



Your engagement index

63%

Difference from
previous survey

-1

Difference from
Parent^o

-2

Difference from
SOWO

-1

Difference from high
performing units

+4 ✧

^oParent = Scotland Office and Office of the Advocate General
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 SOWO
B50. I am proud when I tell others I am part of the Office	54%	-9	-6 ✧
B51. I would recommend the Office as a great place to work	48%	-9	-4

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

B52. I feel a strong personal attachment to the Office	44%	+1	-8 ✧
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Strive: motivated to do the best for the organisation...

B53. The Office inspires me to do the best in my job	44%	-10	-9 ✧
B54. The Office motivates me to help it achieve its objectives	42%	-8	-7 ✧

✧ = 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 ¹	Theme score % positive	Difference from previous survey	Difference from SOWO	Difference from high performing units
Leadership and managing change		52%	+1	-2 ✧	+13 ✧
My work		80%	-4	+1	+4 ✧
My line manager		69%	+2	-5 ✧	-1
Resources and workload		74%	-1	-5 ✧	-3 ✧
Learning and development		42%	-9	-9 ✧	-7 ✧
Inclusion and fair treatment		84%	+4	-1	+6 ✧
Organisational objectives and purpose		83%	+5	-2	-2
My team		84%	+2	0	+1
Pay and benefits		57%	+10	+5 ✧	+15 ✧

✧ = Statistically significant difference from comparison




¹The table above shows the strength of association between engagement and the themes for Scotland Office/ OAG/ Wales Office

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 Scotland Office/ OAG/ Wales Office.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from SOWO
Leadership and managing change Strength of association with engagement: 			
B41. Senior managers in the Office are sufficiently visible	75%	+5	+4 ◇
B43. I believe that the Management Board has a clear vision for the future of the Office	53%	+12	+2
B44. Overall, I have confidence in the decisions made by the Office's senior managers	60%	+1	+2
B49. I think it is safe to challenge the way things are done in the Office	60%	+3	+1
B45. I feel that change is managed well in the Office	38%	-10	-2
B40. I feel that the Office as a whole is managed well	60%	+7	-2
B42. I believe the actions of senior managers are consistent with the Office's values	52%	-7	-5 ◇
B47. The Office keeps me informed about matters that affect me	52%	-3	-8 ◇
B46. When changes are made in the Office they are usually for the better	28%	-6	-8 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	40%	+3	-8 ◇
My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	67%	+2	+4
B01. I am interested in my work	96%	-2	+3
B05. I have a choice in deciding how I do my work	79%	-2	+2
B02. I am sufficiently challenged by my work	83%	-2	0
B03. My work gives me a sense of personal accomplishment	73%	-16 ◇	-6 ◇
My line manager Strength of association with engagement: 			
B17. I think that my performance is evaluated fairly	74%	+8	-1
B11. My manager is open to my ideas	85%	+6	-1
B18. Poor performance is dealt with effectively in my team	47%	+3	-2
B10. My manager is considerate of my life outside work	79%	+4	-5 ◇
B13. Overall, I have confidence in the decisions made by my manager	77%	0	-6 ◇
B09. My manager motivates me to be more effective in my job	69%	+1	-6 ◇
B16. The feedback I receive helps me to improve my performance	60%	-3	-7 ◇
B15. I receive regular feedback on my performance	60%	0	-7 ◇
B12. My manager helps me to understand how I contribute to the Office's objectives	63%	-5	-7 ◇
B14. My manager recognises when I have done my job well	77%	+7	-7 ◇

All questions by theme

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

°Parent =Scotland Office and Office of the Advocate General

	%	%	%	%	%	% Positive	Difference from previous survey	Difference from Parent°	Difference from SOWO	Difference from high performing units
My work										
:Strength of association with engagement										
B01. I am interested in my work	46	50	4			96%	-2	+1	+3	+3
B02. I am sufficiently challenged by my work	31	52	13	4		83%	-2	-3	0	+3
B03. My work gives me a sense of personal accomplishment	29	44	23			73%	-16 ◇	-4 ◇	-6 ◇	-5 ◇
B04. I feel involved in the decisions that affect my work	19	48	17	15		67%	+2	+1	+4	+9 ◇
B05. I have a choice in deciding how I do my work	33	46	10	8		79%	-2	-2	+2	+1
Organisational objectives and purpose										
:Association with engagement not identified										
B06. I have a clear understanding of the Office's purpose	25	67	6			92%	+12	-2	+3	+3
B07. I have a clear understanding of the Office's objectives	19	56	17	6		75%	+6	-3 ◇	-4 ◇	-8 ◇
B08. I understand how my work contributes to the Office's objectives	23	58	10	4	4	81%	-2	-2	-3	-4

All questions by theme

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

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*Parent =Scotland Office and Office of the Advocate General

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SOWO	Difference from high performing units
My line manager										
:Strength of association with engagement										
B09. My manager motivates me to be more effective in my job	25	44	10	17	4	69%	+1	-3	-6 ◇	-1
B10. My manager is considerate of my life outside work	44	35	15	4		79%	+4	-4	-5 ◇	-5 ◇
B11. My manager is open to my ideas	42	44	8	6		85%	+6	0	-1	+2
B12. My manager helps me to understand how I contribute to the Office's objectives	19	44	29	4	4	63%	-5	-5 ◇	-7 ◇	-3
B13. Overall, I have confidence in the decisions made by my manager	35	42	10	10		77%	0	-2	-6 ◇	+1
B14. My manager recognises when I have done my job well	29	48	10	6	6	77%	+7	-1	-7 ◇	-5 ◇
B15. I receive regular feedback on my performance	13	48	21	13	6	60%	0	0	-7 ◇	-10 ◇
B16. The feedback I receive helps me to improve my performance	15	45	26	11	4	60%	-3	-1	-7 ◇	-5
B17. I think that my performance is evaluated fairly	23	51	19	4		74%	+8	-1	-1	+5
B18. Poor performance is dealt with effectively in my team	9	38	36	13	4	47%	+3	-1	-2	+1
My team										
:Association with engagement not identified										
B19. The people in my team can be relied upon to help when things get difficult in my job	35	56	4	4		92%	+6	+1	+1	+4
B20. The people in my team work together to find ways to improve the service we provide	38	50	10			88%	+2	0	+2	+3
B21. The people in my team are encouraged to come up with new and better ways of doing things	29	44	27			73%	-3	-7	-5 ◇	-6 ◇

All questions by theme

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

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*Parent =Scotland Office and Office of the Advocate General

	%	%	%	%	%	% Positive	Difference from previous survey	Difference from Parent*	Difference from SOWO	Difference from high performing units
Learning and development										
:Strength of association with engagement										
B22. I am able to access the right learning and development opportunities when I need to	4	48	35	10		52%	-16 ◇	-9 ◇	-10 ◇	-12 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	4	35	54	7		39%	-6	-10 ◇	-10 ◇	-15 ◇
B24. There are opportunities for me to develop my career in the Office		30	36	28	4	32%	-9	-6 ◇	-10 ◇	-5
B25. Learning and development activities I have completed while working for the Office are helping me to develop my career	4	39	35	17	4	43%	-6	-14 ◇	-8 ◇	-4
Inclusion and fair treatment										
:Strength of association with engagement										
B26. I am treated fairly at work	25	67		6		92%	+3	-2	-1	+8 ◇
B27. I am treated with respect by the people I work with	35	52	4	6		88%	-3	-2	-1	-1
B28. I feel valued for the work I do	19	53	15	9	4	72%	+6	-4	-5 ◇	+6 ◇
B29. I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	63	10			85%	+9	-4	+1	+8 ◇

All questions by theme

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

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°Parent =Scotland Office and Office of the Advocate General

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from Parent°	Difference from SOWO	Difference from high performing units
Resources and workload										
:Strength of association with engagement										
B30. In my job, I am clear what is expected of me	27	48	19	6	6	75%	+5	-6	-8 ◇	-14 ◇
B31. I get the information I need to do my job well	15	52	21	13	13	67%	-7	-9	-11 ◇	-6 ◇
B32. I have clear work objectives	20	52	13	11	4	72%	-2	-9	-7 ◇	-9 ◇
B33. I have the skills I need to do my job effectively	27	67			4	94%	-6	0	+3	+2
B34. I have the tools I need to do my job effectively	26	60	9	6	6	85%	-2	-3	0	+8 ◇
B35. I have an acceptable workload	19	44	17	21	21	63%	+5	-9	-7 ◇	-6 ◇
B36. I achieve a good balance between my work life and my private life	17	50	17	15	15	67%	0	-5 ◇	-4	-9 ◇
Pay and benefits										
:Association with engagement not identified										
B37. I feel that my pay adequately reflects my performance	6	48	21	21	4	54%	+6	-4	+2	+10 ◇
B38. I am satisfied with the total benefits package	6	58	13	17	6	65%	+11	-3	+8 ◇	+20 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	8	44	23	21	4	52%	+14	+1	+5 ◇	+15 ◇

All questions by theme

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

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°Parent =Scotland Office and Office of the Advocate General

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from Parent°	Difference from SOWO	Difference from high performing units
Leadership and managing change										
:Strength of association with engagement										
B40. I feel that the Office as a whole is managed well	6	54	17	19	4	60%	+7	-4	-2	+17 ◇
B41. Senior managers in the Office are sufficiently visible	10	65	13	10		75%	+5	+3	+4 ◇	+25 ◇
B42. I believe the actions of senior managers are consistent with the Office's values	10	42	35	10		52%	-7	-9 ◇	-5 ◇	+8 ◇
B43. I believe that the Management Board has a clear vision for the future of the Office	6	47	30	11	6	53%	+12	+4	+2	+16 ◇
B44. Overall, I have confidence in the decisions made by the Office's senior managers	6	54	23	13	4	60%	+1	0	+2	+23 ◇
B45. I feel that change is managed well in the Office	9	30	32	26	4	38%	-10	-3	-2	+7 ◇
B46. When changes are made in the Office they are usually for the better	6	21	53	15	4	28%	-6	-6 ◇	-8 ◇	+3
B47. The Office keeps me informed about matters that affect me	10	42	31	17		52%	-3	-8 ◇	-8 ◇	-6 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	8	31	31	29		40%	+3	-4 ◇	-8 ◇	+5
B49. I think it is safe to challenge the way things are done in the Office	13	48	27	10		60%	+3	-5 ◇	+1	+18 ◇

All questions by theme

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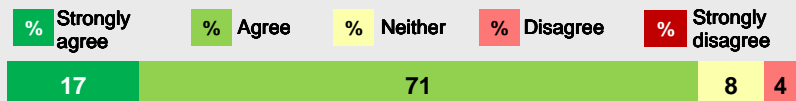
°Parent =Scotland Office and Office of the Advocate General

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from Parent°	Difference from SOWO	Difference from high performing units
Engagement										
B50. I am proud when I tell others I am part of the Office	23	31	44			54%	-9	-6 ◇	-6 ◇	-4
B51. I would recommend the Office as a great place to work	21	27	42	8		48%	-9	-7 ◇	-4	+2
B52. I feel a strong personal attachment to the Office	10	33	40	15		44%	+1	-10 ◇	-8 ◇	-8 ◇
B53. The Office inspires me to do the best in my job	19	25	42	15		44%	-10	-9 ◇	-9 ◇	0
B54. The Office motivates me to help it achieve its objectives	17	25	38	21		42%	-8	-10 ◇	-7 ◇	+2
Taking action										
B55. I believe that senior managers in the Office will take action on the results from this survey	6	40	29	19	6	46%	0	-4 ◇	-9 ◇	+3
B56. I believe that managers where I work will take action on the results from this survey	11	40	28	21		51%	-6	-6 ◇	-8 ◇	-5

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

Score	Comparison
88%	2010 % Positive
-1	Difference from previous survey
-4	Difference from Parent°
-2	Difference from SOWO

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

Score	Comparison
55%	2010 % Yes
0	Difference from previous survey
-7 ◇	Difference from Parent°
-16 ◇	Difference from SOWO

Your plans for the future

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

Statement	%	Difference from previous survey	Difference from Parent°	Difference from SOWO
I want to leave the Office as soon as possible	2%	-2	-2	-3
I want to leave the Office within the next 12 months	31%	+9	+8	+8 ◇
I want to stay working for the Office for at least the next year	35%	-17 ◇	-6 ◇	-4
I want to stay working for the Office for at least the next three years	31%	+10	-1	-1

The Civil Service Code

Differences are based on '% Yes' score

Statement	% Yes	% No	Difference from previous survey	Difference from Parent°	Difference from SOWO
E01. Are you aware of the Civil Service Code?	96	4	0	-2	0
E02. Are you aware of how to raise a concern under the Civil Service Code?	72	28	+4	+4	-1
E03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?	73	27	-4	-8	-8 ◇

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All questions by theme

Discrimination, harassment and bullying

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



% Yes

4% | Previous survey

5% | Parent^o

5% | SOWO

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



% Yes

9% | Previous survey

12% | Parent^o

12% | SOWO

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)

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

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)

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

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

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[^] indicates a variation in question wording from your previous survey

[◇] indicates statistically significant difference from comparison

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

°Parent = Scotland Office and Office of the Advocate General

%
Strongly agree

%
Agree

%
Neither

%
Disagree

%
Strongly disagree

% Positive

Difference from previous survey

Difference from Parent°

Difference from SOWO

Scotland Office/ OAG/ Wales Office questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent°	Difference from SOWO
G01. I understand how where I work fits into the Ministry of Justice						65%	-9	+2	+3
G02. Have you had a formal performance review in the past 12 months?						90%	+7	0	+3 ◇
G03. My manager uses coaching skills effectively	9	51	21	19		60%	+1	0	-1
G04. Overall I am satisfied with the job I do	19	69	6	6		88%	+4	0	+2
G05. When staff communicate with each other within the organisation they are respectful and polite	23	58	15	4		81%	-	-3	+8 ◇
G06. I know what to do if I am concerned about the behaviour of others	21	69	6	4		90%	-	+2	+3
G07. My workload is generally manageable within my contracted hours	17	44	13	25		60%	-	-4	-2
G08. I think the organisation listens to concerns about organisational change	13	28	32	21	6	40%	-	-9 ◇	-6 ◇
G09. I receive the development that has been identified as necessary for my job	6	45	30	17		51%	-	-6 ◇	-8 ◇

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 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.
High performing units	For each question, this is the upper quartile score across all units from 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, Scotland Office/ OAG/ Wales Office results, Scotland Office and Office of the Advocate General results and high performing units results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

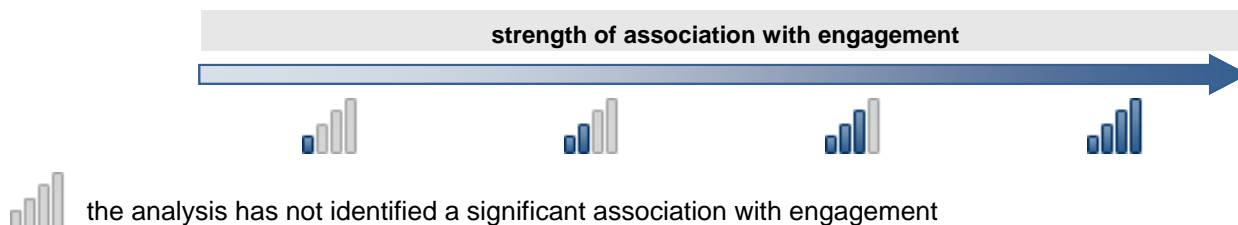
The employee engagement index

The survey includes five questions that make up the engagement index (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.