

✧ Statistically significant difference from comparison

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	-	-	-	-	-	-	60%	55%	62%	67%
My work	-	-	-	-	-	-	80%	73%	72%	78%
Organisational objectives and purpose	-	-	-	-	-	-	84%	86%	86%	94%
My manager	-	-	-	-	-	-	70%	60%	71%	79%
My team	-	-	-	-	-	-	85%	80%	82%	89%
Learning and development	-	-	-	-	-	-	54%	50%	53%	54%
Inclusion and fair treatment	-	-	-	-	-	-	74%	66%	79%	87%
Resources and workload	-	-	-	-	-	-	71%	65%	72%	75%
Pay and benefits	-	-	-	-	-	-	44%	56%	47%	60%
Leadership and managing change	-	-	-	-	-	-	50%	49%	62%	66%
<i>Response rate</i>	-	-	-	-	-	-	94%	100%	95%	93%



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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	B33 I have an acceptable workload	57%	-5 ◇	-4 ◇	-10 ◇
2	B03 My work gives me a sense of personal accomplishment	78%	+13 ◇	0	-2
3	B53 Where I work, I think effective action has been taken on the results of the last survey	46%	+4	+10 ◇	+1

## Discrimination, bullying and harassment

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



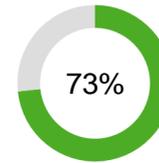
During the past 12 months have you personally experienced discrimination at work?



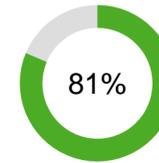
During the past 12 months have you personally experienced bullying or harassment at work?

## Wellbeing

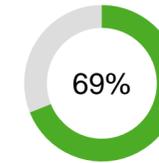
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)   
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



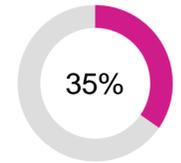
W01. Overall, how satisfied are you with your life nowadays?



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

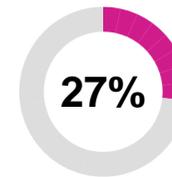


W03. Overall, how happy did you feel yesterday?

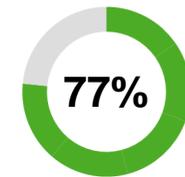


W04. Overall, how anxious did you feel yesterday?

## Proxy Stress Index

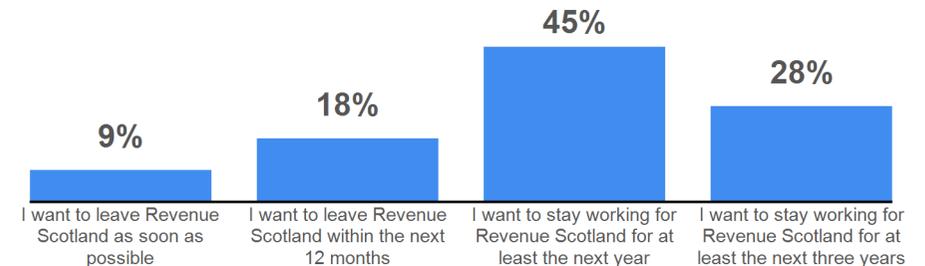


## PERMA Index

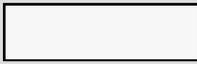
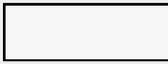
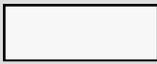
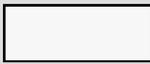


For further information about these indices, please refer to page 16.

## Your plans for the future



## Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B07	I understand how my work contributes to Revenue Scotland's objectives	 96%	B53	Where I work, I think effective action has been taken on the results of the last survey	 43%	B42	I feel that change is managed well in Revenue Scotland	 28%
B28	I think that Revenue Scotland respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	 95%	B24	Learning and development activities I have completed while working for Revenue Scotland are helping me to develop my career	 37%	B33	I have an acceptable workload	 25%
B09	My manager is considerate of my life outside work	 93%	B17	Poor performance is dealt with effectively in my team	 34%	B35	I feel that my pay adequately reflects my performance	 23%
B06	I have a clear understanding of Revenue Scotland's objectives	 92%	B23	There are opportunities for me to develop my career in Revenue Scotland	 34%	B43	When changes are made in Revenue Scotland they are usually for the better	 21%
B01	I am interested in my work	 89%	B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	 33%	B04	I feel involved in the decisions that affect my work	 21%

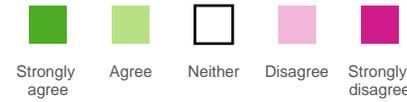
All questions by theme

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

**My work**

**78%**

+7 ◆ 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	53	37	7	1	1	89%	+2	0	-3 ◆
B02 I am sufficiently challenged by my work	38	38	9	7	8	76%	+6 ◆	-4 ◆	-7 ◆
B03 My work gives me a sense of personal accomplishment	30	47	12	7	4	78%	+13 ◆	0	-2
B04 I feel involved in the decisions that affect my work	28	43	8	14	7	71%	+13 ◆	+13 ◆	+8 ◆
B05 I have a choice in deciding how I do my work	37	41	8	7	8	78%	0	0	-3 ◆

**Organisational objectives and purpose**

**94%**

+8 ◆ 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
B06 I have a clear understanding of Revenue Scotland's objectives	41	51	5	1	1	92%	+9 ◆	+11 ◆	+6 ◆
B07 I understand how my work contributes to Revenue Scotland's objectives	47	49	1	1	1	96%	+6	+12 ◆	+9 ◆

All questions by theme

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**My manager**

**79%**

**+8** ◇ 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	45	33	13	5		78%	+7 ◇	+7 ◇	+2
B09	My manager is considerate of my life outside work	58	36				93%	+4 ◇	+8 ◇	+5 ◇
B10	My manager is open to my ideas	53	37	5			89%	+11 ◇	+7 ◇	+3 ◇
B11	My manager helps me to understand how I contribute to Revenue Scotland's objectives	46	37	11			83%	+9 ◇	+16 ◇	+11 ◇
B12	Overall, I have confidence in the decisions made by my manager	51	29	12	5		80%	+7 ◇	+4 ◇	0
B13	My manager recognises when I have done my job well	45	43	5			88%	+11 ◇	+8 ◇	+5 ◇
B14	I receive regular feedback on my performance	34	42	13	8		76%	+2	+9 ◇	+3 ◇
B15	The feedback I receive helps me to improve my performance	30	41	21	5		71%	+13 ◇	+7 ◇	+3
B16	I think that my performance is evaluated fairly	33	45	16			79%	+8 ◇	+12 ◇	+7 ◇
B17	Poor performance is dealt with effectively in my team	20	32	34	13		51%	+10 ◇	+11 ◇	+8 ◇

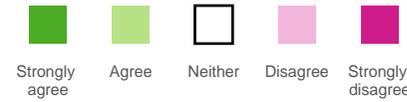
All questions by theme

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**My team**

**89%**

**+7** ◆ Difference from previous survey



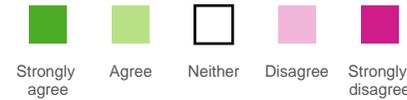
**% Positive**  
Difference from previous survey  
Difference from CS2018  
Difference from CS High Performers

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	53	37				89%	+3 ◆	+4 ◆	+2 ◆
B19	The people in my team work together to find ways to improve the service we provide	43	45	7			88%	+4 ◆	+6 ◆	+3 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	49	41	5			89%	+14 ◆	+13 ◆	+9 ◆

**Learning and development**

**54%**

**+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	17	51	21	8		68%	+3	+4 ◆	0
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	20	33	33	9	5	53%	+3	-1	-6 ◆
B23	There are opportunities for me to develop my career in Revenue Scotland	20	28	34	12	7	47%	-3	-1	-9 ◆
B24	Learning and development activities I have completed while working for Revenue Scotland are helping me to develop my career	18	28	37	9	8	46%	0	-1	-7 ◆

All questions by theme

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**Inclusion and fair treatment**

**87%**

**+8** ◆ 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
B25 I am treated fairly at work	41	46	7	5		87%	+2	+6 ◆	+3 ◆
B26 I am treated with respect by the people I work with	36	51	9			87%	+6 ◆	+2	-1
B27 I feel valued for the work I do	30	49	5	11	5	79%	+13 ◆	+11 ◆	+6 ◆
B28 I think that Revenue Scotland respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	46	49				95%	+9	+18 ◆	+15 ◆

**Resources and workload**

**75%**

**+3** ◆ 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
B29 I get the information I need to do my job well	20	53	15	9		73%	+5 ◆	+3 ◆	-2
B30 I have clear work objectives	20	50	20	9		70%	-6 ◆	-6 ◆	-10 ◆
B31 I have the skills I need to do my job effectively	36	54		7		89%	+8 ◆	+1	-2 ◆
B32 I have the tools I need to do my job effectively	25	50	12	11		75%	+4 ◆	+4 ◆	-2
B33 I have an acceptable workload	14	42	18	14	11	57%	-5 ◆	-4 ◆	-10 ◆
B34 I achieve a good balance between my work life and my private life	33	51	9	5		84%	+12 ◆	+15 ◆	+10 ◆

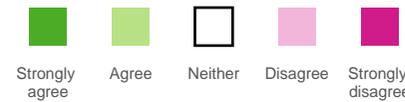
All questions by theme

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**Pay and benefits**

**60%**

**+13** ◆ 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
B35 I feel that my pay adequately reflects my performance	9	53	15	23		63%	+16 ◆	+32 ◆	+25 ◆
B36 I am satisfied with the total benefits package	11	54	25	11		64%	+9 ◆	+29 ◆	+21 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	11	42	28	17		53%	+15 ◆	+26 ◆	+20 ◆

**Leadership and managing change**

**66%**

**+4** ◆ 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
B38 Senior managers (C Band and Chief Exec) in Revenue Scotland are sufficiently visible	36	53	7			88%	-1	+27 ◆	+17 ◆
B39 I believe the actions of senior managers (C Band and Chief Exec) are consistent with Revenue Scotland's values	26	47	14	11		74%	+2	+21 ◆	+12 ◆
B40 I believe that the Senior Leadership Team (SLT) has a clear vision for the future of Revenue Scotland	24	41	17	12	5	65%	+3	+18 ◆	+9 ◆
B41 Overall, I have confidence in the decisions made by Revenue Scotland's senior managers (C Band and Chief Exec)	22	45	17	13		67%	+7 ◆	+19 ◆	+9 ◆
B42 I feel that change is managed well in Revenue Scotland	13	34	25	21	7	47%	+3	+14 ◆	+5 ◆
B43 When changes are made in Revenue Scotland they are usually for the better	13	40	25	19		53%	+3	+19 ◆	+11 ◆
B44 Revenue Scotland keeps me informed about matters that affect me	20	45	18	16		64%	-8 ◆	+5 ◆	-1
B45 I have the opportunity to contribute my views before decisions are made that affect me	14	49	16	14	7	63%	+13 ◆	+23 ◆	+15 ◆
B46 I think it is safe to challenge the way things are done in Revenue Scotland	24	47	12	11	7	71%	+16 ◆	+24 ◆	+17 ◆

**All questions by theme**

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**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 Revenue Scotland	25	39	28	5	5	64%	+4	-1	-6 ◆
B48 I would recommend Revenue Scotland as a great place to work	25	39	24	7	5	64%	0	+6 ◆	-1
B49 I feel a strong personal attachment to Revenue Scotland	23	35	28	11	5	57%	-5 ◆	+6 ◆	0
B50 Revenue Scotland inspires me to do the best in my job	20	40	27	9	5	60%	+17 ◆	+10 ◆	+3 ◆
B51 Revenue Scotland motivates me to help it achieve its objectives	24	37	23	12	5	61%	+13 ◆	+14 ◆	+7 ◆

**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 (C Band and Chief Exec) in Revenue Scotland will take action on the results from this survey	25	39	21	9	5	64%	-4	+15 ◆	+6 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	13	33	43	7	5	46%	+4	+10 ◆	+1

All questions by theme

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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	39	50				89%	+7 ◆	0	-1
B55 I believe I would be supported if I try a new idea, even if it may not work	34	41	12	11		75%	+6 ◆	+3 ◆	-1
B56 In Revenue Scotland, people are encouraged to speak up when they identify a serious policy or delivery risk	24	49	12	14		72%	+7 ◆	+5 ◆	-1
B57 I feel able to challenge inappropriate behaviour in the workplace	22	58	8	9		80%	+22 ◆	+15 ◆	+11 ◆
B58 Revenue Scotland is committed to creating a diverse and inclusive workplace	41	47		11		88%	+17 ◆	+13 ◆	+9 ◆

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 (C Band and Chief Exec) in Revenue Scotland actively role model the behaviours set out in the Civil Service Leadership Statement	18	49	21	8		67%	+7 ◆	+18 ◆	+10 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	33	49	9	7		82%	+14 ◆	+14 ◆	+9 ◆

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'	9	46	29	13		55%	+15 ◆	+5 ◆	-11 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	9	42	33	12		51%	+16 ◆	+9 ◆	+1

All questions by theme

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Wellbeing

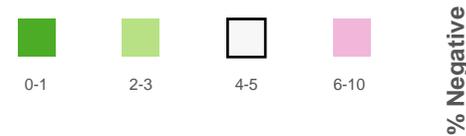
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile')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



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?	7	20	56	17	73%	0	+7 ◆	+4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	15		60	21	81%	0	+10 ◆	+7 ◆
W03 Overall, how happy did you feel yesterday?	11	20	47	22	69%	-1	+6 ◆	+4 ◆

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



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?	20	33	12	35	35%	-9 ◆	+2	+5 ◆

## All questions by theme

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### Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave Revenue Scotland as soon as possible		<b>9%</b>	-3	+2	-3
I want to leave Revenue Scotland within the next 12 months		<b>18%</b>	+1	+4	-1
I want to stay working for Revenue Scotland for at least the next year		<b>45%</b>	+2	+10 ◇	+5 ◇
I want to stay working for Revenue Scotland for at least the next three years		<b>28%</b>	0	-16 ◇	-25 ◇

### The Civil Service Code

Differences are based on '% Yes' score

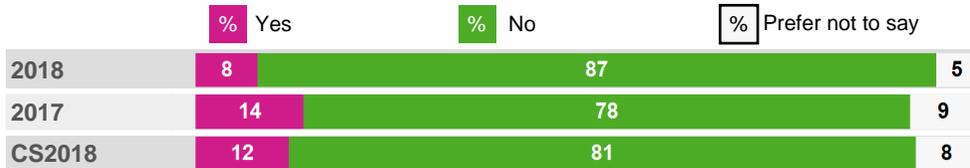
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		<b>91%</b>	-1	-1	-4	
D02. Are you aware of how to raise a concern under the Civil Service Code?		<b>76%</b>	-5 ◇	+9 ◇	+3 ◇	
D03. Are you confident that if you raised a concern under the Civil Service Code in Revenue Scotland it would be investigated properly?		<b>84%</b>	+6 ◇	+13 ◇	+8 ◇	

## All questions by theme

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### Discrimination, harassment and bullying

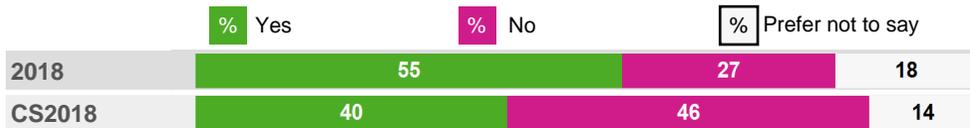
E01. During the past 12 months have you personally experienced discrimination at work?



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



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



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



For respondents who selected 'Yes' to question E01.

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

	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	--
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	--
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 Revenue Scotland	--
Someone you manage	--
Someone who works for another part of Revenue 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

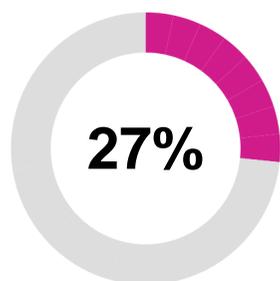
◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

Revenue Scotland questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	Everyone is expected to have a monthly conversation with their line manager about performance priorities, wellbeing and development. Do you have a monthly conversation with your manager?	Yes: 87%		No: 13%			87%	+5 ◆
F02	The monthly conversations I have with my line manager are useful	20	57	16	5		76%	+4 ◆
F03	My manager and I discuss my wellbeing as part of the monthly conversations	28	58	8	5		86%	+10 ◆
F04	My team's work is prioritised in a way that means I can realistically deliver what is expected of me	24	47	11	13	5	71%	-5 ◆
F05	My manager encourages me to make time for my learning and development ('learning and development' includes on the job learning, observation, feedback, mentoring and coaching as well as formal classroom-based activity)	25	54	14			79%	+8 ◆
F06	The spaces in my workplace help me work together with others	27	44	17	5	7	71%	+11 ◆
F07	I am able to make good use out of the facilities offered in the spaces I work in	27	43	23			69%	+3

## 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	-4 ◇
Difference from CS2018	-2 ◇
Difference from CS High Performers	0

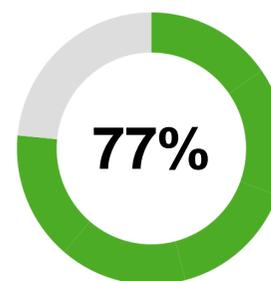
### Proxy Stress Index

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.

#### % positive

B05	I have a choice in deciding how I do my work	78%
B08	My manager motivates me to be more effective in my job	78%
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	87%
B30	I have clear work objectives	70%
B33	I have an acceptable workload	57%
B45	I have the opportunity to contribute my views before decisions are made that affect me	63%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	82%



Difference from previous survey	+3 ◇
Difference from CS2018	+3 ◇
Difference from CS High Performers	+2 ◇

### 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	78%
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?	73%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	81%

## 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 <b>Theme score % positive</b> ).
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. The 'CS High Performer' comparator for the Proxy Stress Index has been corrected (reissued 23/11/2018).

### 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](http://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.