



✧ Statistically significant difference from comparison

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

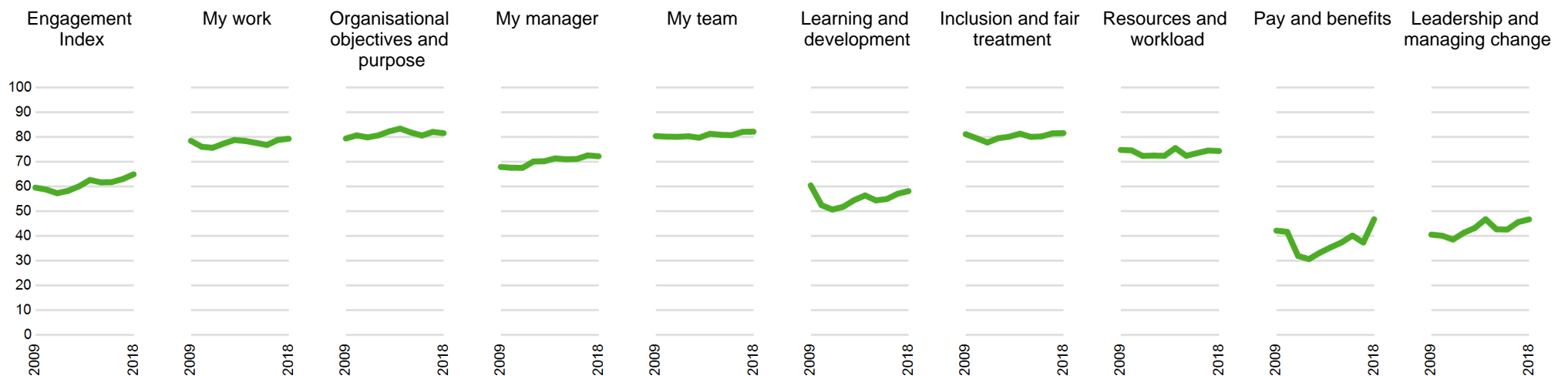




## Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

The Civil Service People Survey has run in October each year since 2009, meaning that 2018 marks our 10 year anniversary. The table and charts below tell you how your average Employee Engagement Index and theme scores have changed over time, for each year your organisation has participated in the survey.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Engagement Index	59%	59%	57%	58%	60%	63%	62%	62%	63%	65%
My work	78%	76%	76%	77%	79%	78%	78%	77%	79%	79%
Organisational objectives and purpose	79%	81%	80%	81%	82%	83%	82%	81%	82%	81%
My manager	68%	68%	67%	70%	70%	71%	71%	71%	73%	72%
My team	80%	80%	80%	80%	80%	81%	81%	81%	82%	82%
Learning and development	60%	52%	51%	52%	54%	56%	54%	55%	57%	58%
Inclusion and fair treatment	81%	79%	78%	79%	80%	81%	80%	80%	81%	82%
Resources and workload	75%	75%	72%	72%	72%	75%	72%	73%	74%	74%
Pay and benefits	42%	42%	32%	31%	33%	35%	37%	40%	37%	47%
Leadership and managing change	40%	40%	39%	41%	43%	47%	43%	43%	46%	47%
Response rate	78%	67%	69%	71%	79%	78%	74%	73%	78%	78%





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

## Drivers of Engagement

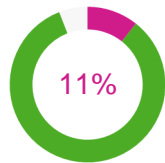
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	79%	+2 ◇	+1 ◇	-1 ◇
2	F11	The Scottish Government is becoming an open, capable and responsive organisation	55%	New	--	--
3	B43	When changes are made in the Scottish Government they are usually for the better	31%	+3 ◇	-4 ◇	-12 ◇
4	B24	Learning and development activities I have completed while working for the Scottish Government are helping me to develop my career	52%	+1 ◇	+5 ◇	-1 ◇
5	B41	Overall, I have confidence in the decisions made by the Scottish Government's Directors and Deputy Directors	52%	+1 ◇	+3 ◇	-6 ◇

## Discrimination, bullying and harassment

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



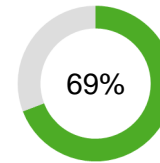
During the past 12 months have you personally experienced discrimination at work?



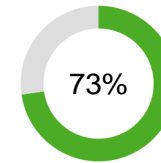
During the past 12 months have you personally experienced bullying or harassment at work?

## Wellbeing

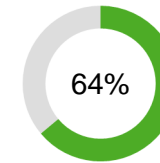
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



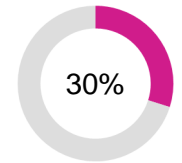
W01. Overall, how satisfied are you with your life nowadays?



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

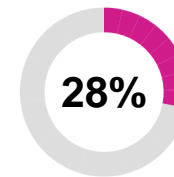


W03. Overall, how happy did you feel yesterday?

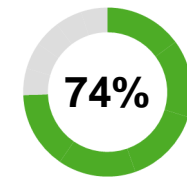


W04. Overall, how anxious did you feel yesterday?

## Proxy Stress Index

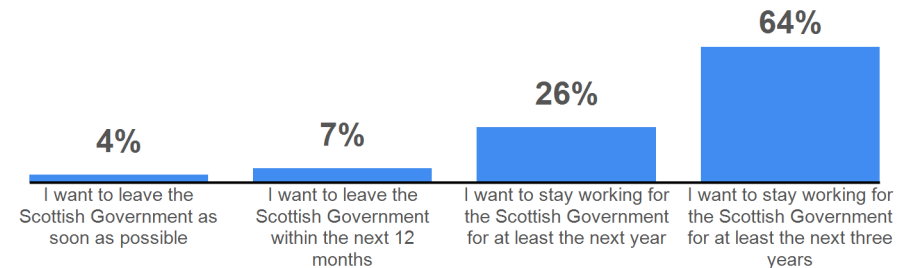


## PERMA Index



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

## Your plans for the future





## Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B01 I am interested in my work	92%	F13 SG2020 is making a positive difference to the way things are done in the Scottish Government	63%	F12 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)	72%
B54 I am trusted to carry out my job effectively	90%	B43 When changes are made in the Scottish Government they are usually for the better	46%	F16 I am currently on Temporary Responsibility Supplement (TRS)	69%
B31 I have the skills I need to do my job effectively	90%	B40 I believe that the Executive Team has a clear vision for the future of the Scottish Government	43%	B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	40%
B09 My manager is considerate of my life outside work	89%	F10 Overall, I have confidence in the decisions made by the Executive Team	42%	B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	40%
B18 The people in my team can be relied upon to help when things get difficult in my job	86%	B53 Where I work, I think effective action has been taken on the results of the last survey	41%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	37%



All questions by theme

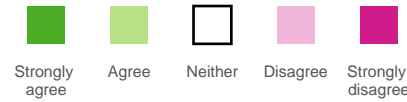
◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

My work

79%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

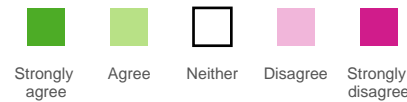
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	46	46	5	0	0	92%	0	+2 ◆	0 ◆
B02 I am sufficiently challenged by my work	39	44	9	6	0	83%	+1 ◆	+2 ◆	0
B03 My work gives me a sense of personal accomplishment	30	49	12	7	0	79%	+2 ◆	+1 ◆	-1 ◆
B04 I feel involved in the decisions that affect my work	20	43	18	14	5	63%	0	+4 ◆	0
B05 I have a choice in deciding how I do my work	30	50	12	6	0	80%	-1 ◆	+3 ◆	-1 ◆

Organisational objectives and purpose

81%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B06 I have a clear understanding of the Scottish Government's objectives	21	59	14	5	0	80%	-1	-1 ◆	-6 ◆
B07 I understand how my work contributes to the Scottish Government's objectives	25	58	12	5	0	83%	0	-1 ◆	-5 ◆



All questions by theme

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My manager

72%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	28	46	15	8	8	73%	0	+2 ◆	-2 ◆
B09	My manager is considerate of my life outside work	49	40	8	8	8	89%	0	+3 ◆	0
B10	My manager is open to my ideas	42	43	10	8	8	84%	-1 ◆	+1 ◆	-2 ◆
B11	My manager helps me to understand how I contribute to the Scottish Government's objectives	22	42	26	8	8	63%	-1	-4 ◆	-9 ◆
B12	Overall, I have confidence in the decisions made by my manager	35	44	12	6	6	79%	0	+3 ◆	-2 ◆
B13	My manager recognises when I have done my job well	38	45	12	8	8	82%	-1 ◆	+2 ◆	-1 ◆
B14	I receive regular feedback on my performance	26	44	17	10	8	71%	-1	+3 ◆	-3 ◆
B15	The feedback I receive helps me to improve my performance	24	43	22	8	8	67%	+1	+3 ◆	-2 ◆
B16	I think that my performance is evaluated fairly	27	47	19	5	8	73%	-1 ◆	+7 ◆	+1 ◆
B17	Poor performance is dealt with effectively in my team	10	29	40	13	7	40%	+1 ◆	0	-4 ◆



All questions by theme

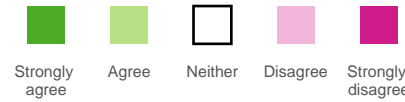
◆ indicates statistically significant difference from comparison  
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My team

82%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

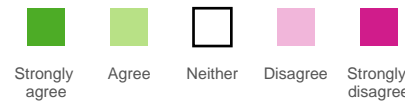
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	40	46	8	5	0	86%	0	+1 ◆	-1 ◆
B19	The people in my team work together to find ways to improve the service we provide	36	47	11	5	0	83%	0	+1 ◆	-2 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	32	45	15	6	0	76%	0	0	-4 ◆

Learning and development

58%

+1 ◆

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	15	49	23	11	0	63%	-1 ◆	-1 ◆	-5 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	40	33	10	0	54%	0	0	-5 ◆
B23	There are opportunities for me to develop my career in the Scottish Government	17	46	22	10	5	63%	+4 ◆	+15 ◆	+7 ◆
B24	Learning and development activities I have completed while working for the Scottish Government are helping me to develop my career	13	39	33	10	0	52%	+1 ◆	+5 ◆	-1 ◆



All questions by theme

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Inclusion and fair treatment

82%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25 I am treated fairly at work	33	51	8	5		85%	0	+4 ◆	+1 ◆
B26 I am treated with respect by the people I work with	35	51	8			86%	0	+1 ◆	-2 ◆
B27 I feel valued for the work I do	26	46	15	9		72%	+1	+4 ◆	0
B28 I think that the Scottish Government respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	32	51	11			83%	0	+6 ◆	+3 ◆

Resources and workload

74%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29 I get the information I need to do my job well	14	57	16	10		71%	-1	+1 ◆	-4 ◆
B30 I have clear work objectives	18	56	14	9		74%	-1	-2 ◆	-6 ◆
B31 I have the skills I need to do my job effectively	26	64	8			90%	0	+1 ◆	-2 ◆
B32 I have the tools I need to do my job effectively	17	58	13	9		75%	+1 ◆	+4 ◆	-2 ◆
B33 I have an acceptable workload	11	51	17	15	6	62%	-1 ◆	+2 ◆	-4 ◆
B34 I achieve a good balance between my work life and my private life	20	53	14	10		73%	0	+4 ◆	-1 ◆





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Pay and benefits

47%

+9 ◆ Difference from previous survey



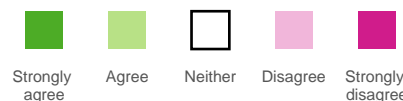
% Positive  
Difference from previous survey  
Difference from CS2018  
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	8	40	20	21	11	48%	+10 ◆	+17 ◆	+10 ◆
B36 I am satisfied with the total benefits package	9	43	25	16	7	52%	+10 ◆	+16 ◆	+9 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	8	32	23	23	13	40%	+9 ◆	+13 ◆	+7 ◆

Leadership and managing change

47%

+1 ◆ Difference from previous survey



% Positive  
Difference from previous survey  
Difference from CS2018  
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38 Directors and Deputy Directors in the Scottish Government are sufficiently visible	12	48	21	14	7	60%	0	-2 ◆	-11 ◆
B39 I believe the actions of Directors and Deputy Directors are consistent with the Scottish Government's values	11	45	34	7	7	56%	+1	+4 ◆	-6 ◆
B40 I believe that the Executive Team has a clear vision for the future of the Scottish Government	7	37	43	9	7	44%	+2 ◆	-4 ◆	-12 ◆
B41 Overall, I have confidence in the decisions made by the Scottish Government's Directors and Deputy Directors	10	42	34	9	7	52%	+1 ◆	+3 ◆	-6 ◆
B42 I feel that change is managed well in the Scottish Government	7	28	35	26	8	31%	+1 ◆	-2 ◆	-11 ◆
B43 When changes are made in the Scottish Government they are usually for the better	7	27	46	18	5	31%	+3 ◆	-4 ◆	-12 ◆
B44 The Scottish Government keeps me informed about matters that affect me	6	54	27	10	7	60%	-1	+1 ◆	-6 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	5	35	32	21	7	40%	+1 ◆	0	-8 ◆
B46 I think it is safe to challenge the way things are done in the Scottish Government	7	39	32	15	6	46%	+1 ◆	-2 ◆	-8 ◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B47 I am proud when I tell others I am part of the Scottish Government	20	46	26	6	6	66%	+3 ◆	+1 ◆	-4 ◆
B48 I would recommend the Scottish Government as a great place to work	21	48	22	6	6	69%	+6 ◆	+11 ◆	+4 ◆
B49 I feel a strong personal attachment to the Scottish Government	16	36	32	12	6	52%	+2 ◆	+1	-5 ◆
B50 The Scottish Government inspires me to do the best in my job	14	37	35	10	6	52%	+4 ◆	+2 ◆	-5 ◆
B51 The Scottish Government motivates me to help it achieve its objectives	12	36	37	12	6	48%	+3 ◆	0	-6 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	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	40	27	14	8	50%	+2 ◆	+1 ◆	-8 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	9	28	41	14	8	37%	+1	+1 ◆	-7 ◆



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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	34	55	6			90%	-1 ◆	+1 ◆	-1 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	23	51	16	8		74%	0	+2 ◆	-2 ◆
B56 In the Scottish Government, people are encouraged to speak up when they identify a serious policy or delivery risk	15	48	24	9		63%	+1 ◆	-5 ◆	-10 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	15	49	20	12	5	64%	+1 ◆	-2 ◆	-6 ◆
B58 The Scottish Government is committed to creating a diverse and inclusive workplace	25	57	14			82%	+2 ◆	+7 ◆	+3 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	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	9	40	40	7		50%	+3 ◆	+1 ◆	-8 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	45	26	5		65%	+2 ◆	-2 ◆	-8 ◆

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	6	33	21	32	8	39%	+12 ◆	-12 ◆	-27 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	25	31	31	9		29%	+7 ◆	-13 ◆	-21 ◆



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.

	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	11	20	54	15	69%	+1 ◆	+3 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	19	51	22	73%	0	+1 ◆	-1 ◆
W03 Overall, how happy did you feel yesterday?	14	22	44	20	64%	0	+1 ◆	-1 ◆

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

	0-1	2-3	4-5	6-10	% Negative			
W04 Overall, how anxious did you feel yesterday?	21	28	21	30	30%	+1	-3 ◆	0



## 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 CS2018	Difference from CS High Performers
I want to leave the Scottish Government as soon as possible	4%	-1 ◇	-4 ◇	-8 ◇
I want to leave the Scottish Government within the next 12 months	7%	0	-8 ◇	-12 ◇
I want to stay working for the Scottish Government for at least the next year	26%	+1	-8 ◇	-13 ◇
I want to stay working for the Scottish Government for at least the next three years	64%	0	+20 ◇	+11 ◇

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	92	8	92%	0	+1 ◇	-2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	70	30	70%	-1	+3 ◇	-3 ◇
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%	+1 ◇	+4 ◇	-2 ◇

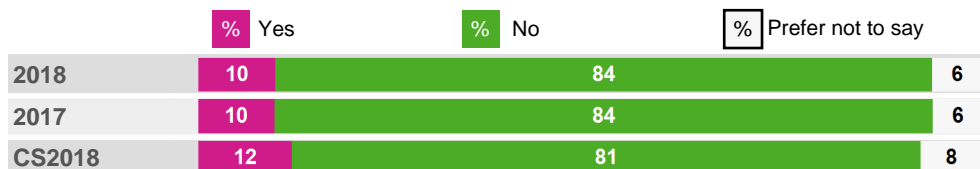


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### Discrimination, harassment and bullying

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

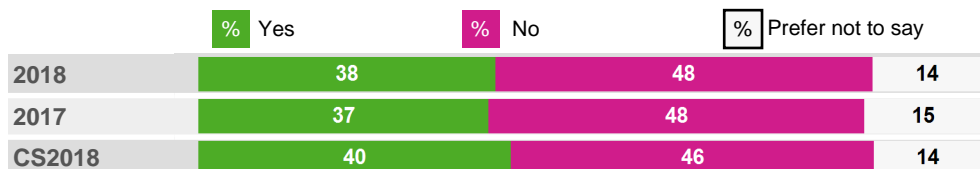


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	111
Caring responsibilities	43
Disability	63
Ethnic background	24
Gender	93
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	230
Main spoken/written language or language ability	29
Marital status	--
Pregnancy, maternity or paternity	14
Religion or belief	12
Sexual orientation	16
Social or educational background	35
Working location	53
Working pattern	127
Any other grounds	126
Prefer not to say	42

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	180
Your manager	158
Another manager in my part of SG	156
Someone you manage	27
Someone who works for another part of SG	70
A member of the public	21
Someone else	43
Prefer not to say	72

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 The Scottish Government takes positive action on staff health and wellbeing	16	56	19	7		72%	New
F02 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: 77%		No: 23%			77%	-1
F03 (Please only answer if you selected yes to F02) The monthly conversations I have with my manager are useful	25	58	13			83%	-1 ◆
F04 (Please only answer if you selected yes to F02) My manager and I discuss my wellbeing as part of the monthly conversation	50	28	14	6		78%	-5 ◆
F05 After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 36%		No: 9%	N/a: 55%		36%	-3 ◆
F06 My team's work is prioritised in a way that means I can realistically deliver what is expected of me	14	54	17	12		68%	-1 ◆
F07 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)	20	50	20	8		70%	-1
F08 Overall, I have confidence in the decisions made by my Deputy Director	19	45	27	7		64%	+3 ◆
F09 Overall, I have confidence in the decisions made by my Director	16	43	31	7		59%	+1 ◆
F10 Overall, I have confidence in the decisions made by the Executive Team	8	39	42	8		47%	+2 ◆
F11 The Scottish Government is becoming an open, capable and responsive organisation	10	45	35	8		55%	New
F12 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: 28%		No: 72%			28%	-3 ◆
F13 SG2020 is making a positive difference to the way things are done in the Scottish Government	23		63		8	27%	+5 ◆



All questions by theme

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

Scottish Government questions

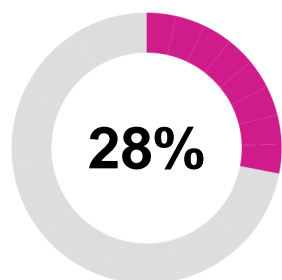
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14 The spaces in my workplace help me work together with others	7	41	29	16	6	48%	-10 ⋄
F15 I am able to make good use out of the facilities offered in the spaces I work in	9	46	28	12	5	55%	-7 ⋄
F16 I am currently on Temporary Responsibility Supplement (TRS)	Yes: 6% No: 69% N/a: 25%					6%	+1 ⋄





## Proxy Stress Index and PERMA Index

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



Difference from previous survey	0
Difference from CS2018	-1 ◇
Difference from CS High Performers	+1 ◇

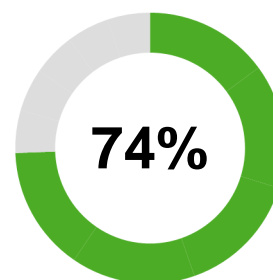
### Proxy Stress Index

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	80%
B08	My manager motivates me to be more effective in my job	73%
B18	The people in my team can be relied upon to help when things get difficult in my job	86%
B26	I am treated with respect by the people I work with	86%
B30	I have clear work objectives	74%
B33	I have an acceptable workload	62%
B45	I have the opportunity to contribute my views before decisions are made that affect me	40%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	83%



Difference from previous survey	0 ◇
Difference from CS2018	+1 ◇
Difference from CS High Performers	-1 ◇

### 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	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	86%
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?	73%



## 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 2017 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.
CS2018	The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 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 2018 Civil Service People Survey. The 'CS High Performer' comparator for the Proxy Stress Index has been corrected (reissued 23/11/2018).

### Rounding

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

### 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.

\*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

### 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. A statistical technique (a form of regression) is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement': page 3 of this report shows the questions that had the strongest association with engagement in this unit.

### Confidentiality

The survey was carried out as part of the 2018 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.

ORC's Privacy Policy ([www.orcinternational.co.uk/privacy](http://www.orcinternational.co.uk/privacy)) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.