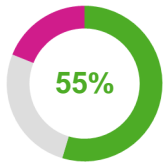


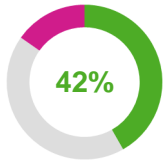


Taking action

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



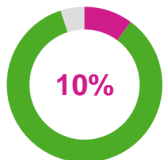
B52. I believe that Directors and Senior Directors in the CMA will take action on the results from this survey



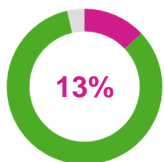
B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

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



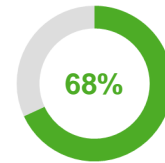
E01. Have you been discriminated against at work, in the past 12 months?



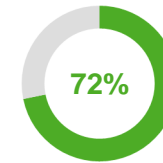
E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

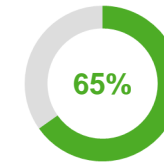
■ % responding positively to W01 - W03 ■ % responding negatively to W04



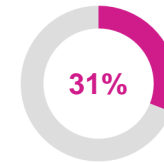
W01. Overall, how satisfied are you with your life nowadays?



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

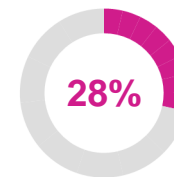


W03. Overall, how happy did you feel yesterday?

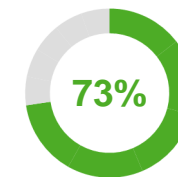


W04. Overall, how anxious did you feel yesterday?

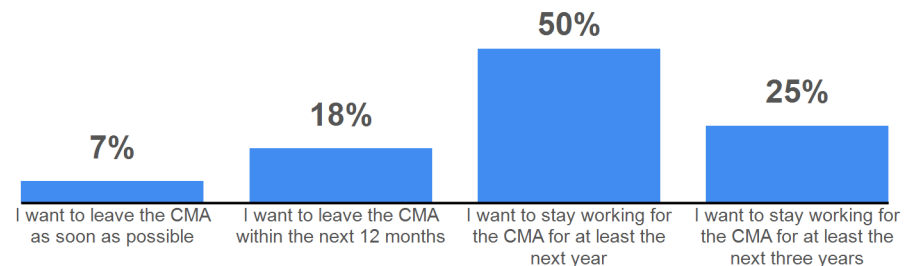
Proxy Stress Index




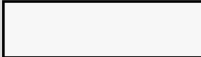


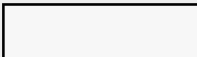








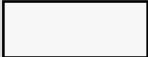

PERMA Index



Your plans for the future



Headline scores

Highest positive scoring questions		Highest neutral scoring questions		Highest negative scoring questions	
	% Positive		% Neutral		% Negative
B31 I have the skills I need to do my job effectively	 91%	B17 Poor performance is dealt with effectively in my team	 44%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	 52%
B07 I understand how my work contributes to the CMA's objectives	 89%	B53 Where I work, I think effective action has been taken on the results of the last survey	 43%	B35 I feel that my pay adequately reflects my performance	 48%
B09 My manager is considerate of my life outside work	 88%	B43 When changes are made in the CMA they are usually for the better	 34%	B36 I am satisfied with the total benefits package	 43%
B06 I have a clear understanding of the CMA's objectives	 87%	B40 I believe that the Senior Executive Team has a clear vision for the future of the CMA	 33%	B59 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	 31%
B10 My manager is open to my ideas	 87%	B45 I have the opportunity to contribute my views before decisions are made that affect me	 32%	B23 There are opportunities for me to develop my career in the CMA	 24%

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

76%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

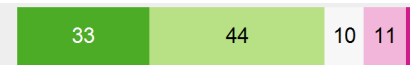
B01 I am interested in my work



87%

-6 ◆ -3 ◆ -5 ◆

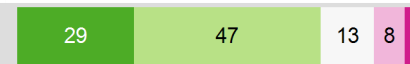
B02 I am sufficiently challenged by my work



77%

-3 ◆ -3 ◆ -6 ◆

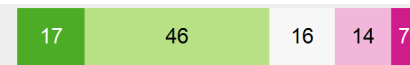
B03 My work gives me a sense of personal accomplishment



76%

0 -2 ◆ -4 ◆

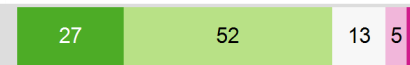
B04 I feel involved in the decisions that affect my work



63%

0 +3 ◆ -1

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



79%

+3 ◆ +1 -3 ◆

Organisational objectives and purpose

88%

-2 ◆

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

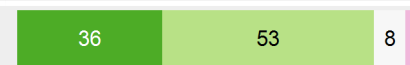
B06 I have a clear understanding of the CMA's objectives



87%

-3 ◆ +5 ◆ +1

B07 I understand how my work contributes to the CMA'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

70%

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
B08 My manager motivates me to be more effective in my job	27	47	16	7	7	73%	+2	+2	-2 ◇
B09 My manager is considerate of my life outside work	49	39	9	9	9	88%	+1	+2 ◇	-1
B10 My manager is open to my ideas	41	46	9	9	9	87%	+4 ◇	+4 ◇	+1
B11 My manager helps me to understand how I contribute to the CMA's objectives	22	42	27	7	7	65%	-3 ◇	-2 ◇	-7 ◇
B12 Overall, I have confidence in the decisions made by my manager	33	47	12	5	5	81%	+2	+4 ◇	0
B13 My manager recognises when I have done my job well	34	47	12	9	9	81%	0	0	-3 ◇
B14 I receive regular feedback on my performance	21	44	19	12	12	65%	+1	-3 ◇	-7 ◇
B15 The feedback I receive helps me to improve my performance	22	42	23	9	9	64%	+1	-1	-4 ◇
B16 I think that my performance is evaluated fairly	20	42	22	10	7	61%	-2	-7 ◇	-10 ◇
B17 Poor performance is dealt with effectively in my team	7	29	44	15	5	37%	-2	-4 ◇	-7 ◇

All questions by theme

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

My team		81%	+1	Difference from previous survey	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	31	52	12	1	0	0	0	0	83%	+1	-3 ◇	-6 ◇
B19	The people in my team work together to find ways to improve the service we provide	27	55	11	6	0	0	0	0	82%	0	-1	-5 ◇
B20	The people in my team are encouraged to come up with new and better ways of doing things	25	52	13	7	0	0	0	0	77%	+4 ◇	+1	-3 ◇

Learning and development		56%	0	Difference from previous survey	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	13	53	22	9	0	0	0	0	66%	+1	+2	-5 ◇
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	42	30	11	0	0	0	0	55%	+1	+1	-4 ◇
B23	There are opportunities for me to develop my career in the CMA	11	40	25	14	9	0	0	0	51%	-2	+1	-6 ◇
B24	Learning and development activities I have completed while working for the CMA are helping me to develop my career	11	40	31	12	6	0	0	0	51%	+1	+1	-5 ◇

All questions by theme

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^ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

80%

+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
B25	I am treated fairly at work	28	55	8	5	5	83%	+3 ◇	+1	-1
B26	I am treated with respect by the people I work with	32	53	7	5	5	85%	+4 ◇	-1	-3 ◇
B27	I feel valued for the work I do	22	48	14	9	6	71%	+4 ◇	+3 ◇	-2 ◇
B28	I think that the CMA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	31	50	10	5	5	81%	+8 ◇	+3 ◇	-1

Resources and workload

74%

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
B29	I get the information I need to do my job well	13	63	13	9	5	76%	-1	+5 ◇	0
B30	I have clear work objectives	19	56	14	8	5	75%	-2	0	-4 ◇
B31	I have the skills I need to do my job effectively	31	60	7	7	5	91%	0	+2 ◇	-1
B32	I have the tools I need to do my job effectively	17	57	14	8	5	74%	0	+2 ◇	-4 ◇
B33	I have an acceptable workload	12	49	17	16	6	61%	+2	-3 ◇	-7 ◇
B34	I achieve a good balance between my work life and my private life	18	48	15	14	5	66%	+2	-5 ◇	-10 ◇

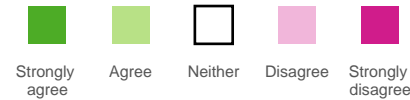
All questions by theme

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

Pay and benefits

30%

+3 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

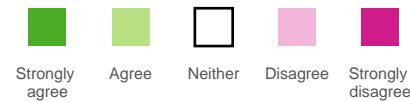
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	28	21	27	21	31%	+3	-3 ◇	-10 ◇	
B36 I am satisfied with the total benefits package	29	25	26	17	32%	+3 ◇	-7 ◇	-16 ◇	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	23	22	28	24	26%	+3	-1	-9 ◇	

Leadership and managing change

59%

+4 ◇ 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 Directors and Senior Directors in the CMA are sufficiently visible	17	56	13	10	73%	+2	+10 ◇	0	
B39 I believe the actions of Directors and Senior Directors are consistent with the CMA's values	13	50	23	9	64%	+4 ◇	+9 ◇	-1	
B40 I believe that the Senior Executive Team has a clear vision for the future of the CMA	11	44	33	8	55%	+1	+5 ◇	-6 ◇	
B41 Overall, I have confidence in the decisions made by the CMA's Directors and Senior Directors	12	49	26	8	61%	+2	+10 ◇	-2	
B42 I feel that change is managed well in the CMA	9	48	26	13	57%	+14 ◇	+22 ◇	+11 ◇	
B43 When changes are made in the CMA they are usually for the better	8	43	34	12	51%	+13 ◇	+15 ◇	+7 ◇	
B44 The CMA keeps me informed about matters that affect me	12	61	15	8	73%	+1	+13 ◇	+5 ◇	
B45 I have the opportunity to contribute my views before decisions are made that affect me	8	38	32	15	46%	-3	+6 ◇	-4 ◇	
B46 I think it is safe to challenge the way things are done in the CMA	8	41	31	13	49%	-1	0	-8 ◇	

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 CMA	21	52	21			72%	+5 ◆	+6 ◆	0
B48 I would recommend the CMA as a great place to work	19	49	21	6	5	68%	+7 ◆	+7 ◆	-2
B49 I feel a strong personal attachment to the CMA	14	36	27	17	6	50%	+4 ◆	-3 ◆	-9 ◆
B50 The CMA inspires me to do the best in my job	13	41	30	11	5	54%	+3	+2	-6 ◆
B51 The CMA motivates me to help it achieve its objectives	13	42	30	10	5	55%	+5 ◆	+4 ◆	-2

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 Directors and Senior Directors in the CMA will take action on the results from this survey	11	44	26	12	7	55%	-8 ◆	+4 ◆	-5 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	10	32	43	9	6	42%	-9 ◆	+4 ◆	-3 ◆

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	27	59	9			86%	+2	-3 ◇	-5 ◇
B55 I believe I would be supported if I try a new idea, even if it may not work	16	54	20	7		70%	+4 ◇	-2 ◇	-6 ◇
B56 In the CMA, people are encouraged to speak up when they identify a serious policy or delivery risk	18	55	16	8		72%	+5 ◇	+2 ◇	-2 ◇
B57 I feel able to challenge inappropriate behaviour in the workplace	16	50	18	11	5	66%	+3	-1	-4 ◇
B58 The CMA is committed to creating a diverse and inclusive workplace	27	55	11	5		81%	+6 ◇	+5 ◇	+1

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B59 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	8	41	19	24	7	50%	+4 ◇	-8 ◇	-19 ◇

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^	19	54	19	7		73%	New	+7 ◇	0

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?	10	22	57	11	68%	+3 ◇	+1	-2 ◇
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	20	54	18	72%	+1	0	-2 ◇
W03 Overall, how happy did you feel yesterday?	14	21	50	15	65%	+4 ◇	+3 ◇	+1

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?	14	32	23	31	31%	-3 ◇	-1	0

All questions by theme

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

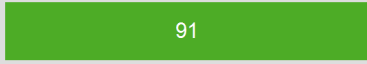





Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the CMA?

			Difference from previous survey	Difference from CS2019
I want to leave the CMA as soon as possible		7%	-3	0
I want to leave the CMA within the next 12 months		18%	-3	+3 ↕
I want to stay working for the CMA for at least the next year		50%	+3	+17 ↕
I want to stay working for the CMA for at least the next three years		25%	+3	-18 ↕

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?			91%	-2 ↕	-1	-4 ↕
D02. Are you aware of how to raise a concern under the Civil Service Code?			60%	-6 ↕	-6 ↕	-12 ↕
D03. Are you confident that if you raised a concern under the Civil Service Code in the CMA it would be investigated properly?			74%	+1	+3 ↕	-2

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%	-2 ✧	-1
No		85%	+3 ✧	+3 ✧
Prefer not to say		5%	-1	-3

Of those who said they had experienced discrimination at work in the last 12 months, 80% said it occurred in the CMA while 20% 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	--	
Caring responsibilities	--	
Disability	--	
Ethnic background	11	
Gender	--	
Gender reassignment or perceived gender	--	
Grade or responsibility level	19	
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		13%	+3 ↗	+1 ↗
No		83%	+1	+1
Prefer not to say		4%	-3 ↗	-3

Of those who said they had experienced bullying and/or harassment at work in the last 12 months, 83% said it occurred in the CMA while 17% said it occurred in another organisation.

For respondents who selected 'Yes' to E03.

E03A. How would you describe the nature of the bullying and/or harassment you experienced?^ (multiple selection)

		Response Count
Comments about my personal appearance	--	
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	--	
Spreading gossip or making false accusations about me	10	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	23	
Physical assault (e.g. object thrown at me, pushed, hit)	--	
Humiliated in front of team or others	35	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	44	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	34	
Treated less favourably to others	24	
Ignored, excluded, marginalised	26	
Undermining or taking credit for my work	25	
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	10	
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	28	
A colleague in a different Area/Directorate/ Division of the CMA	10	
My manager	16	
Another senior member of staff in the CMA	17	
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 CS2019
Yes	53%	+23 ◇	+2
No	43%	-17 ◇	+1
Prefer not to say	4%	-6	-3

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

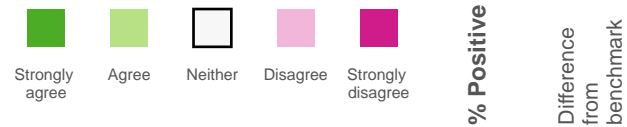
		Difference from CS2019
Appropriate action was taken to address the behaviour I experienced		
Yes	16%	0
No	59%	-3
Prefer not to say	25%	+3
The bullying and/or harassment has stopped		
Yes	49%	+11 ◇
No	26%	-11 ◇
Prefer not to say	25%	+1
The culture in my area allows this kind of behaviour to continue		
Yes	43%	-13 ◇
No	34%	+8 ◇
Prefer not to say	24%	+5
I felt like I was punished for reporting the incident		
Yes	15%	-2
No	60%	+5
Prefer not to say	25%	-2
I moved to another team or role to avoid the behaviour		
Yes	25%	+4
No	60%	0
Prefer not to say	15%	-1

Additional questions selected by organisation

✦ indicates statistically significant difference from comparison

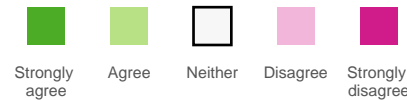
Safe to Challenge

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



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 CMA*	Yes: 21% No: 73% Prefer not to say: 6%					73%	+4 ✦
LQB2	I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	17	47	30	5	5	64%	-4 ✦
LQB3	I feel comfortable speaking to those more senior than me about their actions and impact	12	36	23	22	8	48%	-5 ✦
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	8	33	29	20	10	41%	-1

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 CMA	8	49	24	14	5	57%	+11 ✦
LQC2	I understand what support is available to me as I am affected by organisational change	9	52	24	11	5	61%	+9 ✦
LQC3	I feel that change is managed well in my Area/Directorate/Division	11	53	24	8	5	65%	+21 ✦
LQC4	I feel positive about the future of the CMA	15	55	22	5	5	69%	+15 ✦

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

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
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)	53	40				94%	+4 ◆
LQD2	My manager supports me to work as flexibly as possible in line with the requirements of my role	51	41		5		92%	+5 ◆
LQD3	Smarter Working allows me to be more productive in my role	45	35	14	5		80%	+1
LQD4	I feel confident in using modern workplace technologies to connect and collaborate with colleagues	32	42	13	10		74%	-8 ◆

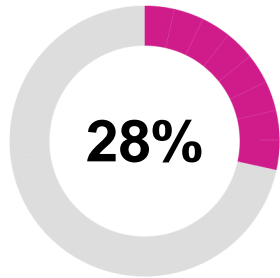
Career Progression

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQK1	I am interested in exploring a broad range of opportunities at work to see what suits me best	30	52	13			82%	+15 ◆
LQK2	I am considering, or in the process of making, a significant change in my career (e.g. a change of profession or working hours)	12	21	25	34	8	33%	0
LQK3	The culture in the CMA is supportive of career progression for staff who have non-standard working patterns	10	42	36	8		52%	0
LQK4	I would choose to remain working in the CMA even if I were offered a similar job elsewhere in the public sector	11	28	38	16	7	39%	0

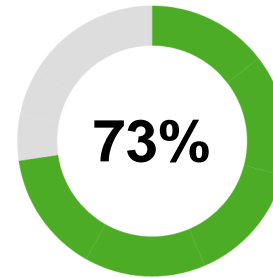
Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.

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	0
Difference from CS2019	-1 ◇
Difference from CS High Performers	-2 ◇

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	79%
B08 My manager motivates me to be more effective in my job	73%
B18 The people in my team can be relied upon to help when things get difficult in my job	83%
B26 I am treated with respect by the people I work with	85%
B30 I have clear work objectives	75%
B33 I have an acceptable workload	61%
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? **	83%

	% positive
B01 I am interested in my work	87%
B03 My work gives me a sense of personal accomplishment	76%
B18 The people in my team can be relied upon to help when things get difficult in my job	83%
W01 Overall, how satisfied are you with your life nowadays?	68%
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.
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>)