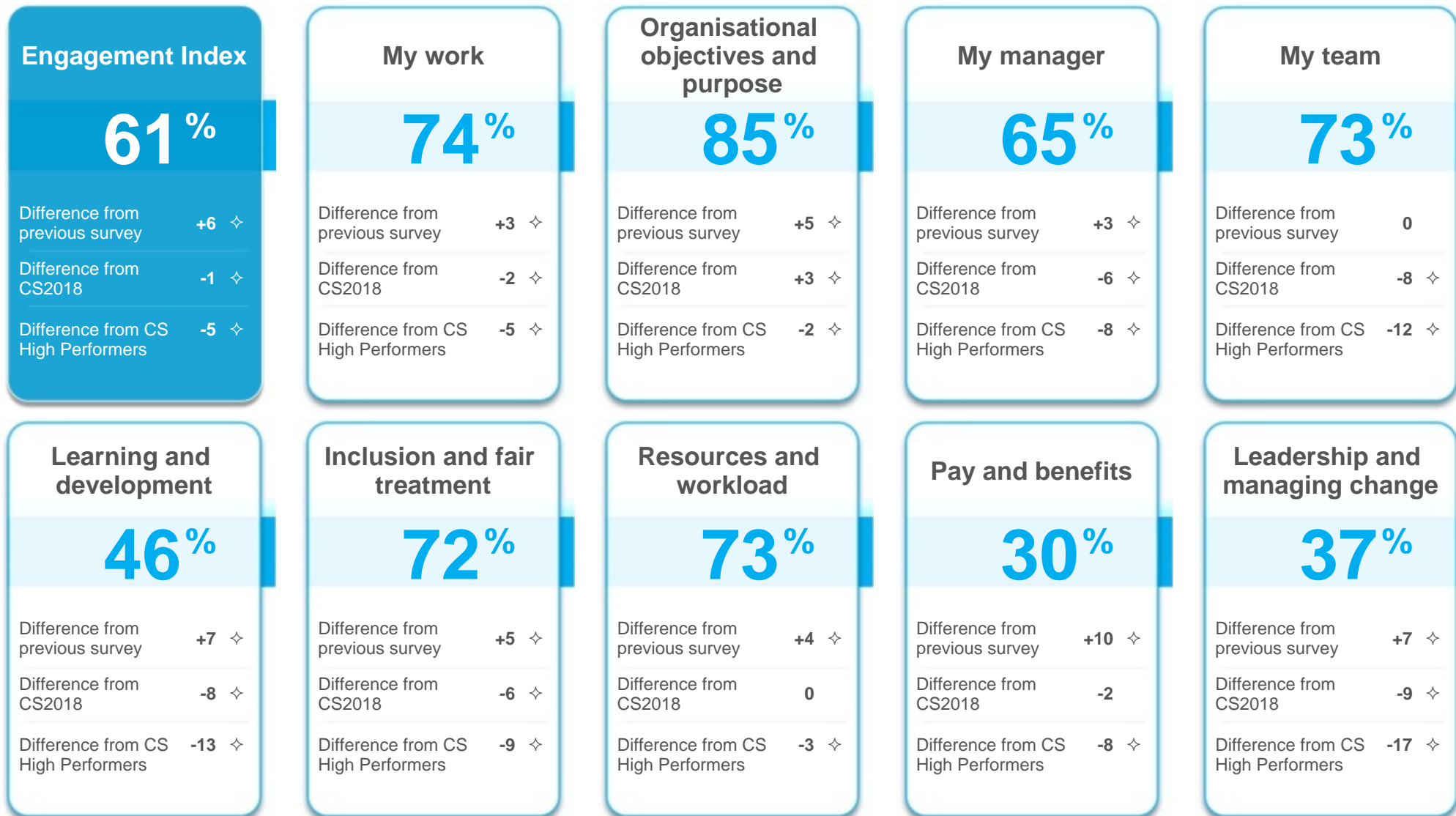


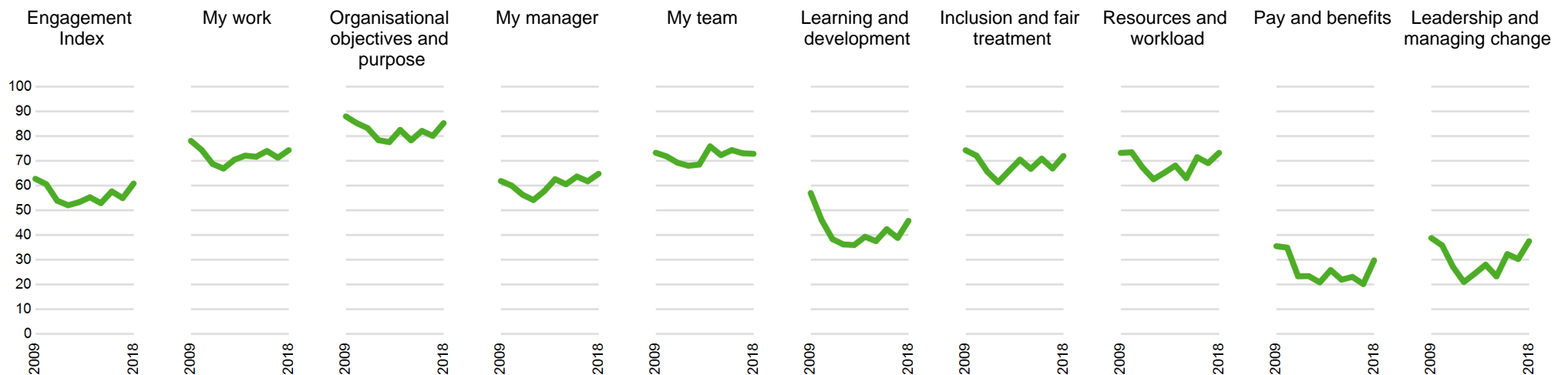
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



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	63%	61%	54%	52%	53%	55%	53%	58%	55%	61%
My work	78%	74%	69%	67%	70%	72%	72%	74%	71%	74%
Organisational objectives and purpose	88%	85%	83%	78%	78%	82%	78%	82%	80%	85%
My manager	62%	60%	56%	54%	58%	63%	60%	64%	62%	65%
My team	73%	72%	69%	68%	68%	76%	72%	74%	73%	73%
Learning and development	57%	46%	38%	36%	36%	39%	37%	42%	39%	46%
Inclusion and fair treatment	74%	72%	66%	61%	66%	70%	67%	71%	67%	72%
Resources and workload	73%	73%	67%	63%	65%	68%	63%	71%	69%	73%
Pay and benefits	35%	35%	23%	23%	21%	26%	22%	23%	20%	30%
Leadership and managing change	39%	36%	27%	21%	24%	28%	23%	32%	30%	37%
Response rate	74%	63%	64%	64%	51%	39%	48%	49%	52%	64%



◇ Statistically significant difference from comparison

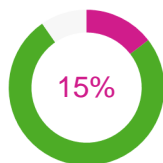
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

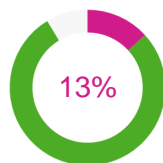
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	80%	+6 ◇	+3 ◇	0
2	B52	I believe that the Crown Agent, Deputy Crown Agents, Functional PF Leads and/or Heads of Business Management in COPFS will take action on the results from this survey	42%	+10 ◇	-7 ◇	-17 ◇
3	B27	I feel valued for the work I do	61%	+8 ◇	-7 ◇	-12 ◇
4	B12	Overall, I have confidence in the decisions made by my manager	70%	+3	-6 ◇	-11 ◇
5	B24	Learning and development activities I have completed while working for COPFS are helping me to develop my career	38%	+7 ◇	-10 ◇	-15 ◇

Discrimination, bullying and harassment

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



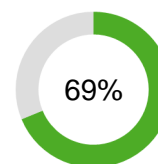
During the past 12 months have you personally experienced discrimination at work?



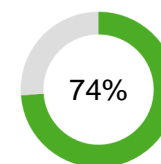
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

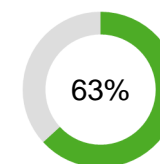
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



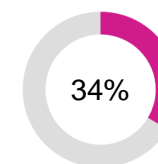
W01. Overall, how satisfied are you with your life nowadays?



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

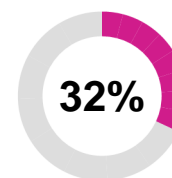


W03. Overall, how happy did you feel yesterday?

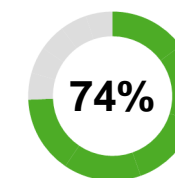


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

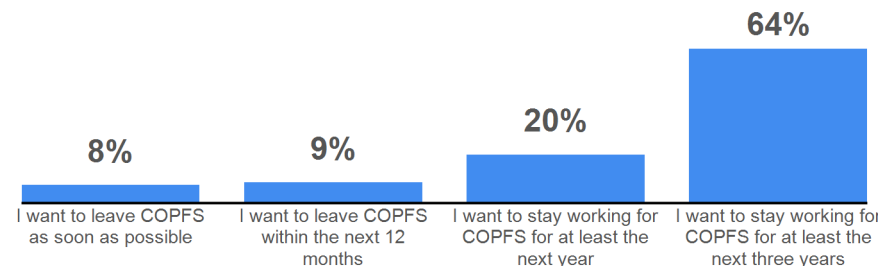


PERMA Index



For further information about these indices, please refer to page 16.

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	93%	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	47%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	58%
B31 I have the skills I need to do my job effectively	92%	B40 I believe that the Executive Board has a clear vision for the future of COPFS	46%	B35 I feel that my pay adequately reflects my performance	53%
F09 Are you aware of the Fair Futures project?	90%	B53 Where I work, I think effective action has been taken on the results of the last survey	42%	B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	47%
B54 I am trusted to carry out my job effectively	90%	F01 I feel that COPFS tackles unfair discrimination effectively	42%	B42 I feel that change is managed well in COPFS	43%
B07 I understand how my work contributes to COPFS's objectives	86%	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%	B45 I have the opportunity to contribute my views before decisions are made that affect me	42%



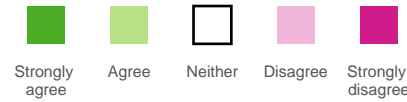
All questions by theme

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

My work

74%

+3 ◆ Difference from previous survey



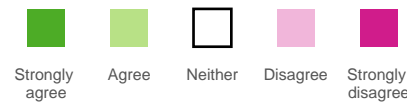
% Positive
Difference from previous survey
Difference from CS2018
Difference from CS High Performers

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	49	43				93%	+2 ◆	+3 ◆	0
B02 I am sufficiently challenged by my work	36	45	9	8		81%	+5 ◆	0	-2 ◆
B03 My work gives me a sense of personal accomplishment	33	47	10	8		80%	+6 ◆	+3 ◆	0
B04 I feel involved in the decisions that affect my work	14	36	20	19	10	51%	+1	-8 ◆	-13 ◆
B05 I have a choice in deciding how I do my work	20	47	16	12	5	67%	+1	-10 ◆	-14 ◆

Organisational objectives and purpose

85%

+5 ◆ 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 COPFS's objectives	29	55	10			85%	+4 ◆	+3 ◆	-2 ◆
B07 I understand how my work contributes to COPFS's objectives	30	55	9			86%	+6 ◆	+2 ◆	-2 ◆



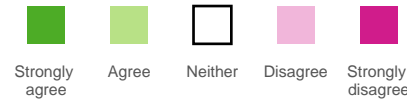
All questions by theme

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

My manager

65%

+3 ◆ 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	26	40	19	10	6	66%	+4 ◆	-5 ◆	-10 ◆
B09	My manager is considerate of my life outside work	40	40	12	7	1	80%	+2 ◆	-5 ◆	-8 ◆
B10	My manager is open to my ideas	33	41	16	7	1	74%	+2	-9 ◆	-12 ◆
B11	My manager helps me to understand how I contribute to COPFS's objectives	23	38	26	9	2	60%	+4 ◆	-7 ◆	-12 ◆
B12	Overall, I have confidence in the decisions made by my manager	30	40	17	9	4	70%	+3	-6 ◆	-11 ◆
B13	My manager recognises when I have done my job well	34	40	15	7	2	74%	+4 ◆	-5 ◆	-9 ◆
B14	I receive regular feedback on my performance	26	40	17	13	4	65%	+4 ◆	-2 ◆	-8 ◆
B15	The feedback I receive helps me to improve my performance	23	35	27	10	5	58%	+3 ◆	-6 ◆	-10 ◆
B16	I think that my performance is evaluated fairly	25	40	22	8	5	65%	+4 ◆	-1	-7 ◆
B17	Poor performance is dealt with effectively in my team	11	22	34	19	14	34%	+1	-6 ◆	-10 ◆



All questions by theme

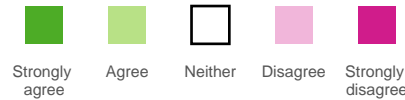
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My team

73%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

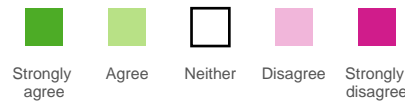
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	36	45	11	6	0	81%	-1	-5 ◆	-7 ◆
B19	The people in my team work together to find ways to improve the service we provide	30	44	15	7	0	74%	-2	-8 ◆	-11 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	25	38	21	11	0	64%	+2	-13 ◆	-17 ◆

Learning and development

46%

+7 ◆

Difference from previous survey



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	13	45	24	13	5	59%	+3	-5 ◆	-10 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	31	36	16	7	41%	+4 ◆	-12 ◆	-18 ◆
B23	There are opportunities for me to develop my career in COPFS	12	33	22	19	14	45%	+15 ◆	-3 ◆	-11 ◆
B24	Learning and development activities I have completed while working for COPFS are helping me to develop my career	10	28	33	18	11	38%	+7 ◆	-10 ◆	-15 ◆

All questions by theme

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

Inclusion and fair treatment

72%

+5 ◆ 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
B25	I am treated fairly at work	26	49	13	8	5	75%	+3 ◆	-6 ◆	-9 ◆
B26	I am treated with respect by the people I work with	30	51	12	5	5	81%	+4 ◆	-4 ◆	-7 ◆
B27	I feel valued for the work I do	21	40	19	13	7	61%	+8 ◆	-7 ◆	-12 ◆
B28	I think that COPFS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	23	48	20	5	5	71%	+5 ◆	-6 ◆	-9 ◆

Resources and workload

73%

+4 ◆ 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
B29	I get the information I need to do my job well	13	57	17	11	5	70%	+6 ◆	0	-5 ◆
B30	I have clear work objectives	18	61	13	6	5	79%	+4 ◆	+3 ◆	-1
B31	I have the skills I need to do my job effectively	33	59	5	5	5	92%	+1	+3 ◆	0
B32	I have the tools I need to do my job effectively	19	53	13	12	5	72%	+8 ◆	+1	-5 ◆
B33	I have an acceptable workload	12	48	18	15	9	59%	+2	-1	-7 ◆
B34	I achieve a good balance between my work life and my private life	18	50	15	12	6	68%	+4 ◆	-1	-7 ◆



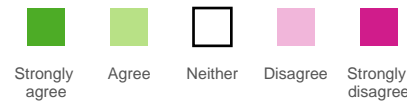
All questions by theme

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

Pay and benefits

30%

+10 ◆ Difference from previous survey



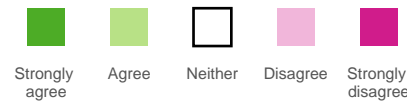
% Positive
Difference from previous survey
Difference from CS2018
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance	25	17	32	21	30%	+11 ◆	-1	-8 ◆	
B36	I am satisfied with the total benefits package	6	30	28	22	14	36%	+10 ◆	0	-8 ◆
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	18	34	24	24%	+8 ◆	-3 ◆	-9 ◆	

Leadership and managing change

37%

+7 ◆ 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
B38	The Crown Agent, Deputy Crown Agents, Functional PF Leads and/or Heads of Business Management in COPFS are sufficiently visible	7	31	28	23	12	37%	+5 ◆	-24 ◆	-34 ◆
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	8	39	41	6	6	47%	+7 ◆	-5 ◆	-15 ◆
B40	I believe that the Executive Board has a clear vision for the future of COPFS	7	32	46	8	7	38%	+9 ◆	-9 ◆	-18 ◆
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	8	36	37	12	7	45%	+11 ◆	-4 ◆	-14 ◆
B42	I feel that change is managed well in COPFS	26	28	30	13	29%	+7 ◆	-4 ◆	-13 ◆	
B43	When changes are made in COPFS they are usually for the better	24	34	26	11	28%	+8 ◆	-6 ◆	-14 ◆	
B44	COPFS keeps me informed about matters that affect me	6	41	26	18	9	47%	+6 ◆	-12 ◆	-18 ◆
B45	I have the opportunity to contribute my views before decisions are made that affect me	5	26	27	28	15	31%	+5 ◆	-9 ◆	-17 ◆
B46	I think it is safe to challenge the way things are done in COPFS	5	29	29	23	14	34%	+6 ◆	-13 ◆	-20 ◆



All questions by theme

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

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 COPFS	19	39	30	8	8	58%	+6 ◆	-7 ◆	-12 ◆
B48 I would recommend COPFS as a great place to work	13	34	30	16	7	47%	+11 ◆	-11 ◆	-18 ◆
B49 I feel a strong personal attachment to COPFS	21	36	27	12	6	56%	+5 ◆	+5 ◆	-1
B50 COPFS inspires me to do the best in my job	14	34	33	14	6	48%	+8 ◆	-2 ◆	-9 ◆
B51 COPFS motivates me to help it achieve its objectives	13	31	35	15	6	44%	+7 ◆	-4 ◆	-11 ◆

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 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	7	35	27	17	14	42%	+10 ◆	-7 ◆	-17 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	7	21	42	17	13	28%	+7 ◆	-8 ◆	-17 ◆



All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	35	55	6			90%	+4 ◆	0	-1 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	18	45	22	12		63%	+4 ◆	-9 ◆	-13 ◆
B56 In COPFS, people are encouraged to speak up when they identify a serious policy or delivery risk	12	42	26	13	7	54%	+5 ◆	-14 ◆	-19 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	13	43	20	15	8	56%	+2	-9 ◆	-13 ◆
B58 COPFS is committed to creating a diverse and inclusive workplace	20	50	22			70%	+5 ◆	-4 ◆	-9 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	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	8	33	47	7	6	41%	+7 ◆	-8 ◆	-17 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	18	38	32	7	5	56%	+4 ◆	-11 ◆	-17 ◆

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'	5	24	24	36	11	29%	+8 ◆	-21 ◆	-37 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	25	30	29	11	30%	+7 ◆	-12 ◆	-21 ◆

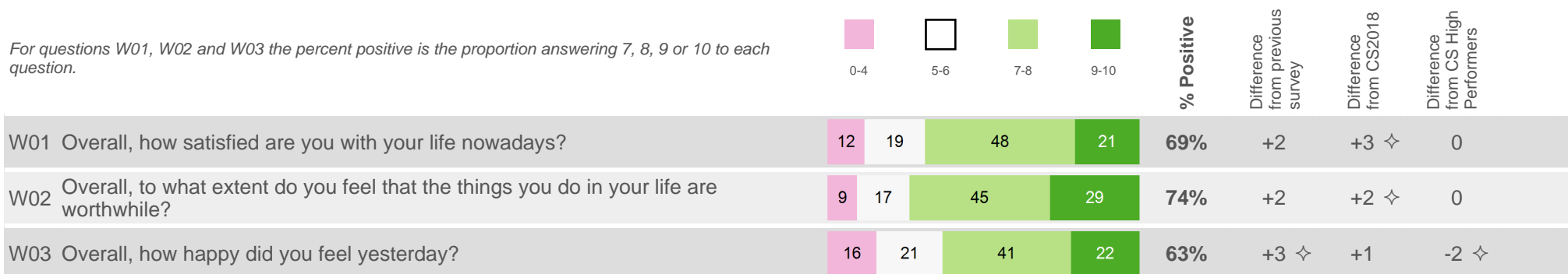
All questions by theme

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

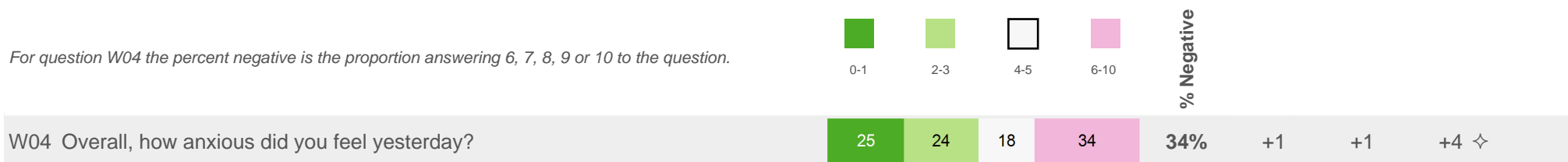
Wellbeing

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.



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





All questions by theme

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

Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave COPFS as soon as possible		8%	-3 ◆	0	-5 ◆
I want to leave COPFS within the next 12 months		9%	-1	-6 ◆	-11 ◆
I want to stay working for COPFS for at least the next year		20%	-2	-14 ◆	-19 ◆
I want to stay working for COPFS for at least the next three years		64%	+7 ◆	+20 ◆	+11 ◆

The Civil Service Code

Differences are based on '% Yes' score

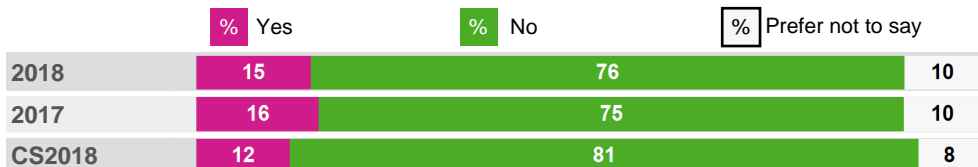
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		11	89%	-3 ◆	-3 ◆	-5 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	-2	-1	-7 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in COPFS it would be investigated properly?		39	61%	+6 ◆	-10 ◆	-16 ◆

All questions by theme

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

Discrimination, harassment and bullying

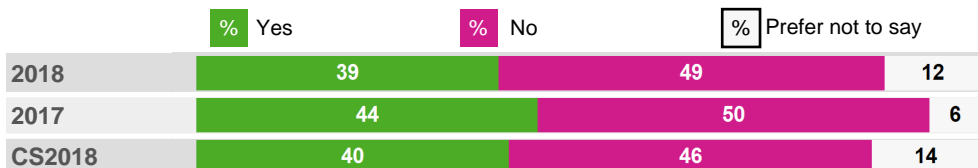
E01. During the past 12 months have you personally experienced discrimination at work?



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	28
Caring responsibilities	14
Disability	21
Ethnic background	--
Gender	28
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	48
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	29
Working pattern	37
Any other grounds	43
Prefer not to say	10

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	54
Your manager	44
Another manager in my part of COPFS	31
Someone you manage	13
Someone who works for another part of COPFS	10
A member of the public	11
Someone else	13
Prefer not to say	19

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



All questions by theme

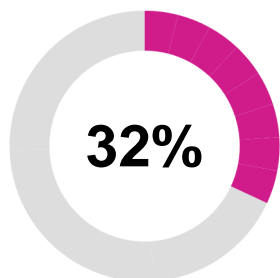
◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

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	9	34	42	11	6	43%	+1
F02 Are you aware of the COPFS definition of bullying and harassment, our policy and how to make a complaint?	Yes: 71% No: 15% Don't know: 14%					71%	-1
F03 If you made a complaint was it investigated fairly?	Yes: 11% No: 13% Don't know: 76%					11%	-2
F04 COPFS wants to continue to develop as a service where people feel valued, trusted and supported. Line managers are encouraged to have quarterly conversations with you about priorities, wellbeing and development. Do you have these conversations?	Yes: 82% No: 18%					82%	+19 ◇
F05 The quarterly conversations I have with my manager are useful^	18	39	25	12	6	57%	+6 ◇
F06 My manager and I discuss my wellbeing as part of the quarterly conversations^	23	49	16	7	5	72%	+15 ◇
F07 After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 64% No: 3% N/a: 33%					64%	0
F08 My manager encourages me to make time for my learning and development. 'Learning and development' includes on the job learning, observation, feedback, mentoring, coaching as well as formal classroom-based activity	19	37	27	12	5	57%	+4 ◇
F09 Are you aware of the Fair Futures project?	Yes: 90% No: 10%					90%	New
F10 I am confident through initiatives like Fair Futures COPFS is committed to making my working life better	12	33	36	11	8	45%	New

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	-2 ✦
Difference from CS2018	+3 ✦
Difference from CS High Performers	+5 ✦

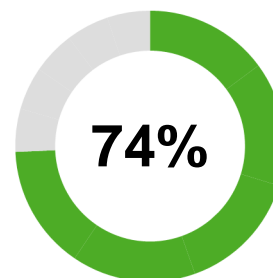
Proxy Stress Index

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	67%
B08	My manager motivates me to be more effective in my job	66%
B18	The people in my team can be relied upon to help when things get difficult in my job	81%
B26	I am treated with respect by the people I work with	81%
B30	I have clear work objectives	79%
B33	I have an acceptable workload	59%
B45	I have the opportunity to contribute my views before decisions are made that affect me	31%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	78%



Difference from previous survey	+2 ✦
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	93%
B03	My work gives me a sense of personal accomplishment	80%
B18	The people in my team can be relied upon to help when things get difficult in my job	81%
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?	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).
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) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.