



Returns : 441

Response rate : 69%

Civil Service People Survey 2019

✧ Statistically significant difference from comparison

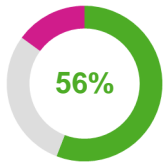
°Parent = DG Organisational Development and Operations



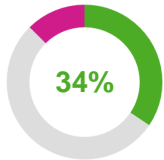


Taking action

■ % responding positively ■ % responding neutrally ■ % responding negatively



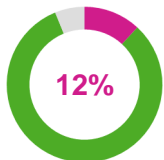
B52. I believe that Directors and Deputy Directors in the Scottish Government will take action on the results from this survey



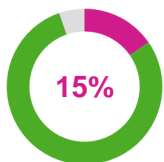
B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

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



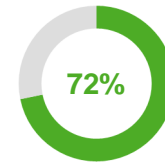
E01. Have you been discriminated against at work, in the past 12 months?



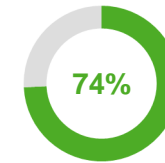
E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

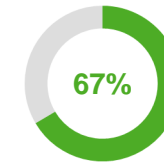
■ % responding positively to W01 - W03 ■ % responding negatively to W04



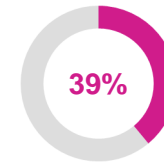
W01. Overall, how satisfied are you with your life nowadays?



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

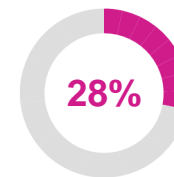


W03. Overall, how happy did you feel yesterday?

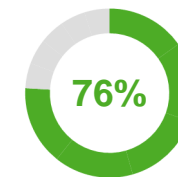


W04. Overall, how anxious did you feel yesterday?

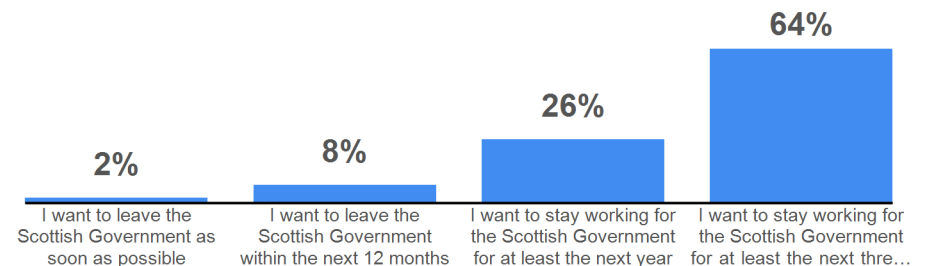
Proxy Stress Index



PERMA Index



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	94%	B53 Where I work, I think effective action has been taken on the results of the last survey	53%	B59 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	27%
B54 I am trusted to carry out my job effectively	90%	B17 Poor performance is dealt with effectively in my team	43%	B42 I feel that change is managed well in the Scottish Government	26%
B31 I have the skills I need to do my job effectively	89%	B40 I believe that the Executive Team has a clear vision for the future of the Scottish Government	39%	B45 I have the opportunity to contribute my views before decisions are made that affect me	25%
B07 I understand how my work contributes to the Scottish Government's objectives	89%	B43 When changes are made in the Scottish Government they are usually for the better	37%	B33 I have an acceptable workload	20%
B09 My manager is considerate of my life outside work	87%	B39 I believe the actions of Directors and Deputy Directors are consistent with the Scottish Government's values	36%	B38 Directors and Deputy Directors in the Scottish Government are sufficiently visible	20%

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



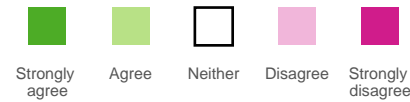
All questions by theme

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 ◆ indicates statistically significant difference from comparison
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My work

80%

+5 ◆ Difference from previous survey



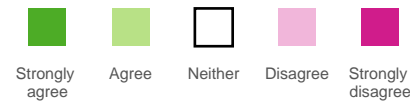
% Positive
 Difference from previous survey
 Difference from Parent*
 Difference from SG
 Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SG	Difference from high performing units
B01 I am interested in my work	55	39				94%	+1	+2 ◆	+2 ◆	-1
B02 I am sufficiently challenged by my work	48	35	9	6		83%	+4 ◆	+2 ◆	0	-5 ◆
B03 My work gives me a sense of personal accomplishment	37	41	13	7		78%	+2	0	-1	-7 ◆
B04 I feel involved in the decisions that affect my work	22	43	16	13	5	65%	+12 ◆	+1	0	-4 ◆
B05 I have a choice in deciding how I do my work	34	48	9	6		82%	+7 ◆	+1	+1	-3 ◆

Organisational objectives and purpose

87%

+4 ◆ Difference from previous survey



% Positive
 Difference from previous survey
 Difference from Parent*
 Difference from SG
 Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SG	Difference from high performing units
B06 I have a clear understanding of the Scottish Government's objectives	34	51	10			85%	+4 ◆	+4 ◆	+4 ◆	-5 ◆
B07 I understand how my work contributes to the Scottish Government's objectives	40	49	8			89%	+4 ◆	+4 ◆	+5 ◆	-2 ◆



All questions by theme

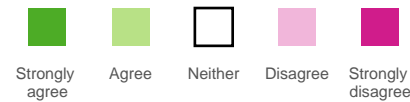
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My manager

72%

+3

Difference from previous survey



% Positive

Difference from previous survey

Difference from Parent*

Difference from SG

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SG	Difference from high performing units
B08	My manager motivates me to be more effective in my job	31	42	14	10		73%	+2	-2 ◆	-2	-8 ◆
B09	My manager is considerate of my life outside work	50	38	7			87%	+2	-2 ◆	-2 ◆	-5 ◆
B10	My manager is open to my ideas	46	38	10			84%	+5 ◆	-2 ◆	-2 ◆	-6 ◆
B11	My manager helps me to understand how I contribute to the Scottish Government's objectives	26	41	22	8		67%	+8 ◆	0	+1	-10 ◆
B12	Overall, I have confidence in the decisions made by my manager	38	42	11	6		79%	+7 ◆	-1	-1	-5 ◆
B13	My manager recognises when I have done my job well	36	46	11			82%	0	-2 ◆	-2 ◆	-6 ◆
B14	I receive regular feedback on my performance	27	40	18	12		67%	0	-6 ◆	-6 ◆	-13 ◆
B15	The feedback I receive helps me to improve my performance	26	39	22	9		66%	+1	-2	-2 ◆	-9 ◆
B16	I think that my performance is evaluated fairly	28	42	25			70%	+3	-4 ◆	-5 ◆	-8 ◆
B17	Poor performance is dealt with effectively in my team	11	31	43	11	5	42%	+5 ◆	-1	0	-10 ◆



All questions by theme

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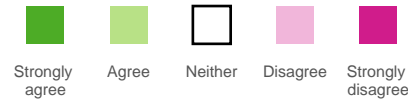
^ indicates a variation in question wording from your previous survey

My team

85%

+3

Difference from previous survey



% Positive

Difference from previous survey

Difference from Parent*

Difference from SG

Difference from high performing units

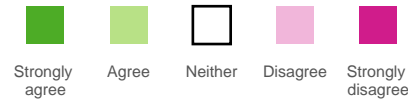
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SG	Difference from high performing units
B18	The people in my team can be relied upon to help when things get difficult in my job	43	44	7	7	1	87%	0	+1	-1	-6 ◇
B19	The people in my team work together to find ways to improve the service we provide	45	41	8	8	1	86%	+2	+1	+3 ◇	-5 ◇
B20	The people in my team are encouraged to come up with new and better ways of doing things	39	43	11	5	2	81%	+7 ◇	+1	+3 ◇	-4 ◇

Learning and development

58%

-5

Difference from previous survey



% Positive

Difference from previous survey

Difference from Parent*

Difference from SG

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SG	Difference from high performing units
B21	I am able to access the right learning and development opportunities when I need to	17	41	28	11	3	58%	-4	-6 ◇	-6 ◇	-18 ◇
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	36	35	10	2	53%	-7 ◇	-2 ◇	-3 ◇	-12 ◇
B23	There are opportunities for me to develop my career in the Scottish Government	24	41	27	5	3	65%	-6 ◇	-1	0	-2
B24	Learning and development activities I have completed while working for the Scottish Government are helping me to develop my career	18	38	33	8	3	56%	-4	+2	+2	-4 ◇



All questions by theme

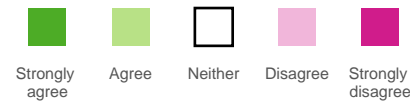
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Inclusion and fair treatment

82%

+2

Difference from previous survey



% Positive

Difference from previous survey

Difference from Parent*

Difference from SG

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SG	Difference from high performing units
B25 I am treated fairly at work	37	46	10	8	0	84%	+1	-1	-3 ◆	-5 ◆
B26 I am treated with respect by the people I work with	40	45	8	8	0	86%	+3	0	-1	-6 ◆
B27 I feel valued for the work I do	30	44	14	8	0	75%	+3	+1	0	-4 ◆
B28 I think that the Scottish Government respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	40	45	9	5	0	85%	-1	+1	0	-1

Resources and workload

74%

+3

Difference from previous survey



% Positive

Difference from previous survey

Difference from Parent*

Difference from SG

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SG	Difference from high performing units
B29 I get the information I need to do my job well	16	50	18	13	0	66%	+2	-6 ◆	-6 ◆	-13 ◆
B30 I have clear work objectives	20	49	16	11	5	69%	+5 ◆	-4 ◆	-6 ◆	-15 ◆
B31 I have the skills I need to do my job effectively	35	54	8	8	0	89%	-2	-2 ◆	-2 ◆	-4 ◆
B32 I have the tools I need to do my job effectively	22	56	12	8	0	78%	+2	+1	+1	-2 ◆
B33 I have an acceptable workload	15	50	15	13	7	65%	+6 ◆	0	-1	-10 ◆
B34 I achieve a good balance between my work life and my private life	26	49	13	9	0	75%	+2	+1	0	-6 ◆



All questions by theme

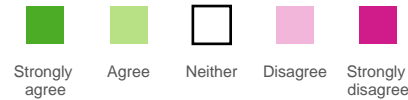
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Pay and benefits

64%

+3

Difference from previous survey



% Positive

Difference from previous survey

Difference from Parent*

Difference from SG

Difference from high performing units

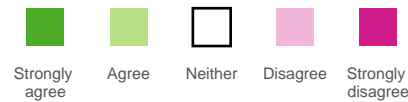
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SG	Difference from high performing units
B35 I feel that my pay adequately reflects my performance	18	48	18	11	5	66%	+3	+11 ◆	+13 ◆	+24 ◆
B36 I am satisfied with the total benefits package	19	46	23	8	4	66%	0	+7 ◆	+9 ◆	+18 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	42	21	15	4	59%	+7 ◆	+12 ◆	+14 ◆	+22 ◆

Leadership and managing change

54%

+5

Difference from previous survey



% Positive

Difference from previous survey

Difference from Parent*

Difference from SG

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SG	Difference from high performing units
B38 Directors and Deputy Directors in the Scottish Government are sufficiently visible	15	43	22	15	5	58%	+1	0	-3 ◆	-15 ◆
B39 I believe the actions of Directors and Deputy Directors are consistent with the Scottish Government's values	14	41	36	6	3	55%	+4	0	-4 ◆	-10 ◆
B40 I believe that the Executive Team has a clear vision for the future of the Scottish Government	13	42	39	5	1	55%	+4	+6 ◆	+9 ◆	-3 ◆
B41 Overall, I have confidence in the decisions made by the Scottish Government's Directors and Deputy Directors	13	46	33	6	2	59%	+6 ◆	+4 ◆	+3 ◆	-1
B42 I feel that change is managed well in the Scottish Government	7	38	29	19	7	45%	+5 ◆	+10 ◆	+11 ◆	-1
B43 When changes are made in the Scottish Government they are usually for the better	7	45	37	7	2	52%	+7 ◆	+11 ◆	+17 ◆	+8 ◆
B44 The Scottish Government keeps me informed about matters that affect me	10	55	23	9	1	66%	+2	+1	+3 ◆	-4 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	7	35	33	19	6	42%	+4	-1	0	-6 ◆
B46 I think it is safe to challenge the way things are done in the Scottish Government	8	43	31	11	6	52%	+11 ◆	+4 ◆	+3 ◆	-6 ◆



All questions by theme

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Engagement

The following five questions, measuring pride, advocacy, attachment, inspiration and motivation, are used to create your Employee Engagement Index score.

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SG	Difference from high performing units
B47 I am proud when I tell others I am part of the Scottish Government	32	53			13	84%	+5 ◇	+11 ◇	+14 ◇	+11 ◇
B48 I would recommend the Scottish Government as a great place to work	34	48			14	82%	+1	+6 ◇	+8 ◇	+12 ◇
B49 I feel a strong personal attachment to the Scottish Government	25	38	26		9	63%	+4	+6 ◇	+8 ◇	+2
B50 The Scottish Government inspires me to do the best in my job	26	44	21		7	70%	+5 ◇	+10 ◇	+14 ◇	+9 ◇
B51 The Scottish Government motivates me to help it achieve its objectives	22	42	27		7	64%	+2	+10 ◇	+12 ◇	+5 ◇

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SG	Difference from high performing units
B52 I believe that Directors and Deputy Directors in the Scottish Government will take action on the results from this survey	12	44	29	10	5	56%	+10 ◇	+5 ◇	+3 ◇	-4 ◇
B53 Where I work, I think effective action has been taken on the results of the last survey	9	25	53	7	5	34%	+8 ◇	-3 ◇	-6 ◇	-17 ◇



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SG	Difference from high performing units
B54 I am trusted to carry out my job effectively	36	54	5			90%	+5 ◇	-2 ◇	-1	-5 ◇
B55 I believe I would be supported if I try a new idea, even if it may not work	25	48	17	8		73%	+5 ◇	-4 ◇	-3 ◇	-9 ◇
B56 In the Scottish Government, people are encouraged to speak up when they identify a serious policy or delivery risk	19	50	18	9		69%	+6 ◇	+2 ◇	+3 ◇	-9 ◇
B57 I feel able to challenge inappropriate behaviour in the workplace	17	49	18	10	5	67%	+8 ◇	-1	+1	-9 ◇
B58 The Scottish Government is committed to creating a diverse and inclusive workplace	35	50	10			85%	+1	+2 ◇	+3 ◇	+1

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SG	Difference from high performing units
B59 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	14	41	18	21	6	55%	0	+6 ◇	+7 ◇	-18 ◇

Leadership statement

	Always	Most of the time	Sometimes	Rarely	Never	% Positive	Difference from previous survey	Difference from Parent*	Difference from SG	Difference from high performing units
B60 Managers in my Area/Directorate/Division actively role model the behaviours set out in the Civil Service Leadership Statement^	22	46	24	6		67%	New	+1	-1	-9 ◇

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



All questions by theme

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Wellbeing

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

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

	Low (0-4)	Medium (5-6)	High (7-8)	Very High (9-10)	% Positive	Difference from previous survey	Difference from Parent*	Difference from SG	Difference from high performing units
W01 Overall, how satisfied are you with your life nowadays?	9	20	54	18	72%	-2	+1	+1	-2
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	18	50	24	74%	-3	+2	+1	-4 ◆
W03 Overall, how happy did you feel yesterday?	13	21	44	22	67%	-2	+3 ◆	+1	-3 ◆

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

	Very Low (0-1)	Low (2-3)	Medium (4-5)	High (6-10)	% Negative	Difference from previous survey	Difference from Parent*	Difference from SG	Difference from high performing units
W04 Overall, how anxious did you feel yesterday?	20	27	14	39	39%	0	+7 ◆	+8 ◆	+13 ◆



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 Parent*	Difference from SG
I want to leave the Scottish Government as soon as possible		2%	-2	-1	-1
I want to leave the Scottish Government within the next 12 months		8%	+2	0	+1
I want to stay working for the Scottish Government for at least the next year		26%	+1	-1	+1
I want to stay working for the Scottish Government for at least the next three years		64%	-2	+1	-1

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from Parent*	Difference from SG	Difference from high performing units
D01. Are you aware of the Civil Service Code?		13	87%	-1	-5 <	-6 <	-10 <
D02. Are you aware of how to raise a concern under the Civil Service Code?		38	62%	-3	-4 <	-5 <	-16 <
D03. Are you confident that if you raised a concern under the Civil Service Code in the Scottish Government it would be investigated properly?		26	74%	+2	-2 <	0	-5 <



All questions by theme

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\wedge indicates a variation in question wording from your previous survey

Discrimination

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

			Difference from previous survey	Difference from Parent*	Difference from SG
Yes		12%	0	+2 \diamond	+3 \diamond
No		82%	+1	-2 \diamond	-3 \diamond
Prefer not to say		6%	-1	0	0

Of those who said they had experienced discrimination at work in the last 12 months, 77% said it occurred in the Scottish Government while 23% said it occurred in another organisation.

For respondents who selected 'Yes' to E01.
E02. On which of the following grounds were you discriminated against?^ (multiple selection)

		Response Count	
Age	12		
Caring responsibilities	--		
Disability	--		
Ethnic background	--		
Gender	10		
Gender reassignment or perceived gender	--		
Grade or responsibility level	19		
Main spoken/ written language or language ability	--		
Marital status or civil partnership	--		
Mental health	--		
Pay	--		
Pregnancy, maternity or paternity	--		
Religion or belief	--		
Sex	--		
Sexual orientation	--		
Social or educational background	--		
Working location	10		
Working pattern	--		
Any other grounds	--		
Prefer not to say	--		

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



All questions by theme

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Bullying and harassment

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

			Difference from previous survey	Difference from Parent*	Difference from SG
Yes		15%	+1	+5 ◆	+5 ◆
No		79%	0	-4 ◆	-4 ◆
Prefer not to say		5%	-1	0	0

For respondents who selected 'Yes' to E03.

E03A. How would you describe the nature of the bullying and/or harassment you experienced?^ (multiple selection)

	Response Count	
Comments about my personal appearance	--	
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	--	
Spreading gossip or making false accusations about me	16	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	27	
Physical assault (e.g. object thrown at me, pushed, hit)	--	
Humiliated in front of team or others	37	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	34	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	21	
Treated less favourably to others	27	
Ignored, excluded, marginalised	26	
Undermining or taking credit for my work	23	
Denied time off for personal ill health	--	
Denied time off for family or caring responsibilities	--	
Disclosure of personal / sensitive information to colleagues without my consent	--	
Something else not listed here	10	
Prefer not to say	--	

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



All questions by theme

*Parent = DG Organisational Development and Operations
◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Bullying and harassment

For respondents who selected 'Yes' to E03.
E04. Who bullied and/or harassed you?^ (multiple selection)

	Response Count	
A colleague in my Area/Directorate/Division	24	
A colleague in a different Area/Directorate/ Division of the Scottish Government	11	
My manager	22	
Another senior member of staff in the Scottish Government	14	
Someone I manage	--	
Someone working in a different Civil Service organisation	--	
Someone working for a non-Civil Service organisation	--	
A contractor	16	
A service user (e.g. customer, claimant, offender)	--	
A member of the public	--	
Someone else not listed here	--	
Prefer not to say	--	

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

For respondents who selected 'Yes' to E03.
E05. Did you report your experience of bullying and/or harassment?^

		Difference from previous survey	Difference from Parent*	Difference from SG
Yes		61%	+20 ◇	0
No		36%	-8	-1
Prefer not to say		3%	-12	0

For respondents who selected 'Yes' to E03.
E06. How would you describe your situation now?^

			Difference from Parent*	Difference from SG
Appropriate action was taken to address the behaviour I experienced				
Yes		24%	+6 ◇	+9 ◇
No		64%	-2	-2
Prefer not to say		12%	-5 ◇	-7 ◇
The bullying and/or harassment has stopped				
Yes		43%	+7 ◇	+2
No		34%	-7 ◇	-1
Prefer not to say		22%	0	-1
The culture in my area allows this kind of behaviour to continue				
Yes		59%	+2	+4
No		29%	+2	+2
Prefer not to say		12%	-3	-5 ◇
I felt like I was punished for reporting the incident				
Yes		14%	0	-1
No		65%	-1	+4
Prefer not to say		20%	+1	-2

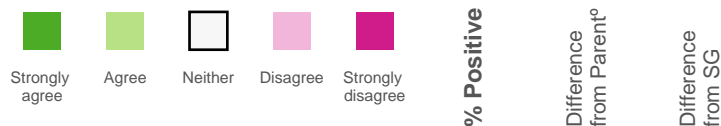


Additional questions selected by organisation

*Parent = DG Organisational Development and Operations ♦ indicates statistically significant difference from comparison

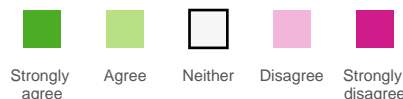
Safe to Challenge

* indicates negatively phrased question(s) where % positive is the proportion who selected "no"



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG
LQB1	In the last 12 months, I have seen someone else being bullied or treated unfairly in the Scottish Government*	Yes: 26% No: 68% Prefer not to say: 6%					68%	-2	-3 ♦
LQB2	I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	18	53	24	7	0	72%	+3 ♦	+7 ♦
LQB3	I feel comfortable speaking to those more senior than me about their actions and impact	11	39	21	21	7	50%	-3 ♦	-1
LQB4	I feel confident that if I challenged someone more senior than me in my Area/Directorate/Division they would be open to receiving the challenge	7	30	32	20	10	37%	-3 ♦	-3 ♦

Smarter Working



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG
LQD1	My manager trusts me to do my job effectively even if working in a different location to them (for example, in a different office, or from home)	54	35	6	5	0	89%	0	-1
LQD2	My manager supports me to work as flexibly as possible in line with the requirements of my role	48	35	9	6	2	83%	-3 ♦	-4 ♦
LQD3	Smarter Working allows me to be more productive in my role	37	33	16	9	5	70%	+10 ♦	+8 ♦
LQD4	I feel confident in using modern workplace technologies to connect and collaborate with colleagues	42	43	10	5	0	85%	+6 ♦	+8 ♦



Additional questions selected by organisation

*Parent = DG Organisational Development and Operations † indicates statistically significant difference from comparison

Wellbeing at Work

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

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG
LQF1	During the last 12 months, I have felt unwell as a result of work-related stress*	8	24	12	35	22	56%	+2	+1
LQF2	The people in my team genuinely care about my wellbeing	29	50	15	5		79%	-1	-4 †
LQF3	My manager creates a positive atmosphere at work which supports my health and wellbeing	27	45	20	6		72%	-1	-2
LQF4	After a period of sickness absence, my manager and I have a Return to Work discussion	Yes: 83%		No: 17%			83%	+1	+2

Performance Management

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG
LQH1	I feel empowered by my manager to do my job	29	50	12	7		79%	+1	+2
LQH2	The one-to-one conversations I have with my manager are helping me to achieve my full potential	22	41	23	10	5	63%	-1	0
		Weekly	Monthly	Quarterly	Annually	Never			
LQH3a	In general, how often do you discuss the following with your manager: How well I am meeting my work objectives?	22	48	13	6	10	The preferred frequency of performance conversations varies by department, so we have not reported a % positive score for questions LQH3a-c		
LQH3b	In general, how often do you discuss the following with your manager: My development needs and career goals?	6	45	22	9	18	The preferred frequency of performance conversations varies by department, so we have not reported a % positive score for questions LQH3a-c		
LQH3c	In general, how often do you discuss the following with your manager: My personal wellbeing and/or work-related stress?	29	44	8		17	The preferred frequency of performance conversations varies by department, so we have not reported a % positive score for questions LQH3a-c		

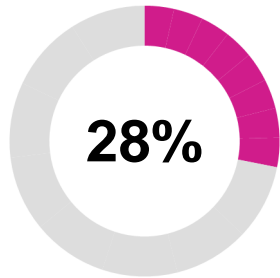


Proxy Stress Index and PERMA Index

^oParent = DG Organisational Development and Operations

◇ indicates statistically significant difference from comparison

** this is a negatively phrased question where % positive is the proportion who selected "no"

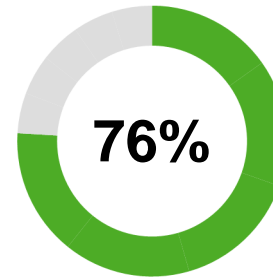


Difference from previous survey	-2 ◇
Difference from Parent ^o	+1
Difference from SG	+1 ◇
Difference from high performing units	+4 ◇

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.



Difference from previous survey	+1
Difference from Parent ^o	+1 ◇
Difference from SG	+1
Difference from high performing units	-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

B05	I have a choice in deciding how I do my work	82%
B08	My manager motivates me to be more effective in my job	73%
B18	The people in my team can be relied upon to help when things get difficult in my job	87%
B26	I am treated with respect by the people I work with	86%
B30	I have clear work objectives	69%
B33	I have an acceptable workload	65%
B45	I have the opportunity to contribute my views before decisions are made that affect me	42%
E03	Have you been bullied or harassed at work, in the past 12 months? **	79%

% positive

B01	I am interested in my work	94%
B03	My work gives me a sense of personal accomplishment	78%
B18	The people in my team can be relied upon to help when things get difficult in my job	87%
W01	Overall, how satisfied are you with your life nowadays?	72%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	74%



Appendix

Glossary of key terms

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

Rounding

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

Statistical significance: ✨

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

The employee engagement index

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

Confidentiality

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

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

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