

Crown Office and Procurator Fiscal Service

Returns : 886

Response rate : 52%

Civil Service People Survey 2017



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.



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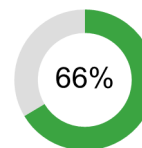
The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

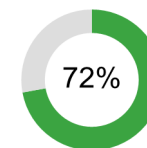
	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		30%	-2	-16 ✧	-21 ✧
My manager		62%	-2	-8 ✧	-11 ✧
My work		71%	-3	-5 ✧	-8 ✧
Learning and development		39%	-4 ✧	-14 ✧	-19 ✧
Pay and benefits		20%	-3 ✧	-10 ✧	-16 ✧
Resources and workload		69%	-2	-3 ✧	-6 ✧
Inclusion and fair treatment		67%	-4 ✧	-10 ✧	-13 ✧
Organisational objectives and purpose		80%	-2	-2	-7 ✧
My team		73%	-1	-8 ✧	-11 ✧

Wellbeing

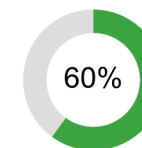
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



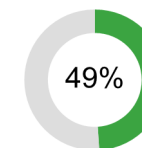
W01. Overall, how satisfied are you with your life nowadays?



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



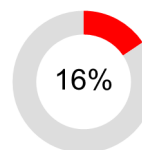
W03. Overall, how happy did you feel yesterday?



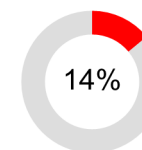
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

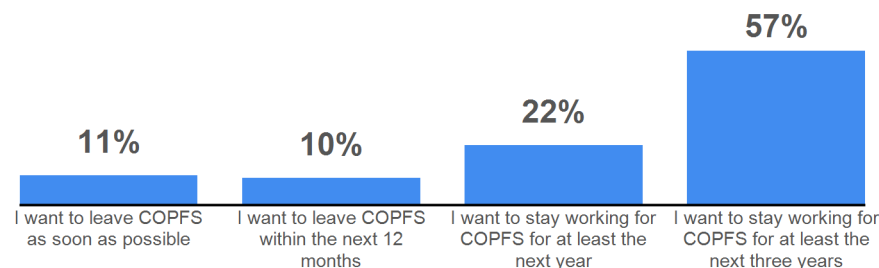


During the past 12 months have you personally experienced discrimination at work?



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	91%	B59 The Crown Agent, Deputy Crown Agents, Functional PF Leads and/or Heads of Business Management in COPFS actively role model the behaviours set out in the Civil Service Leadership Statement	49%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	67%
B31 I have the skills I need to do my job effectively	91%	B40 I believe that the Executive Board has a clear vision for the future of COPFS	47%	B35 I feel that my pay adequately reflects my performance	66%
B54 I am trusted to carry out my job effectively	85%	B39 I believe the actions of the Crown Agent, Deputy Crown Agents, Functional PF Leads and/or Heads of Business Management are consistent with COPFS's values	42%	B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	54%
B18 The people in my team can be relied upon to help when things get difficult in my job	81%	B53 Where I work, I think effective action has been taken on the results of the last survey	38%	B42 I feel that change is managed well in COPFS	52%
B06 I have a clear understanding of COPFS's objectives	81%	B41 Overall, I have confidence in the decisions made by the Crown Agent, Deputy Crown Agents, Functional PF Leads and/or Heads of Business Management	37%	B36 I am satisfied with the total benefits package	51%

All questions by theme

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

My work

71% -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
B01 I am interested in my work	45	46	6			91%	-2	+1	-1 ◆
B02 I am sufficiently challenged by my work	34	42	13	8		77%	-3 ◆	-4 ◆	-7 ◆
B03 My work gives me a sense of personal accomplishment	29	45	14	9		74%	-5 ◆	-3 ◆	-5 ◆
B04 I feel involved in the decisions that affect my work	13	36	16	21	13	49%	-3	-9 ◆	-14 ◆
B05 I have a choice in deciding how I do my work	19	47	15	13	6	66%	-1	-10 ◆	-15 ◆

Organisational objectives and purpose*

80% -2

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
B06 I have a clear understanding of COPFS's objectives	24	57	14			81%	-1	0	-6 ◆
B07 I understand how my work contributes to COPFS's objectives	26	53	14	5		80%	-3 ◆	-4 ◆	-8 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

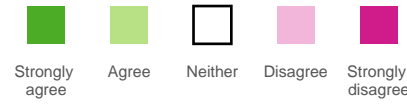
My manager

62% -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
B08	My manager motivates me to be more effective in my job	20	42	21	12	5	62%	-1	-8 ◆	-12 ◆
B09	My manager is considerate of my life outside work	34	44	14	5	5	78%	-3 ◆	-6 ◆	-9 ◆
B10	My manager is open to my ideas	29	43	17	7	5	72%	-3	-10 ◆	-12 ◆
B11	My manager helps me to understand how I contribute to COPFS's objectives	18	38	28	11	5	56%	-3	-10 ◆	-15 ◆
B12	Overall, I have confidence in the decisions made by my manager	27	40	19	8	5	67%	-4 ◆	-7 ◆	-12 ◆
B13	My manager recognises when I have done my job well	29	41	18	9	5	70%	-2	-9 ◆	-12 ◆
B14	I receive regular feedback on my performance	21	41	19	15	5	62%	+3	-6 ◆	-11 ◆
B15	The feedback I receive helps me to improve my performance	19	36	27	13	5	56%	-1	-8 ◆	-12 ◆
B16	I think that my performance is evaluated fairly	21	41	22	11	6	61%	-3	-4 ◆	-9 ◆
B17	Poor performance is dealt with effectively in my team	10	23	32	20	16	32%	-4 ◆	-7 ◆	-11 ◆



All questions by theme

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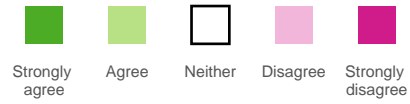
My team

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
B18	The people in my team can be relied upon to help when things get difficult in my job	32	49	12	5	5	81%	-1	-4 ◆	-6 ◆
B19	The people in my team work together to find ways to improve the service we provide	29	47	15	7	5	76%	0	-7 ◆	-9 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	22	39	21	13	5	62%	-3	-13 ◆	-18 ◆

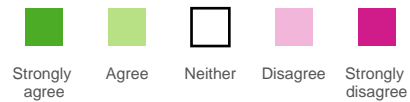
Learning and development

39% -4 ◆

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	11	45	25	14	5	56%	-3 ◆	-7 ◆	-13 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	29	37	18	8	38%	-5 ◆	-15 ◆	-20 ◆
B23	There are opportunities for me to develop my career in COPFS	6	24	24	25	21	31%	-2	-16 ◆	-24 ◆
B24	Learning and development activities I have completed while working for COPFS are helping me to develop my career	7	24	32	23	14	31%	-4 ◆	-16 ◆	-21 ◆



All questions by theme

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Inclusion and fair treatment

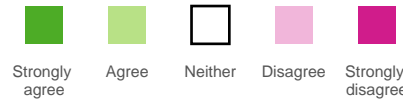
67%

-4 ◆

Difference from previous survey



Strength of association with engagement



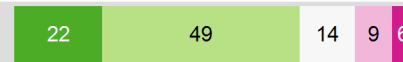
% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B25 I am treated fairly at work



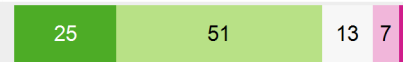
71%

-5 ◆

-9 ◆

-12 ◆

B26 I am treated with respect by the people I work with



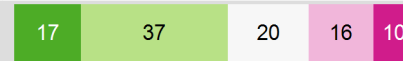
77%

-4 ◆

-8 ◆

-10 ◆

B27 I feel valued for the work I do



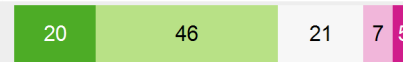
53%

-3

-12 ◆

-18 ◆

B28 I think that COPFS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)



66%

-4 ◆

-10 ◆

-13 ◆

Resources and workload*

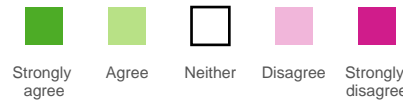
69%

-2

Difference from previous survey

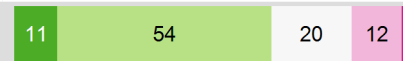


Strength of association with engagement



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B29 I get the information I need to do my job well



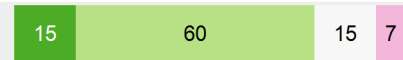
64%

-5 ◆

-5 ◆

-10 ◆

B30 I have clear work objectives



75%

0

0

-5 ◆

B31 I have the skills I need to do my job effectively



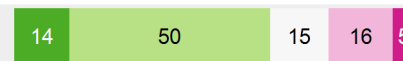
91%

-1

+2 ◆

0

B32 I have the tools I need to do my job effectively



64%

-6 ◆

-6 ◆

-13 ◆

B33 I have an acceptable workload



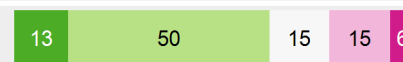
57%

+1

-4 ◆

-10 ◆

B34 I achieve a good balance between my work life and my private life



64%

-3

-4 ◆

-10 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

Pay and benefits

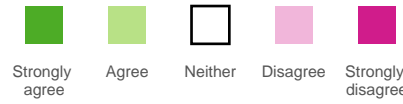
20%

-3

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B35 I feel that my pay adequately reflects my performance



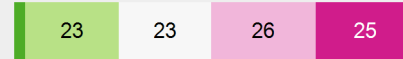
19%

-4

-12

-18

B36 I am satisfied with the total benefits package



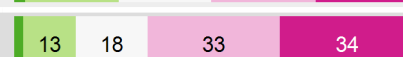
26%

-1

-8

-14

B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable



15%

-3

-10

-17

Leadership and managing change*

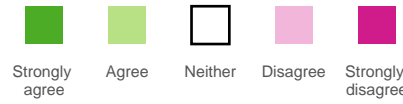
30%

-2

◆ Difference from previous survey

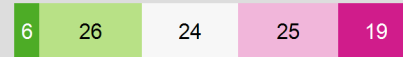


Strength of association with engagement



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B38 The Crown Agent, Deputy Crown Agents, Functional PF Leads and/or Heads of Business Management in COPFS are sufficiently visible



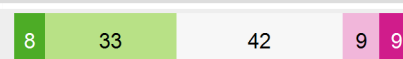
32%

-3

-28

-37

B39 I believe the actions of the Crown Agent, Deputy Crown Agents, Functional PF Leads and/or Heads of Business Management are consistent with COPFS's values



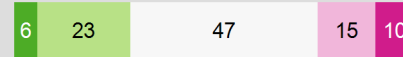
41%

-1

-13

-19

B40 I believe that the Executive Board has a clear vision for the future of COPFS



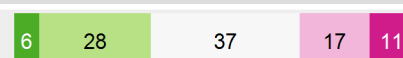
29%

-3

-20

-26

B41 Overall, I have confidence in the decisions made by the Crown Agent, Deputy Crown Agents, Functional PF Leads and/or Heads of Business Management



34%

-2

-15

-20

B42 I feel that change is managed well in COPFS



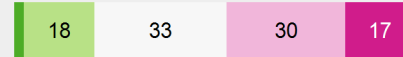
22%

-1

-11

-19

B43 When changes are made in COPFS they are usually for the better



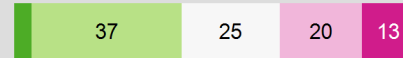
20%

0

-13

-21

B44 COPFS keeps me informed about matters that affect me



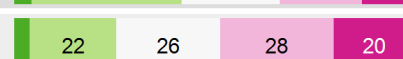
42%

-1

-16

-23

B45 I have the opportunity to contribute my views before decisions are made that affect me



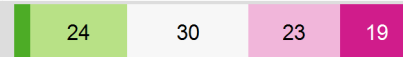
26%

-4

-13

-22

B46 I think it is safe to challenge the way things are done in COPFS



28%

-3

-18

-24

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 COPFS	16	37	31	11	5	52%	-5 ♦	-9 ♦	-16 ♦
B48 I would recommend COPFS as a great place to work	7	29	30	21	12	36%	-3 ♦	-19 ♦	-27 ♦
B49 I feel a strong personal attachment to COPFS	17	35	27	14	7	52%	-5 ♦	+3 ♦	-5 ♦
B50 COPFS inspires me to do the best in my job	10	30	31	19	10	40%	-2	-8 ♦	-15 ♦
B51 COPFS motivates me to help it achieve its objectives	9	28	32	20	11	37%	-2	-9 ♦	-17 ♦

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 the Crown Agent, Deputy Crown Agents, Functional PF Leads and/or Heads of Business Management in COPFS will take action on the results from this survey	6	25	24	24	21	31%	-5 ♦	-19 ♦	-27 ♦
B53 Where I work, I think effective action has been taken on the results of the last survey	5	16	38	22	19	21%	-5 ♦	-15 ♦	-24 ♦



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	32	53	8	5		85%	-1	-3 ◆	-5 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	15	44	22	14	5	59%	-2	-12 ◆	-16 ◆
B56 In COPFS, people are encouraged to speak up when they identify a serious policy or delivery risk	9	40	27	16	9	49%	New	-18 ◆	-22 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	10	44	20	16	10	54%	New	-9 ◆	-14 ◆
B58 COPFS is committed to creating a diverse and inclusive workplace	16	49	25	5	5	65%	New	-9 ◆	-13 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 The Crown Agent, Deputy Crown Agents, Functional PF Leads and/or Heads of Business Management in COPFS actively role model the behaviours set out in the Civil Service Leadership Statement	7	27	49	10	7	34%	0	-13 ◆	-21 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	16	37	36	7	5	52%	+1	-14 ◆	-20 ◆

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'	19	25	41	13		21%	New	-22 ◆	-34 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	20	29	36	12		23%	New	-14 ◆	-22 ◆

Returns : 886

Response rate : 52%

Civil Service People Survey 2017

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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	14	20	49	17	66%	-3	0	-2
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	18	48	24	72%	-1	+1	-1
W03 Overall, how happy did you feel yesterday?	18	22	39	21	60%	-4 ♦	-3 ♦	-5 ♦

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



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	24	25	18	33	49%	+1	0	-3 ♦

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 COPFS?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave COPFS as soon as possible		11%	+3 ◆	+3 ◆	-1
I want to leave COPFS within the next 12 months		10%	+2	-5 ◆	-8 ◆
I want to stay working for COPFS for at least the next year		22%	-2	-12 ◆	-17 ◆
I want to stay working for COPFS for at least the next three years		57%	-3	+13 ◆	+5 ◆

The Civil Service Code

Differences are based on '% Yes' score

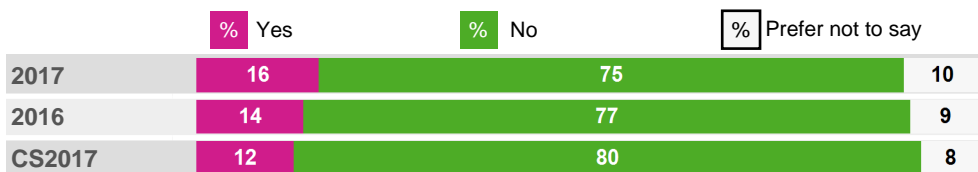
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	+1	0	-2 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	0	0	-6 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in COPFS it would be investigated properly?		45	55%	-3	-15 ◆	-21 ◆

All questions by theme

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

Discrimination, harassment and bullying

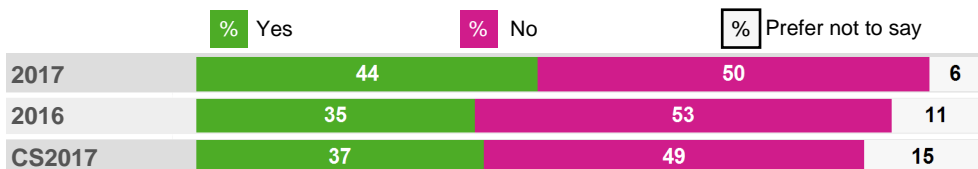
E01. During the past 12 months have you personally experienced discrimination at work?



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	21
Caring responsibilities	13
Disability	15
Ethnic background	--
Gender	23
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	51
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	32
Working pattern	39
Any other grounds	28
Prefer not to say	--

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	43
Your manager	37
Another manager in my part of COPFS	35
Someone you manage	11
Someone who works for another part of COPFS	10
A member of the public	--
Someone else	--
Prefer not to say	16

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

Crown Office and Procurator Fiscal Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I feel that COPFS tackles unfair discrimination effectively	8	33	41	12	6	42%	-1
F02 I feel that COPFS is an inclusive employer	14	49	28	5		63%	-3
F03 Are you aware of the COPFS definition of bullying and harassment, our policy and how to make a complaint?	Yes: 73% No: 15% Don't know: 12%					73%	-3
F04 If you made a complaint was it investigated fairly?	Yes: 13% No: 16% Don't know: 71%					13%	-13
F05 COPFS wants to continue to develop as a service where people feel valued, trusted and supported. Line managers are asked to ensure they have monthly conversations with you about priorities, wellbeing and development. Do you have these conversations?^	Yes: 63% No: 37%					63%	+5 ◆
F06 The monthly conversations I have with my manager are useful	14	37	29	12	8	51%	-2
F07 My manager and I discuss my wellbeing as part of the monthly conversation	16	42	23	11	9	58%	+1
F08 After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 65% No: 4% N/a: 31%					65%	-1
F09 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	16	36	28	13	7	53%	-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 Theme score % positive).
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.