Public Services and Government

The Scottish Government

Scottish Government
Employee Survey 2008
Results Report

r social research

Scottish Government Employee Survey 2008

Results Report

ORC International

Scottish Government Social Research

2009

The views expressed in this report are those of the researcher and do not necessarily represent those of the Scottish Government or Scottish Ministers.

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1   Executive Summary

1.1   Overview

The Scottish Government (SG) conducted its 2008 Employee Survey from 11th November to 2nd December 2008. The survey focuses on employee engagement and through statistical analysis identifies what is driving this engagement and how engaged employees are. This report provides analysis of the full results and identifies corporate priorities to take forward for action.

1.2   Response rate

This year's employee survey received a response rate of 62%, which is below the response rate achieved in 2007 (69%) and the average response for surveys of this kind conducted in other Central Government organisations (67%). However, it is in line with the average across all UK organisations (63%).

1.3   Employee Engagement

A series of questions – the employee engagement index – has been used to calculate an overall engagement score and measure respondents' commitment to the Scottish Government. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

The overall engagement score for 2008 is 66%, an increase of 1 percentage point from 2007.

To identify the key areas that drive and have the biggest impact on employee engagement for the Scottish Government, Key Driver Analysis (KDA) has been conducted. Key Driver Analysis (KDA) is a statistical tool used to help highlight the aspects of working for the Scottish Government which have the strongest impact on employee engagement. These questions are not necessarily the lowest performers, rather the questions having the **greatest impact on engagement**. The key drivers of engagement that the SG is performing least well on should be considered as key priorities for improvement action.

The key drivers of engagement are listed below.

1.3.1   High performing key driver of engagement

Understanding contribution to the purpose of the SG: As in 2007 and similar to other Central Government organisations the majority of respondents (82%) understand how their work contributes to the Purpose of the Scottish Government. This was also

identified as a driver in 2007 (the wording of the question was slightly different in 2007, referring to "objectives of the SG", rather than the Purpose).

1.3.2   Poor performing key drivers of engagement

Scottish Government being well managed: Overall perceptions of senior management is a key area to improve, with the key driver, as in 2007, focusing upon the SG being well managed. Only 40% of Core respondents and 43% of Agency/Associated Departments' respondents answer positively. While this is performing better than other Central Government organisations it falls below the Private Sector norm (54%). In addition questions about senior management and specifically the Strategic Board generate extremely high neutral responses similar to 2007, when it was highlighted as a priority to take forward for action. This possibly suggests that action taken forward from the 2007 regarding senior management and leadership may need to be re-evaluated or that these actions potentially are still being implemented and embedded into the culture of the SG.

Personal achievement: With 62% of respondents believing their work gives them a feeling of personal achievement, this is performing better than other drivers of engagement. However this falls below the Central Government and Private Sector norms, therefore an area to monitor and continue to look to improve as it is also the area that has the highest impact on engagement.

Commitment to training and development of staff: Overall 59% of respondents feel the SG is committed to the training and development of its staff. While this has shown no movement since 2007, there is room for further improvement and providing training and development opportunities to staff would also demonstrate the organisation valuing and placing investment in people.

Being appropriately rewarded for performance: Similar to 2007, respondents feeling appropriately rewarded for their performance in the SG has been identified as a key driver of engagement. Only a third feel they are appropriately rewarded (i.e. total reward package) for their performance and 45% actively disagree. It is also important to acknowledge that compared to 2007 the impact of this question on engagement is higher.

Positive actions since last survey: Only a quarter of respondents feel that positive action is being taken following the last survey, which is a decline from the 2007 score. Half of respondents answer neutrally, suggesting that actions may not have been effectively communicated back or linked to the survey or that some actions may still be in the process of being implemented and embedded into the culture of the organisation.

1.4   General findings

The majority of questions remain in line with the 2007 survey, though some key areas identified as opportunities for action are moving in the right direction. Of the 61 questions in the survey where trend comparisons are available:

- 4 questions have improved by 5 percentage points or more

- 55 questions remain in line, between +4 and -4 percentage points

- 2 questions have declined by 5 percentage points or more

Comparisons of the 33 questions that can be compared to the Central Government norm are overall favourable:

- 12 questions score at least 5 percentage points higher

- 15 questions are in line, between +4 and -4 percentage points

- 6 questions score at least 5 percentage points lower

Comparisons of the 31 questions that can be compared to the Private Sector norm are less favourable, with a higher proportion falling below the norm:

- 5 questions score at least 5 percentage points higher

- 12 questions are in line, between +4 and -4 percentage points

- 14 questions score at least 5 percentage points lower

1.4.1 Key strengths

The following areas have not been identified as drivers of engagement but can still be considered as strengths for the SG.

Job and organisational satisfaction: Overall 73% are satisfied with their job, which is higher than other Central Government organisations (64%). Similarly, 73% of respondents think the SG is a good place to work, again performing better than other Central Government organisations (59%).

Team working: Team working is a real strength for the SG, with most respondents (84%) who agree their team co-operates to get the work done.

Work objectives and skills: Perceptions of work objectives is an overall strength for the SG. Three quarters of respondents feel they are fully involved in setting their work objectives and 72% agree their objectives clearly set out what is expected of them in their job. Most respondents (86%) also feel they have the skills and knowledge they need to achieve their objectives. Furthermore, linked to work objectives, most respondents (75%) can clearly see how their work contributes to the business plan of their work area.

Job security: Job security is perceived positively, with 78% of respondents who feel they have job security. This outperforms both the Central Government and Private Sector norms as well as improving by 11 percentage points since 2007.

Respecting diversity: As in 2007, most respondents (78%) feel the SG respects individual differences (e.g. cultures, working styles, backgrounds and ideas). This is

considerably higher than both the Central Government norm (66%) and the Private Sector norm (70%). It is also important to note that this was a key driver of engagement in 2007, being the third question to have the most impact on engagement. While it has not emerged as a key driver in 2008 it is still an area to be celebrated as performance on this question had been maintained.

Line management recognition: While perceptions remain in line with 2007, it is positive that a high proportion of respondents (73%) agree their line manager recognises and acknowledges when they have done their job well.

1.4.2 Opportunities for improvement

The following area was not identified as a key driver of engagement but is an opportunity for improvement for the SG.

Performance management: Only 28% of respondents feel poor performance is dealt with effectively, which falls in line with 2007 and nearly a third actively disagree. Overall it is an important area to address as not only could it have a detrimental effect on how well the organisation is performing but also to some extent on high performers who may feel they are being treated in a similar way to those under performing and therefore not being recognised for their good performance.

1.5 Progress on corporate priorities since 2007

From the analysis of the 2007 survey results the following corporate priorities were identified for improvement action:

- Visibility and perceptions of senior management and the Strategic Board
- Career progression
- Being rewarded appropriately for performance
- Performance management
- Job pressure

It is encouraging that there has been improvements to some of the action areas identified in 2007, particularly the 5 percentage points increase in the proportion of respondents that believe there are opportunities to progress their career in the SG. Job pressure is also another area having improved considerably since 2007, with two thirds agreeing the level of stress they experience in their job does not affect their ability to do their work. Perceptions of dealing with poor performance effectively and being rewarded appropriately for performance has seen no improvement since 2007 so remain areas to continue to address. Perceptions of senior management and the Strategic Board also remain corporate priorities for improvement this year (see section 1.4.2).

2   Introduction

This report presents the results of the Scottish Government (SG) 2008 Employee Survey, covering all 8,490 staff, secondees and Employment Agency Workers (EAWs) in the Core Directorates and Agencies/Associated Departments. It was issued for 3 weeks from 11th November to 2nd December 2008 and at the end of the survey period 5,305 employees had responded (a response rate of 62%). The 2008 response was below that of 2007 (69%), and the Central Government benchmark norm (67%), however was in line with the average across all UK organisations (63%) Appendix 1 provides a detailed breakdown of response rates by Directorates, Agencies and Associated Departments.

The development and running of the questionnaire and on-line survey were conducted in-house by the Office of Chief Researcher (OCR), with ORC International working on the analysis and reporting elements of the survey.

2.1   Survey background

The Scottish Government has undertaken an annual survey amongst staff employed within the organisation, its Agencies and Associated Departments since 2000. The staff survey was originally set up as part of an initiative to find out how the organisation was adjusting to the ongoing changes brought about by devolution. The purpose was to seek to establish a regular, systematic mechanism through which staff could input their views, feed into the planning process, and alert management to areas requiring attention, while enabling any changes to be monitored over the period covered.

In 2005, a review of the survey was conducted in order to address a 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 2008 survey is the fourth annual survey under the five year strategy.

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

2.2   The questionnaire

The questionnaire has been designed to focus on understanding how engaged staff are within the organisation and what factors encourage or hinder their level of engagement. As the questionnaire has been designed to track a 5 year survey plan (from 2005 onwards) the majority of questions remain the same as in 2007.

The two main changes to the questionnaire since 2007 are:

- Updating of questions to reflect the current language and priorities around the new approach to government and policymaking. Questions now include alignment with the Government's Purpose (question 55); the move to an outcome-based approach (questions 56-58); and working with local government (question 61).

- An overall reduction in the number of questions covering 'corporate services' (i.e. questions relating to working environment, ICT, communications and human resources). This increases the focus of the questionnaire on employee engagement

2.3   Distribution and return process

All staff, secondees and Employment Agency Workers (EAWs), e.g. Pertemps, within the main SG (Core Directorates and Agencies/Associated Departments) were included in the survey conducted by the SG, using a mainly online methodology. Paper based questionnaires were distributed where staff did not have access to the computer network. 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 and in line with the Market Research Society guidelines.

3   Understanding this report

The term "Scottish Government" or "SG" is used to include all Core Directorates and Scottish Government Agencies and Associated Departments that took part in the 2008 Employee, Secondee and EAW Surveys.

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

Results from 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". 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 SG's results where possible are compared with external benchmark scores calculated from ORC International's *Perspectives* database. ORC *Perspectives* currently holds the survey results from over 300 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 the UK Private Sector benchmark.

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.

4 Employee engagement

4.1 Employee engagement

In early 2007 the Scottish Government (SG) commissioned research to review their engagement model to ensure the best measure of engagement amongst SG employees was being used in the survey. As a result of this research the list of questions included at the end of the questionnaire to measure levels of engagement was updated. A set of 7 questions have been identified as measuring employee engagement, to measure respondents' attachment to the SG.

Engagement goes beyond satisfaction or motivation and can be defined as employees' willingness and ability to invest their personal effort in the success of the organisation. Engaged employees have a sense of personal attachment to their work and organisation that means they want to give of their best to help the organisation move forward and succeed. They also are likely to speak positively about their organisation and have a keen desire to stay working for the organisation for the foreseeable future. The concept of employee engagement at ORC International is framed in terms of the '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?

Research across private and public sector has found strong links that an engaged workforce will have a positive effect on the organisation's performance which result in greater productivity, increased profitability and higher levels of customer/stakeholder satisfaction. So essentially engaged employees drive high performance in organisations.

The graph overleaf shows the results of the 7 engagement questions used to measure levels of engagement amongst the SG respondents. The overall engagement score for 2008 is 66%, an increase of 1 percentage point from 2007 (65%).

Overall the individual engagement questions fall in line with the 2007 positive scores.

The results generally compare well to the Central Government benchmark norms (labelled 'Difference from CG BM'), particularly intention to stay with the SG for the next 12 months, overall the SG being a good place to work and recommending it as a place to work. However compared to other Central Government organisations respondents were less positive about being personally motivated to help the SG achieve its objectives.

The engagement questions are also compared to the Private Sector benchmark, where results are less positive in comparison, in particular pride in working for the SG and being personally motivated to help the SG achieve its objectives. However intention to still be working for the SG/its Agencies/Associated Departments in 12 months time compares well against the Private Sector norm.

	% Positive	% Neutral	% Negative	Difference from 2007	Difference from CG BM	Difference from Private Sector BM
72. I believe I am valued for what I can offer the Scottish Government	52	24	25	-1	4	-5
73. I am personally motivated to help the Scottish Government achieve its objectives	69	19	12	1	-10	-9
74. I feel inspired to do my best at work	66	20	14	1	0	-4
75. I intend to still be working in the Scottish Government/ its Agencies/ Associated Departments in 12 months' time	79	14	7	5	16	7
77. Overall, I think the Scottish Government is a good place to work	73	17	10	0	14	0
78. I would recommend the Scottish Government as a good place to work	65	20	15	1	12	-3
79. I am proud to work in the Scottish Government	62	28	10	1	-1	-10

4.2 Key drivers of engagement

The engagement questions (shown in the graph above) 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 cannot be 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 SG. 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 of engagement for the SG are listed below, in order of impact on engagement, with the question with the greatest impact on engagement listed at the top. The key drivers of engagement that the SG is performing least well on should be considered as key priorities for improvement action:

- Q13 My work gives me a feeling of personal achievement (62% positive)
- Q47 The Scottish Government is well managed (41% positive)
  (Please note this % positive score is for Core Directorates and Agencies/Associated Departments combined)
- Q16 I feel appropriately rewarded (i.e. total reward package) for my performance in the Scottish Government (34% positive)
- Q22 I feel the Scottish Government is committed to the training and development of its staff (59% positive)
- Q76 I feel that positive action is being taken following the last Employee Survey (26% positive)
- Q55 I understand how my work contributes to the Purpose of the Scottish Government (82% positive)

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

4.3   Cluster analysis

While the levels of engagement and key drivers are highlighted above, further statistical analysis (cluster analysis) was conducted to determine how engaged the respondent workforce is. Based on the responses to the engagement questions, 5 distinct clusters were identified and the pie chart below shows these clusters and the proportion of respondents they represent.

Cluster 5: Disengaged
Engagement Score 5%

Cluster 1: Highly engaged
Engagement Score 98%

Cluster 4 On the fence and uninspired:
Engagement Score 20%

Cluster 3: Motivated non-advocates
Engagement Score 28%

Cluster 2: Engaged
Engagement Score 68%

7%
39%
14%
8%
32%
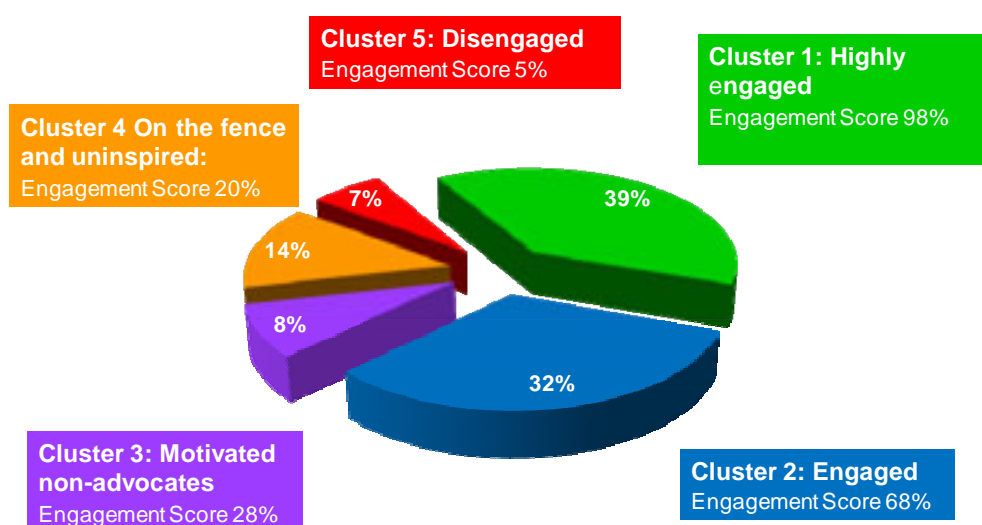
The clusters of respondents were grouped in this way based on the following pattern of responses to the engagement questions:

- **Highly engaged staff:** always respond positively to all the engagement questions with a higher proportion responding "strongly agree" to engagement questions compared to the "Engaged" cluster.

- **Engaged staff:** responses are generally positive to the engagement questions but overall only a small proportion "strongly agree" to the engagement questions compared to the "Highly Engaged" cluster.

- **Motivated, non-advocates:** responses are generally positive about feeling motivated to help the SG achieve its objectives and intend to be working for the SG/its Agencies /Associated Departments in 12 months time. However a proportion would not recommend it as a good place to work and half respond neutrally towards feeling pride in working for the SG and thinking that overall it is a good place to work.

- **On the fence and uninspired:** respondents in this cluster do not generally feel valued for what they can offer the SG or feel inspired to do their best, though half still intend to be working for the SG/it Agencies /Associated Departments in 12 months time. Overall this cluster respond most neutrally to all engagement questions, in particular, overall thinking SG is a good place to work, recommending the SG as a good place to work and being proud to work for the SG.

- **Disengaged staff:** are generally negative to all the engagement questions, however just 40% do not intend to still be working for the SG/it Agencies /Associated Departments in 12 months time, while 30% of this cluster respond positively and a similar proportion respond neutrally.

Comparing this breakdown of clusters with 2007 it is important to note that the proportion of highly engaged staff has increase by 2 percentage points (37% highly engaged in 2007). The proportion of engaged staff has also risen by 4 percentage points (28% engaged in 2007). It is positive to note that those respondents in the motivated, non advocate cluster has declined from 15% to 8% suggesting a potential shift to the engaged cluster. However, the proportion of disengaged staff remains on par with 2007 (7% disengaged).

5 Summary of comparisons

5.1 Trend comparisons

Where possible, comparisons with the previous year's results are made throughout the report and the graphs display comparisons specifically with 2007 to track and monitor improvement or decline on the previous year's performance.

There are 61 questions that are comparable to those asked in the 2007 survey and of those:

- 4 questions have improved (by 5 percentage points or more) since 2007

- 55 questions remain in line (between +4 and -4 percentage points) with the 2007 scores

- 2 questions have declined (by 5 percentage points or more) since 2007

The 4 questions that have improved by 5 percentage points or more since 2007 are:
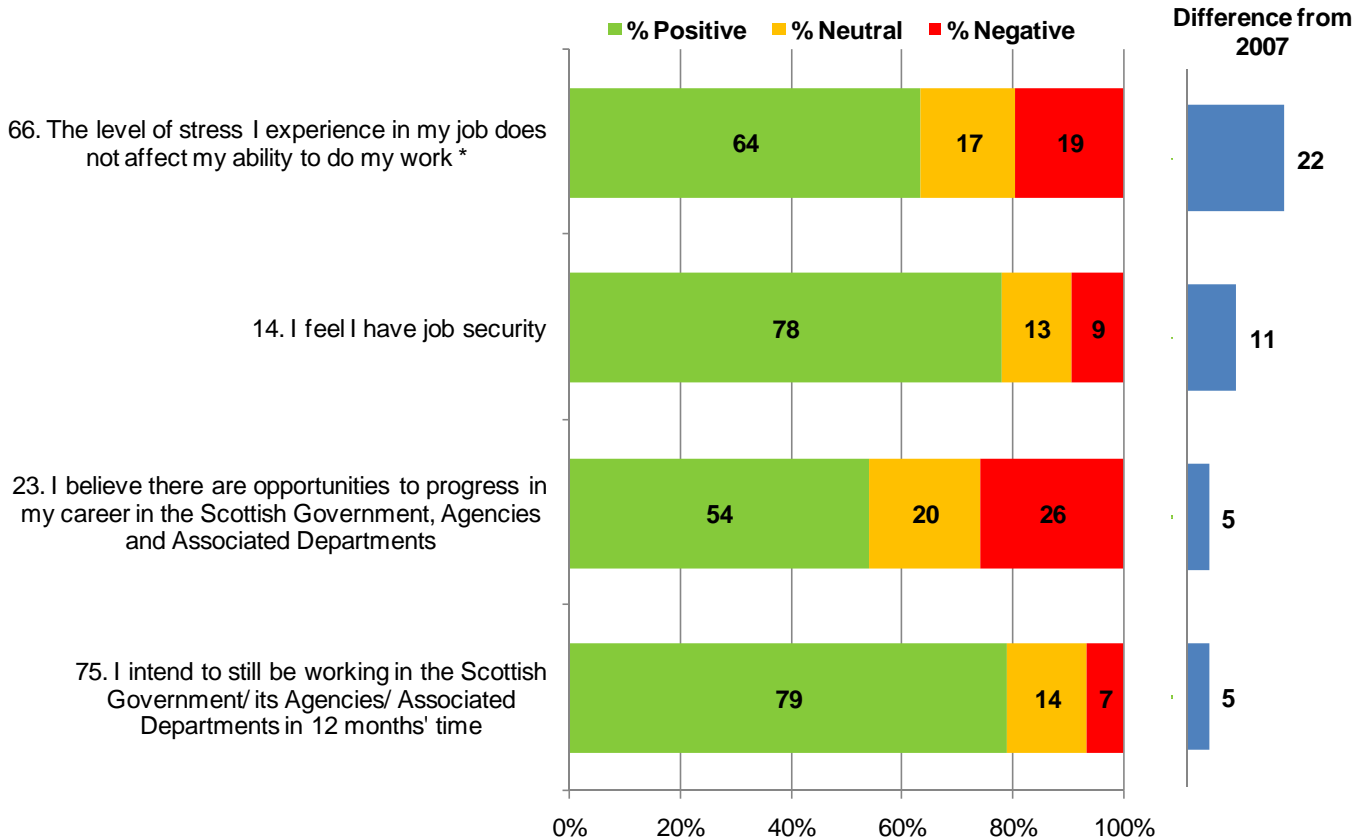
*Please note the text change to question 66 compared to 2007 wording which was *"I feel the level of stress in my job has a negative effect on my work"*.

The 2 questions that have declined by 5 percentage points or more since 2007 are:

■ % Positive   ■ % Neutral   ■ % Negative

Difference from 2007

63. In my experience we are effectively involving members of the public in the design and development of policy

| 36 | 37 | 27 |

-6

76. I feel that positive action is being taken following the last Employee Survey

| 26 | 50 | 25 |

-6

0%   20%   40%   60%   80%   100%
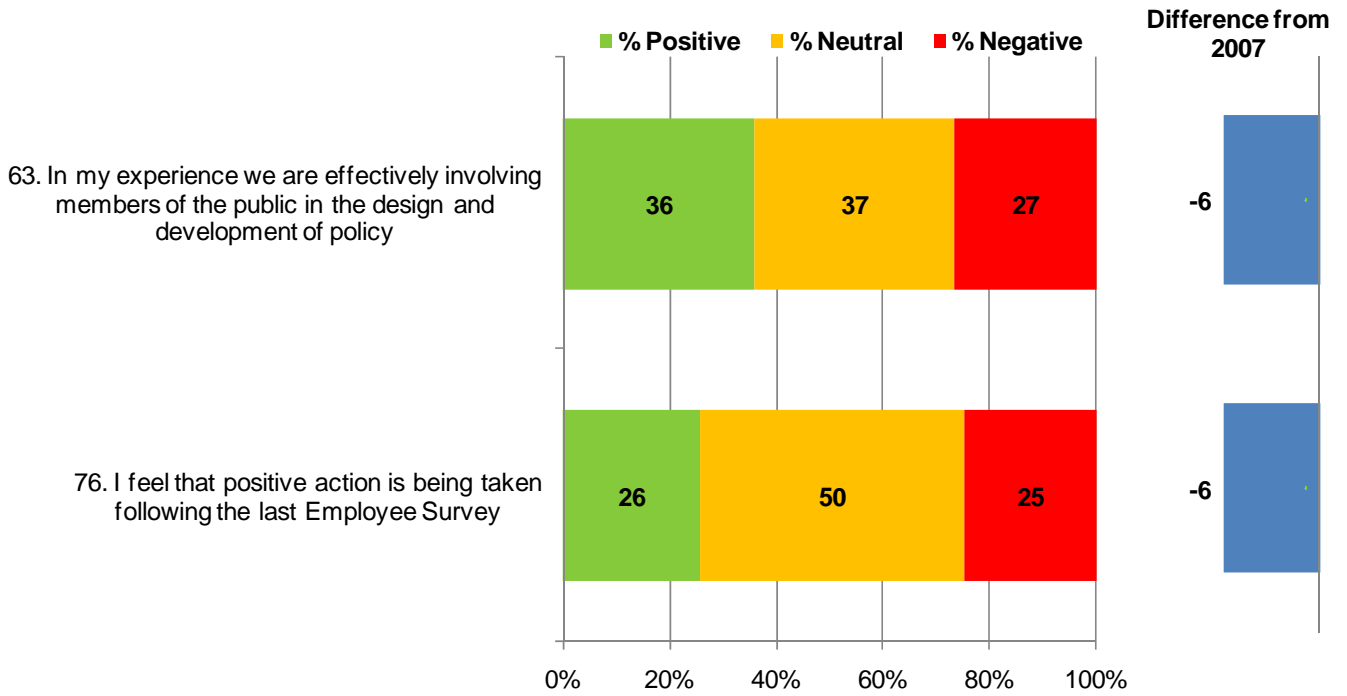
5.2   External benchmark comparisons

The results of the SG employee survey have been compared to two external benchmarks, where possible: the ORC International Central Government benchmark and the Private Sector benchmark.

Of the 33 questions asked within the 2008 survey that can be compared to the Central Government benchmark norms from the ORC *Perspectives* benchmark database:

- 12 questions score at least 5 percentage points higher than the Central Government benchmark

- 15 questions are in line (between +4 and -4 percentage points) with the Central Government benchmark

- 6 questions score at least 5 percentage points lower than the Central Government benchmark

The 12 questions that are higher than the Central Government benchmark are:
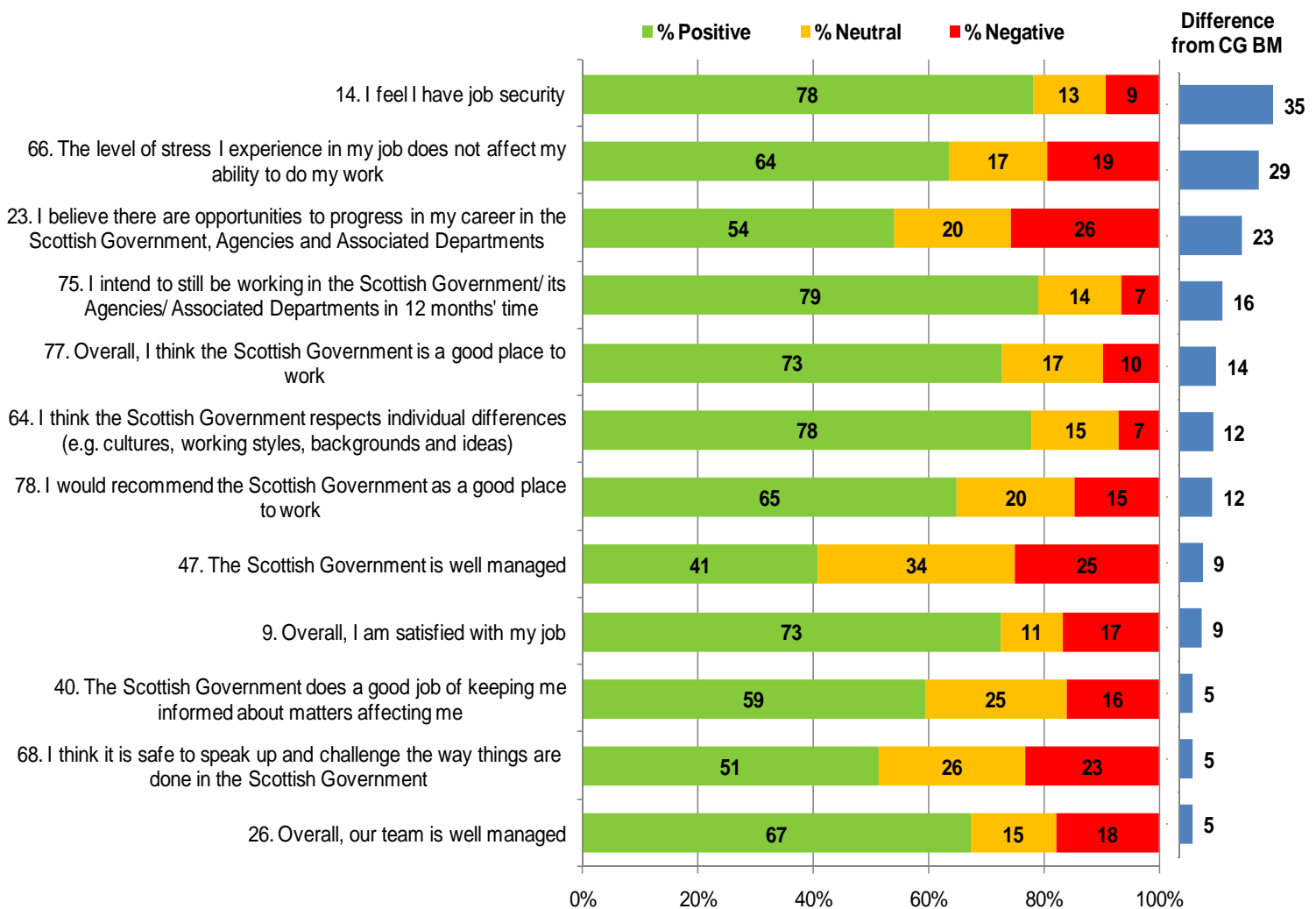
The 6 questions that are below the Central Government benchmark are:

% Positive ■ **% Neutral** ■ **% Negative**   **Difference from CG BM**

Question	% Positive	% Neutral	% Negative	Difference from CG BM
73. I am personally motivated to help the Scottish Government achieve its objectives	69	19	12	-10
15. I can clearly see how my work contributes to the business plan of my work area	75	15	11	-7
28. Our team regularly looks for better ways of working with stakeholders/customers	70	21	10	-7
38. The physical working environment allows me to be productive in my job	62	21	17	-6
21. I felt that my performance was accurately reflected at the conclusion of the performance review process	64	22	14	-6
13. My work gives me a feeling of personal achievement	62	19	19	-5

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

Of the 31 questions asked by the 2008 survey that can be compared to the Private Sector benchmark norms from the ORC *Perspectives* benchmark database:

- 5 questions score at least 5 percentage points higher than the Private Sector benchmark

- 12 questions are in line (between +4 and -4 percentage points) with the Private Sector benchmark

- 14 questions score at least 5 percentage points lower than the Private Sector benchmark

The 5 questions that are higher than the Private Sector benchmark are:
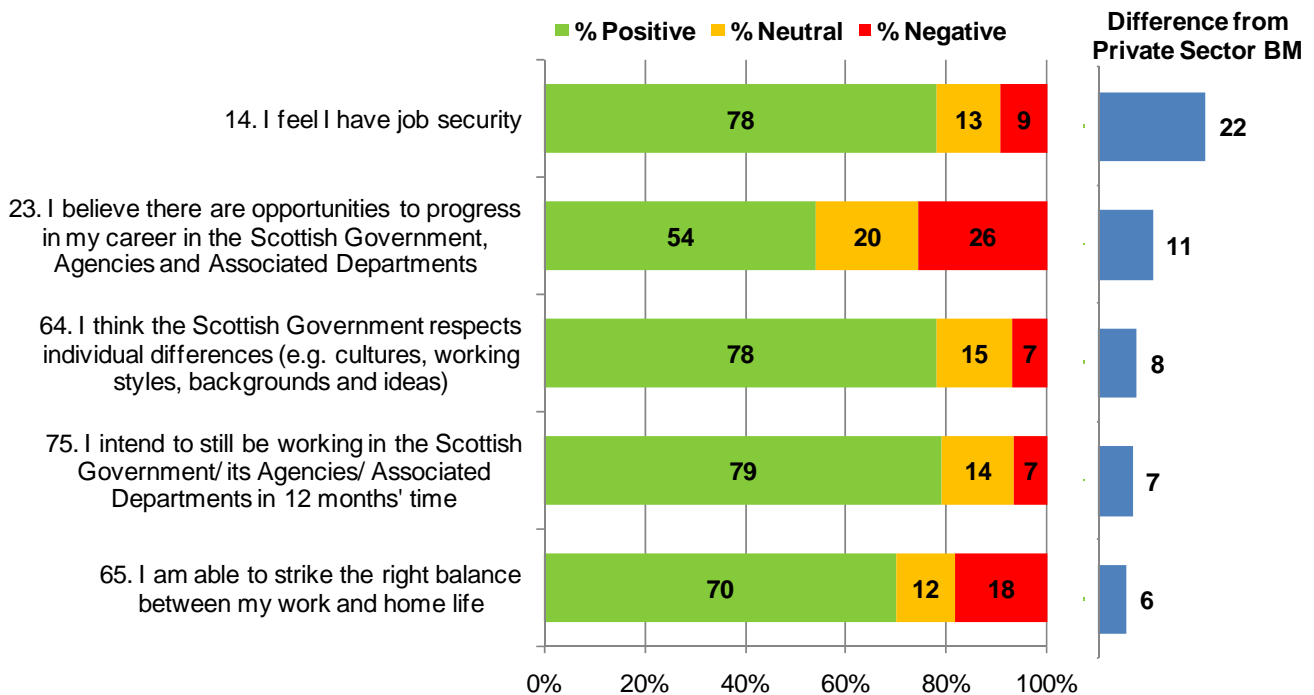
The 14 questions that are below the Private Sector benchmark are:

Difference from Private Sector BM

■ % Positive ■ % Neutral ■ % Negative

Question	% Positive	% Neutral	% Negative	Difference from Private Sector BM
15. I can clearly see how my work contributes to the business plan of my work area	75	15	11	-14
47. The Scottish Government is well managed	41	34	25	-13
13. My work gives me a feeling of personal achievement	62	19	19	-12
71. Poor performance is dealt with effectively in my work area	28	40	32	-11
21. I felt that my performance was accurately reflected at the conclusion of the performance review process	64	22	14	-11
79. I am proud to work in the Scottish Government	62	28	10	-10
28. Our team regularly looks for better ways of working with stakeholders/customers	70	21	10	-9
73. I am personally motivated to help the Scottish Government achieve its objectives	69	19	12	-9
38. The physical working environment allows me to be productive in my job	62	21	17	-7
10. My job makes good use of my skills and abilities	68	12	20	-7
68. I think it is safe to speak up and challenge the way things are done in the Scottish Government	51	26	23	-6
72. I believe I am valued for what I can offer the Scottish Government	52	24	25	-5
30. My line manager motivates and inspires me to be more effective in my job	59	24	17	-5
55. I understand how my work contributes to the Purpose of the Scottish Government	82	12	6	-5

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

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6   Results in detail

This part of the report discusses the findings from the 2008 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 2007 survey results. Interesting and informative demographic differences are also referred to where relevant.

Note: in the graphs presenting benchmark information, the Central Government benchmark comparison is labelled 'Difference from CG BM' and the Private Sector benchmark comparison is labelled 'Difference from Private Sector BM'. In these charts a '0' indicates there is no difference between the SG 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.

6.1   Me and my job

Question	% Positive	% Neutral	% Negative	Difference from 2007	Difference from CG BM	Difference from Private Sector BM
9. Overall, I am satisfied with my job	73	11	17	-2	9	-1
10. My job makes good use of my skills and abilities	68	12	20	-2	1	-7
11. I feel I can influence decisions that affect my job	59	16	25	0		
12. I feel encouraged to come up with new and better ways of doing things	66	16	18	-1		
13. My work gives me a feeling of personal achievement	62	19	19	-2	-5	-12
14. I feel I have job security	78	13	9	11	35	22
15. I can clearly see how my work contributes to the business plan of my work area	75	15	11	-1	-7	-14
16. I feel appropriately rewarded (i.e. total reward package) for my performance in the Scottish Government	34	21	45	0		

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

Overall job satisfaction remains in line with 2007, however it is important to note there was a substantial improvement between 2006 and 2007 in job satisfaction. It is also encouraging to see job satisfaction above the Central Government norm and in line with the Private Sector benchmark.

While the majority of respondents are satisfied with their job, fewer feel their job makes good use of their skills and abilities, in line with 2007 and the Central Government norm but falling below the Private Sector benchmark. As may be expected those respondents in lower bands (A and B) respond less positively than band C and SCS respondents as shown in the graph below:

"10. My job makes good use of my skills and abilities" by Band
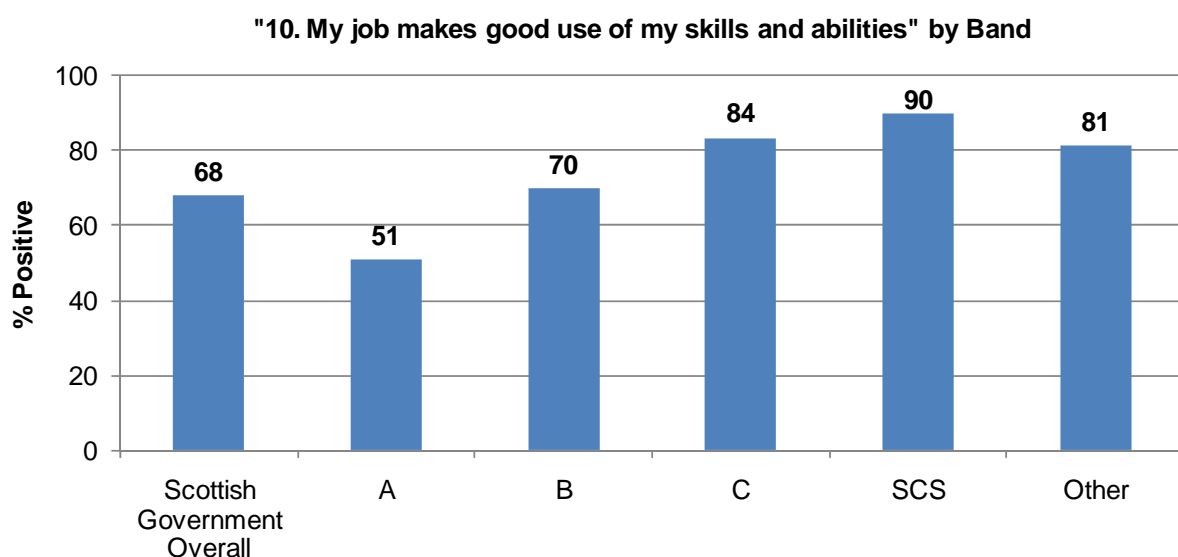
One of the key drivers of engagement is the perception that respondents' **work gives them a feeling of personal achievement** and while this remains on par with 2007, it falls below both the Central Government and Private Sector norms. Therefore it is an area to continue to look to improve, in order to improve the overall level of engagement with the SG. For particular groups of respondents this is highlighted as being more positive than others, so it is important to celebrate this for those who responded positively and look to further improve where groups are less positive. The least positive group by length of service are those respondents who have been working for the SG for more than 1 year but less than 2 years (58% positive).

The graph overleaf highlights the pattern that the more senior bands tend to respond more positively to their work giving them a feeling of personal achievement. This could also be linked to the senior bands feeling that there job is more likely to make good use of their skills and abilities.

"13. My work gives me a feeling of personal achievement" by Band
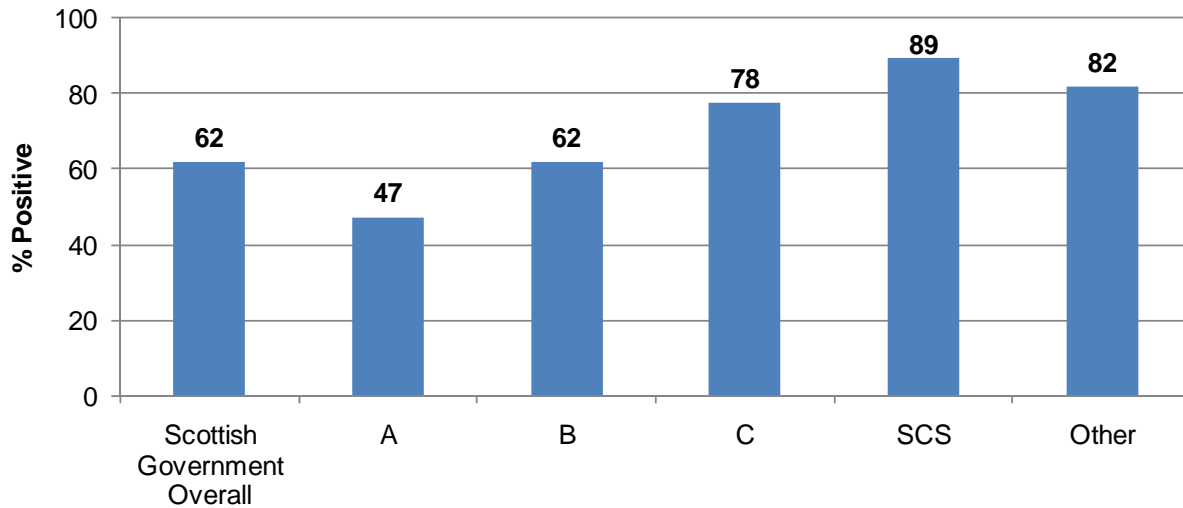
Like in 2007, the link between employees work and their work area's business plan is relatively strong with a high proportion of respondents (75%) who state they can clearly see how their work contributes to the business plan of their work area. However this falls below the Central Government and Private Sector norms, suggesting there is still room for improvement in building this link.

Similar to 2007, 66% of respondents feel they are encouraged to come up with new and better ways of doing things. Three quarters of respondents with line management responsibilities are positive that they are encouraged to come up with new and better ways of doing things, while only 59% of respondents with no line management responsibilities agree. However fewer respondents overall in the SG are positive (59%) about feeling they can influence decisions that affect their job.

Job security (not asked to seconded or employment agency workers) is a key area of strength for the SG, particularly in the current economic climate. Having improved by 11 percentage points since 2007, 78% of respondents feel they have job security, substantially above the Central Government and Private Sector norms. Interestingly Core Directorate respondents are more positive (80% positive) compared to Agency respondents (74% positive). In terms of job security and length of service the graph overleaf indicates that perceptions of job security increase for those up to 5 years length of service and then start to decline the longer respondents have been working for the SG.

"14. I feel I have job security" by Length of service
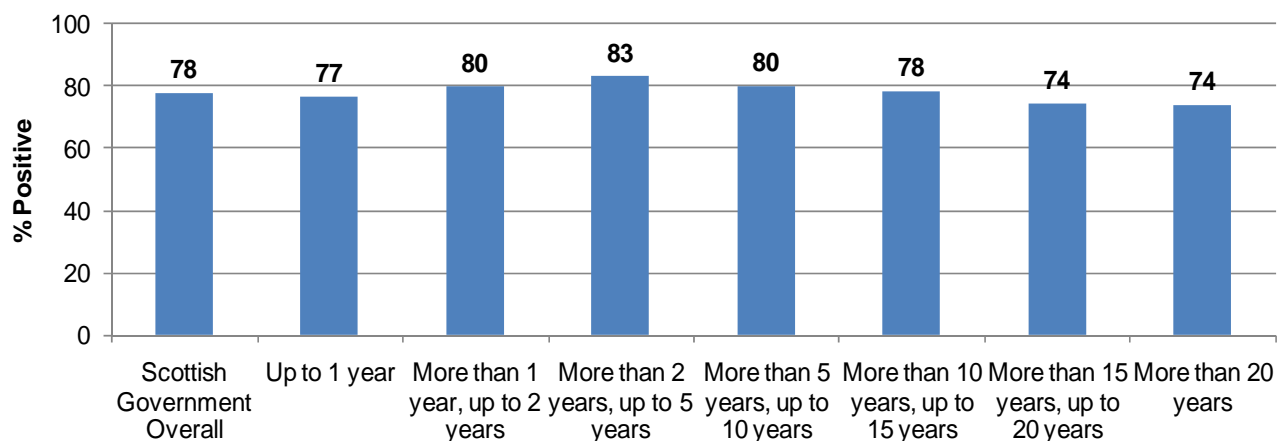
An area of concern remains to be respondents' perceptions to **feeling appropriately rewarded for their performance**, 34% positive, with nearly half of respondents who actively disagree that they are appropriately rewarded for their performance. This is identified as a driver of engagement and an important area to acknowledge. A higher proportion (37% positive) of Core Directorate respondents agree they feel appropriately rewarded (i.e. total reward package) for their performance compared to only 28% of respondents from Agencies and Associated Departments. By length of service, those respondents with more than 20 years length of service are the least positive (25% positive) about feeling appropriately rewarded for their performance. Also as would be expected to some extent, respondents in lower bands (A and B) are less positive about feeling appropriately rewarded for their performance compared to higher band respondents (C and SCS).

"16. I feel appropriately rewarded (i.e. total reward package) for my performance in the Scottish Government" by Band

6.2 Development and performance

Question	% Positive	% Neutral	% Negative	Difference from 2007	Difference from CG BM	Difference from Private Sector BM
17. I feel I have the skills and knowledge I need to achieve my objectives	86	8	6	-2		
18. I am satisfied that the learning opportunities I receive provide me with the skills and knowledge to do my job	70	17	14	-2		
19. My performance has improved as a result of the skills and knowledge I have developed over the past year	61	26	13	-1	3	0
20. I receive regular and constructive feedback on my performance	57	20	23	-1	3	0
21. I felt that my performance was accurately reflected at the conclusion of the performance review process	64	22	14	-1	-6	-11
22. I feel the Scottish Government is committed to the training and development of its staff	59	23	18	0		
23. I believe there are opportunities to progress in my career in the Scottish Government, Agencies and Associated Departments	54	20	26	5	23	11
25. I am confident in my skills and abilities to manage my team	92	6	2	0		

Between 2006 and 2007 there was a large improvement in positive scores in the area of development and performance and from the 2008 results it can be seen that this has generally stabilised. However it is encouraging to report that one of the key drivers of engagement from 2007 has shown significant improvement, over half of respondents believe there are opportunities to progress their career in the Scottish Government, Agencies and Associated Departments. This is an improvement of 5 percentage points since 2007 and considerably above the Central Government and Private Sector norms. While this improvement should be acknowledged, it is important that the actions are continued in this area to see further improvement.

One of the key drivers identified in 2008 is that of respondents **feeling the SG is committed to the training and development of its staff**, 59% of respondents agree this to be the case, which falls in line with 2007. Particular groups identified as being less positive are those in band A (47% positive) and band B (59% positive), compared

to band C and SCS (73% and 83% positive, respectively). Furthermore the longer serving respondents tend to be less positive especially compared to those who have been with the SG for less than a year (shown in the graph below), however this could be explained by the expectation that in the first 12 months of an employee joining they are likely to be provided with much more training and development. However as this is a driver of engagement it is important that where training and development needs are identified for employees during their time at the SG, they are provided with it accordingly.

"22. I feel the Scottish Government is committed to the training and development of its staff" by Length of service
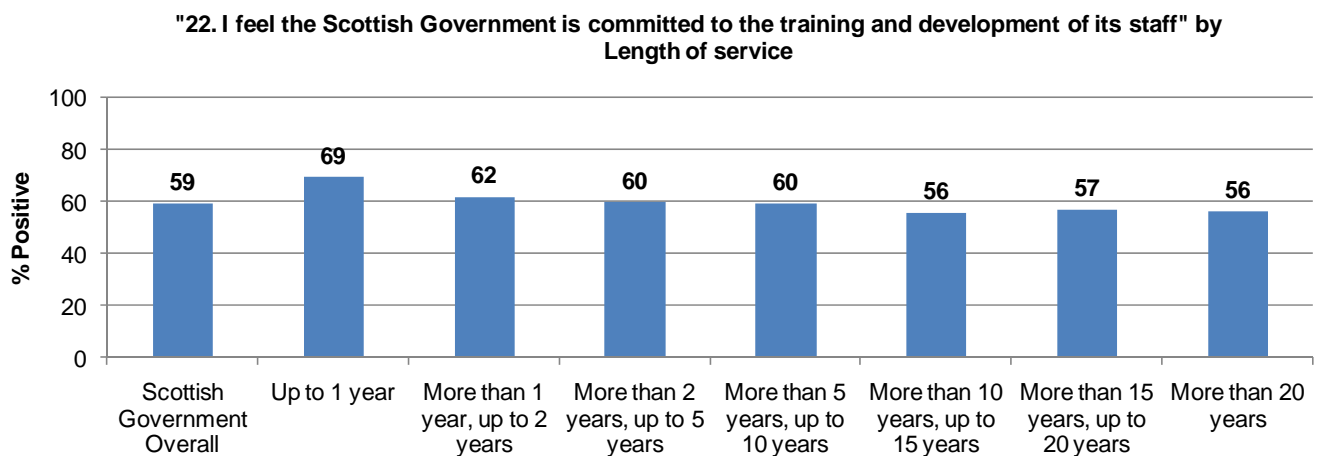
It is positive that most respondents (86%) feel they have the skills and knowledge they need to achieve their objectives and linked to this, 7 in 10 respondents are satisfied that the learning opportunities they receive provide them with the skills and knowledge to do their job. However, it is interesting to note that fewer (61%) are positive about their performance having improved as a result of the skills and knowledge they have developed over the past year. Over a quarter respond neutrally, possibly suggesting some respondents may not have had opportunities to develop or that they are uncertain to what extent their performance has improved.

One of the key demographics by which perceptions on development and career progression vary is by band, with respondents in band A being the least positive while SCS respondents being the most positive (as highlighted in the graph overleaf).

Perceptions of development and career progression by Band

Chart legend: A (blue), B (red), C (green), SCS (purple)

Question	A	B	C	SCS
18. I am satisfied that the learning opportunities I receive provide me with the skills and knowledge to do my job	65	68	79	88
19. My performance has improved as a result of the skills and knowledge I have developed over the past year	56	59	72	78
21. I felt that my performance was accurately reflected at the conclusion of the performance review process	57	65	71	72
22. I feel the Scottish Government is committed to the training and development of its staff	47	59	73	83
23. I believe there are opportunities to progress in my career in the Scottish Government, Agencies and Associated Departments	47	54	61	70

Performance feedback remains in line with 2007 and the Central Government norm, with 57% of respondents saying that they receive regular and constructive feedback on their performance. While this is not a direct key driver of engagement it is an important area to look at.

Similar to 2007, nearly two-thirds of respondents feel that their performance was accurately reflected at the conclusion of their performance review process, falling slightly below the Central Government norm and below the Private Sector benchmark. It is interesting to note that respondents whose line managers are bands A and B responded less positively (51% and 59% positive, respectively) compared to respondents with line mangers who are band C or SCS (67% and 73% positive, respectively). This could suggest that more training may be required for lower level line managers to build their confidence in performance management and delivering performance reviews with their staff.

Unsurprisingly most managers (92%) are confident in their skills and abilities to manage their team, however interestingly only 67% of respondents agree their team is well managed (as reported in section 6.3.1), suggesting a gap in the perception of management skills between managers and their employees.

6.3   Team and line management

6.3.1   Our team
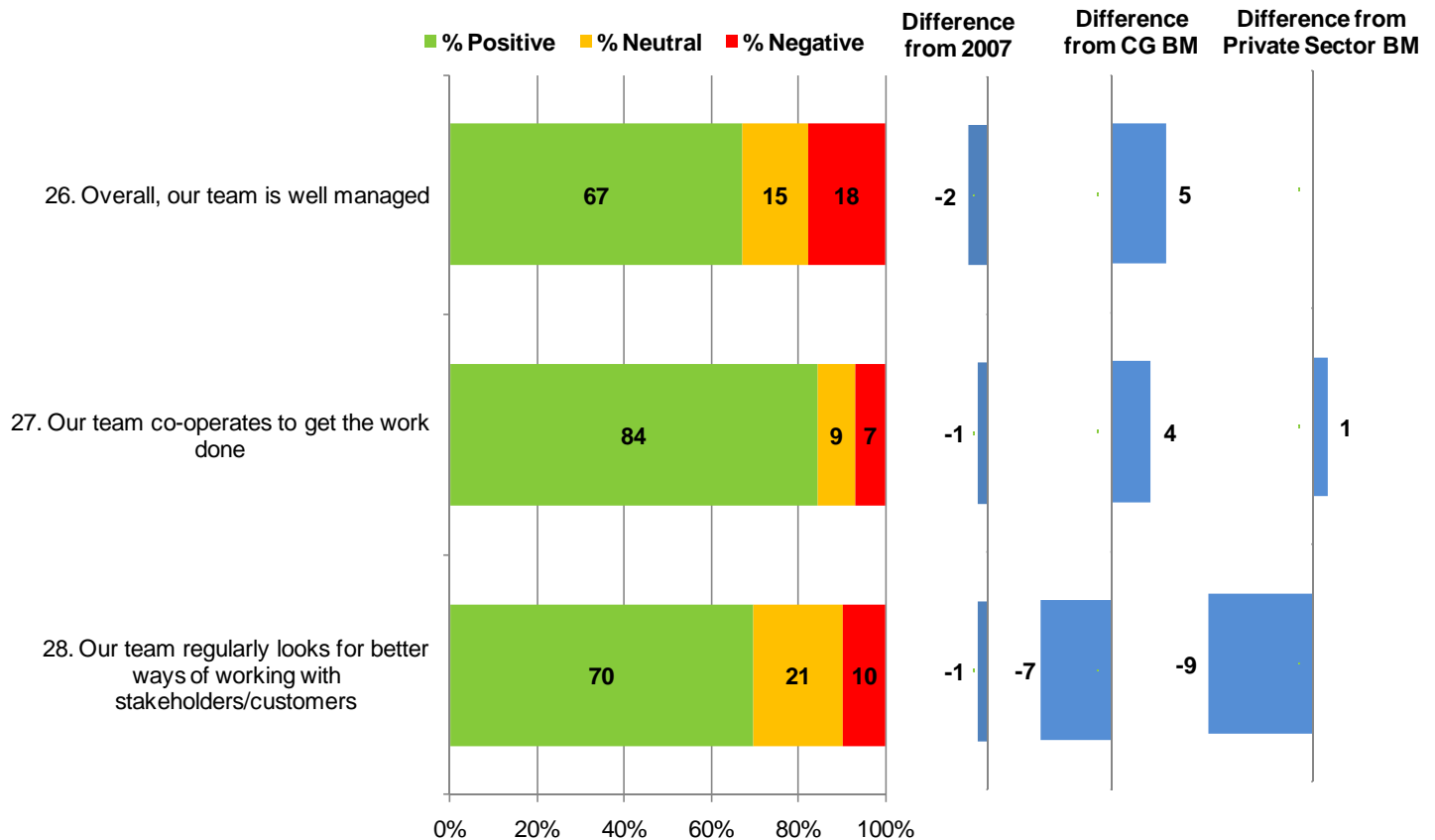
Perceptions of team working remains in line with 2007, with most respondents (84%) who agree their team co-operates to get the work done, in line with the Private Sector norm and 4 percentage points above other Central Government organisations. Seven in ten respondents agree their team regularly looks for better ways of working with stakeholders/customers, however this falls below the Central Government and Private Sector norms. Similar to 2007, two-thirds of respondents feel overall their team is well managed, however as discussed in the previous section, managers' perceptions of their skills and abilities to manage their team differ to that of respondents overall.

6.3.2 Line management

	% Positive	% Neutral	% Negative	Difference from 2007	Difference from CG BM	Difference from Private Sector BM
30. My line manager motivates and inspires me to be more effective in my job	59	24	17	0	4	-5
31. My line manager recognises and acknowledges when I have done my job well	73	15	12	0	2	2
32. My line manager communicates effectively to give me the information I need to do a good job	65	19	16	0	-2	-4
33. I am confident that on important matters, my feelings and thoughts are communicated upwards by my line manager	62	22	15	-1	3	-2
34. I believe my line manager takes a genuine interest in my development	66	20	14	1		
35. I believe my line manager has the skills and knowledge needed to manage me effectively	69	18	13	-1		
36. I am fully involved in setting my work objectives	75	15	10	-1		
37. My objectives clearly set out what is expected of me in my job	72	16	12	-3		

Perceptions of line management generally remain in line with 2007 and it is positive that a high proportion of respondents (73% positive) agree their line manager recognises and acknowledges when they have done their job well, falling in line with both the Central Government and Private Sector norms.

Communication is a vital part of effective working and 65% feel their line manager communicates effectively to give them the information they need to do a good job, which remains on par with the 2007 results (65% positive). A similar proportion (62% positive), are confident that on important matters their feelings and thoughts are communicated upward by their line manager, in line with the Central Government and Private Sector norms.

The least positive area under line management is the perception of line managers motivating and inspiring staff to be more effective in their job (59% positive). While slightly above the Central Government norm, it falls below the Private Sector benchmark. Interestingly, the more senior the respondents' line manager is, the more positive they are that they motivate and inspire them to be effective in their job as highlighted on the graph overleaf.

"30. My line manager motivates and inspires me to be more effective in my job"
by Line Manager Band
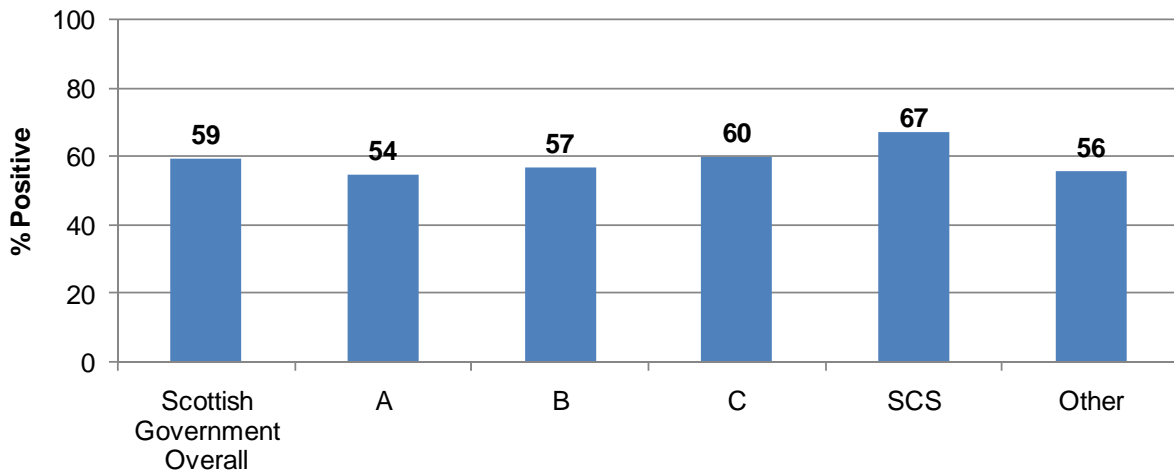
Similar to 2007, just over two-third of respondents believe their line manager has the skills and knowledge needed to manage them effectively and takes a genuine interest in their development.

In terms of employee's objectives, it is positive that three quarters of respondents are fully involved in setting their objectives and their line manager makes it clear for the majority of respondents (72% positive) what is expected of them in their job. Both areas are in line with 2007 results.

The graph below highlights that generally the longer a respondent has been working with the SG the more positive they are about being fully involved in setting work objectives and what is expected of them in their job. As this is an important part of engaging employees with their job role and how this feeds into the wider organisation, it is important that all staff feel fully involved in setting their objectives.

Work objectives by Length of Service

- ■ **Up to 1 year**
- ■ **More than 1 year, up to 2 years**
- ■ **More than 2 years, up to 5 years**
- ■ **More than 5 years, up to 10 years**
- ■ **More than 10 years, up to 15 years**
- ■ **More than 15 years, up to 20 years**
- ■ **More than 20 years**

6.4   Corporate services

	% Positive	% Neutral	% Negative	Difference from 2007	Difference from CG BM	Difference from Private Sector BM
38. The physical working environment allows me to be productive in my job	62	21	17	4	-6	-7
39. The Information and Communication Technology (ICT/ IT) in the Scottish Government helps me to do my job more effectively	61	20	19	-4		
40. The Scottish Government does a good job of keeping me informed about matters affecting me	59	25	16	0	5	4
41. Information about the Scottish Government's programme and priorities is communicated in a way that helps me to do my work	45	36	19			
42. In my experience I can easily access professional advice and support to help me work effectively as a manager	58	25	17			
43. I have confidence in the way that finances are managed in the Scottish Government	32	40	28			
44. Overall I understand how financial processes work within my work area	50	27	23	-3		
45. I think that it is an important part of my job to understand how budgets and monies are allocated across the Scottish Government	57	26	16	0		

Overall perceptions of the working environment have gradually improved since 2006 and 62% of respondents agree their physical working environment allows them to be productive in their job, up 4 percentage points since 2007. However this still falls below other Central Government organisations and the Private Sector norm. The graph overleaf breaks down physical working environment by location and while this shows a similar pattern to 2007, it is important to note that the positive score for respondents at Meridian Court has improved from 42% positive in 2007 to 49% who agree the physical working environment allows them to be productive in their job.

"38. The physical working environment allows me to be productive in my job" by Buildings

Building	% positive
Scottish Government	62
Meridian Court	49
Pentland House	54
St Andrew's House	58
Saughton House	60
Victoria Quay	61
Europa Building	64
Other	67
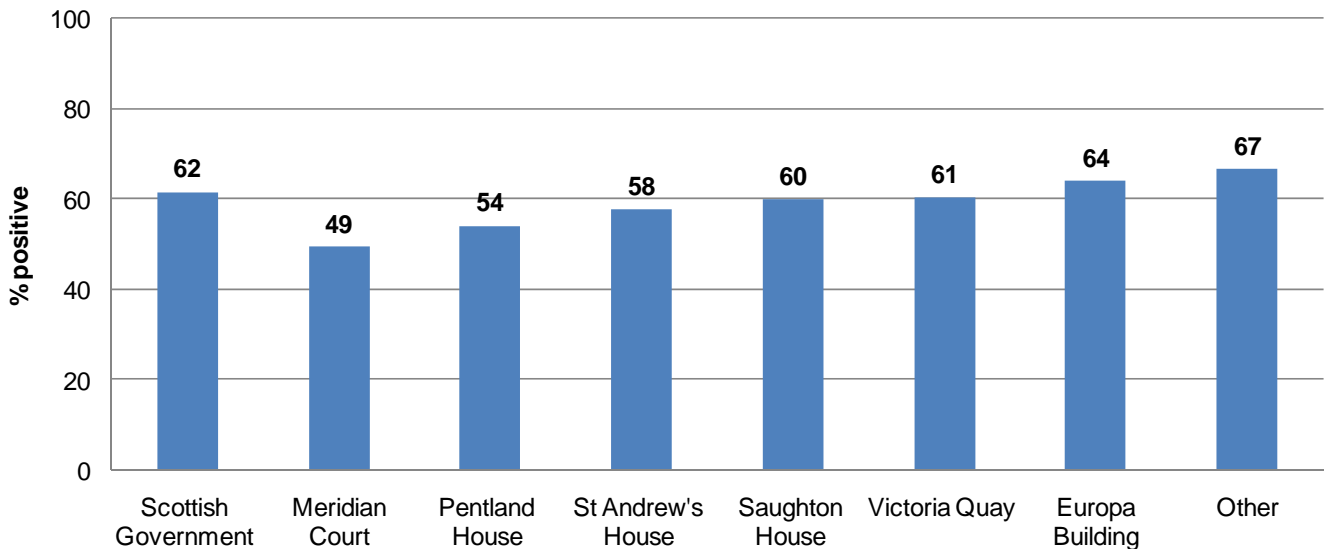
In terms of communication, on par with 2007 and performing better than other Central Government organisations, 59% of respondents believe the SG does a good job of keeping them informed about matters affecting them. However declining slightly since 2007, 61% believe the Information and Communications Technology in the Scottish Government helps them to do their job more effectively. In both cases a higher proportion of female respondents (65% positive) answer positive compared to male respondents (59% positive).

Driven by a high neutral response, less than half of respondents agree information about the SG's programme and priorities is communicated in a way that helps them do their work.

Those with line management responsibility were asked if in their experience they can easily access professional advice and support to help them work effectively as a manager. Almost six in ten (58%) line managers agreed with this statement.

While few respondents are confident in the way finances are managed, over half (57%) think it is an important part of their job to understand how budgets and monies are allocated across the SG. Only half of respondents understand how financial processes work within their work area (falling slightly below 2007) and less than a third are confident in the way finances are managed in the SG, with 4 in 10 responding neutrally. This could suggest that more is required in communicating this clearly, making sure staff understand this, particularly if the outcome of how finances are managed are affecting them and their area of work.

The perceptions of understanding budgets and allocations of money, financial processes and confidence in the way finances are managed vary by Core Directorate respondents and Agency and Associated Department respondents, as highlighted in the graph overleaf. The latter group are less positive about understanding how budgets and monies are allocated across the organisation and how the financial process works

within their work area. However it is interesting to note that fewer Core Directorate respondents have confidence in the way finances are managed in the SG, compared to Agency respondents.

Perceptions of finances and budgets by Core Directorate vs Agency/Assocaited Departments

45. I think that it is an important part of my job to understand how budgets and monies are allocated across the Scottish Government — Core Directorate: 61, Agency/Associated Departments: 50

44. Overall I understand how financial processes work within my work area — Core Directorate: 53, Agency/Associated Departments: 43

43. I have confidence in the way that finances are managed in the Scottish Government — Core Directorate: 30, Agency/Associated Departments: 36

Core Directorate   Agency/Associated Departments

6.5 Senior management

6.5.1 Perceptions of senior management amongst Core respondents

	% Positive	% Neutral	% Negative	Difference from 2007	Difference from CG BM	Difference from Private Sector BM
47. The Scottish Government is well managed	40	40	21	3	8	-14
48. Strategic Board collectively leads change and business improvement in the Scottish Government	29	55	16	0		
49. Strategic Board communicates a clear vision of where the Scottish Government is heading	26	49	25	-3		
50. Overall, I have confidence in the senior managers in my Directorate	58	25	17	3		
51. Senior managers in my Directorate are sufficiently visible	60	18	22	3		
52. Senior managers in my Directorate set a good example to staff in the way they work	47	34	19	4		
53. Senior managers in my Directorate clearly explain the reasons behind major decisions	43	33	25	1		
54. As a whole, senior managers in my Directorate work together across organisational boundaries to deliver outcomes	46	40	13	4		

In the questionnaire the "Strategic Board" were defined as the Permanent Secretary and the six Directors-General (DGs). The questions on the Strategic Board are driven by extremely high neutral responses, with less than a third believing the Board collectively leads change and business improvement in the SG and communicates a clear vision of where the SG is heading. While these results are similar to 2007, this is a common picture across many Central Government organisations, particularly when the majority of staff have less direct contact with such members of the organisation making it fairly difficult for them to comment one way or another.
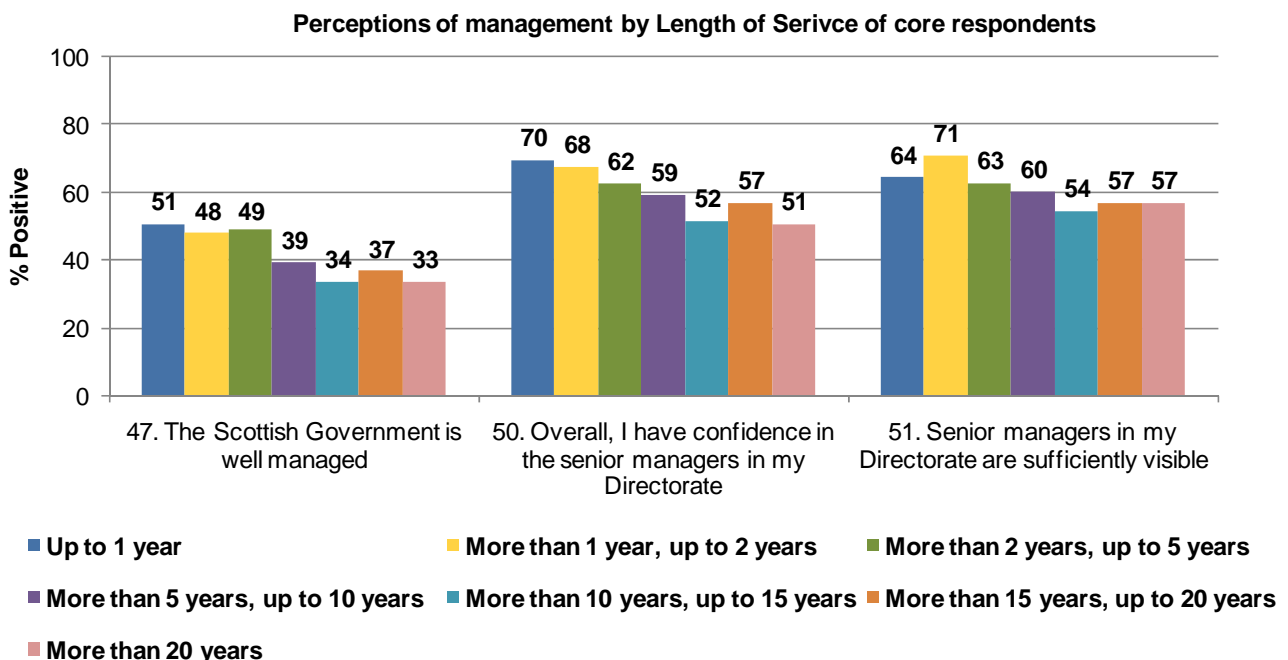
Like in 2007, **the SG being well managed** has again been identified as a key driver of engagement. While the perception that the SG is well managed has improved by 3 percentage points and encouragingly is above the Central Government norm, a similar proportion who respond positively also respond neutrally to this area. It is a key area to

further continue improving, which will lead to increased levels of engagement across the organisation.

Overall senior managers in respondents' own Directorates are generally perceived more positively than the Strategic Board. Six in ten core SG respondents agree that senior managers in their Directorate are sufficiently visible and 58% have confidence in senior managers in their Directorate, both improving by 3 percentage points since 2007.
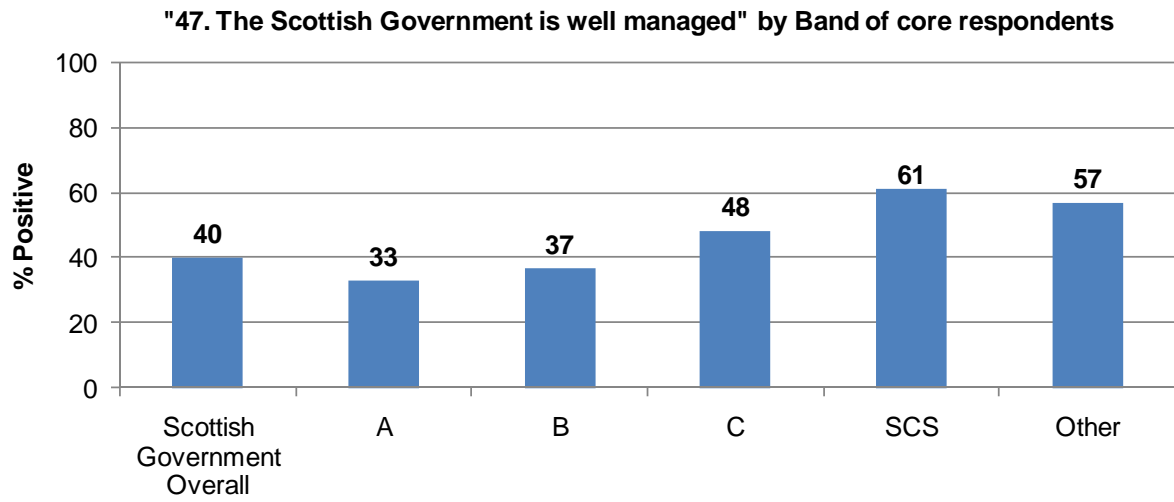
While over half of respondents do have confidence in senior managers in their Directorate, fewer feel their senior managers set a good example to staff in the way they work (47% positive), clearly explain the reasons behind major decisions (43% positive) or work together across organisational boundaries to deliver outcomes (46% positive). It should be noted that these three areas are also driven by fairly high neutral responses, possibly suggesting some senior managers are better than others at setting a good example, communicating reasons for decisions and working together to deliver outcomes.

It is interesting to note that generally longer serving respondents are less positive than those that are relatively new to the organisation, as shown in the graph below. Those core respondents with more than 10 years and up to 15 years length of service are the least positive group.

Perceptions of management by Length of Serivce of core respondents

- **Up to 1 year**
- **More than 1 year, up to 2 years**
- **More than 2 years, up to 5 years**
- **More than 5 years, up to 10 years**
- **More than 10 years, up to 15 years**
- **More than 15 years, up to 20 years**
- **More than 20 years**

As the SG being well managed is a key driver of engagement it is important to understand why perceptions are less positive, specifically for longer serving employees. One explanation for the high neutral response could be lack of contact with the Strategic Board. This could also explain why Band A and Band B core respondents

are less positive about the SG being well managed compared to Band C and SCS core respondents as highlighted in the graph below:

"47. The Scottish Government is well managed" by Band of core respondents

6.5.2 Perceptions of senior management amongst Agency and Associated Department respondents

Question	% Positive	% Neutral	% Negative	Difference from 2007	Difference from CG BM	Difference from Private Sector BM
47. My Agency/Associated Department is well managed	43	23	34	-5	11	-11
48. Management Board/the Top Team collectively leads change and business improvement in my Agency/Associated Department	43	31	26	-3		
49. Management Board/the Top Team communicates a clear vision of where my Agency/Associated Department is heading	41	28	31	0		
50. Overall, I have confidence in the senior managers in my area of work	52	20	28	1		
51. Senior managers in my area of work are sufficiently visible	59	14	28	2		
52. Senior managers in my area of work set a good example to staff in the way they work	45	27	28	2		
53. Senior managers in my area of work clearly explain the reasons behind major decisions	42	24	34	0		
54. As a whole, senior managers in my area of work work together across organisational boundaries to deliver outcomes	45	31	24	1		

Similar to the core respondents' perceptions of the Strategic Board, less than half of Agency/Associated Department respondents believe that their Management Board/the Top Team communicate a clear vision of where the Agency/Associate Department is heading or collectively lead change and business improvement. These findings remain in line with 2007. Interestingly, unlike the core respondents, Agency respondents tend to have more extreme views and are less likely to respond neutrally. This could be because the Agencies tend to be smaller organisations in terms of population size compared to the Core Directorate and hence Management Boards may be more accessible and visible.

While scoring substantially above the Central Government norm, just 43% of Agency/Associated Department respondents believe their **Agency/Associated Department is well managed**. This has declined since 2007. As this question has

been found to be a key driver of engagement it is important to improve perceptions of how well managed the organisation is.

Overall perceptions of senior managers among Agency/Associated Departments respondents work area remain in line with 2007. Similar to their perceptions of the Management Board/the Top Team, they tend to have stronger views one way or the other (positive or negative) and are less likely to be sitting on the fence, compared to the Core respondents. Over half of respondents have confidence in senior managers in their work area (52% positive) and believe they are sufficiently visible (59% positive).

Likewise with the Core respondents, less than half feel their senior managers set a good example to staff in the way they work (45% positive), clearly explain the reasons behind major decisions (42% positive) or work together across organisational boundaries to deliver outcomes (45% positive). However, unlike their Core respondent counterparts they tend to be more negative in all three areas, in particular, a third who actively disagree that senior managers in their work clearly explain the reasons behind major decisions.

6.6   New approach to Government and policy-making

	% Positive	% Neutral	% Negative	Difference from 2007	Difference from CG BM	Difference from Private Sector BM
55. I understand how my work contributes to the Purpose of the Scottish Government	82	12	6	3	-1	-5
56. I feel that the Scottish Government delivers better policy as a result of the move to an outcome-based approach	40	52	8			
57. I feel I have the skills and abilities to work confidently in an outcome focused environment	72	24	5			
58. I feel that moving towards an outcome-based approach helps us work effectively with colleagues across the Scottish Government	51	41	8			
60. In my experience the design and development of policy is based on sound evidence	62	21	17	-3		
61. In my experience colleagues from local government are involved at the outset of policy development	39	39	22			
62. In my experience we are working effectively with external stakeholders in the design and development of policy	75	17	8	2		
63. In my experience we are effectively involving members of the public in the design and development of policy	36	37	27	-6		

Most respondents **understand how their work contributes to the Purpose of the SG** (82% positive). This links back to respondents clearly seeing how their work contributes to the business plan of their work area (75% positive) and indicates that as well as seeing how their work contributes at a local level, staff are also able to see how their work contributes to the wider context. These are some of the highest percentage positive responses to the survey and it is particularly encouraging that such a high proportion of respondents understand how their work contributes to the Purpose of the SG as this has been found to be a key driver of engagement and is therefore important to celebrate and promote as a strength in the organisation.

By band, it is important to note that this does vary, with band A respondents appearing less positive about understanding how their work contributes to the Purpose of the SG, as shown in the graph below.

"55. I understand how my work contributes to the Purpose of the Scottish Government" by Band
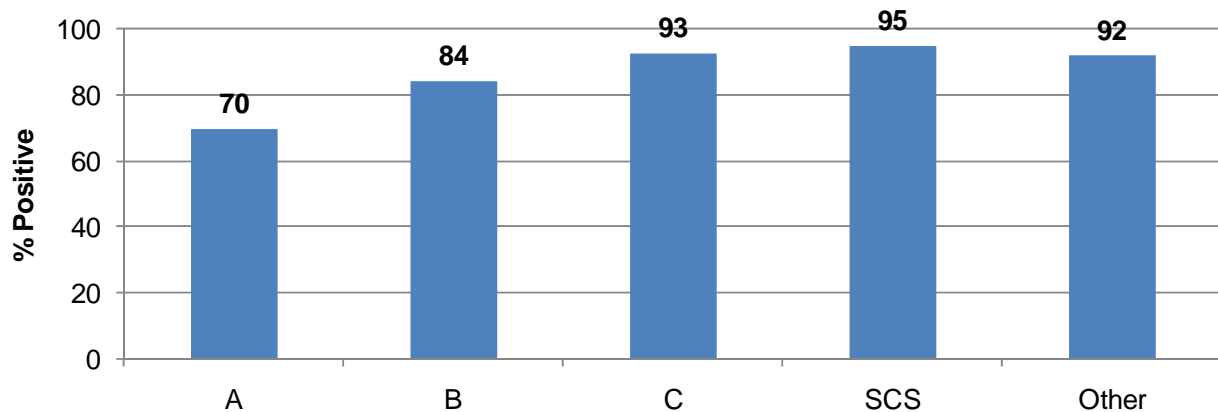

Respondents in Core Directorates compared to Agencies/Associated Departments are also more positive (85% compared to 77% positive, respectively) about understanding how their work contributes to the Purpose of the SG.

Overall views on the outcome based approach are not negative, but instead are driven by high neutral responses. Nearly three quarters of respondents feel they have the skills and abilities to work confidently in an outcome focused environment. However, 51% of respondents feel moving towards an outcome-based approach helps them work effectively across the SG, with 41% responding neutrally. Collectively, these findings suggest that staff perceptions are generally positive towards the new approach to government. However, views are less positive over whether the approach has been embedded fully into the working culture. Overall, 40% of respondents feel that the SG delivers better policy as a result of the move to an outcome based approach.

Just over a quarter of respondents (27%) have been involved in the design and development of policy for Scottish Ministers. Of those that have been involved, a high proportion of respondents agree that in their experience, they are working effectively with external stakeholders in the design and development of policy (75% positive) and the design and development of policy is based on sound evidence (62% positive), both in line with 2007. However, just over a third who have been involved believe members of the public are effectively involved in the design and development of policy, which has declined by 6 percentage points, but is also driven by a high neutral response (37% neutral). A similar proportion, (39%) believe that local government colleagues are involved at the outset of policy development, but again driven by a high neutral response (39% neutral). In both cases the high neutral response could suggest a lack of knowledge on whether these stakeholders (public and local government colleagues) are being involved.

6.7   Work culture

6.7.1   Work life balance
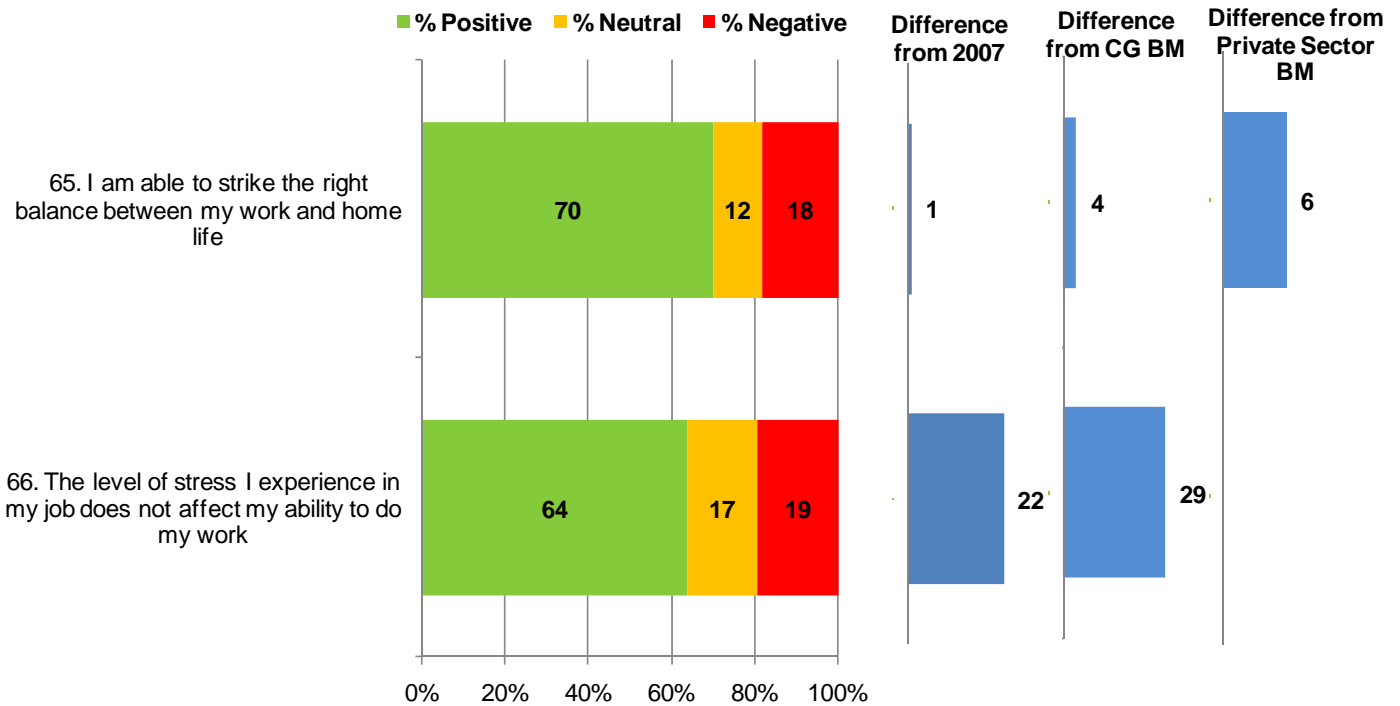
As in 2007, a large proportion of respondents (70% positive) are able to strike the right balance between their work and home life, similar to other organisations in Central Government and above the Private Sector norm.
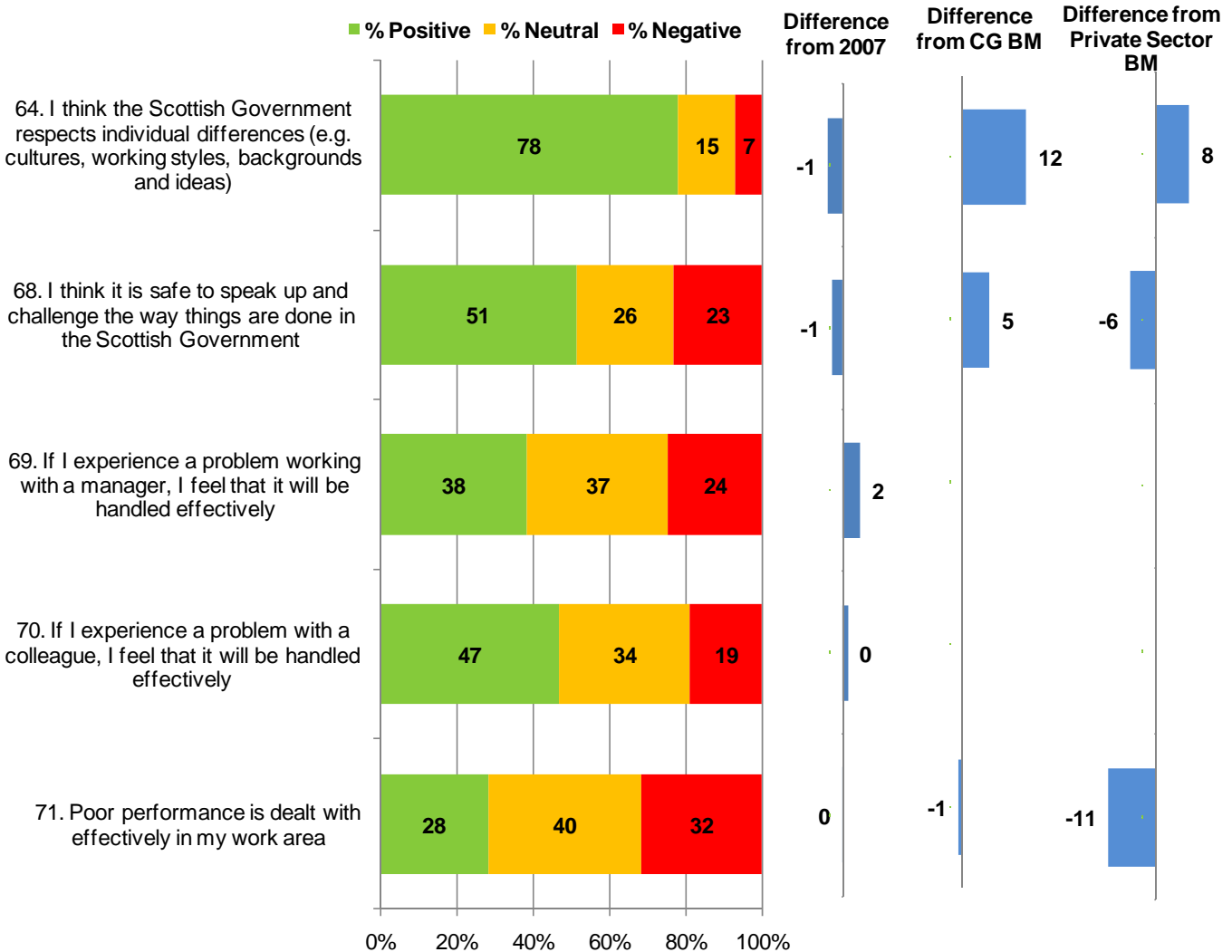
There has been a substantial improvement in the proportion of respondents who feel the level of stress they experience in their job does not affect their ability to do their work. However, it should be noted that in 2007 the wording of this question was slightly different and negatively phrased ("I feel the level of stress in my job has a negative effect on my work"). This area also scores considerably higher than other Central Government organisations.

Respondents with line management responsibility are less positive about achieving a work life balance (63% positive) compared to 75% of respondents with no line management responsibility. This is also true of the more senior grades that tend to be less positive about work life balance and a common finding across many organisations.

For respondents with line management responsibilities, 59% feel the level of stress they experience in their job does not affect their ability to do their work, whereas 67% who have no line management responsibilities agree this to be the case.

Interestingly, 6 in 10 male respondents feel the level of stress they experience in their job does not affect their ability to do their work, whereas 67% of female respondents believe this to be the case.

6.7.2 Treatment of staff

Legend: ■ % Positive ■ % Neutral ■ % Negative

| Question	% Positive	% Neutral	% Negative	Difference from 2007	Difference from CG BM	Difference from Private Sector BM
64. I think the Scottish Government respects individual differences (e.g. cultures, working styles, backgrounds and ideas)	78	15	7	-1	12	8
68. I think it is safe to speak up and challenge the way things are done in the Scottish Government	51	26	23	-1	5	-6
69. If I experience a problem working with a manager, I feel that it will be handled effectively	38	37	24	2		
70. If I experience a problem with a colleague, I feel that it will be handled effectively	47	34	19	0		
71. Poor performance is dealt with effectively in my work area	28	40	32	0	-1	-11

A high proportion of respondents (78% positive) think the SG respects individual differences and this is considerably above the other Central Government organisations and the Private Sector norm. While last year this area was identified as a key driver of engagement, it is encouraging to see it has remained positive.

The proportion of respondents who feel safe to speak up and challenge the way things are done remains in line with 2007 and more positive in comparison to the Central Government norm, however just over half of respondents (51% positive) think it is safe to speak up and challenge the ways things are done in the SG. This suggests there is still room for improvement, with nearly a quarter of respondents who actively disagree.

It appears to be a concern for respondents who have been working for the SG for more than more than 5 years, whereas 62% of respondents new to the SG (less than 1 year) feel safe to speak up and challenge the way things are done. A pattern also emerges through the breakdown of bands, with a higher proportion of senior bands feeling safe to speak up and challenge the way things are done as shown in the graph below:

"68. I think it is safe to speak up and challenge the way things are done in the Scottish Government " by Band
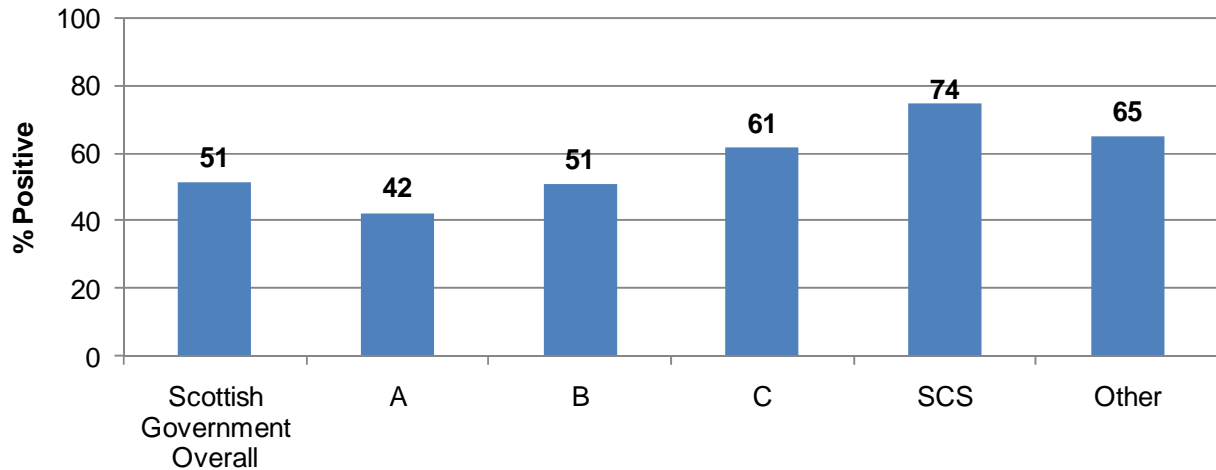

Similar to 2007, 47% of respondents believe that if they experience a problem with a colleague, they feel it will be handled effectively. However, a smaller percentage (38% positive) feel it would be handled effectively if they experienced a problem working with a manager. Interestingly, in both these areas, a third or more respond neutrally, possibly suggesting that if those who have not experienced such problems they are unsure as to how it should be handled.

Like in 2007, dealing effectively with poor performance remains one of the least positive areas; only 28% agree poor performance is dealt with effectively in their work area. While this is an issue across Central Government, as highlighted by the benchmark, it falls substantially below the Private Sector norm. While it is a low positive scoring area, 4 in 10 respondents selected neither agree nor disagree, which is often a common response particularly if proceedings to deal with poor performance are usually conducted confidentially. However, it should be acknowledged that nearly a third actively disagree and this should be an area to look into further.

The graph overleaf highlights the difference in perceptions of dealing effectively with poor performance by length of service. Those relatively new and longer serving respondents (more than 15 years) tend to be more positive that poor performance is dealt with effectively where they work, in comparison to those who have been with the organisation between 2 and 15 years (28% positive).

"71. Poor performance is dealt with effectively in my work area" by Length of service
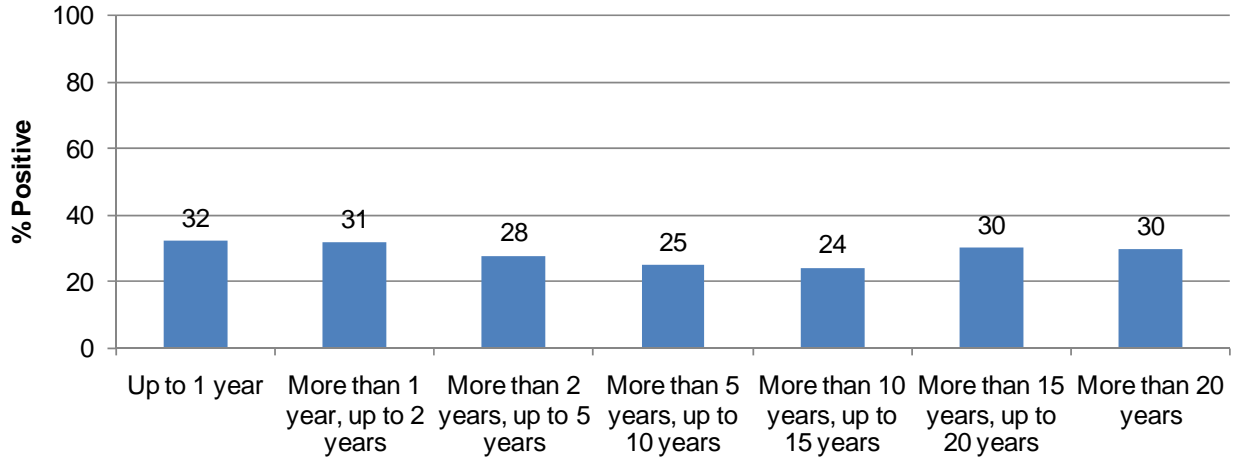
By band it is interesting to note that the least positive respondents who feel poor performance is dealt with effectively in their work area are band B respondents, as represented in the graph below.

"71. Poor performance is dealt with effectively in my work area" by Band
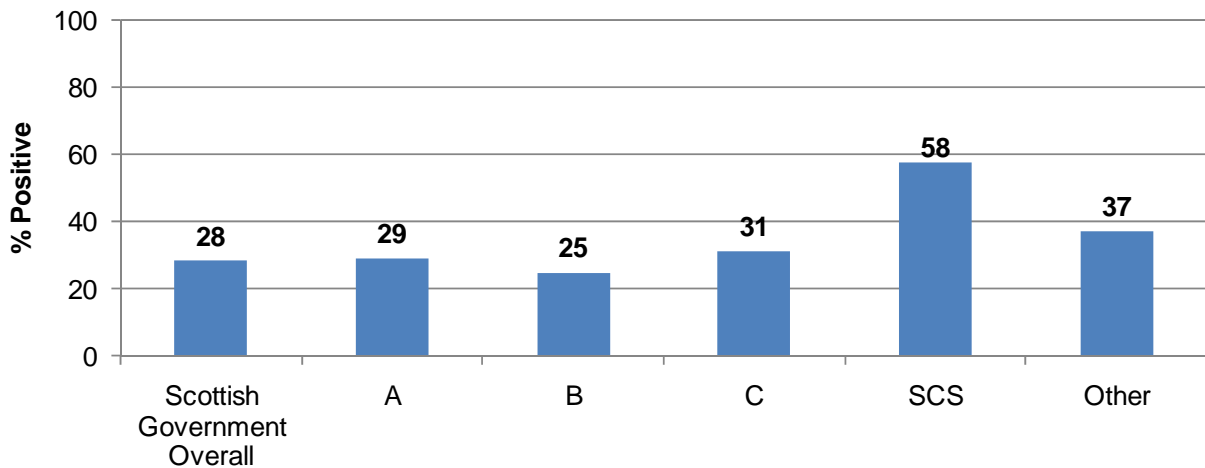
Regarding bullying, discrimination, harassment or victimisation whilst working in the SG in the last year, 10% of respondents indicate they have experienced such behaviour. While this falls in line with other Central Government organisations a zero tolerance to this kind of behaviour should be taken. Of those 10% that have experienced such behaviour, 36% of respondents reported it (9% formally involved HR and 27% involving management but not HR).

6.8   Engagement with the Scottish Government

% Positive   **% Neutral**   **% Negative**

	% Positive	% Neutral	% Negative	Difference from 2007	Difference from CG BM	Difference from Private Sector BM
72. I believe I am valued for what I can offer the Scottish Government	52	24	25	-1	4	-5
73. I am personally motivated to help the Scottish Government achieve its objectives	69	19	12	1	-10	-9
74. I feel inspired to do my best at work	66	20	14	1	0	-4
75. I intend to still be working in the Scottish Government/ its Agencies/ Associated Departments in 12 months' time	79	14	7	5	16	7
76. I feel that positive action is being taken following the last Employee Survey	26	50	25	-6		
77. Overall, I think the Scottish Government is a good place to work	73	17	10	0	14	0
78. I would recommend the Scottish Government as a good place to work	65	20	15	1	12	-3
79. I am proud to work in the Scottish Government	62	28	10	1	-1	-10

Overall respondents are fairly positive about the SG, similar to 2007 and many areas are performing better than other Central Government organisations, though there is still some way to go to meet the Private Sector norms. It is therefore important to focus on improving the results for the questions identified as key drivers of engagement listed in section 4.2 and mentioned throughout this report, as improving these results will have a greater positive impact on engagement than taking action on the other questions in the survey.

Employee advocacy remains similar to 2007 but it is positive to note that recommending the SG as a good place to work and belief that it is a good place to work are substantially above the Central Government norm and in line with the Private Sector norm. Pride in working for the SG is the least positive area of the "say" component of engagement, and while in line with 2007, and the Central Government norm, it falls 10 percentage points below the Private Sector norm.

Commitment (the "stay" element of engagement) to the SG is positive and has improved since 2007; 79% of respondents (excluding secondees and EAWs) intend to still be working for the SG/its Agencies/Associated Departments in 12 months' time. This is more positive than other Central Government organisations and the Private Sector norm.

Positive scores for the "strive" element of engagement have remained in line with 2007, with two-thirds of respondents feeling inspired to do their best at work and 69% feeling personally motivated to help the SG achieve its objectives. The latter falls below the Central Government and Private Sector norms.

Like in 2007, just over half of respondents (52% positive) feel valued for what they can offer the SG. While this is slightly higher than the Central Government norm of 48%, it falls below the Private Sector norm of 57% positive.

A decline since 2007, only 26% of respondents feel positive action is being taken following the Employee Survey. This is the least positive question in the survey, although it is also driven by one of the highest neutral responses in the survey (50% neutral). The high neutral response could be an indication that actions that have been implemented since the 2007 survey have not been directly linked back to the survey or communicated back as effectively as they could have been.

Across all the engagement questions a similar trend emerges in terms of respondent band, with the proportion of positive responses increasing the more senior the band. In terms of feeling positive action is being taken there is much variation between the different bands as shown in the graph below:

"76. I feel that positive action is being taken following the last Employee Survey" by Band
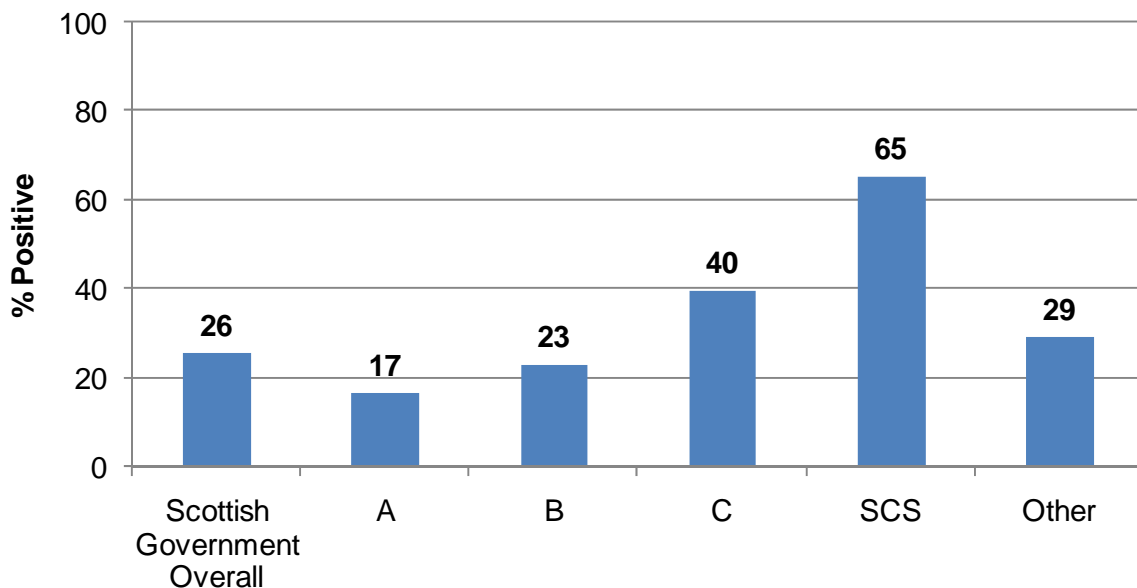
The graph below highlights the percent positive scores to the questions in this section split by Core Directorate respondents and Agency respondents. Overall the pattern tends to suggest that Core Directorate respondents are generally more positive, particularly in terms of the say and stay elements of engagement. A higher proportion of Core Directorate respondents intend to still be working for the SG in 12 months time compared to Agency respondents intending to still be working for their Agency/Associated Department. Similarly more Core Directorate respondents would recommend the SG as a good place to work, are proud to work in the SG and overall believe it is a good place to work.
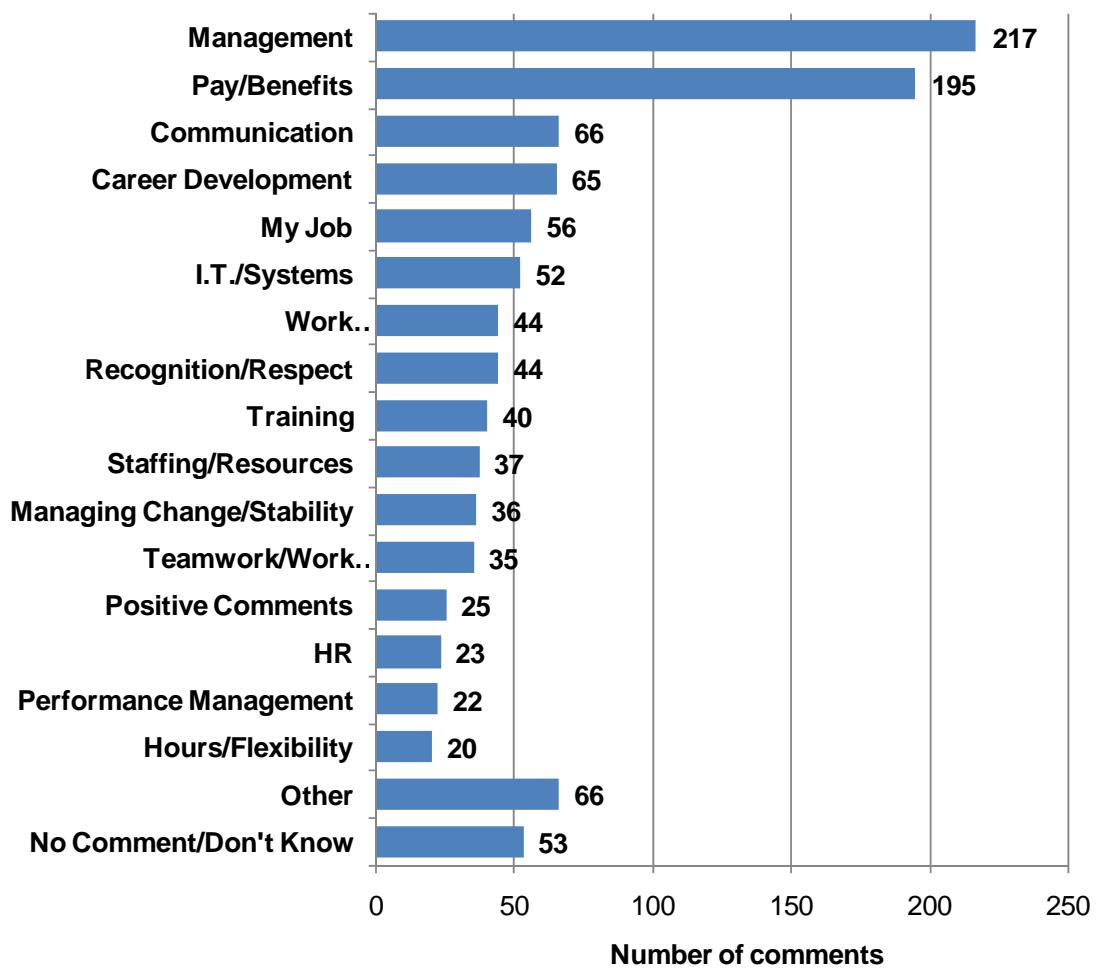

Core Directorate ■ **Agency Overal** ■

Question	Core Directorate	Agency Overal
72. I believe I am valued for what I can offer the Scottish Government	52	50
73. I am personally motivated to help the Scottish Government achieve its objectives	69	70
74. I feel inspired to do my best at work	67	62
75. I intend to still be working in the Scottish Government/ its Agencies/ Associated Departments in 12 months' time	81	75
76. I feel that positive action is being taken following the last Employee Survey	26	25
77. Overall, I think the Scottish Government is a good place to work	76	66
78. I would recommend the Scottish Government as a good place to work	68	59
79. I am proud to work in the Scottish Government	64	58

% positive

Communicating results and actions…

A fundamental part of the survey process, is to communicate the results to staff across the organisation at a Corporate, Directorate and Agency level. It is also important for the SG to commit to communicate with staff throughout the action planning stage, on what actions will be taken, as well as acknowledging any areas of weakness which will not immediately be prioritised for action and the reasons behind this. It is also important to ensure that any action planning undertaken is linked back to the survey.

As a final thought, is it important that the strengths and successes from the survey are celebrated and actions communicated to all staff, so that employees feel that their time has been well spent in terms of completing the survey and that their voice has been heard.

7   Comments

At the end of the questionnaire there was an opportunity for respondents to comment further or provide suggestions on what would make the Scottish Government a better place to work. Comments were themed based on what the comment referred to and the graph below lists the themes and number of comments associated with each theme.

Theme	Number of comments
Management	217
Pay/Benefits	195
Communication	66
Career Development	65
My Job	56
I.T./Systems	52
Work..	44
Recognition/Respect	44
Training	40
Staffing/Resources	37
Managing Change/Stability	36
Teamwork/Work..	35
Positive Comments	25
HR	23
Performance Management	22
Hours/Flexibility	20
Other	66
No Comment/Don't Know	53

Number of comments

Verbatim comments reports have been provided for relevant corporate areas and Agencies and an overall summary report of the comments has been provided to the Office of Chief Researcher.

Appendix 1: response rates

This appendix lists the response rates for the SG overall, each Directorate General and each Agency.

	% response rate 2008
Scottish Government overall	**62**
All Agencies:	**59**
Accountant in Bankruptcy	97
Criminal Injuries Compensation Agency	64
Disclosure Scotland	65
Fisheries Research Services	47
General Register Office for Scotland	74
HM Inspectorate of Education	67
Mental Health Tribunal for Scotland Administration	39
National Archives of Scotland	57
Office of the Scottish Charity Regulator	28
Scottish Housing Regulator	94
Scottish Public Pensions Agency	55
Social Work Inspection Agency	69
Student Awards Agency for Scotland	56
Transport Scotland	37
Core Directorates:	**65**
DG Economy	74
DG Education	64
DG Environment	56
DG Finance and Corporate Services	55
DG Health	69
DG Justice and Communities	67
Permanent Secretary	89

Appendix 2: profile of respondents

Employee status

	Number of respondents
Core - Permanent	3276
Core - Secondee	155
Core - Agency Worker	92
Agency - Permanent	1679
Agency - Secondee	24
Agency - Agency Worker	78

Analytical Services Professional Groups

	Number of respondents
Economists	44
Social Researchers	77
Statisticians	103

Building

	Number of respondents
Pentland House	263
Saughton House	374
St Andrew's House	899
Victoria Quay	1090
Europa Building	142
Meridian Court	192
Other	2113

Permanent/Fixed Term

	Number of respondents
Permanent	4834
Fixed Term	115

Alternative working patterns

	Number of respondents
Yes	920
No	4363

Length of service

	Number of respondents
Up to 1 year	462
More than 1 year, up to 2 years	407
More than 2 years, up to 5 years	786
More than 5 years, up to 10 years	1305
More than 10 years, up to 15 years	470
More than 15 years, up to 20 years	540
More than 20 years	1157

Band

	Number of respondents
A	1429
B	2693
C	889
SCS	142
Other	131

Age

	Number of respondents
16-25 years	380
26-35 years	1270
36-45 years	1500
46-55 years	1371
56 +	467

Gender

	Number of respondents
Male	2339
Female	2621

Ethnicity Grouped

	Number of respondents
White	4886
BME	81

Ethnicity

	Number of respondents
Scottish	3532
English	291
Welsh	17
Northern Irish	38
British	856
Irish	36
Any other White background	116
Any mixed or multiple ethnic groups	27
Indian	15
Pakistani	-
Bangladeshi	-
Chinese	-
Any other Asian background	-
Caribbean	-
African	-
Black	-
Any other Black background	-
Any other background	12

Long terms illness/health problems/disability

	Number of respondents
Yes	289
No	4646

Childcare responsibilities

	Number of respondents
Yes	1488
No	3436

Carer responsibilities

	Number of respondents
Yes	421
No	4375

Time spent caring

	Number of respondents
1 - 19 hours	312
20 - 49 hours	51
50+ hours	32

Religion/faith/belief

	Number of respondents
None	1638
Agnostic	258
Atheist	375
Bahai	-
Buddhist	23
Church of Scotland	1409
Roman Catholic	598
Other Christian	284
Hindu	13
Jewish	15
Muslim	13
Pagan	20
Sikh	-
Another faith, belief or religion	69

Sexuality

	Number of respondents
Bi-sexual	43
Gay man	79
Gay woman/lesbian	40
Heterosexual/straight	4448
Other	64

Line management responsibilities

	Number of respondents
Yes	2110
No	2815

Line management band

	Number of respondents
A	159
B	2330
C	1842
SCS	771
Other	103

GSR

GOVERNMENT SOCIAL RESEARCH

Social Science in Government