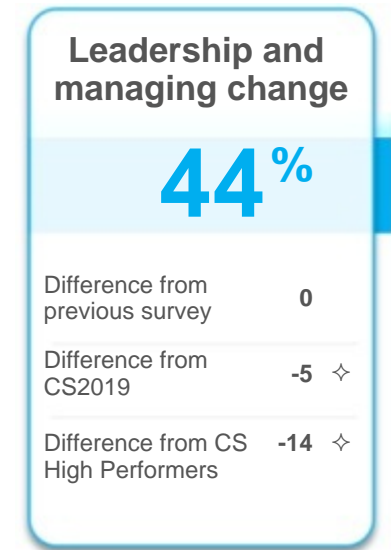
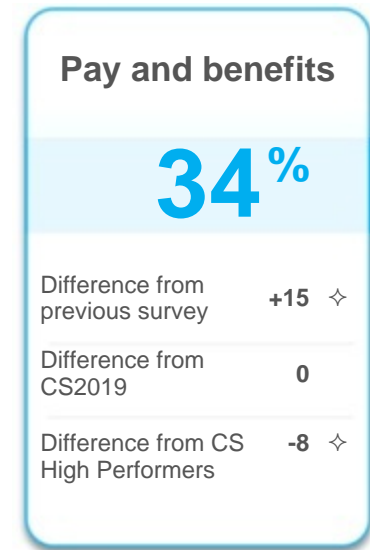
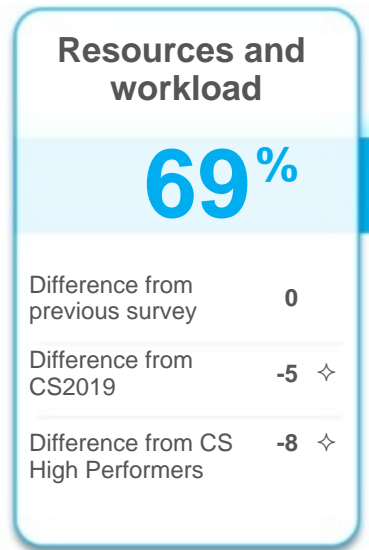
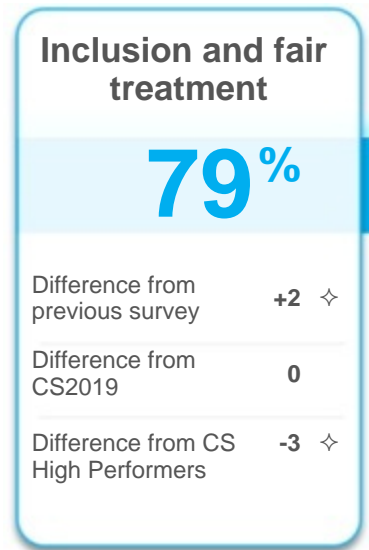
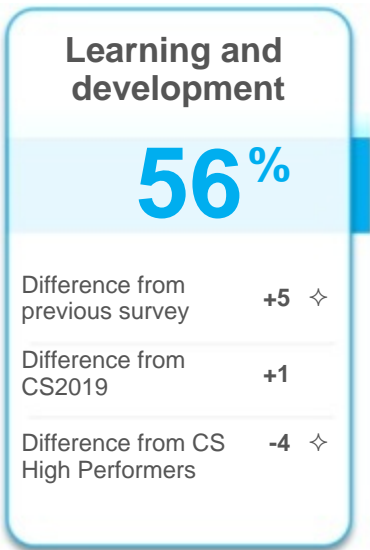
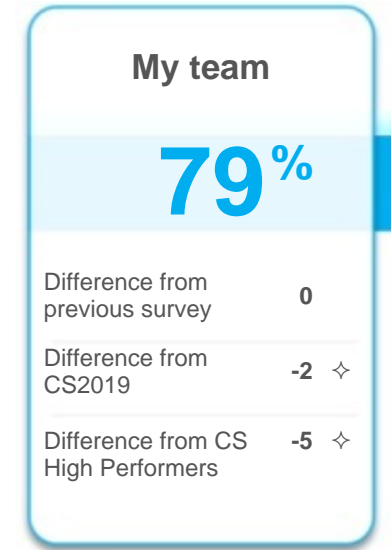
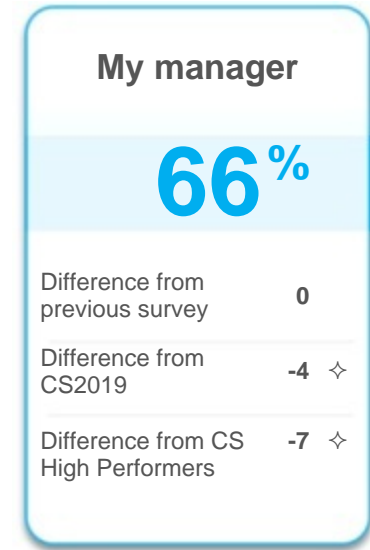
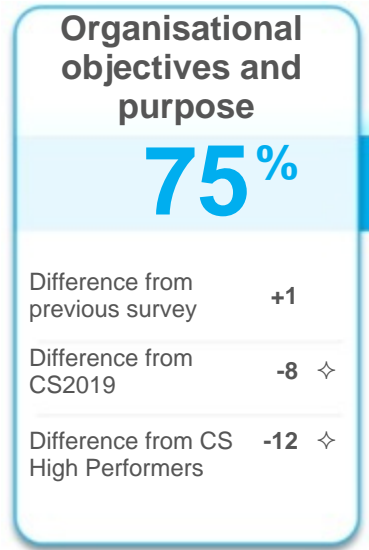
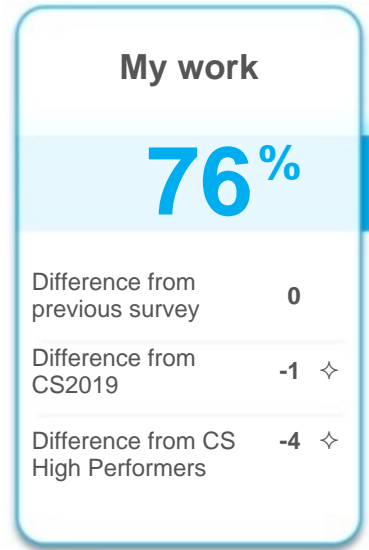
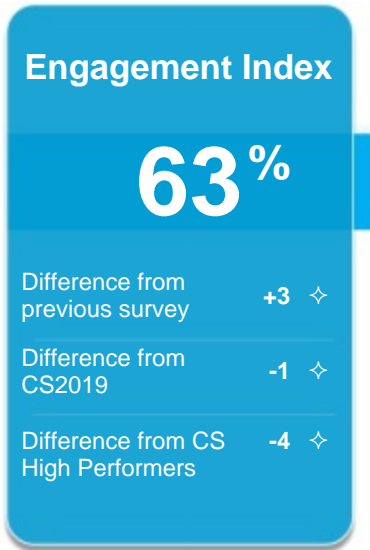




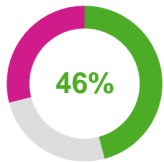
◇ Statistically significant difference from comparison



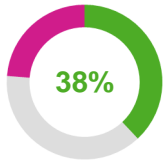


### Taking action

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



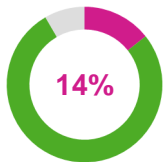
B52. I believe that senior leaders in FCO Services will take action on the results from this survey



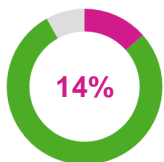
B53. Where I work, I think effective action has been taken on the results of the last survey

### Discrimination, bullying and harassment

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



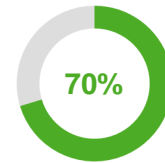
E01. Have you been discriminated against at work, in the past 12 months?



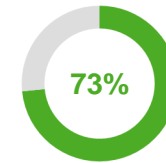
E03. Have you been bullied or harassed at work, in the past 12 months?

### Wellbeing

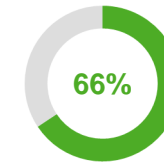
■ % responding positively to W01 - W03   ■ % responding negatively to W04



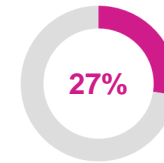
W01. Overall, how satisfied are you with your life nowadays?



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

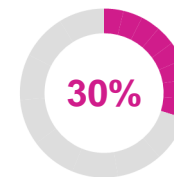


W03. Overall, how happy did you feel yesterday?

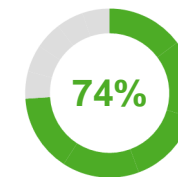


W04. Overall, how anxious did you feel yesterday?

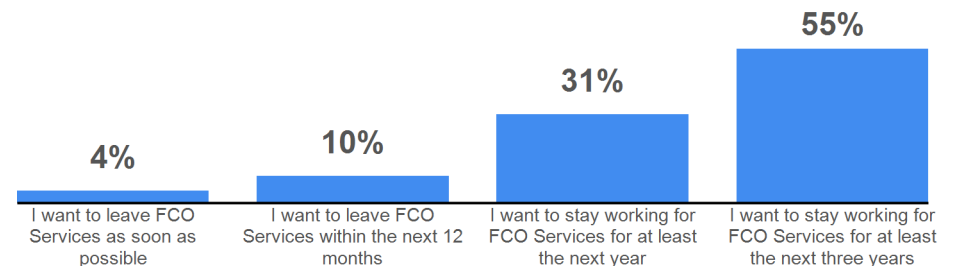
### Proxy Stress Index



### PERMA Index



### Your plans for the future





## Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B01 I am interested in my work	90%	B43 When changes are made in FCO Services they are usually for the better	41%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	49%
B54 I am trusted to carry out my job effectively	89%	B53 Where I work, I think effective action has been taken on the results of the last survey	38%	B35 I feel that my pay adequately reflects my performance	39%
B31 I have the skills I need to do my job effectively	87%	B40 I believe that the Executive Board has a clear vision for the future of FCO Services	38%	B42 I feel that change is managed well in FCO Services	38%
B26 I am treated with respect by the people I work with	84%	B17 Poor performance is dealt with effectively in my team	34%	B45 I have the opportunity to contribute my views before decisions are made that affect me	33%
B18 The people in my team can be relied upon to help when things get difficult in my job	83%	B51 FCO Services motivates me to help it achieve its objectives	34%	B36 I am satisfied with the total benefits package	32%

Please note that only questions B01-B60 are included in the above rankings



All questions by theme

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

My work

76%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

B01 I am interested in my work



90%

0

0

-2 ◆

B02 I am sufficiently challenged by my work



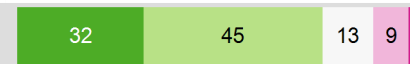
78%

+1

-2 ◆

-5 ◆

B03 My work gives me a sense of personal accomplishment



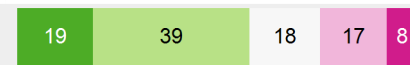
76%

-1

-1 ◆

-4 ◆

B04 I feel involved in the decisions that affect my work



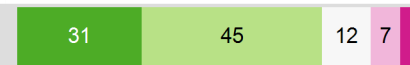
58%

0

-2 ◆

-6 ◆

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



76%

-1

-2 ◆

-6 ◆

Organisational objectives and purpose

75%

+1

Difference from previous survey



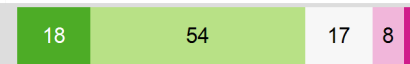
% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

B06 I have a clear understanding of FCO Services' objectives



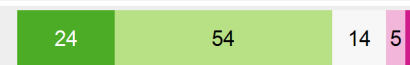
72%

0

-10 ◆

-14 ◆

B07 I understand how my work contributes to FCO Services' objectives



79%

+2

-5 ◆

-9 ◆



### All questions by theme

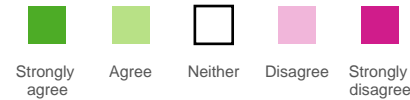
◆ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

### My manager

66%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	28	41	16	7	7	69%	0	-3 ◆	-7 ◆
B09	My manager is considerate of my life outside work	46	37	10			83%	0	-4 ◆	-6 ◆
B10	My manager is open to my ideas	36	42	13	5		78%	-3 ◆	-5 ◆	-8 ◆
B11	My manager helps me to understand how I contribute to FCO Services' objectives	23	41	22	8	5	64%	0	-3 ◆	-7 ◆
B12	Overall, I have confidence in the decisions made by my manager	33	40	14	7	6	73%	-1	-4 ◆	-8 ◆
B13	My manager recognises when I have done my job well	36	39	13	7	5	75%	-1	-5 ◆	-8 ◆
B14	I receive regular feedback on my performance	22	38	21	13	7	60%	+1	-9 ◆	-12 ◆
B15	The feedback I receive helps me to improve my performance	23	37	27	8	6	59%	0	-5 ◆	-9 ◆
B16	I think that my performance is evaluated fairly	23	42	20	8	6	65%	+2	-3 ◆	-7 ◆
B17	Poor performance is dealt with effectively in my team	11	27	34	15	12	38%	+2	-2 ◆	-5 ◆



### All questions by theme

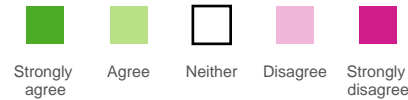
◆ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

#### My team

79%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

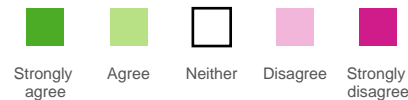
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	40	43	9	5	5	83%	+1	-3 ◆	-5 ◆
B19	The people in my team work together to find ways to improve the service we provide	37	44	12	5	5	81%	0	-2 ◆	-6 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	31	43	15	7	5	74%	-1	-3 ◆	-6 ◆

#### Learning and development

56%

+5

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	18	50	19	8	5	68%	+4 ◆	+4 ◆	-3 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	42	29	8	5	59%	+6 ◆	+4 ◆	-1
B23	There are opportunities for me to develop my career in FCO Services	13	33	30	14	9	47%	+2	-4 ◆	-11 ◆
B24	Learning and development activities I have completed while working for FCO Services are helping me to develop my career	13	37	33	11	6	50%	+8 ◆	0	-6 ◆



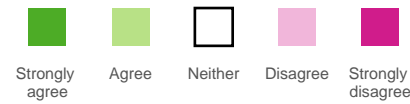
### All questions by theme

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

#### Inclusion and fair treatment

79%

+2 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

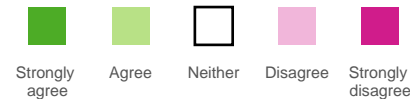
Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B25	I am treated fairly at work	35	45	9	7	7	81%	+1	-1	-4 <span>◇</span>
B26	I am treated with respect by the people I work with	38	47	9	9	7	84%	-1	-1 <span>◇</span>	-4 <span>◇</span>
B27	I feel valued for the work I do	27	43	14	9	6	70%	+6 <span>◇</span>	+2 <span>◇</span>	-3 <span>◇</span>
B28	I think that FCO Services respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	34	45	14	5	5	79%	+2 <span>◇</span>	+1 <span>◇</span>	-3 <span>◇</span>

#### Resources and workload

69%

0 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B29	I get the information I need to do my job well	13	50	19	13	5	63%	-2	-8 <span>◇</span>	-12 <span>◇</span>
B30	I have clear work objectives	19	51	16	9	5	71%	0	-5 <span>◇</span>	-8 <span>◇</span>
B31	I have the skills I need to do my job effectively	32	55	9	9	5	87%	-1 <span>◇</span>	-2 <span>◇</span>	-5 <span>◇</span>
B32	I have the tools I need to do my job effectively	16	46	17	14	7	62%	-5 <span>◇</span>	-10 <span>◇</span>	-16 <span>◇</span>
B33	I have an acceptable workload	15	48	17	14	6	63%	+4 <span>◇</span>	0	-4 <span>◇</span>
B34	I achieve a good balance between my work life and my private life	22	47	16	10	6	69%	+3 <span>◇</span>	-2 <span>◇</span>	-7 <span>◇</span>



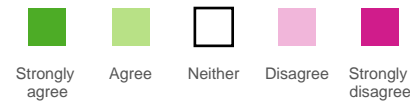
### All questions by theme

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

### Pay and benefits

**34%**

**+15** ◇ Difference from previous survey



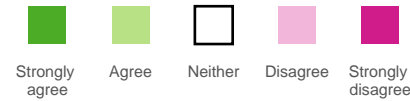
**% Positive**  
 Difference from previous survey  
 Difference from CS2019  
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	5	31	25	24	15	36%	+16 ◇	+2 ◇	-5 ◇
B36 I am satisfied with the total benefits package	6	33	29	20	12	39%	+18 ◇	0	-9 ◇
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	22	23	29	21	27%	+10 ◇	0	-8 ◇

### Leadership and managing change

**44%**

**0** Difference from previous survey



**% Positive**  
 Difference from previous survey  
 Difference from CS2019  
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B38 Senior leaders in FCO Services are sufficiently visible	11	42	19	17	11	53%	+1	-10 ◇	-20 ◇
B39 I believe the actions of senior leaders are consistent with FCO Services' values	9	40	33	10	8	48%	+1	-6 ◇	-16 ◇
B40 I believe that the Executive Board has a clear vision for the future of FCO Services	9	36	38	10	9	44%	-4 ◇	-6 ◇	-17 ◇
B41 Overall, I have confidence in the decisions made by FCO Services' senior leaders	9	36	34	12	10	44%	+2	-7 ◇	-18 ◇
B42 I feel that change is managed well in FCO Services	5	26	31	24	13	31%	+2 ◇	-4 ◇	-14 ◇
B43 When changes are made in FCO Services they are usually for the better	5	26	41	18	10	31%	-1	-5 ◇	-13 ◇
B44 FCO Services keeps me informed about matters that affect me	9	49	24	11	6	58%	+2	-2 ◇	-10 ◇
B45 I have the opportunity to contribute my views before decisions are made that affect me	6	29	31	22	12	36%	-1	-4 ◇	-15 ◇
B46 I think it is safe to challenge the way things are done in FCO Services	9	37	27	16	10	47%	+2	-3 ◇	-10 ◇





### All questions by theme

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

#### Engagement

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

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B47 I am proud when I tell others I am part of FCO Services	21	44	25	7	7	65%	+4 ◆	-2 ◆	-8 ◆
B48 I would recommend FCO Services as a great place to work	17	42	27	9	5	59%	+5 ◆	-2 ◆	-11 ◆
B49 I feel a strong personal attachment to FCO Services	17	37	29	11	5	55%	+4 ◆	+2 ◆	-3 ◆
B50 FCO Services inspires me to do the best in my job	15	37	31	11	6	51%	+4 ◆	-1	-8 ◆
B51 FCO Services motivates me to help it achieve its objectives	13	33	34	12	8	47%	+1	-4 ◆	-10 ◆

#### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B52 I believe that senior leaders in FCO Services will take action on the results from this survey	11	35	25	15	14	46%	+3 ◆	-5 ◆	-14 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	10	28	38	11	12	38%	+2	0	-7 ◆



### All questions by theme

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

#### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	40	49	7			89%	-1	0	-2 ◇
B55 I believe I would be supported if I try a new idea, even if it may not work	24	47	16	9		71%	-1	-2 ◇	-5 ◇
B56 In FCO Services, people are encouraged to speak up when they identify a serious policy or delivery risk	20	45	18	10	7	66%	+3 ◇	-4 ◇	-9 ◇
B57 I feel able to challenge inappropriate behaviour in the workplace	19	48	17	9	7	67%	+2	0	-3 ◇
B58 FCO Services is committed to creating a diverse and inclusive workplace	28	49	17			77%	+3 ◇	0	-3 ◇

#### Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B59 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	7	37	26	22	8	45%	+7 ◇	-13 ◇	-24 ◇

#### Leadership statement

	Always	Most of the time	Sometimes	Rarely	Never	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B60 Managers in my Area/Directorate/Division actively role model the behaviours set out in the Civil Service Leadership Statement^	24	40	25	7	5	63%	New	-3 ◇	-9 ◇

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



### All questions by theme

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

### Wellbeing

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

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

	Low (0-4)	Medium (5-6)	High (7-8)	Very High (9-10)	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	11	19	52	18	70%	+3 ◇	+3 ◇	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	18	49	24	73%	+1	+2 ◇	0
W03 Overall, how happy did you feel yesterday?	13	21	42	24	66%	+1	+3 ◇	+1

For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.

	Very Low (0-1)	Low (2-3)	Medium (4-5)	High (6-10)	% Negative	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	25	29	19	27	27%	+2	-5 ◇	-3 ◇



### All questions by theme

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

#### Your plans for the future

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

			Difference from previous survey	Difference from CS2019
I want to leave FCO Services as soon as possible		4%	-2 ◇	-3
I want to leave FCO Services within the next 12 months		10%	-2 ◇	-5 ◇
I want to stay working for FCO Services for at least the next year		31%	+2	-2 ◇
I want to stay working for FCO Services for at least the next three years		55%	+2	+11 ◇

#### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		14	86%	+1	-5 ◇	-8 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	-2 ◇	-1	-7 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in FCO Services it would be investigated properly?		33	67%	+2 ◇	-4 ◇	-9 ◇



All questions by theme

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

Discrimination

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

			Difference from previous survey	Difference from CS2019
Yes		14%	+1	+3 ✧
No		77%	-1	-4 ✧
Prefer not to say		8%	-1	0

Of those who said they had experienced discrimination at work in the last 12 months, 89% said it occurred in FCO Services while 11% said it occurred in another organisation.

For respondents who selected 'Yes' to E01.

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

		Response Count	
Age	31		
Caring responsibilities	--		
Disability	--		
Ethnic background	10		
Gender	18		
Gender reassignment or perceived gender	--		
Grade or responsibility level	35		
Main spoken/ written language or language ability	--		
Marital status or civil partnership	--		
Mental health	14		
Pay	27		
Pregnancy, maternity or paternity	--		
Religion or belief	--		
Sex	--		
Sexual orientation	--		
Social or educational background	--		
Working location	25		
Working pattern	27		
Any other grounds	21		
Prefer not to say	27		

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



All questions by theme

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

Bullying and harassment

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

			Difference from previous survey	Difference from CS2019
Yes		14%	+2 ↗	+2 ↗
No		78%	-2 ↗	-4 ↗
Prefer not to say		8%	0	+1 ↗

For respondents who selected 'Yes' to E03.

E03A. How would you describe the nature of the bullying and/or harassment you experienced?^ (multiple selection)

	Response Count	
Comments about my personal appearance	20	
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	--	
Spreading gossip or making false accusations about me	38	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	51	
Physical assault (e.g. object thrown at me, pushed, hit)	--	
Humiliated in front of team or others	60	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	69	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	48	
Treated less favourably to others	65	
Ignored, excluded, marginalised	60	
Undermining or taking credit for my work	49	
Denied time off for personal ill health	--	
Denied time off for family or caring responsibilities	--	
Disclosure of personal / sensitive information to colleagues without my consent	--	
Something else not listed here	13	
Prefer not to say	--	

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



All questions by theme

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

Bullying and harassment

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

	Response Count	
A colleague in my Area/Directorate/Division	44	
A colleague in a different Area/Directorate/ Division of FCO Services	19	
My manager	46	
Another senior member of staff in FCO Services	36	
Someone I manage	--	
Someone working in a different Civil Service organisation	11	
Someone working for a non-Civil Service organisation	--	
A contractor	10	
A service user (e.g. customer, claimant, offender)	--	
A member of the public	--	
Someone else not listed here	--	
Prefer not to say	12	

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

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

		Difference from previous survey	Difference from CS2019
Yes	50%	+17 ◇	-1
No	44%	-11 ◇	+2
Prefer not to say	6%	-7 ◇	-1

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

		Difference from CS2019
Appropriate action was taken to address the behaviour I experienced		
Yes	13%	-3
No	71%	+8 ◇
Prefer not to say	17%	-5
The bullying and/or harassment has stopped		
Yes	37%	-1
No	41%	+4 ◇
Prefer not to say	22%	-2
The culture in my area allows this kind of behaviour to continue		
Yes	55%	0
No	29%	+4 ◇
Prefer not to say	16%	-3
I felt like I was punished for reporting the incident		
Yes	21%	+4
No	59%	+5 ◇
Prefer not to say	19%	-8 ◇
I moved to another team or role to avoid the behaviour		
Yes	22%	+1
No	63%	+2
Prefer not to say	15%	-1

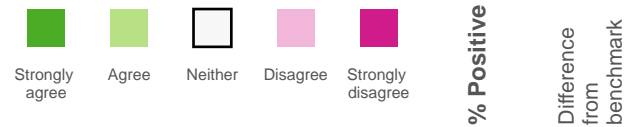


**Additional questions selected by organisation**

⚡ indicates statistically significant difference from comparison

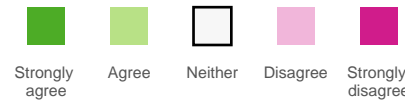
**Safe to Challenge**

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



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQB1	In the last 12 months, I have seen someone else being bullied or treated unfairly in FCO Services*	Yes: 24% No: 68% Prefer not to say: 8%					68%	-1
LQB2	I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	22	48		25		70%	+2 ⚡
LQB3	I feel comfortable speaking to those more senior than me about their actions and impact	17	42	20	13	8	59%	+6 ⚡
LQB4	I feel confident that if I challenged someone more senior than me in my Area/Directorate/Division they would be open to receiving the challenge	11	33	27	15	13	45%	+3 ⚡

**Smarter Working**



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQD1	My manager trusts me to do my job effectively even if working in a different location to them (for example, in a different office, or from home)	46	40	8			86%	-4 ⚡
LQD2	My manager supports me to work as flexibly as possible in line with the requirements of my role	40	42	9			83%	-5 ⚡
LQD3	Smarter Working allows me to be more productive in my role	36	36	20			73%	-6 ⚡
LQD4	I feel confident in using modern workplace technologies to connect and collaborate with colleagues	37	44	13			81%	-2 ⚡

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





Additional questions selected by organisation

◆ indicates statistically significant difference from comparison

Health and Safety

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQE1	Health and safety is a priority within FCO Services	29	49	12	6	5	77%	0
LQE2	In FCO Services the need to deliver work is balanced against the need to work safely	21	49	18	9	5	69%	0
LQE3	Senior managers in the area where I work address health and safety issues	25	47	19	6	5	72%	0
LQE4	I have the resources needed to carry out my role to expected health and safety standards	23	51	17	7	5	73%	0

Performance Management

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQH1	I feel empowered by my manager to do my job	32	45	14	5	5	77%	0
LQH2	The one-to-one conversations I have with my manager are helping me to achieve my full potential	25	38	23	8	7	62%	0
LQH3a	In general, how often do you discuss the following with your manager: How well I am meeting my work objectives?	16	31	27	16	10	-	-
LQH3b	In general, how often do you discuss the following with your manager: My development needs and career goals?	6	23	35	21	15	-	-
LQH3c	In general, how often do you discuss the following with your manager: My personal wellbeing and/or work-related stress?	21	29	19	10	21	-	-

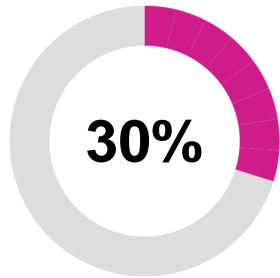
Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.



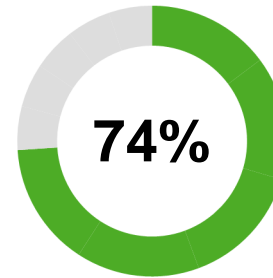
## Proxy Stress Index and PERMA Index

◇ indicates statistically significant difference from comparison

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



Difference from previous survey	0
Difference from CS2019	+1 ◇
Difference from CS High Performers	+4 ◇



Difference from previous survey	0
Difference from CS2019	0
Difference from CS High Performers	-1 ◇

### Proxy Stress Index

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

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

**% positive**

B05	I have a choice in deciding how I do my work	76%
B08	My manager motivates me to be more effective in my job	69%
B18	The people in my team can be relied upon to help when things get difficult in my job	83%
B26	I am treated with respect by the people I work with	84%
B30	I have clear work objectives	71%
B33	I have an acceptable workload	63%
B45	I have the opportunity to contribute my views before decisions are made that affect me	36%
E03	Have you been bullied or harassed at work, in the past 12 months?**	78%

### PERMA Index

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

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

**% positive**

B01	I am interested in my work	90%
B03	My work gives me a sense of personal accomplishment	76%
B18	The people in my team can be relied upon to help when things get difficult in my job	83%
W01	Overall, how satisfied are you with your life nowadays?	70%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	73%



## Appendix

### Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ), unless otherwise indicated.
Previous survey	Comparisons to the previous survey relate to the results from the 2018 Civil Service People Survey. Where a question is flagged as changed since the last survey (^) comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2019	The CS2019 benchmark is the median percent positive (unless otherwise indicated) across all Civil Service organisations that participated in the 2019 Civil Service People Survey, where data was not suppressed.
CS High Performers	For each question, unless otherwise indicated, this is the upper quartile score across all Civil Service organisations that took part in the 2019 Civil Service People Survey, where data was not suppressed. For question W04 and the Proxy Stress Index, we have used the lower quartile.
Difference from benchmark	For these questions, the benchmark is the median percent positive (unless otherwise indicated) across all Civil Service organisations that selected these questions for inclusion in their 2019 Civil Service People Survey, so it is not representative of the whole Civil Service.

### Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

### Statistical significance: ✨

Statistical testing has been carried out to identify statistically significant differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results. Please note that there needs to be 30 responses at question level, 20 responses at theme level and 10 responses at index level for statistical testing to be carried out on the corresponding scores. If you received a lower number of responses, then statistical significance testing won't have been conducted.

### The employee engagement index

The survey includes five questions that make up the engagement index (B47-B51). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

### Confidentiality

The survey was carried out as part of the 2019 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ENGINE Transformation to carry out the survey. ENGINE Transformation is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.

ENIGINE's Privacy Policy (<https://transformation.enginegroup.com/privacy-notice>) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.

The Civil Service People Survey Privacy Notice can be found on GOV.UK (<https://www.gov.uk/government/publications/people-survey-privacy-information-notice/privacy-notice-civil-service-people-survey>)