



Crown Office and Procurator Fiscal Service

Returns : 847

Response rate : 49%

Civil Service People Survey 2016



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.



Returns : 847

Response rate : 49%

Civil Service People Survey 2016

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 CS2016	Difference from CS High Performers
Leadership and managing change		33%	+10 ✧	-10 ✧	-20 ✧
My work		74%	+2	-1	-4 ✧
My manager		64%	+3	-4 ✧	-7 ✧
Pay and benefits		23%	+1	-8 ✧	-15 ✧
Learning and development		42%	+5 ✧	-8 ✧	-13 ✧
Resources and workload		74%	+8 ✧	0	-3 ✧
Organisational objectives and purpose		84%	+4 ✧	+1	-3 ✧
Inclusion and fair treatment		71%	+4 ✧	-5 ✧	-9 ✧
My team		74%	+2	-5 ✧	-9 ✧



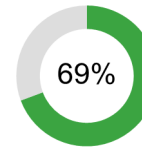
Strength of association with engagement



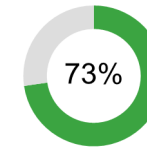
Statistically significant difference from comparison

Wellbeing

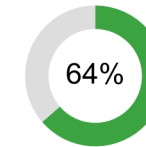
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



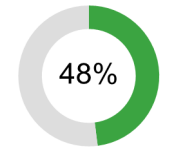
W01. Overall, how satisfied are you with your life nowadays?



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



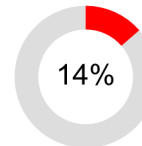
W03. Overall, how happy did you feel yesterday?



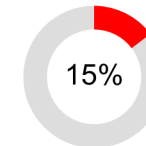
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

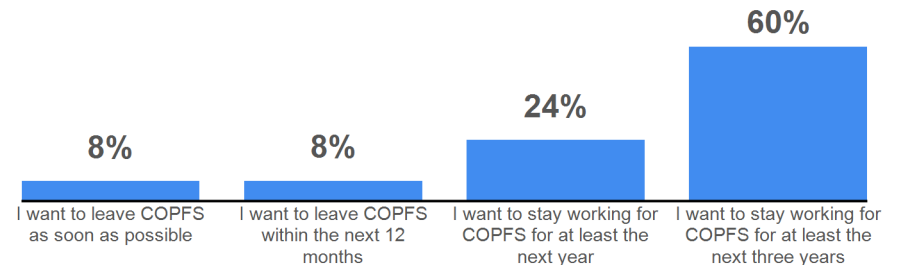


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

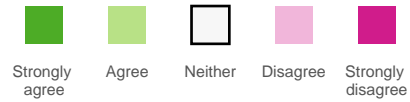
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

74% +2
Difference from previous survey



Strength of association with engagement



% Positive
Difference from previous survey
Difference from CS2016
Difference from CS High Performers

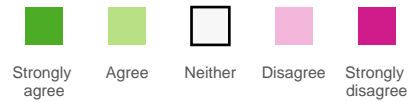
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	51	41				92%	+1	+3 ◆	+1
B02 I am sufficiently challenged by my work	40	40	10	8		80%	-3 ◆	-1	-3 ◆
B03 My work gives me a sense of personal accomplishment	34	45	11	8		78%	+4 ◆	+3 ◆	-1
B04 I feel involved in the decisions that affect my work	14	39	17	19	13	52%	+8 ◆	-5 ◆	-9 ◆
B05 I have a choice in deciding how I do my work	21	46	15	13	6	67%	+3	-7 ◆	-12 ◆

Organisational objectives and purpose

84% +4
Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of COPFS's purpose	37	51	8			88%	+4 ◆	+2 ◆	-2 ◆
B07 I have a clear understanding of COPFS's objectives	32	50	12	5		82%	+3 ◆	+2	-3 ◆
B08 I understand how my work contributes to COPFS's objectives	34	49	12			83%	+5 ◆	0	-5 ◆

All questions by theme

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

My manager

64% +3
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	25	38	19	12	6	63%	+2	-6 ◆	-10 ◆
B10	My manager is considerate of my life outside work	40	41	11	5	5	81%	+4 ◆	-2	-5 ◆
B11	My manager is open to my ideas	34	41	15	6	6	75%	+3	-6 ◆	-9 ◆
B12	My manager helps me to understand how I contribute to COPFS's objectives	22	37	26	10	5	59%	+6 ◆	-6 ◆	-11 ◆
B13	Overall, I have confidence in the decisions made by my manager	31	40	15	8	6	71%	+4 ◆	-2 ◆	-7 ◆
B14	My manager recognises when I have done my job well	33	40	15	8	5	72%	+1	-6 ◆	-9 ◆
B15	I receive regular feedback on my performance	21	37	21	14	6	59%	+1	-8 ◆	-11 ◆
B16	The feedback I receive helps me to improve my performance	20	36	27	11	6	56%	+2	-6 ◆	-10 ◆
B17	I think that my performance is evaluated fairly	21	43	20	10	6	64%	+3	+1	-4 ◆
B18	Poor performance is dealt with effectively in my team	10	26	30	19	14	37%	+6 ◆	-3 ◆	-6 ◆

My team

74% +2
Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	39	43	10	5	5	83%	+3 ◆	-2 ◆	-4 ◆
B20	The people in my team work together to find ways to improve the service we provide	34	42	16	6	6	76%	+2	-6 ◆	-9 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	27	38	19	11	6	65%	0	-10 ◆	-14 ◆

All questions by theme

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^ indicates a variation in question wording from your previous survey

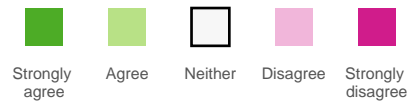
Learning and development

42% +5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	13	46	21	15	5	59%	+4 ◆	-1	-8 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	31	32	16	9	43%	+9 ◆	-8 ◆	-14 ◆
B24	There are opportunities for me to develop my career in COPFS	9	24	23	25	20	33%	+3	-10 ◆	-19 ◆
B25	Learning and development activities I have completed while working for COPFS are helping me to develop my career	9	26	32	20	14	35%	+3	-9 ◆	-17 ◆

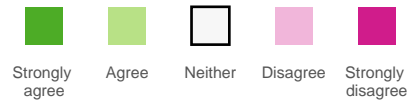
Inclusion and fair treatment

71% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	25	52	11	9	3	77%	+5 ◆	-2 ◆	-6 ◆
B27	I am treated with respect by the people I work with	29	52	12	5	2	81%	+1	-4 ◆	-7 ◆
B28	I feel valued for the work I do	18	38	20	16	7	57%	+5 ◆	-8 ◆	-13 ◆
B29	I think that COPFS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	47	21	7	2	70%	+5 ◆	-4 ◆	-9 ◆

All questions by theme

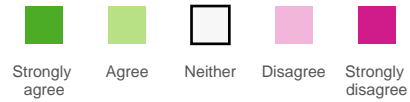
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Resources and workload **74%** +8

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	29	57	9	5	0	86%	+3 ◆	+4 ◆	0
B31 I get the information I need to do my job well	17	52	18	10	5	69%	+7 ◆	0	-5 ◆
B32 I have clear work objectives	19	56	15	8	2	75%	+5 ◆	0	-4 ◆
B33 I have the skills I need to do my job effectively	34	57	5	2	2	92%	+4 ◆	+3 ◆	0
B34 I have the tools I need to do my job effectively	19	51	12	14	5	70%	+9 ◆	0	-6 ◆
B35 I have an acceptable workload	10	46	15	19	10	56%	+15 ◆	-2	-8 ◆
B36 I achieve a good balance between my work life and my private life	17	50	15	13	5	67%	+11 ◆	0	-5 ◆

Pay and benefits

23% +1

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	20	20	33	25	2	23%	+2	-9 ◆	-16 ◆
B38 I am satisfied with the total benefits package	23	26	27	20	4	27%	+1	-7 ◆	-13 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	15	23	31	27	4	19%	0	-8 ◆	-15 ◆



All questions by theme

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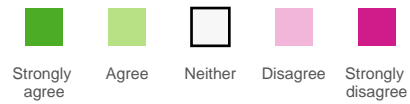
Leadership and managing change

33% +10

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that COPFS as a whole is managed well	5	32	26	22	14	37%	+14 ◆	-10 ◆	-21 ◆
B41	The Crown Agent, Deputy Crown Agents, Functional PF Leads and/or Heads of Business Management in COPFS are sufficiently visible^	6	28	24	28	14	35%	+11 ◆	-20 ◆	-31 ◆
B42	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	34	43	9	6	42%	+11 ◆	-7 ◆	-16 ◆
B43	I believe that the Executive Board has a clear vision for the future of COPFS^	6	26	44	15	9	32%	+10 ◆	-11 ◆	-22 ◆
B44	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	29	39	15	10	36%	+11 ◆	-8 ◆	-18 ◆
B45	I feel that change is managed well in COPFS	20	25	35	18	2	23%	+10 ◆	-7 ◆	-18 ◆
B46	When changes are made in COPFS they are usually for the better	17	32	32	16	3	20%	+6 ◆	-10 ◆	-19 ◆
B47	COPFS keeps me informed about matters that affect me	38	26	20	12	4	42%	+9 ◆	-13 ◆	-22 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	26	27	26	17	4	30%	+5 ◆	-8 ◆	-17 ◆
B49	I think it is safe to challenge the way things are done in COPFS	5	26	29	24	16	31%	+7 ◆	-12 ◆	-18 ◆



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 CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of COPFS	17	40	27	13		58%	+7 ◆	-1	-9 ◆
B51 I would recommend COPFS as a great place to work	10	29	29	22	10	40%	+9 ◆	-11 ◆	-21 ◆
B52 I feel a strong personal attachment to COPFS	19	39	23	14	6	57%	+6 ◆	+9 ◆	+1
B53 COPFS inspires me to do the best in my job	13	29	33	18	7	42%	+8 ◆	-4 ◆	-11 ◆
B54 COPFS motivates me to help it achieve its objectives	11	27	33	20	8	39%	+9 ◆	-5 ◆	-12 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 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^	8	28	27	23	15	36%	+12 ◆	-10 ◆	-18 ◆
B56 I believe that managers where I work will take action on the results from this survey	9	34	26	18	13	43%	+5 ◆	-12 ◆	-21 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	6	20	37	22	15	26%	+6 ◆	-9 ◆	-15 ◆

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 CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	33	54	6			87%	0	-1	-3 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	19	43	20	13	6	61%	+5 ◆	-8 ◆	-12 ◆
B60 When I talk about COPFS I say "we" rather than "they"	19	44	20	12		64%	+6 ◆	-8 ◆	-15 ◆
B61 I have some really good friendships at work	38	45			13	82%	0	+6 ◆	+2

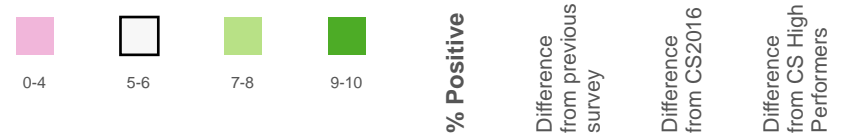
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 The Crown Agent, Deputy Crown Agents, Functional PF Leads and/or Heads of Business Mgmt. in COPFS actively role model the behaviours set out in the Civil Service Leadership Statement^	7	27	53	9	5	34%	+12 ◆	-10 ◆	-15 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	15	37	37	7	5	51%	+6 ◆	-10 ◆	-16 ◆

All questions by theme

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

Wellbeing

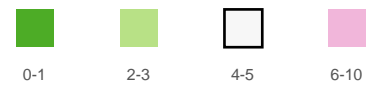


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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 CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	19	51	19	69%	+3	+3 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	17	44	29	73%	-1	+2	-1
W03 Overall, how happy did you feel yesterday?	17	19	40	24	64%	+2	0	-2 ◆

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



W04 Overall, how anxious did you feel yesterday?	27	21	18	34	48%	+1	-2	-5 ◆
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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 CS2016	Difference from CS High Performers
I want to leave COPFS as soon as possible		8%	-5 ◇	-1	-3 ◇
I want to leave COPFS within the next 12 months		8%	-3 ◇	-7 ◇	-11 ◇
I want to stay working for COPFS for at least the next year		24%	+3	-8 ◇	-15 ◇
I want to stay working for COPFS for at least the next three years		60%	+6 ◇	+17 ◇	+9 ◇

The Civil Service Code

Differences are based on '% Yes' score

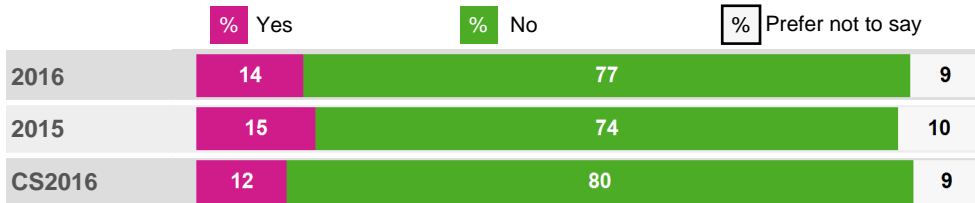
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		9	91%	+3 ◇	0	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+3	0	-7 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in COPFS it would be investigated properly?		42	58%	+5 ◇	-10 ◇	-18 ◇

All questions by theme

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Discrimination, harassment and bullying

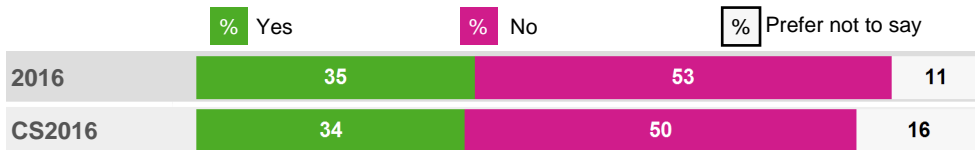
E01. During the past 12 months, have you personally experienced discrimination at work?



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	10
Caring responsibilities	11
Disability	20
Ethnic background	--
Gender	13
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	39
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	24
Working pattern	31
Any other grounds	21
Prefer not to say	18

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	52
Your manager	28
Another manager in my part of COPFS	26
Someone you manage	11
Someone who works for another part of COPFS	11
A member of the public	--
Someone else	--
Prefer not to say	15

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



All questions by theme

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^ 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	If you answered 'YES' to the Question "During the past 12 months, have you personally experienced bullying or harassment at work", did you formally report this?	Yes: 22% No: 73% Don't know: 5%					22%	-3
F02	I feel that COPFS tackles unfair discrimination effectively	9	34	42	12		43%	+4 ◆
F03	I feel that COPFS is an inclusive employer	16	49	28	5		65%	+6 ◆
F04	Are you aware of the COPFS definition of bullying and harassment, our policy and how to make a complaint?	Yes: 75% No: 16% Don't know: 9%					75%	+1
F05	If you made a complaint was it investigated fairly?	Yes: 26% No: 43% Don't know: 30%					26%	-5
F06	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, wellbeing and development. Do you have these monthly conversations with your manager?	Yes: 58% No: 42%					58%	+6 ◆
F07	The monthly conversations I have with my manager are useful	15	38	32	8	8	52%	+7 ◆
F08	My manager and I discuss my wellbeing as part of the monthly conversation	16	40	27	9	7	57%	+8 ◆
F09	After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 65% No: 5% N/a: 29%					65%	+4 ◆
F10	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	38	26	12	8	54%	+7 ◆

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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 (B50-B54). 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

Confidentiality

The survey was carried out as part of the 2016 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.