

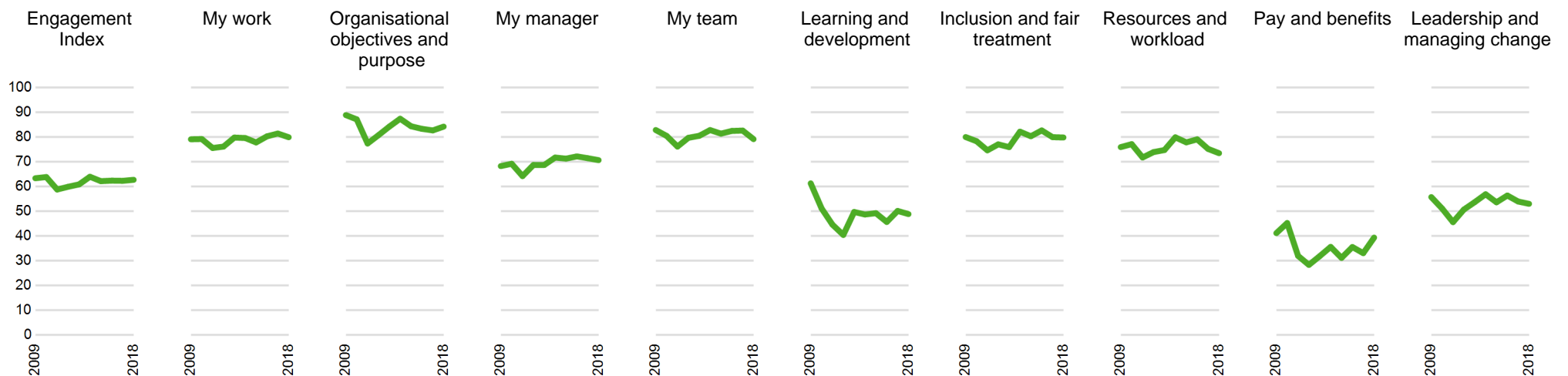
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

The Civil Service People Survey has run in October each year since 2009, meaning that 2018 marks our 10 year anniversary. The table and charts below tell you how your average Employee Engagement Index and theme scores have changed over time, for each year your organisation has participated in the survey.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Engagement Index	63%	64%	59%	60%	61%	64%	62%	62%	62%	63%
My work	79%	79%	76%	76%	80%	80%	78%	80%	81%	80%
Organisational objectives and purpose	89%	87%	77%	81%	84%	87%	84%	83%	83%	84%
My manager	68%	69%	64%	69%	69%	72%	71%	72%	71%	71%
My team	83%	80%	76%	80%	80%	83%	81%	82%	83%	79%
Learning and development	61%	51%	45%	40%	50%	49%	49%	46%	50%	49%
Inclusion and fair treatment	80%	78%	75%	77%	76%	82%	80%	83%	80%	80%
Resources and workload	76%	77%	72%	74%	75%	80%	78%	79%	75%	73%
Pay and benefits	41%	45%	32%	28%	32%	36%	31%	35%	33%	39%
Leadership and managing change	56%	51%	46%	51%	54%	57%	54%	56%	54%	53%
Response rate	82%	71%	71%	78%	67%	69%	70%	77%	77%	80%



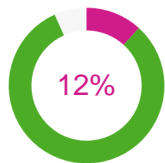
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

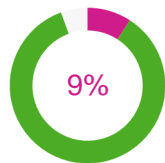
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B08	My manager motivates me to be more effective in my job	71%	0	0	-5 ◇
2	B03	My work gives me a sense of personal accomplishment	77%	-4 ◇	0	-2 ◇
3	B24	Learning and development activities I have completed while working for Transport Scotland are helping me to develop my career	43%	-1	-5 ◇	-10 ◇
4	B59	Senior Managers in Transport Scotland actively role model the behaviours set out in the Civil Service Leadership Statement	48%	-1	-1	-9 ◇
5	F10	Overall I have confidence in the decisions made by the Chief Executive	72%	+4 ◇	--	--

Discrimination, bullying and harassment

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



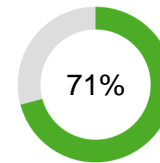
During the past 12 months have you personally experienced discrimination at work?



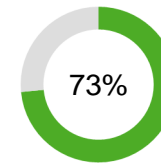
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

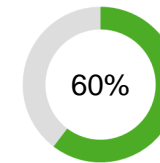
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



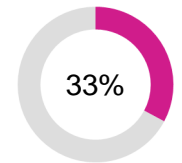
W01. Overall, how satisfied are you with your life nowadays?



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

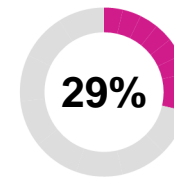


W03. Overall, how happy did you feel yesterday?

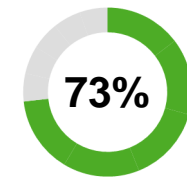


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

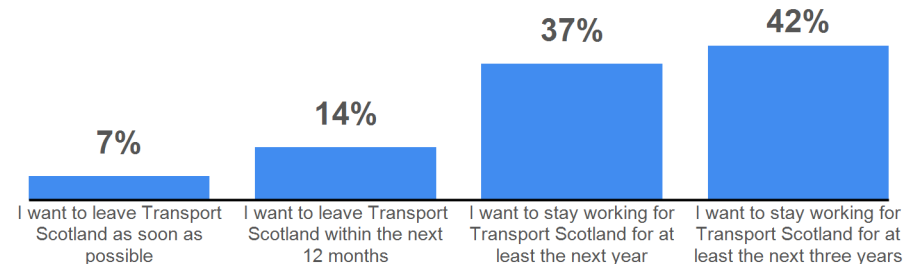


PERMA Index



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

Your plans for the future



Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
F07	I am aware of the General Data Protection Regulation and understand the impact of it on the organisation	98%	B53	Where I work, I think effective action has been taken on the results of the last survey	49%	F06	I have taken positive action this year to undertake learning to address my skills gaps to help with my career development	43%
F08	As a result of previously published guidance, I am aware of my responsibilities as a Civil Servant when using social media for personal or professional use	90%	B43	When changes are made in Transport Scotland they are usually for the better	46%	F04	I have taken specific steps this year to carry out a self-assessment of my skills and have identified my learning priorities	43%
B01	I am interested in my work	89%	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	38%
B09	My manager is considerate of my life outside work	89%	B59	Senior Managers in Transport Scotland actively role model the behaviours set out in the Civil Service Leadership Statement	41%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	38%
B31	I have the skills I need to do my job effectively	89%	B50	Transport Scotland inspires me to do the best in my job	39%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	37%

All questions by theme

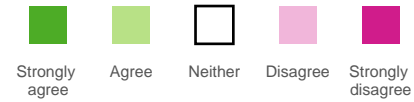
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

80%

-2

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

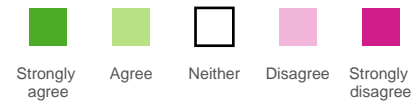
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	44	45	6			89%	-2	0	-3 ◆
B02 I am sufficiently challenged by my work	35	47	9	7		82%	0	+1	-1
B03 My work gives me a sense of personal accomplishment	27	50	14	6		77%	-4 ◆	0	-2 ◆
B04 I feel involved in the decisions that affect my work	23	44	17	12	5	67%	-1	+8 ◆	+3 ◆
B05 I have a choice in deciding how I do my work	31	53	10			84%	0	+7 ◆	+3 ◆

Organisational objectives and purpose

84%

+2

Difference from previous survey



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B06 I have a clear understanding of Transport Scotland's objectives	21	62	12			83%	+1	+2 ◆	-3 ◆
B07 I understand how my work contributes to Transport Scotland's objectives	24	61	10			85%	+2	+1	-2 ◆

All questions by theme

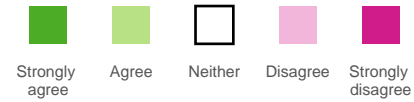
◆ indicates statistically significant difference from comparison
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My manager

71%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	23	48	17	7	5	71%	0	0	-5 ◆
B09	My manager is considerate of my life outside work	44	45	6			89%	-1	+3 ◆	0
B10	My manager is open to my ideas	38	48	7			86%	+1	+3 ◆	0
B11	My manager helps me to understand how I contribute to Transport Scotland's objectives	22	44	23	7		65%	-3	-2	-7 ◆
B12	Overall, I have confidence in the decisions made by my manager	33	45	13			78%	-2	+2 ◆	-2 ◆
B13	My manager recognises when I have done my job well	32	50	12			82%	-1	+2 ◆	-1
B14	I receive regular feedback on my performance	20	45	18	12	5	65%	-3 ◆	-3 ◆	-8 ◆
B15	The feedback I receive helps me to improve my performance	17	44	24	10	5	61%	0	-3 ◆	-8 ◆
B16	I think that my performance is evaluated fairly	22	50	19	5		72%	+1	+6 ◆	0
B17	Poor performance is dealt with effectively in my team	8	29	42	12	10	36%	-1	-4 ◆	-7 ◆

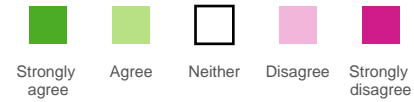
All questions by theme

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

My team

79%

-3 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

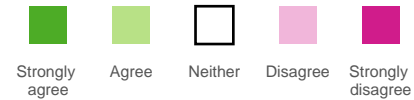
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	34	51	9	5	1	85%	-2 ◆	0	-2 ◆
B19	The people in my team work together to find ways to improve the service we provide	29	50	13	5	3	79%	-4 ◆	-3 ◆	-6 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	25	48	16	7	3	73%	-4 ◆	-4 ◆	-7 ◆

Learning and development

49%

-1 Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	12	49	25	11	3	61%	-2	-3 ◆	-8 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	39	36	13	6	47%	0	-7 ◆	-12 ◆
B23	There are opportunities for me to develop my career in Transport Scotland	9	36	31	15	9	45%	-2	-3 ◆	-11 ◆
B24	Learning and development activities I have completed while working for Transport Scotland are helping me to develop my career	9	34	38	13	6	43%	-1	-5 ◆	-10 ◆

All questions by theme

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Inclusion and fair treatment

80%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

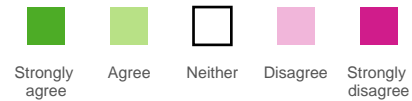
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	31	53	7	6	6	83%	-1	+3 ◆	-1
B26	I am treated with respect by the people I work with	32	53	8	8	6	85%	+1	0	-2 ◆
B27	I feel valued for the work I do	22	50	14	10	6	72%	+1	+5 ◆	0
B28	I think that Transport Scotland respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	29	49	15	10	6	78%	-2	+1	-2 ◆

Resources and workload

73%

-2

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29	I get the information I need to do my job well	13	59	18	9	6	72%	-2	+2	-3 ◆
B30	I have clear work objectives	15	60	14	8	6	75%	-1	-1	-5 ◆
B31	I have the skills I need to do my job effectively	27	62	9	9	6	89%	0	0	-3 ◆
B32	I have the tools I need to do my job effectively	17	61	15	6	6	78%	-1	+7 ◆	+1
B33	I have an acceptable workload	10	47	18	18	6	57%	-5 ◆	-3 ◆	-9 ◆
B34	I achieve a good balance between my work life and my private life	19	51	14	12	6	70%	-2	+1	-4 ◆

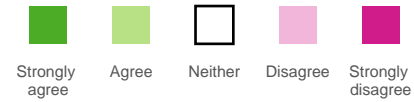
All questions by theme

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Pay and benefits

39%

+6 ◆ Difference from previous survey



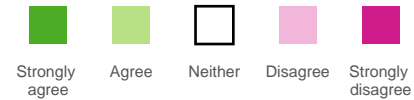
% Positive
Difference from previous survey
Difference from CS2018
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance	6	37	23	20	14	43%	+10 ◆	+12 ◆	+5 ◆
B36	I am satisfied with the total benefits package	7	34	30	18	10	41%	+1	+5 ◆	-2 ◆
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	28	28	21	17	34%	+8 ◆	+7 ◆	+1

Leadership and managing change

53%

-1 Difference from previous survey



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

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38	Senior Managers in Transport Scotland are sufficiently visible	14	50	18	14	5	64%	0	+2 ◆	-7 ◆
B39	I believe the actions of Senior Managers are consistent with Transport Scotland's values	10	50	31	5	5	61%	-1	+8 ◆	-1
B40	I believe that the Senior Management Team has a clear vision for the future of Transport Scotland	12	48	32	5	5	60%	+3	+12 ◆	+3 ◆
B41	Overall, I have confidence in the decisions made by Transport Scotland's Senior Managers	12	48	30	5	5	60%	+2	+12 ◆	+2
B42	I feel that change is managed well in Transport Scotland	5	31	33	23	7	37%	-4 ◆	+3 ◆	-5 ◆
B43	When changes are made in Transport Scotland they are usually for the better	5	32	46	12	5	37%	+1	+2 ◆	-5 ◆
B44	Transport Scotland keeps me informed about matters that affect me	9	54	23	9	5	64%	-3 ◆	+4 ◆	-2 ◆
B45	I have the opportunity to contribute my views before decisions are made that affect me	5	38	32	17	8	42%	-6 ◆	+2	-6 ◆
B46	I think it is safe to challenge the way things are done in Transport Scotland	6	47	26	14	7	53%	+1	+6 ◆	-1

All questions by theme

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

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B47 I am proud when I tell others I am part of Transport Scotland	15	49	27	7		64%	+1	-1	-6 ◆
B48 I would recommend Transport Scotland as a great place to work	15	49	25	9		64%	+1	+6 ◆	-1
B49 I feel a strong personal attachment to Transport Scotland	12	34	32	18		46%	-1	-6 ◆	-11 ◆
B50 Transport Scotland inspires me to do the best in my job	12	35	39	11		47%	-1	-3 ◆	-10 ◆
B51 Transport Scotland motivates me to help it achieve its objectives	10	38	36	13		48%	+2	+1	-6 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B52 I believe that Senior Managers in Transport Scotland will take action on the results from this survey	9	44	26	12	8	54%	-5 ◆	+4 ◆	-5 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	5	25	49	11	10	30%	-8 ◆	-6 ◆	-15 ◆

All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	27	61	7			88%	-2	-1	-2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	18	55	16	7		74%	-2	+2 ◆	-2 ◆
B56 In Transport Scotland, people are encouraged to speak up when they identify a serious policy or delivery risk	15	51	23	6	5	66%	0	-1	-7 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	15	50	18	11	6	65%	+1	-1	-4 ◆
B58 Transport Scotland is committed to creating a diverse and inclusive workplace	18	54	21	5		72%	+1	-3 ◆	-7 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 Senior Managers in Transport Scotland actively role model the behaviours set out in the Civil Service Leadership Statement	9	39	41	8		48%	-1	-1	-9 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	16	46	29	5		62%	-2	-6 ◆	-11 ◆

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	6	33	24	31	6	39%	+5 ◆	-12 ◆	-27 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	6	24	32	30	8	30%	+1	-12 ◆	-21 ◆

All questions by theme

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^ indicates a variation in question wording from your previous survey

Wellbeing

Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

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

	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	18	56	15	71%	+4 ◇	+5 ◇	+2
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	17	52	22	73%	0	+2 ◇	-1
W03 Overall, how happy did you feel yesterday?	16	23	44	16	60%	-4 ◇	-2	-5 ◇

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

	0-1	2-3	4-5	6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	19	28	20	33	33%	+5 ◇	0	+3 ◇

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave Transport Scotland as soon as possible		7%	+2	-1	-6
I want to leave Transport Scotland within the next 12 months		14%	-3	0	-5 ◇
I want to stay working for Transport Scotland for at least the next year		37%	+2	+3 ◇	-2 ◇
I want to stay working for Transport Scotland for at least the next three years		42%	-1	-2	-11 ◇

The Civil Service Code

Differences are based on '% Yes' score

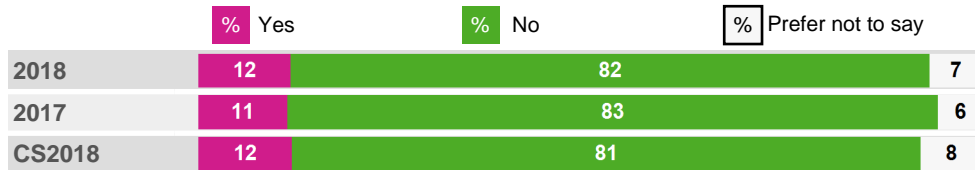
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	+2 ◇	0	-2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		32	68%	-6 ◇	+1	-5 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Transport Scotland it would be investigated properly?		25	75%	0	+5 ◇	-1

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Discrimination, harassment and bullying

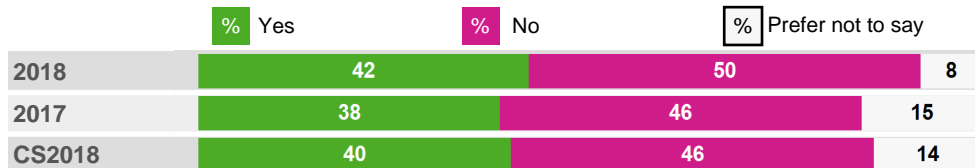
E01. During the past 12 months have you personally experienced discrimination at work?



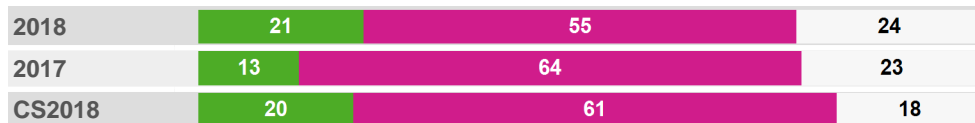
E03. During the past 12 months have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.
 E05. Did you report the bullying and harassment you experienced?



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



For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	12
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	28
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	10
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)

	Response Count
A colleague	--
Your manager	--
Another manager in my part of Transport Scotland	11
Someone you manage	--
Someone who works for another part of Transport Scotland	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

All questions by theme

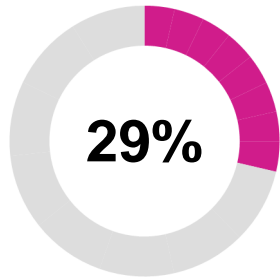
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Transport Scotland questions

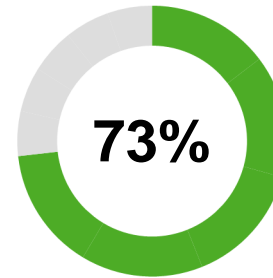
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	
F01	Consistently good people management is at the heart of the People Strategy so everyone is now expected to have a monthly conversation with their line manager about performance, priorities, wellbeing and development. Do you have monthly conversations?	Yes: 71% No: 29%						71%	-3 ◆
F02	(Please only answer if you selected Yes to F01) The monthly conversations I have with my manager give me the opportunity to talk about personal issues and wellbeing	32	56	8			88%	+7 ◆	
F03	(Please only answer if you selected Yes to F01) My manager and I discuss my learning and development as part of my monthly conversation	Yes: 77% No: 20% Don't know: 3%						77%	-5 ◆
F04	I have taken specific steps this year to carry out a self-assessment of my skills and have identified my learning priorities	Yes: 52% No: 43% Don't know: 5%						52%	New
F05	I have taken positive action this year to undertake learning to address my skills gaps to help with my current role	Yes: 64% No: 36%						64%	New
F06	I have taken positive action this year to undertake learning to address my skills gaps to help with my career development	Yes: 57% No: 43%						57%	New
F07	I am aware of the General Data Protection Regulation and understand the impact of it on the organisation	Yes: 98% No: 1% Don't know: 1%						98%	New
F08	As a result of previously published guidance, I am aware of my responsibilities as a Civil Servant when using social media for personal or professional use	Yes: 90% No: 6% Don't know: 4%						90%	New
F09	Overall I have confidence in the decisions made by my directorate head (TS Director)	21	51	21			73%	+7 ◆	
F10	Overall I have confidence in the decisions made by the Chief Executive	21	50	23			72%	+4 ◆	
F11	Overall I have confidence in the decisions made by the TS senior management team	17	48	27	5		65%	+2	
F12	The purpose of Transport Scotland's expansion and restructure has been clearly explained to me	14	40	26	14	6	54%	New	

Proxy Stress Index and PERMA Index

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



Difference from previous survey	0
Difference from CS2018	0
Difference from CS High Performers	-3 ✦



Difference from previous survey	0
Difference from CS2018	0
Difference from CS High Performers	-2 ✦

Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.

We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

% positive

B05	I have a choice in deciding how I do my work	84%
B08	My manager motivates me to be more effective in my job	71%
B18	The people in my team can be relied upon to help when things get difficult in my job	85%
B26	I am treated with respect by the people I work with	85%
B30	I have clear work objectives	75%
B33	I have an acceptable workload	57%
B45	I have the opportunity to contribute my views before decisions are made that affect me	42%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	85%

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

% positive

B01	I am interested in my work	89%
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	85%
W01	Overall, how satisfied are you with your life nowadays?	71%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	73%

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2017 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2018	The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2018 Civil Service People Survey.

Rounding

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

Statistical significance: ✨

Statistical testing has been carried out to identify statistically significant* differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results.

*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

The employee engagement index

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

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. A statistical technique (a form of regression) is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement': page 3 of this report shows the questions that had the strongest association with engagement in this unit.

Confidentiality

The survey was carried out as part of the 2018 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.

ORC's Privacy Policy (www.orcinternational.co.uk/privacy) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.