Scottish Government

Returns : 4,532 Response rate : 74% Civil Service People Survey 2015

Strength of association with engagement ✧ Statistically significant difference from comparison

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

Engagement Index

62%

Difference from previous survey	-1 ✧
Difference from CS2015	+3 ✧
Difference from CS High Performers	-1 ✧

My work

78%

Difference from previous survey	-1
Difference from CS2015	+3 ✧
Difference from CS High Performers	-1 ✧

Organisational objectives and purpose

83%

Difference from previous survey	-2 ✧
Difference from CS2015	0
Difference from CS High Performers	-3 ✧

My manager

71%

Difference from previous survey	0
Difference from CS2015	+3 ✧
Difference from CS High Performers	0

My team

81%

Difference from previous survey	0
Difference from CS2015	+1 ✧
Difference from CS High Performers	-2 ✧

Learning and development

54%

Difference from previous survey	-2 ✧
Difference from CS2015	+5 ✧
Difference from CS High Performers	-1 ✧

Inclusion and fair treatment

80%

Difference from previous survey	-1 ✧
Difference from CS2015	+6 ✧
Difference from CS High Performers	+2 ✧

Resources and workload

74%

Difference from previous survey	-3 ✧
Difference from CS2015	+1 ✧
Difference from CS High Performers	-3 ✧

Pay and benefits

37%

Difference from previous survey	+2 ✧
Difference from CS2015	+8 ✧
Difference from CS High Performers	+1 ✧

Leadership and managing change

43%

Difference from previous survey	-4 ✧
Difference from CS2015	+1
Difference from CS High Performers	-8 ✧

Scottish Government

Returns : 4,532 Response rate : 74% Civil Service People Survey 2015

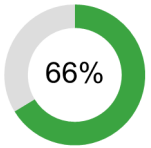
Strength of association with engagement ✧ Statistically significant difference from comparison

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.

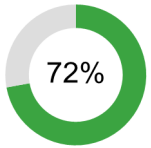
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		**43%**	-4 ✧	+1	-8 ✧
My work		**78%**	-1	+3 ✧	-1 ✧
My manager		**71%**	0	+3 ✧	0
Pay and benefits		**37%**	+2 ✧	+8 ✧	+1 ✧
Learning and development		**54%**	-2 ✧	+5 ✧	-1 ✧
Resources and workload		**74%**	-3 ✧	+1 ✧	-3 ✧
Organisational objectives and purpose		**83%**	-2 ✧	0	-3 ✧
My team		**81%**	0	+1 ✧	-2 ✧
Inclusion and fair treatment		**80%**	-1 ✧	+6 ✧	+2 ✧

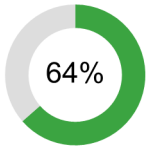
Wellbeing



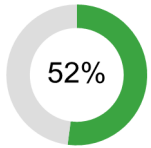
Overall, how satisfied are you with your life nowadays?



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

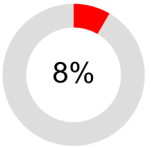


Overall, how happy did you feel yesterday?

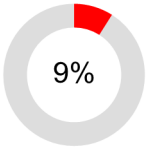


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

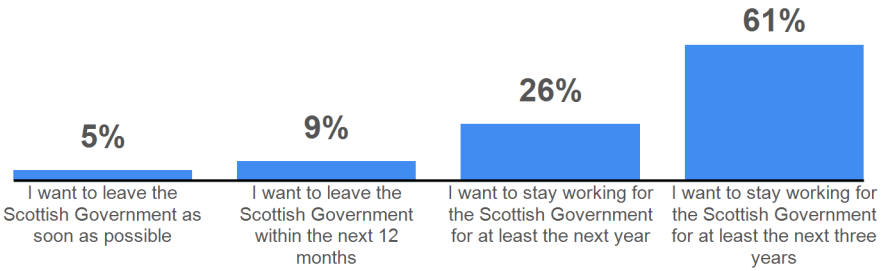


During the past 12 months have you personally experienced discrimination at work?



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% **-1** Difference from previous survey

Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01	I am interested in my work	44	48	5			**92%**	-1 ✧	+3 ✧	0
B02	I am sufficiently challenged by my work	36	45	11	7		**81%**	0	+2 ✧	-2 ✧
B03	My work gives me a sense of personal accomplishment	27	49	14	7		**76%**	-1	+1 ✧	-2 ✧
B04	I feel involved in the decisions that affect my work	17	43	18	14	6	**61%**	-1 ✧	+5 ✧	-3 ✧
B05	I have a choice in deciding how I do my work	28	50	13	6		**78%**	-2 ✧	+5 ✧	-1 ✧

Organisational objectives and purpose

83% **-2** Difference from previous survey

Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06	I have a clear understanding of the Scottish Government's purpose	28	58	11			**85%**	-2 ✧	+1 ✧	-4 ✧
B07	I have a clear understanding of the Scottish Government's objectives	25	56	14			**81%**	-2 ✧	+2 ✧	-3 ✧
B08	I understand how my work contributes to the Scottish Government's objectives	28	55	12			**83%**	-1 ✧	0	-4 ✧

All questions by theme

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My manager

71% | **0** | Difference from previous survey | Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	25	46	17	8		71%	0	+3 ✧	-1 ✧
B10	My manager is considerate of my life outside work	45	42	9			87%	0	+4 ✧	+1 ✧
B11	My manager is open to my ideas	38	45	11			84%	0	+3 ✧	-1 ✧
B12	My manager helps me to understand how I contribute to the Scottish Government's objectives	19	43	26	9		62%	0	-2 ✧	-6 ✧
B13	Overall, I have confidence in the decisions made by my manager	31	45	14	5		77%	-1	+4 ✧	0
B14	My manager recognises when I have done my job well	35	47	11			82%	0	+4 ✧	+1 ✧
B15	I receive regular feedback on my performance	24	47	16	10		71%	-1	+4 ✧	+1 ✧
B16	The feedback I receive helps me to improve my performance	22	42	24	8		64%	0	+3 ✧	-1
B17	I think that my performance is evaluated fairly	24	49	19	5		73%	-1 ✧	+11 ✧	+5 ✧
B18	Poor performance is dealt with effectively in my team	9	30	39	13	8	39%	-1	0	-4 ✧

My team

81% | **0** | Difference from previous survey | Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	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	47	9			85%	-1 ✧	+1 ✧	-2 ✧
B20	The people in my team work together to find ways to improve the service we provide	33	49	12	5		81%	0	+1 ✧	-3 ✧
B21	The people in my team are encouraged to come up with new and better ways of doing things	29	47	15	7		76%	0	+2 ✧	-2 ✧

All questions by theme

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Learning and development

54% **-2** Difference from previous survey

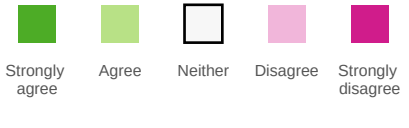
Strength of association with engagement

		% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	63%	-4 ✧	0	-4 ✧
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	53%	-1 ✧	+1 ✧	-5 ✧
B24	There are opportunities for me to develop my career in the Scottish Government	52%	-1 ✧	+11 ✧	+3 ✧
B25	Learning and development activities I have completed while working for the Scottish Government are helping me to develop my career	49%	-2 ✧	+5 ✧	-1 ✧

Inclusion and fair treatment

80% **-1** Difference from previous survey

Strength of association with engagement



		% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	85%	-1 ✧	+6 ✧	+3 ✧
B27	I am treated with respect by the people I work with	86%	-1 ✧	+1 ✧	-1 ✧
B28	I feel valued for the work I do	70%	-1	+6 ✧	+1 ✧
B29	I think that the Scottish Government respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	80%	-2 ✧	+7 ✧	+2 ✧

All questions by theme

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Resources and workload

74% **-3** Difference from previous survey

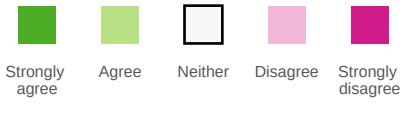
Strength of association with engagement

		% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30	In my job, I am clear what is expected of me	82%	-2 ✧	-1 ✧	-3 ✧
B31	I get the information I need to do my job well	69%	-3 ✧	0	-4 ✧
B32	I have clear work objectives	73%	-2 ✧	-2 ✧	-6 ✧
B33	I have the skills I need to do my job effectively	89%	-1	+1 ✧	-1 ✧
B34	I have the tools I need to do my job effectively	71%	-7 ✧	+3 ✧	-3 ✧
B35	I have an acceptable workload	60%	-5 ✧	+1 ✧	-4 ✧
B36	I achieve a good balance between my work life and my private life	71%	-2 ✧	+5 ✧	0

Pay and benefits

37% **+2** Difference from previous survey

Strength of association with engagement



		% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37	I feel that my pay adequately reflects my performance	38%	+2 ✧	+7 ✧	+1 ✧
B38	I am satisfied with the total benefits package	42%	+2 ✧	+9 ✧	+3 ✧
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	32%	+2 ✧	+7 ✧	0

All questions by theme

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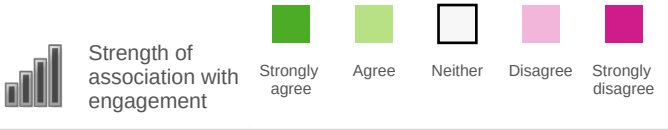
Leadership and managing change

43% **-4** Difference from previous survey

Strength of association with engagement



		% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that the Scottish Government as a whole is managed well	50%	-4 ✧	+4 ✧	-6 ✧
B41	Directors and Deputy Directors in the Scottish Government are sufficiently visible	54%	-4 ✧	+1 ✧	-11 ✧
B42	I believe the actions of Directors and Deputy Directors are consistent with the Scottish Government's values	52%	-5 ✧	+6 ✧	-5 ✧
B43	I believe that the Executive Team has a clear vision for the future of the Scottish Government	42%	-3 ✧	-1	-12 ✧
B44	Overall, I have confidence in the decisions made by the Scottish Government's Directors and Deputy Directors	48%	-5 ✧	+7 ✧	-4 ✧
B45	I feel that change is managed well in the Scottish Government	27%	-8 ✧	-3 ✧	-12 ✧
B46	When changes are made in the Scottish Government they are usually for the better	24%	-5 ✧	-2 ✧	-11 ✧
B47	The Scottish Government keeps me informed about matters that affect me	57%	-4 ✧	+1 ✧	-7 ✧
B48	I have the opportunity to contribute my views before decisions are made that affect me	36%	-2 ✧	0	-8 ✧
B49	I think it is safe to challenge the way things are done in the Scottish Government	43%	-1 ✧	+2 ✧	-7 ✧

All questions by theme

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^ indicates a variation in question wording from your previous survey

Engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50	I am proud when I tell others I am part of the Scottish Government	17	45	29	7		62%	-1 ✧	+4 ✧	-5 ✧
B51	I would recommend the Scottish Government as a great place to work	16	44	28	9		59%	-1 ✧	+12 ✧	+1
B52	I feel a strong personal attachment to the Scottish Government	14	35	32	14	5	49%	-1	+2 ✧	-4 ✧
B53	The Scottish Government inspires me to do the best in my job	12	35	37	12		47%	-1 ✧	+2 ✧	-5 ✧
B54	The Scottish Government motivates me to help it achieve its objectives	10	33	38	13	5	43%	-1 ✧	+2 ✧	-5 ✧

Taking action

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	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	8	38	30	16	9	46%	-4 ✧	+2 ✧	-9 ✧
B56	I believe that managers where I work will take action on the results from this survey	13	43	24	13	8	56%	-2 ✧	0	-7 ✧
B57	Where I work, I think effective action has been taken on the results of the last survey	8	28	41	14	9	36%	-3 ✧	+2 ✧	-6 ✧

All questions by theme

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Organisational culture

		% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58	I am trusted to carry out my job effectively	90%	0	+2 ✧	0 ✧
B59	I believe I would be supported if I try a new idea, even if it may not work	72%	-1 ✧	+5 ✧	0
B60	My performance is evaluated based on whether I get things done, rather than solely follow processes	72%	-1	+7 ✧	+2 ✧
B61	When I talk about the Scottish Government I say "we" rather than "they"	67%	-2 ✧	-3 ✧	-11 ✧
B62	I have some really good friendships at work	76%	+1	+1 ✧	-3 ✧

Leadership statement

		% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63	My manager inspires my team to do our best	69%	--	+2 ✧	-2 ✧
B64	Directors and Deputy Directors inspire people across the Scottish Government to do their best	41%	--	+3 ✧	-6 ✧
B65	My manager leads our team with confidence	73%	--	+3 ✧	-3 ✧
B66	Directors and Deputy Directors lead the Scottish Government with confidence	51%	--	+4 ✧	-6 ✧
B67	My manager empowers me to do my job effectively	73%	--	+1 ✧	-3 ✧
B68	The Scottish Government's Directors and Deputy Directors empower teams to deliver	43%	--	+3 ✧	-5 ✧
B69	Directors and Deputy Directors in the Scottish Government actively role model the behaviours set out in the Civil Service Leadership Statement	37%	--	+1 ✧	-7 ✧
B70	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	52%	--	-5 ✧	-10 ✧

All questions by theme

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Wellbeing

Unlike the questions B01-B70 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.

		0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W01	Overall, how satisfied are you with your life nowadays?	11	22	51	15	66%	-2 ✧	+1 ✧	-2 ✧
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	19	51	21	72%	0	+1 ✧	-2 ✧
W03	Overall, how happy did you feel yesterday?	14	22	44	20	64%	+1 ✧	+2 ✧	-2 ✧

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

		0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	23	29	20	28	52%	-1	+2 ✧	0

All questions by theme

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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 CS2015	Difference from CS High Performers
I want to leave the Scottish Government as soon as possible	5%	+1	-4 ✧	-7 ✧
I want to leave the Scottish Government within the next 12 months	9%	+1 ✧	-7 ✧	-11 ✧
I want to stay working for the Scottish Government for at least the next year	26%	0	-6 ✧	-12 ✧
I want to stay working for the Scottish Government for at least the next three years	61%	-2 ✧	+19 ✧	+10 ✧

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	93	7	93%	0	+2 ✧	-2 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	67	33	67%	+3 ✧	+1 ✧	-5 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in the Scottish Government it would be investigated properly?	72	28	72%	-2 ✧	+4 ✧	-1 ✧

All questions by theme

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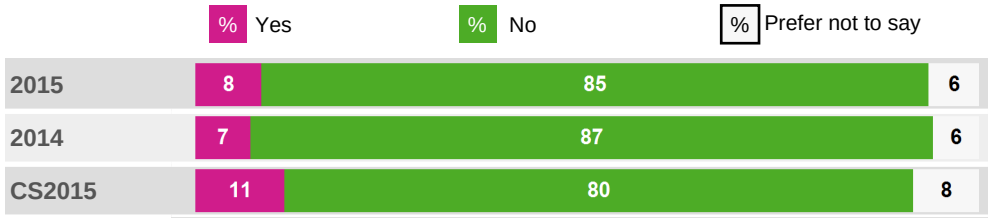
Discrimination, harassment and bullying

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

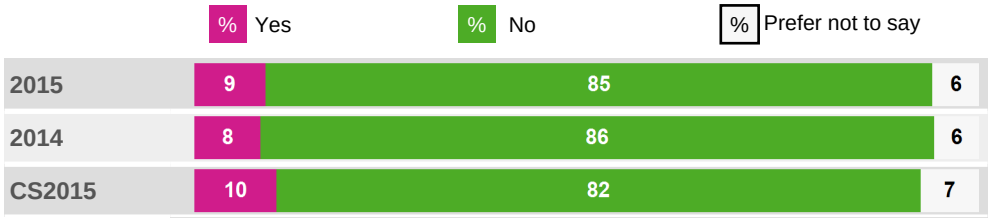


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count
Age	52
Caring responsibilities	26
Disability	24
Ethnic background	15
Gender	47
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	159
Main spoken/written language or language ability	21
Religion or belief	--
Sexual orientation	--
Social or educational background	29
Working location	43
Working pattern	80
Any other grounds	87
Prefer not to say	33

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

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



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)

	Response Count
A colleague	112
Your manager	111
Another manager in my part of the Scottish Government	94
Someone you manage	21
Someone who works for another part of the Scottish Government	45
A member of the public	16
Someone else	26
Prefer not to say	57

All questions by theme

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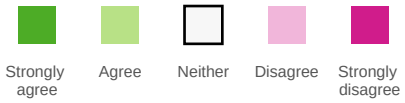
Scottish Government questions



			% 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	22 58 14 5	80%	+1
F03	(Please only answer if you selected yes to F01) My manager and I discuss my wellbeing as part of the monthly conversation	22 56 12 7	79%	+2 ✧
F04	After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 39% No: 11% N/a: 50%	39%	+2 ✧
F05	My team's work is prioritised in a way that means I can realistically deliver what is expected of me	13 54 18 12	67%	-2 ✧
F06	My manager encourages me to make time for my learning and development ('learning and development' includes on the job learning, observation, feedback, mentoring, coaching as well as formal classroom-based activity)^	19 50 20 9	69%	0
F07	I know who is the Head of Profession for the type of role I do	21 37 17 19 7	57%	-1
F08	In the last 12 months I have developed my professional skills	17 47 22 11	64%	+1
F09	The learning and development activity I have completed in the past 12 months has given me the confidence, knowledge and skills to improve my work	14 43 30 10	56%	--
F10	I am currently on Temporary Responsibility Supplement (TRS)	Yes: 7% No: 68% N/a: 25%	7%	--

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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.