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Scottish Executive Employee Survey 2006

Results Report

Submitted to

Office of Chief Researcher

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1.1   Response Rate

This year's survey received a response rate of 69%, which is higher than the response rate achieved in 2005 (65%) and higher than the average response for surveys of this kind conducted in other Central Government organisations (65%). It is also above the average across all UK organisations (60%).

1.2   Progress on the Corporate Priorities Identified in 2005

The analysis of the 2005 survey results enabled the SE to identify the following 4 corporate priorities for improvement action:

1.2.1   Senior Management

Perceptions of senior managers do not appear to have changed substantially since 2005, with most senior management questions showing no change since 2005. Overall, 46% of respondents feel senior managers are sufficiently visible in the organisation, which is the same result as in 2005 and may explain why their perceptions of senior managers generally have changed little. Therefore it would seem that any action taken on this corporate priority has had little impact so far.

1.2.2   Internal Communications

There have been some improvements in perceptions of internal communication within the SE with several communication questions receiving higher percentage positive results this year than in 2005. There have been particular improvements in respondents feeling they have the opportunity to contribute their views to decisions that will affect their work (52% positive compared to 45% in 2005) and changes being explained to staff so they understand them before they are implemented (40% positive compared to 33% in 2005). However, the key question identified in 2005 as a communication area for action, "I think that generally the different parts of this organisation communicate effectively with one another", has seen little change since 2005 with just 23% agreeing this is the case compared to 24% in 2005.

1.2.3   Valuing staff

There has been an improvement in positive responses to the question "I believe I am valued for what I can offer the organisation" (55% positive compared to 50% in 2005). This is more positive than the Central Government benchmark comparison (43%).   Linked to this, a larger proportion of respondents than in 2005 (30% positive) feel appropriately awarded for their performance in the organisation. However, there has been a 2 percentage point decline in the proportion of respondents who feel poor performance is dealt with effectively where they work with only 24% of respondents feeling this is the case.

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1.2.4   Financial Management

There has been little change in perceptions of financial management within the SE with the only noticeable change in result being a decline in the perception that checks are made about the available budget before money is committed (50% positive compared to 54% in 2005). However the low positive response to questions about financial management is in the main driven by high neutral responses and is an indication that respondents are unsure or unaware of how finances are managed within the SE.
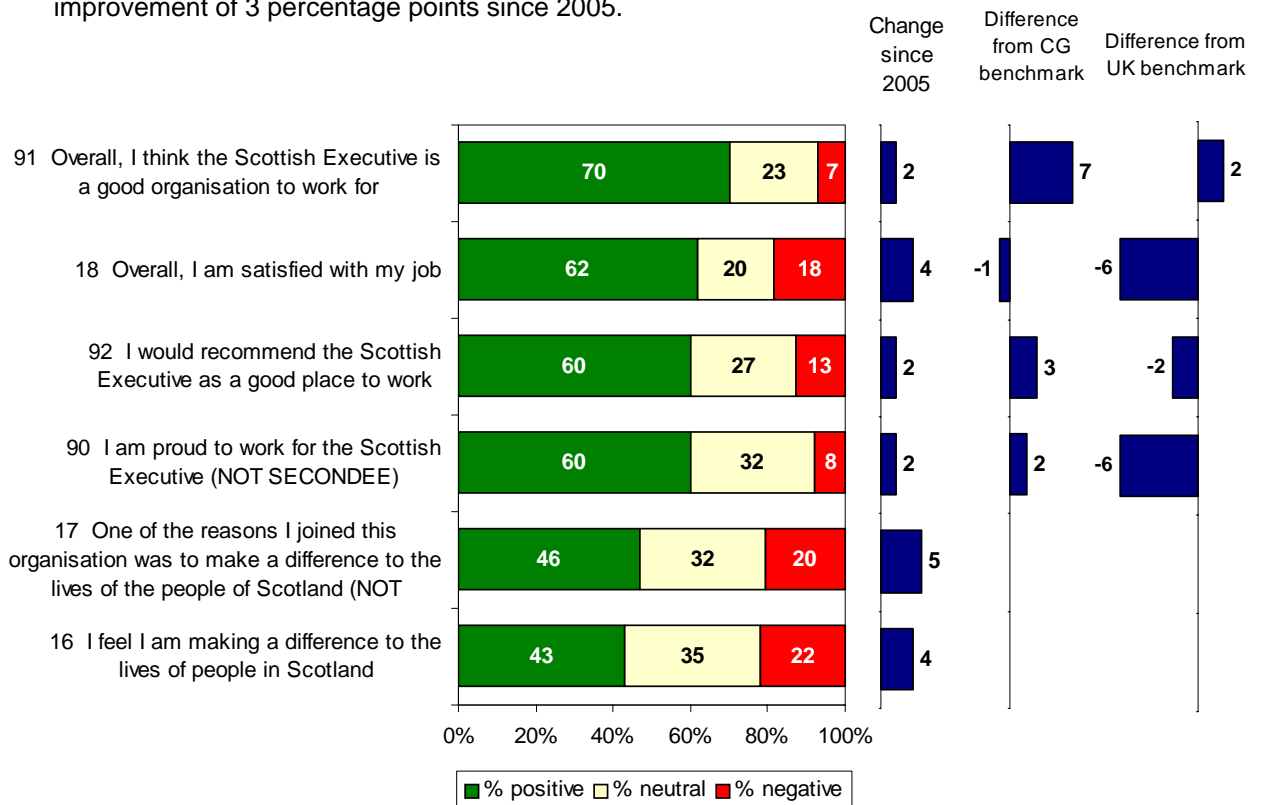
1.3   Employee Engagement

A set of 6 questions have been identified as measuring employee engagement, to measure respondents' attachment to the Scottish Executive.   Engagement goes beyond satisfaction and can be defined as employees' willingness and ability to invest their personal effort in the success of the organisation. This can be framed in terms of ORC International's 'say, stay and strive' engagement principles:

SAY: Do staff advocate the organisation as a place to work and as a provider of services?

STAY: Are staff committed to the organisation - do they intend to stay and are they committed to continuing their careers with the organisation?

STRIVE: Do staff 'go the extra mile at work' - do they invest their discretionary effort in the success of the organisation?

The graph below lists the results of the 6 engagement questions used to measure levels of engagement amongst respondents. The overall engagement score for 2006 is 57%, which is an improvement of 3 percentage points since 2005.

	% positive	% neutral	% negative	Change since 2005	Difference from CG benchmark	Difference from UK benchmark
91 Overall, I think the Scottish Executive is a good organisation to work for	70	23	7	2	7	2
18 Overall, I am satisfied with my job	62	20	18	4	-1	-6
92 I would recommend the Scottish Executive as a good place to work	60	27	13	2	3	-2
90 I am proud to work for the Scottish Executive (NOT SECONDEE)	60	32	8	2	2	-6
17 One of the reasons I joined this organisation was to make a difference to the lives of the people of Scotland (NOT	46	32	20	5		
16 I feel I am making a difference to the lives of people in Scotland	43	35	22	4		

0%   20%   40%   60%   80%   100%

■ % positive □ % neutral ■ % negative

1.3.1   Key Drivers of Engagement

The engagement questions are overall measures of the 'output' of whether employees are engaged and give an indication of the level of engagement amongst staff. However, the engagement questions are not directly actionable to try to improve the results and so we need to identify what issues influence employees to be more or less engaged with the SE. Therefore statistical analysis called Key Driver Analysis has been conducted to identify the key drivers of engagement to help prioritise areas for improvement i.e. which issues to take action on will have the biggest positive impact on levels of engagement.

The Key Drivers for the SE this year are the same key drivers identified in the analysis of the 2005 results and are listed below. The key drivers of engagement that the SE is performing least well on should be considered as key priorities for improvement action.

- I feel that positive action has been taken following the last Employee Survey in 2005 (28% positive – 52% neutral);

- The SE as a whole is well managed (36% positive);

- I believe I have the opportunity for personal development and growth in the SE (51% positive);

- I believe I am valued for what I can offer the organisation (55% positive);

- My work gives me a feeling of personal achievement (60% positive).

Throughout the report the engagement questions are highlighted with blue text and the key drivers of engagement are highlighted with red text.

1.4   Key Strengths

The key strengths continue to build on those identified in 2005. There has been improvement in all the key strength areas with the addition of 'Making good use of skills and abilities' to the list this year.

Team working: The majority of respondents (84%) feel their team co-operates to get the work done and most respondents (63%) feel their line manager encourages the team to work together to do a good job.

Line management: As was the case in 2005, results indicate positive line management relationships with 76% respondents indicating they have a good working relationship with their line manager.

Influence: Most respondents (76%) feel they can influence how they do their job and are fully involved in setting their work objectives (76%).

Treatment of staff: Most respondents (75%) feel they are treated with fairness and respect and feel the organisation respects individual differences (75%).

Having and making good use of skills and abilities: Most respondents (80%) feel they and staff they manage have the skills they need to achieve their objectives and an above average proportion of respondents (75%) feel their job makes good use of their skills and abilities.

1.5 Opportunities for Improvement

1.5.1 Poor performing Key Drivers of Engagement

Performance management: Perceptions of the opportunities for personal development and growth (51%) and career progression (44%) are quite poor, which is of concern considering satisfaction with opportunities for personal development and growth within the SE has been identified as a key driver of engagement. Linked to this is the fact that it seems that more needs to be done to ensure performance reviews are used not just to assess past performance but then to help respondents identify how to develop further. These issues may also be driving the fact that few respondents believe poor performance is dealt with effectively.

Senior Management: Results concerning senior management elicited high neutral scores, and over a third of respondents do not feel senior managers are sufficiently visible in the organisation. It would appear that the lack of visibility from senior managers is affecting how respondents perceive their ability to manage the organisation well (36%), and the level of confidence staff have in senior management (36%). Furthermore, perceptions of how well managed the organisation is a key driver of engagement and so it is important to tackle these issues with the aim of improving levels of engagement.

Communication: Just 23% of respondents believe different parts of the organisation communicate effectively with each other and respondents took the opportunity at the end of the questionnaire to suggest that improving communication between departments/divisions and also between management and staff would make the SE a better place to work.

Taking positive action on the results of the survey: Possibly linked to both the senior management and communication issues is the fact that only 28% of respondents feel positive action took place as a result of the last survey. Perceptions of taking positive action on the results of the survey is a key driver of engagement with the SE and so it is important that not only are positive actions taken as a result of this survey but that any action taken or not taken is communicated effectively to all staff.

1.5.2 Other Opportunities for Improvement

Financial management: Perceptions of how finances are managed within the SE are quite negative with very low positive responses to all questions about financial management in the survey. However there also appears to be a general lack of awareness of how finances are managed as these questions received very high neutral responses.

Working environment: Overall perceptions of the working environment are quite poor with a decline in satisfaction (64%) with the information and communication technology (ICT/IT) and noticeably below average proportions of respondents (54%) feeling their physical working environment allows them to be productive in their job.

Engagement amongst band A and B respondents: Band A and B respondents are generally less positive than band C and SCS respondents throughout the survey results and in particular are far less engaged with the SE than band C and SCS respondents - engagement index scores are far lower for band A and B respondents than band C and SCS respondents. Therefore it is crucial that improvement actions are focused towards these groups and that they are communicated with effectively to ensure they are aware of what is happening.

1.6 Section Scores

The overall percentage positive scores for each section of attitudinal questions within the questionnaire are listed in the graph below:

Note: The 2006 questionnaire included one financial management* question and 2 communication** questions not asked in 2005.

1.7 Trend Comparisons

Where possible, comparisons with previous years are made throughout the report and the graphs display comparisons specifically with 2005 to track and monitor improvement or decline on the previous year's performance.

There are 77 questions that are comparable to those asked in the 2005 survey and of those:

- 44 have improved by more than 1 percentage point

- 20 are in line with the 2005 results

- 13 have declined by more than 1 percentage point

Of the 44 questions that have improved, the 7 questions showing the most significant improvement on the 2005 results are:

- I feel positive action has been taken following the last Employee Survey in 2005 (28% positive, an improvement of 16 percentage points since 2005);

- I have the opportunity to contribute my views to decisions that will affect my work (52% positive, an improvement of 7 percentage points since 2005);

- Changes are explained to me so that I understand them before they are implemented (40% positive, an improvement of 7 percentage points since 2005);

- I feel I have job security (69% positive, an improvement of 6 percentage points since 2005);

- Information about what's going on in the organisation is relevant to me/my work (66% positive, an improvement of 5 percentage points);

- I believe I am valued for what I can offer the organisation (55% positive, an improvement of 5 percentage points since 2005);

- Information about what's going on in the organisation is communicated in a way that helps me to do my work (49% positive, an improvement of 5 percentage points).

Of the 13 questions that have declined, the 5 questions showing the most significant decline on the 2005 results are:

- I am satisfied with the training I received for my present job including coaching and on-the-job training (56% positive, a decline of 4 percentage points since 2005);

- I am satisfied with the information and communication technology (ICT/IT) in the Scottish Executive (64% positive, a decline of 3 percentage points since 2005);

- In my experience internal colleagues with specialist expertise are involved at appropriate stages in the development and delivery of policies (61% positive, a decline of 3 percentage points since 2005);

- I feel that I have the knowledge and skills I need to achieve my objectives (80% positive, a decline of 3 percentage points since 2005);

- Poor performance is dealt with effectively where I work (24% positive, a decline of 2 percentage points since 2005);

1.8   External Benchmark Comparisons

The results of the SE survey have been compared to two external benchmarks, where possible: the ORC International Central Government benchmark and the overall UK benchmark for all UK organisations. A list of all questions which can be compared to the benchmarks is in Appendix 2.

Of the 35 questions asked within the 2006 questionnaire that can be compared to questions within ORC International's ORC Perspectives benchmark database:

- 14 have results at least 5 percentage points higher than the Central Government benchmark;

- 17 are in line with the Central Government benchmark;

- 3 have results at least 5 percentage points lower than the Central Government benchmark;

- 1 benchmark question has not been asked by enough Central Government organisations to be able to calculate a norm.

The 14 questions that are notably higher than the Central Government benchmark are:

- I feel that I have job security (69% positive, 18 percentage points higher than the Central Government benchmark);

- The Scottish Executive does a good job of keeping me informed about matters affecting me (61% positive, 12 percentage points higher than the Central Government benchmark);

- I believe I am valued for what I can offer the organisation (55% positive, 12 percentage points higher than the Central Government benchmark);

- I have the opportunity to contribute my views to decisions that will affect my work (52% positive, 9 percentage points higher than the Central Government benchmark);

- I think this organisation respects individual differences (e.g. cultures, working styles, backgrounds and ideas) (75% positive, 8 percentage points higher than the Central Government benchmark);

- My job makes good use of my skills and abilities (75% positive, 7 percentage points higher than the Central Government benchmark);

- Overall, I think the Scottish Executive is a good organisation to work for (70% positive, 7 percentage points higher than the Central Government benchmark);

- I think it is safe to speak up and challenge the way things are done in the SE (51% positive, 7 percentage points higher than the Central Government benchmark);

- Senior Managers are sufficiently visible in this organisation (46% positive, 7 percentage points higher than the Central Government benchmark);

- The Scottish Executive as a whole is well managed (36% positive, 7 percentage points higher than the Central Government benchmark);

- I believe there are opportunities to progress in my career in the Scottish Executive, Agencies and Associated Departments (NOT SECONDEE) (44% positive, 6 percentage points higher than the Central Government benchmark);

- I am confident that, on important matters, my feelings and thoughts are communicated upwards by my manager (61% positive, 6 percentage points higher than the Central Government benchmark);

- Our team co-operates to get the work done (84% positive, 5 percentage points higher than the Central Government benchmark);

- I feel the level of stress in my job has a negative effect on my work (46% positive i.e. those that disagree with the statement, 5 percentage points higher than the Central Government benchmark).

The 3 questions that are notably below the Central Government benchmark are:

- The physical working environment allows me to be productive in my job (54% positive, 9 percentage points below the Central Government benchmark);

- Poor performance is dealt with effectively where I work (24% positive, 7 percentage points below the Central Government benchmark).

- My line manager communicates effectively to give me the information I need to do a good job (62% positive, 5 percentage points below the Central Government benchmark).

In comparison to the UK benchmarks:

- 6 have results at least 5 percentage points higher than the UK benchmark

- 17 are in line with the UK benchmark

- 12 have results at least 5 percentage points lower than the UK benchmark

The 6 questions that are notably higher than the UK benchmark are:

- I feel that I have job security (69% positive, 15 percentage points higher than the UK benchmark);

- The Scottish Executive does a good job of keeping me informed about matters affecting me (61% positive, 11 percentage points higher than the UK benchmark);

- My work gives me a feeling of personal accomplishment (60% positive, 9 percentage points higher than the UK benchmark);

- I have the opportunity to contribute my views to decisions that will affect my work (52% positive, 9 percentage points higher than the UK benchmark);

- I think this organisation respects individual differences (e.g. cultures, working styles, backgrounds and ideas) (75% positive, 5 percentage points higher than the UK benchmark);

- I am confident that, on important matters, my feelings and thoughts are communicated upwards by my manager (61% positive, 5 percentage points higher than the UK benchmark).

The 12 questions that are notably below the UK benchmark are:

- My last performance review helped me to identify ways I can develop further (44% positive, 16 percentage points below the UK benchmark);

- Overall I have confidence in the senior managers in the Scottish Executive (36% positive, 11 percentage points below the UK benchmark);

- The physical working environment allows me to be productive in my job (54% positive, 11 percentage points below the UK benchmark);

- Overall, the team is well managed (62% positive, 11 percentage points below the UK benchmark);

- My work gives me a feeling of personal achievement (60% positive, 9 percentage points below the UK benchmark);

- I am satisfied with the training I received for my present job including coaching and on-the-job training (56% positive, 8 percentage points below the UK benchmark);

- I feel that change is managed well in the Scottish Executive (26% positive, 7 percentage points below the UK benchmark);

- I receive regular and constructive feedback on my performance (50% positive, 7 percentage points below the UK benchmark);

- Overall, I am satisfied with my job (62% positive, 6 percentage points below the UK benchmark);

- I believe I have the opportunity for personal development and growth in the SE (51% positive, 6 percentage points below the UK benchmark);

- I am proud to work for the SE (NOT SECONDEE) (60% positive, 6 percentage points below the UK benchmark);

- My line manager communicates effectively to give me the information I need to do a good job (62% positive, 6 percentage points below the UK benchmark);

2   Introduction

2.1   Survey Objectives

This report presents the results of the Scottish Executive (SE) 2006 Employee Survey, covering all 7,413 staff and secondees in the Core Departments and Agencies/Associated Departments. It was issued for 2 ½ weeks from 25 September to 13 October 2006. The development and running of the questionnaire and on-line survey were conducted in-house by the Office of the Chief Researcher (OCR), with ORC International working on the analysis and reporting elements of the survey.

The Executive has undertaken an annual survey amongst staff employed within the organisation, its Agencies and Associated Departments since 2000. In 2005, a review of the survey was conducted in order to address the declining response rate. The review highlighted that the survey had lost credibility because of its perceived lack of focus, commitment from management and visible action.

The result of this review saw the implementation of a new five year survey plan, which involved a rebranding of the survey from staff survey to Employee Survey, a proactive marketing campaign to encourage participation, redesign of the survey content to focus on issues concerning employee engagement and a new survey process which included a greater focus on action planning and action monitoring.

The aim of the survey is to provide a comprehensive picture of employees' perceptions of the SE and measure the level of employee engagement with the organisation and identify the priorities for improvement throughout the organisation.

2.2   The Questionnaire

The emphasis of the questionnaire concerns how engaged staff are with the organisation and what factors encourage or hinder this. In order that responses to the questions can be tracked during the 5 year survey plan, the majority of the questions in the 2006 questionnaire have remained the same as those in the 2005 questionnaire.

2.3   Distribution and Return Process

All staff and secondees within the main SE (Core Departments and Agencies/Associated Departments) were included in the survey conducted by the SE, using a mainly online methodology.   Paper based questionnaires were distributed where staff did not have access to the computer network or for the Agencies/Associated Departments that chose not to take part in the online survey. ORC International provided second class reply paid envelopes for questionnaires to be returned directly to ORC International. Once returned, responses in the questionnaires were data entered and themed according to ORC International's strict quality control procedures. The questionnaire for inward secondees had some questions omitted that were not directly relevant to them – these questions are marked 'not secondee' in this report.

3   Understanding this Report

The term "Scottish Executive" or "SE" is used to include all Core Departments and Scottish Executive Agencies and Associated Departments that took part in the 2006 Employee and Secondee Surveys.

The term "Core" is used to include all Core Departments respondents including those seconded into those Departments.

The term "Agencies and Associated Departments" or "Agencies" is used to include all those employees in an SE Agency or Associated Department, along with those seconded.

Results from both the Core, Agencies and Secondee surveys have been combined and those who took part are collectively referred to as "respondents" for reporting purposes.

3.1   Percentage Positive/Agree Responses

In the main, results are reported as "percentage positive" (or "percentage favourable"). For all of the positively phrased questions, this indicates the percentage of respondents who selected an "agree/strongly agree" response. For negatively worded questions, the score stated relates to respondents who selected a "disagree/strongly disagree" response.

It should be noted that in some cases when numbers are rounded off to the nearest whole number, the total percentages may not always add up to 100%.

3.2   Benchmark Comparisons

Throughout the report, the SE's results where possible are compared with external benchmark scores calculated from ORC International's ORC *Perspectives* database. ORC *Perspectives* currently holds the survey results from over 200 organisations, representing the views of over 1.4 million employees and so gives a robust indication of typical levels of satisfaction. To ensure that the most meaningful comparison was made, results are compared to the Central Government benchmark and overall UK benchmark (all public and private sector organisations across the UK contained in ORC *Perspectives*). A list of all questions that can be compared to the benchmarks is in Appendix 2.

The results have also been compared to the results of the previous employee survey where possible.

3.3   Demographic Differences

The results from the survey were analysed by each of the demographic questions asked in the questionnaire. The number of responses upon which data is based is important, particularly when looking at group comparisons. It should be noted that:

- Data based upon a small number of responses should be treated with caution as each individual response has a large impact on the group score.

- Data based on less than 10 respondents is not reported both for reasons of statistical reliability and anonymity of respondents.

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4   Results in Detail

This part of the report discusses the findings from the 2006 survey in detail. Each section is discussed in turn, chronologically as featured in the questionnaire. Where applicable, comparisons are made with the external benchmarks and 2005 survey results. Interesting and informative demographic differences are also referred to where relevant.

Note: in the graphs presenting benchmark information, a '0' indicates there is no difference between the SE result and the benchmark. Where there is no value shown next to a question, for the difference from the benchmarks, this means that there is no benchmark comparison available for that question.

4.1   Me and My Job

4.1.1   Job Satisfaction
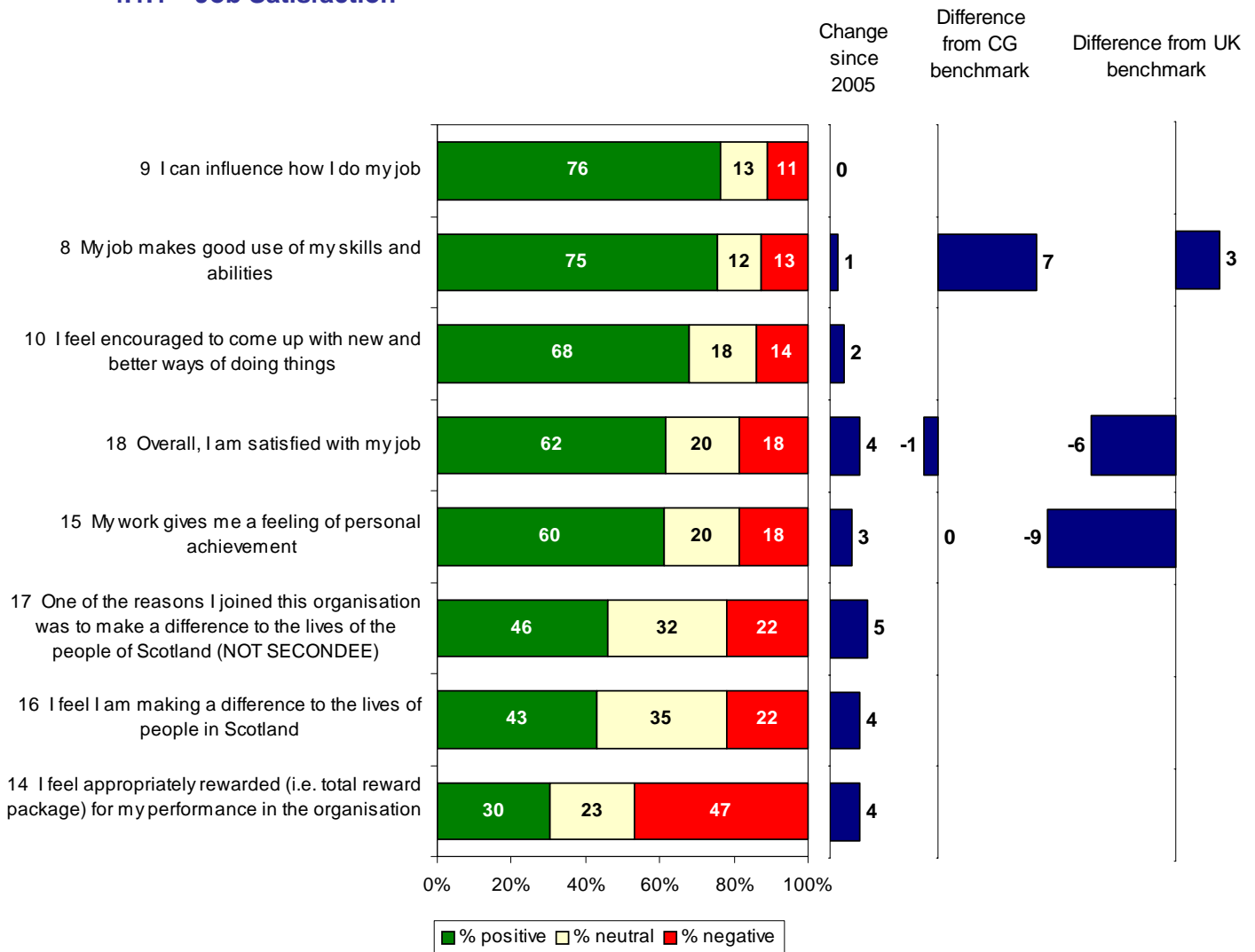
Overall job satisfaction amongst respondents has improved since 2005, with just under two thirds of respondents (62%) indicating they are satisfied with their job, which is an improvement of 4 percentage points since 2005. However, this is still slightly below the Central Government benchmark and below the UK benchmark. The overall job satisfaction question is an engagement question as described in section 1.3 and the Key Driver Analysis shows that feeling a sense of personal achievement in their work is a Key Driver of engagement. The result for this question as shown in the previous graph is also scoring below the Central Government and UK benchmarks. Therefore to improve levels of job satisfaction, taking action to help improve respondents' feeling of personal achievement in their job should be considered.

Perceptions of whether respondents feel a sense of personal achievement from their job vary considerably across Core Departments as shown in the graph below:

15 My work gives me a feeling of personal achievement

- - - = SE overall 60%
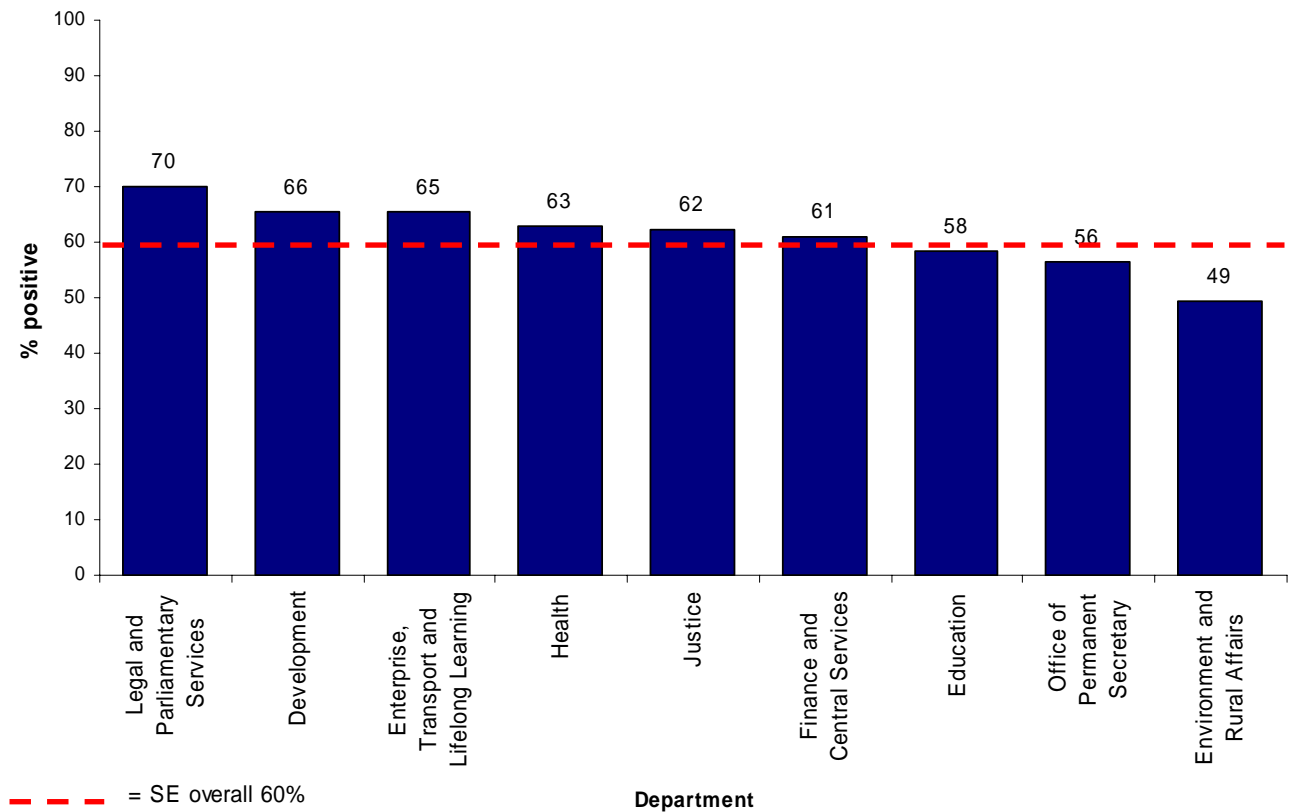
There is a high level of satisfaction with the extent to which respondents feel they can influence how they do their job; 76% gave a positive response to this question which is one of the most positive results from the survey and has not changed since 2005. When looking at the results for sub-groups, perhaps unsurprisingly, band C and SCS respondents are more positive than respondents at band A and B as shown in the graph overleaf.

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"I can influence how I do my job" - by band

= SE overall 76%
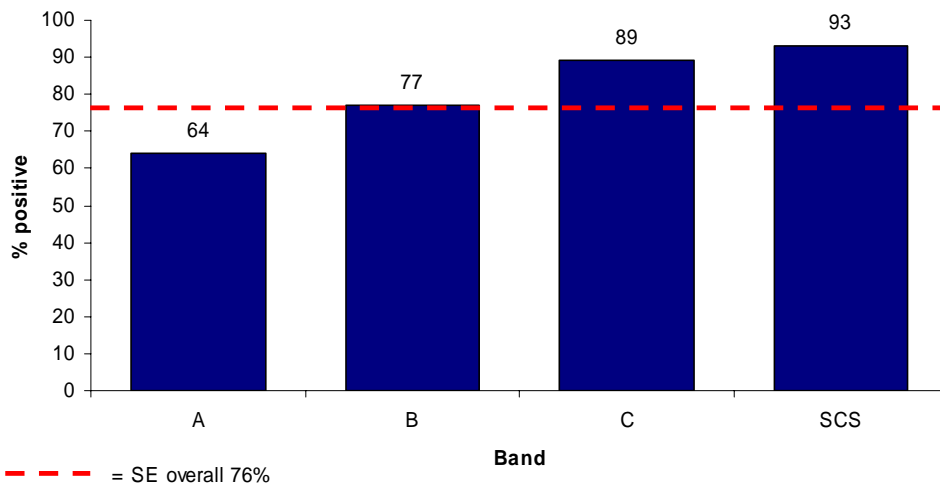
It is also positive that 75% of respondents feel their job makes good use of their skills and abilities, which is an increase of 1 percentage point since 2005 and higher than the Central Government and UK benchmarks (68% and 72% respectively). When looking at the results for sub-groups, band C and SCS respondents are more likely than other respondents to feel they can make good use of their skills and abilities (87% and 90% respectively), whilst just 62% of band A respondents feel they can.

It is of concern that only 30% of respondents feel appropriately rewarded for their performance in the organisation (i.e. total reward package). Although this is an improvement of 4 percentage points since 2005, there is still room for improvement as almost half of respondents (47%) do not feel appropriately rewarded. The fact that so few respondents feel appropriately rewarded may explain why only just over half of respondents (55%) feel valued by the SE (see section 4.10.1). When looking at the results for sub-groups, responses to this question vary greatly between respondents at different bands with band C and SCS respondents responding far more positively than other respondents as shown in the graph below:

"I feel appropriately rewarded (i.e. total reward package) for my performance in the organisation" - by band

= SE overall 30%
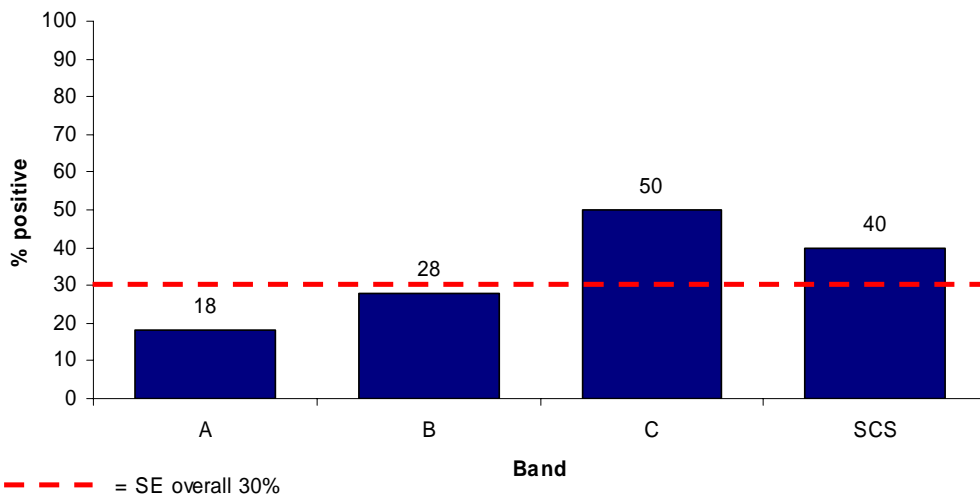
Respondents from the Environment and Rural Affairs Department are the least likely respondents to feel appropriately rewarded for their performance (22% positive, an improvement of 2 percentage points since 2005), whilst respondents from the Legal and Parliamentary Service are the most positive (45% positive, an improvement of 10 percentage points since 2005).

The other two engagement questions included in this section, "I feel I am making a difference to the lives of people in Scotland" and "One of the reasons I joined this organisation was to make a difference to the lives of the people of Scotland" received quite low positive responses (43% and 46% respectively). The low positive responses are being driven by high neutral responses, which may be an indication that some respondents are not sure if they are making a difference to the lives of people in Scotland or feel that some things they do have an impact whilst others don't. However, although these results are quite poor, they have shown some improvement since 2005. When looking at the results for sub-groups, the responses to these questions vary greatly by band with band C and SCS respondents responding far more positively than other respondents as shown in the graph below:
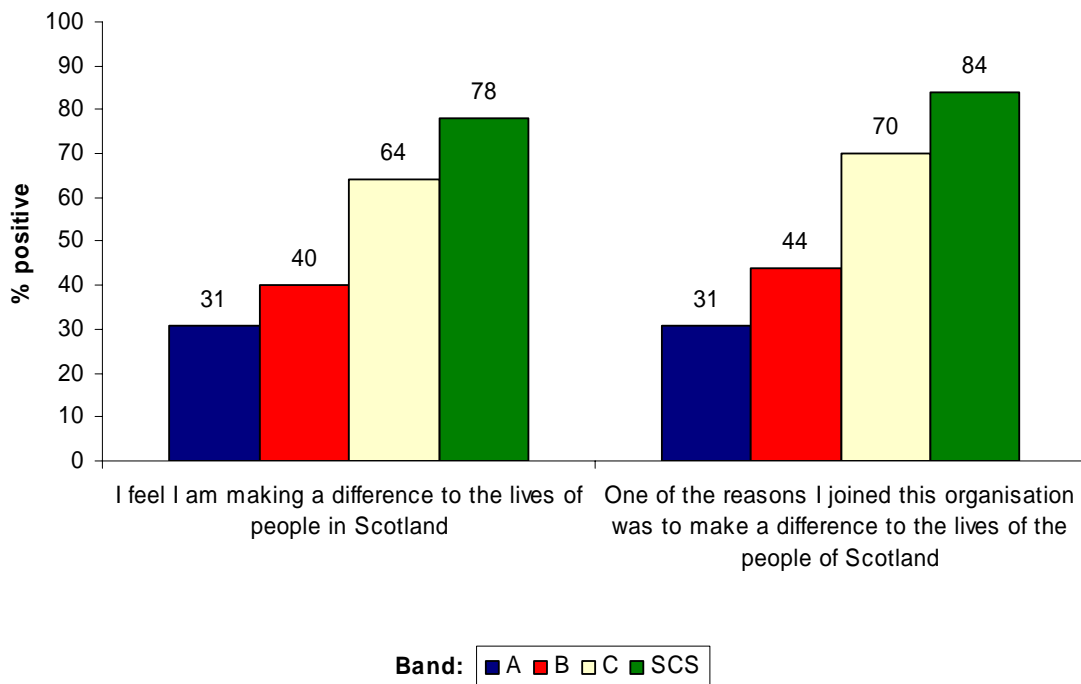
Respondents working alternative patterns are less likely than other respondents to have joined the organisation to make a difference to the lives of people in Scotland (39% compared to 44% of respondents not working alternative working patterns). In addition, Agency respondents are less likely than Core respondents to have joined their organisation to make a difference to the lives of people in Scotland (40% compared to 48% of Core respondents).

Interestingly, it seems the less time respondents have spent working for the SE the more likely they are to have joined the organisation to make a difference to the lives of people in Scotland. The graph overleaf shows a breakdown of these responses by length of service.

"One of the reasons I joined this organisation was to make a difference to the lives of the people of Scotland" - by length of service
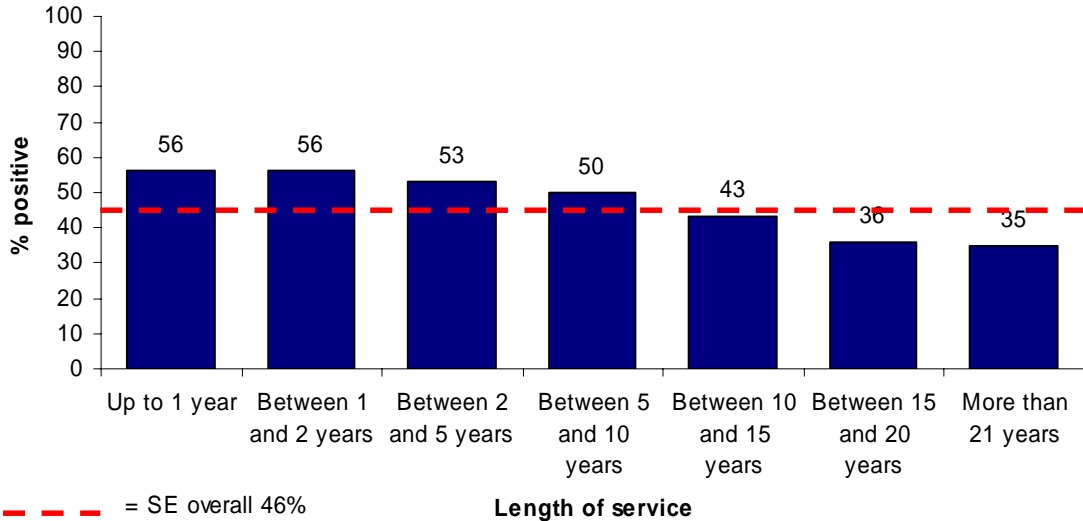
- - - = SE overall 46%

4.1.2 Work Load and Work Life Balance
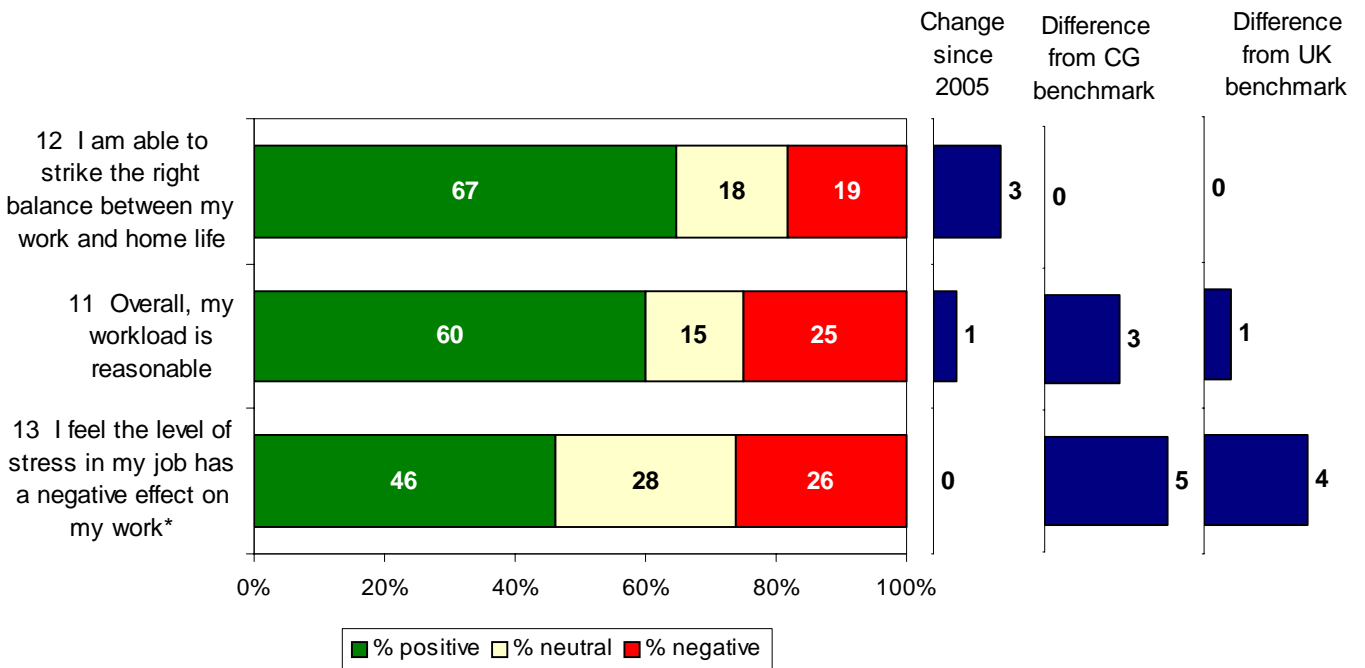
Overall perceptions of work life balance and workload have improved slightly since 2005. In particular the fact that two thirds of respondents (67%) feel able to strike the right balance between their work and home life shows an improvement of 3 percentage points since 2005 and is in line with both the Central Government and UK benchmarks. When looking at the results for sub-groups, as would be hoped, respondents with alternative working patterns are more likely than other staff to feel able to strike the right balance (71% compared to 66% of respondents not working alternative working patterns).

Overall 60% of respondents feel their workload is reasonable which is in line with the Central Government and UK benchmarks and the 46% of respondents feeling the level of stress in their job does not have a negative effect on their work is just above the benchmarks. However, when looking at the results for sub-groups, line managers and more senior respondents are less likely to be satisfied with their workload and ability to strike the right balance between their work and home life. Just 55% of line managers compared to 64% of other respondents feel their workload is reasonable and 59% of line managers compared to 73% of other respondents feel able to strike the right balance between their work and home life. The graph below shows the breakdown of the workload and work life balance questions by band.
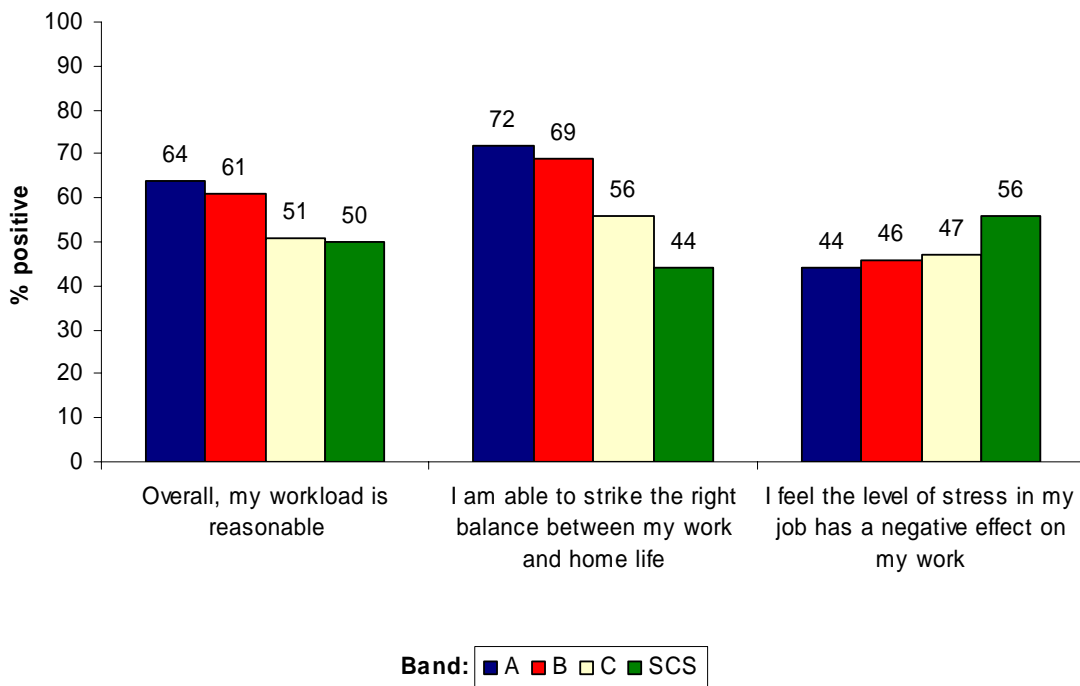
Interestingly, although more senior respondents are less likely to feel their workload is reasonable or to feel they can balance their work and home life, there is little difference in response by band to the question about feeling the level of stress in their job has a negative effect on their work. In fact it seems more senior respondents are slightly more positive than other respondents. This may be due to them having a different view of what is expected of them.

When looking at the differences between particular sub groups, respondents who class themselves as permanent are more likely than respondents on fixed term contracts to feel the level of stress in their job has a negative effect on their work (45% positive compared to 60% of fixed term respondents).

Interestingly, although Borders/South West respondents are the least positive about the influence they can have on how they do their work, they are more positive than other respondents about being able to strike the right balance between their work and home life.

4.2 My Line Manager

	Change since 2005	Difference from CG benchmark	Difference from UK benchmark

	% positive	% neutral	% negative	Change since 2005	Difference from CG benchmark	Difference from UK benchmark
30 I have a good working relationship with my manager	81	14	5	0		
22 My line manager is open and honest with me	75	17	8	0		
21 My line manager recognises and acknowledges when I have done my job well	73	16	11	0	2	2
31 My line manager makes me feel an important part of the team	70	20	10	2		
32 My line manager encourages the team to work together to do a good job	63	24	13	1		
33 Overall, the team is well managed	62	22	16	1	-3	-11
23 My line manager communicates effectively to give me the information I need to do a good job	62	22	16	0	-5	-6
24 I am confident that, on important matters, my feelings and thoughts are communicated upwards by my manager	61	24	15	2	6	5
20 My line manager motivates and inspires me to be more effective in my job	56	26	18	2	2	-1

■ % positive □ % neutral ■ % negative

Overall perceptions of line management are quite positive and have improved slightly since 2005. Most respondents (81%) feel they have a good working relationship with their line manager and this is one of the most positive results from the survey. In addition, around three quarters of respondents feel their line manager is open and honest with them and recognises and acknowledges when they have done their job well (73%).

When looking at the results for sub-groups, it seems Core respondents are more likely than Agency respondents to feel their line manager is open and honest, recognises and acknowledges when they do their job well and makes them feel an important part of the team as shown in the graph overleaf.
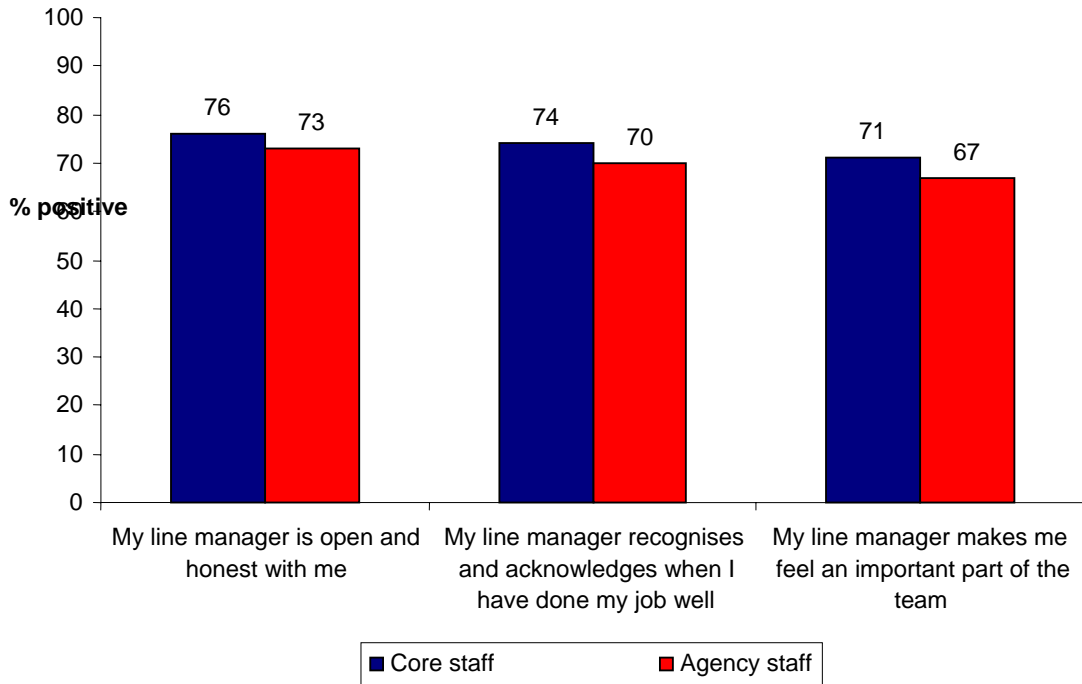
However, although general perceptions of line management are positive, a below average proportion of respondents feel their team is well managed overall (62% positive, 3 percentage points below the Central Government benchmark and 11 percentage points below the UK benchmark). Also, just 62% of respondents feel their line manager communicates effectively to give them the information they need to do a good job, which is also lower than the Central Government and UK benchmarks (67% and 68% respectively). Interestingly however, although a similar proportion of respondents feel confident that, on important matters, their manager communicates their thoughts and feelings upwards (61%), this result is more positive than the Central Government and UK benchmarks (55% and 56% respectively).

4.2.1 Performance Management

	Change since 2005	Difference from CG benchmark	Difference from UK benchmark

Bar chart data:

Q	Statement	% positive	% neutral	% negative	Change since 2005	Difference from CG benchmark	Difference from UK benchmark
25	I am fully involved in setting my work objectives	76	16	8	0		
26	My objectives clearly set out what is expected of me in my job	71	18	11	0		
27	I felt that my performance was accurately reflected at the conclusion of the performance review process	66	20	14	0		
29	I believe my line manager takes a genuine interest in my development	61	25	14	0		
37	I receive regular and constructive feedback on my performance	50	30	20	2	-2	-7
28	My last performance review helped me to identify ways I can develop further	44	36	20	-1		-16

Legend: ■ % positive ■ % neutral ■ % negative

Perceptions of performance management are very similar to those in 2005. It is encouraging that most respondents (76%) are fully involved in setting their work objectives and therefore feel their objectives clearly set out what is expected of them in their job (71% positive). When looking at the results for sub-groups, band C and SCS respondents are more likely than other respondents to feel they are fully involved in setting their work objectives as shown in the graph overleaf:

"I am fully involved in setting my work objectives" - by band

= SE overall 76%
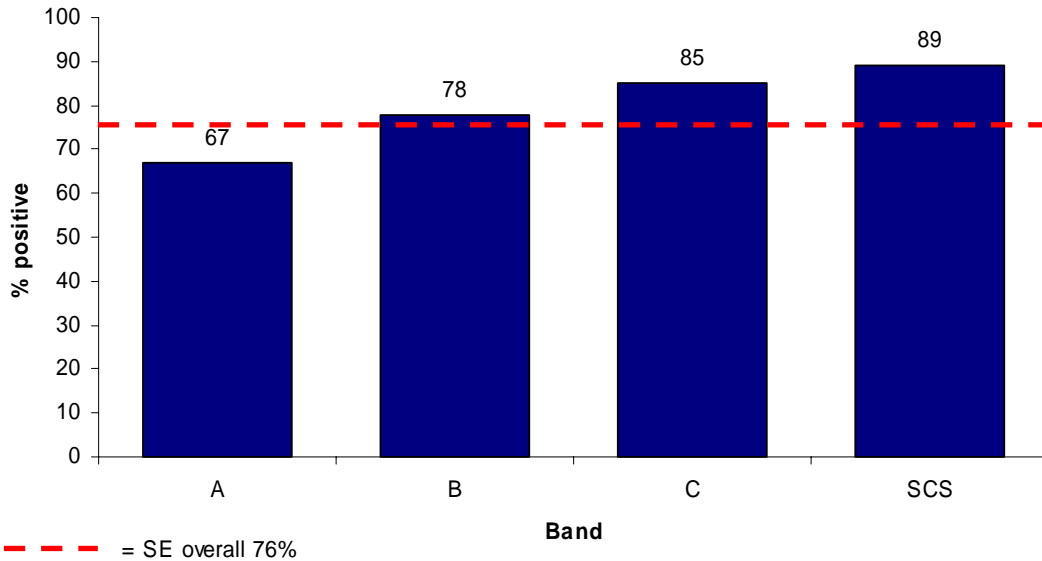
A larger proportion of Core respondents than Agency respondents feel fully involved in setting their work objectives (78% positive compared to 73% of Agency respondents). Respondents with alternative working patterns are less likely than other respondents to feel their objectives clearly set out what is expected of them in their job (66% positive compared to 72% of respondents not working alternative working patterns).

Although over two thirds of respondents (66%) felt their performance was accurately reflected at the conclusion of the performance review process, it seems more needs to be done to ensure the performance reviews are then used to help respondents identify ways they can develop further as only 44% of respondents feel this happened during their last review. This is also substantially less positive than the UK benchmark (60%). This may explain why perceptions of opportunities for personal development and growth and career development are so poor, as explained later in this report (see Section 4.4).

4.3   My Team and Work Area

	Change since 2005	Difference from CG benchmark	Difference from UK benchmark

35 Our team co-operates to get the work done: % positive 84, % neutral 10, % negative 6 | Change since 2005: 0 | Difference from CG benchmark: 5 | Difference from UK benchmark: 4

40 I understand how my work contributes to the objectives of the Scottish Executive: % positive 80, % neutral 15, % negative 5 | Change since 2005: -1 | Difference from CG benchmark: 1 | Difference from UK benchmark: -2

38 My ideas and suggestions are given fair consideration in my work area: % positive 73, % neutral 19, % negative 8 | Change since 2005: 0

36 Our team regularly looks for better ways of working with stakeholders/customers: % positive 68, % neutral 23, % negative 9 | Change since 2005: 1

39 I contribute to business planning in my work area: % positive 53, % neutral 25, % negative 22 | Change since 2005: 2

Legend: ■ % positive □ % neutral ■ % negative

Perceptions of team working is a clear strength for the SE with most respondents (84%) indicating that their team co-operates to get the work done, which is the most positive result from the survey. This may be partly due to encouragement from line managers for teams to work together to do a better job as it was seen previously that 63% of respondents feel this is the case (see Section 4.2). In addition, 80% of respondents understand how their work contributes to the objectives of the their organisation, which is also one of the most positive results from the survey, although just slightly lower than the UK benchmark (82%) and in-line with the Central Government benchmark (79%).

Although we've seen that most respondents feel they are fully involved in setting their job objectives, fewer respondents contribute to business planning in their work area (53% positive), although this has improved by 2 percentage points since 2005. Core respondents are more likely than Agency respondents to contribute to business planning in their work area (55% positive compared to 49% of Agency respondents). When looking at the results for sub-groups, it is interesting that although Agency respondents are less likely than Core respondents to contribute to business planning, they are more likely to understand how their work contributes to the objectives of their Agency (85% positive compared to 78% of Core respondents). Females are less likely than males to contribute to the business planning in their work area (49% positive compared to 59% of males).

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As may be expected, the more senior respondents have a greater understanding of their contribution to the organisation and have a greater contribution to the business planning. The graph overleaf shows the breakdown of these responses by band.

Band: ■ A ■ B □ C ■ SCS
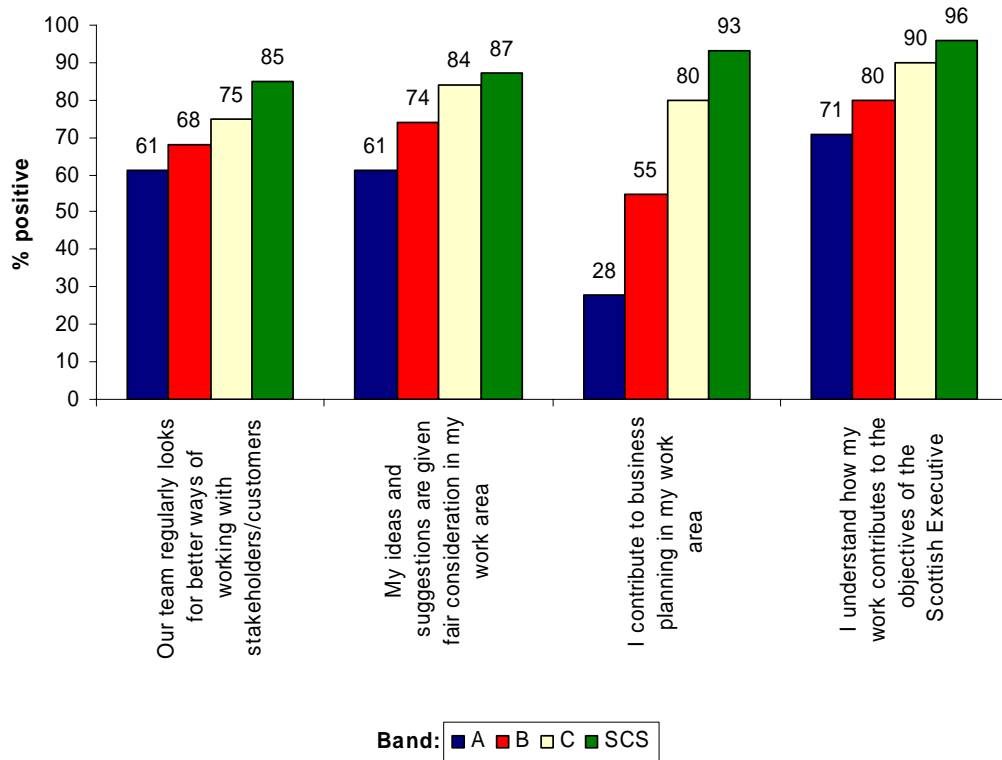
It is positive that almost three quarters of respondents feel their ideas and suggestions are given fair consideration in their work area. Responses to this question vary by Department as shown in the graph below, with respondents from the Legal and Parliamentary Services Department responding most positively and respondents from the Environment and Rural Affairs Department responding least positively.

38 My ideas and suggestions are given fair consideration in my work area

— — — = SE overall 73%	**Department**

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4.4   My Development and Career

	Change since 2005	Difference from CG benchmark	Difference from UK benchmark

42 I feel that I have the knowledge and skills I need to achieve my objectives: 80 / 13 / 7 — Change since 2005: -3

43 The people I line manage have the knowledge and skills they need to deliver on objectives: 80 / 12 / 8 — Change since 2005: 0

46 I feel that I have job security: 69 / 18 / 13 — Change since 2005: 6; Difference from CG benchmark: 18; Difference from UK benchmark: 15

44 My performance has improved as a result of skills I have developed over the past year: 56 / 31 / 13 — Change since 2005: -1; Difference from CG benchmark: 1; Difference from UK benchmark: 0

41 I am satisfied with the training I received for my present job including coaching and on-the-job training: 56 / 23 / 21 — Change since 2005: -4; Difference from CG benchmark: 2; Difference from UK benchmark: -9

47 I believe I have the opportunity for personal development and growth in the Scottish Executive: 51 / 27 / 22 — Change since 2005: 1; Difference from CG benchmark: 2; Difference from UK benchmark: -6

45 I believe there are opportunities to progress in my career in the Scottish Executive, Agencies and Associated Departments (NOT SECONDEE): 44 / 23 / 33 — Change since 2005: 3; Difference from CG benchmark: 6; Difference from UK benchmark: 2

■ % positive □ % neutral ■ % negative

Perceptions amongst respondents about their development and career are quite mixed. Although most respondents feel they have the knowledge and skills they need to achieve their objectives and those who manage staff also feel their staff have the knowledge and skills they need, there were far less positive responses to questions about having the opportunity for personal development and growth and opportunities to progress their career.

Although most respondents (80%) feel they have the knowledge and skills they need to achieve their objectives, when looking at the results for sub-groups, those working alternative working patterns are less likely to feel this is the case than other respondents (77% positive compared to 81% of respondents not working alternative working patterns).

It is encouraging that there has been a noticeable improvement in the feeling of job security with over two thirds of respondents (69%) feeling they have job security, which is an improvement of 6 percentage points and substantially higher than the Central Government and UK benchmarks (51% and 54% respectively). Perceptions of job security are more positive the more senior the respondent is as shown in the graph overleaf:

**"I feel that I have job security" - by band**

= SE overall 69%
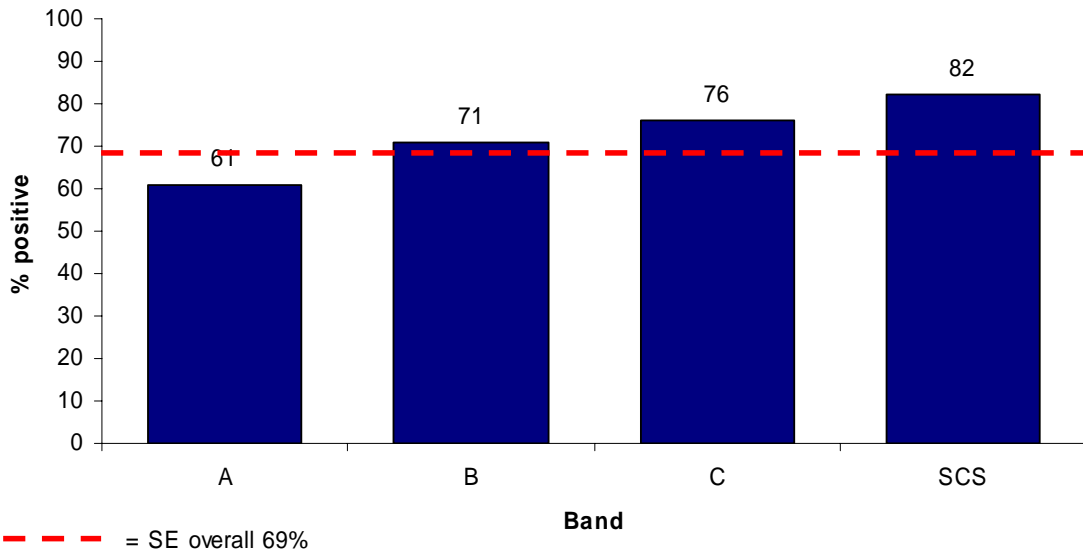
There has been a decline in satisfaction with the training received for their present job including coaching and on-the-job training with 56% of respondents indicating they are satisfied, a decline of 4 percentage points since 2005. Whilst this result is in line with the Central Government benchmark, it is noticeably lower than the UK benchmark (64%). Interestingly, Agency respondents are more satisfied than Core respondents with the training they have received (60% positive compared to 55% of Core respondents).

The key area for concern within this section of questions is the poor perception of the opportunities available for personal development and growth. Just 51% of respondents believe they have the opportunity for personal development and growth within the SE, which although in line with the 2005 result and the Central Government benchmark, is lower than the UK benchmark (57%). This question has also been found to be a key driver of engagement amongst SE respondents and therefore it is important that this issue is considered for action to improve engagement levels within the SE. This result is also reflected by the fact that just 44% of respondents believe there are opportunities to progress in their career in the SE, Agencies and Associated Depts. When looking at the results for sub-groups, the results vary to this question noticeably by band as shown in the graph overleaf with band A respondents being noticeably less positive than other respondents.
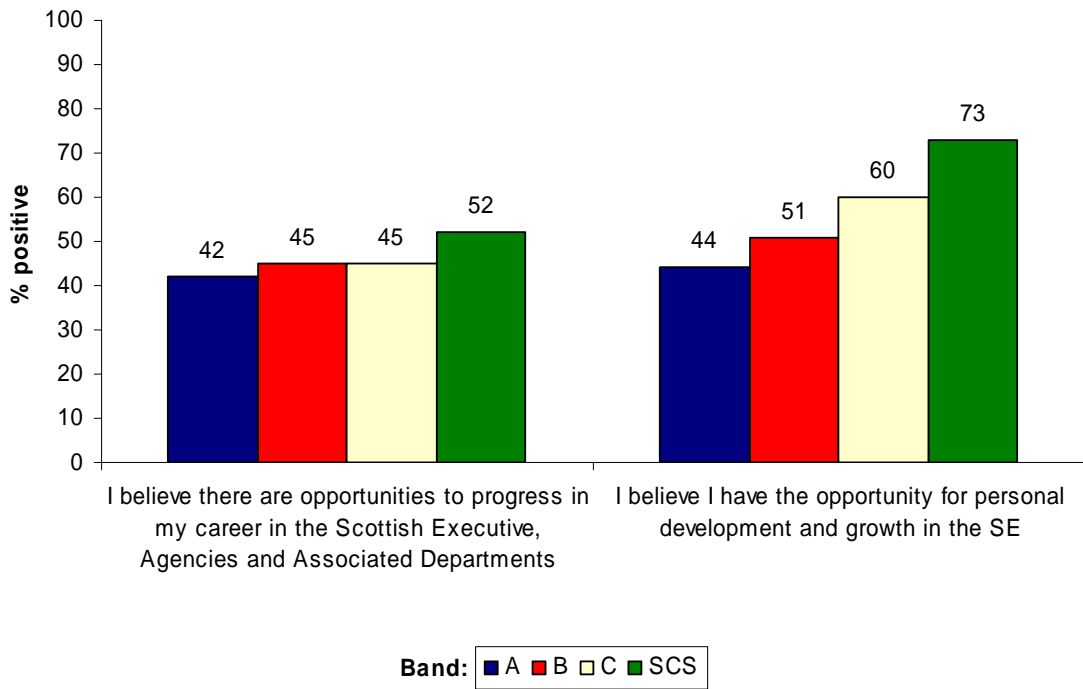
Band: ■ A ■ B □ C ■ SCS

Perceptions of the opportunities for career progression and personal development and growth also vary by length of service and it seems the longer a respondent works for the SE the less likely they are to feel they have opportunities for personal development and growth and career progression. These results broken down by length of service are shown in the graph below:

Length of service

■ I believe there are opportunities to progress in my career in the Scottish Executive, Agencies and Associated Departments

■ I believe I have the opportunity for personal development and growth in the SE
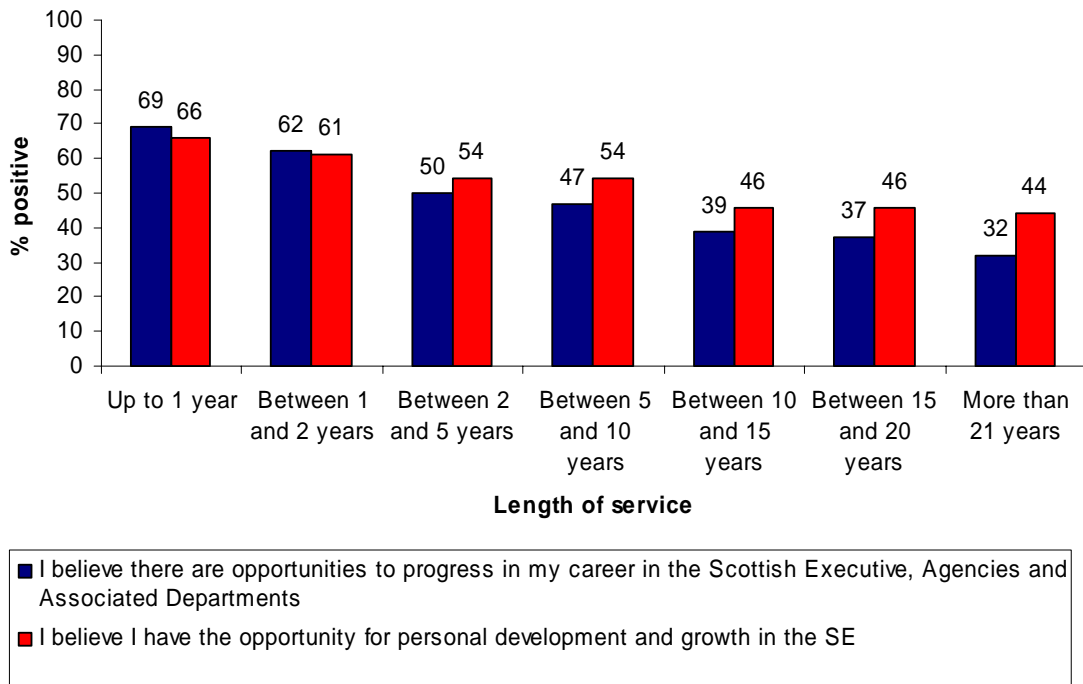
In addition, it also seems that gay men are less likely than heterosexual/straight respondents to feel they have the opportunity for personal development and growth in the SE (37% positive compared to 54% of heterosexual/straight respondents).

Perceptions of opportunities for career progression and personal development and growth also vary between departments as shown in the graph below, with the Enterprise, Transport and Lifelong Learning Department results being the most positive and the Environment and Rural Affairs Department the least positive.
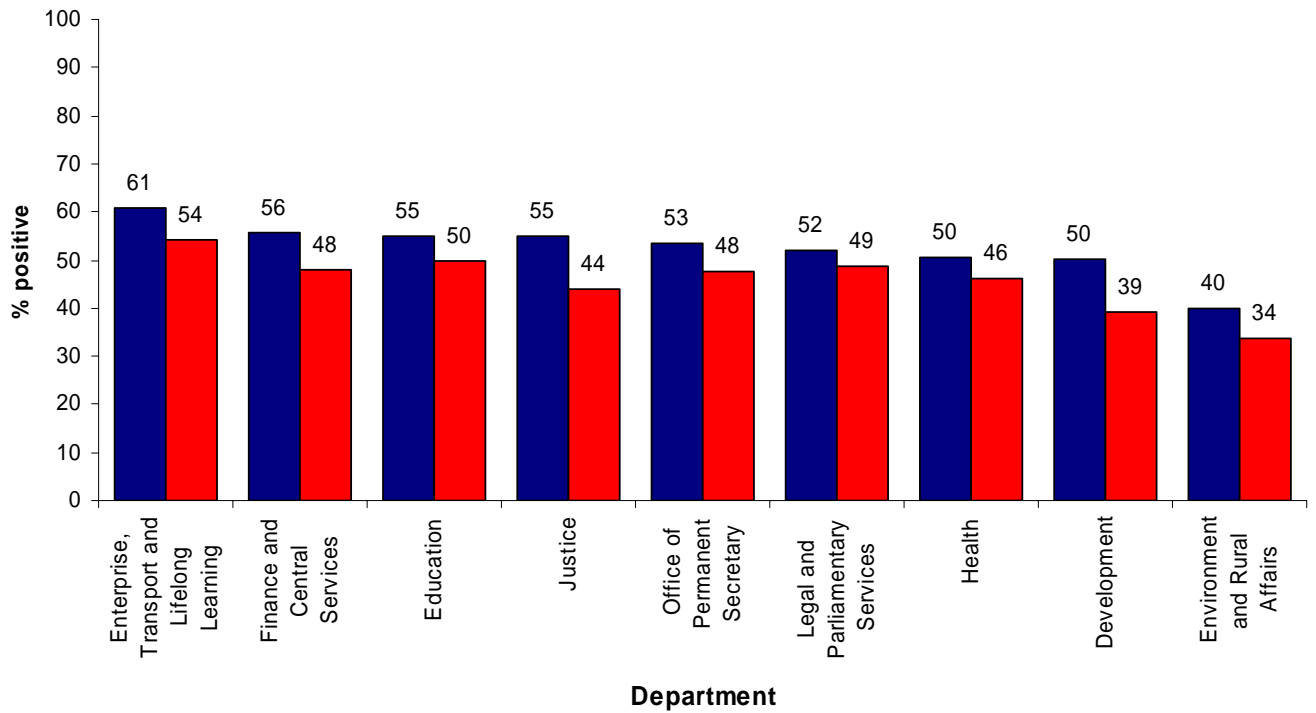
- 47 I believe I have the opportunity for personal development and growth in the Scottish Executive

- 45 I believe there are opportunities to progress in my career in the Scottish Executive, Agencies and Associated Departments (NOT SECONDEE)

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4.5   My Working Environment

	Change since 2005	Difference from CG benchmark	Difference from UK benchmark

52 I am satisfied with the information and communication technology (ICT/IT) in the Scottish Executive

| 64 | 20 | 16 | **-3** |

50 If I have a Health & Safety concern I know it will be acted upon

| 61 | 30 | 9 | **1** |

51 In my experience the Scottish Executive takes account of its impact on the environment

| 59 | 31 | 9 | **4** |

48 The physical working environment allows me to be productive in my job

| 54 | 27 | 19 | **2** | **-9** | **-11** |

0%   20%   40%   60%   80%   100%

■ % positive □ % neutral ■ % negative

Overall perceptions of the working environment are quite poor with a decline in satisfaction with the information and communication technology (ICT/IT) and noticeably below average proportions of respondents feeling their physical working environment allows them to be productive in their job. Although this latter result has improved by 2 percentage points since last year with just over half of respondents indicating satisfaction with their working environment (54%), the fact that the result is so far below the Central Government and UK benchmarks is an area for concern.

If respondents had indicated they did not feel their working environment allows them to be productive in their job they were asked to indicate what aspects of their working environment they have concerns about. They were given a list from which to choose their areas of concern and the graph overleaf lists the most frequently selected areas for concern. Temperature and ventilation, noise levels and the availability of meeting rooms seem to be the main areas for concern amongst respondents not happy with their working environment.

Working environment - number of times each area for concern was selected
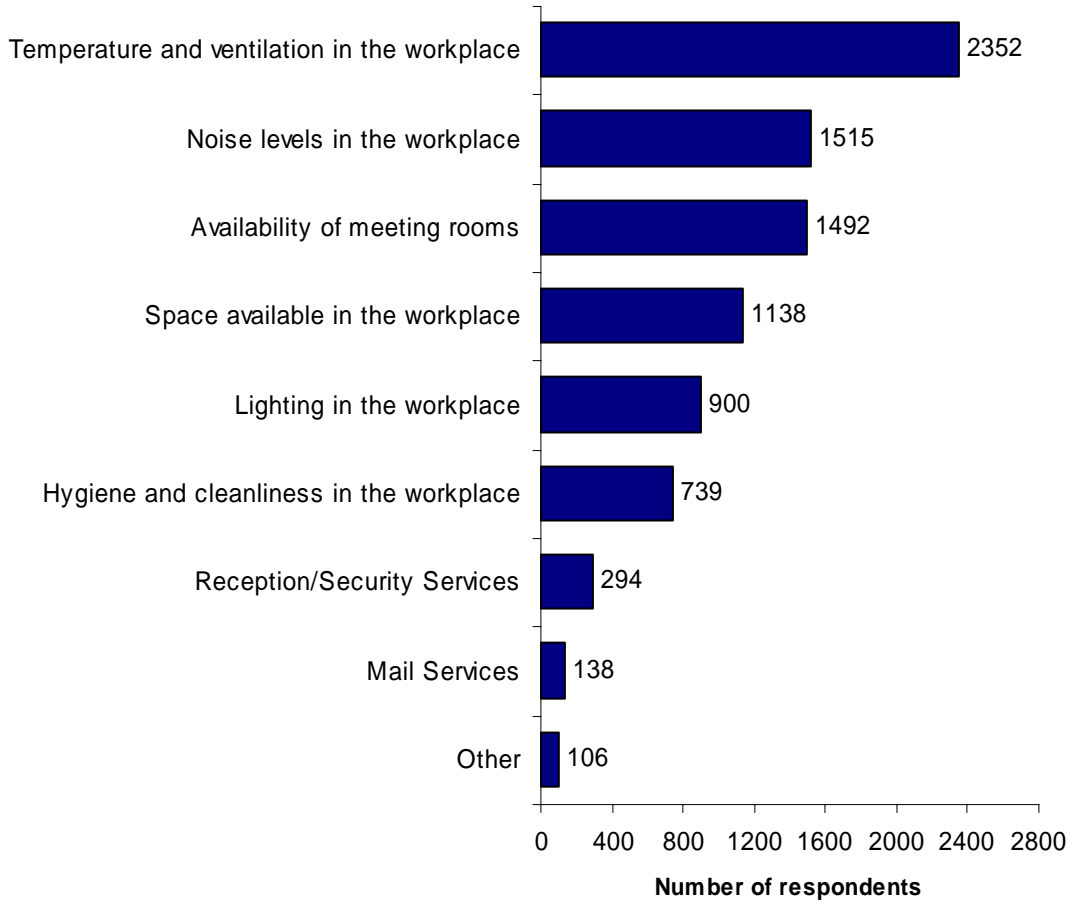
When looking at the results for sub-groups, Agency respondents are also more positive about their working environment than Core respondents with 61% of Agency respondents indicating their physical working environment allows them to be productive in their job, compared to 51% of Core respondents. In addition, SCS respondents are more positive about their working environment than respondents in other bands as shown in the graph overleaf.

"The physical working environment allows me to be productive in my job" - by band

= SE overall 54%

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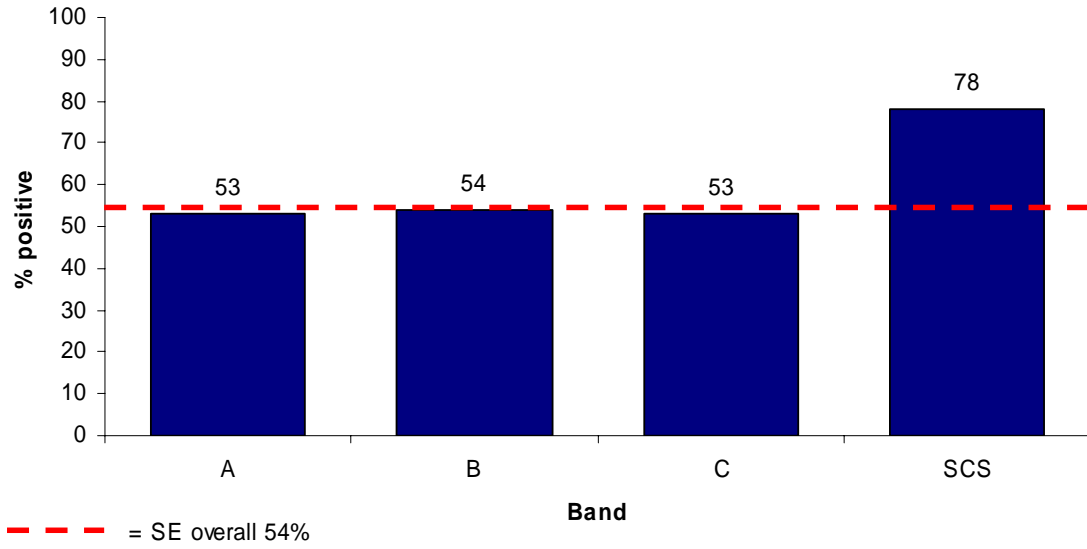
Perceptions of the working environment also vary noticeably between Departments as shown in the graph below, with the most positive response coming from the Finance and Central Services Department and the least positive response coming from the Legal and Parliamentary Services Department.

48 The physical working environment allows me to be productive in my job

= SE overall 54%
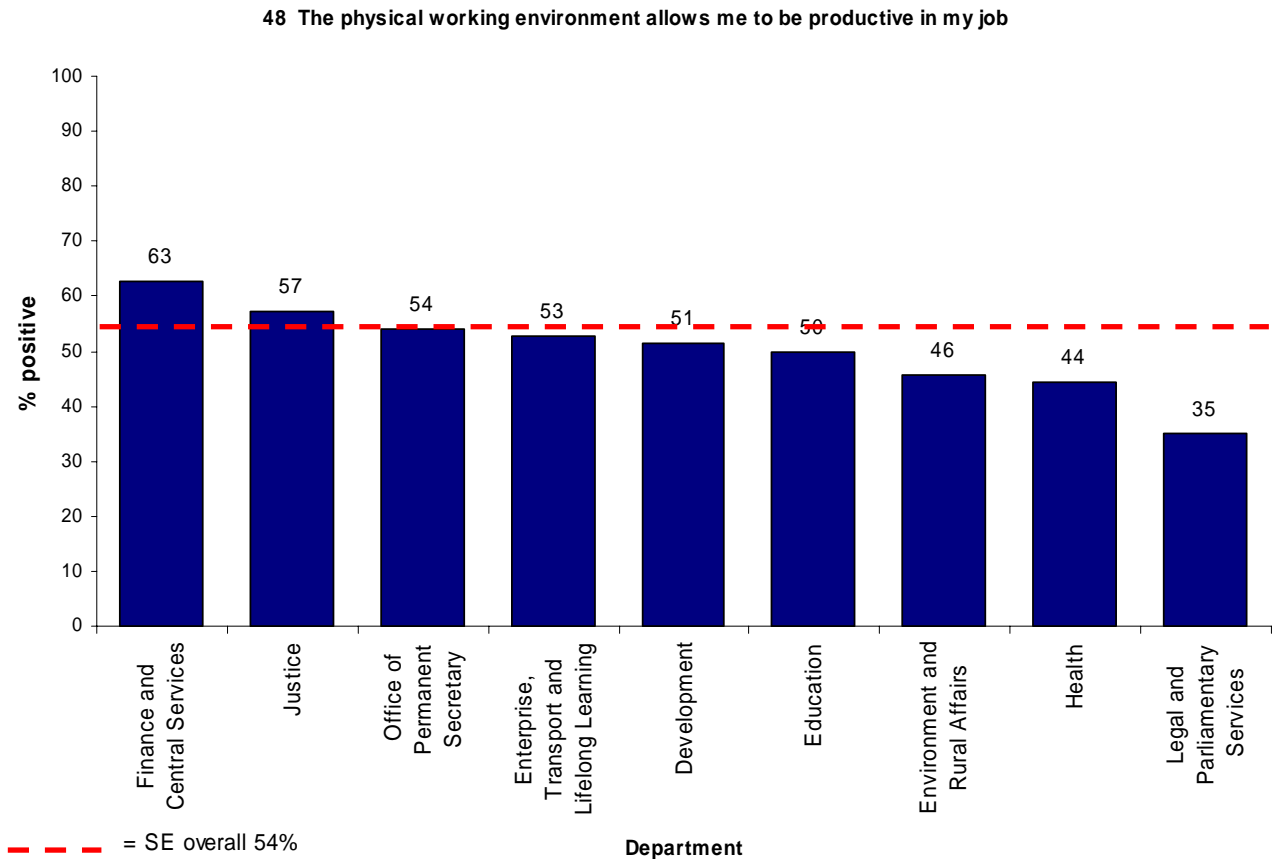
Overall just 64% of respondents are satisfied with the information and communication technology (ICT/IT) in the SE, which is a decline of 3 percentage points since 2005. The questionnaire asked respondents to provide details of any comments they may have about the information and communication technology in the SE. These comments were then themed based on the different issues they covered and the graph overleaf lists the number of comments given for each theme. This shows that almost 45% of the comments given were about eRDM/Objective, explaining that it is slow, doesn't help staff to be more effective and efficient in their jobs and is not very user-friendly.

Comments: If you have any comments about the information and communication technology in the Scottish Executive, please provide more details

Bar chart — Theme (y-axis) vs Number of comments (x-axis):

Theme	Number of comments
eRDM/Objective	318
Other software (incorporating software/systems)	116
Network (incorporating slow/ bandwidth/ connection/ networks/ Intranet/ Internet)	79
Other	78
Support (incorporating Helpdesk/Back-up/training)	58
Hardware (incorporating laptops/equipment/hardware/servers)	51
Communication (incorporating e-mail)	20

4.6   Finance in our Organisation

Change since 2005

| Question	% positive	% neutral	% negative	Change since 2005
58 I think that it is an important part of my job to understand how budgets and monies are allocated across the SE	54	30	15	
59 Overall I understand how financial processes work within my work area	51	26	23	-1
60 In my experience checks are made about the available budget before money is committed	50	36	13	-2
56 In my experience, the Scottish Executive currently makes good use of financial resources	28	42	30	1
57 In my experience, the Scottish Executive has a culture of sound financial management	28	44	28	0

■ % positive □ % neutral ■ % negative

Overall perceptions of financial management within the SE seem to have remained similar to those in 2005 with the main change being a decline in the proportion of respondents who feel that in their experience checks are made about the available budget before money is committed (50% positive, a decline of 2 percentage points since 2005).

However, the low positive responses seem, in the main, to be driven by high neutral responses, which is an indication that many respondents may not be sure how finances are managed within the SE and how well they are managed. This is evident by the results when they are broken out into two sets of respondents – those who are currently involved in managing or monitoring a Direct Running Cost (DRC) budget or a Programme budget as part of their job and those who do not manage or monitor a budget. These results are presented in the following graphs overleaf. The results broken out this way show that respondents who manage or monitor a Direct Running Cost (DRC) or Programme budget are more positive about financial management within the SE than respondents who don't manage or monitor a budget and have far lower neutral responses than those who do not manage or monitor a budget. However, it is still concerning that around a third of respondents who manage or monitor a budget do not feel the SE has a sound culture of financial management.

56 In my experience, the Scottish Executive currently makes good use of financial resources
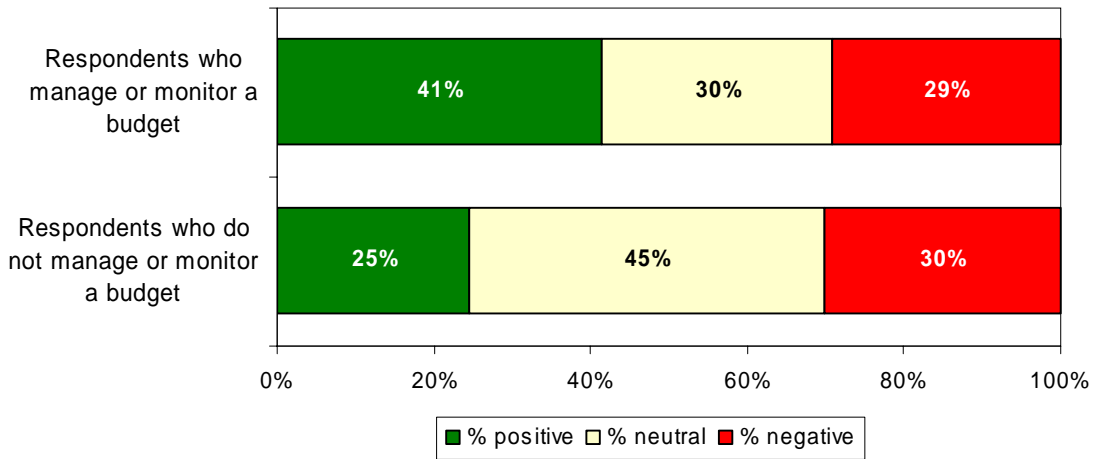
57 In my experience, the Scottish Executive has a culture of sound financial management
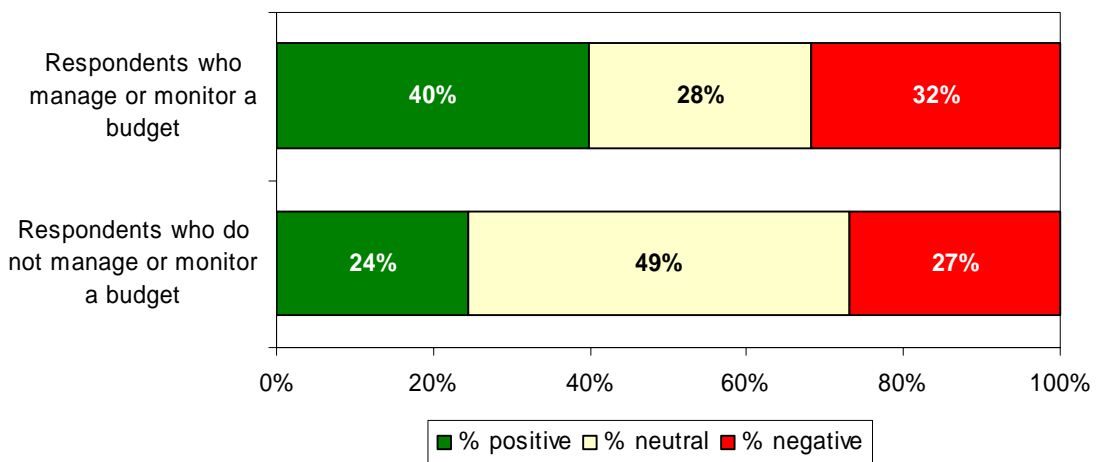
The tables below show that the more senior the respondent the more likely they are to manage or monitor a budget. Most SCS members manage or monitor a budget whilst far smaller proportions of respondents in the other bands do.

Band	Respondents currently managing or monitoring a Direct Running Cost (DRC) budget as part of their job	Respondents not currently managing or monitoring a Direct Running Cost (DRC) budget as part of their job	Total number of respondents
A	6%	94%	734
B	13%	87%	1716
C	27%	73%	574
SCS	83%	17%	130

Band	Respondents currently involved in managing or monitoring a Programme budget as part of their job	Respondents not currently involved in managing or monitoring a Programme budget as part of their job	Total number of respondents
A	7%	93%	731
B	23%	77%	1707
C	41%	59%	576
SCS	71%	29%	129

Therefore it is not surprising that, when looking at the results for sub-groups, SCS members are more positive about financial management within the SE than respondents within other bands as seen in the graph below.

Band: ■A ■B □C ■SCS
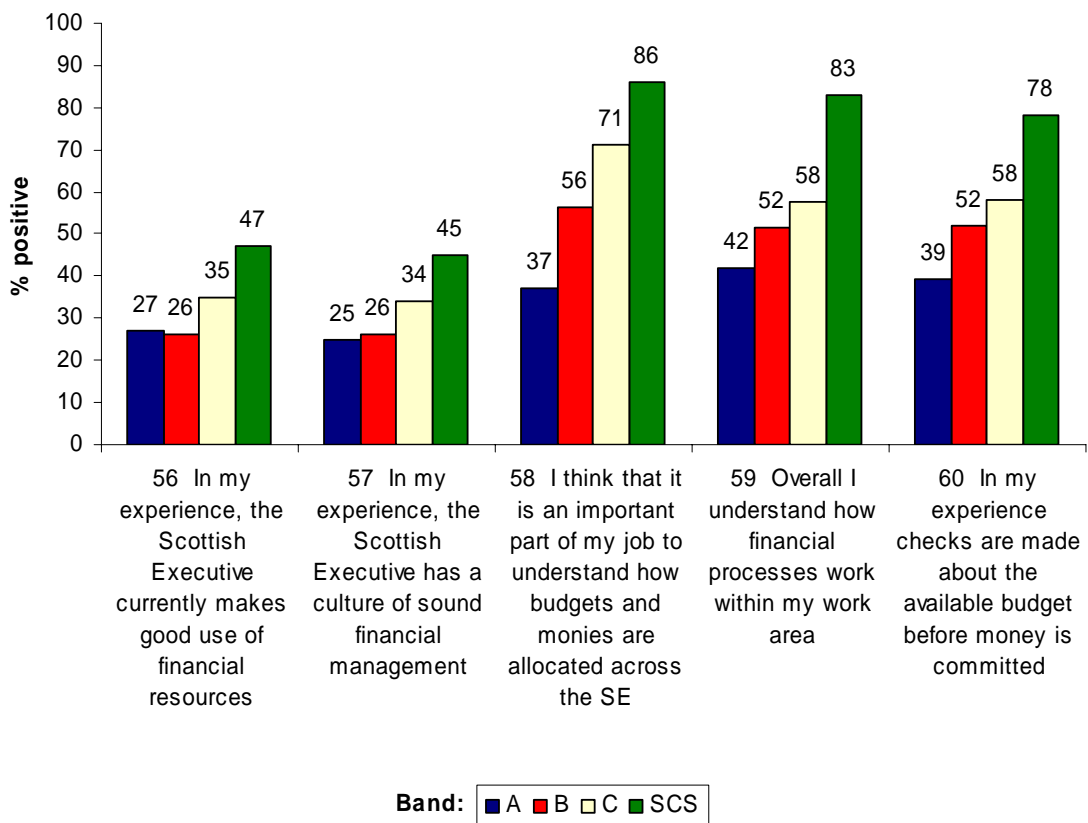
Interestingly, Core respondents are less positive than Agency respondents about whether their organisation (SE or Agency) makes good use of financial resources (23% positive compared to 40%) and their organisation (SE or Agency) having a culture of sound financial management (23% positive compared to 39% respectively).

Although the perception of financial management within the SE is quite negative, it is worth noting that the key driver analysis conducted to assess which issues have the greatest impact on levels of engagement within the SE shows that perceptions of financial management have very little impact on levels of engagement. Therefore, although some of the questions about financial management are some of the lowest scoring questions in the survey, the issues identified as key

drivers of engagement in section 1.3.1 should be prioritised for potential areas for action before considering trying to improve perceptions of financial management.

Respondents were given a list of ways in which they could obtain and access financial information or advice and asked to select which they have used in the past 12 months and then select up to three that they found most useful. The graph below lists the results to this question and shows that line managers were the most used source of financial information and advice and are found to be most useful, followed by the Finance Team, other colleagues and BCLO. The sources used least and found least useful are external consultants, SE Short Guide to Finance and the SE Accountancy Services.

Listed below are a number of ways in which you may obtain and access financial information or advice. Which have you used in the past 12 months and which have you found most useful?

Source	Used in the past 12 months	Methods found most useful
Line Manager	2461	1600
Finance Team	1806	1237
Other Colleagues	1603	981
BCLO	1527	1083
Have not needed to access/obtain financial information or advice in the past 12 months	998	306
Finance and Central Services Department (FCSD) Intranet pages	651	244
Scottish Procurement Directorate (SPD)	565	236
Scottish Public Finance Manual	542	217
Department Business Manager	476	290
Scottish Executive Accountancy Services	321	156
Scottish Executive - Short Guide to Finance	214	69
External Consultants	141	57
Other	132	78

Number of times selected

■ Used in the past 12 months to obtain information or advice about finance ■ Methods found most useful

4.7   Policy Development and Delivery

The questions listed in the graph below were only answered by respondents who are directly involved in or support or contribute to the design or delivery of policies:

Change since 2005

| Question	% positive	% neutral	% negative	Change since 2005
66 In my experience we are working effectively with external stakeholders in the development and delivery of policy	65	25	10	-3
65 In my experience internal colleagues with specialist expertise are involved at appropriate stages in the development and delivery of policies	61	24	15	-3
63 In my experience the development and delivery of policy is based on sound evidence	59	26	15	3
64 In my experience people across policy areas work together in the development and delivery of policies	51	27	22	-1
68 In my experience policies are evaluated to establish if they are working in practice	42	35	23	1
67 In my experience we are effectively involving members of the public in the development and delivery of policy	34	41	25	1

■ % positive □ % neutral ■ % negative

A quarter of respondents (27%) indicated they are directly involved in the design or delivery of policies and 34% of respondents indicated they support or contribute to the design or delivery of policies. Combining both of these groups we find that overall 59% of respondents are involved in the design or delivery of policies in some way. Of those respondents, there is a reasonable level of confidence that the SE works effectively with external stakeholders in the development and delivery of policy (65%) and that internal colleagues with specialist expertise are involved at appropriate stages in the development and delivery of policies (61%). However both of these results have declined slightly since 2005. When looking at the results for sub-groups, SCS members are more positive than other respondents about whether the SE is working effectively with external stakeholders in the development and delivery of policy (77% positive compared to 57% of band A, 65% of band B and 66% of band C respondents).

Only a third of respondents (34%) believe the SE is effectively involving members of the public in the development and delivery of policy, the same result as in 2005. However it seems this low positive result is being driven by a high neutral response indicating many respondents may not have enough awareness of the extent to which the public are involved. When looking at the results for sub-groups, band A and B respondents are more likely than more senior respondents to feel this is the case with 44% of band A and 35% of band B respondents answering positively compared to 29% of band C and 26% of SCS respondents.

Respondents were asked to suggest ways to help improve policy development and delivery. The comments received were each allocated to a theme and the graph below shows how many comments were made under each theme.

Do you have any suggestions that would help improve policy development and delivery?
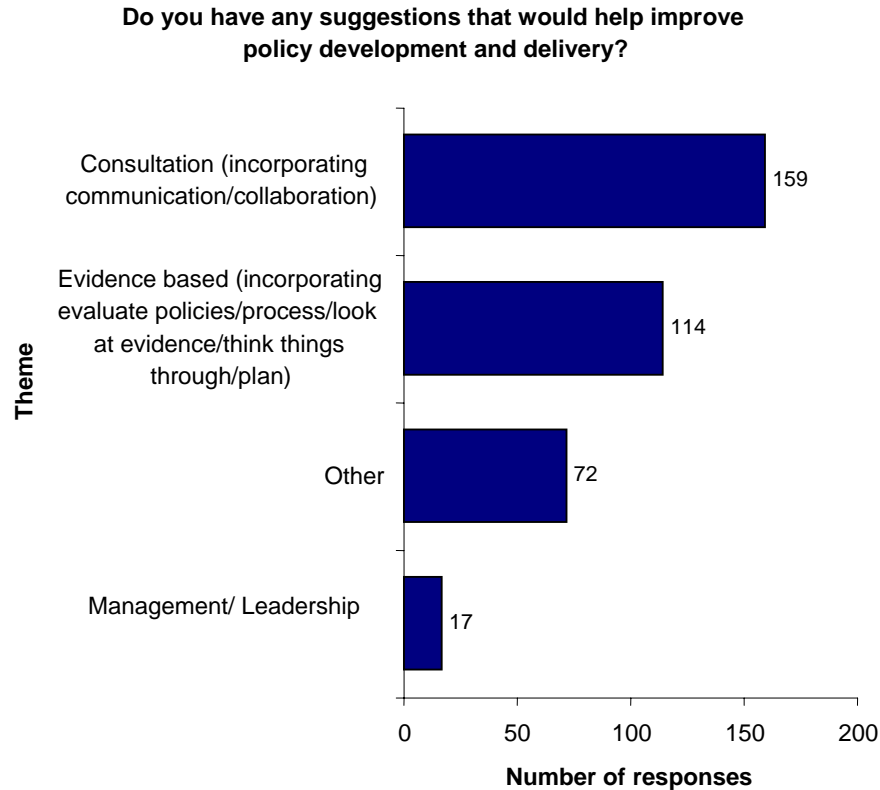
Many of the suggestions were asking for more consultation with stakeholders and service providers and with those expected to deliver the policy:

"Consultation with staff on ground (in this case field staff) if they have any ideas or suggestions."

"Discuss policy matters with those who are expected to deliver policy so that they are able to defend any policies if questioned upon them."

"Listen more to staff at the short end rather than pursuing policies dictated by senior staff in their ivory towers!"

"Act on what stakeholders say and do it quickly. People are disillusioned by the SE asking them to contribute then nothing coming of it. We are people surprised when we act on their views."

Some respondents also suggested making sure analysts are involved at an early stage in the process:

"Direct involvement of analysts at the very start of the process, rather than at the point when policy colleagues think that analysts should be involved – which is often too late."

"Greater involvement of analysts in informing policy development (e.g. greater use of pilots) not just in the evaluation."

4.8   Communication in the Organisation

	Change since 2005	Difference from CG benchmark	Difference from UK benchmark

71a Information about what's going on in the organisation is: relevant to me/my work — 66 positive / 26 neutral / 8 negative — Change since 2005: 5

70 The Scottish Executive does a good job of keeping me informed about matters affecting me — 61 / 23 / 16 — Change since 2005: 4; Difference from CG benchmark: 12; Difference from UK benchmark: 11

74 I have the opportunity to contribute my views to decisions that will affect my work — 52 / 26 / 22 — Change since 2005: 7; Difference from CG benchmark: 9; Difference from UK benchmark: 9

71b Information about what's going on in the organisation is: communicated in a way that helps me to do my work — 49 / 35 / 16 — Change since 2005: 5

73 Changes are explained to me so that I understand them before they are implemented — 40 / 32 / 28 — Change since 2005: 7

75 I think that generally the different parts of this organisation communicate effectively with one another — 23 / 33 / 44 — Change since 2005: -1

■ % positive □ % neutral ■ % negative

Perceptions of communication have improved overall since 2005. Just over two-thirds of respondents (66%) feel the information about what's going on in the organisation is relevant to them and their work and just 8% disagreed with this.

Above average proportions of respondents in comparison to the Central Government and UK benchmarks feel the SE does a good job of keeping them informed about matters affecting them and feel they have the opportunity to contribute their views to decisions that will affect their work. These results have also seen some improvement since 2005. However, although respondents are quite confident they can contribute their views before decisions are made it seems still more needs to be done to help staff understand changes before they are implemented. Just 40% of respondents feel changes are explained to them so that they understand them before they are implemented, although this is an improvement of 7 percentage points since 2005.

Only 23% of respondents think that generally the different parts of the organisation communicate effectively with one another, which is a decline of 1 percentage point since 2005. This is of concern considering one of the key corporate priorities identified from the 2005 survey was to improve internal communications so it seems more still needs to be done to improve perceptions of internal communication.

When looking at the results for sub-groups, generally, Core respondents responded less positively than Agency respondents to all the communications questions. In addition, the more senior respondents gave more positive responses than less senior respondents. In particular SCS respondents are more positive to all questions than other respondents as shown in the graph overleaf. However, responses between the different bands did not vary substantially to the question about effective communication between different parts of the organisation.
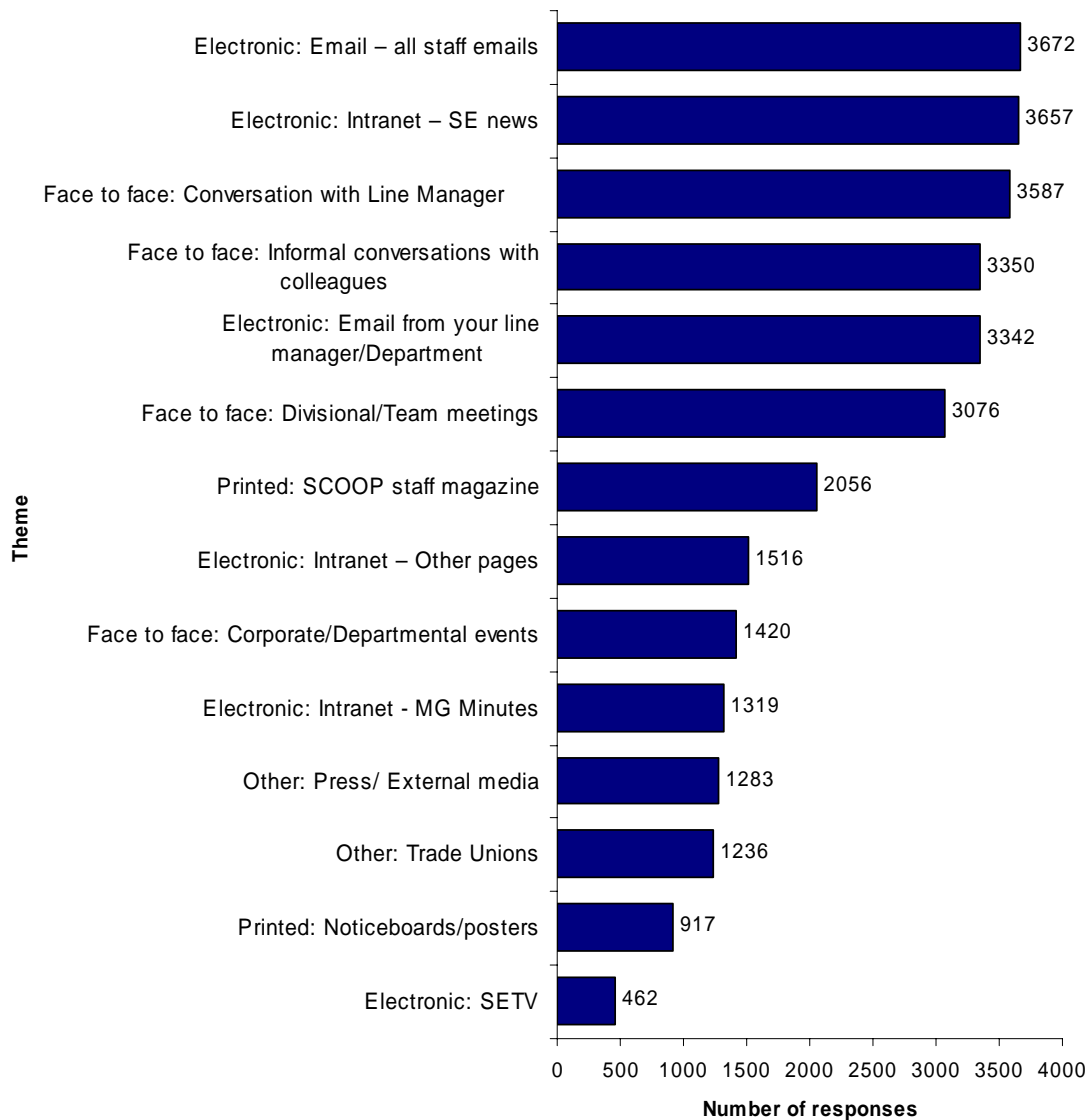
Band: A ■ B □ C ■ SCS
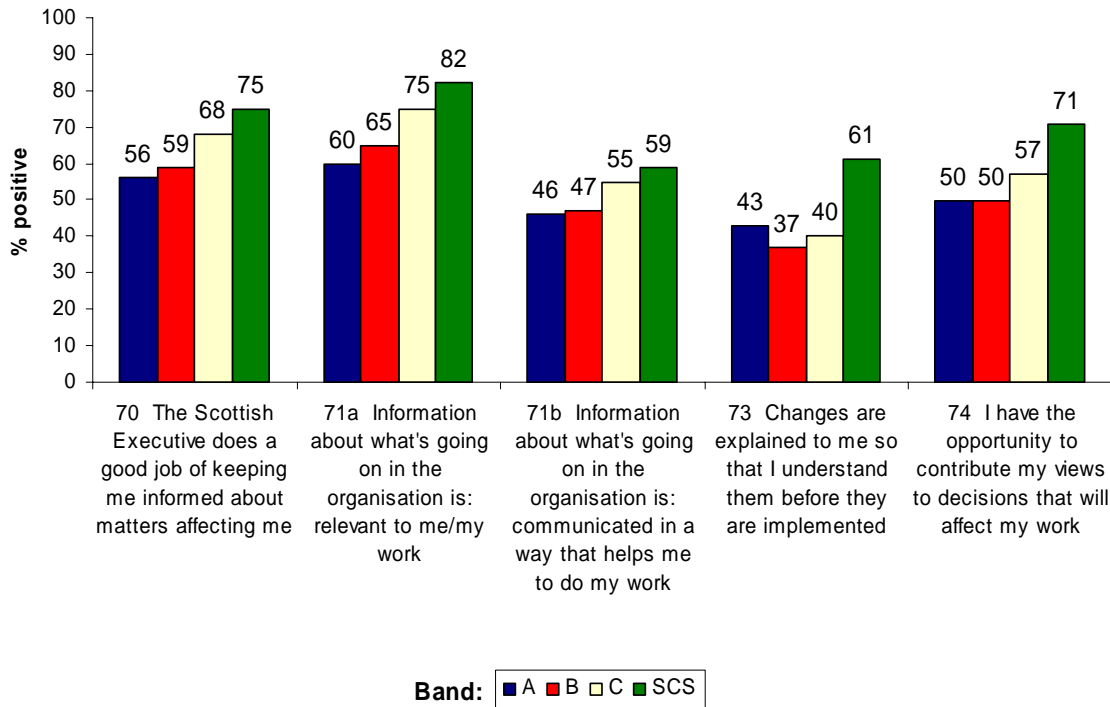
Responses to the question about whether changes are explained to them so they can understand them before they are implemented vary substantially between departments with respondents from the Development Department being the most positive and Legal and Parliamentary Services Department is the least positive. This breakdown of results is shown in the graph below.

73 Changes are explained to me so that I understand them before they are implemented
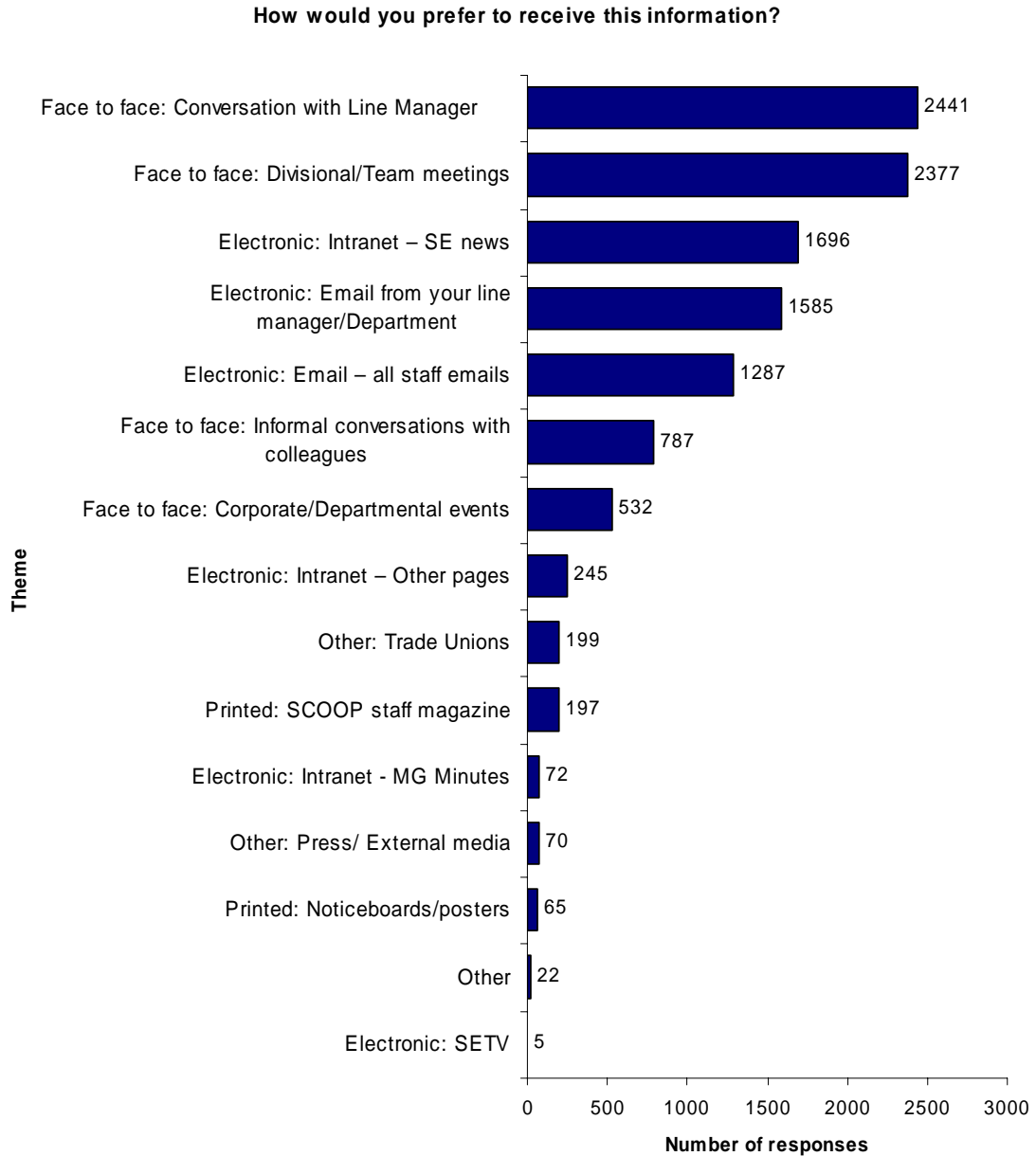

= SE overall 40%

Department
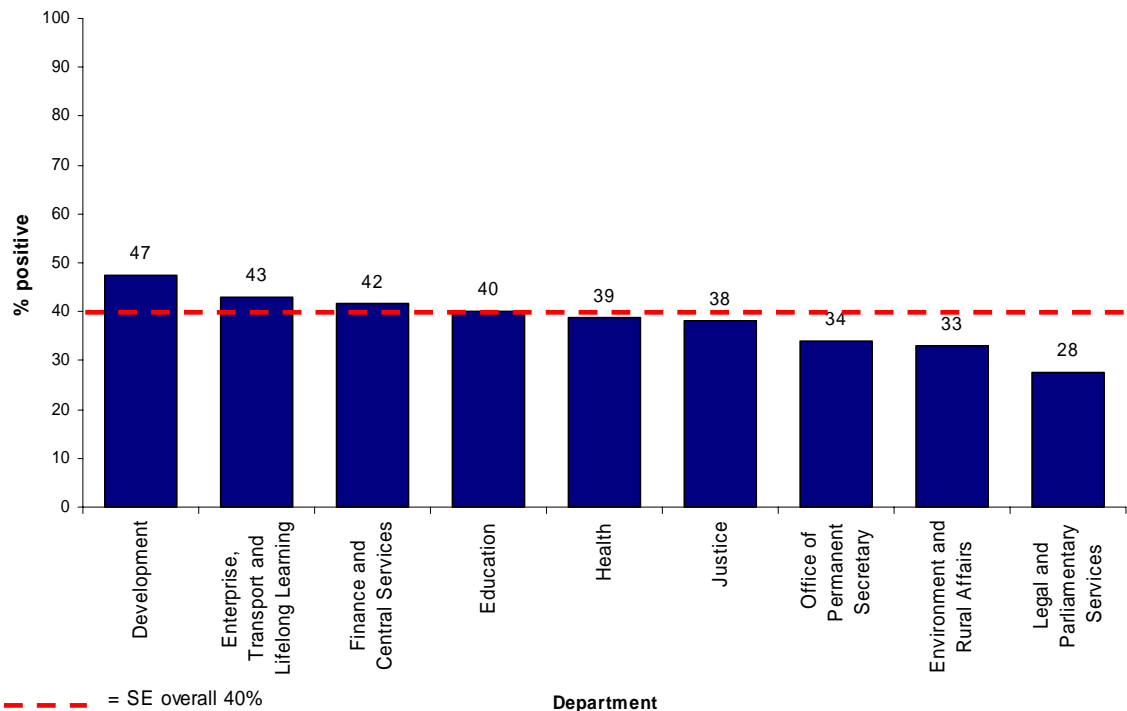
Respondents were given a list of ways in which they may obtain and access information concerning what's going on in the organisation and they were asked to select all the ways in which they have received information in the last month. The graph below lists the number of times each method of communication was selected as a way in which respondents have received information in the last month. All staff e-mails, SE News on the Intranet and Face to Face with your Line Manager were the methods selected most frequently.

In the last month, how have you received information about what's going on in the wider organisation?

Theme	Number of responses
Electronic: Email – all staff emails	3672
Electronic: Intranet – SE news	3657
Face to face: Conversation with Line Manager	3587
Face to face: Informal conversations with colleagues	3350
Electronic: Email from your line manager/Department	3342
Face to face: Divisional/Team meetings	3076
Printed: SCOOP staff magazine	2056
Electronic: Intranet – Other pages	1516
Face to face: Corporate/Departmental events	1420
Electronic: Intranet - MG Minutes	1319
Other: Press/ External media	1283
Other: Trade Unions	1236
Printed: Noticeboards/posters	917
Electronic: SETV	462

Respondents were also asked to select up to three of their preferred methods of receiving information. Respondents indicated they would prefer more face-to-face methods of communication such as conversations with their line manager and divisional/team meetings. The least preferred methods are SETV, noticeboards/posters,press/external media and MG
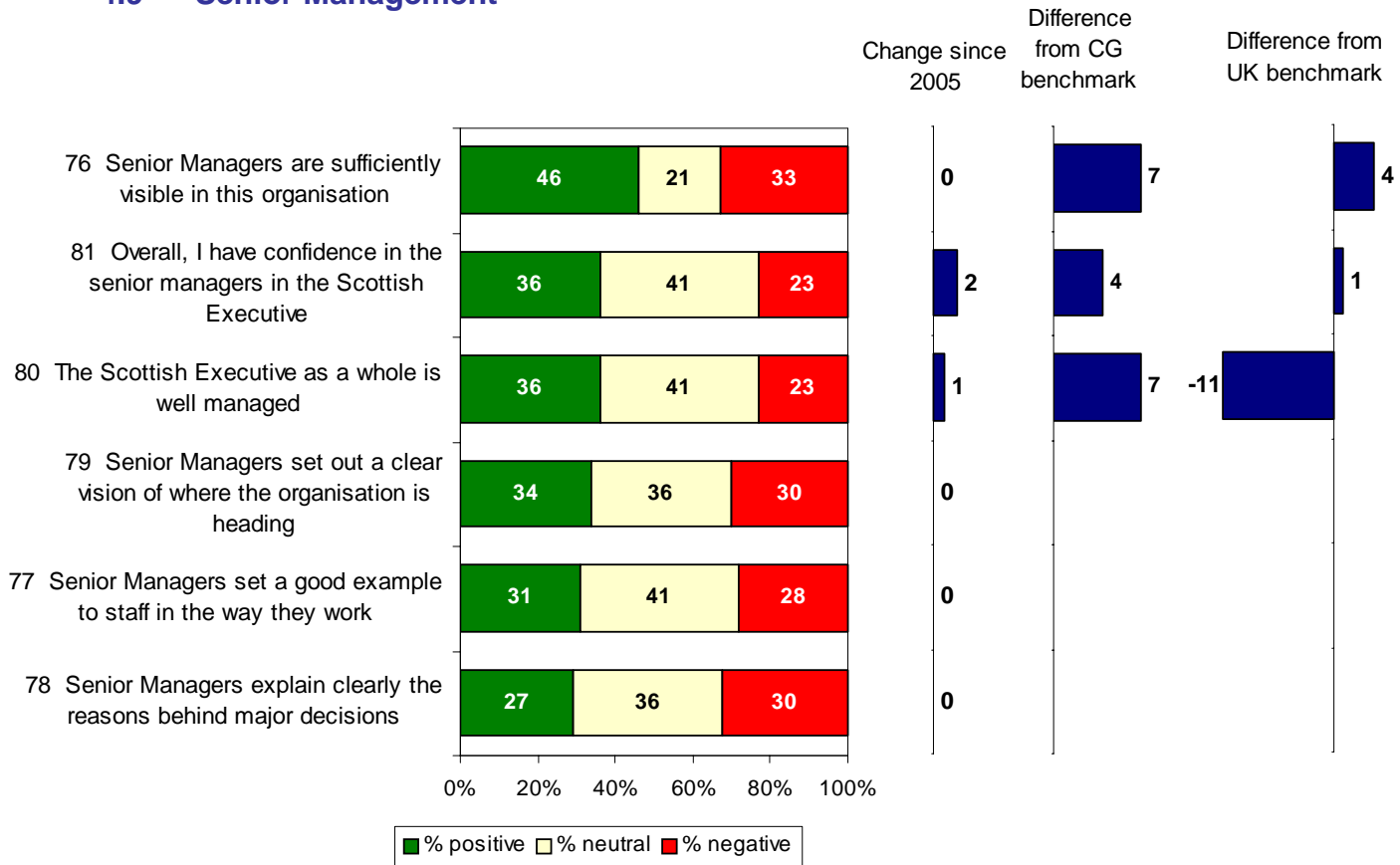
Minutes on the Intranet. The breakdown of responses to this question are shown in the graph below.

How would you prefer to receive this information?

Theme	Number of responses
Face to face: Conversation with Line Manager	2441
Face to face: Divisional/Team meetings	2377
Electronic: Intranet – SE news	1696
Electronic: Email from your line manager/Department	1585
Electronic: Email – all staff emails	1287
Face to face: Informal conversations with colleagues	787
Face to face: Corporate/Departmental events	532
Electronic: Intranet – Other pages	245
Other: Trade Unions	199
Printed: SCOOP staff magazine	197
Electronic: Intranet - MG Minutes	72
Other: Press/ External media	70
Printed: Noticeboards/posters	65
Other	22
Electronic: SETV	5

Respondent preferences for which communication method they would prefer to receive information from are similar across the different bands as shown in the table overleaf which shows the proportion of respondents from each band who selected each method of communication.

Preferred method of communication	Band			
	A	**B**	**C**	**SCS**
Face to face: Conversation with Line Manager	38%	46%	53%	68%
Face to face: Divisional/Team meetings	35%	47%	55%	47%
Face to face: Corporate/Departmental events	6%	12%	14%	24%
Face to face: Informal conversations with colleagues	15%	15%	17%	25%
Electronic: Email from your line manager/Department	24%	29%	37%	36%
Electronic: Email – all staff emails	26%	27%	23%	20%
Electronic: Intranet – SE news	33%	44%	46%	39%
Electronic: Intranet - MG Minutes	1%	1%	2%	1%
Electronic: Intranet – Other pages	4%	5%	5%	1%
Electronic: SETV	0%	0%	0%	0%
Printed: SCOOP staff magazine	6%	4%	3%	1%
Printed: Notice boards/posters	1%	1%	1%	0%
Other: Trade Unions	5%	4%	3%	1%
Other: Press/ External media	1%	2%	2%	3%

4.9   Senior Management

Change since 2005

Difference from CG benchmark

Difference from UK benchmark

	% positive	% neutral	% negative	Change since 2005	Difference from CG benchmark	Difference from UK benchmark
76 Senior Managers are sufficiently visible in this organisation	46	21	33	0	7	4
81 Overall, I have confidence in the senior managers in the Scottish Executive	36	41	23	2	4	1
80 The Scottish Executive as a whole is well managed	36	41	23	1	7	-11
79 Senior Managers set out a clear vision of where the organisation is heading	34	36	30	0		
77 Senior Managers set a good example to staff in the way they work	31	41	28	0		
78 Senior Managers explain clearly the reasons behind major decisions	27	36	30	0		

0%   20%   40%   60%   80%   100%

■ % positive   □ % neutral   ■ % negative

The definition of "Senior Management" stated in the Core questionnaire referred to the group of top level managers, commonly known as Senior Civil Servants, Head of Division, Group and Department (including Management Group). In the Agency questionnaire, "Senior Management" referred to the group of top level managers, commonly known as the Management Board or Team, or Senior Civil Servants (as appropriate to the Agency/Associated Department).

Questions concerning senior management often receive low positive results in employee engagement surveys of this kind and it is therefore important to put the results into perspective by comparing them to external benchmarks. The low positive results to questions about senior management are often driven by high neutral responses as is the case with the SE results. This may be due to respondents either not having enough contact with senior managers to have a strong opinion about them or it may be that some respondents feel some senior managers are more effective than others. The fact that 33% of respondents do not feel senior management are visible enough may also explain some uncertainty amongst respondents about how to respond to the questions.
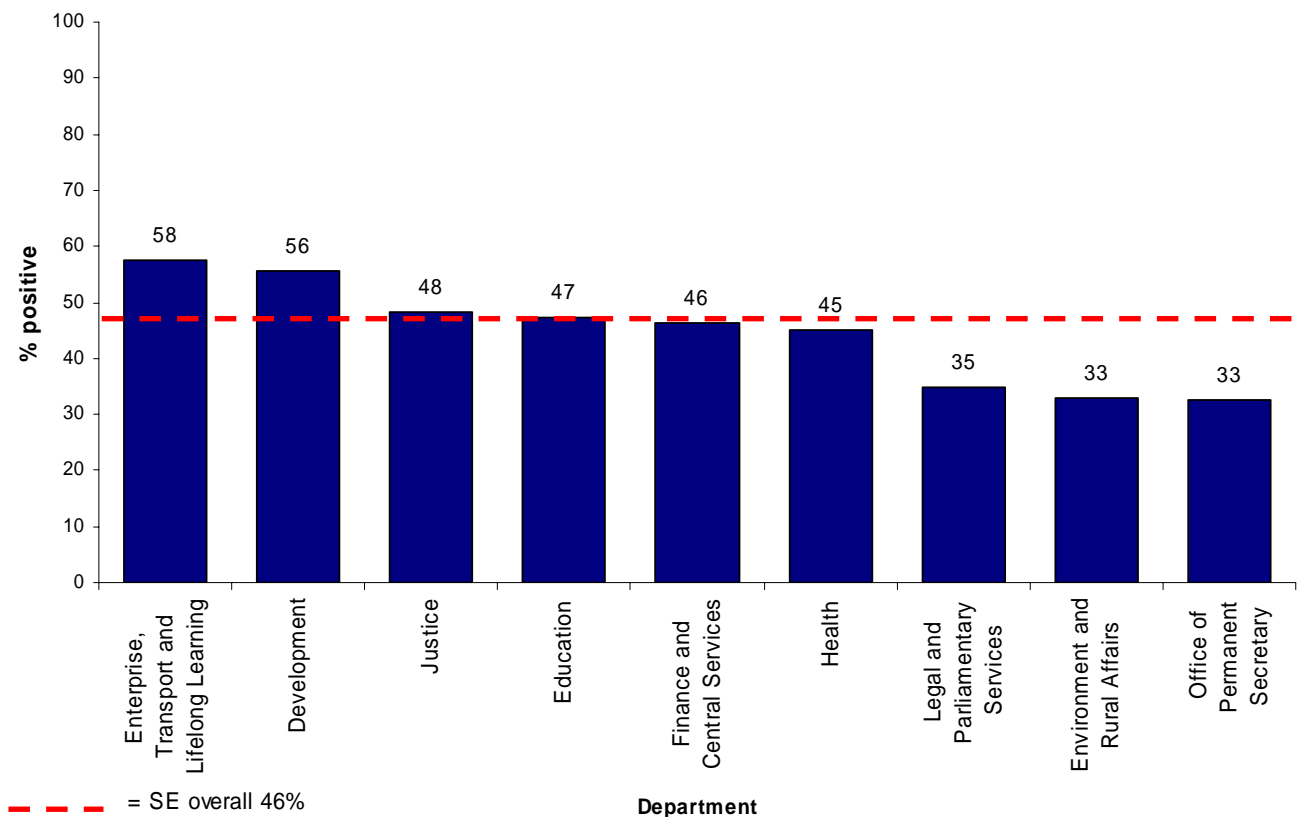
Overall perceptions of Senior Management have remained the same since last year. However among the Core Departments there has been a slight decline since 2005. There has been a decline in the proportion of Core respondents who feel Senior Managers are sufficiently visible, however, this result is still in line with the Central Government and UK benchmarks. An above average proportion of respondents have confidence in the Senior Managers in the SE (36% positive compared to the Central Government benchmark of 32% and the UK benchmark of

35%). However a below average proportion of respondents feel the SE is managed well as a whole (36% positive compared to the UK benchmark of 47% - however it is higher than the Central Government benchmark of 29%). This latter result is an area for concern as the key driver analysis explained in section 1.3 found perceptions of how well managed the SE is as a whole to be a key driver of engagement. It is therefore important to find out what could be done to improve this perception amongst respondents.

Only 27% of respondents believe senior managers explain clearly the reasons behind major decisions and this may be part of the reason why only 40% of respondents indicated that changes are explained to them so that they understand them before they are implemented (see Section 4.8).

When looking at the results for sub-groups, as would be expected, SCS respondents are more positive in response to the questions about senior management than other respondents. There is also a large variation in response across the different departments as shown in the graph below with respondents in the Enterprise, Transport and Lifelong Learning Department responding most positively (58% positive) compared to the least positive response of 33% from the Office of Permanent Secretary and the Environment and Rural Affairs Department.

**76 Senior Managers are sufficiently visible in this organisation**

Department	% positive
Enterprise, Transport and Lifelong Learning	58
Development	56
Justice	48
Education	47
Finance and Central Services	46
Health	45
Legal and Parliamentary Services	35
Environment and Rural Affairs	33
Office of Permanent Secretary	33

= SE overall 46%

4.10   The Organisation

4.10.1 Treatment of staff

		Change since 2005	Difference from CG benchmark	Difference from UK benchmark

83 I think this organisation respects individual differences (e.g. cultures, working styles, backgrounds and ideas) — 75 / 18 / 8 — Change since 2005: 2 — Difference from CG benchmark: 8 — Difference from UK benchmark: 5

82 I am treated with fairness and respect — 75 / 17 / 8 — Change since 2005: 2 — Difference from CG benchmark: 4 — Difference from UK benchmark: 4

84 I believe I am valued for what I can offer the organisation — 55 / 26 / 19 — Change since 2005: 5 — Difference from CG benchmark: 12 — Difference from UK benchmark: 0

■ % positive □ % neutral ■ % negative

Change since 2005

85 In the last year, I experienced bullying, discrimination, harassment or victimisation whilst working in this organisation* (Yes/No) — 90 / 10 — Change since 2005: 0

85a Did you report the incident? (Yes-formally involving HR, Yes-involving management but not HR-No) — 36 / 64 — Change since 2005: -8

Respondents are very positive about the way they are treated within the organisation and are generally more positive than in 2005. Three quarters of respondents think the organisation respects individual differences, which is an improvement of 2 percentage points since 2005 and is higher than both the Central Government and UK benchmarks (67% and 70% respectively). An above average proportion of respondents also feel valued for that they can offer the organisation (55% positive compared to the Central Government benchmark of 43% and in line with the UK benchmark of 55%) and feel that they are treated with fairness and respect (75% positive compared to the Central Government and UK benchmarks both of which are 71%).

When looking at the results for sub-groups, responses about whether respondents feel they are treated with fairness and respect vary by department as shown in the graph below.

82 I am treated with fairness and respect

= SE overall 75%
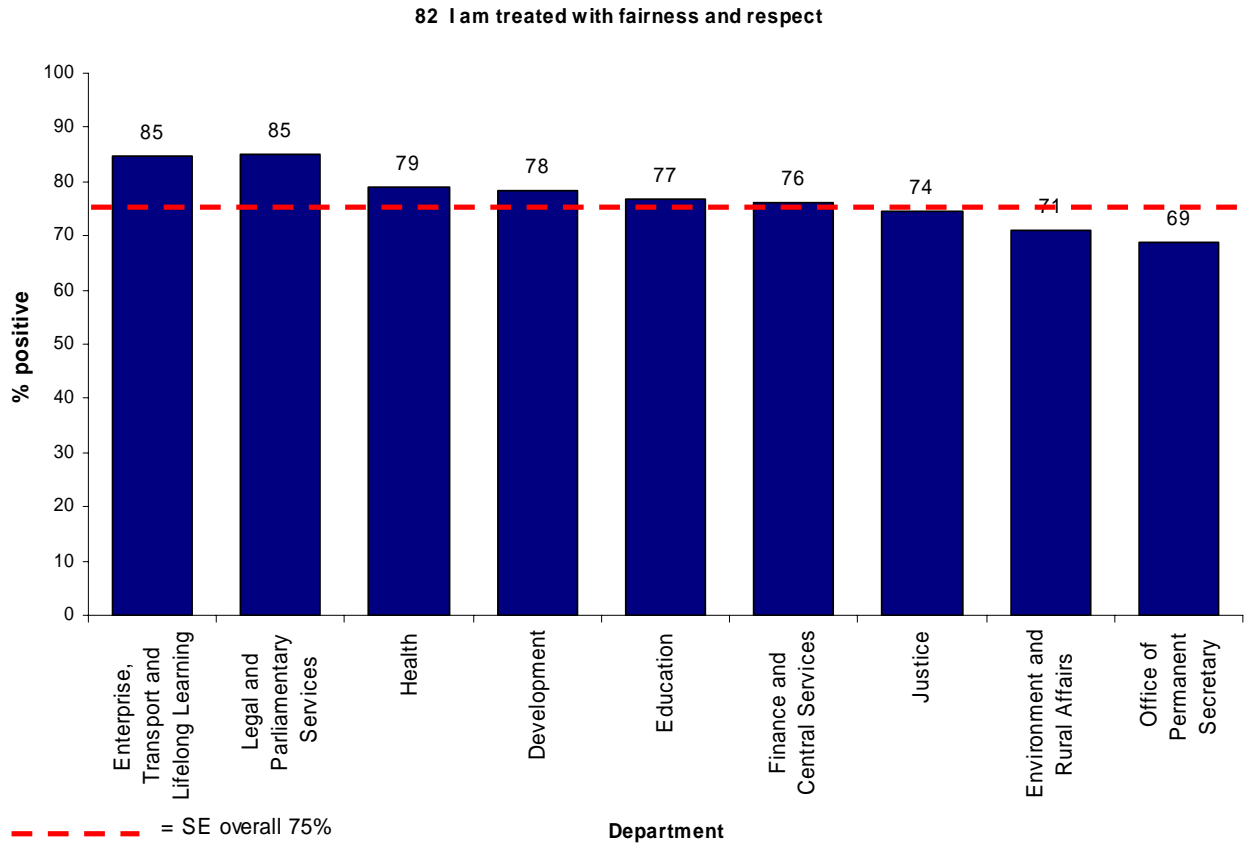
An area for concern is that 10% of respondents, in the last year, have experienced bullying harassment or victimisation whilst working in the organisation. Worryingly, the proportion of respondents who reported their incident has declined by 8 percentage points since 2005 to 36%.

Respondents who experienced bullying, harassment or victimisation were asked to describe their experience if they wished to. Very few respondents made comments but the few comments made described incidences of age discrimination, bullying harassment from line and senior managers, a few mentioned harassment from customers and from colleagues. A few comments related to their experiences after cases of bullying, harassment or victimisation had been reported and mention that they felt very little happened as a result of reporting it.

4.10.2 Overall Perceptions of the Organisation
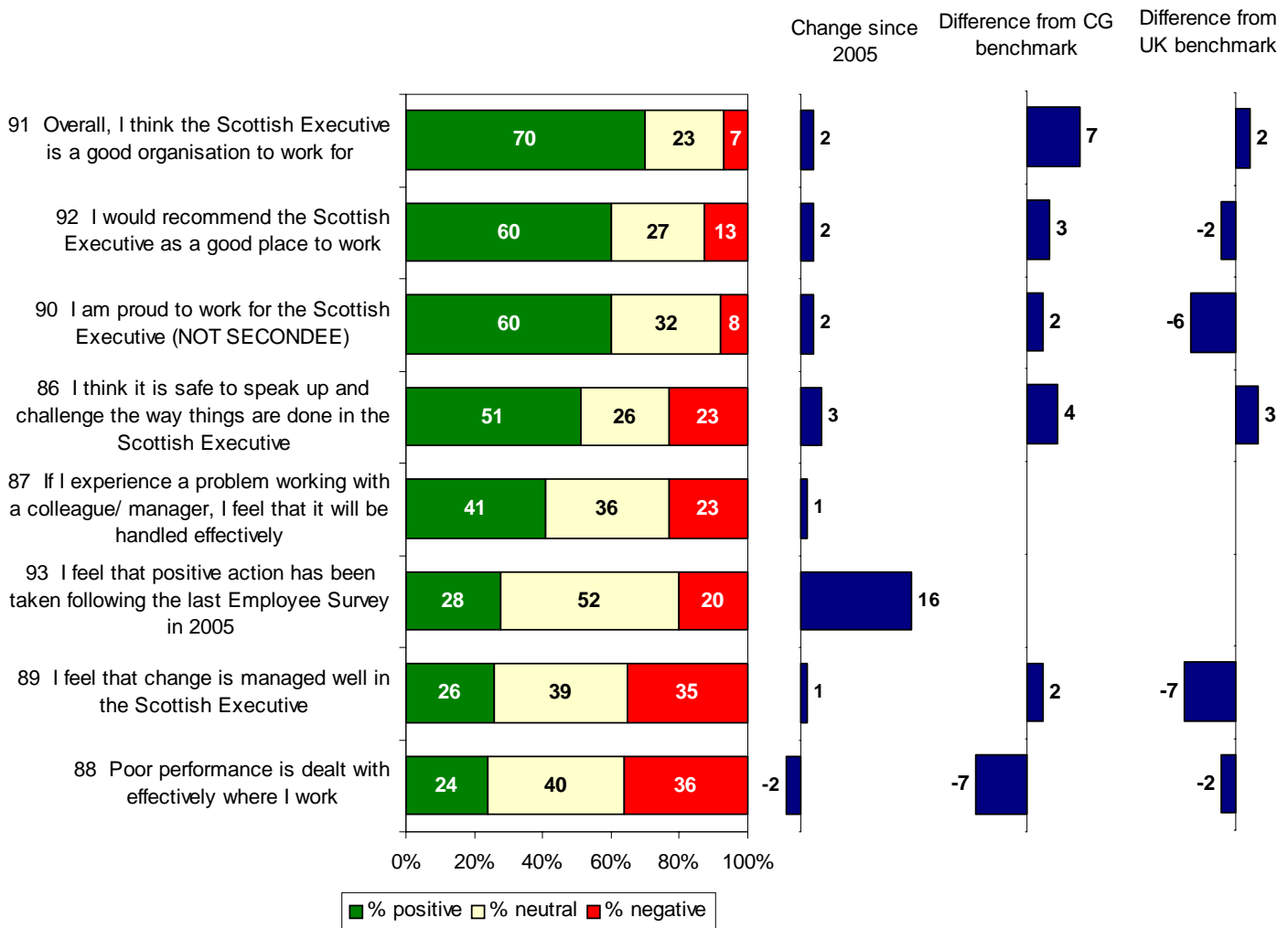
Overall, an above average proportion of respondents think the SE is a good organisation to work for (70% positive compared to the Central Government benchmark of 63% and the UK benchmark of 68%). A smaller proportion of respondents (60%) would recommend the SE as a good place to work which although is just above the Central Government benchmark (57%) is just slightly lower than the UK benchmark (62%). The level of pride is lower than the UK benchmark (60% compared to the UK benchmark of 66%). These questions are measures of engagement as explained in section 1.3 so to improve these results it is important to focus action on the key drivers of engagement as listed in section 1.3.

A noticeable improvement since 2005 is the perception that positive change has been taken following the 2005 employee survey which has improved by 16 percentage points. However, there is still room for improvement as there is still only 28% of respondents who feel this way. This question received a high neutral response of 52% which is an indication that many respondents may not be aware of all of the actions implemented since the previous survey. The improvement in perception shows that more respondents have noticed the changes that have come about as a result of the actions, or it may be that communication around the improvement activity had improved. However, it seems more needs to be done to improve communication of what is implemented as a result of the survey or what is already being done to tackle some of the

issues. When looking at the results for sub-groups, SCS respondents are far more positive than other respondents about whether action has taken place as shown in the graph below.

"I feel that positive action has been taken following the last Employee Survey in 2005" - by band
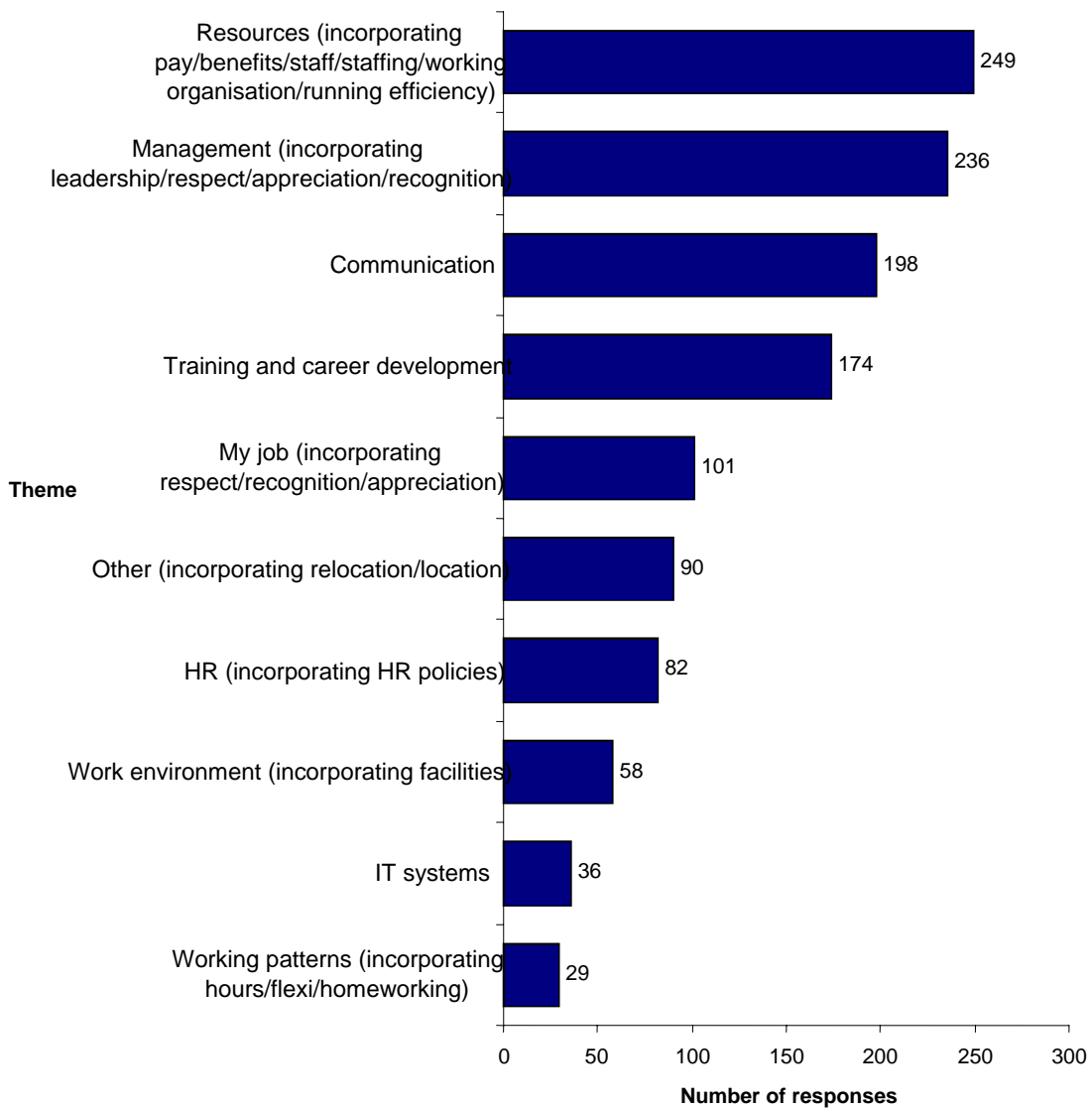
% positive

= SE overall 28%
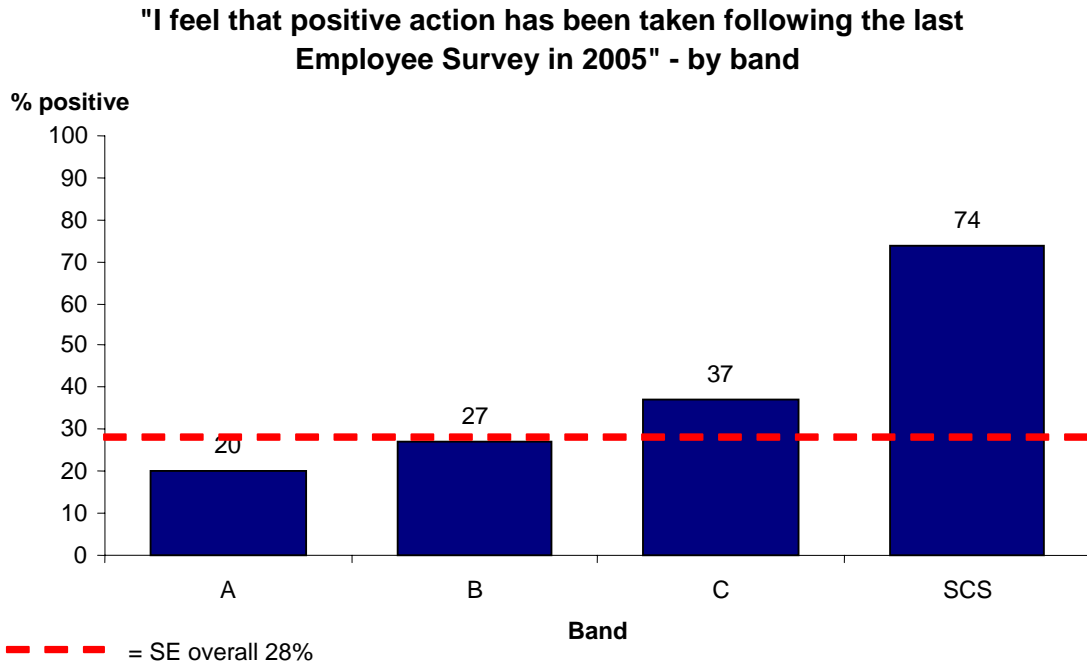
This section of questions elicited some of the lowest positive responses to the survey. Only 26% of respondents feel change is well managed in their organisation. This question typically receives low positive responses from many organisations and often driven by a high neutral response as a result of many respondents either not being sure how well change is managed or feel some changes are managed better than others. However, the SE result is only 2 percentage points higher than the Central Government benchmark (24%) and is 7 percentage points below the UK benchmark (33%). When looking at the results for sub-groups, Core respondents are less positive than Agency respondents with how well change is managed in their organisation (20% positive compared to 38% of Agency respondents).

Perceptions of how well poor performance is dealt with is also an area which often gets low positive responses within these kind of surveys. This is the case with the SE as only 24% of respondents feel poor performance is dealt with effectively where they work and is scoring 7 percentage points less positively than the Central Government benchmark and 2 percentage points lower than the UK benchmark. This result is also driven by a high neutral response indicating many respondents may not know how poor performance is dealt with and is often the case as this kind of issue is usually dealt with privately with those affected.

5   Suggestions for making the Scottish Executive a better place to work

At the end of the questionnaire there was an opportunity for respondents to provide suggestions for making the Scottish Executive a better place to work. Each comment was allocated to a theme based on what the comment was about. The greatest number of comments centred on resources (including pay/benefits/staff/staffing/working organisation/running efficiency), management and communication. The graph below lists the number of comments received by theme.

What suggestions do you have to make the Scottish Executive a better place to work?

Theme	Number of responses
Resources (incorporating pay/benefits/staff/staffing/working organisation/running efficiency)	249
Management (incorporating leadership/respect/appreciation/recognition)	236
Communication	198
Training and career development	174
My job (incorporating respect/recognition/appreciation)	101
Other (incorporating relocation/location	90
HR (incorporating HR policies)	82
Work environment (incorporating facilities)	58
IT systems	36
Working patterns (incorporating hours/flexi/homeworking)	29

Summaries of the main themes are given overleaf.

5.1   Resources

Comments under "resources" cover a number of areas, though a large proportion do tend to highlight the issue around pay and recognition, specifically in relation to bands:

"I would like to see better pay and rewards for A band staff. A lot of the time A band staff do very similar work to B band staff and get paid much less…."

"Better pay and recognition for staff that exceed the duties required for their band."

With regards to issues around staffing a number of comments are made about how temporary staff are recruited in place for finding permanent staff to fill positions:

"Reduce the number of temp staff. Fill the vacancies that need to be filled. Senior management need to watch workloads and stress levels much more. Division and groups need to be aware of each others duties and roles."

"Employ full time workers instead of replacing permanent staff (who move on to another post) with temporary workers. There is no stability in teams, permanent staff are constantly having to train temp staff…"

Both the issue of numeration and the lack for staff appears to having an impact on morale:

"Poor pay is still a demotivating factor and workloads seem to burgeon."

"….Staff morale and health takes a severe nose-dive as staff numbers are reduced and those left are having to pick up the slack…."

Another key area commented upon is the amount of bureaucracy within the organisation, which tends to be common theme that runs through many public sector organisations.   In addition the amount of new initiatives that are put in place also appear to have an affect on running efficiency of the organisation. Respondents feel that less bureaucracy and stream lining schemes and initiatives would make the Scottish Executive a better place to work:

"Less bureaucracy/paper work would make life easier"

"Reduce the amount of new 'initiatives' which are continually being imposed on staff and stop making changes to the Performance Appraisal system. Staff are already extremely hard-pressed and it doesn't help if we're also expected to absorb changes to existing practices…"

5.2   Management

Visibility of more senior management appears to be a key sub-theme highlighted from the comments, again a common area of concern in many large organisations, where there are a number of levels between front line staff and senior management. The issue of visibility is also closely linked to being aware of what management are doing, their leadership and communication skills and managing change effectively:

"Senior management are seldom seen, but more importantly than that, their views and guidance as to policy direction are not known, or not passed down…."

"More visibility of Senior Managers on the shop floor. Clearer and more frequent communications from Senior Managers about SE decisions…."

"I feel that Senior Management need to communicate earlier with staff on major changes to the way in which we work."

"Corporate change should be better managed with information being provided early and at each significant stage…"

Dealing with performance management is another area highlighted in the comments, possibly aimed more at middle management and this also may link to comment about training of managers:

"Bad performance is not adequately dealt with and people remain in position unsuitable for them….."

"Give managers more backing to deal with under performing staff."

"Ensure managers have the necessary managerial skills and not simply given staff on the basis of band…"

5.3   Communication

Most of the comments about improving communication refer to the need for more open communication between senior management and staff and between departments/divisions. Most comment about the need for team, departmental and divisional meetings to be encouraged throughout the organisation:

"1. Compulsory face-to-face communication between senior management and their departments/groups/divisions. 2. More honest, open, genuine dealing with difficulties when they arise…"

"A lot of open communication and encouragement for team meetings i.e. departmental and divisional is important to me."

"Although a lot has been done to improve communications between bands there is still work to be done. Senior managers should hold more face to face "band" meetings with all staff so that true feelings and concerns of staff on all issues are not lost in the Chinese whispers that the line manager system sometimes lends itself to…"

"Better communication and co-ordination between departments on areas where policy or implementation work overlap…"

"Better explanations of why decisions are taken i.e. more openness. Minutes of Management meetings are so limited in their information that they are not worthwhile issuing."

There were also comments from respondents wanting more involvement in decision making:

"More involvement of staff in reaching decisions on change to corporate process..."

"More involvement of staff when developing change – there are no 'change champions' for anything – if there are then they are invisible – positive response to change only happens when people feel involved and 'own' it. More e-mails and edicts are not the way. Nor is being preached at once it happens."

6   What is influencing employee engagement?

Employee engagement is a key business measure. It goes beyond simply measuring how satisfied staff are, to explore commitment and advocacy. It can be defined as employees' willingness and ability to invest their personal effort in the success of the organisation.

A group of questions have been identified from the survey, which together measure employee engagement. These questions are quite high level, and it is difficult to take action to influence them directly. For this reason we undertake statistical analysis, to identify the questions most closely linked with influencing employee engagement.

The technique that we use for this is Key Driver Analysis. The analysis helps us to understand the specific issues that affect overall employee engagement, providing a robust top-level action plan for the organisation. This information can assist with the prioritisation of improvement opportunities; ensuring resources allocated to improvement action are directed at issues likely to have the biggest impact on the organisation.

Key Driver Analysis plots questions and question sections on a graph similar to the one below. Questions are plotted according to their performance (i.e. their favourable or positive score) on the vertical axis, and according to the impact the question has on overall employee engagement (as identified by the statistics) on the horizontal axis.
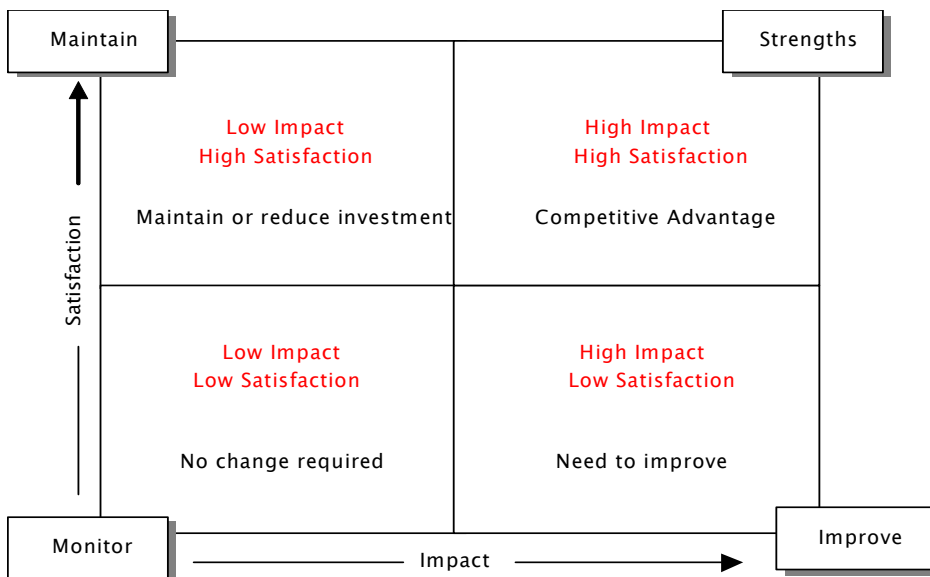
The first stage of key driver analysis is a factor analysis which groups together questions that have been answered similarly, and so can be said to naturally correlate. This forms a number of broad factors, which are then analysed individually.

Factors are analysed using regression analysis, against the engagement index in order to determine those factors, and individual questions, which have the greatest impact on employee engagement.

Interpreting the Results

The results for the main factors show the relative positions of each of the factors on two dimensions:

- **Performance** (measured as the % positive response in the survey);

- **Impact** (on a low to high scale showing relative impact on employee engagement).

Those questions lying furthest to the right of the quadrant plot have the greatest impact on the key driver question. Within this, the top right quadrant plots those factors with both high impact and strong performance (a position that should be maintained), whilst those factors in the lower right quadrant plots those factors with high impact but lower relative performance in the survey (factors that should be targeted with improvement actions). Whilst those factors on the left hand side of the quadrant have relatively less impact on the key driver question, it is not recommended that they are ignored, but merely have a lower priority.

6.1   Overall Model

As the engagement index is unique to the SE, it cannot be benchmarked against but used as a measure of improvement over time. It is important to pay attention to the areas that underpin employee engagement in the SE and in particular to the areas that the SE is performing least well on.

The overall model (Figure 1) shows that questions contained within the factor 'Job role and contribution' have a much greater impact on employee engagement than others and the SE has scored well in this area. The 'Treated Fairly', 'Development and Progression' and 'Senior Management' factors are the next most important factors. The questions that make up these are factors are shown in Figures 2 to 5.
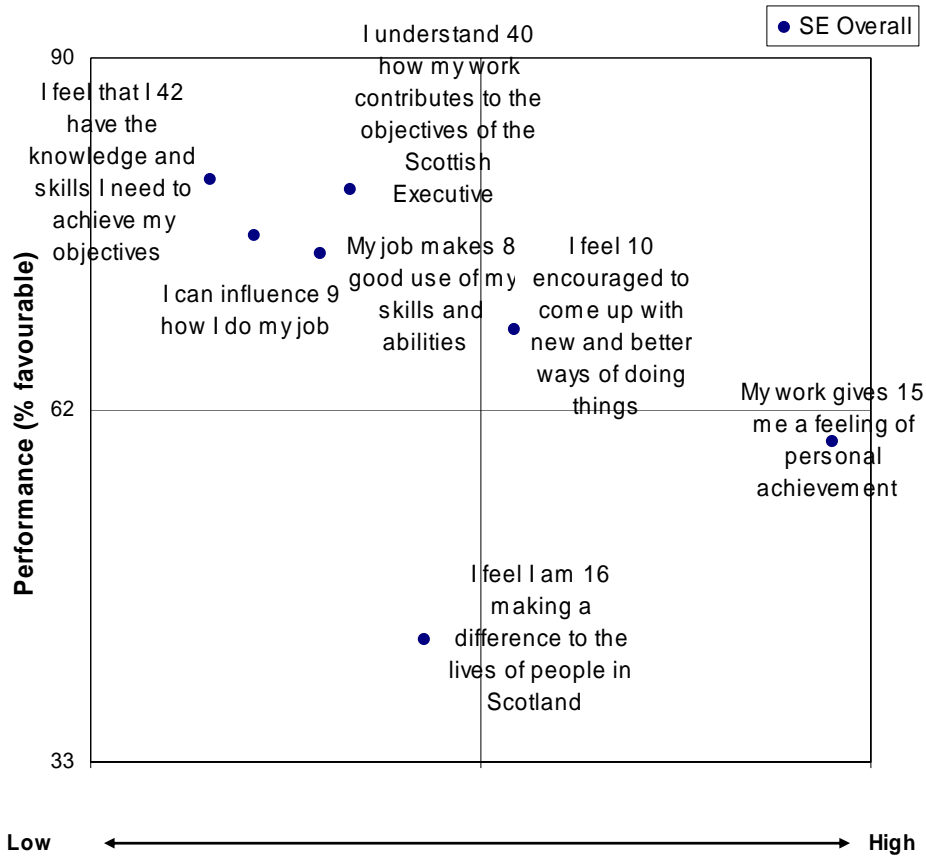
Overall Model (Figure 1)
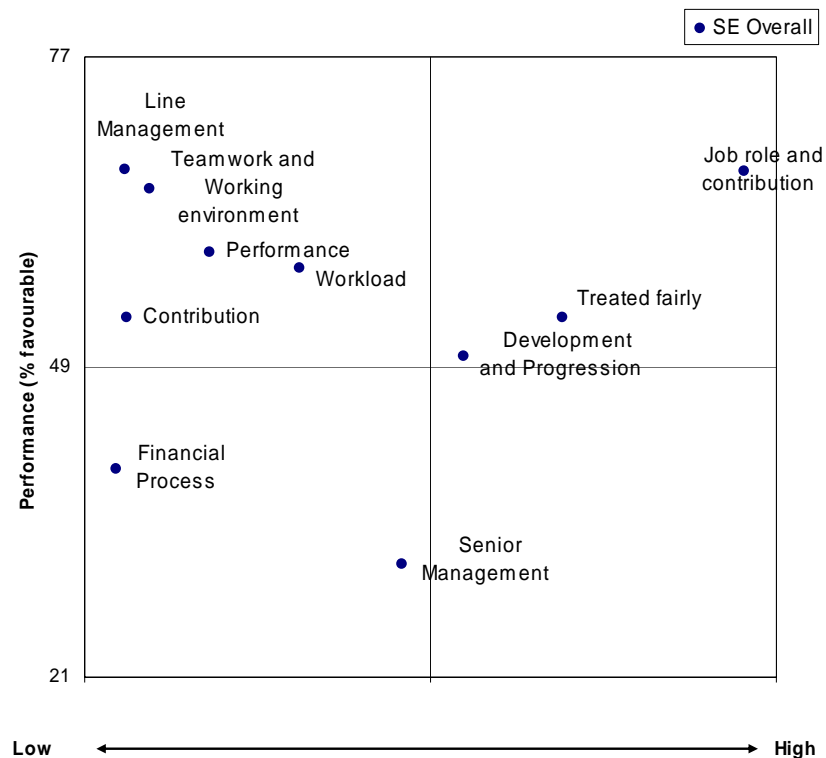
6.2   Job Role and Contribution Model

The 'job role and contribution' factor is high performing in terms of % positive scores in the questionnaire; it also has a strong impact on engagement so is a strength to maintain. The questions that are included in this factor are displayed in the quad-plot below.

Job Role and Contribution Model (Figure 2).

The most important driver of employee engagement is 'My work gives me a feeling of personal accomplishment'. If emphasis is placed on improving this score it will have the greatest impact on employee engagement.

6.3   Treated Fairly Model

The 'treated fairly' factor is positively performing in terms of % positive scores in the questionnaire; it also has a strong impact on engagement so is a strength to maintain. The questions that are included in this factor are displayed in the quad-plot below.

Treated Fairly Model (Figure 3).
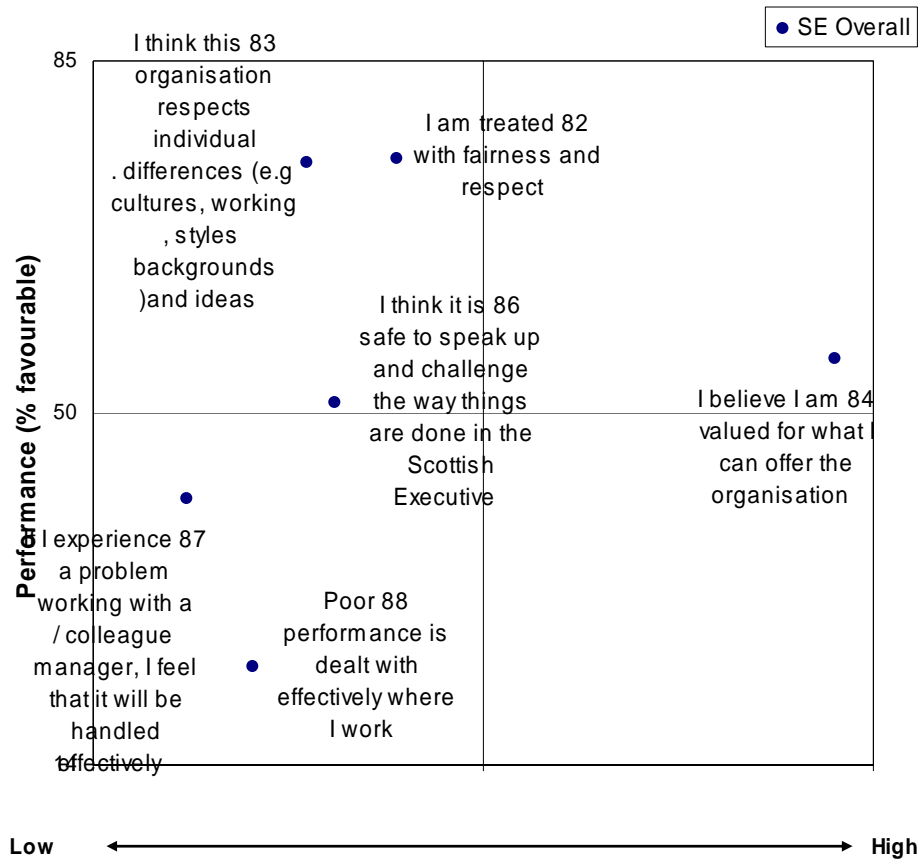
The most important driver of employee engagement within this factor is 'I believe I am valued for the what I can offer the organisation'. This is an area that should be considered for action to improve levels of engagement as it has such an impact on engagement.

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6.4   Development and Progression Model

Within the Development and Progression model, the strongest driver is, 'I believe I have the opportunity for personal development and growth in Scottish Executive'. It is relatively low scoring and so should be an area targeted for improvement.
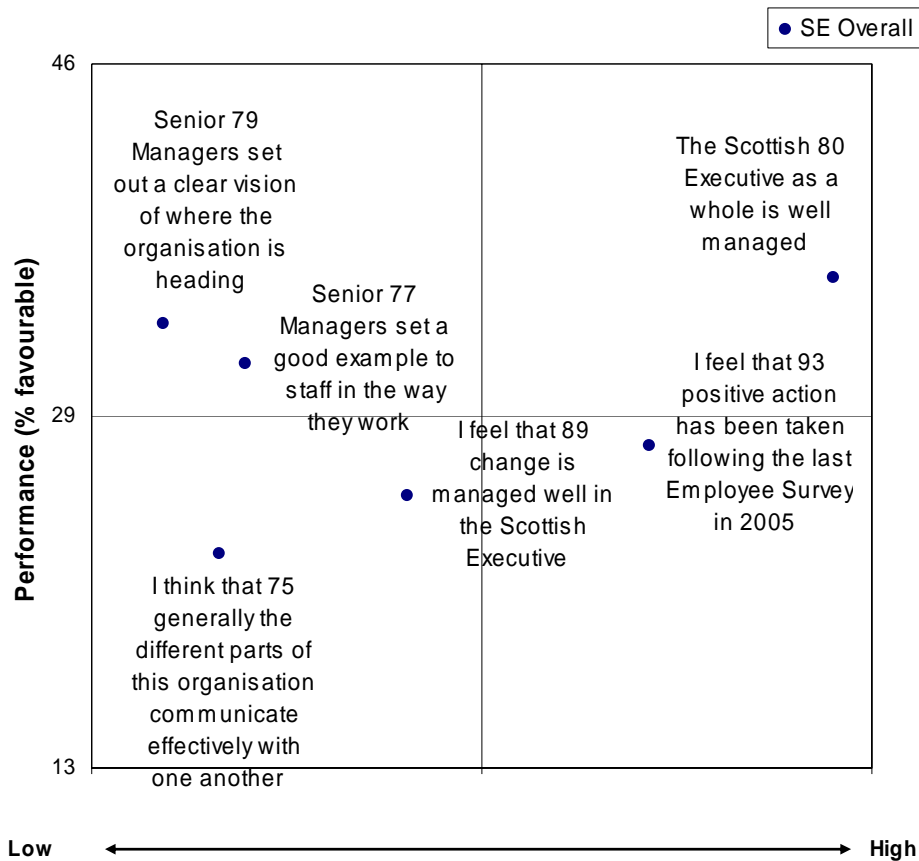
Development and Progression Model (Figure 4)
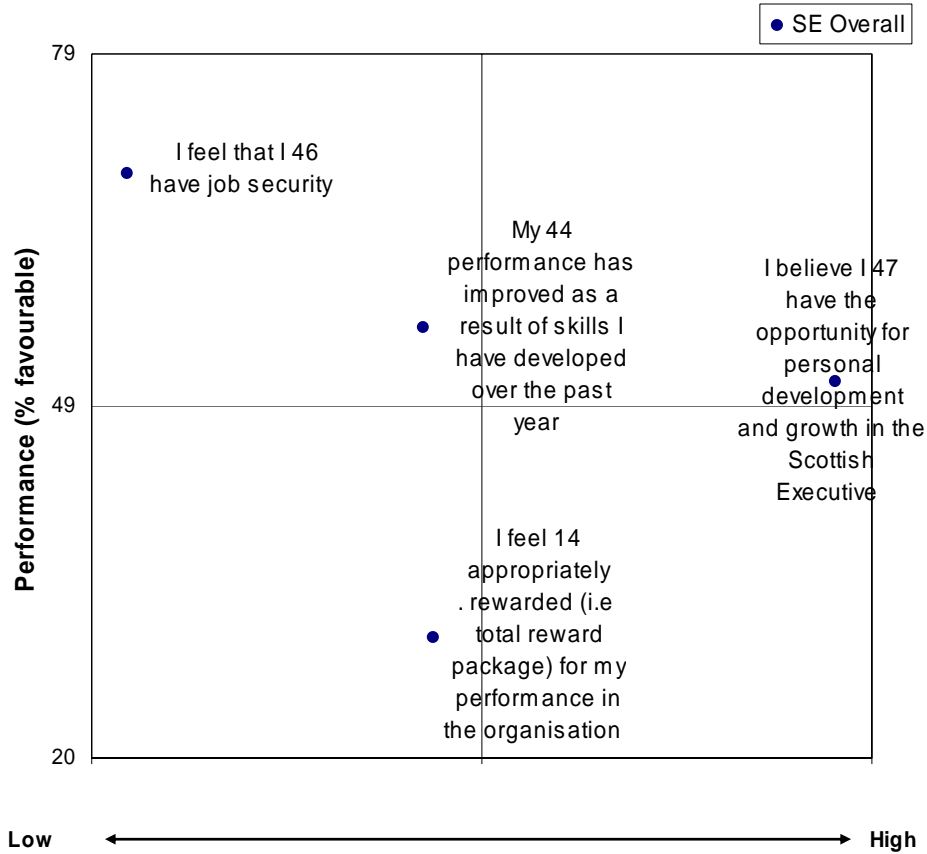
6.5 Senior Management Model

Within the Senior Management model, the strongest drivers are, 'The Scottish Executive as a whole is well managed' and 'I feel that positive action has been taken following the last Employee Survey in 2005' and therefore should be considered for action.

Senior Management Model (Figure 5)

6.6 Conclusions of the Key Driver Analysis

The key drivers of engagement within the SE that they are performing least well on and should therefore be considered as key priorities for improvement action are:

- I feel that positive action has been taken following the last Employee Survey in 2005 (28% positive – 52% neutral);

- The SE as a whole is well managed (36% positive);

- I believe I have the opportunity for personal development and growth in the SE (51% positive);

- I believe I am valued for what I can offer the organisation (55% positive);

- My work gives me a feeling of personal achievement (60% positive).

It is should be noted that these are the same key drivers identified in the analysis of the 2005 results.

Appendix 1: Response Rates

This appendix lists the response rates for the SE overall, each Department and each Agency, for both the 2006 and 2005 Employee Surveys.

	% response rate 2006	% response rate 2005
Scottish Executive	**69%**	**65%**
Scottish Executive (core and secondees)	**75%**	**71%**
All Agencies	**59%**	**52%**
Accountant in Bankruptcy (AiB)	57%	51%
Communities Scotland	65%	52%
Criminal Injuries Compensation Agency(CICA)	19%	19%
Fisheries Research Service	42%	66%
General Register Office for Scotland (GROS)	68%	77%
HM Inspectorate of Education (HMIE)	72%	33%
Mental Health Tribunal for Scotland Administration (MHTSA)	68%	23%
National Archives of Scotland (NAS)	61%	54%
Scottish Agricultural Science Agency (SASA)	66%	66%
Scottish Public Pensions Agency (SPPA)	64%	46%
Student Awards Agency Scotland (SAAS)	56%	54%
Transport Scotland	42%	
Departments:		
Development	74%	77%
Education	85%	108%
Environment and Rural Affairs	65%	69%
Enterprise, Transport and Lifelong Learning	86%	66%
Finance and Central Services	82%	66%
Health	69%	61%
Justice	85%	70%
Legal and Parliamentary Services	75%	67%
Office of Permanent Secretary	76%	78%

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Appendix 2: Benchmark Questions

	Scottish Executive 2006 % positive	Difference from Central Government Benchmark	Difference from UK Benchmark
8 My job makes good use of my skills and abilities	75	7	3
11 Overall, my workload is reasonable	60	3	1
12 I am able to strike the right balance between my work and home life	67	0	0
13 I feel the level of stress in my job has a negative effect on my work	46	5	4
15 My work gives me a feeling of personal achievement	60	0	-9
18 Overall, I am satisfied with my job	62	-1	-6
20 My line manager motivates and inspires me to be more effective in my job	56	2	-1
21 My line manager recognises and acknowledges when I have done my job well	73	2	2
23 My line manager communicates effectively to give me the information I need to do a good job	62	-5	-6
24 I am confident that, on important matters, my feelings and thoughts are communicated upwards by my manager	61	6	5
28 My last performance review helped me to identify ways I can develop further	44	-	-16
33 Overall, the team is well managed	62	-3	-11
35 Our team co-operates to get the work done	84	5	4
37 I receive regular and constructive feedback on my performance	50	-2	-7
40 I understand how my work contributes to the objectives of the Scottish Executive	80	1	-2
41 I am satisfied with the training I received for my present job including coaching and on-the-job training	56	3	-8
44 My performance has improved as a result of skills I have developed over the past year	56	1	0
45 I believe there are opportunities to progress in my career in the Scottish Executive, Agencies and Associated Departments (NOT SECONDEE)	44	6	2
46 I feel that I have job security	69	18	15

	Scottish Executive 2006 % positive	Difference from Central Government Benchmark	Difference from UK Benchmark
47 I believe I have the opportunity for personal development and growth in the Scottish Executive	51	2	-6
48 The physical working environment allows me to be productive in my job	54	-9	-11
70 The Scottish Executive does a good job of keeping me informed about matters affecting me	61	12	11
74 I have the opportunity to contribute my views to decisions that will affect my work	52	9	9
76 Senior Managers are sufficiently visible in this organisation	46	7	4
80 The Scottish Executive as a whole is well managed	36	7	-11
81 Overall, I have confidence in the senior managers in the Scottish Executive	36	4	1
82 I am treated with fairness and respect	75	4	4
83 I think this organisation respects individual differences (e.g. cultures, working styles, backgrounds and ideas)	75	8	5
84 I believe I am valued for what I can offer the organisation	55	12	0
86 I think it is safe to speak up and challenge the way things are done in the Scottish Executive	51	7	6
88 Poor performance is dealt with effectively where I work	24	-7	-2
89 I feel that change is managed well in the Scottish Executive	26	2	-7
90 I am proud to work for the Scottish Executive (NOT SECONDEE)	60	2	-6
91 Overall, I think the Scottish Executive is a good organisation to work for	70	7	2
92 I would recommend the Scottish Executive as a good place to work	60	3	-2

Appendix 3: Profile of Respondents

Age

	Number of Respondents
16-25 years	289
26-35 years	1187
36-45 years	1397
46-55 years	1287
56+ years	393

Length of Service

	Number of Respondents
Less than 1 year	426
Between 1 and 2 years	331
Between 2 and 5 years	1002
Between 5 and 10 years	1169
Between 10 and 15 years	467
Between 15 and 20 years	647
More than 20 years	1096

Band

	Number of Respondents
A	1445
B	2548
C	864
SCS	169