



## Scottish Government Employee Survey 2007

### Results Report

#### Submitted to

Office of Chief Researcher

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# 1 Executive Summary

## 1.1 Response Rate

This year's survey received a response rate of 69%, which is the same as the response rate achieved in 2006 and higher than the average response for surveys of this kind conducted in other Central Government organisations (65%). It is also above the average across all UK organisations (61%).

## 1.2 Employee Engagement

In early 2007 the SG commissioned some research to review their engagement model to ensure the best measure of engagement amongst SG employees is 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 and can be defined as employees' willingness and ability to invest their personal effort in the success of the organisation. This can be framed in terms of ORC International's 'say, stay and strive' engagement principles:

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

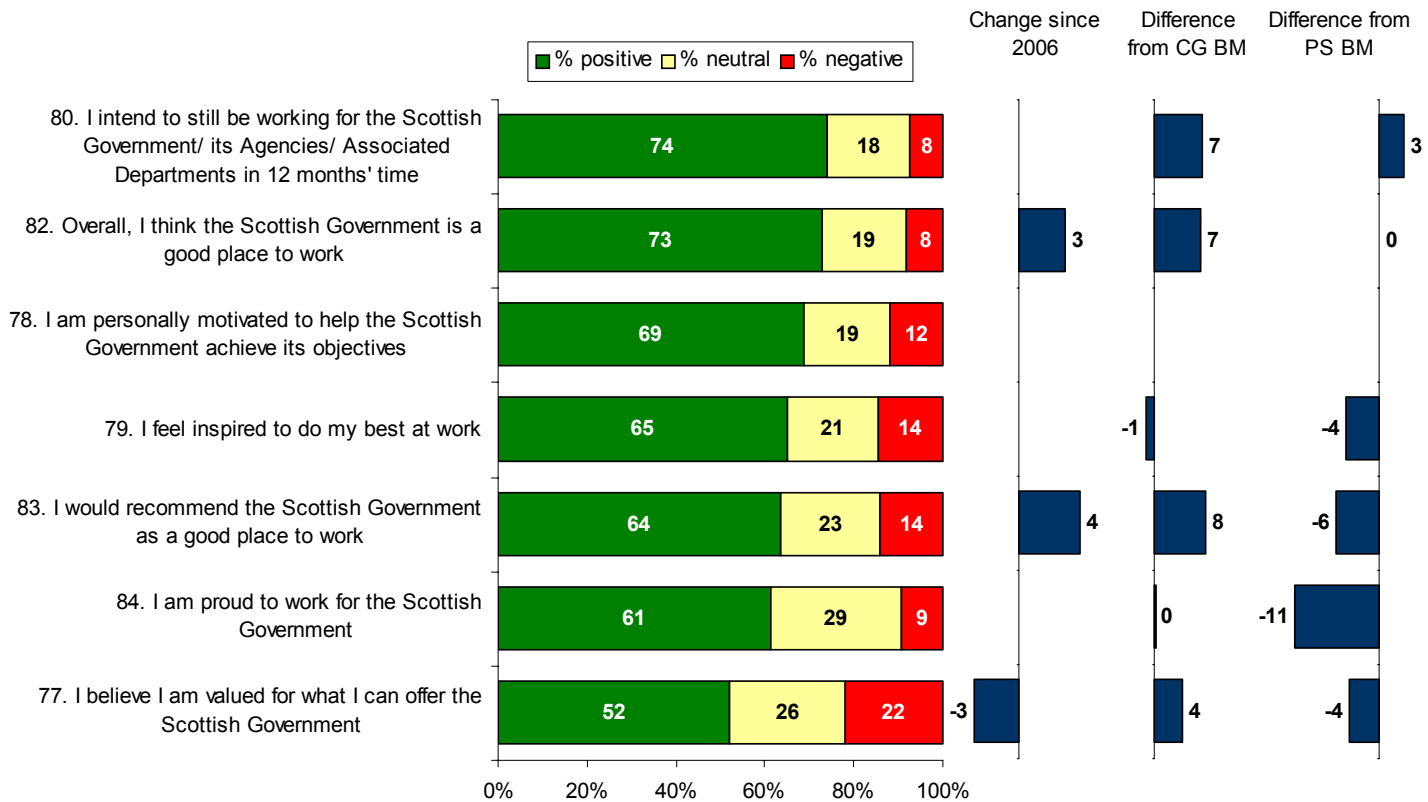
**STAY:** Are staff committed to the organisation - do they intend to stay and are they committed to continuing their careers with the organisation?

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

The graph overleaf lists the results of the 7 engagement questions used to measure levels of engagement amongst respondents. The overall engagement score for 2007 is 65% (this is the average of the positive responses to the 7 questions). This engagement score cannot however be compared to the results of the 2006 survey because only 3 of the questions were asked in 2006.

The results compare well to the Central Government benchmark norms where available (labelled 'Difference from CG BM'). However, the comparisons to the private sector benchmark are less positive with 4 of the 6 comparable questions scoring below the benchmark (labelled 'Difference from PS BM').

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### 1.2.1 Key Drivers of Engagement

The engagement questions are overall measures of the 'output' of whether employees are engaged and give an indication of the level of engagement amongst staff. However, the engagement questions are not directly actionable to try to improve the results and so we need to identify what issues influence employees to be more or less engaged with the 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. A full report of the findings of the key Driver Analysis has been provided separately to the Office of the Chief Researcher.

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:

- Q12 My work gives me a feeling of personal achievement (64% positive);
- Q44 The Scottish Government is well managed (41% positive);
- Q69 I think the Scottish Government respects individual differences (e.g. cultures, working styles, backgrounds and ideas) (79% positive);
- Q23 I believe there are opportunities to progress in my career in the Scottish Government, Agencies and Associated Departments (not answered by those on secondment) (49% positive);
- Q15 I feel appropriately rewarded (i.e. total reward package) for my performance in the Scottish Government (34% positive);

- Q16 I understand how my work contributes to the objectives of the Scottish Government (80% positive).

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

## 1.3 Key Strengths

### 1.3.1 High performing Key Drivers of Engagement

**Understanding their contribution to the SG:** Most respondents (80%) understand how their work contributes to the objectives of the SG. This question has also been found to be a key driver of engagement so it is encouraging to see this receiving a high positive response.

**Respecting diversity:** Most respondents (79%) feel the organisation respects individual differences, which is substantially higher than the Central Government benchmark (66%).

### 1.3.2 Other Key Strengths

**Team working:** The majority of respondents (85%) feel their team co-operates to get the work done and 70% feel their team regularly looks for better ways of working with stakeholders/customers.

**Line management:** In general perceptions of line managers have improved slightly since 2006 and 73% feel their line manager recognises and acknowledges when they've done well in their job. There has also been an improvement in the proportion of respondents who feel their team is well managed (69% compared to 62% in 2006).

**Work objectives:** Around three quarters of respondents feel fully involved in setting their work objectives (77%) and feel their objectives clearly set out what is expected of them in their job.

**Job satisfaction:** There has been a substantial improvement in job satisfaction since 2006: 75% are satisfied compared to 62% in 2006. This is also 14 percentage points more positive than the Central Government benchmark. Perceptions of job security are also significantly more positive than the Central Government benchmark, although this has declined slightly since 2006 so this should be monitored to ensure it doesn't continue to decline.

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## 1.4 Opportunities for Improvement

### 1.4.1 Poor performing Key Drivers of Engagement

**Visibility and perceptions of Senior Management and the Strategic Board:** Results concerning senior management elicited high neutral scores, and 24% of respondents do not feel senior managers are sufficiently visible in their Directorate. Just 54% have confidence in the senior managers in their Directorate and 41% feel the SG is well managed. Although this latter result has seen some improvement since 2006 it is important to continue focusing on this for improvement action as this question is a key driver of engagement. It is therefore important to try to improve perceptions of senior management with the aim of improving levels of engagement. The majority of comments made by respondents at the end of the survey were about the poor perceptions of senior management and many feel their senior managers are not visible enough – some have not even met their senior manager.

**Career progression opportunities:** Just 49% of respondents believe there are opportunities to progress their career in the SG. Although this has seen an improvement of 5 percentage points since 2006 and is more positive than the Central Government benchmark, this should continue to be a focus for improvement action to continue to improve levels of engagement. Many respondents also wrote comments at the end of the survey expressing their frustration at the lack of opportunities and support in progressing in the SG.

**Being rewarded appropriately for their performance:** Possibly linked to the career progression issues is the fact that only 34% of respondents feel they are appropriately rewarded for their performance in the SG. This has seen a slight improvement of 4 percentage points since 2006, but there is still room for improvement as this is a key driver of engagement and still scoring very poorly. Perceptions amongst band A and B respondents were significantly less positive than those in bands C and the SCS.

### 1.4.2 Other Opportunities for Improvement

**Performance management:** Only 28% of respondents feel poor performance is dealt with effectively. Although this has improved by 4 percentage points since 2006 it should still be focused on for improvement as almost a third of respondents do not feel poor performance is dealt with effectively. This may also be linked to the dissatisfaction with being appropriately rewarded for their performance identified as a key driver of engagement. This can often be due to those who feel high performers and under performers are being treated in a similar way and not differentiated by the organisation.

**Pressure in their job:** 29% of respondents feel the level of pressure in their job has a negative effect on their work. Just 41% do not feel this is the case, which is a decline of 5 percentage points since 2006, although in line with the Central Government benchmark.

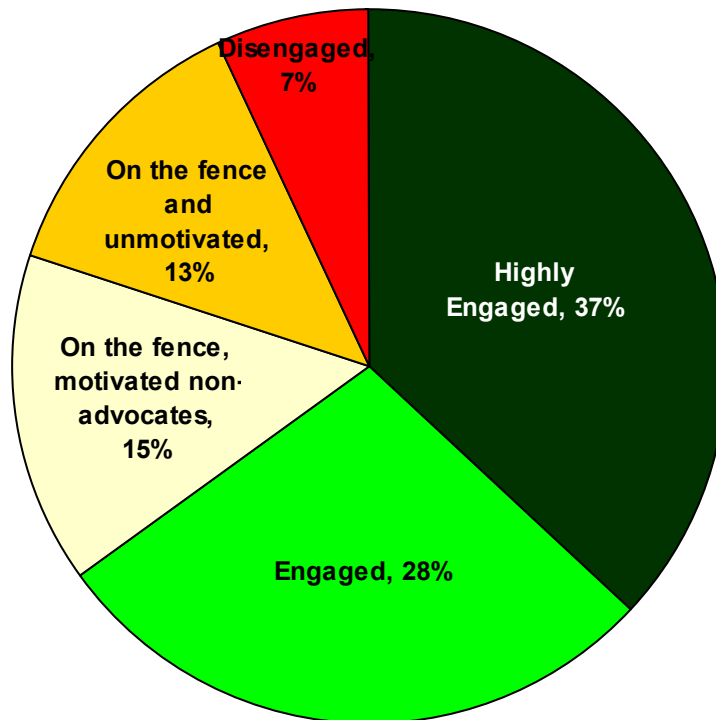
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### 1.5 Cluster Analysis - who are the most and least engaged respondents?

Though the level of engagement and the key drivers of this engagement are known, this is of little use unless we can gain a greater understanding of the characteristics of those who tend to be highly engaged and those who tend to be disengaged to enable actions to be identified to improve levels of engagement across the SG. Therefore, cluster analysis, a statistical technique to cluster respondents based on how they respond to the survey, was conducted to identify clusters of respondents based on how engaged they are.

Based on 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:

**Clusters of respondents based on levels of engagement**



These clusters of respondents were grouped this way based on the following pattern of responses to the engagement questions:

- **Highly Engaged:** Very positive in response to all engagement questions. *Engagement Score: 97.8% positive*
- **Engaged:** Positive in response to all engagement questions, but not quite as positive as those in the ‘Highly Engaged’ cluster. *Engagement Score: 71.6% positive*
- **On the fence, motivated, non-advocates:** Respondents in this cluster gave quite low positive responses to the questions about whether the SG is a good place to work,



recommending the SG as a good place to work and feeling proud to work for the SG. However, they were very positive in response to the questions about whether they are personally motivated to help the SG achieve its objectives and whether they feel inspired to do their best at work, and intend to still be working for the SG in 12 months' time. They also gave quite a high neutral response to the question about feeling valued *Engagement Score: 42.1%*.

- **On the fence and unmotivated:** These respondents don't feel valued for what they can offer the SG and gave quite high negative responses to the questions about whether they are personally motivated to help the SG achieve its objectives and whether they feel inspired to do their best at work. However, they gave very high neutral responses to the questions about their perceptions of the SG being a good place to work and being proud to work for the SG. *Engagement Score: 17.2%*.
- **Disengaged:** These respondents gave very high negative responses to all of the engagement questions. Although they were a little more positive in response to the intention to stay question than the other engagement questions. *Engagement Score: 5.9%*.

## 1.6 Progress on the Corporate Priorities Identified in 2006

The analysis of the 2006 survey results enabled the SG to identify the following corporate priorities for improvement action:

- Performance Management
- Senior Management
- Communication
- Financial Management
- Working Environment

It is encouraging that there has been some improvement since 2006 in perceptions of all of these priorities, particularly for the key communications question "I believe different parts of the organisation communicate effectively with each other" (positive score up 5 percentage points on 2006) and the question about whether respondents feel the SG has a culture of sound financial management (positive score up 8 percentage points). However, senior management and performance management remain corporate priorities for improvement in this year's survey (see section 1.4).

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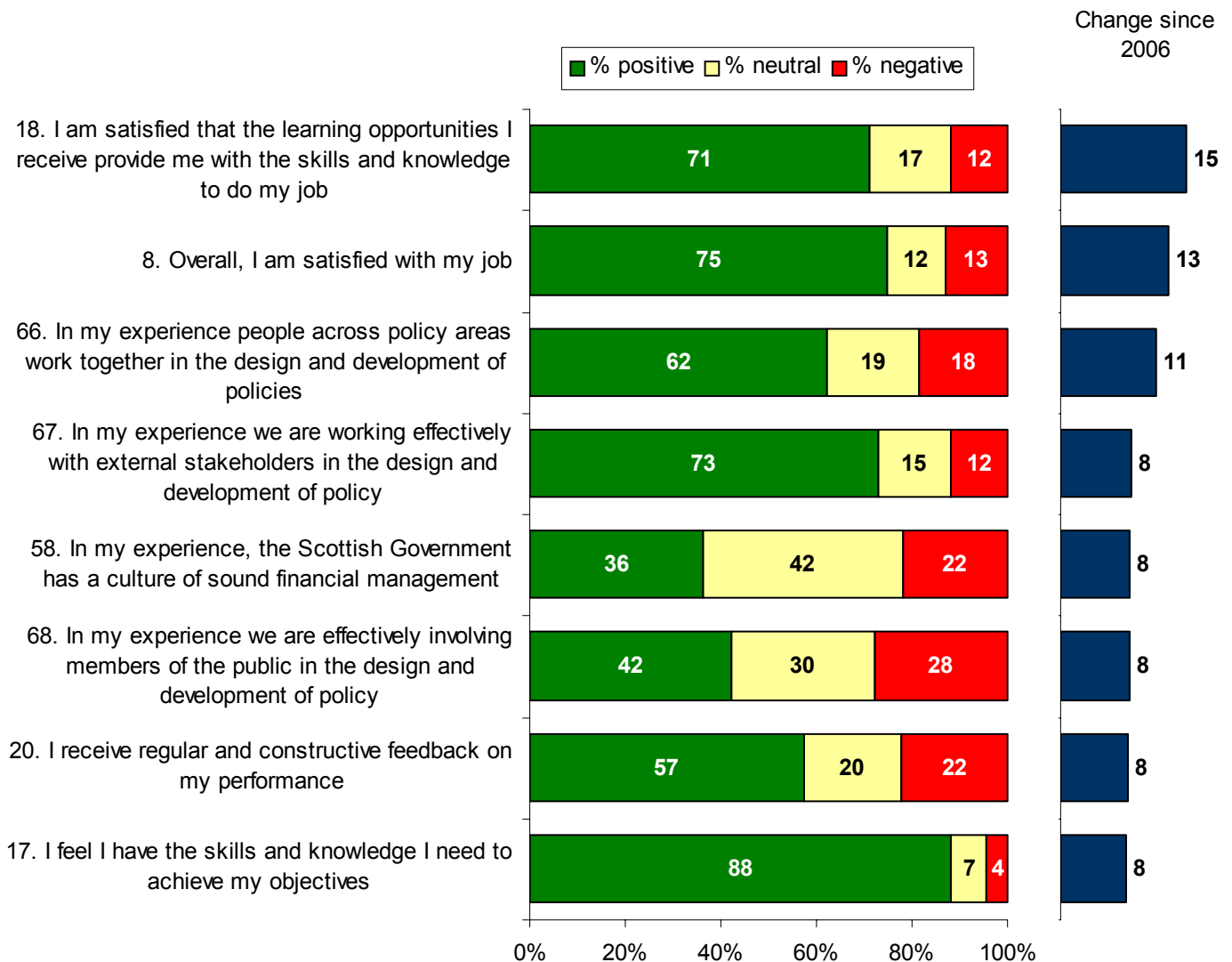
### 1.7 Trend Comparisons

Where possible, comparisons with previous years are made throughout the report and the graphs display comparisons specifically with 2006 to track and monitor improvement or decline on the previous year's performance.

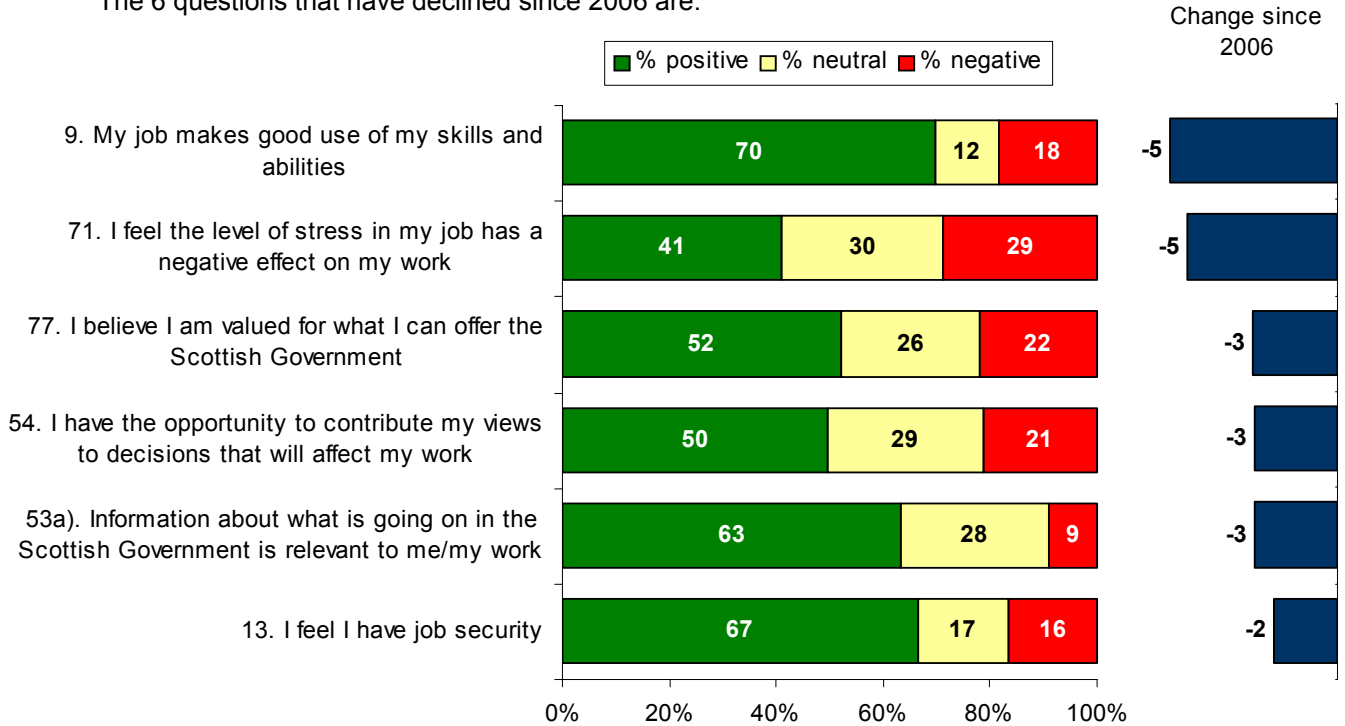
There are 52 questions that are comparable to those asked in the 2006 survey and of those:

- 32 have improved significantly since 2006
- 14 are in line with the 2006 results
- 6 have declined significantly since 2006

Of the 32 questions that have improved, the 8 questions showing the most substantial improvement on the 2006 results are:



The 6 questions that have declined since 2006 are:



Note: The % positive result for question 71 is the proportion of respondents who do not feel the level of stress in their job has a negative effect on their work, and the % negative result is the proportion of respondents who feel the level of stress in their job does have a negative effect on their work.

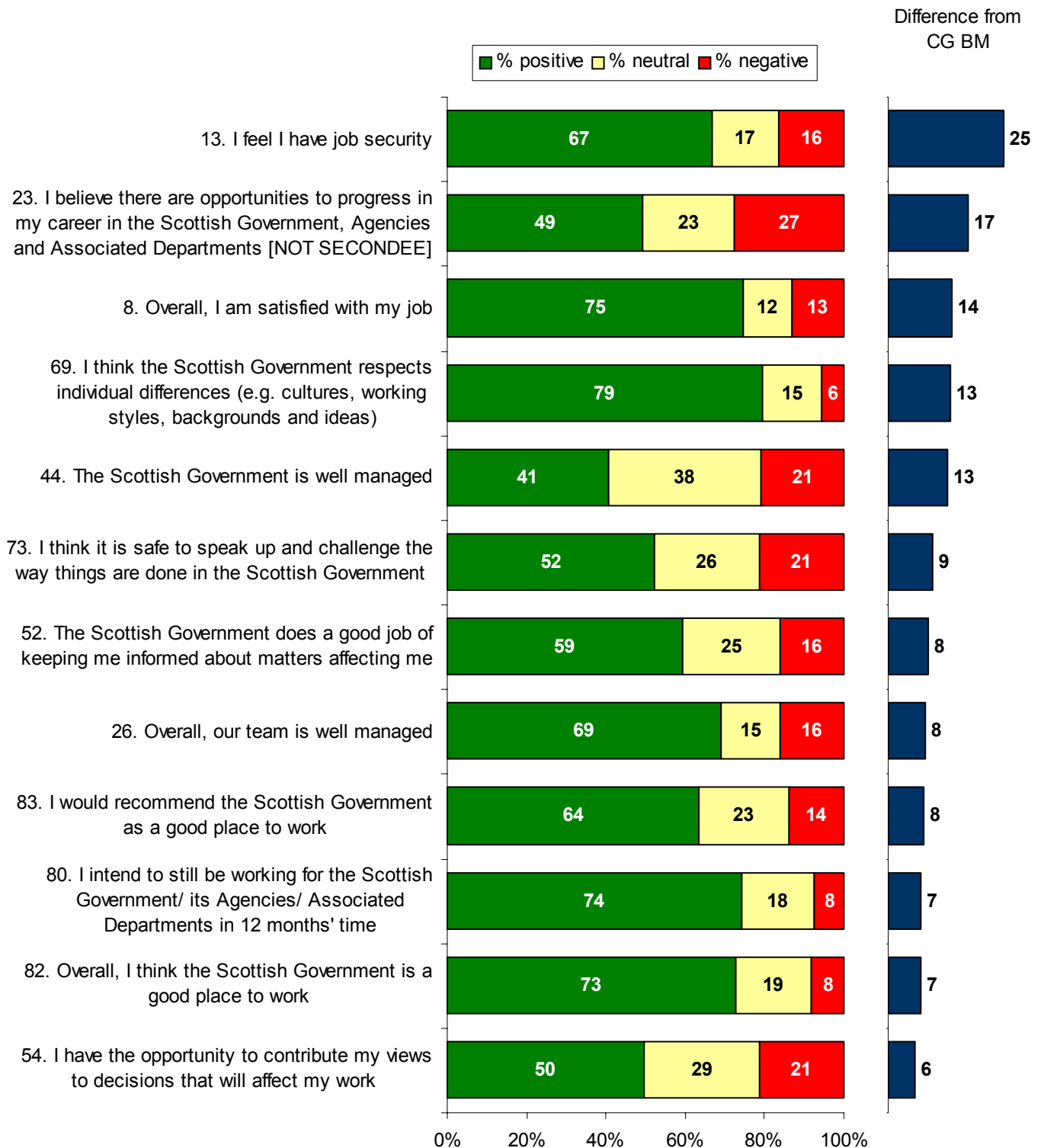
### 1.8 External Benchmark Comparisons

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

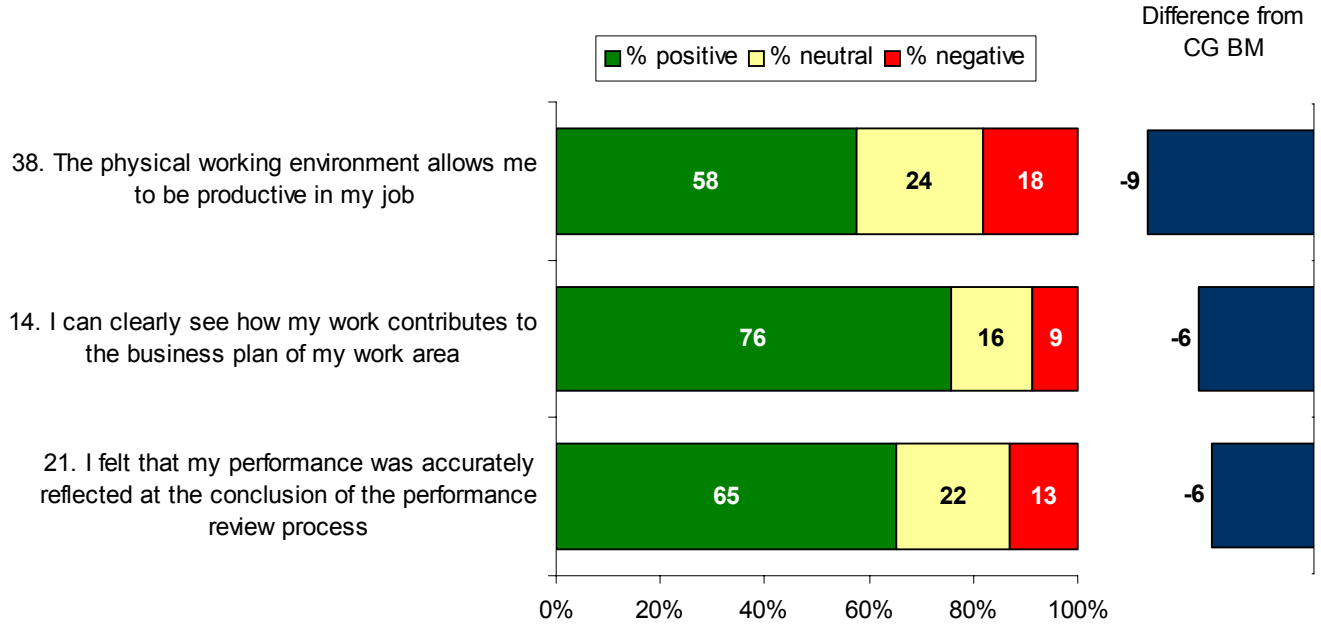
Of the 32 questions asked within the 2007 questionnaire that can be compared to questions within ORC International's ORC *Perspectives* benchmark database:

- 12 have results at least 5 percentage points higher than the Central Government benchmark;
- 17 are in line with the Central Government benchmark (between +/- 5 percentage points of the average);
- 3 have results at least 5 percentage points lower than the Central Government benchmark;

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



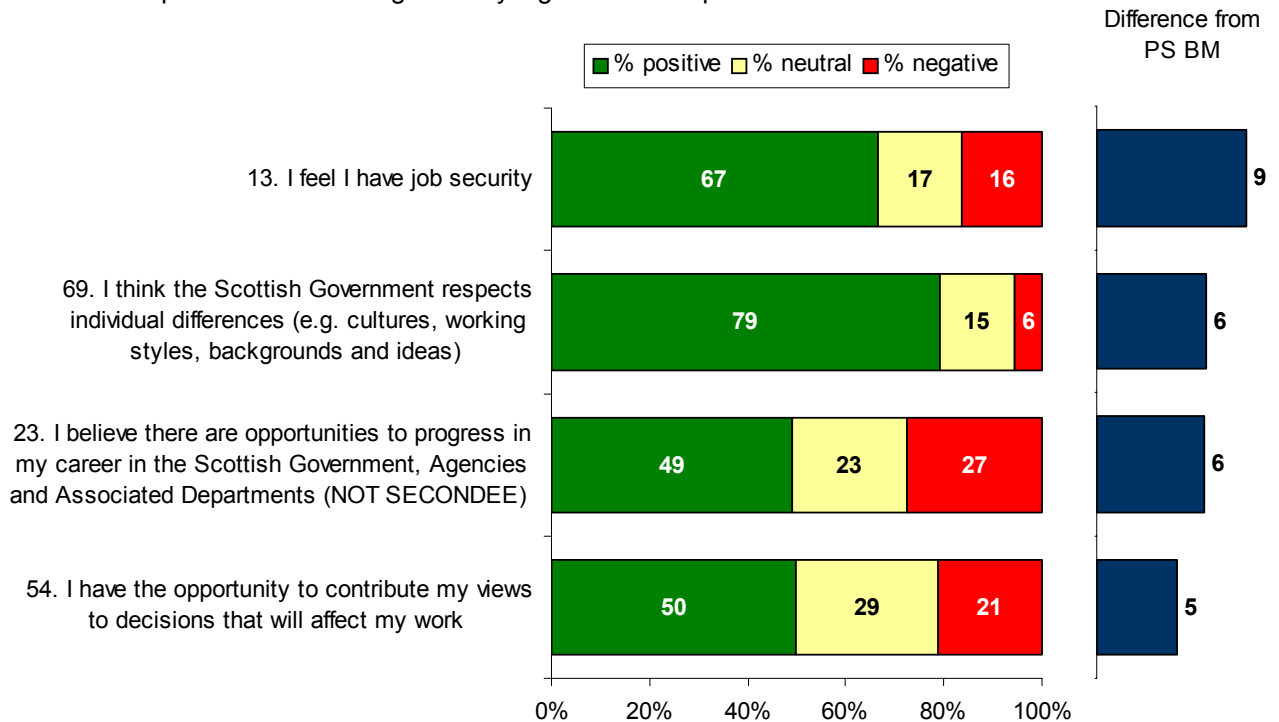
The 3 questions that are significantly below the Central Government benchmark are:



Of the 29 questions in the SG questionnaire that can be compared to the private sector benchmark norms from the ORC Perspective's benchmark database:

- 4 have results at least 5 percentage points higher than the private sector benchmark;
- 17 are in line with the UK benchmark;
- 8 have results at least 5 percentage points lower than the private sector benchmark.

The 4 questions that are significantly higher than the private sector benchmark are:



The 8 questions that are significantly below the private sector benchmark are:



## 2 Introduction

### 2.1 Survey Objectives

This report presents the results of the Scottish Government (SG) 2007 Employee Survey, covering all 7,561 staff and secondees in the Core Directorates and Agencies/Associated Departments. It was issued for 3 weeks from 13 November to 3 December 2007. 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.

The SG has undertaken an annual survey amongst staff employed within the organisation, its Agencies and Associated Departments since 2000. In 2005, a review of the survey saw the implementation of a new five year survey plan, which involved a re-branding of the survey from staff survey to Employee Survey, a proactive marketing campaign to encourage participation, redesign of the survey content to focus on issues concerning employee engagement and a new survey process which included a greater focus on action planning and action monitoring.

The aim of the survey is to provide a comprehensive picture of employees' perceptions of the 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 emphasis of the questionnaire concerns how engaged staff are with the organisation and what factors encourage or hinder this. In order that responses to the questions can be tracked during the 5 year survey plan, the majority of the questions in the 2007 questionnaire have remained the same as those in the 2005 and 2006 questionnaires.

The questionnaire for inward secondees had some questions omitted that were not directly relevant to them – these questions are marked 'not secondee' in this report. A few questions were also omitted from the questionnaire sent to respondents working in an Agency/Associated Department. A shorter version of the questionnaire was sent to 100 employees working for Facilities and Estates Services, as it was felt not all questions were relevant to those respondents.

### 2.3 Distribution and Return Process

All staff and secondees 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.

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## 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 2007 Employee and Seconded 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.

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” (or “percentage favourable”). For all of the positively phrased questions, this indicates the percentage of respondents who selected an “agree/strongly agree” response. For negatively worded questions, the score stated relates to respondents who selected a “disagree/strongly disagree” response.

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

### 3.2 Benchmark Comparisons

Throughout the report, the SG’s results where possible are compared with external benchmark scores calculated from ORC International’s ORC *Perspectives* database. ORC *Perspectives* currently holds the survey results from over 230 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.
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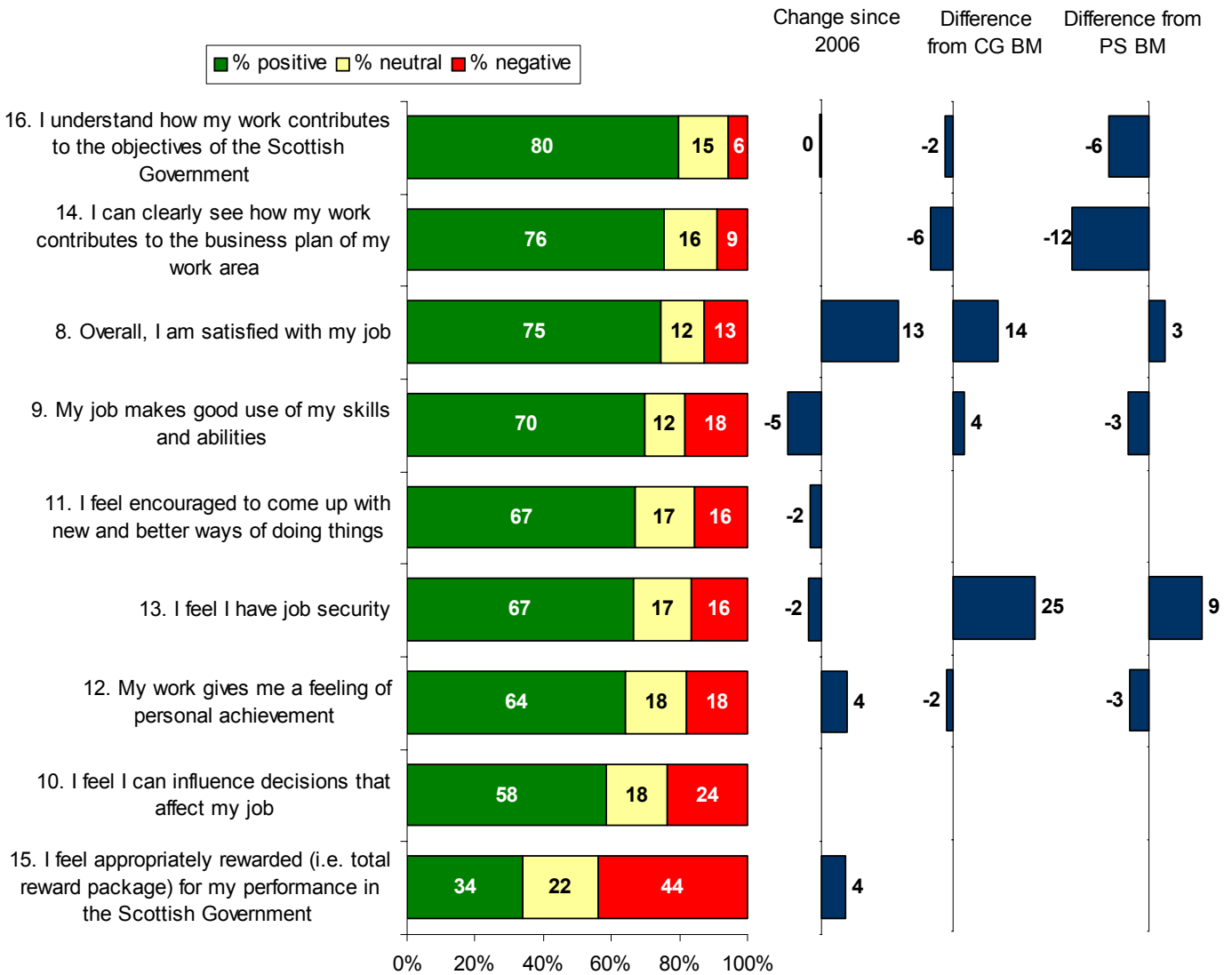


## 4 Results in Detail

This part of the report discusses the findings from the 2007 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 2006 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 PS 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.

### 4.1 Me and My Job



Overall job satisfaction amongst respondents continues to improve, with three quarters of respondents (75%) indicating they are satisfied with their job, an improvement of 13 percentage points since 2006. This is also higher than the Central Government and private sector benchmarks (14 and 3 percentage points higher respectively). Female respondents are more satisfied with their job than male respondents: 78% of females are satisfied with their job compared to 74% of male respondents.

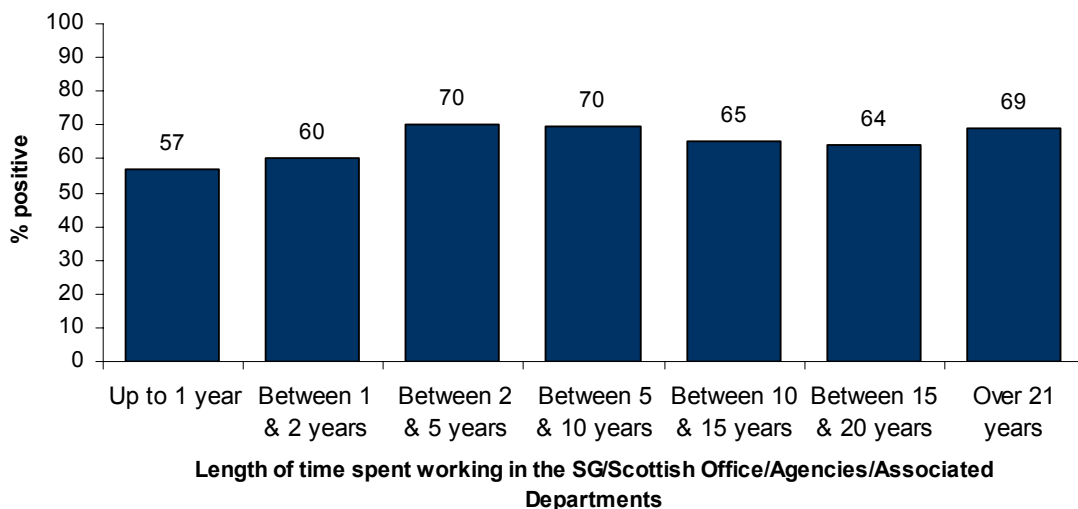
Interestingly, although overall job satisfaction has improved, there has been a decline in the proportion of respondents who think their job makes good use of their skills and abilities (70% positive, a decline of 5 percentage points since 2006). Respondents employed on a fixed-term contract are less likely than those employed on a permanent basis to feel their job makes good use of their skills and abilities: 61% responded positively compared to 70% of permanent respondents. A few respondents commented on the fact they do not feel their skills are being used effectively.

Most respondents **understand how their work contributes to the objectives of the SG** (80% positive) and can clearly see how their work contributes to the business plan of their work area (76% positive). These are some of the highest percentage positive responses to the survey and it is particularly positive that such a high proportion of respondents understand how their work contributes to the objectives of the SG as this has been found to be a key driver of engagement. However, the latter result is lower than both the Central Government and private sector benchmarks (6 and 12 percentage points lower respectively).

Although the perception of job security amongst respondents is similar to that seen in 2006, it is very positive in comparison to the external benchmarks: Just over two thirds of respondents (67%) feel they have job security, which is 25 percentage points higher than the Central Government benchmark and 9 percentage points higher than the private sector benchmark.

Perceptions of job security also vary by length of service with those who have worked for the organisation for less than 2 years being less likely to feel secure in their job than other respondents. These results are shown in the chart below.

**13. I feel I have job security**



Some respondents commented about the sense of a lack of job security amongst some staff, though it seems Agency respondents commented about poor job security more often than core respondents.

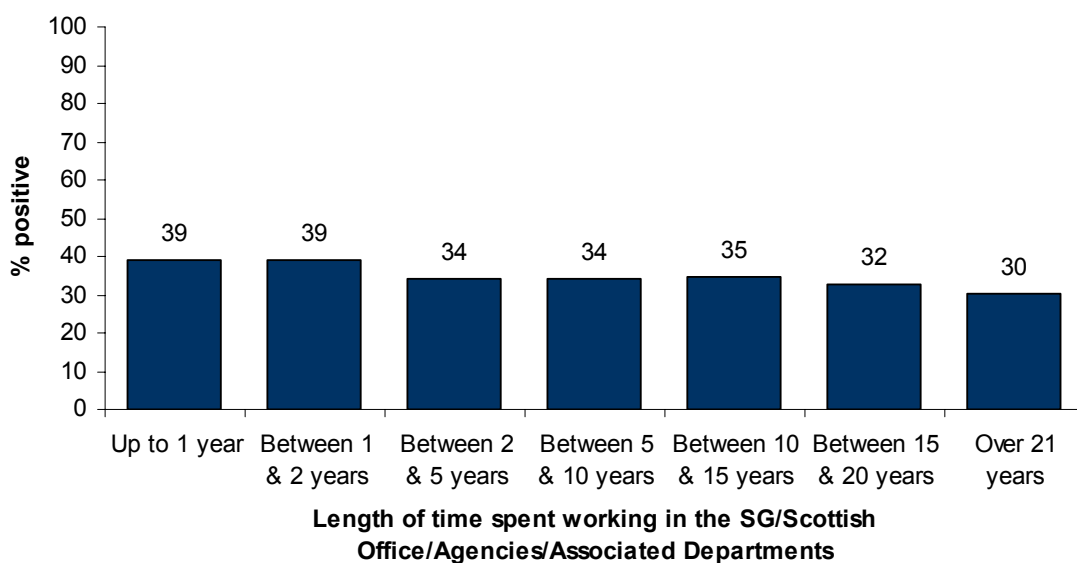
Perceptions of whether respondents **feel a sense of personal achievement from their job** has also improved slightly since 2006 but is still just slightly below the benchmark averages. This question has also been identified as a key driver of engagement, as was the case last year, and so it is important to continue improving this result in order to improve overall engagement with the SG.

Just 58% of respondents feel they can influence decisions that affect their job and it seems male respondents are more likely than female respondents to feel they can: 63% of males feel they can compared to 57% of female respondents.

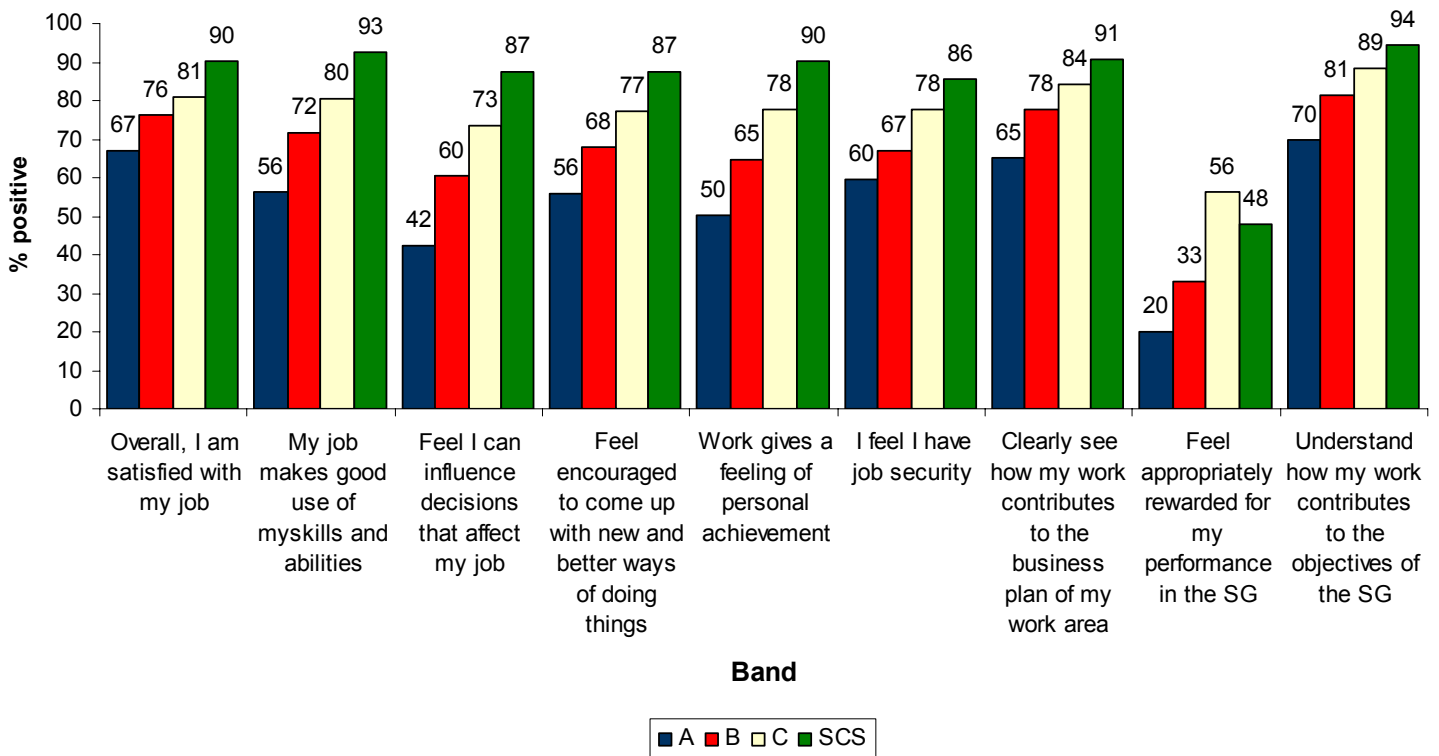
It is still of concern that only 34% of respondents feel appropriately rewarded for their performance in the SG (i.e. total reward package). Although this is an improvement of 4 percentage points since 2006, there is still room for improvement as 44% of respondents do not feel appropriately rewarded. This question has also been identified as a key driver of engagement and so it is important to continue to improve perceptions of how performance is rewarded to improve levels of engagement with the SG.

Interestingly, respondents who are employed on a fixed-term basis are more likely than permanent respondents to feel appropriately rewarded for their performance in the SG: 45% responded positively to this question compared to 33% of permanent respondents. Results to this question also differ by length of service as shown in the graph below and it seems that in general, the longer respondents have worked for the organisation, the less likely they are to feel appropriately rewarded for their performance.

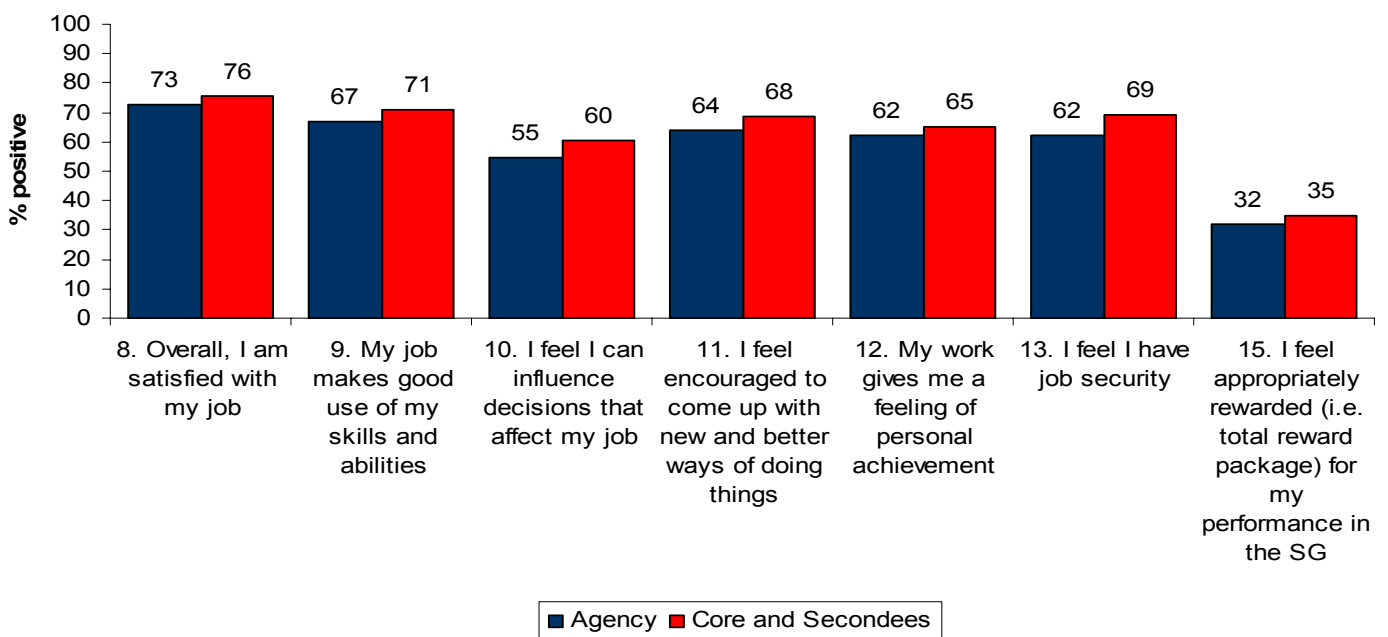
**15. I feel appropriately rewarded (i.e. total reward package) for my performance in the Scottish Government**



Results to all of the questions in this section, broken down by band show the same pattern – in general the more senior the respondent the more positive they are about the different aspects of their job. These results are shown in the graph below.



Respondents who work in the Agencies and Associated Departments responded less positively than core and secondee respondents to the majority of the questions about their job as shown in the graph below.



## 4.2 Development and Performance



It is positive to see that overall perceptions of learning and development have improved since 2006. Most respondents (88%) feel they have the skills and knowledge they need to achieve their objectives (an improvement of 8 percentage points since 2006). This may be due to the fact that there has been a significant improvement in satisfaction with the learning opportunities respondents receive to provide them with the skills and knowledge to do their job (71% positive, an improvement of 15 percentage points since 2006). In addition to this, there has also been an improvement in the proportion of respondents who feel their performance has improved as a result of the skills and knowledge they have developed over the past year, which is also in-line with the Central Government benchmark.

Perhaps unsurprisingly, the majority of respondents who have line management responsibilities feel confident in their skills and abilities to manage their team (92%). This is a far higher

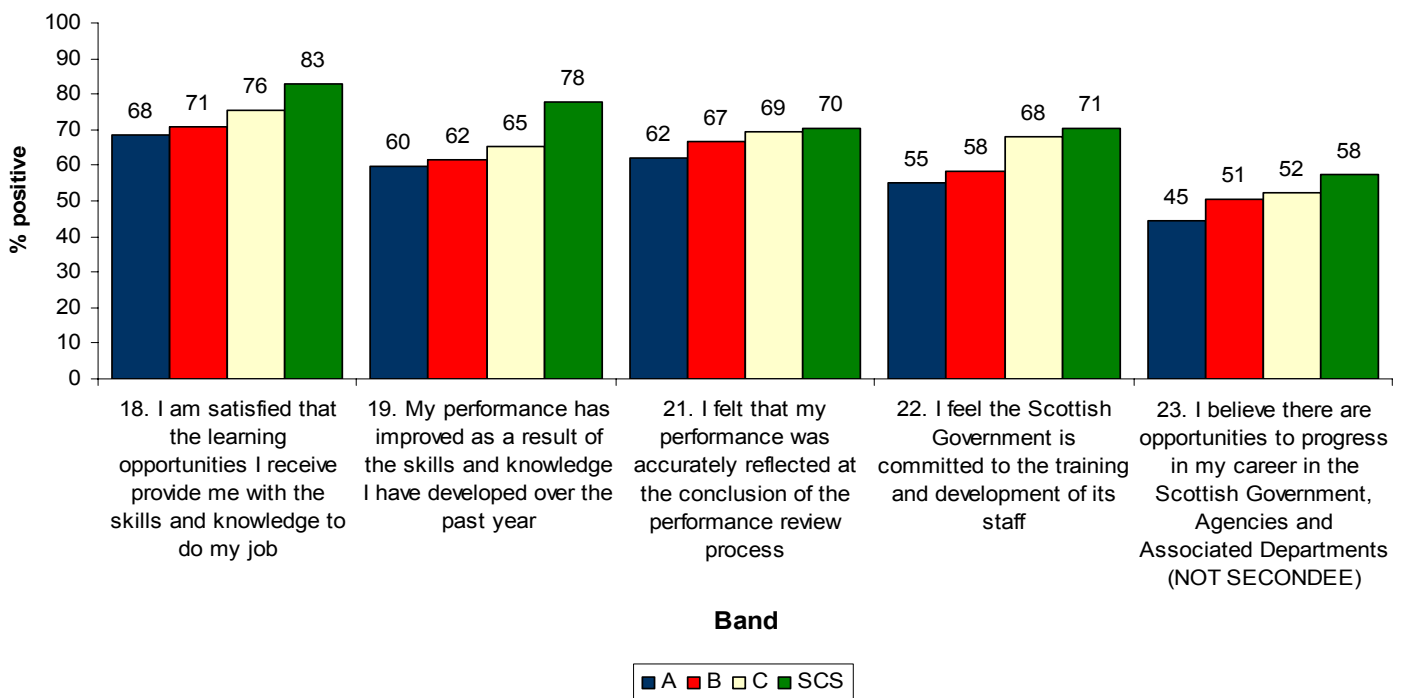
percentage positive score than the question asked of all staff about whether their team is managed well (69% - see section 4.3.1), so it would seem that perhaps some managers perceive their management skills differently to how their staff perceive them.

The only question in this section of the questionnaire asked previously that has not improved is the question about whether respondents feel their performance was accurately reflected at the conclusion of the performance review process. Just under two-thirds of respondents (65%) gave a positive response to this question, which is below both the Central Government and private sector benchmarks (6 and 9 percentage points lower respectively).

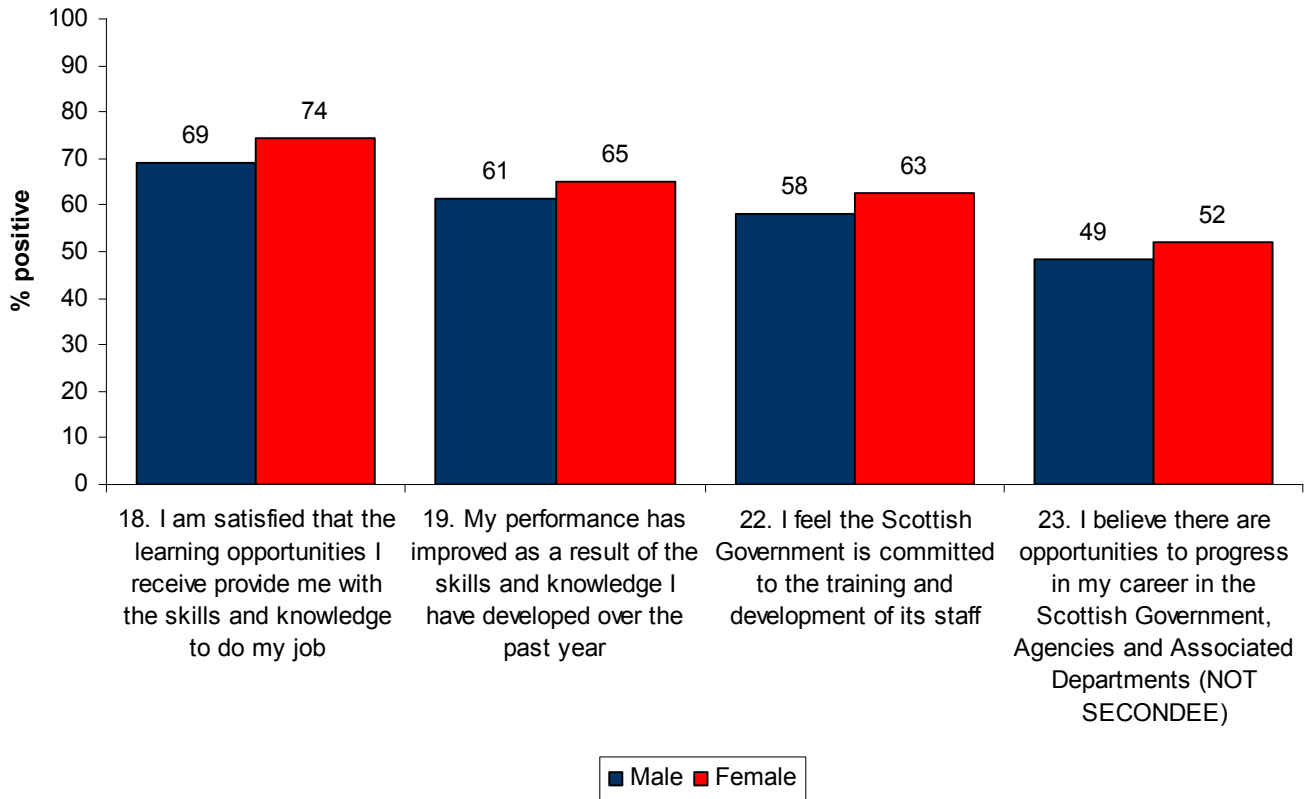
Although most respondents feel they have the knowledge and skills they need to achieve their objectives, respondents are less positive about having the **opportunities to progress their career in the SG, Agencies and Associated Departments**, with just 49% responding positively. However this is an improvement of 5 percentage points since 2006 and is far more positive than the Central Government benchmark (32%) and higher than the private sector benchmark. This question has been identified as being a key driver of engagement with the SG so it is important that this progress is continued to improve levels of engagement with the SG further as there is still over a quarter of respondents (27%) who do not believe there are opportunities to progress their career.

Some respondents commented on their dissatisfaction with opportunities for career progression and the lack of support in progressing and reinforce the findings of the statistical analysis which found that perceptions of career progression opportunities is a key driver of engagement.

Perceptions of development and career progression also vary by band as seen in the graph below. In general it seems the more senior the respondent is the more positive they are likely to be about development and career progression opportunities with SCS respondents being the most positive.

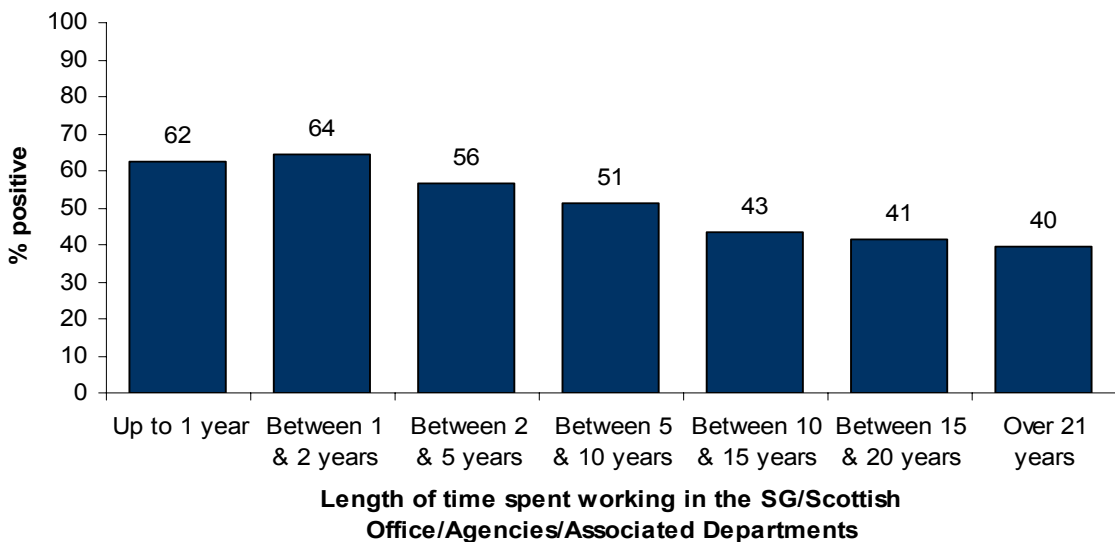


Interestingly it seems female respondents are more positive than males about learning and development and opportunities for career progression as shown in the graph below.

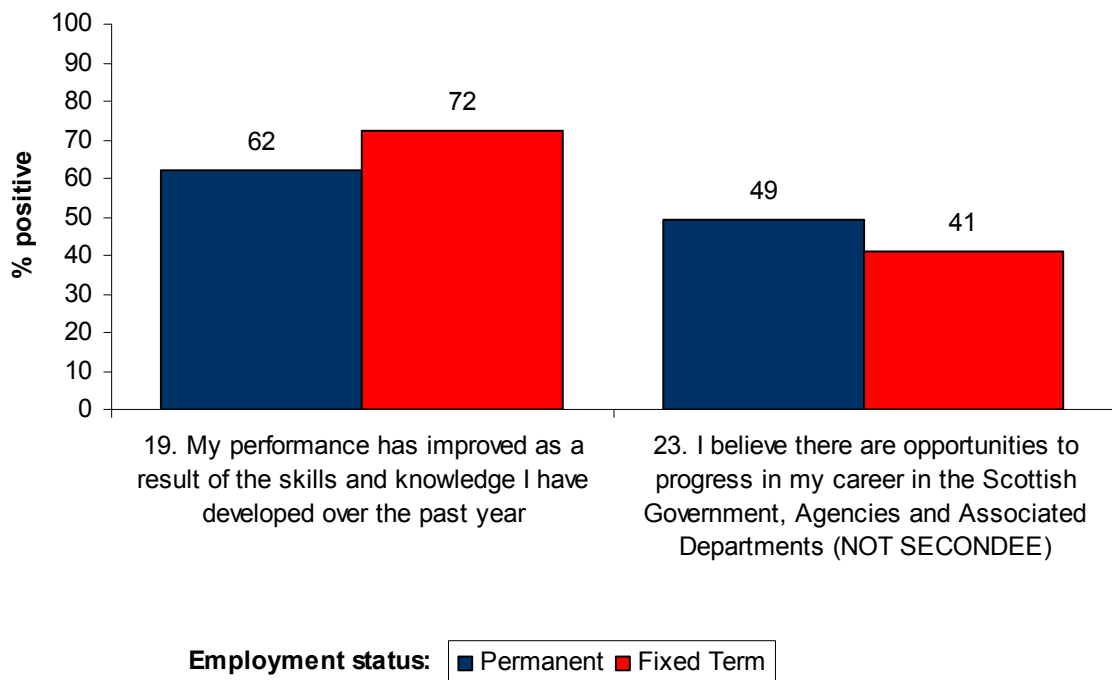


Perhaps unsurprisingly, it seems the longer respondents have worked for the SG, Agencies and Associated Departments, the less likely they are to feel there are opportunities to progress in their career. These results broken down by length of service are shown in the graph below:

**23. I believe there are opportunities to progress in my career in the Scottish Government, Agencies and Associated Departments (NOT SECONDEE)**



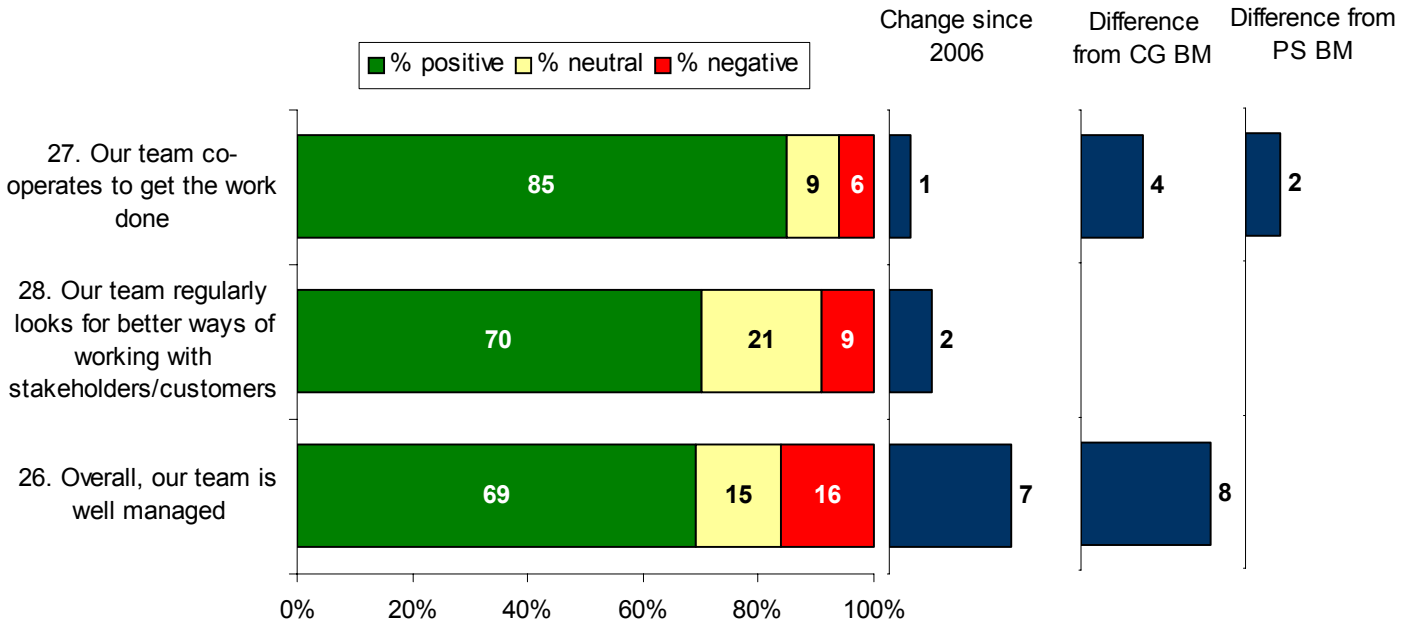
A larger proportion of respondents who are employed on a fixed term basis than permanent respondents feel their performance has improved as a result of the skills and knowledge they have developed over the past year (see graph below). However they are less likely than permanent respondents to believe there are opportunities to progress their careers in the organisation. This may be expected due to their type of employment, however it may raise concerns that these people are developing their skills and knowledge well and using the resources of the organisation to do so but are then not made good use of due to their contract ending. This may be perceived by some as a waste of resources and a loss of skills. Some fixed term respondents also commented at the end of the survey about their frustration of not being able to continue the work they have been doing.





### 4.3 Team and Line Management

#### 4.3.1 Our Team



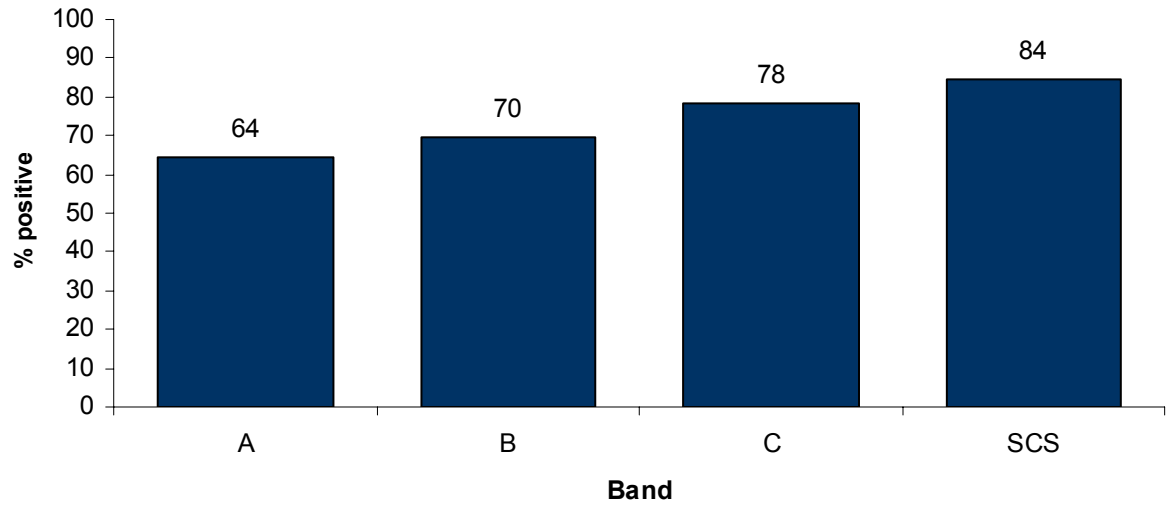
Perceptions of team working continue to be a strength for the SG and are improving, with most respondents (85%) indicating that their team co-operates to get the work done. This is one of the most positive results from the survey and is more positive than the Central Government (81%) and private sector (83%) benchmarks.

There has been a noticeable improvement in the proportion of respondents who feel that overall, their team is well managed: 69% of respondents agree this is the case, which is higher than in 2006 and also higher than the Central Government benchmark. This positive perception of the management of their team also reflects the fact that perceptions of line management have improved since 2006 as seen in the following section of this report.

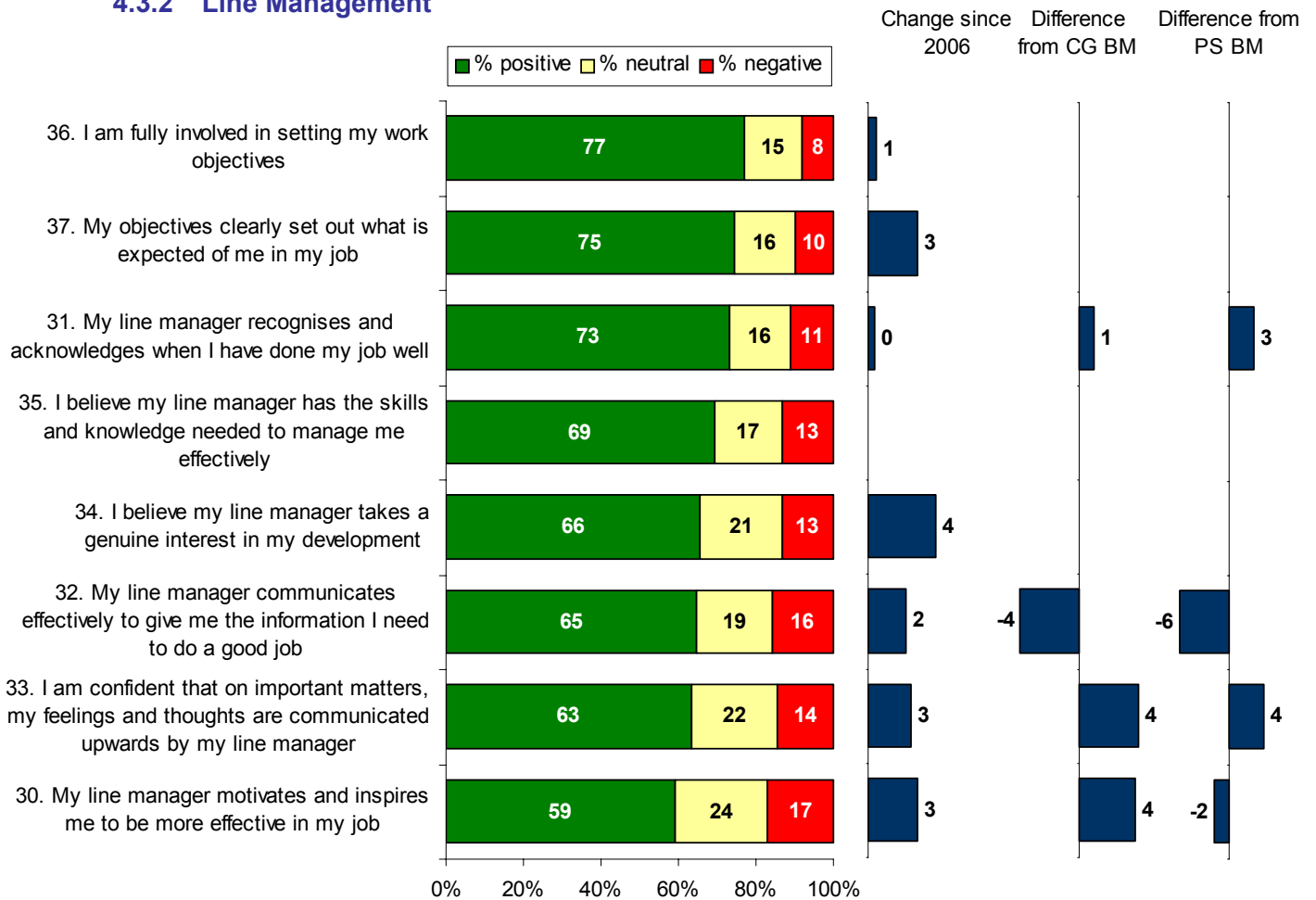
Respondents employed on a fixed-term basis are more positive than permanent respondents about how well their team is managed: 76% of fixed-term respondents feel their team is well managed compared to 69% of permanent respondents.

Perceptions about whether teams regularly look for better ways of working with stakeholders/customers vary depending on how senior respondents are as shown in the graph overleaf. In general the more senior respondents are the more likely they are to believe their team regularly looks for better ways of working with stakeholders/customers.

**28. Our team regularly looks for better ways of working with stakeholders/customers**



4.3.2 Line Management

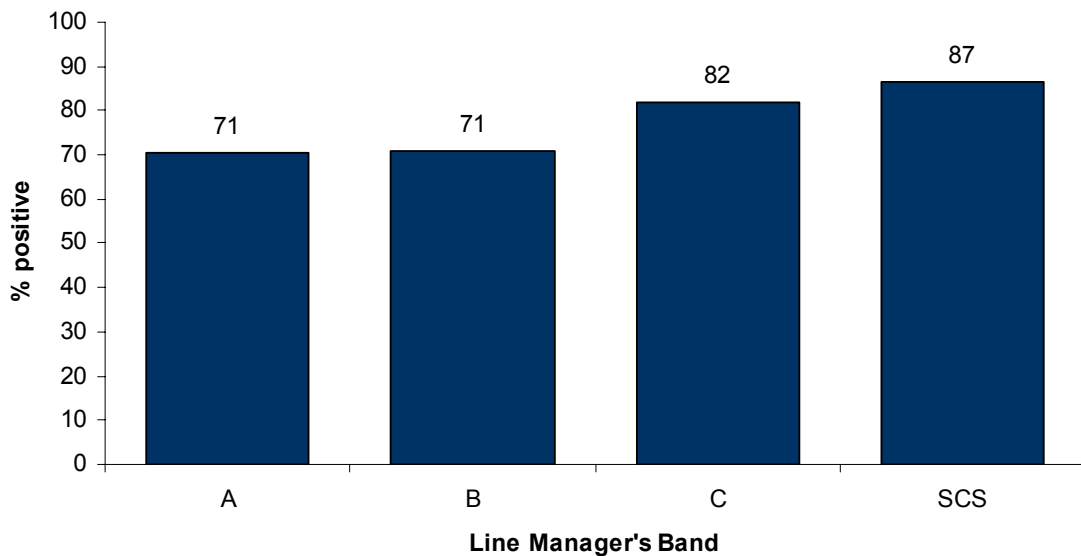


Overall perceptions of line management are quite positive and are continuing to improve gradually year-on-year, with most questions asked in 2006 showing some improvement.

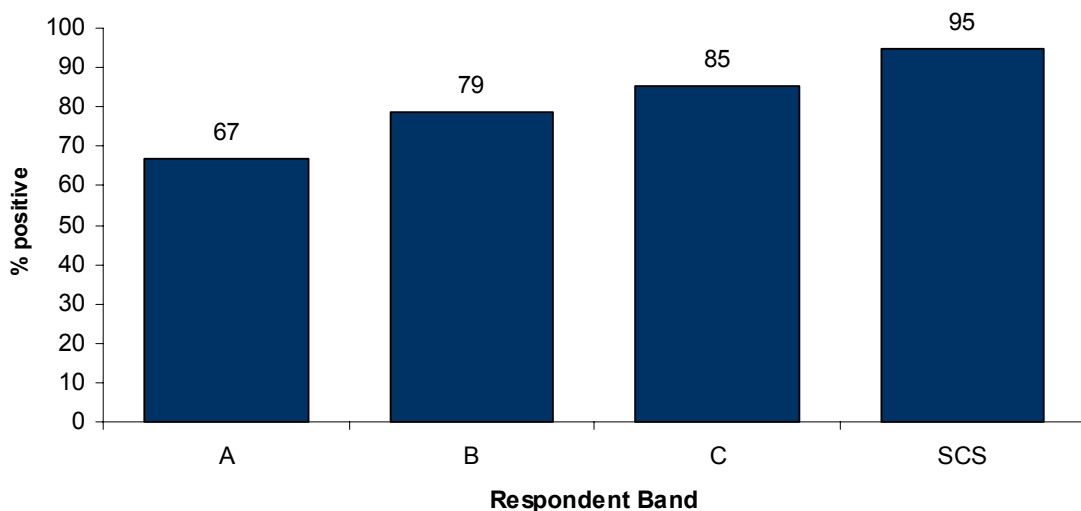
Respondents are positive about the objectives they have been set with around three quarters of respondents indicating they are fully involved in setting their work objectives (77%) and therefore feel their objectives clearly set out what is expected of them in their job (75%). Core respondents are more likely than Agency respondents to feel they are fully involved in setting their work objectives (80% of Core respondents compared to 71% of Agency respondents).

Interestingly, it seems that in general, the more senior a respondent's line manager is the more likely they are to feel they have been fully involved in setting their work objectives as shown in the graph overleaf. This is also reflected in the breakdown of this question by respondent's band in that the more senior respondents are the more likely they are to feel they have been fully involved in setting their work objectives. However, we do not see a similar pattern of responses when we breakdown the results of the question about whether respondents feel their objectives clearly set out what is expected of them in their job, by band of their line manager.

**36. I am fully involved in setting my work objectives**



**36. I am fully involved in setting my work objectives**



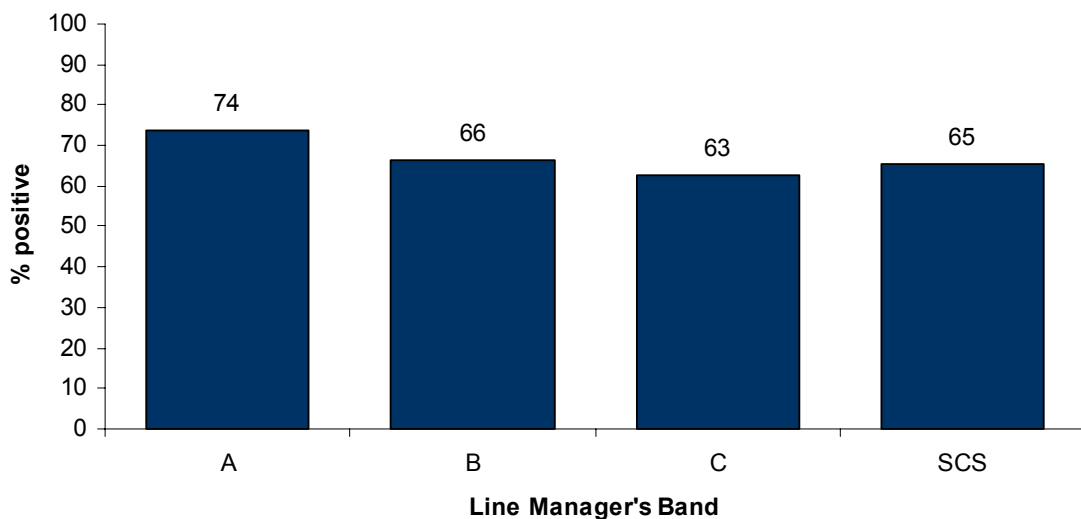
Satisfaction with recognition is also quite positive with 73% of respondents feeling their line manager recognises and acknowledges when they have done their job well, which is in line with both the Central Government and private sector benchmarks.

Although respondents are generally quite positive about their line manager, the least positive results in this section of the questionnaire are about communication from their line manager. Just 65% of respondents feel their line manager communicates effectively to give them the information they need to do a good job. Although this is 2 percentage points more positive than in 2006, it is still slightly lower than both the Central Government and private sector benchmarks (69% and 71% respectively). However, although a similar proportion of respondents feel

confident that, on important matters, their manager communicates their thoughts and feelings upwards (63%), this result is more positive than the Central Government and private sector benchmarks (both 59% positive).

It seems that the more senior a respondents line manager is the less positive respondents are about the communication from their line manager as shown in the graph below. Respondents whose line manager is Band A are more likely than those whose line manager is Band B, C or SCS level to feel their line manager communicates effectively to give them the information they need to do a good job.

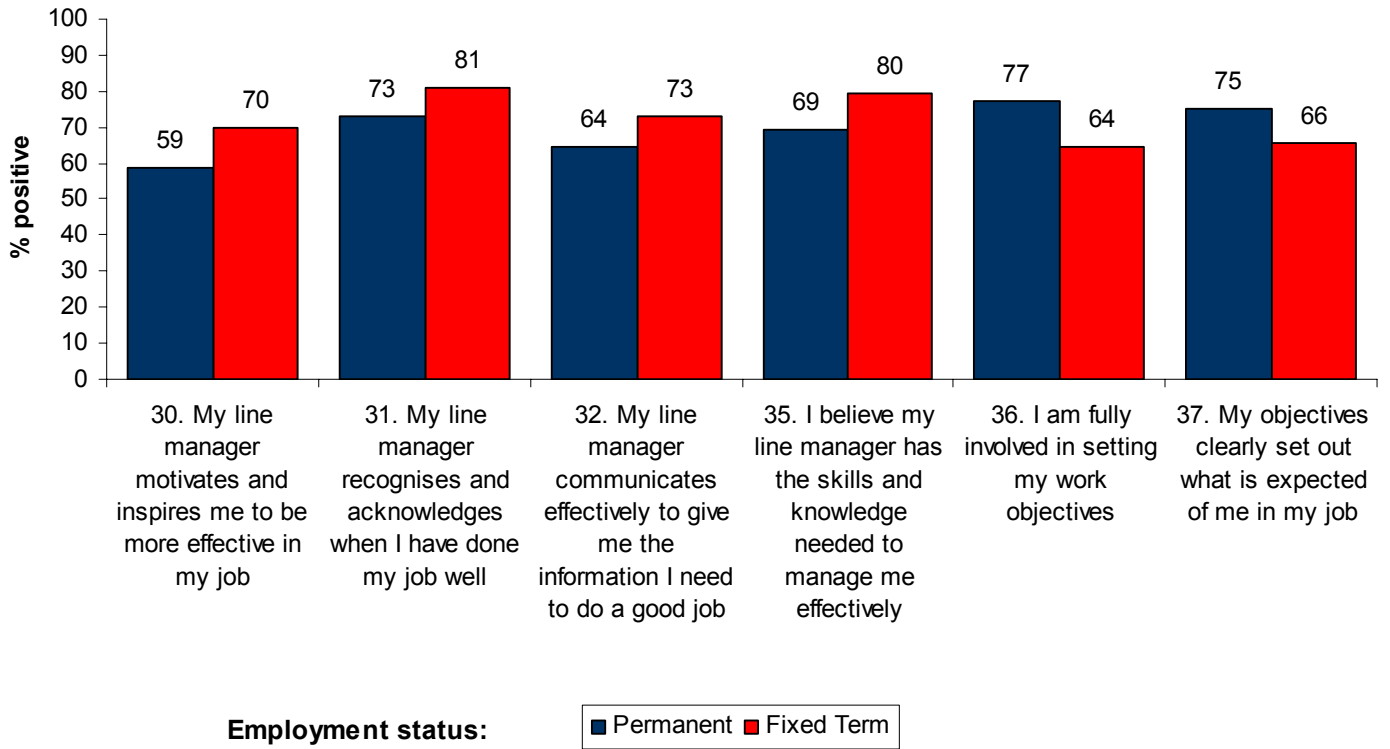
**32. My line manager communicates effectively to give me the information I need to do a good job**



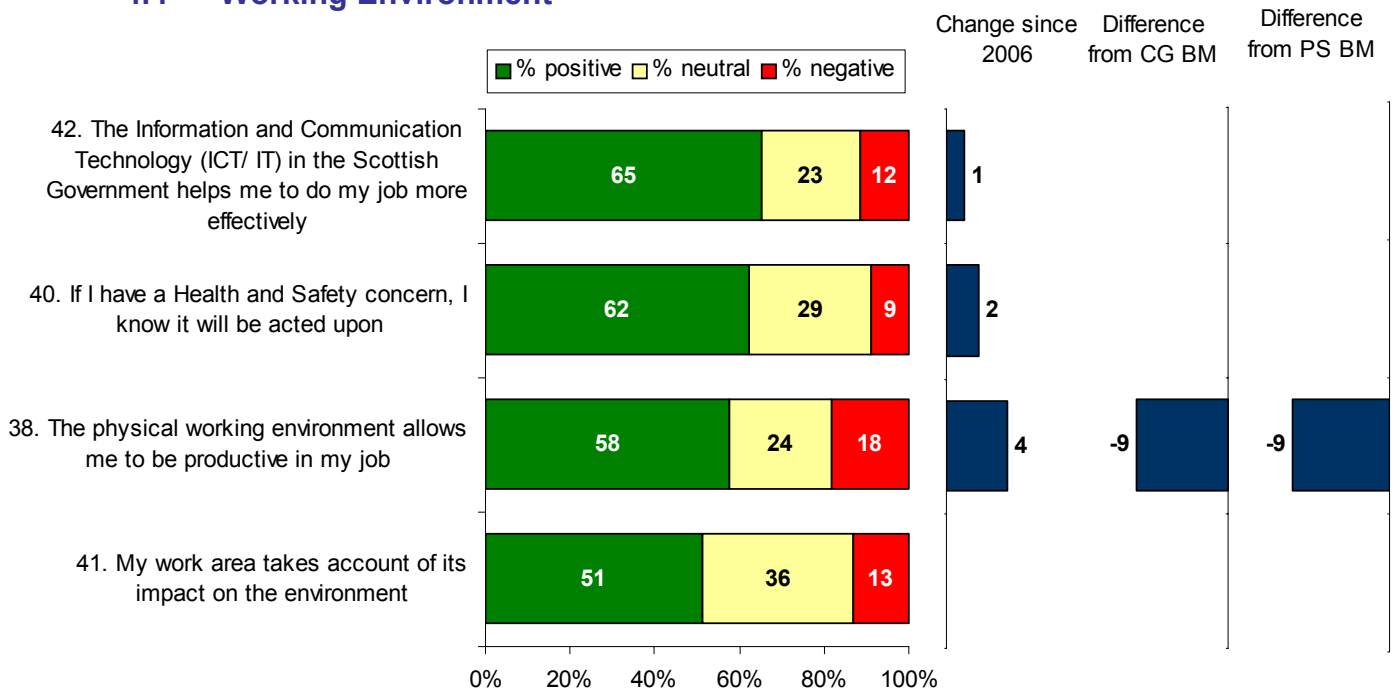
The least positive result in this section is about line managers motivating and inspiring staff to be more effective in their job: just 59% feel this is the case. However, although this seems quite a low result, it is an improvement of 3 percentage points since 2006 and is higher than the Central Government benchmark (55%) and only 2 percentage points lower than the private sector benchmark.

Interestingly, respondents who indicated they are a gay man are more positive than those who are heterosexual/straight about their line manager motivating and inspiring them to be more effective in their job (73% positive compared to 60% of those who are heterosexual/straight). In addition to this a larger proportion of gay men (78%) than those who are heterosexual/straight (67%) feel their line manager takes a genuine interest in their development.

In general, respondents who are employed on a fixed-term basis are more positive than permanent respondents about their line manager as seen in the graph overleaf. However they gave less positive responses than permanent respondents about being fully involved in setting their work objectives and feeling these clearly set out what is expected of them in their job.

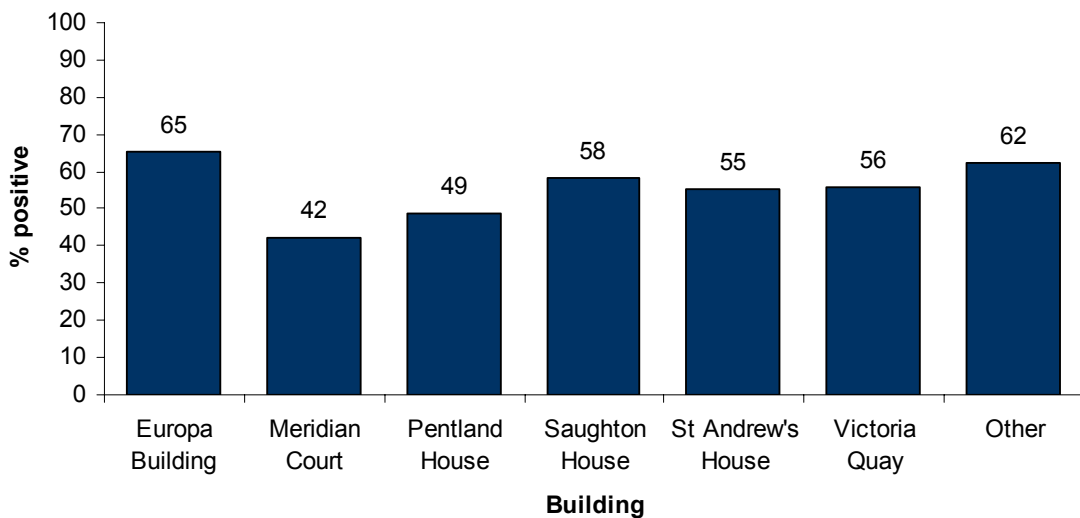


### 4.4 Working Environment



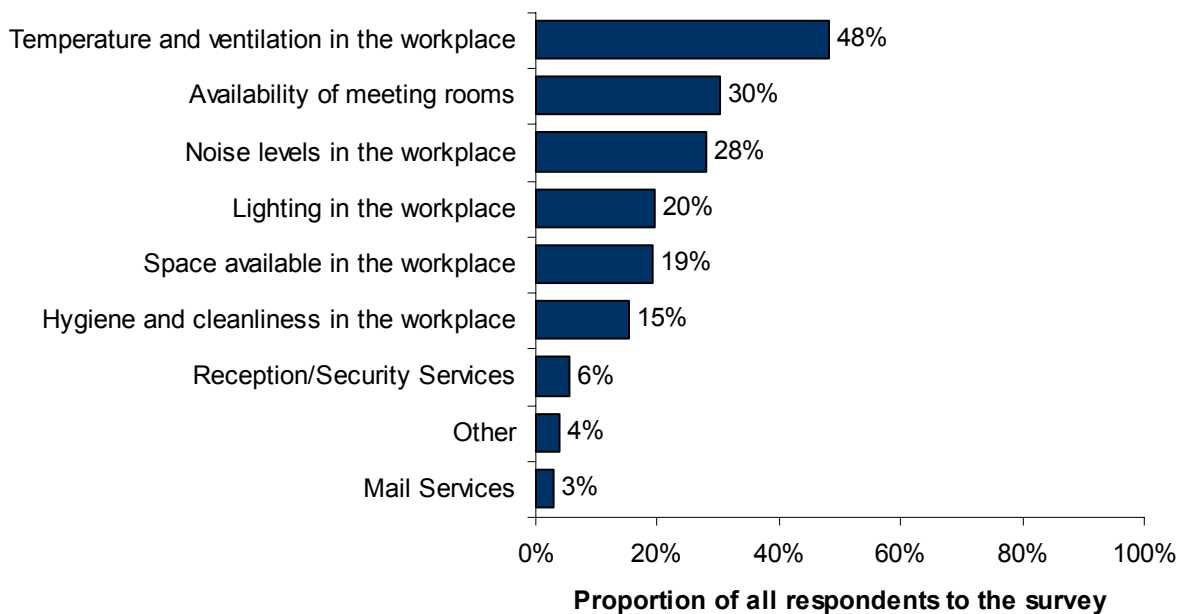
Overall perceptions of the working environment have improved slightly since 2006, but satisfaction with the physical working environment is still below the Central Government and private sector benchmarks. Just 58% of respondents feel their physical working environment allows them to be productive in their job, an improvement of 4 percentage points since 2006 but 9 percentage points below the benchmarks. These results also vary by location as shown in the graph below, with respondents from Meridian Court and Pentland House responding less positively about their working environment than respondents from other buildings. Respondent from Europa House were the most positive about their working environment.

#### 38. The physical working environment allows me to be productive in my job



Respondents were also asked to indicate if they have any concerns about any aspects of their working environment by ticking one or more of a number of options/types of concern. Overall 74% of respondents to the survey selected at least one of the options listed indicating they have concerns about at least one aspect of their working environment. The graph below shows the proportion of respondents to the survey who selected each type of concern. Temperature and ventilation, the availability of meeting rooms and noise levels still appear to be the main areas for concern amongst respondents not happy with their working environment, as was the case in 2006.

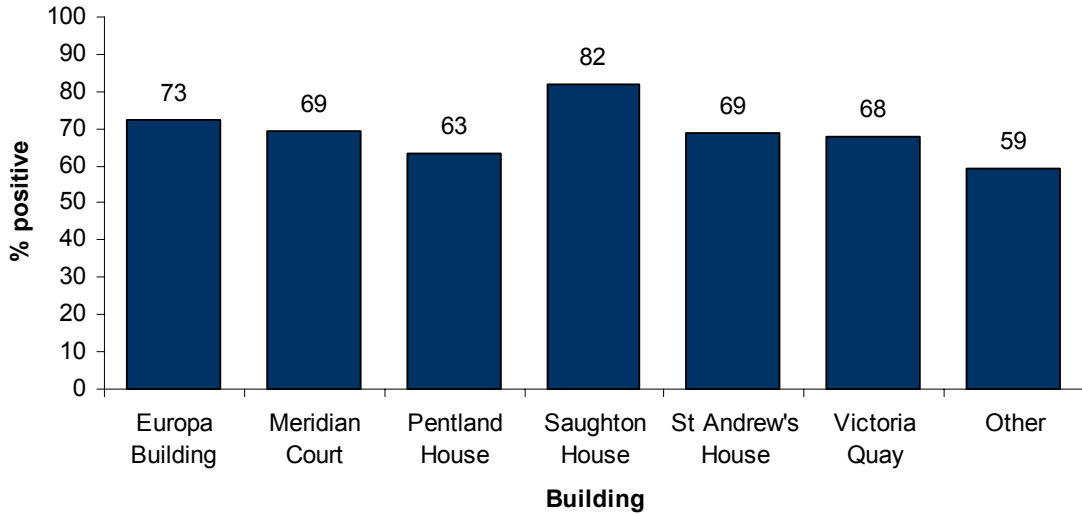
**39 Please indicate if you have any concerns with the following aspects of your working environment**



Respondent perception of the Information and communication technology (ICT/IT) is similar to that seen in 2006 with just under two thirds of respondents (65%) indicating the ICT/IT in the SG helps them to do their job more effectively. However perceptions of ICT/IT vary by location as shown in the chart overleaf: respondents from Saughton House are far more positive than respondents from other buildings, whilst the least positive response came from respondents who selected 'Other' from the list of buildings listed in the questionnaire.

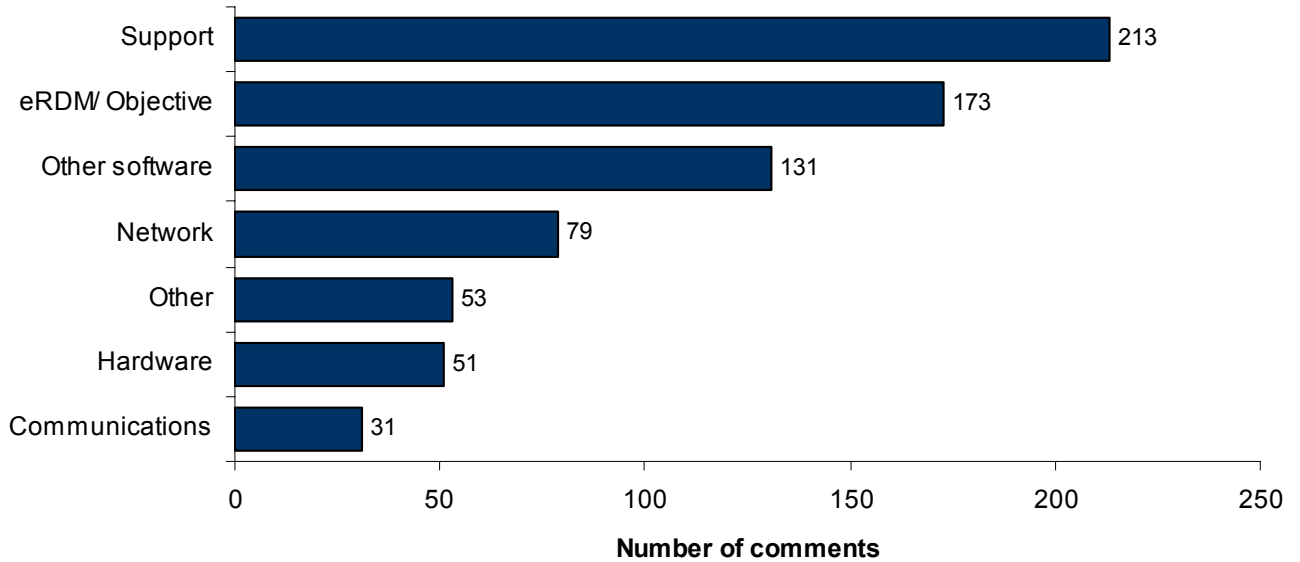


**42. The Information and Communication Technology (ICT/ IT) in the Scottish Government helps me to do my job more effectively**



The questionnaire asked respondents to provide details of any comments they may have about the information and communication technology in the SG. These comments were then themed based on the different issues they covered and the graph below lists the number of comments given for each theme.

**43 If you have any comments about the Information and Communication Technology (ICT/IT) in the Scottish Government, please provide more details:**



This shows that 29% of the comments given were about the support they receive from the ICT/IT team. Many comments were from respondents who are happy with the support they have received, though most of these were from Core respondents rather than Agency respondents. However, there were also comments from respondents who are not happy with the support they have received, were not sure who to contact or who the IT teams are.

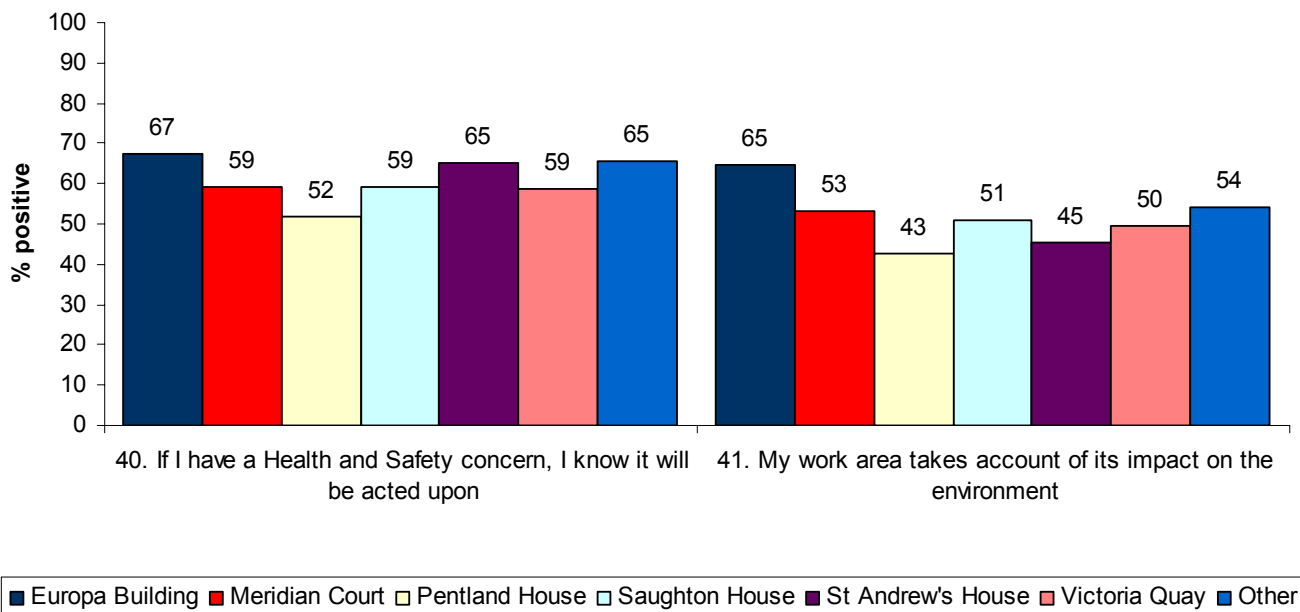
Many comments also mentioned a lack of staff within the ICT/helpdesk teams to meet the needs of users. There were also comments from remote workers who experience problems getting the support they need for their IT needs.

The next most commented on theme within the comments about ICT/IT was about eRDM/Objective, with 24% of respondents who made a comment about ICT/IT commenting on this. The comments generally show respondent dissatisfaction with eRDM/Objective software.

Many comments were made about other software generally by 18% of those who made a comment about ICT/IT. Many of these comments are from respondents explaining that they feel the systems and software used within SG need updating and feel the systems work too slowly and break down too often.

Only just over half of respondents (51%) feel their work area takes account of its impact on the environment. However, this question received quite a high neutral response (36%) and may be an indication that many respondents may not be sure whether their work area does take account of its impact on the environment. It may also be an indication that some respondents are not quite sure what the question is asking, or may feel that some people do take account of their impact on the environment, whilst others do not.

Overall, 62% of respondents feel that if they have a Health and Safety concern, they know it will be acted upon. However this result varies by location, with respondents from Pentland House being least likely to feel this way. They are also the least positive compared to those from other buildings in response to the question about whether they feel their work area takes account of its impact on the environment.



## 4.5 Senior Management

### 4.5.1 Perceptions of Senior Management amongst Core respondents



The definition of “Strategic Board” stated in the questionnaire explained this consists of the Permanent Secretary and the five Directors-General (DGs). The questions about the Strategic Board elicited very low positive responses and high neutral responses as seen in the chart above. This is quite typical of results seen in other Central Government organisations and is often due to many staff not being close enough to the Strategic Board to be able to say how they feel one way or the other. It can also sometimes be due to some respondents believing that some Board members are more effective than others.

It is encouraging to see that there has been an improvement in the proportion of core respondents who feel the SG is well managed (37% positive compared to 30% in 2006). This is

also more positive than seen elsewhere in Central Government (28%). However there is still room for improvement as this is 6 percentage points lower than the private sector benchmark and this question has also been found to be a key driver of engagement with the SG. It is therefore important to continue to improve perceptions of **how well managed the SG is** to gain improvements in the level of engagement.

Questions concerning senior management often elicit low positive results in employee engagement surveys of this kind, as is the case with some of the SG results, and is often due to respondents not having enough contact with senior managers to have a strong opinion about them. The fact that 23% of respondents do not feel senior managers in their Directorate are sufficiently visible reflects this and may be the main explanation for some of the uncertainty amongst respondents about how to respond to the questions. This is also reflected in some of the comments written provided at the end of the questionnaire by respondents who feel senior managers need to be more visible.

The wording of the questions in this section of the questionnaire has been updated since 2006 and now asks about the senior managers within the respondent's Directorate, whereas in 2006 the questions just asked about senior management as a whole across the SG. Therefore this year we are unable to compare the results of these questions as the emphasis of the questions has changed.

Although just over half of respondents (55%) have confidence in the senior managers in their Directorate, fewer respondents feel their senior managers set a good example to staff in the way they work, clearly explain the reasons behind major decisions or work together across organisational boundaries to deliver outcomes (43%, 42% and 42% respectively). However as mentioned before, these low positive responses are being driven partly by high neutral responses, particularly in response to the question about whether senior managers work together across boundaries to deliver outcomes.

The key feedback to focus on for action in this section is to ensure senior managers explain the reasons behind major decisions as a quarter of respondents (25%) gave a negative response to this question, the highest negative response in this section.

'Management' was the theme from the verbatim comments provided at the end of the questionnaire which received the most comments with some respondents expressing their dissatisfaction with senior management.

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### 4.5.2 Perceptions of Senior Management amongst Agency and Associated Department respondents



The questions about the Management Board/the Top Team elicited quite low positive responses and high neutral responses as seen in the chart above. As mentioned previously, this is quite typical of results seen in other Central Government organisations and is often due to many staff not being close enough to the Board/Top Team to be able to say how they feel one way or the other. It can also sometimes be due to some respondents believing that some Board/top Team members are more effective than others.

Although the positive responses are quite low, the overall perception of **how well managed their Agency/Associated Department is**, is more positive than seen elsewhere in Central Government: 48% of respondents feel **their Agency/Associated Department is well managed** compared to just 28% of respondents across Central Government overall. This is also more positive than the private sector benchmark (43%). Perceptions of senior leaders is seen to be an issue generally

across Central Government and this is reflected by this large difference in the benchmark norms. This question has also been found to be a key driver of engagement and so it is important to continue to improve perceptions of how well managed the organisation is to gain improvements in the level of engagement.

Over a quarter of Agency and Associated Department respondents (26%) do not think senior managers in their work area are sufficiently visible and this may be why there are such high neutral responses to the questions about their senior managers. However there are a few other quite high negative responses to questions about senior management in their work area: only 42% of respondents think senior managers in their work area clearly explain the reasons behind major decisions and 29% do not think they do.

This is also reflected in some of the comments written provided at the end of the questionnaire by respondents who feel senior managers need to be more visible.

'Management' was the theme from the verbatim comments provided at the end of the questionnaire which received the most comments with some respondents expressing their dissatisfaction with senior management.

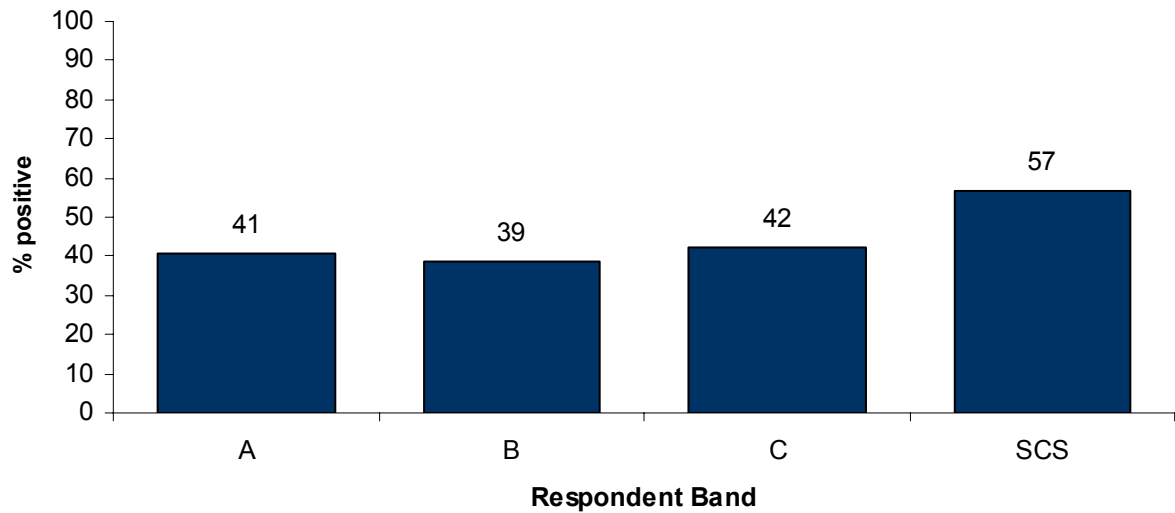
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**4.5.3 Differences in perceptions of Senior Management between respondent demographic groups**

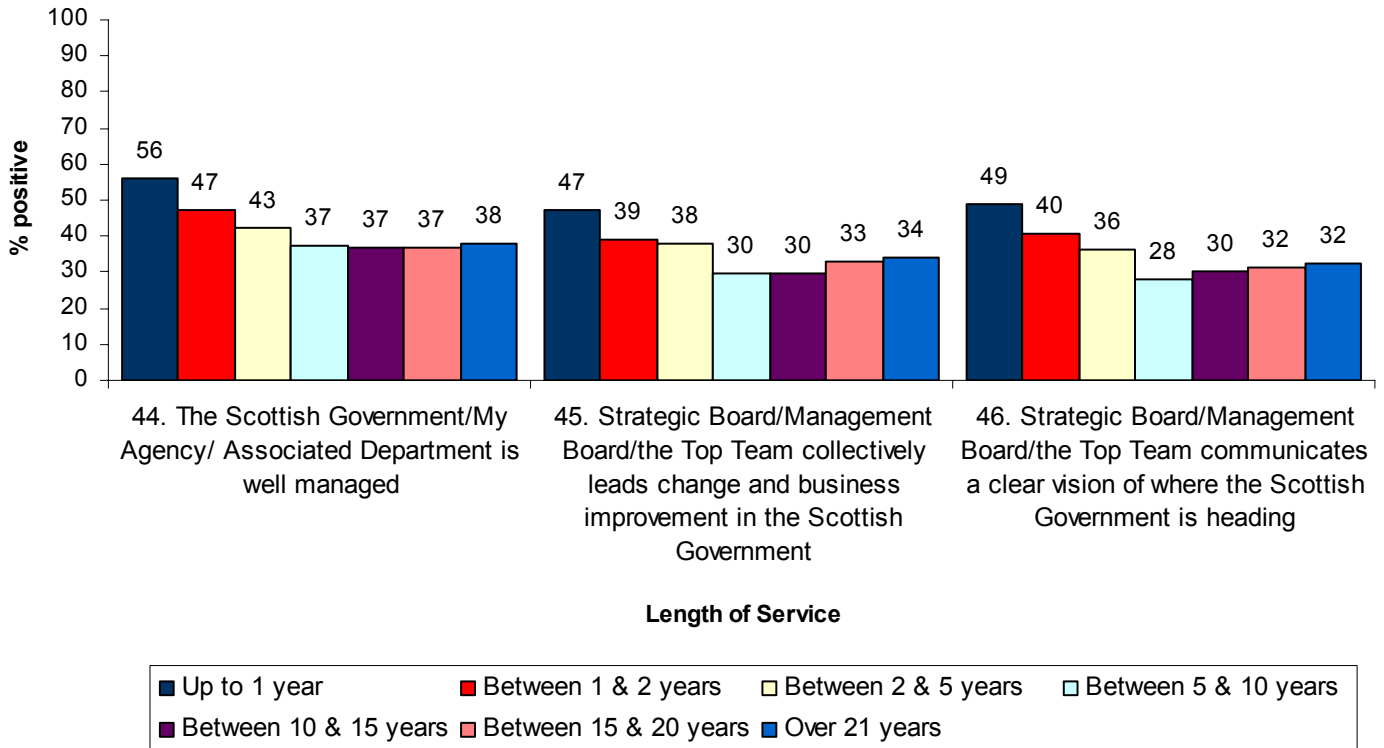
The responses from Agency/Associated Department and Core respondents to the questions about senior management have all been combined together and analysed by the different demographic breakdowns to identify differences in opinion between different respondent groups.

Perhaps unsurprisingly, SCS level respondents are more likely than other respondents to feel the SG/Agency/Associated Department is well managed as shown in the graph below. Results for this question do not vary substantially between respondents who are Band A, B and C. However results to the two questions about the Strategic Board/Top Team do not vary substantially by Band.

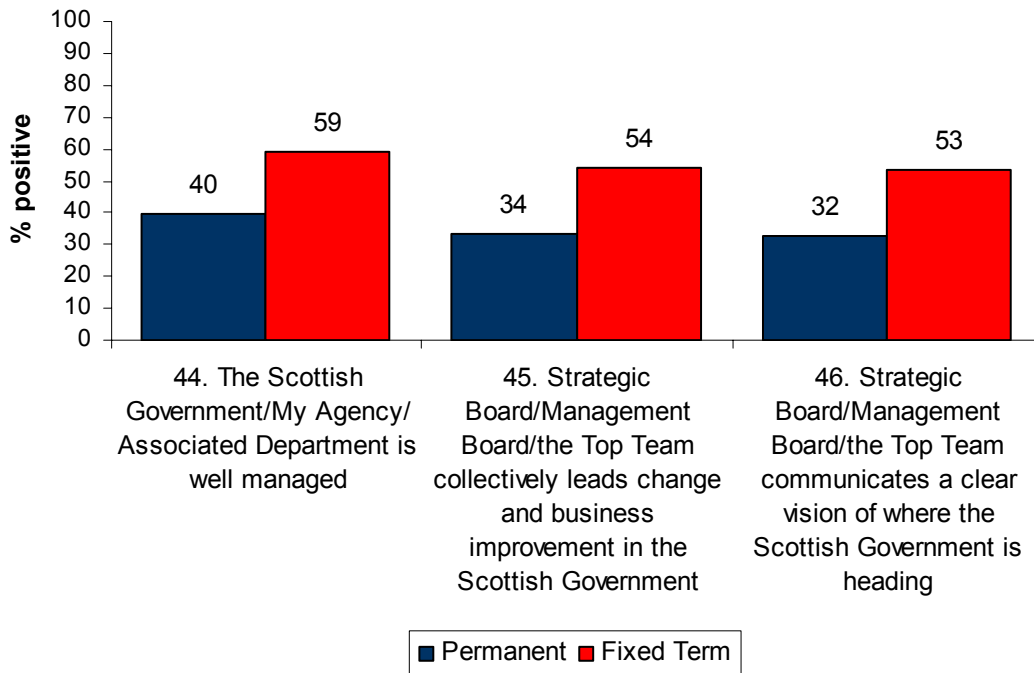
**44. The Scottish Government/My Agency/ Associated Department is well managed**



There is also a difference in perception amongst respondents depending on how long they have worked at the SG. Respondents who are new to the organisation are the most positive whilst those who have worked there for over 5 years are the least positive and their perceptions do not differ greatly after that.

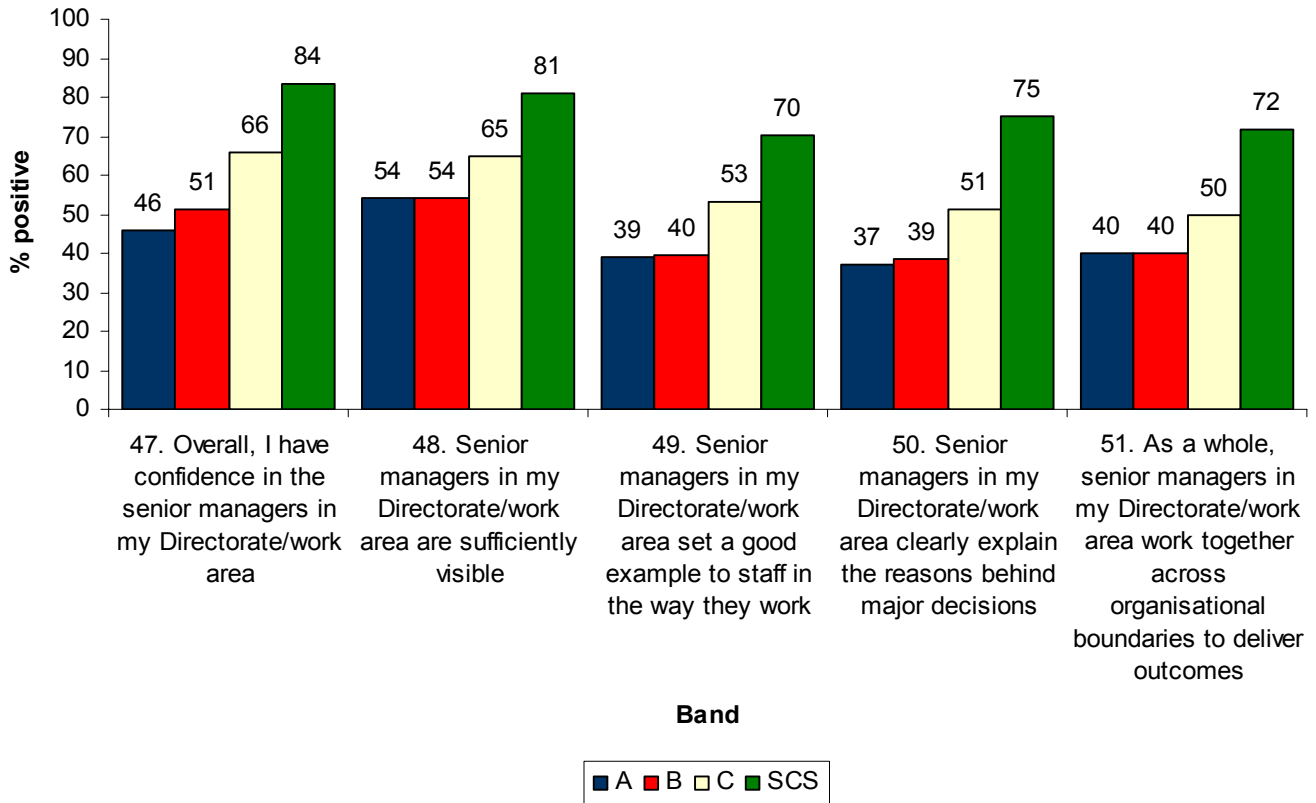


Respondents employed on a fixed-term basis are more positive than permanent respondents in response to the questions about the Strategic Board/Management Board/Top Team as shown in the graph below.

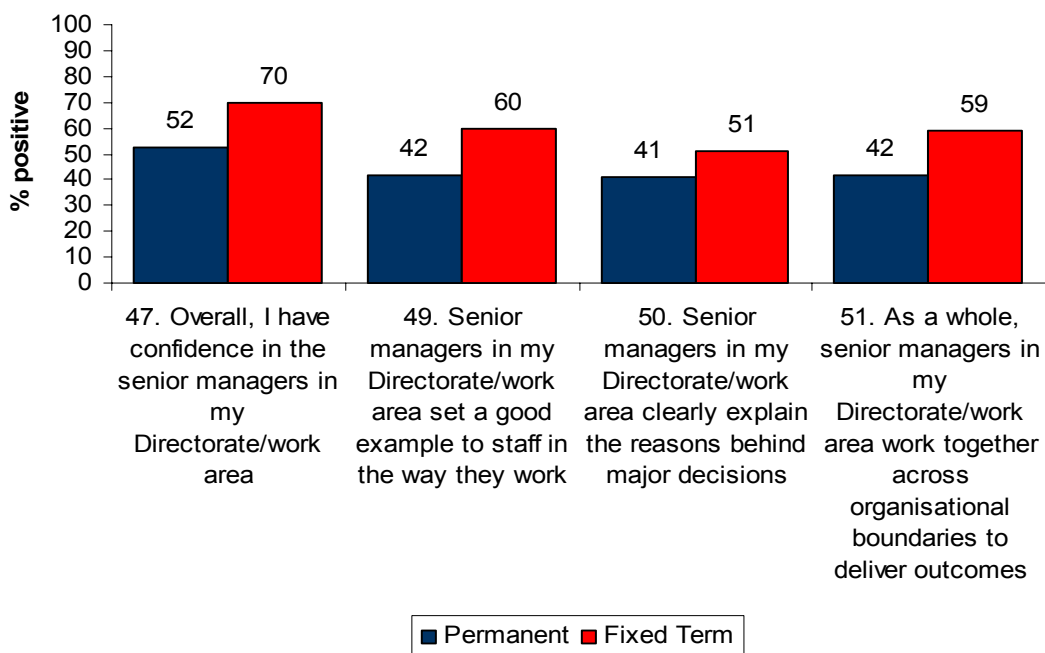




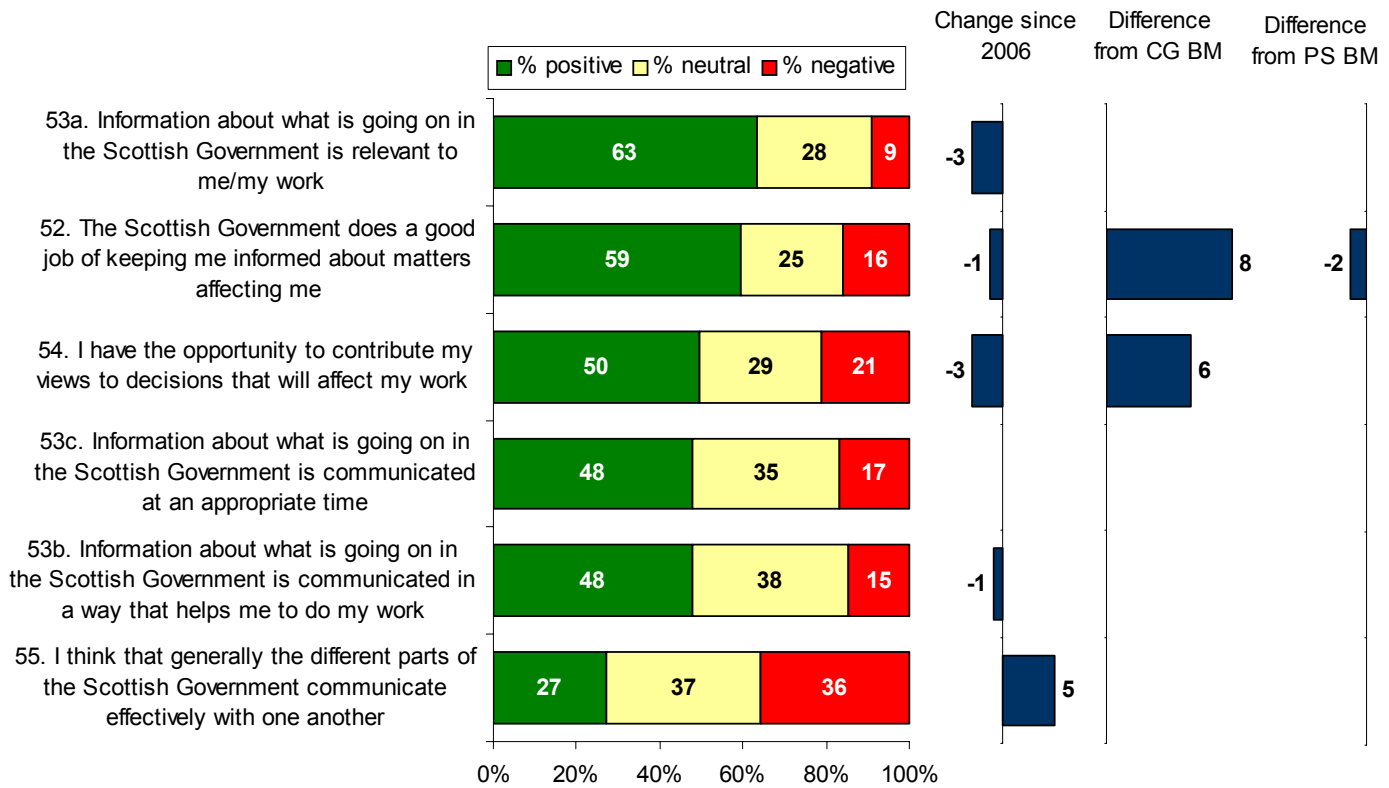
Perhaps unsurprisingly, Band C and SCS respondents have far more positive perceptions of local senior management than other respondents, whilst perceptions do not vary substantially between Band A and B respondents. These results are presented in the graph below.



Permanent respondents are noticeably less positive about senior management than those employed on a fixed term basis.



### 4.6 Communication in the Organisation



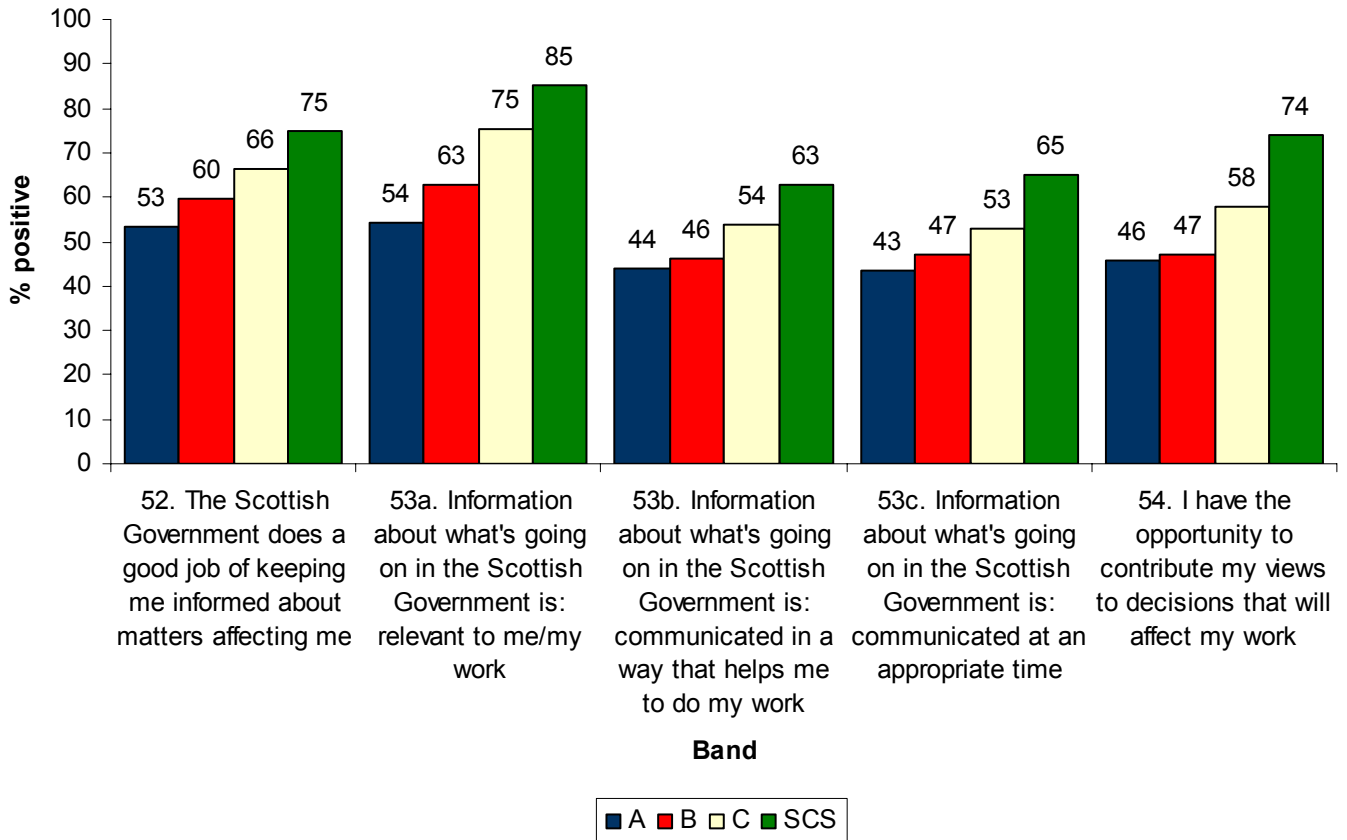
Perceptions of communication are quite mixed. Just under two-thirds of respondents (63%) feel the information about what’s going on in the SG is relevant to them/their work, which is a slight decline of 3 percentage points since 2006.

Above average proportions of respondents in comparison to the Central Government benchmark feel the SG does a good job of keeping them informed about matters affecting them and feel they have the opportunity to contribute their views to decisions that will affect their work. However these results have seen a slight decline since 2006.

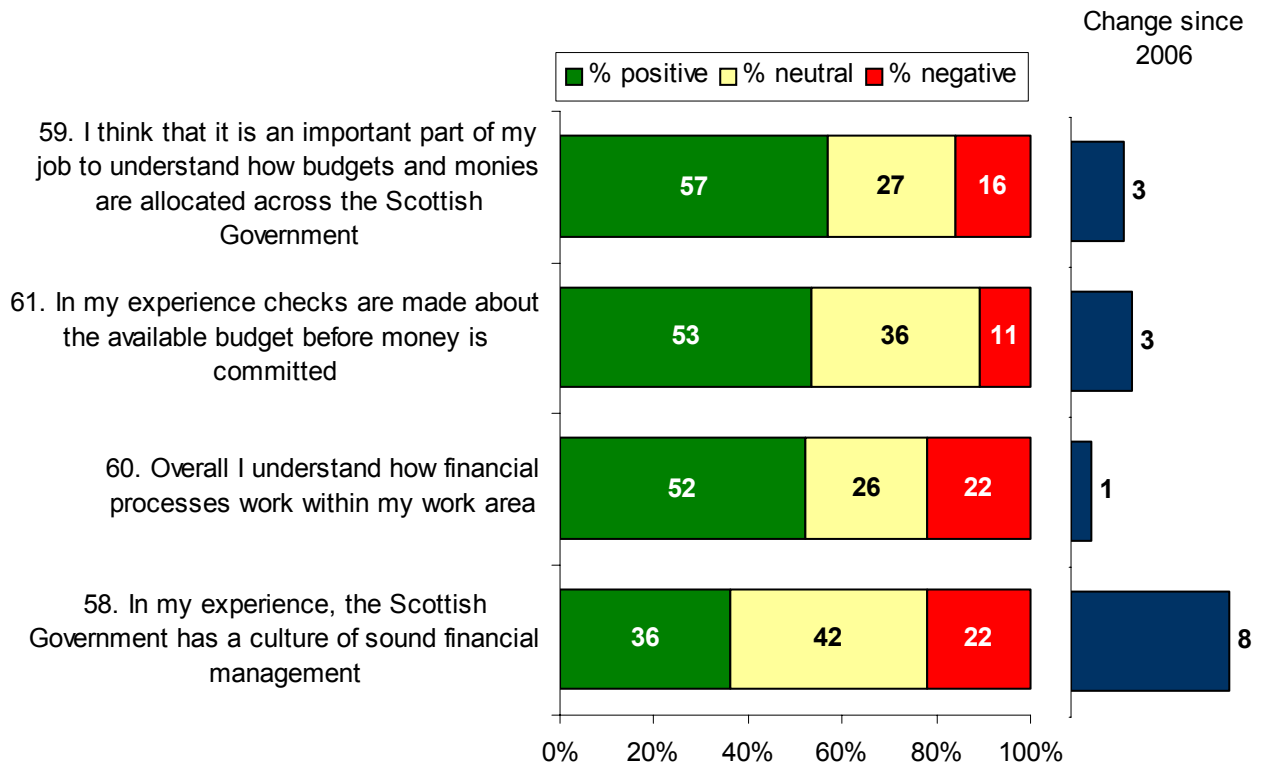
Only 48% of respondents feel information about what is going on in the Scottish Government is communicated at an appropriate time or communicated in a way that helps them to do their work. This latter result has also changed very little since 2006. However it seems these results are not driven by high negative responses, but rather high neutral responses, suggesting many respondents may not be sure whether information is communicated at an appropriate time or in a way that helps them do their work. Or they may feel that information is communicated at a good time or in a way that helps them some of the time, but not always and so is in need of improvement.

The lowest percentage positive response received in the survey was the question about whether respondents think that generally the different parts of the Scottish Government communicate effectively with one another. Just 27% of respondents believe this is the case. Although this is the least positive response to the survey it has seen an improvement of 5 percentage points since 2006, so the result is heading in the right direction.

When looking at the results for sub-groups, generally, the more senior respondents gave more positive responses than less senior respondents. In particular SCS and Band C respondents are more positive to the questions about communication than other respondents as shown in the graph below. Responses between Band A and B respondents did not vary greatly.



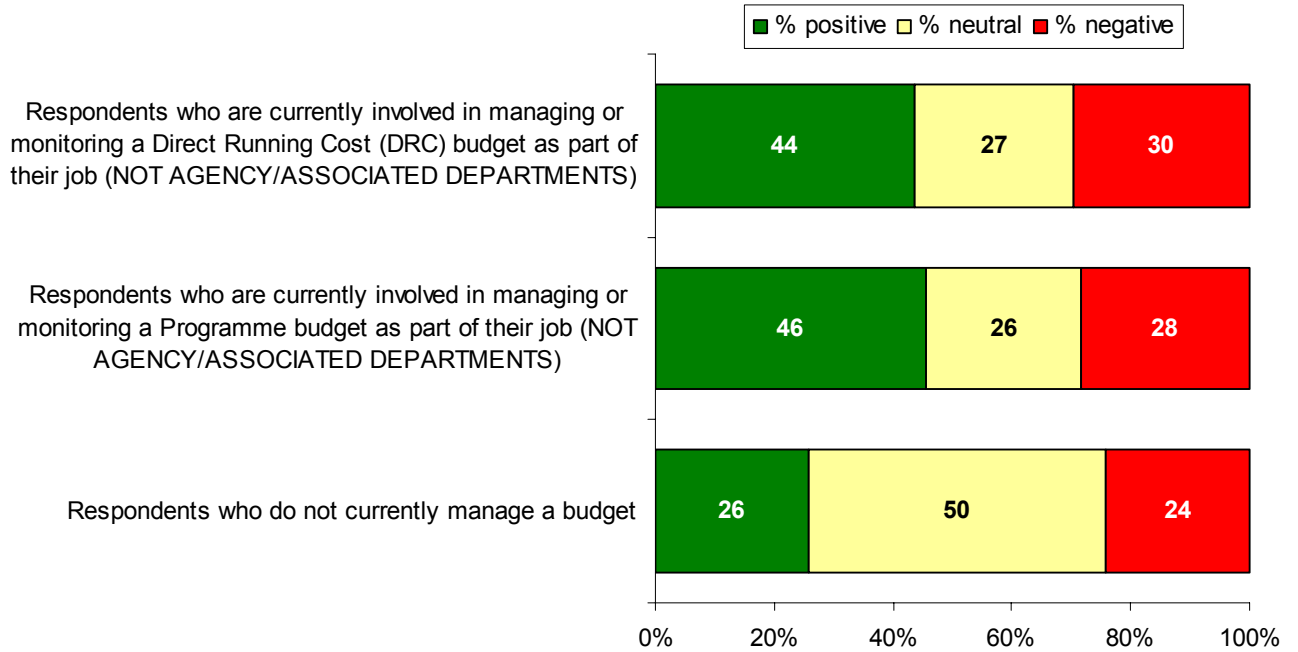
### 4.7 Finance in the Scottish Government



Overall perceptions of financial management within the SG seem to have improved slightly since 2006, as all four questions asking about respondent perceptions of financial management have shown some improvement. The biggest improvement is in response to the question about whether respondents feel that, in their experience, the SG has a culture of sound financial management: 36% of respondents think it has, which is an improvement of 8 percentage points since 2006. This is still quite a low positive response however so there is still room for improvement.

However, this low positive response seems to be driven by a high neutral response (42%) rather than a high negative response, which is an indication that many respondents may not be quite sure if the SG has a culture of sound financial management or may feel that the culture is more sound in some parts of the SG compared to other parts. This is evident by the results when broken down by those respondents who manage a budget compared to those who do not manage a budget, as shown in the graph overleaf. Respondents who manage or monitor a Direct Running Cost (DRC) or Programme budget are more positive about financial management within the SG than respondents who don't manage or monitor a budget and have far lower neutral responses than those who do not manage or monitor a budget. However, it is still concerning that over a quarter of respondents who manage or monitor a budget do not feel the SG has a sound culture of financial management.

**58 In my experience, the Scottish Government has a culture of sound financial management**



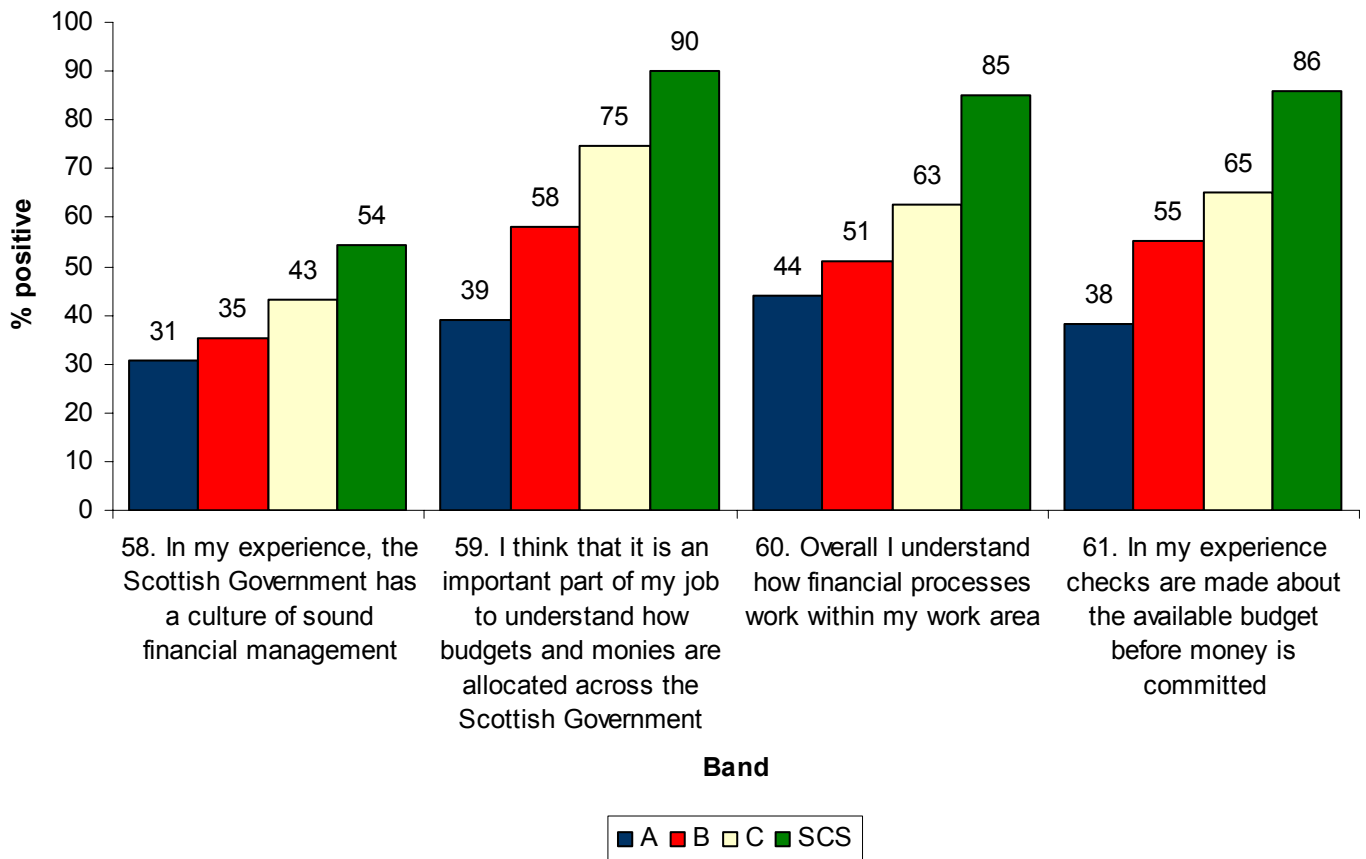
Overall, 14% of respondents are currently involved in managing or monitoring a Direct Running Cost (DRC) budget, and 25% are involved in managing or monitoring a Programme budget as part of their job.

The tables below show that the more senior the respondent the more likely they are to manage or monitor a budget. Most SCS members manage or monitor a budget whilst far smaller proportions of respondents in the other bands do.

| Band | Respondents currently managing or monitoring a Direct Running Cost (DRC) budget as part of their job | Respondents not currently managing or monitoring a Direct Running Cost (DRC) budget as part of their job | Total number of respondents |
|------|--|--|-----------------------------|
| A    | 8%   | 92%  | 697                         |
| B    | 10%  | 90%  | 1742                        |
| C    | 20%  | 80%  | 597                         |
| SCS  | 77%  | 23%  | 136                         |

| Band | Respondents currently involved in managing or monitoring a Programme budget as part of their job | Respondents not currently involved in managing or monitoring a Programme budget as part of their job | Total number of respondents |
|------|--|--|-----------------------------|
| A    | 9%   | 91%  | 695                         |
| B    | 23%  | 77%  | 1742                        |
| C    | 41%  | 59%  | 596                         |
| SCS  | 66%  | 34%  | 137                         |

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



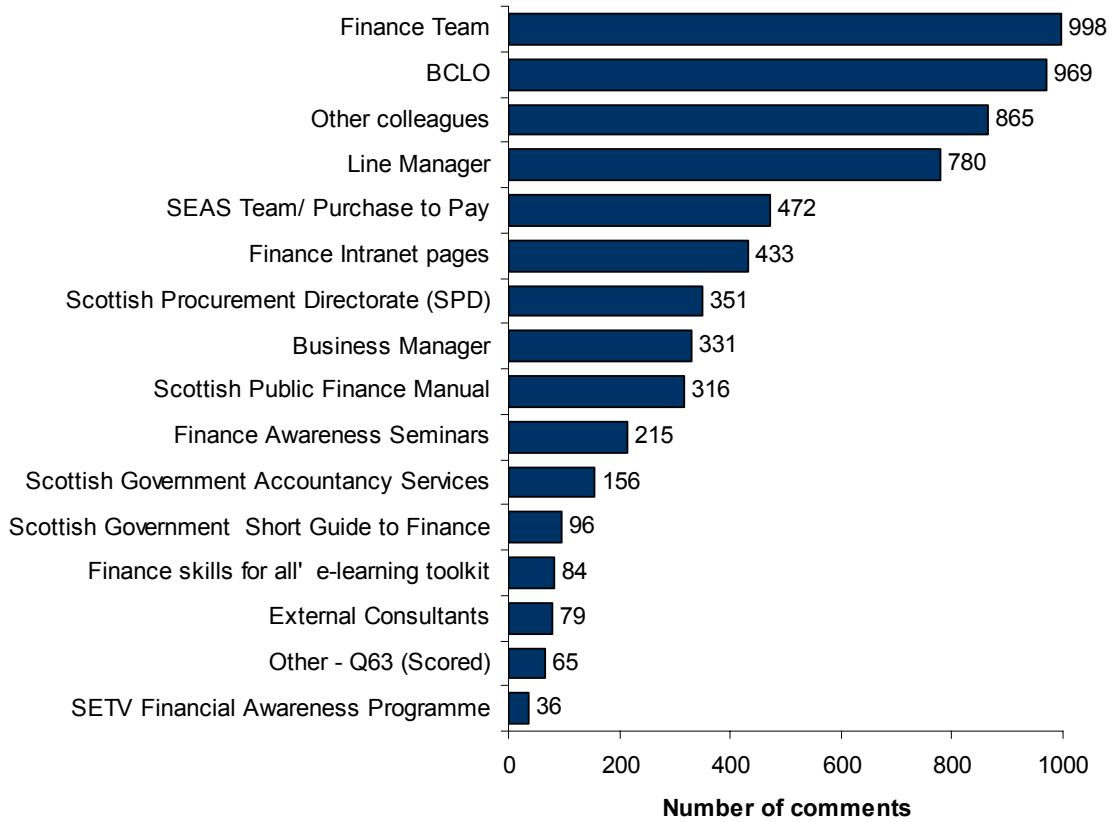
Although the perception of financial management within the SG is quite negative, it is worth noting that the key driver analysis conducted to assess which issues have the greatest impact on levels of engagement within the SG shows that perceptions of financial management have very little impact on levels of engagement. Therefore, although some of the questions about financial management are some of the lowest scoring questions in the survey, the issues identified as key drivers of engagement in section 1.3.1 should be prioritised for potential areas for action before considering trying to improve perceptions of financial management.

Respondents were asked if they have needed to obtain financial information or advice in the past 12 months, and 47% of respondents have needed to. Those who have were then given a list of ways in which they could obtain and access financial information or advice and asked to select which they have used in the past 12 months and then rate how satisfied they are with each of them. The graph overleaf shows the proportion of respondents who use each form of communication: this shows that the finance team are now the most used source of financial information and advice, closely followed by the BCLO and 'other colleagues'.

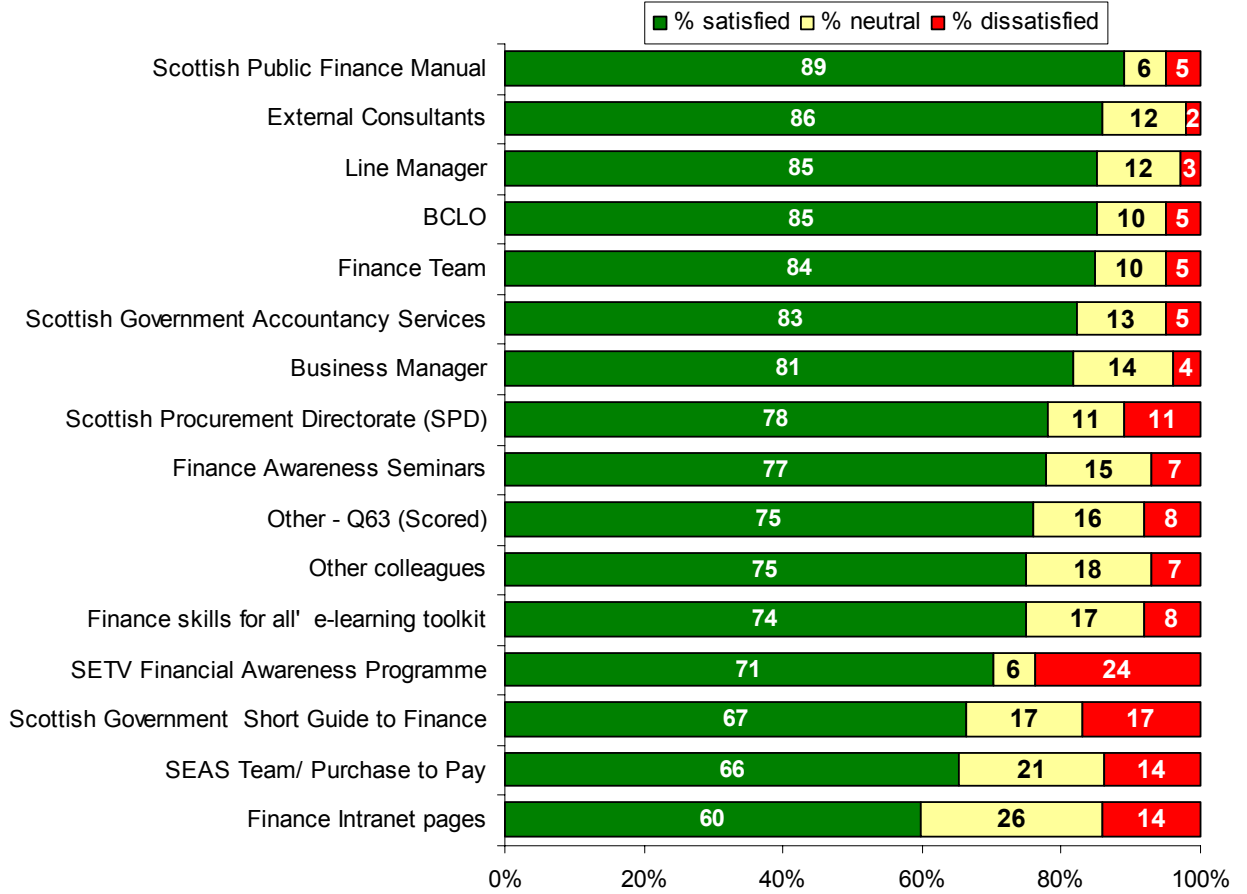
The sources used least often and found least useful are the SETV Financial Awareness Programme, external consultants and the 'Finance skills for all' – e-Learning toolkit. The sources respondents are least satisfied with in terms of the quality of information or advice

provided are the Finance Intranet Pages, SEAS Team/Purchase to Pay and the SG Short guide to Finance.

**63a Which of the following have you used in the past 12 months to obtain information or advice about finance?**



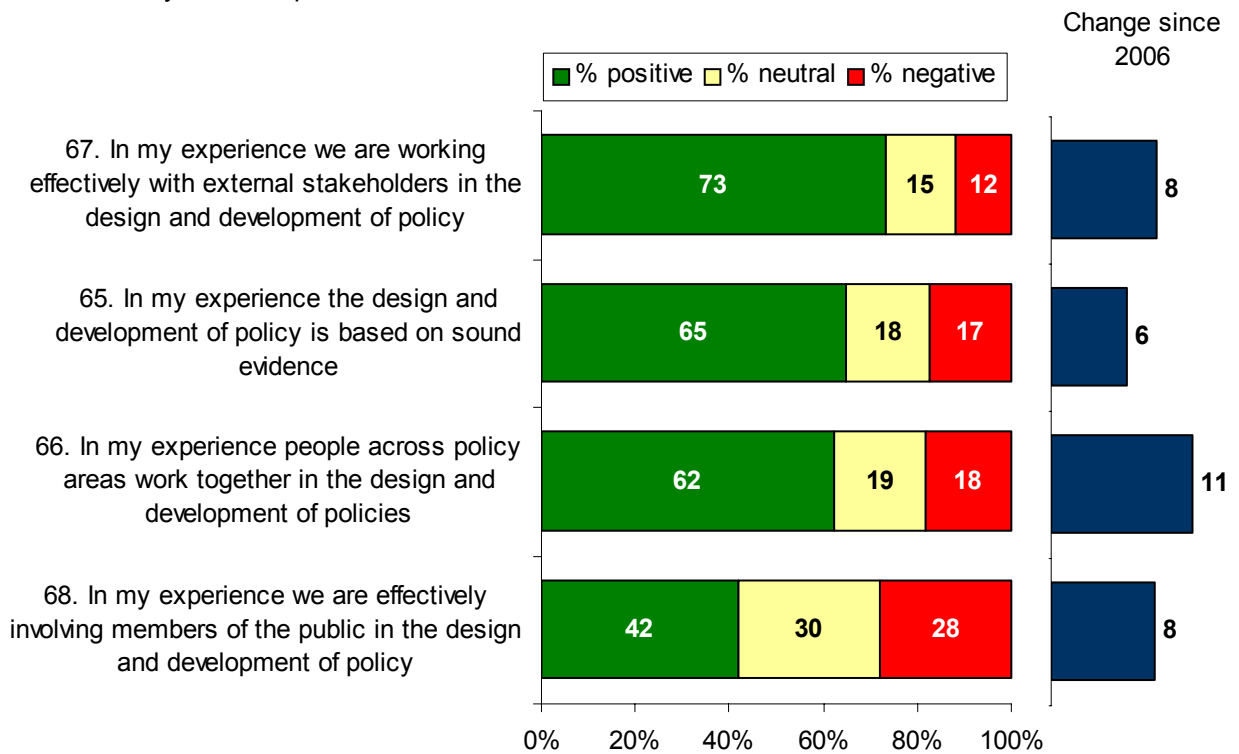
**63b How satisfied are you with the quality of information or advice you were provided with? (Only answered by those who indicated they use each method)**





### 4.8 Policy Design and Delivery

Around a quarter of respondents (28%) indicated they are directly involved in the design or development of policies for Scottish Ministers. The questions listed in the graph below were only answered by those respondents:

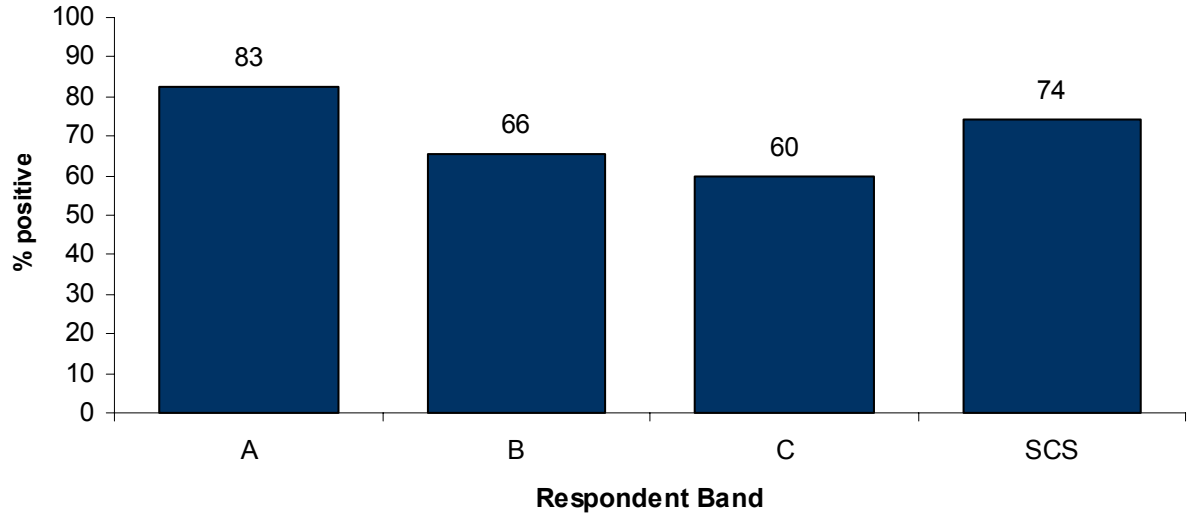


Perceptions of policy design and delivery have improved noticeably since 2006. However, it should be noted that the wording of some of the questions has changed slightly and now refer to the design and development of policy rather than the design and delivery of policy.

Almost three-quarters of respondents (73%) feel that, in their experience, they are working effectively with external stakeholders in the design and development of policy, an improvement of 8 percentage points since 2006.

Overall, 65% of respondents feel that, in their experience, the design and development of policy is based on sound evidence, which is an improvement of 6 percentage points since 2006. Interestingly, Band A and SCS respondents are more positive than Band B and C respondents in response to this question as shown in the graph overleaf.

**65. In my experience the design and development of policy is based on sound evidence**

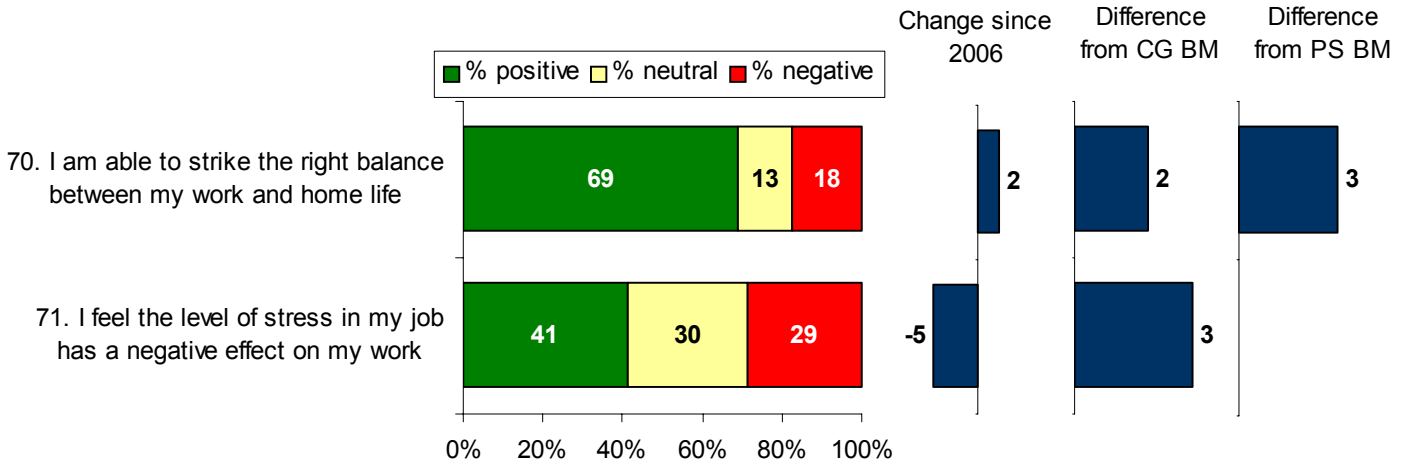


The most notable improvement is the proportion of respondents who feel that, in their experience, people across policy areas work together in the design and development of policies: 62% feel this is the case, which is an improvement of 11 percentage points since 2006.

It is also positive to see that, although only 42% of respondents believe the SG are effectively involving members of the public in the design and development of policy, this is also more positive than in 2006 (34%).

## 4.9 Work Culture

### 4.9.1 Work Life Balance



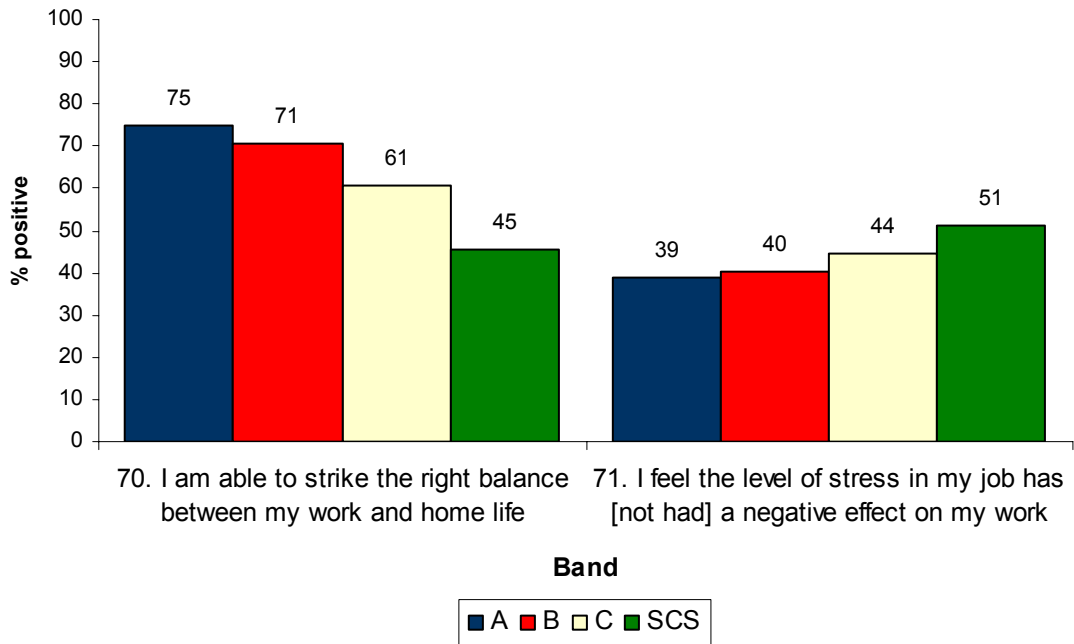
Note: The % positive result for question 71 is the proportion of respondents who do not feel the level of stress in their job has a negative effect on their work, and the % negative result is the proportion of respondents who feel the level of stress in their job does have a negative effect on their work.

A similar proportion of respondents compared to 2006 feel able to strike the right balance between their work and home life with 69% indicating this is the case. This is 2 percentage points higher than in 2006 and in line with the Central Government and private sector benchmarks (67% and 66% respectively). Although this is quite a positive result, it is of concern that there has been a decline in the proportion of respondents who do not feel the level of stress in their job has a negative effect on their work (41% positive compared to 46% in 2006) (this was a negatively worded question and therefore the percentage positive response is a combination of the Strongly disagree and Disagree responses). However this is in line with the Central Government benchmark (38%). It is therefore quite interesting that although over two thirds of respondents feel able to strike the right balance between their work and home life, fewer feel positive about the level of stress in their job. This is a pattern often seen across different Central Government organisations and may be due to respondents being keen to only work their contracted hours but feel under a lot of pressure to be able to get their work done effectively within that time.

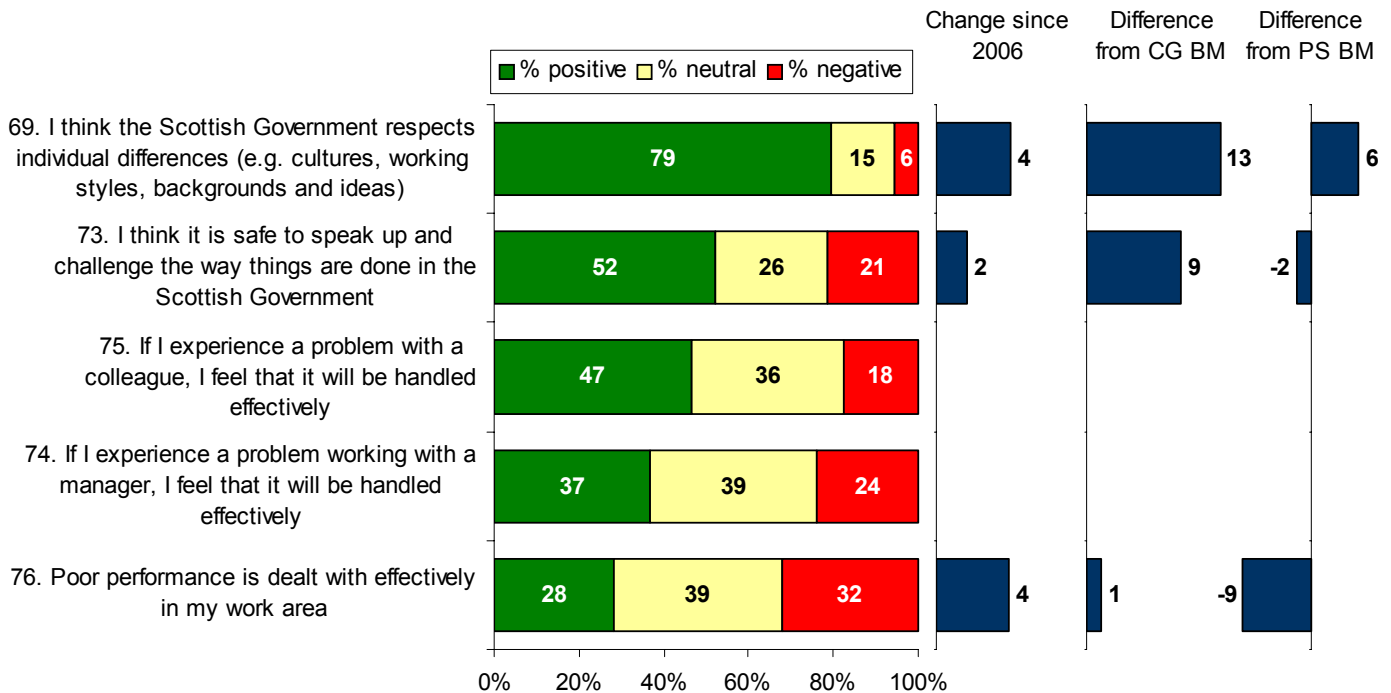
When looking at the results for sub-groups, as would be hoped, respondents with alternative working patterns are more likely than other staff to feel able to strike the right balance (72% compared to 68% of respondents not working alternative working patterns).

Line managers and more senior respondents are less likely to be satisfied with their ability to strike the right balance between their work and home life. Just 63% of line managers compared to 74% of other respondents feel able to strike the right balance between their work and home life. In addition, just 39% of line managers compared to 43% of other respondents do not feel the level of stress in their job has a negative impact on their work. The graph overleaf shows the breakdown of the stress and work life balance questions by band. Interestingly, although in general the more senior respondents are the less likely they are to feel able to balance their work and home life, this pattern is the reverse when looking at the results to the question about stress by band as SCS respondents are less likely to feel the level of stress has a negative impact on

their work. This may be due to them having a different view of what is expected of them. Some respondents commented at the end of the questionnaire about the level of pressure and stress they experience.



4.9.2 Treatment of Staff



It is very encouraging to see that perceptions of how staff are treated have improved since 2006 and that over three quarters of respondents (79%) think **the SG respects individual differences**. This is an improvement of 4 percentage points since 2006 and far more positive than the Central Government benchmark and higher than the private sector benchmark (66% and 73% respectively). This question has also been found to be a key driver of engagement and so it is important that this positive result is maintained.

It is also positive, in comparison to the Central Government benchmark, that over half of respondents (52%) think it is safe to speak up and challenge the way things are done in the SG. This is a slight improvement of 2 percentage points since 2006 and is 9 percentage points higher than the Central Government benchmark. There is still room for improvement to continue however as this is slightly below the private sector benchmark (54%) and there are still 21% of respondents who do not think it is safe to speak up and challenge the way things are done.

Overall, 47% of respondents believe that if they experience a problem with a colleague, that it will be handled effectively. However, a smaller proportion of respondents feel that if they experience a problem working with a manager that it will be handled effectively (37%). Both of these results look quite negative but it seems the low positive responses are being driven more by high neutral responses than by high negative responses. This may be due to many respondents not being sure how things would be handled if they experienced problems with colleagues or a manager. It is of concern though that almost a quarter of respondents (24%) do not feel that if they experience a problem working with a manager that it will be handled effectively.

One of the least positive responses to the survey was that about how effectively poor performance is dealt with: just 28% feel poor performance is dealt with effectively in their work area. Although this has improved by 4 percentage points since 2006 there is still room for improvement as this is just in line with the Central Government benchmark and 9 percentage

points lower than the private sector benchmark. This is seen as an issue generally across most Central Government Departments and this is reflected by the difference between the Central Government and private sector benchmark norms. Some comments made by respondents at the end of the questionnaire also reflect some dissatisfaction with how poor performance is managed and with the processes in place to deal with poor performers.

However, this low positive score is being driven by both a high neutral and negative response rather than just a high negative response. 39% of respondents gave a neutral response indicating that many may not be sure how poor performance is dealt with. This is a pattern often seen in response to this question as proceedings to deal with poor performance are usually conducted confidentially and so respondents are unlikely to see much of what is happening. It is still of concern though that almost a third of respondents (32%) do not feel poor performance is dealt with effectively and this may be due to them being aware of people who they do not feel performs effectively, or it may be that they feel underperformers are not treated differently to those who perform well. This is something often heard about by ORC International when conducting focus groups with staff in different Central Government departments.

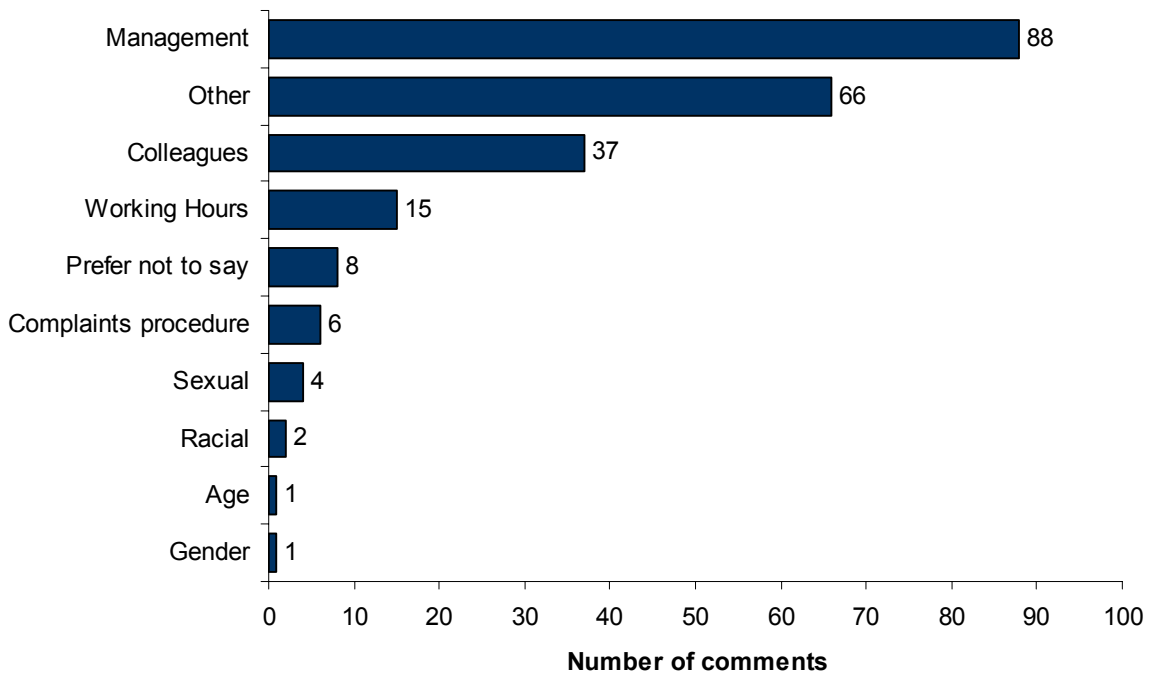
Respondents were also asked if, in the last year, they experienced bullying, discrimination, harassment or victimisation whilst working in the SG: 10% of respondents indicated that they have experienced this kind of behaviour. Of these respondents, 39% reported the incident(s), which is a slight improvement since 2006 when 36% reported it. Of the 39% who reported it, 8% reported it formally involving HR and 31% reported it involving management but not HR.

Larger proportions of some groups of respondents indicated they have experienced bullying, discrimination, harassment or victimisation whilst working in the SG:

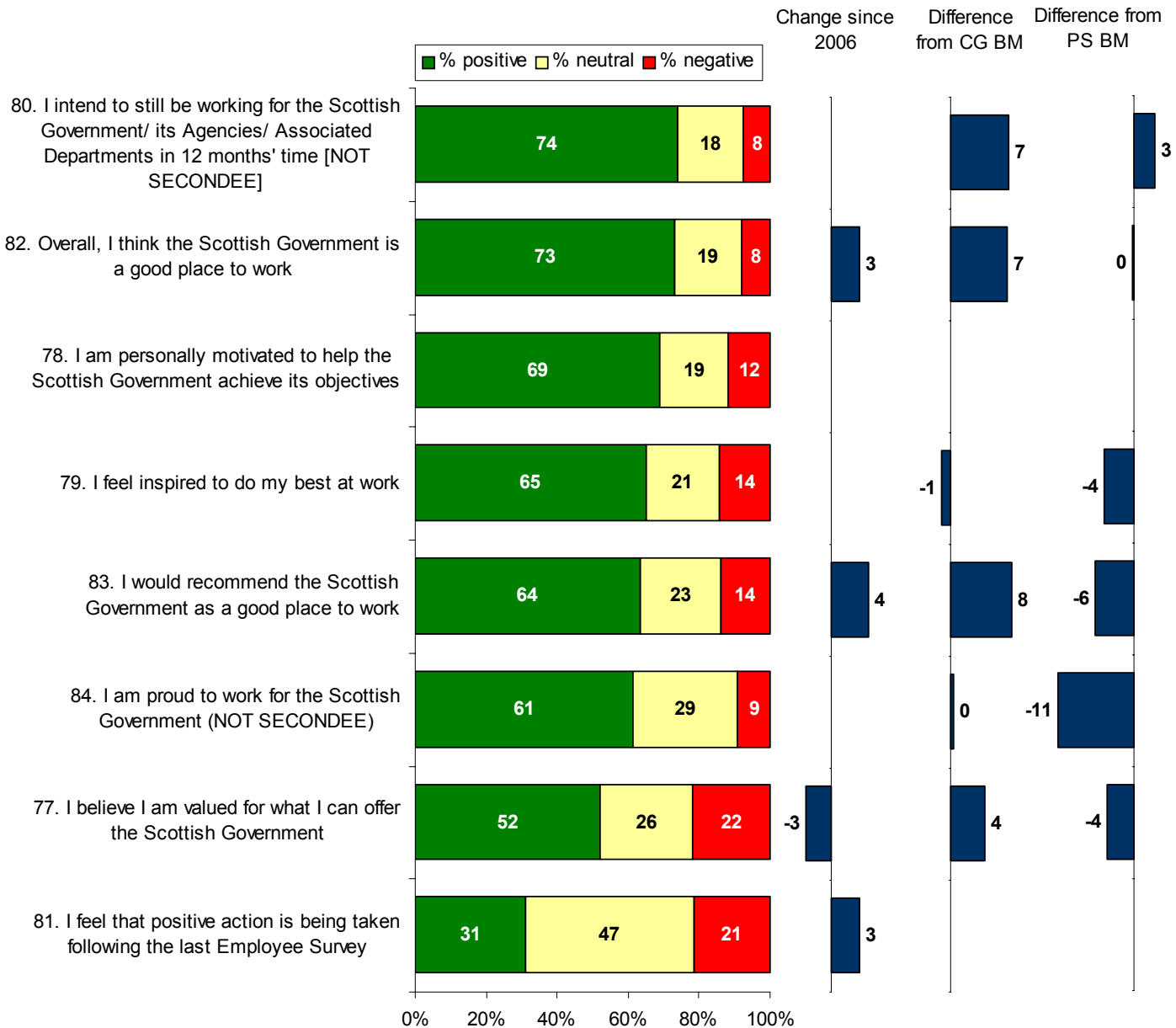
- 12% of respondents who work alternative working patterns compared to 9% who do not, have experienced bullying, discrimination, harassment or victimisation;
  - 11% of female respondents compared to 8% of males have experienced bullying, discrimination, harassment or victimisation;
  - 21% of respondents who have a Long Term Illness / Health Problems / Disability, compared to 9% of other respondents, have experienced bullying, discrimination, harassment or victimisation;
  - 12% of respondents with childcare responsibilities compared to 9% of those who don't, have experienced bullying, discrimination, harassment or victimisation;
  - 15% of respondents who care for a friend or relative who is frail, disabled or has long term health problems compared to 9% of those who don't, have experienced bullying, discrimination, harassment or victimisation;
  - 10% of permanent respondents compared to 5% of respondents employed on a fixed term contract have experienced bullying, discrimination, harassment or victimisation;
  - Results by ethnic origin show that 16% of respondents who are not of a White ethnic background, compared to 10% of white respondents, have experienced bullying, discrimination, harassment or victimisation;
-

Respondents who experienced bullying, discrimination, harassment or victimisation were asked to describe their experience if they wished to and the count of comments by theme are listed in the chart below.

**72c Please describe your experience if you wish to (e.g. what form the bullying, discrimination, harassment or victimisation took; how you felt the issues were dealt with)**



### 4.10 Engagement with the Scottish Government



Respondents are quite positive about the SG and there has been some improvement since 2006 where comparisons are available and results are generally more positive than seen across Central Government as a whole. However, levels of engagement are lower than those seen across the private sector and so there is still room for improvement. It is therefore important to focus on improving the results for the questions identified as key drivers of engagement listed in section 1.3 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.

It is positive that almost three quarters of respondents (74%) intend to still be working for the SG/its Agencies/Associated Departments in 12 months' time (this question was not included in the questionnaire sent to secondees). This is more positive than both the Central Government and private sector benchmarks (67% and 71% respectively).



It is also encouraging that almost three quarters of respondents (73%) think the SG is a good place to work, which is an improvement of 3 percentage points since 2006, higher than the Central Government benchmark (66%) and the same as the private sector benchmark. In addition to this there has been an improvement in the proportion of respondents who would recommend the SG as a good place to work: 64% would, an improvement of 4 percentage points since 2006. This is also more positive than the Central Government benchmark (56%). However there is still room for improvement to continue as this result is lower than the private sector benchmark (70%).

A potential area for concern is that there has been a slight decline in the proportion of respondents who feel valued for what they can offer the SG (52% positive compared to 55% in 2006). This is slightly higher than the Central Government benchmark of 48%, but lower than the private sector benchmark of 56%.

Interestingly, some respondents wrote comments at the end of the questionnaire specifically in relation to the engagement questions. However, not all of these reflect the issues identified as key drivers of engagement in the statistical analysis conducted.

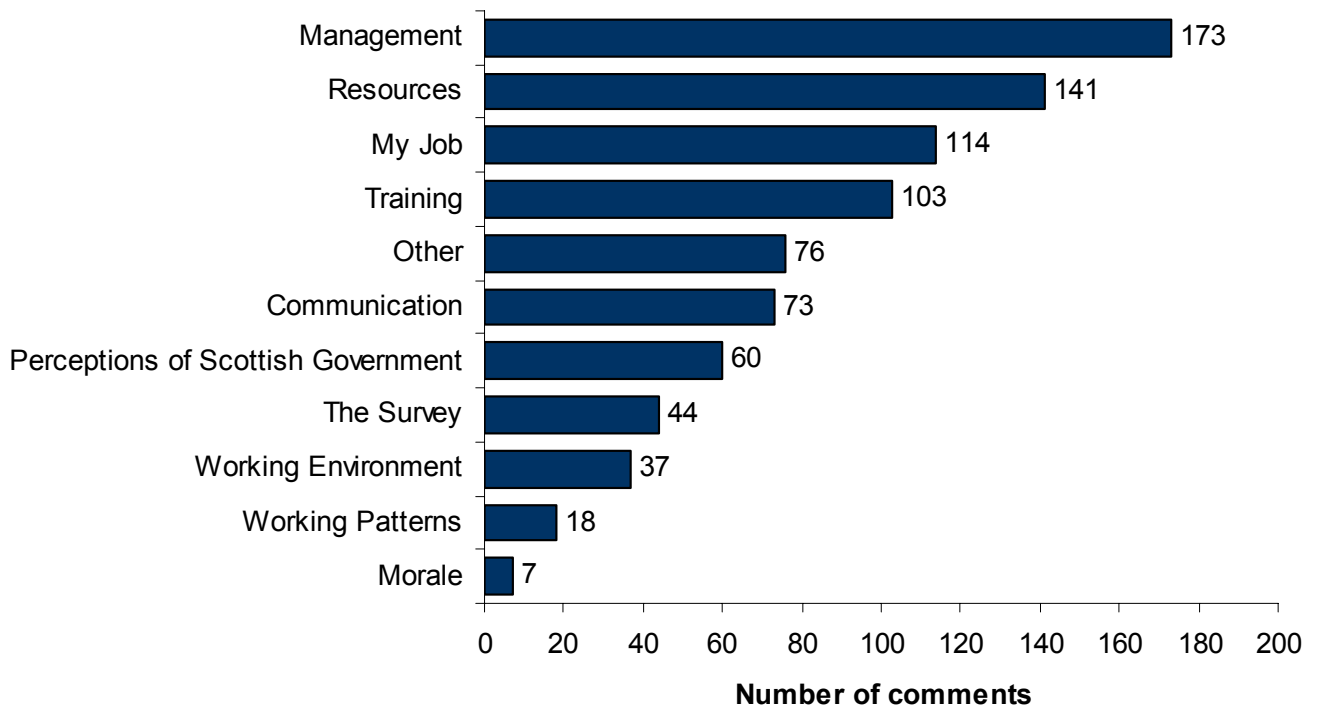
Only 31% of respondents feel positive action is being taken following the last Employee Survey and this is one of the least positive responses received to the survey. This question received a high neutral response of 47% which is an indication that many respondents may not be aware of all of the actions implemented since the previous survey or what impact they may have had. Some comments made by respondents at the end of the survey also reflect dissatisfaction with action taken following the last survey.

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## 5 Suggestions for making the Scottish Government a better place to work

At the end of the questionnaire there was an opportunity for respondents to comment further on any topics covered in the survey or to provide suggestions for making the SG a better place to work. Each comment was allocated to a theme based on what the comment was about. The greatest number of comments centred on management, resources, their job and training. The graph below lists the number of comments received by theme.

### 85 If you would like to comment further on any of the topics covered in the survey or if you have any suggestions to make the Scottish Government a better place to work, please give details here:



Summaries of the comments are included throughout this report where relevant to the questions being discussed. Reports of the anonymised comments will also be passed to relevant corporate areas.

## Appendix 1: Response Rates

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

|   | <b>%<br/>response<br/>rate 2007</b> |
|---|-------------------------------------|
| <b>Scottish Government overall</b>  | <b>69</b>                           |
| <b>All Agencies</b>   | 59                                  |
| Accountant in Bankruptcy (AiB)  | 66                                  |
| Communities Scotland  | 54                                  |
| Criminal Injuries Compensation Authority (CICA)                           | 45                                  |
| Fisheries Research Services (FRS)   | 43                                  |
| General Register Office for Scotland (GROS)                               | 71                                  |
| HM Inspectorate of Education (HMIE)                                       | 68                                  |
| Mental Health Tribunal for Scotland Administration (MHTSA)                | 68                                  |
| National Archives of Scotland (NAS)                                       | 53                                  |
| Office of the Scottish Charities Regulator (OSCR)                         | 45                                  |
| Scottish Agriculture Science Agency (SASA)                                | 73                                  |
| Scottish Building Standards Agency (SBSA)                                 | 73                                  |
| Scottish Public Pensions Agency (SPPA)                                    | 61                                  |
| Social Work Inspection Agency (SWIA)                                      | 91                                  |
| Student Awards Agency for Scotland (SAAS)                                 | 70                                  |
| Transport Scotland  | 63                                  |
| <b>Core Directorates, grouped by their Director-General line manager:</b> |                                     |
| DG Economy Directorates   | 77                                  |
| DG Education Directorates   | 81                                  |
| DG Environment Directorates   | 70                                  |
| DG Health Directorates  | 80                                  |
| DG Justice and Communities Directorates                                   | 71                                  |
| Permanent Secretary Directorates  | 61                                  |

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## Appendix 2: Profile of Respondents

### Age

|             | Number of Respondents |
|-------------|-----------------------|
| 16-25 years | 293                   |
| 26-35 years | 1184                  |
| 36-45 years | 1523                  |
| 46-55 years | 1336                  |
| 56+ years   | 489                   |

### Length of Service

|                         | Number of Respondents |
|-------------------------|-----------------------|
| Less than 1 year        | 500                   |
| Between 1 and 2 years   | 368                   |
| Between 2 and 5 years   | 821                   |
| Between 5 and 10 years  | 1311                  |
| Between 10 and 15 years | 440                   |
| Between 15 and 20 years | 628                   |
| More than 21 years      | 1160                  |

### Band

|     | Number of Respondents |
|-----|-----------------------|
| A   | 1433                  |
| B   | 2611                  |
| C   | 870                   |
| SCS | 174                   |

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**Building**

|                  | <b>Number of Respondents</b> |
|------------------|------------------------------|
| Europa Building  | 154                          |
| Meridian Court   | 201                          |
| Pentland House   | 320                          |
| Saughton House   | 338                          |
| St Andrews House | 869                          |
| Victoria Quay    | 1142                         |
| Other            | 2152                         |

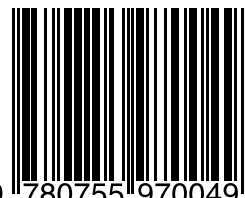
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