


Returns : 4,515

Response rate : 73%

Civil Service People Survey 2016

 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.



The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
Leadership and managing change		43%	0	0	-9 ✧
My work		77%	-1	+2 ✧	-2 ✧
My manager		71%	0	+3 ✧	0
Organisational objectives and purpose		82%	-1 ✧	-1 ✧	-6 ✧
Learning and development		55%	+1	+5 ✧	0
Pay and benefits		40%	+3 ✧	+9 ✧	+3 ✧
Resources and workload		75%	+1	+1 ✧	-2 ✧
My team		81%	0	+1 ✧	-3 ✧
Inclusion and fair treatment		80%	0	+4 ✧	+1 ✧



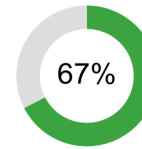
Strength of association with engagement



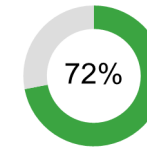
Statistically significant difference from comparison

Wellbeing

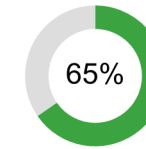
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



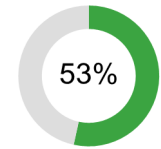
W01. Overall, how satisfied are you with your life nowadays?



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



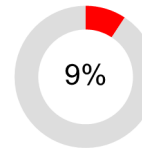
W03. Overall, how happy did you feel yesterday?



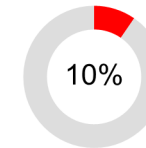
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

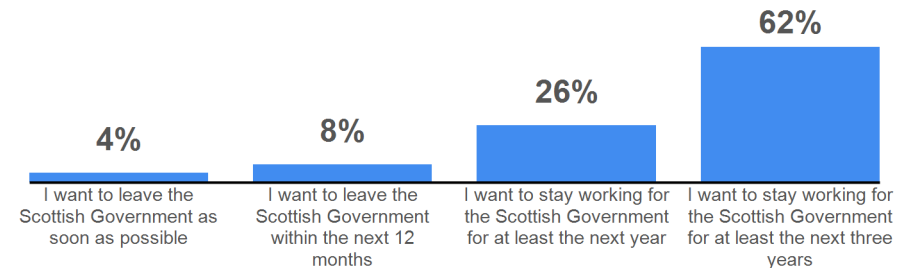


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

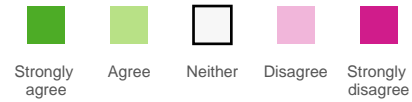
My work

77% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	43	48	6			91%	-1 ◆	+1 ◆	-1 ◆
B02 I am sufficiently challenged by my work	34	47	11	7		80%	-1	0	-2 ◆
B03 My work gives me a sense of personal accomplishment	26	49	14	8		75%	-1 ◆	0	-4 ◆
B04 I feel involved in the decisions that affect my work	17	42	19	15	6	59%	-2 ◆	+2 ◆	-2 ◆
B05 I have a choice in deciding how I do my work	27	52	13	6		78%	+1	+4 ◆	0

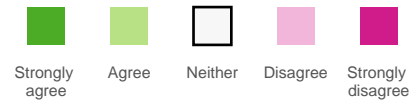
Organisational objectives and purpose

82% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of the Scottish Government's purpose	27	57	12			84%	-1 ◆	-2 ◆	-6 ◆
B07 I have a clear understanding of the Scottish Government's objectives	23	56	15	5		79%	-2 ◆	-1 ◆	-6 ◆
B08 I understand how my work contributes to the Scottish Government's objectives	25	57	12	5		82%	-1	-1 ◆	-5 ◆

All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

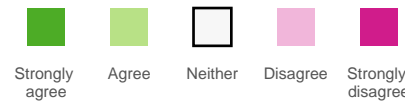
My manager

71% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	25	46	16	8	8	71%	+1	+3 ◆	-2 ◆
B10	My manager is considerate of my life outside work	45	42	9	9	9	87%	+1	+5 ◆	+2 ◆
B11	My manager is open to my ideas	39	45	10	9	9	83%	0	+3 ◆	-1 ◆
B12	My manager helps me to understand how I contribute to the Scottish Government's objectives	19	43	26	9	9	62%	+1	-2 ◆	-7 ◆
B13	Overall, I have confidence in the decisions made by my manager	31	46	14	5	9	77%	0	+4 ◆	-1 ◆
B14	My manager recognises when I have done my job well	34	48	11	9	9	82%	0	+4 ◆	+1 ◆
B15	I receive regular feedback on my performance	23	47	16	10	9	70%	0	+4 ◆	+1 ◆
B16	The feedback I receive helps me to improve my performance	22	43	24	8	9	65%	0	+2 ◆	-2 ◆
B17	I think that my performance is evaluated fairly	24	49	19	5	9	73%	0	+10 ◆	+5 ◆
B18	Poor performance is dealt with effectively in my team	9	29	40	14	8	39%	-1	0	-4 ◆

My team

81% 0

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	38	48	9	9	9	86%	0	+1 ◆	-1 ◆
B20	The people in my team work together to find ways to improve the service we provide	33	49	11	5	9	82%	0	0	-3 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	30	45	16	7	9	75%	-1 ◆	0	-4 ◆

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

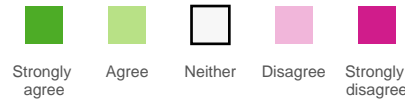
Learning and development

55% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	14	50	22	11	11	64%	+1	+3 ◆	-3 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	40	34	10	10	52%	-1	+2 ◆	-5 ◆
B24	There are opportunities for me to develop my career in the Scottish Government	13	42	25	13	7	55%	+3 ◆	+12 ◆	+4 ◆
B25	Learning and development activities I have completed while working for the Scottish Government are helping me to develop my career	11	37	34	13	5	48%	0	+4 ◆	-3 ◆

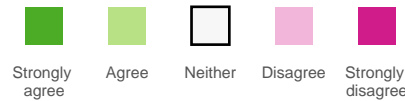
Inclusion and fair treatment

80% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	32	52	9	5	5	84%	-1	+5 ◆	+1 ◆
B27	I am treated with respect by the people I work with	33	52	9	9	5	85%	-1 ◆	+1 ◆	-2 ◆
B28	I feel valued for the work I do	23	47	16	10	5	70%	0	+5 ◆	0
B29	I think that the Scottish Government respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29	53	13	13	5	82%	+2 ◆	+8 ◆	+4 ◆

All questions by theme

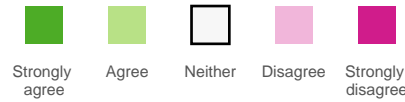
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Resources and workload **75%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	23	59	10	6	6	82%	0	0	-4 ◆
B31 I get the information I need to do my job well	16	54	16	10	6	70%	+1 ◆	+2 ◆	-4 ◆
B32 I have clear work objectives	18	54	15	9	6	73%	-1	-3 ◆	-7 ◆
B33 I have the skills I need to do my job effectively	26	62	9	3	2	89%	0	0	-2 ◆
B34 I have the tools I need to do my job effectively	17	56	14	9	6	74%	+2 ◆	+3 ◆	-2 ◆
B35 I have an acceptable workload	11	52	17	14	6	62%	+2 ◆	+4 ◆	-2 ◆
B36 I achieve a good balance between my work life and my private life	19	54	14	10	6	73%	+2 ◆	+6 ◆	+1 ◆

Pay and benefits **40%** +3

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	6	36	19	25	14	42%	+4 ◆	+10 ◆	+3 ◆
B38 I am satisfied with the total benefits package	7	37	25	20	11	44%	+2 ◆	+10 ◆	+3 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	28	22	26	17	34%	+2 ◆	+7 ◆	0

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

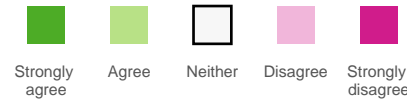
Leadership and managing change

43% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that the Scottish Government as a whole is managed well	5	43	31	15	5	48%	-2 ◆	+1 ◆	-10 ◆
B41	Directors and Deputy Directors in the Scottish Government are sufficiently visible	9	44	25	16	6	53%	-2 ◆	-2 ◆	-13 ◆
B42	I believe the actions of Directors and Deputy Directors are consistent with the Scottish Government's values	8	43	38	8	5	51%	-1	+2 ◆	-7 ◆
B43	I believe that the Executive Team has a clear vision for the future of the Scottish Government	6	35	45	10	5	41%	-1	-2 ◆	-13 ◆
B44	Overall, I have confidence in the decisions made by the Scottish Government's Directors and Deputy Directors	7	40	36	11	5	47%	-1 ◆	+3 ◆	-8 ◆
B45	I feel that change is managed well in the Scottish Government	27	34	28	9	2	29%	+2 ◆	0	-12 ◆
B46	When changes are made in the Scottish Government they are usually for the better	24	45	21	7	2	26%	+2 ◆	-4 ◆	-13 ◆
B47	The Scottish Government keeps me informed about matters that affect me	6	52	28	11	3	58%	+1	+2 ◆	-7 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	32	32	22	8	6	37%	+1	-1 ◆	-11 ◆
B49	I think it is safe to challenge the way things are done in the Scottish Government	6	37	34	16	7	43%	0	0	-6 ◆

All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of the Scottish Government	17	44	29	7	7	61%	0	+2 ◆	-5 ◆
B51 I would recommend the Scottish Government as a great place to work	15	45	28	9	9	61%	+1 ◆	+10 ◆	0
B52 I feel a strong personal attachment to the Scottish Government	14	35	34	14	14	48%	-1	+1	-7 ◆
B53 The Scottish Government inspires me to do the best in my job	12	35	36	12	12	47%	0	+1 ◆	-6 ◆
B54 The Scottish Government motivates me to help it achieve its objectives	10	34	38	13	5	44%	0	0	-7 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that Directors and Deputy Directors in the Scottish Government will take action on the results from this survey	7	37	28	17	10	45%	-1 ◆	-2 ◆	-10 ◆
B56 I believe that managers where I work will take action on the results from this survey	12	42	24	14	8	54%	-2 ◆	-2 ◆	-10 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	8	27	39	15	10	35%	0	0	-6 ◆

All questions by theme

♦ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	32	57	6			90%	-1	+2 ♦	0
B59 I believe I would be supported if I try a new idea, even if it may not work	21	51	18	8		72%	-1	+3 ♦	-2 ♦
B60 When I talk about the Scottish Government I say "we" rather than "they"	20	48	20	9		68%	+1	-3 ♦	-11 ♦
B61 I have some really good friendships at work	29	49	16	5		78%	+2 ♦	+1 ♦	-2 ♦

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Directors and Deputy Directors in the Scottish Government actively role model the behaviours set out in the Civil Service Leadership Statement	6	35	46	10		41%	+4 ♦	-3 ♦	-9 ♦
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	14	43	32	7		57%	+5 ♦	-5 ♦	-10 ♦

All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

Wellbeing



Unlike the questions B01-B63 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 previous survey	Difference from CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	21	52	15	67%	+1 ◆	+1 ◆	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	19	50	22	72%	0	+1 ◆	-2 ◆
W03 Overall, how happy did you feel yesterday?	14	21	44	21	65%	+2 ◆	+2 ◆	-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?	24	30	19	28	53%	+1 ◆	+3 ◆	0
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All questions by theme

◇ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Your plans for the future

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

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave the Scottish Government as soon as possible		4%	0	-4 ◇	-7 ◇
I want to leave the Scottish Government within the next 12 months		8%	-1	-7 ◇	-11 ◇
I want to stay working for the Scottish Government for at least the next year		26%	+1	-6 ◇	-13 ◇
I want to stay working for the Scottish Government for at least the next three years		62%	0	+19 ◇	+10 ◇

The Civil Service Code

Differences are based on '% Yes' score

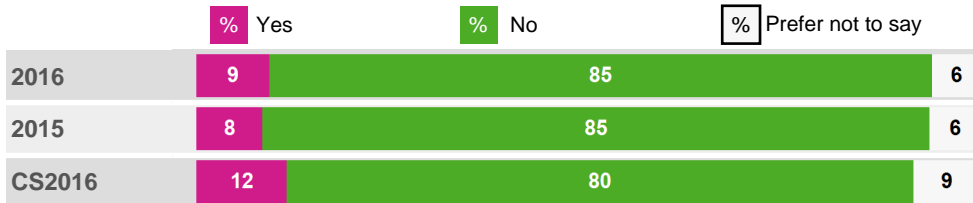
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	0	+2 ◇	-2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	-2 ◇	-1 ◇	-8 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Scottish Government it would be investigated properly?		28	72%	0	+5 ◇	-3 ◇

All questions by theme

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Discrimination, harassment and bullying

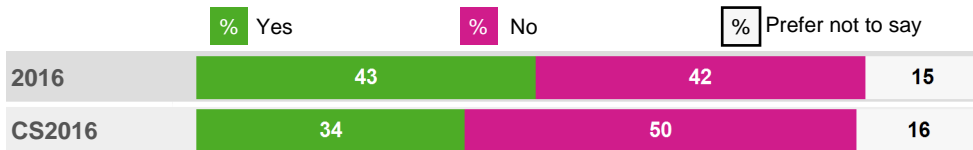
E01. During the past 12 months, have you personally experienced discrimination at work?



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?



For respondents who selected 'Yes' to question E03.
 E06. In your opinion, has this issue been resolved?



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	59
Caring responsibilities	34
Disability	51
Ethnic background	23
Gender	53
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	172
Main spoken/written language or language ability	20
Religion or belief	11
Sexual orientation	12
Social or educational background	28
Working location	46
Working pattern	80
Any other grounds	98
Prefer not to say	35

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

	Response Count
A colleague	117
Your manager	117
Another manager in my part of SG	123
Someone you manage	25
Someone who works for another part of SG	49
A member of the public	16
Someone else	18
Prefer not to say	61

All questions by theme

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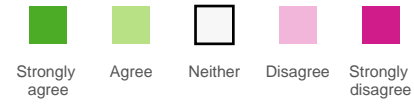
Scottish Government questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	
F01	Consistently good people management is at the heart of the People Strategy, so everyone is now expected to have a monthly conversation with their line manager about performance, priorities, wellbeing and development. Do you have these monthly conversations with your manager?	Yes: 77%		No: 23%			77%	0	
F02	(Please only answer if you selected yes to F01) The monthly conversations I have with my manager are useful	22	59	13	6	1	81%	+2 ◆	
F03	(Please only answer if you selected yes to F01) My manager and I discuss my wellbeing as part of the monthly conversation	23	59	11	6	1	82%	+3 ◆	
F04	After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 39%		No: 11%		N/a: 49%		39%	0
F05	My team's work is prioritised in a way that means I can realistically deliver what is expected of me	12	55	18	11	4	68%	+1	
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)	17	51	21	8	3	68%	-1	
F07	The spaces in my workplace help me work together with others	11	47	26	11	5	59%	--	
F08	I am able to make good use out of the facilities offered in the spaces I work in	12	51	27	8	2	63%	--	
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: 44%		No: 56%			44%	--	
F10	SG2020 is making a positive difference to the way things are done in the Scottish Government	20	41	39	12	8	23%	--	
F11	Overall, I have confidence in the decisions made by my Deputy Director	12	42	34	8	4	54%	--	
F12	Overall, I have confidence in the decisions made by my Director	11	40	37	8	4	51%	--	
F13	Overall, I have confidence in the decisions made by the Executive Team	5	35	47	9	2	40%	--	

All questions by theme

✦ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

Scottish Government questions



% Positive
 Difference from previous survey

F14 I am currently on Temporary Responsibility Supplement (TRS)

Yes: 7% No: 70% N/a: 23%

7%

0

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2016 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, CS2016 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

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

The drivers of engagement

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

strength of association
with engagement



the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2016 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.