Office of the Secretary of State for Wales

Office of the Advocate General for Scotland

UK Government Llywodraeth y DU
Office of the Secretary of State for Wales
Swyddfa Ysgrifennydd Gwladol Cymru

Northern Ireland Office

Returns : 45   Response rate : 98%   Civil Service People Survey 2019

✧ Statistically significant difference from comparison

Engagement Index

62%

Difference from previous survey	+4 ✧
Difference from SWNIO	-5 ✧
Difference from high performing units	-6 ✧

My work

75%

Difference from previous survey	+1
Difference from SWNIO	-6 ✧
Difference from high performing units	-8 ✧

Organisational objectives and purpose

84%

Difference from previous survey	-1 ✧
Difference from SWNIO	-4 ✧
Difference from high performing units	-6

My manager

68%

Difference from previous survey	+1
Difference from SWNIO	-4 ✧
Difference from high performing units	-11 ✧

My team

81%

Difference from previous survey	+4 ✧
Difference from SWNIO	-3 ✧
Difference from high performing units	-9

Learning and development

51%

Difference from previous survey	+5 ✧
Difference from SWNIO	0
Difference from high performing units	-16 ✧

Inclusion and fair treatment

71%

Difference from previous survey	+6 ✧
Difference from SWNIO	-9 ✧
Difference from high performing units	-15 ✧

Resources and workload

63%

Difference from previous survey	-3 ✧
Difference from SWNIO	-9 ✧
Difference from high performing units	-17 ✧

Pay and benefits

33%

Difference from previous survey	+3
Difference from SWNIO	-5 ✧
Difference from high performing units	-10 ✧

Leadership and managing change

59%

Difference from previous survey	+11 ✧
Difference from SWNIO	-2
Difference from high performing units	+2

Taking action

- 🟩 % responding positively
- ⬜ % responding neutrally
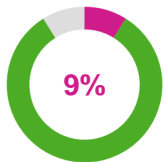- 🟪 % responding negatively
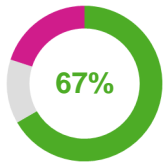
67% B52. I believe that senior managers in the Office will take action on the results from this survey
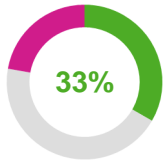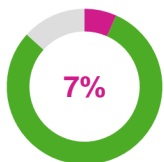
33% B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

- 🟪 % responding Yes
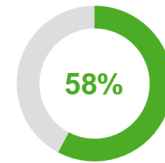- 🟩 % responding No
- ⬜ % responding Prefer not to say

9% E01. Have you been discriminated against at work, in the past 12 months?

7% E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

- 🟩 % responding positively to W01 - W03
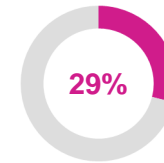- 🟪 % responding negatively to W04
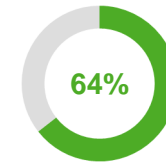
58% W01. Overall, how satisfied are you with your life nowadays?

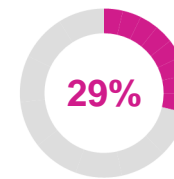**64%** W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
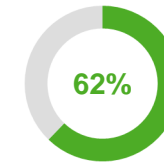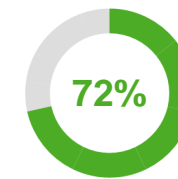
62% W03. Overall, how happy did you feel yesterday?

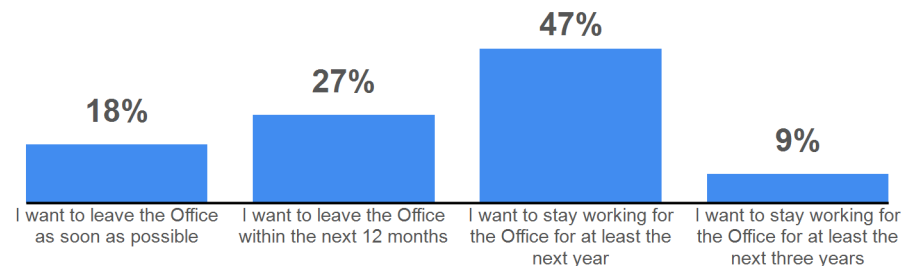**29%** W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

29%

PERMA Index

72%

Your plans for the future

18%	27%	47%	9%
I want to leave the Office as soon as possible	I want to leave the Office within the next 12 months	I want to stay working for the Office for at least the next year	I want to stay working for the Office for at least the next three years

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Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B01 I am interested in my work	91%	B53 Where I work, I think effective action has been taken on the results of the last survey	44%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	49%
B10 My manager is open to my ideas	91%	B17 Poor performance is dealt with effectively in my team	43%	B35 I feel that my pay adequately reflects my performance	42%
B18 The people in my team can be relied upon to help when things get difficult in my job	91%	B24 Learning and development activities I have completed while working for the Office are helping me to develop my career	42%	B36 I am satisfied with the total benefits package	42%
B31 I have the skills I need to do my job effectively	91%	B16 I think that my performance is evaluated fairly	39%	B33 I have an acceptable workload	40%
B09 My manager is considerate of my life outside work	89%	B49 I feel a strong personal attachment to the Office	39%	B23 There are opportunities for me to develop my career in the Office	38%

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

Office of the Secretary of State for Wales

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All questions by theme

✧ indicates statistically significant difference from comparison
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My work — 75% +1 (Difference from previous survey)

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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B01 I am interested in my work	40	51	9			91%	-2	-2	-4
B02 I am sufficiently challenged by my work	38	36	18	9		73%	-11 ✧	-8 ✧	-15 ✧
B03 My work gives me a sense of personal accomplishment	21	47	19	12		67%	-13 ✧	-12 ✧	-17 ✧
B04 I feel involved in the decisions that affect my work	11	49	27	11		60%	+4 ✧	-6 ✧	-9 ✧
B05 I have a choice in deciding how I do my work	24	58	9	9		82%	+27 ✧	-1	-3 ✧
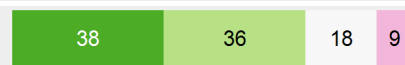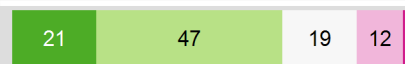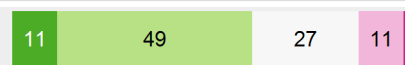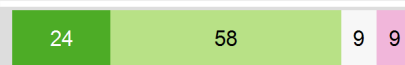
Organisational objectives and purpose — 84% -1 ✧ (Difference from previous survey)

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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B06 I have a clear understanding of the Office's objectives	24	58	13			82%	-2	-4 ✧	-8
B07 I understand how my work contributes to the Office's objectives	31	56	9			87%	0	-3 ✧	-4
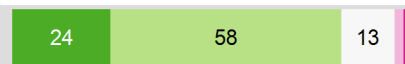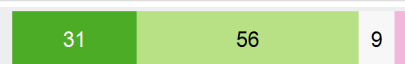
All questions by theme

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My manager   68%   +1

Difference from previous survey

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B08	My manager motivates me to be more effective in my job	25	48	20	5		73%	+4 ✧	-2 ✧	-9 ✧
B09	My manager is considerate of my life outside work	40	49	9			89%	+16 ✧	+2 ✧	-3
B10	My manager is open to my ideas	36	56	7			91%	+11	+5	+1
B11	My manager helps me to understand how I contribute to the Office's objectives	20	47	22	9		67%	-4 ✧	-9 ✧	-10 ✧
B12	Overall, I have confidence in the decisions made by my manager	29	49	13	7		78%	+13 ✧	-4 ✧	-7 ✧
B13	My manager recognises when I have done my job well	25	57	14	5		82%	+2	-1	-6 ✧
B14	I receive regular feedback on my performance	7	47	30	14		53%	-15 ✧	-12 ✧	-27 ✧
B15	The feedback I receive helps me to improve my performance	23	36	32	5	5	59%	+4 ✧	-5 ✧	-16 ✧
B16	I think that my performance is evaluated fairly	14	41	39	5		55%	-7 ✧	-14 ✧	-23 ✧
B17	Poor performance is dealt with effectively in my team	9	27	43	16	5	36%	-15 ✧	-6 ✧	-15 ✧

All questions by theme

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My team — 81% +4 ⬦ Difference from previous survey

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

	Question	Chart	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B18	The people in my team can be relied upon to help when things get difficult in my job	44 / 47	91%	+2	+2	-2
B19	The people in my team work together to find ways to improve the service we provide	38 / 44 / 9	82%	+4 ⬦	-1	-9
B20	The people in my team are encouraged to come up with new and better ways of doing things	16 / 53 / 22 / 7	69%	+7 ⬦	-8 ⬦	-17 ⬦

Learning and development — 51% +5 ⬦ Difference from previous survey

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

	Question	Chart	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B21	I am able to access the right learning and development opportunities when I need to	11 / 51 / 27 / 9	62%	+2	+1	-14 ⬦
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11 / 40 / 33 / 16	51%	+2	+4 ⬦	-14 ⬦
B23	There are opportunities for me to develop my career in the Office	11 / 36 / 16 / 20 / 18	47%	+20 ⬦	+1	-20 ⬦
B24	Learning and development activities I have completed while working for the Office are helping me to develop my career	11 / 31 / 42 / 11	42%	-4 ⬦	-4 ⬦	-18 ⬦

Office of the Secretary of State for Wales

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All questions by theme

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Inclusion and fair treatment — 71% +6 ◇ Difference from previous survey

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B25 I am treated fairly at work	33	44	13	9		78%	+7 ◇	-5 ◇	-11 ◇
B26 I am treated with respect by the people I work with	36	42	20			78%	+7 ◇	-7 ◇	-14
B27 I feel valued for the work I do	24	36	16	16	9	60%	0	-15 ◇	-19 ◇
B28 I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	18	51	24			69%	+11 ◇	-8 ◇	-17 ◇

Resources and workload — 63% -3 ◇ Difference from previous survey

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B29 I get the information I need to do my job well	11	51	24	11		62%	-2	-11 ◇	-17 ◇
B30 I have clear work objectives	18	47	24	7		64%	-9 ◇	-4 ◇	-20 ◇
B31 I have the skills I need to do my job effectively	38	53	7			91%	-2	-2	-2
B32 I have the tools I need to do my job effectively	16	49	16	13	7	64%	+7 ◇	-15 ◇	-16 ◇
B33 I have an acceptable workload	11	29	20	22	18	40%	-16 ◇	-14 ◇	-35 ◇
B34 I achieve a good balance between my work life and my private life	22	36	18	20		58%	+7 ◇	-5 ◇	-23 ◇

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All questions by theme

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Pay and benefits — 33%   +3   Difference from previous survey

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B35	I feel that my pay adequately reflects my performance	7	27	24	18	24	33%	0	-7 ◇	-10 ◇
B36	I am satisfied with the total benefits package	9	27	22	20	22	36%	+7 ◇	-4 ◇	-12 ◇
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	9	22	20	20	29	31%	+2	-4 ◇	-7 ◇

Leadership and managing change — 59%   +11 ◇   Difference from previous survey

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B38	Senior managers in the Office are sufficiently visible	36	33	13	16		69%	+2	-12 ◇	-4 ◇
B39	I believe the actions of senior managers are consistent with the Office's values	20	42	22	13		62%	+7 ◇	-7 ◇	-3 ◇
B40	I believe that the Management Board has a clear vision for the future of the Office	16	27	33	22		42%	-9 ◇	-8 ◇	-15 ◇
B41	Overall, I have confidence in the decisions made by the Office's senior managers	18	47	16	16		64%	+7 ◇	-4 ◇	+4 ◇
B42	I feel that change is managed well in the Office	9	36	31	20		44%	+9 ◇	-6 ◇	-2
B43	When changes are made in the Office they are usually for the better	11	47	29	13		58%	+22 ◇	+8 ◇	+14 ◇
B44	The Office keeps me informed about matters that affect me		62	18	16		67%	+22 ◇	-2	-3 ◇
B45	I have the opportunity to contribute my views before decisions are made that affect me	18	38	24	16		56%	+16 ◇	+3 ◇	+7 ◇
B46	I think it is safe to challenge the way things are done in the Office	13	53	16	16		67%	+22 ◇	+8 ◇	+9 ◇

All questions by theme

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Engagement

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

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

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B47	I am proud when I tell others I am part of the Office	20	47	22	7		67%	+12 ◇	0	-6 ◇
B48	I would recommend the Office as a great place to work	13	38	22	18	9	51%	+8 ◇	-16 ◇	-19 ◇
B49	I feel a strong personal attachment to the Office	16	34	39	9		50%	+11 ◇	-10 ◇	-12 ◇
B50	The Office inspires me to do the best in my job	18	33	27	18		51%	-1	-10 ◇	-10 ◇
B51	The Office motivates me to help it achieve its objectives	16	29	33	16	7	44%	-6 ◇	-14 ◇	-15 ◇

Taking action

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

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B52	I believe that senior managers in the Office will take action on the results from this survey	18	49	13	11	9	67%	+22 ◇	+1	+7 ◇
B53	Where I work, I think effective action has been taken on the results of the last survey	9	24	44	13	9	33%	+2	-8 ◇	-18 ◇

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All questions by theme

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Organisational culture

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

		Responses	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B54	I am trusted to carry out my job effectively	38 / 49 / 9	87%	+11 ◇	-5 ◇	-8
B55	I believe I would be supported if I try a new idea, even if it may not work	33 / 47 / 9 / 11	80%	+16 ◇	0	-2 ◇
B56	In the Office, people are encouraged to speak up when they identify a serious policy or delivery risk	18 / 60 / 16 / 7	78%	+22 ◇	-1	0
B57	I feel able to challenge inappropriate behaviour in the workplace	18 / 40 / 20 / 18	58%	+4 ◇	-8 ◇	-18 ◇
B58	The Office is committed to creating a diverse and inclusive workplace	13 / 51 / 31	64%	+11 ◇	-11 ◇	-20 ◇

Civil Service vision

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

		Responses	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B59	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	27 / 49 / 16 / 9	76%	-7 ◇	+1	+3 ◇

Leadership statement

Legend: Always | Most of the time | Sometimes | Rarely | Never

		Responses	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B60	Managers in my Area/Directorate/Division actively role model the behaviours set out in the Civil Service Leadership Statement^	18 / 47 / 27 / 9	64%	New	-10 ◇	-12 ◇

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

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Wellbeing

The four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

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

	Low (0-4)	Medium (5-6)	High (7-8)	Very High (9-10)	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
W01 Overall, how satisfied are you with your life nowadays?	13	29	42	16	58%	-6 ◇	-10 ◇	-16 ◇
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	16	20	44	20	64%	-1	-9 ◇	-14 ◇
W03 Overall, how happy did you feel yesterday?	20	18	49	13	62%	-1	-1	-7 ◇

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

	Very Low (0-1)	Low (2-3)	Medium (4-5)	High (6-10)	% Negative	Difference from previous survey	Difference from SWNIO	Difference from high performing units
W04 Overall, how anxious did you feel yesterday?	16	24	31	29	29%	-12 ◇	-5 ◇	+3 ◇

All questions by theme

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Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the Office?

		Difference from previous survey	Difference from SWNIO
I want to leave the Office as soon as possible	**18%**	-13 ◇	+5 ◇
I want to leave the Office within the next 12 months	**27%**	-9	-1
I want to stay working for the Office for at least the next year	**47%**	+24 ◇	+9 ◇
I want to stay working for the Office for at least the next three years	**9%**	-2	-12

The Civil Service Code

Differences are based on '% Yes' score

	▇ % Yes ▇ % No	**% Yes**	Difference from previous survey	Difference from SWNIO	Difference from high performing units
D01. Are you aware of the Civil Service Code?	100	**100%**	0	+4	+2
D02. Are you aware of how to raise a concern under the Civil Service Code?	76 / 24	**76%**	-7 ◇	+6 ◇	-2 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?	73 / 27	**73%**	+10 ◇	-3 ◇	-5 ◇

All questions by theme

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

Discrimination

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

		Difference from previous survey	Difference from SWNIO
Yes	9%	-2	-2
No	82%	+2	0
Prefer not to say	9%	0	+1

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

For respondents who selected 'Yes' to E01.
E02. On which of the following grounds were you discriminated against?^
(multiple selection)

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

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

All questions by theme

Bullying and harassment

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

		Difference from previous survey	Difference from SWNIO
Yes	7%	-13	-4
No	80%	+9 ✧	-1
Prefer not to say	13%	+4	+6 ✧

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

For respondents who selected 'Yes' to E03.
E03A. How would you describe the nature of the bullying and/or harassment you experienced?^ (multiple selection)

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

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

All questions by theme

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

Bullying and harassment

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

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

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

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

Difference from SWNIO

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

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

Difference from SWNIO

Appropriate action was taken to address the behaviour I experienced

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

The bullying and/or harassment has stopped

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

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

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

I felt like I was punished for reporting the incident

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

Additional questions selected by organisation

◇ indicates statistically significant difference from comparison

Safe to Challenge

* indicates negatively phrased question(s) where % positive is the proportion who selected "no"
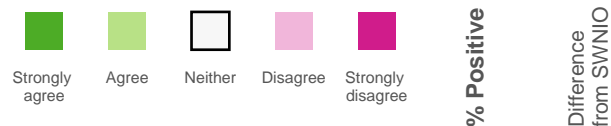
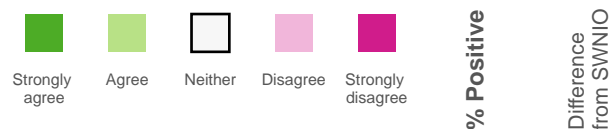|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from SWNIO
LQB1	In the last 12 months, I have seen someone else being bullied or treated unfairly in the Office*	Yes: 16% No: 73% Prefer not to say: 11%					73%	+1
LQB2	I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	31	44	18	7		76%	+7 ◇
LQB3	I feel comfortable speaking to those more senior than me about their actions and impact	20	29	27	20		49%	-4 ◇
LQB4	I feel confident that if I challenged someone more senior than me in my Area/Directorate/Division they would be open to receiving the challenge	24	18	24	27	7	42%	-7 ◇

Smarter Working

		Strongly agree	Agree	Neither	Disagree	Strongly disagree		
LQD1	My manager trusts me to do my job effectively even if working in a different location to them (for example, in a different office, or from home)	47	47				93%	+1
LQD2	My manager supports me to work as flexibly as possible in line with the requirements of my role	47	42		7		89%	+2
LQD3	Smarter Working allows me to be more productive in my role	51	29	16			80%	+8 ◇
LQD4	I feel confident in using modern workplace technologies to connect and collaborate with colleagues	58	33				91%	+5

Office of the Advocate General for Scotland

UK Government Llywodraeth y DU
Office of the Secretary of State for Wales
Swyddfa Ysgrifennydd Gwladol Cymru

Northern Ireland Office

Additional questions selected by organisation

✧ indicates statistically significant difference from comparison

Performance Management

	Strongly agree	Agree	Neither	Disagree	Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from SWNIO
LQH1	I feel empowered by my manager to do my job	27	58	9			84%	+1
LQH2	The one-to-one conversations I have with my manager are helping me to achieve my full potential	16	40	22	18		56%	-6 ✧

	Weekly	Monthly	Quarterly	Annually	Never

|		Weekly	Monthly	Quarterly	Annually	Never		
LQH3a	In general, how often do you discuss the following with your manager: How well I am meeting my work objectives?	11	31	40	9	9	-	
LQH3b	In general, how often do you discuss the following with your manager: My development needs and career goals?		36	42	11	7	-	
LQH3c	In general, how often do you discuss the following with your manager: My personal wellbeing and/or work-related stress?	25	30	20	7	18	-	

Support for Managers

	Strongly agree	Agree	Neither	Disagree	Strongly disagree

|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from SWNIO
LQI1	I understand what is expected of me as a manager	43	39	9	9		83%	-9
LQI2	As a manager, I feel adequately supported to deliver my responsibilities	22	52	17	9		74%	+3
LQI3	As a manager, I feel confident in supporting others with their health and wellbeing at work	39	43	13			83%	-5
LQI4	As a manager, I feel confident in addressing poor performance in my team	39	39	17			78%	-1

Proxy Stress Index and PERMA Index

29%
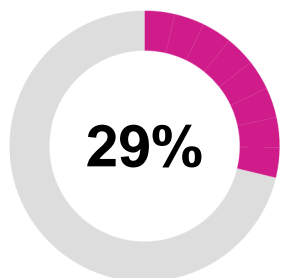
Difference from previous survey	-4 ✧
Difference from SWNIO	+2 ✧
Difference from high performing units	+4 ✧

72%
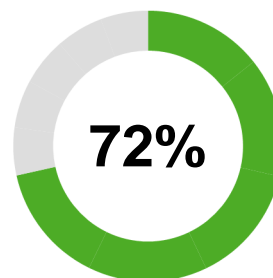
Difference from previous survey	-3 ✧
Difference from SWNIO	-4 ✧
Difference from high performing units	-5 ✧

Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.
We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

		% positive
B05	I have a choice in deciding how I do my work	82%
B08	My manager motivates me to be more effective in my job	73%
B18	The people in my team can be relied upon to help when things get difficult in my job	91%
B26	I am treated with respect by the people I work with	78%
B30	I have clear work objectives	64%
B33	I have an acceptable workload	40%
B45	I have the opportunity to contribute my views before decisions are made that affect me	56%
E03	Have you been bullied or harassed at work, in the past 12 months?**	80%

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.
The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index.
A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

		% positive
B01	I am interested in my work	91%
B03	My work gives me a sense of personal accomplishment	67%
B18	The people in my team can be relied upon to help when things get difficult in my job	91%
W01	Overall, how satisfied are you with your life nowadays?	58%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	64%

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of **Theme score % positive**), unless otherwise indicated.
Previous survey	Comparisons to the previous survey relate to the results from the 2018 Civil Service People Survey. Where a question is flagged as changed since the last survey (^) comparisons should be treated with caution as changes to wording may affect how people respond to the question.
High performing units	For each question, unless otherwise indicated, this is the upper quartile score across all units from all Civil Service organisations that took part in the 2019 Civil Service People Survey, where data was not suppressed. For question W04 and the Proxy Stress Index, we have used the lower quartile.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

Statistical significance: ✧

Statistical testing has been carried out to identify statistically significant differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results. Please note that there needs to be 30 responses at question level, 20 responses at theme level and 10 responses at index level for statistical testing to be carried out on the corresponding scores. If you received a lower number of responses, then statistical significance testing won't have been conducted.

The employee engagement index

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

Confidentiality

The survey was carried out as part of the 2019 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ENGINE Transformation to carry out the survey. ENGINE Transformation is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.

ENIGINE's Privacy Policy (https://transformation.enginegroup.com/privacy-notice) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.

The Civil Service People Survey Privacy Notice can be found on GOV.UK (https://www.gov.uk/government/publications/people-survey-privacy-information-notice/privacy-notice-civil-service-people-survey)