



Social Security Agency Implementation

Returns : 30

Response rate : 94%

Civil Service People Survey 2017



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.

^oParent = Directorate for Social Security





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Civil Service People Survey 2017



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

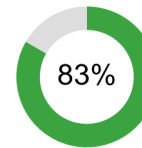
	Strength of association with engagement ¹	Theme score % Positive	Difference from Parent ⁰	Difference from SG	Difference from high performing units
Leadership and managing change		73%	+11 ✧	+28 ✧	+19 ✧
My work		92%	+11	+13	+10 ✧
Pay and benefits		43%	-20 ✧	+5 ✧	+2
Learning and development		85%	+11	+28	+21 ✧
My manager		83%	+7 ✧	+10 ✧	+5 ✧
Resources and workload		84%	+11	+10	+6 ✧
Organisational objectives and purpose		97%	+6	+15	+7
My team		97%	+10	+15	+8
Inclusion and fair treatment		94%	+10	+13	+10

¹The table above shows the strength of association between engagement and the themes for DG Organisational Development and Operations

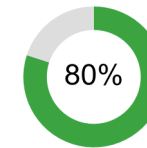
⁰Parent = Directorate for Social Security

Wellbeing

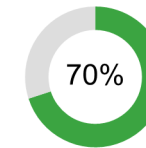
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



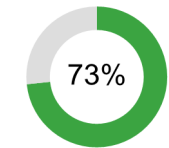
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



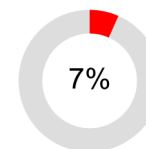
W03. Overall, how happy did you feel yesterday?



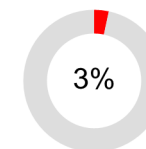
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

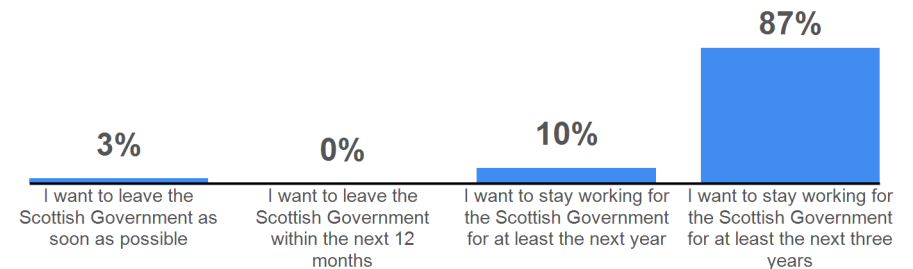


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	100%	B53	Where I work, I think effective action has been taken on the results of the last survey	48%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	38%
B07	I understand how my work contributes to the Scottish Government's objectives	100%	B17	Poor performance is dealt with effectively in my team	40%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	34%
B18	The people in my team can be relied upon to help when things get difficult in my job	100%	B43	When changes are made in the Scottish Government they are usually for the better	38%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	33%
B25	I am treated fairly at work	100%	B40	I believe that the Executive Team has a clear vision for the future of the Scottish Government	33%	B35	I feel that my pay adequately reflects my performance	31%
B48	I would recommend the Scottish Government as a great place to work	100%	B36	I am satisfied with the total benefits package	31%	B36	I am satisfied with the total benefits package	24%



All questions by theme

*Parent = Directorate for Social Security † indicates statistically significant difference from comparison

My work

92%



Strength of association with engagement



% Positive

Difference from Parent*

Difference from SG

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG	Difference from high performing units
B01 I am interested in my work	73	27				100%	+4	+8	+5
B02 I am sufficiently challenged by my work	63	27	10			90%	+5	+8	+1
B03 My work gives me a sense of personal accomplishment	70	23	7			93%	+13	+17	+9
B04 I feel involved in the decisions that affect my work	47	37	13			83%	+21 †	+20 †	+15 †
B05 I have a choice in deciding how I do my work	60	33	7			93%	+12	+12	+10 †

Organisational objectives and purpose

97%



Strength of association with engagement



% Positive

Difference from Parent*

Difference from SG

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG	Difference from high performing units
B06 I have a clear understanding of the Scottish Government's objectives	47	47				93%	+2	+12	+4
B07 I understand how my work contributes to the Scottish Government's objectives	53	47				100%	+10	+17	+9

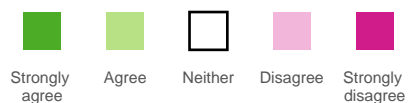
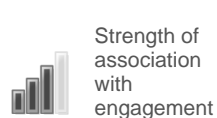


All questions by theme

*Parent = Directorate for Social Security † indicates statistically significant difference from comparison

My manager

83%



% Positive

Difference from Parent*

Difference from SG

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG	Difference from high performing units
B08 My manager motivates me to be more effective in my job	43	47	7	0	0	90%	+12	+16	+10 †
B09 My manager is considerate of my life outside work	63	23	13	0	0	87%	-5	-2	-4
B10 My manager is open to my ideas	57	33	7	0	0	90%	+1	+5	+1
B11 My manager helps me to understand how I contribute to the Scottish Government's objectives	43	47	10	0	0	90%	+17	+26	+13 †
B12 Overall, I have confidence in the decisions made by my manager	50	47	0	0	0	97%	+13	+18	+13
B13 My manager recognises when I have done my job well	47	43	10	0	0	90%	+6	+6	+3
B14 I receive regular feedback on my performance	40	40	20	0	0	80%	+6 †	+9 †	-1
B15 The feedback I receive helps me to improve my performance	40	33	27	0	0	73%	+7 †	+7 †	-2
B16 I think that my performance is evaluated fairly	50	27	23	0	0	77%	+6 †	+2	+1
B17 Poor performance is dealt with effectively in my team	27	27	40	7	0	53%	+9 †	+15 †	0

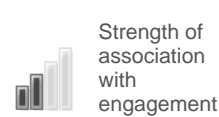


All questions by theme

*Parent = Directorate for Social Security † indicates statistically significant difference from comparison

My team

97%



% Positive

Difference from Parent*

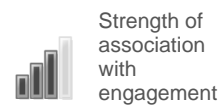
Difference from SG

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG	Difference from high performing units
B18	The people in my team can be relied upon to help when things get difficult in my job	53	47				100%	+8	+13	+7
B19	The people in my team work together to find ways to improve the service we provide	57	37	7			93%	+6	+10	+2
B20	The people in my team are encouraged to come up with new and better ways of doing things	60	37				97%	+15	+20	+11

Learning and development

85%



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG	Difference from high performing units
B21	I am able to access the right learning and development opportunities when I need to	50	33	10	7		83%	+4 †	+19 †	+9 †
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	37	43	17			80%	+10 †	+27 †	+15 †
B23	There are opportunities for me to develop my career in the Scottish Government	53	33	13			87%	+10	+28	+22 †
B24	Learning and development activities I have completed while working for the Scottish Government are helping me to develop my career	48	41	7			90%	+18	+39	+31



All questions by theme

*Parent = Directorate for Social Security † indicates statistically significant difference from comparison

Inclusion and fair treatment

94%



Strength of association with engagement



% Positive

Difference from Parent*

Difference from SG

Difference from high performing units

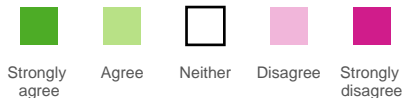
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG	Difference from high performing units
B25 I am treated fairly at work	40	60				100%	+14	+15	+13
B26 I am treated with respect by the people I work with	40	57				97%	+9	+10	+4
B27 I feel valued for the work I do	37	53	10			90%	+15	+18	+13 †
B28 I think that the Scottish Government respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	43	47	10			90%	+3	+7	+7

Resources and workload

84%



Strength of association with engagement



% Positive

Difference from Parent*

Difference from SG

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG	Difference from high performing units
B29 I get the information I need to do my job well	20	67	7	7		87%	+20	+15	+8 †
B30 I have clear work objectives	23	57	13	7		80%	+10 †	+5 †	-6
B31 I have the skills I need to do my job effectively	37	57	7			93%	+8	+4	+1
B32 I have the tools I need to do my job effectively	33	53	7	7		87%	+8	+13	+10 †
B33 I have an acceptable workload	30	50	17			80%	+16 †	+17 †	+7 †
B34 I achieve a good balance between my work life and my private life	30	50	10	10		80%	+4 †	+6 †	+1



All questions by theme

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Pay and benefits

43%



Strength of association with engagement



% Positive

Difference from Parent*

Difference from SG

Difference from high performing units

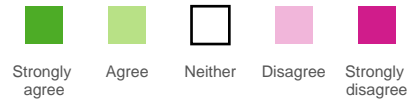
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG	Difference from high performing units
B35 I feel that my pay adequately reflects my performance	14	31	24	10	21	45%	-20	+6	+4
B36 I am satisfied with the total benefits package	14	31	31	10	14	45%	-23	+2	-1
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	17	21	24	21	17	38%	-18	+7	+2

Leadership and managing change

73%



Strength of association with engagement



% Positive

Difference from Parent*

Difference from SG

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG	Difference from high performing units
B38 Directors and Deputy Directors in the Scottish Government are sufficiently visible	43	50	7			93%	+13	+33	+23 †
B39 I believe the actions of Directors and Deputy Directors are consistent with the Scottish Government's values	33	40	27			73%	+9 †	+18 †	+10 †
B40 I believe that the Executive Team has a clear vision for the future of the Scottish Government	27	40	33			67%	+5 †	+24 †	+10 †
B41 Overall, I have confidence in the decisions made by the Scottish Government's Directors and Deputy Directors	30	47	23			77%	+10 †	+26 †	+20 †
B42 I feel that change is managed well in the Scottish Government	23	40	23	13		63%	+13 †	+34 †	+19 †
B43 When changes are made in the Scottish Government they are usually for the better	17	38	38	7		55%	+5	+28	+14
B44 The Scottish Government keeps me informed about matters that affect me	20	63	13			83%	+4 †	+23 †	+14 †
B45 I have the opportunity to contribute my views before decisions are made that affect me	17	53	27			70%	+16 †	+31 †	+22 †
B46 I think it is safe to challenge the way things are done in the Scottish Government	30	47	17			77%	+24 †	+32 †	+22 †



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG	Difference from high performing units
B47 I am proud when I tell others I am part of the Scottish Government	43	50	7			93%	+12	+30	+24 †
B48 I would recommend the Scottish Government as a great place to work	43	57				100%	+18	+36	+36 †
B49 I feel a strong personal attachment to the Scottish Government	43	33	23			77%	+12 †	+26 †	+18 †
B50 The Scottish Government inspires me to do the best in my job	41	34	24			76%	+8	+28	+18
B51 The Scottish Government motivates me to help it achieve its objectives	38	38	24			76%	+10	+31	+20

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG	Difference from high performing units
B52 I believe that Directors and Deputy Directors in the Scottish Government will take action on the results from this survey	38	38	21			76%	+19	+27	+17
B53 Where I work, I think effective action has been taken on the results of the last survey	28	17	48			45%	+15	+8	-7



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG	Difference from high performing units
B54 I am trusted to carry out my job effectively	47	50				97%	+12	+6	+3
B55 I believe I would be supported if I try a new idea, even if it may not work	43	50				93%	+17	+19	+13 †
B56 In the Scottish Government, people are encouraged to speak up when they identify a serious policy or delivery risk	33	47	13	7		80%	+11 †	+18 †	+4 †
B57 I feel able to challenge inappropriate behaviour in the workplace	30	37	23	7		67%	+3	+4	-7 †
B58 The Scottish Government is committed to creating a diverse and inclusive workplace	33	57		7		90%	+6	+10	+7 †

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG	Difference from high performing units
B59 Directors and Deputy Directors in the Scottish Government actively role model the behaviours set out in the Civil Service Leadership Statement	28	45	21	7		72%	+17	+26	+14
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	45	41	14			86%	+10	+23	+9

Civil Service vision

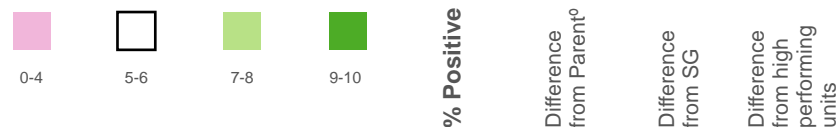
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG	Difference from high performing units
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	20	27	20	30		47%	+5 †	+20 †	-13 †
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	21	28	17	31		48%	+11	+26	-5



All questions by theme

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Wellbeing



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

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

Question	0-4	5-6	7-8	9-10	% Positive	Difference from Parent*	Difference from SG	Difference from high performing units
W01 Overall, how satisfied are you with your life nowadays?	17	60	23		83%	+10 †	+16 †	+11 †
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	17	50	30		80%	+6 †	+7 †	+3
W03 Overall, how happy did you feel yesterday?	27	40	30		70%	+7 †	+6 †	+1

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



W04 Overall, how anxious did you feel yesterday?	27	47	13	13	73%	+24 †	+22 †	+18 †
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All questions by theme

*Parent = Directorate for Social Security ✦ indicates statistically significant difference from comparison

Your plans for the future

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

		Difference from Parent*	Difference from SG	Difference from high performing units
I want to leave the Scottish Government as soon as possible		3%	+1	-9
I want to leave the Scottish Government within the next 12 months		0%	-2	-17
I want to stay working for the Scottish Government for at least the next year		10%	-4	-25
I want to stay working for the Scottish Government for at least the next three years		87%	+6	+23 ✦

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from Parent*	Difference from SG	Difference from high performing units
D01. Are you aware of the Civil Service Code?		7	93%	0	+1	-5
D02. Are you aware of how to raise a concern under the Civil Service Code?		17	83%	+13 ✦	+13 ✦	+3
D03. Are you confident that if you raised a concern under the Civil Service Code in the Scottish Government it would be investigated properly?		24	76%	-2	+3	-3

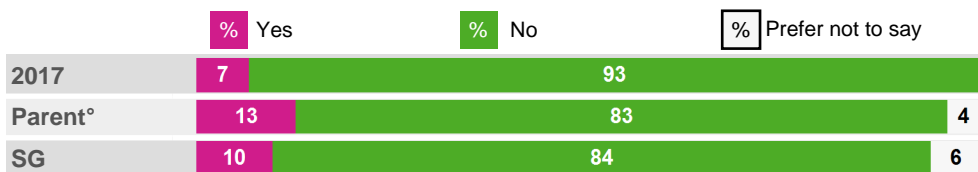


All questions by theme

*Parent = Directorate for Social Security ✦ indicates statistically significant difference from comparison

Discrimination, harassment and bullying

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



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



For respondents who selected 'Yes' to question E03.

E05. Did you report the bullying and harassment you experienced?

Results for this question have been suppressed as there are fewer than ten responses

For respondents who selected 'Yes' to question E03.

E06. In your opinion, has this issue been resolved?

Results for this question have been suppressed as there are fewer than ten responses

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	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	--
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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)

A colleague	--
Your manager	--
Another manager in my part of SG	--
Someone you manage	--
Someone who works for another part of SG	--
A member of the public	--
Someone else	--
Prefer not to say	--

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



All questions by theme

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Scottish Government questions

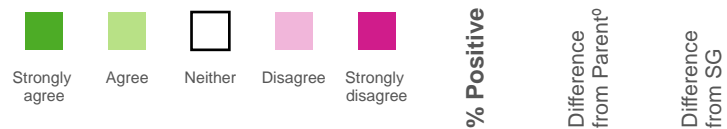
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from Parent*	Difference from SG
F01	Consistently good people management is at the heart of the People Strategy, so everyone is now expected to have a monthly conversation with their line manager about performance, priorities, wellbeing and development. Do you have these monthly conversations with your manager?	Yes: 97%		No: 3%			97%	+5	+19
F02	(Please only answer if you selected yes to F01) The monthly conversations I have with my manager are useful	41	52	7			93%	+12	+10
F03	(Please only answer if you selected yes to F01) My manager and I discuss my wellbeing as part of the monthly conversation	41	48	7			90%	+5	+6
F04	After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 33%		No: 0%	N/a: 67%		33%	+5 †	-5 †
F05	My team's work is prioritised in a way that means I can realistically deliver what is expected of me	27	60	7	7		87%	+16	+18
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)	57	27	13			83%	0	+13 †
F07	The spaces in my workplace help me work together with others	23	23	17	27	10	47%	-7 †	-11 †
F08	I am able to make good use out of the facilities offered in the spaces I work in	24	34	14	21	7	59%	-6	-4
F09	The SG2020 programme is about making changes to become the organisation we need and want to be. Have you been involved in SG2020? (including, for example, attendance at local events and discussions or contributing to SG2020 projects)	Yes: 52%		No: 48%			52%	+17	+20
F10	SG2020 is making a positive difference to the way things are done in the Scottish Government	17	24	52	7		41%	+11	+19
F11	Overall, I have confidence in the decisions made by my Deputy Director	41	45	14			86%	+9	+25
F12	Overall, I have confidence in the decisions made by my Director	38	45	17			83%	+14	+25
F13	Overall, I have confidence in the decisions made by the Executive Team	38	48	14			86%	+19	+41



All questions by theme

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Scottish Government questions



F14 I am currently on Temporary Responsibility Supplement (TRS)

Yes: 3% No: 66% N/a: 31% **3%** -1 -2



Appendix

Glossary of key terms

- % positive The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of **Theme score % positive**).
- High performing units For each question, this is the upper quartile score across all units from all organisations that have taken part in the 2017 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 Scottish Government results, Directorate for Social Security results and high performing units 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 (B47-B51). 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 2017 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 fewer 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.