PEOPLE SURVEY
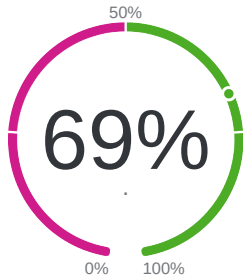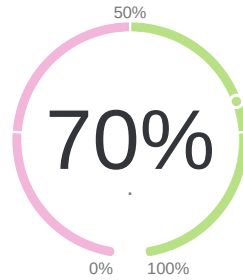28 SEP – 5 NOV 2021 — Have your say!

Responses: ▼ 1
4,610

The 2021 People Survey ran from 28th September to 3rd November. 327,388 people, from 101 Civil Service organisations, completed the survey; giving us an overall response rate of 62%.

Here you'll find your Employee Engagement Index, Core Theme Scores, and Discrimination, Bullying and Harassment Rates.
Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.
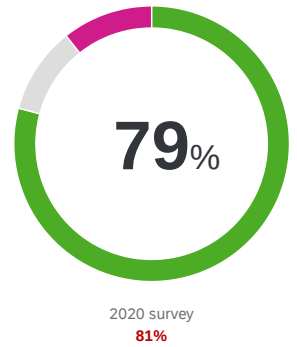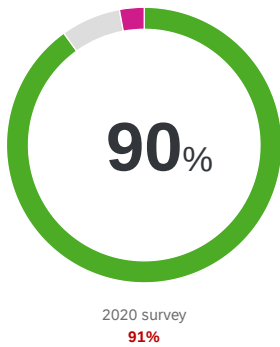
Remember to interpret any differences

2021 Employee Engagement Index. ▼ 1
50%
0%   100%
69%

2020 Employee Engagement Index ▼ 1
50%
0%   100%
70%

2021 My Work
79%
2020 survey
81%

2021 Org Objectives
90%
2020 survey
91%

2021 My Manager
75%
2020 survey
75%

2021 My Team
79%
2020 survey
80%

2021 L&D
66%
2020 survey
66%

2021 Inclusion
81%
2020 survey
82%
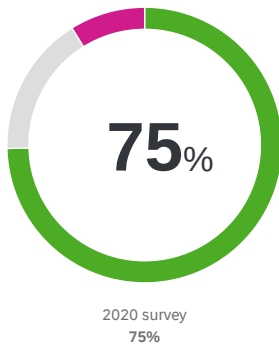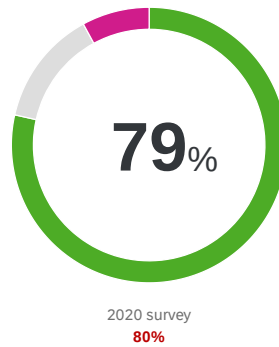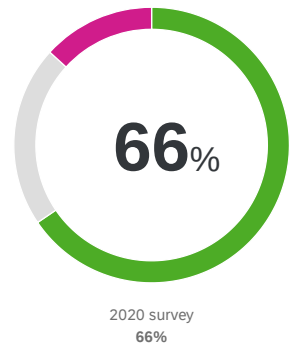
2021 Resources, Workload
73%
2020 survey
73%
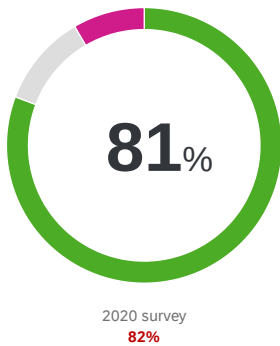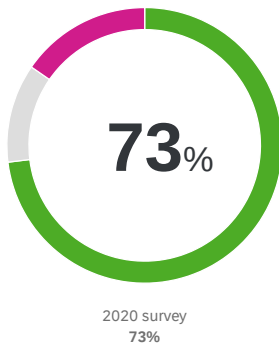
2021 Pay & Benefits
41%
2020 survey
44%
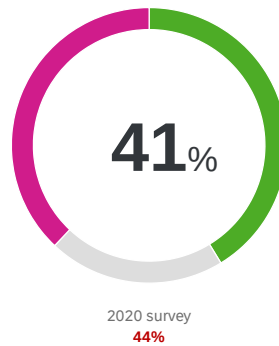
2021 Leadership & Change
56%
2020 survey
59%
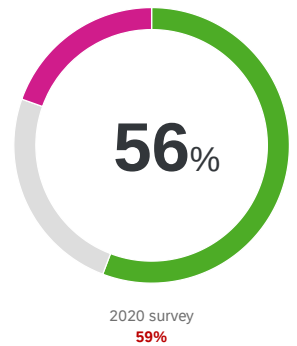
Discriminated against grouped (2021) ▼ 1
8%
7%
85%
■ No   ■ Yes
■ Prefer not to say

Discriminated against (2020) ▼ 1
8%
7%
85%
■ No   ■ Yes
■ Prefer not to say
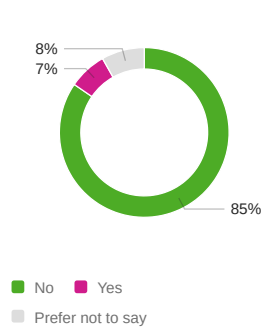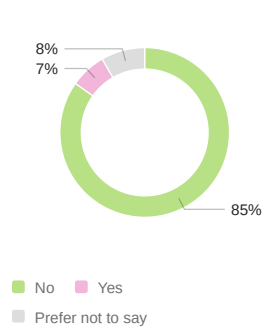
Bullied/Harassed grouped (2021) ▼ 1
6%
8%
86%
■ No   ■ Yes
■ Prefer not to say

Bullied/Harassed (2020) ▼ 1
7%
8%
85%
■ No   ■ Yes
■ Prefer not to say
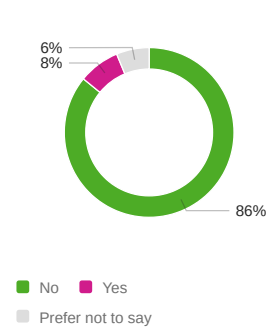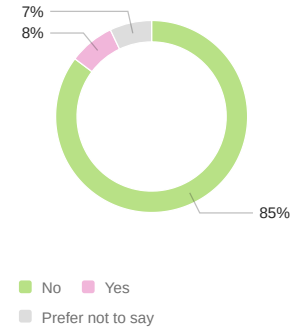
2021 Employee Engagement & Core Theme Scores

This page includes the median scores for your organisation and at Civil Service Level for the following core themes: employee engagement; my work, organisational objectives, my manager, my team, learning and development; inclusion and fair treatment; resources and workload; pay and benefits; leadership and managing change.
A comparison between 2021 and 2020 scores is also included.

Employee Engagement

Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, and are motivated to contribute to organisational success. We use five questions (B47 - B51) in the People Survey to measure employee engagement, and combine all responses (positive, neutral and negative) into a summary index score to tell you where they sit on a scale of very disengaged (0%) through to very engaged (100%).

The Civil Service Employee Engagement Index (EEI) in 2021 is 66%.
It remains stable compared to 2020 (median scores).

The graphs on the right present your EEI for 2021 and 2020.

The charts below, instead, displays the five questions that are used to calculate your EEI.
For each question, we've looked at the difference between the proportion of your employees who responded favourably (i.e. selected agree or strongly agree), and compared this to your 2020 results, your parent, and the Civil Service Benchmark.

If the difference is statistically significant, giving us confidence that the difference is not due to random chance, then an arrow will appear. If the arrow is pointing downwards "v" then your score is significantly lower than the comparison; if it is pointing upwards "^"

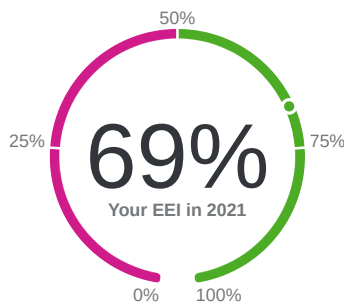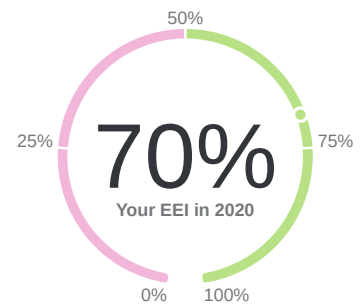**Your 2021 Employee Engagement Index is:**

50%
25%   75%
69%
Your EEI in 2021
0%   100%

Your 2020 Employee Engagement Index was:

50%
25%   75%
70%
Your EEI in 2020
0%   100%

Employee Engagement Question Scores 2021 vs 2020

Question	Distribution ▼				2020 survey	AGD Attorney General's Departments (Corporate Report)	Civil Service Benchmark 2021
B47. I am proud when I tell others I am part of my organisation	72%	21%		7%	0	0	+2 ^
B49. I feel a strong personal attachment to my organisation	66%	23%		11%	-2 v	+1	+12 ^
B48. I would recommend my organisation as a great place to work	66%	22%		13%	-2 v	+1	+2 ^
B50. My organisation inspires me to do the best in my job	64%	24%		12%	-1	+1	+6 ^
B51. My organisation motivates me to help it achieve its objectives	61%	27%		12%	-2	+1	+6 ^

Core Theme Scores

There are nine core theme scores within the Civil Service People Survey. Each theme measures a different dimension of employee experiences at work, which are known to have a strong relationship with engagement levels. Below, you'll find your overall theme score, plus the results for the individual questions underpinning each theme.
Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

My Work

The Civil Service benchmark score for the My Work theme in 2021 is 79%, compared to 80% in 2020.

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

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

My Work Question Scores 2021 vs 2020

Question	Distribution ▼	2020 survey	AGD Attorney General's Departments (Corporate Report)	Civil Service Benchmark 2021
B01. I am interested in my work	94%	-1 ⌄	0	+3 ⌃
B02. I am sufficiently challenged by my work	88%	-2 ⌄	+1	+4 ⌃
B03. My work gives me a sense of personal accomplishment	85% 8%	-2 ⌄	0	+6 ⌃
B05. I have a choice in deciding how I do my work	70% 14% 16%	0	-1	-11 ⌄
B04. I feel involved in the decisions that affect my work	58% 18% 24%	-3 ⌄	0	-4 ⌄

Organisation Objectives & Purpose Question Scores 2021 vs 2020

Question	Distribution ▼	2020 survey	AGD Attorney General's Departments (Corporate Report)	Civil Service Benchmark 2021
B07. I understand how my work contributes to my organisation's objectives	91%	0	0	+5 ⌃
B06. I have a clear understanding of my organisation's objectives	89%	-1 ⌄	+1	+5 ⌃

My Work Theme Score

79%

2020 survey
81%

Organisational Objectives & Purpose

The Civil Service benchmark score for the Organisational Objectives & Purpose theme in 2021 is 85% (one percentage point less compared to 2020).

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

Your percent positive theme score is

Organisational Objectives & Purpose Theme Score

90%

2020 survey
91%

My Manager

The Civil Service benchmark score for the My Manager theme in 2021 is 75%, compared to 74% in 2020.

The graph below shows the My Manager score for your organisation, while the one on the right presents the scores for each of the theme questions (B08- B17).

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

My Manager Question Scores 2021 vs 2020

Question	Distribution ▼	2020 survey	AGD Attorney General's Departments (Corporate Report)	Civil Service Benchmark 2021
B09. My manager is considerate of my life outside work	86% 8%	0	0	-4 ⌄
B13. My manager recognises when I have done my job well	84% 9%	0	0	0
B10. My manager is open to my ideas	81% 13%	-1	-1	-6 ⌄
B12. Overall, I have confidence in the decisions made by my manager	81% 12%	0	0	-1
B08. My manager motivates me to be more effective in my job	77% 14% 9%	+1	0	0
B16. I think that my performance is evaluated fairly	76% 16% 8%	0	0	+3 ⌃
B14. I receive regular feedback on my performance	75% 14% 11%	0	0	+3 ⌃
B11. My manager helps me to understand how I contribute to my organisation's objectives	74% 19%	0	0	+2 ⌃
B15. The feedback I receive helps me to improve my performance	71% 20% 9%	-1	0	+2 ⌃
B17. Poor performance is dealt with effectively in my team	41% 40% 19%	0	0	0

My Team Question Scores 2021 vs 2020

Question	Distribution ▼	2020 survey	AGD Attorney General's Departments (Corporate Report)	Civil Service Benchmark 2021
B18. The people in my team can be relied upon to help when things get difficult in my job	87% 8%	-1	0	-1 ⌄
B19. The people in my team work together to find ways to improve the service we provide	81% 14%	-1	0	-5 ⌄
B20. The people in my team are encouraged to come up with new and better ways of doing things	67% 19% 14%	-3 ⌄	-1	-12 ⌄

My Manager Theme Score

75%

2020 survey
75%

My Team

The Civil Service benchmark score for the My Team theme in 2021 is 84% (one point percentage more compared to 2020).
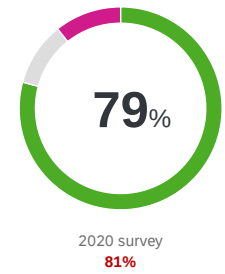
The graph below shows the My Team score for your organisation, while the one on the right presents the scores for each of the theme questions (B18-B20).

Your percent positive theme score is

My Team Theme Score

79%

2020 survey
80%

Learning & Development

The Civil Service benchmark score for the Learning & Development theme in 2021 is 56% (one point percentage more compared to 2020).

The graph below shows the Learning & Development score for your organisation, while the one on the right presents the scores for each of the theme questions (B21- B24).

Your percent positive theme score is

Learning & Development Question Scores 2021 vs 2020

Question	Distribution ▾	2020 survey	AGD Attorney General's Departments (Corporate Report)	Civil Service Benchmark 2021
B21. I am able to access the right learning and development opportunities when I need to	77% 14% 9%	0	+2 ∧	+10 ∧
B23. There are opportunities for me to develop my career in my organisation	65% 18% 17%	+2	+2 ∧	+11 ∧
B22. Learning and development activities I have completed in the past 12 months have helped to improve my performance?	63% 26% 11%	-3 ∨	+2	+12 ∧
B24. Learning and development activities I have completed while working for my organisation are helping me to develop my career	56% 27% 16%	-1	+1	+6 ∧

Learning & Development Theme Score

66%

2020 survey
66%

Inclusion and Fair Treatment

The Civil Service benchmark score for the Inclusion and Fair Treatment theme in 2021 is 82% (one percentage point more compared to 2020).
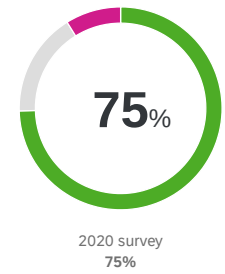
The graph below shows the Inclusion and Fair Treatment score for your organisation, while the one on the right presents the scores for each of the theme questions (B25- B28).

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

Inclusion & Fair Treatment Question Scores 2021 vs 2020

Question	Distribution ▾	2020 survey	AGD Attorney General's Departments (Corporate Report)	Civil Service Benchmark 2021
B26. I am treated with respect by the people I work with	88% 8%	-1	0	-1 ∨
B25. I am treated fairly at work	82% 9% 8%	-1	0	-3 ∨
B28. I think that my organisation respects individual differences (for example cultures, working styles, backgrounds, ideas, etc.)	82% 11%	0	+1	+2 ∧
B27. I feel valued for the work I do	70% 15% 14%	-2 ∨	0	-3 ∨

Inclusion & Fair Treatment Theme Score

81%

2020 survey
82%

Resources & Workload

The Civil Service benchmark score for the Resources & Workload theme in 2021 is 75% (same as 2020).
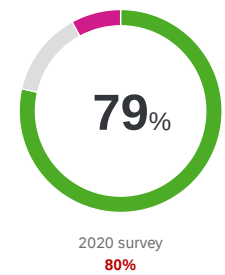
The graph below shows the Resources & Workload score for your organisation, while the one on the right presents the scores for each of the theme questions (B29- B34).

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

Resources & Workload Question Scores 2021 vs 2020

Question	Distribution ▾	2020 survey	AGD Attorney General's Departments (Corporate Report)	Civil Service Benchmark 2021
B31. I have the skills I need to do my job effectively	91%	-1	0	+1 ^
B30. I have clear work objectives	85% 9%	0	0	+7 ^
B32. I have the tools I need to do my job effectively	74% 11% 15%	0	+1	-2 ⌄
B29. I get the information I need to do my job well	73% 14% 12%	-1	0	0
B34. I achieve a good balance between my work life and my private life	62% 14% 23%	+1	-1	-10 ⌄
B33. I have an acceptable workload	52% 15% 33%	+1	-1	-10 ⌄

Resources & Workload Theme Score

73%

2020 survey
73%

Pay & Benefits

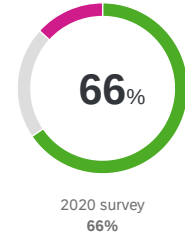The Civil Service benchmark score for the Pay & Benefits theme in 2021 is 39% (two percentage points less compared to 2020).

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

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

Pay & Benefits Question Scores 2021 vs 2020

Question	Distribution ▾	2020 survey	AGD Attorney General's Departments (Corporate Report)	Civil Service Benchmark 2021
B36. I am satisfied with the total benefits package	48% 23% 29%	-3 ⌄	+1	+3 ^
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable	38% 22% 40%	-3 ⌄	+1	+6 ^
B35. I feel that my pay adequately reflects my performance	37% 18% 45%	-3 ⌄	+1	-1

Pay & Benefits Theme Score

41%

2020 survey
44%
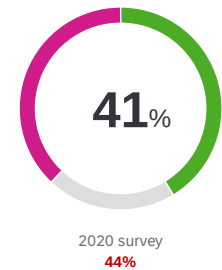
Leadership & Managing Change

The Civil Service benchmark score for the Leadership & Managing Change theme in 2021 is 58% (same as 2020).
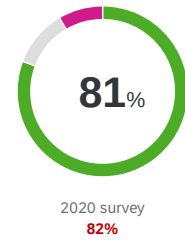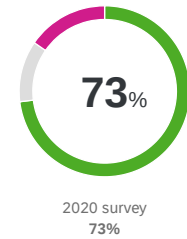
The graph below shows the Leadership & Managing Change score for your organisation, while the one on the right presents the scores for each of the theme questions (B38- B46).

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

Leadership & Managing Change Question Scores 2021 vs 2020

Question	Distribution ▾			2020 survey	AGD Attorney General's Departments (Corporate Report)	Civil Service Benchmark 2021
B38. Senior managers in my organisation are sufficiently visible	72%	14%	15%	-4 ⌄	+1	0
B39. I believe the actions of senior managers are consistent with my organisation's values	68%	22%		-3 ⌄	+1	0
B44. My organisation keeps me informed about matters that affect me	66%	19%	15%	-3 ⌄	0	-4 ⌄
B40. I believe that my organisation's senior leaders have a clear vision for the future…	62%	27%	11%	-3 ⌄	+1	+2 ⌃
B41. Overall, I have confidence in the decisions made by my organisation's senior mangers	61%	24%	15%	-3 ⌄	+1	-1
B46. I think it is safe to challenge the way things are done in my organisation	49%	28%	24%	-2 ⌄	0	-6 ⌄
B42. I feel that change is managed well in my organisation	43%	26%	31%	-3 ⌄	+1	+2 ⌃
B45. I have the opportunity to contribute my views before decisions are made that affect me	42%	26%	32%	-1	0	-4 ⌄
B43. When changes are made in my organisation they are usually for the better	38%	37%	25%	-3 ⌄	0	-3 ⌄

Leadership & Managing Change Theme Score

56%
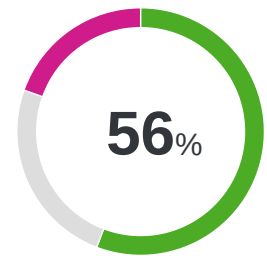
2020 survey
59%

2021 Discrimination, Bullying and Harassment Scores

This page includes the median scores for your organisation and at Civil Service Level for the following topics: discrimination; types of discrimination experienced; bullying and harassment at work; grounds and nature of bullying and harassment; reporting of the incident and outcomes.

A comparison between 2021 and 2020 scores is also included.

2021 Discrimination

In 2021, 7% of Civil Servants indicated that they have been discriminated against at work in the past 12 months. This is 1 percentage point lower than in 2020.

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

E01. Discriminated against at work in the past 12 months - 2021
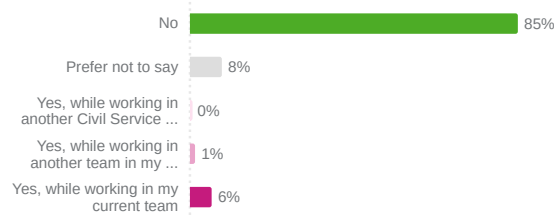
Option	Value
No	85%
Prefer not to say	8%
Yes, while working in another Civil Service ...	0%
Yes, while working in another team in my ...	1%
Yes, while working in my current team	6%

E01. Discriminated against at work in the past 12 months (grouped) 2021 vs 2020

CSPS 2021: No 85% — Yes 7% — Prefer not to say 8%
CSPS 2020: No 85% — Yes 7% — Prefer not to say 8%

Legend: ■ No ■ Yes ■ Prefer not to say

E02. Count of types of discrimination experienced (multiple choice allowed) 2021 vs 2020. Answer options with fewer than 10 responses will be suppressed to protect the anonymity of small groups of individuals. 629 Responses

Type	CSPS 2021	CSPS 2020
Disability	73	61
Working pattern	65	58
Grade or responsibility level	58	62
Ethnic background	53	53
Working location	52	38
Age	50	51
Gender	49	47
Prefer not to say	48	35
Caring responsibilities	40	35
Mental health	34	33
Any other grounds	33	52
Pay	19	21
Social or educational background	-	23 (Grouped for Anonymity)
Main spoken, written language or language ability	-	19 (Grouped for Anonymity)
Sex	-	17 (Grouped for Anonymity)
Pregnancy, maternity or paternity	-	12 (Grouped for Anonymity)

Legend: ■ CSPS 2021 ■ CSPS 2020 ▨ Grouped for Anonymity

2021 Bullying & Harassment

In 2021, 7% of Civil Servants indicated that they have been bullied and/or harassed at work in the past 12 months.
This is 1 percentage point lower than in 2020.

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

E03. Bullying and or harassed at work in 2021 ▼ 1

No	86%
Prefer not to say	6%
Yes, while working in another Civil Service ...	0%
Yes, while working in another team in my ...	1%
Yes, while working in my current team	6%

E03. Bullying and or harassed at work ▼ 1
in the past 12 months (grouped) 2021 vs 2020

CSPS 2021   86%   8%
CSPS 2020   85%   8% 7%

■ No ■ Yes ■ Prefer not to say

Grounds and nature of bullying and harassment

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

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

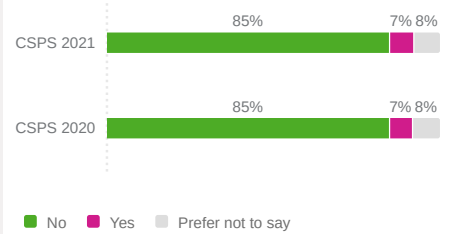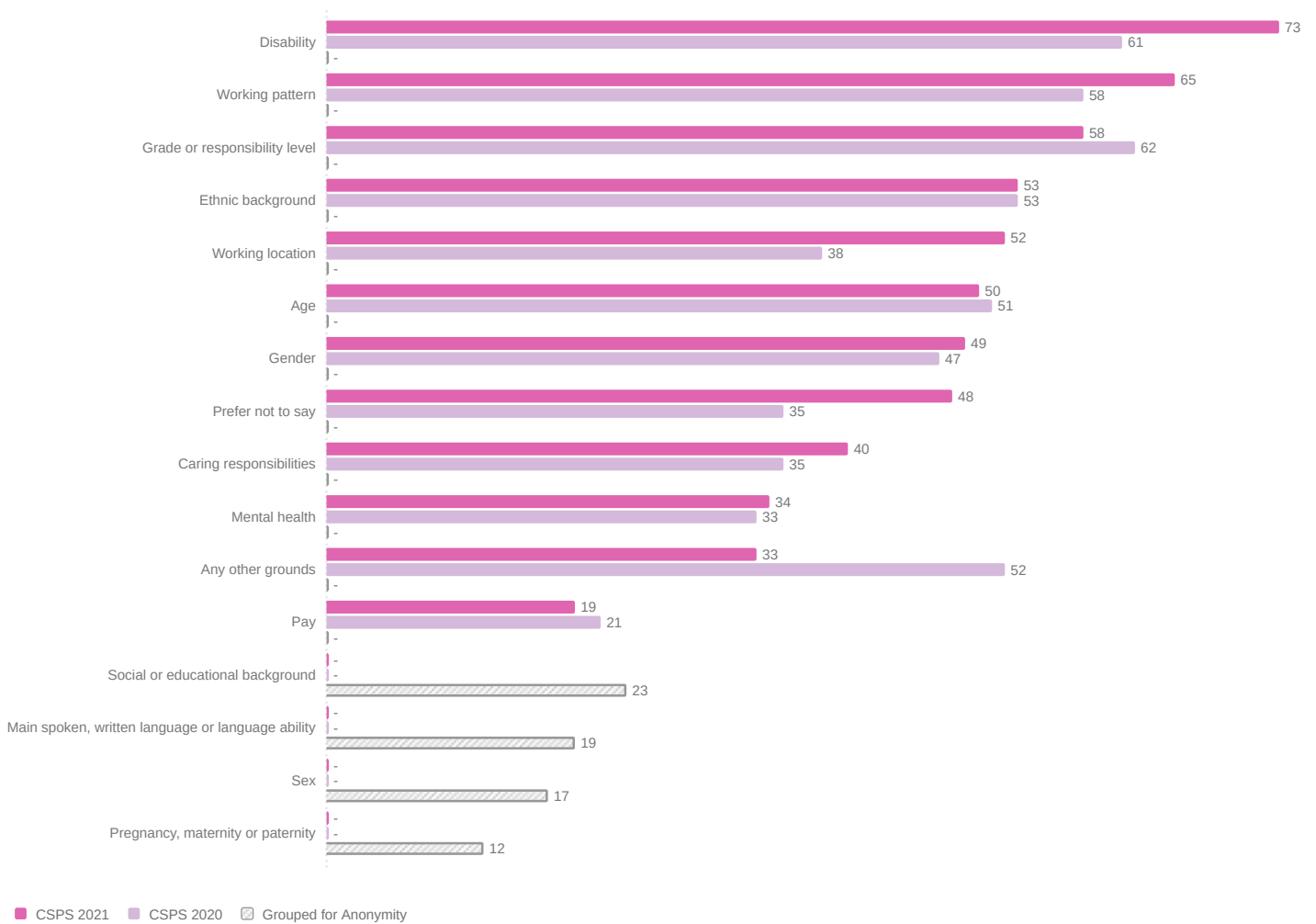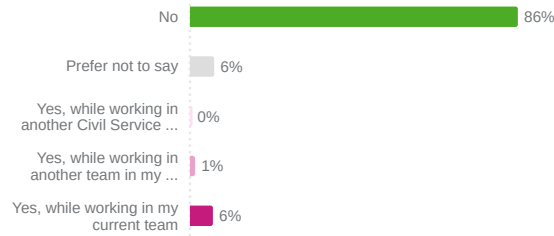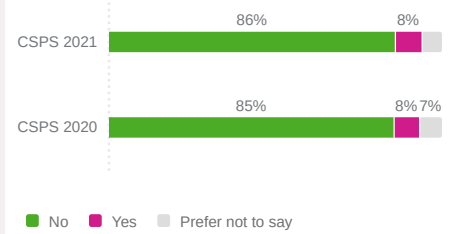## E03A. Count of nature of bullying and/or harassment experienced (multiple choice allowed) 2021 vs 2020. **691** Responses

Category	CSPS 2021	CSPS 2020
Negative Micromanagement (for example, excessive control; made to feel incompetent)	181	158
Intimidation, or verbal or written aggression (for example, shouting, making threats, sending aggressive emails)	125	142
Treated less favourably to others	123	115
Ignored, excluded, marginalised	113	105
Humiliated in front of team or others	101	100
Removal of job responsibilities, unconstructive criticism, or changing expectations	84	73
Undermining or taking credit for my work	81	59
Spreading gossip or making false accusations about me	57	62
Something else not listed here	36	62
Disclosure of personal or sensitive information to colleagues without my consent	32	27
Unhelpful comments about my mental health or being off sick	27	32
Comments about my personal appearance or accent	23	23
Denied time off for family or caring responsibilities	18	10
Prefer not to say	15	12
Sexual harassment (for example, sexual comments or jokes, unwelcome sexual advances, touching or assault)	-	23 (Grouped for Anonymity)
Denied time off for personal ill health	-	15 (Grouped for Anonymity)

■ CSPS 2021 ■ CSPS 2020 ▨ Grouped for Anonymity

Perpetrator of bullying and harassment

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

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

E04. Count of who perpetrated the bullying and/or harassment (multiple choice allowed) 2021 vs 2020   **689** Responses

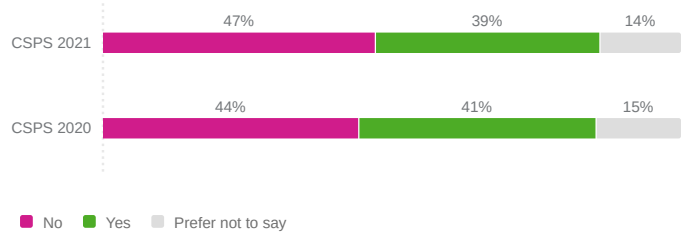| Category	CSPS 2021	CSPS 2020	Grouped for Anonymity
My manager	122	90	-
Another senior member of staff in my organisation	117	108	-
A colleague in my area, directorate or division	102	108	-
Prefer not to say	30	47	-
Someone else not listed here	19	11	-
Someone I manage	16	14	-
A colleague in a different area, directorate, division of my organisation	14	22	-
A service user (for example, customer, claimant, offender)	-	-	18
Someone working in a different Civil Service organisation	-	-	27
Someone working for a non-Civil Service organisation	-	-	14

● CSPS 2021   ● CSPS 2020   ▨ Grouped for Anonymity

Whether and how the incident was reported

In 2021, 38% of Civil Servants indicated that they have reported their experience of bullying and harassment (compared to 40% in 2020) while 48% did not (as in 2020).
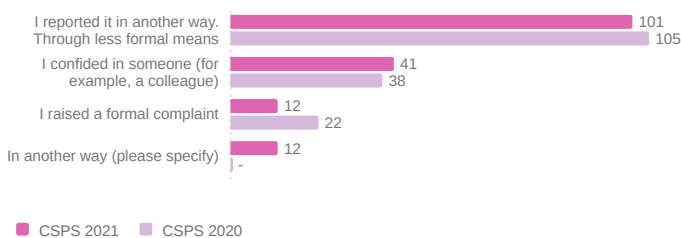
The graph on the right shows the findings of reporting for your organisation or team for question E05, while those below present information on how people reported their experience (q. E05A); whether they felt punished for reporting it (q. E06D) and why did they not report the incident (q. E05B).

Please note that for questions E05A, E06D and E05B multiple choice were allowed.

E05. Reported experience of bullying and or harassment in 2021 vs 2020   ▼ 1

	No	Yes	Prefer not to say
CSPS 2021	47%	39%	14%
CSPS 2020	44%	41%	15%

● No   ● Yes   ▨ Prefer not to say

E05A. How the incident was reported, if reported (count - multiple choice allowed) 2021 vs 2020

Category	CSPS 2021	CSPS 2020
I reported it in another way. Through less formal means	101	105
I confided in someone (for example, a colleague)	41	38
I raised a formal complaint	12	22
In another way (please specify)	12	-

● CSPS 2021   ● CSPS 2020

E06_D. Did you feel you were punished for reporting the incident? 2021 vs 2020   ▼ 1

	Yes	No	Prefer not to say
CSPS 2021	26%	59%	15%
CSPS 2020	27%	64%	10%

● Yes   ● No   ▨ Prefer not to say
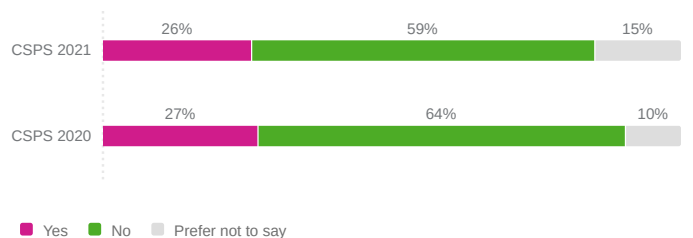
E05B. Why the incident was not reported for those who experienced bullying and or harassment (count - multiple choice allowed) 2021 vs 2020

	I did not believe that corrective action would be taken	I did not want to be seen as a troublemaker	I felt I might jeopardise my job	I did not report it for another reason	I did not know how to report it or who to speak to	The behaviour stopped before I could report it
CSPS 2021	111	73	67	43		
CSPS 2020	84	76	56	33		
Grouped for Anonymity					21	15

■ CSPS 2021   ■ CSPS 2020   ☑ Grouped for Anonymity
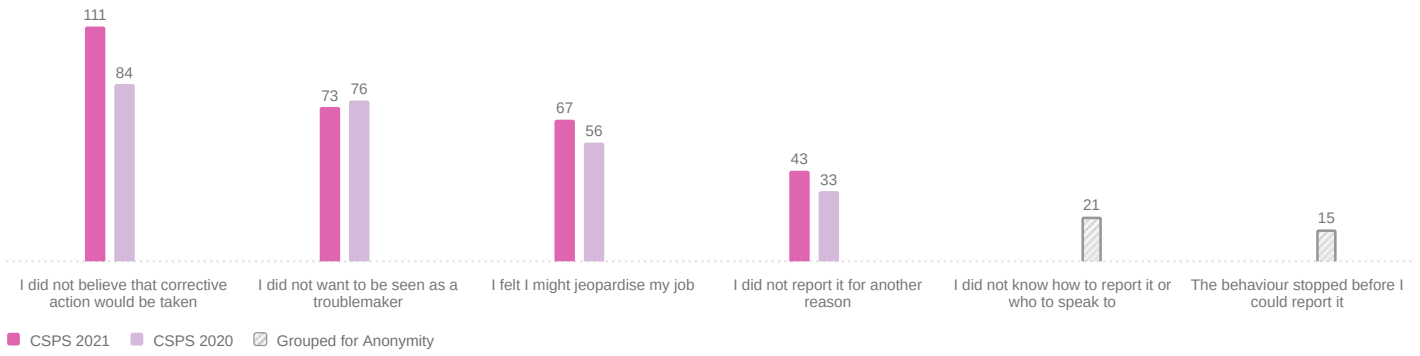
How respondents would describe their situation now

In 2021, of those who said they had experienced bullying and/or harassment in the past 12 months, the proportion of Civil Servants who said they felt appropriate action was taken to address it is 30%.
57% indicated that they feel that no action was taken; and
13% preferred not to say.

In 2020, at Civil Service level:
15% indicated that appropriate action was taken;
64% indicated that it was not;
21% preferred not to say.

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

E06_A. Appropriate action was taken to address the behaviour 2021 vs 2020   ▼ 1
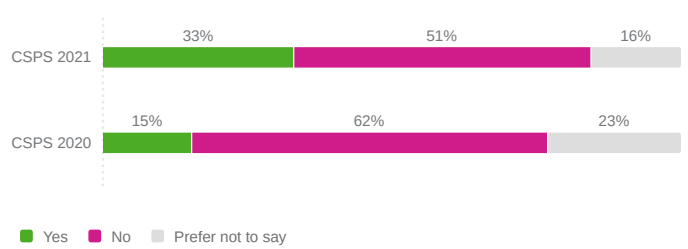
	Yes	No	Prefer not to say
CSPS 2021	33%	51%	16%
CSPS 2020	15%	62%	23%

■ Yes   ■ No   ■ Prefer not to say

In 2021, of those who said they had experienced bullying and or harassment in the past 12 months preceding the 2021 People Survey, the proportion of Civil servants who said the behaviour has stopped at the point of completing the survey is 40%.
30% indicated the behaviour is continuing; and
27% preferred not to say.

In 2020, at Civil Service level:
38% indicated that the behaviour has stopped;
34% indicated that it has not;
28% preferred not to say.

The graph on the right shows the proportion of responses to E06_b for the organisation or team you are selecting.

E06_B The bullying and or harassment has stopped 2021 vs 2020   ▼ 1
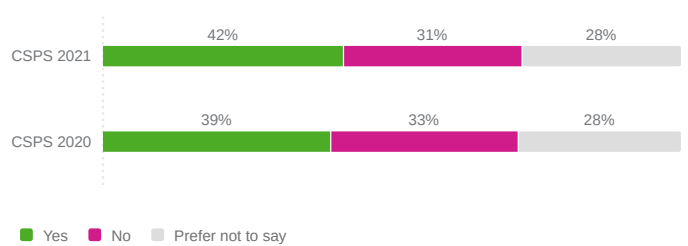
	Yes	No	Prefer not to say
CSPS 2021	42%	31%	28%
CSPS 2020	39%	33%	28%

■ Yes   ■ No   ■ Prefer not to say

In 2021, of those who said they had experienced bullying and or harassment in the past 12 months preceding the 2021 People Survey, the proportion of Civil Servants who said the culture in their area allowed this behaviour to continue is 57%.
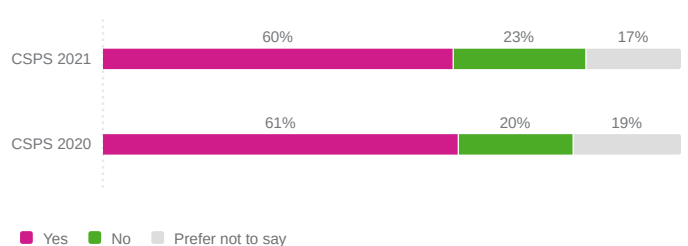21% indicated that the culture in their area did not allow the behaviour to continue; and
19% preferred not to say.

In 2020, at Civil Service level:
62% indicated that the culture in their area allowed this behaviour to continue;
21% indicated that the culture in their area did not allow the behaviour to continue;
18% preferred not to say.

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

E06_C. The culture in my area allows this behaviour to continue 2021 vs 2020   ▼ 1

	Yes	No	Prefer not to say
CSPS 2021	60%	23%	17%
CSPS 2020	61%	20%	19%

■ Yes   ■ No   ■ Prefer not to say

The Coronavirus Pandemic in 2021

This page includes all the questions related to the Coronavirus Pandemic: whether people have been unable to work because of Covid-19, whether they have had symptoms that have lasted more than 8 weeks from their original infection, a set of questions on the impact of the pandemic on different aspects of their life, and a few questions on remote working.
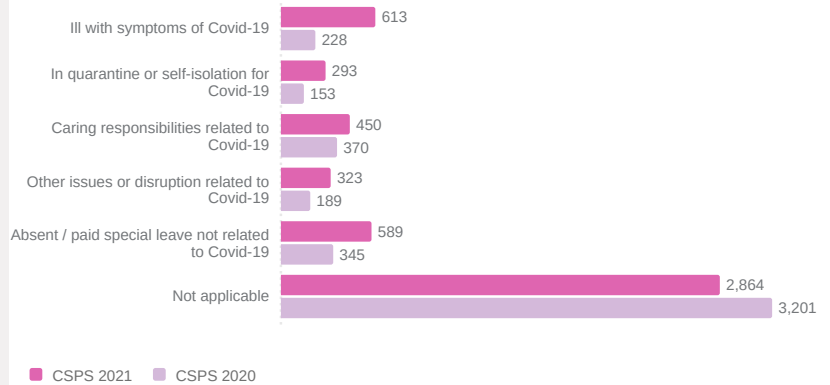
CV1. The figures below refer to Civil Servants in 2021 who self-reported being unable to work for at least one day since the Covid-19 outbreak (in brackets the 2020 survey figures) for the following reasons:
50,430 ill with symptoms of Covid-19 (21,439 in 2020);
42,816 in quarantine or self-isolating for Covid-19 (27,985 in 2020);
32,283 caring responsibilities related to Covid-19 (30,367 in 2020);
34,543 other issues or disruption related to Covid-19 (30,540 in 2020);
36,005 absent or on paid special leave for a reason not related to Covid-19 (24,785 in 2020).

Please note that the figures above are at Civil Service level, while the graph on the right shows them for the organisation or team you have selected.

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

CV1. Self-reported being unable to work for at least one day since the Covid-19 outbreak, for the following reasons 2021 vs 2020. Multiple choices were allowed.

Ill with symptoms of Covid-19: 613 / 228
In quarantine or self-isolation for Covid-19: 293 / 153
Caring responsibilities related to Covid-19: 450 / 370
Other issues or disruption related to Covid-19: 323 / 189
Absent / paid special leave not related to Covid-19: 589 / 345
Not applicable: 2,864 / 3,201

■ CSPS 2021 ■ CSPS 2020

CV2. In 2021 a new question on long Covid was added, to ask whether people had Covid-19 symptoms that have lasted more than 8 weeks from their original infection.
At Civil Service level (mean scores):
79% no;
8% yes, but they don't affect their day to day activities;
10% yes, and they affect their day to day activities a little;
3% yes, and they affect their day to day activities a lot.

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

CV2. Do you currently have COVID symptoms that have lasted more than 8 weeks from your original infection? (New in 2021) **612** Responses

No: 76%
Yes and they affect my day-to-day activities a little: 10%
Yes but they don't affect my day-to-day activities: 11%
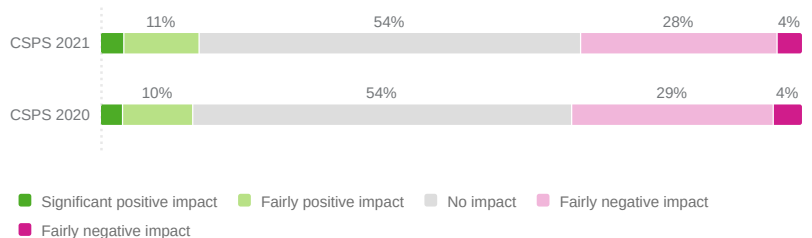Yes and they affect my day-to-day activities a lot: 3%
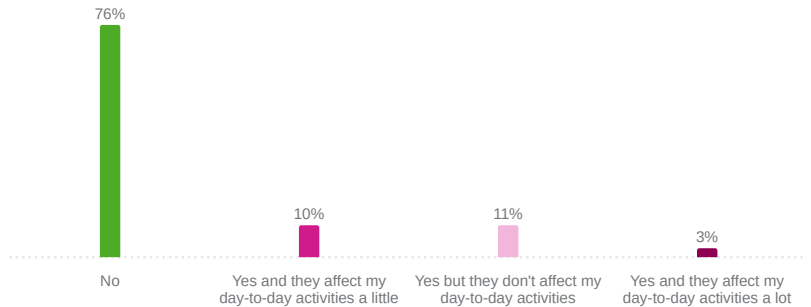
Impact of the Covid-19 pandemic on different aspects of people's life

CV2A. In 2021, at Civil Service level (mean scores), the impact of the Covid-19 pandemic on respondents' physical health was:

3% significantly positive (same as in 2020);
10% fairly positive (same as in 2020);
53% none (same as in 2020);
29% fairly negative (compared to 11% in 2020);
4% significantly negative (same as in 2020).

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

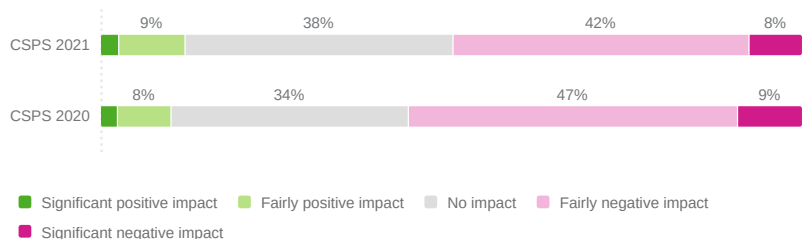CV2A. What impact has the Covid-19 pandemic had on your physical health? 2021 vs 2020   ▼ 1

CSPS 2021: 11% / 54% / 28% / 4%
CSPS 2020: 10% / 54% / 29% / 4%

■ Significant positive impact ■ Fairly positive impact ■ No impact ■ Fairly negative impact
■ Fairly negative impact

CV2B. In 2021, at Civil Service level (mean scores), the impact of the Covid-19 pandemic on respondents' mental health was:

2% significantly positive (same as in 2020);
9% fairly positive (compared to 8% in 2020);
37% none (compared to 34% in 2020);
43% fairly negative (compared to 46% in 2020);
9% significantly negative (compared to 10% in 2020).

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

CV2B. What impact has the Covid-19 pandemic had on your mental health? 2021 vs 2020   ▼ 1

CSPS 2021: 9% / 38% / 42% / 8%
CSPS 2020: 8% / 34% / 47% / 9%

■ Significant positive impact ■ Fairly positive impact ■ No impact ■ Fairly negative impact
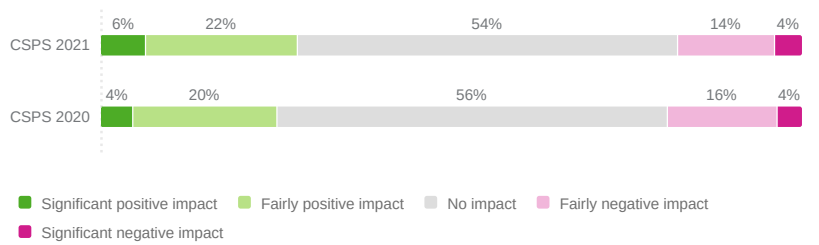■ Significant negative impact

CV2C. In 2021, at Civil Service level (mean scores), the impact of the Covid-19 pandemic on respondents' household finances was:

5% significantly positive (compared to 4% in 2020);
21% fairly positive (compared to 20% in 2020);
53% none (compared to 55% in 2020);
16% fairly negative (compared to 16% in 2020);
5% significantly negative (compared to 5% in 2020).

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

CV2C. What impact has the Covid-19 pandemic had on your household finances? 2021 vs 2020   ▼ 1

CSPS 2021	6%	22%	54%	14%	4%
CSPS 2020	4%	20%	56%	16%	4%

■ Significant positive impact ■ Fairly positive impact ■ No impact ■ Fairly negative impact
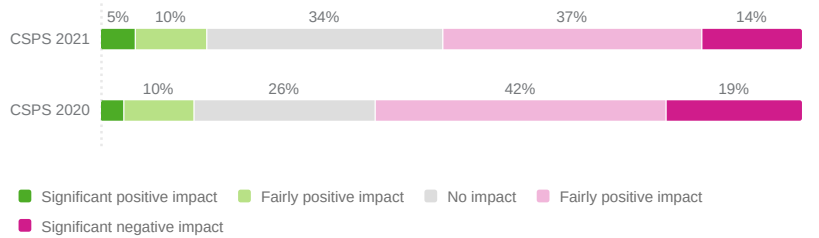■ Significant negative impact

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CV2D. In 2021, at Civil Service level (mean scores), the impact of the Covid-19 pandemic on respondents' caring responsibilities (only for those with child or adult care responsibilities) was:

4% significantly positive (as in 2020);
10% fairly positive (compared to 9% in 2020);
34% none (compared to 28% in 2020);
38% fairly negative (compared to 41% in 2020);
14% significantly negative (compared to 18% in 2020).

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

CV2D. What impact has the Covid-19 pandemic had on your caring responsibilities? (Only for those with child or adult care responsibilities) 2021 vs 2020   ▼ 1

CSPS 2021	5%	10%	34%	37%	14%
CSPS 2020		10%	26%	42%	19%

■ Significant positive impact ■ Fairly positive impact ■ No impact ■ Fairly positive impact
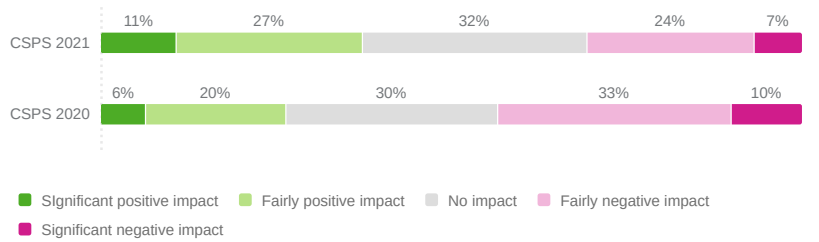■ Significant negative impact

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CV2E. In 2021, at Civil Service level (mean scores), the impact of the Covid-19 pandemic on respondents' work was:

9% significantly positive (compared to 6% in 2020);
24% fairly positive (compared to 21% in 2020);
33% none (compared to 29% in 2020);
27% fairly negative (compared to 34% in 2020);
8% significantly negative (compared to 10% in 2020).

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

CV2E. What impact has the Covid-19 pandemic had on your work? 2021 vs 2020   ▼ 1

CSPS 2021	11%	27%	32%	24%	7%
CSPS 2020	6%	20%	30%	33%	10%

■ SIgnificant positive impact ■ Fairly positive impact ■ No impact ■ Fairly negative impact
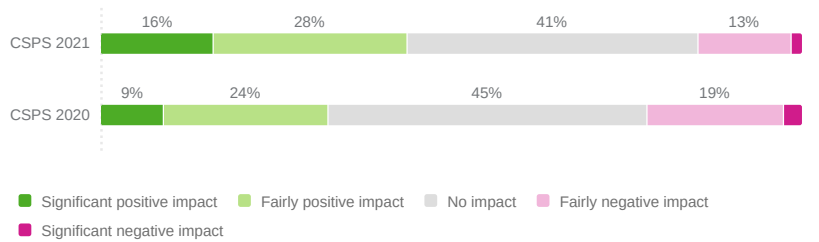■ Significant negative impact

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CV2F. In 2021, at Civil Service level (mean scores), the impact of the Covid-19 pandemic on respondents' productivity was:

10% significantly positive (compared to 7% in 2020);
24% fairly positive (compared to 22% in 2020);
43% none (as in 2020);
19% fairly negative (compared to 23% in 2020);
5% significantly negative (compared to 5% in 2020).

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

CV2F. What impact has the Covid-19 pandemic had on your productivity? 2021 vs 2020   ▼ 1

CSPS 2021	16%	28%	41%	13%	
CSPS 2020	9%	24%	45%	19%	

■ Significant positive impact ■ Fairly positive impact ■ No impact ■ Fairly negative impact
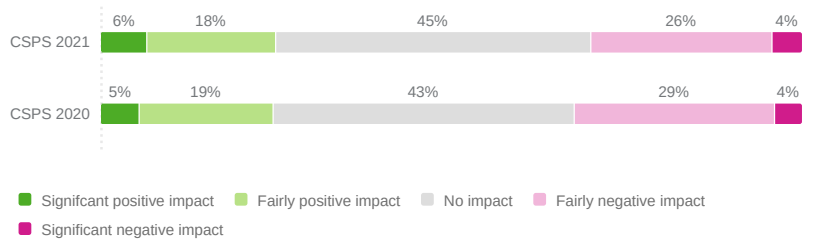■ Significant negative impact

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CV2G. In 2021, at Civil Service level, the impact of the Covid-19 pandemic on respondents' relationships with the people they work with was:

5% significantly positive (as in 2020);
19% fairly positive (compared to 21% in 2020);
46% none (compared to 44% in 2020);
26% fairly negative (as in 2020);
4% significantly negative (as in 2020).

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

CV2G. What impact has the Covid-19 pandemic had on your relationships with the people you work with? 2021 vs 2020   ▼ 1

CSPS 2021	6%	18%	45%	26%	4%
CSPS 2020	5%	19%	43%	29%	4%

■ Signifcant positive impact ■ Fairly positive impact ■ No impact ■ Fairly negative impact
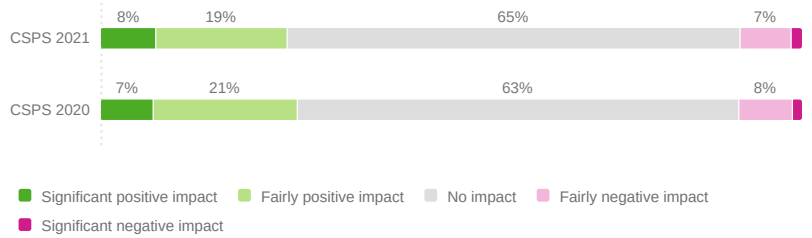■ Significant negative impact

CV2H. In 2021, at Civil Service level, the impact of the Covid-19 pandemic on respondents' relationship with their manager was:

6% significantly positive (compared to 7% in 2020);
18% fairly positive (compared to 20% in 2020);
66% none (compared to 61% in 2020);
8% fairly negative (compared to 9% in 2020);
2% significantly negative (as in 2020).

The graph on the right shows the proportion for the organisation or team you have selected.
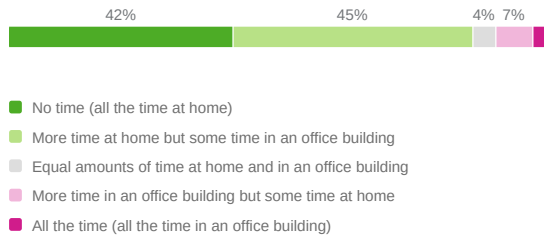
CV2H. What impact has the Covid-19 pandemic had on your relationships with your manager? 2021 vs 2020 ▼ 1

CSPS 2021	8%	19%	65%	7%
CSPS 2020	7%	21%	63%	8%

■ Significant positive impact ■ Fairly positive impact ■ No impact ■ Fairly negative impact
■ Significant negative impact

Remote working

In 2021 across the entire Civil Service it emerged that:
31% respondents worked all the time at home;
51% respondents worked both at home and in an office building;
17% respondents worked all the time in an office building.

H2A. Main place of work since the Covid-19 pandemic (2021) ▼ 1

42%	45%	4%	7%

■ No time (all the time at home)
■ More time at home but some time in an office building
■ Equal amounts of time at home and in an office building
■ More time in an office building but some time at home
■ All the time (all the time in an office building)

H2A. Main place of work since the Covid-19 pandemic (grouped) 2021 vs 2020 ▼ 1

CSPS 2021	42%	56%	
CSPS 2020	87%	11%	

■ All the time at home ■ Mix of at home and in an office building
■ All the time in an office building
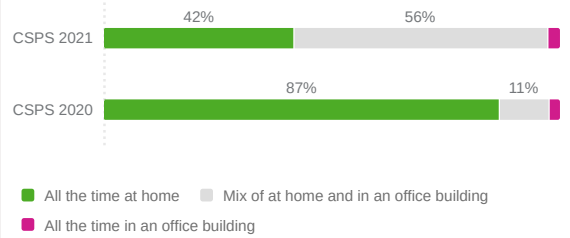
Civil Servants who answered that they have mainly been working from home indicated:
H2C. 83% that their manager makes an effort to keep in touch with them when they are working from home (as in 2020);
H2B. 80% that when they are working from home their team is good at keeping up with informal connections (2 percentage points more compared to 2020).

These two questions were not shown to respondents who said they have mainly been working in an office location.

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

Keeping in touch while working remotely 2021 vs 2020

Question	Distribution ▾	2020 survey	All Civil Service Respondents 2021
H2C. My manager makes an effort to keep in touch with me when I'm working from home	83%	0	-
H2B. When working from home, my team is good at keeping up with informal connections	81%	+1	-

2021 Personal Wellbeing

We measure personal wellbeing using four questions that ask people to evaluate how satisfied they are with their life, whether they feel they have meaning and purpose in their life, and their emotions during a particular period. These questions are used by the Office for National Statistics (ONS) to monitor wellbeing across the UK, as part of their Measuring National Wellbeing Programme. One of the main benefits of collecting information in this way, is that it is based on people's views of their own individual wellbeing and takes account of what matters to people by allowing them to decide what is important when they respond to questions.

Personal wellbeing response scale

The four questions on personal wellbeing use a response scale that ranges from 0 to 10, as shown below. You'll see that the scale is reversed for question W04, where the percent 'favourable' in green is the proportion of respondents who said they have experienced low or very low levels of anxiety.

Response scale for questions W01, W02 and W03
High (7-8) or Very High (9-10) in green
Medium (5-6) in grey
Low (0-4) in pink.

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

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

In 2021 at Civil Service Level:

Personal Wellbeing Results 2021 vs 2020

Question	Distribution ▾	2020 survey	AGD Attorney General's Departments (Corporate Report)	All Civil Service Respondents 2021
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?	72% / 19%	+3 ^	0	+3 ^
W01. Overall, how satisfied are you with your life nowadays?	65% / 23%	+6 ^	0	+1
W03. Overall, how happy did you feel yesterday?	61% / 23% / 16%	+4 ^	0	+1
W04. Overall, how anxious did you feel yesterday?	43% / 19% / 38%	+2	0	-3 ⌄

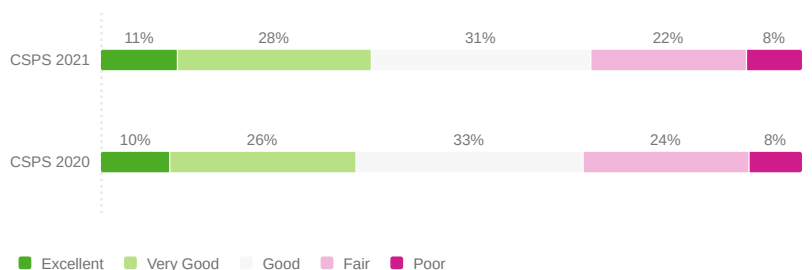# 2021 Mental Health & Physical Health

To help organisations and teams understand what they can do better to support those with mental and physical health problems to remain in and thrive through work, we asked two questions specifically on these topics (based on the World Health Organization's Health and Work Performance Questionnaire). With many of us having to reduce our contact with others and work from home without office equipment due to the Coronavirus pandemic, we also included an ONS recommended question on experiences of loneliness, and a question on musculoskeletal disorders.

J04B. In 2021 civil servants self-reported their overall mental health to be:
11% excellent (same as in 2020);
28% very good (1 percentage point more compared to 2020);
31% good (same as in 2020);
22% fair (1 point percentage less compared to 2020);
8% poor (same as in 2020).

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

J04B. Self-reported overall mental health 2021 vs 2020 ▼ 1

CSPS 2021: 11% | 28% | 31% | 22% | 8%
CSPS 2020: 10% | 26% | 33% | 24% | 8%
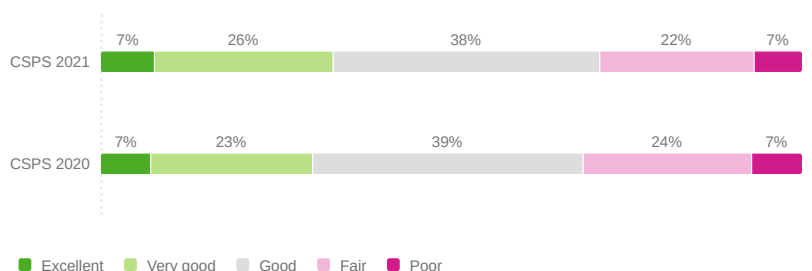
Legend: ■ Excellent ■ Very Good ■ Good ■ Fair ■ Poor

W05. In 2021 civil servants self-reported their overall physical health to be:
8% excellent (same as in 2020);
25% very good (1 percentage point more compared to 2020);
38% good (1 percentage point more compared to 2020);
23% fair (same as in 2020);
7% poor (same as in 2020).

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

W05. Self-reported overall physical health now 2021 vs 2020 ▼ 1

CSPS 2021: 7% | 26% | 38% | 22% | 7%
CSPS 2020: 7% | 23% | 39% | 24% | 7%

Legend: ■ Excellent ■ Very good ■ Good ■ Fair ■ Poor

W06. In 2021 54% of civil servants self-reported that in the last year: they have experienced musculoskeletal problems (MSD) (same as in 2020);
34% of them, instead, have not experienced musculoskeletal problems (MSD) (same as in 2020);

The graph on the right shows the findings for the organisation or team you have selected.
Please note that those who agreed or strongly agreed with the statement 'In the last 12 months I have experienced musculoskeletal problems' have been coded as "experienced MSD". Those who

W06. Musculoskeletal problems (MSD) in the last 12 months 2021 vs 2020

CSPS 2021: 57% / 32%
CSPS 2020: 57% / 32%

Legend: ■ Not experienced MSD ■ Experienced MSD
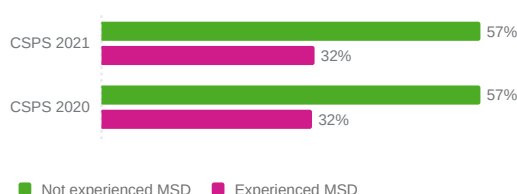
W07. In 2021 civil servants self-reported that in the last year:
20% never felt lonely (1 percentage point more compared to 2020);
32% hardly ever felt lonely (2 percentage points more compared to 2020);
26% occasionally felt lonely (same as in 2020);
17% some of the time felt lonely (1 percentage point less compared to 2020);
5% often or always felt lonely (1 percentage point less compared to 2020);

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

W07. How often do you feel lonely? 2021 vs 2020

	Never	Hardly ever	Occasionally	Some of the time	Often or always
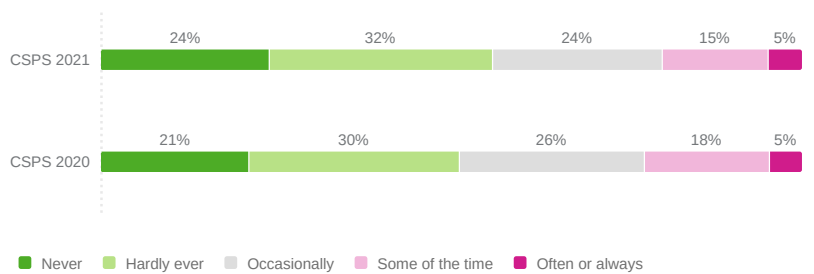
2021 Factors influencing wellbeing

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

Stressful work environments

We use something called the Proxy Stress Index to measure conditions that can contribute to stressful environments. It is based on the following Health and Safety Executive stress management standards and People Survey insights:

- **Demands -** 'I have an acceptable workload' (B33)
- **Control over work** - 'I have a choice in deciding how I do my work' (B05)
- **Support -** 'My manager motivates me to be more effective in my job' (B08) & 'I am treated with respect by the people I work with' (B26)
- **Relationships -** 'The people in my team can be relied upon to help when things get difficult in my job' (B18) & 'During the past 12 months have you experienced bullying or harassment at work?' (E03)
- **Role in organisation** - 'I have clear work objectives' (B30)
- **Change -** 'I have the opportunity to contribute my views before decisions are made that affect me' (B45)

A score of 100% tells you that respondents gave the most negative response possible to all eight questions, suggesting they are operating in a highly stressful environment. A score of 0% tells you the opposite.
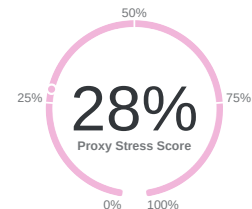
The 2021 Proxy Stress Index for all Civil Servants is 28%.
This remained the same compared to the 2020 index.

The graphs on the right show the Proxy Stress Indexes for 2021 and 2020 for the organisation or team you have selected.

Your Proxy Stress Index in 2021
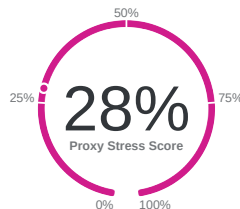
Your Proxy Stress Index in 2020

Flourishing work environments

We use the PERMA Index to measure the extent to which employees are flourishing 'at work'. It is based on the work of psychologist Martin Seligman and looks at the following five dimensions of wellbeing and happiness, and People Survey insights:

- **Positive emotion** - 'Overall, how satisfied are you with your life nowadays?' (W01)
- **Meaning** - 'Overall, to what extent do you feel the things you do in your life are worthwhile?' (W02)
- **Engagement** - 'I am interested in my work' (B01)
- **Relationships** - 'The people in my team can be relied upon to help when things get difficult in my job' (B18)
- **Accomplishment** - 'My work gives me a sense of personal accomplishment (B03)'

A score of 100% tells you that respondents gave the most positive response possible to all five questions, whereas a score of 0% tells you the opposite.
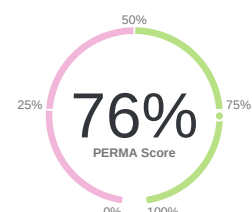
The 2021 PERMA Index for all Civil Servants is 74%.
It increased 1 point percentage compared to 2020.

The graphs on the right show the PERMA Indexes for 2021 and 2020 for the organisation or team you have selected.

Your PERMA Index in 2021
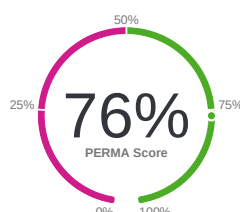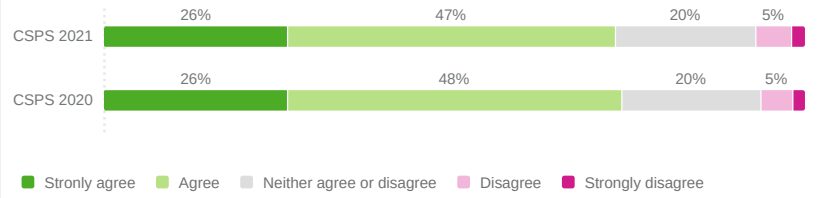

Your PERMA Index in 2020

Team support

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

At Civil Service level (mean), 76% of respondents indicated in 2021 that the people in their team genuinely care about their wellbeing compared to 78% in 2020.

W08. The people in my team genuinely care about my wellbeing 2021 vs 2020 ▼ 1

	Stronly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
CSPS 2021	26%	47%	20%	5%	
CSPS 2020	26%	48%	20%	5%	

■ Stronly agree ■ Agree ■ Neither agree or disagree ■ Disagree ■ Strongly disagree

2021 Disability and Carers

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

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J04F. In 2021 69% of Civil Service colleagues with disabilities, conditions or illnesses agreed that their manager supports them to ensure they have the workplace adjustments they need to reduce the barriers they face due to their condition(s) or illness(es). This is one percentage point higher than in 2020.

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

Manager support for colleagues with disabilities, conditions or illnesses 2021 vs 2020

Question	Distribution ▾			2020 survey	AGD Attorney General's Departments (Corporate Report)	All Civil Service Respondents 2021
J04F. My manager supports me to ensure I have the workplace adjustments I need to reduce the barriers I face due to my condition(s) or illness(es)	71%	24%		-4	+1	+1

Caring responsibilities

In 2021, colleagues who indicated they give support or help to anyone because they have a long-term condition or illnesses indicated:

J05A. 57% that they know where to access information and support in their organisation (compared to 56% in 2020);
J05B. 76% that they feel supported by their manager to balance their work and caring responsibilities (compared to 75% in 2020).

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

Manager support for carers 2021 vs 2020

Question	Distribution ▾			2020 survey	AGD Attorney General's Departments (Corporate Report)	All Civil Service Respondents 2021
J05B. I feel supported by my manager to balance my work and caring responsibilities	70%	21%		0	-1	-4 ˅
J05A. As a carer, I know where to access information and support in my organisation	51%	25%	24%	+4	-1	-10 ˅

2021 Civil Service changes

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

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Civil Service Reform and Modernisation

In 2021, at Civil Service level:

Civil Service Vision
B59. 57% indicated to be aware of the Civil Service vision for 'A Modern Civil Service', compared to 60% in 2020.
Caution should be applied when making the comparison with 2020, which assessed the vision for a 'Brilliant Civil Service'.

Civil Service Reform

B59A. 39% indicated they understand how they can help to achieve the vision for a 'A Modern Civil Service'.
Please note that it is not possible to make a comparison with 2020 for this question.

B59B. 81% affirmed that the technology provided by their organisation enables them to easily connect and collaborate with the colleagues they need to for them to do their job effectively. This is 2 percentage points lower than 2020.

B59E. 82% indicated to have a choice in deciding where to do their work (usual workplace/base; another workplace; home) to best deliver their individual, team and organisation objectives, compared to 72% in 2020.

B59F. 95% affirmed their manager trusts them to do their job effectively, even if they are not working from

Civil Service Vision 2021 vs 2020

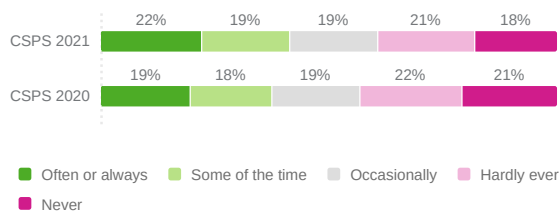| Question	Distribution ▾	2020 survey	AGD Attorney General's Departments (Corporate Report)	Civil Service Benchmark 2021
B59. I am aware of the Civil Service vision for 'A Modern Civil Service'	51% 22% 27%	-1	0	-6 ⌄

Civil Service Reform 2021 vs 2020

| Question	Distribution ▾	2020 survey	AGD Attorney General's Departments (Corporate Report)	Civil Service Benchmark 2021
B59F. My manager trusts me to do my job effectively, even if I am not working from the same location as them	95%	+1	0	0
B59E. I have a choice in deciding where I do my work to best deliver my individual, team and organisation objectives	82%	+12 ⌃	0	0
B59B. The technology provided by my organisation enables me to easily connect and collaborate with the colleagues that I need to for me to do my job effectively from any location	81%	-4 ⌄	+1	0
B59A. I understand how I can help achieve the vision for "A Modern Civil Service"	41% 32% 27%	-	0	+2 ⌃

B59C. In 2021 at Civil Service level, 35% of respondents indicate that they often/always or some of the time collaborate with colleagues in other government departments and agencies to achieve common goals. This correspond to an increase of 1 percentage point compared to 2020.

B59D. In 2021 86% of civil servants completing the survey always/often or sometimes consider how their work impacts upon the public in the course of carrying out their duties. A

B59C. How often do you collaborate with civil servants in other Government departments and agencies to achieve common goals? 2021 vs 2020 ▼ 1

CSPS 2021	22%	19%	19%	21%	18%
CSPS 2020	19%	18%	19%	22%	21%

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

B59D. I consider how my work impacts upon the public in the course of carrying out my duties (new in 2021) ▼ 1

Often or always	77%
Some of the time	16%
Occasionally	5%
Hardly ever	1%
Never	1%
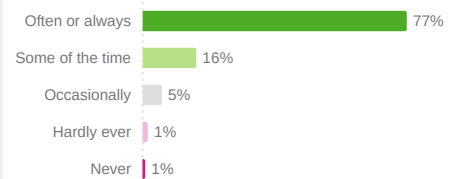
Organisational Culture & Leadership

In 2021, at Civil Service level:

B54. 92% of respondents indicated that they are trusted to carry out their job effectively (compared to 91% in 2020);

B55. 75% believed they would be supported if they try a new idea, even if it may not work (compared to 72% in 2020);

B56. 75% agreed that in their organisation people are encouraged to speak up when they identify a serious policy or delivery risk (compared to 72% in 2020);

B57. 70% felt able to challenge inappropriate behaviour in the workplace (compared to 69% in 2020);

B58. 80% agreed that their organisation is committed to creative a diverse and inclusive workplace (compared to 80% in 2020).

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

Organisational Culture Results 2021 vs 2020

Question	Distribution ▾	2020 survey	AGD Attorney General's Departments (Corporate Report)	Civil Service Benchmark 2021
B54. I am trusted to carry out my job effectively	90%	0	0	-2 ⌄
B58. My organisation is committed to creating a diverse and inclusive workplace	84%	0	+1	+4 ⌃
B56. In my organisation, people are encouraged to speak up when they identify a serious...	73% 16%	+3 ⌃	+1	-2 ⌄
B57. I feel able to challenge inappropriate behaviour in the workplace	69% 18%	0	+1	-1
B55. I believe I would be supported if I try a new idea, even if it may not work	62% 23% 16%	0	-1	-13 ⌄

In 2021, 75% of civil servants indicated that managers in their Area, Directorate or Division actively role model the behaviours set out in the Civil Service Leadership Statement, compared to 76% in 2020.

For this question, the percent favourable is the proportion of respondents who said managers in their area role model the behaviours set out in the Civil Service Leadership Statement 'Always' or 'Most of the time'.

The percent neutral is the proportion who answered

B60. Managers role model the behaviours set out in the Leadership Statement 2021 vs 2020

Question	Distribution ▾	2020 survey	AGD Attorney General's Departments (Corporate Report)	Civil Service Benchmark 2021
B60. Managers in my Area, Directorate or Division actively role model the behaviours set out in the Civil Service Leadership Statement	73% 21%	-2	0	-2 ⌄

The Civil Service Code

D01. In 2021, 89% of civil servants indicated that they understand the Civil Service Code and what it means for their conduct (a comparison was not possible with 2020 because of changes in the response option).

D02. 68% of civil servants indicated to be aware of how to raise a concern under the Civil Service Code, same as in 2020.

D03. 76% of civil servants indicated to be confident that if they raised a concern under the Civil Service Code in their organisation it would be investigated properly; this is 1 percentage point lower compared to 2020.

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

Civil Service Code Results 2021 vs 2020

| Question	Distribution ▾	2020 survey	AGD Attorney General's Departments (Corporate Report)	Civil Service Benchmark 2021
D01. I understand the Civil Service Code and what it means for my conduct	87%	-	0	-2 ⌄
D03. Are you confident that if you raised a concern under the Civil Service Code in your organisation it would be investigated properly?	75% 25%	-2 ⌄	0	-1 ⌄
D02. Are you aware of how to raise a concern under the Civil Service Code?	65% 35%	-1	0	-3 ⌄

Productivity

In 2021 a new question on self-assessed productivity was introduced.
At Civil Service level it emerged that over the last month:

32% of civil servants indicated to have been 100% productive;
39% to have been 90-99% productive;
20% to have been 80-89% productive;
5% to have been 70-79% productive;
4% to have been less than 70% productive.

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

B59G. Over the last month, roughly how productive have you been? (New in 2021)

| 100% productive | 90-99% productive | 80-89% productive | 70-79% productive | Less than 70% productive |
| 38% | 42% | 15% | 3% | 2% |
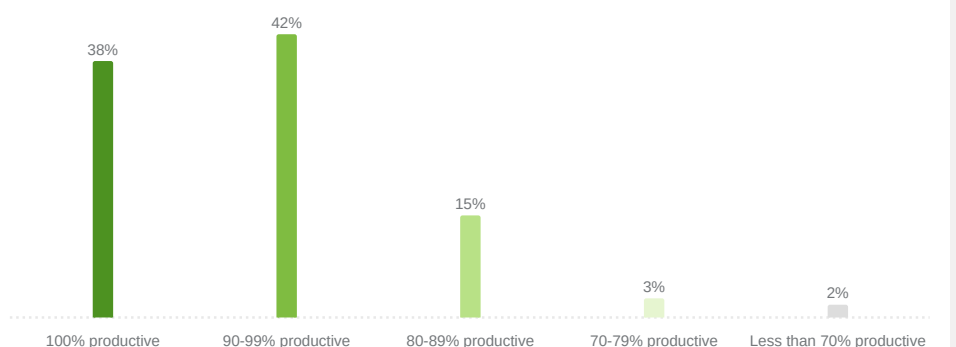
2021 Taking Action

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

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Did you know?...

Research suggests that teams are more likely to be engaged if time has been taken to study and understand their results, to build staff-led action plans.

It can also have an impact on how likely they are to participate in future insight gathering - people are less likely to contribute if their views are perceived to have been ignored in the past.

In 2021:
54% of respondents believe that senior managers in their organisation will take action on the results from the survey (compared to 57% in 2020);
38% of respondents indicated that where they work, they think effective action has been taken on the

Belief that action has and/or will be taken 2021 vs 2020

Question	Distribution	2020 survey	AGD Attorney General's Departments (Corporate Report)	Civil Service Benchmark 2021
B52. My senior managers will act on this year's survey results	55% 24% 21%	-5 ⌄	+1	+1
B53. Effective action has been taken on last year's survey results, where I work	41% 42% 17%	-5 ⌄	+1	+3 ⌃

Focus Areas

While the Engagement Index tells you how engaged your employees are, it does not tell you how to improve or maintain engagement. This is where key driver analysis comes in, as this pinpoints the factors that have the strongest association with your engagement levels.

The table to the right displays the five question results that have the strongest association with the engagement index (identified through correlation analysis) for the team or group of staff you are looking at, and ranks these in order of importance.

The order of importance is determined by something called an 'r' value, or Pearson Correlation Coefficient. If you hover over the blue dot in your key drivers table, you will see the r-value. The r-value can sit anywhere between -1 and 1. A positive r-value suggests that your engagement levels appear to increase as the % favourable score for a question increases; a negative r-value suggests the opposite. The larger the blue dot, the more that question is associated with your employee engagement score.

In the table, you'll also be able to see if these are areas that have improved or worsened over the past
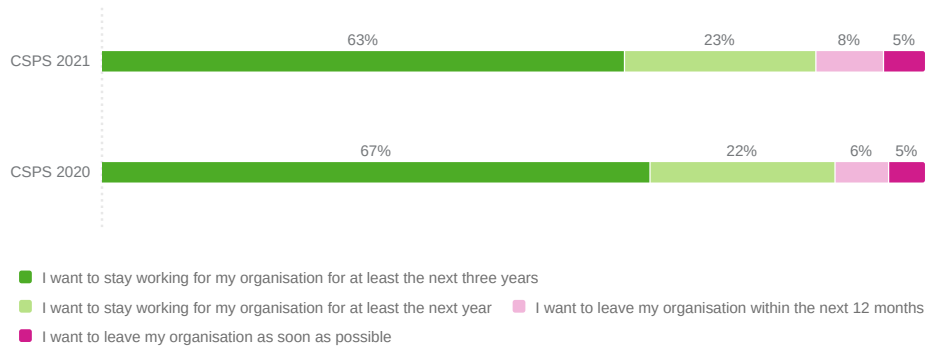
Top drivers of engagement 2021 vs 2020

Impact	Question	Distribution	2020 survey	AGD Attorney General's Departments (Corporate Report)	Civil Service Benchmark 2021
●	B41. Overall, I have confidence in the decisions made by my organisation's senior mangers	61% 24%	-3 ⌄	+1	-1
●	B27. I feel valued for the work I do	70%	-2 ⌄	0	-3 ⌄
●	B52. My senior managers will act on this year's survey results	55% 24% 21%	-5 ⌄	+1	+1
●	B24. Learning and development activities I have completed while working for my organisation are helping me to develop my career	56% 27%	-1	+1	+6 ⌃
●	B42. I feel that change is managed well in my organisation	43% 26% 31%	-3 ⌄	+1	+2 ⌃

View items (32) with too few responses

Future Intentions - C01

In relation to employees' plans to remain within or leave their organisation in the future, in 2021 at Civil Service level:
6% indicated that they want to leave their organisation as soon as possible (1 percentage point more compared to 2020);
14% that they want to leave their organisation within the next 12 months (1 percentage point more compared to 2020);
33% that they want to stay working for their organisation for at least the next year (1 percentage point less compared to 2020);
47% that they want to stay working for their organisation for at least the next three years (1

C01. Future Intentions 2021 vs 2020

CSPS 2021: 63% | 23% | 8% | 5%
CSPS 2020: 67% | 22% | 6% | 5%

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

2021 Local questions: My Organisation

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

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

Local question results: My Organisation

Question	Distribution	2020 survey	AGD Attorney General's Departments (Corporate Report)	All Local Question Respondents 2021
LQA1. I am familiar with my organisation's values	92%	-1	0	+8 ^
LQA4. I feel supported by [my organisation] to adapt the way I work due to the coronavirus (Covid-19) pandemic	87% 9%	+1	0	+2 ^
LQA3. My Area, Directorate or Division is taking action to combat discrimination, bullying and harassment	56% 37%	-1	0	-5 ˅
LQA2. The process of filling vacancies within my organisation is fair	51% 28% 21%	0	0	+4 ^

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

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

LQB1. In the last 12 months, I have seen someone else being bullied or treated unfairly in my organisation 2021 vs 2020 ▼ 1

CSPS 2021 — 81% | 13% | 6%

CSPS 2020 — 78% | 14% | 8%

■ No ■ Yes ■ Prefer not to say
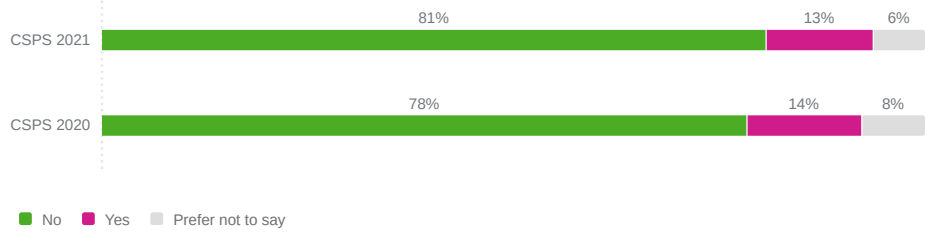
Local question results: Safe to Challenge (LQB2-LQB5)

Question	Distribution	2020 survey	AGD Attorney General's Departments (Corporate Report)	All Local Question Respondents 2021
LQB5. If I see or experience any form of wrongdoing in my organisation, I know how to raise a concern	78% 14%	-2 ⌄	0	+1 ^
LQB2. I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	67% 30%	0	0	-5 ⌄
LQB3. I feel comfortable speaking to those more senior than me about their actions and impact	53% 24% 22%	-1	0	-5 ⌄
LQB4. I feel confident that if I challenged someone more senior than me in my Area, Directorate or Division they would be open to receiving the challenge	41% 33% 26%	-1	0	-4 ⌄

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

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

Local question results: Health and Safety

Question	Distribution	2020 survey	AGD Attorney General's Departments (Corporate Report)	All Local Question Respondents 2021
LQE3A. If I had a concern about health and safety, I would report this to someone in my organisation	90%	-	0	**-1** ⌄
LQE4. I have the resources needed to carry out my role to expected health and safety standards	81%	-	0	+1
LQE1. Health and safety is a priority within my organisation	75% 17%	-	0	-1
LQE3B. If I raised a concern about health and safety, I am confident action would be taken	73% 19%	-	0	0
LQE2. In my organisation the need to deliver work is balanced against the	70% 19%	-	0	**-1** ⌄