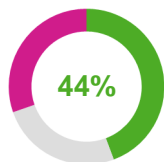


✧ Statistically significant difference from comparison

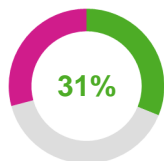


## Taking action

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



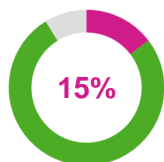
B52. I believe that senior leaders in the NCA will take action on the results from this survey



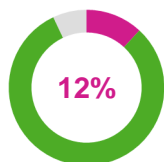
B53. Where I work, I think effective action has been taken on the results of the last survey

## Discrimination, bullying and harassment

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



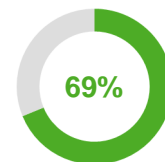
E01. Have you been discriminated against at work, in the past 12 months?



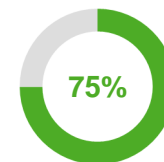
E03. Have you been bullied or harassed at work, in the past 12 months?

## Wellbeing

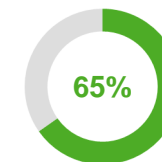
■ % responding positively to W01 - W03   ■ % responding negatively to W04



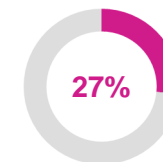
W01. Overall, how satisfied are you with your life nowadays?



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

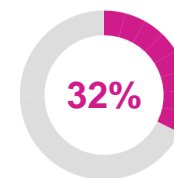


W03. Overall, how happy did you feel yesterday?

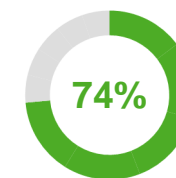


W04. Overall, how anxious did you feel yesterday?

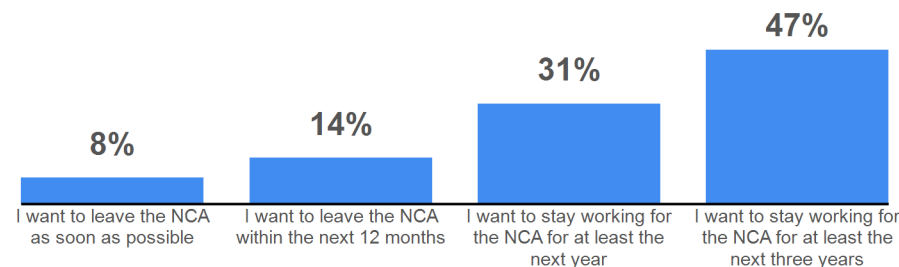
## Proxy Stress Index













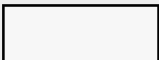




## PERMA Index



## Your plans for the future



## Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B01 I am interested in my work	 89%	B43 When changes are made in the NCA they are usually for the better  42%	42%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable  54%	54%
B54 I am trusted to carry out my job effectively	 86%	B53 Where I work, I think effective action has been taken on the results of the last survey  40%	40%	B35 I feel that my pay adequately reflects my performance  51%	51%
B26 I am treated with respect by the people I work with	 85%	B40 I believe that the NCA Board has a clear vision for the future of the NCA  36%	36%	B42 I feel that change is managed well in the NCA  50%	50%
B18 The people in my team can be relied upon to help when things get difficult in my job	 84%	B17 Poor performance is dealt with effectively in my team  34%	34%	B36 I am satisfied with the total benefits package  47%	47%
B09 My manager is considerate of my life outside work	 83%	B51 The NCA motivates me to help it achieve its objectives  34%	34%	B45 I have the opportunity to contribute my views before decisions are made that affect me  42%	42%

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

## All questions by theme

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

### My work

**73%**

**+7** ◆ Difference from previous survey



**% Positive**

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B01 I am interested in my work	47	42	7	1	1	89%	+4 ◆	-1 ◆	-3 ◆
B02 I am sufficiently challenged by my work	32	45	12	9	1	76%	+7 ◆	-4 ◆	-7 ◆
B03 My work gives me a sense of personal accomplishment	29	45	13	9	1	75%	+7 ◆	-3 ◆	-6 ◆
B04 I feel involved in the decisions that affect my work	14	40	19	18	9	54%	+10 ◆	-6 ◆	-11 ◆
B05 I have a choice in deciding how I do my work	21	49	16	10	5	69%	+6 ◆	-9 ◆	-13 ◆

### Organisational objectives and purpose

**81%**

**+12** ◆ Difference from previous survey



**% Positive**

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B06 I have a clear understanding of the NCA's objectives	26	56	11	5	1	83%	+13 ◆	0	-4 ◆
B07 I understand how my work contributes to the NCA's objectives	27	53	12	6	1	80%	+12 ◆	-4 ◆	-8 ◆

## All questions by theme

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^ indicates a variation in question wording from your previous survey

### My manager

65%

+5 <sup>◇</sup> Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	23	43	18	11	5	66%	+6 <sup>◇</sup>	-6 <sup>◇</sup>	-10 <sup>◇</sup>
B09	My manager is considerate of my life outside work	44	39	10	7	0	83%	+2 <sup>◇</sup>	-4 <sup>◇</sup>	-6 <sup>◇</sup>
B10	My manager is open to my ideas	36	43	12	7	0	79%	+5 <sup>◇</sup>	-4 <sup>◇</sup>	-7 <sup>◇</sup>
B11	My manager helps me to understand how I contribute to the NCA's objectives	20	41	26	9	4	61%	+10 <sup>◇</sup>	-6 <sup>◇</sup>	-10 <sup>◇</sup>
B12	Overall, I have confidence in the decisions made by my manager	29	43	16	8	5	71%	+5 <sup>◇</sup>	-5 <sup>◇</sup>	-9 <sup>◇</sup>
B13	My manager recognises when I have done my job well	31	45	13	7	4	77%	+4 <sup>◇</sup>	-4 <sup>◇</sup>	-7 <sup>◇</sup>
B14	I receive regular feedback on my performance	19	40	20	15	6	59%	+4 <sup>◇</sup>	-10 <sup>◇</sup>	-13 <sup>◇</sup>
B15	The feedback I receive helps me to improve my performance	18	36	28	12	6	54%	+4 <sup>◇</sup>	-10 <sup>◇</sup>	-13 <sup>◇</sup>
B16	I think that my performance is evaluated fairly	20	42	25	9	4	62%	+5 <sup>◇</sup>	-6 <sup>◇</sup>	-10 <sup>◇</sup>
B17	Poor performance is dealt with effectively in my team	9	26	34	18	13	34%	+4 <sup>◇</sup>	-6 <sup>◇</sup>	-9 <sup>◇</sup>

## All questions by theme

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### My team

**79%**

**+4** ◇ Difference from previous survey



**% Positive**

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	39	45	9	5		84%	+2 ◇	-2 ◇	-5 ◇
B19	The people in my team work together to find ways to improve the service we provide	35	46	11	6		81%	+4 ◇	-2 ◇	-6 ◇
B20	The people in my team are encouraged to come up with new and better ways of doing things	29	43	16	8		72%	+6 ◇	-5 ◇	-8 ◇

### Learning and development

**43%**

**+11** ◇ Difference from previous survey



**% Positive**

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	7	37	24	23	9	44%	+12 ◇	-20 ◇	-27 ◇
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	35	30	17	9	45%	+9 ◇	-10 ◇	-15 ◇
B23	There are opportunities for me to develop my career in the NCA	8	34	24	19	15	42%	+13 ◇	-9 ◇	-16 ◇
B24	Learning and development activities I have completed while working for the NCA are helping me to develop my career	8	32	31	19	11	40%	+10 ◇	-11 ◇	-16 ◇

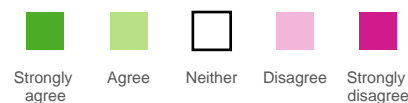
## All questions by theme

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^ indicates a variation in question wording from your previous survey

### Inclusion and fair treatment

74%

+7 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B25	I am treated fairly at work	27	51	11	8	8	78%	+7 <span>◇</span>	-4 <span>◇</span>	-6 <span>◇</span>
B26	I am treated with respect by the people I work with	32	53	9	9	9	85%	+4 <span>◇</span>	-1 <span>◇</span>	-4 <span>◇</span>
B27	I feel valued for the work I do	20	41	19	13	7	62%	+10 <span>◇</span>	-7 <span>◇</span>	-11 <span>◇</span>
B28	I think that the NCA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	25	49	16	6	6	74%	+8 <span>◇</span>	-4 <span>◇</span>	-8 <span>◇</span>

### Resources and workload

63%

+5 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B29	I get the information I need to do my job well	9	51	21	15	4	61%	+8 <span>◇</span>	-10 <span>◇</span>	-15 <span>◇</span>
B30	I have clear work objectives	14	53	16	12	6	67%	+8 <span>◇</span>	-8 <span>◇</span>	-12 <span>◇</span>
B31	I have the skills I need to do my job effectively	21	58	13	6	4	79%	+3 <span>◇</span>	-10 <span>◇</span>	-13 <span>◇</span>
B32	I have the tools I need to do my job effectively	8	39	20	24	9	47%	+5 <span>◇</span>	-25 <span>◇</span>	-31 <span>◇</span>
B33	I have an acceptable workload	7	50	18	17	8	57%	+4 <span>◇</span>	-6 <span>◇</span>	-10 <span>◇</span>
B34	I achieve a good balance between my work life and my private life	17	51	15	12	5	68%	+2 <span>◇</span>	-3 <span>◇</span>	-8 <span>◇</span>

## All questions by theme

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

### Pay and benefits

**30%**

**+7** ◇ Difference from previous survey



**% Positive**

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	27	18	27	24	32%	+7 ◇	-2 ◇	-9 ◇	
B36 I am satisfied with the total benefits package	26	22	25	21	31%	+8 ◇	-8 ◇	-18 ◇	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	19	26	28	27%	+6 ◇	-1 ◇	-9 ◇	

### Leadership and managing change

**38%**

**+15** ◇ Difference from previous survey



**% Positive**

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B38 Senior leaders in the NCA are sufficiently visible	9	44	22	18	7	53%	+24 ◇	-10 ◇	-20 ◇
B39 I believe the actions of senior leaders are consistent with the NCA's values	7	39	32	14	7	46%	+18 ◇	-8 ◇	-18 ◇
B40 I believe that the NCA Board has a clear vision for the future of the NCA	7	38	36	12	7	45%	+20 ◇	-5 ◇	-15 ◇
B41 Overall, I have confidence in the decisions made by the NCA's senior leaders	6	33	34	17	10	40%	+18 ◇	-11 ◇	-23 ◇
B42 I feel that change is managed well in the NCA	18	30	33	16	21%	+10 ◇	-15 ◇	-25 ◇	
B43 When changes are made in the NCA they are usually for the better	20	42	24	12	22%	+9 ◇	-14 ◇	-22 ◇	
B44 The NCA keeps me informed about matters that affect me	5	44	28	15	8	48%	+15 ◇	-12 ◇	-20 ◇
B45 I have the opportunity to contribute my views before decisions are made that affect me	25	30	28	14	28%	+8 ◇	-12 ◇	-22 ◇	
B46 I think it is safe to challenge the way things are done in the NCA	32	31	21	12	36%	+9 ◇	-14 ◇	-21 ◇	



## All questions by theme

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

### Engagement

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

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B47 I am proud when I tell others I am part of the NCA	22	43	25	7	7	65%	+12 ◇	-2 ◇	-8 ◇
B48 I would recommend the NCA as a great place to work	11	32	31	18	8	43%	+15 ◇	-18 ◇	-26 ◇
B49 I feel a strong personal attachment to the NCA	14	34	29	16	7	48%	+10 ◇	-4 ◇	-10 ◇
B50 The NCA inspires me to do the best in my job	12	34	33	15	6	46%	+15 ◇	-6 ◇	-13 ◇
B51 The NCA motivates me to help it achieve its objectives	11	33	34	16	7	44%	+15 ◇	-7 ◇	-13 ◇

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B52 I believe that senior leaders in the NCA will take action on the results from this survey	8	37	25	18	12	44%	+19 ◇	-7 ◇	-15 ◇
B53 Where I work, I think effective action has been taken on the results of the last survey	6	25	40	17	12	31%	+10 ◇	-7 ◇	-13 ◇

## All questions by theme

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

### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	30	56	7			86%	+4 ◇	-3 ◇	-5 ◇
B55 I believe I would be supported if I try a new idea, even if it may not work	19	50	17	10		69%	+8 ◇	-4 ◇	-7 ◇
B56 In the NCA, people are encouraged to speak up when they identify a serious policy or delivery risk	13	47	23	12	6	59%	+8 ◇	-11 ◇	-15 ◇
B57 I feel able to challenge inappropriate behaviour in the workplace	18	54	14	10	5	71%	+5 ◇	+5 ◇	+1 ◇
B58 The NCA is committed to creating a diverse and inclusive workplace	22	54	17	5		76%	+6 ◇	-1	-4 ◇

### Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B59 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	7	38	20	27	8	45%	+13 ◇	-13 ◇	-24 ◇

### Leadership statement

	Always	Most of the time	Sometimes	Rarely	Never	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B60 Managers in my Area/Directorate/Division actively role model the behaviours set out in the Civil Service Leadership Statement^	21	40	28	9		61%	New	-6 ◇	-12 ◇

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

## All questions by theme

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

### Wellbeing

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

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

	Low (0-4)	Medium (5-6)	High (7-8)	Very High (9-10)	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	19	51	18	69%	+5 ◇	+1 ◇	-2 ◇
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	16	49	26	75%	+4 ◇	+4 ◇	+1 ◇
W03 Overall, how happy did you feel yesterday?	15	20	42	23	65%	+2 ◇	+3 ◇	+1

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

	Very Low (0-1)	Low (2-3)	Medium (4-5)	High (6-10)	% Negative	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	30	26	18	27	27%	-1	-6 ◇	-4 ◇

## All questions by theme

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

### Your plans for the future

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

			Difference from previous survey	Difference from CS2019
I want to leave the NCA as soon as possible		8%	-6 ◇	+1 ◇
I want to leave the NCA within the next 12 months		14%	-5 ◇	-1
I want to stay working for the NCA for at least the next year		31%	0	-3 ◇
I want to stay working for the NCA for at least the next three years		47%	+10 ◇	+3 ◇

### The Civil Service Code

Differences are based on '% Yes' score




	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		9	91%	-1 ◇	-1 ◇	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+1	+1 ◇	-5 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the NCA it would be investigated properly?		37	63%	+8 ◇	-9 ◇	-13 ◇

## All questions by theme

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

### Discrimination

















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

			Difference from previous survey	Difference from CS2019
Yes		15%	-6 ✧	+4 ✧
No		77%	+5 ✧	-5 ✧
Prefer not to say		9%	+1 ✧	+1 ✧

Of those who said they had experienced discrimination at work in the last 12 months, 94% said it occurred in the NCA while 6% said it occurred in another organisation.

For respondents who selected 'Yes' to E01.

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

	Response Count	
Age	116	
Caring responsibilities	48	
Disability	33	
Ethnic background	29	
Gender	99	
Gender reassignment or perceived gender	--	
Grade or responsibility level	121	
Main spoken/ written language or language ability	--	
Marital status or civil partnership	10	
Mental health	39	
Pay	101	
Pregnancy, maternity or paternity	--	
Religion or belief	--	
Sex	28	
Sexual orientation	13	
Social or educational background	21	
Working location	74	
Working pattern	87	
Any other grounds	73	
Prefer not to say	47	

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

All questions by theme

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

Bullying and harassment

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

			Difference from previous survey	Difference from CS2019
Yes		12%	-3 ↕	0
No		81%	+4 ↕	-1 ↕
Prefer not to say		7%	-1 ↕	0

Of those who said they had experienced bullying and/or harassment at work in the last 12 months, 92% said it occurred in the NCA while 8% said it occurred in another organisation.

For respondents who selected 'Yes' to E03.

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

	Response Count	
Comments about my personal appearance	49	
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	34	
Spreading gossip or making false accusations about me	99	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	100	
Physical assault (e.g. object thrown at me, pushed, hit)	--	
Humiliated in front of team or others	149	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	193	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	134	
Treated less favourably to others	172	
Ignored, excluded, marginalised	154	
Undermining or taking credit for my work	120	
Denied time off for personal ill health	--	
Denied time off for family or caring responsibilities	14	
Disclosure of personal / sensitive information to colleagues without my consent	44	
Something else not listed here	44	
Prefer not to say	19	

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

## All questions by theme

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

### Bullying and harassment

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

	Response Count	
A colleague in my Area/Directorate/Division	130	
A colleague in a different Area/Directorate/ Division of the NCA	45	
My manager	128	
Another senior member of staff in the NCA	99	
Someone I manage	16	
Someone working in a different Civil Service organisation	10	
Someone working for a non-Civil Service organisation	13	
A contractor	--	
A service user (e.g. customer, claimant, offender)	--	
A member of the public	--	
Someone else not listed here	--	
Prefer not to say	53	

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

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

		Difference from previous survey	Difference from CS2019
Yes	<b>50%</b>	+16 ◇	-1
No	<b>44%</b>	-6 ◇	+2
Prefer not to say	<b>6%</b>	-9 ◇	-1

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

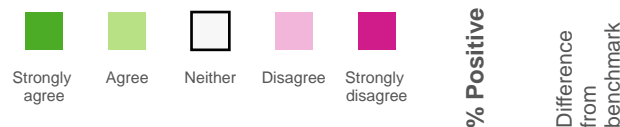
		Difference from CS2019
Appropriate action was taken to address the behaviour I experienced		
Yes	<b>12%</b>	-4 ◇
No	<b>68%</b>	+5 ◇
Prefer not to say	<b>20%</b>	-1
The bullying and/or harassment has stopped		
Yes	<b>36%</b>	-2
No	<b>40%</b>	+2
Prefer not to say	<b>24%</b>	0
The culture in my area allows this kind of behaviour to continue		
Yes	<b>56%</b>	0
No	<b>24%</b>	-1
Prefer not to say	<b>20%</b>	+2
I felt like I was punished for reporting the incident		
Yes	<b>20%</b>	+3 ◇
No	<b>47%</b>	-8 ◇
Prefer not to say	<b>33%</b>	+6 ◇
I moved to another team or role to avoid the behaviour		
Yes	<b>26%</b>	+5 ◇
No	<b>58%</b>	-2
Prefer not to say	<b>16%</b>	0

## Additional questions selected by organisation

⚡ indicates statistically significant difference from comparison

### Safe to Challenge

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



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQB1	In the last 12 months, I have seen someone else being bullied or treated unfairly in the NCA*	Yes: 24% No: 69% Prefer not to say: 7%					69%	0
LQB2	I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	24	52	21			76%	+8 ⚡
LQB3	I feel comfortable speaking to those more senior than me about their actions and impact	16	41	18	19	6	56%	+3 ⚡
LQB4	I feel confident that if I challenged someone more senior than me in my Area/Directorate/Division they would be open to receiving the challenge	9	29	27	23	12	37%	-4 ⚡

### Change Management



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQC1	I get to find out the reasons behind key changes that happen in the NCA		34	31	23	7	38%	-8 ⚡
LQC2	I understand what support is available to me as I am affected by organisational change		32	35	22	7	37%	-15 ⚡
LQC3	I feel that change is managed well in my Area/Directorate/Division		28	32	24	13	32%	-11 ⚡
LQC4	I feel positive about the future of the NCA	9	36	32	15	8	45%	-9 ⚡

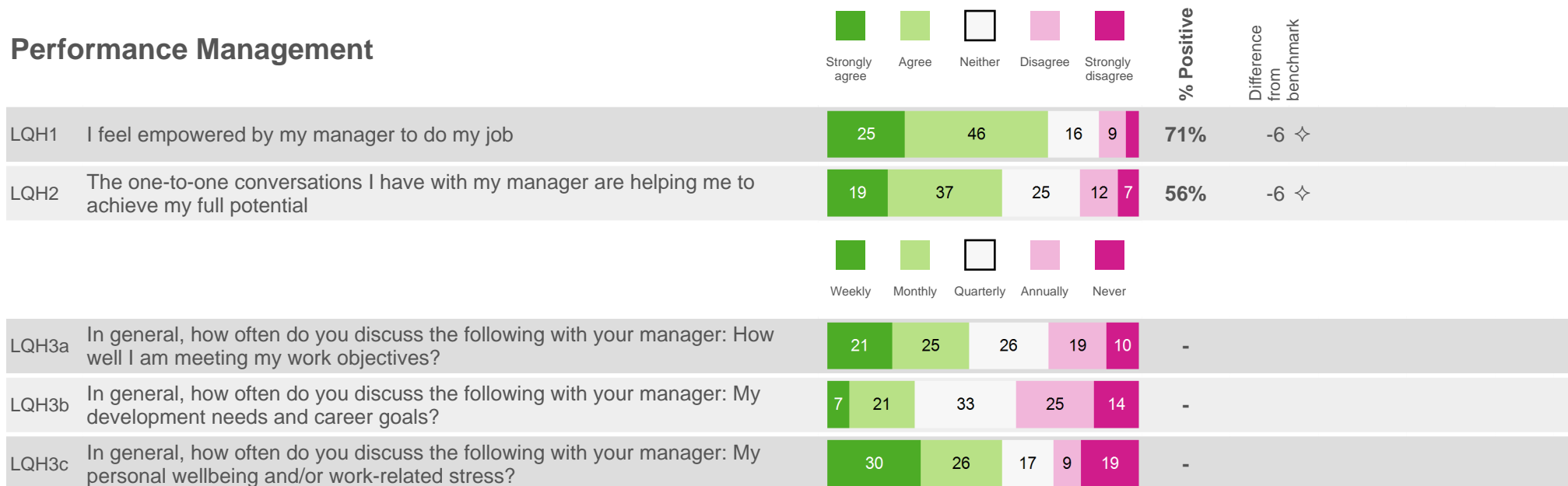
Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.



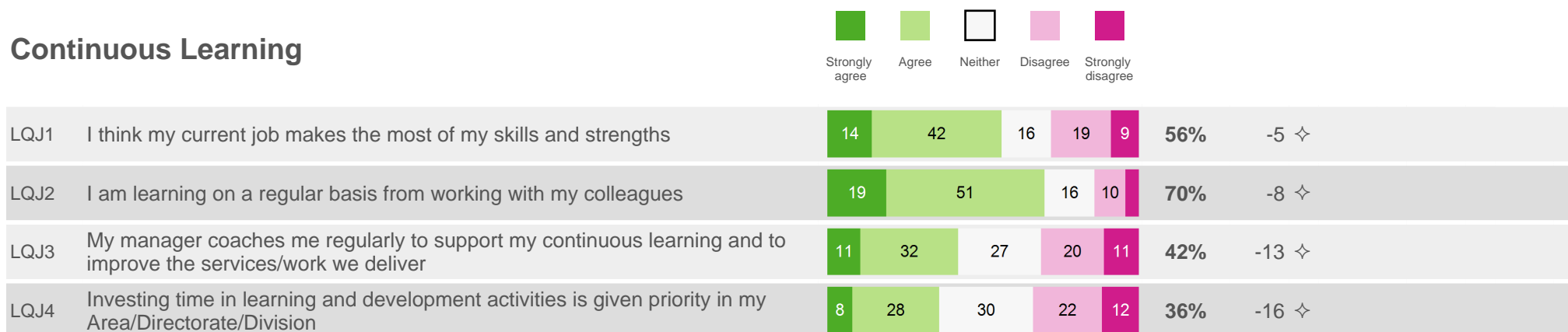
## Additional questions selected by organisation

◆ indicates statistically significant difference from comparison

### Performance Management



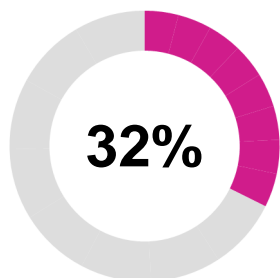
### Continuous Learning



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

## Proxy Stress Index and PERMA Index

◇ indicates statistically significant difference from comparison  
 \*\* this is a negatively phrased question where % positive is the proportion who selected "no"



Difference from previous survey -4 ◇  
 Difference from CS2019 +4 ◇  
 Difference from CS High Performers +6 ◇

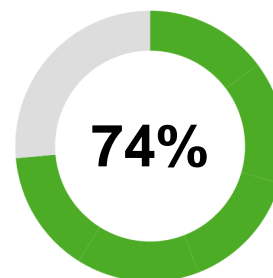
### Proxy Stress Index

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

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

**% positive**

B05	I have a choice in deciding how I do my work	69%
B08	My manager motivates me to be more effective in my job	66%
B18	The people in my team can be relied upon to help when things get difficult in my job	84%
B26	I am treated with respect by the people I work with	85%
B30	I have clear work objectives	67%
B33	I have an acceptable workload	57%
B45	I have the opportunity to contribute my views before decisions are made that affect me	28%
E03	Have you been bullied or harassed at work, in the past 12 months? **	81%



Difference from previous survey +3 ◇  
 Difference from CS2019 0  
 Difference from CS High Performers -2 ◇

### PERMA Index

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

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

**% positive**

B01	I am interested in my work	89%
B03	My work gives me a sense of personal accomplishment	75%
B18	The people in my team can be relied upon to help when things get difficult in my job	84%
W01	Overall, how satisfied are you with your life nowadays?	69%
W02	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 <b>Theme score % positive</b> ), unless otherwise indicated.
Previous survey	Comparisons to the previous survey relate to the results from the 2018 Civil Service People Survey. Where a question is flagged as changed since the last survey (^) comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2019	The CS2019 benchmark is the median percent positive (unless otherwise indicated) across all Civil Service organisations that participated in the 2019 Civil Service People Survey, where data was not suppressed.
CS High Performers	For each question, unless otherwise indicated, this is the upper quartile score across all Civil Service organisations that took part in the 2019 Civil Service People Survey, where data was not suppressed. For question W04 and the Proxy Stress Index, we have used the lower quartile.
Difference from benchmark	For these questions, the benchmark is the median percent positive (unless otherwise indicated) across all Civil Service organisations that selected these questions for inclusion in their 2019 Civil Service People Survey, so it is not representative of the whole Civil Service.

### Rounding

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

### Statistical significance: ✨

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

### The employee engagement index

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

### Confidentiality

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

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

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