



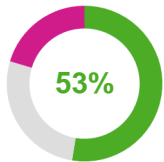
✧ Statistically significant difference from comparison



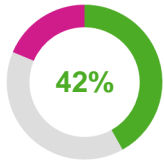


Taking action

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



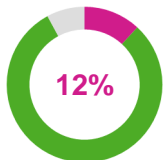
B52. I believe that senior managers (Directors & Heads of Divisions) in the Commission will take action on the results from this survey



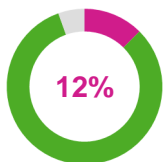
B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

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



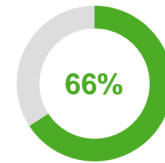
E01. Have you been discriminated against at work, in the past 12 months?



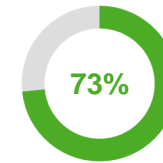
E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

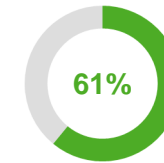
■ % responding positively to W01 - W03 ■ % responding negatively to W04



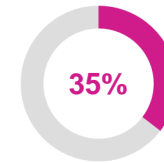
W01. Overall, how satisfied are you with your life nowadays?



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

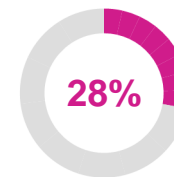


W03. Overall, how happy did you feel yesterday?

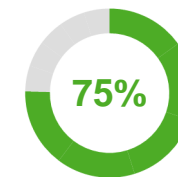


W04. Overall, how anxious did you feel yesterday?

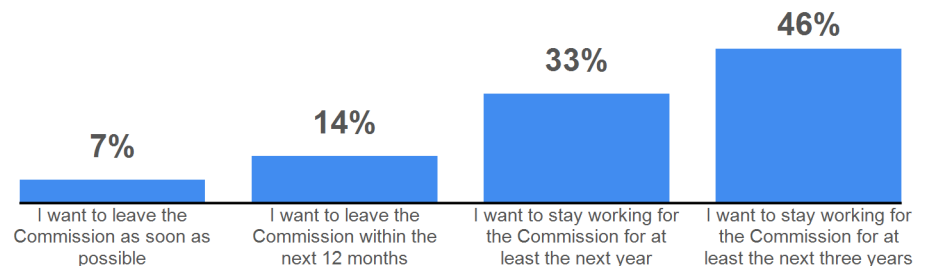
Proxy Stress Index



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	92%	B17	Poor performance is dealt with effectively in my team	40%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	55%
B06	I have a clear understanding of the Commission's objectives	91%	B53	Where I work, I think effective action has been taken on the results of the last survey	39%	B35	I feel that my pay adequately reflects my performance	51%
B18	The people in my team can be relied upon to help when things get difficult in my job	89%	B43	When changes are made in the Commission they are usually for the better	37%	B36	I am satisfied with the total benefits package	42%
B07	I understand how my work contributes to the Commission's objectives	89%	B51	The Commission motivates me to help it achieve its objectives	33%	B23	There are opportunities for me to develop my career in the Commission	35%
B54	I am trusted to carry out my job effectively	88%	B24	Learning and development activities I have completed while working for the Commission are helping me to develop my career	32%	B24	Learning and development activities I have completed while working for the Commission are helping me to develop my career	29%

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



All questions by theme

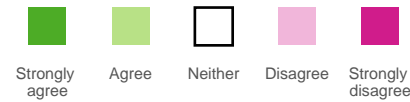
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

79%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

B01 I am interested in my work



92%

-2 ◆

+2 ◆

-1

B02 I am sufficiently challenged by my work



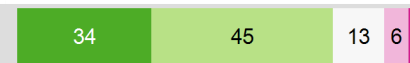
86%

0

+6 ◆

+3 ◆

B03 My work gives me a sense of personal accomplishment



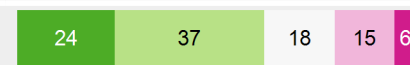
79%

+1

+1

-1

B04 I feel involved in the decisions that affect my work



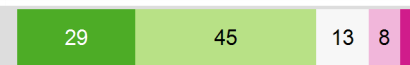
62%

-3 ◆

+2

-3 ◆

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



75%

-2

-3 ◆

-7 ◆

Organisational objectives and purpose

90%

+2 ◆

Difference from previous survey



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



91%

+2 ◆

+8 ◆

+4 ◆

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



89%

+2 ◆

+5 ◆

+1



All questions by theme

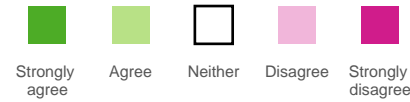
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

71%

0

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	32	42	13	10		74%	+2	+3 ◆	-1
B09	My manager is considerate of my life outside work	55	33	5			88%	0	+1	-1 ◆
B10	My manager is open to my ideas	43	38	11			82%	-3 ◆	-2 ◆	-5 ◆
B11	My manager helps me to understand how I contribute to the Commission's objectives	31	42	18	6		73%	+3 ◆	+6 ◆	+2
B12	Overall, I have confidence in the decisions made by my manager	37	40	12	8		77%	-1	0	-4 ◆
B13	My manager recognises when I have done my job well	41	38	12	6		79%	-2	-1	-4 ◆
B14	I receive regular feedback on my performance	31	37	15	14		68%	+5 ◆	0	-4 ◆
B15	The feedback I receive helps me to improve my performance	29	37	22	10		66%	+1	+1	-2
B16	I think that my performance is evaluated fairly	28	38	17	13		66%	0	-2 ◆	-6 ◆
B17	Poor performance is dealt with effectively in my team	17	22	40	14	6	39%	-2	-1	-5 ◆



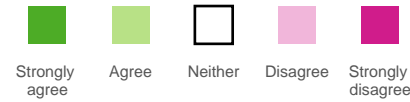
All questions by theme

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My team

84%

-3 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

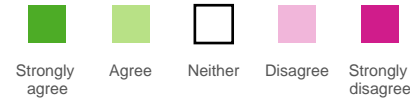
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	52	38	5	5	0	89%	-1	+3 ◆	+1
B19	The people in my team work together to find ways to improve the service we provide	47	38	10	5	0	85%	-3 ◆	+2 ◆	-1
B20	The people in my team are encouraged to come up with new and better ways of doing things	40	37	14	7	0	77%	-6 ◆	0	-3 ◆

Learning and development

47%

-5 ◆ 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
B21	I am able to access the right learning and development opportunities when I need to	16	41	24	14	5	57%	-3 ◆	-7 ◆	-14 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	42	27	13	5	55%	-5 ◆	+1	-4 ◆
B23	There are opportunities for me to develop my career in the Commission	8	29	27	22	13	38%	-7 ◆	-13 ◆	-20 ◆
B24	Learning and development activities I have completed while working for the Commission are helping me to develop my career	11	29	32	20	9	39%	-5 ◆	-11 ◆	-17 ◆



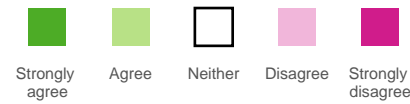
All questions by theme

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Inclusion and fair treatment

78%

-3 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

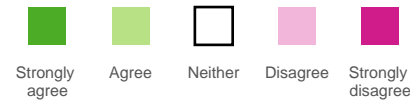
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B25 I am treated fairly at work	34	45	10	9		79%	-2	-2 ◆	-5 ◆
B26 I am treated with respect by the people I work with	38	49	8			87%	0	+1	-1
B27 I feel valued for the work I do	27	41	15	12	5	68%	-3 ◆	0	-5 ◆
B28 I think that the Commission respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	31	45	14	8		76%	-5 ◆	-1	-5 ◆

Resources and workload

69%

+3 ◆ 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
B29 I get the information I need to do my job well	16	52	16	14		68%	-1	-3 ◆	-8 ◆
B30 I have clear work objectives	22	49	14	12		71%	+4 ◆	-5 ◆	-8 ◆
B31 I have the skills I need to do my job effectively	25	60	9	5		85%	+2 ◆	-4 ◆	-6 ◆
B32 I have the tools I need to do my job effectively	17	45	17	18		61%	-1	-11 ◆	-17 ◆
B33 I have an acceptable workload	9	49	17	22		58%	+4 ◆	-5 ◆	-9 ◆
B34 I achieve a good balance between my work life and my private life	19	53	13	11		73%	+7 ◆	+1	-3 ◆



All questions by theme

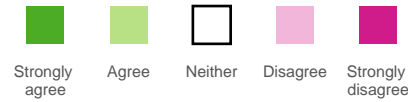
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Pay and benefits

28%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

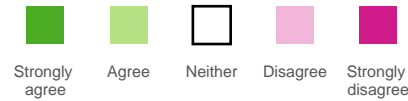
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	26	19	30	21	29%	+2	-5 ◇	-11 ◇	
B36 I am satisfied with the total benefits package	30	24	26	16	34%	+2	-5 ◇	-14 ◇	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	17	24	31	24	21%	0	-7 ◇	-14 ◇

Leadership and managing change

55%

0

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 (Directors & Heads of Divisions) in the Commission are sufficiently visible	18	51	17	11	69%	+2	+7 ◇	-3 ◇	
B39 I believe the actions of senior managers (Directors & Heads of Divisions) are consistent with the Commission's values	13	50	28	7	62%	+4 ◇	+8 ◇	-2	
B40 I believe that the Board has a clear vision for the future of the Commission	13	49	32	6	62%	-1	+12 ◇	+1	
B41 Overall, I have confidence in the decisions made by the Commission's senior managers (Directors & Heads of Divisions)	13	44	29	10	57%	0	+5 ◇	-6 ◇	
B42 I feel that change is managed well in the Commission	6	36	31	21	6	43%	+1	+7 ◇	-3 ◇
B43 When changes are made in the Commission they are usually for the better	6	39	37	14	5	45%	+7 ◇	+9 ◇	+1
B44 The Commission keeps me informed about matters that affect me	12	52	21	10	5	64%	-3	+4 ◇	-4 ◇
B45 I have the opportunity to contribute my views before decisions are made that affect me	8	38	28	17	9	46%	-5 ◇	+6 ◇	-4 ◇
B46 I think it is safe to challenge the way things are done in the Commission	9	38	25	17	11	47%	-2	-3 ◇	-10 ◇

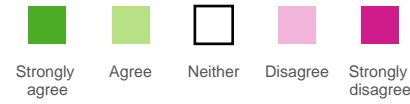


All questions by theme

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Engagement

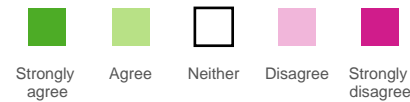
The following five questions, measuring pride, advocacy, attachment, inspiration and motivation, are used to create your Employee Engagement Index score.



% 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
B47 I am proud when I tell others I am part of the Commission	21	43	31			65%	-2	-2	-8 ◆
B48 I would recommend the Commission as a great place to work	19	42	26	11		60%	+4 ◆	-1	-9 ◆
B49 I feel a strong personal attachment to the Commission	18	38	29	12		56%	-1	+4 ◆	-2
B50 The Commission inspires me to do the best in my job	14	42	32	10		55%	+3	+3 ◆	-4 ◆
B51 The Commission motivates me to help it achieve its objectives	12	42	33	11		54%	+2	+4 ◆	-2 ◆

Taking action



Question	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 (Directors & Heads of Divisions) in the Commission will take action on the results from this survey	11	41	27	13	8	53%	0	+2	-7 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	12	30	39	10	9	42%	+6 ◆	+4 ◆	-3 ◆



All questions by theme

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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	34	55	6			88%	0	-1	-3 ◇
B55 I believe I would be supported if I try a new idea, even if it may not work	26	45	16	11		71%	-6 ◇	-2	-5 ◇
B56 In the Commission, people are encouraged to speak up when they identify a serious policy or delivery risk	20	42	24	11		62%	-2	-8 ◇	-13 ◇
B57 I feel able to challenge inappropriate behaviour in the workplace	18	45	19	11	6	64%	+3 ◇	-3 ◇	-6 ◇
B58 The Commission is committed to creating a diverse and inclusive workplace	29	52	13			82%	+6 ◇	+6 ◇	+2 ◇

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'	13	50	16	17		63%	+12 ◇	+6 ◇	-6 ◇

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^	37	37	20	6		73%	New	+7 ◇	+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 CS2019	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	10	24	51	15	66%	-4 ◆	-1	-5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	18	51	22	73%	-1	+2	0
W03 Overall, how happy did you feel yesterday?	15	24	43	18	61%	-5 ◆	-1	-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?	19	26	19	35	35%	+1	+3 ◆	+5 ◆



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 Commission?

			Difference from previous survey	Difference from CS2019
I want to leave the Commission as soon as possible		7%	+3 ◇	0
I want to leave the Commission within the next 12 months		14%	+2	-1
I want to stay working for the Commission for at least the next year		33%	-1	0
I want to stay working for the Commission for at least the next three years		46%	-3	+3 ◇

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?		4	96%	+1	+5 ◇	+2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		26	74%	-2	+8 ◇	+2
D03. Are you confident that if you raised a concern under the Civil Service Code in the Commission it would be investigated properly?		28	72%	0	0	-4 ◇



All questions by theme

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^ 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		12%	+5 ✧	+1
No		80%	-5 ✧	-1
Prefer not to say		8%	0	0

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

↗ 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		12%	+2 ↗	+1
No		82%	0	0
Prefer not to say		5%	-2 ↗	-1

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	11	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	10	
Physical assault (e.g. object thrown at me, pushed, hit)	--	
Humiliated in front of team or others	20	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	19	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	14	
Treated less favourably to others	15	
Ignored, excluded, marginalised	16	
Undermining or taking credit for my work	13	
Denied time off for personal ill health	--	
Denied time off for family or caring responsibilities	--	
Disclosure of personal / sensitive information to colleagues without my consent	--	
Something else not listed here	--	
Prefer not to say	--	

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



All questions by theme

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

Bullying and harassment

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

	Response Count	
A colleague in my Area/Directorate/Division	11	
A colleague in a different Area/Directorate/ Division of the Commission	--	
My manager	10	
Another senior member of staff in the Commission	--	
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	10	

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		46%	+21 ◇	-5
No		46%	-5	+4
Prefer not to say		7%	-16	+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		17%	+1
No		58%	-4
Prefer not to say		25%	+4
The bullying and/or harassment has stopped			
Yes		30%	-7
No		36%	-1
Prefer not to say		33%	+9
The culture in my area allows this kind of behaviour to continue			
Yes		44%	-11 ◇
No		22%	-3
Prefer not to say		33%	+15
I felt like I was punished for reporting the incident			
Yes		22%	+4
No		47%	-8 ◇
Prefer not to say		31%	+4
I moved to another team or role to avoid the behaviour			
Yes	Results for this response have been suppressed as there are fewer than ten responses		
No		57%	-3
Prefer not to say	Results for this response have been suppressed as there are fewer than ten responses		

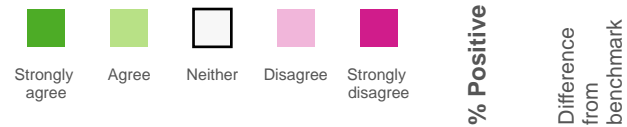


Additional questions selected by organisation

⚡ indicates statistically significant difference from comparison

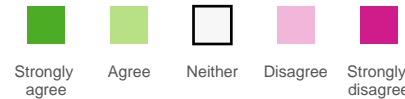
Safe to Challenge

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



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 the Commission*	Yes: 27% No: 66% Prefer not to say: 6%					66%	-2 ⚡
LQB2	I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	15	47	33	5		62%	-6 ⚡
LQB3	I feel comfortable speaking to those more senior than me about their actions and impact	13	34	20	26	7	47%	-6 ⚡
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	29	28	22	11	39%	-3 ⚡

Change Management



Question ID	Question Text	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 Commission	8	47	22	19		55%	+9 ⚡
LQC2	I understand what support is available to me as I am affected by organisational change	8	46	28	16		54%	+2
LQC3	I feel that change is managed well in my Area/Directorate/Division	12	44	26	13	6	55%	+12 ⚡
LQC4	I feel positive about the future of the Commission	13	50	24	9		63%	+9 ⚡

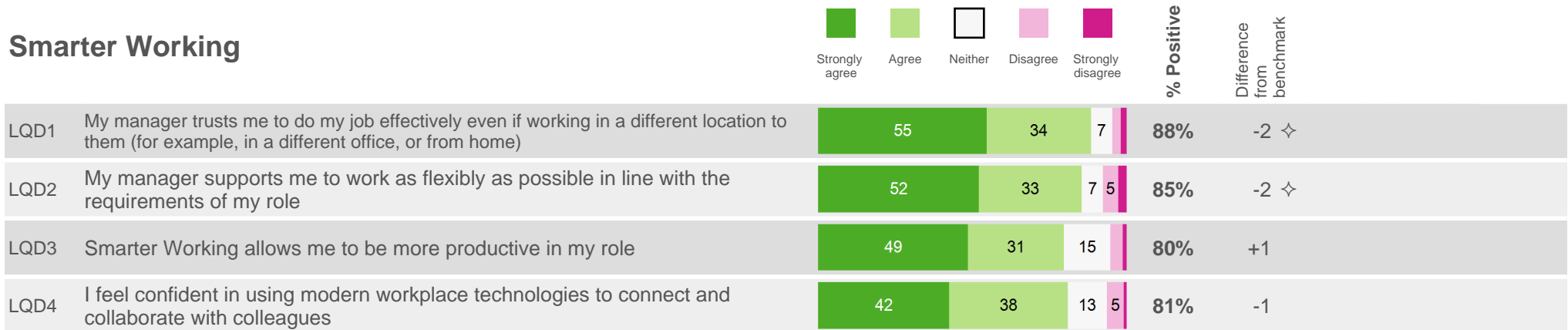
Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.



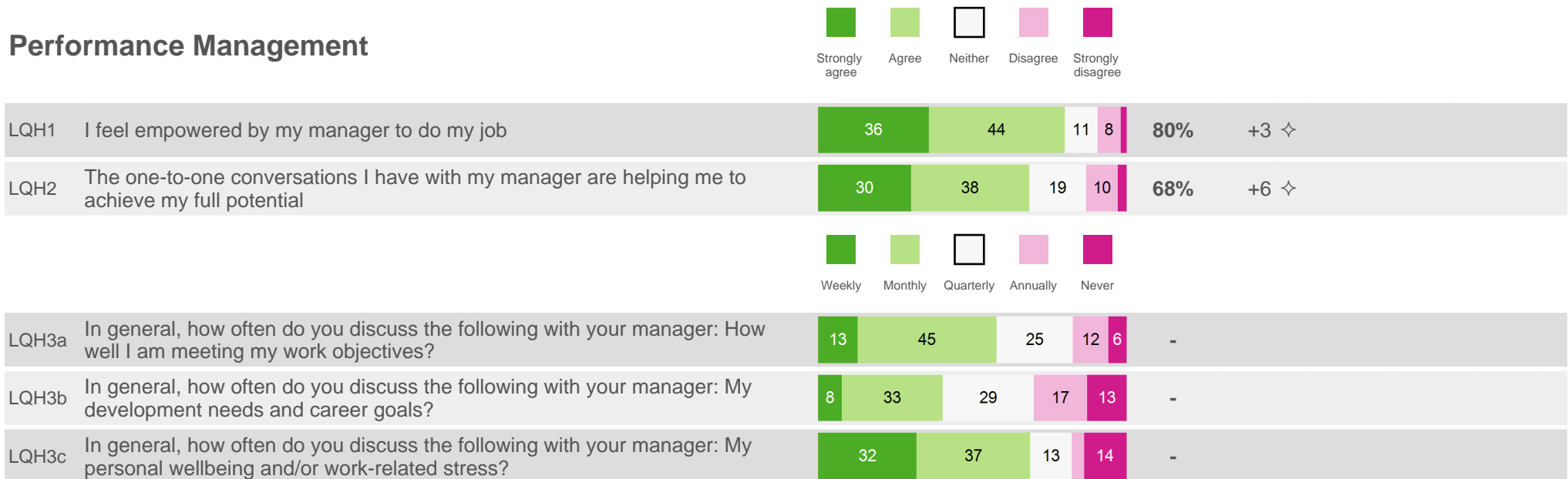
Additional questions selected by organisation

◆ indicates statistically significant difference from comparison

Smarter Working



Performance Management



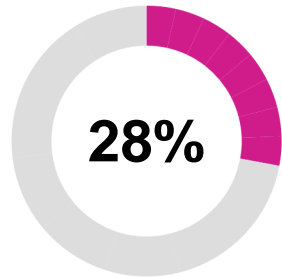
Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.



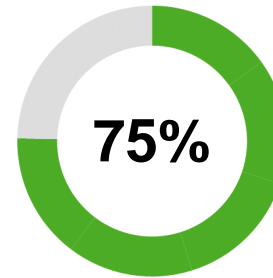
Proxy Stress Index and PERMA Index

◇ indicates statistically significant difference from comparison

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



Difference from previous survey +1
 Difference from CS2019 0
 Difference from CS High Performers +2 ◇



Difference from previous survey -1
 Difference from CS2019 +2 ◇
 Difference from CS High Performers 0

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	75%
B08	My manager motivates me to be more effective in my job	74%
B18	The people in my team can be relied upon to help when things get difficult in my job	89%
B26	I am treated with respect by the people I work with	87%
B30	I have clear work objectives	71%
B33	I have an acceptable workload	58%
B45	I have the opportunity to contribute my views before decisions are made that affect me	46%
E03	Have you been bullied or harassed at work, in the past 12 months?*	82%

% positive

B01	I am interested in my work	92%
B03	My work gives me a sense of personal accomplishment	79%
B18	The people in my team can be relied upon to help when things get difficult in my job	89%
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?	73%



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>)