

Scottish Government

Returns: 4,078

Response rate: 69%

Your engagement index

57%

Difference from previous survey

-1 ✧

Difference from CS2011

+1 ✧

Difference from CS High Performers

-5 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2011
B50. I am proud when I tell others I am part of the Scottish Government	55%	-1	+3 ✧
B51. I would recommend the Scottish Government as a great place to work	47%	-2 ✧	+4 ✧

Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to the Scottish Government	44%	-1	-1 ✧
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Strive: motivated to do the best for the organisation...










B53. The Scottish Government inspires me to do the best in my job	40%	-2 ✧	+2 ✧
B54. The Scottish Government motivates me to help it achieve its objectives	36%	-2 ✧	+1 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these themes, ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Leadership and managing change		39%	-2	+1 ✧	-8 ✧
My work		76%	0	+5 ✧	-1 ✧
Pay and benefits		32%	-10 ✧	+1	-7 ✧
My line manager		67%	0	+3 ✧	0
Organisational objectives and purpose		81%	-1	0	-5 ✧
Learning and development		51%	-2 ✧	+8 ✧	0
Resources and workload		74%	-2 ✧	+1 ✧	-2 ✧
Inclusion and fair treatment		78%	-2 ✧	+5 ✧	0
My team		80%	0	+3 ✧	0


✧ = Statistically significant difference from comparison


Top three key driver themes in more detail


The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

		% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change		Strength of association with engagement: 		
B42.	I believe the actions of Directors and Deputy Directors are consistent with the Scottish Government's values	48%	-1	+9 ◇
B44.	Overall, I have confidence in the decisions made by the Scottish Government's Directors and Deputy Directors	43%	0	+7 ◇
B41.	Directors and Deputy Directors in the Scottish Government are sufficiently visible	50%	-1	+5 ◇
B40.	I feel that the Scottish Government as a whole is managed well	44%	-2	+3 ◇
B47.	The Scottish Government keeps me informed about matters that affect me	56%	-2 ◇	+1 ◇
B49.	I think it is safe to challenge the way things are done in the Scottish Government	38%	-3 ◇	0
B48.	I have the opportunity to contribute my views before decisions are made that affect me	33%	-2 ◇	-3 ◇
B45.	I feel that change is managed well in the Scottish Government	24%	-3 ◇	-3 ◇
B46.	When changes are made in the Scottish Government they are usually for the better	19%	-3 ◇	-4 ◇
B43.	I believe that the Strategic Board has a clear vision for the future of the Scottish Government	35%	+1	-5 ◇

My work		Strength of association with engagement: 		
B04.	I feel involved in the decisions that affect my work	57%	-2	+8 ◇
B05.	I have a choice in deciding how I do my work	77%	-1	+6 ◇
B02.	I am sufficiently challenged by my work	79%	0	+4 ◇
B01.	I am interested in my work	91%	0	+3 ◇
B03.	My work gives me a sense of personal accomplishment	74%	0	+1 ◇

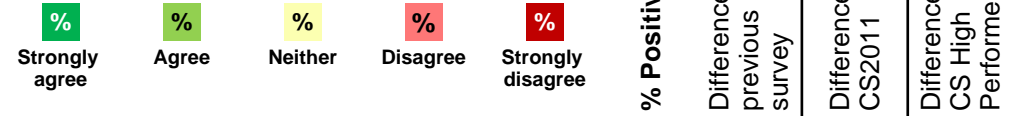
Pay and benefits		Strength of association with engagement: 		
B37.	I feel that my pay adequately reflects my performance	35%	-10 ◇	+3 ◇
B39.	Compared to people doing a similar job in other organisations I feel my pay is reasonable	27%	-7 ◇	0
B38.	I am satisfied with the total benefits package	34%	-12 ◇	0

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison



My work

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B01. I am interested in my work	43	48	6			91%	0	+3 ✧	0
B02. I am sufficiently challenged by my work	34	44	12	8		79%	0	+4 ✧	0
B03. My work gives me a sense of personal accomplishment	25	49	15	9		74%	0	+1 ✧	-4 ✧
B04. I feel involved in the decisions that affect my work	16	41	18	17	7	57%	-2	+8 ✧	-2 ✧
B05. I have a choice in deciding how I do my work	24	53	13	8		77%	-1	+6 ✧	0

Organisational objectives and purpose

:Strength of association with engagement

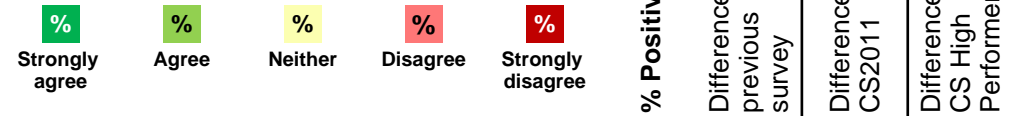
B06. I have a clear understanding of the Scottish Government's purpose	25	58	12			84%	-1	0	-6 ✧
B07. I have a clear understanding of the Scottish Government's objectives	22	57	15	4		79%	-1	+1	-5 ✧
B08. I understand how my work contributes to the Scottish Government's objectives	24	56	14	5		80%	0	-1 ✧	-6 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	20	47	20	9	4	67%	+1	+4 ✦	0
B10. My manager is considerate of my life outside work	36	47	13			82%	+1	+4 ✦	0
B11. My manager is open to my ideas	32	50	11	5		82%	0	+3 ✦	+1 ✦
B12. My manager helps me to understand how I contribute to the Scottish Government's objectives	14	43	30	9		58%	-1	-1	-6 ✦
B13. Overall, I have confidence in the decisions made by my manager	26	49	15	6		75%	+1	+4 ✦	+1
B14. My manager recognises when I have done my job well	27	53	13	5		80%	0	+4 ✦	+1 ✦
B15. I receive regular feedback on my performance	16	46	22	12		62%	0	+2 ✦	-3 ✦
B16. The feedback I receive helps me to improve my performance	16	44	28	9		59%	-1	+2 ✦	-2 ✦
B17. I think that my performance is evaluated fairly	18	52	21	6		70%	0	+8 ✦	+3 ✦
B18. Poor performance is dealt with effectively in my team	7	32	40	14	7	39%	0	+2 ✦	-2 ✦

My team

:Strength of association with engagement








B19. The people in my team can be relied upon to help when things get difficult in my job	36	50	10	4		85%	0	+3 ✦	0
B20. The people in my team work together to find ways to improve the service we provide	31	50	13	5		81%	0	+3 ✦	-1 ✦
B21. The people in my team are encouraged to come up with new and better ways of doing things	27	47	16	8		74%	0	+5 ✦	-1

All questions by theme

This section shows the results for each question in the survey, by theme.

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	11	53	21	11		65%	-1	+10 ◇	+1 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	42	35	11		52%	-2 ◇	+7 ◇	0
B24. There are opportunities for me to develop my career in the Scottish Government	6	34	26	21	13	39%	-2	+8 ◇	+1
B25. Learning and development activities I have completed while working for the Scottish Government are helping me to develop my career	8	38	33	14	6	47%	-2 ◇	+7 ◇	+1 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	26	58	11	4		83%	-2 ◇	+5 ◇	+2 ◇
B27. I am treated with respect by the people I work with	29	57	9			86%	-1	+2 ◇	0
B28. I feel valued for the work I do	18	46	20	11	5	64%	-2 ◇	+4 ◇	-2 ◇
B29. I think that the Scottish Government respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	55	17	4		78%	-2 ◇	+7 ◇	+1 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Resources and workload									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	21	60	11	7		81%	-2 ✧	-2 ✧	-5 ✧
B31. I get the information I need to do my job well	14	55	18	11		69%	-1	+1 ✧	-2 ✧
B32. I have clear work objectives	17	56	14	10		73%	-2 ✧	-1 ✧	-5 ✧
B33. I have the skills I need to do my job effectively	24	65	9			89%	-1	0	-2 ✧
B34. I have the tools I need to do my job effectively	16	61	13	7		77%	-1	+7 ✧	+2 ✧
B35. I have an acceptable workload	8	50	19	17	5	58%	-5 ✧	-3 ✧	-7 ✧
B36. I achieve a good balance between my work life and my private life	15	54	16	12		69%	-3 ✧	+1 ✧	-5 ✧
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	4	30	20	29	17	35%	-10 ✧	+3 ✧	-4 ✧
B38. I am satisfied with the total benefits package	4	30	25	26	15	34%	-12 ✧	0	-7 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	24	22	29	21	27%	-7 ✧	0	-8 ✧

All questions by theme

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Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that the Scottish Government as a whole is managed well	41	34	17	5	44%	-2	+3 ◇	-11 ◇	
B41. Directors and Deputy Directors in the Scottish Government are sufficiently visible	7	43	25	18	7	50%	-1	+5 ◇	-9 ◇
B42. I believe the actions of Directors and Deputy Directors are consistent with the Scottish Government's values	6	41	42	7	7	48%	-1	+9 ◇	-2 ◇
B43. I believe that the Strategic Board has a clear vision for the future of the Scottish Government	4	31	53	8	4	35%	+1	-5 ◇	-16 ◇
B44. Overall, I have confidence in the decisions made by the Scottish Government's Directors and Deputy Directors	5	38	40	12	5	43%	0	+7 ◇	-5 ◇
B45. I feel that change is managed well in the Scottish Government	22	36	30	10	24%	-3 ◇	-3 ◇	-13 ◇	
B46. When changes are made in the Scottish Government they are usually for the better	18	46	27	8	19%	-3 ◇	-4 ◇	-13 ◇	
B47. The Scottish Government keeps me informed about matters that affect me	4	52	28	11	4	56%	-2 ◇	+1 ◇	-5 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	30	31	26	9	33%	-2 ◇	-3 ◇	-10 ◇	
B49. I think it is safe to challenge the way things are done in the Scottish Government	35	35	19	8	38%	-3 ◇	0	-8 ◇	

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the Scottish Government	12	43	33	9	5	55%	-1	+3 ◇	-10 ◇
B51. I would recommend the Scottish Government as a great place to work	9	38	33	15	5	47%	-2 ◇	+4 ◇	-8 ◇
B52. I feel a strong personal attachment to the Scottish Government	11	34	34	17	5	44%	-1	-1 ◇	-9 ◇
B53. The Scottish Government inspires me to do the best in my job	8	32	38	16	6	40%	-2 ◇	+2 ◇	-9 ◇
B54. The Scottish Government motivates me to help it achieve its objectives	7	30	40	17	6	36%	-2 ◇	+1 ◇	-9 ◇
Taking action									
B55. I believe that Directors and Deputy Directors in the Scottish Government will take action on the results from this survey	5	33	30	20	11	38%	-4 ◇	0	-12 ◇
B56. I believe that managers where I work will take action on the results from this survey	9	40	26	16	9	49%	-2 ◇	0	-7 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	6	24	42	18	11	29%	-	0	-8 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave the Scottish Government as soon as possible		4%	0	-3 ^	-6 ^
I want to leave the Scottish Government within the next 12 months		9%	0	-2 ^	-6 ^
I want to stay working for the Scottish Government for at least the next year		23%	+2 ^	-4 ^	-11 ^
I want to stay working for the Scottish Government for at least the next three years		63%	-3 ^	+10 ^	+3 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		13	87%	+2 ^	+1 ^	-4 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		42	58%	+6 ^	-2 ^	-8 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Scottish Government it would be investigated properly?		33	67%	+1	+3 ^	-4 ^

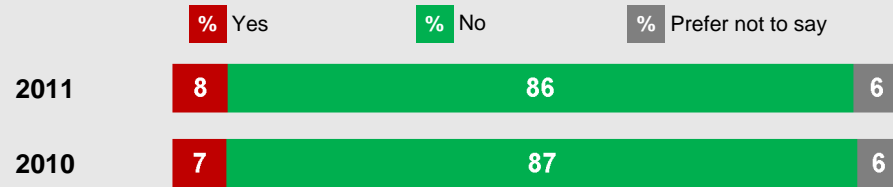
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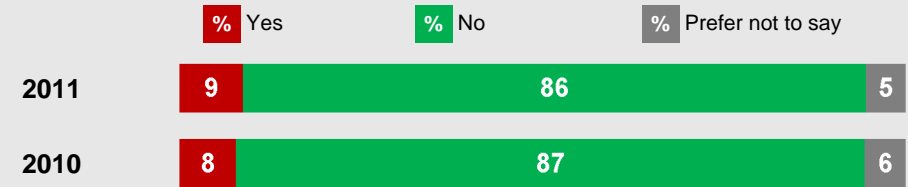
All questions by theme

Discrimination, harassment and bullying

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

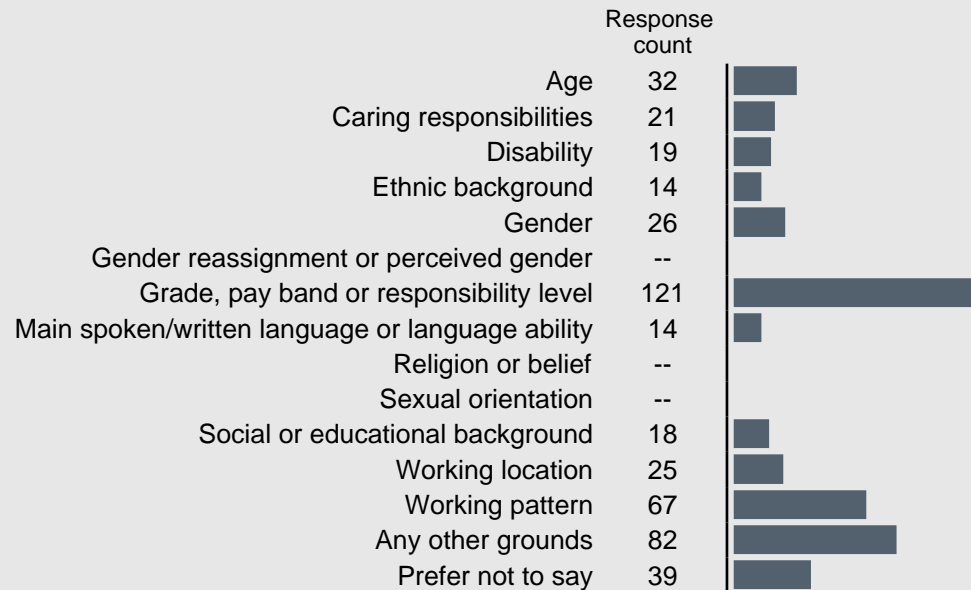


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

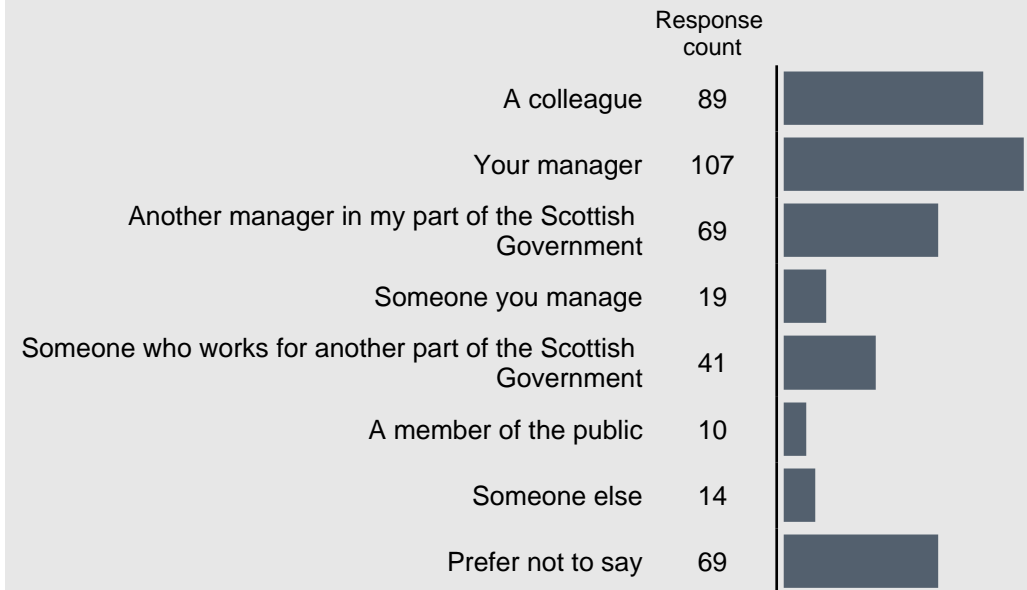
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2010 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2011 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✦

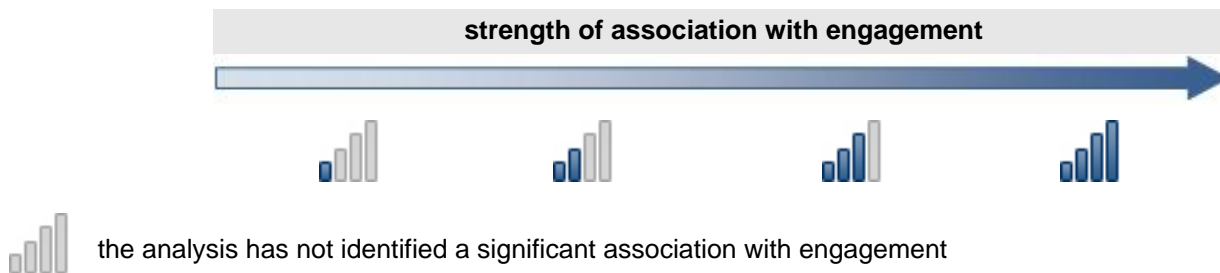
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2011 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.