Scottish Government

Scottish Government

Returns : 6,477   Response rate : 81%   Civil Service People Survey 2019

✧ Statistically significant difference from comparison

Engagement Index

67%

Difference from previous survey	+2 ✧
Difference from CS2019	+4 ✧
Difference from CS High Performers	0

My work

80%

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

Organisational objectives and purpose

83%

Difference from previous survey	+1 ✧
Difference from CS2019	0
Difference from CS High Performers	-4 ✧

My manager

74%

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

My team

83%

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

Learning and development

60%

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

Inclusion and fair treatment

83%

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

Resources and workload

76%

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

Pay and benefits

52%

Difference from previous survey	+5 ✧
Difference from CS2019	+17 ✧
Difference from CS High Performers	+10 ✧

Leadership and managing change

49%

Difference from previous survey	+3 ✧
Difference from CS2019	0
Difference from CS High Performers	-8 ✧

Scottish Government
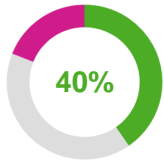Riaghaltas na h-Alba
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Taking action

🟩 *% responding positively*   ⬜ *% responding neutrally*   🟪 *% responding negatively*
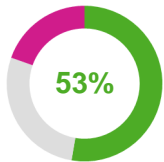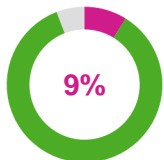
53% — B52. I believe that Directors and Deputy Directors in the Scottish Government will take action on the results from this survey
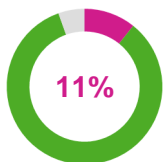
40% — B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

🟪 *% responding Yes*   🟩 *% responding No*   ⬜ *% responding Prefer not to say*

9% — E01. Have you been discriminated against at work, in the past 12 months?

11% — E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

🟩 *% responding positively to W01 - W03*   🟪 *% responding negatively to W04*
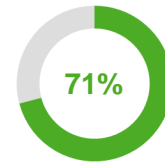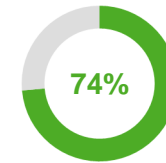
71% — W01. Overall, how satisfied are you with your life nowadays?

74% — W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
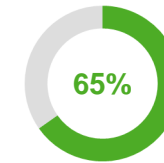
65% — W03. Overall, how happy did you feel yesterday?
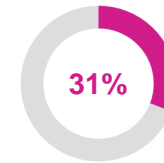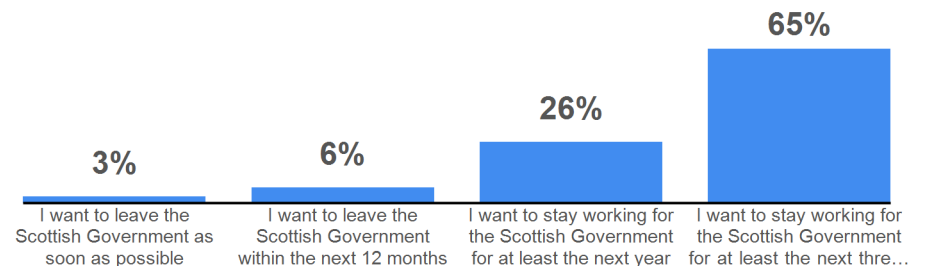
31% — W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index
27%

PERMA Index
75%

Your plans for the future

3% — I want to leave the Scottish Government as soon as possible

6% — I want to leave the Scottish Government within the next 12 months

26% — I want to stay working for the Scottish Government for at least the next year
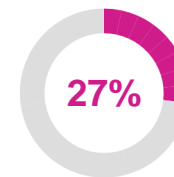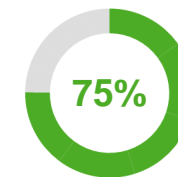
65% — I want to stay working for the Scottish Government for at least the next thre…

Headline scores

Highest positive scoring questions	% Positive
B01 I am interested in my work	92%
B54 I am trusted to carry out my job effectively	91%
B31 I have the skills I need to do my job effectively	91%
B09 My manager is considerate of my life outside work	89%
B18 The people in my team can be relied upon to help when things get difficult in my job	88%

Highest neutral scoring questions	% Neutral
B43 When changes are made in the Scottish Government they are usually for the better	47%
B40 I believe that the Executive Team has a clear vision for the future of the Scottish Government	44%
B53 Where I work, I think effective action has been taken on the results of the last survey	41%
B17 Poor performance is dealt with effectively in my team	39%
B42 I feel that change is managed well in the Scottish Government	35%

Highest negative scoring questions	% Negative
B59 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	33%
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	32%
B42 I feel that change is managed well in the Scottish Government	30%
B35 I feel that my pay adequately reflects my performance	28%
B45 I have the opportunity to contribute my views before decisions are made that affect me	25%

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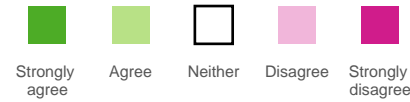
Scottish Government

All questions by theme

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

My work — 80% — +1 ✧ Difference from previous survey
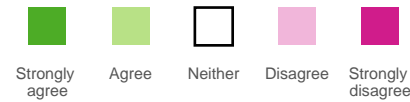
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B01 I am interested in my work	48	44	5			92%	+1 ✧	+2 ✧	0
B02 I am sufficiently challenged by my work	40	43	9	7		83%	0	+3 ✧	0
B03 My work gives me a sense of personal accomplishment	32	47	12	7		79%	0	+1 ✧	-1 ✧
B04 I feel involved in the decisions that affect my work	21	44	17	13	5	65%	+2 ✧	+5 ✧	0
B05 I have a choice in deciding how I do my work	33	49	10	6		82%	+2 ✧	+4 ✧	0

Organisational objectives and purpose — 83% — +1 ✧ Difference from previous survey

	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 Scottish Government's objectives	24	58	13	5		82%	+1 ✧	-1 ✧	-5 ✧
B07 I understand how my work contributes to the Scottish Government's objectives	28	56	11			84%	+1 ✧	0	-4 ✧

Scottish Government

Civil Service People Survey 2019

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All questions by theme

My manager   74%   +2 ✧ Difference from previous survey

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

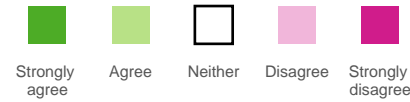|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	30	45	15	7		75%	+2 ✧	+3 ✧	-1 ✧
B09	My manager is considerate of my life outside work	52	37	7			89%	+1 ✧	+3 ✧	0 ✧
B10	My manager is open to my ideas	45	41	9			86%	+2 ✧	+2 ✧	0 ✧
B11	My manager helps me to understand how I contribute to the Scottish Government's objectives	24	42	24	7		66%	+3 ✧	-1 ✧	-6 ✧
B12	Overall, I have confidence in the decisions made by my manager	37	43	12	5		80%	+1 ✧	+4 ✧	0
B13	My manager recognises when I have done my job well	40	44	10			84%	+2 ✧	+4 ✧	+1 ✧
B14	I receive regular feedback on my performance	28	44	16	9		72%	+1 ✧	+3 ✧	0
B15	The feedback I receive helps me to improve my performance	26	42	22	7		68%	+1 ✧	+3 ✧	0
B16	I think that my performance is evaluated fairly	29	46	18	5		75%	+1 ✧	+7 ✧	+3 ✧
B17	Poor performance is dealt with effectively in my team	11	30	39	13	7	42%	+2 ✧	+1 ✧	-2 ✧

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All questions by theme

My team — 83% +1 ◇ Difference from previous survey

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	43	44	7			88%	+1 ◇	+2 ◇	-1 ◇
B19	The people in my team work together to find ways to improve the service we provide	39	45	11			84%	0	+1 ◇	-3 ◇
B20	The people in my team are encouraged to come up with new and better ways of doing things	35	43	14	5		78%	+2 ◇	+1 ◇	-2 ◇

Learning and development — 60% +2 ◇ Difference from previous survey

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	15	49	22	11		65%	+1 ◇	0	-6 ◇
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	41	32	10		56%	+2 ◇	+1 ◇	-4 ◇
B23	There are opportunities for me to develop my career in the Scottish Government	19	46	21	9	5	65%	+2 ◇	+15 ◇	+8 ◇
B24	Learning and development activities I have completed while working for the Scottish Government are helping me to develop my career	14	39	32	11		53%	+1 ◇	+3 ◇	-2 ◇

Returns : 6,477   Response rate : 81%

All questions by theme

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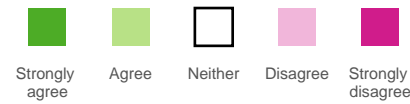^ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

83%   +2 ◇ Difference from previous survey

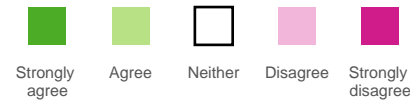|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B25	I am treated fairly at work	37	49	8			86%	+2 ◇	+5 ◇	+2 ◇
B26	I am treated with respect by the people I work with	40	47	8			87%	+1 ◇	+1 ◇	-1 ◇
B27	I feel valued for the work I do	30	45	14	8		75%	+2 ◇	+6 ◇	+2 ◇
B28	I think that the Scottish Government respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	35	49	11			84%	+1 ◇	+7 ◇	+3 ◇

Resources and workload

76%   +2 ◇ Difference from previous survey

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B29	I get the information I need to do my job well	16	57	16	9		73%	+1 ◇	+2 ◇	-3 ◇
B30	I have clear work objectives	20	56	13	9		76%	+2 ◇	0	-3 ◇
B31	I have the skills I need to do my job effectively	28	62	7			91%	+1 ◇	+2 ◇	-1 ◇
B32	I have the tools I need to do my job effectively	19	59	13	8		77%	+2 ◇	+5 ◇	-1 ◇
B33	I have an acceptable workload	13	53	16	14	5	66%	+4 ◇	+2 ◇	-2 ◇
B34	I achieve a good balance between my work life and my private life	23	52	13	9		75%	+2 ◇	+4 ◇	-1 ◇

Scottish Government

Returns : 6,477   Response rate : 81%

All questions by theme

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^ indicates a variation in question wording from your previous survey

Pay and benefits

52%   +5 ◇ Difference from previous survey

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

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance	10	43	19	18	9	53%	+5 ◇	+19 ◇	+12 ◇
B36	I am satisfied with the total benefits package	11	45	24	14	6	56%	+4 ◇	+18 ◇	+8 ◇
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	10	35	23	21	11	45%	+5 ◇	+18 ◇	+10 ◇

Leadership and managing change

49%   +3 ◇ Difference from previous survey

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

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B38	Directors and Deputy Directors in the Scottish Government are sufficiently visible	14	47	21	13	5	61%	+1 ◇	-2 ◇	-12 ◇
B39	I believe the actions of Directors and Deputy Directors are consistent with the Scottish Government's values	12	47	33	5		59%	+3 ◇	+5 ◇	-5 ◇
B40	I believe that the Executive Team has a clear vision for the future of the Scottish Government	8	37	44	8		46%	+1 ◇	-4 ◇	-15 ◇
B41	Overall, I have confidence in the decisions made by the Scottish Government's Directors and Deputy Directors	11	45	33	8		56%	+4 ◇	+5 ◇	-6 ◇
B42	I feel that change is managed well in the Scottish Government		31	35	24	6	35%	+4 ◇	0	-11 ◇
B43	When changes are made in the Scottish Government they are usually for the better		31	47	15		35%	+4 ◇	-1 ◇	-9 ◇
B44	The Scottish Government keeps me informed about matters that affect me	8	55	26	9		63%	+3 ◇	+3 ◇	-5 ◇
B45	I have the opportunity to contribute my views before decisions are made that affect me	6	36	33	19	6	42%	+2 ◇	+2 ◇	-8 ◇
B46	I think it is safe to challenge the way things are done in the Scottish Government	8	41	32	14	6	48%	+2 ◇	-1 ◇	-9 ◇

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All questions by theme

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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 Scottish Government	23	47	23	5		71%	+4 ◇	+4 ◇	-2 ◇
B48	I would recommend the Scottish Government as a great place to work	25	49	19	5		74%	+5 ◇	+13 ◇	+5 ◇
B49	I feel a strong personal attachment to the Scottish Government	18	37	30	12		55%	+3 ◇	+3 ◇	-3 ◇
B50	The Scottish Government inspires me to do the best in my job	17	39	32	9		56%	+4 ◇	+4 ◇	-3 ◇
B51	The Scottish Government motivates me to help it achieve its objectives	15	37	35	10		52%	+4 ◇	+2 ◇	-4 ◇

Taking action

		Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B52	I believe that Directors and Deputy Directors in the Scottish Government will take action on the results from this survey	11	41	28	13	7	53%	+2 ◇	+2 ◇	-7 ◇
B53	Where I work, I think effective action has been taken on the results of the last survey	10	30	41	12	7	40%	+3 ◇	+2 ◇	-4 ◇

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Civil Service People Survey 2019

All questions by theme

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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	37 / 54 / 5	91%	+1 ✧	+1 ✧	0 ✧
B55	I believe I would be supported if I try a new idea, even if it may not work	26 / 50 / 15 / 7	76%	+2 ✧	+3 ✧	0 ✧
B56	In the Scottish Government, people are encouraged to speak up when they identify a serious policy or delivery risk	17 / 49 / 23 / 8	66%	+3 ✧	-4 ✧	-9 ✧
B57	I feel able to challenge inappropriate behaviour in the workplace	16 / 49 / 19 / 11	66%	+2 ✧	-1 ✧	-4 ✧
B58	The Scottish Government is committed to creating a diverse and inclusive workplace	26 / 56 / 13	83%	+1	+6 ✧	+3 ✧

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'	8 / 39 / 20 / 25 / 7	47%	+9 ✧	-10 ✧	-22 ✧

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^	22 / 45 / 24 / 6	68%	New	+2 ✧	-5 ✧

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

All questions by theme

Wellbeing

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

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

	Low (0-4)	Medium (5-6)	High (7-8)	Very High (9-10)	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	10	19	55	16	71%	+2 ◇	+4 ◇	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	18	50	24	74%	+1 ◇	+2 ◇	0
W03 Overall, how happy did you feel yesterday?	14	21	45	20	65%	+1 ◇	+3 ◇	+1 ◇

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

	Very Low (0-1)	Low (2-3)	Medium (4-5)	High (6-10)	% Negative			
W04 Overall, how anxious did you feel yesterday?	22	28	19	31	31%	+1 ◇	-1 ◇	0

All questions by theme

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 CS2019
I want to leave the Scottish Government as soon as possible	3%	-1 ✧	-4 ✧
I want to leave the Scottish Government within the next 12 months	6%	0	-8 ✧
I want to stay working for the Scottish Government for at least the next year	26%	0	-7 ✧
I want to stay working for the Scottish Government for at least the next three years	65%	+1	+21 ✧

The Civil Service Code

Differences are based on '% Yes' score

■ % Yes   ■ % No

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	94	6	94%	+1 ✧	+2 ✧	-1 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	67	33	67%	-3 ✧	+1 ✧	-5 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in the Scottish Government it would be investigated properly?	74	26	74%	0	+3 ✧	-2 ✧

All questions by theme

Discrimination

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

		Difference from previous survey	Difference from CS2019
Yes	9%	-1 ✧	-2 ✧
No	85%	+1 ✧	+4 ✧
Prefer not to say	6%	-1 ✧	-2 ✧

Of those who said they had experienced discrimination at work in the last 12 months, 86% said it occurred in the Scottish Government while 14% 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	110
Caring responsibilities	38
Disability	65
Ethnic background	36
Gender	86
Gender reassignment or perceived gender	--
Grade or responsibility level	176
Main spoken/ written language or language ability	17
Marital status or civil partnership	10
Mental health	55
Pay	51
Pregnancy, maternity or paternity	19
Religion or belief	19
Sex	30
Sexual orientation	11
Social or educational background	34
Working location	65
Working pattern	106
Any other grounds	78
Prefer not to say	59

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

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All questions by theme

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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	11%	0	-1 ◇	
No	84%	0	+2 ◇	
Prefer not to say	5%	0 ◇	-1 ◇	

Of those who said they had experienced bullying and/or harassment at work in the last 12 months, 89% said it occurred in the Scottish Government while 11% 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	50	
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	27	
Spreading gossip or making false accusations about me	178	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	197	
Physical assault (e.g. object thrown at me, pushed, hit)	--	
Humiliated in front of team or others	300	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	354	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	265	
Treated less favourably to others	239	
Ignored, excluded, marginalised	270	
Undermining or taking credit for my work	219	
Denied time off for personal ill health	18	
Denied time off for family or caring responsibilities	21	
Disclosure of personal / sensitive information to colleagues without my consent	66	
Something else not listed here	90	
Prefer not to say	28	

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	246
A colleague in a different Area/Directorate/ Division of the Scottish Government	82
My manager	226
Another senior member of staff in the Scottish Government	139
Someone I manage	39
Someone working in a different Civil Service organisation	24
Someone working for a non-Civil Service organisation	39
A contractor	32
A service user (e.g. customer, claimant, offender)	11
A member of the public	14
Someone else not listed here	23
Prefer not to say	55

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	57%	+19 ✧	+6 ✧
No	38%	-10 ✧	-4 ✧
Prefer not to say	5%	-9 ✧	-2

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	16%	0
No	65%	+3 ✧
Prefer not to say	19%	-2 ✧

The bullying and/or harassment has stopped

Yes	41%	+3 ✧
No	35%	-2 ✧
Prefer not to say	24%	0

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

Yes	55%	0
No	28%	+2 ✧
Prefer not to say	17%	-1

I felt like I was punished for reporting the incident

Yes	16%	-2 ✧
No	61%	+7 ✧
Prefer not to say	23%	-4 ✧

I moved to another team or role to avoid the behaviour

Yes	30%	+9 ✧
No	57%	-3 ✧
Prefer not to say	13%	-3 ✧

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Returns : 6,477   Response rate : 81%

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"

		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 Scottish Government*	Yes: 24% No: 71% Prefer not to say: 6%					**71%**	+2 ⬦
LQB2	I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	17	48	30			**65%**	-3 ⬦
LQB3	I feel comfortable speaking to those more senior than me about their actions and impact	13	38	22	21	5	**51%**	-2 ⬦
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	32	31	20	8	**40%**	-1 ⬦

Smarter Working

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQD1	My manager trusts me to do my job effectively even if working in a different location to them (for example, in a different office, or from home)	51	39	6			**89%**	-1 ⬦
LQD2	My manager supports me to work as flexibly as possible in line with the requirements of my role	48	40	7			**87%**	0
LQD3	Smarter Working allows me to be more productive in my role	31	31	25	8	5	**62%**	-17 ⬦
LQD4	I feel confident in using modern workplace technologies to connect and collaborate with colleagues	32	45	14	7		**77%**	-5 ⬦

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.

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Additional questions selected by organisation

◇ indicates statistically significant difference from comparison

Wellbeing at Work
* indicates negatively phrased question(s) where % positive is the proportion who selected either "disagree" or "strongly disagree"

Legend: Strongly agree	Agree	Neither	Disagree	Strongly disagree

		Responses	% Positive	Difference from benchmark
LQF1	During the last 12 months, I have felt unwell as a result of work-related stress*	9 / 23 / 13 / 39 / 17	55%	+4 ◇
LQF2	The people in my team genuinely care about my wellbeing	31 / 52 / 13	82%	+3 ◇
LQF3	My manager creates a positive atmosphere at work which supports my health and wellbeing	28 / 46 / 18 / 6	74%	+4 ◇
LQF4	After a period of sickness absence, my manager and I have a Return to Work discussion	Yes: 81% No: 19%	81%	-5 ◇

Performance Management

Legend: Strongly agree	Agree	Neither	Disagree	Strongly disagree

| LQH1 | I feel empowered by my manager to do my job | 29 / 49 / 15 / 5 | 78% | +1 ◇ |
| LQH2 | The one-to-one conversations I have with my manager are helping me to achieve my full potential | 21 / 42 / 24 / 9 | 63% | 0 |

Legend: Weekly	Monthly	Quarterly	Annually	Never

LQH3a	In general, how often do you discuss the following with your manager: How well I am meeting my work objectives?	16 / 52 / 16 / 10 / 6	-	
LQH3b	In general, how often do you discuss the following with your manager: My development needs and career goals?	5 / 42 / 23 / 18 / 13	-	
LQH3c	In general, how often do you discuss the following with your manager: My personal wellbeing and/or work-related stress?	22 / 51 / 11 / 11	-	

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.
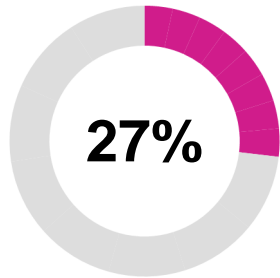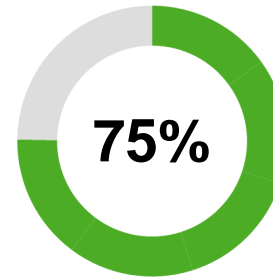
Proxy Stress Index and PERMA Index

27%

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

75%

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

Proxy Stress Index

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

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

PERMA Index

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

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index.

A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

		% positive
B05	I have a choice in deciding how I do my work	82%
B08	My manager motivates me to be more effective in my job	75%
B18	The people in my team can be relied upon to help when things get difficult in my job	88%
B26	I am treated with respect by the people I work with	87%
B30	I have clear work objectives	76%
B33	I have an acceptable workload	66%
B45	I have the opportunity to contribute my views before decisions are made that affect me	42%
E03	Have you been bullied or harassed at work, in the past 12 months?**	84%

		% positive
B01	I am interested in my work	92%
B03	My work gives me a sense of personal accomplishment	79%
B18	The people in my team can be relied upon to help when things get difficult in my job	88%
W01	Overall, how satisfied are you with your life nowadays?	71%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	74%

Appendix

Glossary of key terms

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

Rounding

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

Statistical significance: ✧

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

The employee engagement index

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

Confidentiality

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

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

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