People Survey responses: Ofsted report for 2021

![The People Survey 2020]

Headlines

Responses: ▼ 1

1,500
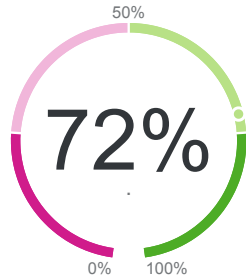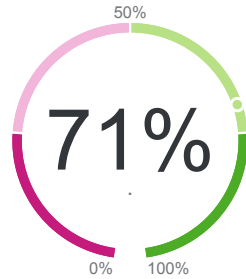
The 2020 People Survey ran from 1st October to 3rd November. 319,935 people, from 106 Civil Service organisations, completed the survey; giving us an overall response rate of 66%.

Here you'll find your Employee Engagement Index, Core Theme Scores, and Discrimination, Bullying and Harassment Rates. Remember to interpret any differences to 2019 with caution; the type of year we've had due to the coronavirus pandemic is not directly comparable to any other year.
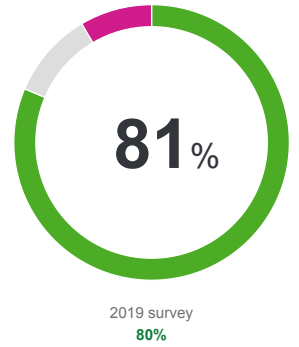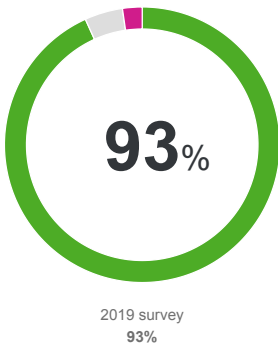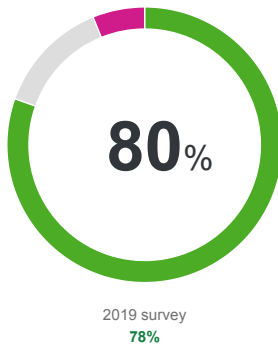
2020 Employee Engagement Index ⓘ ▼ 1
50%
72%
0%   100%

2019 Employee Engagement Index ⓘ ▼ 1
50%
71%
0%   100%
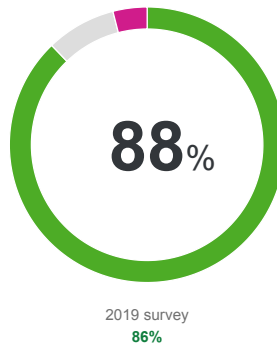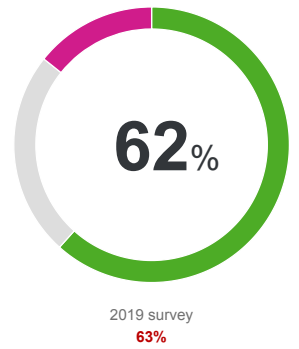
My Work
81%
2019 survey
80%

Org Objectives
93%
2019 survey
93%

My Manager
80%
2019 survey
78%

My Team
88%
2019 survey
86%

L&D
62%
2019 survey
63%

Inclusion ⓘ
84%
2019 survey
83%

Resources, Workload
84%
2019 survey
77%
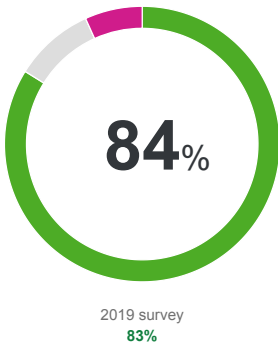
Pay & Benefits
56%
2019 survey
51%
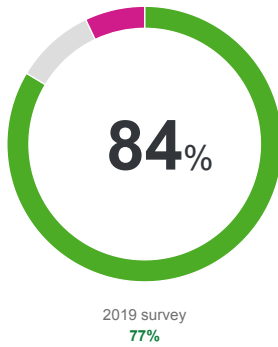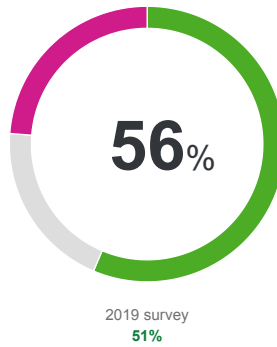
Leadership & Change
68%
2019 survey
65%
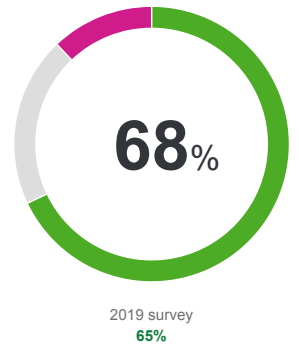
Discriminated against (2020) ▼ 1
7%   7%
86%

● Yes ● No
● Prefer not to say
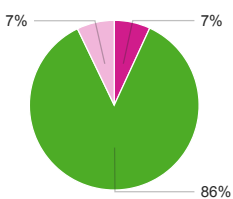
Discriminated against (2019) ▼ 1
8%   7%
85%
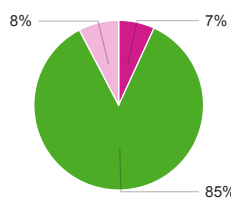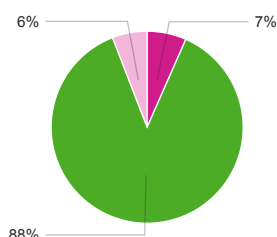
● Yes ● No
● Prefer not to say

Bullied/Harassed (2020) ▼ 1
6%   7%
88%

● Yes ● No
● Prefer not to say

Bullied/Harassed (2019) ▼ 1
5%   8%
87%
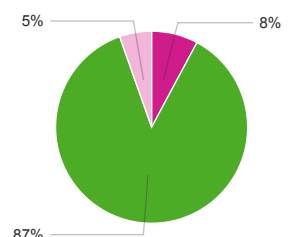
● Yes ● No
● Prefer not to say

Employee Engagement & Core Theme Scores

Employee Engagement

Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, and are motivated to contribute to organisational success. We use five questions in the People Survey to measure employee engagement, and combine these responses into a summary index score to tell you where they sit on a scale of very disengaged (0%) through to very engaged (100%).

This year, your Employee Engagement Index is: ▼ 1 ℹ️

50%
25%   75%
72%
Your EEI in 2020
0%   100%

Last year, your Employee Engagement Index was: ▼ 1 ℹ️

50%
25%   75%
71%
Your EEI in 2019
0%   100%

The Civil Service Benchmark for 2020 is:

50%
25%   75%
66%
EEI Benchmark in 2020
0%   100%
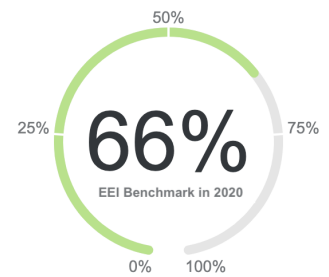
Employee Engagement Question Scores (2020) ℹ️

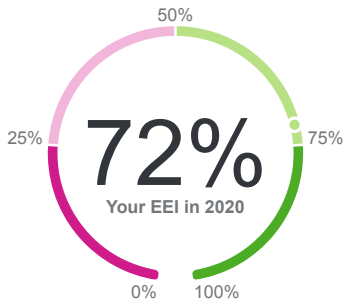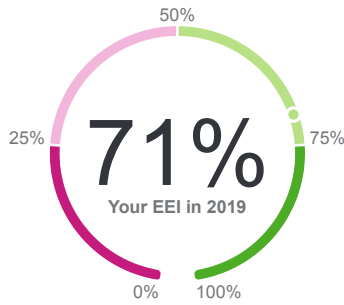| Question	Distribution	2019 survey	OFSTED Ofsted (Corporate Report)	Civil Service Benchmark
B47. I am proud when I tell others I am part of my organisation	77% 17% 6%	+1	0	+7 ^
B48. I would recommend my organisation as a great place to work	75% 18% 7%	+5 ^	0	+9 ^
B50. My organisation inspires me to do the best in my job	72% 21% 7%	+5 ^	0	+14 ^
B51. My organisation motivates me to help it achieve its objectives	70% 23% 7%	+5 ^	0	+14 ^
B49. I feel a strong personal attachment to my organisation	65% 24% 11%	+1	0	+9 ^

Core Theme Scores

There are nine core theme scores within the Civil Service People Survey. Each theme measures a different dimension of employee experiences at work, which are known to have a strong relationship with engagement levels. Below, you'll find your overall theme score, plus the results for the individual questions underpinning each theme.

My Work Theme Score ℹ️

81%
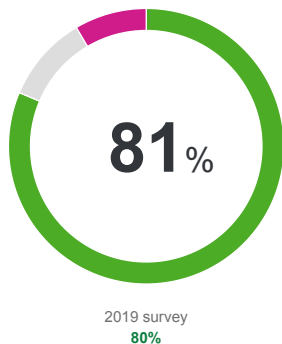
2019 survey
80%

Civil Service Benchmark: 80%
My Work

My Work Question Scores

Question	Distribution	2019 survey	OFSTED Ofsted (Corporate Report)	Civil Service Benchmark
B01. I am interested in my work	94%	+1	0	+2 ^
B03. My work gives me a sense of personal accomplishment	86% 9%	+1	0	+6 ^
B02. I am sufficiently challenged by my work	86% 8%	0	0	+2 ^
B05. I have a choice in deciding how I do my work	76% 12% 12%	+2	0	-5 ⌄
B04. I feel involved in the decisions that affect my work	64% 18% 18%	+3	0	0

Organisational Objectives & Purpose Theme Score ⓘ

93%
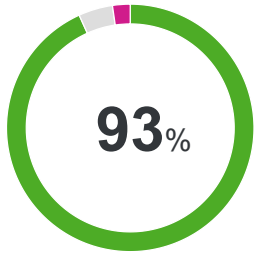
2019 survey
93%

Civil Service Benchmark: 85%
Organisational Objectives & Purpose

Organisation Objectives & Purpose Question Scores

Question	Distribution	2019 survey	OFSTED Ofsted (Corporate Report)	Civil Service Benchmark
B06. I have a clear understanding of my organisation's objectives	93%	0	0	+9 ^
B07. I understand how my work contributes to my organisation's objectives	93%	+1	0	+6 ^

My Manager Theme Score ⓘ

80%

2019 survey
78%

Civil Service Benchmark: 74%
My Manager

My Manager Question Scores

Question	Distribution	2019 survey	OFSTED Ofsted (Corporate Report)	Civil Service Benchmark
B09. My manager is considerate of my life outside work	90%	+2 ^	0	+1
B10. My manager is open to my ideas	88% 8%	+2	0	+2
B13. My manager recognises when I have done my job well	88%	+2	0	+4 ^
B12. Overall, I have confidence in the decisions made by my manager	86% 9%	+4 ^	0	+5 ^
B14. I receive regular feedback on my performance	84% 8%	+4 ^	0	+12 ^
B08. My manager motivates me to be more effective in my job	82% 11%	+3 ^	0	+6 ^
B15. The feedback I receive helps me to improve my performance	80% 14%	+5 ^	0	+12 ^
B11. My manager helps me to understand how I contribute to my organisation's objectives	79% 15%	+1	0	+8 ^
B16. I think that my performance is evaluated fairly	79% 14%	+2	0	+7 ^
B17. Poor performance is dealt with effectively in my team	48% 41% 11%	0	0	+7 ^

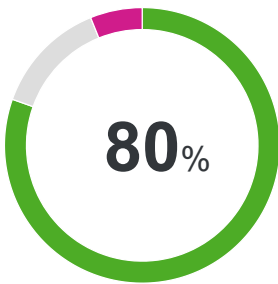## My Team Theme Score ⓘ

88%
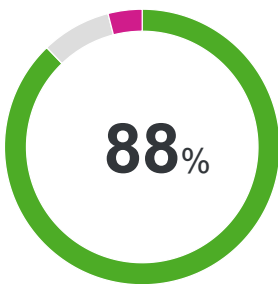
2019 survey
86%

Civil Service Benchmark: 84%
My Team

My Team Question Scores

Question	Distribution	2019 survey	OFSTED Ofsted (Corporate Report)	Civil Service Benchmark
B18. The people in my team can be relied upon to help when things get difficult in my job	93%	+2	0	+5 ^
B19. The people in my team work together to find ways to improve the service we provide	90% 8%	+2	0	+4 ^
B20. The people in my team are encouraged to come up with new and better ways of doing things	81% 12% 8%	+1	0	+1

Learning & Development Theme Score ⓘ

62%
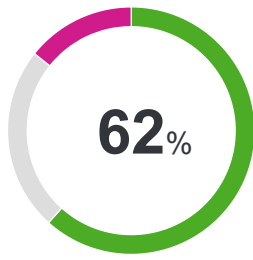
2019 survey
63%

Civil Service Benchmark: 56%
Learning & Development

Learning & Development Question Scores

Question	Distribution	2019 survey	OFSTED Ofsted (Corporate Report)	Civil Service Benchmark
B21. I am able to access the right learning and development opportunities when I need to	74% 16%	0	0	+8 ^
B22. Learning and development activities I have completed in the past 12 months have helped to improve my performance?	65% 25% 10%	-2	0	+13 ^
B24. Learning and development activities I have completed while working for my organisation are helping me to develop my career	55% 29% 16%	-1	0	+3 ^
B23. There are opportunities for me to develop my career in my organisation	53% 26% 21%	-1	0	+1

Inclusion & Fair Treatment Theme Score ⓘ

84%

2019 survey
83%

Civil Service Benchmark: 82%
Inclusion & Fair Treatment

Inclusion & Fair Treatment Question Scores

Question	Distribution	2019 survey	OFSTED Ofsted (Corporate Report)	Civil Service Benchmark
B26. I am treated with respect by the people I work with	92%	+1	0	+3 ^
B25. I am treated fairly at work	84% 9%	0	0	0
B28. I think that my organisation respects individual differences (for example cultures, working styles, backgrounds, ideas, etc.)	81% 12% 8%	0	0	+1
B27. I feel valued for the work I do	79% 12% 9%	+2	0	+5 ^

Resources & Workload Theme Score ⓘ

84%
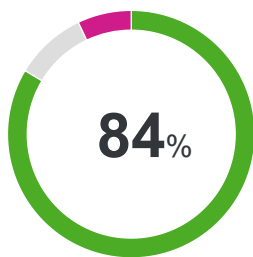
2019 survey
77%

Civil Service Benchmark: 75%
Resources & Workload

Resources & Workload Question Scores

Question	Distribution	2019 survey	OFSTED Ofsted (Corporate Report)	Civil Service Benchmark
B31. I have the skills I need to do my job effectively	95%	+1	0	+5 ^
B30. I have clear work objectives	88%	+4 ^	0	+9 ^
B29. I get the information I need to do my job well	84% 10%	+5 ^	0	+11 ^
B32. I have the tools I need to do my job effectively	83% 8% 9%	+7 ^	0	+7 ^
B34. I achieve a good balance between my work life and my private life	79% 13% 8%	+11 ^	0	+7 ^
B33. I have an acceptable workload	74% 14% 12%	+10 ^	0	+10 ^

Pay & Benefits Theme Score ⓘ

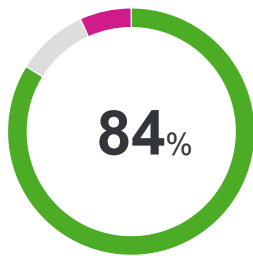**56%**
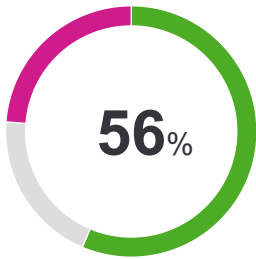
2019 survey
51%

Civil Service Benchmark: 40%
Pay & Benefits

Pay & Benefits Question Scores

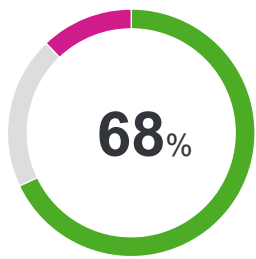| Question	Distribution	2019 survey	OFSTED Ofsted (Corporate Report)	Civil Service Benchmark
B36. I am satisfied with the total benefits package	64% 20% 16%	+6 ⌃	0	+17 ⌃
B35. I feel that my pay adequately reflects my performance	57% 17% 26%	+7 ⌃	0	+17 ⌃
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable	48% 23% 29%	+3	0	+15 ⌃

Leadership & Managing Change Theme Score ⓘ

68%

2019 survey
65%

Civil Service Benchmark: 58%
Leadership & Managing Change

Leadership & Managing Change Question Scores

Question	Distribution	2019 survey	OFSTED Ofsted (Corporate Report)	Civil Service Benchmark
B38. Senior managers in my organisation are sufficiently visible	83% 9% 8%	+3	0	+7 ⌃
B44. My organisation keeps me informed about matters that affect me	83% 11%	+5 ⌃	0	+12 ⌃
B39. I believe the actions of senior managers are consistent with my organisation's values	78% 14% 8%	+1	0	+9 ⌃
B40. I believe that my organisation's senior leaders have a clear vision for the future...	74% 19%	+2	0	+14 ⌃
B41. Overall, I have confidence in the decisions made by my organisation's senior mangers	73% 17% 11%	0	0	+10 ⌃
B42. I feel that change is managed well in my organisation	60% 22% 18%	+10 ⌃	0	+16 ⌃
B43. When changes are made in my organisation they are usually for the better	55% 34% 11%	+4 ⌃	0	+13 ⌃
B46. I think it is safe to challenge the way things are done in my organisation	54% 27% 19%	0	0	0
B45. I have the opportunity to contribute my views before decisions are made that affect me	52% 28% 20%	-2	0	+6 ⌃

Discrimination

E01. Discriminated against at work in 2020 ⓘ ▼ 1
Yes ● No ● Prefer not to say ●
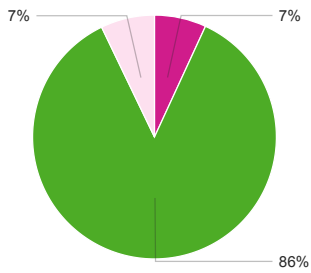
- 7% (Prefer not to say)
- 7% (Yes)
- 86% (No)

E01. Discriminated against at work in 2019 ⓘ ▼ 1
Yes ● No ● Prefer not to say ●

- 8% (Prefer not to say)
- 7% (Yes)
- 85% (No)

E01. Discriminated against at work in 2020 (all civil servants)
Yes ● No ● Prefer not to say ●
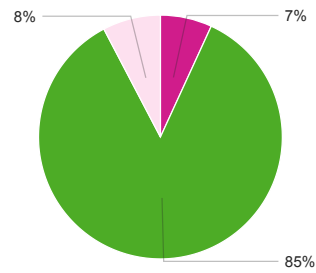
- 8% (Prefer not to say)
- 10% (Yes)
- 82% (No)
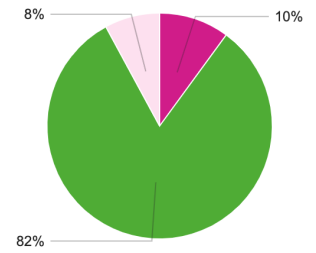
E02. Count of types of discrimination experienced (2020) ⓘ **103** Responses ▼ 1

Type	Count
Age • Gender • Main spoken, written language or language ...	25
Any other grounds	22
Working pattern	20
Disability	16
Caring responsibilities	16
Grade or responsibility level	14
Mental health	14
Ethnic background	12
Working location	12
Prefer not to say	12
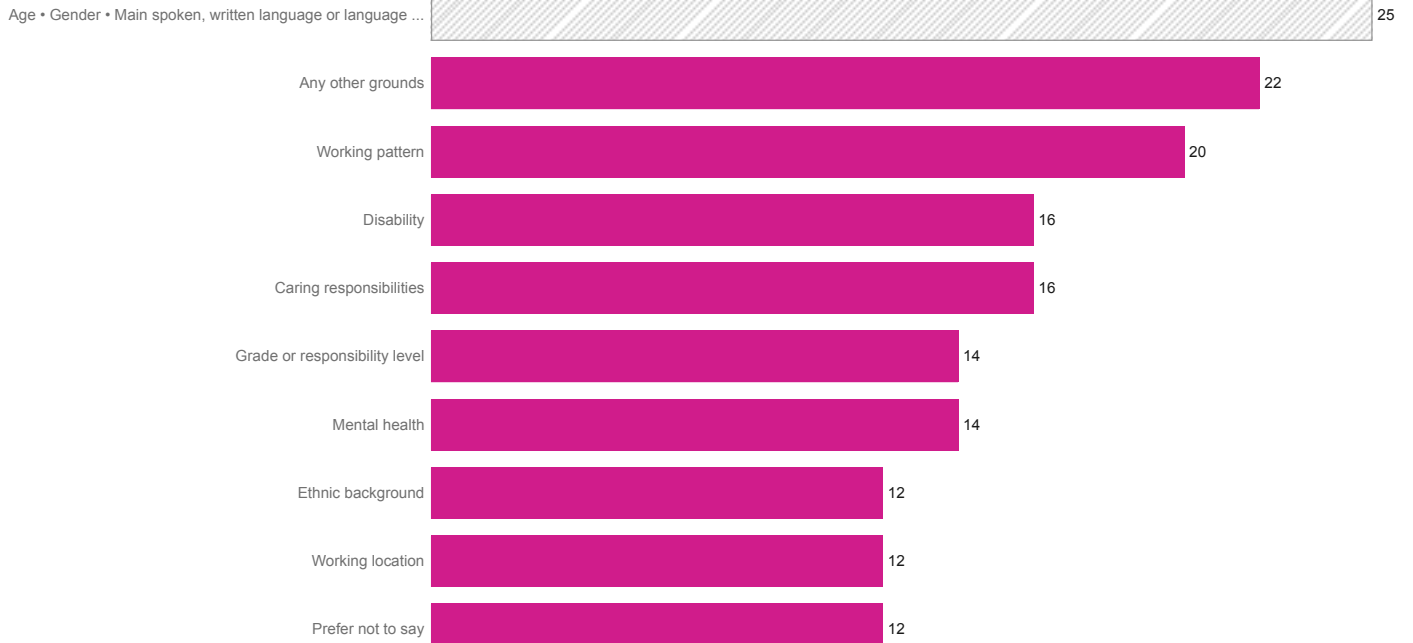
Bullying & Harassment

E03. Bullied and/or harassed at work in 2020 ⓘ ▼ 1
Yes ● No ● Prefer not to say ●
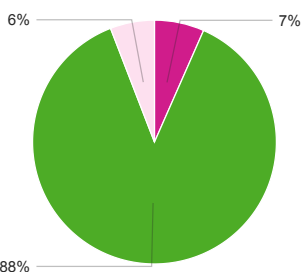
- 6% (Prefer not to say)
- 7% (Yes)
- 88% (No)

E03. Bullied and/or harassed at work in 2019 ⓘ ▼ 1
Yes ● No ● Prefer not to say ●

- 5% (Prefer not to say)
- 8% (Yes)
- 87% (No)

E03. Bullied and/or harassed at work in 2020 (all civil servants)
Yes ● No ● Prefer not to say ●
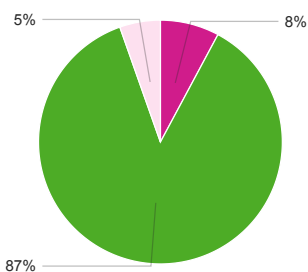
- 6% (Prefer not to say)
- 9% (Yes)
- 85% (No)
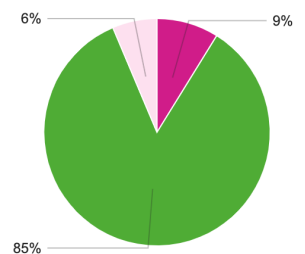
E03A. Count of nature of bullying and/or harassment experienced (multi-choice allowed) ℹ️ 99 Responses ▼ 1

Negative Micromanagement (for example, excessive control; ...	58
Treated less favourably to others	31
Humiliated in front of team or others	31
Intimidation, or verbal or written aggression (for example, ...	30
Removal of job responsibilities, unconstructive criticism, or ...	28
Something else not listed here	23
Comments about my personal appearance or accent • Denied ...	22
Ignored, excluded, marginalised	21
Unhelpful comments about my mental health or being off sick	19
Spreading gossip or making false accusations about me	18
Undermining or taking credit for my work	15

E04. Count of who perpetrated the bullying and/or harassment (multiple choice allowed) ℹ️ 87 Responses ▼ 1

Another senior member of staff in my organisation	45
My manager	34
A colleague in my area/directorate	25
A colleague in a different Area, Directorate, Division of my organisation • A member of the public • Someone I manage • ...	10
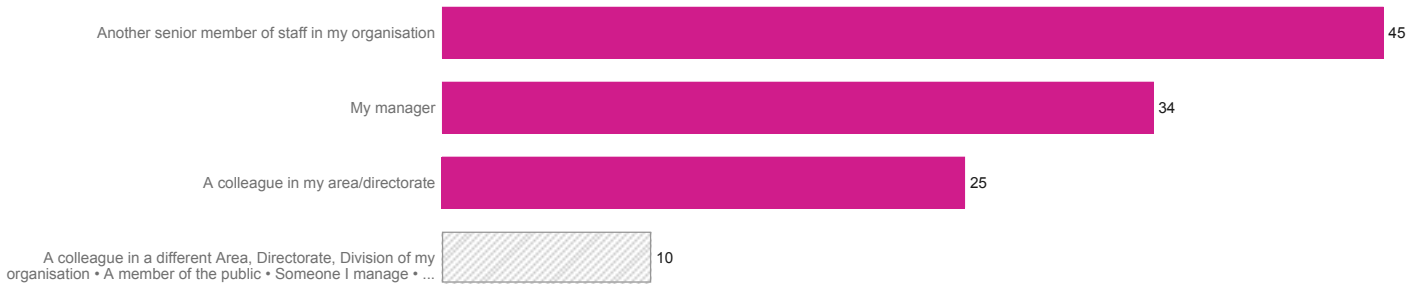
Whether and how the incident was reported

E05. Reported experience of bullying and/or harassment in 2020 ℹ️ ▼ 1
● Yes ● No ● Prefer not to say

17%
39%
43%
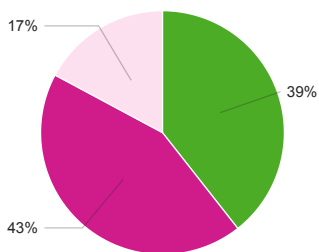
E05. Reported experience of bullying and/or harassment in 2019 ℹ️ ▼ 1
● Yes ● No ● Prefer not to say

11%
44%
45%
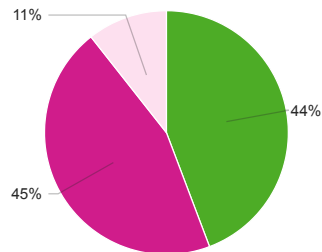
E05. Reported experience of bullying and/or harassment in 2020 (all civil servants)
● Yes ● No ● Prefer not to say

12%
41%
48%
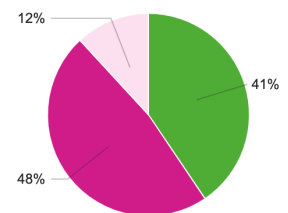
E05A. How the incident was reported, if reported (count) ℹ️ ▼ 1

Raised a formal complaint	10
Reported it another way	25
Confided in someone	14
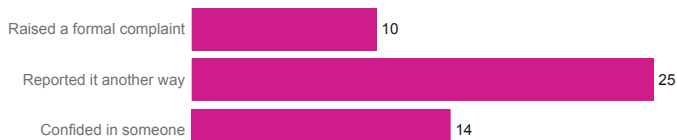
E06_D. Felt punished for reporting the incident in 2020 ℹ️ ▼ 1

Yes	38%
No	41%
Prefer not to say	21%
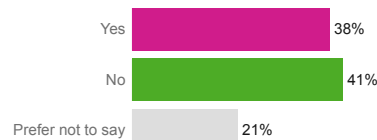
E05B. Why the incident was not reported, if not reported (count) ⓘ ▼ 1

I did not believe that corrective action would be taken	I felt I might jeopardise my job	I did not want to be seen as a troublemaker	I did not report it for another reason	I did not know how to report it or who to speak to	The behaviour stopped before I could report it
24	23	18	8	6	4
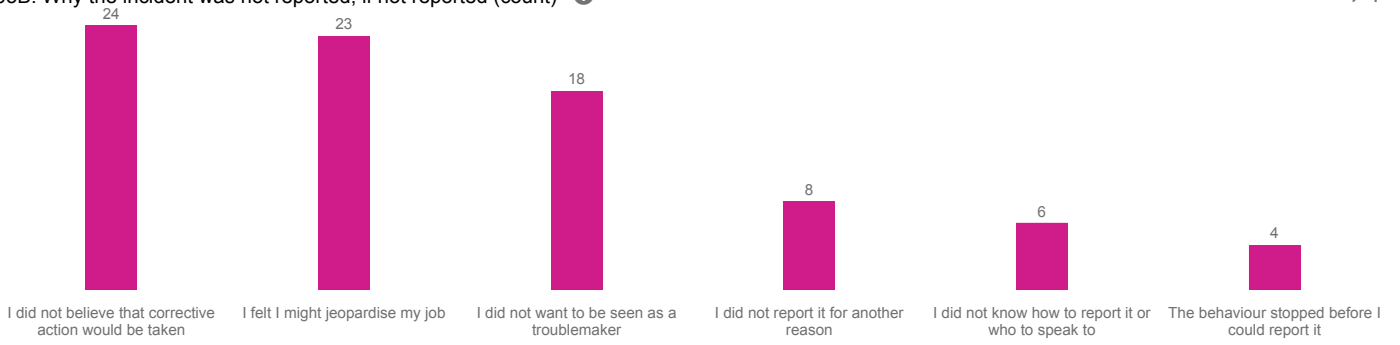
How respondents would describe their situation now

E06_A. Appropriate action was taken to address the behaviour (2020) ▼ 1
● Yes ● No ● Prefer not to say

- 14%
- 29%
- 57%
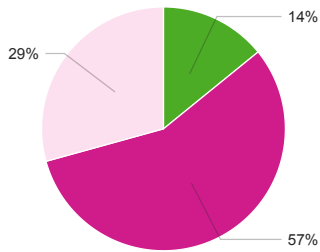
E06_A. Appropriate action was taken to address the behaviour (2019) ▼ 1
● Yes ● No ● Prefer not to say

- 17%
- 31%
- 52%
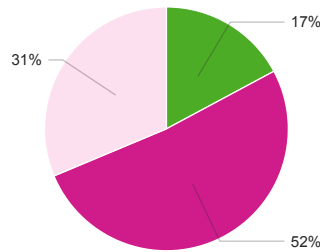
E06_A. Appropriate action was taken to address the behaviour (2020, all civil servants)
● Yes ● No ● Prefer not to say

- 14%
- 21%
- 64%
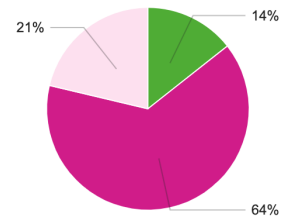
E06_B. The bullying and/or harassment has stopped (2020) ⓘ ▼ 1
● Yes ● No ● Prefer not to say

- 28%
- 27%
- 46%
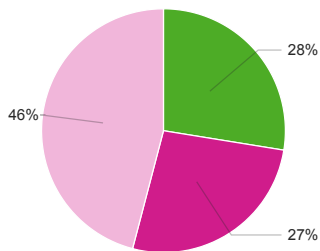
E06_B. The bullying and/or harassment stopped (2019) ⓘ ▼ 1
● Yes ● No ● Prefer not to say

- 38%
- 35%
- 27%
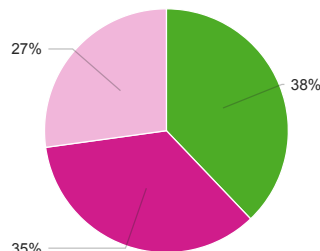
E06_B. The bullying and/or harassment has stopped (2020, all civil servants)
● Yes ● No ● Prefer not to say

- 39%
- 33%
- 28%
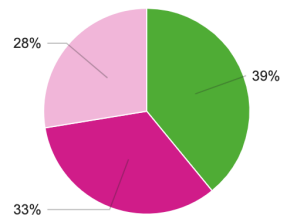
E06_C. The culture in my area allows this behaviour to continue (2020) ⓘ ▼ 1
● Yes ● No ● Prefer not to say

- 64%
- 11%
- 25%
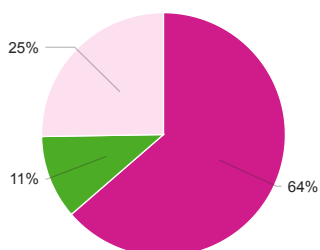
E06_C. The culture in my area allows this behaviour to continue (2019) ⓘ ▼ 1
● Yes ● No ● Prefer not to say

- 52%
- 26%
- 22%
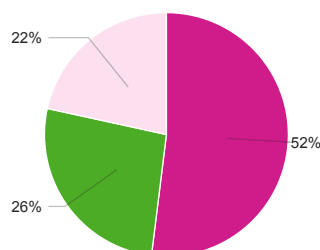
E06_C. The culture in my area allows this behaviour to continue (2020, all civil servants)
● Yes ● No ● Prefer not to say

- 62%
- 21%
- 18%
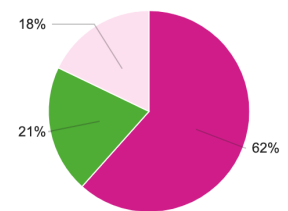
The Coronavirus Pandemic

CV1. Self-reported being unable to work for at least one day since the Covid-19 outbreak, for the following reasons   ⓘ   **1,472** Responses   ▼ 1

Reason	Count
Ill with symptoms of Covid-19	77
In quarantine or self-isolation for Covid-19	45
Caring responsibilities related to Covid-19	122
Other issues or disruption related to Covid-19	52
Absent / paid special leave not related to Covid-19	114
Not applicable	1,132

CV2A. What impact has the Covid-19 pandemic had on your physical health?

4% | 13% | 55% | 27% |

- ● Significant positive impact
- ● Fairly positive impact
- ● No impact
- ● Fairly negative impact
- ● Significant negative impact

CV2A. What impact has the Covid-19 pandemic had on your physical health? (All Civil Servants)

3% | 11% | 53% | 29% | 4%

- ● Significant positive impact
- ● Fairly positive impact
- ● No impact
- ● Fairly negative impact
- ● Significant negative impact

CV2B. What impact has the Covid-19 pandemic had on your mental health?

8% | 35% | 48% | 8%

- ● Significant positive impact
- ● Fairly positive impact
- ● No impact
- ● Fairly negative impact
- ● Significant negative impact

CV2B. What impact has the Covid-19 pandemic had on your mental health? (All Civil Servants)

2% | 8% | 34% | 46% | 10%

- ● Significant positive impact
- ● Fairly positive impact
- ● No impact
- ● Fairly negative impact
- ● Significant negative impact

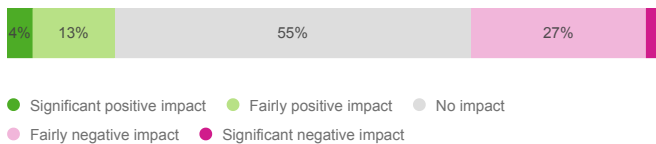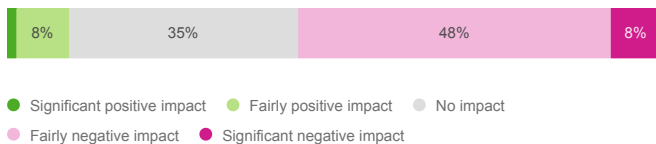## CV2C. What impact has the Covid-19 pandemic had on your household finances?

18% | 60% | 14% | 4%

- ● Significant positive impact
- ● Fairly positive impact
- ● No impact
- ● Fairly negative impact
- ● Significant negative impact
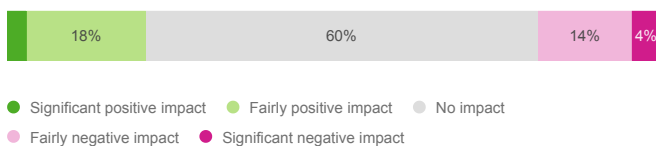
CV2C. What impact has the Covid-19 pandemic had on your household finances? (All Civil Servants)

4% | 20% | 55% | 16% | 5%

- ● Significant positive impact
- ● Fairly positive impact
- ● No impact
- ● Fairly negative impact
- ● Significant negative impact
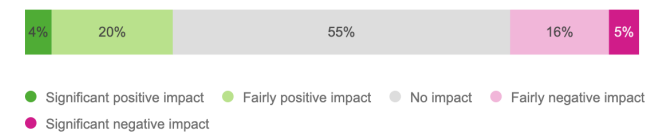
CV2D. What impact has the Covid-19 pandemic had on your caring responsibilities? (Of those with child or adult care responsibilities)

8% | 26% | 46% | 16%

- ● Significant positive impact
- ● Fairly positive impact
- ● No impact
- ● Fairly negative impact
- ● Significant negative impact
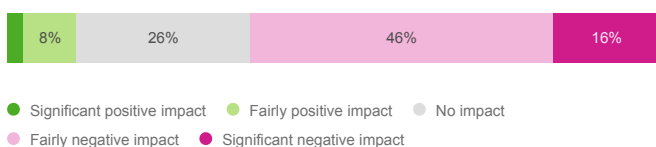
CV2D. What impact has the Covid-19 pandemic had on your caring responsibilities? (All Civil Servants with caring responsibilities)
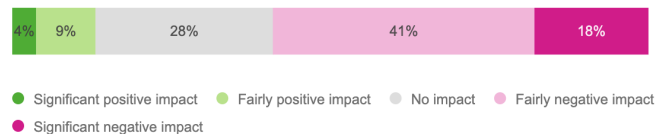
4% | 9% | 28% | 41% | 18%

- ● Significant positive impact
- ● Fairly positive impact
- ● No impact
- ● Fairly negative impact
- ● Significant negative impact

CV2E. What impact has the Covid-19 pandemic had on your work?

4% | 23% | 27% | 37% | 9%

- ● Significant positive impact
- ● Fairly positive impact
- ● No impact
- ● Fairly negative impact
- ● Significant negative impact
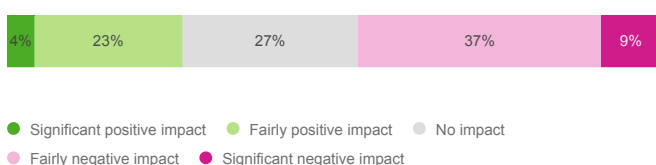
CV2E. What impact has the Covid-19 pandemic had on your work? (All Civil Servants)
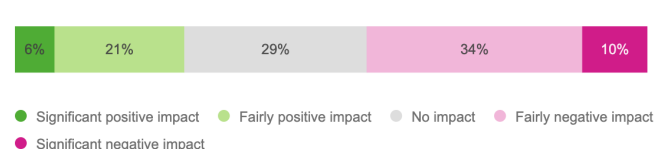
6% | 21% | 29% | 34% | 10%

- ● Significant positive impact
- ● Fairly positive impact
- ● No impact
- ● Fairly negative impact
- ● Significant negative impact

CV2F. What impact has the Covid-19 pandemic had on your productivity?

5%	18%	50%	23%	

- Significant positive impact
- Fairly positive impact
- No impact
- Fairly negative impact
- Significant negative impact
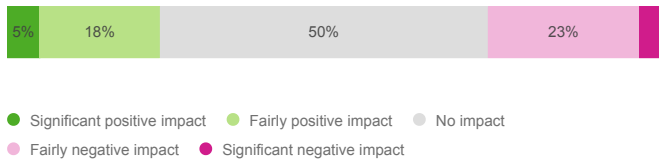
CV2F. What impact has the Covid-19 pandemic had on your productivity? (All Civil Servants)
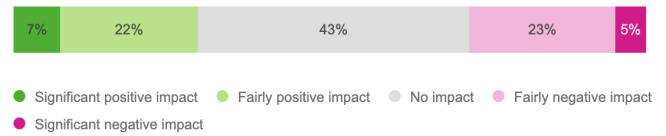
7%	22%	43%	23%	5%

- Significant positive impact
- Fairly positive impact
- No impact
- Fairly negative impact
- Significant negative impact

CV2G. What impact has the Covid-19 pandemic had on your relationships with the people you work with?

6%	27%	44%	21%	

- Significant positive impact
- Fairly positive impact
- No impact
- Fairly negative impact
- Significant negative impact
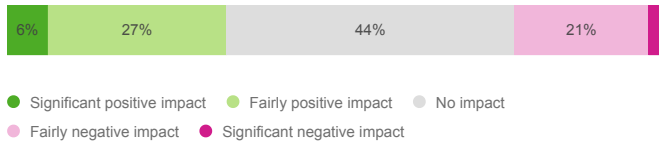
CV2G. What impact has the Covid-19 pandemic had on your relationships with the people you work with? (All Civil Servants)
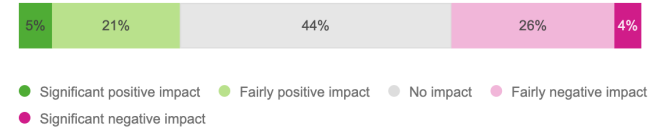
5%	21%	44%	26%	4%

- Significant positive impact
- Fairly positive impact
- No impact
- Fairly negative impact
- Significant negative impact

CV2H. What impact has the Covid-19 pandemic had on your relationship with your manager?

7%	24%	62%	6%	

- Significant positive impact
- Fairly positive impact
- No impact
- Fairly negative impact
- Significant negative impact
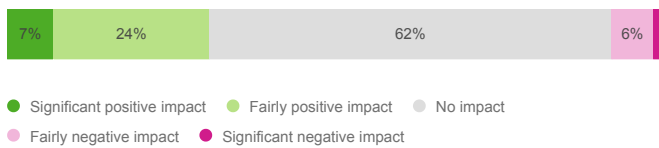
CV2H. What impact has the Covid-19 pandemic had on your relationship with your manager? (All Civil Servants)

7%	20%	61%	9%	2%

- Significant positive impact
- Fairly positive impact
- No impact
- Fairly negative impact
- Significant negative impact
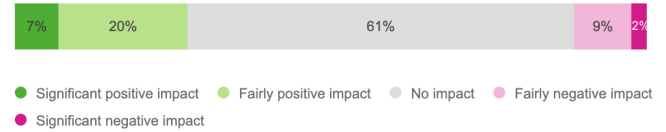
H2A. Main place of work since the Covid-19 pandemic ▼ 1

97%	

- Home or other remote-working location
- ○ 01. Office building or equivalent (for e...

Keeping in touch while working remotely ⓘ

Question	Distribution	OFSTED Ofsted (Corporate Report)	All Civil Service Respondents
H2C. My manager makes an effort to keep in touch with me when I'm working from home	86%	0	+3 ^
H2B. When working from home, my team is good at keeping up with informal connections	84% 10%	0	+6 ^

Personal Wellbeing

How we measure personal wellbeing

We measure personal wellbeing using four questions that ask people to evaluate how satisfied they are with their life, whether they feel they have meaning and purpose in their life, and their emotions during a particular period. These questions are used by the Office for National Statistics (ONS) to monitor wellbeing across the UK, as part of their Measuring National Well-being Programme. One of the main benefits of collecting information in this way, is that it is based on people's views of their own individual well-being and takes account of what matters to people by allowing them to decide what is important when they respond to questions.

Personal Wellbeing Results ⓘ

Question	Distribution			2019 survey	OFSTED Ofsted (Corporate Report)	All Civil Service Respondents
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?	74%	19%		-4 ⌄	0	+7 ⌃
W01. Overall, how satisfied are you with your life nowadays?	64%	24%	11%	-7 ⌄	0	+6 ⌃
W03. Overall, how happy did you feel yesterday?	63%	23%	13%	-1	0	+7 ⌃
W04. Overall, how anxious did you feel yesterday?	47%	22%	31%	-5 ⌄	0	+3 ⌃

Personal wellbeing response scale

The four questions on personal wellbeing use a response scale that ranges from 0 to 10, as shown below. You'll see that the scale is reversed for question W04, where the percent 'favourable' in green is the proportion of respondents who said they have experienced low or very low levels of anxiety.

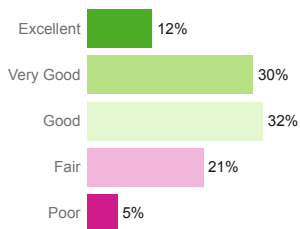**Response scale for questions W01, W02 and W03**

🟩	⬜	🟪
High (7-8) or Very High (9-10)	Medium (5-6)	Low (0-4)

Response scale for question W04

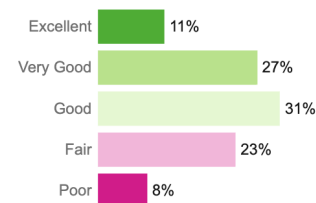| 🟩	⬜	🟪
Very Low (0-2) or Low (2-3)	Medium (4-5)	High (6-10)

Mental Health & Physical Health

To help organisations and teams understand what they can do better to support those with mental and physical health problems to remain in and thrive through work, we asked two questions in the 2020 People Survey specifically on these topics (based on the World Health Organisation's Health and Work Performance Questionnaire). With many of us having to reduce our contact with others and work from home without office equipment due to the Coronavirus pandemic, we also included an ONS recommended question on experiences of loneliness, and a question on musculoskeletal disorders.

J04B. Self-reported overall mental health (2020) ⓘ   ▽ 1

- Excellent — 12%
- Very Good — 30%
- Good — 32%
- Fair — 21%
- Poor — 5%

J04B. Self-reported overall mental health (2020, all civil servants)

- Excellent — 11%
- Very Good — 27%
- Good — 31%
- Fair — 23%
- Poor — 8%

W07. How often feel lonely (2020)   ▽ 1

- Never — 22%
- Hardly ever — 32%
- Occasionally — 27%
- Some of the time — 16%
- Often or always — 4%
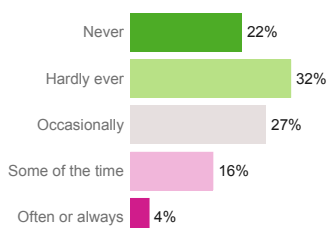
W07. How often have felt lonely (2020, all civil servants)
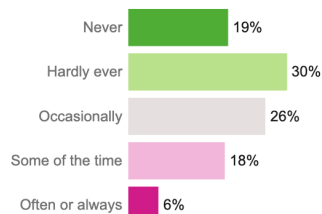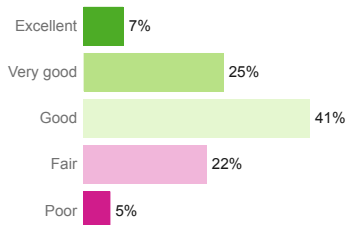
- Never — 19%
- Hardly ever — 30%
- Occasionally — 26%
- Some of the time — 18%
- Often or always — 6%

The People Survey 2020

W05. Self-reported overall physical health (2020) 🔽 1

- Excellent: 7%
- Very good: 25%
- Good: 41%
- Fair: 22%
- Poor: 5%

W05. Self-reported overall physical health (2020, all civil servants)

- Excellent: 8%
- Very good: 24%
- Good: 37%
- Fair: 23%
- Poor: 7%

W06. Musculoskeletal problems (MSD) in the last year ⓘ 🔽 1

- Experienced MSD: 26%
- Not experienced MSD: 63%
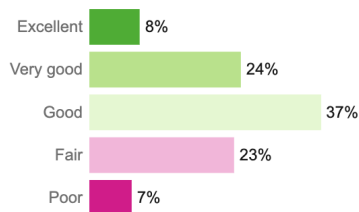
W06. Musculoskeletal problems (MSD) in the last year (all civil servants)

- Experienced MSD: 34%
- Not experienced MSD: 54%

Factors influencing wellbeing

Stressful work environments

We use something called the Proxy Stress Index to measure conditions that can contribute to stressful environments. It is based on the following Health and Safety Executive stress management standards and People Survey insights:

- **Demands** – 'I have an acceptable workload' (B33)
- **Control over work** – 'I have a choice in deciding how I do my work' (B05)
- **Support** – 'My manager motivates me to be more effective in my job' (B08) & 'I am treated with respect by the people I work with' (B26)
- **Relationships** – 'The people in my team can be relied upon to help when things get difficult in my job' (B18) & 'During the past 12 months have you experienced bullying or harassment at work?' (E03)
- **Role in organisation** - 'I have clear work objectives' (B30)
- **Change** – 'I have the opportunity to contribute my views before decisions are made that affect me' (B45)

A score of 100% tells you that respondents gave the most negative response possible to all eight questions, suggesting they are operating in a highly stressful environment. A score of 0% tells you the opposite.
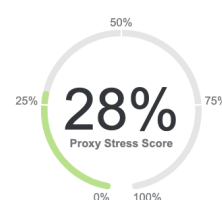
Your Proxy Stress Index (2020) 🔽 1

23%
Proxy Stress Score

Your Proxy Stress Index (2019) 🔽 1

24%
Proxy Stress Score
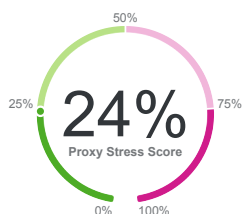
Proxy Stress Index (2020, all civil servants)

28%
Proxy Stress Score

Flourishing work environments

We use the PERMA Index to measure the extent to which employees are flourishing 'at work'. It is based on the work of psychologist Martin Seligman and looks at the following five dimensions of wellbeing and happiness, and People Survey insights:

- **Positive emotion** - 'Overall, how satisfied are you with your life nowadays?' (W01)
- **Meaning** - 'Overall, to what extent do you feel the things you do in your life are worthwhile?' (W02)
- **Engagement** - 'I am interested in my work' (B01)
- **Relationships** - 'The people in my team can be relied upon to help when things get difficult in my job' (B18)
- **Accomplishment** - 'My work gives me a sense of personal accomplishment (B03)'

A score of 100% tells you that respondents gave the most positive response possible to all five questions, whereas a score of 0% tells you the opposite.

Your PERMA Index (2020) 🔽 1

78%
PERMA Score
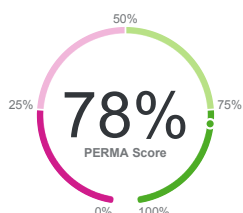
Your PERMA Index (2019) 🔽 1

78%
PERMA Score
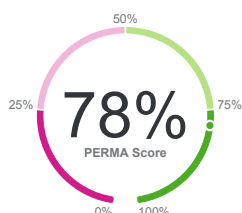
PERMA Index (2020, all civil servants)

73%
PERMA Score
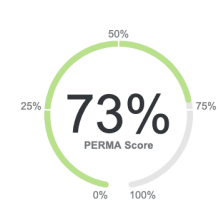
Team Support

As an additional measure of flourishing workplace environments, we also asked respondents whether they feel their colleagues genuinely care about their wellbeing.

W08. The people in my team genuinely care about my wellbeing ▼ 1

Strongly agree	35%
Agree	48%
Neutral	13%
Disagree	3%
Strongly disagree	1%
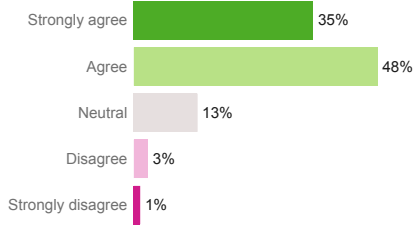
W08. The people in my team genuinely care about my wellbeing (all civil servants)

Strongly agree	28%
Agree	48%
Neutral	17%
Disagree	5%
Strongly disagree	2%
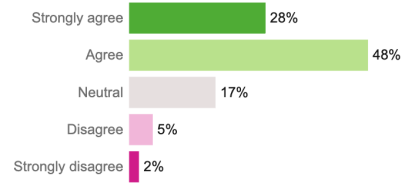
Long-term illnesses and conditions

J04. Has a physical or mental health condition or illness lasting or expected to last 12 months or more ▼ 1

Yes	20%
No	70%
Prefer not to say	11%
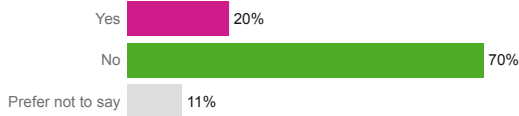
J04A. Condition or illness reduces ability to carry out day-to-day activities ▼ 1

Yes, a lot	7%
Yes, a little	49%
Not at all	45%

J04E. Type(s) of condition or illness ⓘ ▼ 1

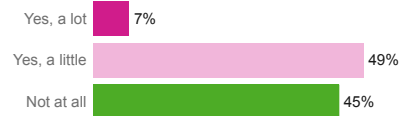|	
Mental health	105
Something else	93
Stamina or breathing or fatigue	54
Mobility (e.g., walking short distances or climbing stairs)	49
Dexterity (e.g., lifting objects, using a keyboard)	36
Memory	29
Learning or understanding or concentrating	25
Hearing (e.g., deafness or partial hearing)	15
Socially or behaviourally (e.g., autism, ADHD)	11
Vision (e.g., blindness or partial sight)	10
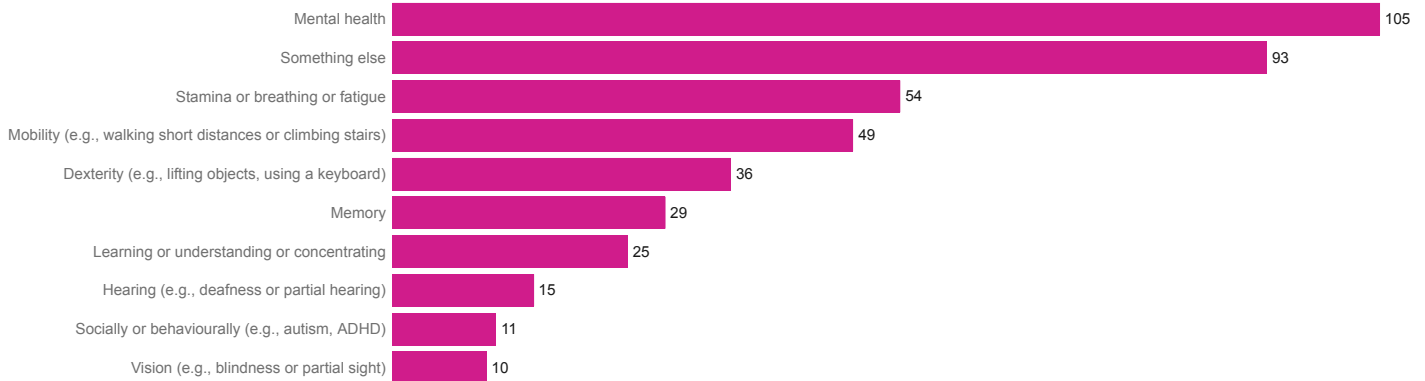
Manager support for colleagues with disabilities, conditions or illnesses

Question	Distribution			OFSTED Ofsted (Corporate Report)	All Civil Service Respondents
J04F. My manager supports me to ensure I have the workplace adjustments I need to reduce the barriers I face due to my condition(s) or illness(es)	74%	22%	4%	0	+3

Caring responsibilities

J05. Looks after or supports someone with long-term physical or mental health conditions, illnesses, or problems related to old age ▼ 1

Yes	21%
No	71%
Prefer not to say	8%
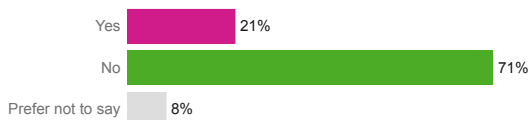
J05C. Is a carer and has a carers' passport ▼ 1

Yes	1%
No	70%
I don't know what this is	29%
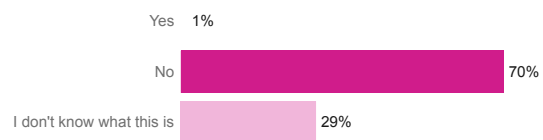
Manager support for carers

Question	Distribution			OFSTED Ofsted (Corporate Report)	All Civil Service Respondents
J05B. I feel supported by my manager to balance my work and caring responsibilities	82%	14%		0	+8 ⌃
J05A. As a carer, I know where to access information and support in my organisation	56%	21%	23%	0	-6 ⌄

Civil Service Vision

Question	Distribution	2019 survey	OFSTED Ofsted (Corporate Report)	Civil Service Benchmark
B59. I am aware of the Civil Service vision for 'A Brilliant Civil Service'	71% 15% 14%	0	0	+11 ^

Civil Service Reform ⓘ

Question	Distribution		OFSTED Ofsted (Corporate Report)	Civil Service Benchmark
B59F. My manager trusts me to do my job effectively, even if I am not working from the same location as them	94%		0	+1
B59B. The technology used by my organisation enables me to connect and collaborate with colleagues	89% 7% 4%		0	+7 ^
B59E. I usually have a choice in deciding where I do my work	72% 16% 12%		0	0
B59A. I am aware of the Civil Service 'Shaping our Future Together' agenda	57% 19% 24%		0	+10 ^

B59C. Frequency of collaboration with civil servants in other departments ⓘ 🔽 1

Often or always	8%
Some of the time	14%
Occasionally	21%
Hardly ever	33%
Never	24%
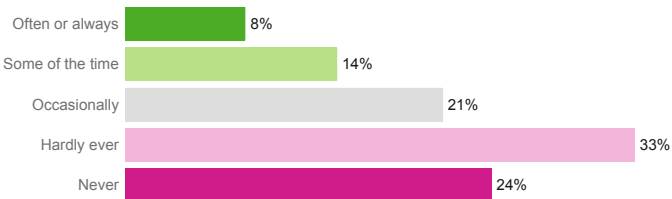
B59D. Focus on results and impact rather than processes ⓘ 🔽 1

Often or always	72%
Some of the time	20%
Occasionally	5%
Hardly ever	2%
Never	1%
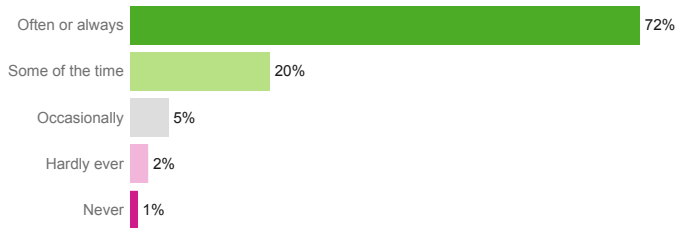
Organisational Culture & Leadership

Organisational Culture Results

Question	Distribution	2019 survey	OFSTED Ofsted (Corporate Report)	Civil Service Benchmark
B54. I am trusted to carry out my job effectively	90% 6%	0	0	-1
B58. My organisation is committed to creating a diverse and inclusive workplace	78% 15% 7%	-2	0	-2
B56. In my organisation, people are encouraged to speak up when they identify a serious...	77% 15% 9%	+2	0	+5 ^
B57. I feel able to challenge inappropriate behaviour in the workplace	73% 17% 10%	0	0	+4 ^
B55. I believe I would be supported if I try a new idea, even if it may not work	72% 18% 10%	-1	0	0

B60. Managers role model the behaviours set out in the Leadership Statement ⓘ

Question	Distribution	2019 survey	OFSTED Ofsted (Corporate Report)	Civil Service Benchmark
B60. Managers in my Area, Directorate or Divison actively role model the behaviours set out in the Civil Service Leadership Statement	84% 12%	+4 ^	0	+8 ^

The Civil Service Code

Civil Service Code Results ⓘ

Question	Distribution	2019 survey	OFSTED Ofsted (Corporate Report)	Civil Service Benchmark
D01. Are you aware of the Civil Service Code?	92% 8%	+1	0	-1
D03. Are you confident that if you raised a concern under the Civil Service Code in your organisation it would be investigated properly?	81% 19%	+1	0	+4 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?	73% 27%	0	0	+5 ^

Taking Action

Did you know?...

Research suggests that teams are more likely to be engaged if time has been taken to study and understand their results, to build staff-led action plans.

It can also have an impact on how likely they are to participate in future insight gathering - people are less likely to contribute if their views are perceived to have been ignored in the past.

Focus Areas

While the Engagement Index tells you how engaged your employees are, it does not tell you how to improve or maintain engagement. This is where key driver analysis comes in, as this pinpoints the factors that have the strongest association with your engagement levels.

The table to the right displays the five question results that have the strongest association with the engagement index for the team or group of staff you are looking at, and ranks these in order of importance.

The order of importance is determined by by something called an 'r' value, or Pearson Correlation Coefficient. If you hover over the blue dot in your key drivers table, you will see the r-value. The r-value can sit anywhere between -1 and 1. A positive r-value suggests that your engagement levels appear to increase as the % favourable score for a question increases; a negative r-value suggests the opposite.

In the table, you'll also be able to see if these are areas that have improved or worsened over the past 12 months, where trend data is available.

Future Intentions

On this page, we've also provided insights into your employees' plans to remain within or leave your organisation in the near future.

Belief that action has and/or will be taken

Question	Distribution	2019 survey	OFSTED Ofsted (Corporate Report)	Civil Service Benchmark
B52. My senior managers will act on this year's survey results	67% 19% 14%	+1	0	+10 ^
B53. Effective action has been taken on last year's survey results, where I work	53% 34%	0	0	+14 ^

Top drivers of engagement ⓘ

Impact	Question	Distribution	2019 survey
●	LQC4. I feel positive about the future of my organisation	70% 21% 9%	+12 ^
●	B41. Overall, I have confidence in the decisions made by my organisation's senior mangers	73% 17% 11%	0
●	B27. I feel valued for the work I do	79% 12% 9%	+2
●	B52. My senior managers will act on this year's survey results	67% 19% 14%	+1
●	B03. My work gives me a sense of personal accomplishment	86% 9%	+1

View items (35) with too few responses

C01. Future Intentions ▽ 1

- I want to leave my organisation as soon as possible: 4%
- I want to leave my organisation within the next 12 months: 11%
- I want to stay working for my organisation for at least the next year: 34%
- I want to stay working for my organisation for at least the next three years: 51%

Local question results: Change Management

Question	Distribution	2019 survey	OFSTED Ofsted (Corporate Report)	All Local Question Respondents
LQC5. Overall, my manager has been supportive in helping me adapt to changes caused by the coronavirus (Covid-19) pandemic	87% 9%	-	0	+4 ^
LQC4. I feel positive about the future of my organisation	70% 21% 9%	+12 ^	0	+19 ^
LQC2. I understand what support is available to me as I am affected by organisational change	68% 21% 11%	0	0	+14 ^
LQC3. I feel that change is managed well in my Area, Directorate or Division	65% 23% 13%	+4 ^	0	+19 ^
LQC1. I get to find out the reasons behind key changes that happen in my organisation	63% 23% 14%	0	0	+16 ^

Local questions: Safe to Challenge

The People Survey 2020

LQB1. In the last 12 months, I have seen someone else being bullied or treated unfairly in my organisation (2020)

🔻 1

- Yes
- No
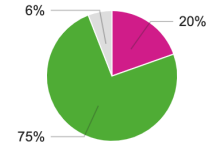- Prefer not to say
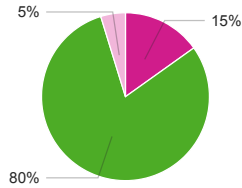
15%
5%
80%

LQB1. In the last 12 months, I have seen someone else being bullied or treated unfairly in my organisation (2019)

🔻 1

No data found - your filters may be too exclusive!

LQB1. In the last 12 months, I have seen someone else being bullied or treated unfairly in my organisation (2020, all local question respondents)

- Yes
- No
- Prefer not to say

6%
20%
75%

Local question results: Safe to Challenge (LQB2-LQB5)

Question	Distribution	2019 survey	OFSTED Ofsted (Corporate Report)	All Local Question Respondents
LQB5. If I see or experience any form of wrongdoing in my organisation, I know how to raise a concern	86% 8% 6%	-	0	+8 ^
LQB2. I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	72% 25%	-	0	0
LQB3. I feel comfortable speaking to those more senior than me about their actions and impact	56% 22% 23%	-	0	-2
LQB4. I feel confident that if I challenged someone more senior than me in my Area, Directorate or Division they would be open to receiving the challenge	49% 30% 22%	-	0	+5 ^

The People Survey 2020

Local question results: Support for Managers ⓘ

Question	Distribution		2019 survey	OFSTED Ofsted (Corporate Report)	All Local Question Respondents
LQI1. I understand what is expected of me as a manager	96%		-1	0	+2
LQI5. I feel confident in managing others even if they are working in a different location to me	96%		-	0	+7 ^
LQI3. I feel confident in supporting the health and wellbeing of the people I manage	94%		+1	0	+6 ^
LQI4. I feel confident in addressing poor performance in my team	92%		+3	0	+11 ^
LQI2. As a manager, I feel adequately supported to deliver my responsibilities	89%	7%	+2	0	+10 ^

Further Reading & Resources

The survey is just the starting point, now the real work begins. It is important to recognise that improving staff engagement requires a two way commitment between managers and staff. It is everyone's responsibility to use the results of the survey to take action. This section of the dashboard contains practical tips for both managers and staff and links to further resources. It will be updated throughout the year.

Employee engagement

Engage for Success, the cross sector body promoting employee engagement, launched the Engaging Managers' Zone in October 2020:

https://engageforsuccess.org/engaging-managers-zone

It's their latest free practical resource to help boost employee engagement and productivity.

The Zone is not just another toolkit, it's a 'one-stop knowledge hub' designed to help build confidence in those who are new to employee engagement so that individuals can grow and learn how best to support their team and colleagues, one step at a time.

It will also be of interest to experienced managers too and signposts readers to other information / websites / articles to help develop individuals. The Zone has seven parts designed to be dipped into at any point, depending on the reader's knowledge, experience and confidence.

Wellbeing

Health and wellbeing can have a significant effect on our lives, careers, families, colleagues and friends.

- Make wellbeing a regular topic of discussion at team meetings. Identify and address issues and regularly publicise your Occupational Health Scheme / Employee Assistance Programme etc.

- Challenge negative behaviours - have zero tolerance for bullying and harassment. All staff should role model good behaviours, being mindful of their own wellbeing and work-life balance.

- Line managers should be having regular conversations about wellbeing - these should particularly cover workplace adjustments. Managers can use the 5 step wellbeing conversation tool and all the other tools and support on Civil Service Learning or the Learning Platform for Government (type 'Wellbeing' into the search field) to guide their discussions.

Working Remotely

- Successful virtual collaboration requires more than a video conference call, and it is important that organisations continue to create the opportunity and space for truly collaborative conversations to occur. Click here for some important elements to keep in mind in developing a virtual session.

- If you spend a lot of time in virtual meetings you may need to look after your voice. This NHS webpage gives great advice including why you shouldn't clear your throat or whisper.

- Maintaining productivity levels among remote employees is an enduring challenge. PricewaterhouseCoopers suggest five ways to help people and organisations thrive in the new world of work.

- Are you having fun with your remote co-workers? There is an abundance of easy social interactions that can help your colleagues feel more together while being apart. Check out this Forbes article.

- BPDTS Ltd, part of the DWP family, is a technology company which has been set up to provide specialist services to the department to help it deliver exceptional service to customers. Click here to read about some of the ways BPDTS colleagues are converting time they previously spent on trains and motorways into activities to support their wellbeing, family, health, and even the NHS.

- To build resilience during isolation master the art of time travel - think ahead to the future and back to the past. Imagine going to bed in your office and waking up in that same office - on the International Space Station. Astronaut, Scott Kelly outlines mastering his Groundhog Day.

- The Civil Service Job Share Finder site has a resource library containing a huge number of working from home / remote working resources.

My Work

- Set an objective not how to get there and allow individuals the freedom to work in a way that suits them. Invite team members to contribute to the design of their jobs and challenge inefficient processes and propose new ways of working. Then trial these.

- Check that everyone has roles that match their skills and interests but also provide stretch and challenge. Highlight learning and development opportunities that are available to staff to help them get better at their roles and talk about L&D at team meetings.

- Encourage team members to update each other on their work in team meetings to achieve greater understanding of what each other is doing.

- Agree clear and well defined objectives and discuss these at regular 1:1s.

Organisational Objectives & Purpose

- Ensure new members of staff have a local induction and an induction to the organisation if in their first role.

- Discuss in team and/or 1:1 meetings how individual roles and the team contributes to the organisation's objectives.

- Highlight important messages and activities on intranet/posters/newsletters to communicate the organisational vision.

- Team members should be encouraged to attend seminars, focus groups and briefings from senior leaders and to feedback to colleagues.

- Cascade minutes or feedback from senior management meetings to all team members.

Resources and Workload

- Ensure any changes to job roles and responsibilities are clearly communicated and are included in the job description

- Carry out a skills audit in the team, communicate relevant learning and development opportunities and make the time available to develop. Hold a group discussion on work-life balance and brainstorm practical ideas / tips for managing demanding workloads e.g. time management skills, delegation skills.

- Staff and their managers should hold regular 1:1s to specifically assess workload.

- Involve the whole team in business planning – is everyone undertaking the most appropriate work for their experience or career development?

- Support flexible working that suits the individual, the organisation and the team. Trial flexible working to see if it works.

Inclusion and Fair Treatment

- Highlight flexible working opportunities or trial them if you haven't done so already.

- Recognise individual achievement appropriately e.g. a face-to-face thank you, a mention at a meeting or event, or nominations for awards. Also encourage peer recognition.

- Ensure that every team members' work is appreciated and that all viewpoints are valued. Be aware of diversity within the team and use inclusive language and practices and avoid stereotyping.

- Make sure those team members who are not permanent, full time members of staff are included in activities, training, development opportunities, reward schemes etc.

- Undertake equality and diversity training including learning about unconscious bias.

My Manager

- Managers should proactively seek and value input from team members and involve them in decision making, problem solving and business planning.

- Empower individuals/groups by giving them responsibility for specific areas of work.

- Hold regular progress updates against objectives. Give positive feedback and only constructive criticism.

- Treat every employee fairly and consistently, but recognise their individuality too. Be considerate of people's lives outside work.

- Recognise those that go beyond their job description. Remember that the little things, such as a personal thank you, mean a lot and are appreciated.

- Have a conversation following a period of sick absence to ensure that any reasonable adjustments needed are known and then acted upon. These might be as simple as a phased return to full time work.

My Team

- Have regular two-way team meetings and hold them when and where everyone can attend (virtually if necessary). Champion the work of the team and celebrate team successes.

- No idea is too small to make our experience of work better. Brainstorm ideas that involve no extra time or resource e.g. having access to each other's diaries etc. Provide job shadowing opportunities within the team so as to gain a greater appreciation of colleagues' work.

- Invite people to share any work coming up where they anticipate any difficulties, such as clashing priorities, difficult timescales, tight resources. Ask what they need to help overcome the difficulties and encourage the rest of the team to feedback suggestions and any support they can offer.

- Use training events including post people survey action planning as an opportunity for team building. Hold regular team social events. Try to vary the times and activities so everyone can be included e.g. lunchtime picnic, board games evening, a charity quiz, a 'bake off', sports event, pub trip, volunteering in the community etc. Many events can be held virtually. And remember, not everyone wants to 'give up' their lunch break to be social!

Learning and Development

- Every member of staff should have a Civil Service Learning account and explore what is on offer for their profession. Free high quality learning is also available from e.g. academicearth.org coursera.org futurelearn.com skillshare.com

- Identify informal training opportunities e.g. from a member of the team that has expertise in a certain area; complete a skills audit with members of the team. Arrange coaching/mentoring for team members and job shadowing opportunities. Feedback about L&D undertaken at team meetings.

- Ensure employees understand their role in managing their own career – help them draft a career plan and discuss progress against their personal development plan at regular 1:1s.

Leadership and Managing Change

- Encourage enthusiasm about your organisation and be enthusiastic yourself. Champion and explain corporate initiatives clearly to staff.

- Senior leaders could spend time working with staff on the frontline, host meet the leaders breakfasts/lunches, attend staff network meetings or allow staff to hear the authentic voice of the leader via a blog.

- Involve staff in change programmes e.g. using focus groups and web forums.

- Inform staff of changes face to face if possible and always before they hear about them from the press.

- Deliver difficult messages sensitively - acknowledge and show you care about the impact on the individual, give staff the information they need, tell the truth, explain how the organisation is helping them and give business reasons.

Pay and Benefits

- Emphasise the total benefits package (pay, pension, leave, flexible working, childcare benefits, season ticket loan etc) and how it compares to other local employers. Highlight where relevant documentation can be found so staff know how to claim all the available benefits e.g. eye tests.

- If local discretion is possible through vouchers or similar rewards then make staff aware that these exist, how they are allocated and publicise when they are used. And use them.