

# Scottish Government

Returns: 4,368

Response rate: 67%

## Your engagement index

# 59%

Difference from  
previous survey

-1 ✧

Difference from  
CS2010

+2 ✧

Difference from CS High  
Performers

-3 ✧

See the appendix for further details

### The three elements of engagement and their component questions are:

#### Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2010
B50. I am proud when I tell others I am part of the Scottish Government	56%	-1	+1 ✧
B51. I would recommend the Scottish Government as a great place to work	50%	-6 ✧	+8 ✧

#### Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to the Scottish Government	45%	+3 ✧	-1 ✧
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#### Strive: motivated to do the best for the organisation...










B53. The Scottish Government inspires me to do the best in my job	42%	+1	+3 ✧
B54. The Scottish Government motivates me to help it achieve its objectives	39%	+1	+3 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

## Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these 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.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change		41%	0	+3 ✧	-6 ✧
My work		76%	-2 ✧	+5 ✧	+1 ✧
My line manager		68%	0	+3 ✧	0
Pay and benefits		42%	0	+5 ✧	-1 ✧
Learning and development		52%	-8 ✧	+9 ✧	+3 ✧
Organisational objectives and purpose		82%	+1 ✧	+1 ✧	-5 ✧
Resources and workload		76%	0	+3 ✧	-1 ✧
My team		80%	0	+3 ✧	0
Inclusion and fair treatment		79%	-2 ✧	+6 ✧	+3 ✧


✧ = Statistically significant difference from comparison

# Top three key driver themes in more detail


The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from CS2010
<b>Leadership and managing change</b>	Strength of association with engagement: 		
B42. I believe the actions of Directors and Deputy Directors are consistent with the Scottish Government's values	49%	+1	+10 ◇
B44. Overall, I have confidence in the decisions made by the Scottish Government's Directors and Deputy Directors	43%	0	+8 ◇
B41. Directors and Deputy Directors in the Scottish Government are sufficiently visible	51%	+3 ◇	+6 ◇
B40. I feel that the Scottish Government as a whole is managed well	45%	+1	+4 ◇
B47. The Scottish Government keeps me informed about matters that affect me	59%	-3 ◇	+4 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	35%	0	+3 ◇
B49. I think it is safe to challenge the way things are done in the Scottish Government	41%	0	+1 ◇
B45. I feel that change is managed well in the Scottish Government	27%	-2 ◇	0
B46. When changes are made in the Scottish Government they are usually for the better	22%	-3 ◇	-1 ◇
B43. I believe that the Strategic Board has a clear vision for the future of the Scottish Government	34%	+1	-2 ◇

<b>My work</b>	Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	59%	-5 ◇	+10 ◇
B05. I have a choice in deciding how I do my work	78%	-2 ◇	+7 ◇
B02. I am sufficiently challenged by my work	78%	-1 ◇	+5 ◇
B01. I am interested in my work	91%	-1	+3 ◇
B03. My work gives me a sense of personal accomplishment	74%	-2 ◇	+2 ◇

<b>My line manager</b>	Strength of association with engagement: 		
B17. I think that my performance is evaluated fairly	70%	0	+8 ◇
B13. Overall, I have confidence in the decisions made by my manager	75%	-1	+6 ◇
B11. My manager is open to my ideas	82%	-1	+5 ◇
B09. My manager motivates me to be more effective in my job	66%	0	+4 ◇
B14. My manager recognises when I have done my job well	80%	0	+4 ◇
B10. My manager is considerate of my life outside work	81%	0	+4 ◇
B16. The feedback I receive helps me to improve my performance	60%	-1	+3 ◇
B15. I receive regular feedback on my performance	62%	-1	+2 ◇
B18. Poor performance is dealt with effectively in my team	39%	0	+2 ◇
B12. My manager helps me to understand how I contribute to the Scottish Government's objectives	59%	0	+1 ◇

# All questions by theme

This section shows the results for each question in the survey, by theme.

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◇ indicates statistically significant difference from comparison

	%	%	%	%	%	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>My work</b>									
:Strength of association with engagement									
B01. I am interested in my work	44	48	6			91%	-1	+3 ◇	0
B02. I am sufficiently challenged by my work	33	45	11	9		78%	-1 ◇	+5 ◇	0
B03. My work gives me a sense of personal accomplishment	25	49	16	8		74%	-2 ◇	+2 ◇	-3 ◇
B04. I feel involved in the decisions that affect my work	16	43	19	16	6	59%	-5 ◇	+10 ◇	+2 ◇
B05. I have a choice in deciding how I do my work	25	53	13	7		78%	-2 ◇	+7 ◇	+1 ◇
<b>Organisational objectives and purpose</b>									
:Strength of association with engagement									
B06. I have a clear understanding of the Scottish Government's purpose	28	56	12			84%	+2 ◇	0	-5 ◇
B07. I have a clear understanding of the Scottish Government's objectives	24	56	14	5		81%	+2 ◇	+3 ◇	-5 ◇
B08. I understand how my work contributes to the Scottish Government's objectives	25	56	14	5		81%	+1	0	-5 ◇

# All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>My line manager</b>									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	20	46	20	11	4	66%	0	+4 ◇	-1 ◇
B10. My manager is considerate of my life outside work	36	46	13	4		81%	0	+4 ◇	-1 ◇
B11. My manager is open to my ideas	32	50	11	5		82%	-1	+5 ◇	+1 ◇
B12. My manager helps me to understand how I contribute to the Scottish Government's objectives	15	44	28	10		59%	0	+1 ◇	-5 ◇
B13. Overall, I have confidence in the decisions made by my manager	27	48	16	7		75%	-1	+6 ◇	0
B14. My manager recognises when I have done my job well	28	52	12	6		80%	0	+4 ◇	+1
B15. I receive regular feedback on my performance	17	45	21	14		62%	-1	+2 ◇	-3 ◇
B16. The feedback I receive helps me to improve my performance	16	44	28	10		60%	-1	+3 ◇	-1 ◇
B17. I think that my performance is evaluated fairly	19	51	21	7		70%	0	+8 ◇	+3 ◇
B18. Poor performance is dealt with effectively in my team	7	32	40	14	7	39%	0	+2 ◇	-2 ◇
<b>My team</b>									
:Strength of association with engagement									
B19. The people in my team can be relied upon to help when things get difficult in my job	35	51	9	4		86%	+1	+2 ◇	0
B20. The people in my team work together to find ways to improve the service we provide	30	51	13	5		81%	0	+3 ◇	-1 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	27	47	17	7		74%	-1	+4 ◇	-1 ◇

# All questions by theme

This section shows the results for each question in the survey, by theme.

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Learning and development</b>									
:Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	13	53	20	12		65%	-6 ◇	+10 ◇	+2 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	44	34	9		54%	-4 ◇	+6 ◇	+1 ◇
B24. There are opportunities for me to develop my career in the Scottish Government	7	34	28	21	10	41%	-15 ◇	+13 ◇	+5 ◇
B25. Learning and development activities I have completed while working for the Scottish Government are helping me to develop my career	9	40	33	13	4	49%	-7 ◇	+8 ◇	+3 ◇
<b>Inclusion and fair treatment</b>									
:Strength of association with engagement									
B26. I am treated fairly at work	28	58	10	4		85%	-2 ◇	+7 ◇	+4 ◇
B27. I am treated with respect by the people I work with	30	57	9			87%	-2 ◇	+3 ◇	0
B28. I feel valued for the work I do	19	47	20	11	4	66%	-2 ◇	+6 ◇	+1
B29. I think that the Scottish Government respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	56	15	4		80%	0	+9 ◇	+5 ◇

# All questions by theme

This section shows the results for each question in the survey, by theme.

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Resources and workload</b>									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	21	62	10	6		83%	+1	+1 ◇	-3 ◇
B31. I get the information I need to do my job well	14	56	17	10		70%	+1	+3 ◇	0
B32. I have clear work objectives	17	58	14	9		75%	+1	+1 ◇	-4 ◇
B33. I have the skills I need to do my job effectively	24	66	8			89%	0	+1 ◇	-1 ◇
B34. I have the tools I need to do my job effectively	17	61	13	7		78%	-2 ◇	+6 ◇	+2 ◇
B35. I have an acceptable workload	9	54	17	15	4	63%	-1	+1 ◇	-4 ◇
B36. I achieve a good balance between my work life and my private life	16	56	15	11		72%	0	+2 ◇	-1 ◇
<b>Pay and benefits</b>									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	5	39	20	24	11	45%	+1	+7 ◇	0
B38. I am satisfied with the total benefits package	6	39	26	21	8	45%	-3 ◇	+7 ◇	-1 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	30	22	28	15	35%	+1	+4 ◇	-4 ◇

# All questions by theme

This section shows the results for each question in the survey, by theme.

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Leadership and managing change</b>									
■ ■ ■ :Strength of association with engagement									
B40. I feel that the Scottish Government as a whole is managed well	42	34	17	5	45%	+1	+4 ◇	-8 ◇	
B41. Directors and Deputy Directors in the Scottish Government are sufficiently visible	7	44	24	19	6	51%	+3 ◇	+6 ◇	-8 ◇
B42. I believe the actions of Directors and Deputy Directors are consistent with the Scottish Government's values	6	43	41	8	49%	+1	+10 ◇	-3 ◇	
B43. I believe that the Strategic Board has a clear vision for the future of the Scottish Government	31	53	10	34%	+1	-2 ◇	-13 ◇		
B44. Overall, I have confidence in the decisions made by the Scottish Government's Directors and Deputy Directors	4	39	40	12	4	43%	0	+8 ◇	-4 ◇
B45. I feel that change is managed well in the Scottish Government	25	38	28	8	27%	-2 ◇	0	-12 ◇	
B46. When changes are made in the Scottish Government they are usually for the better	21	50	23	5	22%	-3 ◇	-1 ◇	-10 ◇	
B47. The Scottish Government keeps me informed about matters that affect me	4	54	27	11	59%	-3 ◇	+4 ◇	-3 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	32	33	25	7	35%	0	+3 ◇	-4 ◇	
B49. I think it is safe to challenge the way things are done in the Scottish Government	4	37	35	19	6	41%	0	+1 ◇	-6 ◇

# All questions by theme

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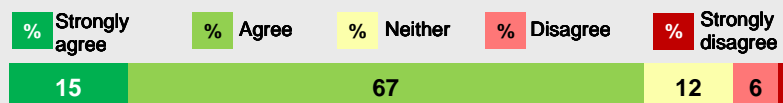
	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of the Scottish Government	13	43	34	8	4	56%	-1	+1 ◇	-8 ◇
B51. I would recommend the Scottish Government as a great place to work	10	40	34	13	4	50%	-6 ◇	+8 ◇	-2 ◇
B52. I feel a strong personal attachment to the Scottish Government	11	34	35	16	4	45%	+3 ◇	-1 ◇	-9 ◇
B53. The Scottish Government inspires me to do the best in my job	8	34	39	15	4	42%	+1	+3 ◇	-7 ◇
B54. The Scottish Government motivates me to help it achieve its objectives	7	32	40	17	4	39%	+1	+3 ◇	-7 ◇
<b>Taking action</b>									
B55. I believe that Directors and Deputy Directors in the Scottish Government will take action on the results from this survey	5	37	31	18	8	42%	+1	+5 ◇	-5 ◇
B56. I believe that managers where I work will take action on the results from this survey	9	42	26	16	7	51%	+1	+5 ◇	-2 ◇



# All questions by theme

## Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

<b>82%</b>	<b>2010 % Positive</b>
+8 ◇	Difference from previous survey
-1 ◇	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

<b>67%</b>	<b>2010 % Yes</b>
+40 ◇	Difference from previous survey
-11 ◇	Difference from CS2010

## Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for the Scottish Government?

Statement	%	Difference from previous survey	Difference from CS2010
I want to leave the Scottish Government as soon as possible	4%	+1	-4 ◇
I want to leave the Scottish Government within the next 12 months	9%	+2 ◇	-2 ◇
I want to stay working for the Scottish Government for at least the next year	21%	-2 ◇	-5 ◇
I want to stay working for the Scottish Government for at least the next three years	66%	-1	+11 ◇

## The Civil Service Code

Differences are based on '% Yes' score

Question	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	85	15	+4 ◇	+5 ◇
E02. Are you aware of how to raise a concern under the Civil Service Code?	51	49	+9 ◇	-1 ◇
E03. Are you confident that if you raised a concern under the Civil Service Code in the Scottish Government it would be investigated properly?	66	34	+4 ◇	+4 ◇

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

# All questions by theme

## Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

6% ^ Previous survey

10% ^ CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



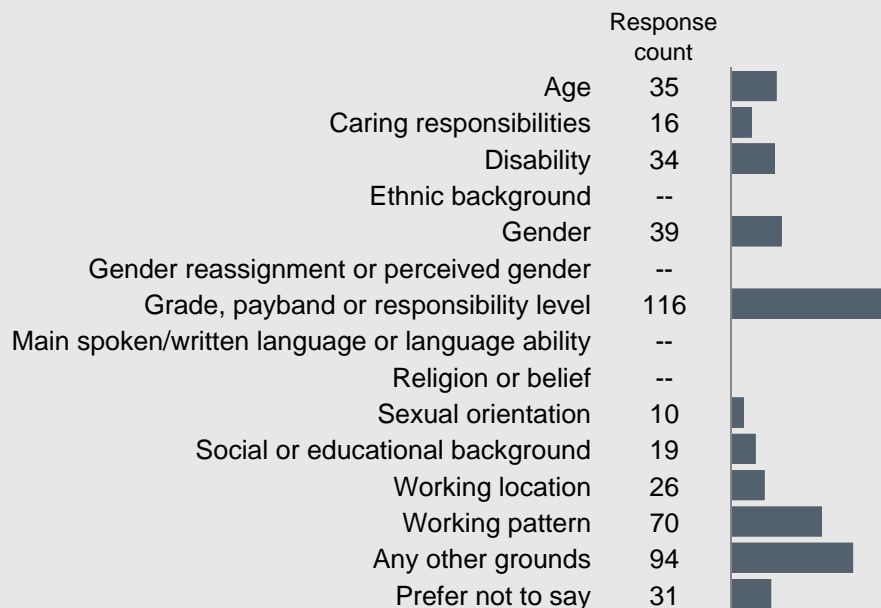
% Yes

9% Previous survey

10% ^ CS2010

For respondents who selected 'Yes' to question F01.

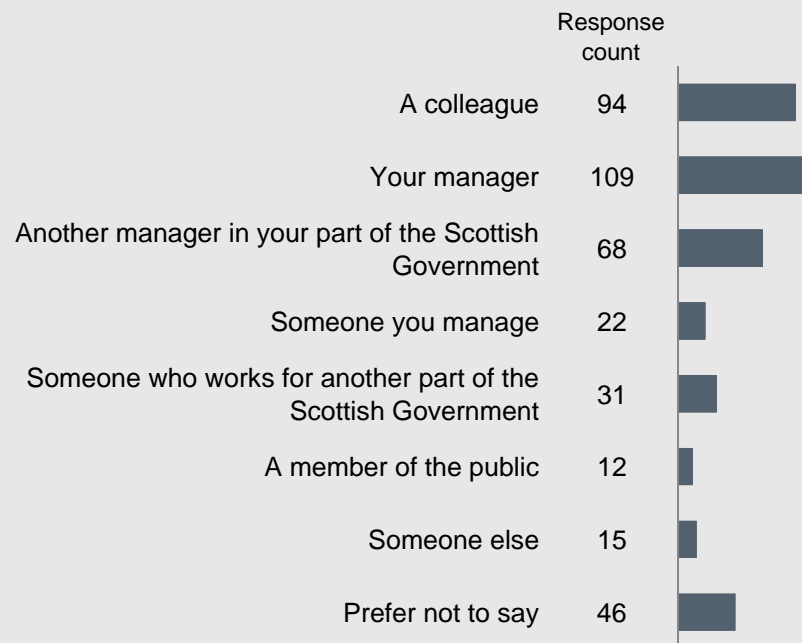
F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question F03.

F04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

# Appendix

## Glossary of key terms

<b>% positive</b>	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
<b>Previous survey</b>	Comparisons to the previous survey relate to the results from the 2009 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
<b>CS2010</b>	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 Civil Service People Survey.
<b>CS High Performers</b>	For each question, this is the upper quartile score across all organisations that have taken part in the 2010 Civil Service People Survey.

## Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

## Statistical significance: ✧

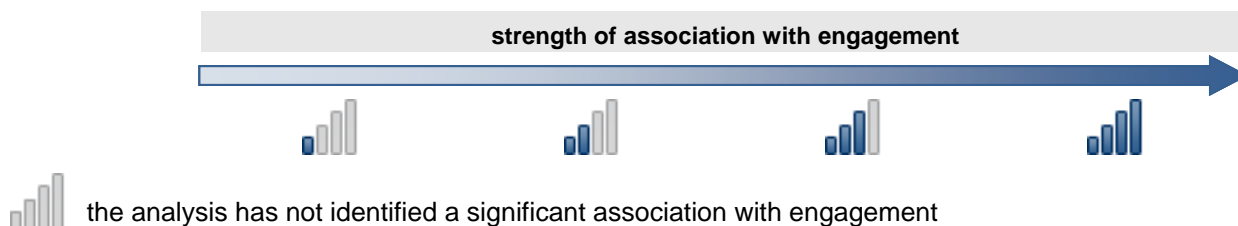
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

## The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

## The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.



## Confidentiality

This survey was carried out as part of the 2010 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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 results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.