Office of Rail and Road

Engagement Index

63%

Difference from previous survey	+2 ◇
Difference from CS2019	-1
Difference from CS High Performers	-5 ◇

My work

83%

Difference from previous survey	0
Difference from CS2019	+6 ◇
Difference from CS High Performers	+3 ◇

Organisational objectives and purpose

84%

Difference from previous survey	0
Difference from CS2019	+1
Difference from CS High Performers	-3 ◇

My manager

74%

Difference from previous survey	+2
Difference from CS2019	+4 ◇
Difference from CS High Performers	+1

My team

84%

Difference from previous survey	0
Difference from CS2019	+2 ◇
Difference from CS High Performers	-1

Learning and development

60%

Difference from previous survey	-2
Difference from CS2019	+5 ◇
Difference from CS High Performers	0

Inclusion and fair treatment

79%

Difference from previous survey	+2
Difference from CS2019	+1
Difference from CS High Performers	-2 ◇

Resources and workload

79%

Difference from previous survey	+4 ◇
Difference from CS2019	+5 ◇
Difference from CS High Performers	+2

## Pay and benefits

28%

Difference from previous survey	+2
Difference from CS2019	-6 ◇
Difference from CS High Performers	-14 ◇

Leadership and managing change

58%

Difference from previous survey	+7 ◇
Difference from CS2019	+9 ◇
Difference from CS High Performers	0

Taking action

■ % responding positively   ☐ % responding neutrally   ■ % responding negatively
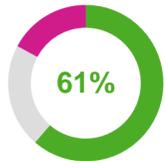
61% — B52. I believe that directors and deputies in ORR will take action on the results from this survey
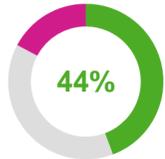
44% — B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

■ % responding Yes   ■ % responding No   ☐ % responding Prefer not to say
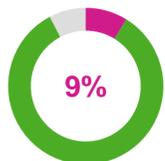
9% — E01. Have you been discriminated against at work, in the past 12 months?
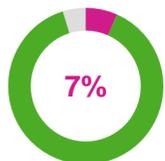
7% — E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

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

70% — 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?

65% — W03. Overall, how happy did you feel yesterday?

29% — W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

24%

PERMA Index

74%

Your plans for the future

7% — I want to leave ORR as soon as possible

22% — I want to leave ORR within the next 12 months

40% — I want to stay working for ORR for at least the next year

31% — I want to stay working for ORR for at least the next three years
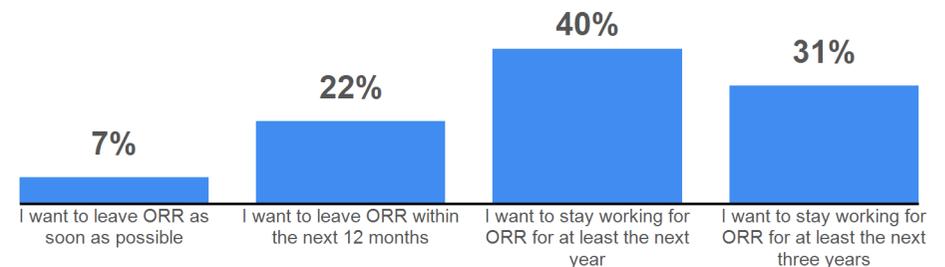
Headline scores

Highest positive scoring questions	% Positive
B54 I am trusted to carry out my job effectively	94%
B31 I have the skills I need to do my job effectively	93%
B09 My manager is considerate of my life outside work	91%
B01 I am interested in my work	91%
B05 I have a choice in deciding how I do my work	88%

Highest neutral scoring questions	% Neutral
B40 I believe that the Board has a clear vision for the future of ORR	45%
B43 When changes are made in ORR they are usually for the better	43%
B17 Poor performance is dealt with effectively in my team	42%
B53 Where I work, I think effective action has been taken on the results of the last survey	38%
B49 I feel a strong personal attachment to ORR	33%

Highest negative scoring questions	% Negative
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	54%
B35 I feel that my pay adequately reflects my performance	50%
B36 I am satisfied with the total benefits package	49%
B59 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	28%
B23 There are opportunities for me to develop my career in ORR	27%

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

Office of Rail and Road

Returns : 274   Response rate : 84%   Civil Service People Survey 2019

All questions by theme

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

My work — 83% — 0 Difference from previous survey

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B01	I am interested in my work	38	53	6			91%	-1	+1	-2 ✧
B02	I am sufficiently challenged by my work	41	41	10	7		81%	-3 ✧	+1	-2
B03	My work gives me a sense of personal accomplishment	30	51	12	7		81%	-2	+3 ✧	0
B04	I feel involved in the decisions that affect my work	26	49	15	8		75%	+4 ✧	+15 ✧	+11 ✧
B05	I have a choice in deciding how I do my work	40	48	7			88%	+2	+10 ✧	+6 ✧

Organisational objectives and purpose — 84% — 0 Difference from previous survey
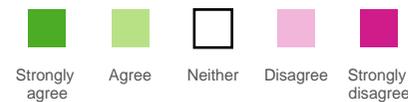
Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B06	I have a clear understanding of ORR's objectives	22	60	12	6		82%	-2	-1	-5 ✧
B07	I understand how my work contributes to ORR's objectives	29	56	10			85%	+1	+2	-3 ✧

All questions by theme

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

My manager — **74%** +2 Difference from previous survey
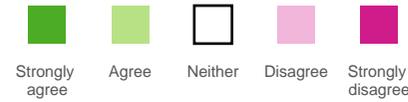
Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

Code	Question	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	45	16	8		73%	-4 ✧	+2	-2 ✧
B09	My manager is considerate of my life outside work	56	35				91%	-1	+5 ✧	+2 ✧
B10	My manager is open to my ideas	50	38	7			88%	-2	+5 ✧	+2 ✧
B11	My manager helps me to understand how I contribute to ORR's objectives	29	43	18	8		72%	-1	+5 ✧	0
B12	Overall, I have confidence in the decisions made by my manager	38	43	13			81%	-3 ✧	+5 ✧	+1
B13	My manager recognises when I have done my job well	37	46	10	5		83%	+3 ✧	+3 ✧	0
B14	I receive regular feedback on my performance	26	46	15	11		72%	+4 ✧	+3 ✧	0
B15	The feedback I receive helps me to improve my performance	24	43	20	10		67%	+6 ✧	+3 ✧	-1
B16	I think that my performance is evaluated fairly	26	43	21	6		69%	+11 ✧	+1	-3 ✧
B17	Poor performance is dealt with effectively in my team	13	31	42	8	5	44%	+6 ✧	+4 ✧	+1

Returns : 274   Response rate : 84%   Civil Service People Survey 2019

All questions by theme

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

My team — 84% — 0

Difference from previous survey
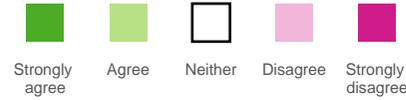
Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

	Question	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	43 / 46 / 8	88%	+1	+2 ◇	0
B19	The people in my team work together to find ways to improve the service we provide	36 / 47 / 11 / 6	84%	-3 ◇	+1	-3 ◇
B20	The people in my team are encouraged to come up with new and better ways of doing things	32 / 47 / 12 / 6	80%	+1	+3 ◇	0

Learning and development — 60% — -2

Difference from previous survey

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

	Question	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	22 / 51 / 20 / 5	73%	-5 ◇	+9 ◇	+2 ◇
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	19 / 47 / 27 / 6	66%	-3	+11 ◇	+6 ◇
B23	There are opportunities for me to develop my career in ORR	12 / 31 / 30 / 19 / 8	43%	+2	-8 ◇	-15 ◇
B24	Learning and development activities I have completed while working for ORR are helping me to develop my career	17 / 41 / 31 / 9	57%	-2	+7 ◇	+1

Returns : 274   Response rate : 84%   Civil Service People Survey 2019

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
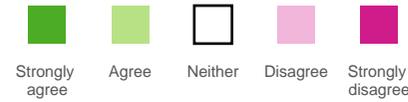
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B25	I am treated fairly at work	33	50	9			83%	+4 ◇	+1	-1
B26	I am treated with respect by the people I work with	36	51	7			87%	+1	+2	-1
B27	I feel valued for the work I do	27	42	16	10		69%	0	+1	-4 ◇
B28	I think that ORR respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	32	45	15	5		78%	+2	0	-4 ◇

Resources and workload — 79% +4 ◇ Difference from previous survey

		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	16	60	18	5		76%	+2	+4 ◇	0
B30	I have clear work objectives	23	61	10			84%	+5 ◇	+8 ◇	+5 ◇
B31	I have the skills I need to do my job effectively	30	63	5			93%	+1	+5 ◇	+2 ◇
B32	I have the tools I need to do my job effectively	21	56	16	5		77%	+7 ◇	+4 ◇	-2
B33	I have an acceptable workload	19	51	13	12		70%	+4 ◇	+7 ◇	+2 ◇
B34	I achieve a good balance between my work life and my private life	28	47	12	10		76%	+4 ◇	+4 ◇	0

OFFICE OF RAIL AND ROAD

Returns : 274   Response rate : 84%   Civil Service People Survey 2019

All questions by theme

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

Pay and benefits — 28% — +2 Difference from previous survey

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		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	8	21	20	28	22	30%	0	-4 ◇	-11 ◇
B36	I am satisfied with the total benefits package	7	21	24	28	20	28%	+1	-11 ◇	-21 ◇
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	8	19	19	30	25	27%	+4 ◇	-1	-9 ◇

Leadership and managing change — 58% — +7 ◇ Difference from previous survey
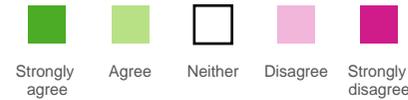
Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B38	Directors and deputies in ORR are sufficiently visible	26	48	14	9		74%	0	+11 ◇	+1
B39	I believe the actions of directors and deputies are consistent with ORR's values	20	46	25	6		66%	-1	+11 ◇	+2
B40	I believe that the Board has a clear vision for the future of ORR	10	33	45	8		43%	-3	-7 ◇	-18 ◇
B41	Overall, I have confidence in the decisions made by ORR's Directors and deputies	15	47	26	7		63%	+1	+12 ◇	0
B42	I feel that change is managed well in ORR	11	36	30	18	5	47%	+20 ◇	+12 ◇	+2
B43	When changes are made in ORR they are usually for the better	9	32	43	12		41%	+10 ◇	+5 ◇	-3 ◇
B44	ORR keeps me informed about matters that affect me	18	54	19	7		72%	+18 ◇	+11 ◇	+3 ◇
B45	I have the opportunity to contribute my views before decisions are made that affect me	15	39	23	17	6	55%	+12 ◇	+14 ◇	+4 ◇
B46	I think it is safe to challenge the way things are done in ORR	18	41	24	13	5	58%	+4	+9 ◇	+1

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.
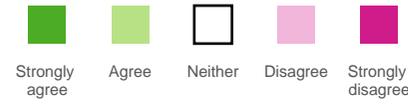
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B47	I am proud when I tell others I am part of ORR	16	43	30	8		59%	+1	-7 ◇	-13 ◇
B48	I would recommend ORR as a great place to work	17	45	26	8		62%	+1	+1	-8 ◇
B49	I feel a strong personal attachment to ORR	14	31	33	18		45%	+6 ◇	-7 ◇	-13 ◇
B50	ORR inspires me to do the best in my job	16	38	30	12		54%	+6 ◇	+2	-6 ◇
B51	ORR motivates me to help it achieve its objectives	14	37	30	14		51%	+2	+1	-5 ◇

Taking action
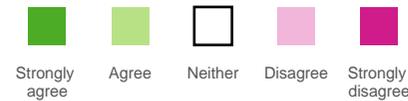
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B52	I believe that directors and deputies in ORR will take action on the results from this survey	13	48	22	12	5	61%	+4	+10 ◇	+2
B53	Where I work, I think effective action has been taken on the results of the last survey	11	34	38	10	8	44%	+9 ◇	+6 ◇	0

![ORR - OFFICE OF RAIL AND ROAD logo]

Returns : 274   Response rate : 84%   Civil Service People Survey 2019

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 |

		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	42	52				94%	0	+5 ◇	+3 ◇
B55	I believe I would be supported if I try a new idea, even if it may not work	31	52	12	5		83%	+2	+10 ◇	+7 ◇
B56	In ORR, people are encouraged to speak up when they identify a serious policy or delivery risk	24	47	19	8		71%	+1	+1	-4 ◇
B57	I feel able to challenge inappropriate behaviour in the workplace	20	47	21	8		67%	+1	0	-3 ◇
B58	ORR is committed to creating a diverse and inclusive workplace	22	49	20	6		70%	+6 ◇	-6 ◇	-9 ◇

Civil Service vision
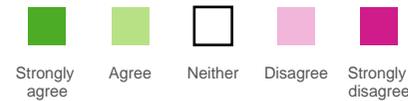
| Strongly agree | Agree | Neither | Disagree | Strongly disagree |

		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'	12	41	19	22	6	53%	+6 ◇	-4 ◇	-16 ◇
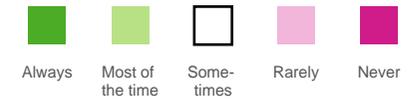
Leadership statement

| Always | Most of the time | Some-times | Rarely | Never |

		Always	Most of the time	Some-times	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^	26	43	24	6		69%	New	+3 ◇	-4 ◇

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

All questions by theme

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?	10	21	50	20	70%	+3	+3 ◇	-1
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	20	43	27	70%	-4 ◇	-1	-3 ◇
W03	Overall, how happy did you feel yesterday?	13	22	44	22	65%	+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?	21	29	21	29	29%	+4 ◇	-3 ◇	-2

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 ORR?

		Difference from previous survey	Difference from CS2019
I want to leave ORR as soon as possible	**7%**	-6 ✧	0
I want to leave ORR within the next 12 months	**22%**	+5	+7 ✧
I want to stay working for ORR for at least the next year	**40%**	-1	+7 ✧
I want to stay working for ORR for at least the next three years	**31%**	+2	-13 ✧

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?	**89%**	-3 ✧	-2 ✧	-5 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	**61%**	-2	-5 ✧	-11 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in ORR it would be investigated properly?	**71%**	0	-1	-5 ✧

All questions by theme

Discrimination

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

		Difference from previous survey	Difference from CS2019
Yes	9%	-3 ◇	-2
No	84%	+2	+2 ◇
Prefer not to say	8%	+1	0

Of those who said they had experienced discrimination at work in the last 12 months, 100% said it occurred in ORR while 0% 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	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade or responsibility level	--
Main spoken/ written language or language ability	--
Marital status or civil partnership	--
Mental health	--
Pay	10
Pregnancy, maternity or paternity	--
Religion or belief	--
Sex	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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

All questions by theme

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

Bullying and harassment

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

		Difference from previous survey	Difference from CS2019
Yes	**7%**	-2	-5
No	**89%**	+4 ✧	+6 ✧
Prefer not to say	**5%**	-2	-2

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

For respondents who selected 'Yes' to E03.
E03A. How would you describe the nature of the bullying and/or harassment you experienced?^ (multiple selection)

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

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

OFFICE OF RAIL AND ROAD

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

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

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

		Difference from previous survey	Difference from CS2019
Yes	61%	+42	+10
No	33%	-29	-9
Prefer not to say	6%	-13	-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

		Difference from CS2019
Yes	28%	+12
No	56%	-7
Prefer not to say	17%	-5

The bullying and/or harassment has stopped

Yes	56%	+18
No	28%	-9
Prefer not to say	17%	-7

The culture in my area allows this kind of behaviour to continue

Yes	61%	+6
No	22%	-3
Prefer not to say	17%	-2

I felt like I was punished for reporting the incident

Yes	11%	-6
No	61%	+6
Prefer not to say	28%	+1

I moved to another team or role to avoid the behaviour

Yes	Results for this response have been suppressed as there are fewer than ten responses	
No	56%	-5
Prefer not to say	Results for this response have been suppressed as there are fewer than ten responses	

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"
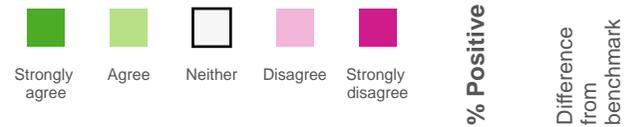
Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

			% Positive	Difference from benchmark
LQB1	In the last 12 months, I have seen someone else being bullied or treated unfairly in ORR*	Yes: 10% No: 83% Prefer not to say: 7%	83%	+14 ◇
LQB2	I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	15 / 46 / 35	62%	-6 ◇
LQB3	I feel comfortable speaking to those more senior than me about their actions and impact	17 / 40 / 23 / 17	57%	+4 ◇
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	15 / 33 / 26 / 19 / 7	48%	+6 ◇

Smarter Working
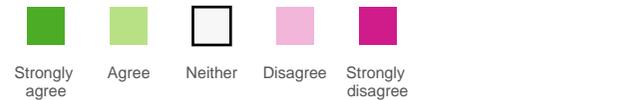
Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

			% 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)	60 / 37	97%	+7 ◇
LQD2	My manager supports me to work as flexibly as possible in line with the requirements of my role	58 / 35	93%	+5 ◇
LQD3	Smarter Working allows me to be more productive in my role	47 / 32 / 15 / 5	79%	0
LQD4	I feel confident in using modern workplace technologies to connect and collaborate with colleagues	40 / 38 / 12 / 8	78%	-4 ◇

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

Wellbeing at Work

* indicates negatively phrased question(s) where % positive is the proportion who selected either "disagree" or "strongly disagree"
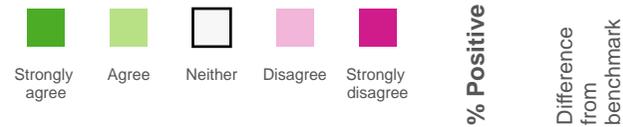
| Strongly agree | Agree | Neither | Disagree | Strongly disagree |

Code	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQF1	During the last 12 months, I have felt unwell as a result of work-related stress*	6	19	13	38	24	62%	+11 ◇
LQF2	The people in my team genuinely care about my wellbeing	24	51	18	6		76%	-3 ◇
LQF3	My manager creates a positive atmosphere at work which supports my health and wellbeing	27	47	19	6		74%	+4 ◇
LQF4	After a period of sickness absence, my manager and I have a Return to Work discussion	Yes: 90%		No: 10%			90%	+4 ◇

Support for Managers

| Strongly agree | Agree | Neither | Disagree | Strongly disagree |

Code	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQI1	I understand what is expected of me as a manager	34	60				95%	+1
LQI2	As a manager, I feel adequately supported to deliver my responsibilities	25	60		6	7	85%	+6 ◇
LQI3	As a manager, I feel confident in supporting others with their health and wellbeing at work	25	61	10			86%	-3 ◇
LQI4	As a manager, I feel confident in addressing poor performance in my team	24	49	14	9	5	73%	-9 ◇

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

24%

Difference from previous survey	-2 ✧	
Difference from CS2019	-4 ✧	
Difference from CS High Performers	-2 ✧	

74%
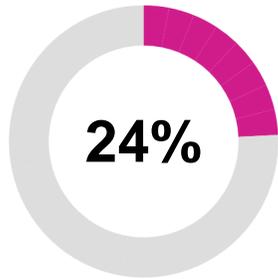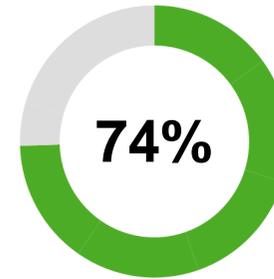
Difference from previous survey	0	
Difference from CS2019	+1 ✧	
Difference from CS High Performers	-1 ✧	

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.

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
B05	I have a choice in deciding how I do my work	88%
B08	My manager motivates me to be more effective in my job	73%
B18	The people in my team can be relied upon to help when things get difficult in my job	88%
B26	I am treated with respect by the people I work with	87%
B30	I have clear work objectives	84%
B33	I have an acceptable workload	70%
B45	I have the opportunity to contribute my views before decisions are made that affect me	55%
E03	Have you been bullied or harassed at work, in the past 12 months?**	89%

		% positive
B01	I am interested in my work	91%
B03	My work gives me a sense of personal accomplishment	81%
B18	The people in my team can be relied upon to help when things get difficult in my job	88%
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?	70%

Appendix

Glossary of key terms

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

Rounding

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

Statistical significance: ✧

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

The employee engagement index

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

Confidentiality

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

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

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