



# Headlines

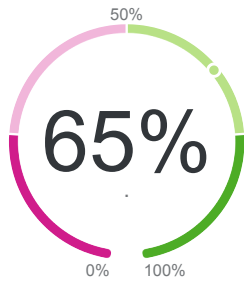
Responses: 1

2,164

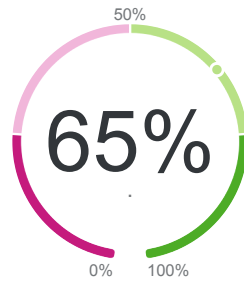
The 2020 People Survey ran from 1st October to 3rd November. 319,935 people, from 106 Civil Service organisations, completed the survey; giving us an overall response rate of 66%.

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.

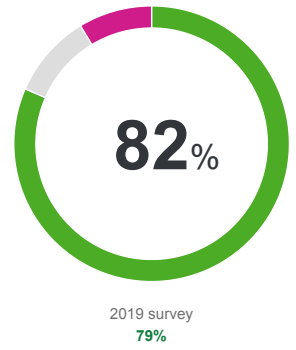
## 2020 Employee Engagement Index



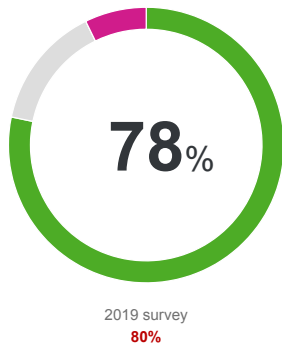
## 2019 Employee Engagement Index



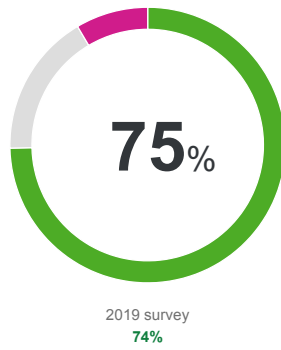
## My Work



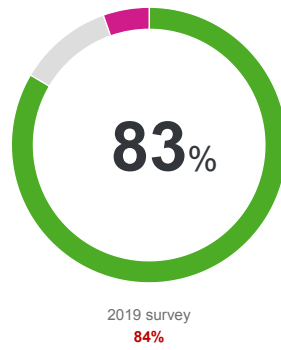
## Org Objectives



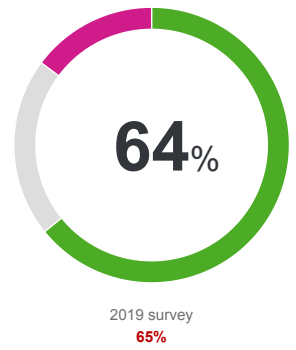
## My Manager



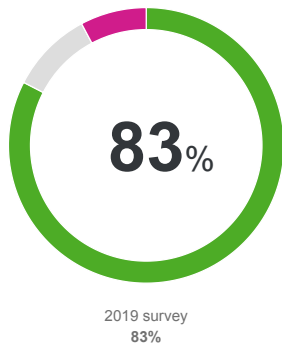
## My Team



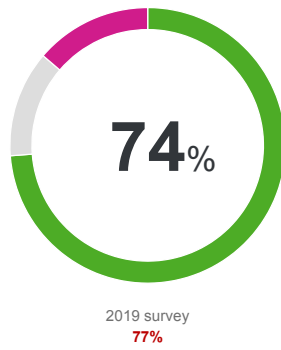
## L&D



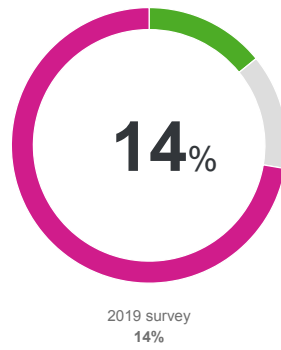
## Inclusion



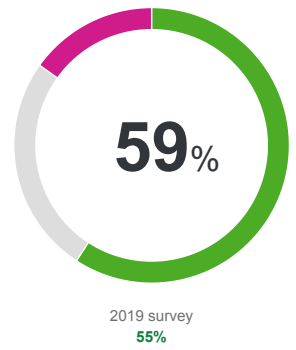
## Resources, Workload



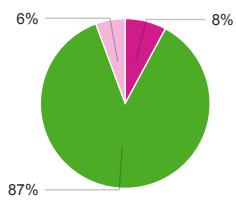
## Pay & Benefits



## Leadership & Change

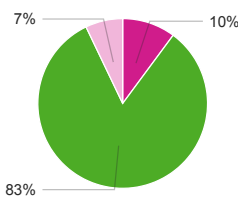


## Discriminated against (2020)



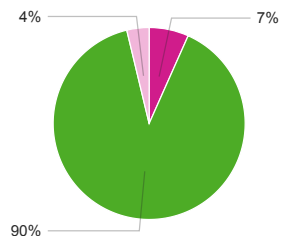
Yes No Prefer not to say

## Discriminated against (2019)



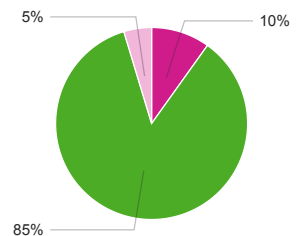
Yes No Prefer not to say

## Bullied/Harassed (2020)



Yes No Prefer not to say

## Bullied/Harassed (2019)



Yes No Prefer not to say

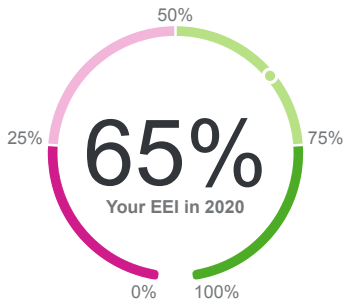


# Employee Engagement & Core Theme Scores

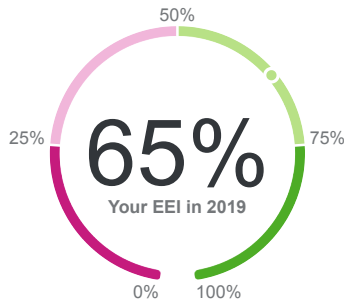
## Employee Engagement

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%).

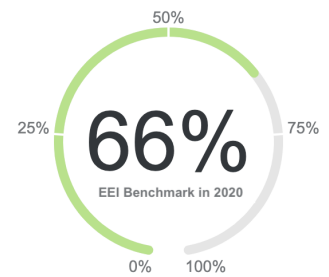
This year, your Employee Engagement Index is: **65%**



Last year, your Employee Engagement Index was: **65%**



The Civil Service Benchmark for 2020 is: **66%**



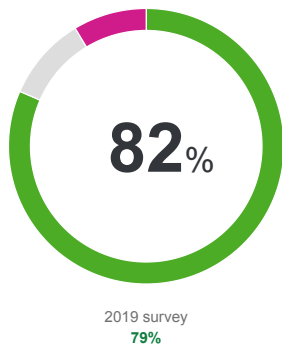
## Employee Engagement Question Scores (2020)

Question	Distribution	2019 survey	All Civil Servants	Civil Service Benchmark
B47. I am proud when I tell others I am part of my organisation	70% (Green), 20% (Grey), 9% (Red)	0	+6 ^	0
B48. I would recommend my organisation as a great place to work	67% (Green), 21% (Grey), 12% (Red)	-1	+6 ^	+1
B50. My organisation inspires me to do the best in my job	57% (Green), 27% (Grey), 15% (Red)	+3 ^	+3 ^	-1
B49. I feel a strong personal attachment to my organisation	54% (Green), 27% (Grey), 19% (Red)	+3 ^	0	-2 v
B51. My organisation motivates me to help it achieve its objectives	53% (Green), 31% (Grey), 16% (Red)	+2	+1	-3 v

## 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

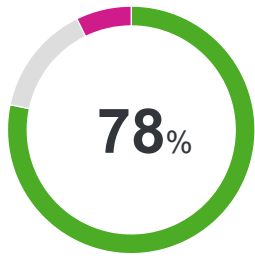


### My Work Question Scores

Question	Distribution	2019 survey	All Civil Servants	Civil Service Benchmark
B01. I am interested in my work	92% (Green), 8% (Red)	+2	+2 ^	0
B02. I am sufficiently challenged by my work	88% (Green), 12% (Red)	+4 ^	+5 ^	+4 ^
B05. I have a choice in deciding how I do my work	84% (Green), 16% (Red)	+1	+10 ^	+3 ^
B03. My work gives me a sense of personal accomplishment	83% (Green), 17% (Red)	+3 ^	+5 ^	+3 ^
B04. I feel involved in the decisions that affect my work	61% (Green), 19% (Grey), 20% (Red)	+1	+3 ^	-3 v

Civil Service Benchmark: 80%  
My Work

### Organisational Objectives & Purpose Theme Score ⓘ



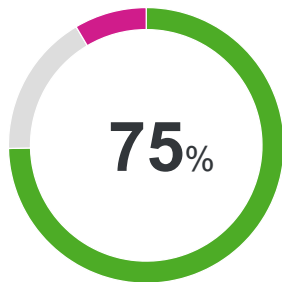
2019 survey  
80%

**Civil Service Benchmark: 85%**  
Organisational Objectives & Purpose

### Organisation Objectives & Purpose Question Scores

Question	Distribution	2019 survey	All Civil Servants	Civil Service Benchmark
B06. I have a clear understanding of my organisation's objectives	79% 14%	-2	-3 <span>∨</span>	-5 <span>∨</span>
B07. I understand how my work contributes to my organisation's objectives	78% 15%	-1	-7 <span>∨</span>	-9 <span>∨</span>

### My Manager Theme Score ⓘ



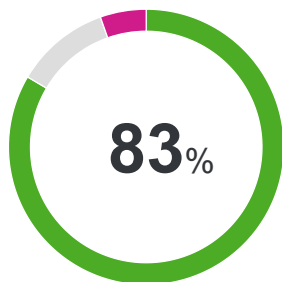
2019 survey  
74%

**Civil Service Benchmark: 74%**  
My Manager

### My Manager Question Scores

Question	Distribution	2019 survey	All Civil Servants	Civil Service Benchmark
B09. My manager is considerate of my life outside work	91%	0	+5 <span>∧</span>	+2 <span>∧</span>
B10. My manager is open to my ideas	88%	0	+6 <span>∧</span>	+2 <span>∧</span>
B13. My manager recognises when I have done my job well	86% 9%	+1	+4 <span>∧</span>	+2 <span>∧</span>
B12. Overall, I have confidence in the decisions made by my manager	85% 9%	+3 <span>∧</span>	+7 <span>∧</span>	+4 <span>∧</span>
B08. My manager motivates me to be more effective in my job	79% 12% 9%	+1	+5 <span>∧</span>	+3 <span>∧</span>
B16. I think that my performance is evaluated fairly	73% 18% 9%	+2	+4 <span>∧</span>	+1
B14. I receive regular feedback on my performance	73% 14% 13%	+2	+3 <span>∧</span>	+1
B15. The feedback I receive helps me to improve my performance	70% 20%	+1	+4 <span>∧</span>	+2 <span>∧</span>
B11. My manager helps me to understand how I contribute to my organisation's objectives	65% 25%	0	-3 <span>∨</span>	-6 <span>∨</span>
B17. Poor performance is dealt with effectively in my team	36% 49% 15%	0	-7 <span>∨</span>	-5 <span>∨</span>

### My Team Theme Score ⓘ



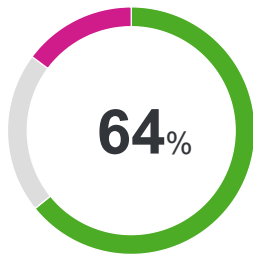
2019 survey  
84%

**Civil Service Benchmark: 84%**  
My Team

### My Team Question Scores

Question	Distribution	2019 survey	All Civil Servants	Civil Service Benchmark
B18. The people in my team can be relied upon to help when things get difficult in my job	89%	0	+1 <span>∧</span>	+1
B19. The people in my team work together to find ways to improve the service we provide	84% 11%	0	0	-2 <span>∨</span>
B20. The people in my team are encouraged to come up with new and better ways of doing things	77% 16%	-1	+1	-3 <span>∨</span>

### Learning & Development Theme Score i



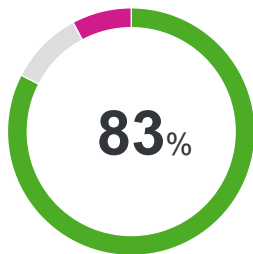
2019 survey  
65%

**Civil Service Benchmark: 56%**  
Learning & Development

### Learning & Development Question Scores

Question	Distribution	2019 survey	All Civil Servants	Civil Service Benchmark
B21. I am able to access the right learning and development opportunities when I need to	75% 14% 11%	0	+8 ^	+9 ^
B22. Learning and development activities I have completed in the past 12 months have helped to improve my performance?	67% 23% 11%	-2	+15 ^	+15 ^
B24. Learning and development activities I have completed while working for my organisation are helping me to develop my career	58% 27% 15%	+1	+8 ^	+6 ^
B23. There are opportunities for me to develop my career in my organisation	57% 21% 22%	-1	0	+5 ^

### Inclusion & Fair Treatment Theme Score i



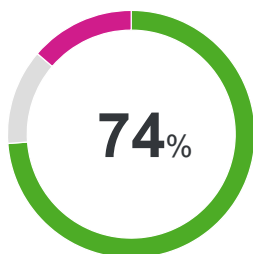
2019 survey  
83%

**Civil Service Benchmark: 82%**  
Inclusion & Fair Treatment

### Inclusion & Fair Treatment Question Scores

Question	Distribution	2019 survey	All Civil Servants	Civil Service Benchmark
B26. I am treated with respect by the people I work with	90% 8% 2%	0	+3 ^	+1
B25. I am treated fairly at work	85% 8% 7%	0	+3 ^	+1
B28. I think that my organisation respects individual differences (for example cultures, working styles, backgrounds, ideas, etc.)	80% 11% 8%	-1	+2 ^	0
B27. I feel valued for the work I do	76% 13% 11%	+2	+5 ^	+2

### Resources & Workload Theme Score i



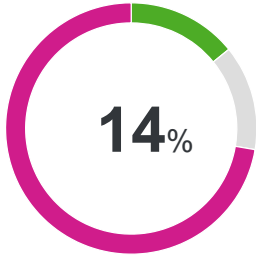
2019 survey  
77%

**Civil Service Benchmark: 75%**  
Resources & Workload

### Resources & Workload Question Scores

Question	Distribution	2019 survey	All Civil Servants	Civil Service Benchmark
B31. I have the skills I need to do my job effectively	92% 6% 2%	-1	+4 ^	+2 ^
B30. I have clear work objectives	77% 14% 9%	0	0	-2 v
B29. I get the information I need to do my job well	77% 14% 9%	0	+7 ^	+4 ^
B32. I have the tools I need to do my job effectively	77% 11% 12%	+2	+4 ^	+1
B34. I achieve a good balance between my work life and my private life	64% 14% 22%	-9 v	-7 v	-8 v
B33. I have an acceptable workload	57% 15% 28%	-10 v	-7 v	-7 v

Pay & Benefits Theme Score



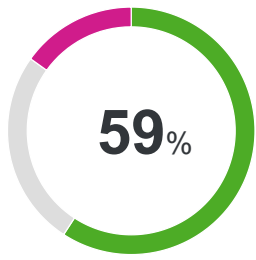
2019 survey  
14%

**Civil Service Benchmark: 40%**  
Pay & Benefits

Pay & Benefits Question Scores

Question	Distribution	2019 survey	All Civil Servants	Civil Service Benchmark
B36. I am satisfied with the total benefits package		+1	-26 ↓	-30 ↓
B35. I feel that my pay adequately reflects my performance		0	-22 ↓	-26 ↓
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable		0	-20 ↓	-22 ↓

Leadership & Managing Change Theme Score



2019 survey  
55%

**Civil Service Benchmark: 58%**  
Leadership & Managing Change

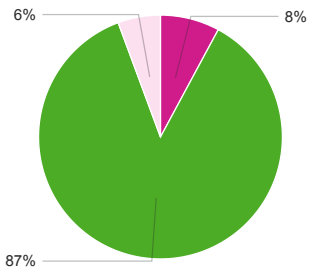
Leadership & Managing Change Question Scores

Question	Distribution	2019 survey	All Civil Servants	Civil Service Benchmark
B38. Senior managers in my organisation are sufficiently visible		+10 ^	+12 ^	+5 ^
B39. I believe the actions of senior managers are consistent with my organisation's values		+10 ^	+11 ^	+5 ^
B44. My organisation keeps me informed about matters that affect me		+2	+4 ^	0
B41. Overall, I have confidence in the decisions made by my organisation's senior managers		+9 ^	+11 ^	+4 ^
B40. I believe that my organisation's senior leaders have a clear vision for the future...		+4 ^	+3 ^	-2 ↓
B46. I think it is safe to challenge the way things are done in my organisation		0	0	-5 ↓
B42. I feel that change is managed well in my organisation		-1	+9 ^	+5 ^
B45. I have the opportunity to contribute my views before decisions are made that affect me		+1	+4 ^	-3 ↓
B43. When changes are made in my organisation they are usually for the better		+2	+4 ^	-1

## Discrimination

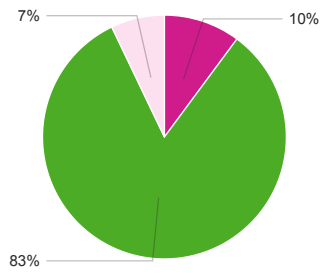
E01. Discriminated against at work in 2020 1

Yes No Prefer not to say



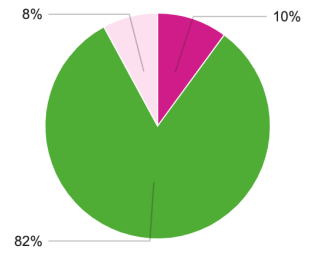
E01. Discriminated against at work in 2019 1

Yes No Prefer not to say

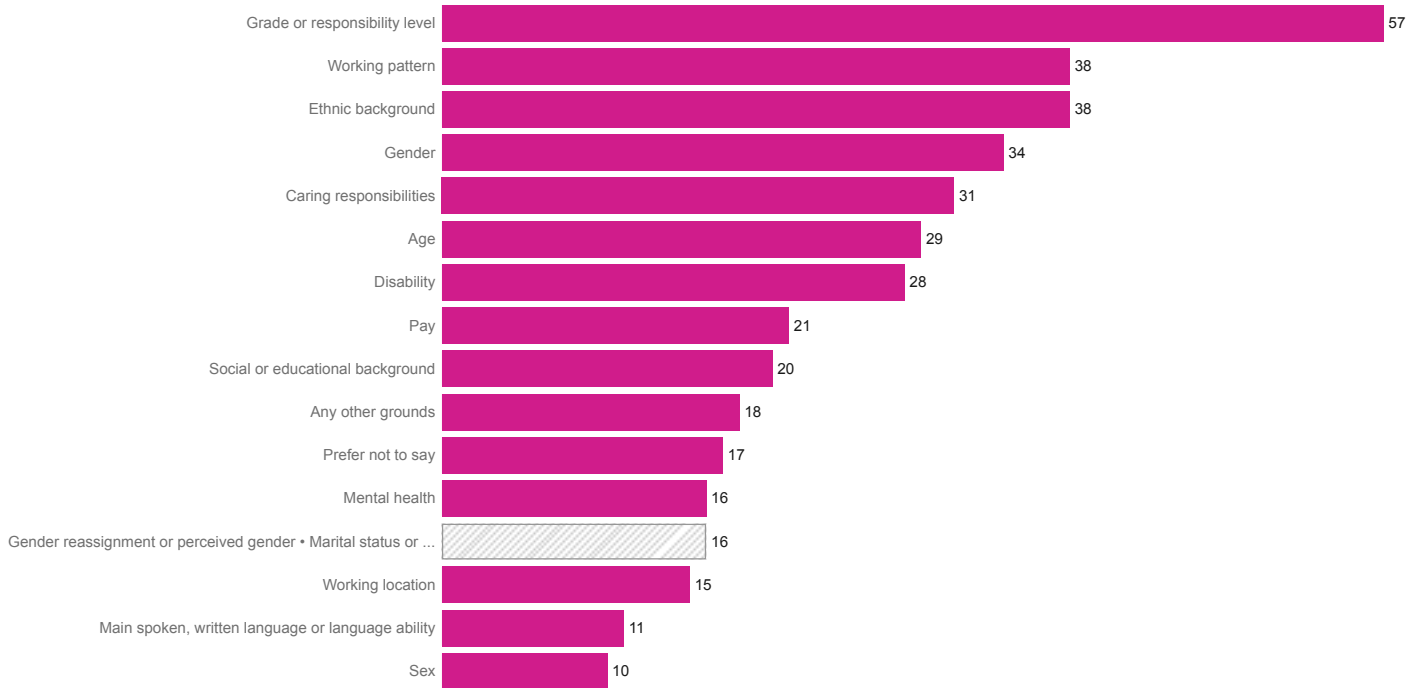


E01. Discriminated against at work in 2020 (all civil servants)

Yes No Prefer not to say



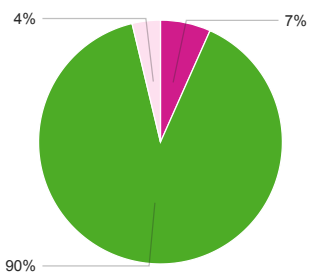
E02. Count of types of discrimination experienced (2020) 169 Responses



## Bullying & Harassment

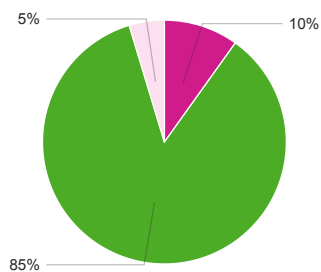
E03. Bullied and/or harassed at work in 2020 1

Yes No Prefer not to say



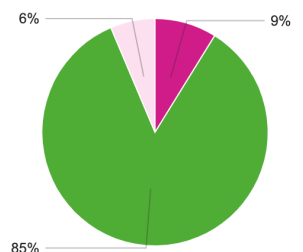
E03. Bullied and/or harassed at work in 2019 1

Yes No Prefer not to say

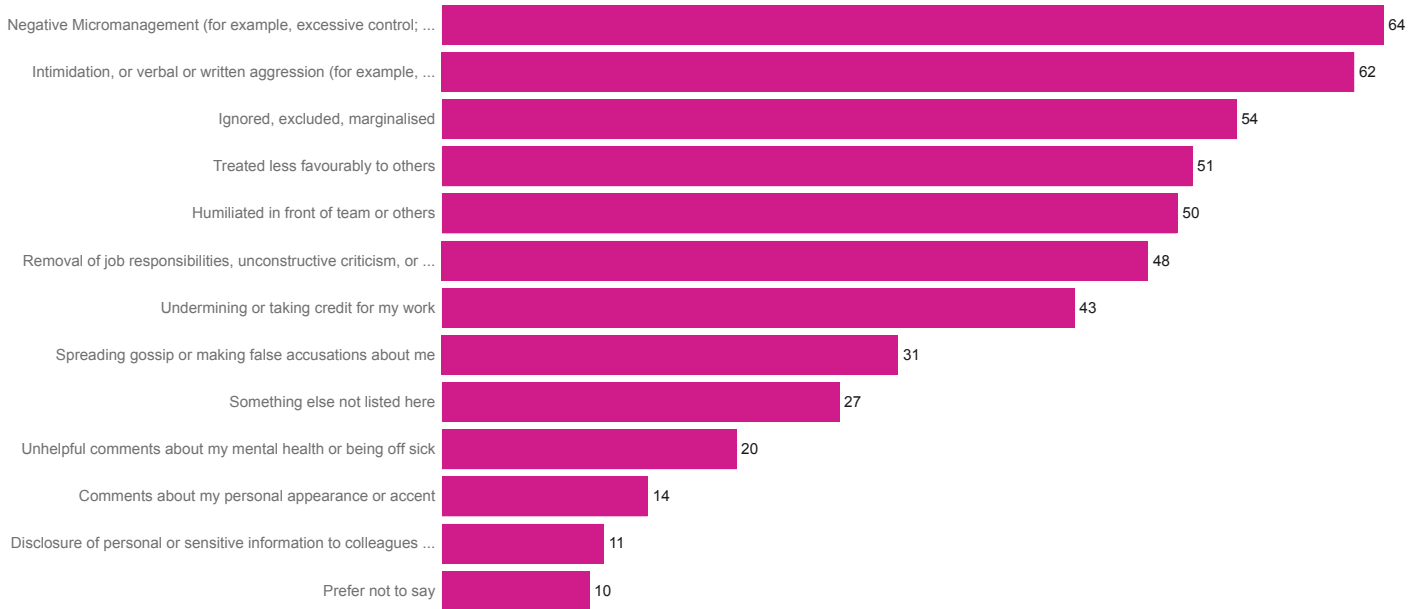


E03. Bullied and/or harassed at work in 2020 (all civil servants)

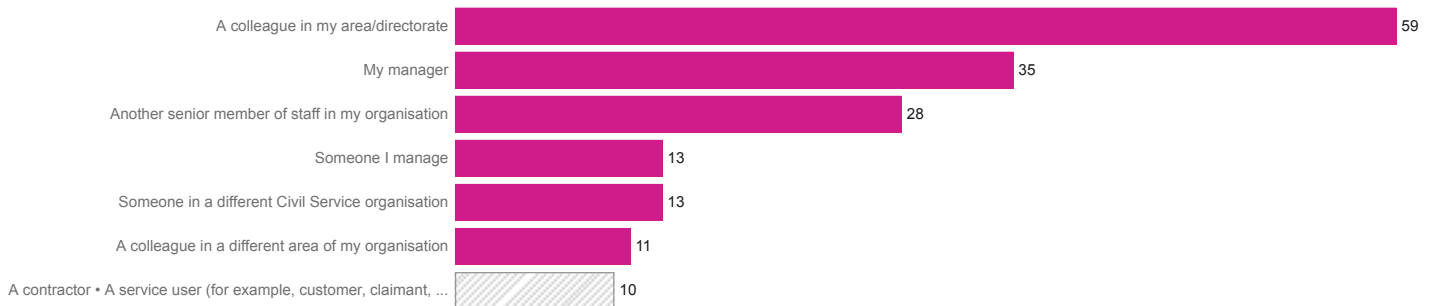
Yes No Prefer not to say



E03A. Count of nature of bullying and/or harassment experienced (multi-choice allowed) 144 Responses



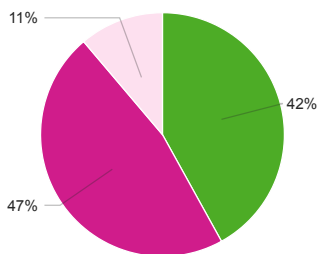
E04. Count of who perpetrated the bullying and/or harassment (multiple choice allowed) 125 Responses



### Whether and how the incident was reported

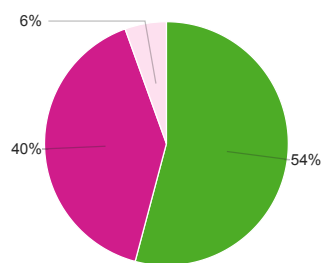
E05. Reported experience of bullying and/or harassment in 2020 1

● Yes ● No ● Prefer not to say



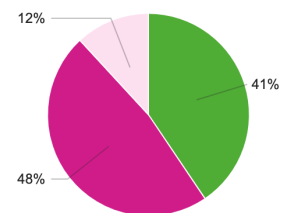
E05. Reported experience of bullying and/or harassment in 2019 1

● Yes ● No ● Prefer not to say

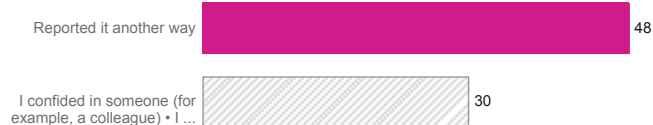


E05. Reported experience of bullying and/or harassment in 2020 (all civil servants)

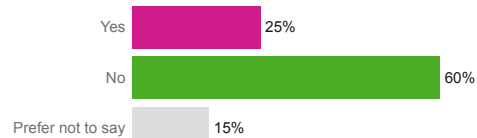
● Yes ● No ● Prefer not to say



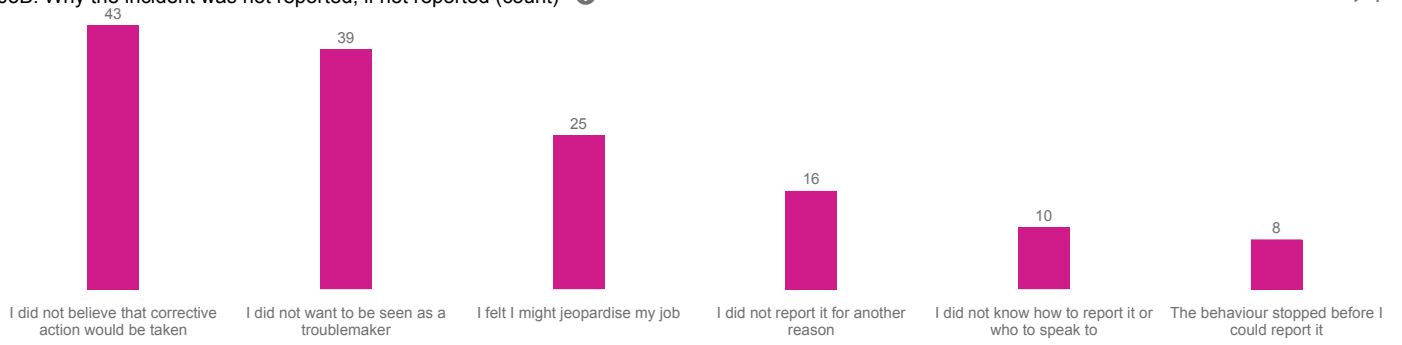
E05A. How the incident was reported, if reported (count) 1



E06\_D. Felt punished for reporting the incident in 2020 1



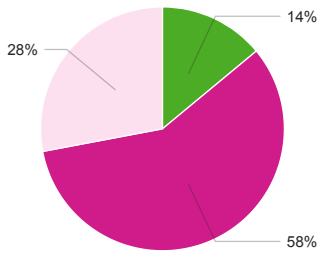
E05B. Why the incident was not reported, if not reported (count) 1



How respondents would describe their situation now

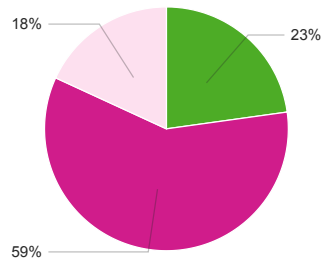
E06\_A. Appropriate action was taken to address the behaviour (2020) 1

Yes No Prefer not to say



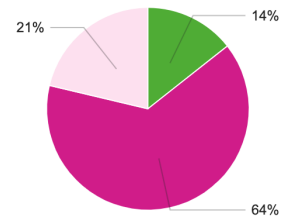
E06\_A. Appropriate action was taken to address the behaviour (2019) 1

Yes No Prefer not to say



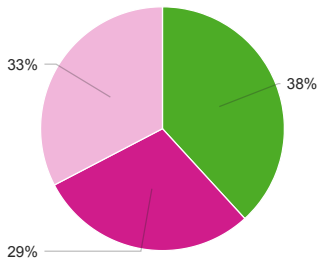
E06\_A. Appropriate action was taken to address the behaviour (2020, all civil servants)

Yes No Prefer not to say



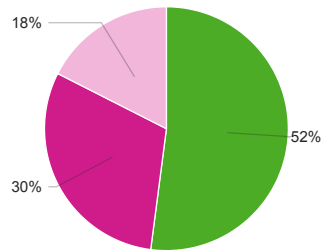
E06\_B. The bullying and/or harassment has stopped (2020) 1

Yes No Prefer not to say



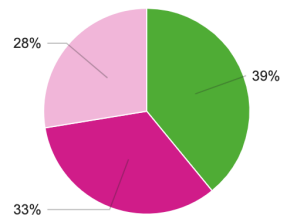
E06\_B. The bullying and/or harassment stopped (2019) 1

Yes No Prefer not to say



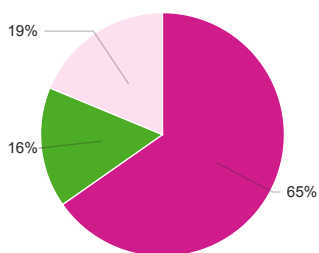
E06\_B. The bullying and/or harassment has stopped (2020, all civil servants)

Yes No Prefer not to say



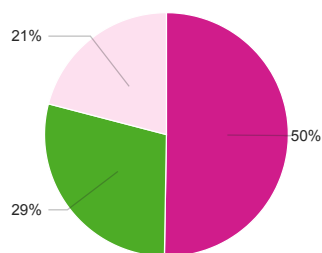
E06\_C. The culture in my area allows this behaviour to continue (2020) 1

Yes No Prefer not to say



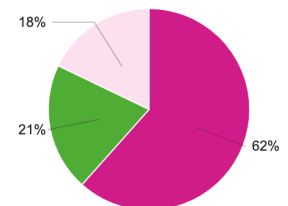
E06\_C. The culture in my area allows this behaviour to continue (2019) 1

Yes No Prefer not to say



E06\_C. The culture in my area allows this behaviour to continue (2020, all civil servants)

Yes No Prefer not to say



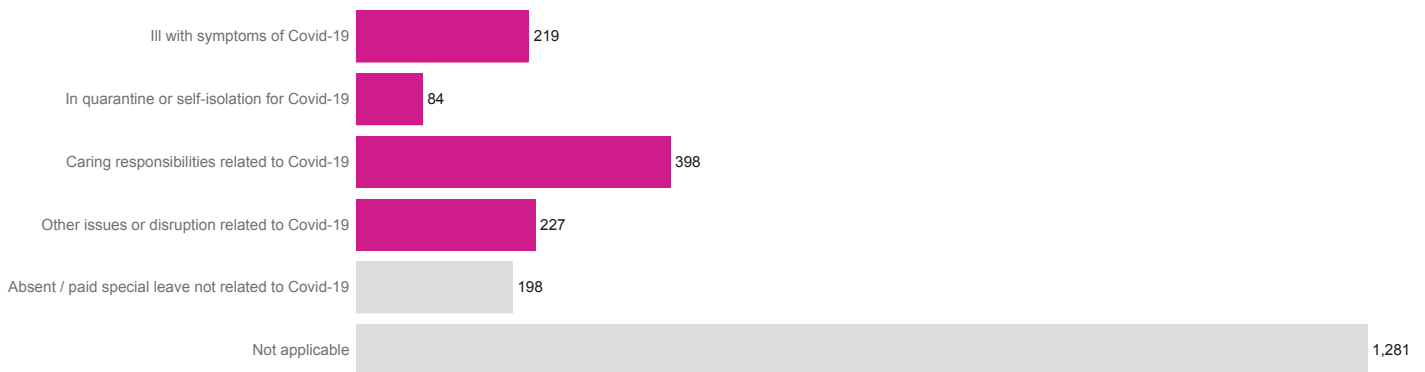




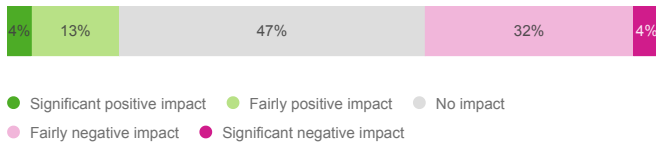
# The Coronavirus Pandemic

## CV1. Self-reported being unable to work for at least one day since the Covid-19 outbreak, for the following reasons 2,107 Responses

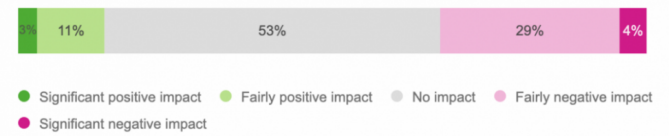
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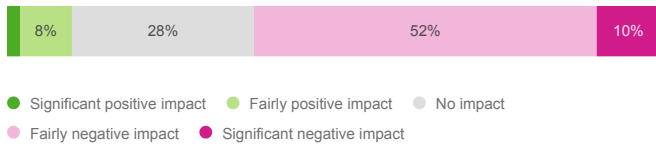
## CV2A. What impact has the Covid-19 pandemic had on your physical health?



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



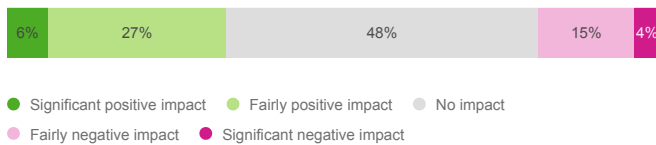
## CV2B. What impact has the Covid-19 pandemic had on your mental health?



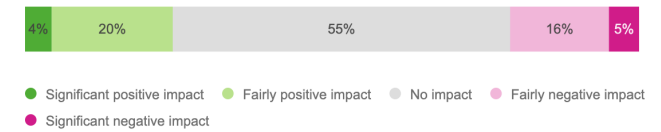
## CV2B. What impact has the Covid-19 pandemic had on your mental health? (All Civil Servants)



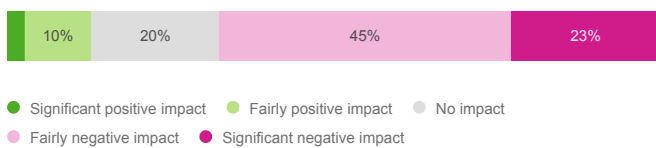
## CV2C. What impact has the Covid-19 pandemic had on your household finances?



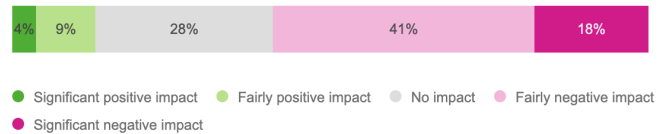
## CV2C. What impact has the Covid-19 pandemic had on your household finances? (All Civil Servants)



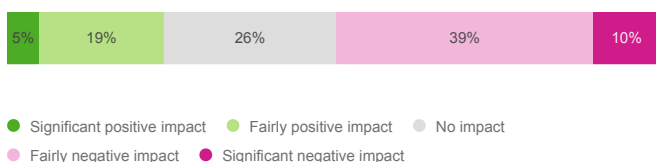
## CV2D. What impact has the Covid-19 pandemic had on your caring responsibilities? (Of those with child or adult care responsibilities)



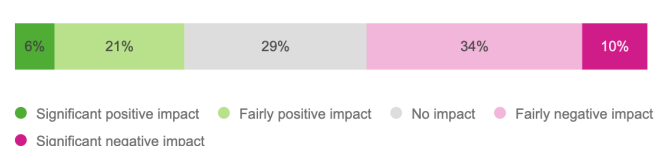
## CV2D. What impact has the Covid-19 pandemic had on your caring responsibilities? (All Civil Servants with caring responsibilities)



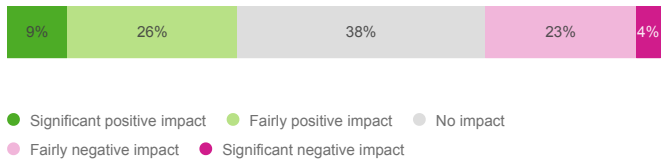
## CV2E. What impact has the Covid-19 pandemic had on your work?



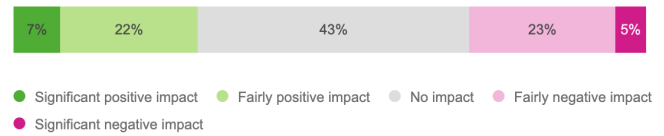
## CV2E. What impact has the Covid-19 pandemic had on your work? (All Civil Servants)



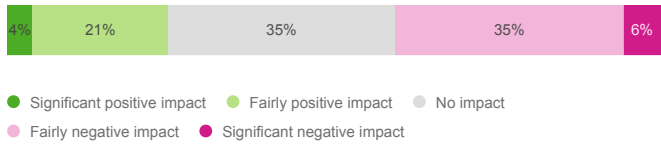
CV2F. What impact has the Covid-19 pandemic had on your productivity?



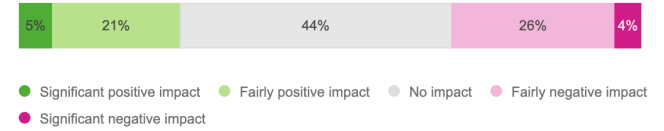
CV2F. What impact has the Covid-19 pandemic had on your productivity? (All Civil Servants)



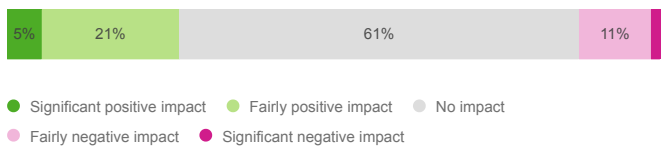
CV2G. What impact has the Covid-19 pandemic had on your relationships with the people you work with?



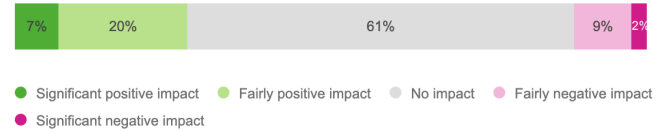
CV2G. What impact has the Covid-19 pandemic had on your relationships with the people you work with? (All Civil Servants)



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



CV2H. What impact has the Covid-19 pandemic had on your relationship with your manager? (All Civil Servants)



H2A. Main place of work since the Covid-19 pandemic

1



Office building or equivalent  
Home or other remote-working location  
A mix of both

Keeping in touch while working remotely

Question	Distribution	All Civil Servants	All Civil Service Respondents
H2C. My manager makes an effort to keep in touch with me when I'm working from home	86% 8%	+4 ^	+4 ^
H2B. When working from home, my team is good at keeping up with informal connections	75% 13% 11%	-3 v	-3 v

## 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	All Civil Servants	All Civil Service Respondents
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?		-9 <span>∨</span>	-2 <span>∨</span>	-2 <span>∨</span>
W01. Overall, how satisfied are you with your life nowadays?		-13 <span>∨</span>	-4 <span>∨</span>	-4 <span>∨</span>
W03. Overall, how happy did you feel yesterday?		-12 <span>∨</span>	-5 <span>∨</span>	-5 <span>∨</span>
W04. Overall, how anxious did you feel yesterday?		-7 <span>∨</span>	-7 <span>∨</span>	-7 <span>∨</span>

### 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



#### Response scale for question W04

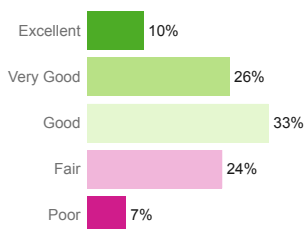


## Mental Health & Physical Health

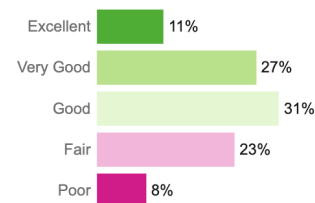
To help organisations and teams understand what they can do better to support those with mental and physical health problems to remain in and thrive through work, we asked two questions in the 2020 People Survey specifically on these topics (based on the World Health Organisation's Health and Work Performance 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

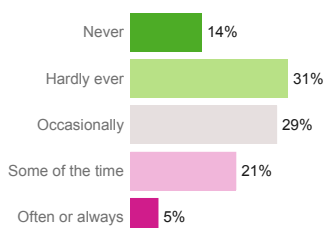


### J04B. Self-reported overall mental health (2020, all civil servants)

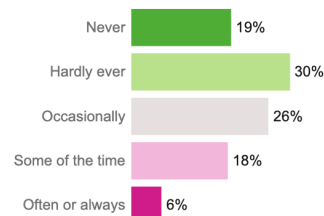


### W07. How often feel lonely (2020) ⓘ

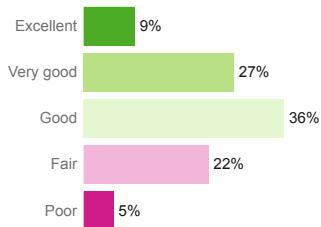
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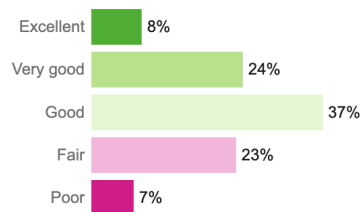
### W07. How often have felt lonely (2020, all civil servants)



W05. Self-reported overall physical health (2020)



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



W06. Musculoskeletal problems (MSD) in the last year



W06. Musculoskeletal problems (MSD) in the last year (all civil servants)



## Factors influencing wellbeing

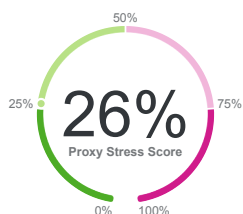
### Stressful work environments

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.

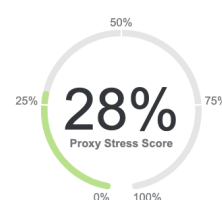
Your Proxy Stress Index (2020)



Your Proxy Stress Index (2019)



Proxy Stress Index (2020, all civil servants)



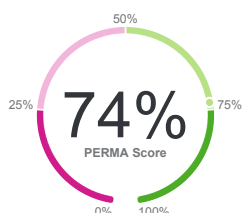
### Flourishing work environments

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:

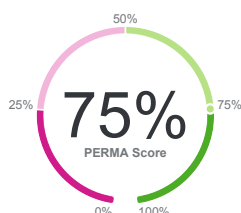
- **Positive emotion** - 'Overall, how satisfied are you with your life nowadays?' (W01)
- **Meaning** - 'Overall, to what extent do you feel the things you do in your life are worthwhile?' (W02)
- **Engagement** - 'I am interested in my work' (B01)
- **Relationships** - 'The people in my team can be 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.

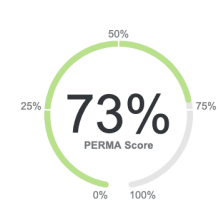
Your PERMA Index (2020)



Your PERMA Index (2019)



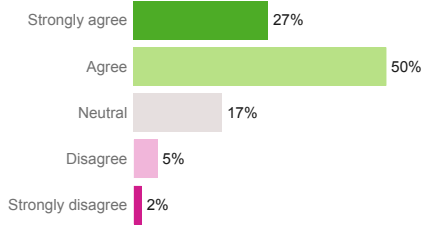
PERMA Index (2020, all civil servants)



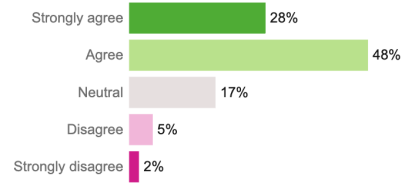
## Team Support

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



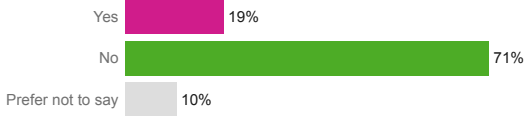
### W08. The people in my team genuinely care about my wellbeing (all civil servants)



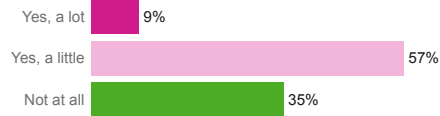


# Long-term illnesses and conditions

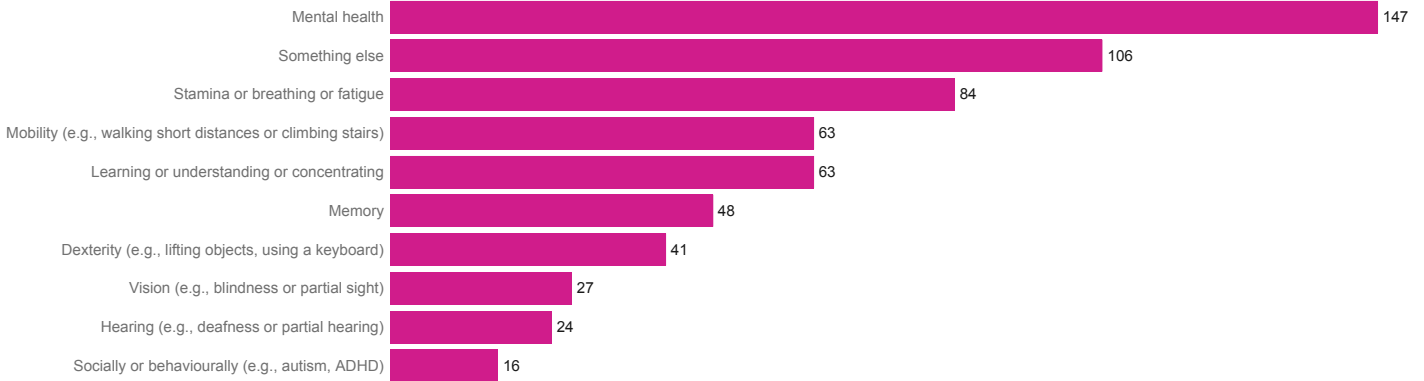
J04. Has a physical or mental health condition or illness lasting or expected to last 12 months or more ▼ 1



J04A. Condition or illness reduces ability to carry out day-to-day activities ▼ 1



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

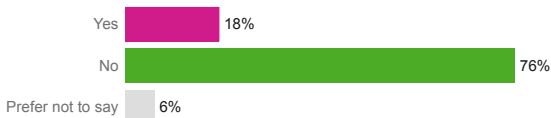


## Manager support for colleagues with disabilities, conditions or illnesses

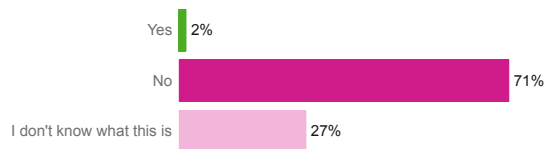
Question	Distribution	All Civil Servants	All Civil Service Respondents
J04F. My manager supports me to ensure I have the workplace adjustments I need to reduce the barriers I face due to my condition(s) or illness(es)	63% 30% 6%	-8 ▼	-8 ▼

# Caring responsibilities

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



J05C. Is a carer and has a carers' passport ▼ 1



## Manager support for carers

Question	Distribution	All Civil Servants	All Civil Service Respondents
J05B. I feel supported by my manager to balance my work and caring responsibilities	73% 22% 5%	-1	-1
J05A. As a carer, I know where to access information and support in my organisation	56% 26% 18%	-6 ▼	-6 ▼



# Reform & Modernisation

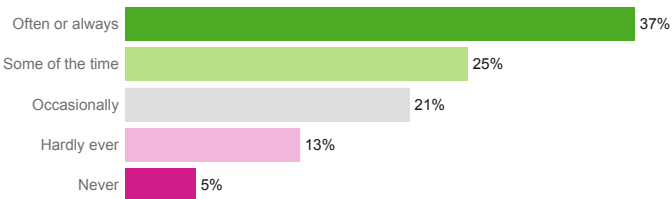
## Civil Service Vision

Question	Distribution	2019 survey	All Civil Servants	Civil Service Benchmark
B59. I am aware of the Civil Service vision for 'A Brilliant Civil Service'		-2	+10 ^	+11 ^

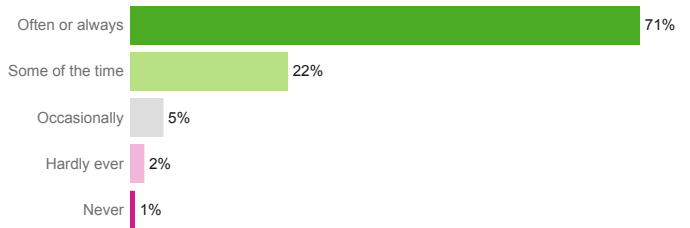
## Civil Service Reform ⓘ

Question	Distribution	2019 survey	All Civil Servants	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			+5 ^	+1
B59E. I usually have a choice in deciding where I do my work			+18 ^	+7 ^
B59B. The technology used by my organisation enables me to connect and collaborate with colleagues			-13 v	-19 v
B59A. I am aware of the Civil Service 'Shaping our Future Together' agenda			-4 v	-2

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



### B59D. Focus on results and impact rather than processes ⓘ ▾ 1



# Organisational Culture & Leadership

## Organisational Culture Results




Question	Distribution	2019 survey	All Civil Servants	Civil Service Benchmark
B54. I am trusted to carry out my job effectively		+1	+5 ^	+3 ^
B58. My organisation is committed to creating a diverse and inclusive workplace		+1	+4 ^	+3 ^
B56. In my organisation, people are encouraged to speak up when they identify a serious...		0	+7 ^	+5 ^
B55. I believe I would be supported if I try a new idea, even if it may not work		-2	+5 ^	+2 ^
B57. I feel able to challenge inappropriate behaviour in the workplace		0	0	+1

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

Question	Distribution	2019 survey	All Civil Servants	Civil Service Benchmark
B60. Managers in my Area, Directorate or Division actively role model the behaviours set out in the Civil Service Leadership Statement		+4 ^	+10 ^	+4 ^

# The Civil Service Code

## Civil Service Code Results ⓘ

Question	Distribution	2019 survey	All Civil Servants	Civil Service Benchmark
D01. Are you aware of the Civil Service Code?		+2 ^	+5 ^	+3 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in your organisation it would be investigated properly?		-3 v	+3 ^	-2
D02. Are you aware of how to raise a concern under the Civil Service Code?		+4 ^	0	+1





# 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.

## Belief that action has and/or will be taken

Question	Distribution	2019 survey	All Civil Servants	Civil Service Benchmark
B52. My senior managers will act on this year's survey results		+1	+16 ^	+8 ^
B53. Effective action has been taken on last year's survey results, where I work		-3 v	+11 ^	+9 ^

## 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.

## Top drivers of engagement ⓘ

Impact	Question	Distribution	2019 survey
	B27. I feel valued for the work I do		+2
	B41. Overall, I have confidence in the decisions made by my organisation's senior managers		+9 ^
	B43. When changes are made in my organisation they are usually for the better		+2
	B40. I believe that my organisation's senior leaders have a clear vision for the future...		+4 ^
	B42. I feel that change is managed well in my organisation		-1

[View items \(35\) with too few responses](#)

## 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.

## C01. Future Intentions

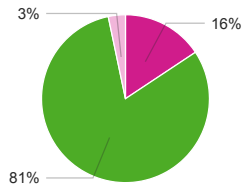




# Local questions: Safe to Challenge

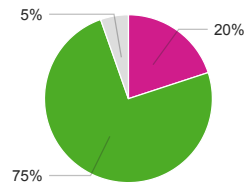
LQB1. In the last 12 months, I have seen someone else being bullied or treated unfairly in my organisation (2020) ▼ 1

● Yes ● No ● Prefer not to say



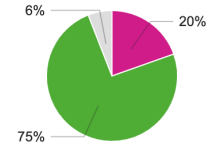
LQB1. In the last 12 months, I have seen someone else being bullied or treated unfairly in my organisation (2019) ▼ 1

● Yes ● No ● Prefer not to say



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



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

Question	Distribution ▼	2019 survey	All Civil Servants	All Local Question Respondents
LQB5. If I see or experience any form of wrongdoing in my organisation, I know how to raise a concern		-	-2	-2
LQB2. I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me		0	-8 ▼	-8 ▼
LQB3. I feel comfortable speaking to those more senior than me about their actions and impact		+2	-6 ▼	-6 ▼
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		+4 ^	+3 ^	+3 ^

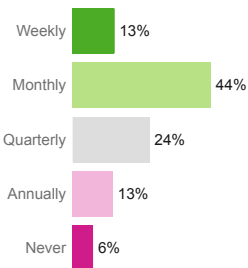


# Local questions: Performance Management

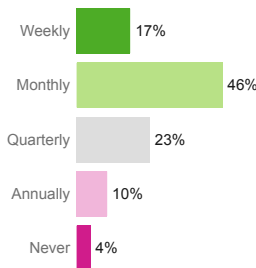
## Local question results: Performance Management

Question	Distribution ▾	2019 survey	All Civil Servants	All Local Question Respondents
LQH1. I feel empowered by my manager to do my job		+2	+7 ^	+8 ^
LQH2. The one-to-one conversations I have with my manager are helping me to achieve my full potential		-1	+8 ^	+8 ^

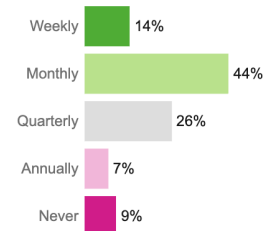
LQH3A. How often discuss progress against objectives with manager (2020) ▾ 1



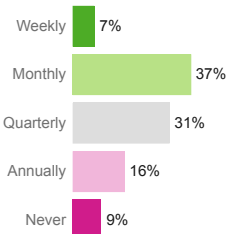
LQH3A. How often discuss progress against objectives with manager (2019) ▾ 1



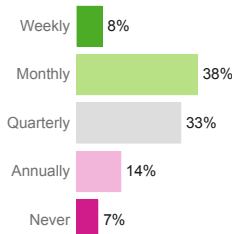
LQH3A. How often discuss progress against objectives with manager (all local question respondents)



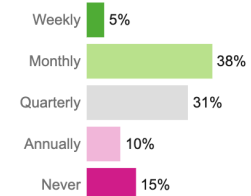
LQH3B. How often do you discuss your development needs and career goals with your manager? (2020) ▾ 1



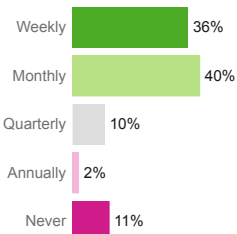
LQH3B. How often do you discuss your development needs and career goals with your manager? (2019) ▾ 1



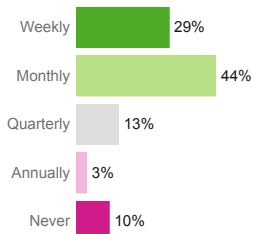
LQH3B. How often do you discuss your development needs and career goals with your manager? (2020, all local question respondents)



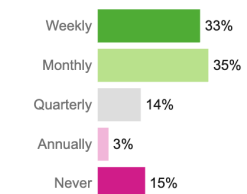
LQH3C. How often do you discuss your personal wellbeing and or work-related stress with your manager? (2020) ▾ 1



LQH3C. How often do you discuss your personal wellbeing and or work-related stress with your manager? (2019) ▾ 1



LQH3C. How often do you discuss your personal wellbeing and or work-related stress with your manager? (2020, all local question respondents)





The People Survey 2020

# Local questions: Support for Managers

## Local question results: Support for Managers ⓘ

Question	Distribution <span>▼</span>	2019 survey	All Civil Servants	All Local Question Respondents
LQ11. I understand what is expected of me as a manager	 93%	-	-2 <span>▼</span>	-1
LQ15. I feel confident in managing others even if they are working in a different location to me	 89% 8%	-	0	0
LQ13. I feel confident in supporting the health and wellbeing of the people I manage	 85% 10% 5%	-	-3 <span>▼</span>	-3 <span>▼</span>
LQ12. As a manager, I feel adequately supported to deliver my responsibilities	 75% 12% 13%	-	-4 <span>▼</span>	-4 <span>▼</span>
LQ14. I feel confident in addressing poor performance in my team	 72% 17% 11%	-	-9 <span>▼</span>	-9 <span>▼</span>