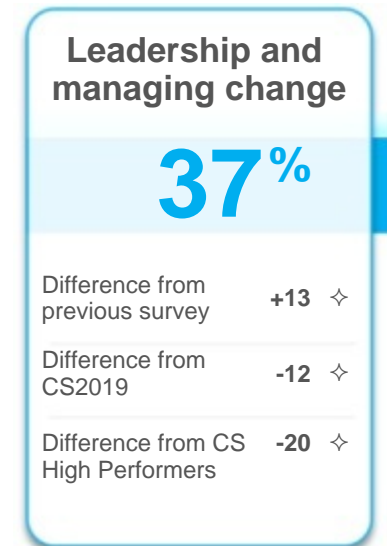
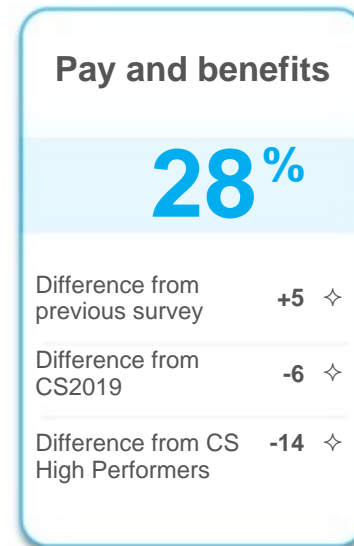
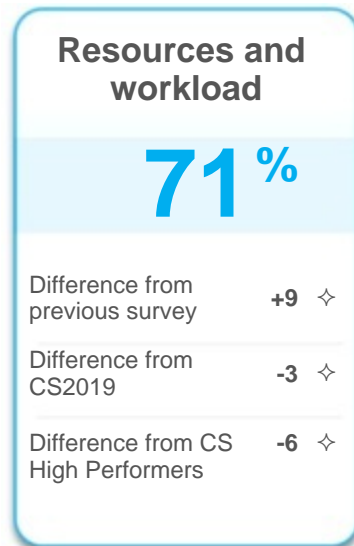
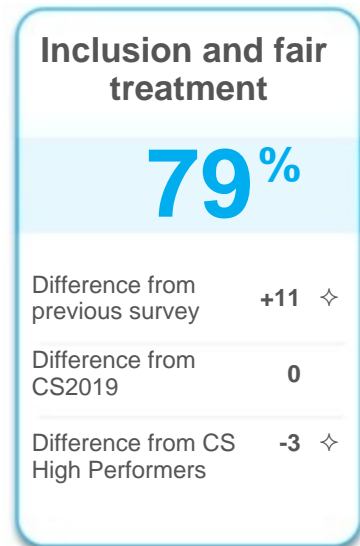
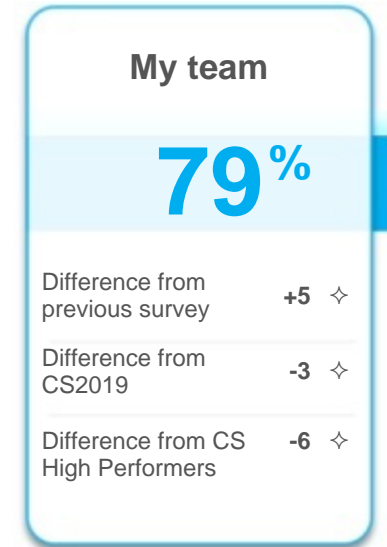
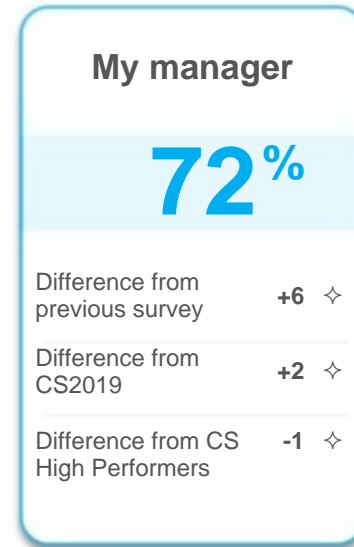
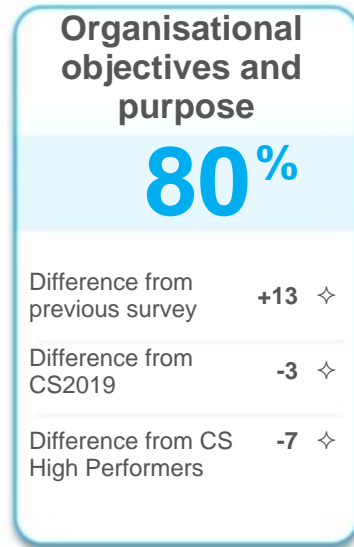
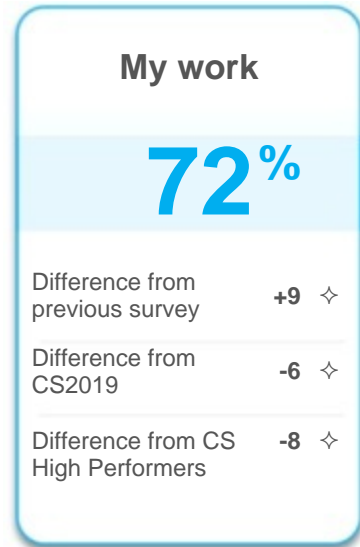
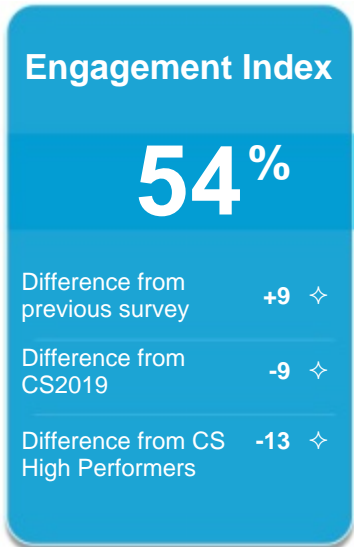




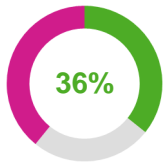
✧ Statistically significant difference from comparison



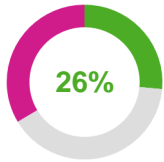


Taking action

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



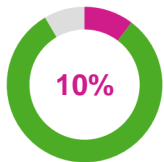
B52. I believe that senior managers in the VOA will take action on the results from this survey



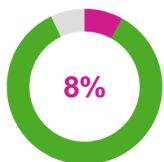
B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

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



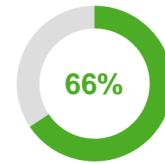
E01. Have you been discriminated against at work, in the past 12 months?



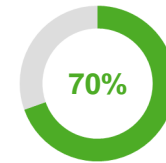
E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

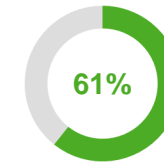
■ % responding positively to W01 - W03 ■ % responding negatively to W04



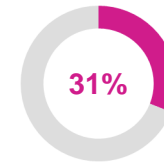
W01. Overall, how satisfied are you with your life nowadays?



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

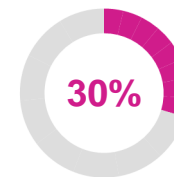


W03. Overall, how happy did you feel yesterday?

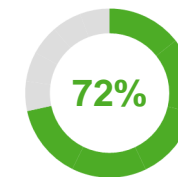


W04. Overall, how anxious did you feel yesterday?

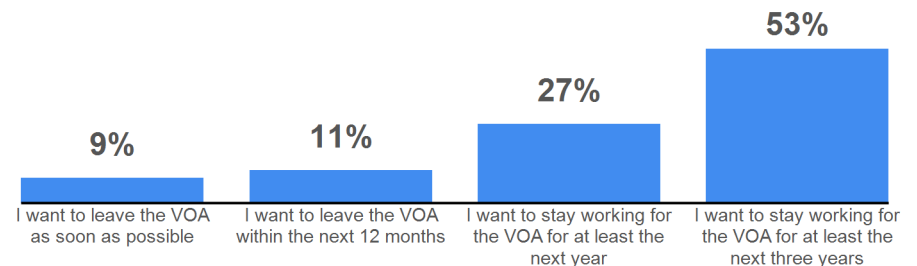
Proxy Stress Index



PERMA Index


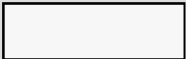


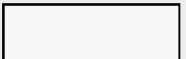












Your plans for the future





Headline scores

Highest positive scoring questions		Highest neutral scoring questions		Highest negative scoring questions	
	% Positive		% Neutral		% Negative
B54 I am trusted to carry out my job effectively	 91%	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	 62%
B26 I am treated with respect by the people I work with	 89%	B17 Poor performance is dealt with effectively in my team	 39%	B35 I feel that my pay adequately reflects my performance	 59%
B09 My manager is considerate of my life outside work	 88%	B47 I am proud when I tell others I am part of the VOA	 35%	B42 I feel that change is managed well in the VOA	 57%
B18 The people in my team can be relied upon to help when things get difficult in my job	 86%	B50 The VOA inspires me to do the best in my job	 33%	B43 When changes are made in the VOA they are usually for the better	 53%
B01 I am interested in my work	 85%	B51 The VOA motivates me to help it achieve its objectives	 32%	B45 I have the opportunity to contribute my views before decisions are made that affect me	 44%

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

72%

+9 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

B01 I am interested in my work



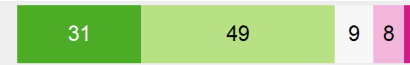
85%

+7 ◇

-6 ◇

-8 ◇

B02 I am sufficiently challenged by my work



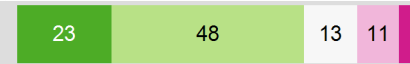
79%

+8 ◇

-1

-4 ◇

B03 My work gives me a sense of personal accomplishment



72%

+10 ◇

-6 ◇

-8 ◇

B04 I feel involved in the decisions that affect my work



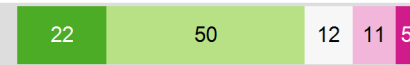
51%

+11 ◇

-9 ◇

-13 ◇

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



72%

+9 ◇

-6 ◇

-10 ◇

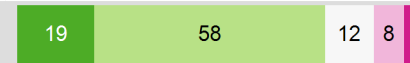
Organisational objectives and purpose

80%

+13 ◇ Difference from previous survey



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



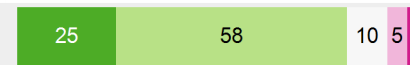
77%

+14 ◇

-5 ◇

-9 ◇

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



82%

+13 ◇

-1 ◇

-5 ◇



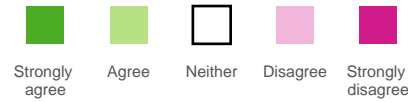
All questions by theme

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

My manager

72%

+6 ◇ 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	26	45	16	9	9	71%	+6 ◇	-1	-5 ◇
B09	My manager is considerate of my life outside work	44	44	7	7	7	88%	+6 ◇	+2 ◇	-1 ◇
B10	My manager is open to my ideas	36	44	14	7	7	80%	+5 ◇	-4 ◇	-6 ◇
B11	My manager helps me to understand how I contribute to the VOA's objectives	25	45	19	8	8	70%	+8 ◇	+3 ◇	-2 ◇
B12	Overall, I have confidence in the decisions made by my manager	33	43	14	6	6	76%	+8 ◇	0	-4 ◇
B13	My manager recognises when I have done my job well	35	46	11	5	5	81%	+6 ◇	0	-3 ◇
B14	I receive regular feedback on my performance	28	48	12	8	8	77%	+3 ◇	+8 ◇	+4 ◇
B15	The feedback I receive helps me to improve my performance	24	41	22	9	9	65%	+7 ◇	0	-3 ◇
B16	I think that my performance is evaluated fairly	26	46	17	7	7	72%	+7 ◇	+4 ◇	+1
B17	Poor performance is dealt with effectively in my team	11	32	39	11	7	43%	+7 ◇	+3 ◇	-1



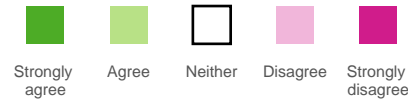
All questions by theme

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

My team

79%

+5 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

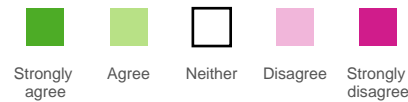
Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	42	45	8	5	0	86%	+4 ◇	0	-2 ◇
B19	The people in my team work together to find ways to improve the service we provide	36	45	12	5	0	81%	+5 ◇	-1 ◇	-5 ◇
B20	The people in my team are encouraged to come up with new and better ways of doing things	29	41	18	10	2	69%	+7 ◇	-7 ◇	-11 ◇

Learning and development

57%

+11 ◇ 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
B21	I am able to access the right learning and development opportunities when I need to	14	48	20	13	5	62%	+9 ◇	-2 ◇	-9 ◇
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	44	23	13	5	59%	+10 ◇	+5 ◇	0
B23	There are opportunities for me to develop my career in the VOA	16	41	20	14	9	57%	+14 ◇	+6 ◇	-1
B24	Learning and development activities I have completed while working for the VOA are helping me to develop my career	15	35	26	16	8	50%	+9 ◇	0	-6 ◇



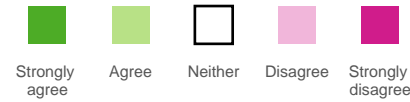
All questions by theme

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

Inclusion and fair treatment

79%

+11 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

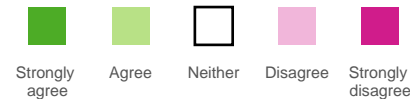
Difference from CS High Performers

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	29	54	10	5	5	82%	+11 ◇	+1	-2 ◇
B26	I am treated with respect by the people I work with	34	55	7	7	7	89%	+7 ◇	+3 ◇	+1
B27	I feel valued for the work I do	22	44	16	11	7	66%	+14 ◇	-2 ◇	-7 ◇
B28	I think that the VOA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	27	51	14	5	5	77%	+11 ◇	0	-4 ◇

Resources and workload

71%

+9 ◇ Difference from previous survey



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	11	51	18	16	5	62%	+11 ◇	-9 ◇	-14 ◇
B30	I have clear work objectives	18	60	12	8	4	78%	+10 ◇	+2 ◇	-1
B31	I have the skills I need to do my job effectively	23	59	10	6	2	82%	+3 ◇	-6 ◇	-9 ◇
B32	I have the tools I need to do my job effectively	11	48	16	18	7	59%	+10 ◇	-13 ◇	-19 ◇
B33	I have an acceptable workload	12	55	16	12	5	67%	+11 ◇	+3 ◇	-1
B34	I achieve a good balance between my work life and my private life	22	54	12	8	4	77%	+8 ◇	+5 ◇	+1



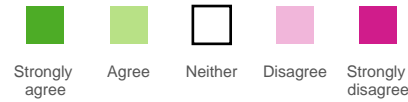
All questions by theme

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

Pay and benefits

28%

+5 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

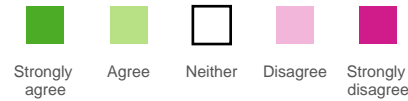
Difference from CS High Performers

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	23	14	31	28	27%	+5 ◇	-7 ◇	-14 ◇	
B36 I am satisfied with the total benefits package	5	29	23	25	18	34%	+5 ◇	-5 ◇	-15 ◇
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	16	30	31	22%	+4 ◇	-5 ◇	-13 ◇	

Leadership and managing change

37%

+13 ◇ 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 the VOA are sufficiently visible	9	44	22	17	8	54%	+15 ◇	-9 ◇	-19 ◇
B39 I believe the actions of senior managers are consistent with the VOA's values	7	38	32	13	9	45%	+18 ◇	-9 ◇	-19 ◇
B40 I believe that directors have a clear vision for the future of the VOA	8	32	30	17	13	39%	+16 ◇	-11 ◇	-21 ◇
B41 Overall, I have confidence in the decisions made by the VOA's senior managers	6	28	28	22	16	34%	+16 ◇	-17 ◇	-28 ◇
B42 I feel that change is managed well in the VOA	19	22	34	23	21%	+10 ◇	-14 ◇	-24 ◇	
B43 When changes are made in the VOA they are usually for the better	17	28	32	21	19%	+7 ◇	-17 ◇	-25 ◇	
B44 The VOA keeps me informed about matters that affect me	6	45	23	16	9	51%	+12 ◇	-9 ◇	-17 ◇
B45 I have the opportunity to contribute my views before decisions are made that affect me	6	26	25	27	17	30%	+8 ◇	-10 ◇	-20 ◇
B46 I think it is safe to challenge the way things are done in the VOA	6	34	28	19	13	40%	+12 ◇	-10 ◇	-17 ◇



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 the VOA	9	34	35	15	8	42%	+13 ◇	-24 ◇	-30 ◇
B48 I would recommend the VOA as a great place to work	9	34	30	18	9	43%	+16 ◇	-18 ◇	-26 ◇
B49 I feel a strong personal attachment to the VOA	12	33	28	17	9	46%	+7 ◇	-7 ◇	-12 ◇
B50 The VOA inspires me to do the best in my job	8	31	33	19	8	39%	+11 ◇	-13 ◇	-20 ◇
B51 The VOA motivates me to help it achieve its objectives	7	32	32	19	9	39%	+13 ◇	-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 the VOA will take action on the results from this survey	6	29	25	21	18	36%	+11 ◇	-15 ◇	-24 ◇
B53 Where I work, I think effective action has been taken on the results of the last survey	5	21	40	18	15	26%	+7 ◇	-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	32	59			5	91%	+7 ◆	+2 ◆	0
B55 I believe I would be supported if I try a new idea, even if it may not work	17	47	23		10	64%	+10 ◆	-8 ◆	-12 ◆
B56 In the VOA, people are encouraged to speak up when they identify a serious policy or delivery risk	16	48	21		10 5	64%	+11 ◆	-6 ◆	-11 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	13	50	20		12 5	64%	+8 ◆	-3 ◆	-7 ◆
B58 The VOA is committed to creating a diverse and inclusive workplace	20	56	18			76%	+10 ◆	0	-4 ◆

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'	11	47	19	18	5	58%	+7 ◆	0	-11 ◆

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^	26	41	23		8	67%	New	+1	-5 ◆

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?	14	20	50	16	66%	+6 ◇	-2 ◇	-5 ◇
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	19	48	22	70%	+4 ◇	-2 ◇	-4 ◇
W03 Overall, how happy did you feel yesterday?	17	22	40	20	61%	+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?	24	26	19	31	31%	-1	-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 the VOA?

			Difference from previous survey	Difference from CS2019
I want to leave the VOA as soon as possible		9%	-7 ◇	+1 ◇
I want to leave the VOA within the next 12 months		11%	-2 ◇	-3 ◇
I want to stay working for the VOA for at least the next year		27%	+2	-6 ◇
I want to stay working for the VOA for at least the next three years		53%	+7 ◇	+9 ◇

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?		9	91%	0	0	-3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		26	74%	0	+9 ◇	+3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the VOA it would be investigated properly?		29	71%	+8 ◇	0	-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 CS2019
Yes		10%	-4 ✧	-1
No		81%	+5 ✧	0
Prefer not to say		8%	-1	0

Of those who said they had experienced discrimination at work in the last 12 months, 87% said it occurred in the VOA while 13% 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	42		
Caring responsibilities	26		
Disability	32		
Ethnic background	18		
Gender	27		
Gender reassignment or perceived gender	--		
Grade or responsibility level	50		
Main spoken/ written language or language ability	--		
Marital status or civil partnership	--		
Mental health	33		
Pay	29		
Pregnancy, maternity or paternity	--		
Religion or belief	--		
Sex	--		
Sexual orientation	--		
Social or educational background	11		
Working location	39		
Working pattern	41		
Any other grounds	31		
Prefer not to say	29		

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		8%	-2 ↕	-3 ↕
No		85%	+3 ↕	+3 ↕
Prefer not to say		7%	0	0

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	19	
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	14	
Spreading gossip or making false accusations about me	51	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	35	
Physical assault (e.g. object thrown at me, pushed, hit)	--	
Humiliated in front of team or others	68	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	79	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	44	
Treated less favourably to others	75	
Ignored, excluded, marginalised	75	
Undermining or taking credit for my work	41	
Denied time off for personal ill health	10	
Denied time off for family or caring responsibilities	13	
Disclosure of personal / sensitive information to colleagues without my consent	17	
Something else not listed here	27	
Prefer not to say	--	

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



All questions by theme

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

Bullying and harassment

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

	Response Count	
A colleague in my Area/Directorate/Division	65	
A colleague in a different Area/Directorate/ Division of the VOA	21	
My manager	52	
Another senior member of staff in the VOA	40	
Someone I manage	--	
Someone working in a different Civil Service organisation	--	
Someone working for a non-Civil Service organisation	10	
A contractor	--	
A service user (e.g. customer, claimant, offender)	--	
A member of the public	--	
Someone else not listed here	--	
Prefer not to say	25	

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	40%	+11 ◇	-11 ◇
No	51%	+2	+9 ◇
Prefer not to say	8%	-14 ◇	+2

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	61%	-2
Prefer not to say	23%	+1
The bullying and/or harassment has stopped		
Yes	41%	+4
No	34%	-3
Prefer not to say	25%	+1
The culture in my area allows this kind of behaviour to continue		
Yes	50%	-6 ◇
No	25%	-1
Prefer not to say	25%	+7 ◇
I felt like I was punished for reporting the incident		
Yes	17%	-1
No	54%	-1
Prefer not to say	30%	+2
I moved to another team or role to avoid the behaviour		
Yes	22%	+1
No	61%	0
Prefer not to say	17%	+1



Additional questions selected by organisation

⚡ indicates statistically significant difference from comparison

Change Management

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQC1	I get to find out the reasons behind key changes that happen in the VOA	5	36	25	24	9	42%	-4 ⚡
LQC2	I understand what support is available to me as I am affected by organisational change	6	44	25	18	6	50%	-1 ⚡
LQC3	I feel that change is managed well in my Area/Directorate/Division	6	32	25	23	13	38%	-5 ⚡
LQC4	I feel positive about the future of the VOA	7	29	27	22	16	35%	-19 ⚡

Performance Management

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQH1	I feel empowered by my manager to do my job	24	47	18	8		71%	-6 ⚡
LQH2	The one-to-one conversations I have with my manager are helping me to achieve my full potential	21	41	23	10	5	63%	0
		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	70	10			-	
LQH3b	In general, how often do you discuss the following with your manager: My development needs and career goals?	6	62	17	5	11	-	
LQH3c	In general, how often do you discuss the following with your manager: My personal wellbeing and/or work-related stress?	21	55	10		12	-	

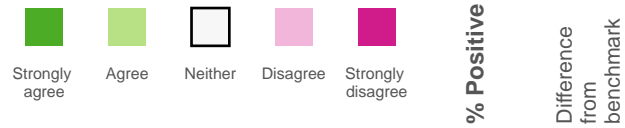
Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.



Additional questions selected by organisation

⚡ indicates statistically significant difference from comparison

Support for Managers



LQI1	I understand what is expected of me as a manager	40	55			95%	+2 ⚡
LQI2	As a manager, I feel adequately supported to deliver my responsibilities	29	52	9	8	82%	+3 ⚡
LQI3	As a manager, I feel confident in supporting others with their health and wellbeing at work	37	52		7	89%	0
LQI4	As a manager, I feel confident in addressing poor performance in my team	32	55	9		86%	+5 ⚡

Customer Service



LQM1	I understand my customers' / service users' needs	22	67		9	88%	-3 ⚡
LQM2	My Area/Directorate/Division sets goals that are appropriately aligned to customer / service user requirements	12	49	26	9	61%	-8 ⚡
LQM3	In the VOA, ideas and innovation are increasingly driven by customer / service user experience	8	38	34	13	47%	-9 ⚡
LQM4	I feel supported when faced by unacceptable actions from customers / service users	10	46	33	7	57%	-3 ⚡

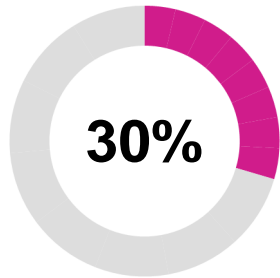
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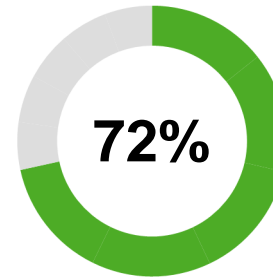
Proxy Stress Index and PERMA Index

◇ indicates statistically significant difference from comparison

** this is a negatively phrased question where % positive is the proportion who selected "no"



Difference from previous survey	-5 ◇
Difference from CS2019	+1 ◇
Difference from CS High Performers	+3 ◇



Difference from previous survey	+4 ◇
Difference from CS2019	-2 ◇
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.

% positive

B05	I have a choice in deciding how I do my work	72%
B08	My manager motivates me to be more effective in my job	71%
B18	The people in my team can be relied upon to help when things get difficult in my job	86%
B26	I am treated with respect by the people I work with	89%
B30	I have clear work objectives	78%
B33	I have an acceptable workload	67%
B45	I have the opportunity to contribute my views before decisions are made that affect me	30%
E03	Have you been bullied or harassed at work, in the past 12 months?*	85%

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	85%
B03	My work gives me a sense of personal accomplishment	72%
B18	The people in my team can be relied upon to help when things get difficult in my job	86%
W01	Overall, how satisfied are you with your life nowadays?	66%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	70%



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>)