



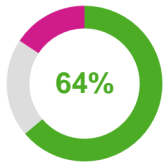
✧ Statistically significant difference from comparison



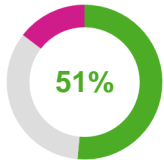


Taking action

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



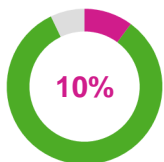
B52. I believe that senior managers in GLD will take action on the results from this survey



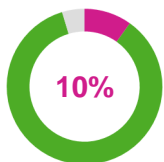
B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

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



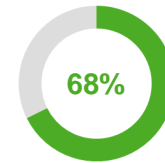
E01. Have you been discriminated against at work, in the past 12 months?



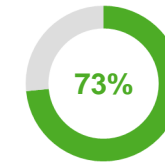
E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

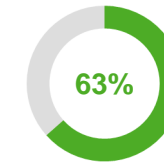
■ % responding positively to W01 - W03 ■ % responding negatively to W04



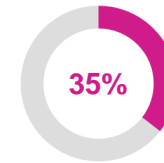
W01. Overall, how satisfied are you with your life nowadays?



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

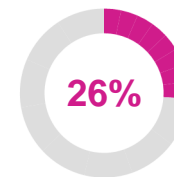


W03. Overall, how happy did you feel yesterday?

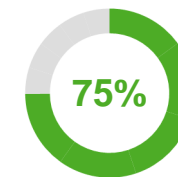


W04. Overall, how anxious did you feel yesterday?

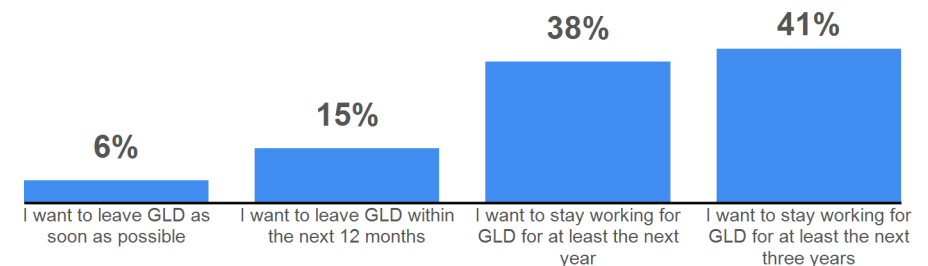
Proxy Stress Index



PERMA Index



Your plans for the future





Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B54 I am trusted to carry out my job effectively	94%	B17 Poor performance is dealt with effectively in my team	48%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	78%
B31 I have the skills I need to do my job effectively	92%	B43 When changes are made in GLD they are usually for the better	44%	B35 I feel that my pay adequately reflects my performance	74%
B09 My manager is considerate of my life outside work	91%	B40 I believe that the Board has a clear vision for the future of GLD	37%	B36 I am satisfied with the total benefits package	67%
B01 I am interested in my work	90%	B53 Where I work, I think effective action has been taken on the results of the last survey	34%	B45 I have the opportunity to contribute my views before decisions are made that affect me	28%
B26 I am treated with respect by the people I work with	90%	B51 GLD motivates me to help it achieve its objectives	31%	B46 I think it is safe to challenge the way things are done in GLD	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

79%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

B01 I am interested in my work



90%

-1 ◆

0

-2 ◆

B02 I am sufficiently challenged by my work



84%

-1 ◆

+4 ◆

+1 ◆

B03 My work gives me a sense of personal accomplishment



80%

-2 ◆

+2 ◆

0

B04 I feel involved in the decisions that affect my work



60%

+1

0

-4 ◆

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



83%

+2 ◆

+5 ◆

+1 ◆

Organisational objectives and purpose

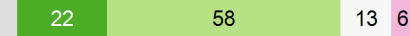
80%

+1

Difference from previous survey



B06 I have a clear understanding of GLD's objectives



81%

+2 ◆

-1 ◆

-5 ◆

B07 I understand how my work contributes to GLD's objectives



79%

0

-5 ◆

-9 ◆



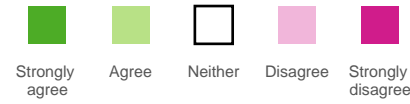
All questions by theme

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My manager

74%

+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
B08	My manager motivates me to be more effective in my job	32	46	12	6	6	78%	+3 ◇	+6 ◇	+3 ◇
B09	My manager is considerate of my life outside work	58	33	5	5	1	91%	+3 ◇	+5 ◇	+2 ◇
B10	My manager is open to my ideas	48	40	7	7	1	88%	+2 ◇	+5 ◇	+2 ◇
B11	My manager helps me to understand how I contribute to GLD's objectives	25	41	24	9	1	65%	+2 ◇	-2 ◇	-6 ◇
B12	Overall, I have confidence in the decisions made by my manager	40	42	11	7	1	82%	+2 ◇	+6 ◇	+2 ◇
B13	My manager recognises when I have done my job well	43	42	9	9	1	85%	+2 ◇	+5 ◇	+2 ◇
B14	I receive regular feedback on my performance	27	44	15	12	2	71%	+1	+2 ◇	-1 ◇
B15	The feedback I receive helps me to improve my performance	27	42	20	9	1	69%	+2 ◇	+4 ◇	+1 ◇
B16	I think that my performance is evaluated fairly	27	44	17	7	1	72%	+2 ◇	+4 ◇	0
B17	Poor performance is dealt with effectively in my team	10	26	48	10	6	36%	0	-4 ◇	-8 ◇



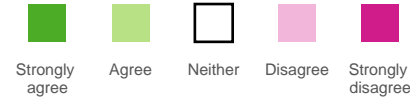
All questions by theme

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My team

84%

+3 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

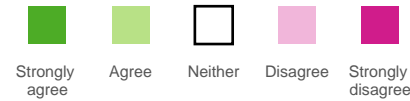
Difference from CS High Performers

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	46	43	7	1	1	89%	+3 ◇	+3 ◇	0
B19	The people in my team work together to find ways to improve the service we provide	38	47	11	1	1	84%	+2 ◇	+2 ◇	-2 ◇
B20	The people in my team are encouraged to come up with new and better ways of doing things	32	46	15	5	1	78%	+4 ◇	+1 ◇	-2 ◇

Learning and development

65%

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
B21	I am able to access the right learning and development opportunities when I need to	20	55	13	10	1	75%	+1	+11 ◇	+4 ◇
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	19	50	21	8	1	68%	0	+14 ◇	+9 ◇
B23	There are opportunities for me to develop my career in GLD	16	43	18	15	9	58%	0	+7 ◇	0
B24	Learning and development activities I have completed while working for GLD are helping me to develop my career	16	42	26	12	5	57%	0	+7 ◇	+1 ◇



All questions by theme

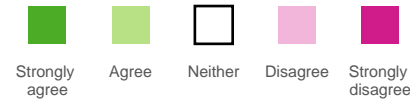
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Inclusion and fair treatment

83%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

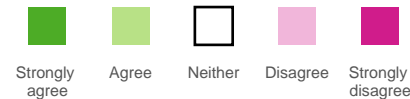
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B25	I am treated fairly at work	37	48	7	5		85%	+1	+3 ◇	0
B26	I am treated with respect by the people I work with	44	46	5			90%	+1 ◇	+4 ◇	+2 ◇
B27	I feel valued for the work I do	31	43	13	9		74%	+1 ◇	+6 ◇	+1 ◇
B28	I think that GLD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	37	45	10	6		81%	-1	+4 ◇	0

Resources and workload

77%

+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
B29	I get the information I need to do my job well	17	60	13	9		77%	+3 ◇	+6 ◇	+1 ◇
B30	I have clear work objectives	20	57	14	8		77%	+1	+1 ◇	-2 ◇
B31	I have the skills I need to do my job effectively	31	61	5			92%	+1 ◇	+4 ◇	+1 ◇
B32	I have the tools I need to do my job effectively	19	56	12	11		75%	+4 ◇	+2 ◇	-4 ◇
B33	I have an acceptable workload	13	54	13	15	5	67%	+6 ◇	+3 ◇	-1
B34	I achieve a good balance between my work life and my private life	24	49	12	11		73%	+6 ◇	+2 ◇	-3 ◇



All questions by theme

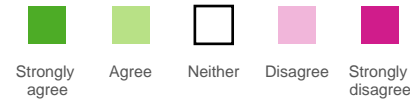
◆ indicates statistically significant difference from comparison
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Pay and benefits

14%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

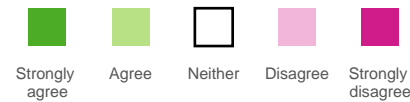
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	12	11	29	45		14%	-1	-20 ◆	-26 ◆
B36 I am satisfied with the total benefits package	15	16	28	39		17%	0	-22 ◆	-32 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	10	10	26	52		11%	-1 ◆	-16 ◆	-24 ◆

Leadership and managing change

55%

+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 GLD are sufficiently visible	18	53	15	10		71%	+4 ◆	+8 ◆	-2 ◆
B39 I believe the actions of senior managers are consistent with GLD's values	15	49	26	6		64%	+6 ◆	+9 ◆	0
B40 I believe that the Board has a clear vision for the future of GLD	12	41	37	6		54%	+10 ◆	+4 ◆	-7 ◆
B41 Overall, I have confidence in the decisions made by GLD's senior managers	12	46	30	8		58%	+6 ◆	+7 ◆	-5 ◆
B42 I feel that change is managed well in GLD	7	43	30	16		50%	+8 ◆	+15 ◆	+5 ◆
B43 When changes are made in GLD they are usually for the better	6	33	44	12		40%	+6 ◆	+4 ◆	-4 ◆
B44 GLD keeps me informed about matters that affect me	10	58	19	10		68%	+4 ◆	+8 ◆	0
B45 I have the opportunity to contribute my views before decisions are made that affect me	7	34	30	22	7	42%	-1	+1 ◆	-9 ◆
B46 I think it is safe to challenge the way things are done in GLD	8	41	27	16	7	49%	+2 ◆	0	-7 ◆



All questions by theme

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Engagement

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

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B47 I am proud when I tell others I am part of GLD	23	47	22	6	6	70%	0	+3 ◆	-3 ◆
B48 I would recommend GLD as a great place to work	23	46	21	8	8	68%	+3 ◆	+7 ◆	-1 ◆
B49 I feel a strong personal attachment to GLD	18	33	28	17	5	51%	+2 ◆	-2 ◆	-8 ◆
B50 GLD inspires me to do the best in my job	16	38	28	13	5	54%	+2 ◆	+2 ◆	-5 ◆
B51 GLD motivates me to help it achieve its objectives	13	37	31	14	5	51%	+3 ◆	+1	-6 ◆

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 GLD will take action on the results from this survey	15	49	20	10	6	64%	+4 ◆	+13 ◆	+4 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	14	38	34	9	5	51%	+7 ◆	+13 ◆	+7 ◆



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	41	52				94%	0	+4 ◇	+3 ◇
B55 I believe I would be supported if I try a new idea, even if it may not work	24	52	15	7		76%	+4 ◇	+3 ◇	0
B56 In GLD, people are encouraged to speak up when they identify a serious policy or delivery risk	24	53	15	6		77%	+3 ◇	+7 ◇	+2 ◇
B57 I feel able to challenge inappropriate behaviour in the workplace	22	48	17	9		70%	+1 ◇	+3 ◇	0
B58 GLD is committed to creating a diverse and inclusive workplace	34	48	11			82%	0	+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'	19	53	12	13		72%	+16 ◇	+15 ◇	+4 ◇

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^	27	50	18			77%	New	+10 ◇	+4 ◇

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?	11	22	53	14	68%	+2 ◆	0	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	18	51	22	73%	+2 ◆	+2 ◆	0
W03 Overall, how happy did you feel yesterday?	14	23	46	17	63%	+1	+1 ◆	-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?	16	28	21	35	35%	0	+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 GLD?

			Difference from previous survey	Difference from CS2019
I want to leave GLD as soon as possible		6%	0	-1 ◇
I want to leave GLD within the next 12 months		15%	0	0
I want to stay working for GLD for at least the next year		38%	0	+5 ◇
I want to stay working for GLD for at least the next three years		41%	-1	-2 ◇

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?		6	94%	+1 ◇	+3 ◇	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		35	65%	-3 ◇	-1 ◇	-7 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in GLD it would be investigated properly?		22	78%	-1	+7 ◇	+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%	+1 ♦	-1 ♦
No		83%	-2 ♦	+1 ♦
Prefer not to say		7%	+1 ♦	-1 ♦

Of those who said they had experienced discrimination at work in the last 12 months, 85% said it occurred in GLD while 15% 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	39	
Caring responsibilities	21	
Disability	24	
Ethnic background	53	
Gender	52	
Gender reassignment or perceived gender	--	
Grade or responsibility level	51	
Main spoken/ written language or language ability	--	
Marital status or civil partnership	--	
Mental health	21	
Pay	17	
Pregnancy, maternity or paternity	16	
Religion or belief	--	
Sex	16	
Sexual orientation	--	
Social or educational background	27	
Working location	11	
Working pattern	56	
Any other grounds	27	
Prefer not to say	30	

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



All questions by theme

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^ indicates a variation in question wording from your previous survey

Bullying and harassment

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

			Difference from previous survey	Difference from CS2019
Yes		10%	+1 ↕	-2 ↕
No		85%	-1	+3 ↕
Prefer not to say		5%	0	-2 ↕

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	26	
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	17	
Spreading gossip or making false accusations about me	60	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	69	
Physical assault (e.g. object thrown at me, pushed, hit)	--	
Humiliated in front of team or others	82	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	108	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	69	
Treated less favourably to others	84	
Ignored, excluded, marginalised	70	
Undermining or taking credit for my work	72	
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	18	
Something else not listed here	34	
Prefer not to say	18	

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	66	
A colleague in a different Area/Directorate/ Division of GLD	16	
My manager	74	
Another senior member of staff in GLD	38	
Someone I manage	--	
Someone working in a different Civil Service organisation	13	
Someone working for a non-Civil Service organisation	22	
A contractor	10	
A service user (e.g. customer, claimant, offender)	--	
A member of the public	--	
Someone else not listed here	--	
Prefer not to say	23	

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	54%	+11 ◇	+3 ◇
No	40%	-2	-2
Prefer not to say	6%	-10 ◇	-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	23%	+7 ◇
No	59%	-4 ◇
Prefer not to say	18%	-3 ◇
The bullying and/or harassment has stopped		
Yes	52%	+14 ◇
No	30%	-7 ◇
Prefer not to say	18%	-6 ◇
The culture in my area allows this kind of behaviour to continue		
Yes	50%	-5 ◇
No	29%	+3 ◇
Prefer not to say	21%	+2 ◇
I felt like I was punished for reporting the incident		
Yes	18%	+1
No	58%	+3 ◇
Prefer not to say	24%	-3 ◇
I moved to another team or role to avoid the behaviour		
Yes	24%	+3 ◇
No	61%	0
Prefer not to say	15%	-1



Additional questions selected by organisation

◆ indicates statistically significant difference from comparison

My Organisation

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQA1 I am familiar with GLD's values / purpose / mission	25	62	9			87%	0
LQA2 I believe the process of filling vacancies within GLD is fair	10	37	28	17	8	47%	-3 ◆
LQA3 GLD provides good support for employees' health, wellbeing and resilience	17	52	20	9		69%	+1
LQA4 I believe my Area/Directorate/Division is taking action to combat discrimination, bullying and/or harassment	19	46	27	5		65%	+4 ◆

Safe to Challenge

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

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQB1 In the last 12 months, I have seen someone else being bullied or treated unfairly in GLD*	Yes: 20% No: 75% Prefer not to say: 5%					75%	+6 ◆
LQB2 I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	16	47	32			64%	-4 ◆
LQB3 I feel comfortable speaking to those more senior than me about their actions and impact	13	37	21	23	6	50%	-3 ◆
LQB4 I feel confident that if I challenged someone more senior than me in my Area/Directorate/Division they would be open to receiving the challenge	10	33	30	19	8	43%	+1 ◆

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

Change Management

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQC1 I get to find out the reasons behind key changes that happen in GLD	7	42	27	19	5	48%	+2 ⚡
LQC2 I understand what support is available to me as I am affected by organisational change	8	44	30	15		52%	0
LQC3 I feel that change is managed well in my Area/Directorate/Division	11	47	29	10		57%	+14 ⚡
LQC4 I feel positive about the future of GLD	13	47	28	9		60%	+5 ⚡

Performance Management

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQH1 I feel empowered by my manager to do my job	35	47	10	6		82%	+5 ⚡
LQH2 The one-to-one conversations I have with my manager are helping me to achieve my full potential	30	42	16	8		72%	+9 ⚡
LQH3a In general, how often do you discuss the following with your manager: How well I am meeting my work objectives?	Weekly: 17	Monthly: 46	Quarterly: 23	Annually: 10	Never: 4	-	
LQH3b In general, how often do you discuss the following with your manager: My development needs and career goals?	Weekly: 8	Monthly: 38	Quarterly: 33	Annually: 14	Never: 7	-	
LQH3c In general, how often do you discuss the following with your manager: My personal wellbeing and/or work-related stress?	Weekly: 29	Monthly: 44	Quarterly: 13	Annually: 10	Never: 4	-	

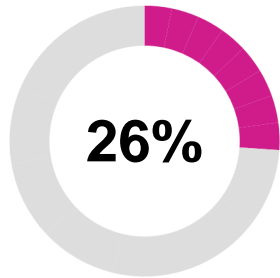
Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.



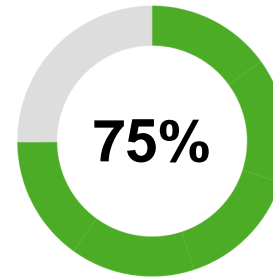
Proxy Stress Index and PERMA Index

◇ 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	-2 ◇
Difference from CS High Performers	0



Difference from previous survey	+1 ◇
Difference from CS2019	+1 ◇
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.

% positive

B05	I have a choice in deciding how I do my work	83%
B08	My manager motivates me to be more effective in my job	78%
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	90%
B30	I have clear work objectives	77%
B33	I have an acceptable workload	67%
B45	I have the opportunity to contribute my views before decisions are made that affect me	42%
E03	Have you been bullied or harassed at work, in the past 12 months?*	85%

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

% positive

B01	I am interested in my work	90%
B03	My work gives me a sense of personal accomplishment	80%
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?	68%
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>)