



Scotland Office



Wales Office
Swyddfa Cymru



Northern
Ireland
Office

The Office of the Advocate General

Returns : 39

Response rate : 76%

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.

^oParent = Scotland Office and Office of the Advocate General





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

Drivers of Engagement

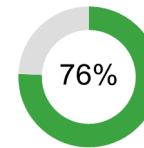
	Strength of association with engagement ¹	Theme score % Positive	Difference from previous survey	Difference from Parent ⁰	Difference from SWNIO	Difference from high performing units
Leadership and managing change		61%	-15 ✧	+8 ✧	+1	+8 ✧
My work		73%	-11 ✧	+2	-4	-9 ✧
My manager		75%	-4	+2	0	-2
Resources and workload		85%	-3	+10 ✧	+11 ✧	+6
Pay and benefits		40%	-4	0	+5	-2
My team		80%	-3	-1	-4	-8
Inclusion and fair treatment		86%	-2	+9 ✧	+8 ✧	+3
Organisational objectives and purpose		91%	-1	+4	+1	0
Learning and development		56%	-4	+7 ✧	+6	-7

¹The table above shows the strength of association between engagement and the themes for Scotland, Wales and Northern Ireland Offices, and the Office of the Advocate General

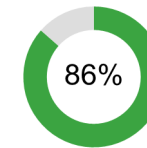
⁰Parent = Scotland Office and Office of the Advocate General

Wellbeing

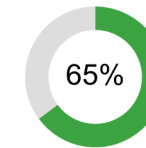
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



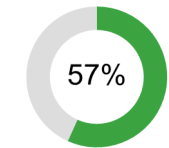
W01. Overall, how satisfied are you with your life nowadays?



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



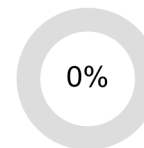
W03. Overall, how happy did you feel yesterday?



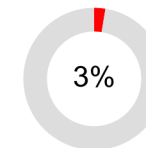
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

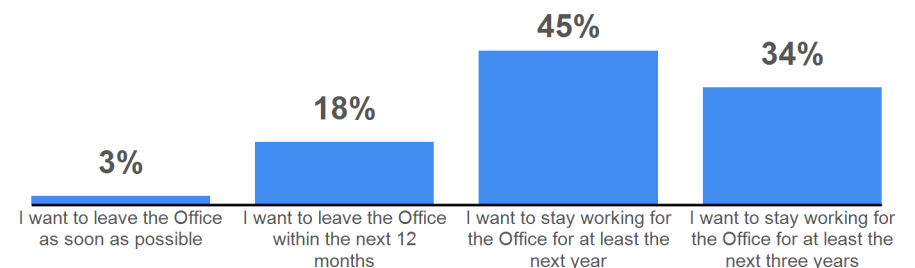


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





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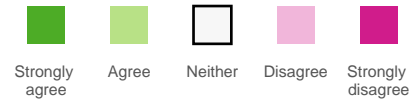
My work

73% -11

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent*

Difference from SWNIO

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SWNIO	Difference from high performing units
B01 I am interested in my work	46	46	8			92%	-8	+2	+1	-2
B02 I am sufficiently challenged by my work	49	23	15	13		72%	-16 ◇	+2	-8 ◇	-17
B03 My work gives me a sense of personal accomplishment	41	31	21	8		72%	-13 ◇	+5	-1	-12 ◇
B04 I feel involved in the decisions that affect my work	33	18	26	21		51%	-14 ◇	-1	-13 ◇	-16 ◇
B05 I have a choice in deciding how I do my work	33	44	10	13		77%	-3	+3	+3	-5

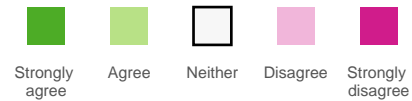
Organisational objectives and purpose

91% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent*

Difference from SWNIO

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SWNIO	Difference from high performing units
B06 I have a clear understanding of the Office's purpose	36	62				97%	+2	+8	+7	+5
B07 I have a clear understanding of the Office's objectives	36	51	13			87%	-3	+2	-1	-3
B08 I understand how my work contributes to the Office's objectives	33	54	10			87%	-3	+1	-2	-4



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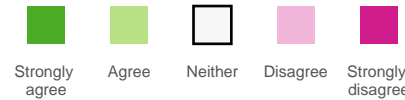
My manager

75% -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent*

Difference from SWNIO

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SWNIO	Difference from high performing units
B09 My manager motivates me to be more effective in my job	31	41	23	5	5	72%	-8	0	-4	-8 ◇
B10 My manager is considerate of my life outside work	49	41	5	5	5	90%	+2	+2	+5	0
B11 My manager is open to my ideas	45	39	13	5	5	84%	-1	+4	-1	-4
B12 My manager helps me to understand how I contribute to the Office's objectives	28	51	18	5	5	79%	+7	+1	+2	+3
B13 Overall, I have confidence in the decisions made by my manager	41	38	15	5	5	79%	-8 ◇	+1	-2	-3
B14 My manager recognises when I have done my job well	45	47	5	5	5	92%	+5	+5	+8	+5 ◇
B15 I receive regular feedback on my performance	34	34	16	13	5	68%	-9	-4	-4	-12 ◇
B16 The feedback I receive helps me to improve my performance	29	34	24	11	5	63%	-9	+1	-4	-12 ◇
B17 I think that my performance is evaluated fairly	34	37	26	5	5	71%	-14 ◇	+1	+1	-2
B18 Poor performance is dealt with effectively in my team	16	32	45	5	5	47%	-3	+8 ◇	-4	-6

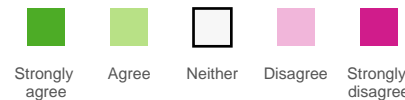
My team

80% -3

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SWNIO	Difference from high performing units
B19 The people in my team can be relied upon to help when things get difficult in my job	46	44	8	5	5	90%	+7	+4	+1	-2
B20 The people in my team work together to find ways to improve the service we provide	44	33	18	5	5	77%	-6	-3	-9 ◇	-14
B21 The people in my team are encouraged to come up with new and better ways of doing things	36	38	21	5	5	74%	-10 ◇	-4	-6 ◇	-11 ◇



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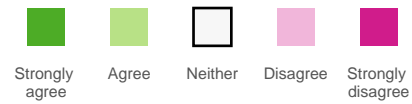
Learning and development

56% -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent*

Difference from SWNIO

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 SWNIO	Difference from high performing units
B22	I am able to access the right learning and development opportunities when I need to	28	51	18	2	0	79%	-1	+11 ◇	+11 ◇	+6
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	31	33	26	10	0	64%	-3	+16 ◇	+17 ◇	-1
B24	There are opportunities for me to develop my career in the Office	15	18	28	23	15	33%	-17 ◇	-1	-9 ◇	-30 ◇
B25	Learning and development activities I have completed while working for the Office are helping me to develop my career	18	31	33	8	10	49%	+6	+5	+5	-9 ◇

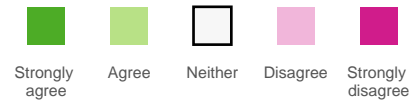
Inclusion and fair treatment

86% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent*

Difference from SWNIO

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 SWNIO	Difference from high performing units
B26	I am treated fairly at work	38	49	8	5	0	87%	-3	+8 ◇	+4	0
B27	I am treated with respect by the people I work with	41	49	5	5	0	90%	-3	+8	+5	-2
B28	I feel valued for the work I do	28	54	13	5	0	82%	0	+9 ◇	+12 ◇	+7
B29	I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	44	41	5	8	0	85%	-3	+13 ◇	+9 ◇	+2



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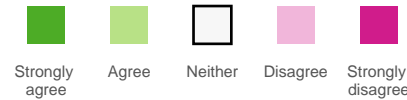
Resources and workload

85% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent*

Difference from SWNIO

Difference from high performing units

B30 In my job, I am clear what is expected of me



92%

-5

+16

+11

+1

B31 I get the information I need to do my job well



79%

-13

+13 ◇

+7 ◇

+1

B32 I have clear work objectives



82%

-5

+9 ◇

+4

-4

B33 I have the skills I need to do my job effectively



92%

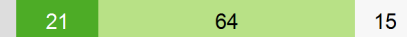
-3

0

+2

0

B34 I have the tools I need to do my job effectively



85%

-3

+9 ◇

+10 ◇

+8 ◇

B35 I have an acceptable workload



82%

+2

+14 ◇

+22 ◇

+12 ◇

B36 I achieve a good balance between my work life and my private life



85%

+8 ◇

+9 ◇

+19 ◇

+7 ◇

Pay and benefits

40% -4

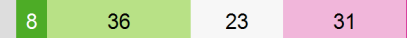
Difference from previous survey



Strength of association with engagement



B37 I feel that my pay adequately reflects my performance



44%

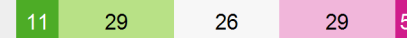
-1

+1

+5

0

B38 I am satisfied with the total benefits package



39%

-6

-1

+5

-6

B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable



36%

-5

0

+5

-3



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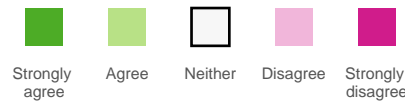
Leadership and managing change

61% -15

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent*

Difference from SWNIO

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SWNIO	Difference from high performing units
B40 I feel that the Office as a whole is managed well	26	41	18	15	0	67%	-18 ◇	+6 ◇	+1	+9 ◇
B41 Senior managers in the Office are sufficiently visible	33	41	18	8	0	74%	-18	+2	-6 ◇	+9 ◇
B42 I believe the actions of senior managers are consistent with the Office's values	26	53	18	3	0	79%	-9 ◇	+10 ◇	+11 ◇	+20 ◇
B43 I believe that the Management Board has a clear vision for the future of the Office	23	41	31	5	0	64%	-13 ◇	+11 ◇	+5	+9 ◇
B44 Overall, I have confidence in the decisions made by the Office's senior managers	26	41	28	5	0	67%	-16 ◇	+10 ◇	+3	+13 ◇
B45 I feel that change is managed well in the Office	13	36	36	15	0	49%	-16 ◇	+11 ◇	-1	+6
B46 When changes are made in the Office they are usually for the better	13	26	46	15	0	38%	-12 ◇	+11 ◇	-5	-2
B47 The Office keeps me informed about matters that affect me	21	44	23	10	0	64%	-18 ◇	+1	-3	-4
B48 I have the opportunity to contribute my views before decisions are made that affect me	18	33	31	15	0	51%	-19 ◇	+7 ◇	-1	+5
B49 I think it is safe to challenge the way things are done in the Office	15	41	31	13	0	56%	-14 ◇	+7 ◇	+3	+4



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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SWNIO	Difference from high performing units
B50 I am proud when I tell others I am part of the Office	28	44	28			72%	-8	+6 ◇	+6	+4
B51 I would recommend the Office as a great place to work	31	49	18			79%	-6	+18 ◇	+21 ◇	+18 ◇
B52 I feel a strong personal attachment to the Office	26	23	36	13		49%	-1	+1	0	-10 ◇
B53 The Office inspires me to do the best in my job	18	49	26	8		67%	-6	+9 ◇	+8 ◇	+10 ◇
B54 The Office motivates me to help it achieve its objectives	23	38	31	8		62%	-8	+9 ◇	+4	+7

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SWNIO	Difference from high performing units
B55 I believe that senior managers in the Office will take action on the results from this survey	31	46	15	8		77%	-8 ◇	+8 ◇	+13 ◇	+20 ◇
B56 I believe that managers where I work will take action on the results from this survey	26	49	15	10		74%	-6	+8 ◇	+7 ◇	+4
B57 Where I work, I think effective action has been taken on the results of the last survey	18	37	37	8		55%	-15 ◇	+4	+8 ◇	+4



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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent ^o	Difference from SWNIO	Difference from high performing units
B58 I am trusted to carry out my job effectively	54	41				95%	-3	+9	+5	+2
B59 I believe I would be supported if I try a new idea, even if it may not work	26	59	13			85%	+5	+7 ◇	+8 ◇	+6
B60 When I talk about the Office I say "we" rather than "they"	33	51	10	5		85%	-3	+2	-1	+6
B61 I have some really good friendships at work	36	33	26	5		69%	-13 ◇	+4	0	-19

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent ^o	Difference from SWNIO	Difference from high performing units
B62 Senior managers in the Office actively role model the behaviours set out in the Civil Service Leadership Statement	15	41	38	5		56%	-16 ◇	+2	-6	+2
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	15	51	26	5		67%	-11 ◇	0	-9 ◇	-8 ◇



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Wellbeing



0-4



5-6



7-8



9-10

% Positive

Difference from previous survey

Difference from Parent^o

Difference from SWNIO

Difference from high performing units

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 Parent ^o	Difference from SWNIO	Difference from high performing units
W01 Overall, how satisfied are you with your life nowadays?	22	59	16		76%	+3	0	+6	+3
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	59	27		86%	+11 ◇	+4	+9 ◇	+8 ◇
W03 Overall, how happy did you feel yesterday?	8	27	46	19	65%	-3	-3	-1	-5

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



0-1



2-3



4-5



6-10

W04 Overall, how anxious did you feel yesterday?	22	35	19	24	57%	+14 ◇	+7 ◇	+7 ◇	0
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Your plans for the future

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

			Difference from previous survey	Difference from Parent ^o	Difference from SWNIO
I want to leave the Office as soon as possible		3%	-5	-6	-6
I want to leave the Office within the next 12 months		18%	+3	-10 ◇	-10 ◇
I want to stay working for the Office for at least the next year		45%	-5	+3	+4
I want to stay working for the Office for at least the next three years		34%	+7	+13 ◇	+13 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from Parent ^o	Difference from SWNIO
D01. Are you aware of the Civil Service Code?		15	85%	-8	-8	-10 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	-8	-5 ◇	-8 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?		18	82%	0	+9 ◇	+6 ◇

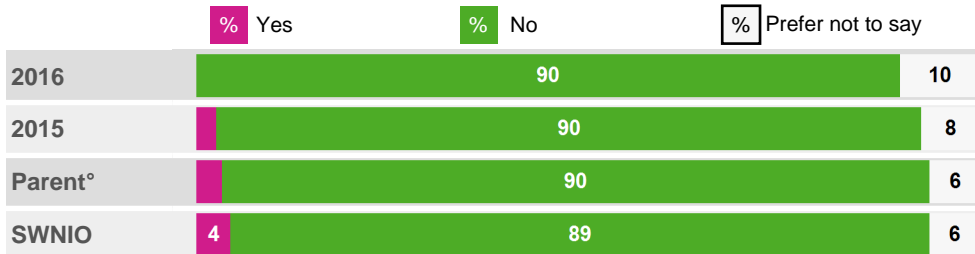


All questions by theme

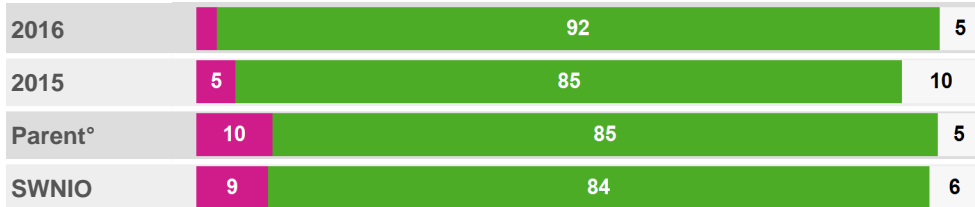
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Discrimination, harassment and bullying

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?

Results for this question have been suppressed as there are fewer than ten responses

For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

Results for this question have been suppressed as there are fewer than ten responses

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

For respondents who selected 'Yes' to question E03.
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

A colleague	--
Your manager	--
Another manager in my part of the Office	--
Someone you manage	--
Someone who works for another part of the Office	--
A member of the public	--
Someone else	--
Prefer not to say	--

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



Scotland Office



Wales Office
Swyddfa Cymru



Northern
Ireland
Office

Returns : 39

The Office of the Advocate General

Response rate : 76%

Civil Service People Survey 2016

All questions by theme

*Parent = Scotland Office and Office of the Advocate General

◇ indicates statistically significant difference from comparison

^ indicates a variation in question wording from your previous survey

Scotland, Wales and Northern Ireland Offices, and the Office of the Advocate General questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SWNIO
F01	I am kept well informed through internal communications about the key issues affecting the Office	31	51	8	10		82%	--	+1	+1
F02	Corporate information is cascaded effectively through regular team meetings	28	46	13	10		74%	--	+1	-2
F03	My performance is measured on both how I deliver (behaviours) as well as what I deliver (objectives)	21	54	23			74%	--	+8 ◇	-1
F04	I witness colleagues consistently behaving in line with the Vision and Values expected in the Office	Yes: 84%		No: 16%			84%	--	+6 ◇	+4
F05	I feel able to challenge inappropriate conduct	15	49	28	8		64%	--	+1	-1
F06	I am able to influence how I deliver my objectives and have autonomy in my approach to how I do my work	28	54	15			82%	--	+6 ◇	+2
F07	My manager supports me to work flexibly	44	44	8	5		87%	--	+5 ◇	+5
F08	The Office is effective in recruiting the right people for our future needs	13	41	36	10		54%	--	+12 ◇	+9 ◇
F09	I know what to do if I am concerned about the behaviour of others	23	64	10			87%	+5	+9 ◇	+8 ◇
F10	My manager actively provides me with the opportunities to develop my leadership skills	18	41	31	10		59%	--	+2	-8 ◇



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.
High performing units	For each question, this is the upper quartile score across all units from 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, Scotland, Wales and Northern Ireland Offices, and the Office of the Advocate General results, Scotland Office and Office of the Advocate General results and high performing units 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.