



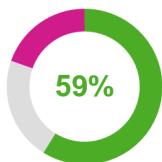
✧ Statistically significant difference from comparison



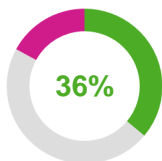


Taking action

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



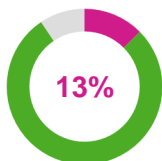
B52. I believe that senior managers in the Office will take action on the results from this survey



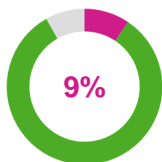
B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

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



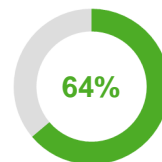
E01. Have you been discriminated against at work, in the past 12 months?



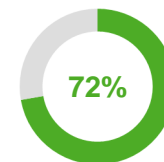
E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

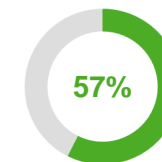
■ % responding positively to W01 - W03 ■ % responding negatively to W04



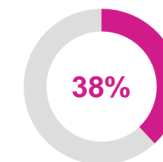
W01. Overall, how satisfied are you with your life nowadays?



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

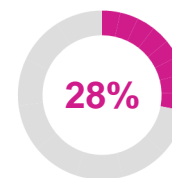


W03. Overall, how happy did you feel yesterday?

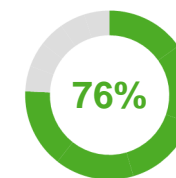


W04. Overall, how anxious did you feel yesterday?

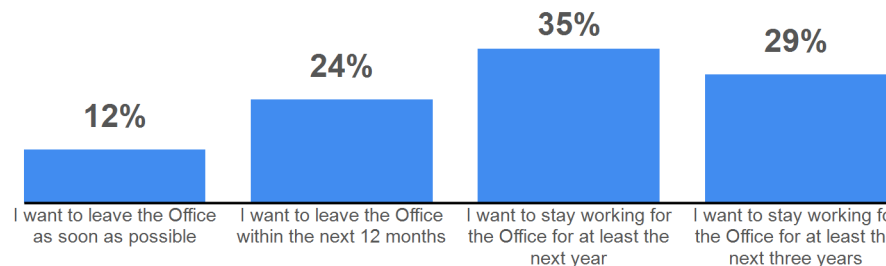
Proxy Stress Index



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	 94%	B53	Where I work, I think effective action has been taken on the results of the last survey	 47%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 51%
B31	I have the skills I need to do my job effectively	 91%	B17	Poor performance is dealt with effectively in my team	 43%	B35	I feel that my pay adequately reflects my performance	 45%
B54	I am trusted to carry out my job effectively	 91%	B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	 43%	B36	I am satisfied with the total benefits package	 40%
B18	The people in my team can be relied upon to help when things get difficult in my job	 90%	B24	Learning and development activities I have completed while working for the Office are helping me to develop my career	 38%	B33	I have an acceptable workload	 33%
B07	I understand how my work contributes to the Office's objectives	 89%	B43	When changes are made in the Office they are usually for the better	 37%	B34	I achieve a good balance between my work life and my private life	 31%

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

81%

-2

Difference from previous survey



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

B01 I am interested in my work



94%

0

0

-1

B02 I am sufficiently challenged by my work



86%

-4 ◆

+4 ◆

-2 ◆

B03 My work gives me a sense of personal accomplishment



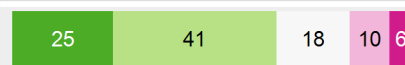
81%

-1

+1

-3 ◆

B04 I feel involved in the decisions that affect my work



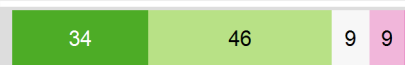
66%

-3

0

-3 ◆

B05 I have a choice in deciding how I do my work



80%

-2

-3 ◆

-5 ◆

Organisational objectives and purpose

87%

-4

Difference from previous survey



B06 I have a clear understanding of the Office's objectives



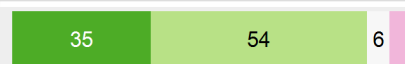
85%

-4 ◆

-1 ◆

-5 ◆

B07 I understand how my work contributes to the Office's objectives



89%

-3 ◆

-1

-2 ◆



All questions by theme

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My manager

73%

-4 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

Question ID	Question Text	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	41	35	15	5	5	76%	-4 ◇	+1	-5 ◇
B09	My manager is considerate of my life outside work	50	33	9	5	5	83%	-10 ◇	-4 ◇	-9 ◇
B10	My manager is open to my ideas	46	41	8	5	5	87%	-4 ◇	+1	-3 ◇
B11	My manager helps me to understand how I contribute to the Office's objectives	37	42	12	6	5	79%	-1	+4 ◇	+2 ◇
B12	Overall, I have confidence in the decisions made by my manager	43	38	12	5	5	82%	-1	0	-3 ◇
B13	My manager recognises when I have done my job well	50	34	9	5	5	84%	-2	+1	-4 ◇
B14	I receive regular feedback on my performance	27	38	19	11	5	65%	-9 ◇	0	-15 ◇
B15	The feedback I receive helps me to improve my performance	30	36	21	8	5	67%	-3	+2 ◇	-8 ◇
B16	I think that my performance is evaluated fairly	29	37	25	5	5	66%	-5 ◇	-2 ◇	-12 ◇
B17	Poor performance is dealt with effectively in my team	13	26	43	12	5	40%	-2	-2 ◇	-12 ◇



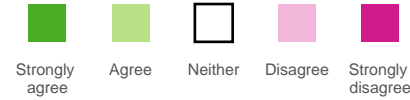
All questions by theme

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My team

84%

-5 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from SWNIO

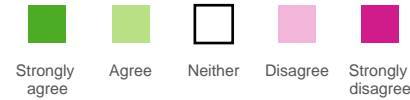
Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% 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	49	41	6	6	0	90%	+1	0	-3 ◆
B19	The people in my team work together to find ways to improve the service we provide	45	40	8	6	0	86%	-2	+2 ◆	-5 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	40	38	15	5	0	78%	-12 ◆	+1	-8 ◆

Learning and development

46%

-5 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% 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	14	40	25	19	0	54%	-10 ◆	-7 ◆	-22 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	27	43	15	0	38%	-3	-9 ◆	-27 ◆
B23	There are opportunities for me to develop my career in the Office	11	35	28	16	10	46%	-3	0	-21 ◆
B24	Learning and development activities I have completed while working for the Office are helping me to develop my career	10	35	38	12	6	45%	-2	-2	-15 ◆



All questions by theme

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Inclusion and fair treatment

82%

-2

Difference from previous survey



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

Question	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	34	48	10	6	2	82%	-2	-1	-6 ◇
B26 I am treated with respect by the people I work with	42	45	6	6	2	87%	-2	+2 ◇	-5 ◇
B27 I feel valued for the work I do	31	45	11	8	5	77%	-2	+1	-2
B28 I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	32	48	11	6	2	80%	-2	+3 ◇	-5 ◇

Resources and workload

68%

-2

Difference from previous survey



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

Question	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	19	54	11	12	2	73%	-4 ◇	0	-6 ◇
B30 I have clear work objectives	23	41	17	16	2	64%	-8 ◇	-5 ◇	-21 ◇
B31 I have the skills I need to do my job effectively	32	59	7	2	0	91%	+3 ◇	-2 ◇	-2 ◇
B32 I have the tools I need to do my job effectively	26	53	10	8	2	80%	-1	0	-1
B33 I have an acceptable workload	11	40	16	19	14	51%	0	-3 ◇	-24 ◇
B34 I achieve a good balance between my work life and my private life	17	35	16	14	17	52%	-2	-10 ◇	-28 ◇



All questions by theme

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Pay and benefits

34%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

Question	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	6	32	17	23	22	38%	+6 ◆	-3 ◆	-5 ◆
B36 I am satisfied with the total benefits package	6	27	27	23	18	33%	-5 ◆	-7 ◆	-15 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	24	19	23	28	30%	-4 ◆	-5 ◆	-7 ◆

Leadership and managing change

56%

-12 ◆

Difference from previous survey



% Positive

Difference from previous survey

Difference from SWNIO

Difference from high performing units

Question	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	32	52	5	9	0	84%	-7 ◆	+3 ◆	+11 ◆
B39 I believe the actions of senior managers are consistent with the Office's values	22	43	19	12	0	65%	-10 ◆	-3 ◆	0
B40 I believe that the Management Board has a clear vision for the future of the Office	16	33	28	18	5	49%	-12 ◆	-1	-8 ◆
B41 Overall, I have confidence in the decisions made by the Office's senior managers	19	47	21	9	0	65%	-10 ◆	-3 ◆	+5 ◆
B42 I feel that change is managed well in the Office	11	33	28	20	8	43%	-17 ◆	-7 ◆	-3 ◆
B43 When changes are made in the Office they are usually for the better	8	35	37	16	0	43%	-16 ◆	-7 ◆	-1
B44 The Office keeps me informed about matters that affect me	14	49	23	9	5	63%	-11 ◆	-5 ◆	-7 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	9	36	25	23	6	45%	-13 ◆	-7 ◆	-3 ◆
B46 I think it is safe to challenge the way things are done in the Office	13	37	31	13	6	50%	-15 ◆	-9 ◆	-8 ◆



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.

	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	23	42	25	5	5	65%	-3	-1	-8 ◆
B48 I would recommend the Office as a great place to work	26	41	19	9	5	67%	-6 ◆	0	-3 ◆
B49 I feel a strong personal attachment to the Office	22	37	22	13	6	59%	-7 ◆	-1	-2
B50 The Office inspires me to do the best in my job	20	44	23	9	5	64%	-7 ◆	+2 ◆	+3 ◆
B51 The Office motivates me to help it achieve its objectives	21	39	26	10	5	59%	-11 ◆	+1	+1

Taking action

	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	14	45	22	13	7	59%	-12 ◆	-7 ◆	-1
B53 Where I work, I think effective action has been taken on the results of the last survey	11	25	47	10	7	36%	-18 ◆	-5 ◆	-15 ◆



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B54 I am trusted to carry out my job effectively	34	57	6			91%	0	-1	-4 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	23	55	16			78%	-8 ◆	-3 ◆	-4 ◆
B56 In the Office, people are encouraged to speak up when they identify a serious policy or delivery risk	23	50	18	5		74%	-7 ◆	-5 ◆	-4 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	21	42	27	7		63%	-11 ◆	-3 ◆	-12 ◆
B58 The Office is committed to creating a diverse and inclusive workplace	25	53	19			79%	-9 ◆	+4 ◆	-6 ◆

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% 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'	15	56	11	15		71%	+7 ◆	-3 ◆	-2

Leadership statement

	Always	Most of the time	Sometimes	Rarely	Never	% 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^	27	48	18	5		75%	New	+1	-1

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



All questions by theme

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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?	16	20	50	14	64%	-2	-4 ◇	-10 ◇
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	17	54	18	72%	+1	-1	-6 ◇
W03 Overall, how happy did you feel yesterday?	15	27	42	15	57%	-2	-6 ◇	-12 ◇

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?	18	24	20	38	38%	-2	+4 ◇	+12 ◇



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		12%	+3	-1
I want to leave the Office within the next 12 months		24%	+6	-5 ◇
I want to stay working for the Office for at least the next year		35%	-6	-3 ◇
I want to stay working for the Office for at least the next three years		29%	-3	+8 ◇

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?		6	94%	0	-2	-4
D02. Are you aware of how to raise a concern under the Civil Service Code?		35	65%	-9 ◇	-5 ◇	-13 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?		27	73%	-9 ◇	-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		13%	+3 ↔	+2 ↔
No		78%	-4 ↔	-4 ↔
Prefer not to say		9%	+2	+2 ↔

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

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^ 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 SWNIO
Yes		9%	0	-2 ◆
No		82%	0	+1
Prefer not to say		8%	+1	+1

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	10
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

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^ 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 previous survey	Difference from SWNIO
Yes		40%	+17	-13
No		60%	-9	+16
Prefer not to say		0%	-8	-3

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		7%	-5
No		93%	+27
Prefer not to say		0%	-22
The bullying and/or harassment has stopped			
Yes		50%	+8
No		43%	+6
Prefer not to say		7%	-14
The culture in my area allows this kind of behaviour to continue			
Yes		64%	+8
No		29%	-6
Prefer not to say		7%	-2
I felt like I was punished for reporting the incident			
Yes		29%	+10
No		36%	-17
Prefer not to say		36%	+8



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: 19% Prefer not to say: 9%		No: 72%			72%	0
LQB2	I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	22	45	31			67%	-2 ◆
LQB3	I feel comfortable speaking to those more senior than me about their actions and impact	14	36	27	17	6	50%	-3 ◆
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	13	37	25	19	6	50%	+1

Smarter Working

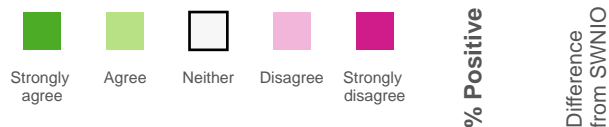
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from SWNIO
LQD1	My manager trusts me to do my job effectively even if working in a different location to them (for example, in a different office, or from home)	51	41				92%	0
LQD2	My manager supports me to work as flexibly as possible in line with the requirements of my role	47	41	8			88%	+1
LQD3	Smarter Working allows me to be more productive in my role	47	34	15			81%	+9 ◆
LQD4	I feel confident in using modern workplace technologies to connect and collaborate with colleagues	47	37	10			85%	-2 ◆



Additional questions selected by organisation

◆ indicates statistically significant difference from comparison

Performance Management



LQH1	I feel empowered by my manager to do my job	36	48	10			84%	+1
LQH2	The one-to-one conversations I have with my manager are helping me to achieve my full potential	26	38	22	10		64%	+2 ◆



LQH3a	In general, how often do you discuss the following with your manager: How well I am meeting my work objectives?	22	40	17	6	15	-	
LQH3b	In general, how often do you discuss the following with your manager: My development needs and career goals?	6	40	28	6	19	-	
LQH3c	In general, how often do you discuss the following with your manager: My personal wellbeing and/or work-related stress?	31	38	11		17	-	

Support for Managers

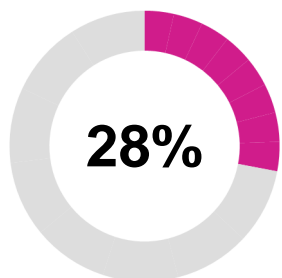


LQI1	I understand what is expected of me as a manager	28	63	6			91%	-1
LQI2	As a manager, I feel adequately supported to deliver my responsibilities	17	49	15	19		65%	-5 ◆
LQI3	As a manager, I feel confident in supporting others with their health and wellbeing at work	28	56	9	5		85%	-3 ◆
LQI4	As a manager, I feel confident in addressing poor performance in my team	24	58	9	6		82%	+3 ◆

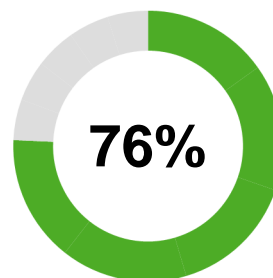


Proxy Stress Index and PERMA Index

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



Difference from previous survey +3 ◇
Difference from SWNIO +1
Difference from high performing units +4 ◇



Difference from previous survey 0
Difference from SWNIO 0
Difference from high performing units -1 ◇

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	80%
B08	My manager motivates me to be more effective in my job	76%
B18	The people in my team can be relied upon to help when things get difficult in my job	90%
B26	I am treated with respect by the people I work with	87%
B30	I have clear work objectives	64%
B33	I have an acceptable workload	51%
B45	I have the opportunity to contribute my views before decisions are made that affect me	45%
E03	Have you been bullied or harassed at work, in the past 12 months?*	82%

% positive

B01	I am interested in my work	94%
B03	My work gives me a sense of personal accomplishment	81%
B18	The people in my team can be relied upon to help when things get difficult in my job	90%
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?	72%



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.

ENGINE'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>)