



Office of the Secretary of State for Scotland

Returns : 64

Response rate : 77%

Civil Service People Survey 2019

✧ Statistically significant difference from comparison

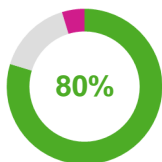
*Parent = Office of the Secretary of State for Scotland and Office of the Advocate General for Scotland



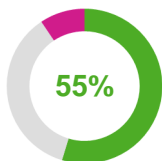


Taking action

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



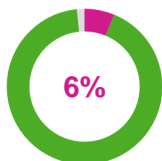
B52. I believe that senior managers in the Office will take action on the results from this survey



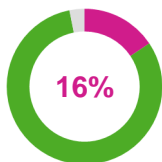
B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

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



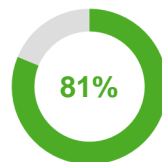
E01. Have you been discriminated against at work, in the past 12 months?



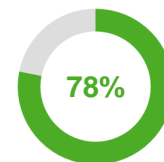
E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

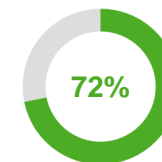
■ % responding positively to W01 - W03 ■ % responding negatively to W04



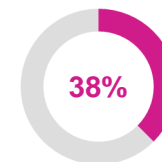
W01. Overall, how satisfied are you with your life nowadays?



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

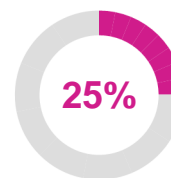


W03. Overall, how happy did you feel yesterday?

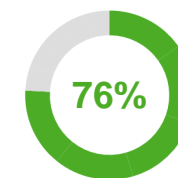


W04. Overall, how anxious did you feel yesterday?

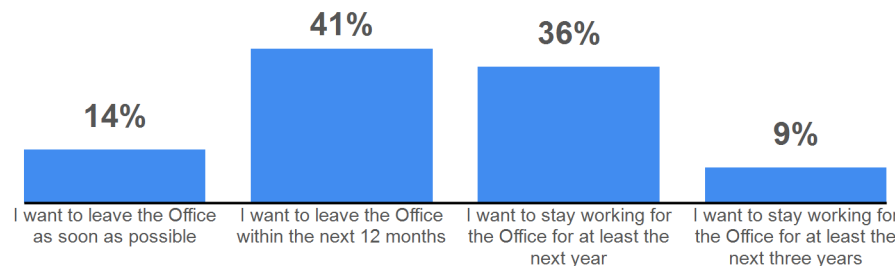
Proxy Stress Index



PERMA Index



Your plans for the future





Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B31 I have the skills I need to do my job effectively	97%	B17 Poor performance is dealt with effectively in my team	42%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	47%
B54 I am trusted to carry out my job effectively	95%	B22 Learning and development activities I have completed in the past 12 months have helped to improve my performance	41%	B36 I am satisfied with the total benefits package	38%
B01 I am interested in my work	92%	B40 I believe that the Management Board has a clear vision for the future of the Office	38%	B35 I feel that my pay adequately reflects my performance	36%
B06 I have a clear understanding of the Office's objectives	92%	B43 When changes are made in the Office they are usually for the better	37%	B23 There are opportunities for me to develop my career in the Office	30%
B07 I understand how my work contributes to the Office's objectives	92%	B24 Learning and development activities I have completed while working for the Office are helping me to develop my career	36%	B14 I receive regular feedback on my performance	22%

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
^ indicates a variation in question wording from your previous survey

My work

80%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from Parent*

Difference from SWNIO

Difference from high performing units

B01 I am interested in my work



92%

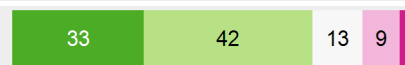
-1

-2

-1

-2

B02 I am sufficiently challenged by my work



75%

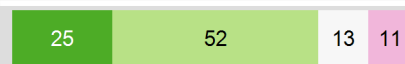
-6

-3

-6 ◆

-13 ◆

B03 My work gives me a sense of personal accomplishment



77%

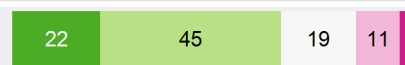
-2

-6

-3

-8 ◆

B04 I feel involved in the decisions that affect my work



67%

+1

-1

+1

-2

B05 I have a choice in deciding how I do my work



89%

+3

+1

+6 ◆

+4

Organisational objectives and purpose

92%

+3

Difference from previous survey



92%

+3

+2

+6 ◆

+2

B06 I have a clear understanding of the Office's objectives



92%

+3

+2

+6 ◆

+2

B07 I understand how my work contributes to the Office's objectives



92%

+3

0

+3

+1



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My manager

75%

0

Difference from previous survey



% 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
B08 My manager motivates me to be more effective in my job	31	45	13	8	8	77%	-4	+2	+1	-5 ◇
B09 My manager is considerate of my life outside work	55	38	5	5	5	92%	-1	+1	+5 ◇	0
B10 My manager is open to my ideas	52	33	13	8	8	84%	-7 ◇	+2	-2	-6 ◇
B11 My manager helps me to understand how I contribute to the Office's objectives	31	42	17	9	9	73%	0	-1	-2	-3
B12 Overall, I have confidence in the decisions made by my manager	42	44	8	8	8	86%	+5	+3 ◇	+4 ◇	+1
B13 My manager recognises when I have done my job well	39	44	9	8	8	83%	0	+1	0	-5 ◇
B14 I receive regular feedback on my performance	27	44	8	22	8	70%	+5	+1	+5 ◇	-10 ◇
B15 The feedback I receive helps me to improve my performance	27	38	19	17	8	64%	-4	+1	0	-11 ◇
B16 I think that my performance is evaluated fairly	28	48	17	6	6	77%	+3	-1	+8 ◇	-1
B17 Poor performance is dealt with effectively in my team	13	34	42	8	8	47%	+1	-1	+5	-4



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My team

84%

+3

Difference from previous survey



% 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
B18	The people in my team can be relied upon to help when things get difficult in my job	53	36	6	5	5	89%	+1	+1	-1	-4
B19	The people in my team work together to find ways to improve the service we provide	39	42	14	5	5	81%	+2	0	-2	-10 ◇
B20	The people in my team are encouraged to come up with new and better ways of doing things	36	45	6	11	11	81%	+4	+2	+4 ◇	-4 ◇

Learning and development

48%

-6

Difference from previous survey



% 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
B21	I am able to access the right learning and development opportunities when I need to	14	47	22	17	17	61%	-6	-11	0	-15 ◇
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	16	30	41	14	14	45%	-6	-13 ◇	-1	-20 ◇
B23	There are opportunities for me to develop my career in the Office	14	28	28	17	13	42%	-5	-4 ◇	-4	-24 ◇
B24	Learning and development activities I have completed while working for the Office are helping me to develop my career	16	30	36	17	17	45%	-7	-6 ◇	-1	-15 ◇



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Inclusion and fair treatment

85%

-2

Difference from previous survey



% 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
B25 I am treated fairly at work	44	48	8	0	0	92%	+3	+6 ◇	+9 ◇	+3
B26 I am treated with respect by the people I work with	47	38	9	5	0	84%	-7 ◇	+1	0	-8 ◇
B27 I feel valued for the work I do	30	50	11	9	0	80%	-3	0	+4 ◇	+1
B28 I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	38	45	11	6	0	83%	0	+7 ◇	+6 ◇	-3

Resources and workload

80%

0

Difference from previous survey



% 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
B29 I get the information I need to do my job well	13	66	14	8	0	78%	+1	0	+5 ◇	-1
B30 I have clear work objectives	20	55	11	11	0	75%	-7 ◇	-3	+6 ◇	-10 ◇
B31 I have the skills I need to do my job effectively	36	61	3	0	0	97%	+6	0	+4	+4
B32 I have the tools I need to do my job effectively	22	61	11	6	0	83%	0	-4	+3	+2
B33 I have an acceptable workload	13	52	22	8	6	64%	-1	-1	+10 ◇	-11 ◇
B34 I achieve a good balance between my work life and my private life	25	56	5	11	0	81%	+4	+1	+19 ◇	+1



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Pay and benefits

43%

0

Difference from previous survey



% 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
B35 I feel that my pay adequately reflects my performance	11	31	22	22	14	42%	0	-6 ◇	+2	-1
B36 I am satisfied with the total benefits package	11	36	16	28	9	47%	+3	-5 ◇	+7 ◇	-1
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	8	31	14	33	14	39%	-3	-6 ◇	+4	+1

Leadership and managing change

71%

+11

Difference from previous survey



% 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
B38 Senior managers in the Office are sufficiently visible	41	48	8	0	0	89%	+7 ◇	+7 ◇	+8 ◇	+16 ◇
B39 I believe the actions of senior managers are consistent with the Office's values	38	45	11	6	0	83%	+7 ◇	+6 ◇	+14 ◇	+17 ◇
B40 I believe that the Management Board has a clear vision for the future of the Office	17	33	38	9	5	50%	-3	-5 ◇	0	-7 ◇
B41 Overall, I have confidence in the decisions made by the Office's senior managers	31	47	17	5	0	78%	+18 ◇	+4 ◇	+10 ◇	+18 ◇
B42 I feel that change is managed well in the Office	14	48	19	13	6	63%	+20 ◇	0	+13 ◇	+16 ◇
B43 When changes are made in the Office they are usually for the better	11	46	37	6	0	57%	+13 ◇	0	+7 ◇	+13 ◇
B44 The Office keeps me informed about matters that affect me	16	63	14	5	0	78%	+18 ◇	+1	+10 ◇	+8 ◇
B45 I have the opportunity to contribute my views before decisions are made that affect me	16	47	22	13	0	63%	+8	0	+10 ◇	+14 ◇
B46 I think it is safe to challenge the way things are done in the Office	28	48	19	5	0	77%	+10 ◇	+8 ◇	+18 ◇	+19 ◇



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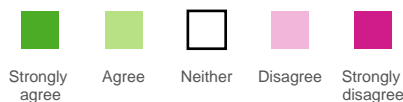
Engagement

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



B47	I am proud when I tell others I am part of the Office	19	47	22	9	66%	+8	-3	-1	-8 ◇
B48	I would recommend the Office as a great place to work	20	55	16	8	75%	+12 ◇	+1	+8 ◇	+5
B49	I feel a strong personal attachment to the Office	25	42	11	20	67%	+13 ◇	+2	+7 ◇	+6
B50	The Office inspires me to do the best in my job	17	44	23	14	61%	+3	-2	-1	0
B51	The Office motivates me to help it achieve its objectives	20	44	20	14	64%	+8	+2	+6 ◇	+5

Taking action



B52	I believe that senior managers in the Office will take action on the results from this survey	28	52	16		80%	+13 ◇	+4 ◇	+14 ◇	+20 ◇
B53	Where I work, I think effective action has been taken on the results of the last survey	14	41	36	6	55%	+6	+2	+13 ◇	+3



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Organisational culture



Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SWNIO	Difference from high performing units
B54	I am trusted to carry out my job effectively	52	44				95%	+2	+1	+4	+1
B55	I believe I would be supported if I try a new idea, even if it may not work	36	50	11			86%	+12 ◇	+1	+6 ◇	+4
B56	In the Office, people are encouraged to speak up when they identify a serious policy or delivery risk	39	52	9			91%	+15 ◇	+4 ◇	+12 ◇	+13 ◇
B57	I feel able to challenge inappropriate behaviour in the workplace	36	45	13	5		81%	+8 ◇	+7 ◇	+15 ◇	+6 ◇
B58	The Office is committed to creating a diverse and inclusive workplace	25	52	16	6		77%	+5	+3	+2	-8 ◇

Civil Service vision



Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SWNIO	Difference from high performing units
B59	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	33	50	11	6		83%	+6	+4 ◇	+9 ◇	+10 ◇

Leadership statement



Question ID	Statement	Always	Most of the time	Sometimes	Rarely	Never	% Positive	Difference from previous survey	Difference from Parent*	Difference from SWNIO	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^	38	45	16			83%	New	+5 ◇	+8 ◇	+6 ◇

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



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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 SWNIO	Difference from high performing units
W01 Overall, how satisfied are you with your life nowadays?	6	13	64	17	81%	-4	+3	+13 ◇	+8 ◇
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	14	53	25	78%	-9 ◇	-1	+5 ◇	0
W03 Overall, how happy did you feel yesterday?	11	17	50	22	72%	-2	-2	+8 ◇	+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 SWNIO	Difference from high performing units
W04 Overall, how anxious did you feel yesterday?	13	28	22	38	38%	+15 ◇	+6 ◇	+3	+11 ◇



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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*	Difference from SWNIO
I want to leave the Office as soon as possible		14%	+3	+3	+1
I want to leave the Office within the next 12 months		41%	+10	+5 ◇	+13 ◇
I want to stay working for the Office for at least the next year		36%	-3	-3	-2
I want to stay working for the Office for at least the next three years		9%	-10 ◇	-5 ◇	-12 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from Parent*	Difference from SWNIO	Difference from high performing units
D01. Are you aware of the Civil Service Code?			98%	0	0	+2	+1
D02. Are you aware of how to raise a concern under the Civil Service Code?			75%	+8 ◇	+1	+6 ◇	-2
D03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?			84%	+5	+3	+8 ◇	+6 ◇



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Discrimination

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

			Difference from previous survey	Difference from Parent*	Difference from SWNIO
Yes		6%	-4	-1	-4
No		92%	+11 ◇	+5 ◇	+10 ◇
Prefer not to say		2%	-7	-3	-6

Your survey included a question about whether the discrimination occurred in your organisation. These results have been suppressed in this report to protect respondents anonymity, but do feed into the overall Civil Service results.

For respondents who selected 'Yes' to E01.

E02. On which of the following grounds were you discriminated against?^ (multiple selection)

		Response Count
Age	--	
Caring responsibilities	--	
Disability	--	
Ethnic background	--	
Gender	--	
Gender reassignment or perceived gender	--	
Grade or responsibility level	--	
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	--	
Working pattern	--	
Any other grounds	--	
Prefer not to say	--	

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



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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 SWNIO
Yes		16%	0	0	+5 ◇
No		81%	-3	0	0
Prefer not to say		3%	+3	-1	-4

Your survey included a question about whether the bullying and/or harassment occurred in your organisation. These results have been suppressed in this report to protect respondents anonymity, but do feed into the overall Civil Service results.

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	--	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	--	
Physical assault (e.g. object thrown at me, pushed, hit)	--	
Humiliated in front of team or others	--	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	--	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	--	
Treated less favourably to others	--	
Ignored, excluded, marginalised	--	
Undermining or taking credit for my work	--	
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	--	
Prefer not to say	--	

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



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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	--
A colleague in a different Area/Directorate/ Division of the Office	--
My manager	--
Another senior member of staff in the Office	--
Someone I manage	--
Someone working in a different Civil Service organisation	--
Someone working for a non-Civil Service organisation	--
A contractor	--
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 Parent*	Difference from SWNIO
Yes		60%	-3
No		40%	+9
Prefer not to say		0%	-6

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

			Difference from Parent*	Difference from SWNIO
Appropriate action was taken to address the behaviour I experienced				
Yes		Results for this question have been suppressed as there are fewer than ten responses		
No		Results for this question have been suppressed as there are fewer than ten responses		
Prefer not to say		Results for this question have been suppressed as there are fewer than ten responses		
The bullying and/or harassment has stopped				
Yes		40%	+3	-2
No		40%	+3	+4
Prefer not to say		20%	-5	-1
The culture in my area allows this kind of behaviour to continue				
Yes		Results for this question have been suppressed as there are fewer than ten responses		
No		Results for this question have been suppressed as there are fewer than ten responses		
Prefer not to say		Results for this question have been suppressed as there are fewer than ten responses		
I felt like I was punished for reporting the incident				
Yes		Results for this question have been suppressed as there are fewer than ten responses		
No		Results for this question have been suppressed as there are fewer than ten responses		
Prefer not to say		Results for this question have been suppressed as there are fewer than ten responses		



Additional questions selected by organisation

*Parent = Office of the Secretary of State for Scotland and Office of the Advocate General for Scotland † indicates statistically significant difference from comparison

Safe to Challenge

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



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent	Difference from SWNIO
LQB1 In the last 12 months, I have seen someone else being bullied or treated unfairly in the Office*	Yes: 23% No: 73% Prefer not to say: 3%					73%	+2	+2
LQB2 I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	17	59	21			76%	+8 †	+7 †
LQB3 I feel comfortable speaking to those more senior than me about their actions and impact	20	47	20	11		67%	+8 †	+14 †
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	17	38	30	14		55%	+4	+6 †

Smarter Working



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent	Difference from SWNIO
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)	60	33			5	94%	0	+1
LQD2 My manager supports me to work as flexibly as possible in line with the requirements of my role	49	35	11		5	84%	-1	-3
LQD3 Smarter Working allows me to be more productive in my role	27	27	35	6	5	54%	-1	-18 †
LQD4 I feel confident in using modern workplace technologies to connect and collaborate with colleagues	41	49			8	90%	+4 †	+4 †

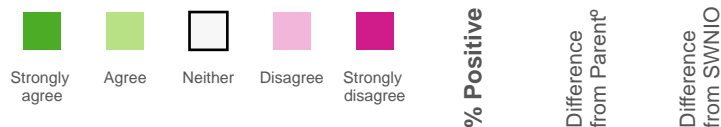


Additional questions selected by organisation

*Parent = Office of the Secretary of State for Scotland and Office of the Advocate General for Scotland

♦ indicates statistically significant difference from comparison

Performance Management



LQH1	I feel empowered by my manager to do my job	45	39	8	6	84%	+3	+1	
LQH2	The one-to-one conversations I have with my manager are helping me to achieve my full potential	34	27	22	13	5	61%	0	-1



LQH3a	In general, how often do you discuss the following with your manager: How well I am meeting my work objectives?	17	47	19	6	11	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?	36	36	9	16	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?	36	33	19	11	The preferred frequency of performance conversations varies by department, so we have not reported a % positive score for questions LQH3a-c			

Support for Managers



LQI1	I understand what is expected of me as a manager	23	73			97%	-1	+5
LQI2	As a manager, I feel adequately supported to deliver my responsibilities	17	53	20	10	70%	-7	0
LQI3	As a manager, I feel confident in supporting others with their health and wellbeing at work	20	77			97%	+1	+9
LQI4	As a manager, I feel confident in addressing poor performance in my team	13	60	20	7	73%	-2	-6

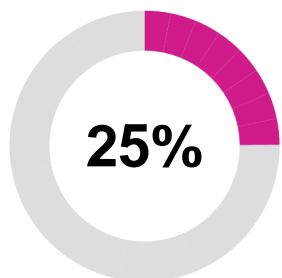


Proxy Stress Index and PERMA Index

^oParent = Office of the Secretary of State for Scotland and Office of the Advocate General for Scotland

◇ indicates statistically significant difference from comparison

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

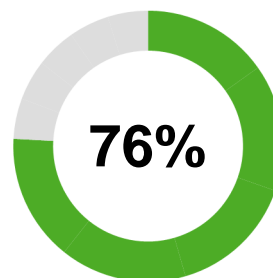


Difference from previous survey	-1
Difference from Parent ^o	+1
Difference from SWNIO	-2 ◇
Difference from high performing units	0

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	-2
Difference from SWNIO	0
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	89%
B08	My manager motivates me to be more effective in my job	77%
B18	The people in my team can be relied upon to help when things get difficult in my job	89%
B26	I am treated with respect by the people I work with	84%
B30	I have clear work objectives	75%
B33	I have an acceptable workload	64%
B45	I have the opportunity to contribute my views before decisions are made that affect me	63%
E03	Have you been bullied or harassed at work, in the past 12 months?*	81%

% positive

B01	I am interested in my work	92%
B03	My work gives me a sense of personal accomplishment	77%
B18	The people in my team can be relied upon to help when things get difficult in my job	89%
W01	Overall, how satisfied are you with your life nowadays?	81%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	78%



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>)