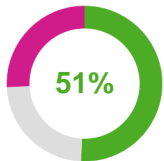


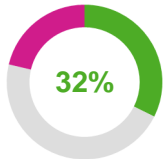


## Taking action

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



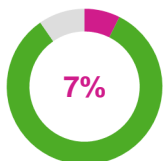
B52. I believe that senior managers in the VMD will take action on the results from this survey



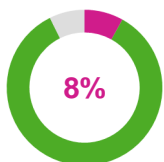
B53. Where I work, I think effective action has been taken on the results of the last survey

## Discrimination, bullying and harassment

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



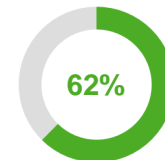
E01. Have you been discriminated against at work, in the past 12 months?



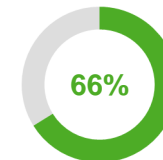
E03. Have you been bullied or harassed at work, in the past 12 months?

## Wellbeing

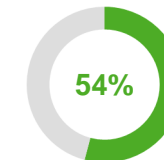
■ % responding positively to W01 - W03 ■ % responding negatively to W04



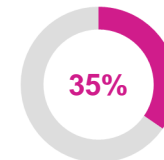
W01. Overall, how satisfied are you with your life nowadays?



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

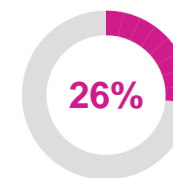


W03. Overall, how happy did you feel yesterday?

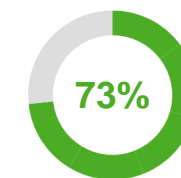


W04. Overall, how anxious did you feel yesterday?

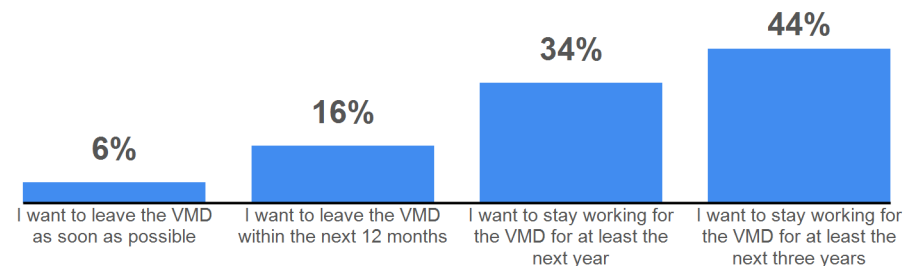
## Proxy Stress Index




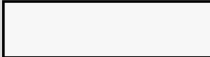


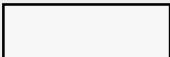








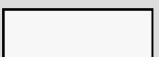

## PERMA Index



## Your plans for the future



## Headline scores

Highest positive scoring questions		Highest neutral scoring questions		Highest negative scoring questions	
	% Positive		% Neutral		% Negative
B07 I understand how my work contributes to the VMD's objectives	 94%	B53 Where I work, I think effective action has been taken on the results of the last survey	 46%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	 59%
B31 I have the skills I need to do my job effectively	 94%	B50 The VMD inspires me to do the best in my job	 37%	B35 I feel that my pay adequately reflects my performance	 56%
B06 I have a clear understanding of the VMD's objectives	 93%	B47 I am proud when I tell others I am part of the VMD	 36%	B36 I am satisfied with the total benefits package	 46%
B01 I am interested in my work	 91%	B17 Poor performance is dealt with effectively in my team	 34%	B23 There are opportunities for me to develop my career in the VMD	 27%
B19 The people in my team work together to find ways to improve the service we provide	 90%	B48 I would recommend the VMD as a great place to work	 33%	B52 I believe that senior managers in the VMD will take action on the results from this survey	 26%

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

## All questions by theme

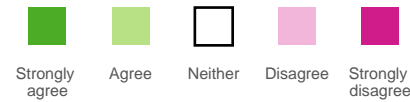
◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### My work

78%

+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
B01 I am interested in my work	38	53				91%	0	+1	-1
B02 I am sufficiently challenged by my work	36	44	13			81%	+1	+1	-2
B03 My work gives me a sense of personal accomplishment	29	50	14	5		79%	+7 ◆	+1	-2
B04 I feel involved in the decisions that affect my work	19	44	20	14		62%	+5	+2	-2
B05 I have a choice in deciding how I do my work	27	50	12	10		77%	-6 ◆	-1	-5 ◆

### Organisational objectives and purpose

93%

+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
B06 I have a clear understanding of the VMD's objectives	39	54				93%	+2	+10 ◆	+6 ◆
B07 I understand how my work contributes to the VMD's objectives	43	51				94%	0	+10 ◆	+6 ◆

## All questions by theme

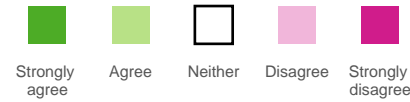
◇ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### My manager

71%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	18	50	21	7	7	68%	-2	-3	-7 ◇
B09	My manager is considerate of my life outside work	46	38	13	1	1	84%	-5 ◇	-3 ◇	-5 ◇
B10	My manager is open to my ideas	38	44	14	1	1	82%	-5 ◇	-2	-5 ◇
B11	My manager helps me to understand how I contribute to the VMD's objectives	22	47	23	7	1	69%	+1	+2	-2
B12	Overall, I have confidence in the decisions made by my manager	34	45	14	1	1	79%	+2	+2	-2
B13	My manager recognises when I have done my job well	38	41	13	5	1	79%	-3	-2	-5 ◇
B14	I receive regular feedback on my performance	27	40	16	12	1	67%	-1	-1	-5 ◇
B15	The feedback I receive helps me to improve my performance	22	41	24	7	5	64%	+3	-1	-4 ◇
B16	I think that my performance is evaluated fairly	21	45	21	9	1	67%	-3	-1	-5 ◇
B17	Poor performance is dealt with effectively in my team	16	31	34	13	6	47%	+1	+7 ◇	+3

## All questions by theme

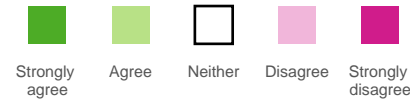
◇ indicates statistically significant difference from comparison  
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### My team

87%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

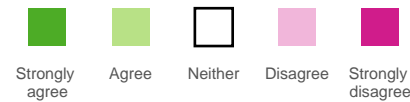
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	48	42	6	1	1	90%	0	+4 ◇	+1
B19	The people in my team work together to find ways to improve the service we provide	44	46	7	1	1	90%	+1	+8 ◇	+4 ◇
B20	The people in my team are encouraged to come up with new and better ways of doing things	37	43	13	6	1	80%	0	+3	0

### Learning and development

62%

+2

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	26	57	13	1	1	83%	-1	+19 ◇	+12 ◇
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	19	45	29	5	1	64%	-3	+9 ◇	+4 ◇
B23	There are opportunities for me to develop my career in the VMD	13	33	27	12	16	46%	+4	-5 ◇	-12 ◇
B24	Learning and development activities I have completed while working for the VMD are helping me to develop my career	18	36	31	6	10	53%	+9 ◇	+3	-3

## All questions by theme

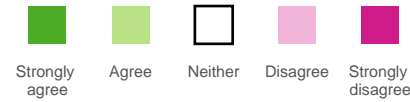
◇ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### Inclusion and fair treatment

76%

+3

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

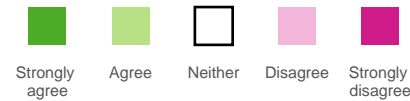
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B25	I am treated fairly at work	30	49	13	5		79%	+4	-3	-6 ◇
B26	I am treated with respect by the people I work with	37	48	11			85%	-1	-1	-3 ◇
B27	I feel valued for the work I do	27	39	24	7		65%	+6 ◇	-3	-8 ◇
B28	I think that the VMD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	33	41	20			75%	+5	-3	-7 ◇

### Resources and workload

83%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B29	I get the information I need to do my job well	18	63	12	6		82%	-1	+11 ◇	+6 ◇
B30	I have clear work objectives	26	62	7			88%	0	+12 ◇	+8 ◇
B31	I have the skills I need to do my job effectively	35	59				94%	+2	+5 ◇	+3 ◇
B32	I have the tools I need to do my job effectively	28	60	7			88%	+3	+15 ◇	+9 ◇
B33	I have an acceptable workload	13	57	13	14		69%	+1	+6 ◇	+2
B34	I achieve a good balance between my work life and my private life	27	49	10	11		76%	-1	+5 ◇	+1

## All questions by theme

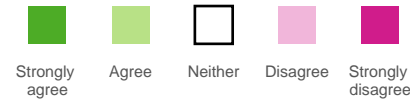
◇ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

### Pay and benefits

23%

-2

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

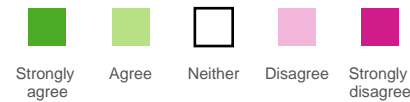
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	21	20	33	23	24%	-1	-10 ◇	-16 ◇	
B36 I am satisfied with the total benefits package	23	27	28	18	26%	-2	-12 ◇	-22 ◇	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	16	22	32	27	19%	-2	-8 ◇	-16 ◇	

### Leadership and managing change

58%

+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
B38 Senior managers in the VMD are sufficiently visible	17	46	15	15	7	63%	+7 ◇	0	-10 ◇
B39 I believe the actions of senior managers are consistent with the VMD's values	17	46	21	10	6	63%	+8 ◇	+8 ◇	-1
B40 I believe that the Directors have a clear vision for the future of the VMD	22	43	21	7	7	65%	+1	+15 ◇	+5 ◇
B41 Overall, I have confidence in the decisions made by the VMD's senior managers	19	46	21	7	7	64%	+7 ◇	+13 ◇	+2
B42 I feel that change is managed well in the VMD	9	44	23	17	7	53%	+4	+18 ◇	+8 ◇
B43 When changes are made in the VMD they are usually for the better	9	46	32	10	3	54%	+10 ◇	+19 ◇	+11 ◇
B44 The VMD keeps me informed about matters that affect me	14	48	25	7	6	62%	-2	+2	-6 ◇
B45 I have the opportunity to contribute my views before decisions are made that affect me	9	36	31	16	8	45%	+2	+4 ◇	-6 ◇
B46 I think it is safe to challenge the way things are done in the VMD	13	39	28	13	6	53%	+4	+3	-4 ◇



## 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 VMD	25	35	36			60%	-2	-7 ◆	-13 ◆
B48 I would recommend the VMD as a great place to work	22	38	33	5		60%	+2	-2	-10 ◆
B49 I feel a strong personal attachment to the VMD	20	29	32	15		49%	+3	-3	-9 ◆
B50 The VMD inspires me to do the best in my job	14	38	37	9		51%	-4	-1	-8 ◆
B51 The VMD motivates me to help it achieve its objectives	15	40	32	9		55%	+6	+5 ◆	-1

### 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 VMD will take action on the results from this survey	13	38	24	15	10	51%	+1	0	-9 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	9	24	46	13	8	32%	0	-6 ◆	-12 ◆

## 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	40	50			8	90%	-1	+1	-1
B55 I believe I would be supported if I try a new idea, even if it may not work	26	50	15		7	76%	+7 ◇	+3	-1
B56 In the VMD, people are encouraged to speak up when they identify a serious policy or delivery risk	26	54	14			81%	+5 ◇	+11 ◇	+6 ◇
B57 I feel able to challenge inappropriate behaviour in the workplace	19	46	21		10	65%	+2	-2	-5 ◇
B58 The VMD is committed to creating a diverse and inclusive workplace	27	52	18			79%	+8 ◇	+2	-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'	12	50	16	18	5	61%	+9 ◇	+4	-8 ◇

### 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^	23	51	18		7	74%	New	+7 ◇	+1

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

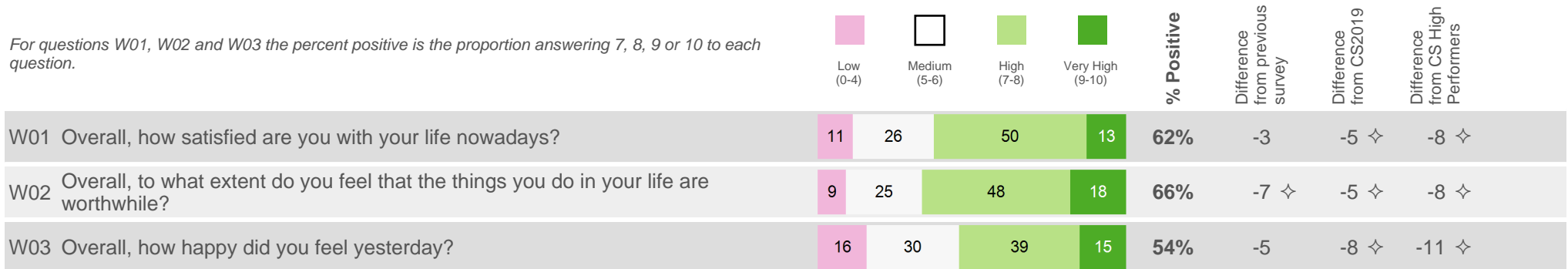
## All questions by theme

◇ indicates statistically significant difference from comparison  
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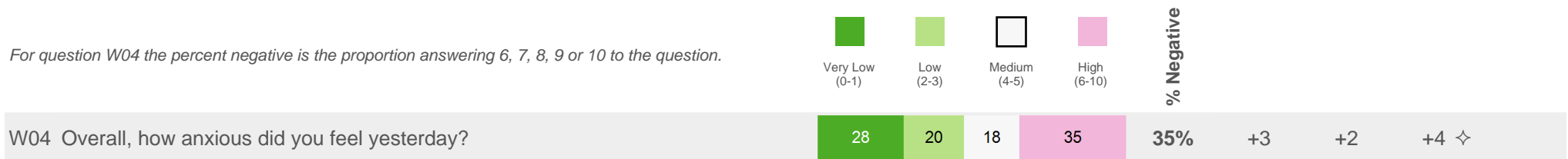
### Wellbeing

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.



For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.



## 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 VMD?

			Difference from previous survey	Difference from CS2019
I want to leave the VMD as soon as possible		6%	-1	-1
I want to leave the VMD within the next 12 months		16%	-1	+2
I want to stay working for the VMD for at least the next year		34%	+1	+1
I want to stay working for the VMD for at least the next three years		44%	+1	0

### 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?		8	92%	0	0	-3 ✦
D02. Are you aware of how to raise a concern under the Civil Service Code?		32	68%	-6 ✦	+3	-3
D03. Are you confident that if you raised a concern under the Civil Service Code in the VMD it would be investigated properly?		25	75%	+2	+3	-1

## 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		7%	-1	-4
No		83%	+3	+2
Prefer not to say		10%	-3	+1

Of those who said they had experienced discrimination at work in the last 12 months, 100% said it occurred in the VMD while 0% 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	--	
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		8%	-2	-3
No		85%	+5 ↗	+2
Prefer not to say		7%	-3	+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	--	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	--	
Physical assault (e.g. object thrown at me, pushed, hit)	--	
Humiliated in front of team or others	--	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	--	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	--	
Treated less favourably to others	--	
Ignored, excluded, marginalised	--	
Undermining or taking credit for my work	--	
Denied time off for personal ill health	--	
Denied time off for family or caring responsibilities	--	
Disclosure of personal / sensitive information to colleagues without my consent	--	
Something else not listed here	--	
Prefer not to say	--	

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

## All questions by theme

↗ 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	--
A colleague in a different Area/Directorate/ Division of the VMD	--
My manager	--
Another senior member of staff in the VMD	--
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		55%	+30	+4
No		36%	-30	-6
Prefer not to say		9%	+1	+2

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

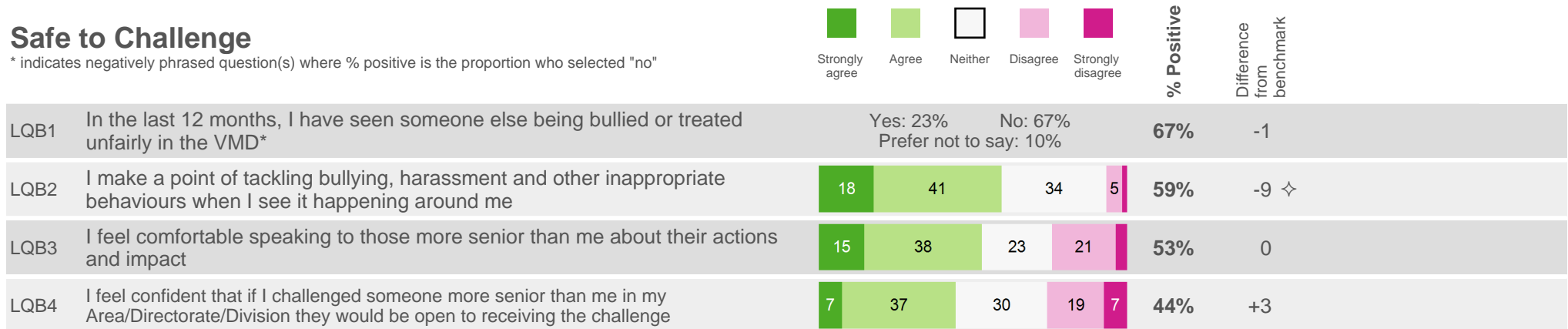
			Difference from CS2019
Appropriate action was taken to address the behaviour I experienced			
Yes		0%	-16
No		80%	+17
Prefer not to say		20%	-1
The bullying and/or harassment has stopped			
Yes		55%	+17
No		27%	-10
Prefer not to say		18%	-6
The culture in my area allows this kind of behaviour to continue			
Yes		50%	-5
No		30%	+5
Prefer not to say		20%	+1
I felt like I was punished for reporting the incident			
Yes		10%	-8
No		50%	-5
Prefer not to say		40%	+13
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	Results for this response have been suppressed as there are fewer than ten responses		
Prefer not to say	Results for this response have been suppressed as there are fewer than ten responses		

## Additional questions selected by organisation

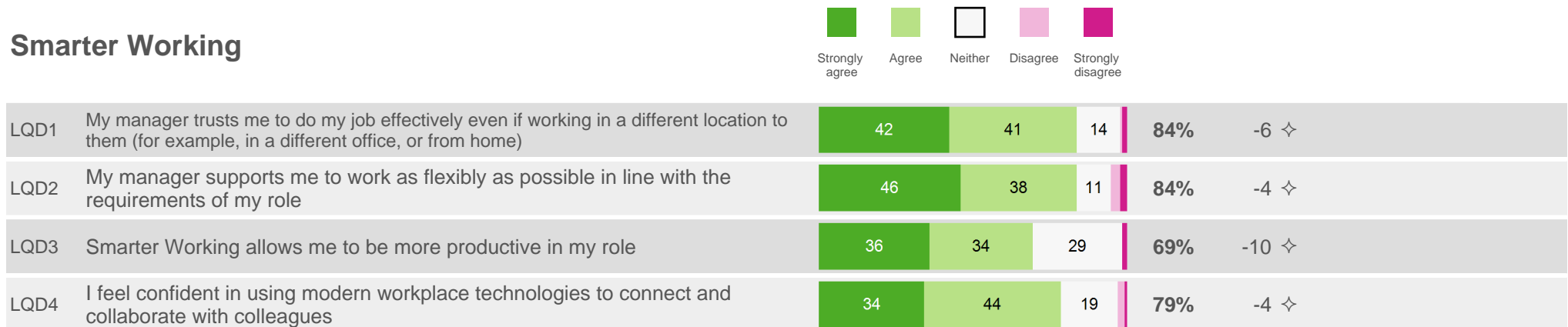
⚡ indicates statistically significant difference from comparison

### Safe to Challenge

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



### Smarter Working



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

### Wellbeing at Work

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

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQF1 During the last 12 months, I have felt unwell as a result of work-related stress*	5	21	21	38	15	53%	+2 ◆
LQF2 The people in my team genuinely care about my wellbeing	26	55		15		81%	+2
LQF3 My manager creates a positive atmosphere at work which supports my health and wellbeing	18	52	23			71%	+1
LQF4 After a period of sickness absence, my manager and I have a Return to Work discussion	Yes: 97%		No: 3%			97%	+11 ◆

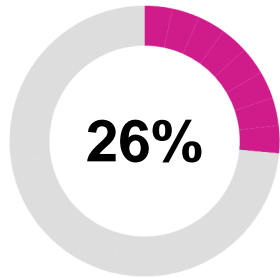
### Performance Management

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQH1 I feel empowered by my manager to do my job	22	50	18	7		73%	-4 ◆
LQH2 The one-to-one conversations I have with my manager are helping me to achieve my full potential	16	40	33	6	5	56%	-6 ◆
LQH3a In general, how often do you discuss the following with your manager: How well I am meeting my work objectives?	Weekly: 24	Monthly: 26	Quarterly: 34	Annually: 12	Never: 6	-	
LQH3b In general, how often do you discuss the following with your manager: My development needs and career goals?	Weekly: 6	Monthly: 26	Quarterly: 36	Annually: 23	Never: 10	-	
LQH3c In general, how often do you discuss the following with your manager: My personal wellbeing and/or work-related stress?	Weekly: 20	Monthly: 27	Quarterly: 26	Annually: 10	Never: 17	-	

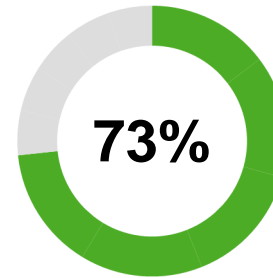
Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.

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



Difference from previous survey	0
Difference from CS2019	0
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	77%
B08	My manager motivates me to be more effective in my job	68%
B18	The people in my team can be relied upon to help when things get difficult in my job	90%
B26	I am treated with respect by the people I work with	85%
B30	I have clear work objectives	88%
B33	I have an acceptable workload	69%
B45	I have the opportunity to contribute my views before decisions are made that affect me	45%
E03	Have you been bullied or harassed at work, in the past 12 months?*	85%

		% positive
B01	I am interested in my work	91%
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	90%
W01	Overall, how satisfied are you with your life nowadays?	62%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	66%

## 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 <b>Theme score % positive</b> ), 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>)