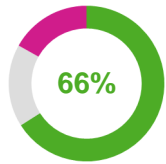


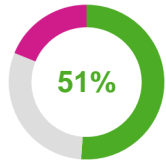


Taking action

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



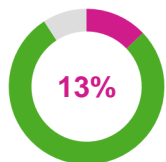
B52. I believe that senior managers in GIAA will take action on the results from this survey



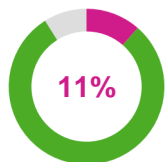
B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

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



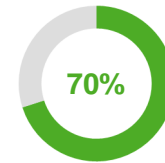
E01. Have you been discriminated against at work, in the past 12 months?



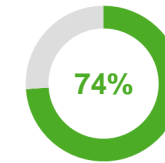
E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

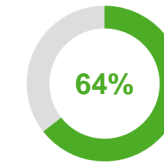
■ % responding positively to W01 - W03 ■ % responding negatively to W04



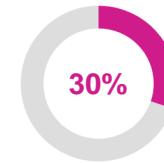
W01. Overall, how satisfied are you with your life nowadays?



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

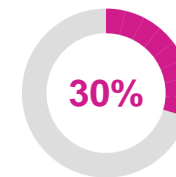


W03. Overall, how happy did you feel yesterday?

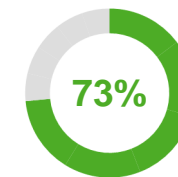


W04. Overall, how anxious did you feel yesterday?

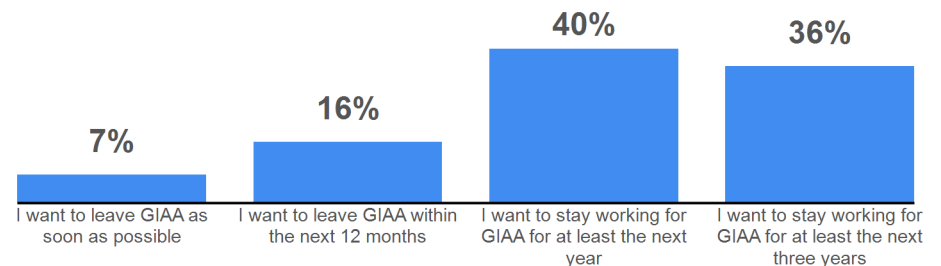
Proxy Stress Index




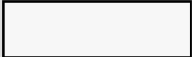


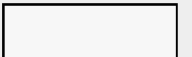








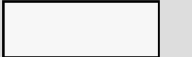

PERMA Index



Your plans for the future



Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B01 I am interested in my work	 92%	B17 Poor performance is dealt with effectively in my team  41%		B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable  52%	
B31 I have the skills I need to do my job effectively	 90%	B43 When changes are made in GIAA they are usually for the better  38%		B35 I feel that my pay adequately reflects my performance  47%	
B09 My manager is considerate of my life outside work	 88%	B51 GIAA motivates me to help it achieve its objectives  35%		B36 I am satisfied with the total benefits package  44%	
B06 I have a clear understanding of GIAA's objectives	 87%	B50 GIAA inspires me to do the best in my job  35%		B42 I feel that change is managed well in GIAA  37%	
B07 I understand how my work contributes to GIAA's objectives	 85%	B47 I am proud when I tell others I am part of GIAA  34%		B49 I feel a strong personal attachment to GIAA  30%	

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

77%

+3 ⬆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B01 I am interested in my work	43	49				92%	+3 ⬆	+2 ⬆	-1
B02 I am sufficiently challenged by my work	41	44	8	6		84%	0	+4 ⬆	+1 ⬆
B03 My work gives me a sense of personal accomplishment	32	47	11	9		79%	+4 ⬆	+1	-2 ⬆
B04 I feel involved in the decisions that affect my work	21	37	17	19	6	58%	+3 ⬆	-2 ⬆	-7 ⬆
B05 I have a choice in deciding how I do my work	30	43	11	13		73%	+2 ⬆	-5 ⬆	-9 ⬆

Organisational objectives and purpose

86%

+11 ⬆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B06 I have a clear understanding of GIAA's objectives	35	51	9			87%	+12 ⬆	+4 ⬆	0
B07 I understand how my work contributes to GIAA's objectives	36	49	11			85%	+9 ⬆	+1	-3 ⬆

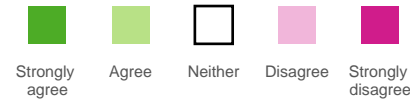
All questions by theme

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

My manager

70%

+4 ◇ 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	39	14	11	0	71%	+3 ◇	-1	-5 ◇
B09	My manager is considerate of my life outside work	49	38	6	5	0	88%	+3 ◇	+1 ◇	-1 ◇
B10	My manager is open to my ideas	41	44	7	6	0	85%	+7 ◇	+1 ◇	-2 ◇
B11	My manager helps me to understand how I contribute to GIAA's objectives	27	38	23	9	0	65%	+6 ◇	-2 ◇	-6 ◇
B12	Overall, I have confidence in the decisions made by my manager	35	41	13	8	0	76%	+5 ◇	0	-4 ◇
B13	My manager recognises when I have done my job well	38	42	9	9	0	80%	+5 ◇	0	-3 ◇
B14	I receive regular feedback on my performance	26	44	12	14	0	70%	+1	+2 ◇	-2 ◇
B15	The feedback I receive helps me to improve my performance	25	39	20	13	0	64%	+2	0	-4 ◇
B16	I think that my performance is evaluated fairly	23	44	18	9	6	67%	+7 ◇	-1	-5 ◇
B17	Poor performance is dealt with effectively in my team	10	27	41	11	10	37%	+3 ◇	-3 ◇	-6 ◇

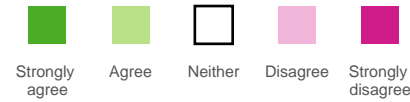
All questions by theme

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

My team

76%

+4 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

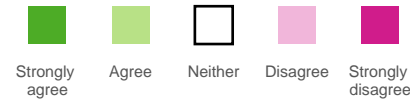
Difference from CS High Performers

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	36	44	9	8		81%	+4 ◇	-5 ◇	-8 ◇
B19	The people in my team work together to find ways to improve the service we provide	33	43	13	8		76%	+4 ◇	-6 ◇	-10 ◇
B20	The people in my team are encouraged to come up with new and better ways of doing things	30	42	16	9		72%	+4 ◇	-4 ◇	-8 ◇

Learning and development

50%

+6 ◇ 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	15	44	22	14	5	59%	+7 ◇	-6 ◇	-12 ◇
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	40	29	14	5	52%	+8 ◇	-2 ◇	-7 ◇
B23	There are opportunities for me to develop my career in GIAA	13	32	26	19	10	45%	+2 ◇	-6 ◇	-13 ◇
B24	Learning and development activities I have completed while working for GIAA are helping me to develop my career	11	34	31	17	7	45%	+6 ◇	-5 ◇	-11 ◇

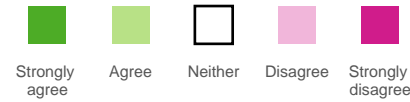
All questions by theme

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

Inclusion and fair treatment

77%

+7 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

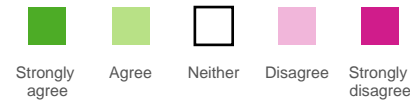
Difference from CS High Performers

Question ID	Statement	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	29	49	9	8	5	78%	+4 ◇	-4 ◇	-7 ◇
B26	I am treated with respect by the people I work with	37	47	8	8	5	84%	+5 ◇	-2 ◇	-4 ◇
B27	I feel valued for the work I do	27	42	14	10	7	69%	+7 ◇	+1	-4 ◇
B28	I think that GIAA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	30	48	11	7	7	78%	+11 ◇	+1	-3 ◇

Resources and workload

70%

+5 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B29	I get the information I need to do my job well	13	58	12	15	7	70%	+13 ◇	-1	-5 ◇
B30	I have clear work objectives	20	55	12	10	7	75%	+6 ◇	-1	-4 ◇
B31	I have the skills I need to do my job effectively	32	58	7	7	7	90%	+5 ◇	+1 ◇	-1 ◇
B32	I have the tools I need to do my job effectively	14	42	17	21	6	56%	-1	-16 ◇	-22 ◇
B33	I have an acceptable workload	8	51	18	17	6	59%	+4 ◇	-4 ◇	-8 ◇
B34	I achieve a good balance between my work life and my private life	21	48	15	12	7	69%	+1	-2 ◇	-7 ◇

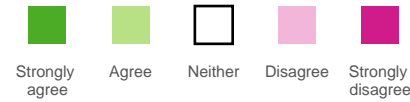
All questions by theme

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

Pay and benefits

33%

+6 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

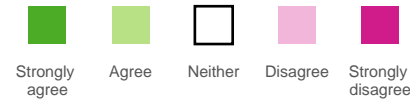
Difference from CS High Performers

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	31	18	28	19	35%	+7 ◇	+1	-6 ◇	
B36 I am satisfied with the total benefits package	5	32	19	27	17	37%	+6 ◇	-2 ◇	-12 ◇
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	24	21	29	24	28%	+5 ◇	0	-8 ◇	

Leadership and managing change

53%

+14 ◇ 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 GIAA are sufficiently visible	15	54	13	14	69%	+13 ◇	+6 ◇	-4 ◇	
B39 I believe the actions of senior managers are consistent with GIAA's values	12	46	23	13	5	58%	+14 ◇	+3 ◇	-6 ◇
B40 I believe that the Senior Leadership Team has a clear vision for the future of GIAA	18	51	18	10	69%	+29 ◇	+19 ◇	+8 ◇	
B41 Overall, I have confidence in the decisions made by GIAA's Senior Leadership Team	12	41	29	12	6	53%	+19 ◇	+2 ◇	-9 ◇
B42 I feel that change is managed well in GIAA	5	25	33	27	9	30%	+6 ◇	-5 ◇	-15 ◇
B43 When changes are made in GIAA they are usually for the better	6	31	38	17	6	38%	+8 ◇	+2 ◇	-6 ◇
B44 GIAA keeps me informed about matters that affect me	12	52	22	10	64%	+11 ◇	+4 ◇	-4 ◇	
B45 I have the opportunity to contribute my views before decisions are made that affect me	8	37	26	22	7	45%	+13 ◇	+5 ◇	-5 ◇
B46 I think it is safe to challenge the way things are done in GIAA	9	40	27	15	10	49%	+12 ◇	-1	-8 ◇

All questions by theme

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

Engagement

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

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B47 I am proud when I tell others I am part of GIAA	14	35	34	12	5	49%	+6 ◆	-17 ◆	-23 ◆
B48 I would recommend GIAA as a great place to work	12	33	34	15	5	45%	+10 ◆	-16 ◆	-24 ◆
B49 I feel a strong personal attachment to GIAA	11	24	34	21	9	35%	+9 ◆	-17 ◆	-23 ◆
B50 GIAA inspires me to do the best in my job	12	30	35	16	8	42%	+10 ◆	-10 ◆	-17 ◆
B51 GIAA motivates me to help it achieve its objectives	10	32	35	15	8	42%	+13 ◆	-8 ◆	-14 ◆

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 GIAA will take action on the results from this survey	16	50	17	11	6	66%	+15 ◆	+15 ◆	+6 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	17	34	30	12	7	51%	+9 ◆	+13 ◆	+6 ◆

All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	33	52	7	6		85%	+4 ◇	-5 ◇	-7 ◇
B55 I believe I would be supported if I try a new idea, even if it may not work	20	49	17	11		68%	+4 ◇	-4 ◇	-8 ◇
B56 In GIAA, people are encouraged to speak up when they identify a serious policy or delivery risk	19	51	17	10		70%	+12 ◇	0	-5 ◇
B57 I feel able to challenge inappropriate behaviour in the workplace	16	51	13	14	6	67%	+6 ◇	0	-3 ◇
B58 GIAA is committed to creating a diverse and inclusive workplace	27	52	12	5		79%	+13 ◇	+3 ◇	-1

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B59 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	23	60	9	6		83%	+6 ◇	+26 ◇	+14 ◇

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^	21	45	25	7		66%	New	0	-6 ◇

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

All questions by theme

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

Wellbeing

The four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

	Low (0-4)	Medium (5-6)	High (7-8)	Very High (9-10)	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	13	17	52	18	70%	-1	+3 ◇	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	16	50	24	74%	+1	+3 ◇	0
W03 Overall, how happy did you feel yesterday?	18	18	43	21	64%	-2 ◇	+2 ◇	0

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?	20	32	17	30	30%	+1	-2 ◇	0

All questions by theme

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

Your plans for the future

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

			Difference from previous survey	Difference from CS2019
I want to leave GIAA as soon as possible		7%	-5 ◇	0
I want to leave GIAA within the next 12 months		16%	-3	+1 ◇
I want to stay working for GIAA for at least the next year		40%	+6 ◇	+7 ◇
I want to stay working for GIAA for at least the next three years		36%	+2	-8 ◇

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?			98%	0	+6 ◇	+3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			81%	+3 ◇	+16 ◇	+10 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in GIAA it would be investigated properly?			79%	+12 ◇	+7 ◇	+3 ◇

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		13%	-1	+2 ✧
No		78%	+1	-4 ✧
Prefer not to say		9%	0	+1

Your survey included a question about whether the discrimination occurred in your organisation. These results have been suppressed in this report to protect respondents anonymity, but do feed into the overall Civil Service results.

For respondents who selected 'Yes' to E01.

E02. On which of the following grounds were you discriminated against?^ (multiple selection)

		Response Count
Age	19	
Caring responsibilities	--	
Disability	--	
Ethnic background	--	
Gender	12	
Gender reassignment or perceived gender	--	
Grade or responsibility level	12	
Main spoken/ written language or language ability	--	
Marital status or civil partnership	--	
Mental health	--	
Pay	--	
Pregnancy, maternity or paternity	--	
Religion or belief	--	
Sex	--	
Sexual orientation	--	
Social or educational background	--	
Working location	18	
Working pattern	12	
Any other grounds	--	
Prefer not to say	--	

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

All questions by theme

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

Bullying and harassment

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

			Difference from previous survey	Difference from CS2019
Yes		11%	-3 ◇	0
No		80%	+3 ◇	-3 ◇
Prefer not to say		9%	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	--	
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	--	
Spreading gossip or making false accusations about me	12	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	15	
Physical assault (e.g. object thrown at me, pushed, hit)	--	
Humiliated in front of team or others	19	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	25	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	14	
Treated less favourably to others	17	
Ignored, excluded, marginalised	16	
Undermining or taking credit for my work	14	
Denied time off for personal ill health	--	
Denied time off for family or caring responsibilities	--	
Disclosure of personal / sensitive information to colleagues without my consent	--	
Something else not listed here	--	
Prefer not to say	--	

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

All questions by theme

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

Bullying and harassment

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

	Response Count	
A colleague in my Area/Directorate/Division	13	
A colleague in a different Area/Directorate/ Division of GIAA	--	
My manager	15	
Another senior member of staff in GIAA	15	
Someone I manage	--	
Someone working in a different Civil Service organisation	--	
Someone working for a non-Civil Service organisation	--	
A contractor	--	
A service user (e.g. customer, claimant, offender)	--	
A member of the public	--	
Someone else not listed here	--	
Prefer not to say	--	

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

For respondents who selected 'Yes' to E03.
E05. Did you report your experience of bullying and/or harassment?^

		Difference from previous survey	Difference from CS2019
Yes	57%	+15 ◇	+6 ◇
No	37%	-13 ◇	-5 ◇
Prefer not to say	7%	-2	0

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

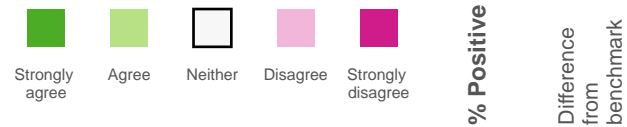
		Difference from CS2019
Appropriate action was taken to address the behaviour I experienced		
Yes	9%	-7
No	65%	+2
Prefer not to say	26%	+4
The bullying and/or harassment has stopped		
Yes	26%	-12
No	40%	+2
Prefer not to say	35%	+11
The culture in my area allows this kind of behaviour to continue		
Yes	60%	+5 ◇
No	19%	-7
Prefer not to say	21%	+2
I felt like I was punished for reporting the incident		
Yes	12%	-5
No	54%	-1
Prefer not to say	34%	+7
I moved to another team or role to avoid the behaviour		
Yes	29%	+8
No	46%	-14 ◇
Prefer not to say	24%	+8

Additional questions selected by organisation

⚡ indicates statistically significant difference from comparison

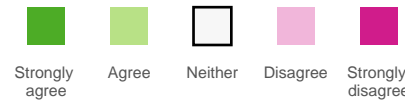
Safe to Challenge

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



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQB1	In the last 12 months, I have seen someone else being bullied or treated unfairly in GIAA*	Yes: 25% No: 68% Prefer not to say: 7%					68%	-1
LQB2	I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	17	49	28	5		67%	-1
LQB3	I feel comfortable speaking to those more senior than me about their actions and impact	13	43	19	18	7	56%	+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	9	33	26	21	10	42%	0

Smarter Working



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQD1	My manager trusts me to do my job effectively even if working in a different location to them (for example, in a different office, or from home)	55	38				93%	+3 ⚡
LQD2	My manager supports me to work as flexibly as possible in line with the requirements of my role	53	38	5			92%	+4 ⚡
LQD3	Smarter Working allows me to be more productive in my role	49	35	12			85%	+6 ⚡
LQD4	I feel confident in using modern workplace technologies to connect and collaborate with colleagues	39	42	10	7		81%	-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

Career Progression

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQK1	I am interested in exploring a broad range of opportunities at work to see what suits me best	29	48	18			77%	+10 ◆
LQK2	I am considering, or in the process of making, a significant change in my career (e.g. a change of profession or working hours)	13	24	22	33	8	37%	+4 ◆
LQK3	The culture in GIAA is supportive of career progression for staff who have non-standard working patterns	11	37	39	10		48%	-4 ◆
LQK4	I would choose to remain working in GIAA even if I were offered a similar job elsewhere in the public sector	7	25	39	20	10	31%	-8 ◆

Customer Service

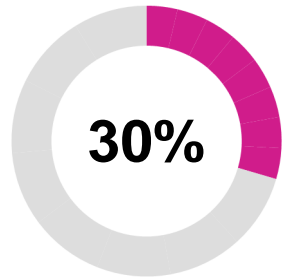
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQM1	I understand my customers' / service users' needs	33	59	6			92%	0
LQM2	My Area/Directorate/Division sets goals that are appropriately aligned to customer / service user requirements	19	54	19	7		73%	+3 ◆
LQM3	In GIAA, ideas and innovation are increasingly driven by customer / service user experience	11	39	29	16		50%	-6 ◆
LQM4	I feel supported when faced by unacceptable actions from customers / service users	17	46	25	9		64%	+3 ◆

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.

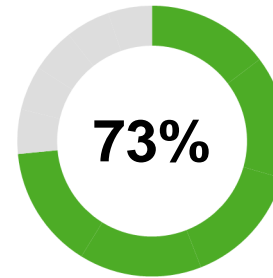
Proxy Stress Index and PERMA Index

◇ indicates statistically significant difference from comparison

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



Difference from previous survey	-3 ◇
Difference from CS2019	+1 ◇
Difference from CS High Performers	+3 ◇



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

Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.

We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

% positive

B05	I have a choice in deciding how I do my work	73%
B08	My manager motivates me to be more effective in my job	71%
B18	The people in my team can be relied upon to help when things get difficult in my job	81%
B26	I am treated with respect by the people I work with	84%
B30	I have clear work objectives	75%
B33	I have an acceptable workload	59%
B45	I have the opportunity to contribute my views before decisions are made that affect me	45%
E03	Have you been bullied or harassed at work, in the past 12 months?*	80%

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	92%
B03	My work gives me a sense of personal accomplishment	79%
B18	The people in my team can be relied upon to help when things get difficult in my job	81%
W01	Overall, how satisfied are you with your life nowadays?	70%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	74%

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>)