UK Visas & Immigration

Engagement Index

58%

Difference from previous survey	-1 ◇
Difference from CS2019	-5 ◇
Difference from CS High Performers	-9 ◇

My work

67%

Difference from previous survey	-2 ◇
Difference from CS2019	-10 ◇
Difference from CS High Performers	-13 ◇

Organisational objectives and purpose

80%

Difference from previous survey	+1 ◇
Difference from CS2019	-3 ◇
Difference from CS High Performers	-7 ◇

My manager

66%

Difference from previous survey	+2 ◇
Difference from CS2019	-5 ◇
Difference from CS High Performers	-8 ◇

My team

78%

Difference from previous survey	0
Difference from CS2019	-3 ◇
Difference from CS High Performers	-6 ◇

Learning and development

50%

Difference from previous survey	0
Difference from CS2019	-4 ◇
Difference from CS High Performers	-10 ◇

Inclusion and fair treatment

73%

Difference from previous survey	-1 ◇
Difference from CS2019	-5 ◇
Difference from CS High Performers	-8 ◇

Resources and workload

72%

Difference from previous survey	0
Difference from CS2019	-2 ◇
Difference from CS High Performers	-6 ◇

Pay and benefits

29%

Difference from previous survey	0
Difference from CS2019	-5 ◇
Difference from CS High Performers	-13 ◇

Leadership and managing change

46%

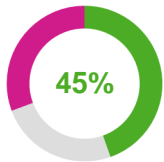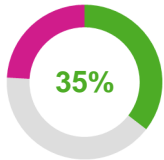|	
Difference from previous survey	-1 ◇
Difference from CS2019	-3 ◇
Difference from CS High Performers	-11 ◇

Taking action

■ *% responding positively* ☐ *% responding neutrally* ■ *% responding negatively*
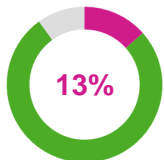
45% B52. I believe that senior managers in UK Visas and Immigration will take action on the results from this survey
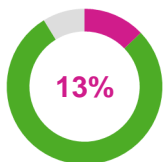
35% B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

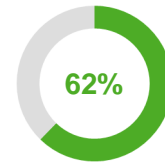■ *% responding Yes* ■ *% responding No* ☐ *% responding Prefer not to say*

13% E01. Have you been discriminated against at work, in the past 12 months?

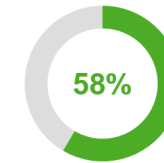**13%** E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

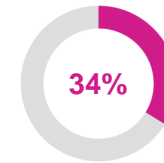■ *% responding positively to W01 - W03* ■ *% responding negatively to W04*
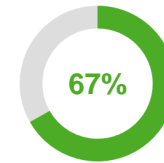
62% W01. Overall, how satisfied are you with your life nowadays?

67% W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
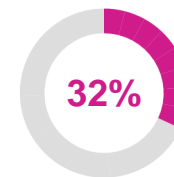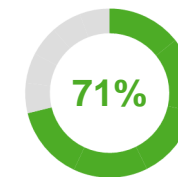
58% W03. Overall, how happy did you feel yesterday?
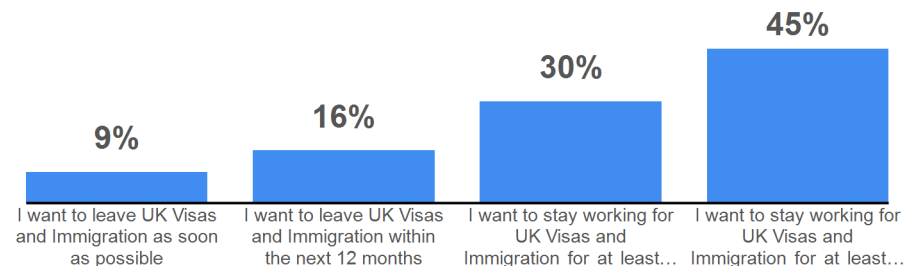
34% W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

32%

PERMA Index

71%

Your plans for the future

9% I want to leave UK Visas and Immigration as soon as possible

16% I want to leave UK Visas and Immigration within the next 12 months

30% I want to stay working for UK Visas and Immigration for at least…

45% I want to stay working for UK Visas and Immigration for at least…

UK Visas & Immigration

Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B54 I am trusted to carry out my job effectively	**86%**	B53 Where I work, I think effective action has been taken on the results of the last survey	**40%**	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	**52%**
B01 I am interested in my work	**86%**	B43 When changes are made in UK Visas and Immigration they are usually for the better	**38%**	B35 I feel that my pay adequately reflects my performance	**52%**
B31 I have the skills I need to do my job effectively	**86%**	B17 Poor performance is dealt with effectively in my team	**34%**	B36 I am satisfied with the total benefits package	**43%**
B18 The people in my team can be relied upon to help when things get difficult in my job	**84%**	B49 I feel a strong personal attachment to UK Visas and Immigration	**33%**	B45 I have the opportunity to contribute my views before decisions are made that affect me	**39%**
B07 I understand how my work contributes to UK Visas and Immigration's objectives	**83%**	B51 UK Visas and Immigration motivates me to help it achieve its objectives	**33%**	B42 I feel that change is managed well in UK Visas and Immigration	**37%**

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

All questions by theme

My work	67%	-2 ✧ Difference from previous survey	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B01 I am interested in my work			37	49	8			86%	0	-5 ✧	-7 ✧
B02 I am sufficiently challenged by my work			29	43	13	11		72%	-2 ✧	-8 ✧	-11 ✧
B03 My work gives me a sense of personal accomplishment			24	45	15	11	5	69%	0	-8 ✧	-11 ✧
B04 I feel involved in the decisions that affect my work			16	34	19	20	11	50%	-2 ✧	-10 ✧	-15 ✧
B05 I have a choice in deciding how I do my work			19	38	18	15	9	58%	-4 ✧	-20 ✧	-24 ✧

Organisational objectives and purpose	80%	+1 Difference from previous survey	Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B06 I have a clear understanding of UK Visas and Immigration's objectives			22	56	14	7		77%	+1 ✧	-5 ✧	-9 ✧
B07 I understand how my work contributes to UK Visas and Immigration's objectives			28	55	11	5		83%	0	-1 ✧	-5 ✧
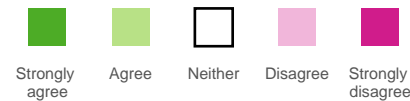
All questions by theme

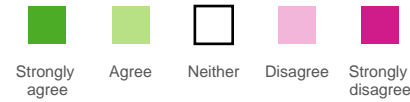| My manager	66%	+2 ◇ Difference from previous survey	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B08 My manager motivates me to be more effective in my job			24	44	16	10	5	68%	+3 ◇	-4 ◇	-7 ◇
B09 My manager is considerate of my life outside work			38	38	14	6		76%	+2 ◇	-10 ◇	-13 ◇
B10 My manager is open to my ideas			32	42	17	6		74%	+1 ◇	-9 ◇	-12 ◇
B11 My manager helps me to understand how I contribute to UK Visas and Immigration's objectives			21	41	24	9		62%	+1	-5 ◇	-9 ◇
B12 Overall, I have confidence in the decisions made by my manager			30	41	17	7	6	71%	+1	-6 ◇	-10 ◇
B13 My manager recognises when I have done my job well			31	43	13	8		75%	+2 ◇	-6 ◇	-9 ◇
B14 I receive regular feedback on my performance			23	42	16	13	6	64%	+2 ◇	-4 ◇	-8 ◇
B15 The feedback I receive helps me to improve my performance			23	40	22	10	5	62%	+3 ◇	-2 ◇	-6 ◇
B16 I think that my performance is evaluated fairly			21	41	20	11	7	62%	+2 ◇	-6 ◇	-9 ◇
B17 Poor performance is dealt with effectively in my team			12	29	34	15	10	41%	+1	+1 ◇	-2 ◇

UK Visas & Immigration

All questions by theme

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

My team — 78% — 0 Difference from previous survey
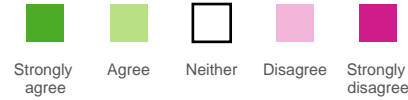
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	37	47	10			84%	0	-2 ✧	-5 ✧
B19	The people in my team work together to find ways to improve the service we provide	32	47	13	5		79%	0	-4 ✧	-7 ✧
B20	The people in my team are encouraged to come up with new and better ways of doing things	29	43	16	8		72%	+2 ✧	-5 ✧	-8 ✧

Learning and development — 50% — 0 Difference from previous survey

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	13	47	23	13	5	60%	+1 ✧	-5 ✧	-11 ✧
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	36	30	16	7	48%	+2 ✧	-6 ✧	-11 ✧
B23	There are opportunities for me to develop my career in UK Visas and Immigration	13	39	23	15	10	53%	-2 ✧	+2 ✧	-5 ✧
B24	Learning and development activities I have completed while working for UK Visas and Immigration are helping me to develop my career	10	31	33	17	9	41%	0	-9 ✧	-15 ✧

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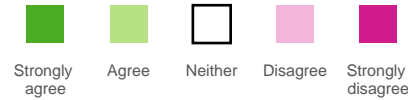
◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Inclusion and fair treatment — 73% — -1 ◇ Difference from previous survey

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B25 I am treated fairly at work	27	48	12	8	5	75%	-1 ◇	-6 ◇	-9 ◇
B26 I am treated with respect by the people I work with	32	51	10	5		83%	-1 ◇	-3 ◇	-6 ◇
B27 I feel valued for the work I do	21	40	18	13	8	61%	-1 ◇	-7 ◇	-12 ◇
B28 I think that UK Visas and Immigration respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	28	46	15	6	5	74%	-2 ◇	-4 ◇	-8 ◇

Resources and workload — 72% — 0 Difference from previous survey
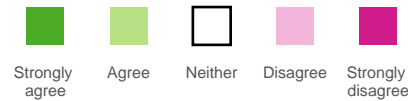
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B29 I get the information I need to do my job well	15	51	17	13		66%	-1	-5 ◇	-10 ◇
B30 I have clear work objectives	20	56	13	7		76%	-1	+1 ◇	-3 ◇
B31 I have the skills I need to do my job effectively	28	57	9			86%	0	-3 ◇	-6 ◇
B32 I have the tools I need to do my job effectively	17	49	15	13	5	66%	0	-6 ◇	-12 ◇
B33 I have an acceptable workload	14	49	17	13	7	63%	+3 ◇	-1	-5 ◇
B34 I achieve a good balance between my work life and my private life	23	49	15	9	5	72%	+1	0	-4 ◇

UK Visas and Immigration

Returns : 6,379   Response rate : 60%   Civil Service People Survey 2019
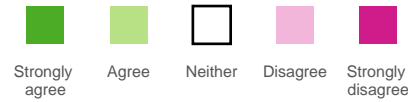
All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey
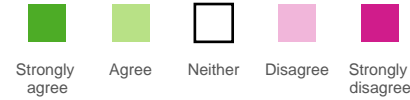
Pay and benefits — 29% — 0 Difference from previous survey

	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance	5	24	20	28	24	28%	0	-6 ◇	-12 ◇
B36	I am satisfied with the total benefits package	5	26	26	24	19	31%	0	-7 ◇	-17 ◇
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	22	21	27	26	27%	0	-1 ◇	-9 ◇

Leadership and managing change — 46% — -1 Difference from previous survey

	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B38	Senior managers in UK Visas and Immigration are sufficiently visible	16	48	16	13	7	64%	-1	+1 ◇	-9 ◇
B39	I believe the actions of senior managers are consistent with UK Visas and Immigration's values	12	41	29	11	8	53%	-1	-2 ◇	-11 ◇
B40	I believe that the Senior Leadership team has a clear vision for the future of UK Visas and Immigration	12	39	31	11	8	50%	-3 ◇	0	-10 ◇
B41	Overall, I have confidence in the decisions made by UK Visas and Immigration's senior managers	11	37	29	13	10	48%	-1 ◇	-3 ◇	-14 ◇
B42	I feel that change is managed well in UK Visas and Immigration	6	31	26	25	12	37%	0	+2 ◇	-8 ◇
B43	When changes are made in UK Visas and Immigration they are usually for the better	6	29	38	19	9	34%	0	-1 ◇	-9 ◇
B44	UK Visas and Immigration keeps me informed about matters that affect me	8	46	24	15	7	54%	0	-6 ◇	-14 ◇
B45	I have the opportunity to contribute my views before decisions are made that affect me	6	27	27	25	15	33%	-3 ◇	-7 ◇	-17 ◇
B46	I think it is safe to challenge the way things are done in UK Visas and Immigration	8	36	28	17	12	43%	-1	-6 ◇	-13 ◇

All questions by theme

Engagement

The following five questions, measuring pride, advocacy, attachment, inspiration and motivation, are used to create your Employee Engagement Index score.
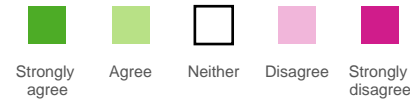
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B47	I am proud when I tell others I am part of UK Visas and Immigration	15	38	31	10	6	53%	-1	-14 ◇	-20 ◇
B48	I would recommend UK Visas and Immigration as a great place to work	14	38	29	13	7	52%	-4 ◇	-9 ◇	-17 ◇
B49	I feel a strong personal attachment to UK Visas and Immigration	12	30	33	17	8	42%	-1 ◇	-10 ◇	-16 ◇
B50	UK Visas and Immigration inspires me to do the best in my job	12	35	32	14	7	47%	0	-5 ◇	-12 ◇
B51	UK Visas and Immigration motivates me to help it achieve its objectives	11	34	33	15	7	45%	-1	-5 ◇	-11 ◇

Taking action

		Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B52	I believe that senior managers in UK Visas and Immigration will take action on the results from this survey	10	34	25	17	14	45%	0	-6 ◇	-15 ◇
B53	Where I work, I think effective action has been taken on the results of the last survey	10	26	40	13	11	35%	+1	-3 ◇	-9 ◇

UK Visas and Immigration

All questions by theme

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

Organisational culture

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B54	I am trusted to carry out my job effectively	31	55	7	5		86%	-1 ✧	-3 ✧	-5 ✧
B55	I believe I would be supported if I try a new idea, even if it may not work	19	42	22	12	5	61%	-2 ✧	-12 ✧	-15 ✧
B56	In UK Visas and Immigration, people are encouraged to speak up when they identify a serious policy or delivery risk	18	48	19	9	6	66%	+1 ✧	-4 ✧	-8 ✧
B57	I feel able to challenge inappropriate behaviour in the workplace	17	47	18	11	6	64%	+1	-2 ✧	-6 ✧
B58	UK Visas and Immigration is committed to creating a diverse and inclusive workplace	23	51	17	5		74%	0	-2 ✧	-5 ✧

Civil Service vision

		Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B59	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	12	41	21	18	7	53%	+5 ✧	-4 ✧	-16 ✧

Leadership statement

		Always	Most of the time	Sometimes	Rarely	Never				
B60	Managers in my Area/Directorate/Division actively role model the behaviours set out in the Civil Service Leadership Statement^	20	39	29	9		58%	New	-8 ✧	-14 ✧

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

All questions by theme

Wellbeing

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

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

	Low (0-4)	Medium (5-6)	High (7-8)	Very High (9-10)	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	14	24	46	16	62%	0	-5 ◇	-8 ◇
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	21	43	24	67%	-1 ◇	-5 ◇	-7 ◇
W03 Overall, how happy did you feel yesterday?	18	23	38	21	58%	-1	-4 ◇	-6 ◇

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			
W04 Overall, how anxious did you feel yesterday?	22	24	20	34	34%	+1 ◇	+2 ◇	+3 ◇

All questions by theme

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

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for UK Visas and Immigration?

		Difference from previous survey	Difference from CS2019
I want to leave UK Visas and Immigration as soon as possible	9%	+1 ◇	+2 ◇
I want to leave UK Visas and Immigration within the next 12 months	16%	+3 ◇	+1 ◇
I want to stay working for UK Visas and Immigration for at least the next year	30%	+2 ◇	-3 ◇
I want to stay working for UK Visas and Immigration for at least the next three years	45%	-6 ◇	+2 ◇

The Civil Service Code

Differences are based on '% Yes' score

■ % Yes   ■ % No

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	86	14	86%	+1 ◇	-6 ◇	-9 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	61	39	61%	0	-5 ◇	-11 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in UK Visas and Immigration it would be investigated properly?	62	38	62%	-2 ◇	-9 ◇	-14 ◇

UK Visas & Immigration

All questions by theme

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

Discrimination

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

		Difference from previous survey	Difference from CS2019
Yes	13%	-1 ◇	+3 ◇
No	77%	+1 ◇	-5 ◇
Prefer not to say	10%	0	+2 ◇

Of those who said they had experienced discrimination at work in the last 12 months, 88% said it occurred in UK Visas and Immigration while 12% said it occurred in another organisation.

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

Response Count

Ground	Count
Age	146
Caring responsibilities	116
Disability	148
Ethnic background	135
Gender	116
Gender reassignment or perceived gender	--
Grade or responsibility level	181
Main spoken/ written language or language ability	37
Marital status or civil partnership	15
Mental health	120
Pay	71
Pregnancy, maternity or paternity	16
Religion or belief	44
Sex	37
Sexual orientation	21
Social or educational background	48
Working location	68
Working pattern	190
Any other grounds	121
Prefer not to say	109

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

All questions by theme

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

Bullying and harassment

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

		Difference from previous survey	Difference from CS2019
Yes	13%	+1 ◇	+1 ◇
No	78%	-2 ◇	-4 ◇
Prefer not to say	9%	+1 ◇	+2 ◇

Of those who said they had experienced bullying and/or harassment at work in the last 12 months, 89% said it occurred in UK Visas and Immigration while 11% said it occurred in another organisation.

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	105
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	41
Spreading gossip or making false accusations about me	266
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	252
Physical assault (e.g. object thrown at me, pushed, hit)	14
Humiliated in front of team or others	353
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	406
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	215
Treated less favourably to others	352
Ignored, excluded, marginalised	289
Undermining or taking credit for my work	224
Denied time off for personal ill health	41
Denied time off for family or caring responsibilities	55
Disclosure of personal / sensitive information to colleagues without my consent	112
Something else not listed here	99
Prefer not to say	37

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	310	
A colleague in a different Area/Directorate/ Division of UK Visas and Immigration	43	
My manager	280	
Another senior member of staff in UK Visas and Immigration	243	
Someone I manage	40	
Someone working in a different Civil Service organisation	22	
Someone working for a non-Civil Service organisation	20	
A contractor	--	
A service user (e.g. customer, claimant, offender)	--	
A member of the public	--	
Someone else not listed here	23	
Prefer not to say	94	

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 previous survey	Difference from CS2019
Yes	50%	+13 ◇	-1
No	43%	-5 ◇	+1
Prefer not to say	7%	-8 ◇	0

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

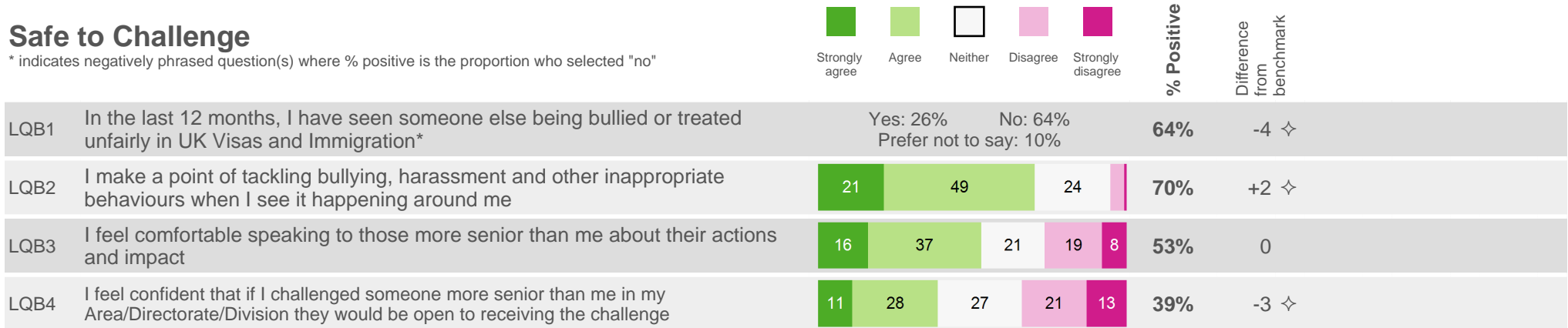|		Difference from CS2019
Appropriate action was taken to address the behaviour I experienced		
Yes	17%	+1
No	63%	0
Prefer not to say	20%	-1
The bullying and/or harassment has stopped		
Yes	40%	+3 ◇
No	36%	-1
Prefer not to say	23%	-1
The culture in my area allows this kind of behaviour to continue		
Yes	56%	+1
No	27%	+1
Prefer not to say	17%	-2
I felt like I was punished for reporting the incident		
Yes	21%	+4 ◇
No	53%	-1
Prefer not to say	25%	-2
I moved to another team or role to avoid the behaviour		
Yes	25%	+4 ◇
No	60%	-1
Prefer not to say	15%	-1

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"

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

			% Positive	Difference from benchmark
LQB1	In the last 12 months, I have seen someone else being bullied or treated unfairly in UK Visas and Immigration*	Yes: 26% No: 64% Prefer not to say: 10%	**64%**	-4 ◇
LQB2	I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	21 / 49 / 24	**70%**	+2 ◇
LQB3	I feel comfortable speaking to those more senior than me about their actions and impact	16 / 37 / 21 / 19 / 8	**53%**	0
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	11 / 28 / 27 / 21 / 13	**39%**	-3 ◇

Wellbeing at Work

* indicates negatively phrased question(s) where % positive is the proportion who selected either "disagree" or "strongly disagree"

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

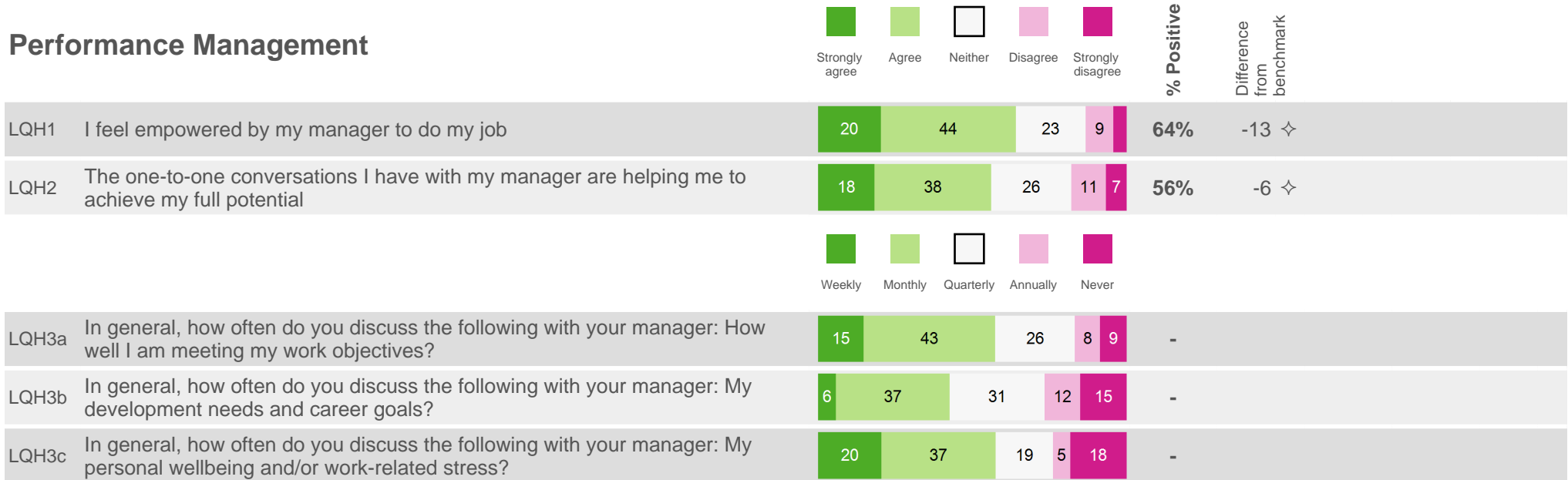|			% Positive	Difference from benchmark
LQF1	During the last 12 months, I have felt unwell as a result of work-related stress*	12 / 24 / 16 / 34 / 14	**48%**	-3 ◇
LQF2	The people in my team genuinely care about my wellbeing	22 / 49 / 20 / 5	**71%**	-8 ◇
LQF3	My manager creates a positive atmosphere at work which supports my health and wellbeing	23 / 42 / 21 / 8 / 5	**65%**	-5 ◇
LQF4	After a period of sickness absence, my manager and I have a Return to Work discussion	Yes: 90% No: 10%	**90%**	+4 ◇

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

Additional questions selected by organisation

✧ indicates statistically significant difference from comparison

Performance Management

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQH1	I feel empowered by my manager to do my job	20	44	23	9		64%	-13 ✧
LQH2	The one-to-one conversations I have with my manager are helping me to achieve my full potential	18	38	26	11	7	56%	-6 ✧

		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?	15	43	26	8	9	-	
LQH3b	In general, how often do you discuss the following with your manager: My development needs and career goals?	6	37	31	12	15	-	
LQH3c	In general, how often do you discuss the following with your manager: My personal wellbeing and/or work-related stress?	20	37	19	5	18	-	

Support for Managers

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQI1	I understand what is expected of me as a manager	41	52	5			93%	-1 ✧
LQI2	As a manager, I feel adequately supported to deliver my responsibilities	29	45	13	10		74%	-4 ✧
LQI3	As a manager, I feel confident in supporting others with their health and wellbeing at work	39	49	7			88%	-1 ✧
LQI4	As a manager, I feel confident in addressing poor performance in my team	35	49	9	6		83%	+2 ✧

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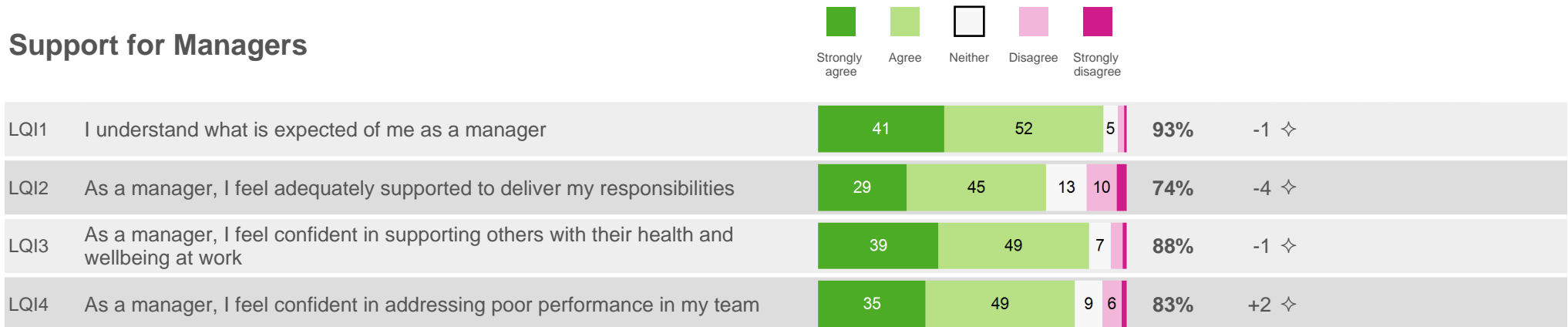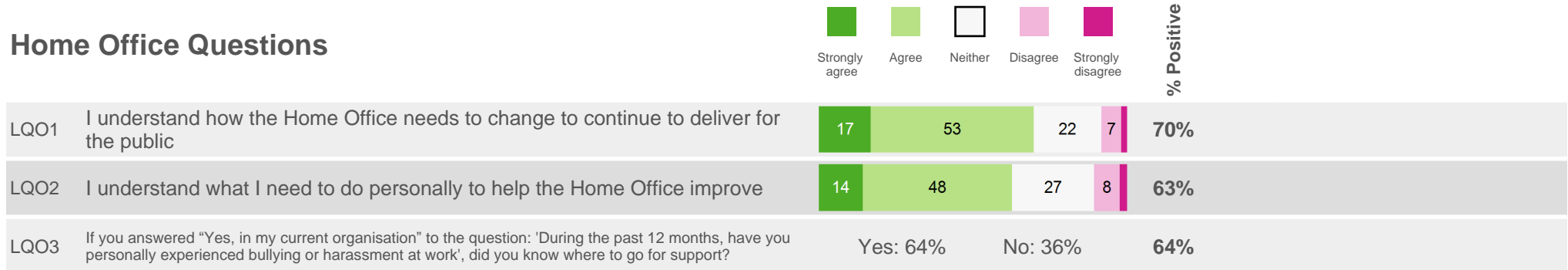
Additional questions selected by organisation

✧ indicates statistically significant difference from comparison

Home Office Questions

|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive
LQO1	I understand how the Home Office needs to change to continue to deliver for the public	17	53	22	7		**70%**
LQO2	I understand what I need to do personally to help the Home Office improve	14	48	27	8		**63%**
LQO3	If you answered "Yes, in my current organisation" to the question: 'During the past 12 months, have you personally experienced bullying or harassment at work', did you know where to go for support?	Yes: 64%		No: 36%			**64%**

Proxy Stress Index and PERMA Index

◇ indicates statistically significant difference from comparison
** this is a negatively phrased question where % positive is the proportion who selected "no"
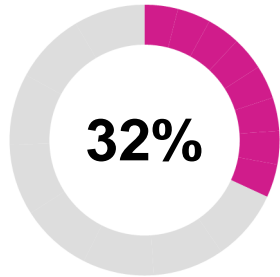
32%

Difference from previous survey	+1 ◇
Difference from CS2019	+3 ◇
Difference from CS High Performers	+6 ◇

71%
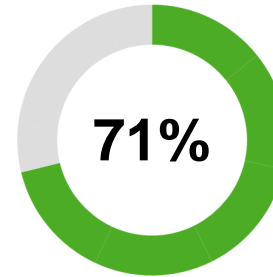
Difference from previous survey	0
Difference from CS2019	-3 ◇
Difference from CS High Performers	-4 ◇

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.

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
B05	I have a choice in deciding how I do my work	58%
B08	My manager motivates me to be more effective in my job	68%
B18	The people in my team can be relied upon to help when things get difficult in my job	84%
B26	I am treated with respect by the people I work with	83%
B30	I have clear work objectives	76%
B33	I have an acceptable workload	63%
B45	I have the opportunity to contribute my views before decisions are made that affect me	33%
E03	Have you been bullied or harassed at work, in the past 12 months?**	78%

		% positive
B01	I am interested in my work	86%
B03	My work gives me a sense of personal accomplishment	69%
B18	The people in my team can be relied upon to help when things get difficult in my job	84%
W01	Overall, how satisfied are you with your life nowadays?	62%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	67%

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of **Theme score % positive**), unless otherwise indicated.
Previous survey	Comparisons to the previous survey relate to the results from the 2018 Civil Service People Survey. Where a question is flagged as changed since the last survey (^) comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2019	The CS2019 benchmark is the median percent positive (unless otherwise indicated) across all Civil Service organisations that participated in the 2019 Civil Service People Survey, where data was not suppressed.
CS High Performers	For each question, unless otherwise indicated, this is the upper quartile score across all Civil Service organisations that took part in the 2019 Civil Service People Survey, where data was not suppressed. For question W04 and the Proxy Stress Index, we have used the lower quartile.
Difference from benchmark	For these questions, the benchmark is the median percent positive (unless otherwise indicated) across all Civil Service organisations that selected these questions for inclusion in their 2019 Civil Service People Survey, so it is not representative of the whole Civil Service.

Rounding

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

Statistical significance: ✧

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

The employee engagement index

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

Confidentiality

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

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

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