The 2022 Civil Service People Survey ran from 22 September to 31 October. 346,957 people, from 102 Civil Service organisations, completed the survey; giving us an overall response rate of 65%.

Here you'll find your Employee Engagement Index, the nine Core Theme Scores, and the Discrimination, Bullying and Harassment rates.

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Your Employee Engagement Index - 2022 vs 2021
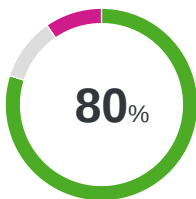
Your 2022 Employee Engagement Index. ▽

59%

Your 2021 Employee Engagement Index. ▽

62%
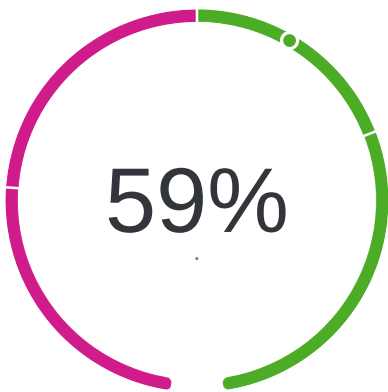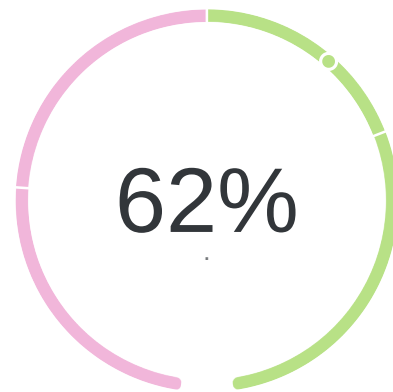
Core Themes

My Work Theme Score

80%

vs 2021

▼ 1

Organisational Objectives & Purpose Theme Score

75%
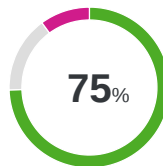
vs 2021

▼ 2

My Manager Theme Score

79%

vs 2021

0

My Team Theme Score

84%

vs 2021

0

Learning & Development Theme Score

62%

vs 2021

▼ 1

Inclusion & Fair Treatment Theme Score

83%

vs 2021

▼ 2

Resources and Workload Theme Score

73%

vs 2021

▼ 1

Pay & Benefits Theme Score

9%

vs 2021

▼ 4

Leadership & Managing Change Theme Score

50%

vs 2021

▼ 6

Discrimination, Bullying and Harassment - 2022 vs 2021

2022 Discriminated against grouped ▽

- No
- Yes
- Prefer not to say

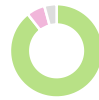### 2021 Discriminated against grouped ▽

- No
- Yes
- Prefer not to say

2022 Bullied/Harrassed grouped ▽

- No
- Yes
- Prefer not to say

2021 Bullied/Harrassed grouped ▽

- No
- Yes
- Prefer not to say

2022 Employee Engagement & Core Theme Scores

This page includes the findings for your organisation and at Civil Service Level for the following core themes: employee engagement; my work, organisational objectives, my manager, my team, learning and development; inclusion and fair treatment; resources and workload; pay and benefits; leadership and managing change. A comparison between 2022 and 2021 scores is also included.

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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 (B47 - B51) in the People Survey to measure employee engagement, and combine all responses (positive, neutral and negative) into a summary index score to tell you where they sit on a scale of very disengaged (0%) through to very engaged (100%).

The Civil Service Employee Engagement Index (EEI) in 2022 is 65%.
It decreased 1 percentage point compared to 2021 (median scores).

The graphs on the right present your EEI for 2022 and 2021.

The charts below, instead, displays the five questions that are used to calculate your EEI.
For each question, we've looked at the difference between the proportion of your employees who responded favourably (i.e. selected agree or strongly agree), and compared this to your 2021 results, your parent, and the Civil Service Benchmark.

If the difference is statistically significant, giving us confidence that the difference is not due to random chance, then an arrow will appear. If the arrow is

Your 2022 Employee Engagement Index is:

59%
Your EEI in 2022
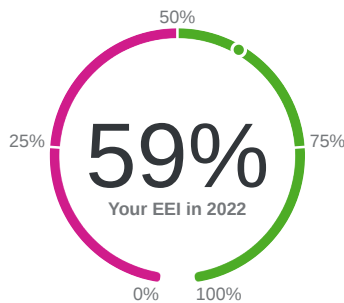
Your 2021 Employee Engagement Index was:

62%
Your EEI in 2021
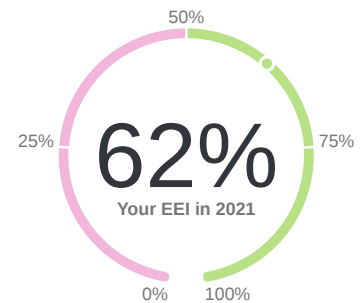
Employee Engagement Question Scores 2022 vs 2021

Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B47. I am proud when I tell others I am part of my organisation	60% / 25% / 15%	-7 ˅	0	-7 ˅	Improve
B48. I would recommend my organisation as a great place to work	52% / 26% / 23%	-10 ˅	0	-9 ˅	Improve
B50. My organisation inspires me to do the best in my job	48% / 31% / 21%	-5 ˅	0	-8 ˅	Improve
B49. I feel a strong personal attachment to my organisation	45% / 29% / 26%	-4 ˅	0	-6 ˅	Improve
B51. My organisation motivates me to help it achieve its objectives	43% / 33% / 23%	-4 ˅	0	-9 ˅	Improve

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. Unlike the engagement score only positive responses count towards these scores.
Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

My Work

The Civil Service benchmark score for the My Work theme in 2022 is 79%, 1 percentage point lower compared to 2021.

The graph on the right shows the My Work score for your organisation, while the one below presents the scores for each of the theme questions (B01-B04).

Your percent positive theme score is shown in green and the centre of the chart.
Your percent neutral is in grey, and percent negative in pink.

My Work Theme Score

80%

vs 2021

▼ 1

My Work Question Scores 2022 vs 2021

Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B01. I am interested in my work	91%	-1	0	+1	Improve
B02. I am sufficiently challenged by my work	87% 7% 6%	0	0	+4 ^	Improve
B05. I have a choice in deciding how I do my work	84% 10% 7%	0	0	+3 ^	Improve
B03. My work gives me a sense of personal accomplishment	80% 12% 8%	-1	0	+2 ^	Improve
B04. I feel involved in the decisions that affect my work	58% 19% 24%	-1	0	-4 ⌄	Improve

Organisational Objectives & Purpose

The Civil Service benchmark score for the Organisational Objectives & Purpose theme in 2022 is 83%, 2 percentage points lower than in 2021.

The graph on the right shows the Organisational Objectives & Purpose score for your organisation, while the one below presents the scores for each of the theme questions (B06-B07).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Organisational Objectives & Purpose Theme Score

75%

vs 2021

▼ 2
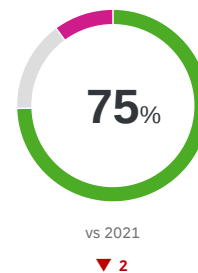
Organisation Objectives & Purpose Question Scores 2022 vs 2021

Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B07. I understand how my work contributes to my organisation's objectives	75% 16% 9%	-1	0	-10 ⌄	Improve
B06. I have a clear understanding of my organisation's objectives	74% 15% 11%	-3 ⌄	0	-8 ⌄	Improve

My Manager

The Civil Service benchmark score for the My Manager theme in 2022 is 78%, 1 percentage point lower compared to 2021.

The graph on the right shows the My Manager score for your organisation, while the one below presents the scores for each of the theme questions (B08-B16 [question number B17 has been removed as this question was not included in 2022 and scores - including for 2021 - have been re-calculated excluding it]).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

My Manager Theme Score

79%

vs 2021

0

My Manager Question Scores 2022 vs 2021

Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B09. My manager is considerate of my life outside work	93%	+2 ^	0	+4 ^	Improve
B10. My manager is open to my ideas	90% 7%	0	0	+4 ^	Improve
B13. My manager recognises when I have done my job well	86% 9%	+2	0	+3 ^	Improve
B12. Overall, I have confidence in the decisions made by my manager	86% 9%	0	0	+4 ^	Improve
B08. My manager motivates me to be more effective in my job	80% 13% 7%	+1	0	+4 ^	Improve
B16. I think that my performance is evaluated fairly	73% 21% 7%	+1	0	+1	Improve
B14. I receive regular feedback on my performance	70% 16% 13%	0	0	-2	Improve
B15. The feedback I receive helps me to improve my performance	69% 22% 9%	-1	0	+2 ^	Improve
B11. My manager helps me to understand how I contribute to my organisation's objectives	63% 27% 10%	-1	0	-8 ∨	Improve

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My Team

The Civil Service benchmark score for the My Team theme in 2022 is 84%, 1 percentage point lower compared to 2021.

The graph on the right shows the My Team score for your organisation, while the one below presents the scores for each of the theme questions (B18-B20).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

My Team Theme Scores

84%

vs 2021

0

My Team Question Scores 2022 vs 2021

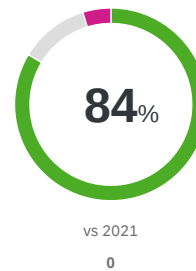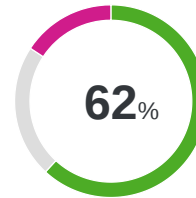| Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B18. The people in my team can be relied upon to help when things get difficult in my job	89% 7%	0	0	+1 ^	Improve
B19. The people in my team work together to find ways to improve the service we provide	84% 12%	-1	0	-1	Improve
B20. The people in my team are encouraged to come up with new and better ways of doing things	77% 16% 7%	0	0	-1	Improve

Learning & Development

The Civil Service benchmark score for the Learning & Development theme in 2022 is 55%, 1 percentage point lower compared to 2021. The graph on the right shows the Learning & Development score for your organisation, while the one below presents the scores for each of the theme questions (B21-B24).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink. The full question text for two of the questions is below:

B22 "Learning and development activities I have completed in the past 12 months have helped to improve my performance"

Learning & Development Theme Score

62%

vs 2021

▼ 1

Learning & Development Question Scores 2022 vs 2021

Question	Distribution				vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B21. I am able to access the right learning and development opportunities when I need to	74%	14%	12%		-2	0	+8 ∧	Improve
B22. Learning and development activities I have completed in the past 12 months have helped to improve...	65%	25%	10%		0	0	+13 ∧	Improve
B24. Learning and development activities I have completed while working for …	55%	28%	16%		-1	0	+5 ∧	Improve
B23. There are opportunities for me to develop my career in my organisation	53%	22%	25%		-3	0	+1	Improve

Inclusion and Fair Treatment

The Civil Service benchmark score for the Inclusion and Fair Treatment theme in 2022 is 81%, 1 percentage point lower compared to 82% in 2021.

The graph on the right shows the Inclusion and Fair Treatment score for your organisation, while the one below presents the scores for each of the theme questions (B25-B28).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Inclusion & Fair Treatment Theme Score

83%
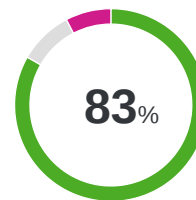
vs 2021

▼ 2

Inclusion & Fair Treatment Question Scores 2022 vs 2021

Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B26. I am treated with respect by the people I work with	92%	0	0	+3 ^	Improve
B25. I am treated fairly at work	87% 7%	-1	0	+2 ^	Improve
B28. I think that my organisation respects individual differences (for example cultures, working styles, backgrounds, ideas, etc.)	82% 11% 8%	-2	0	+2	Improve
B27. I feel valued for the work I do	73% 13% 14%	-3 ˅	0	+2	Improve

Resources & Workload

The Civil Service benchmark score for the Resources & Workload theme in 2022 is 74%, 1 percentage point lower compared to 2021.

The graph on the right shows the Resources & Workload score for your organisation, while the one below presents the scores for each of the theme questions (B29-B34).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Resources & Workload Theme Score

73%

vs 2021

▼ 1
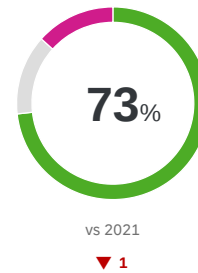
Resources & Workload Question Scores 2022 vs 2021

Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B31. I have the skills I need to do my job effectively	91% 7%	-1	0	+2 ^	Improve
B29. I get the information I need to do my job well	74% 15% 11%	-2	0	+2 ^	Improve
B32. I have the tools I need to do my job effectively	74% 13% 13%	+1	0	-1	Improve
B30. I have clear work objectives	74% 16% 11%	-4 ˅	0	-3 ˅	Improve
B34. I achieve a good balance between my work life and my private life	68% 14% 19%	+1	0	-5 ˅	Improve
B33. I have an acceptable workload	59% 15% 26%	+1	0	-3 ˅	Improve

Pay & Benefits

The Civil Service benchmark score for the Pay & Benefits theme in 2022 is 28%, 11 percentage points lower compared to 39% in 2021.

The graph on the right shows the Pay & Benefits score for your organisation, while the one below presents the scores for each of the theme questions (B35-B37).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Pay & Benefits Theme Score

9%
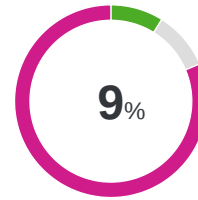
vs 2021

▼ 4

Pay & Benefits Question Scores 2022 vs 2021

Question	Distribution			vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B36. I am satisfied with the total benefits package	10%	13%	77%	-4 ⌄	0	-24 ⌄	Improve
B35. I feel that my pay adequately reflects my performance		9%	81%	-5 ⌄	0	-17 ⌄	Improve
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable		7%	86%	-4 ⌄	0	-15 ⌄	Improve

Leadership & Managing Change

The Civil Service benchmark score for the Leadership & Managing Change theme in 2022 is 54%, 4 percentage points lower compared to 58% in 2021.

The graph on the right shows the Leadership & Managing Change score for your organisation, while the one below presents the scores for each of the theme questions (B38-B46).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Leadership & Managing Change Score

50%
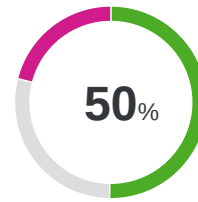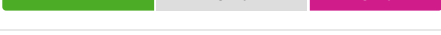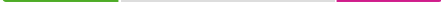
vs 2021

▼ 6

Leadership & Managing Change Question Scores 2022 vs 2021

Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B38. Senior managers in my organisation are sufficiently visible	75% / 12% / 13%	-5 ⌄	0	+3 ⌃	Improve
B39. I believe the actions of senior managers are consistent with my organisation's values	70% / 21% / 9%	-1	0	+3 ⌃	Improve
B44. My organisation keeps me informed about matters that affect me	60% / 22% / 18%	-7 ⌄	0	-6 ⌄	Improve
B41. Overall, I have confidence in the decisions made by my organisation's senior managers	58% / 25% / 16%	-3 ⌄	0	0	Improve
B40. I believe that my organisation's senior leaders have a clear vision for the future of my organisation	47% / 34% / 20%	-7 ⌄	0	-8 ⌄	Improve
B46. I think it is safe to challenge the way things are done in my organisation	47% / 31% / 23%	-2	0	-6 ⌄	Improve
B42. I feel that change is managed well in my organisation	35% / 34% / 31%	-5 ⌄	0	-3 ⌄	Improve
B45. I have the opportunity to contribute my views before decisions are made that affect me	33% / 32% / 34%	-12 ⌄	0	-9 ⌄	Improve
B43. When changes are made in my organisation they are usually for the better	27% / 49% / 25%	-7 ⌄	0	-9 ⌄	Improve

2022 Discrimination, Bullying and Harassment Scores

This page includes the findings for your organisation and at Civil Service Level for the following topics: discrimination; types of discrimination experienced; bullying and harassment at work; grounds and nature of bullying and harassment; reporting of the incident and outcomes.
A comparison between 2022 and 2021 scores is also included.
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2022 Discrimination

In 2022, 7% of Civil Servants indicated that they have been discriminated against at work in the past 12 months. This remained unchanged compared to 2021.

The graphs in this section show the figures for the organisation or team you have selected.

E01. Discriminated against at work 2022

No	87%
Prefer not to say	6%
Yes, while working in my current team	4%
Yes, while working in another team in ...	1%
Yes, while working in another Civil ...	1%
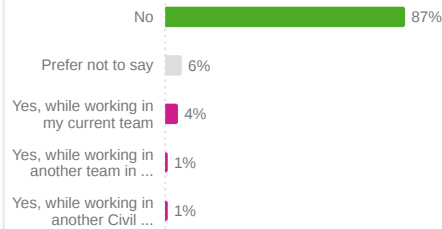
E01. Discriminated against at work (grouped) 2022 vs 2021

	No	Yes	Prefer not to say
CSPS 2022	87%	6%	6%
CSPS 2021	88%	6%	6%

Legend: No (green) · Yes (magenta) · Prefer not to say (grey)

E02. Count of types of discrimination experienced (multiple choice allowed) 2022 vs 2021. Answer options with fewer than 10 responses will be suppressed to protect the anonymity of small groups of individuals.

Type	CSPS 2022	CSPS 2021	Grouped for Anonymity
Ethnic background	36	42	
Grade or responsibility level	32	45	
Gender	32	25	
Age	20	17	
Disability	20	25	
Working pattern	17	18	
Caring responsibilities	17	21	
Any other grounds (please specify)	17	13	
Prefer not to say	15	12	
Social or educational background	13	17	
Working location	12	17	
Mental health	12	16	
Pay	-	-	21
Main spoken, written language or language ability	-	-	13
Sex	-	-	18
Religion or belief	-	-	19
Pregnancy, maternity or paternity	-	-	14
Gender reassignment or perceived gender • Marital status or civil partnership • Sexual orientation	-	-	10

Legend: CSPS 2022 · CSPS 2021 · Grouped for Anonymity

Bullying & Harassment
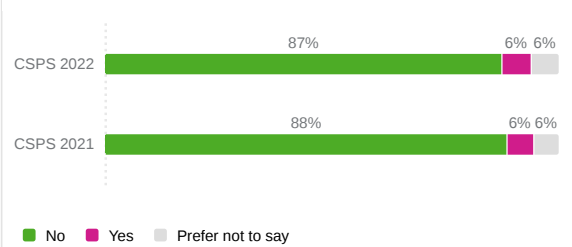
In 2022, 7% of Civil Servants indicated that they have been bullied and/or harassed at work in the past 12 months.
This remained unchanged compared to 2021.

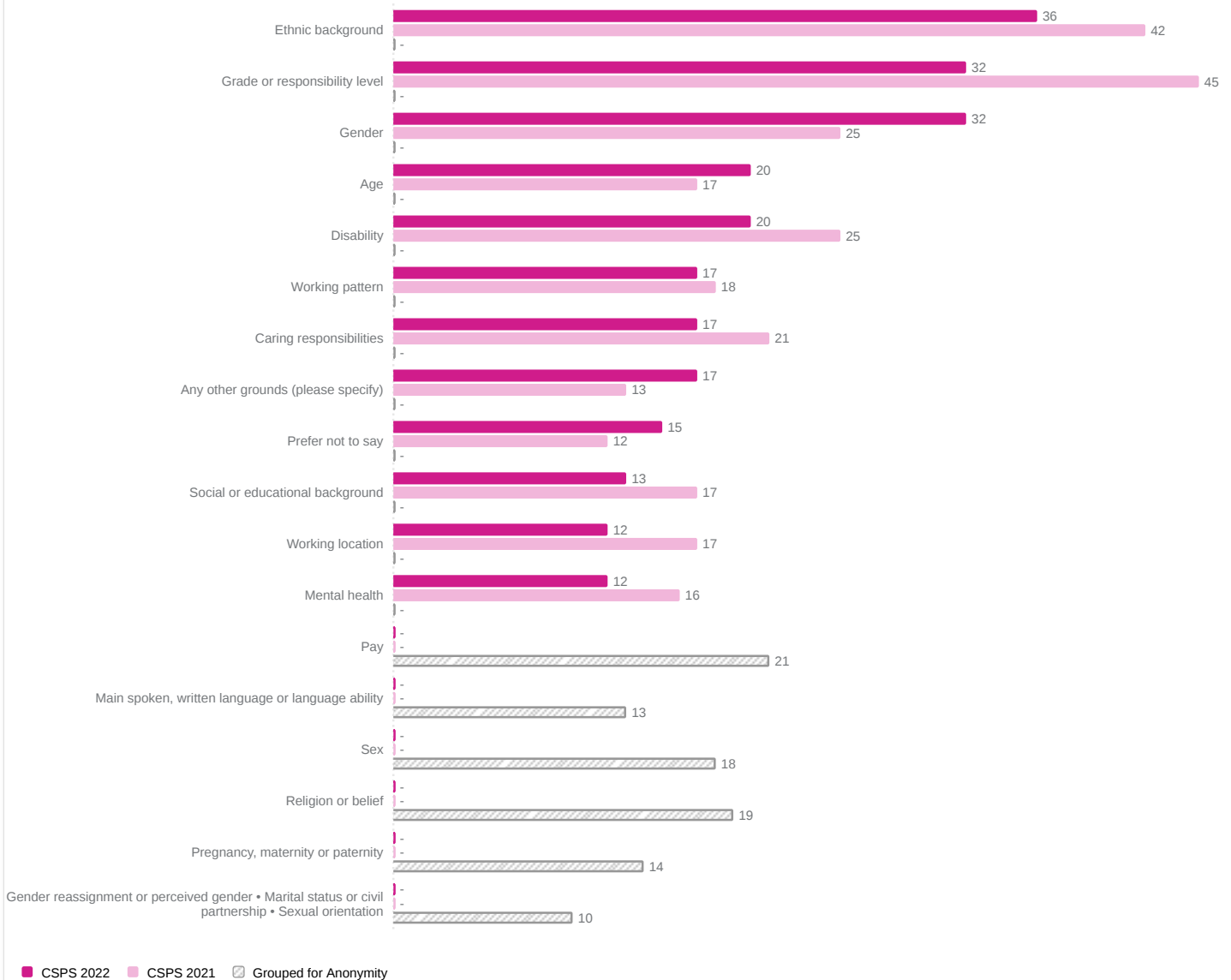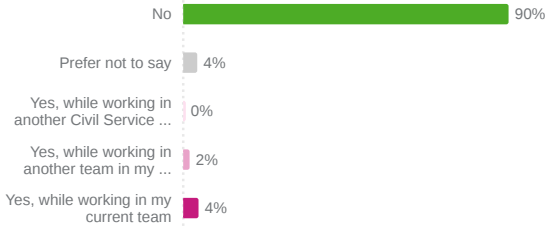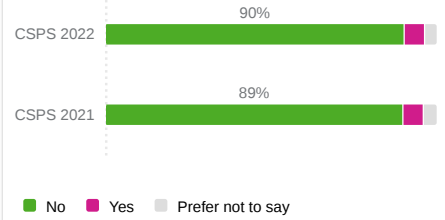The graphs in this section show the figures for the organisation or team you have selected.

E03. Bullying and or harassed at work in 2022 ▽

No	90%
Prefer not to say	4%
Yes, while working in another Civil Service ...	0%
Yes, while working in another team in my ...	2%
Yes, while working in my current team	4%

E03. Bullied and or harassed at work 2022 vs 2021

CSPS 2022	90%
CSPS 2021	89%

■ No ■ Yes ☐ Prefer not to say

Grounds and nature of bullying and harassment

Of those who said they had experienced bullying and/or harassment at work in the past 12 months, these are the ground(s) on which they felt it was based (Question E03A). Answer options with fewer than 10 responses will be suppressed to protect the anonymity of small groups of individuals.

Caution should be applied when comparing the two years, considering the change in the headcounts and that this question allowed multiple choices.

E03A. Count of nature of bullying and/or harassment experienced (multiple choice allowed) 2022 vs 2021

	2022	2021
Negative Micromanagement (for example, excessive control; made to feel incompetent)	61	73
Intimidation, or verbal or written aggression (for example, shouting, making threats, sending aggressive emails)	55	59
Ignored, excluded, marginalised	45	46
Treated less favourably to others	43	48
Humiliated in front of team or others	43	37
Undermining or taking credit for my work	37	42
Removal of job responsibilities, unconstructive criticism, or changing expectations	33	45
Spreading gossip or making false accusations about me	20	22
Something else not listed here (please specify)	15	18
Comments about my personal appearance or accent	11	14
Unhelpful comments about my mental health or being off sick	-	- / 15
Disclosure of personal or sensitive information to colleagues without my consent	-	- / 15
Denied time off for family or caring responsibilities	-	- / 12
Prefer not to say	-	- / 14
Denied time off for personal ill health ▪ Sexual harassment (for example, sexual comments or jokes, unwelcome sexual advances, touching or assault)	-	- / 13

■ CSPS 2022 ■ CSPS 2021 ▨ Grouped for Anonymity

Perpetrator of bullying and harassment

Of those who said they had experienced bullying and/or harassment at work in the past 12 months, the graph below shows who bullied and or harassed them (Question E04). Answer options with fewer than 10 responses will be suppressed to protect the anonymity of small groups of individuals.

Caution should be applied when comparing the two years, considering the change in the headcounts and that this question allowed multiple choices.

E04. Count of who perpetrated the bullying and/or harassment (multiple choice allowed) 2022 vs 2021

A colleague in my Area, Directorate or Division
- CSPS 2022: 39
- CSPS 2021: 37
- -

My manager
- CSPS 2022: 37
- CSPS 2021: 38
- -

Another senior member of staff in my organisation
- CSPS 2022: 36
- CSPS 2021: 33
- -

Prefer not to say
- CSPS 2022: 19
- CSPS 2021: 14
- -
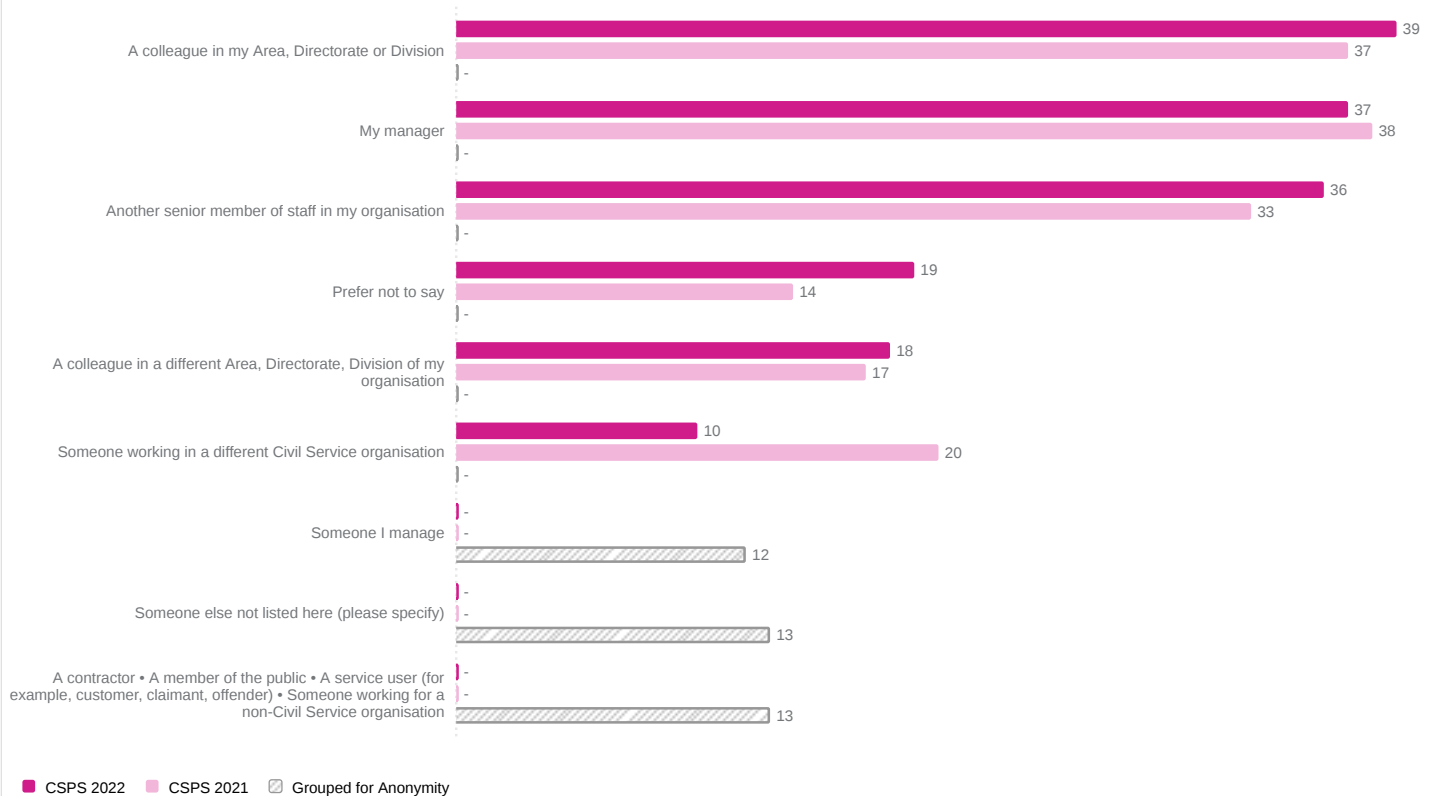
A colleague in a different Area, Directorate, Division of my organisation
- CSPS 2022: 18
- CSPS 2021: 17
- -

Someone working in a different Civil Service organisation
- CSPS 2022: 10
- CSPS 2021: 20
- -

Someone I manage
- CSPS 2022: -
- CSPS 2021: -
- Grouped for Anonymity: 12

Someone else not listed here (please specify)
- CSPS 2022: -
- CSPS 2021: -
- Grouped for Anonymity: 13

A contractor • A member of the public • A service user (for example, customer, claimant, offender) • Someone working for a non-Civil Service organisation
- CSPS 2022: -
- CSPS 2021: -
- Grouped for Anonymity: 13

Legend: ■ CSPS 2022   ■ CSPS 2021   ▨ Grouped for Anonymity
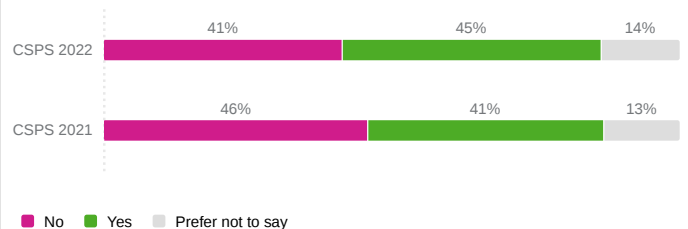
Whether and how the incident was reported

In 2022, 39% of Civil Servants indicated that they have reported their experience of bullying and harassment (compared to 38% in 2021) while 47% did not (compared to 48% in 2020).
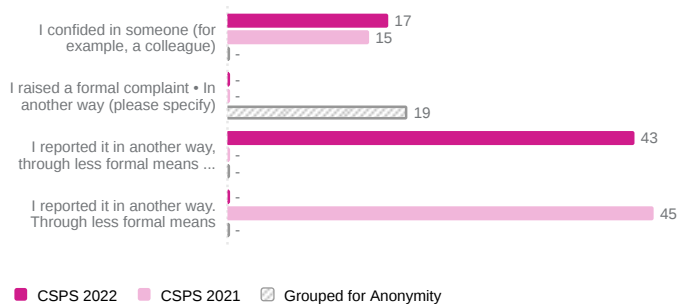
The graph on the right shows the findings of reporting for your organisation or team for question E05, while those below present information on how people reported their experience (q. E05A); whether they felt punished for reporting it (q. E06_D) and why did they not report the incident (q. E05B).

Please note that for questions E05A and E05B multiple choice were allowed.

E05. Reported experience of bullying and or harassment in 2022 vs 2021

CSPS 2022: 41% | 45% | 14%
CSPS 2021: 46% | 41% | 13%

Legend: ■ No   ■ Yes   ▨ Prefer not to say

E05A. How the incident was reported, if reported (count - multiple choice allowed) 2022 vs 2021

I confided in someone (for example, a colleague)
- CSPS 2022: 17
- CSPS 2021: 15
- -

I raised a formal complaint • In another way (please specify)
- CSPS 2022: -
- CSPS 2021: -
- Grouped for Anonymity: 19

I reported it in another way, through less formal means ...
- CSPS 2022: 43
- CSPS 2021: -

I reported it in another way. Through less formal means
- CSPS 2022: -
- CSPS 2021: 45

Legend: ■ CSPS 2022   ■ CSPS 2021   ▨ Grouped for Anonymity

E06_D. Did you feel you were punished for reporting the incident? 2022 vs 2021

CSPS 2022: 58% | 19% | 24%
CSPS 2021: 65% | 35%

Legend: ■ No   ■ Yes   ▨ Prefer not to say   ▨ Grouped for Anonymity
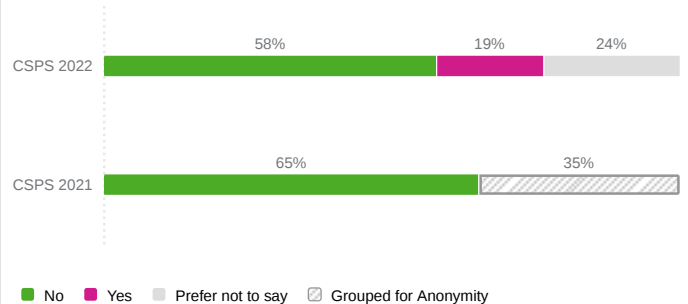
E05B. Why the incident was not reported for those who experienced bullying and or harassment (count - multiple choice allowed) 2022 vs 2021

| Reason	CSPS 2022	CSPS 2021
I did not believe that corrective action would be taken	39	46
I felt I might jeopardise my job	30	27
I did not want to be seen as a troublemaker	28	34
I did not know how to report it or who to speak to	11	14
I did not report it for another reason (please specify) • The behaviour stopped before I could report it	11	14

■ CSPS 2022   ■ CSPS 2021
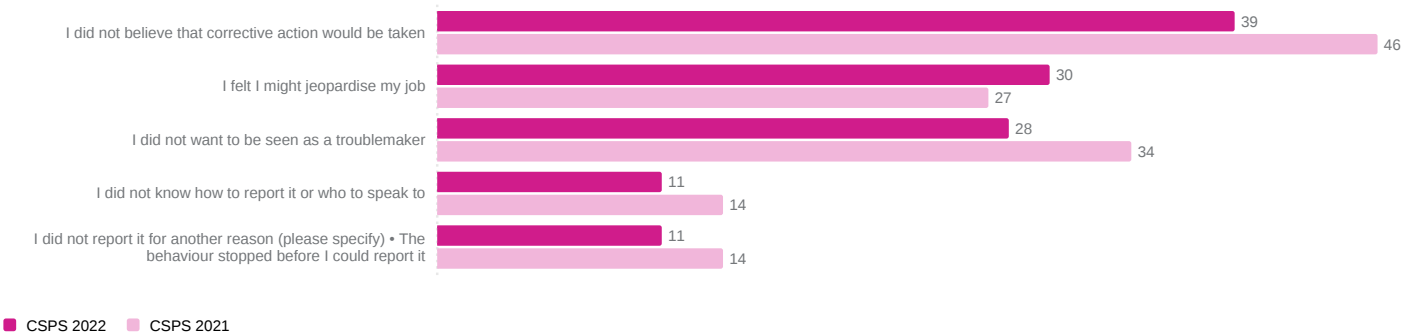
How respondents would describe their situation now

In 2022, of those who said they had experienced bullying and/or harassment in the past 12 months, the proportion of Civil Servants who said they felt appropriate action was taken to address it is 29% (unchanged compared to 2021).
57% indicated that they feel that no action was taken (unchanged compared to 2021); and
13% preferred not to say (unchanged compared to 2021).

The graph on the right shows the proportion of responses to E06_A for the organisation or team you are selecting.

E06_A. Appropriate action was taken to address the behaviour 2022 vs 2021
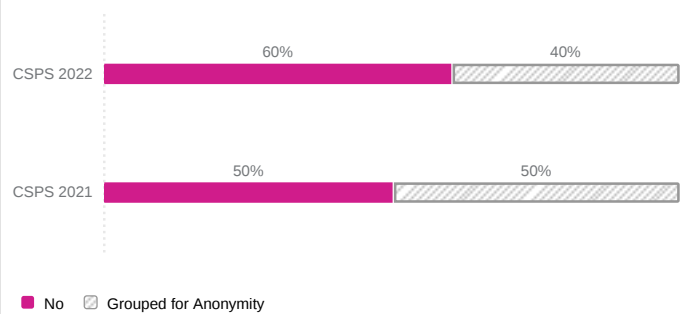
	No	Grouped for Anonymity
CSPS 2022	60%	40%
CSPS 2021	50%	50%

■ No   ▨ Grouped for Anonymity

In 2022, of those who said they had experienced bullying and or harassment in the past 12 months preceding the 2022 People Survey, the proportion of Civil Servants who said the behaviour has stopped at the point of completing the survey is 40%.
32% indicated the behaviour is continuing; and
28% preferred not to say.

In 2021, at Civil Service level:
40% indicated that the behaviour has stopped;
30% indicated that it has not;
27% preferred not to say.

The graph on the right shows the proportion of responses to E06_B for the organisation or team you are selecting.

E06_B. The bullying and or harassment has stopped 2022 vs 2021

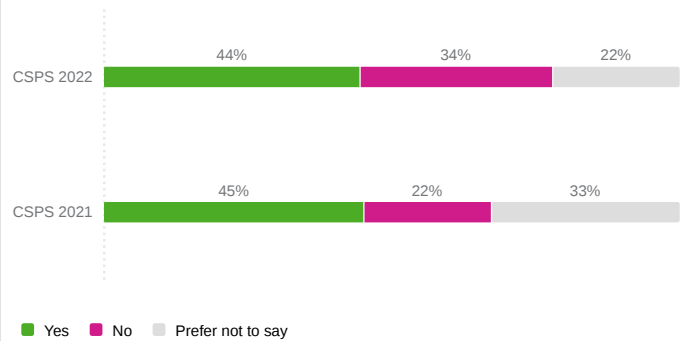|	Yes	No	Prefer not to say
CSPS 2022	44%	34%	22%
CSPS 2021	45%	22%	33%

■ Yes   ■ No   ■ Prefer not to say

In 2022, of those who said they had experienced bullying and or harassment in the past 12 months preceding the 2021 People Survey, the proportion of Civil Servants who said the culture in their area allowed this behaviour to continue is 59%.
22% indicated that the culture in their area did not allow the behaviour to continue; and
18% preferred not to say.

In 2021, at Civil Service level:
57% indicated that the culture in their area allowed this behaviour to continue;
21% indicated that the culture in their area did not allow the behaviour to continue; and
19% preferred not to say.

The graph on the right shows the proportion of responses to E06_C for the organisation or team you are selecting.

E06_C. The culture in my area allows this behaviour to continue 2022 vs 2021

	Yes	No	Prefer not to say
CSPS 2022	66%	15%	19%
CSPS 2021	64%	21%	16%

■ Yes   ■ No   ■ Prefer not to say
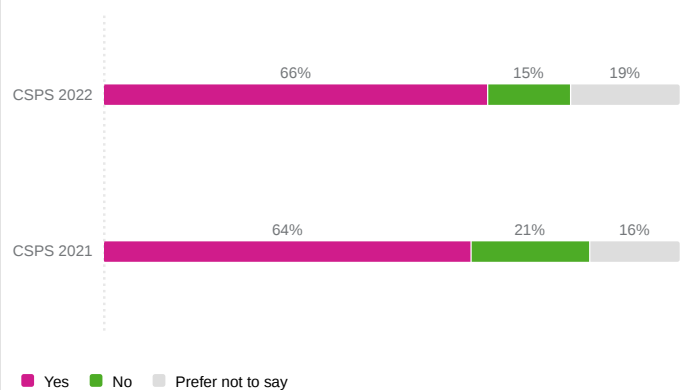
2022 Personal Wellbeing

These four questions are used by the Office for National Statistics (ONS) to monitor wellbeing across the UK, as part of their Measuring National Wellbeing 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 wellbeing and takes account of what matters to people by allowing them to decide what is important when they respond to questions.

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) in green
Medium (5-6) in grey
Low (0-4) in pink
Response scale for questions W04
Very Low (0-2) or Low (2-3) in green
Medium (4-5) in grey
High (6-10) in pink

The percent favourable represents the proportion of respondents who reported high or very high satisfaction or happiness levels, and the proportion who reported low or very low anxiety levels.

In 2022 at Civil Service Level:
W01. 64% of respondents are satisfied with their life nowadays (unchanged compared to 2021)
W02. 69% think that the things they do in their life are worthwhile (1 percentage point less compared to 2021)
W03. 61% indicated that they felt happy yesterday (unchanged compared to 2021)
W04. 35% felt anxious yesterday (unchanged compared to 2021).

The graphs on the right show the findings for these questions for the organisation or team you have selected.

Personal Wellbeing Results 2022 vs 2021

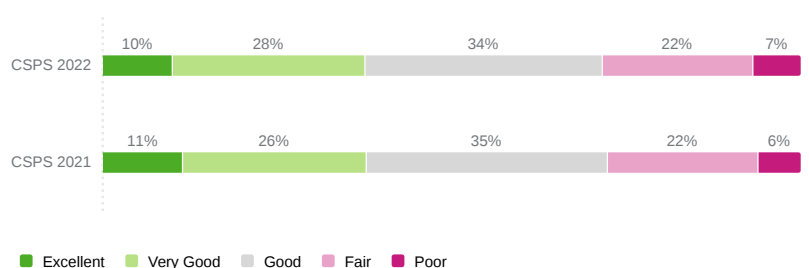| Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?	66%	-3 ˅	0	-3 ˅	Improve
W01. Overall, how satisfied are you with your life nowadays?	61%	-1	0	-3 ˅	Improve
W03. Overall, how happy did you feel yesterday?	58%	0	0	-3 ˅	Improve
W04. Overall, how anxious did you feel yesterday?	38%	0	0	-6 ˅	Improve

2022 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 specifically on these topics (based on the World Health Organization's Health and Work Performance Questionnaire). Due to the Coronavirus pandemic many of us changed the frequency we work at an office or traditional workplace. This reduced our contact with others and meant working from home without office equipment so we have included an ONS recommended question on experiences of loneliness, and a question on musculoskeletal disorders.

J04B. In 2022 71% of civil servants who responded to the survey, self-reported their overall mental health to be excellent, very good or good. This was 1 percentage point lower compared to 2021.

The graph on the right shows the findings for the organisation or team you have selected.
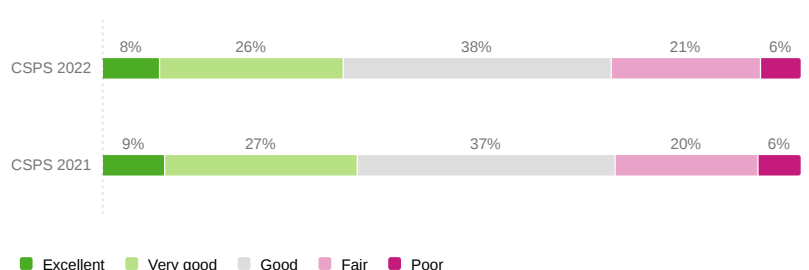
J04B. Self-reported overall mental health 2022 vs 2021

	Excellent	Very Good	Good	Fair	Poor
CSPS 2022	10%	28%	34%	22%	7%
CSPS 2021	11%	26%	35%	22%	6%

- Excellent
- Very Good
- Good
- Fair
- Poor

W05. In 2022 73% of civil servants who responded to the survey self-reported their overall physical health to be excellent, very good or good. This score remained unchanged compared to 2021.

The graph on the right shows the findings for the organisation or team you have selected.

W05. Self-reported overall physical health now 2022 vs 2021

	Excellent	Very good	Good	Fair	Poor
CSPS 2022	8%	26%	38%	21%	6%
CSPS 2021	9%	27%	37%	20%	6%

- Excellent
- Very good
- Good
- Fair
- Poor

W06. In 2022 25% of civil servants self-reported that in the last year they have experienced musculoskeletal problems (MSD) compared to 34% in 2021; while 64% of them have not experienced musculoskeletal problems (MSD), compared to 57% in 2021.

The graph on the right shows the findings for the organisation or team you have selected.
Please note that those who agreed or strongly agreed with the statement 'In the last 12 months I have experienced musculoskeletal problems' have been coded as "experienced MSD". Those who disagreed or strongly disagreed have been coded as "not experienced MSD". Those who answered 'neither agree nor disagree' are not shown.
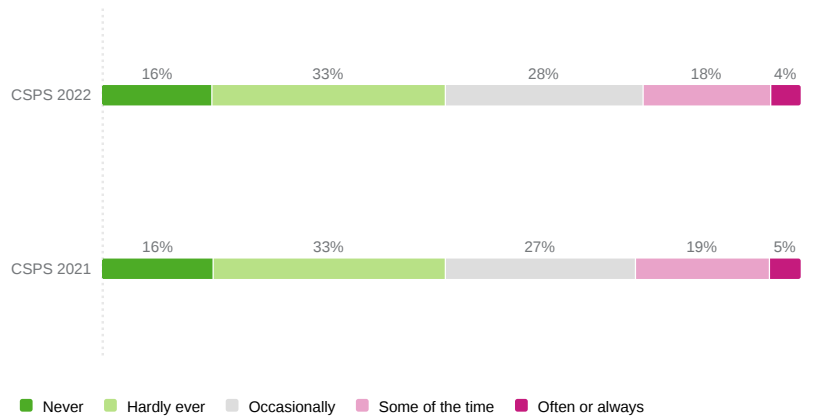
W06. Musculoskeletal problems (MSD) in the last 12 months 2022 vs 2021

CSPS 2022: 63% | 28%
CSPS 2021: 55% | 35%

■ Not Experienced MSD ■ Experienced MSD
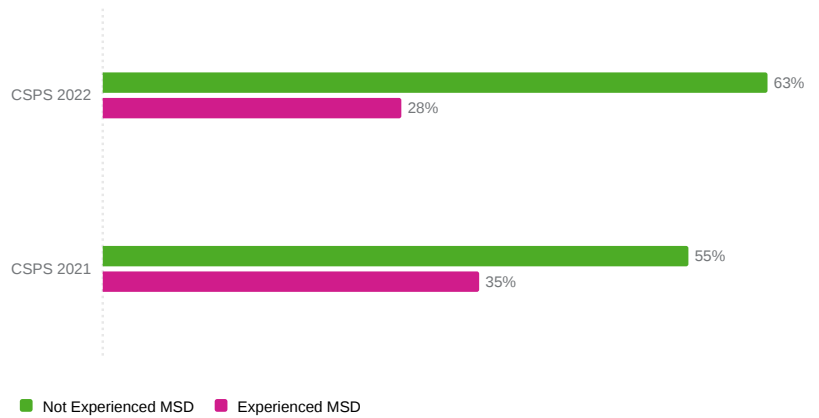
W07. In 2022 civil servants self-reported that in the last year:
19% never felt lonely (compared to 20% in 2021);
33% hardly ever felt lonely (compared to 33% in 2021);
26% occasionally felt lonely (unchanged compared to 2021);
16% some of the time felt lonely (compared to 17% in 2021);
5% often or always felt lonely (unchanged compared to 2021).

The graph on the right shows the findings for the organisation or team you have selected.

W07. How often do you feel lonely? 2022 vs 2021

CSPS 2022: 16% | 33% | 28% | 18% | 4%
CSPS 2021: 16% | 33% | 27% | 19% | 5%

■ Never ■ Hardly ever ■ Occasionally ■ Some of the time ■ Often or always

2022 Factors influencing wellbeing

In the Civil Service People Survey we explore three main factors that can influence people's wellbeing: a stressful working environment; a flourishing working environment, and team support.

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.

The 2022 Proxy Stress Index for all Civil Servants is 27%.
This increased by 1 percentage point compared to the 2021 index.

The graphs on the right show the Proxy Stress Indexes for 2022 and 2021 for the organisation or team you have selected.

Your Proxy Stress Index in 2022
�

50%
25%   75%
26%
Proxy Stress Score
0%   100%

Your Proxy Stress Index in 2021
�

50%
25%   75%
26%
Proxy Stress Score
0%   100%
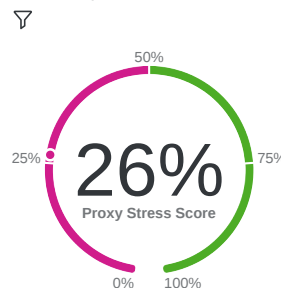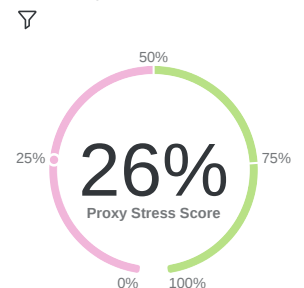
Flourishing work environments

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.
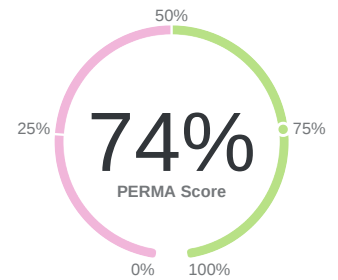

The 2022 PERMA Index for all Civil Servants is 74%, unchanged compared to 2021.

The graphs on the right show the PERMA Indexes for 2022 and 2021 for the organisation or team you have selected.

2022 Your PERMA Index ▽

50%

25% — **74%** — 75%
PERMA Score

0%   100%

2021 Your Perma Index ▽

50%

25% — **74%** — 75%
PERMA Score

0%   100%
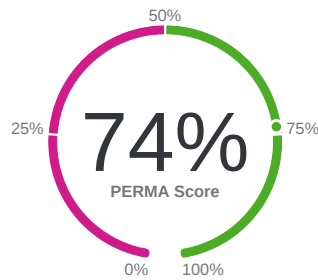
Team support

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

At Civil Service level, 77% of respondents indicated in 2022 that the people in their team genuinely care about their wellbeing; this remained unchanged compared to 2021.

The graphs on the right show the results for 2022 and 2021 for the organisation or team you have selected.

W08. The people in my team genuinely care about my wellbeing 2022 vs 2021

CSPS 2022   26%   50%   19%

CSPS 2021   24%   51%   18%   5%

■ Strongly agree   ■ Agree   ■ Neither agree or disagree   ■ Disagree   ■ Strongly disagree
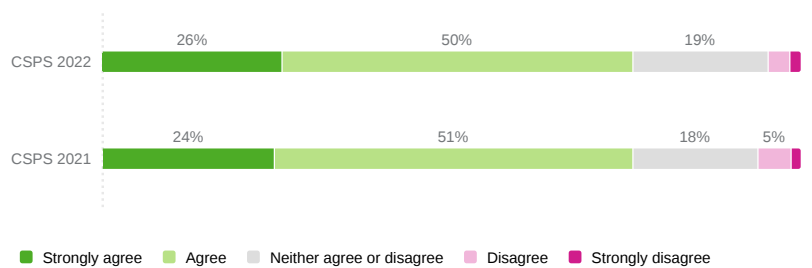
2022 Disability and Carers

This page includes information on the support respondents receive if they have a disability or are carers.

OFFICIAL SENSITIVE

Support for disability

J04F. In 2022 70% of Civil Service colleagues with disabilities, conditions or illnesses agreed that their manager supports them to ensure they have the workplace adjustments they need to reduce the barriers they face due to their condition(s) or illness(es). This is one percentage point higher than in 2021.
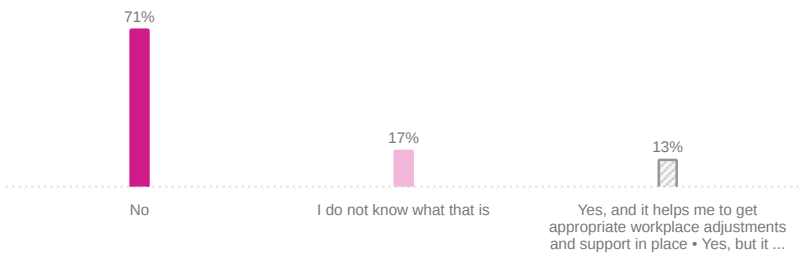
J04G. Of those colleagues that indicated to have a long-term condition:
9% said that they do have a workplace adjustment passport that helps them to get appropriate adjustment and support;
2% said they do have a workplace adjustment passport but that doesn't help them to get the adjustment and support needed;
67% said that they do not have a workplace adjustment passport;
19% said that they do not know what a workplace adjustment passport is.

The graph on the right presents the scores for the organisation or team you have selected.

Manager support for colleagues with disabilities, conditions or illnesses 2022 vs 2021

Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
J04F. My manager supports me to ensure I have the workplace adjustments I need to reduce the barriers I...	66%	+3	0	-4	Improve

J04G. 2022 Having a workplace adjustment passport ▽

71% No
17% I do not know what that is
13% Yes, and it helps me to get appropriate workplace adjustments and support in place • Yes, but it ...

Support for caring responsibilities

In 2022, colleagues who indicated they give support or help to anyone because they have a long-term condition or illnesses indicated:

J05A. 54% that they know where to access information and support in their organisation (compared to 57% in 2021);
J05B. 76% that they feel supported by their manager to balance their work and caring responsibilities (unchanged compared to 2021);
J05C. 6% that they do have a carer's passport (compared to 4% in 2021).

The graph on the rights shows the figures for J05A , J05B and J05C for the organisation or team you have selected.
Please note that green is for those who agree with the statement, pink for those who disagree and grey for those that neither agree or disagree.

Manager support for carers 2022 vs 2021

Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
J05B. I feel supported by my manager to balance my work and caring responsibilities	74%	+1	0	-2	Improve
J05A. As a carer, I know where to access information and support in my organisation	60%	0	0	+6	Improve

J05C. 2022 Having a carer's passport ▽

76% No
14% I don't know what this is or how to get one
9% Yes
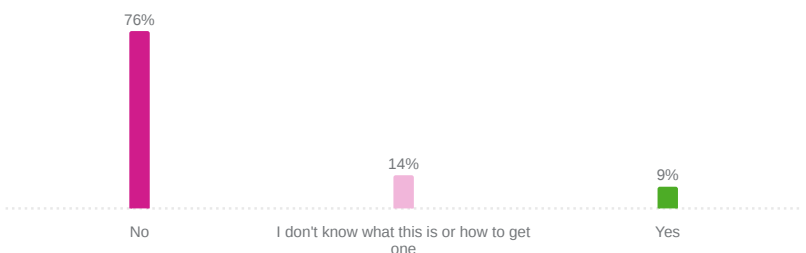
2022 Covid-19 and Hybrid Working

This page includes information on staff having 'long Covid' and on hybrid working.
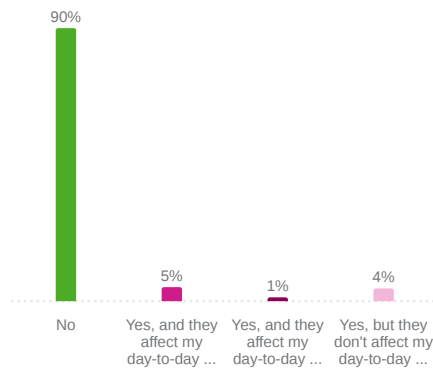
CV3. In 2022 we asked respondents whether they would describe themselves as having 'long Covid', that is, they were experiencing symptoms more than 4 weeks after they first had COVID-19, that were not explained by something else.
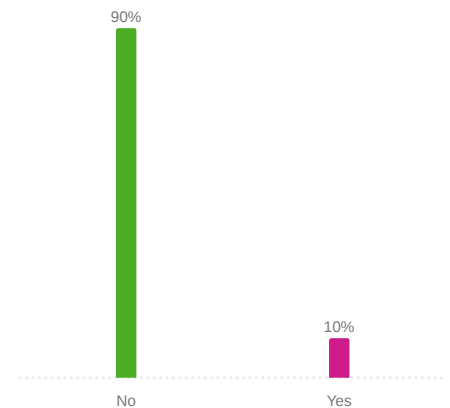
The figures below refer to civil servants who self-reported having 'long Covid' as per the definition above.
89% No experience of long Covid;
5% Yes, with day-to-day activities not affected;
5% Yes, with day-to-day activities affected a little;
1% Yes, with day-to-day activities affected a lot.

CV3. 2022 Long Covid

Category	Value
No	90%
Yes, and they affect my day-to-day ...	5%
Yes, and they affect my day-to-day ...	1%
Yes, but they don't affect my day-to-day ...	4%

CV3. 2022 Long Covid (grouped)

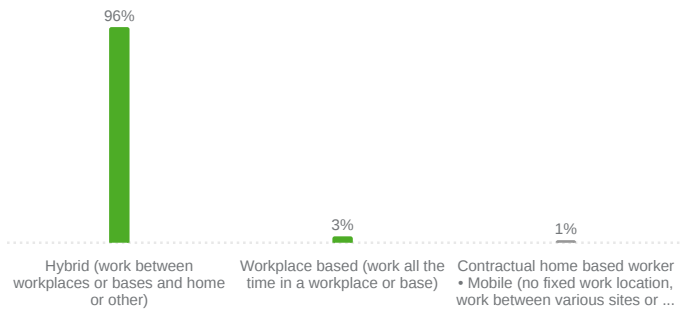| Category	Value
No	90%
Yes	10%

Hybrid Working

H10. In 2022, across the entire Civil Service it emerged that:
6% of respondents were workplace based;
2% of respondents were contractual home based worker;
89% of respondents worked hybrid;
1% of respondents worked mobile.

The graphs on the right show the figures for the organisation or team you have selected.

H10. 2022 Working arrangements

Category	Value
Hybrid (work between workplaces or bases and home or other)	96%
Workplace based (work all the time in a workplace or base)	3%
Contractual home based worker • Mobile (no fixed work location, work between various sites or ...	1%

H02A. Of those civil servants who in 2022 indicated 'hybrid approach' to question H10 it emerged that:
2% of respondents worked all the time at home;
64% of respondents worked more time at home and some of the time in a workplace;
18% of respondents worked equal amounts of time at home and in a workplace;
10% of respondents worked more time in a workplace and some of the time at home;
<1% of respondents worked all the time in a workplace.

H02A. 2022 Hybrid Working (grouped)

Category	Value
Mixed of at home and in an office building	98%
All the time at home	2%
All the time in an office building	0%

H02A. 2022 Hybrid Working

Category	Value
More time at home but some time in a workplace or base	72%
More time in a workplace or base but some time at home	8%
Equal amounts of time at home and in a workplace or base	18%
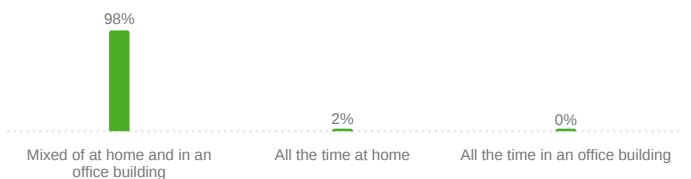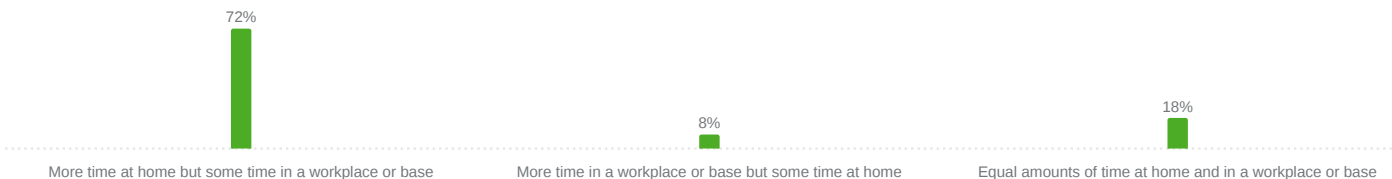
Civil Servants who answered that they have mainly been working from home indicated:

H02B. 89% said that when they are working from home their colleagues are good at keeping in touch formally and informally (compared to 78% in 2021).

This question was not shown to respondents who said they have mainly been working in an office location.
The graphs on the right show the figures for the organisation or team you have selected.

Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
H02B. When working from home, my colleagues are good at keeping in touch formally and informally	88%	+10 ^	0	-1	Improve

2022 Civil Service changes

This page includes the findings for four topics: Civil Service Reform and Modernisation, Civil Service organisational culture and leadership, the Civil Service Code, and productivity.

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Civil Service Reform and Modernisation

In 2022, at Civil Service level:

Civil Service Vision
B59. 60% indicated to be aware of the Civil Service vision for 'A Modern Civil Service', compared to 57% in 2021.

Civil Service Reform

B59A. 41% indicated they understand how they can help to achieve the vision for a 'A Modern Civil Service'. This is 1 percentage point higher than 2021.

B59B. 80% affirmed that the technology provided by their organisation enables them to easily connect and collaborate with the colleagues they need to for them to do their job effectively. This is 1 percentage point lower than 2021.

B59E. 79% indicated to have a choice in deciding where to do their work (usual workplace/base; another workplace; home) to best deliver their individual, team and organisation objectives, compared to 82% in 2021.

B59F. 95% affirmed their manager trusts them to do their job effectively, even if they are not working from the same location as them, unchanged compared to 2021.

The graphs on the right present the findings for the organisation or team you have selected.

Civil Service Vision 2022 vs 2021

Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B59. I am aware of the Civil Service vision for 'A Modern Civil Service'	60% 23%	0	0	0	Improve

Civil Service Reform 2022 vs 2021

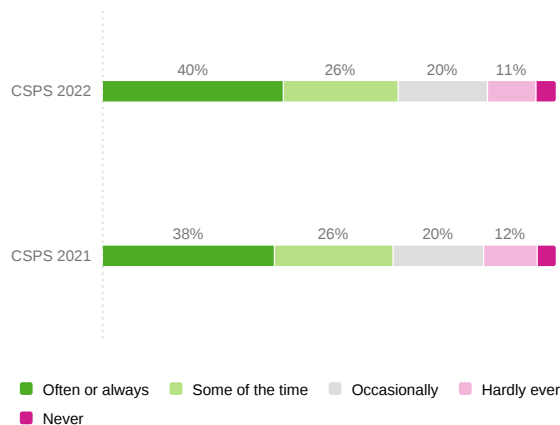| Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B59F. My manager trusts me to do my job effectively, even if I am not working from the same location as...	96%	0	0	+1 ⌃	Improve
B59E. I have a choice in deciding where I do my work (usual workplace or base, another workplace, home)	80%	-4 ⌄	0	+1	Improve
B59B. The technology provided by my organisation enables me to easily connect and collabo...	56% 30%	+3	0	-24 ⌄	Improve
B59A. I understand how I can help achieve the vision for 'A Modern Civil Service'	33% 33% 34%	0	0	-8 ⌄	Improve

B59C. In 2022 at Civil Service level, 36% of respondents indicate that they often/always or some of the time collaborate with colleagues in other government departments and agencies to achieve common goals. This is an increase of 1 percentage point compared to 2021.

B59D. In 2022 87% of civil servants completing the survey always/often or sometimes consider how their work impacts upon the public in the course of carrying out their duties. This is 1 percentage point higher compared to 2021.

The graphs on the right show the findings for B59C and B59D for the organisation or team you have selected.

B59C. How often do you collaborate with civil servants in other Government departments and agencies to achieve common goals? 2022 vs 2021

CSPS 2022: 40% | 26% | 20% | 11%
CSPS 2021: 38% | 26% | 20% | 12%

■ Often or always ■ Some of the time ■ Occasionally ■ Hardly ever ■ Never

B59D. I consider how my work impacts upon the public in the course of carrying out my duties ▽

Never	1%
Hardly never	3%
Occasionally	9%
Some of the time	25%
Often or always	62%
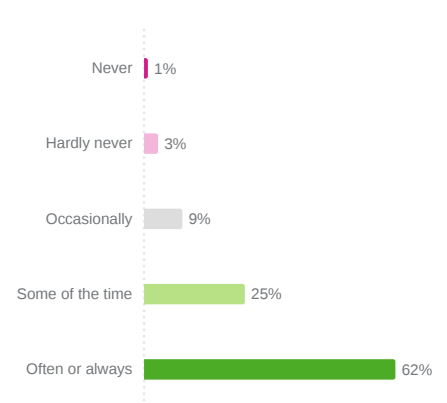
Organisational Culture & Leadership

In 2022, at Civil Service level:

B54. 91% of respondents indicated that they are trusted to carry out their job effectively (compared to 92% in 2021);

B55. 75% believed they would be supported if they try a new idea, even if it may not work (unchanged compared to 2021);

B56. 74% agreed that in their organisation people are encouraged to speak up when they identify a serious policy or delivery risk (compared to 75% in 2021);

B57. 71% felt able to challenge inappropriate behaviour in the workplace (compared to 70% in 2021);

B58. 78% agreed that their organisation is committed to creating a diverse and inclusive workplace (compared to 80% in 2021).

The graph on the right shows the findings for the organisation or team you have selected.

Organisational Culture Results 2022 vs 2021

Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B54. I am trusted to carry out my job effectively	94%	-1	0	+3	Improve
B58. My organisation is committed to creating a diverse and inclusive workplace	78%	-6	0	0	Improve
B56. In my organisation, people are encouraged to speak up when they identify a serious policy or delivery risk	76%	-1	0	+2	Improve
B55. I believe I would be supported if I try a new idea, even if it may not work	76%	+1	0	+1	Improve
B57. I feel able to challenge inappropriate behaviour in the workplace	70%	-2	0	-1	Improve

The Civil Service Code

D01A. In 2022, 89% of civil servants indicated that they understand the Civil Service Code and what it means for their conduct (unchanged compared to 2021).

D02. 68% of civil servants indicated to be aware of how to raise a concern under the Civil Service Code (unchanged compared to 2021).

D03. 75% of civil servants indicated to be confident that if they raised a concern under the Civil Service Code in their organisation it would be investigated properly; this is 1 percentage point lower compared to 2021.

The graph on the right shows the results for the organisation or team you have selected.
Please note that green shows the proportion of those who answered "Agree" or "Strongly Agree" for D01A and "Yes" for D02 and D03.

Civil Service Code 2022 vs 2021

Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
D01A. I understand the Civil Service Code and what it means for my conduct	91%	0	0	+2 ^	Improve
D03. Are you confident that if you raised a concern under the Civil Service Code in …	73% 27%	-2	0	-2	Improve
D02. Are you aware of how to raise a concern under the Civil Service Code?	65% 35%	+1	0	-3 ˅	Improve

Productivity and Efficiency

B59G. At Civil Service level it emerged that over the last month 69% of civil servants indicated to have been between 100% and 90% productive.
This is 1 percentage point lower compared to 2021.

The graph on the right shows the findings for the organisation or team you have selected.

B59G. Over the last month, roughly how productive have you been? ▽

30%	40%	22%	5%	3%
100% Productive	90-99% Productive	80-89% Productive	70-79% Productive	Less than 70% Productive

B59H. In 2022 a new question was introduced to assess whether civil servants think that efficiency is pursued as a priority in their organisation.
At Civil Service level it emerged that 57% agreed or strongly agreed that efficiency is a priority in their organisation.

A comparison is not possible with 2021.

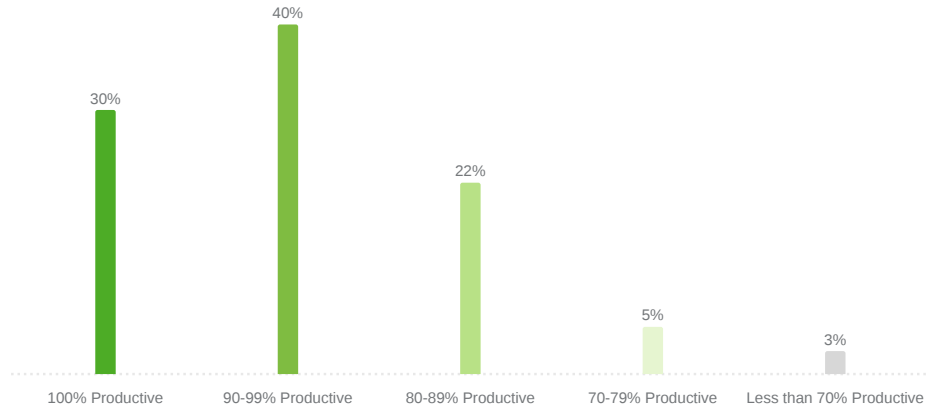The graph on the right shows the findings for the organisation or team you have selected.

Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B59H. Efficiency is pursued as a priority in my organisation	52% 28%	-	0	-5 ⌄	Improve

2022 Taking Action

This page includes the findings in relation to belief that action has and or will be taken as a result of completing the Civil Service People Survey, a focus on the top drivers of staff engagement, and a summary of respondents' intentions to stay or leave the organisation in the future.

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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.

In 2022:
B52. 51% of respondents believe that senior managers in their organisation will take action on the results from the survey (compared to 54% in 2021);
B53. 35% of respondents indicated that where they work, they think effective action has been taken on the results of the last survey (compared to 38% in 2021).

The graph on the right shows the results for the organisation or team you have selected.

Belief that action has and/or will be taken 2022 vs 2021

Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B52. My senior managers will act on this year's survey results	53% 26%	-5	0	+2	Improve
B53. Where I work, I think effective action has been taken on the results of the last survey	39% 42%	-3	0	+4	Improve

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 (identified through correlation analysis) 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 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. The larger the blue dot, the more that question is associated with your employee engagement score.

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.

In 2022, at Civil Service level, the correlation is as follows:
B27. r(343,855)=0.62, p<.001
B41. r(343,807)=0.63, p<.001
B43. r(344,126)=0.62, p<.001
B52. r(344,312)=0.62, p<.001
LQC4. r(238,597)=0.73, p<.001

Top drivers of engagement 2022 vs 2021

Impact	Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022	Action Planning
●	LQC4. I feel positive about the future of my organisation	38%	-	0	-13 ⌄	
●	B42. I feel that change is managed well in my organisation	34%	-5 ⌄	0	-3 ⌄	Improve
●	B43. When changes are made in my organisation they are usually for the better	49%	-7 ⌄	0	-9 ⌄	Improve
●	B40. I believe that my organisation's senior leaders have a clear vision for the future of my organisation	47% 34%	-7 ⌄	0	-8 ⌄	Improve
●	B41. Overall, I have confidence in the decisions made by my organisation's senior managers	58%	-3 ⌄	0	0	Improve

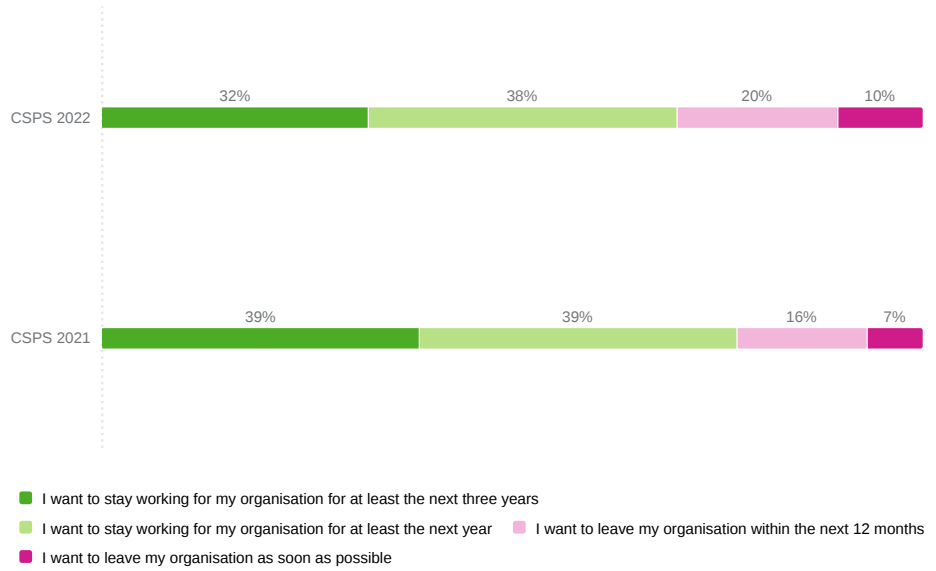**View items (28) with too few responses**

Future Intentions

C01. In relation to employees' plans to remain within or leave their organisation in the future, in 2022 at Civil Service level:

7% indicated that they want to leave their organisation as soon as possible (1 percentage point more compared to 2021);

15% that they want to leave their organisation within the next 12 months (1 percentage point more compared to 2021);

34% that they want to stay working for their organisation for at least the next year (1 percentage point more compared to 2021);

42% that they want to stay working for their organisation for at least the next three years (5 percentage points less compared to 2021).

The graph on the right shows the comparison between 2022 and 2021 for C01 for the organisation or team you have selected.

The graph below shows the responses to C02, indicating the reasons why people would like to leave their organisations (please note that this question allowed for multiple choices).

Future Intentions 2022 vs 2021

CSPS 2022	32%	38%	20%	10%
CSPS 2021	39%	39%	16%	7%

- 🟩 I want to stay working for my organisation for at least the next three years
- 🟩 I want to stay working for my organisation for at least the next year
- 🟪 I want to leave my organisation within the next 12 months
- 🟪 I want to leave my organisation as soon as possible

C02. 2022 Count of reasons for intention to leave the organisation

Reason	Count
Better pay	530
Organisational culture	160
Promotion outside CS	159
Promotion within CS	136
Better work-life balance	136
More interesting work	133
Poor leadership	119
Unmanageble workload	109
Wanting a change	79
Lack of inclusion and fair treatment	60
Poor line management	59
Other	58
Personal circumstances	36
Poor work relationships	27
End of contract or loan	25
Retiring	17

- 🟪 CSPS 2022

Local questions focuses on specific topics that your organisation wanted to explore in more detail.

The graphs on the right show the scores for the organisation or team you have selected.

LQB1. In the last 12 months, I have seen someone else being bullied or treated unfairly in my organisation 2022 vs 2021

CSPS 2022   85%   12%   3%

CSPS 2021   86%   11%   3%

■ No   ■ Yes   ▪ Prefer not to say
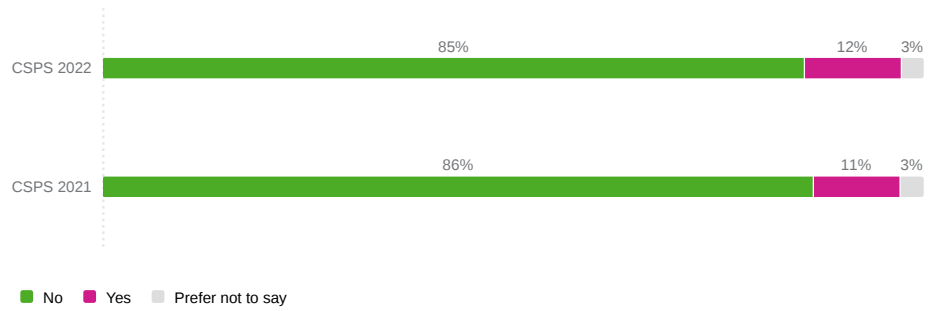
Local question results: Safe to Challenge

Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022
LQB5. If I see or experience any form of wrongdoing in my organisation, I know how to rai…	74%	0	0	-4 ˅
LQB2. I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it…	65% 32%	+2	0	-8 ˅
LQB3. I feel comfortable speaking to those more senior than me about their actions and impact	52% 23% 25%	0	0	-7 ˅
LQB4. I feel confident that if I challenged someone more senior than me in my Area, Directorate or Divi…	48% 32% 20%	+1	0	+3 ^

Local questions focuses on specific topics that your organisation wanted to explore in more detail.

The graph on the right shows the scores for the organisation or team you have selected.

Local question results: Change Management

Question	Distribution			vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022
LQC3. I feel that change is managed well in my Area, Directorate or Division	49%	33%	18%	-	0	+6 ^
LQC2. I understand what support is available to me as I am affected by organisational change	44%	32%	25%	-	0	-8 ⌄
LQC1. I get to find out the reasons behind key changes that happen in my organisation	40%	30%	29%	-	0	-4 ⌄
LQC4. I feel positive about the future of my organisation	33%	29%	38%	-	0	-13 ⌄

2022 Local questions: Support for Managers

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Local questions focuses on specific topics that your organisation wanted to explore in more detail.

These questions are asked only to respondents who answered 'Yes' to being a manager.

The graph on the right shows the scores for the organisation or team you have selected.

Local question results: Support for Managers

Question	Distribution	vs 2021	GLD Government Legal Department (Corporate Report)	Civil Service Benchmark 2022
LQI1. I understand what is expected of me as a manager	92%	-1	0	0
LQI5. I feel confident in managing others even if they are working in a different location to me	90%	-2	0	-1
LQI3. I feel confident in supporting the health and wellbeing of the people I manage	88%	+2	0	+1
LQI2. As a manager, I feel adequately supported to deliver my responsibilities	77% 12%	0	0	+2
LQI4. I feel confident in addressing poor performance in my team	74% 16%	+3	0	-2

Heatmaps: what they are and how to use them

Heatmaps are colour-coded tables that display a breakdown of questions by team and/or demographic. Unfortunately we cannot display negatively phrased questions (like E01 or E03) in these types of tables.

Heatmaps are handy if you are wanting to compare groups side-by-side. Simply scroll down to the table you are interested in, and click the 'breakout' filter at the top of the table, to select the comparison you are interested in. Teams or demographic groups that are 5 or 10 percentage points above the average displayed in the first column of your table will be highlighted in light and dark green, and those that are 5 or 10 percentage points below the average will be highlighted in light and dark pink.

<u>Team Comparisons</u>
By default, your dashboard will display the results for your organisation overall. The first column in your heatmap will therefore be your organisation's results, and the other columns will show the results for "one unit below", i.e. each business area that sits directly under the top level of your organisation.

If you filter your dashboard to focus on the results for a specific business area, then that business area will appear in the first column, and the other columns will show the results for each team within that area.

<u>Demographic Comparisons</u>
If you click on the 'breakout' filter at the top of any heatmap table, you'll see a drop-down list appear with your demographic variables listed. Click any of these to compare the results for demographic sub-groups side-by-side (e.g. men and women), relative to the average score for your organisation overall.

You can then use the hierarchy filter at the very top of your dashboard, to reproduce these tables for specific business areas or teams. You can also apply further demographic filters at the top of your dashboard page; for example, if I wanted to produce a table that showed me the results for ethnic minority men and women, I would select all ethnic minority groups at the top of my dashboard, and then click sex as the table breakout. <u>Remember that you should always set your hierarchy filter first, and then select your demographics.</u>

You'll notice that in your demographic heatmap tables, an extra column called "[no value]" will appear. This represents the results for respondents who chose not to answer the demographic question(s) you've selected.

<u>Exporting your results</u>
We'd recommend exporting these tables to CSV (which you can open in Excel), because exporting to JPG or PDF sometimes (though not always) cuts off some of the rows and columns. This is a known limitation of the platform that we hope to improve.

Engagement questions Heatmaps

Below are two heatmaps for the engagement questions: percent favourable results and percentage point difference.

Unfortunately, it is not possible to display the Employee Engagement Index in this type of table, in the Qualtrics platform.
Please note that if a difference is statistically significant from the results in the first column, an arrow will appear.

Engagement Questions Heatmap (percent favourable results)

Comparison: **vs Current**

Breakout: **One level below**

	GLD0000 Governm…	GLD0001 Litigation …	GLD0002 Employm…	GLD0003 Commerc…	GLD0004 Corporat…
Responses	2,149	755	629	574	172
B47. I am proud when I tell others I am part of my organisation	60%	65% ⌃	58%	56%	60%
B48. I would recommend my organisation as a great place to work	52%	59% ⌃	49%	44% ⌄	54%
B49. I feel a strong personal attachment to my organisation	45%	47%	45%	42%	42%
B50. My organisation inspires me to do the best in my job	48%	51%	46%	46%	52%
B51. My organisation motivates me to help it achieve its objectives	43%	47%	41%	40%	50%

Engagement Questions Heatmap (percentage points difference)

Comparison: **vs Current**

Breakout: **One level below**

Responses		GLD0000 Governm...	GLD0001 Litigation ...	GLD0002 Employm...	GLD0003 Commerc...	GLD0004 Corporat...
	2,149	755	629	574	172
B47. I am proud when I tell others I am part of my organisation	60%	+5 ∧	-2	-4	0	
B48. I would recommend my organisation as a great place to work	52%	+7 ∧	-3	-8 ∨	+2	
B49. I feel a strong personal attachment to my organisation	45%	+3	0	-2	-3	
B50. My organisation inspires me to do the best in my job	48%	+3	-2	-2	+4	
B51. My organisation motivates me to help it achieve its objectives	43%	+3	-2	-4	+7	

Core Themes Heatmap

Below are two heatmaps for the core themes questions: percent favourable results and percentage point difference.

Click on the arrow next to each theme, e.g. > My Work, to display all questions feeding into that theme score.
Please note that if a difference is statistically significant from the results in the first column, an arrow will appear. Question number B17 (formerly in the My Manager theme) has been removed in 2022.

Core Themes Heatmap (percent favourable results)

Comparison: **vs Current**

Breakout: **One level below**

Responses		GLD0000 Governm...	GLD0001 Litigation ...	GLD0002 Employm...	GLD0003 Commerc...	GLD0004 Corporat...
	2,149	755	629	574	172
> My Work	80%	80%	79%	80%	77%
> Organisational objectives and purpose	75%	74%	76%	72%	81%
> My Manager	79%	80%	77%	80%	79%
> My team	84%	82%	84%	86%	82%
> Learning and development	62%	61%	64%	63%	52% ∨
> Inclusion and fair treatment	83%	84%	83%	83%	81%
> Resources and workload	73%	75%	73%	71%	73%
> Pay and benefits	9%	9%	8%	6%	18% ∧
> Leadership and managing change	50%	50%	50%	49%	56%

Core Themes Heatmap (percentage point difference)

Comparison: **vs Current**

Breakout: **One level below**

Responses	2,149	GLD0000 Governm… 755	GLD0001 Litigation … 629	GLD0002 Employm… 574	GLD0003 Commerc… 172	GLD0004 Corporat…
> My Work	**80%**	+1	-1	+1	-3	
> Organisational objectives and purpose	**75%**	-1	+2	-3	+6	
> My Manager	**79%**	+1	-2	+1	0	
> My team	**84%**	-2	0	+2	-2	
> Learning and development	**62%**	-1	+2	+1	-10 ⌄	
> Inclusion and fair treatment	**83%**	+1	-1	0	-2	
> Resources and workload	**73%**	+2	0	-2	0	
> Pay and benefits	**9%**	+1	-1	-2	+9 ⌃	
> Leadership and managing change	**50%**	0	0	-1	+6	

Personal Wellbeing and Health & Wellbeing Heatmap

Below are two heatmaps for the wellbeing questions: percent favourable results and percentage point difference.

Click on the arrow next to each theme, e.g. > Personal Wellbeing, to display all questions feeding into that theme score.
Please note that if a difference is statistically significant from the results in the first column, an arrow will appear.

Personal Wellbeing and Health & Wellbeing Heatmap (percent favourable results)

Comparison: **vs Current**

Breakout: **One level below**

Responses	2,149	GLD0000 Governm… 755	GLD0001 Litigation … 629	GLD0002 Employm… 574	GLD0003 Commerc… 172	GLD0004 Corporat…
W03. Overall, how happy did you feel yesterday?	**58%**	57%	60%	54%	64%	
J04B. In general, how would you rate your overall mental health now?	**38%**	39%	36%	36%	44%	
W05. In general, how would you rate your overall physical health now?	**34%**	35%	33%	35%	34%	
W06. In the last 12 months I have experienced musculoskeletal problems (for example MSD)	**63%**	66%	58%	62%	64%	
W08. The people in my team genuinely care about my wellbeing	**76%**	74%	76%	79%	74%	
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?	**66%**	65%	66%	67%	68%	
W01. Overall, how satisfied are you with your life nowadays?	**61%**	60%	62%	61%	63%	
W04. Overall, how anxious did you feel yesterday?	**39%**	40%	38%	36%	46% ⌃	
W07. How often do you feel lonely?	**49%**	51%	47%	46%	53%	

Personal Wellbeing and Health & Wellbeing Heatmap (percentage point difference)

Comparison: **vs Current**

Breakout: **One level below**

Responses		GLD0000 Governm...	GLD0001 Litigation ...	GLD0002 Employm...	GLD0003 Commerc...	GLD0004 Corporat...
		2,149	755	629	574	172
W03. Overall, how happy did you feel yesterday?	58%	-1	+2	-3	+6	
J04B. In general, how would you rate your overall mental health now?	38%	+1	-2	-1	+7	
W05. In general, how would you rate your overall physical health now?	34%	+1	-1	0	0	
W06. In the last 12 months I have experienced musculoskeletal problems (for example MSD)	63%	+4	-4	-1	+1	
W08. The people in my team genuinely care about my wellbeing	76%	-2	0	+3	-2	
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?	66%	-1	0	+1	+2	
W01. Overall, how satisfied are you with your life nowadays?	61%	-1	+1	0	+2	
W04. Overall, how anxious did you feel yesterday?	39%	+1	-1	-2	+8 ^	
W07. How often do you feel lonely?	49%	+2	-2	-3	+4	

Responses						
		2,149	755	629	574	172