

SSSC Overall

Returns : 201

Response rate : 65%

SSSC staff survey 2019

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.

Engagement Index

62%

| | |
|------------------------|---|
| Difference from CS2018 | 0 |
|------------------------|---|

| | |
|---------------------|----|
| CS2018 Top Quartile | -4 |
|---------------------|----|

| | |
|----------------|-----|
| Positive Score | 53% |
|----------------|-----|

My work

76%

| | |
|------------------------|---|
| Difference from CS2018 | 0 |
|------------------------|---|

| | |
|---------------------|----|
| CS2018 Top Quartile | -4 |
|---------------------|----|

| | |
|------------------|-----|
| Weighted average | 73% |
|------------------|-----|

Organisational objectives and purpose

91%

| | |
|------------------------|----|
| Difference from CS2018 | +8 |
|------------------------|----|

| | |
|---------------------|----|
| CS2018 Top Quartile | +4 |
|---------------------|----|

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|------------------|-----|
| Weighted average | 79% |
|------------------|-----|

My manager

76%

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|------------------------|----|
| Difference from CS2018 | +6 |
|------------------------|----|

| | |
|---------------------|----|
| CS2018 Top Quartile | +3 |
|---------------------|----|

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|------------------|-----|
| Weighted average | 75% |
|------------------|-----|

My team

87%

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|------------------------|----|
| Difference from CS2018 | +6 |
|------------------------|----|

| | |
|---------------------|----|
| CS2018 Top Quartile | +3 |
|---------------------|----|

| | |
|------------------|-----|
| Weighted average | 81% |
|------------------|-----|

Learning and development

46%

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|------------------------|----|
| Difference from CS2018 | -8 |
|------------------------|----|

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|---------------------|-----|
| CS2018 Top Quartile | -13 |
|---------------------|-----|

| | |
|------------------|-----|
| Weighted average | 57% |
|------------------|-----|

Inclusion and fair treatment

78%

| | |
|------------------------|---|
| Difference from CS2018 | 0 |
|------------------------|---|

| | |
|---------------------|----|
| CS2018 Top Quartile | -3 |
|---------------------|----|

| | |
|------------------|-----|
| Weighted average | 75% |
|------------------|-----|

Resources and workload

76%

| | |
|------------------------|----|
| Difference from CS2018 | +3 |
|------------------------|----|

| | |
|---------------------|---|
| CS2018 Top Quartile | 0 |
|---------------------|---|

| | |
|------------------|-----|
| Weighted average | 70% |
|------------------|-----|

Pay and benefits

45%

| | |
|------------------------|-----|
| Difference from CS2018 | +14 |
|------------------------|-----|

| | |
|---------------------|----|
| CS2018 Top Quartile | +8 |
|---------------------|----|

| | |
|------------------|-----|
| Weighted average | 53% |
|------------------|-----|

Leadership and managing change

44%

| | |
|------------------------|----|
| Difference from CS2018 | -3 |
|------------------------|----|

| | |
|---------------------|-----|
| CS2018 Top Quartile | -10 |
|---------------------|-----|

| | |
|------------------|-----|
| Weighted average | 56% |
|------------------|-----|

Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

| Rank | | Positive % | Difference from CS2018 | CS2018 Top Quartile | Weighted average |
|------|---|------------|------------------------|---------------------|------------------|
| 1 | Q9.3. I feel valued for the work I do | 67% | -1 | -5 | 68% |
| 2 | Q9.1. I am treated fairly at work | 84% | +4 | 0 | 78% |
| 3 | Q16.1. I believe that senior management will take action on the results from this survey | 42% | -7 | -16 | 56% |
| 4 | Q9.4. I think that the SSSC respects individual differences (eg cultures, working styles, backgrounds, ideas etc) | 76% | -1 | -4 | 73% |
| 5 | Q8.3. There are opportunities for me to develop my career in the SSSC | 42% | -6 | -14 | 54% |

Discrimination, bullying and harassment

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



During the past 12 months have you personally experienced discrimination at work?

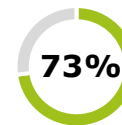


During the past 12 months have you personally experienced bullying or harassment at work?

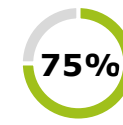
Wellbeing

Statistically significant difference from comparison

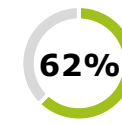
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



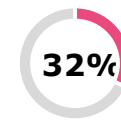
W01. Overall, how satisfied are you with your life nowadays?



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?



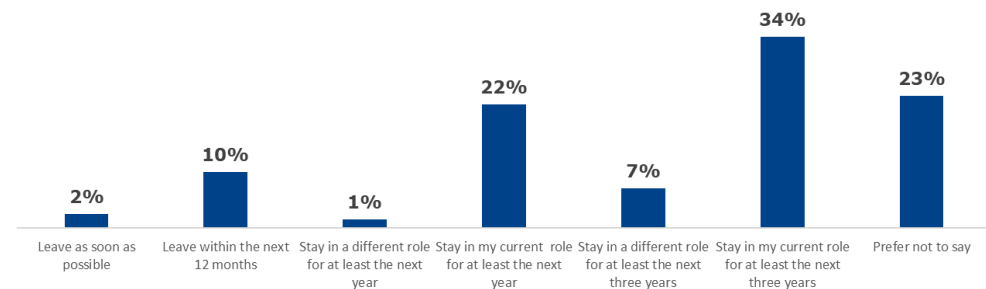
W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

PERMA Index

For further information about these indices, please refer to page 17.

Your plans for the future



Headline scores

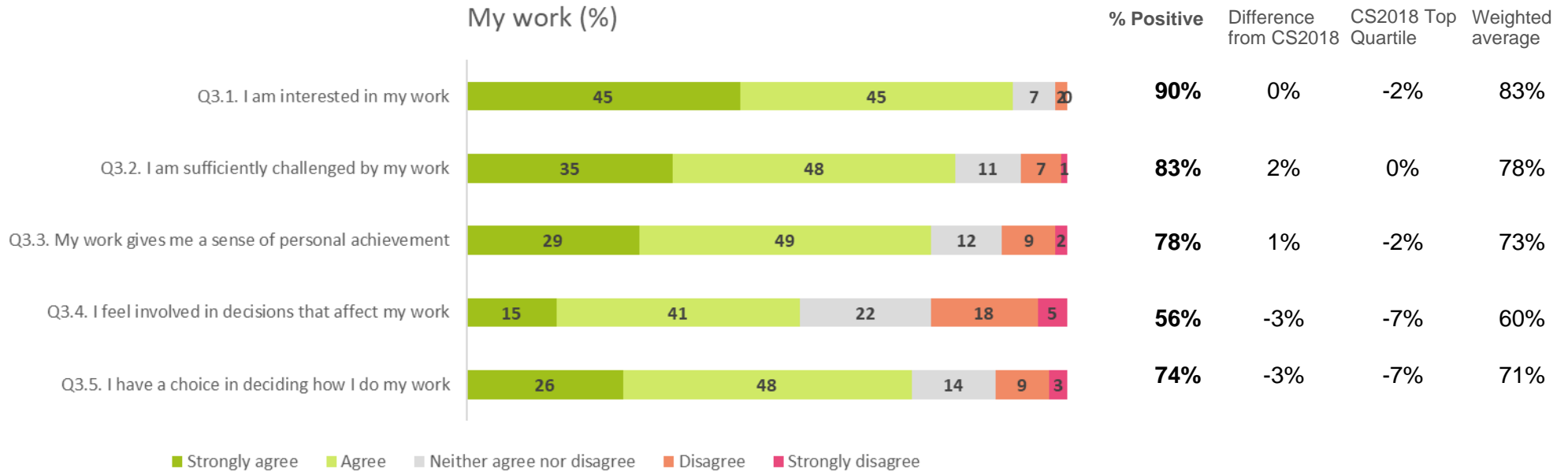
| Highest positive scoring questions | % Positive | Highest neutral scoring questions | % Neutral | Highest negative scoring questions | % Negative |
|---|------------|---|-----------|---|------------|
| Q4.2. I understand how my work contributes to the SSSC's objectives | 92% | Q16.2. I think effective action was taken on the results from the last survey | 59% | Q11.3. Compared to people doing a similar job in other organisations, I feel my pay is reasonable | 42% |
| Q10.3. I have the skills I need to do my job effectively | 90% | Q5.10. Poor performance is dealt with effectively in my team | 45% | Q11.1. I feel that my pay adequately reflects my performance | 41% |
| Q17.1. I am trusted to carry out my job effectively | 90% | Q14.2. When changes are made in the SSSC they are usually for the better | 45% | Q14.1. I feel that change is managed well in the SSSC | 37% |
| Q3.1. I am interested in my work | 90% | Q12.2. I believe the actions of the EMT are consistent with the SSSC's values | 43% | Q36.4. Overall, how anxious did you feel yesterday? | 36% |
| Q4.1. I have a clear understanding of the SSSC's objectives | 90% | Q12.4. Overall, I have confidence in the decisions made by the EMT | 42% | Q14.4. I have the opportunity to contribute my views before decisions are made that affect me | 29% |

All questions by theme

My work

76%

My work (%)

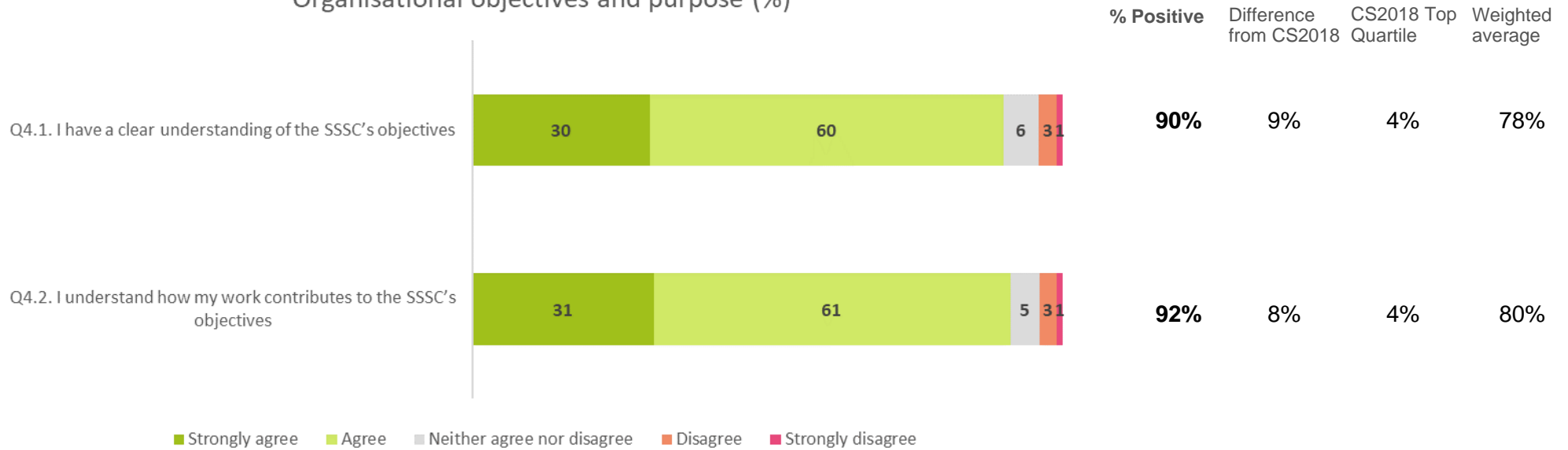


All questions by theme

Organisational objectives and purpose

91%

Organisational objectives and purpose (%)

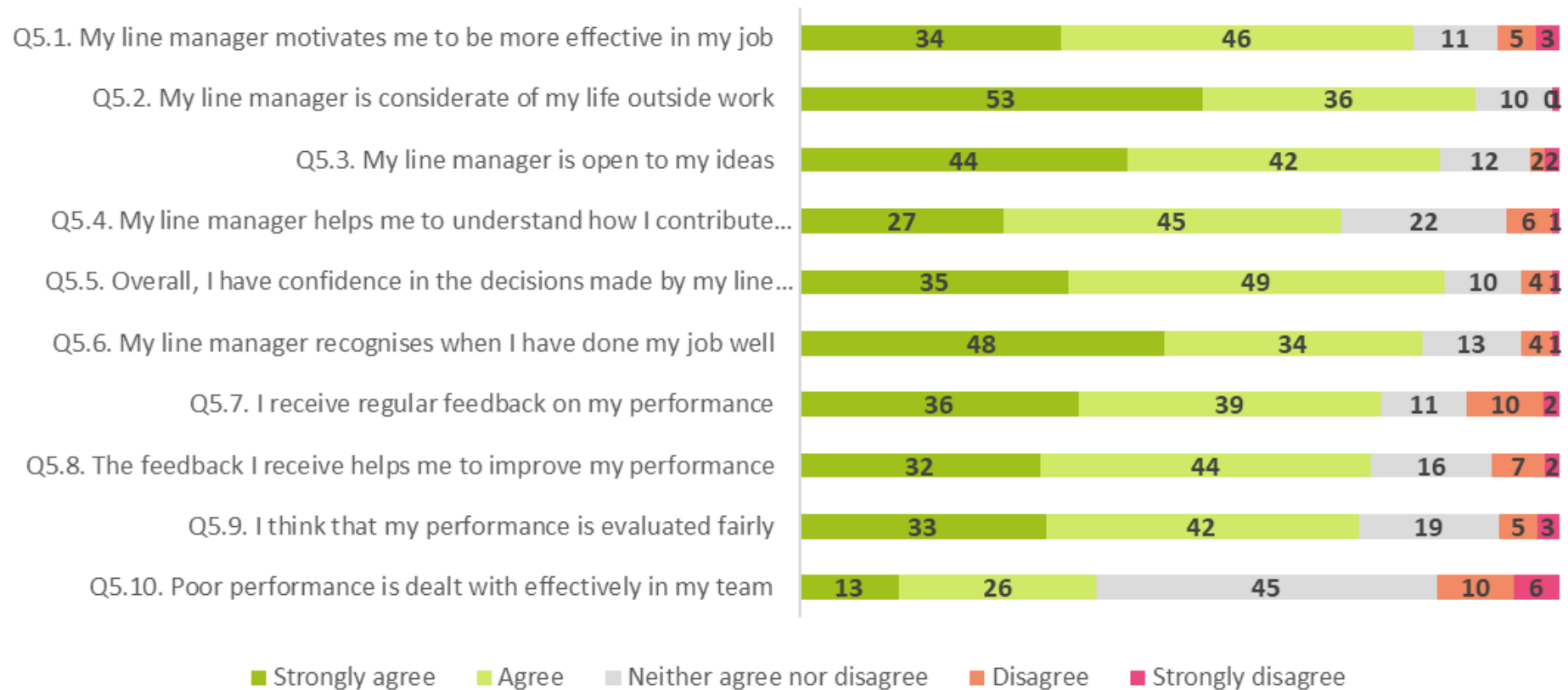


All questions by theme

My manager

76%

My manager (%)



All questions by theme

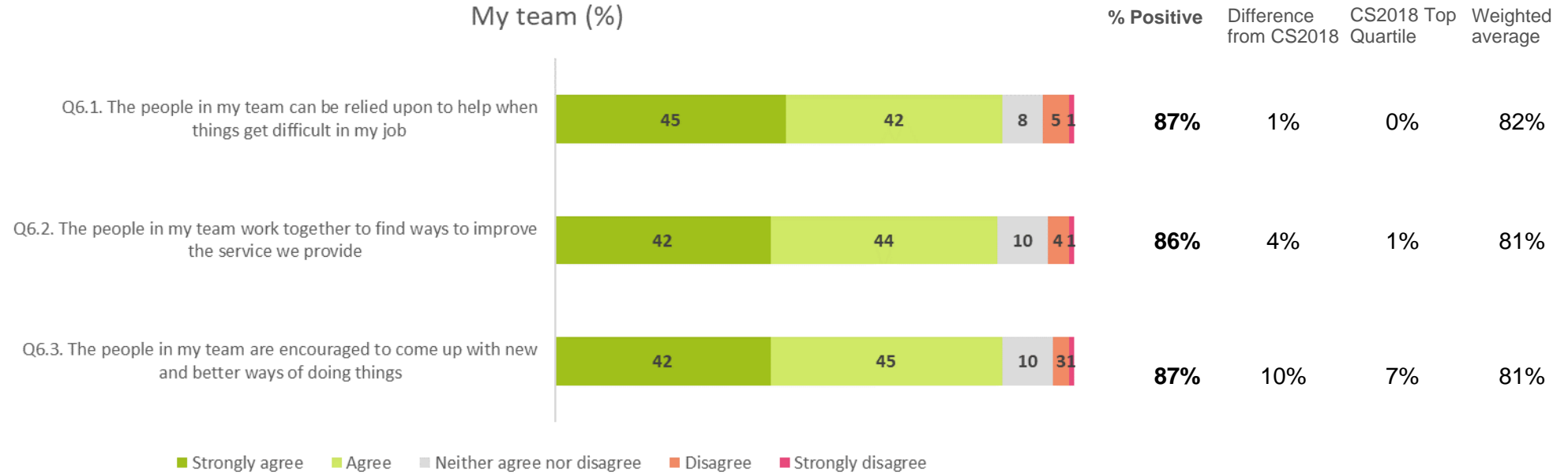
| My manager | % Positive | Difference CS2018 | CS2018 Quartile | Weighted average |
|--|-------------------|--------------------------|------------------------|-------------------------|
| Q5.1. My line manager motivates me to be more effective in my job | 80% | 9% | 5% | 75% |
| Q5.2. My line manager is considerate of my life outside work | 89% | 3% | 0% | 85% |
| Q5.3. My line manager is open to my ideas | 86% | 3% | 0% | 81% |
| Q5.4. My line manager helps me to understand how I contribute to the SSSC's objectives | 72% | 5% | 0% | 73% |
| Q5.5. Overall, I have confidence in the decisions made by my line manager | 84% | 8% | 4% | 78% |
| Q5.6. My line manager recognises when I have done my job well | 82% | 2% | -1% | 81% |
| Q5.7. I receive regular feedback on my performance | 75% | 7% | 2% | 74% |
| Q5.8. The feedback I receive helps me to improve my performance | 76% | 12% | 8% | 74% |
| Q5.9. I think that my performance is evaluated fairly | 75% | 9% | 3% | 74% |
| Q5.10. Poor performance is dealt with effectively in my team | 39% | -1% | -5% | 58% |

All questions by theme

My team

87%

My team (%)



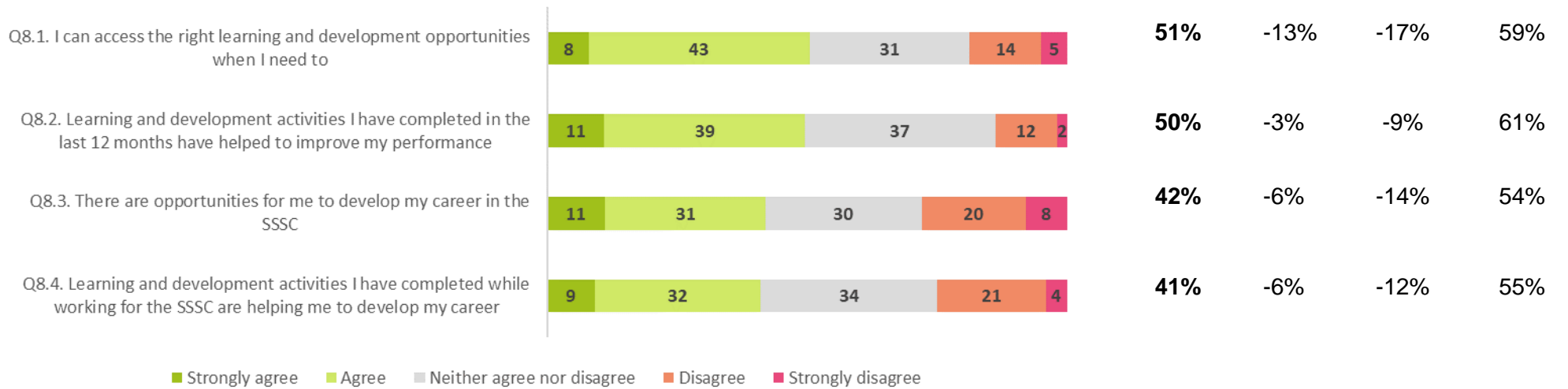
All questions by theme

Learning and development

46%

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a
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Learning and development (%)

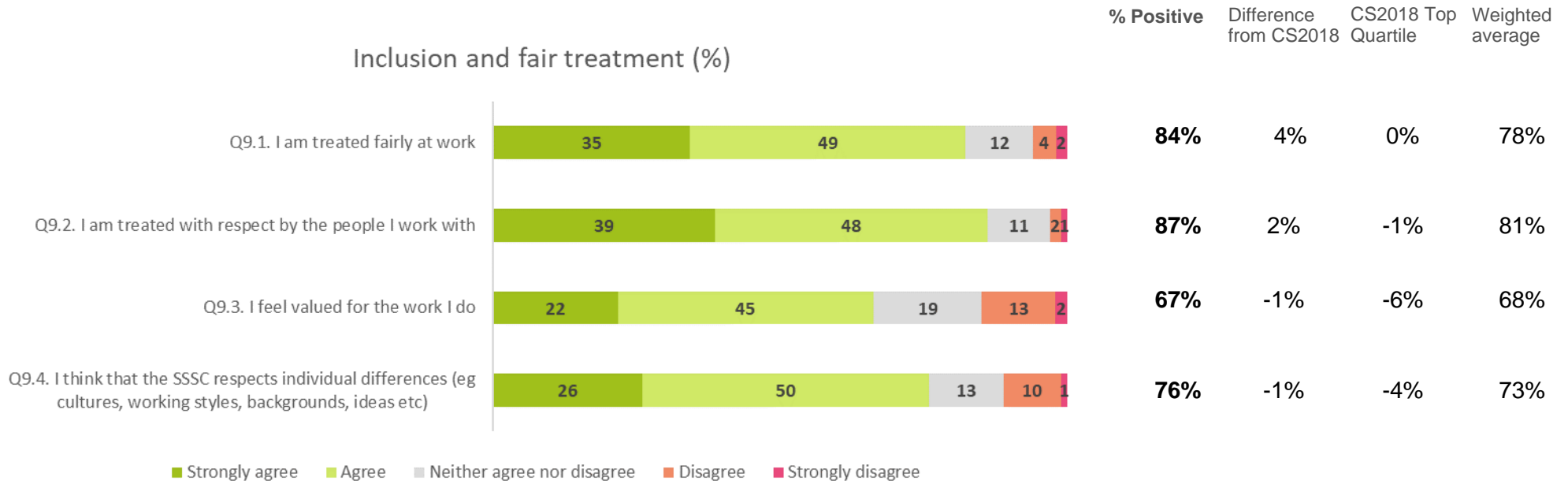


All questions by theme

Inclusion and fair treatment

78%

Inclusion and fair treatment (%)



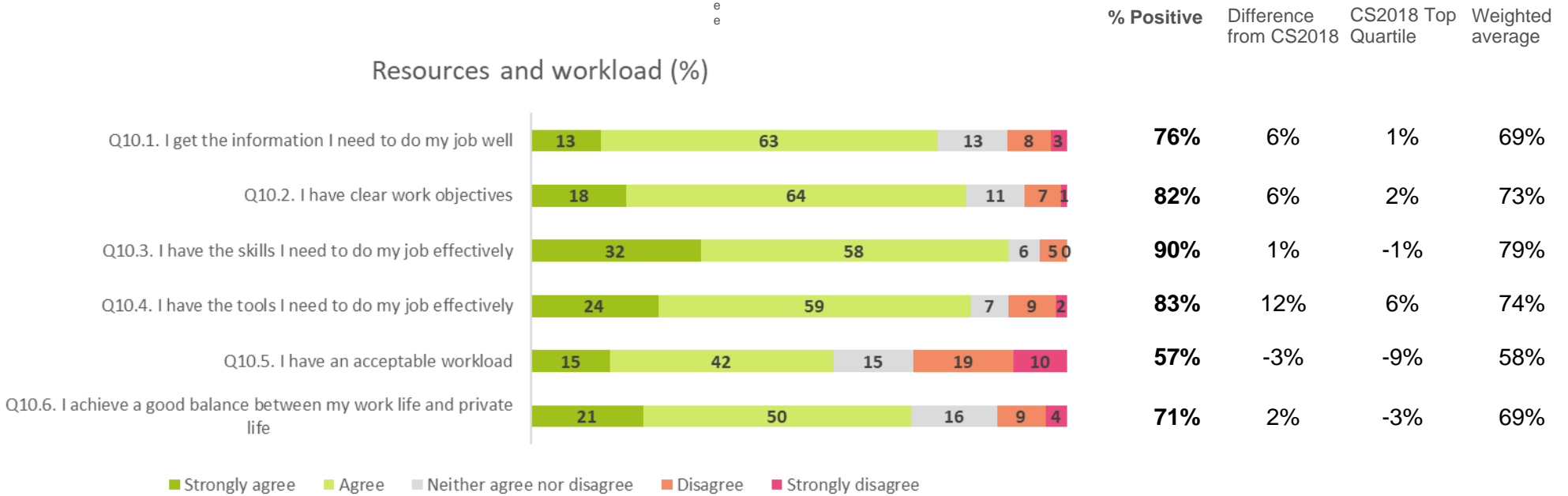
All questions by theme

Resources and workload

76%

d
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Resources and workload (%)

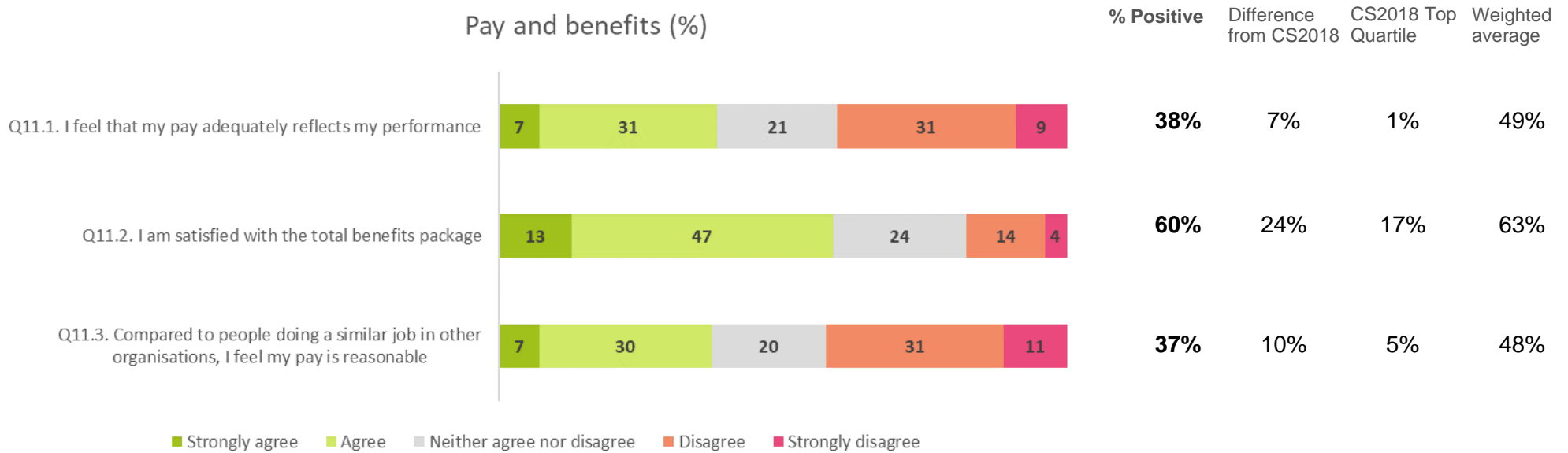


All questions by theme

Pay and benefits

45%

Pay and benefits (%)



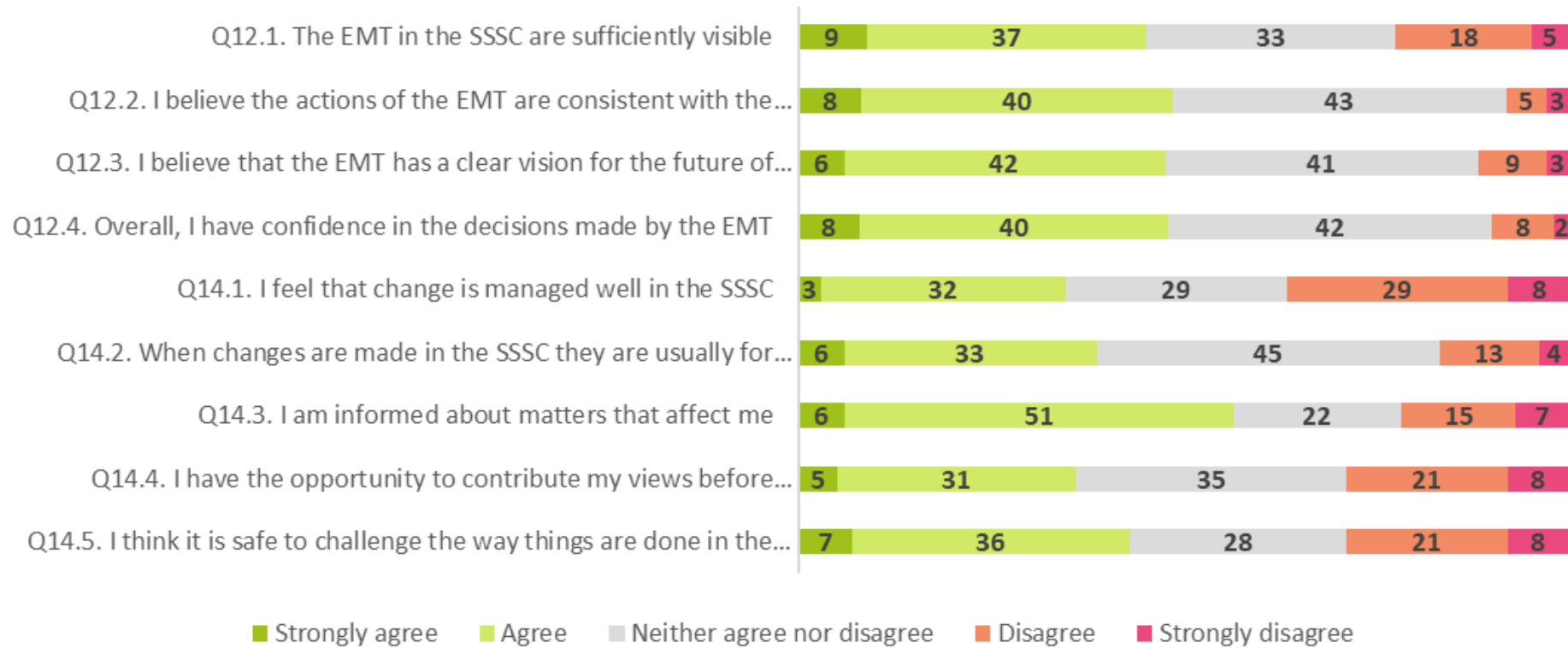
All questions by theme

Leadership and managing change

57%

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a

Leadership and managing change (%)



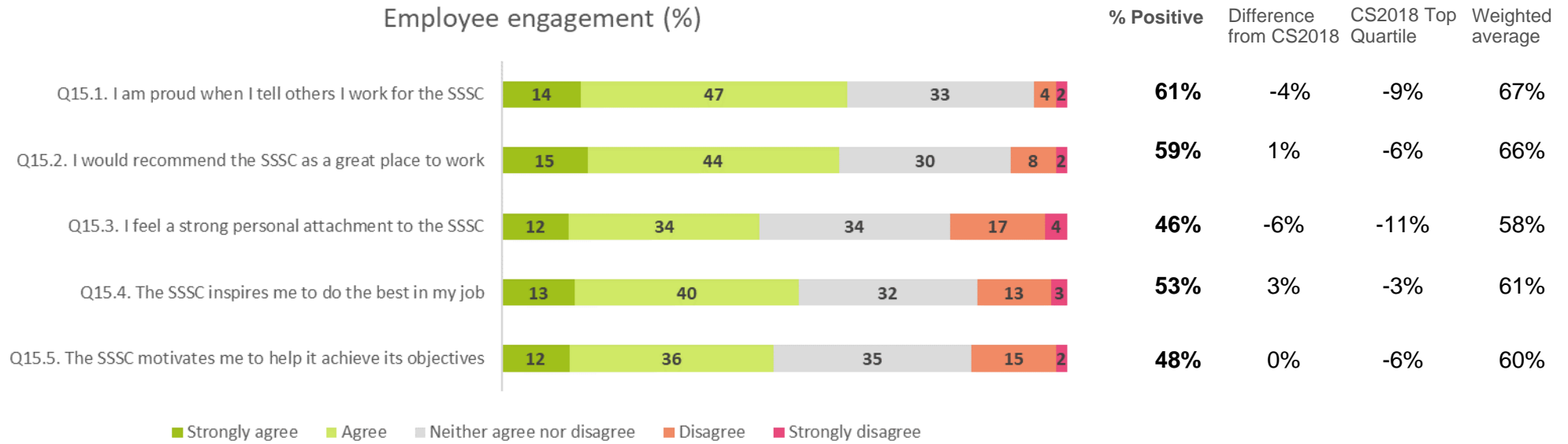
All questions by theme

| Leadership and managing change | % Positive | Difference CS2018 | CS2018 Quartile | Weighted average |
|---|------------|-------------------|-----------------|------------------|
| Q12.1. The EMT in the SSSC are sufficiently visible | 46% | -15% | -24% | 57% |
| Q12.2. I believe the actions of the EMT are consistent with the SSSC's values | 48% | -4% | -14% | 61% |
| Q12.3. I believe that the EMT has a clear vision for the future of the SSSC | 48% | 0% | -8% | 60% |
| Q12.4. Overall, I have confidence in the decisions made by the EMT | 48% | -1% | -10% | 61% |
| Q14.1. I feel that change is managed well in the SSSC | 35% | 2% | -6% | 48% |
| Q14.2. When changes are made in the SSSC they are usually for the better | 39% | 4% | -2% | 56% |
| Q14.3. I am informed about matters that affect me | 57% | -2% | -8% | 59% |
| Q14.4. I have the opportunity to contribute my views before decisions are made that affect me | 36% | -4% | -11% | 51% |
| Q14.5. I think it is safe to challenge the way things are done in the SSSC | 43% | -4% | -10% | 53% |

All questions by theme

Engagement

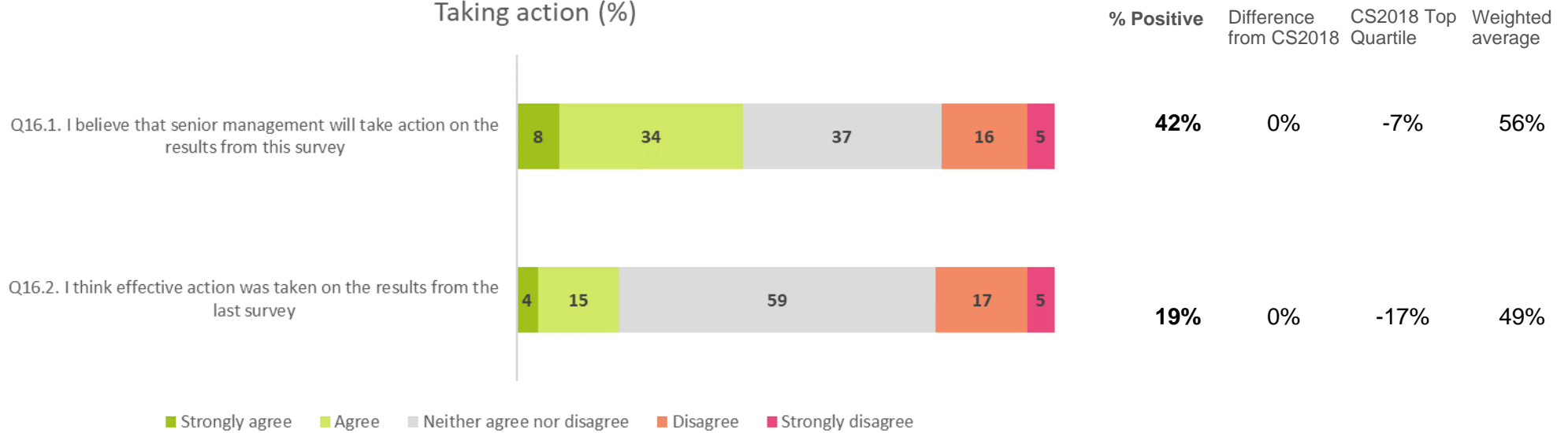
Employee engagement (%)



All questions by theme

Taking action

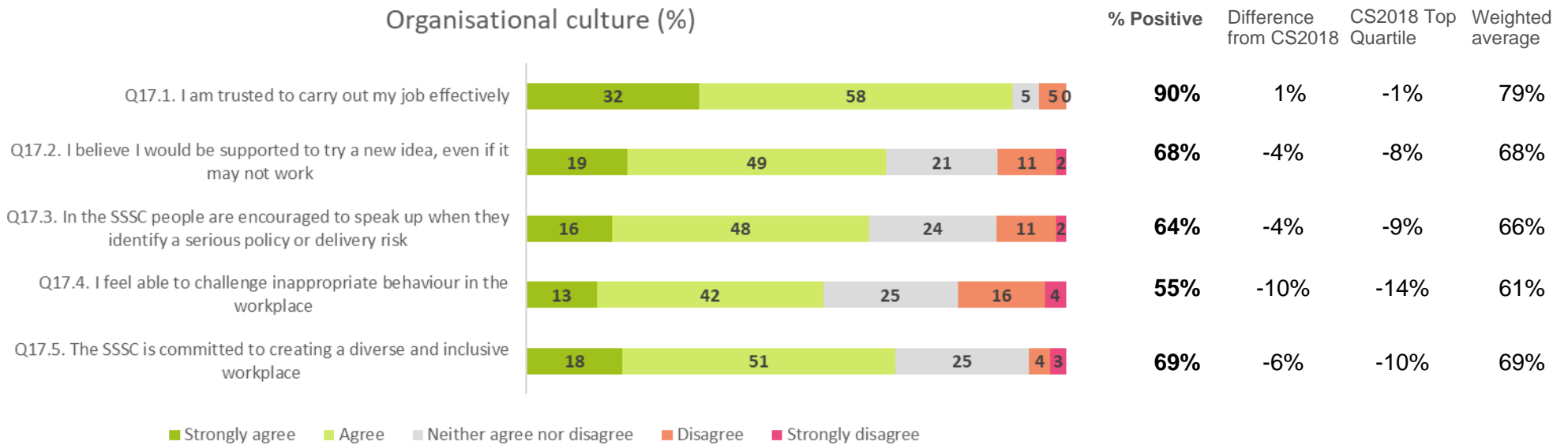
Taking action (%)



All questions by theme

Organisational culture

Organisational culture (%)

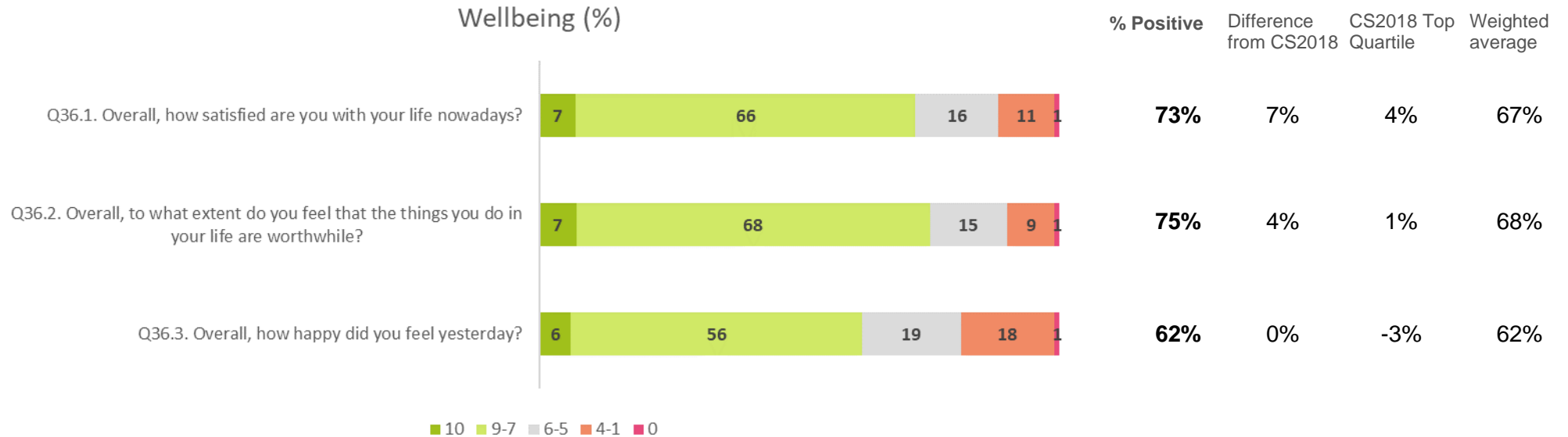


All questions by theme

Wellbeing

Unlike the previous questions which ask people to rate their agreement from strongly agree to strongly disagree, 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').

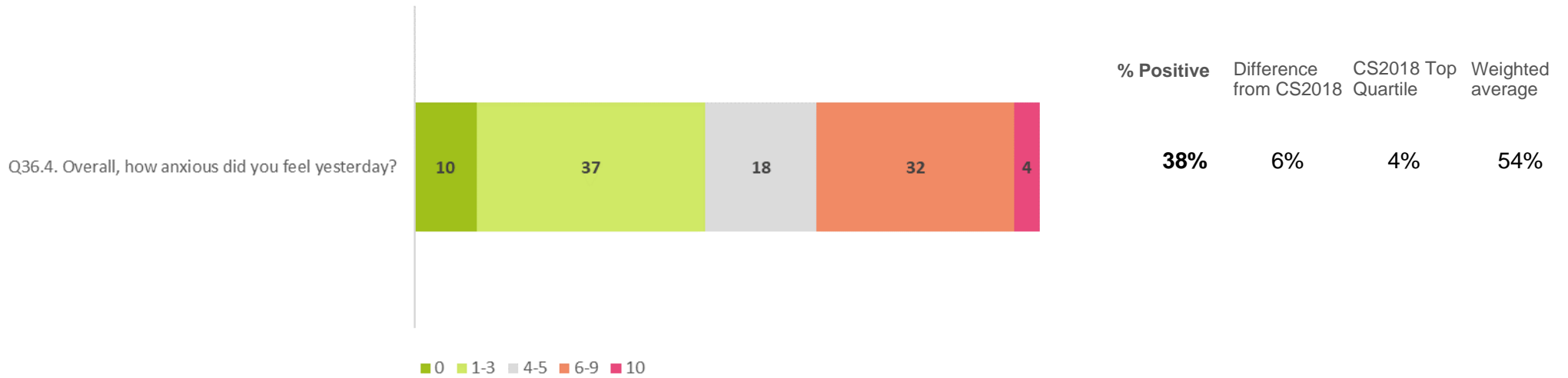
For questions 36.1, 36.2 and 36.3 the percent positive is the proportion answering 7, 8, 9 or 10 to each



All questions by theme

For question 36.4 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.

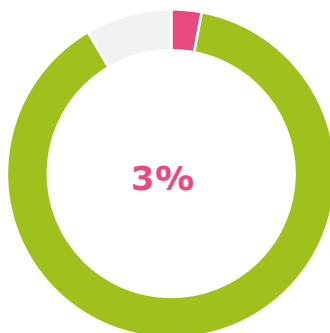
Anxious (%)



Discrimination, harassment and bullying

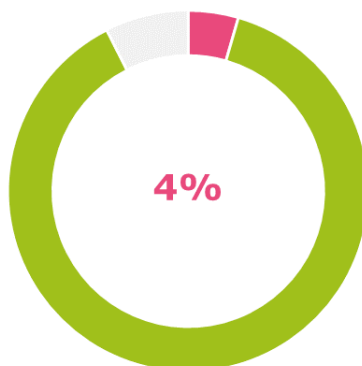
Q27. Have you been discriminated against at work, in the past 12 months? If you started work with the SSSC more recently than 12 months ago, please answer based on the time you have worked here?

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



Q29. Have you been bullied or harassed at work, in the past 12 months? If you started work with the SSSC more recently than 12 months ago, please answer based on the time you have worked here.

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



Q28. On which of the following grounds were you discriminated against? (multiple selection)

| Response | Response Count |
|---|----------------|
| Q28.1. Age | 0 |
| Q28.2. Caring responsibilities | 1 |
| Q28.3. Disability | 2 |
| Q28.4. Ethnic background | 0 |
| Q28.5. Gender | 1 |
| Q28.6. Gender reassignment or perceived gender | 1 |
| Q28.7. Grade or responsibility level | 0 |
| Q28.8. Main spoken/written language or language ability | 0 |
| Q28.9. Marital status or civil partnership | 0 |
| Q28.10. Mental health | 1 |
| Q28.11. Pay | 0 |
| Q28.12. Pregnancy, maternity or paternity | 0 |
| Q28.13. Religion or belief | 0 |
| Q28.14. Sex | 0 |
| Q28.15. Sexual orientation | 0 |
| Q28.16. Social or educational background | 0 |
| Q28.17. Working pattern | 2 |
| Q28.18. Any other grounds | 2 |
| Q28.19. Prefer not to say | 1 |

All questions by theme

Q30. How would you describe the nature of the bullying and/or harassment you experienced? Please tick all that apply.

| Response | Response Count |
|--|----------------|
| Q30.1. Comments about my personal appearance | 0 |
| Q30.2. Sexual harassment | 0 |
| Q30.3. Spreading gossip/false accusations about me | 3 |
| Q30.4. Intimidation or verbal aggression | 6 |
| Q30.5. Physical assault | 0 |
| Q30.6. Denied time off for family or caring responsibilities | 1 |
| Q30.7. Humiliated in front of team or others | 4 |
| Q30.8. Negative micromanagement | 5 |
| Q30.9. Removal of job responsibilities, unconstructive criticism | 4 |
| Q30.10. Treated less favourably than others | 7 |
| Q30.11. Ignored, excluded or marginalised | 6 |
| Q30.12. Undermining or taking credit for my work | 3 |
| Q30.13. Denied time off for personal ill health | 1 |
| Q30.14. Disclosure of personal or sensitive information to colle | 2 |
| Q30.15. Something else not listed here | 1 |
| Q30.16. 'Prefer not to say' | 0 |

Q31. Who bullied and/or harassed you? (multiple choice)

| Response | Response Count |
|---|----------------|
| Q31.1. A colleague in my department | 3 |
| Q31.2. A colleague in another department | 1 |
| Q31.3. My line manager | 5 |
| Q31.4. A member of OMT | 1 |
| Q31.5. A member of EMT | 1 |
| Q31.6. Someone I line manage | 0 |
| Q31.7. Someone who works for another organisation eg suppli | 0 |
| Q31.8. A customer eg registrant, employer | 0 |
| Q31.9. A member of the public | 0 |
| Q31.10. Someone else not listed here | 0 |
| Q31.11. 'Prefer not to say' | 2 |

Q32. Did you report your experience of bullying and/or harassment? (multiple choice)

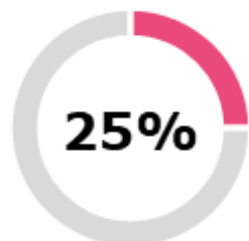
| Response | Response Count |
|---|----------------|
| Q32.1. Yes, I raised a formal complaint/grievance | 0 |
| Q32.2. Yes, I raised it another way, but not as a formal complain | 2 |
| Q32.3. Yes, I confided in someone (eg a colleague) | 5 |
| Q32.4. No, I felt it might jeopardise my job | 2 |
| Q32.5. No, I did not want to be seen as a troublemaker | 3 |
| Q32.6. No, I did not believe that corrective action would be tak | 3 |
| Q32.7. No, I did not know how to report it/who to speak to | 2 |
| Q32.8. No, the behaviour stopped before I could report it | 0 |
| Q32.9. No, I did not report it for another reason | 1 |
| Q32.10. 'Prefer not to say' | 1 |

Q33. How would you describe your situation now?

| Response | Response Count |
|--|----------------|
| Q33.1. Appropriate action was taken to address the behaviour I | 1 |
| Q33.2. The bullying and/or harassment has stopped | 2 |
| Q33.3. The culture in my department allows this kind of behavi | 4 |
| Q33.4. I moved to another department or role to avoid the beh | 2 |
| Q33.5. I felt like I was punished for reporting the incident | 1 |

Proxy Stress Index and PERMA Index

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



| | |
|--------------------------------|-----|
| Difference from CS2018 | -4 |
| Difference CS2018 Top Quartile | -2 |
| Weighted average | 27% |



| | |
|--------------------------------|-----|
| Difference from CS2018 | +1 |
| Difference CS2018 Top Quartile | 0 |
| Weighted average | 75% |

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

| | |
|---|-----|
| Q3.5. I have a choice in deciding how I do my work | 74% |
| Q5.1. My line manager motivates me to be more effective in my job | 80% |
| Q6.1. The people in my team can be relied upon to help when things get difficult in my job | 87% |
| Q9.2. I am treated with respect by the people I work with | 86% |
| Q10.2. I have clear work objectives | 82% |
| Q10.5. I have an acceptable workload | 57% |
| Q14.4. I have the opportunity to contribute my views before decisions are made that affect me | 36% |
| Q29. Have you been bullied or harassed at work, in the past 12 months? (positive response consider those responding "No") | 89% |

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

| | |
|--|-----|
| Q3.1. I am interested in my work | 90% |
| Q3.3. My work gives me a sense of personal achievement | 78% |
| Q6.1. The people in my team can be relied upon to help when things get difficult in my job | 87% |
| Q36.1. Overall, how satisfied are you with your life nowadays? | 73% |
| Q36.2. Overall, to what extent do you feel that the things you do in your life are worthwhile? | 75% |

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). |
| Weighted average | This gives the score on the basis of strength of feeling by assigning scores of 100% for strongly agree and 0% for strongly disagree to work out a weighted average. Scales are also used to convert 3 and 11 point responses as well |
| CS2018 | The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 Civil Service People Survey. |
| CS2018 Top Quartile | For each question, this is the upper quartile score across all organisations that have taken part in the 2018 Civil Service People Survey. The 'CS High Performer' comparator for the Proxy Stress Index has been corrected (reissued 23/11/2018). |

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.

The employee engagement index

The survey includes five questions that make up the engagement index . 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.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. A statistical technique is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement':