



◇ Statistically significant difference from comparison

Engagement Index

55%

Difference from previous survey	+6	◇
Difference from CS2019	-8	◇
Difference from CS High Performers	-12	◇

My work

66%

Difference from previous survey	+3	◇
Difference from CS2019	-11	◇
Difference from CS High Performers	-14	◇

Organisational objectives and purpose

80%

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

My manager

63%

Difference from previous survey	+3	◇
Difference from CS2019	-8	◇
Difference from CS High Performers	-11	◇

My team

70%

Difference from previous survey	+1	
Difference from CS2019	-11	◇
Difference from CS High Performers	-14	◇

Learning and development

45%

Difference from previous survey	+4	◇
Difference from CS2019	-10	◇
Difference from CS High Performers	-15	◇

Inclusion and fair treatment

69%

Difference from previous survey	+4	◇
Difference from CS2019	-10	◇
Difference from CS High Performers	-13	◇

Resources and workload

61%

Difference from previous survey	+4	◇
Difference from CS2019	-13	◇
Difference from CS High Performers	-16	◇

Pay and benefits

26%

Difference from previous survey	+5	◇
Difference from CS2019	-9	◇
Difference from CS High Performers	-16	◇

Leadership and managing change

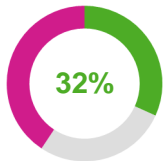
37%

Difference from previous survey	+6	◇
Difference from CS2019	-12	◇
Difference from CS High Performers	-21	◇

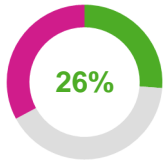


Taking action

■ % responding positively ■ % responding neutrally ■ % responding negatively



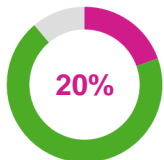
B52. I believe that senior managers in Border Force will take action on the results from this survey



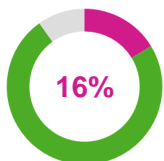
B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

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



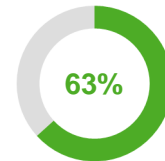
E01. Have you been discriminated against at work, in the past 12 months?



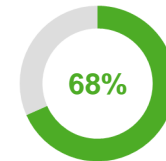
E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

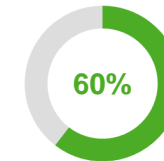
■ % responding positively to W01 - W03 ■ % responding negatively to W04



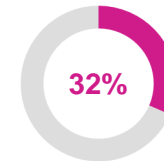
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?

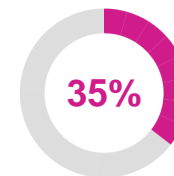


W03. Overall, how happy did you feel yesterday?

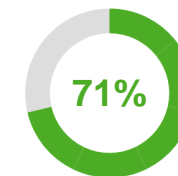


W04. Overall, how anxious did you feel yesterday?

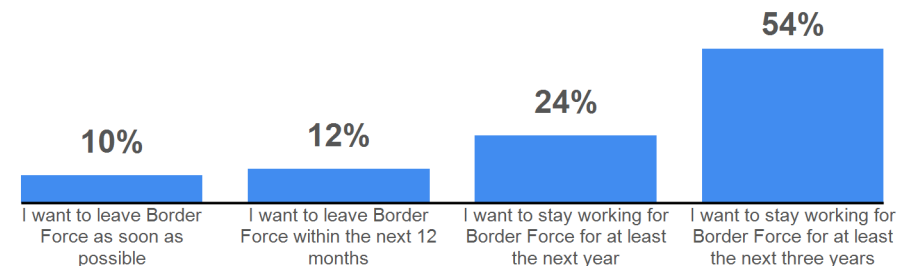
Proxy Stress Index



PERMA Index



Your plans for the future





Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B01 I am interested in my work	88%	B53 Where I work, I think effective action has been taken on the results of the last survey	41%	B35 I feel that my pay adequately reflects my performance	55%
B54 I am trusted to carry out my job effectively	82%	B43 When changes are made in Border Force they are usually for the better	38%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	55%
B07 I understand how my work contributes to Border Force's objectives	81%	B51 Border Force motivates me to help it achieve its objectives	33%	B36 I am satisfied with the total benefits package	53%
B18 The people in my team can be relied upon to help when things get difficult in my job	80%	B17 Poor performance is dealt with effectively in my team	32%	B45 I have the opportunity to contribute my views before decisions are made that affect me	46%
B06 I have a clear understanding of Border Force's objectives	79%	B50 Border Force inspires me to do the best in my job	32%	B42 I feel that change is managed well in Border Force	46%

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



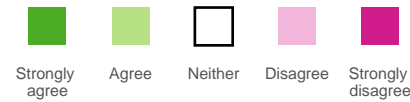
All questions by theme

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

My work

66%

+3 ⬇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	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	44	45	7	1	1	88%	+2 ⬇	-2 ⬇	-4 ⬇
B02	I am sufficiently challenged by my work	31	45	13	8	1	76%	+2 ⬇	-4 ⬇	-7 ⬇
B03	My work gives me a sense of personal accomplishment	26	45	15	9	5	71%	+4 ⬇	-6 ⬇	-9 ⬇
B04	I feel involved in the decisions that affect my work	13	31	21	22	13	44%	+4 ⬇	-16 ⬇	-20 ⬇
B05	I have a choice in deciding how I do my work	15	35	21	18	11	50%	+2 ⬇	-28 ⬇	-32 ⬇

Organisational objectives and purpose

80%

+3 ⬇ Difference from previous survey



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B06	I have a clear understanding of Border Force's objectives	25	54	12	6	1	79%	+4 ⬇	-3 ⬇	-7 ⬇
B07	I understand how my work contributes to Border Force's objectives	27	53	12	5	1	81%	+3 ⬇	-3 ⬇	-7 ⬇



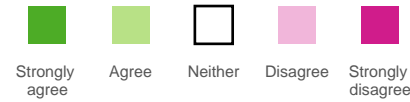
All questions by theme

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

My manager

63%

+3 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	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	40	18	11	7	64%	+3 ◇	-8 ◇	-12 ◇
B09	My manager is considerate of my life outside work	37	38	14	6	5	75%	+4 ◇	-12 ◇	-14 ◇
B10	My manager is open to my ideas	32	41	17	6	5	72%	+2 ◇	-11 ◇	-14 ◇
B11	My manager helps me to understand how I contribute to Border Force's objectives	22	37	25	10	6	59%	+5 ◇	-8 ◇	-12 ◇
B12	Overall, I have confidence in the decisions made by my manager	29	40	17	7	7	69%	+3 ◇	-7 ◇	-11 ◇
B13	My manager recognises when I have done my job well	32	43	13	7	7	75%	+2 ◇	-5 ◇	-8 ◇
B14	I receive regular feedback on my performance	22	39	18	14	7	60%	+2	-8 ◇	-12 ◇
B15	The feedback I receive helps me to improve my performance	20	35	26	12	6	55%	+3 ◇	-9 ◇	-12 ◇
B16	I think that my performance is evaluated fairly	21	40	22	10	7	61%	+4 ◇	-7 ◇	-11 ◇
B17	Poor performance is dealt with effectively in my team	11	25	32	18	14	36%	+2 ◇	-4 ◇	-8 ◇



All questions by theme

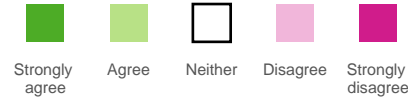
◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My team

70%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

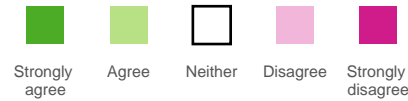
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	34	45	11	7		80%	+2 ◇	-6 ◇	-9 ◇
B19	The people in my team work together to find ways to improve the service we provide	29	42	18	8		71%	+2	-12 ◇	-16 ◇
B20	The people in my team are encouraged to come up with new and better ways of doing things	24	37	21	12	6	61%	+1	-16 ◇	-19 ◇

Learning and development

45%

+4 ◇

Difference from previous survey



Question ID	Question Text	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	10	41	23	19	7	51%	+4 ◇	-13 ◇	-20 ◇
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	35	29	17	8	46%	+5 ◇	-9 ◇	-14 ◇
B23	There are opportunities for me to develop my career in Border Force	11	35	24	17	13	46%	+4 ◇	-5 ◇	-12 ◇
B24	Learning and development activities I have completed while working for Border Force are helping me to develop my career	9	28	31	19	12	37%	+5 ◇	-13 ◇	-19 ◇



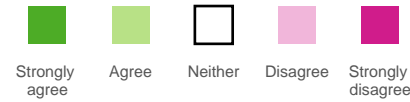
All questions by theme

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

Inclusion and fair treatment

69%

+4 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

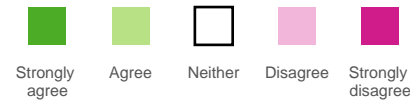
Difference from CS High Performers

Question ID	Statement	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	22	49	14	9	6	71%	+4 ◇	-10 ◇	-13 ◇
B26	I am treated with respect by the people I work with	26	53	13	6	6	79%	+1	-7 ◇	-9 ◇
B27	I feel valued for the work I do	18	40	20	13	9	58%	+5 ◇	-10 ◇	-15 ◇
B28	I think that Border Force respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	20	46	19	8	6	67%	+6 ◇	-11 ◇	-15 ◇

Resources and workload

61%

+4 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Statement	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	10	48	22	15	5	58%	+4 ◇	-13 ◇	-18 ◇
B30	I have clear work objectives	14	54	19	10	6	68%	+4 ◇	-8 ◇	-11 ◇
B31	I have the skills I need to do my job effectively	19	58	14	7	7	77%	+2 ◇	-12 ◇	-15 ◇
B32	I have the tools I need to do my job effectively	10	40	20	21	9	50%	+4 ◇	-22 ◇	-28 ◇
B33	I have an acceptable workload	10	47	19	16	8	57%	+5 ◇	-6 ◇	-11 ◇
B34	I achieve a good balance between my work life and my private life	14	41	18	16	11	55%	+5 ◇	-16 ◇	-21 ◇



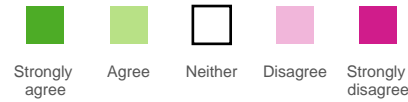
All questions by theme

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

Pay and benefits

26%

+5 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

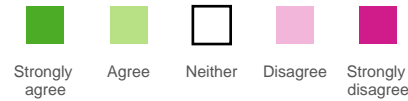
Difference from CS High Performers

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	24	17	28	27	24	28%	+5 ◇	-7 ◇	-13 ◇
B36 I am satisfied with the total benefits package	21	23	28	25	23	24%	+5 ◇	-15 ◇	-24 ◇
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	21	21	27	28	23	25%	+5 ◇	-3 ◇	-10 ◇

Leadership and managing change

37%

+6 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

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 Border Force are sufficiently visible	11	41	18	17	12	52%	+7 ◇	-10 ◇	-20 ◇
B39 I believe the actions of senior managers are consistent with Border Force's values	9	36	29	14	12	46%	+6 ◇	-9 ◇	-19 ◇
B40 I believe that Senior Management has a clear vision for the future of Border Force	9	31	31	16	13	40%	+8 ◇	-10 ◇	-21 ◇
B41 Overall, I have confidence in the decisions made by Border Force's senior managers	9	29	29	17	16	38%	+7 ◇	-13 ◇	-25 ◇
B42 I feel that change is managed well in Border Force	21	29	30	16	24	25%	+6 ◇	-10 ◇	-21 ◇
B43 When changes are made in Border Force they are usually for the better	17	38	26	16	23	20%	+5 ◇	-16 ◇	-24 ◇
B44 Border Force keeps me informed about matters that affect me	6	43	27	14	10	49%	+8 ◇	-11 ◇	-19 ◇
B45 I have the opportunity to contribute my views before decisions are made that affect me	23	27	28	18	24	27%	+3 ◇	-13 ◇	-23 ◇
B46 I think it is safe to challenge the way things are done in Border Force	6	26	28	22	18	32%	+4 ◇	-18 ◇	-25 ◇



All questions by theme

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

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 Border Force	16	37	27	12	9	53%	+9 ◇	-14 ◇	-20 ◇
B48 I would recommend Border Force as a great place to work	11	32	29	16	12	43%	+11 ◇	-18 ◇	-26 ◇
B49 I feel a strong personal attachment to Border Force	13	31	30	16	10	44%	+7 ◇	-8 ◇	-14 ◇
B50 Border Force inspires me to do the best in my job	11	30	32	17	10	42%	+9 ◇	-10 ◇	-18 ◇
B51 Border Force motivates me to help it achieve its objectives	10	29	33	17	11	39%	+9 ◇	-11 ◇	-17 ◇

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B52 I believe that senior managers in Border Force will take action on the results from this survey	7	25	28	20	21	32%	+3 ◇	-19 ◇	-28 ◇
B53 Where I work, I think effective action has been taken on the results of the last survey	7	19	41	16	17	26%	+3 ◇	-12 ◇	-18 ◇



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	24	58	10	6		82%	+4 ◇	-8 ◇	-10 ◇
B55 I believe I would be supported if I try a new idea, even if it may not work	15	41	25	14	6	55%	+3 ◇	-17 ◇	-21 ◇
B56 In Border Force, people are encouraged to speak up when they identify a serious policy or delivery risk	12	39	24	15	9	51%	+4 ◇	-19 ◇	-24 ◇
B57 I feel able to challenge inappropriate behaviour in the workplace	15	47	18	13	8	62%	+3 ◇	-5 ◇	-8 ◇
B58 Border Force is committed to creating a diverse and inclusive workplace	18	50	21	6	5	68%	+6 ◇	-9 ◇	-12 ◇

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B59 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	8	31	24	25	13	38%	+5 ◇	-19 ◇	-31 ◇

Leadership statement

	Always	Most of the time	Sometimes	Rarely	Never	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B60 Managers in my Area/Directorate/Division actively role model the behaviours set out in the Civil Service Leadership Statement^	17	35	30	13		52%	New	-15 ◇	-21 ◇

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



All questions by theme

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

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?	15	22	47	16	63%	+4 ◇	-4 ◇	-7 ◇
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	20	45	23	68%	+3 ◇	-3 ◇	-5 ◇
W03 Overall, how happy did you feel yesterday?	19	21	39	22	60%	+3 ◇	-2 ◇	-4 ◇

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 CS2019	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	25	24	19	32	32%	0	-1	+1 ◇



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 Border Force?

			Difference from previous survey	Difference from CS2019
I want to leave Border Force as soon as possible		10%	-5 ◇	+2 ◇
I want to leave Border Force within the next 12 months		12%	0	-3 ◇
I want to stay working for Border Force for at least the next year		24%	0	-9 ◇
I want to stay working for Border Force for at least the next three years		54%	+5 ◇	+11 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		16	84%	-3 ◇	-8 ◇	-10 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		42	58%	-4 ◇	-7 ◇	-13 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Border Force it would be investigated properly?		47	53%	+2 ◇	-19 ◇	-23 ◇



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		20%	-1	+9 ✧
No		69%	+1	-12 ✧
Prefer not to say		11%	0	+3 ✧

Of those who said they had experienced discrimination at work in the last 12 months, 90% said it occurred in Border Force while 10% 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	
Age	186	
Caring responsibilities	99	
Disability	109	
Ethnic background	113	
Gender	155	
Gender reassignment or perceived gender	--	
Grade or responsibility level	171	
Main spoken/ written language or language ability	30	
Marital status or civil partnership	19	
Mental health	92	
Pay	113	
Pregnancy, maternity or paternity	15	
Religion or belief	32	
Sex	57	
Sexual orientation	31	
Social or educational background	35	
Working location	101	
Working pattern	174	
Any other grounds	126	
Prefer not to say	92	

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		16%	-1	+5 ↕
No		74%	+1	-8 ↕
Prefer not to say		10%	0	+3 ↕

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	77	
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	41	
Spreading gossip or making false accusations about me	207	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	225	
Physical assault (e.g. object thrown at me, pushed, hit)	13	
Humiliated in front of team or others	281	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	307	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	186	
Treated less favourably to others	330	
Ignored, excluded, marginalised	269	
Undermining or taking credit for my work	181	
Denied time off for personal ill health	27	
Denied time off for family or caring responsibilities	59	
Disclosure of personal / sensitive information to colleagues without my consent	83	
Something else not listed here	78	
Prefer not to say	42	

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	276	
A colleague in a different Area/Directorate/ Division of Border Force	50	
My manager	202	
Another senior member of staff in Border Force	201	
Someone I manage	34	
Someone working in a different Civil Service organisation	23	
Someone working for a non-Civil Service organisation	18	
A contractor	--	
A service user (e.g. customer, claimant, offender)	--	
A member of the public	53	
Someone else not listed here	15	
Prefer not to say	64	

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		45%	+7 ◇	-5 ◇
No		47%	-3	+5 ◇
Prefer not to say		7%	-4 ◇	+1

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		11%	-5 ◇
No		66%	+3 ◇
Prefer not to say		23%	+2
The bullying and/or harassment has stopped			
Yes		31%	-6 ◇
No		44%	+6 ◇
Prefer not to say		25%	+1
The culture in my area allows this kind of behaviour to continue			
Yes		60%	+4 ◇
No		21%	-5 ◇
Prefer not to say		19%	+1
I felt like I was punished for reporting the incident			
Yes		19%	+2
No		48%	-7 ◇
Prefer not to say		33%	+6 ◇
I moved to another team or role to avoid the behaviour			
Yes		24%	+3 ◇
No		58%	-2
Prefer not to say		18%	+2

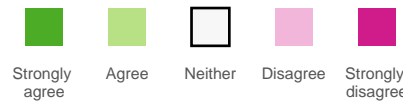


Additional questions selected by organisation

◆ indicates statistically significant difference from comparison

Safe to Challenge

* indicates negatively phrased question(s) where % positive is the proportion who selected "no"



% Positive

Difference from benchmark

Question ID	Question Text	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 Border Force*	Yes: 29% No: 61% Prefer not to say: 10%					61%	-8 ◆
LQB2	I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	25	50	22	1	0	75%	+7 ◆
LQB3	I feel comfortable speaking to those more senior than me about their actions and impact	17	35	20	19	9	52%	-1
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	9	23	28	23	17	33%	-9 ◆

Wellbeing at Work

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



Question ID	Question Text	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*	14	25	16	30	14	45%	-7 ◆
LQF2	The people in my team genuinely care about my wellbeing	22	48	21	7	0	70%	-9 ◆
LQF3	My manager creates a positive atmosphere at work which supports my health and wellbeing	21	40	24	9	6	61%	-9 ◆
LQF4	After a period of sickness absence, my manager and I have a Return to Work discussion	Yes: 85% No: 15%					85%	-1 ◆

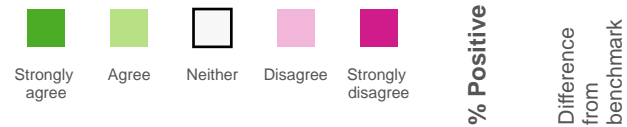
Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.



Additional questions selected by organisation

◆ indicates statistically significant difference from comparison

Performance Management



LQH1	I feel empowered by my manager to do my job	20	42	23	9	5	62%	-15 ◆
LQH2	The one-to-one conversations I have with my manager are helping me to achieve my full potential	16	33	29	13	9	49%	-13 ◆



LQH3a	In general, how often do you discuss the following with your manager: How well I am meeting my work objectives?	12	36	29	12	12	-	
LQH3b	In general, how often do you discuss the following with your manager: My development needs and career goals?	5	32	31	15	16	-	
LQH3c	In general, how often do you discuss the following with your manager: My personal wellbeing and/or work-related stress?	22	33	22	7	17	-	

Support for Managers



LQI1	I understand what is expected of me as a manager	38	54	5			91%	-2 ◆
LQI2	As a manager, I feel adequately supported to deliver my responsibilities	23	44	15	13	5	66%	-12 ◆
LQI3	As a manager, I feel confident in supporting others with their health and wellbeing at work	35	52	7			87%	-2 ◆
LQI4	As a manager, I feel confident in addressing poor performance in my team	30	52	10	6		83%	+1

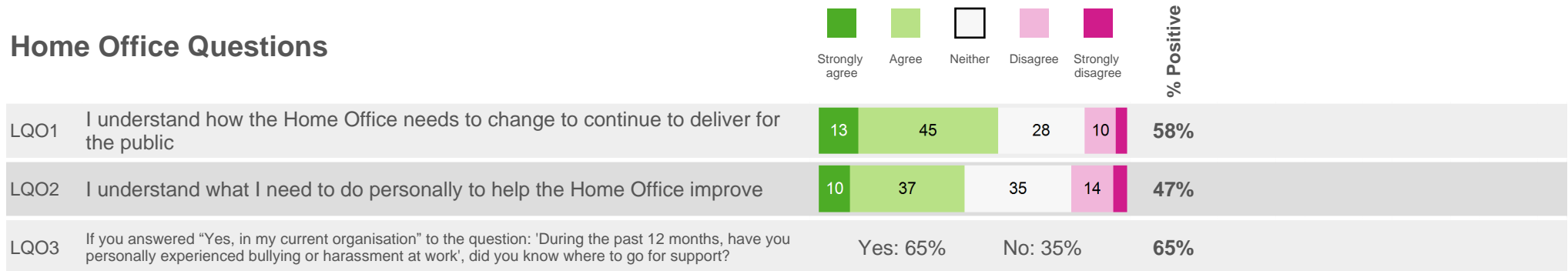
Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.



Additional questions selected by organisation

✦ indicates statistically significant difference from comparison

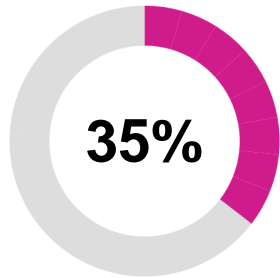
Home Office Questions





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"



Difference from previous survey -2 ◇

Difference from CS2019 +7 ◇

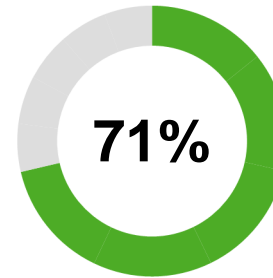
Difference from CS High Performers +9 ◇

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	50%
B08 My manager motivates me to be more effective in my job	64%
B18 The people in my team can be relied upon to help when things get difficult in my job	80%
B26 I am treated with respect by the people I work with	79%
B30 I have clear work objectives	68%
B33 I have an acceptable workload	57%
B45 I have the opportunity to contribute my views before decisions are made that affect me	27%
E03 Have you been bullied or harassed at work, in the past 12 months?*	74%



Difference from previous survey +2 ◇

Difference from CS2019 -2 ◇

Difference from CS High Performers -4 ◇

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	88%
B03 My work gives me a sense of personal accomplishment	71%
B18 The people in my team can be relied upon to help when things get difficult in my job	80%
W01 Overall, how satisfied are you with your life nowadays?	63%
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	68%



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>)