



Strength of association with engagement



Statistically significant difference from comparison

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

### Engagement Index

63%

Difference from previous survey +1

Difference from CS2017 +2

Difference from CS High Performers -2

### My work

79%

Difference from previous survey +2

Difference from CS2017 +3

Difference from CS High Performers 0

### Organisational objectives and purpose

82%

Difference from previous survey +1

Difference from CS2017 0

Difference from CS High Performers -5

### My manager

73%

Difference from previous survey +1

Difference from CS2017 +3

Difference from CS High Performers 0

### My team

82%

Difference from previous survey +1

Difference from CS2017 +1

Difference from CS High Performers -2

### Learning and development

57%

Difference from previous survey +2

Difference from CS2017 +4

Difference from CS High Performers 0

### Inclusion and fair treatment

81%

Difference from previous survey +1

Difference from CS2017 +5

Difference from CS High Performers +1

### Resources and workload

74%

Difference from previous survey +1

Difference from CS2017 +2

Difference from CS High Performers -1

### Pay and benefits

37%

Difference from previous survey -3

Difference from CS2017 +7

Difference from CS High Performers +1

### Leadership and managing change

46%

Difference from previous survey +3

Difference from CS2017 -1

Difference from CS High Performers -6



The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

## Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		46%	+3 ✧	-1 ✧	-6 ✧
My work		79%	+2 ✧	+3 ✧	0
Pay and benefits		37%	-3 ✧	+7 ✧	+1 ✧
My manager		73%	+1 ✧	+3 ✧	0
Learning and development		57%	+2 ✧	+4 ✧	0
Resources and workload		74%	+1 ✧	+2 ✧	-1 ✧
Organisational objectives and purpose		82%	+1 ✧	0	-5 ✧
My team		82%	+1 ✧	+1 ✧	-2 ✧
Inclusion and fair treatment		81%	+1 ✧	+5 ✧	+1 ✧



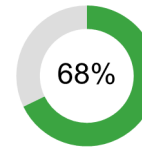
Strength of association with engagement



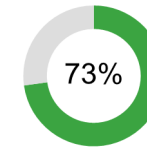
Statistically significant difference from comparison

## Wellbeing

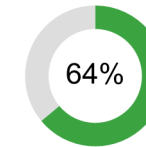
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



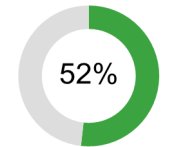
W01. Overall, how satisfied are you with your life nowadays?



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



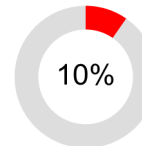
W03. Overall, how happy did you feel yesterday?



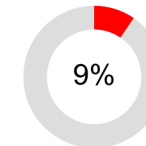
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

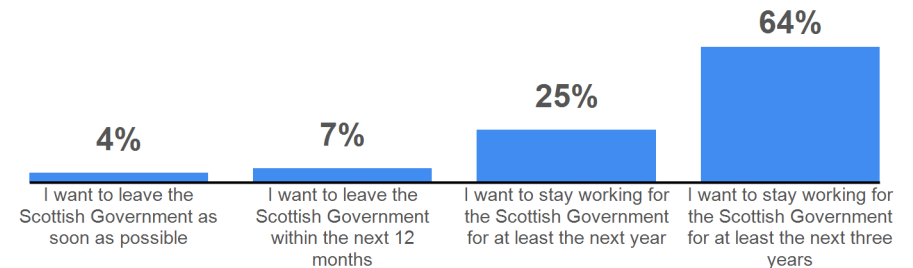


During the past 12 months have you personally experienced discrimination at work?



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

## 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	92%	B43 When changes are made in the Scottish Government they are usually for the better	48%	B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	52%
B54 I am trusted to carry out my job effectively	91%	B40 I believe that the Executive Team has a clear vision for the future of the Scottish Government	45%	B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	49%
B31 I have the skills I need to do my job effectively	89%	B59 Directors and Deputy Directors in the Scottish Government actively role model the behaviours set out in the Civil Service Leadership Statement	43%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	46%
B09 My manager is considerate of my life outside work	88%	B53 Where I work, I think effective action has been taken on the results of the last survey	41%	B35 I feel that my pay adequately reflects my performance	42%
B18 The people in my team can be relied upon to help when things get difficult in my job	87%	B17 Poor performance is dealt with effectively in my team	40%	B42 I feel that change is managed well in the Scottish Government	34%



All questions by theme

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

My work

79%

+2

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	45	46	5			92%	+1	+2	0
B02 I am sufficiently challenged by my work	38	43	10	7		82%	+1	+1	-1
B03 My work gives me a sense of personal accomplishment	29	48	14	7		77%	+1	0	-3
B04 I feel involved in the decisions that affect my work	20	43	17	14	6	63%	+4	+5	-1
B05 I have a choice in deciding how I do my work	30	50	12	5		81%	+2	+5	+1

Organisational objectives and purpose\*

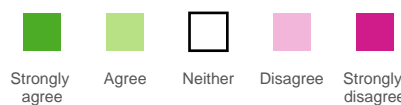
82%

+1

◆ Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

B06 I have a clear understanding of the Scottish Government's objectives	23	58	14	5		81%	+2	0	-5
B07 I understand how my work contributes to the Scottish Government's objectives	26	58	12			83%	+1	0	-4



All questions by theme

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^ indicates a variation in question wording from your previous survey

My manager

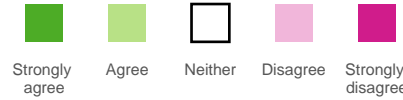
73%

+1

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	27	47	16	7	7	74%	+2 ◆	+4 ◆	0
B09	My manager is considerate of my life outside work	47	41	8	1	1	88%	+1 ◆	+4 ◆	+1 ◆
B10	My manager is open to my ideas	41	44	9	1	1	85%	+2 ◆	+3 ◆	0
B11	My manager helps me to understand how I contribute to the Scottish Government's objectives	21	43	25	8	1	64%	+2 ◆	-2 ◆	-7 ◆
B12	Overall, I have confidence in the decisions made by my manager	33	46	13	5	1	79%	+2 ◆	+5 ◆	0
B13	My manager recognises when I have done my job well	36	47	11	1	1	84%	+1 ◆	+4 ◆	+1 ◆
B14	I receive regular feedback on my performance	26	46	16	9	1	71%	+1 ◆	+3 ◆	-1 ◆
B15	The feedback I receive helps me to improve my performance	24	43	23	7	1	66%	+2 ◆	+3 ◆	-1 ◆
B16	I think that my performance is evaluated fairly	26	49	18	1	1	75%	+2 ◆	+10 ◆	+5 ◆
B17	Poor performance is dealt with effectively in my team	10	29	40	13	8	39%	0	-1 ◆	-5 ◆



All questions by theme

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My team

82%

+1

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	40	47	8			87%	+1 ◆	+1 ◆	-1 ◆
B19	The people in my team work together to find ways to improve the service we provide	35	49	11			83%	+2 ◆	+1 ◆	-1 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	31	45	15	6		76%	+2 ◆	+1 ◆	-3 ◆

Learning and development

57%

+2

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	15	50	22	10		64%	0	+1 ◆	-5 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	41	34	10		53%	+1 ◆	+1 ◆	-4 ◆
B23	There are opportunities for me to develop my career in the Scottish Government	15	44	24	11	6	59%	+4 ◆	+12 ◆	+4 ◆
B24	Learning and development activities I have completed while working for the Scottish Government are helping me to develop my career	13	39	33	11		51%	+3 ◆	+5 ◆	0



All questions by theme

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

Inclusion and fair treatment

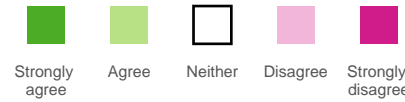
81%

+1 ⬠

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25 I am treated fairly at work	33	52	9	9	1	85%	+1 ⬠	+5 ⬠	+2 ⬠
B26 I am treated with respect by the people I work with	35	52	8	9	1	86%	+1 ⬠	+2 ⬠	-1 ⬠
B27 I feel valued for the work I do	25	47	16	9	1	72%	+2 ⬠	+6 ⬠	0
B28 I think that the Scottish Government respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	30	53	12	9	1	83%	+1 ⬠	+7 ⬠	+3 ⬠

Resources and workload\*

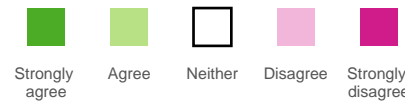
74%

+1 ⬠

Difference from previous survey



Strength of association with engagement



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Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29 I get the information I need to do my job well	14	58	16	9	1	72%	+2 ⬠	+3 ⬠	-2 ⬠
B30 I have clear work objectives	18	56	14	9	1	75%	+2 ⬠	-1 ⬠	-5 ⬠
B31 I have the skills I need to do my job effectively	25	64	8	9	1	89%	+1 ⬠	+1 ⬠	-1 ⬠
B32 I have the tools I need to do my job effectively	17	57	15	9	1	74%	0	+4 ⬠	-3 ⬠
B33 I have an acceptable workload	11	53	16	15	5	63%	+1	+3 ⬠	-3 ⬠
B34 I achieve a good balance between my work life and my private life	19	55	13	10	1	74%	0	+5 ⬠	0



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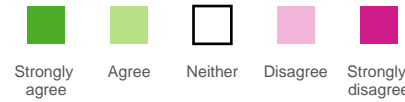
Pay and benefits

37%

-3 ◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	5	33	20	25	16	38%	-4 ◆	+8 ◆	+1 ◆
B36 I am satisfied with the total benefits package	6	36	25	21	12	42%	-2 ◆	+9 ◆	+2 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	26	23	27	19	31%	-3 ◆	+6 ◆	-1 ◆

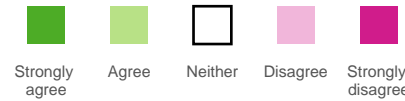
Leadership and managing change\*

46%

+3 ◆ Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 Directors and Deputy Directors in the Scottish Government are sufficiently visible	12	48	21	14	5	60%	+7 ◆	0	-8 ◆
B39 I believe the actions of Directors and Deputy Directors are consistent with the Scottish Government's values	10	45	35	6		55%	+5 ◆	+2 ◆	-5 ◆
B40 I believe that the Executive Team has a clear vision for the future of the Scottish Government	6	36	45	9		42%	+1 ◆	-6 ◆	-12 ◆
B41 Overall, I have confidence in the decisions made by the Scottish Government's Directors and Deputy Directors	8	42	35	10		51%	+4 ◆	+2 ◆	-4 ◆
B42 I feel that change is managed well in the Scottish Government		27	36	27	7	30%	+1	-3 ◆	-11 ◆
B43 When changes are made in the Scottish Government they are usually for the better		25	48	19	6	27%	+1 ◆	-6 ◆	-13 ◆
B44 The Scottish Government keeps me informed about matters that affect me	6	55	27	10		61%	+3 ◆	+3 ◆	-4 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	5	35	34	20	6	39%	+2 ◆	0	-9 ◆
B46 I think it is safe to challenge the way things are done in the Scottish Government	6	39	34	16	6	45%	+2 ◆	-1 ◆	-8 ◆





All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of the Scottish Government	18	45	27	8	8	63%	+2 ◆	+1 ◆	-6 ◆
B48 I would recommend the Scottish Government as a great place to work	18	46	26	8	8	64%	+3 ◆	+9 ◆	+1 ◆
B49 I feel a strong personal attachment to the Scottish Government	15	35	32	14	8	50%	+2 ◆	+1 ◆	-6 ◆
B50 The Scottish Government inspires me to do the best in my job	13	35	37	12	8	48%	+2 ◆	+1	-6 ◆
B51 The Scottish Government motivates me to help it achieve its objectives	11	33	38	13	8	45%	+1 ◆	-1 ◆	-9 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that Directors and Deputy Directors in the Scottish Government will take action on the results from this survey	10	39	28	15	8	49%	+4 ◆	-1 ◆	-9 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	9	28	41	14	9	37%	+1 ◆	0	-8 ◆



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	34	57			5	91%	+1 ◆	+2 ◆	0
B55 I believe I would be supported if I try a new idea, even if it may not work	22	52	17		7	74%	+2 ◆	+3 ◆	-1 ◆
B56 In the Scottish Government, people are encouraged to speak up when they identify a serious policy or delivery risk	14	48	25		9	62%	New	-5 ◆	-9 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	13	50	21	12	5	63%	New	-1 ◆	-5 ◆
B58 The Scottish Government is committed to creating a diverse and inclusive workplace	22	58			16	80%	New	+6 ◆	+2 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Directors and Deputy Directors in the Scottish Government actively role model the behaviours set out in the Civil Service Leadership Statement	8	39	43		8	47%	+6 ◆	0	-8 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	44	29		5	63%	+6 ◆	-3 ◆	-9 ◆

Civil Service vision

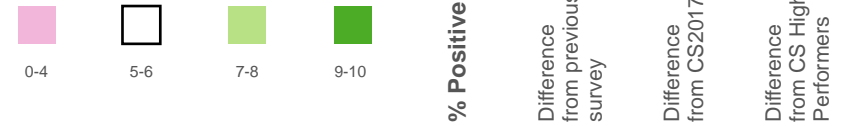
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	24	21		40	12	27%	New	-16 ◆	-28 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	19	29		37	12	22%	New	-14 ◆	-22 ◆



All questions by theme

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Wellbeing



Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

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

W01 Overall, how satisfied are you with your life nowadays?	11	21	52	16	68%	0	+2 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	18	50	23	73%	+1	+2 ◆	0
W03 Overall, how happy did you feel yesterday?	15	21	45	19	64%	-1 ◆	+1 ◆	-1 ◆

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



W04 Overall, how anxious did you feel yesterday?	23	29	19	29	52%	-2 ◆	+3 ◆	0
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## All questions by theme

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### Your plans for the future

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

		Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave the Scottish Government as soon as possible	4%	0	-4 ◆	-7 ◆
I want to leave the Scottish Government within the next 12 months	7%	-1 ◆	-8 ◆	-11 ◆
I want to stay working for the Scottish Government for at least the next year	25%	-1	-9 ◆	-14 ◆
I want to stay working for the Scottish Government for at least the next three years	64%	+2 ◆	+20 ◆	+12 ◆

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	93	7	93%	0	+1 ◆	-2 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?	70	30	70%	+5 ◆	+2 ◆	-4 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the Scottish Government it would be investigated properly?	73	27	73%	+1	+3 ◆	-3 ◆

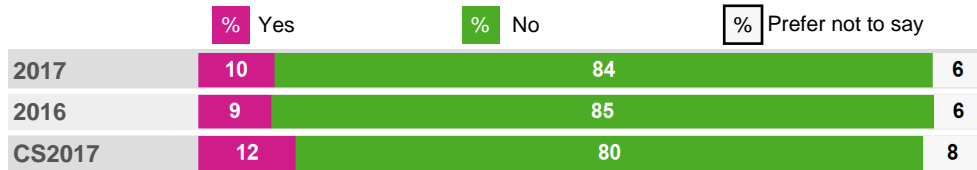


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### Discrimination, harassment and bullying

E01. During the past 12 months have you personally experienced discrimination at work?

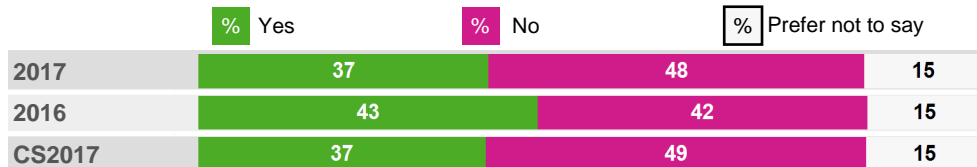


E03. During the past 12 months have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.

E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.

E06. In your opinion, has this issue been resolved?



For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count
Age	70
Caring responsibilities	42
Disability	47
Ethnic background	26
Gender	73
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	185
Main spoken/written language or language ability	22
Religion or belief	13
Sexual orientation	--
Social or educational background	32
Working location	56
Working pattern	93
Any other grounds	110
Prefer not to say	59

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

	Response Count
A colleague	145
Your manager	144
Another manager in my part of SG	126
Someone you manage	23
Someone who works for another part of SG	47
A member of the public	15
Someone else	21
Prefer not to say	68

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



All questions by theme

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Scottish Government questions

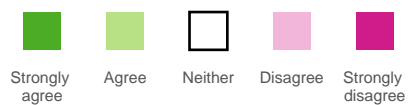
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	Consistently good people management is at the heart of the People Strategy, so everyone is now expected to have a monthly conversation with their line manager about performance, priorities, wellbeing and development. Do you have these monthly conversations with your manager?	Yes: 78%		No: 22%			78%	0
F02	(Please only answer if you selected yes to F01) The monthly conversations I have with my manager are useful	24	59		12		84%	+2 ◆
F03	(Please only answer if you selected yes to F01) My manager and I discuss my wellbeing as part of the monthly conversation	26	58		10	5	84%	+2 ◆
F04	After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 39%		No: 10%	N/a: 51%		39%	-1
F05	My team's work is prioritised in a way that means I can realistically deliver what is expected of me	13	55	18	10		69%	+1 ◆
F06	My manager encourages me to make time for my learning and development ('learning and development' includes on the job learning, observation, feedback, mentoring, coaching as well as formal classroom-based activity)	19	51	20	7		70%	+2 ◆
F07	The spaces in my workplace help me work together with others	11	47	24	13	5	58%	-1
F08	I am able to make good use out of the facilities offered in the spaces I work in	12	51	25	10		63%	0
F09	The SG2020 programme is about making changes to become the organisation we need and want to be. Have you been involved in SG2020? (including, for example, attendance at local events and discussions or contributing to SG2020 projects)	Yes: 31%		No: 69%			31%	-13 ◆
F10	SG2020 is making a positive difference to the way things are done in the Scottish Government	20	63		11		23%	-1
F11	Overall, I have confidence in the decisions made by my Deputy Director	16	45	30	7		61%	+7 ◆
F12	Overall, I have confidence in the decisions made by my Director	14	43	33	7		57%	+7 ◆
F13	Overall, I have confidence in the decisions made by the Executive Team	6	38	44	8		45%	+4 ◆



All questions by theme

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

Scottish Government questions



% Positive  
Difference from previous survey

Question ID	Question Text	Yes	No	N/a	% Positive	Difference from previous survey
F14	I am currently on Temporary Responsibility Supplement (TRS)	6%	71%	23%	6%	-1 ◆



## 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> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2017 Civil Service People Survey.

### Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

### Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2017 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

### 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.

### The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association  
with engagement



the analysis has not identified a  
significant association with engagement

### Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

### Confidentiality

The survey was carried out as part of the 2017 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International 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.