

## Your engagement index

60%

Difference from previous survey

+2 ✧

Difference from CS2013

+2 ✧

Difference from CS High Performers

-2 ✧

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 CS2013
B50. I am proud when I tell others I am part of the Scottish Government	60%	+3 ✧	+4 ✧
B51. I would recommend the Scottish Government as a great place to work	55%	+6 ✧	+10 ✧

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

B52. I feel a strong personal attachment to the Scottish Government	46%	+2 ✧	0
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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	44%	+2 ✧	0
B54. The Scottish Government motivates me to help it achieve its objectives	41%	+3 ✧	+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 CS2013	Difference from CS High Performers
Leadership and managing change		44%	+2 ✧	+2 ✧	-7 ✧
My work		79%	+1 ✧	+5 ✧	+1 ✧
My manager		70%	0	+3 ✧	0
Pay and benefits		33%	+3 ✧	+4 ✧	-1 ✧
Learning and development		54%	+3 ✧	+7 ✧	0
Resources and workload		74%	0	0	-3 ✧
Organisational objectives and purpose		83%	+1 ✧	+1 ✧	-4 ✧
Inclusion and fair treatment		80%	+1 ✧	+6 ✧	+2 ✧
My team		80%	-1	+1 ✧	-2 ✧




✧ = 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 CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

		% Positive	Diff. from previous survey	Difference from CS2013
<b>Leadership and managing change</b>		Strength of association with engagement: 		
B42.	I believe the actions of Directors and Deputy Directors are consistent with the Scottish Government's values	52%	+2 ◇	+9 ◇
B44.	Overall, I have confidence in the decisions made by the Scottish Government's Directors and Deputy Directors	47%	+2 ◇	+6 ◇
B40.	I feel that the Scottish Government as a whole is managed well	48%	+3 ◇	+5 ◇
B41.	Directors and Deputy Directors in the Scottish Government are sufficiently visible	54%	+1 ◇	+3 ◇
B49.	I think it is safe to challenge the way things are done in the Scottish Government	41%	+1	+2 ◇
B48.	I have the opportunity to contribute my views before decisions are made that affect me	38%	+2 ◇	+1 ◇
B45.	I feel that change is managed well in the Scottish Government	30%	+2 ◇	+1 ◇
B47.	The Scottish Government keeps me informed about matters that affect me	59%	0	+1 ◇
B43.	I believe that the Executive Team has a clear vision for the future of the Scottish Government	42%	+2 ◇	0
B46.	When changes are made in the Scottish Government they are usually for the better	26%	+4 ◇	-1 ◇
<b>My work</b>		Strength of association with engagement: 		
B04.	I feel involved in the decisions that affect my work	61%	+2 ◇	+8 ◇
B05.	I have a choice in deciding how I do my work	79%	+1	+7 ◇
B02.	I am sufficiently challenged by my work	82%	+1 ◇	+5 ◇
B03.	My work gives me a sense of personal accomplishment	78%	+3 ◇	+3 ◇
B01.	I am interested in my work	92%	0	+3 ◇
<b>My manager</b>		Strength of association with engagement: 		
B17.	I think that my performance is evaluated fairly	73%	+1	+10 ◇
B15.	I receive regular feedback on my performance	70%	-1	+6 ◇
B14.	My manager recognises when I have done my job well	82%	+1 ◇	+5 ◇
B13.	Overall, I have confidence in the decisions made by my manager	76%	0	+5 ◇
B10.	My manager is considerate of my life outside work	85%	0	+4 ◇
B11.	My manager is open to my ideas	83%	-1	+4 ◇
B09.	My manager motivates me to be more effective in my job	69%	0	+4 ◇
B16.	The feedback I receive helps me to improve my performance	63%	0	+4 ◇
B18.	Poor performance is dealt with effectively in my team	39%	0	+1 ◇
B12.	My manager helps me to understand how I contribute to the Scottish Government's objectives	61%	0	-1 ◇

# 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 CS2013	Difference from CS High Performers
B01. I am interested in my work	46	46	5			92%	0	+3 ◇	0 ◇
B02. I am sufficiently challenged by my work	38	45	10	6		82%	+1 ◇	+5 ◇	+1 ◇
B03. My work gives me a sense of personal accomplishment	28	50	13	7		78%	+3 ◇	+3 ◇	-1 ◇
B04. I feel involved in the decisions that affect my work	17	44	19	14	6	61%	+2 ◇	+8 ◇	+1 ◇
B05. I have a choice in deciding how I do my work	27	52	12	6		79%	+1	+7 ◇	+2 ◇

## Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of the Scottish Government's purpose	28	57	11			85%	+1 ◇	+1 ◇	-4 ◇
B07. I have a clear understanding of the Scottish Government's objectives	25	56	14	4		81%	+1 ◇	+1 ◇	-4 ◇
B08. I understand how my work contributes to the Scottish Government's objectives	27	56	12	4		83%	+2 ◇	+1 ◇	-3 ◇

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## My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	23	46	19	8	4	69%	0	+4 ◇	-1
B10. My manager is considerate of my life outside work	40	45	10			85%	0	+4 ◇	+1 ◇
B11. My manager is open to my ideas	35	48	11			83%	-1	+4 ◇	+1 ◇
B12. My manager helps me to understand how I contribute to the Scottish Government's objectives	17	44	28	8		61%	0	-1 ◇	-5 ◇
B13. Overall, I have confidence in the decisions made by my manager	29	47	15	5	4	76%	0	+5 ◇	0
B14. My manager recognises when I have done my job well	31	51	11	4		82%	+1 ◇	+5 ◇	+2 ◇
B15. I receive regular feedback on my performance	22	47	17	10		70%	-1	+6 ◇	+1 ◇
B16. The feedback I receive helps me to improve my performance	20	43	26	8		63%	0	+4 ◇	-2 ◇
B17. I think that my performance is evaluated fairly	22	51	20	5		73%	+1	+10 ◇	+6 ◇
B18. Poor performance is dealt with effectively in my team	8	31	40	13	8	39%	0	+1 ◇	-3 ◇

## 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	37	48	10	4		84%	-1 ◇	+1 ◇	-2 ◇
B20. The people in my team work together to find ways to improve the service we provide	32	48	13	5		80%	0	0	-3 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	28	46	16	6		75%	0	+2 ◇	-2 ◇

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## Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	14	50	23	11		64%	+1 ◇	+3 ◇	-1
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	40	34	10		53%	+3 ◇	+5 ◇	-1
B24. There are opportunities for me to develop my career in the Scottish Government	11	40	26	15	8	51%	+4 ◇	+13 ◇	+4 ◇
B25. Learning and development activities I have completed while working for the Scottish Government are helping me to develop my career	11	39	33	12	5	50%	+3 ◇	+8 ◇	+1 ◇

## Inclusion and fair treatment

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B26. I am treated fairly at work	30	55	10	4		85%	0	+7 ◇	+4 ◇
B27. I am treated with respect by the people I work with	31	55	9	4		86%	0	+2 ◇	0
B28. I feel valued for the work I do	22	47	18	9	4	68%	+3 ◇	+5 ◇	+1 ◇
B29. I think that the Scottish Government respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	54	15			80%	0	+8 ◇	+3 ◇

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% Strongly agree   
 % Agree   
 % Neither   
 % Disagree   
 % Strongly disagree   
 % Positive   
 Difference from previous survey   
 Difference from CS2013   
 Difference from CS High Performers

## Resources and workload

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	23	59	11	6		82%	-1 ◇	-1 ◇	-4 ◇
B31. I get the information I need to do my job well	15	54	18	10		69%	-2 ◇	0	-4 ◇
B32. I have clear work objectives	18	56	15	9		74%	-1	-1 ◇	-6 ◇
B33. I have the skills I need to do my job effectively	25	64	8			89%	0	0	-2 ◇
B34. I have the tools I need to do my job effectively	17	58	14	9		75%	+1 ◇	+4 ◇	0
B35. I have an acceptable workload	9	49	18	17	6	58%	0	-1 ◇	-7 ◇
B36. I achieve a good balance between my work life and my private life	16	53	16	12	4	69%	0	+1 ◇	-4 ◇

## Pay and benefits

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	5	30	20	28	17	35%	+2 ◇	+6 ◇	-1 ◇
B38. I am satisfied with the total benefits package	5	31	26	25	12	36%	+4 ◇	+4 ◇	-2 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	24	22	29	20	28%	+2 ◇	+3 ◇	-3 ◇

# All questions by theme


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% Strongly agree   
 % Agree   
 % Neither   
 % Disagree   
 % Strongly disagree   
 % Positive   
 Difference from previous survey   
 Difference from CS2013   
 Difference from CS High Performers

## Leadership and managing change

 : Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that the Scottish Government as a whole is managed well	5	43	33	14	4	48%	+3 ◇	+5 ◇	-8 ◇
B41. Directors and Deputy Directors in the Scottish Government are sufficiently visible	9	45	26	16	5	54%	+1 ◇	+3 ◇	-8 ◇
B42. I believe the actions of Directors and Deputy Directors are consistent with the Scottish Government's values	8	45	39	6	6	52%	+2 ◇	+9 ◇	-3 ◇
B43. I believe that the Executive Team has a clear vision for the future of the Scottish Government	6	36	47	8	8	42%	+2 ◇	0	-13 ◇
B44. Overall, I have confidence in the decisions made by the Scottish Government's Directors and Deputy Directors	7	41	39	10	4	47%	+2 ◇	+6 ◇	-4 ◇
B45. I feel that change is managed well in the Scottish Government		27	37	27	7	30%	+2 ◇	+1 ◇	-9 ◇
B46. When changes are made in the Scottish Government they are usually for the better		23	48	21	5	26%	+4 ◇	-1 ◇	-9 ◇
B47. The Scottish Government keeps me informed about matters that affect me	5	54	28	10	7	59%	0	+1 ◇	-5 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	5	33	33	22	7	38%	+2 ◇	+1 ◇	-6 ◇
B49. I think it is safe to challenge the way things are done in the Scottish Government	5	36	36	17	6	41%	+1	+2 ◇	-7 ◇

# 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

	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of the Scottish Government	15	44	31	7	7	60%	+3 ◇	+4 ◇	-6 ◇
B51. I would recommend the Scottish Government as a great place to work	13	42	31	11	7	55%	+6 ◇	+10 ◇	-1 ◇
B52. I feel a strong personal attachment to the Scottish Government	13	33	34	16	4	46%	+2 ◇	0	-6 ◇
B53. The Scottish Government inspires me to do the best in my job	10	34	37	15	4	44%	+2 ◇	0	-6 ◇
B54. The Scottish Government motivates me to help it achieve its objectives	9	32	38	16	5	41%	+3 ◇	+1 ◇	-7 ◇
<b>Taking action</b>									
B55. I believe that Directors and Deputy Directors in the Scottish Government will take action on the results from this survey	8	39	30	16	8	46%	+2 ◇	+3 ◇	-6 ◇
B56. I believe that managers where I work will take action on the results from this survey	12	42	26	13	7	54%	+1	+1 ◇	-4 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	7	26	45	14	8	33%	-1	0	-7 ◇



# All questions by theme

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	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
<b>Organisational Culture</b>									
B58. I am trusted to carry out my job effectively	31	60	5			91%	+2 ◇	+3 ◇	+1 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	20	53	18	7		73%	+4 ◇	+5 ◇	+2 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	17	56	21	5		72%	+4 ◇	+8 ◇	+2 ◇
B61. When I talk about the Scottish Government I say "we" rather than "they"	20	45	22	10		65%	-7 ◇	-2 ◇	-11 ◇
B62. I have some really good friendships at work	27	48	20	5		75%	+4 ◇	-1 ◇	-5 ◇

Please note these questions were not asked on paper surveys in 2012.

# All questions by theme

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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

## Wellbeing

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

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

W01. Overall, how satisfied are you with your life nowadays?	14	21	52	13	66%	+2 ◇	+2 ◇	-1 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	19	50	21	71%	+2 ◇	+2 ◇	-1 ◇
W03. Overall, how happy did you feel yesterday?	17	22	44	18	61%	0	+2 ◇	-2 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	24	26	20	29	50%	-5 ◇	0	-3 ◇

# 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 CS2013	Difference from CS High Performers
I want to leave the Scottish Government as soon as possible		4%	-1 ^	-4 ^	-7 ^
I want to leave the Scottish Government within the next 12 months		8%	-1	-5 ^	-9 ^
I want to stay working for the Scottish Government for at least the next year		26%	+2 ^	-4 ^	-9 ^
I want to stay working for the Scottish Government for at least the next three years		63%	0	+15 ^	+5 ^

## The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		10	90%	+1 ^	+1 ^	-3 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		39	61%	+2 ^	-3 ^	-9 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Scottish Government it would be investigated properly?		30	70%	+1 ^	+3 ^	-3 ^

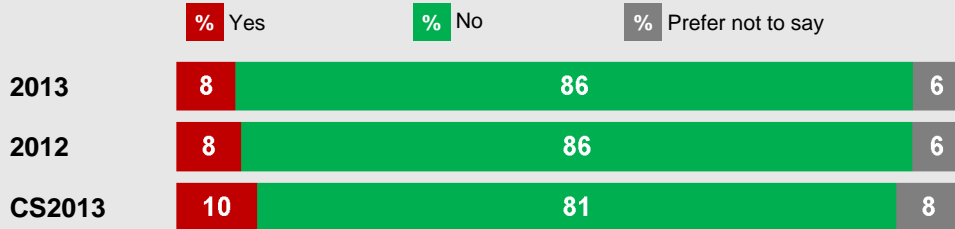
^ indicates a variation in question wording from your previous survey

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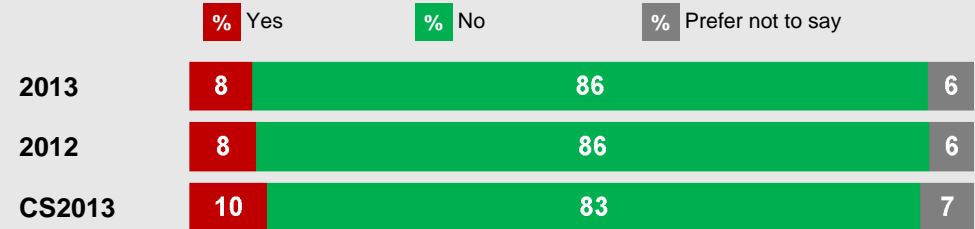
# All questions by theme

## Discrimination, harassment and bullying

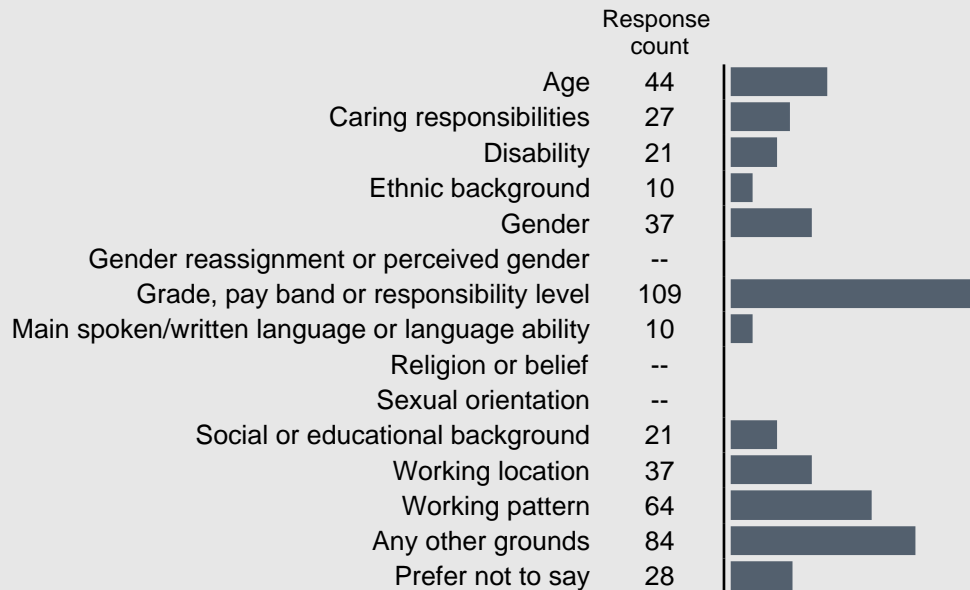
E01. During the past 12 months, have you personally experienced discrimination at work?



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

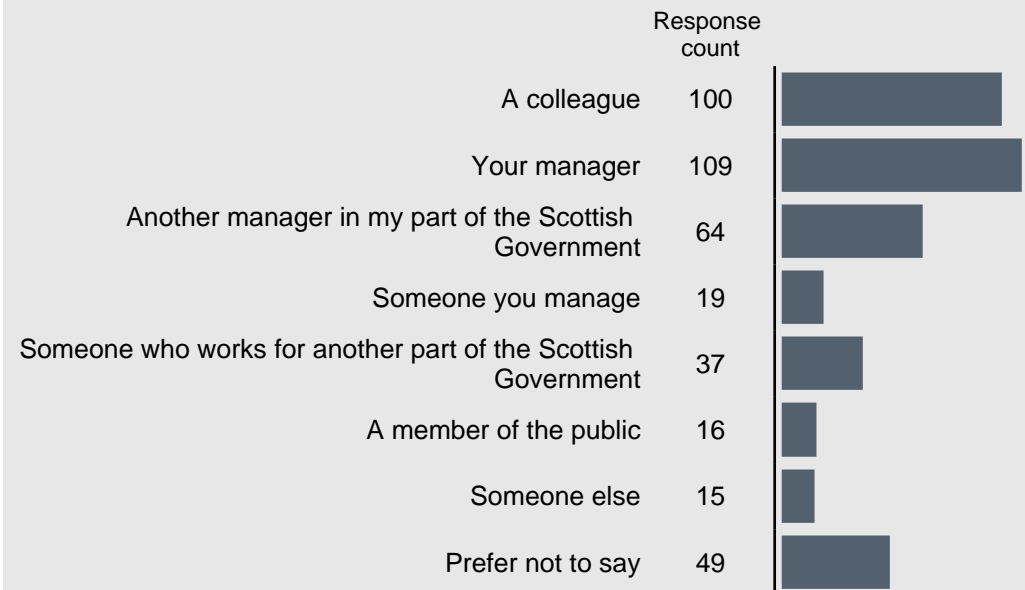


For respondents who selected 'Yes' to question E01.  
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)

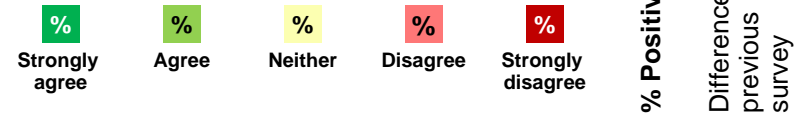


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## Scottish Government questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. Consistently good people management is at the heart of the People Strategy, so everyone is now expected to have a monthly conversation with their line manager about performance, priorities, wellbeing and development. Do you have these monthly conversations with your manager?	Yes: 78%		No: 22%			78%	+2 ✦
F02. (Please only answer if you selected yes to F01) The monthly conversations I have with my manager are useful	17	59	15	6		77%	+7 ✦
F03. (Please only answer if you selected yes to F01) My manager and I discuss my wellbeing as part of the monthly conversation	15	56	15	12		72%	-
F04. After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 36%		No: 10%	Not applicable: 54%		36%	-
F05. My team's work is prioritised in a way that means I can realistically deliver what is expected of me	11	53	20	12		65%	+1
F06. My manager encourages me to make time for my learning and development	16	51	22	8		67%	+3 ✦
F07. I know who is the Head of Profession for the type of role I do	19	39	18	18	6	57%	-
F08. In the last 12 months I have developed my professional skills	15	47	22	13		62%	-
F09. I have experienced changes as a result of the People Strategy^	5	21	48	20	6	26%	-12 ✦

# Appendix

## Glossary of key terms

<b>% positive</b>	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
<b>Previous survey</b>	Comparisons to the previous survey relate to the results from the 2012 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.
<b>CS2013</b>	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 Civil Service People Survey.
<b>CS High Performers</b>	For each question, this is the upper quartile score across all organisations that have taken part in the 2013 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: ✦

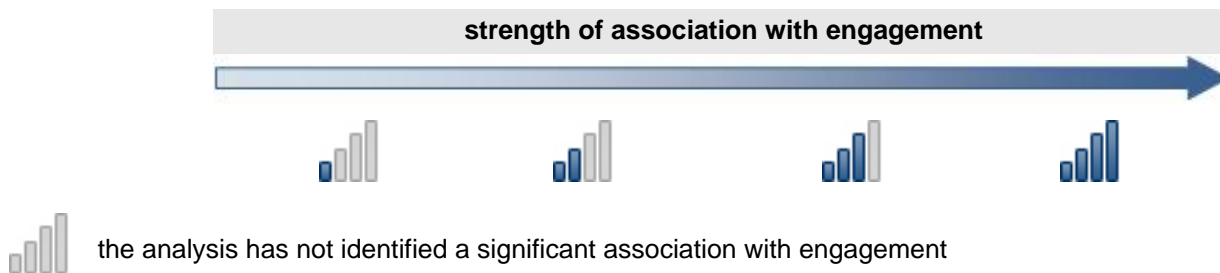
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2013 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.