



The Scottish  
Government

# Scottish Government Employee Survey 2009

Public Services and Government



social  
research

**SCOTTISH GOVERNMENT EMPLOYEE SURVEY  
2009**

**Corporate Research Team  
Office of Chief Researcher**

Scottish Government Social Research  
2010

This report is available on the Scottish Government Social Research website only [www.scotland.gov.uk/socialresearch](http://www.scotland.gov.uk/socialresearch).

**The views expressed in this report are those of the researcher and do not necessarily represent those of the Scottish Government or Scottish Ministers.**

© Crown Copyright 2010

Limited extracts from the text may be produced provided the source is acknowledged. For more extensive reproduction, please contact the Queens Printers of Scotland, Admail, ADM 4058, Edinburgh EH1 1NG. Email: [licensing@oqps.gov.uk](mailto:licensing@oqps.gov.uk)

## **Table of Contents**

1	EXECUTIVE SUMMARY	1
2	INTRODUCTION AND METHODOLOGY	3
3	EMPLOYEE ENGAGEMENT	7
4	KEY DRIVERS OF EMPLOYEE ENGAGEMENT	10
5	LEADERSHIP AND CHANGE MANAGEMENT	12
6	MY WORK	17
7	INCLUSION AND FAIR TREATMENT	20
8	ORGANISATIONAL OBJECTIVES AND PURPOSE	24
9	LEARNING AND DEVELOPMENT	26
10	PAY AND BENEFITS	29
11	LINE MANAGEMENT	32
12	TEAMWORK	37
13	RESOURCES AND WORKLOAD	39
14	OPEN TEXT COMMENTS	42
15	TAKING ACTION AND CONCLUSIONS	44
	ANNEX A: ADDITIONAL RESULTS	46

# 1 EXECUTIVE SUMMARY

- 1.1 In 2009, the Scottish Government participated for the first time in the Civil Service People Survey, a civil service-wide employee engagement survey led by the Cabinet Office. The aim of the survey was to provide a measure of engagement across the organisation and a comprehensive picture of how employees feel working in the Scottish Government and its Agencies and Non-Ministerial Departments.
- 1.2 A total of 6,096 responses were received from the Scottish Government and its Agencies and Non-Ministerial Departments. This represented a response rate of 74%. This is 12 percentage points higher than the response rate achieved in 2008. It is also higher, by 10 percentage points, than the overall Civil Service 2009 response rate.

## Employee Engagement

- 1.3 The survey included five questions designed to measure engagement with the organisation. Responses to these questions were used to calculate an employee engagement index score. The engagement index score for the Scottish Government and its Agencies/Non-Ministerial Departments was 60%. This was 2 percentage points above the Civil Service benchmark but 3 percentage points below the high performance benchmark.
- 1.4 Statistical analysis, called Key Driver Analysis, was carried out to identify the types of questions that were having the most impact on employee engagement. The strongest key driver of employee engagement was leadership and managing change. This was followed by my work, inclusion and fair treatment, organisational objectives and purpose and learning and development. The final theme identified as a key driver was pay and benefits.

## High performing key drivers of engagement

- 1.5 One of the most influential driver, **my work**, was an area of strength with many staff positive towards their work and a consistent performance against the benchmarks. One area to be closely monitored, however, is how involved staff feel in decision making about their work.
- 1.6 **Inclusion and fair treatment** also received a high positive response and performed well against the benchmarks. Staff with a disability/long standing illness provide a cause for concern as they were significantly less positive on this theme compared with other staff.
- 1.7 **Organisational objectives and purpose** was an area of strength despite it performing below the high performance benchmark. The great majority of staff had a clear understanding of the organisation's objectives, purpose and how their work contributes to the organisational objectives.

## Poor performing key drivers of engagement

- 1.8 As well as being the driver with the strongest impact on engagement, **leadership and managing change** was identified as an area for improvement. Low proportions of staff were positive in response to the questions in this theme, particularly regarding the Strategic Board (Management Boards in Agencies) and the results performed poorly compared with the high performance benchmark.
- 1.9 **Learning and development** performed well compared to the benchmarking measures. However, high proportions of staff were either neutral or negative about the learning and development opportunities offered to them and their career development.
- 1.10 **Pay and benefits** was also a key driver identified as an area for improvement. There were strong levels of dissatisfaction among staff with regards to pay and benefits. The results were below those of the high performance benchmark.

## Other findings – key strengths and opportunities for improvement

- 1.11 **Line management** was not a key driver of engagement. However, staff were generally positive about their line manager and the motivation and support they receive making this an area of strength. That said, some staff were neutral or negative regarding the feedback process and how poor performance is dealt with.
- 1.12 **Teamwork** was another area of strength with respondents showing high levels of satisfaction regarding the people in their team and how they work together.
- 1.13 The majority of staff answered positively when asked about **resources and workload**, making this another area of strength. However, staff were slightly less positive about their workload than resources, meaning this is an area to watch.

## Conclusions

- 1.14 The high response rate to the survey shows a commitment to the process of gathering staff feedback in this way and staff will now look for quick action to be taken on the back of the results. There is a more positive outlook among staff regarding whether they believe there will be action in response to the findings of the survey compared with previous years and it will be important to build on this enthusiasm and belief among staff. Communication of any action taken in response to the survey and what it has achieved will be key to ensuring success and improving engagement levels.

## 2 INTRODUCTION AND METHODOLOGY

- 2.1 The Scottish Government has undertaken an annual survey amongst staff employed within the organisation, its Agencies and Non-Ministerial departments since 2000. The staff survey was originally set up as part of an initiative to find out how the organisation was adjusting to the ongoing changes brought about by devolution. The purpose was to seek to establish a regular, systematic mechanism through which staff could input their views, feed into the planning process, and alert management to areas requiring attention, while enabling any changes to be monitored over the period covered.
- 2.2 In 2005, a review of the survey was conducted in order to address a declining response rate. The result of the review was a 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.
- 2.3 In 2009, the Scottish Government participated for the first time in the Civil Service People Survey, a civil service-wide employee engagement survey led by the Cabinet Office. The aim of the survey was to provide a measure of engagement across the organisation and a comprehensive picture of how employees feel working in the Scottish Government and its Agencies and Non-Ministerial Departments.

### Employee Engagement – MacLeod Review

- 2.4 The UK Government commissioned a report by David Macleod and Nita Clarke in 2009, titled ‘Engaging for Success: enhancing performance through employee engagement’.<sup>1</sup> One of the aims of the report was to examine whether a wider take up of engagement approaches could impact positively on UK competitiveness and performance, and meet the challenges of increased global competition. The review concluded this was the case. It identified many examples of companies and organisations where performance and profitability have been transformed by employee engagement and cited many studies which show a clear correlation between engagement and performance – and most importantly between improving engagement and improving performance.
- 2.5 The review argues that it is most helpful to see employee engagement as a workplace approach designed to ensure that employees are committed to their organisation’s goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being. Engaged organisations have strong and authentic values, with clear evidence of trust and fairness based on mutual respect, where two way promises and commitments – between employers and staff – are understood, and are fulfilled.

### Employee Engagement Programme

- 2.6 The Employee Engagement Programme (EEP) is tasked with embedding employee engagement throughout the Civil Service. The programme’s core

---

<sup>1</sup> <http://www.berr.gov.uk/files/file52215.pdf>

objectives are to improve the performance and well-being of Civil Servants, their experience of work and continuously improve the quality of Civil Service leadership. The team is based in the Cabinet Office.

- 2.7 To measure employee engagement, the Cabinet Office co-ordinated a single Civil Service-wide employee survey. This was the largest employee engagement survey ever conducted in the UK, open to over half a million civil servants across 96 departments and agencies. There were two main benefits to conducting a Civil Service-wide survey. First, it was felt this would provide more value for money than individual departments conducting their own surveys. Second, it allowed departments/agencies to more accurately compare themselves with similar departments and provide wider opportunities to share experiences and learn from each other.

### **Scottish Government context**

- 2.8 Towards the end of 2009, the Scottish Government conducted an internal review, Shaping Up, to look at the effectiveness of the organisation. The report was published in January 2010<sup>2</sup> and highlighted a need for an increase in pace and greater consistency in continuous improvement across the organisation. The recommendations in the report were designed to help achieve this.
- 2.9 Alongside and to help implement Shaping Up, the Permanent Secretary initiated a third Capability Review, the previous two reviews having been carried out in 2006 and 2007 respectively. This involved a small independent review team examining the Shaping Up recommendations and plans for implementation and assessing the capacity of the organisation to deliver them. The external review team visited in February 2010 and the results will be reported in due course.
- 2.10 The Scottish Government plans to consider the results of these two reviews in conjunction with the results of the People Survey to enable a fuller picture of the organisation's progress and performance in different areas.

### **Methodology**

#### ***Questionnaire***

- 2.11 The Cabinet Office Employee Engagement Programme Team undertook the design of the questionnaire for the People Survey with input from a working group comprised of analysts from various departments. The Cabinet Office team also consulted with survey managers in each department.
- 2.12 The focus of the questionnaire was employee engagement. Literature reviews and analysis from a pilot survey run with 11 government departments in 2008 were used to revise the questionnaire and ensure the questionnaire only included themes relevant to engagement. The final themes included in the questionnaire were:

---

<sup>2</sup> <http://www.scotland.gov.uk/Publications/2010/01/shapingupreport>



- The work itself
- Clear objectives and purpose
- Line manager effectiveness
- Recognition, review and feedback
- Teamwork
- Learning and career development
- Inclusion and fair treatment
- Workload and resources
- Pay and benefits
- Leadership and change management

2.13 The questionnaire also included the employee engagement index and questions on bullying and harassment. Although not related to employee engagement, sections of questions on data security, knowledge of the civil service code and plans for the future were also included. The results to these questions are included in an Annex to this report but do not form part of the wider reporting on employee engagement.

2.14 The Scottish Government has run annual employee engagement surveys since 2005 so the concept was not new to the organisation. However, although the general themes of the questionnaire remained the same, the questionnaire was substantially different from the questionnaire used previously by the Scottish Government with very few questions remaining comparable. This has led to a loss of trend data. Although this report makes some reference to the 2008 results, these are not intended to be reliable trend comparisons and are provided for information only.

### ***Fieldwork***

2.15 The online survey was made available to staff via a weblink hosted by Infogroup ORC International, the contractor responsible for the delivery of the survey. This was posted on the Scottish Government intranet from 7<sup>th</sup> October to 4<sup>th</sup> November and various intranet news articles prompting staff to complete the survey and updating on response rates were provided throughout the run of the survey.

2.16 A total of 6,096 responses were received from the Scottish Government and its Agencies and Non-Ministerial Departments. This represented a response rate of 74%. This is 12 percentage points higher than the response rate achieved in 2008. It is also higher, by 10 percentage points, than the overall Civil Service 2009 response rate.

### **Notes on interpreting this report**

#### ***Remit of the report***

2.17 This report presents the data from the Civil Service People Survey for the core Scottish Government and its Agencies and Non-Ministerial Departments. Each section shows the results for the core SG, Agencies and NMDs combined.

- 2.18 In 2009, survey included additional questions on data security, the civil service code, and ‘your plans for the future’. Results for these questions are included in the Annex.

*Explanation of the benchmarks*

- 2.19 Throughout the report, reference is made to how the Scottish Government results compare to the Civil Service benchmark and the High Performance Benchmark. The Civil Service benchmark score is the median score across all organisations that have taken part in the 2009 Civil Service People Survey. The High Performance benchmark is the top 24 scoring organisations that have taken part in the survey.

*% positive*

- 2.20 The total % positive is shown in the tables at the start of each chapter. This represents the proportion of respondents who ticked “agree” and “strongly agree” combined.

*Rounding*

- 2.21 Percentages are presented as whole numbers for ease of reading.

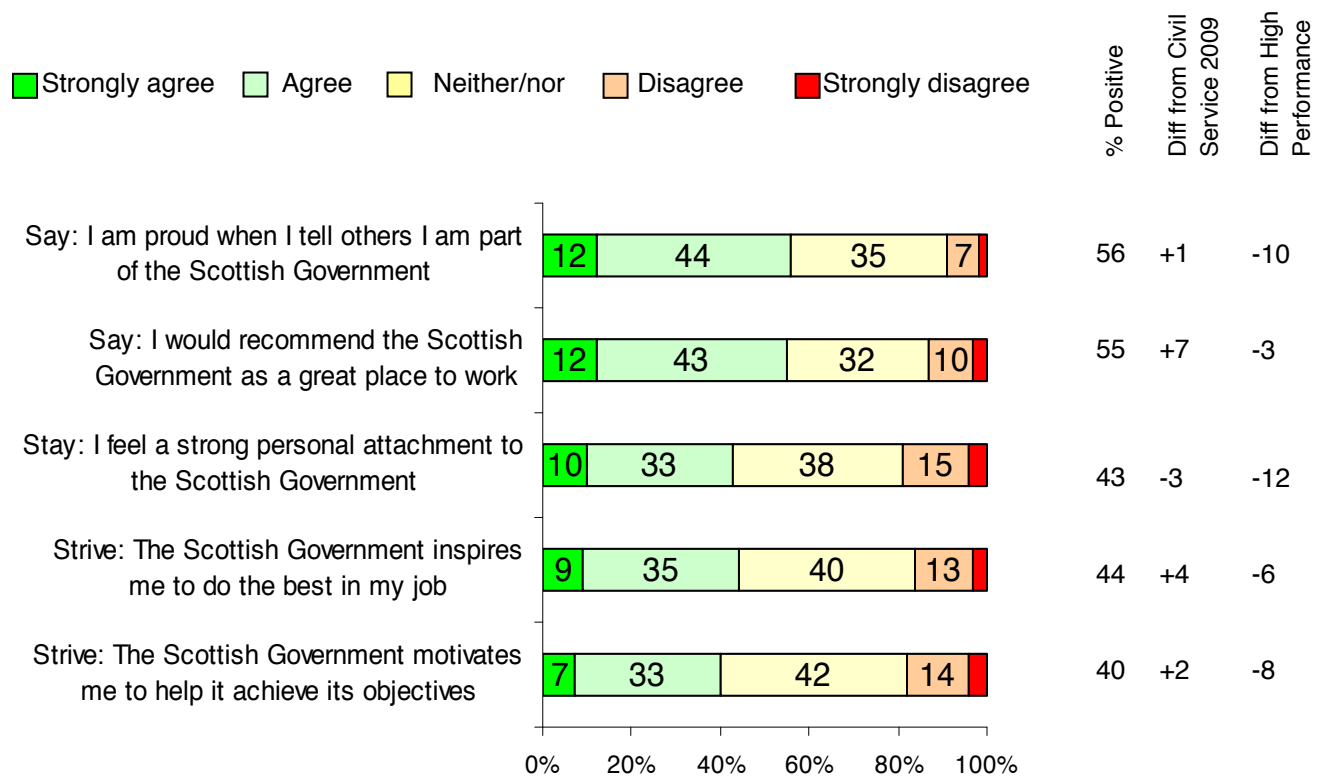
*Terminology*

- 2.22 Scottish Government (SG) is used to refer to the core Scottish Government, Agencies and Non-Ministerial Departments. When Agencies are mentioned, this also includes Non-Ministerial Departments.

### 3 EMPLOYEE ENGAGEMENT

- 3.1 Engagement goes beyond satisfaction or motivation and can be defined as employees' willingness and ability to invest their personal effort in the success of the organisation. Engaged employees have a sense of personal attachment to their work and organisation that means they want to give of their best to help the organisation move forward and succeed. They also are likely to speak positively about their organisation and have a keen desire to stay working for the organisation for the foreseeable future. The concept of employee engagement in the Civil Service People Survey was framed in terms of the '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?
- 3.2 Research across private and public sector has found strong links that an engaged workforce will have a positive effect on the organisation's performance which result in greater productivity, increased profitability and higher levels of customer/stakeholder satisfaction. So essentially engaged employees drive high performance in organisations.
- 3.3 The survey included five questions designed to measure engagement with the organisation. Responses to these questions were used to calculate an employee engagement index score. The index score represents the level of engagement on a scale of 0 to 100 where 0 on the index would represent all respondents saying they strongly disagree to all five engagement index questions and 100 would represent all respondents saying they strongly agree to all five engagement index questions.
- 3.4 The engagement index score for the Scottish Government and its Agencies/Non-Ministerial Departments was 60%. This was 2 percentage points above the Civil Service benchmark but 3 percentage points below the high performance benchmark.
- 3.5 It was not possible to compare this score with the 2008 index as there have been substantial changes to the questions asked and also the way in which the index score was calculated.
- 3.6 Figure 3.1 shows the breakdown of the engagement index into the component questions. The highest percentages were positive in relation to the "say" questions. However, less than half agreed with the stay question and the two strive questions. There were also high levels of neutral and negative responses to each questions. While performance was consistent with the Civil Service benchmark, results were less positive when compared with the high performance benchmark.

**Figure 3.1 Employee engagement index**



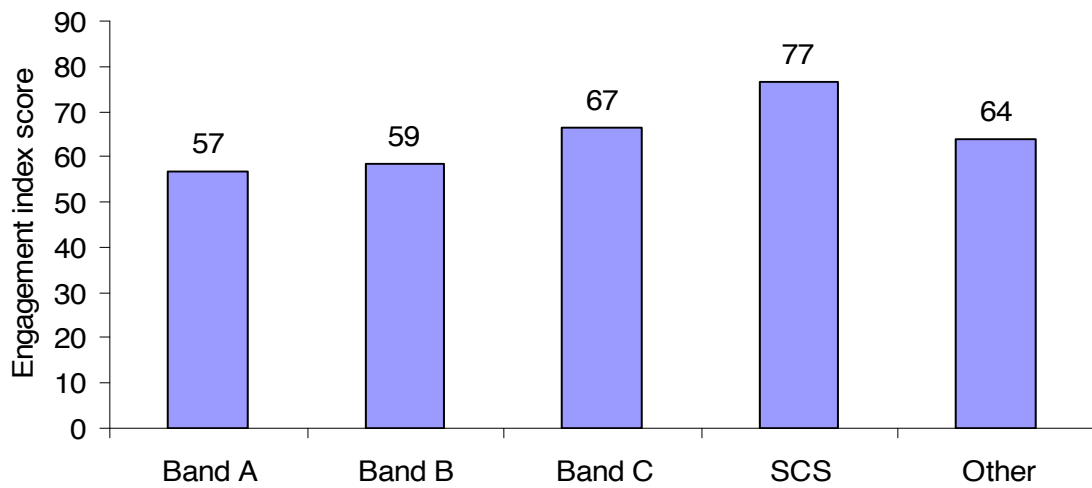
3.7 Looking at the engagement index scores by pay grade (Figure 3.2) reveals that staff in band A had the lowest scores. They were closely followed by band B and C while SCS had the highest level of engagement. This pattern of increased engagement levels by seniority was observed across the whole civil service.

3.8 As in previous years, band A and B are the obvious focus for action. However, the level of engagement among band C members of staff was significantly below that of the SCS which is also a finding that may require further attention. C band staff make up a significant proportion of the workforce and tend to be team leaders responsible for cascading communications to Bands A and B staff. A proportion of such staff are potentially also the leaders of the future.

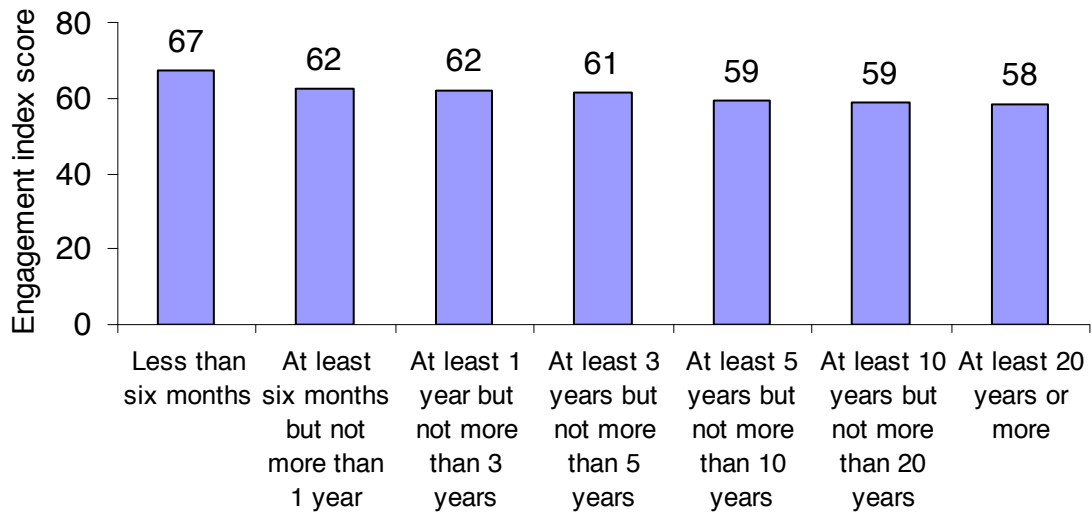
3.9 Length of service also had a significant impact on engagement scores. Figure 3.3 shows that those who had worked for the Civil Service longer tended to have lower engagement scores.

3.10 Even though the engagement index score is in line with the Civil Service benchmark, the SG should be looking to improve on these measures to achieve an index score that is within the range of the high performance benchmark. In order to improve engagement scores, it is first important to understand what is driving engagement as these will be the areas for action. This is covered in the next chapter.

**Figure 3.2: Engagement levels by band**



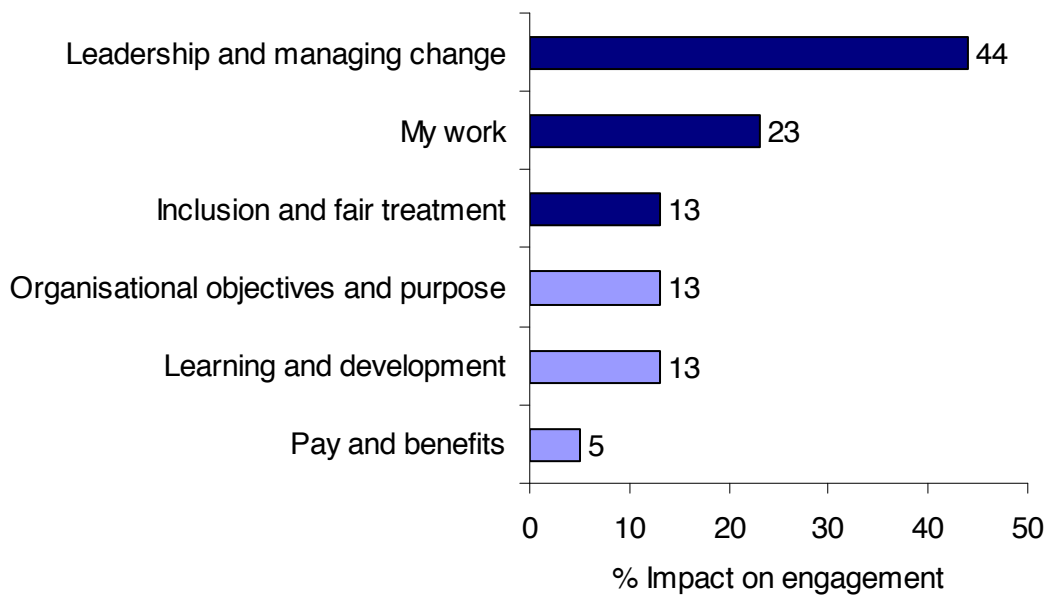
**Figure 3.3: Engagement levels by length of service in the Civil Service**



## 4 KEY DRIVERS OF EMPLOYEE ENGAGEMENT

- 4.1 Statistical analysis, called Key Driver Analysis, was carried out to identify the types of questions that were having the most impact on employee engagement. The first stage of this analysis was to look at responses to the questions and identify which questions were related to each other. This resulted in themes of questions being identified.
- 4.2 A statistical technique, stepwise regression, was then used to identify which of the themes influence engagement levels. The themes which were identified as having an impact on engagement are the *key drivers*. Key drivers can be both areas of strength and areas of improvement and can have both positive and negative impacts on engagement. While improvements in perceptions of the key driver themes will improve engagement levels, a worsening of perceptions of the key driver themes will have a negative effect on engagement levels.
- 4.3 Figure 4.1 below shows the themes which drive engagement in the SG in order of importance. The bar shows the amount of impact this theme is having on engagement and gives an idea of the relative importance of the individual themes. For example, a theme with a 40% impact rating is twice as important as a theme with a 20% impact rating. The top three drivers are the most important and should be the focus for action.

**Figure 4.1: Key drivers of engagement**



- 4.4 Leadership and managing change was the top driver of engagement accounting for 44% of the impact. This was almost twice as much impact as the next driver, my work. Inclusion and fair treatment was also in the top three but it had the same level of impact as organisational objectives and purpose and

learning and development.<sup>3</sup> The final theme with an impact on engagement was pay and benefits.

- 4.5 Leadership and managing change was a top three key driver in all 96 organisations taking part in this survey and therefore a key area for the civil service overall. It also came up in the SG 2008 survey as a key driver of engagement. Leadership forms a key part of Capability Reviews within the Civil Service and was also the basis for many of the recommendations in the recent Shaping Up review.<sup>4</sup> Based on the importance of this theme, if leadership and managing change are the main focus for action in response to the survey results, the SG should expect to see some level of increased engagement in the next survey.

---

<sup>3</sup> Three of the key drivers had an impact of 13%. These have been ranked in order before rounding of figures took place.

<sup>4</sup> <http://www.scotland.gov.uk/Publications/2010/01/shapingupreport>

## 5 LEADERSHIP AND CHANGE MANAGEMENT

5.1 Leadership and change management was identified as a key driver of engagement which was almost twice as important as any other driver of engagement. This chapter explains the findings on leadership and change management in more depth.

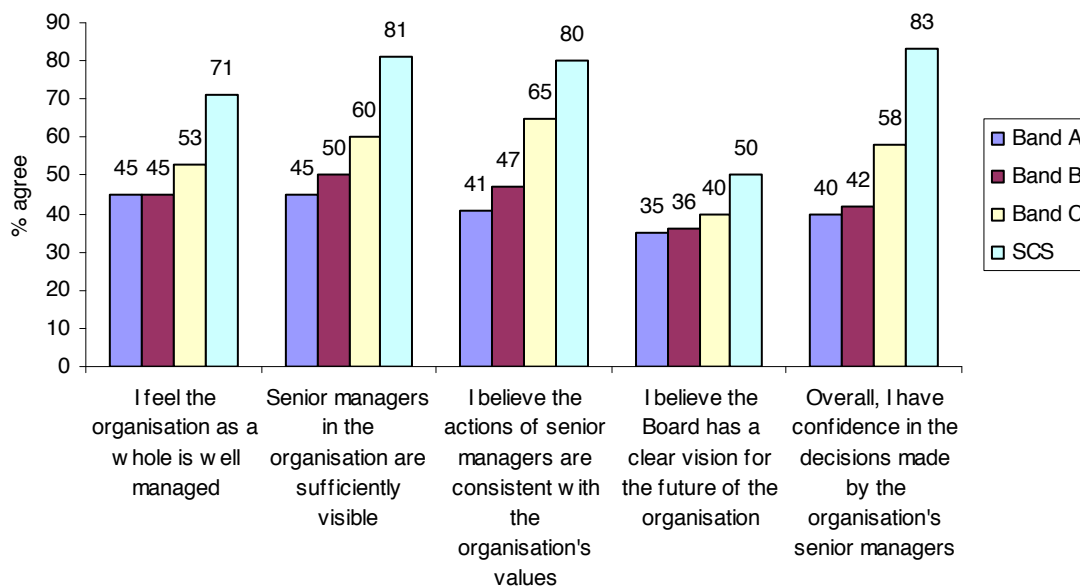
**Figure 5.1: Leadership and Change Management**





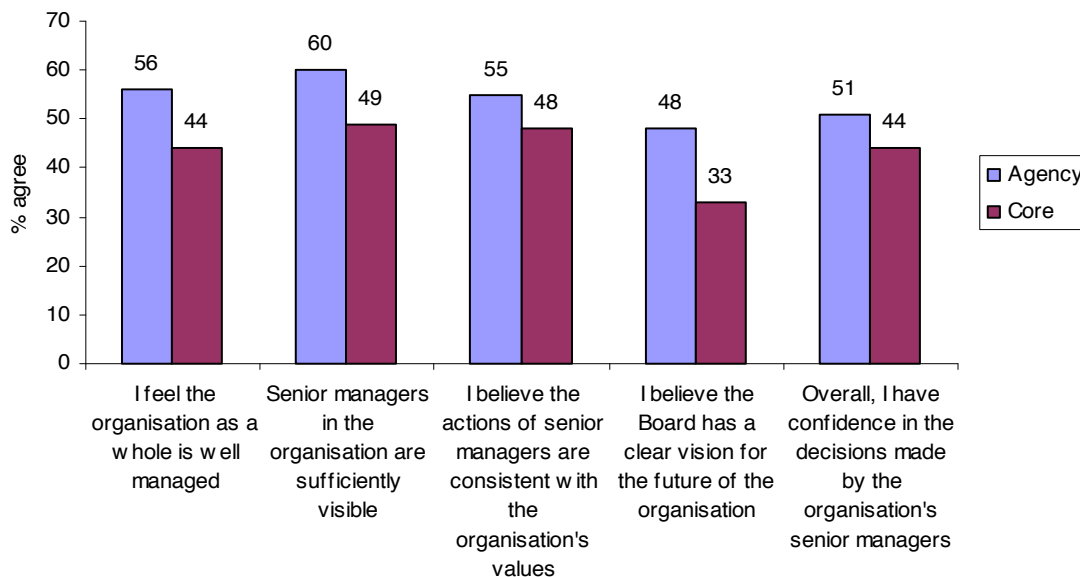
- 5.2 Figure 5.1 displays the results for the survey questions for leadership and change management. The results suggest that views of senior management and particularly the Strategic Board (Management Boards for Agencies) were variable. Compared to the Civil Service benchmark, results were fairly positive but each question fell below the high performance benchmark.
- 5.3 Just under half (47%) of respondents agreed that the organisation as a whole is well managed, while just over half (52%) agreed that the visibility of senior managers in the organisation is sufficient. A similar number (50%) agreed that the actions of senior managers are consistent with the organisation's values. However, fewer than four in ten (36%) agreed that the Board has a clear vision for the future of the organisation. Finally, less than half (45%) of respondents agreed that they have confidence in the decisions made by the organisation's senior managers.
- 5.4 These questions were characterised by quite high levels of neutral responses and in some cases (e.g. senior managers as sufficiently visible) high levels of negative responses. Determining why certain staff were not positive in their views, perhaps through discussions at a local level will be important in determining the best way to improve perceptions of senior management.
- 5.5 With regards to change management, levels of satisfaction were quite low amongst staff with fewer than a third agreeing with the statements 'When changes are made in the organisation they are usually for the better' and 'I feel that change is managed well in the organisation' (28% and 32% respectively).
- 5.6 Views on upwards/sideways communication were also quite negative. Just over four in ten (42%) agreed that it was safe to challenge the way things are done in the organisation. Slightly fewer (37%) agreed with the statement 'I have the opportunity to contribute my views before decisions are made that affect me'. Views on downwards communication were more positive with 62% agreeing that the organisation keeps them informed about matters that affect them. These results seem to suggest that communication may not be working as an effective two-way process.
- 5.7 Like the findings on leadership, views on change management were slightly above the civil service benchmark but some way below the high performance benchmark. This, coupled with the high level of neutral and negative responses, makes it an area for improvement. A starting point may be to consider communication and the effectiveness of communicating the reasons behind change. This may help explain why staff were uncertain around changes being made for the better.
- 5.8 Figure 5.2 shows the results for leadership by pay band. Unsurprisingly, those in higher grades were more likely to express satisfaction with leadership compared with those in lower grades. In some instances these differences can be quite striking. For instance, 40% of band A staff agreed with the statement 'overall, I have confidence in the decisions made by the organisations senior managers', compared with 83% of SCS. However, only half of SCS agreed with the statement 'I believe the Board has a clear vision for the future of the organisation, while 15% disagreed and 35% were neutral.

**Figure 5.2: Leadership by Band**



5.9 Figure 5.3 below shows the results for leadership for SG Core staff and SG Agency staff. For all of the statements those staff based in Agencies were more likely to express positive views concerning leadership in the organisation. The largest difference was observed in relation to the question on the Board having a clear vision for the future.

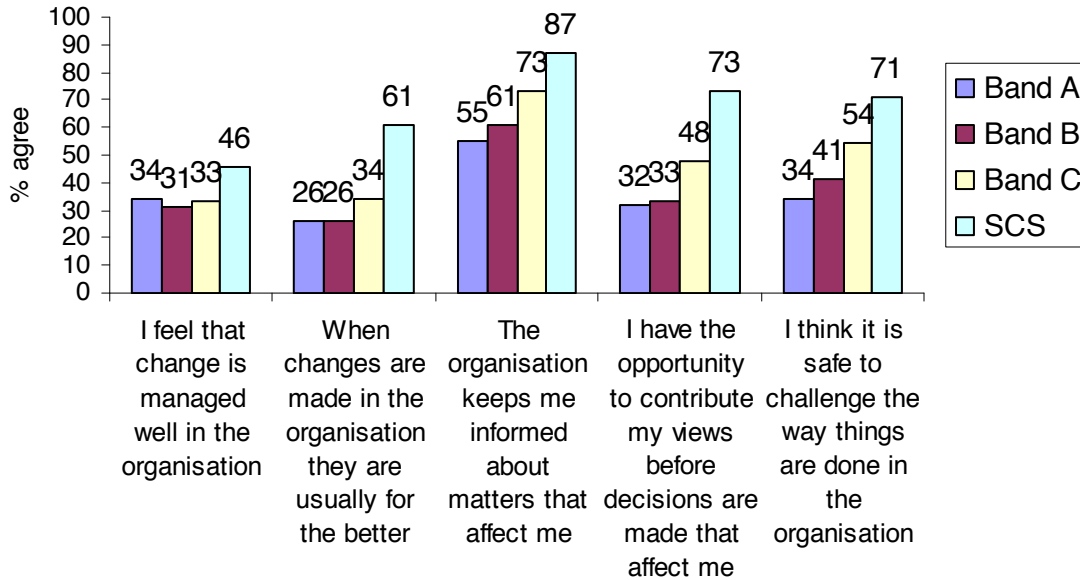
**Figure 5.3: Leadership by Core/Agency**



5.10 Figure 5.4 shows the results on change management split by pay band. Again, the general pattern was for an increase in positive responses by seniority. There was little difference between bands A and B staff. SCS staff were the most likely to feel that they have the opportunity to contribute their views before

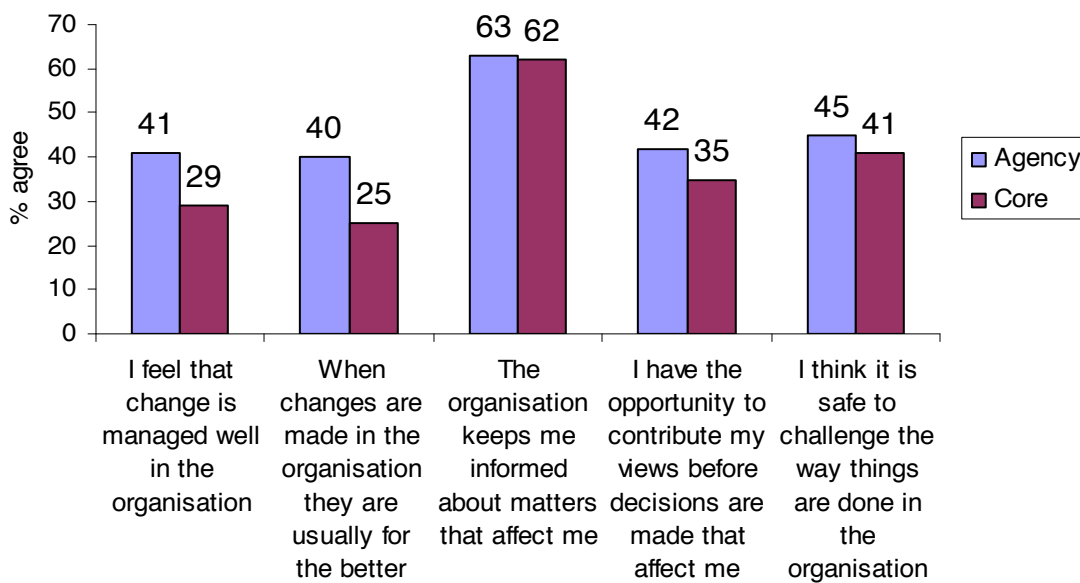
decisions are made. More than twice the proportion of SCS (73%) agreed with this compared with band A and B (32% and 33% respectively).

**Figure 5.4: Change Management by Band**



5.11 As with leadership, Agency staff were more positive about change management than Core staff. It is possible this pattern may reflect the relative size of the Core SG vs. individual Agencies (i.e. the Core is much larger than the individual Agencies) and the different challenges experienced by the types of organisation for both leadership and change management.

**Figure 5.5: Change Management by Core/Agency**



5.12 There were a number of questions on leadership and change management included in the 2008 survey (see table 5.1). While direct comparisons are not possible, we can observe a similar differentiation between views of senior managers and views of Strategic/Management Boards, where perceptions of Strategic/Management Boards were more negative than senior managers in both 2008 and 2009. Views were less positive in 2009 regarding visibility of senior managers (51% compared with 60%) and also challenging the ways things are done in the SG (42% compared with 51%). However, slightly more agreed that the SG is well managed in 2009 compared with 2008 (47% compared with 41%).

**Table 5.1 Leadership and change management in 2008**

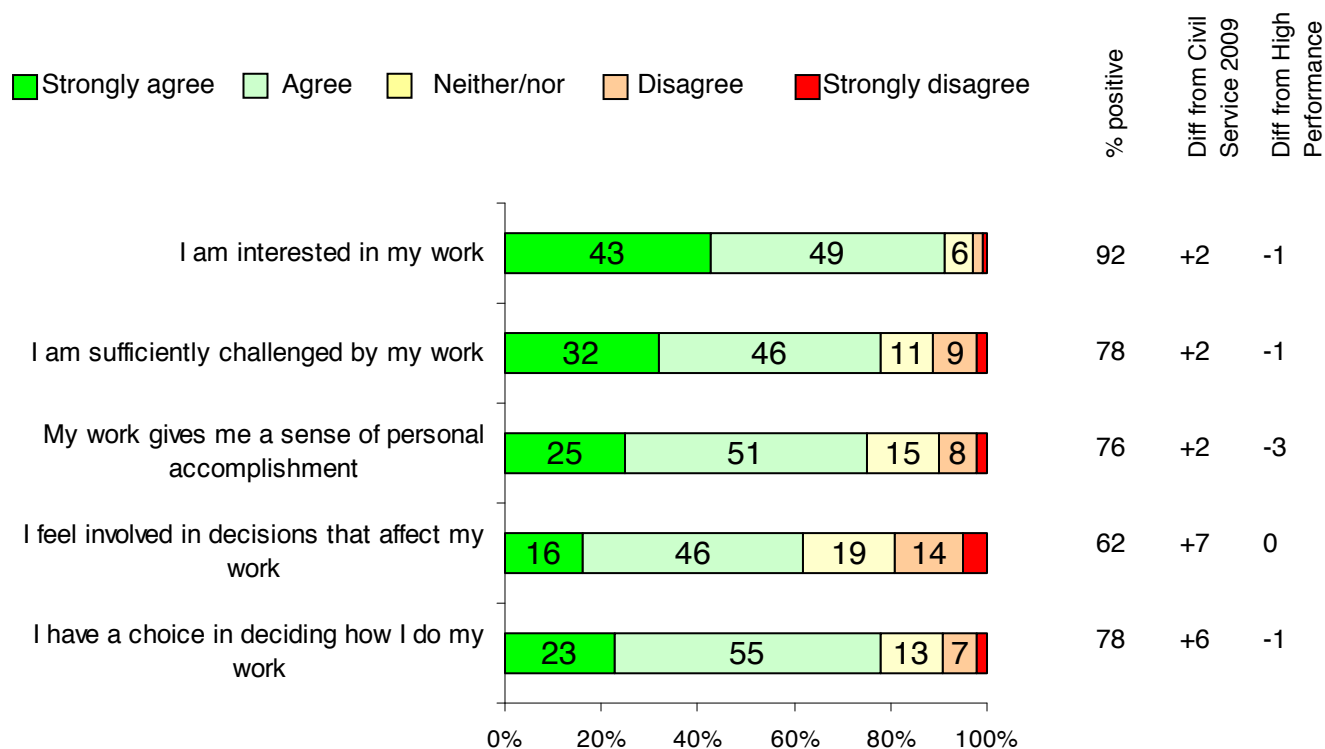
	% positive	Diff from Central Govt benchmark
The Scottish Government is well managed*	41	+9
Senior managers in my Directorate are sufficiently visible*	60	
Strategic Board communicates a clear vision of where the Scottish Government is heading*	31	
Overall, I have confidence in the senior managers in my Directorate*	56	
Strategic Board collectively leads change and business improvement in the Scottish Government*	34	
Senior managers in my Directorate clearly explain the reasons behind major decisions*	42	
I think it is safe to speak up and challenge the way things are done in the Scottish Government*	51	+5

\*Slightly different question wording was used for Agency staff.

## 6 MY WORK

6.1 The second most important driver of employee engagement scores was ‘My work’. This theme includes questions on people’s day-to-day roles and how they feel about their work. Figure 6.1 shows the results for this theme.

**Figure 6.1: My Work**



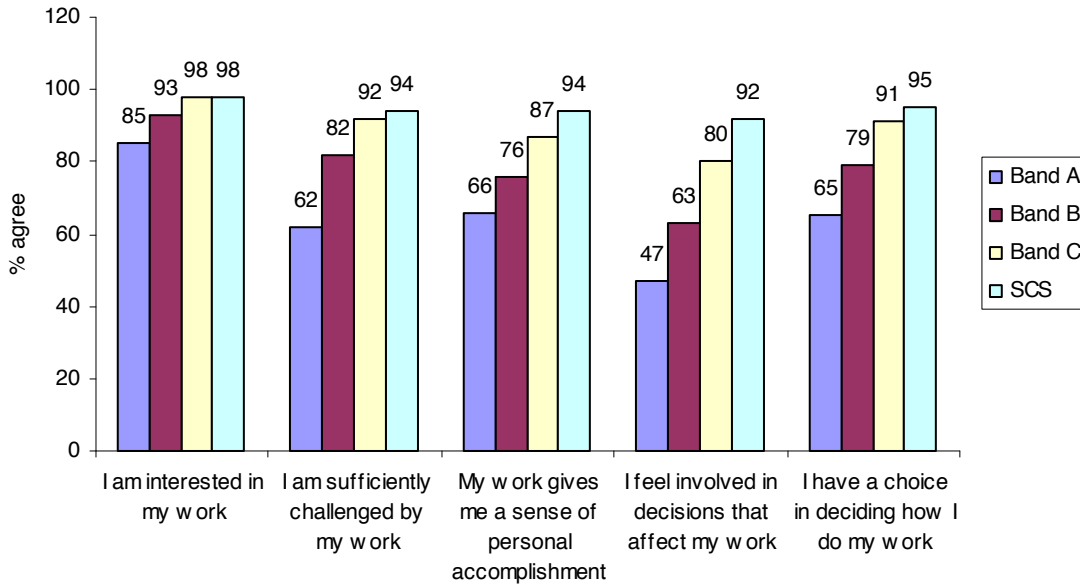
6.2 Overall, this was an area of strength for the SG with many staff positive in response to each of the questions. Just over nine in ten (92%) stated that they were interested in their work, 78% felt sufficiently challenged by their work, while 76% said that their work gives them a sense of personal accomplishment. The lowest positive response was with regards to feeling involved in decision that affect work (62% positive). Meanwhile, staff were more likely to agree with the statement ‘I have a choice in deciding how I do my work’ (78% positive). Performance was fairly consistent with both benchmarking measures for each question.

6.3 Although receiving the lowest positive response in this section, the proportion of staff who feel involved in the decisions that affect their work was larger than the proportion who agreed that they have the opportunity to contribute their views before decisions are made (see previous chapter on leadership and managing change). This suggests that if there is an issue with upwards communication in the SG then it may be related to corporate matters.

6.4 Looking at the results by band shows that positive responses increased with seniority. The largest difference was observed for ‘I feel involved in decisions that affect my work’. Less than half (47%) of band A staff agreed with this compared with almost all (92%) of SCS. The smallest difference was in relation

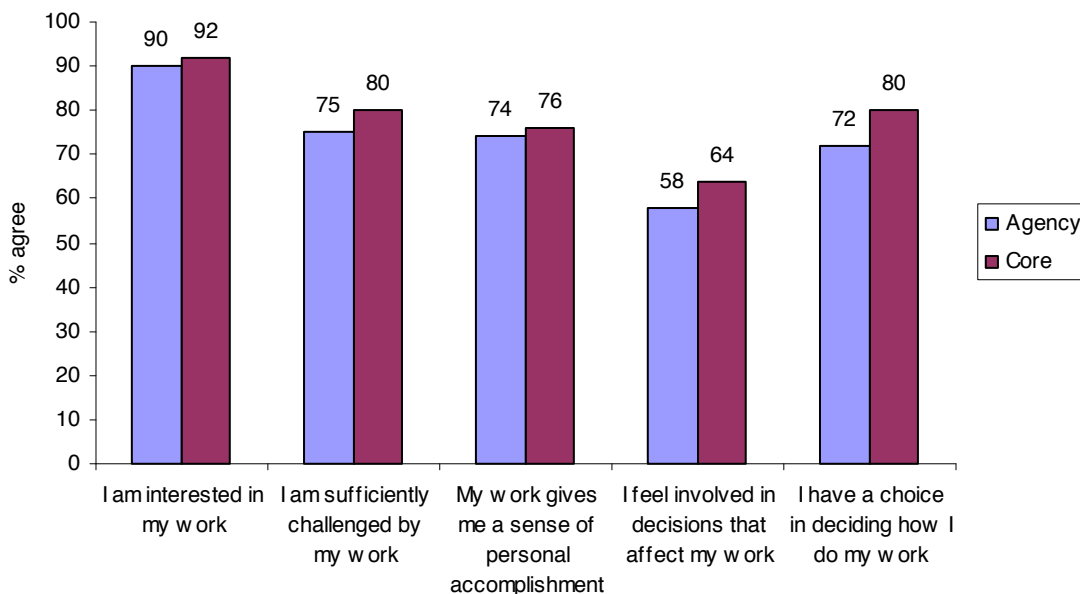
to being interested in work. The majority of all pay grades were positive when answering this question.

**Figure 6.2: My work by band**



6.5 There were very few differences observed between Core and Agency staff. That said, Agency staff were slightly less likely to agree they have a choice in deciding how to do their work than Core staff (72% compared with 80%) and that they feel involved in decisions affecting their work (58% compared with 64%).

**Figure 6.3 My work by Core/Agency**



6.6 There were two statements from the 2008 survey that can provide us with some measure of how the SG has progressed in this area (see table 6.1). In 2008, the proportion of staff (62%) who felt their work gave them a feeling of personal *achievement* was below the central government benchmark and was identified as a key driver of engagement. In 2009, a question measured feelings of *accomplishment*, with which significantly more staff agreed (76%). There was little difference between 2008 and 2009 with regards to feeling involved/being able to influence decisions that affect their job.

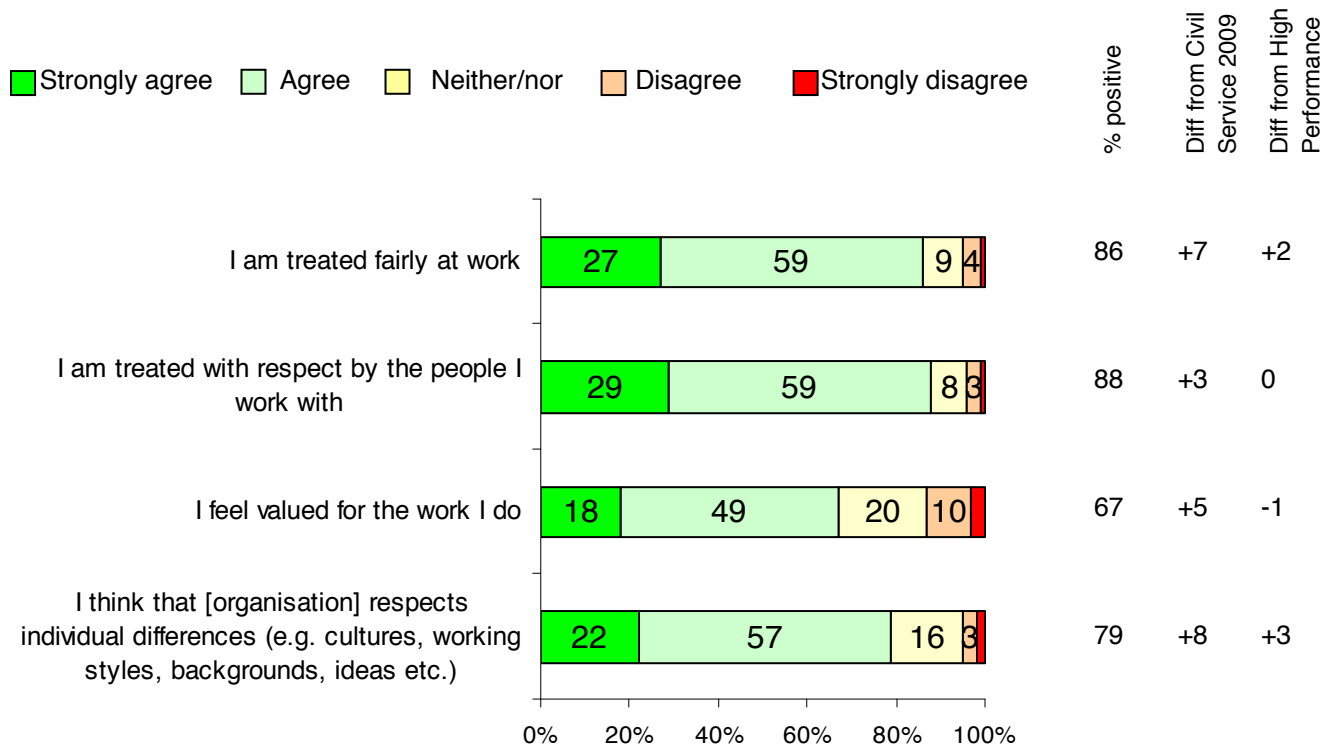
**Table 6.1: My work in 2008**

	% positive	Diff from Central Govt benchmark
My work gives me a feeling of personal achievement	62	-5
I feel I can influence decisions that affect my job	59	

## 7 INCLUSION AND FAIR TREATMENT

7.1 The survey included a number of questions on inclusion and fair treatment, the results of which are shown in the figure below. The key driver analysis found this to be one of the top three themes influencing engagement scores.

**Figure 7.1: Inclusion and fair treatment**



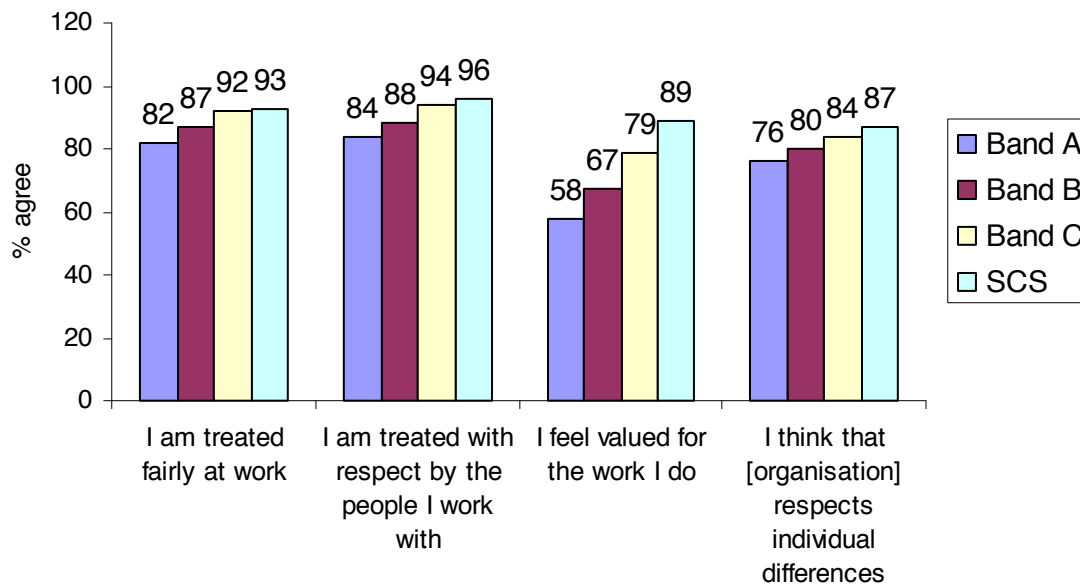
7.2 This is an area of strength for the Scottish Government, evidenced by a high percentage of people positive in response to the questions and a consistent performance against both the benchmarks. The great majority felt they are treated fairly (86%) and treated with respect (88%). Positively, 79% thought that the organisation respected individual differences. Slightly fewer (67%) felt valued for the work they do. While it is encouraging to see this was 5 percentage points above the civil service benchmark, it is worth noting that 20% were neutral and 13% were negative.

7.3 As this section concerns inclusion and fair treatment, we have conducted analysis by the different diversity groups. There was little difference by gender, ethnicity or religion. There were also few differences by age with the exception of the age group 16-19 who were slightly less positive than other age groups. Disabled staff views provide some cause for concern as this group were significantly less positive on each of the questions compared with staff who do not have a disability/long standing health condition. For example, 48% of disabled staff feel valued for the work they do, compared with 68% of other staff.



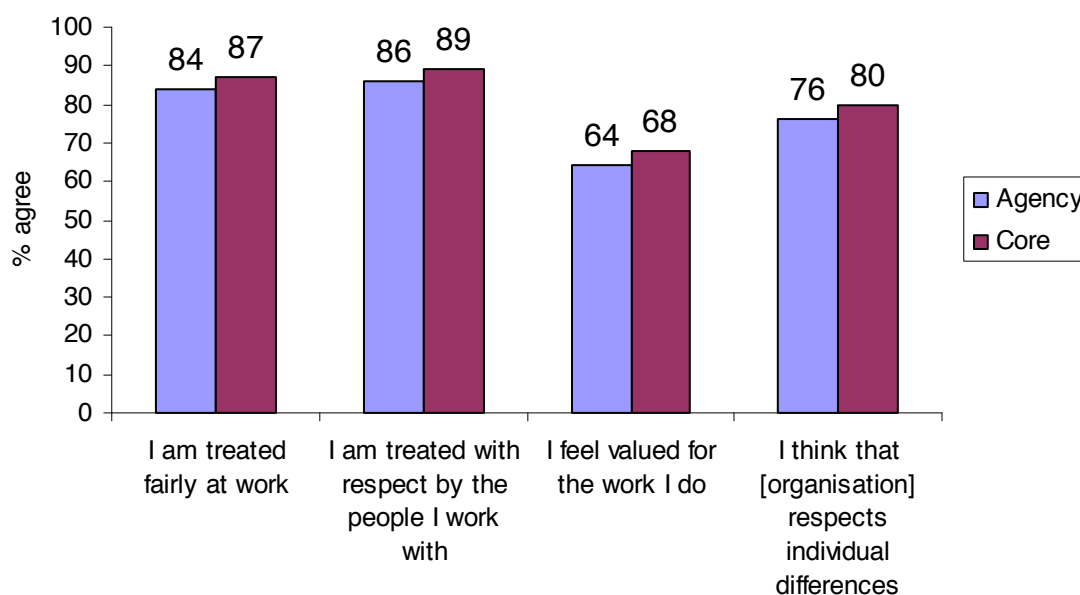
7.4 Figure 7.2 shows the results by band. The largest difference between the bands was in answer to the question about feeling valued. Band A staff were the least likely to be positive (58%), followed by band B (67%) and band C (79%), while SCS were the most positive (89%).

**Figure 7.2: Inclusion and fair treatment by band**



7.5 There is a general pattern that Agency staff are slightly less positive in response to these questions than Core SG staff (Figure 7.3). However, these differences are not more than a few percentage points and should not be considered as significant.

**Figure 7.3: Inclusion and fair treatment by Core/Agency**



7.6 The 2008 survey included a section on Work Culture which asked questions similar to those described here. Two of the questions from the 2008 survey are worth considering. One of the questions is exactly comparable, “I think the SG respects individual differences”, and this showed no significant difference between 2008 (78% positive) and 2009 (79% positive). The other relevant question concerns being valued but uses different wording from the 2009 question so is not directly comparable. However, looking at the performance against the benchmarks we can see that the differences were similar indicating that the Scottish Government’s performance on this measure has remained consistent between 2008 and 2009.

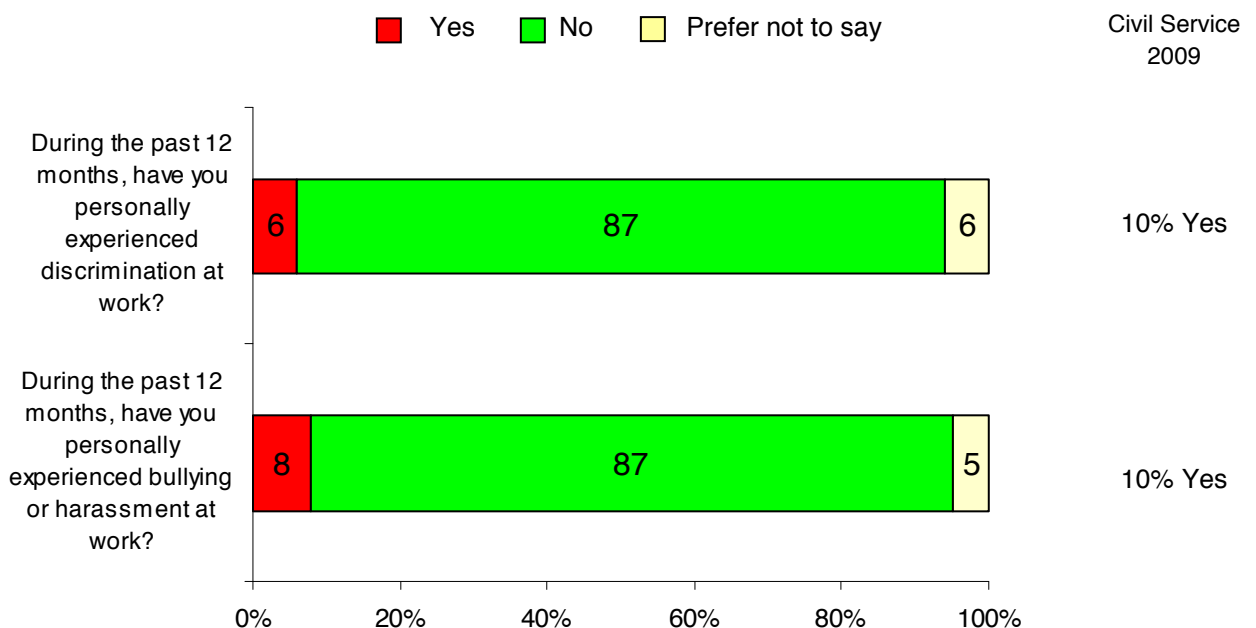
**Table 7.1: Inclusion and fair treatment in 2008**

	% positive	Diff from Central Govt benchmark
I think the Scottish Government respects individual differences (e.g. cultures, working styles, backgrounds and ideas)	78	+12
I believe I am valued for what I can offer the Scottish Government	52	+4

### Discrimination, bullying and harassment

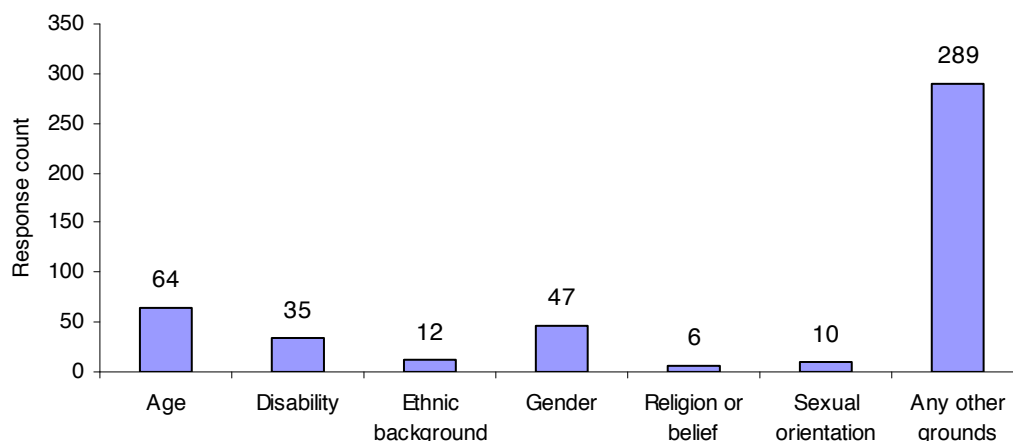
7.7 The survey included questions on whether staff had experienced discrimination, bullying or harassment in the past 12 months. Although responses to these questions were not included in the key driver analysis and do not relate to employee engagement, they are included in this chapter as they are relevant to the theme of inclusion and fair treatment.

**Figure 7.4: Discrimination, bullying and harassment**



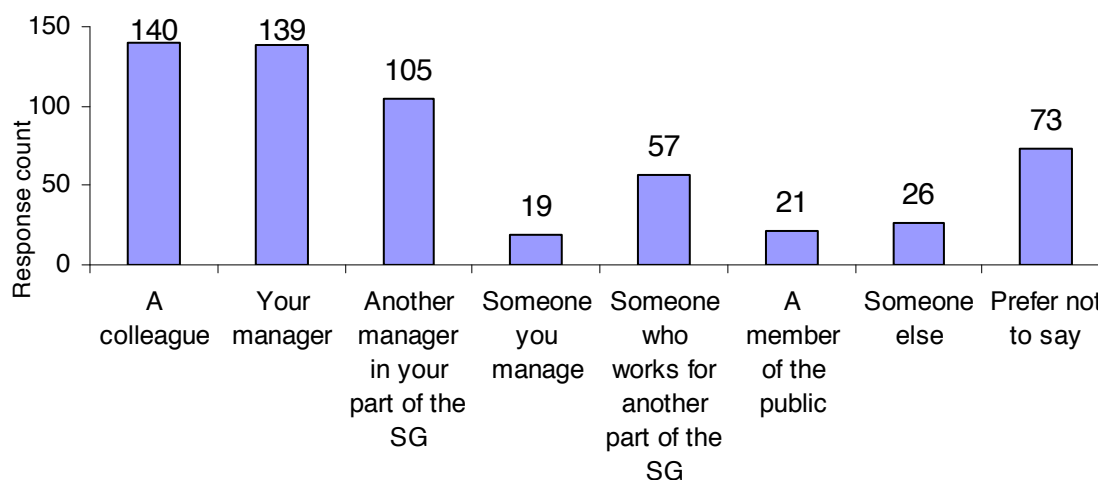
7.8 Six percent of staff said they had experienced discrimination. This is slightly less than the figure of 10% for the overall Civil Service. Those respondents who had experienced discrimination were asked “On which of the following grounds have you personally experienced discrimination in the past 12 months?”. In terms of equalities strands, the largest proportion felt discrimination had been on the basis of age. This was followed by gender and disability. However, most people (289) felt it had been on other grounds not relating to equalities strands.

**Figure 7.5: Grounds of experiencing discrimination**



7.9 Eight percent of staff felt they had personally experienced bullying or harassment at work. This was in line with the Civil Service figure of 10% although a zero tolerance approach to such behaviour should be taken. Most people said they had either been bullied/harassed by a colleague or their manager with a significant proportion saying it was by another manager in their part of the SG.

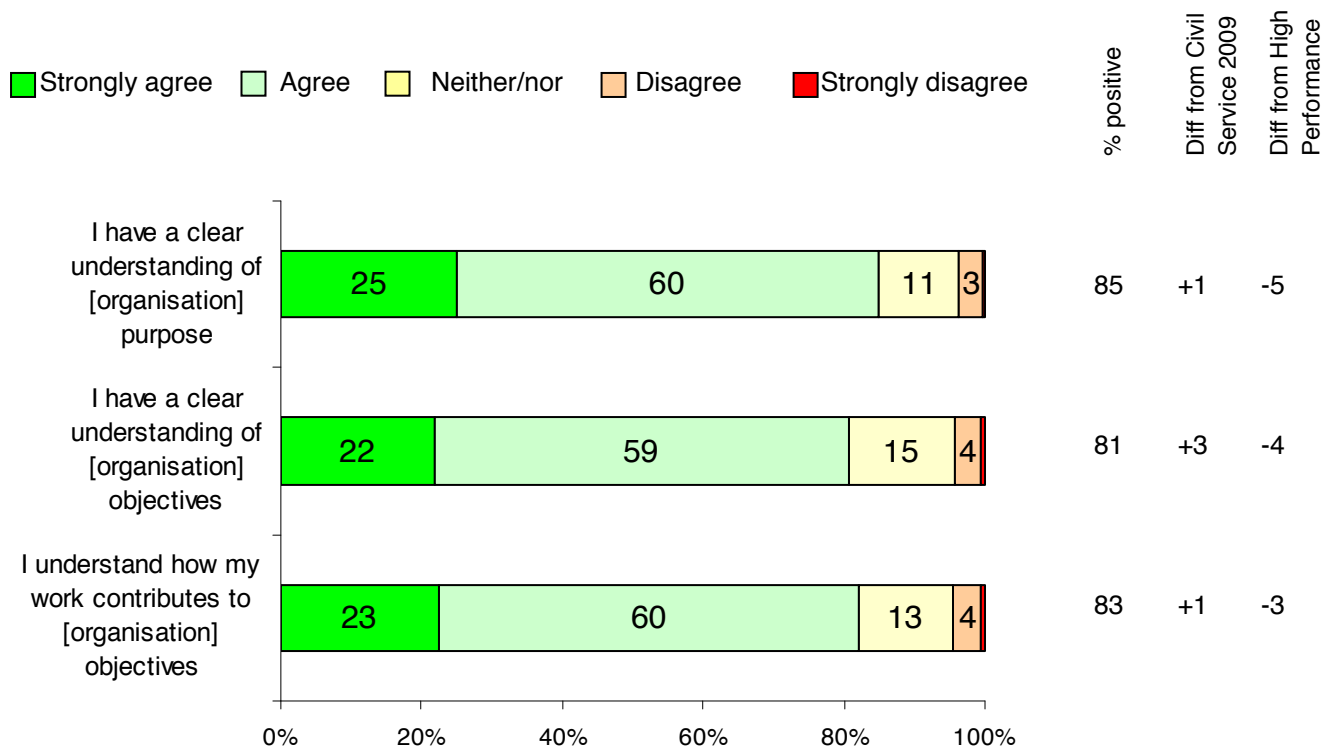
**Figure 7.6: Who were you bullied or harassed by?**



## 8 ORGANISATIONAL OBJECTIVES AND PURPOSE

8.1 The theme organisational objectives and purpose was identified as a key driver of engagement. In 2008, this was also a key driver, specifically the extent to which staff understood how their work contributed to the Purpose of the SG.

**Figure 8.1 Understanding of organisational objectives and purpose**



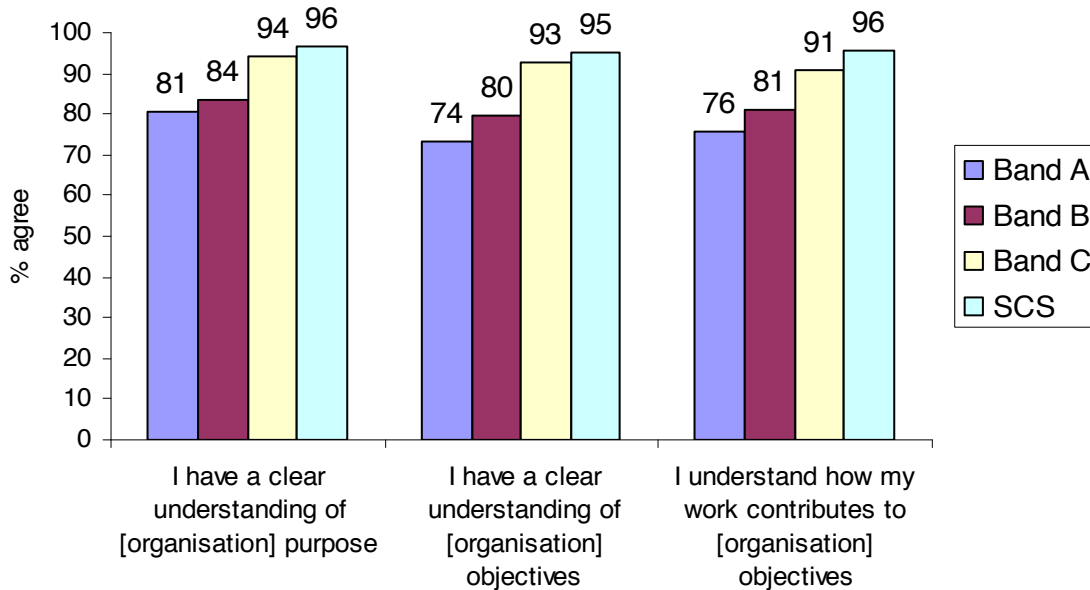
8.2 Employees were asked to indicate whether they had a clear understanding of the organisation’s purpose, objectives and to rate how much their work contributed to the organisation’s objectives (Figure 8.1). Over eight out of ten agreed with all three statements, which included 85% positively stating that they had a clear understanding of the organisation’s purpose. Compared to the Civil Service benchmark staff were slightly more positive in stating that they had a clear understanding of the organisation’s objectives. However, the Scottish Government performed below the high performance benchmark on all three questions indicating this may be an area for improvement.

8.3 When broken down by pay band, the percentage of staff who agreed that they had a good understanding of the organisation purpose and objectives increased according to seniority (Figure 8.2). Whilst almost all SCS respondents (96%) indicated that they had a clear understanding of the organisation’s purpose, this declined to around 8 in 10 (81%) of band A staff. There was an even wider difference between band A staff and SCS (21 percentage points) who indicated that they had a clear understanding of the organisation’s objectives.

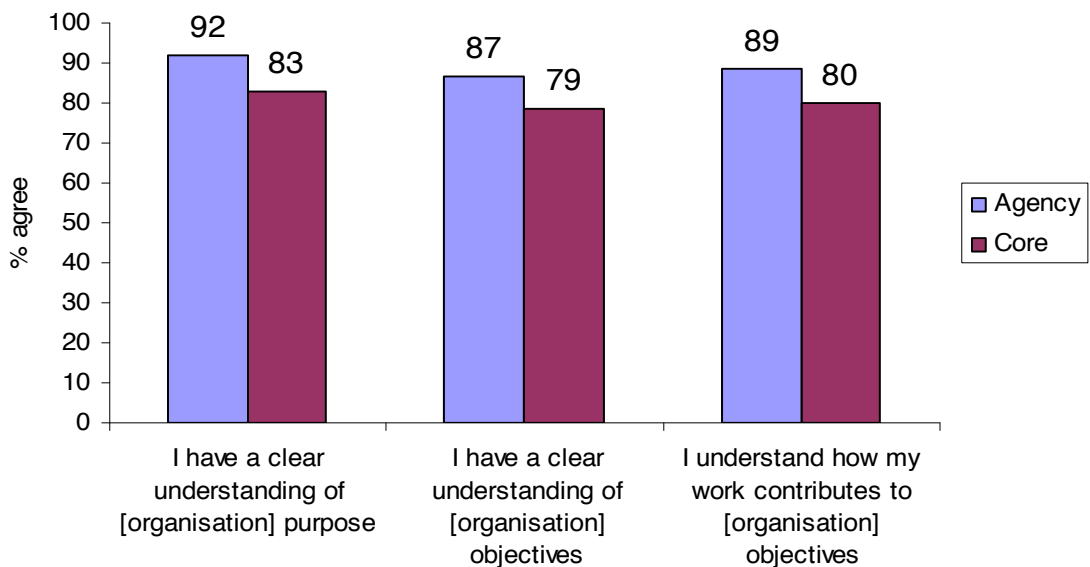
8.4 Figure 8.3 shows that Agency staff were significantly more likely to agree to these three statements compared with the SG Core. It is possible this is due to

the nature of work of the Core SG (i.e. delivering all aspects of government) compared to the relatively more clear-cut objectives of individual Agencies.

**Figure 8.2: Organisational objectives and purpose by band**



**Figure 8.3 Organisational objectives and purpose by Core/Agency**



8.5 The only comparable question from the 2008 survey relates to how work contributes to the Purpose of the Scottish Government. Like in 2009, just over 8 in 10 agreed with this statement. This suggests performance on this measure remains consistent between 2008 and 2009.

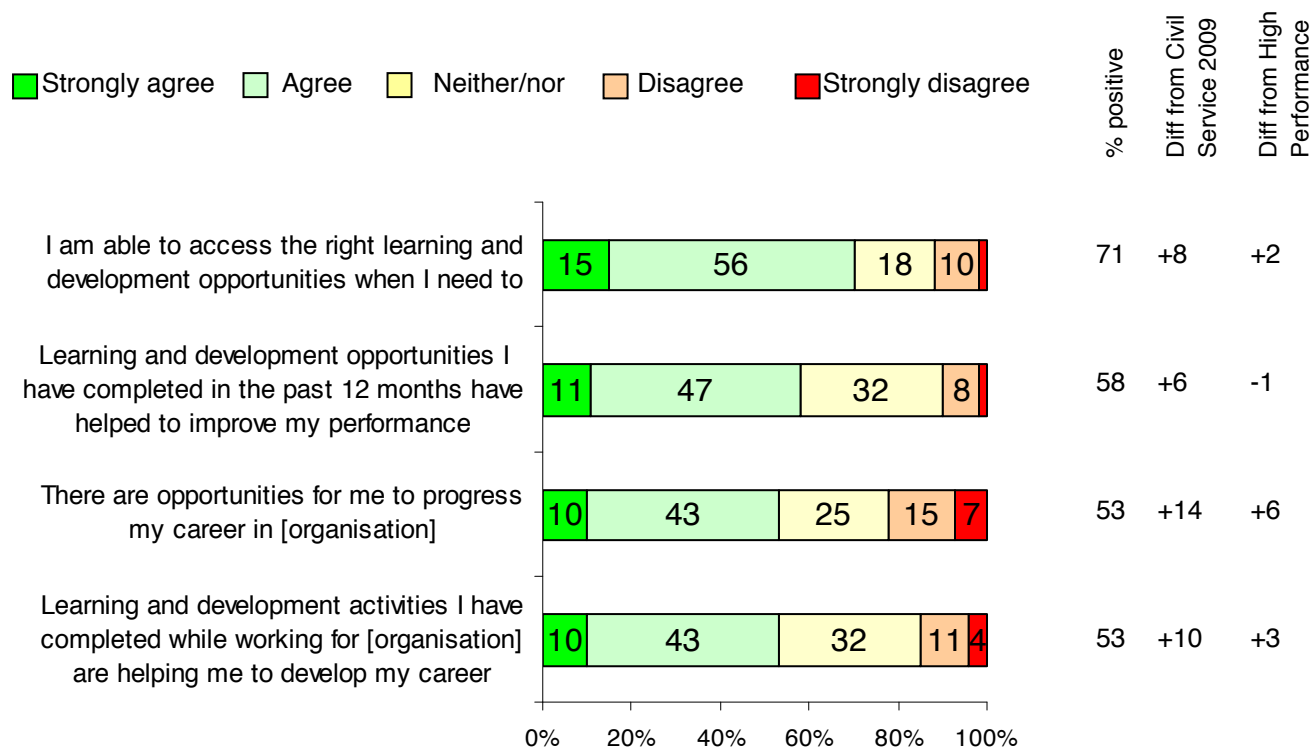
**Table 8.1: Organisational objectives and purpose in 2008**

	% positive	Diff from Central Govt benchmark
I understand how my work contributes to the Purpose of the Scottish Government	82	-1

## 9 LEARNING AND DEVELOPMENT

9.1 Figure 9.1 displays full results for the questions relating to learning and development. In 2008, learning and development was identified as a key driver of employee engagement, specifically that the Scottish Government was committed to the training and development of its staff. Again, this area has been highlighted as having a strong influence on engagement, indicating its importance for subsequent action.

**Figure 9.1: Learning and Development**



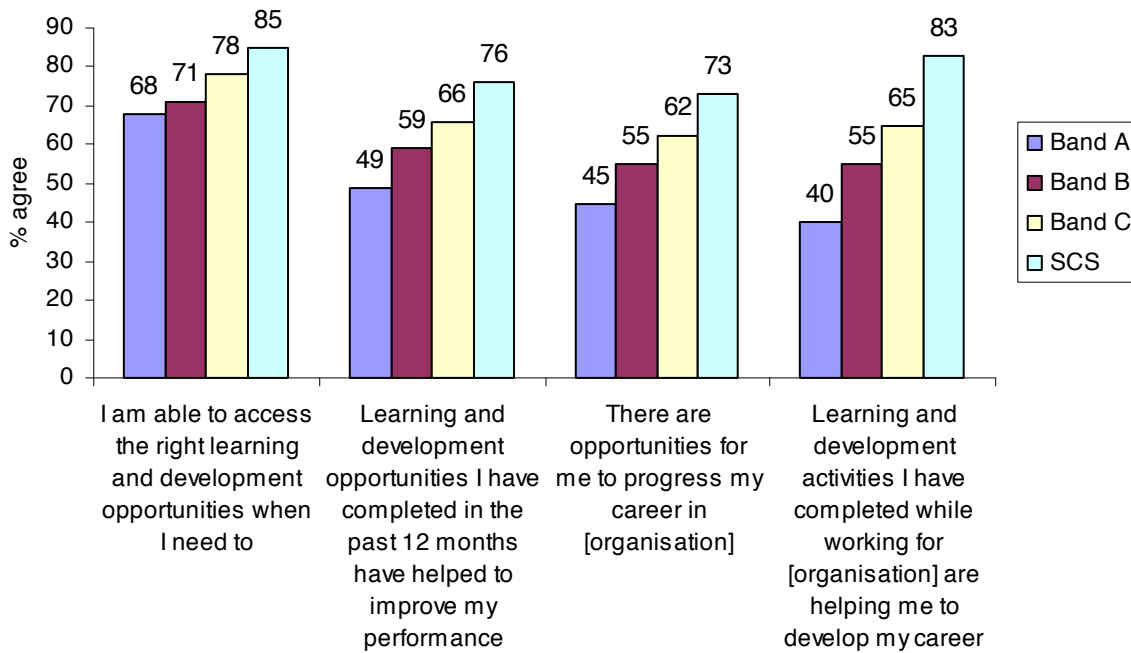
9.2 Overall, the majority were able to access learning and development opportunities (71%) but fewer felt these are helping improve their performance (58%) or their career (53%). Just over half (53%) felt there were opportunities to progress their career in the organisation.

9.3 These measures performed well against both benchmarks – particularly noteworthy is the proportion of staff who agreed there are opportunities for career progression. This was 14 percentage points higher than the Civil Service figure and 6 percentage points higher than the high performance benchmark. Despite the good performance against the benchmarks, there were quite high proportions of people who gave a neutral or negative response to all the questions indicating opportunities for improvement in this area.

9.4 Those in band A were the least likely to agree with these statements, with an upwards trend observed to SCS (see Figure 9.2). Particularly low proportions of band A and B agree that learning and development activities have improved

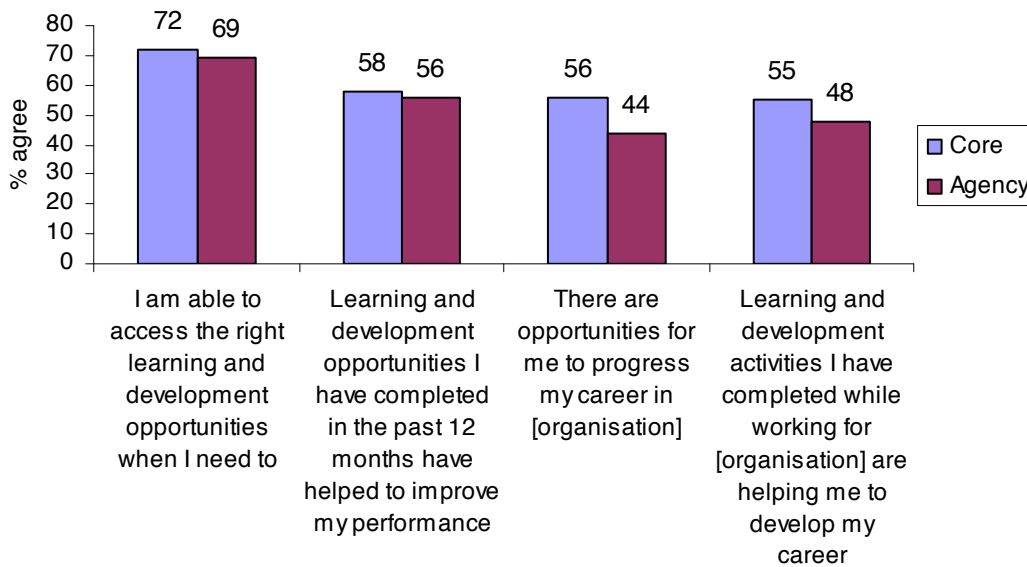
their performance, that there are opportunities to develop their career and that learning and development opportunities are helping to develop their career.

**Figure 9.2: Learning and development by band**



9.5 There was little difference by length of service, however, those who have worked for the organisation for longer periods of time were less likely to feel there are opportunities for them to develop their career.

**Figure 9.3: Learning and Development by Core/Agency**



9.6 As displayed in Figure 9.3, staff in the Core SG and staff in Agencies were equally positive regarding accessing opportunities and those opportunities improving their performance. However, there were some differences between

Core staff and Agency staff on the two questions relating to career development. This is most noticeable regarding opportunities for career development (56% of core staff positive compared with 44% of agency staff). This may be due to the way in which the question was asked of Agency staff as only the name of the Agency was specifically mentioned in the question (in 2008 the question asked about opportunities across the Scottish Government as a whole). Some staff may feel that to progress their career they would wish to move to other parts of the Scottish Government.

9.7 In 2008 learning and development was a key driver highlighted as an opportunity for improvement. The table below shows the results and it can be seen that similar proportions of people were positive against this theme as in 2009. Similar to 2009, the benchmarking figures show that the SG performs relatively well in this area compared to other organisations.

**Table 9.1: Learning and development in 2008**

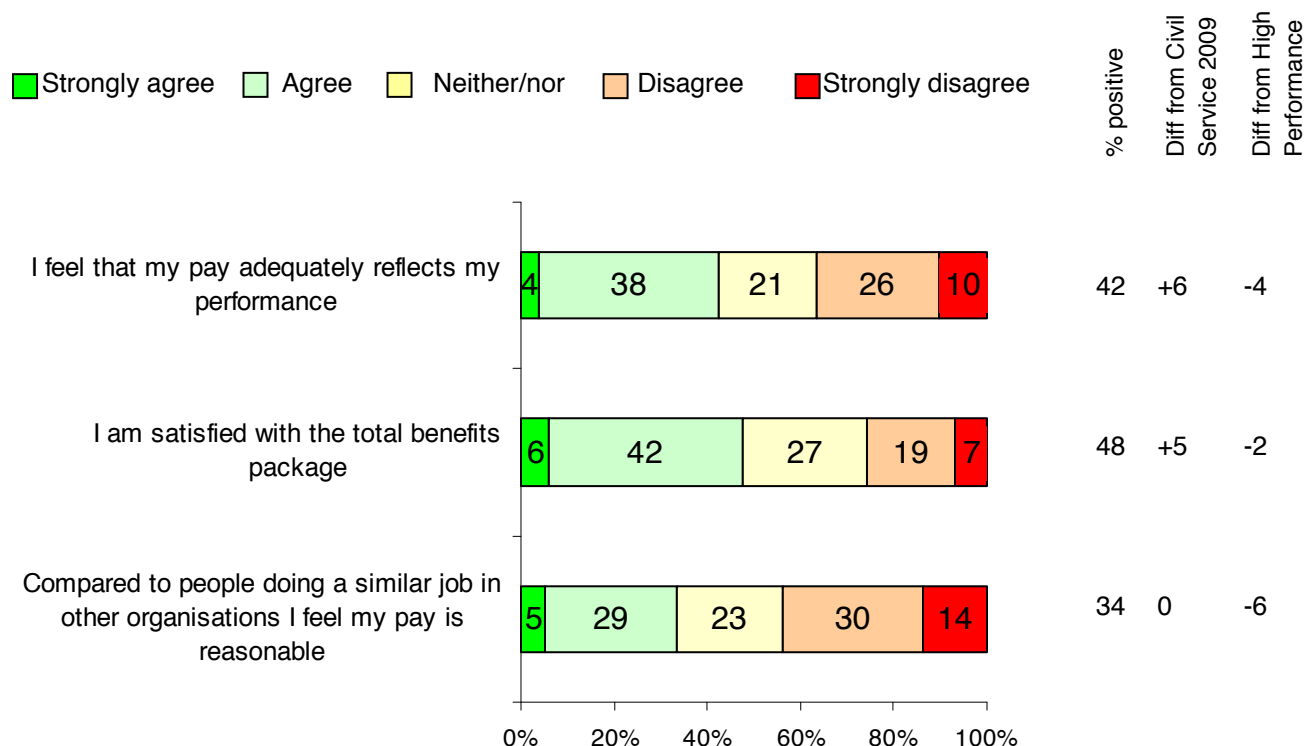
	% positive	Diff from Central Govt benchmark
I am satisfied that the learning opportunities I receive provide me with the skills and knowledge to do my job	70	
My performance has improved as a result of the skills and knowledge I have developed over the past year	61	+3
I feel the Scottish Government is committed to the training and development of its staff	59	
I believe there are opportunities to progress my career in the Scottish Government, Agencies and Associated Departments	54	+23



## 10 PAY AND BENEFITS

10.1 Figure 10.1 below displays the results for the pay and benefits questions in the survey. This theme was a key driver of employee engagement.

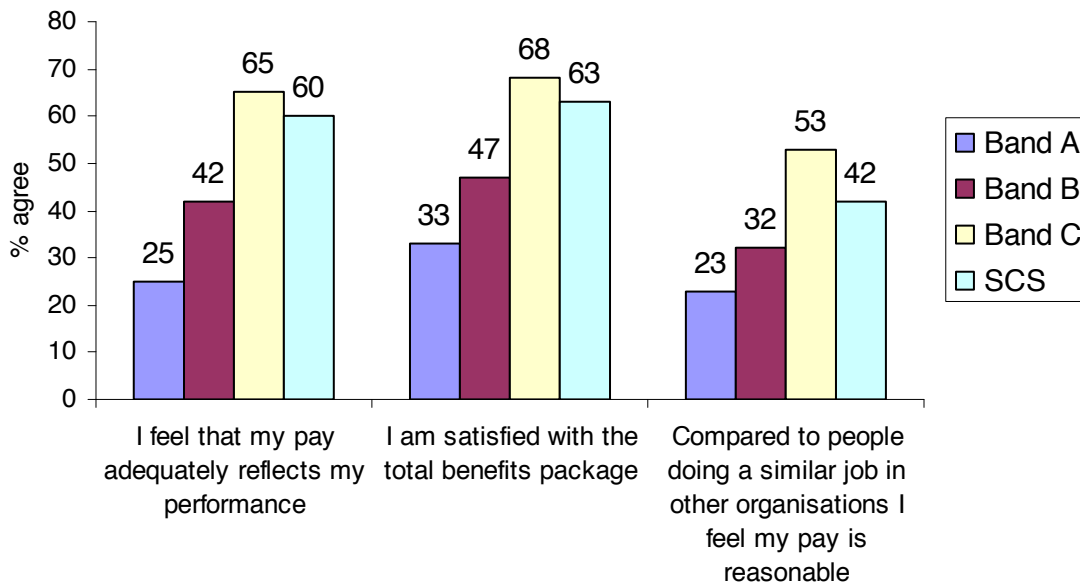
**Figure 10.1: Pay and benefits**



10.2 Pay and benefits attracted some of the lowest levels of positive responses in the survey, a common finding across the Civil Service. Just over four in ten respondents agreed that their pay adequately reflected their performance (42%), while 36% felt that it did not. Less than half (48%) expressed satisfaction with the total benefits package, while a quarter were dissatisfied. A third (34%) agreed with the statement ‘compared to people doing a similar job in other organisations I feel my pay is reasonable’. Over four in ten (44%) disagreed with this statement. All these questions scored below the high performance benchmark while two questions were above the civil service benchmark.

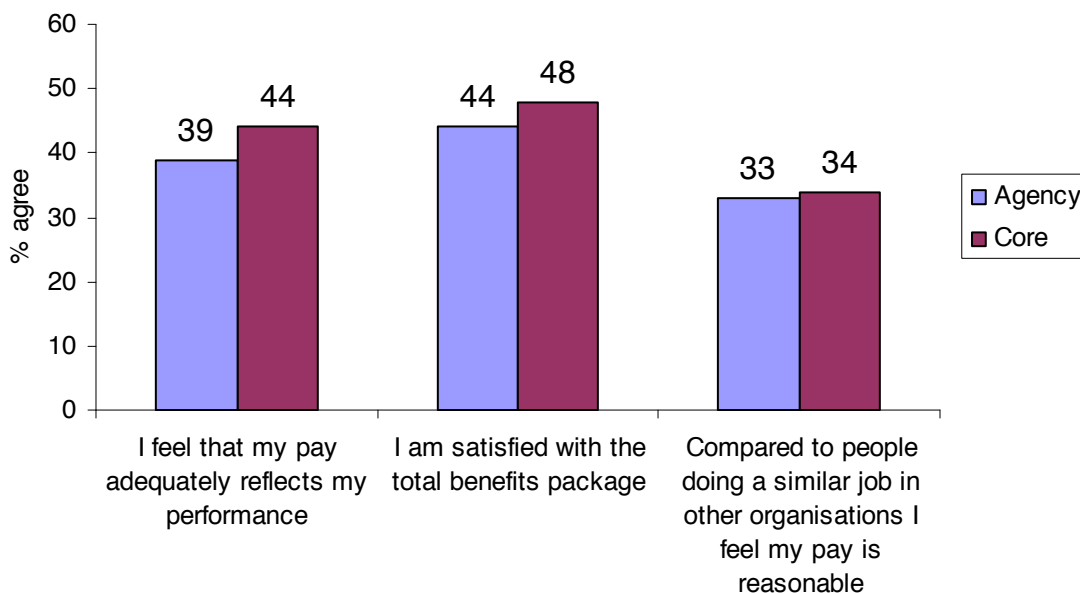
10.3 Figure 10.2 below shows the results for the pay and benefits questions by band. Perhaps unsurprisingly, staff in lower grades are less likely to express satisfaction with their pay compared with those in higher grades. Only a quarter of staff in band A agreed with the statement ‘I feel that my pay adequately reflects my performance’. The comparable figures for Band B, Band C and SCS were 42%, 65% and 60% respectively. A similar pattern emerged in relation to the benefits package. Those in Band C were most likely to agree that their pay was reasonable compared to people doing a similar job in other organisations (53%). This is compared to less than a quarter (23%) for Band A staff, 32% for Band B staff and 42% for SCS.

**Figure 10.2: Pay and benefits by band**



10.4 Figure 10.3 below displays the results for pay and benefits for Core SG staff and for Agency staff. Core SG staff were marginally more likely to express satisfaction with both their pay and their benefits package, than staff based in agencies and associated departments. However, no difference was observed between the number of Core SG and Agency staff who agreed with the statement 'Compared to people doing a similar job in other organisations I feel my pay is reasonable'.

**Figure 10.3: Pay and benefits by Core/Agency**



10.5 In the 2008 Employee Survey the question on pay and benefits was identified as a key driver. Although not directly comparable with this year's questions, it is possible to identify some continuing trends. For instance, overall satisfaction

levels with pay and benefits remain relatively low with levels of satisfaction lowest among A and B band.

**Table 10.1: Pay and benefits in 2008**

	% positive	Diff from Central Govt benchmark
I feel appropriately rewarded (i.e. total reward package) for my performance in the Scottish Government	34	

# 11 LINE MANAGEMENT

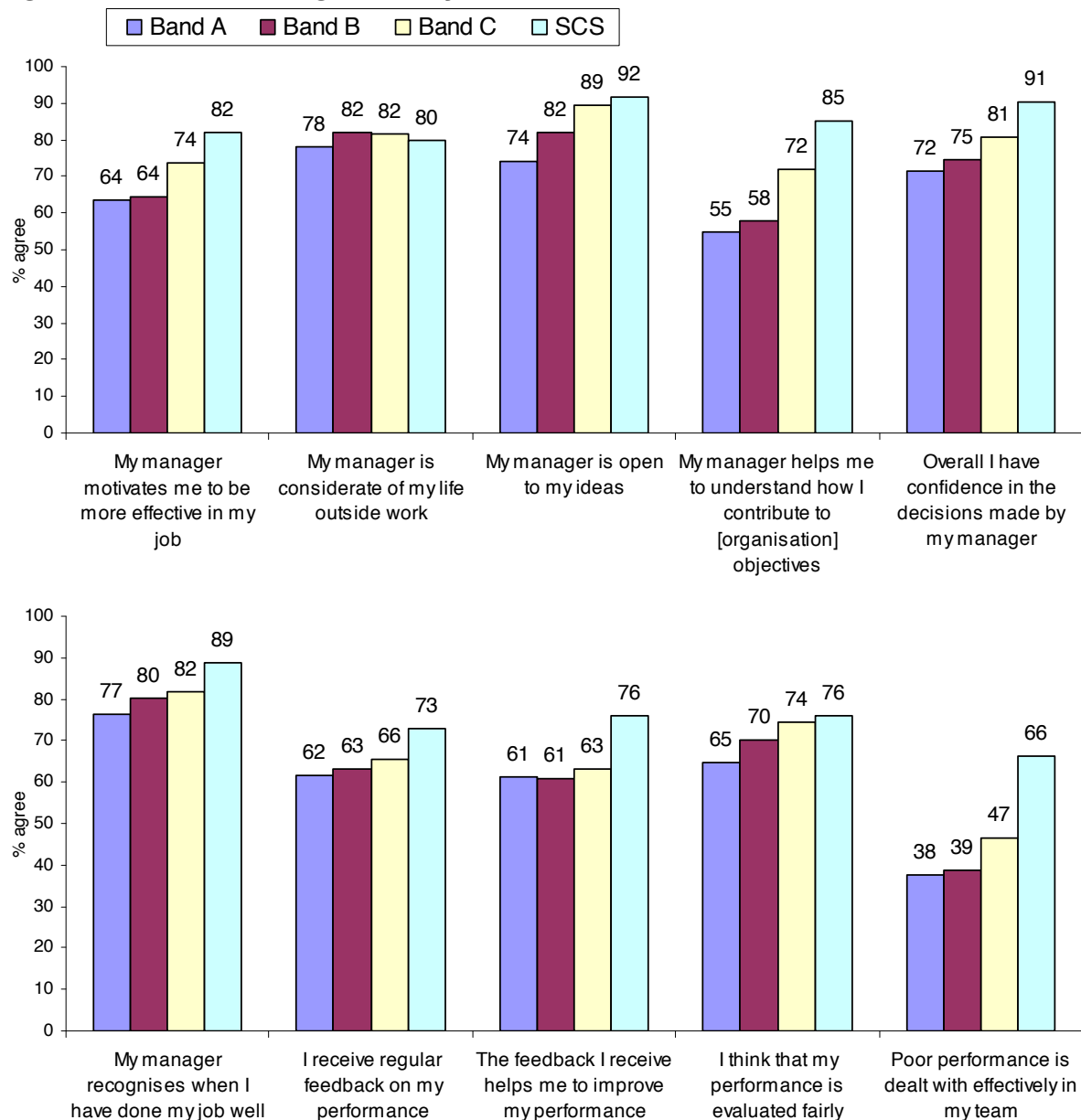
11.1 This chapter presents the findings from the section on line management. Line management was not identified as a key driver of engagement. However, it is still an important topic given line managers' role in the learning and development of their staff and also in communication – relating to perceptions of leadership and change, wider organisational objectives and purpose and understanding day-to-day work and its contribution to the organisation.

**Figure 11.1 Line management**



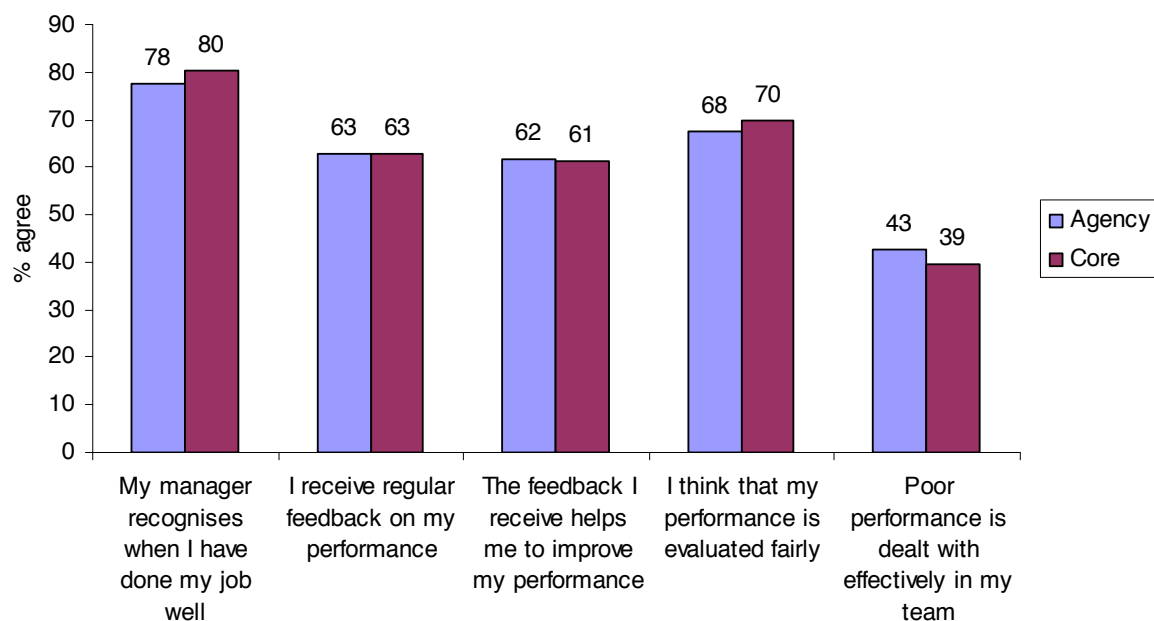
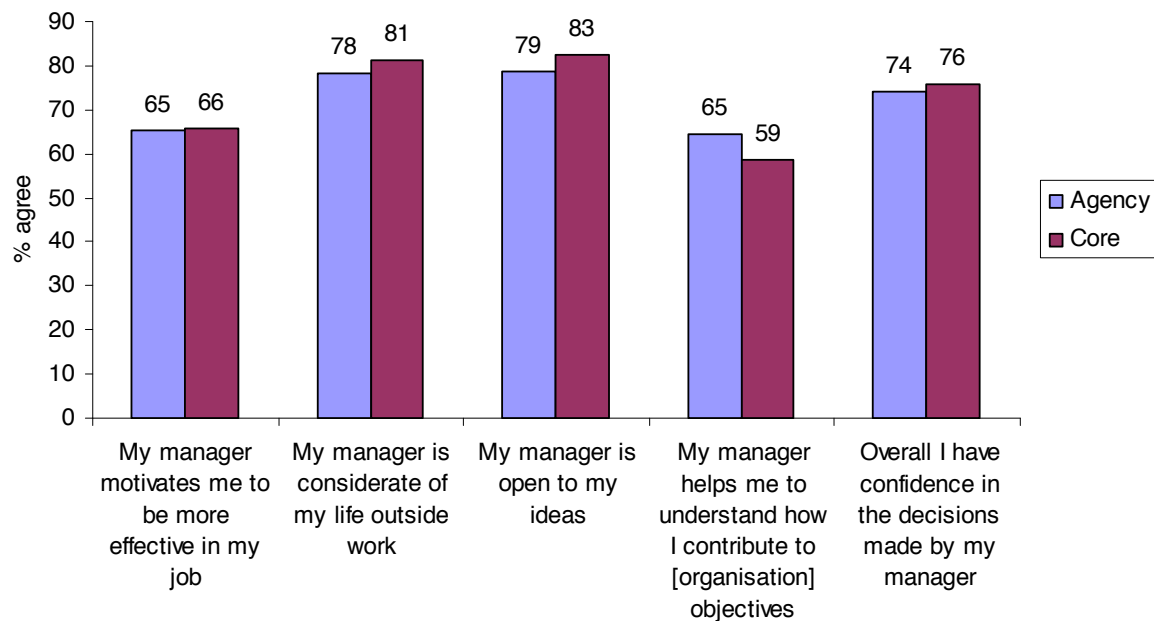
- 11.2 As a whole, staff were fairly positive regarding their line management (Figure 11.1). All questions were above the civil service benchmark and fairly in line with the high performance benchmark. Two thirds (66%) felt their line manager motivates them to be more effective, three quarters (75%) have confidence in their manager's decisions and 80% felt their manager was considerate of their life outside work.
- 11.3 Over eight in ten (82%) agreed that their manager was open to their ideas. However, it is worth seeking to understand whether managers are able to act on suggestions from their staff as earlier findings suggested upwards communication regarding change could be improved (see Chapter 5). Six in ten (61%) agreed that their manager helps them understand how they contribute to the Scottish Government's objectives. There is scope for improvement here – for example, further work by line managers to ensure a good understanding of organisational objectives and purpose may also impact on earlier findings on this topic (see Chapter 8) and help bring them in line with the high performance benchmarks.
- 11.4 Line manager recognition was perceived positively (79% agreed their manager recognises when they have done their job well). However, more could be done to improve how poor performance is dealt with. This measure received a particularly high negative and neutral rating in comparison to other questions in this section. This is a fairly consistent finding across the civil service and a high neutral response may suggest a lack of awareness due to a lack of direct experience or that managing poor performance is a confidential matter and therefore difficult to communicate when action is being taken.
- 11.5 The feedback process as a key role of a manager is another area that may require further investigating with around six in ten agreeing they receive regular feedback (63% positive) and feedback helps them improve their performance (62% positive). These two questions also receive a high neutral response.
- 11.6 When broken down by pay grade, positive agreement with the statements increased with seniority (Figure 11.2), with band A staff usually being less likely to agree with them than SCS staff. Interestingly for a number of the statements there was little difference between band A and band B staff (manager motivating them, and providing regular feedback on performance). For the statement on feedback helping them to improve their performance, slightly fewer band B staff compared to band C and SCS staff agreed with this statement (61%). There were also a few questions where there were large differences between C band and SCS (poor performance being dealt with effectively and feedback helping to improve performance).

**Figure 11.2: Line management by band**



11.7 There were very few differences between Core SG staff and Agency staff with regards to line management (Figure 11.3). Most notably, Agency staff were slightly more likely to agree than Core staff that their manager helps them understand how their work contributes to the organisation’s objectives (65% compared with 59% respectively). This is in line with the previous finding that Agency staff have a better understanding of their organisational objectives (discussed in Chapter 8).

**Figure 11.3: Line management by Core/Agency**



11.8 The 2008 results for line management are shown in the table 11.1. Overall, it appears as though the 2009 responses were slightly more positive in comparison. However, this may be due to the changes in question wording and in line with this view, performance against the benchmarks is similar in both years for many of the measures.

**Table 11.1: Line management in 2008**

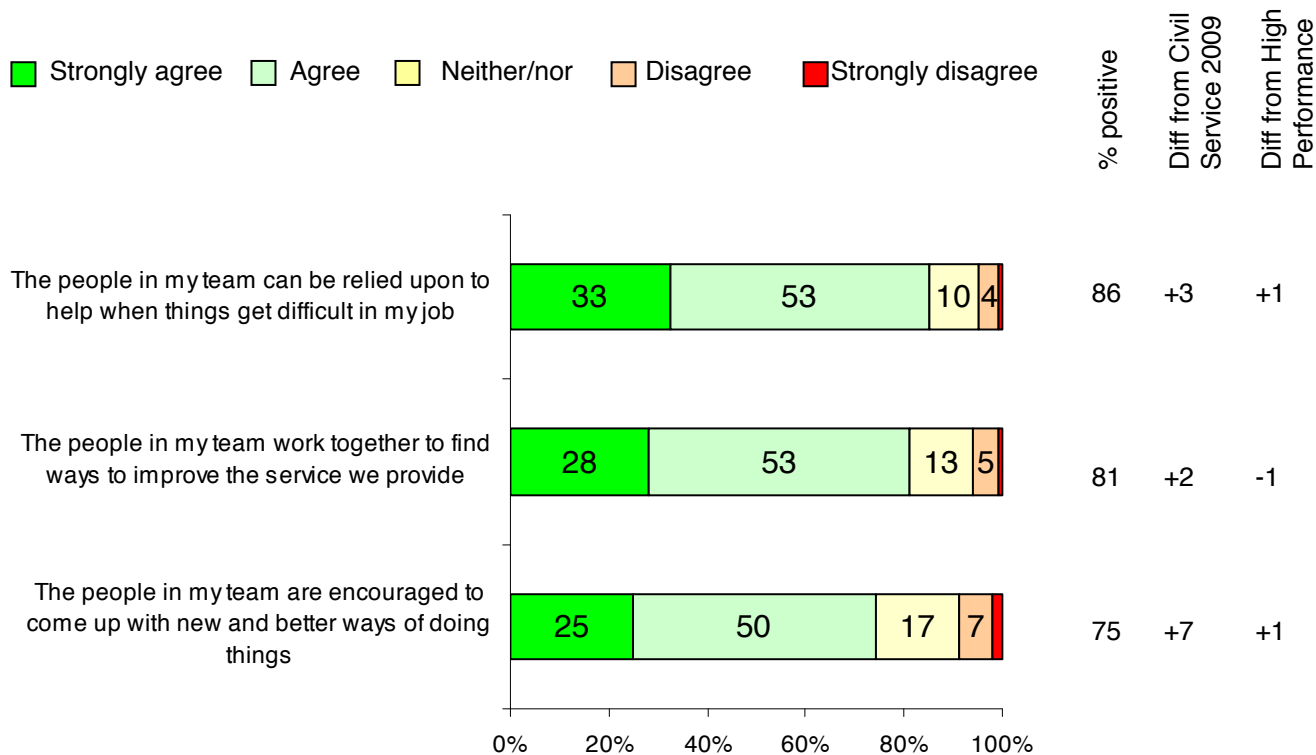
	% positive	Diff from Central Govt benchmark
My line manager motivates and inspires me to be more effective in my job	59	+4
My line manager recognises and acknowledges when I have done my job well	73	+2
My line manager communicates effectively to give me the information I need to do a good job	65	-2
I am confident that on important matters, my feelings and thoughts are communicated upwards by my line manager	62	+3
I receive regular and constructive feedback on my performance	57	+3
I felt that my performance was accurately reflected at the conclusion of the performance review process	64	-6
Poor performance is dealt with effectively in my work area	28	-1



## 12 TEAMWORK

12.1 Figure 12.1 below shows the results for the questions asked on teamwork in the survey.

**Figure 12.1: Teamwork**

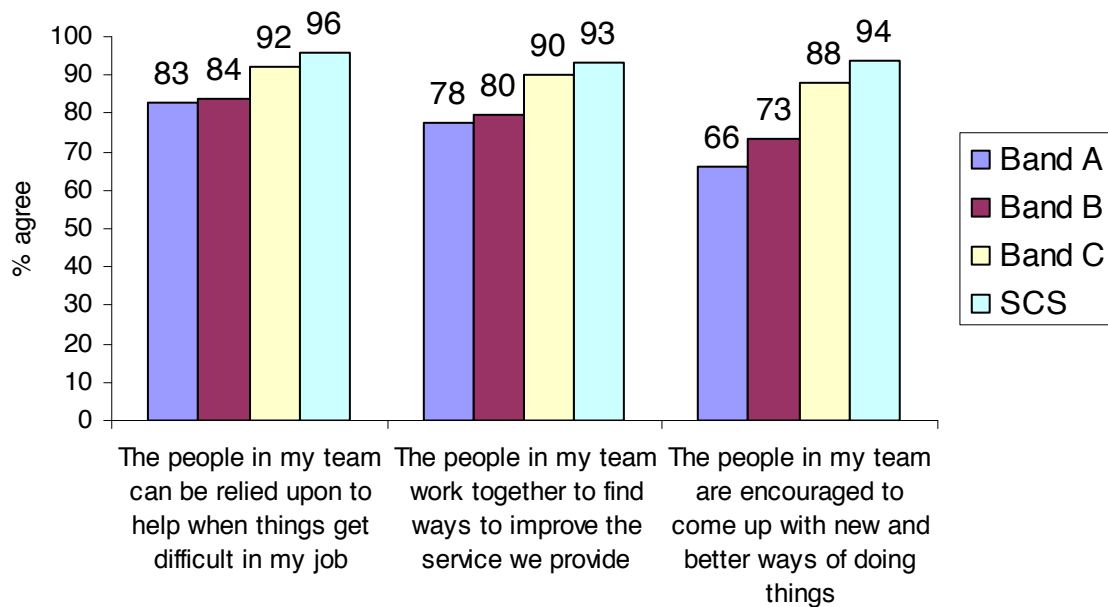


12.2 High proportions of staff agreed that the people in their team can be relied upon to help when things get difficult in their job (86%) and that their team worked together to find ways to improve the service they provide (81%). Slightly fewer (75%) were positive about innovation and felt that the people in their team were encouraged to come up with new and better ways of doing things. These figures are in line with the high performance benchmark and the overall Civil Service benchmark. This is encouraging and shows a commitment to teamwork within the organisation.

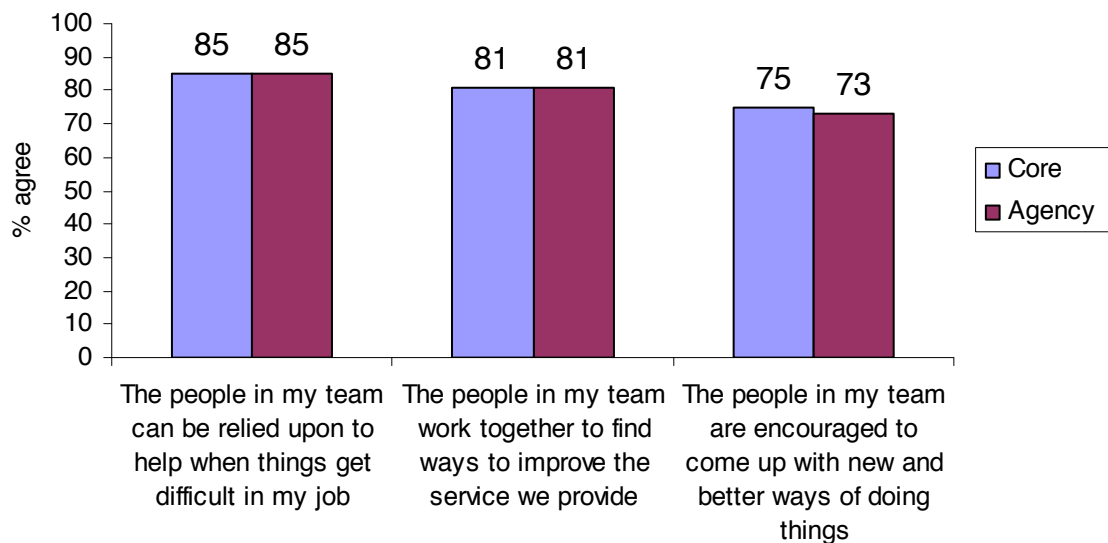
12.3 Looking at the results by demographic group shows a fairly consistent pattern by band with those in the lower bands slightly less likely to agree with all statements than band C and SCS (see Figure 12.2). There was a striking difference between the bands on the innovation measure (i.e. working together to find new and better ways of working) with almost 30 percentage points between band A and SCS. On this question, there was also a large difference between line managers and those with no line management responsibility (83% compared with 68% respectively). This links to the findings on upwards communication and may further indicate that staff in the lower bands do not feel they have a “strong voice” to influence change.

12.4 There were no differences between Core SG respondents and those who worked in Agencies for the questions on teamwork (Figure 12.3).

**Figure 12.2: Teamwork by band**



**Figure 12.3: Teamwork by Core/Agency**



12.5 Table 12.1 shows the responses to the 2008 questions on teamwork. Although the questions are different it appears as though attitudes towards teamwork were also positive in 2008. The question around co-operation performed favourably against the benchmark but the results for working with stakeholders were less positive compared to the benchmark.

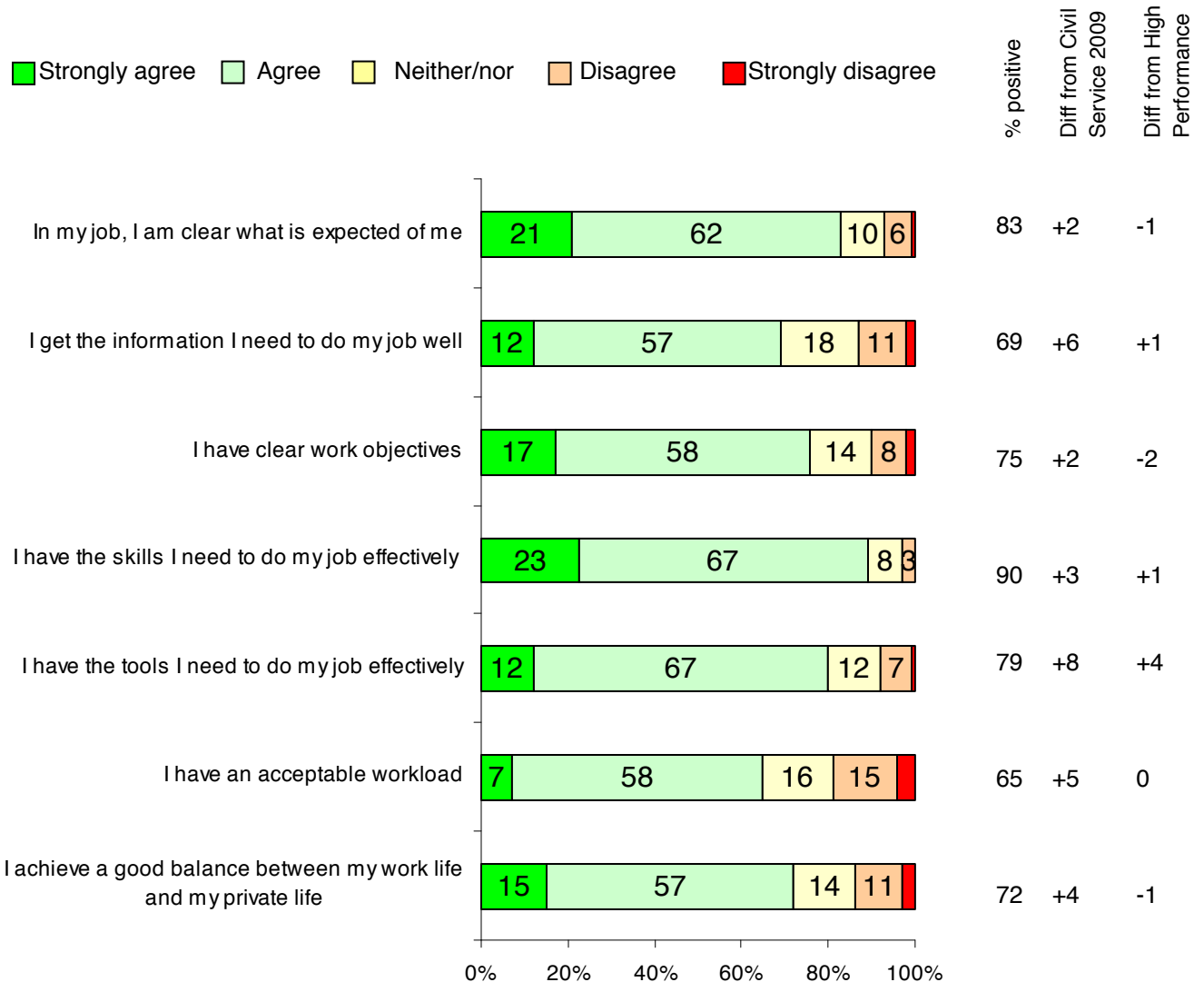
**Table 12.1: Teamwork in 2008**

	% positive	Diff from Central Govt benchmark
Our team co-operates to get the work done	84	+4
Our team regularly looks for better ways of working with stakeholders/customers	70	-7

## 13 RESOURCES AND WORKLOAD

13.1 Resources and workload was not identified as a key driver of employee engagement. However, its importance cannot be underestimated, particularly as resourcing was raised as a key issue by many staff during the course of the Shaping Up review.

**Figure 13.1: Resources and workload**



13.2 This is another area of strength for the SG with the majority of staff answering positively to each question. All questions perform above the Civil Service benchmark with two also outperforming the high performance benchmark.

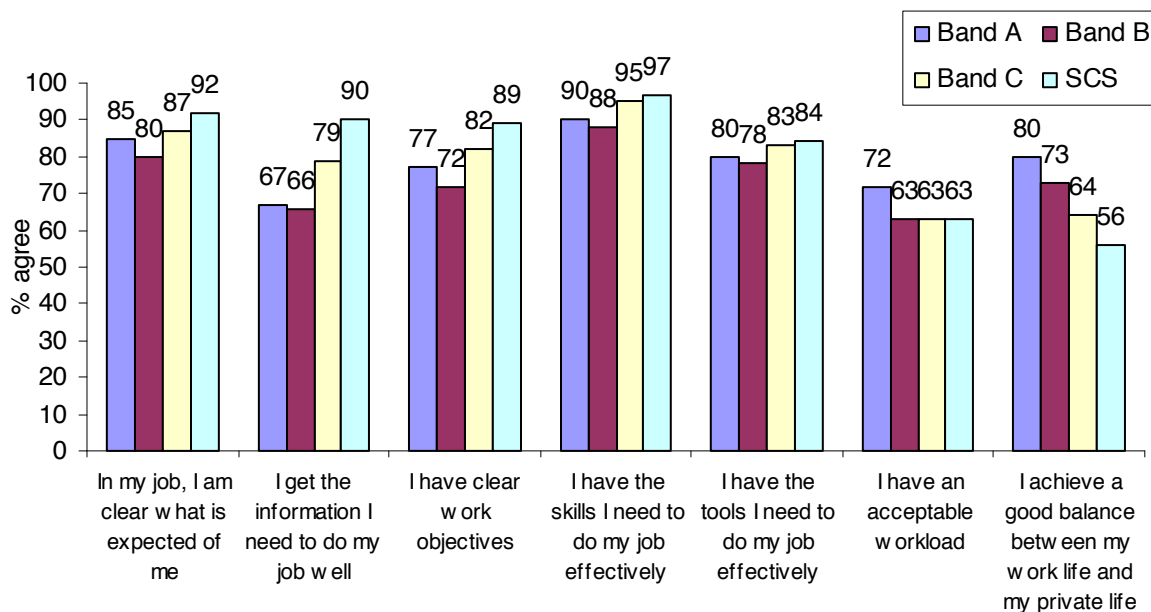
13.3 Figure 13.1 shows that more than eight in ten (83%) were clear on what was expected of them in their job. Related to this, most staff felt they got the information they need to do their job (69%) and had clear work objectives (75%). This corresponds with findings on line management which showed that many staff were positive regarding the support and information they received from their immediate manager. It further emphasises the distinction between the level of support staff receive locally compared with what they receive at a

corporate level. That said, there are still a considerable number of people who are not receiving the information they need to do their job (13% disagreed they get the information they need to do their job while 18% were neutral) This could be an area for further investigation, specifically looking to identify what types of information people are lacking and what could be done to fill this gap.

13.4 Regarding resources, 90% agreed they have the skills required to do their job effectively and 79% have the necessary tools. Staff were slightly less positive in their responses to questions on workload: 65% felt they had an acceptable workload and 72% achieved a good work-life balance. While it is encouraging that these results are above the benchmark, there is cause for concern over the people who did not answer these questions positively given the potential impact high workloads can have on levels of stress and other associated outcomes such as higher turnover and levels of absenteeism.

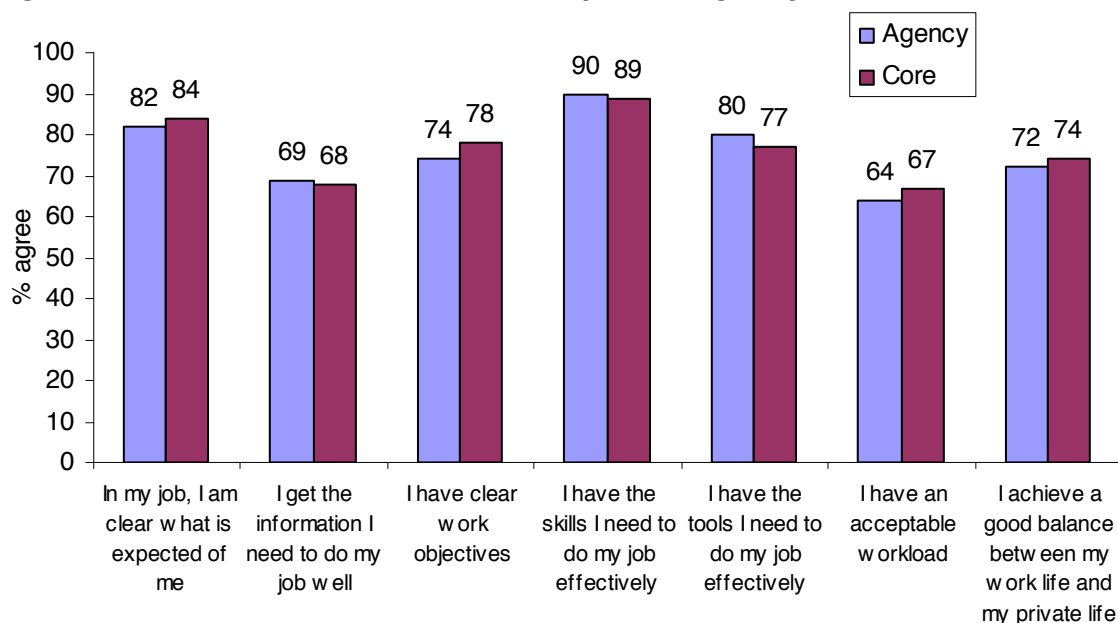
13.5 The comparisons by band in this section show a different pattern compared with other sections. Where the majority of the questions have shown that band A staff were the least likely to be positive, in this section it is band B staff who were the least positive. However, in response to the question regarding a good work life and private life balance, those in the SCS were far less likely to agree with this than other bands.

**Figure 13.2: Workload and resources by band**



13.6 There are no real differences between Core SG staff and Agency staff (see Figure 13.3).

**Figure 13.3: Workload and resources by Core/Agency**



13.7 In 2008, the survey asked various questions on workload and resources. Responses look fairly similar in 2008 and 2009. Only two questions have comparable benchmarks and both were slightly above the Central Government average. This suggests there has not been any significant change in this area since 2008.

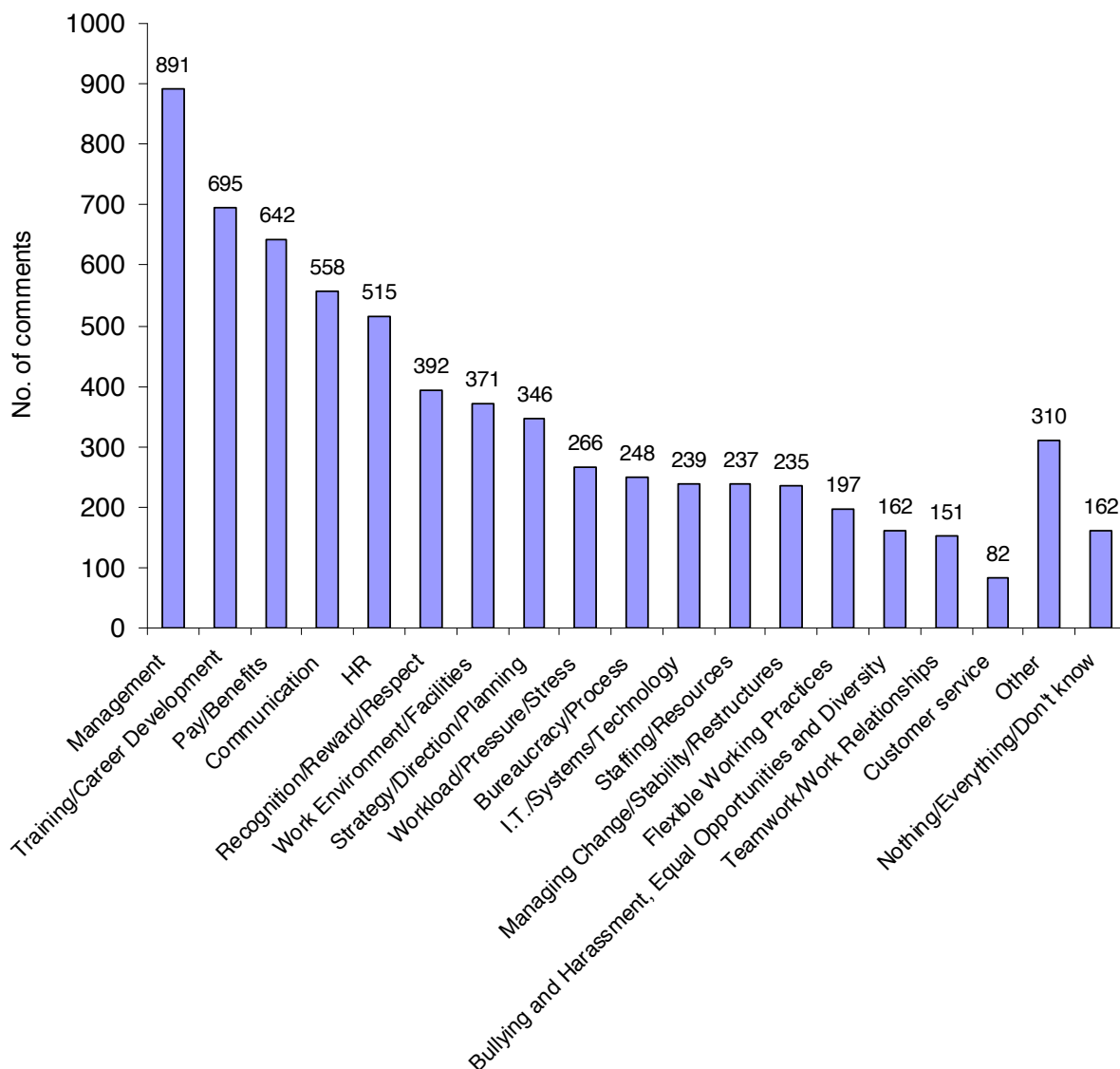
**Table 13.1: Workload and resources in 2008**

	% positive	Diff from Central Govt benchmark
My job makes good use of my skills and abilities	68	+1
I feel I have the skills and knowledge I need to achieve my objectives	86	
My objectives clearly set out what is expected of me in my job	72	
I am able to strike the right balance between my work and home life	70	+4

## 14 OPEN TEXT COMMENTS

14.1 The survey asked staff “What would you like the [organisation] to change to make it a great place to work?”. A total of 3,375 comments were received. Figure 14.1 shows the number of comments made under each theme.

**Figure 14.1: Open text comments by theme**

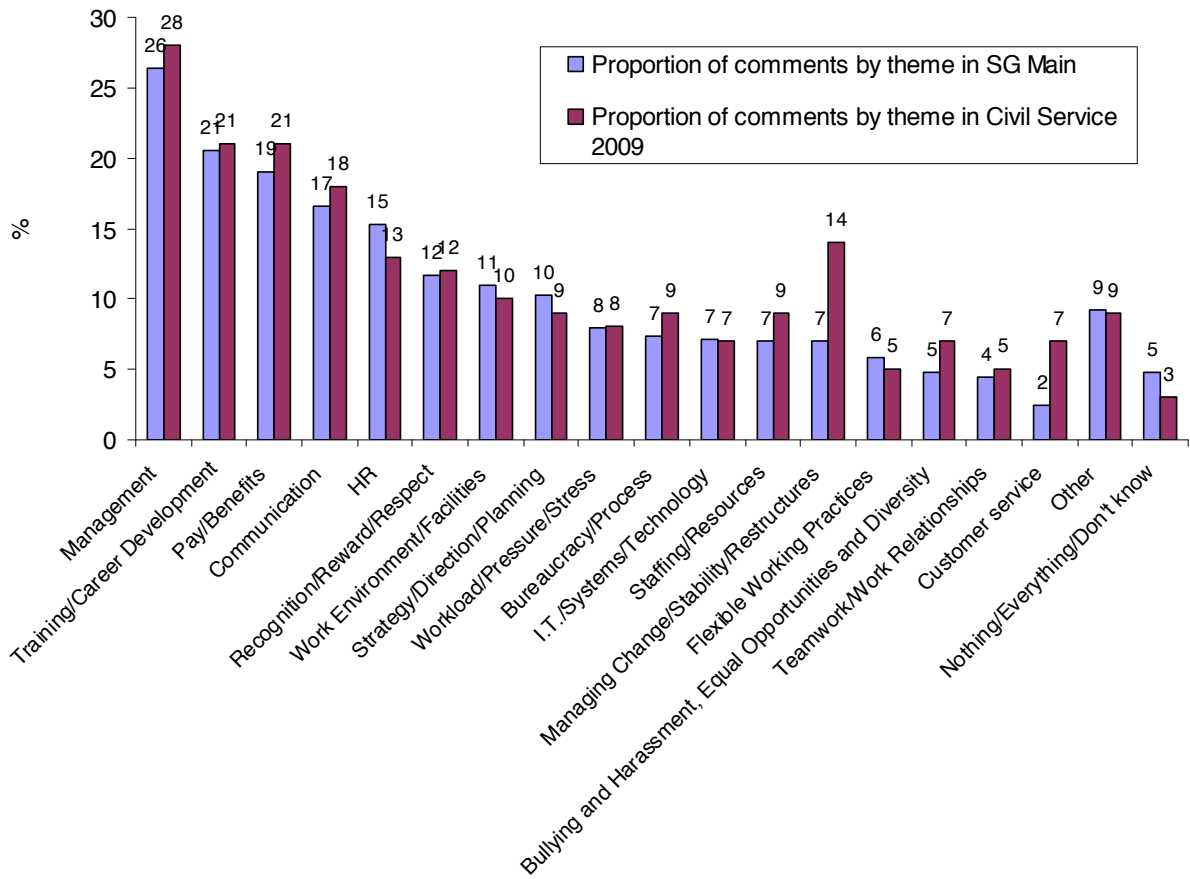


14.2 Management received the most comments, followed by training and career development, pay and benefits and communication. These findings back up the key driver analysis by identifying management as a key issue for staff. Further breakdown revealed the great majority of these comments made reference to senior management. Only 129 comments were in relation to direct line managers.

14.3 Figure 14.2 compares the proportion of comments by theme with the overall Civil Service. The pattern of comments was broadly similar. The largest difference was around the number of comments made regarding managing

change/stability/restructures. Fourteen percent of comments in the Civil Service related to this theme compared to 7% in the SG.

**Figure 14.2: Open text comments by theme compared to Civil Service**



## **15 TAKING ACTION AND CONCLUSIONS**

- 15.1 The survey provides a considerable amount of information regarding staff views on a number of topics. The focus on employee engagement and analysis of key drivers of engagement provides an indication of which areas should be the focus for action.
- 15.2 Amongst the top key drivers, my work and inclusion and fair treatment, were found to be areas of strength for the Scottish Government. The emphasis here should be on acknowledging the success in these areas and maintaining performance.
- 15.3 Leadership and managing change has a substantial impact on employee engagement and does not perform well against the high performance benchmark. There were also high numbers of SG staff who were either neutral or negative about leadership and change management. Therefore, this should form a focal point for any subsequent action and should be where the most effort is focused.
- 15.4 The changes in the questionnaire between 2008 and 2009 means that is not possible to compare with results from 2008. However, basic analyses of how the Scottish Government is performing on each theme suggests that there were not any areas of significant decline or improvement. This survey will form the baseline for future years so it will be possible to provide trend data from 2010 onwards.
- 15.5 Overall the results for the Scottish Government were positive in that they showed a fairly consistent performance against the Civil Service benchmark. However, performance against the high performance benchmark was variable. In future surveys, the Scottish Government should aim to perform within the high performance benchmark. To achieve this, information on what the top performing organisations do to make them successful in different areas should be a starting point in developing any corporate action plan. Additionally, the Scottish Government could learn by comparing themselves with similar organisations, such as the other devolved administrations.

### **Taking action**

- 15.6 The survey asked respondents if they believed action would be taken on the results from the survey. Less than half (42%) believed senior managers would take action while exactly half thought managers where they work would take action. While this does not appear to be overwhelmingly positive, it is considerably more so than a comparable finding in 2008 where 26% felt that positive action was being taken following the previous Employee Survey.
- 15.7 The Scottish Government is currently in a strong position to act on the findings of the survey. It should take the opportunity to look across the recommendations from Shaping Up and the Capability Review and develop a joint action and implementation plan in response to all three initiatives.

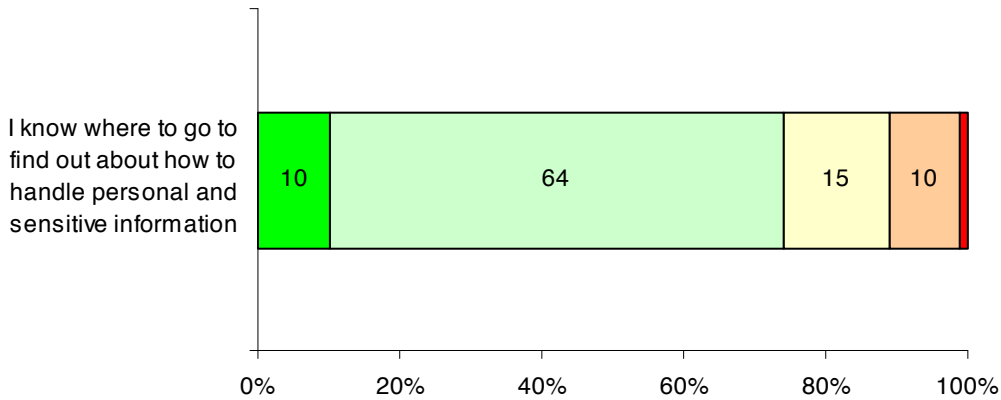


15.8 The high response rate to the survey and the positive response to the Shaping Up workshops and subsequent seminars shows an appetite for organisational initiatives within the Scottish Government at the moment. There is also a more positive outlook among staff regarding whether they believe there will be action in response to the findings of the survey compared with previous years. It is important to build on this enthusiasm among staff quickly, and with momentum. Communication of any action taken in response to the survey or Shaping Up and what it has achieved will be key to ensuring success and improving engagement levels.

# ANNEX A: ADDITIONAL RESULTS

## Data security

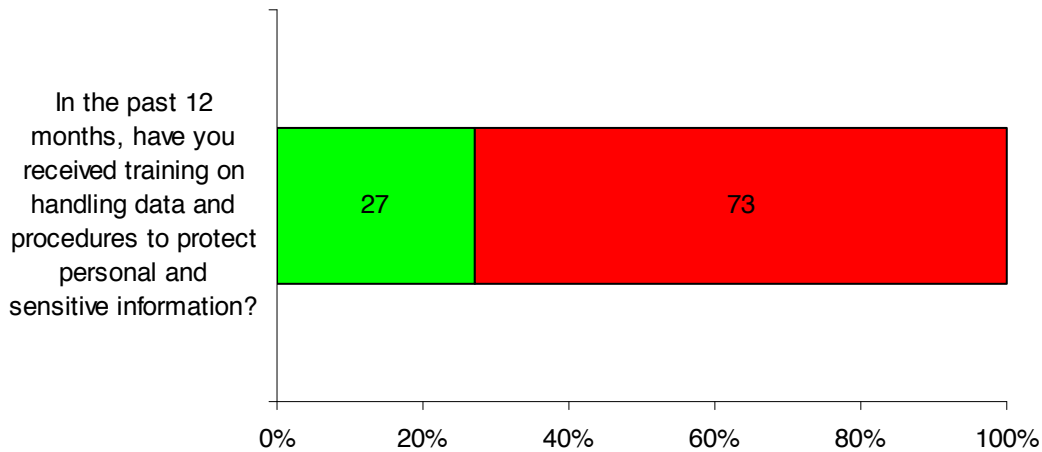
■ Strongly agree  
 ■ Agree  
 ■ Neither/nor  
 ■ Disagree  
 ■ Strongly disagree



% positive  
 Diff from Civil  
 Service 2009

74   -8

■ Yes  
 ■ No

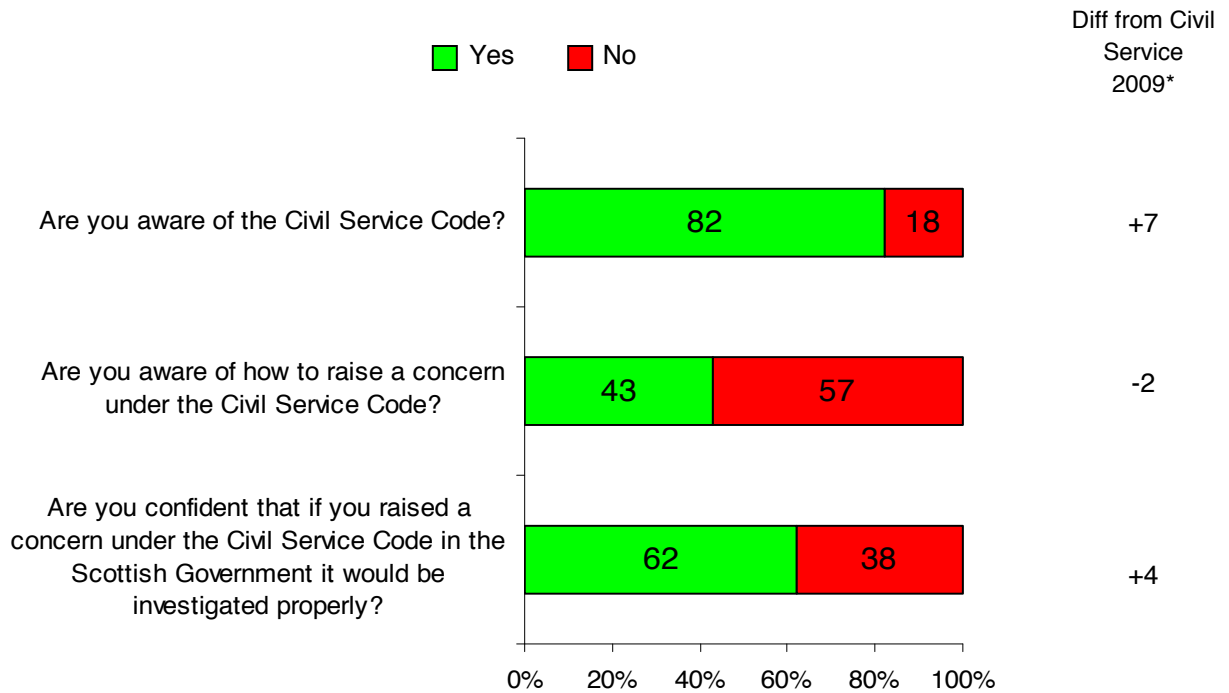


Diff from Civil  
 Service  
 2009\*

-59

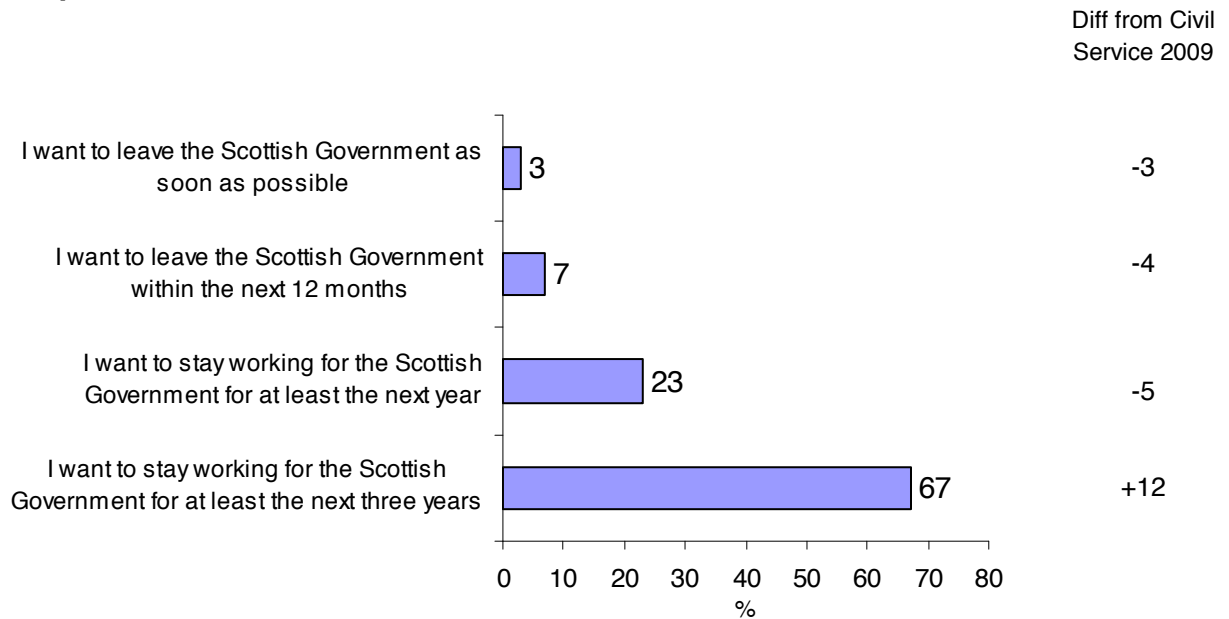
\*Differences are based on '% Yes' score

## The Civil Service Code



\*Differences are based on '% Yes' score

## Your plans for the future



ISSN 0950 2254  
ISBN 978 0 7559 9375 8  
{Web only publication}

[www.scotland.gov.uk/socialresearch](http://www.scotland.gov.uk/socialresearch)

APS Group Scotland  
DPPAS10101

