	+1	+1	0	+3	0	**+3 ▲**
Inclusion & fair treatment																					
B25. I am treated fairly at work	79%	78%	78%	78%	78%	79%	78%	79%	80%	80%	**82%**	-1	0	0	0	+1	-1	+1	+1	0	**+2 ▲**
B26. I am treated with respect by the people I work with	85%	84%	84%	84%	84%	84%	85%	84%	85%	85%	**86%**	-1	0	0	0	0	+1	-1	+1	0	**+1 ▲**
B27. I feel valued for the work I do	62%	60%	59%	62%	63%	65%	64%	65%	66%	68%	**68%**	-2	-1	+3	+1	+2	-1	+1	+1	+2	**0 =**
B28. I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	71%	71%	70%	71%	72%	74%	72%	74%	76%	77%	**78%**	0	-1	+1	+1	+2	-2	+2	+2	+1	**+1 ▲**

Civil Service People Survey 2019: results by question

	Civil Service benchmark score											Change in benchmark score									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	**2019**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to 17	'17 to '18	**'18 to '19**
Resources & workload																					
B29. I get the information I need to do my job well	63%	67%	67%	68%	69%	70%	69%	69%	70%	70%	**71%**	+4	0	+1	+1	+1	-1	0	+1	0	**+1 ▲**
B30. I have clear work objectives	72%	74%	74%	75%	75%	76%	75%	75%	75%	76%	**76%**	+2	0	+1	0	+1	-1	0	0	+1	**0 =**
B31. I have the skills I need to do my job effectively	87%	88%	88%	88%	88%	89%	88%	89%	88%	89%	**89%**	+1	0	0	0	+1	-1	+1	-1	+1	**0 =**
B32. I have the tools I need to do my job effectively	72%	72%	70%	72%	71%	72%	69%	70%	70%	71%	**72%**	0	-2	+2	-1	+1	-3	+1	0	+1	**+1 ▲**
B33. I have an acceptable workload	60%	62%	61%	60%	60%	59%	59%	58%	61%	60%	**63%**	+2	-1	-1	0	-1	0	-1	+3	-1	**+3 ▲**
B34. I achieve a good balance between my work life and my private life	68%	70%	67%	68%	68%	66%	67%	67%	68%	69%	**71%**	+2	-3	+1	0	-2	+1	0	+1	+1	**+2 ▲**
Pay & benefits																					
B35. I feel that my pay adequately reflects my performance	36%	38%	32%	31%	29%	29%	31%	32%	30%	31%	**34%**	+2	-6	-1	-2	0	+2	+1	-2	+1	**+3 ▲**
B36. I am satisfied with the total benefits package	44%	39%	34%	33%	32%	32%	33%	34%	34%	36%	**39%**	-5	-5	-1	-1	0	+1	+1	0	+2	**+3 ▲**
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable	33%	31%	27%	26%	25%	24%	25%	27%	25%	27%	**28%**	-2	-4	-1	-1	-1	+1	+2	-2	+2	**+1 ▲**

Civil Service People Survey 2019: results by question	Civil Service benchmark score											Change in benchmark score									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	**2019**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17	'17 to '18	**'18 to '19**
Leadership & managing change																					
B38. [Senior managers] in [my organisation] are sufficiently visible	45%	45%	46%	48%	51%	53%	53%	55%	60%	61%	**63%**	0	+1	+2	+3	+2	0	+2	+5	+1	**+2 ▲**
B39. I believe the actions of [senior managers] are consistent with [my organisation's] values	39%	39%	39%	42%	43%	47%	45%	49%	54%	52%	**55%**	0	0	+3	+1	+4	-2	+4	+5	-2	**+3 ▲**
B40. I believe that [the board has] a clear vision for the future of [my organisation]	36%	35%	39%	40%	42%	45%	42%	43%	49%	48%	**50%**	-1	+4	+1	+2	+3	-3	+1	+6	-1	**+2 ▲**
B41. Overall, I have confidence in the decisions made by [my organisation's senior managers]	36%	36%	36%	39%	41%	44%	42%	44%	49%	49%	**51%**	0	0	+3	+2	+3	-2	+2	+5	0	**+2 ▲**
B42. I feel that change is managed well in [my organisation]	27%	27%	27%	29%	29%	31%	30%	29%	33%	33%	**35%**	0	0	+2	0	+2	-1	-1	+4	0	**+2 ▲**
B43. When changes are made in [my organisation] they are usually for the better	25%	23%	23%	25%	27%	30%	27%	30%	33%	35%	**36%**	-2	0	+2	+2	+3	-3	+3	+3	+2	**+1 ▲**
B44. [My organisation] keeps me informed about matters that affect me	56%	54%	55%	56%	58%	58%	56%	56%	58%	59%	**60%**	-2	+1	+1	+2	0	-2	0	+2	+1	**+1 ▲**
B45. I have the opportunity to contribute my views before decisions are made that affect me	34%	32%	36%	36%	36%	36%	36%	38%	39%	40%	**40%**	-2	+4	0	0	0	0	+2	+1	+1	**0 =**
B46. I think it is safe to challenge the way things are done in [my organisation]	39%	39%	38%	40%	38%	41%	41%	43%	46%	47%	**50%**	0	-1	+2	-2	+3	0	+2	+3	+1	**+3 ▲**

Civil Service People Survey 2019: results by question	Civil Service benchmark score [7]											Change in benchmark score									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	**2019**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17	'17 to '18	**'18 to '19**
Employee engagement																					
B47. I am proud when I tell others I am part of [my organisation]	56%	55%	52%	53%	56%	59%	57%	59%	62%	65%	**67%**	-1	-3	+1	+3	+3	-2	+2	+3	+3	**+2 ▲**
B48. I would recommend [my organisation] as a great place to work	48%	42%	43%	46%	45%	49%	47%	51%	55%	58%	**61%**	-6	+1	+3	-1	+4	-2	+4	+4	+3	**+3 ▲**
B49. I feel a strong personal attachment to [my organisation]	45%	46%	46%	44%	46%	48%	47%	48%	49%	52%	**52%**	+1	0	-2	+2	+2	-1	+1	+1	+3	**0 =**
B50. [My organisation] inspires me to do the best in my job	40%	39%	38%	41%	43%	45%	44%	46%	48%	50%	**52%**	-1	-1	+3	+2	+2	-1	+2	+2	+2	**+2 ▲**
B51. [My organisation] motivates me to help it achieve its objectives	38%	36%	36%	38%	40%	43%	42%	44%	46%	48%	**50%**	-2	0	+2	+2	+3	-1	+2	+2	+2	**+2 ▲**
Taking action																					
B52. I believe that [senior managers] in [my organisation] will take action on the results from this survey	37%	38%	39%	43%	43%	45%	43%	46%	50%	49%	**51%**	+1	+1	+4	0	+2	-2	+3	+4	-1	**+2 ▲**
B53. Where I work, I think effective action has been taken on the results of the last survey	..	..	29%	32%	33%	35%	33%	35%	36%	36%	**38%**	..	..	+3	+1	+2	-2	+2	+1	0	**+2 ▲**

Civil Service People Survey 2019: results by question	Civil Service benchmark score											Change in benchmark score									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	**2019**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17	'17 to '18	**'18 to '19**
Organisational culture																					
B54. I am trusted to carry out my job effectively	..	..	..	86%	88%	89%	88%	88%	89%	89%	**89%**	..	..	..	+2	+1	-1	0	+1	0	**0 =**
B55. I believe I would be supported if I try a new idea, even if it may not work	..	..	..	63%	67%	68%	68%	69%	71%	72%	**73%**	..	..	..	+4	+1	0	+1	+2	+1	**+1 ▲**
B56. In [my organisation], people are encouraged to speak up when they identify a serious policy or delivery risk	..	..	..	..	..	..	..	..	66%	68%	**70%**	..	..	..	..	..	..	..	..	..	**+2 ▲**
B57. I feel able to challenge inappropriate behaviour in the workplace	..	..	..	..	..	..	..	..	63%	65%	**67%**	..	..	..	..	..	..	..	..	..	**+2 ▲**
B58. [My organisation] is committed to creating a diverse and inclusive workplace	..	..	..	..	..	..	..	..	74%	75%	**76%**	..	..	..	..	..	..	..	..	..	**+1 ▲**
Civil Service Vision																					
B59. I am aware of the Civil Service vision for 'A Brilliant Civil Service' [7]	..	..	..	..	..	..	..	..	43%	51%	**58%**	..	..	..	..	..	..	..	..	..	**+7 ▲**
Civil Service Leadership Statement																					
B60. Managers in my Area/Directorate/Division actively role model the behaviours set out in the Civil Service Leadership Statement	..	..	..	..	..	..	..	..	..	..	**66%**	..	..	..	..	..	..	..	..	..	**..**

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	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	**2019**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17	'17 to '18	**'18 to '19**
Future intentions																					
C01. Which of the following statements most reflects your current thoughts about working for [your organisation]? [8]																					
I want to leave [my organisation] as soon as possible	6%	8%	7%	8%	8%	7%	9%	8%	8%	8%	**7%**	+2	-1	+1	0	-1	+2	-1	0	0	**-1 ▼**
I want to leave [my organisation] within the next 12 months	11%	11%	11%	12%	13%	14%	15%	15%	15%	15%	**15%**	0	0	+1	+1	+1	+1	0	0	0	**0 =**
I want to stay working for [my organisation] for at least the next year	28%	26%	27%	29%	30%	31%	32%	32%	34%	34%	**33%**	-2	+1	+2	+1	+1	+1	0	+2	0	**-1 ▼**
I want to stay working for [my organisation] for at least the next three years	55%	55%	54%	52%	48%	47%	43%	43%	44%	43%	**44%**	0	-1	-2	-4	-1	-4	0	+1	-1	**+1 ▲**
Civil Service Code																					
D01. Are you aware of the Civil Service Code?	75%	81%	86%	88%	89%	90%	91%	91%	92%	92%	**92%**	+6	+5	+2	+1	+1	+1	0	+1	0	**0 =**
D02. Are you aware of how to raise a concern under the Civil Service Code?	44%	53%	59%	63%	64%	64%	66%	67%	68%	67%	**66%**	+9	+6	+4	+1	0	+2	+1	+1	-1	**-1 ▼**
D03. Are you confident that if you raise a concern under the Civil Service Code in [your organisation] it would be investigated properly?	58%	62%	64%	67%	67%	69%	68%	67%	70%	71%	**72%**	+4	+2	+3	0	+2	-1	-1	+3	+1	**+1 ▲**

Civil Service People Survey 2019: results by question	Civil Service benchmark score											Change in benchmark score									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	**2019**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17	'17 to '18	**'18 to '19**
Wellbeing																					
W01. Overall, how satisfied are you with your life nowadays? (% 7-10) (0=not at all satisfied, 10=completely satisfied)	..	..	..	62%	63%	64%	65%	66%	66%	66%	**67%**	..	..	..	+1	+1	+1	+1	0	0	**+1 ▲**
W02. Overall, to what extent do you think the things you do in your life are worthwhile? (% 7-10) (0=not at all worthwhile, 10=completely worthwhile)	..	..	..	68%	69%	70%	71%	71%	71%	71%	**71%**	..	..	..	+1	+1	+1	0	0	0	**0 =**
W03. Overall, how happy did you feel yesterday? (% 7-10) (0=not at all happy, 10=completely happy)	..	..	..	59%	60%	60%	62%	64%	63%	62%	**62%**	..	..	..	+1	0	+2	+2	-1	-1	**0 =**
W04. Overall, how anxious did you feel yesterday? (% 6-10) (0=not at all anxious, 10=completely anxious)	..	..	..	29%	30%	30%	30%	30%	32%	32%	**32%**	..	..	..	+1	0	0	0	+2	0	**0 =**
Discrimination																					
E01. Have you been discriminated against at work, in the past 12 months?																					
Yes ^	10%	10%	10%	10%	10%	10%	11%	12%	12%	12%	**11%**	0	0	0	0	0	+1	+1	0	0	**-1 ▼**
No	81%	81%	81%	81%	81%	82%	80%	80%	80%	81%	**81%**	0	0	0	0	+1	-2	0	0	+1	**0 =**
Prefer not to say	9%	9%	8%	9%	8%	8%	9%	8%	8%	8%	**8%**	0	-1	+1	-1	0	+1	-1	0	0	**0 =**
Bullying and harassment																					
E03. Have you been bullied or harassed at work, in the past 12 months?																					
Yes ^	10%	10%	10%	10%	10%	10%	10%	11%	11%	11%	**12%**	0	0	0	0	0	0	+1	0	0	**+1 ▲**
No	83%	83%	83%	83%	83%	83%	82%	82%	82%	82%	**82%**	0	0	0	0	0	-1	0	0	0	**0 =**
Prefer not to say	7%	7%	7%	7%	7%	7%	8%	7%	7%	7%	**7%**	0	0	0	0	0	+1	0	0	0	**0 =**

^ In 2019, respondents were able to tell us if the discrimination, bullying or harassment they experienced happened while working in a Civil Service or non Civil Service organisation. This was intended to reflect the fact that not all respondents will have worked within the Civil Service for the past 12 months. If we remove those who said this behaviour occurred while working for a non Civil Service organisation, then the benchmark scores for E01 and E03 reduce to 10% and 11% respectively.

Civil Service People Survey 2019: results by question

	Civil Service benchmark score											Change in benchmark score									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	**2019**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17	'17 to '18	**'18 to '19**
Grounds of discrimination																					
E02. On which of the following grounds were you discriminated against? *Asked only of those who answered yes at E01. Multiple selection was allowed, therefore the result is shown as a proportion of those who said yes to E01 and may sum to more than 100%.* [10]																					
Age	15%	12%	12%	12%	13%	13%	14%	14%	15%	17%	**18%**	-3	0	0	+1	0	+1	0	+1	+2	**+1 ▲**
Caring responsibilities	..	8%	8%	8%	11%	9%	8%	9%	9%	9%	**9%**	..	0	0	+3	-2	-1	+1	0	0	**0 =**
Disability	8%	7%	8%	8%	10%	9%	10%	10%	10%	11%	**11%**	-1	+1	0	+2	-1	+1	0	0	+1	**0 =**
Ethnic background	7%	5%	5%	5%	6%	7%	8%	7%	8%	8%	**10%**	-2	0	0	+1	+1	+1	-1	+1	0	**+2 ▲**
Gender	13%	11%	9%	9%	11%	12%	12%	12%	15%	16%	**16%**	-2	-2	0	+2	+1	0	0	+3	+1	**0 =**
Gender reassignment or perceived gender	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	**0%**	0	0	0	0	0	0	0	0	0	**0 =**
Grade or responsibility level	..	..	..	..	..	..	..	..	..	..	**23%**	..	..	..	..	..	..	..	..	..	**..**
Main spoken/written language or language ability	..	4%	3%	4%	3%	4%	4%	4%	4%	3%	**3%**	..	-1	+1	-1	+1	0	0	0	-1	**0 =**
Marital status or civil partnership	..	..	..	..	..	..	..	..	..	2%	**1%**	..	..	..	..	..	..	..	..	..	**-1 ▼**
Mental health	..	..	..	..	..	..	..	..	..	..	**11%**	..	..	..	..	..	..	..	..	..	**..**
Pay	..	..	..	..	..	..	..	..	..	..	**13%**	..	..	..	..	..	..	..	..	..	**..**
Pregnancy, maternity or paternity	..	..	..	..	..	..	..	..	..	2%	**2%**	..	..	..	..	..	..	..	..	..	**0 =**
Religion or belief	2%	2%	2%	2%	2%	2%	2%	2%	3%	2%	**3%**	0	0	0	0	0	0	0	+1	-1	**+1 ▲**
Sex	..	..	..	..	..	..	..	..	..	..	**4%**	..	..	..	..	..	..	..	..	..	**..**
Sexual orientation	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	**2%**	0	0	0	0	0	0	0	0	0	**0 =**
Social or educational background	..	5%	5%	5%	6%	6%	6%	6%	6%	5%	**6%**	..	0	0	+1	0	0	0	0	-1	**+1 ▲**
Working location	..	11%	12%	13%	14%	11%	12%	13%	12%	12%	**11%**	..	+1	+1	+1	-3	+1	+1	-1	0	**-1 ▼**
Working pattern	..	23%	22%	22%	23%	22%	22%	21%	20%	20%	**19%**	..	-1	0	+1	-1	0	-1	-1	0	**-1 ▼**
Any other grounds	73%	30%	28%	27%	28%	24%	24%	24%	24%	23%	**13%**	..	-2	-1	+1	-4	0	0	0	-1	**-10 ▼**
Prefer not to say	..	11%	11%	12%	10%	10%	10%	11%	11%	10%	**13%**	..	0	+1	-2	0	0	+1	0	-1	**+3 ▲**

Civil Service People Survey 2019: results by question

	Civil Service benchmark score											Change in benchmark score									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	**2019**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17	'17 to '18	**'18 to '19**
Nature of bullying and harassment																					
E03A. How would you describe the nature of the bullying and/or harassment you experienced? *Asked only of those that answered yes at E03. Multiple selection was allowed therefore the result is shown as a proportion of those who said yes to E03 and may sum to more than 100%* [11]																					
Comments about my personal appearance	..	..	..	..	..	..	..	..	..	..	**11%**	..	..	..	..	..	..	..	..	..	..
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	..	..	..	..	..	..	..	..	..	..	**5%**	..	..	..	..	..	..	..	..	..	..
Spreading gossip or making false accusations about me	..	..	..	..	..	..	..	..	..	..	**26%**	..	..	..	..	..	..	..	..	..	..
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	..	..	..	..	..	..	..	..	..	..	**30%**	..	..	..	..	..	..	..	..	..	..
Physical assault (e.g. object thrown at me, pushed, hit)	..	..	..	..	..	..	..	..	..	..	**1%**	..	..	..	..	..	..	..	..	..	..
Humiliated in front of team or others	..	..	..	..	..	..	..	..	..	..	**41%**	..	..	..	..	..	..	..	..	..	..
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	..	..	..	..	..	..	..	..	..	..	**47%**	..	..	..	..	..	..	..	..	..	..
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	..	..	..	..	..	..	..	..	..	..	**32%**	..	..	..	..	..	..	..	..	..	..
Treated less favourably to others	..	..	..	..	..	..	..	..	..	..	**39%**	..	..	..	..	..	..	..	..	..	..
Ignored, excluded, marginalised	..	..	..	..	..	..	..	..	..	..	**38%**	..	..	..	..	..	..	..	..	..	..
Undermining or taking credit for my work	..	..	..	..	..	..	..	..	..	..	**31%**	..	..	..	..	..	..	..	..	..	..
Denied time off for personal ill health	..	..	..	..	..	..	..	..	..	..	**3%**	..	..	..	..	..	..	..	..	..	..
Denied time off for family or caring responsibilities	..	..	..	..	..	..	..	..	..	..	**4%**	..	..	..	..	..	..	..	..	..	..
Disclosure of personal / sensitive information to colleagues without my consent	..	..	..	..	..	..	..	..	..	..	**10%**	..	..	..	..	..	..	..	..	..	..
Something else not listed here	..	..	..	..	..	..	..	..	..	..	**12%**	..	..	..	..	..	..	..	..	..	..
Prefer not to say	..	..	..	..	..	..	..	..	..	..	**5%**	..	..	..	..	..	..	..	..	..	..

Civil Service People Survey 2019: results by question

	Civil Service benchmark score											Change in score									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	**2019**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17	'17 to '18	**'18 to '19**
Source of bullying and harassment																					
E04. Who bullied and/or harassed you? *Asked only of those who answered yes at E03. Multiple selection was allowed therefore the result is shown as a proportion of those who said yes to E03 and may sum to more than 100%.* [11, 12]																					
A colleague in my Area/Directorate/Division	..	..	..	..	..	..	..	..	..	..	**36%**	..	..	..	..	..	..	..	..	..	..
A colleague in a different Area/Directorate/Division of [my organisation]	..	..	..	..	..	..	..	..	..	..	**12%**	..	..	..	..	..	..	..	..	..	..
My manager	31%	28%	28%	27%	29%	30%	28%	29%	26%	27%	**29%**	-3	0	-1	+2	+1	-2	+1	-3	+1	**+2 ▲**
Another senior member of staff in [my organisation]	..	..	..	..	..	..	..	..	..	..	**24%**	..	..	..	..	..	..	..	..	..	..
Someone I manage	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	**4%**	0	0	0	0	0	0	0	0	0	**0 =**
Someone working in a different Civil Service organisation	..	..	..	..	..	..	..	..	..	..	**3%**	..	..	..	..	..	..	..	..	..	..
Someone working for a non-Civil Service organisation	..	..	..	..	..	..	..	..	..	..	**3%**	..	..	..	..	..	..	..	..	..	..
A contractor	..	..	..	..	..	..	..	..	..	..	**1%**	..	..	..	..	..	..	..	..	..	..
A service user (e.g. customer, claimant, offender)	..	..	..	..	..	..	..	..	..	..	**1%**	..	..	..	..	..	..	..	..	..	..
A member of the public	2%	2%	2%	2%	2%	2%	1%	2%	1%	2%	**1%**	0	0	0	0	0	-1	+1	-1	+1	**-1 ▼**
Someone else not listed here	3%	3%	3%	3%	4%	4%	4%	4%	4%	4%	**3%**	0	0	0	+1	0	0	0	0	0	**-1 ▼**
Prefer not to say	14%	16%	17%	16%	14%	14%	14%	13%	14%	13%	**11%**	+2	+1	-1	-2	0	0	-1	+1	-1	**-2 ▼**

Civil Service People Survey 2019: results by question	Civil Service benchmark score											Change in benchmark score									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	**2019**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17	'17 to '18	**'18 to '19**
Reporting of bullying and harassment																					
E05. Did you report your experience of bullying and/or harassment? *Asked only of those who answered yes at E03. In 2019, multiple selection was allowed under the "Yes" and "No" subheadings, therefore these results are shown as a proportion of those who answered "Yes" or "No" and may not sum to 100%.* [11, 13]																					
Yes	..	..	..	..	..	..	..	34%	36%	40%	**51%**	..	..	..	..	..	..	..	+2	+4	**+11 ▲**
I raised a formal complaint	..	..	..	..	..	..	..	..	..	..	**14%**	..	..	..	..	..	..	..	..	..	..
I reported it in another way, through less formal means	..	..	..	..	..	..	..	..	..	..	**65%**	..	..	..	..	..	..	..	..	..	..
I confided in someone (e.g. a colleague)	..	..	..	..	..	..	..	..	..	..	**48%**	..	..	..	..	..	..	..	..	..	..
No	..	..	..	..	..	..	..	50%	49%	46%	**42%**	..	..	..	..	..	..	..	-1	-3	**-4 ▼**
I felt I might jeopardise my job	..	..	..	..	..	..	..	..	..	..	**43%**	..	..	..	..	..	..	..	..	..	..
I did not want to be seen as a troublemaker	..	..	..	..	..	..	..	..	..	..	**46%**	..	..	..	..	..	..	..	..	..	..
I did not believe that corrective action would be taken	..	..	..	..	..	..	..	..	..	..	**64%**	..	..	..	..	..	..	..	..	..	..
I did not know how to report it or who to speak to	..	..	..	..	..	..	..	..	..	..	**9%**	..	..	..	..	..	..	..	..	..	..
The behaviour stopped before I could report it	..	..	..	..	..	..	..	..	..	..	**3%**	..	..	..	..	..	..	..	..	..	..
I did not report it for another reason	..	..	..	..	..	..	..	..	..	..	**20%**	..	..	..	..	..	..	..	..	..	..
Prefer not to say	..	..	..	..	..	..	..	14%	14%	14%	**7%**	..	..	..	..	..	..	..	0	0	**-7 ▼**

Civil Service People Survey 2019: results by question	Civil Service benchmark score											Change in benchmark score									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	**2019**	'09 to '10	'10 to '11	'11 to '12	'12 to '13	'13 to '14	'14 to '15	'15 to '16	'16 to '17	'17 to '18	**'18 to '19**
Outcome of bullying and harassment																					
E06. How would you describe your situation now? *Asked only of those who answered yes at E03.*[11]																					
A. Appropriate action was taken to address the behaviour I experienced																					
Yes	..	..	..	..	..	..	..	..	..	..	**16%**	..	..	..	..	..	..	..	..	..	..
No	..	..	..	..	..	..	..	..	..	..	**63%**	..	..	..	..	..	..	..	..	..	..
Prefer not to say	..	..	..	..	..	..	..	..	..	..	**21%**	..	..	..	..	..	..	..	..	..	..
B. The bullying and/or harassment has stopped																					
Yes	..	..	..	..	..	..	..	..	..	..	**38%**	..	..	..	..	..	..	..	..	..	..
No	..	..	..	..	..	..	..	..	..	..	**37%**	..	..	..	..	..	..	..	..	..	..
Prefer not to say	..	..	..	..	..	..	..	..	..	..	**24%**	..	..	..	..	..	..	..	..	..	..
C. The culture in my area allows this kind of behaviour to continue																					
Yes	..	..	..	..	..	..	..	..	..	..	**55%**	..	..	..	..	..	..	..	..	..	..
No	..	..	..	..	..	..	..	..	..	..	**26%**	..	..	..	..	..	..	..	..	..	..
Prefer not to say	..	..	..	..	..	..	..	..	..	..	**18%**	..	..	..	..	..	..	..	..	..	..
D. I felt like I was punished for reporting the incident																					
Yes	..	..	..	..	..	..	..	..	..	..	**18%**	..	..	..	..	..	..	..	..	..	..
No	..	..	..	..	..	..	..	..	..	..	**54%**	..	..	..	..	..	..	..	..	..	..
Prefer not to say	..	..	..	..	..	..	..	..	..	..	**27%**	..	..	..	..	..	..	..	..	..	..
E. I moved to another team or role to avoid the behaviour																					
Yes	..	..	..	..	..	..	..	..	..	..	**22%**	..	..	..	..	..	..	..	..	..	..
No	..	..	..	..	..	..	..	..	..	..	**60%**	..	..	..	..	..	..	..	..	..	..
Prefer not to say	..	..	..	..	..	..	..	..	..	..	**15%**	..	..	..	..	..	..	..	..	..	..

Technical notes

The 2019 Civil Service People Survey was conducted across 106 Civil Service organisations, listed on page 19. The fieldwork for the survey ran from 2 October to 4 November 2019, with 98% participating online and 2% completing paper questionnaires. 308,556 people participated in the survey, an overall response rate of 67%. Across the 106 participating organisations the median response rate was 80%. The benchmark scores presented in this document are inclusive of scores from organisations that would be suppressed at an organisation level due to small response numbers.

1. Except for the engagement index (see note 3) the result for each of the headline themes is calculated as the median percentage of “strongly agree” or “agree” responses, across all organisations, to all questions in that theme.
2. The change in the benchmark score is calculated simply as the later year’s benchmark score minus the preceding year’s benchmark score. This calculation is based on the rounded figures published in this report.
3. The employee engagement index is calculated as a weighted average of the responses to the five employee engagement questions (B47-B51) and ranges from 0% to 100%. A score of 0% represents all respondents giving a rating of “strongly disagree” to all five questions. A score of 100% represents all respondents giving a rating of “strongly agree” to all five questions.
4. The scores for questions B01-B59 are based on the proportion responding “strongly agree” or “agree”, and for B60 the proportion responding “always” or “most of the time”. For questions D01-D03, the score is based on the proportion responding “yes”.
5. Phrases in square brackets (e.g. [my organisation]) are used in the core questionnaire to indicate where participating organisations use the relevant local terms (e.g. 'the Cabinet Office' in place of [my/your organisation] or 'Senior Civil Servants' in place of [senior managers]).
6. New questions have been added to the core questionnaire since 2009, and some of the response options to E02 and E04 were amended in 2019 (see points 9 and 11). “n/a” is therefore used to indicate where the question was not asked in earlier years and data is therefore not available, or where the response options have changed enough to disrupt the time series.
7. Question B59 “I am aware of the Civil Service vision for 'A Brilliant Civil Service'” is trended to the same question in prior years, where the question number was B61.
8. Question C01 has four response options and respondents can only select one of the four options. The benchmark score is the median proportion of responses to each option.
9. The four subjective wellbeing questions are the same as those asked by the ONS in the Annual Population Survey as part of their Measuring National Wellbeing programme.
10. Question E02 was only asked to those who had responded "yes" to question E01. The score for question E02 is the number of responses to that category as a percentage of those who had said ‘yes’ to the previous question. As respondents were able to select more than one category the scores may sum to more than 100% and the proportions for individual categories cannot be combined. Following stakeholder feedback, in 2019 some of the response options to E02 were changed and new options added, specifically: “Pay” was made into a separate option from “Grade or responsibility level”; “Marital status” was expanded to include “civil partnership”; and “Mental Health” and “Sex” were added as new options.
11. Questions E03A, E04, E05 and E06 were only asked to those who had responded "yes" to question E03. The scores for questions E03A and E04 are the number of responses to that category as a percentage of those who had said "yes" to E03. As respondents were able to select more than one category the scores may sum to more than 100% and the proportions for individual categories cannot be combined.
12. Following stakeholder feedback, in 2019 some of the response options to E04 were changed and new options added, specifically: “A colleague” was made into two separate options “A colleague in my area/directorate/division” and “A colleague in a different area/directorate/division of [my organisation]”; “Another manager in my part of [my organisation]” was amended to “Another senior member of staff in [my organisation]”; “Someone who works for another part of [your organisation]” was removed; “Someone working in a different Civil Service organisation”, “Someone working for a non-Civil Service organisation”, “A contractor”, and “A service user (e.g. customer, claimant, offender)” were added.
13. The response options to Question E05 were expanded in 2019, to understand how staff were reporting their experience and if not, what was stopping them from doing so. Prior to 2019, staff could only answer “Yes”, “No”, or “Prefer not to say” to this question. In 2019, multiple selection was allowed under the “Yes” and “No” subheadings, therefore these results are shown as a proportion of those who answered “Yes” or “No” and may not sum to 100%.

Participating organisations in 2019

Attorney General's Departments
- Attorney General's Office
- Crown Prosecution Service
- HM Crown Prosecution Service Inspectorate
- Serious Fraud Office

Business, Energy & Industrial Strategy
- Department for Business, Energy & Industrial Strategy (excluding agencies)
- Acas
- Companies House
- Competition and Markets Authority
- HM Land Registry
- Intellectual Property Office
- Met Office
- The Insolvency Service
- UK Space Agency

Cabinet Office
- Cabinet Office (including Civil Service HR)
- Crown Commercial Service
- Government Equalities Office
- Government Property Agency

Charity Commission

Defence
- Ministry of Defence
- Defence Electronics and Components Agency
- Defence Equipment & Support
- Dstl
- Submarine Delivery Agency
- UK Hydrographic Office

Department for Exiting the European Union

Department for International Development

Department for International Trade

Digital, Culture, Media & Sport
- Department for Digital, Culture, Media & Sport (excluding agencies)
- The National Archives

Education
- Department for Education

Environment, Food & Rural Affairs
- Department for Environment, Food & Rural Affairs (excluding agencies)
- Animal and Plant Health Agency
- Centre for Environment, Fisheries and Aquaculture Science
- Rural Payments Agency
- Veterinary Medicines Directorate

Estyn

Food Standards Agency

Foreign & Commonwealth Office
- Foreign & Commonwealth Office (excluding agencies)
- FCO Services
- Wilton Park

Government Actuary's Department

Government Legal Department

Health and Social Care
- Department of Health and Social Care (excluding agencies)
- Medicines and Healthcare products Regulatory Agency
- Public Health England

HM Inspectorate of Constabulary and Fire & Rescue Services

HM Revenue & Customs
- HM Revenue & Customs
- Valuation Office Agency

HM Treasury and Chancellor's departments
- HM Treasury
- Government Internal Audit Agency
- National Infrastructure Commission
- UK Debt Management Office

Home Office
- Home Office: Policy and Enablers
- Home Office: Border Force
- Home Office: Immigration Enforcement
- Home Office: UK Visas and Immigration
- HM Passport Office

Housing, Communities and Local Government
- Ministry of Housing, Communities and Local Government (excluding agencies)
- Planning Inspectorate

Justice
- Ministry of Justice (excluding agencies)
- Criminal Injuries Compensation Authority
- HM Courts and Tribunals Service
- HM Prison Service
- HM Prison and Probation Service HQ Legal Aid Agency
- MoJ Arms Length and Other Bodies
- National Probation Service
- Office of the Public Guardian

National Crime Agency

National Savings and Investments

Office of Rail and Road

Ofgem

Ofqual

Ofsted

Ofwat

Scottish Government
- Scottish Government (excluding agencies)
- Accountant in Bankruptcy
- Crown Office and Procurator Fiscal Service
- Disclosure Scotland
- Education Scotland
- Food Standards Scotland
- Forestry and Land Scotland
- National Records of Scotland
- Office of the Scottish Charity Regulator
- Registers of Scotland
- Revenue Scotland
- Scottish Courts and Tribunal Service
- Scottish Forestry
- Scottish Housing Regulator
- Scottish Prison Service
- Scottish Public Pensions Agency
- Social Security Scotland
- Student Awards Agency for Scotland
- Transport Scotland

Scotland Office, Office of the Advocate General, Wales Office and Northern Ireland Office[1]

Transport
- Department for Transport (excluding agencies)
- Driver and Vehicle Licensing Agency
- Driver and Vehicle Standards Agency
- Maritime and Coastguard Agency
- Vehicle Certification Agency

UK Export Finance

UK Statistics Authority[2]
- UK Statistics Authority
- Office for National Statistics

Welsh Revenue Authority

Work and Pensions
- Department for Work and Pensions
- Health and Safety Executive

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