

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



The table below shows how you performed on each of the nine 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.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		47%	+4 ✧	+4 ✧	-2 ✧
My work		78%	0	+3 ✧	0
Pay and benefits		35%	+2 ✧	+7 ✧	0
My manager		71%	+1 ✧	+4 ✧	0
Learning and development		56%	+2 ✧	+7 ✧	+1 ✧
Organisational objectives and purpose		85%	+1 ✧	+1 ✧	-3 ✧
Resources and workload		77%	+3 ✧	+3 ✧	0
My team		81%	+2 ✧	+2 ✧	-1 ✧
Inclusion and fair treatment		81%	+1 ✧	+6 ✧	+3 ✧

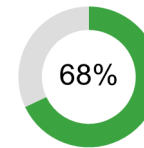


Strength of association with engagement

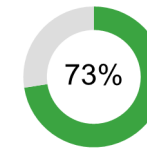


Statistically significant difference from comparison

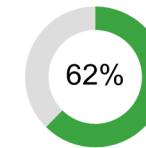
Wellbeing



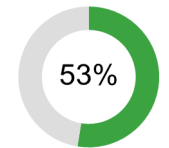
Overall, how satisfied are you with your life nowadays?



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

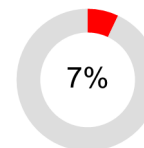


Overall, how happy did you feel yesterday?

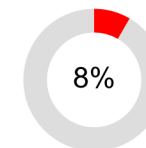


No or low anxiety yesterday

Discrimination, bullying and harassment

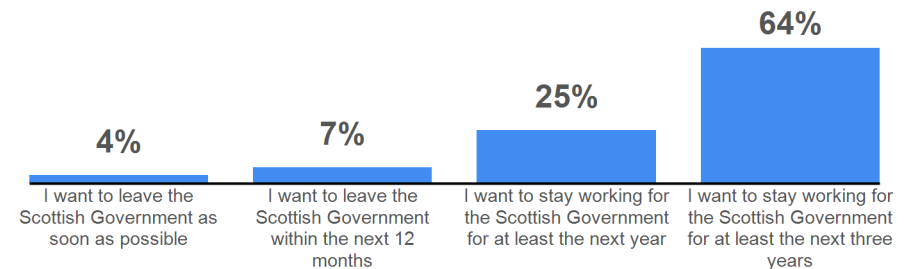


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

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

My work

78% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	45	47	5	0	0	92%	0	+3 ◆	0
B02 I am sufficiently challenged by my work	35	46	11	7	0	81%	-1 ◆	+2 ◆	-1 ◆
B03 My work gives me a sense of personal accomplishment	27	50	14	7	0	77%	-1 ◆	+1 ◆	-1 ◆
B04 I feel involved in the decisions that affect my work	18	44	18	14	5	62%	+1	+5 ◆	0
B05 I have a choice in deciding how I do my work	28	51	12	6	0	79%	0	+5 ◆	0

Organisational objectives and purpose

85% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of the Scottish Government's purpose	30	57	10	0	0	87%	+2 ◆	+1 ◆	-4 ◆
B07 I have a clear understanding of the Scottish Government's objectives	26	56	13	0	0	83%	+1 ◆	+2 ◆	-3 ◆
B08 I understand how my work contributes to the Scottish Government's objectives	28	56	12	0	0	84%	+1 ◆	0	-4 ◆

All questions by theme

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

My manager

71% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	25	46	18	8	8	71%	+1 ◇	+3 ◇	-1 ◇
B10	My manager is considerate of my life outside work	44	43	9	9	9	87%	+2 ◇	+6 ◇	+1 ◇
B11	My manager is open to my ideas	38	45	10	9	9	83%	0	+4 ◇	-1 ◇
B12	My manager helps me to understand how I contribute to the Scottish Government's objectives	19	43	27	8	9	62%	+1 ◇	-2 ◇	-7 ◇
B13	Overall, I have confidence in the decisions made by my manager	32	46	14	5	9	78%	+2 ◇	+4 ◇	0
B14	My manager recognises when I have done my job well	34	48	11	9	9	83%	0	+5 ◇	+2 ◇
B15	I receive regular feedback on my performance	24	47	16	9	9	71%	+1 ◇	+6 ◇	+3 ◇
B16	The feedback I receive helps me to improve my performance	21	43	25	8	9	65%	+1 ◇	+3 ◇	-1 ◇
B17	I think that my performance is evaluated fairly	23	51	19	5	9	74%	+1 ◇	+11 ◇	+7 ◇
B18	Poor performance is dealt with effectively in my team	9	31	39	14	8	40%	+1	+1	-3 ◇

My team

81% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	38	49	8	9	9	87%	+2 ◇	+3 ◇	0
B20	The people in my team work together to find ways to improve the service we provide	32	49	12	5	9	82%	+2 ◇	+2 ◇	-1 ◇
B21	The people in my team are encouraged to come up with new and better ways of doing things	29	47	16	6	9	75%	+1	+1 ◇	-3 ◇

All questions by theme

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

Learning and development

56% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	14	53	21	10		67%	+3 ◆	+5 ◆	0
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	42	34	9		54%	+1 ◆	+4 ◆	-2 ◆
B24	There are opportunities for me to develop my career in the Scottish Government	12	42	24	14	8	54%	+3 ◆	+12 ◆	+5 ◆
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%	+1	+7 ◆	+1 ◆

Inclusion and fair treatment

81% +1

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	32	54	9			86%	+1 ◆	+7 ◆	+4 ◆
B27	I am treated with respect by the people I work with	34	53	8			87%	0	+2 ◆	0
B28	I feel valued for the work I do	24	47	16	10		70%	+2 ◆	+6 ◆	+1 ◆
B29	I think that the Scottish Government respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29	53	13			82%	+2 ◆	+8 ◆	+4 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Resources and workload

77% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	24	60	9	5		84%	+2 ◆	0	-3 ◆
B31 I get the information I need to do my job well	16	56	17	9		72%	+3 ◆	+2 ◆	-2 ◆
B32 I have clear work objectives	19	57	14	8		76%	+2 ◆	0	-3 ◆
B33 I have the skills I need to do my job effectively	27	63	8			89%	+1 ◆	0	-2 ◆
B34 I have the tools I need to do my job effectively	19	59	13	7		78%	+3 ◆	+6 ◆	+2 ◆
B35 I have an acceptable workload	11	54	17	14	5	65%	+6 ◆	+6 ◆	-1 ◆
B36 I achieve a good balance between my work life and my private life	18	55	15	9		73%	+4 ◆	+7 ◆	-1 ◆

Pay and benefits

35% +2

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	5	31	20	27	17	36%	+2 ◆	+7 ◆	0
B38 I am satisfied with the total benefits package	6	34	25	23	12	40%	+3 ◆	+8 ◆	0
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	25	22	28	20	30%	+2 ◆	+6 ◆	-1 ◆

All questions by theme

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Leadership and Managing Change

47% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40 I feel that the Scottish Government as a whole is managed well	6	48	29	13		54%	+6 ◆	+9 ◆	-2 ◆
B41 Directors and Deputy Directors in the Scottish Government are sufficiently visible	11	47	23	14	5	58%	+4 ◆	+5 ◆	-5 ◆
B42 I believe the actions of Directors and Deputy Directors are consistent with the Scottish Government's values	9	47	35	6		56%	+4 ◆	+9 ◆	+1
B43 I believe that the Executive Team has a clear vision for the future of the Scottish Government	6	39	45	7		45%	+3 ◆	0	-8 ◆
B44 Overall, I have confidence in the decisions made by the Scottish Government's Directors and Deputy Directors	8	45	34	9		53%	+6 ◆	+9 ◆	+2 ◆
B45 I feel that change is managed well in the Scottish Government		32	35	24	6	35%	+5 ◆	+3 ◆	-4 ◆
B46 When changes are made in the Scottish Government they are usually for the better		26	48	18		29%	+4 ◆	0	-8 ◆
B47 The Scottish Government keeps me informed about matters that affect me	7	55	27	9		61%	+3 ◆	+3 ◆	-2 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	5	33	34	21	7	38%	0	+2 ◆	-5 ◆
B49 I think it is safe to challenge the way things are done in the Scottish Government	5	39	34	16	6	44%	+3 ◆	+3 ◆	-4 ◆

All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of the Scottish Government	18	44	28	7		63%	+3 ◇	+4 ◇	-3 ◇
B51 I would recommend the Scottish Government as a great place to work	16	45	27	9		61%	+6 ◇	+12 ◇	+1 ◇
B52 I feel a strong personal attachment to the Scottish Government	15	35	32	14		50%	+4 ◇	+2 ◇	-4 ◇
B53 The Scottish Government inspires me to do the best in my job	13	35	37	12		48%	+4 ◇	+3 ◇	-3 ◇
B54 The Scottish Government motivates me to help it achieve its objectives	11	34	38	13		45%	+4 ◇	+2 ◇	-5 ◇

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that Directors and Deputy Directors in the Scottish Government will take action on the results from this survey	9	41	28	15	7	50%	+3 ◇	+5 ◇	-4 ◇
B56 I believe that managers where I work will take action on the results from this survey	13	44	23	13	7	57%	+3 ◇	+2 ◇	-4 ◇
B57 Where I work, I think effective action has been taken on the results of the last survey	9	30	40	14	8	39%	+6 ◇	+4 ◇	-2 ◇

All questions by theme

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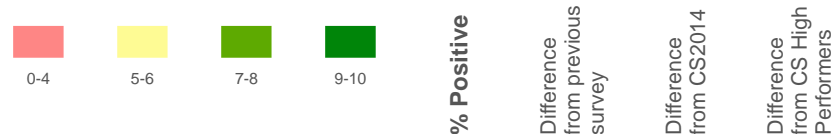
Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	33	57	6			90%	0	+2 ◇	0
B59 I believe I would be supported if I try a new idea, even if it may not work	20	53	18	7		74%	+1	+5 ◇	+1 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	18	55	21	5		73%	0	+7 ◇	+2 ◇
B61 When I talk about the Scottish Government I say "we" rather than "they"	21	48	20	9		69%	+4 ◇	0	-10 ◇
B62 I have some really good friendships at work	27	48	18	5		76%	+1 ◇	0	-4 ◇

All questions by theme


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Wellbeing



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

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question. 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?	12	20	54	14	68%	+2 ◆	+4 ◆	+2 ◆																										
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	19	52	21	73%	+1 ◆	+3 ◆	0																										
W03 Overall, how happy did you feel yesterday?	14	23	44	18	62%	+1 ◆	+2 ◆	-1 ◆																										
 <table border="1"> <thead> <tr> <th>Color</th> <th>Range</th> <th>% Positive</th> <th>Difference from previous survey</th> <th>Difference from CS High Performers</th> </tr> </thead> <tbody> <tr> <td>Dark Green</td> <td>0-1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Light Green</td> <td>2-3</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Yellow</td> <td>4-5</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Red</td> <td>6-10</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>										Color	Range	% Positive	Difference from previous survey	Difference from CS High Performers	Dark Green	0-1				Light Green	2-3				Yellow	4-5				Red	6-10			
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Dark Green	0-1																																	
Light Green	2-3																																	
Yellow	4-5																																	
Red	6-10																																	
W04 Overall, how anxious did you feel yesterday?	23	30	20	27	53%	+2 ◆	+3 ◆	0																										

All questions by theme

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

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 CS2014	Difference from CS High Performers
I want to leave the Scottish Government as soon as possible		4%	0	-4 ◇	-6 ◇
I want to leave the Scottish Government within the next 12 months		7%	0	-6 ◇	-10 ◇
I want to stay working for the Scottish Government for at least the next year		25%	-1	-6 ◇	-12 ◇
I want to stay working for the Scottish Government for at least the next three years		64%	+1	+17 ◇	+10 ◇

The Civil Service Code

Differences are based on '% Yes' score

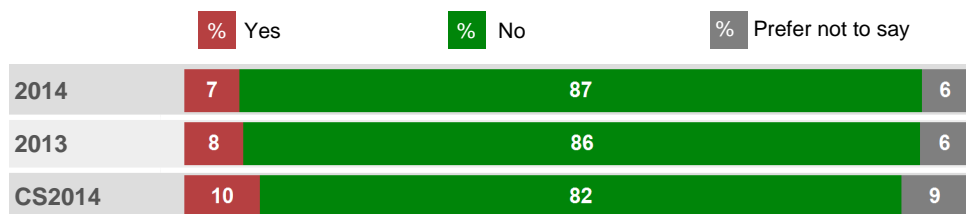
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	+3 ◇	+3 ◇	-1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	+3 ◇	0	-7 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Scottish Government it would be investigated properly?		26	74%	+4 ◇	+5 ◇	0

All questions by theme

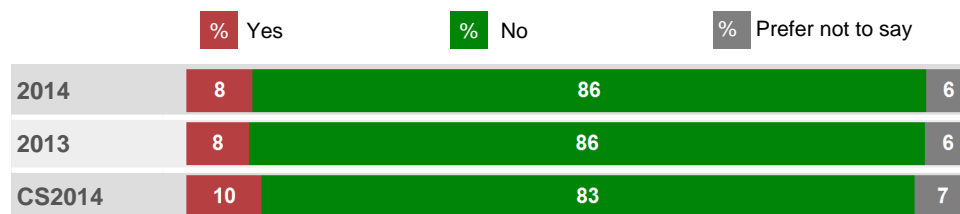
◆ indicates statistically significant difference from comparison
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Discrimination, harassment and bullying

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



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



For respondents who selected 'Yes' to question E01.

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

Ground	Response Count	Bar
Age	38	██████████
Caring responsibilities	21	██████████
Disability	28	██████████
Ethnic background	16	██████████
Gender	40	██████████
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	103	██████████
Main spoken/written language or language ability	15	██████████
Religion or belief	--	
Sexual orientation	--	
Social or educational background	22	██████████
Working location	37	██████████
Working pattern	56	██████████
Any other grounds	92	██████████
Prefer not to say	28	██████████

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)

Who	Response Count	Bar
A colleague	108	██████████
Your manager	90	██████████
Another manager in my part of the Scottish Government	85	██████████
Someone you manage	13	██████████
Someone who works for another part of the Scottish Government	36	██████████
A member of the public	11	██████████
Someone else	25	██████████
Prefer not to say	59	██████████

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

All questions by theme

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

Scottish Government questions

		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%	0
F02	(Please only answer if you selected yes to F01) The monthly conversations I have with my manager are useful	18	61	14	6		79%	+2 ◇
F03	(Please only answer if you selected yes to F01) My manager and I discuss my wellbeing as part of the monthly conversation	19	58	13	9		77%	+5 ◇
F04	After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 37%		No: 11%	N/a: 52%		37%	+1
F05	My team's work is prioritised in a way that means I can realistically deliver what is expected of me	12	57	19	10		69%	+4 ◇
F06	My manager encourages me to make time for my learning and development	16	52	22	7		68%	+1
F07	I know who is the Head of Profession for the type of role I do	19	39	18	18	5	58%	+1
F08	In the last 12 months I have developed my professional skills	16	48	22	12		63%	+2 ◇

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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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 shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association
with engagement




the analysis has not identified a
significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of 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.