



Returns: 45

Response rate: 78%

## Your engagement index

# 69%

Difference from previous survey	Difference from Parent <sup>o</sup>	Difference from SWNIO	Difference from high performing units
+4	-1	+8 ✧	+9 ✧

<sup>o</sup>Parent = 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 SWNIO
B50. I am proud when I tell others I am part of the Office	73%	+5	+10 ✧
B51. I would recommend the Office as a great place to work	64%	0	+17 ✧

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

B52. I feel a strong personal attachment to the Office	64%	+8	+13 ✧
--	-----	----	-------

#### Strive: motivated to do the best for the organisation...

B53. The Office inspires me to do the best in my job	62%	+6	+13 ✧
B54. The Office motivates me to help it achieve its objectives	60%	+8	+13 ✧

✧ = 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 <sup>1</sup>	Theme score % positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
Leadership and managing change		63%	+9 ✧	+13 ✧	+20 ✧
My work		76%	-1	-1	-2
My line manager		71%	-3	+3	0
Resources and workload		73%	-2	-3	-5
Learning and development		40%	-5	+2	-11 ✧
Organisational objectives and purpose		82%	+9 ✧	-3	-5
My team		82%	-6	+4	-2
Inclusion and fair treatment		84%	+7	+9 ✧	+4
Pay and benefits		42%	-2	+1	+6

✧ = Statistically significant difference from comparison




<sup>1</sup>The table above shows the strength of association between engagement and the themes for Scotland Office, Office of the Advocate General, Wales Office and Northern Ireland 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 SWNIO.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from SWNIO
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>			
B49. I think it is safe to challenge the way things are done in the Office	73%	+6	+22 ◇
B42. I believe the actions of senior managers are consistent with the Office's values	73%	+15 ◇	+20 ◇
B44. Overall, I have confidence in the decisions made by the Office's senior managers	70%	+20 ◇	+18 ◇
B40. I feel that the Office as a whole is managed well	71%	+11 ◇	+16 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	56%	+1	+13 ◇
B43. I believe that the Management Board has a clear vision for the future of the Office	59%	+15 ◇	+11 ◇
B41. Senior managers in the Office are sufficiently visible	77%	+11 ◇	+10 ◇
B47. The Office keeps me informed about matters that affect me	62%	+5	+10 ◇
B46. When changes are made in the Office they are usually for the better	45%	+2	+8 ◇
B45. I feel that change is managed well in the Office	45%	+2	+6
<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>			
B01. I am interested in my work	96%	+4	+3
B03. My work gives me a sense of personal accomplishment	80%	+9 ◇	+1
B05. I have a choice in deciding how I do my work	71%	-8 ◇	-1
B04. I feel involved in the decisions that affect my work	60%	-3	-2
B02. I am sufficiently challenged by my work	73%	-8 ◇	-7 ◇
<b>My line manager</b> <span style="float: right;">Strength of association with engagement: </span>			
B10. My manager is considerate of my life outside work	91%	+8	+13
B11. My manager is open to my ideas	89%	-1	+8 ◇
B09. My manager motivates me to be more effective in my job	73%	0	+5
B18. Poor performance is dealt with effectively in my team	47%	+3	+5
B14. My manager recognises when I have done my job well	82%	-5	+4
B13. Overall, I have confidence in the decisions made by my manager	80%	-3	+3
B16. The feedback I receive helps me to improve my performance	61%	-7	+2
B12. My manager helps me to understand how I contribute to the Office's objectives	69%	-6	0
B17. I think that my performance is evaluated fairly	60%	-11 ◇	-3
B15. I receive regular feedback on my performance	60%	-5	-3

# 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

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from Parent°	Difference from SWNIO	Difference from high performing units
<b>My work</b>										
:Strength of association with engagement										
B01. I am interested in my work	49	47	4			96%	+4	-2	+3	+2
B02. I am sufficiently challenged by my work	42	31	22	4		73%	-8 ◇	-7	-7 ◇	-10 ◇
B03. My work gives me a sense of personal accomplishment	42	38	9	11		80%	+9 ◇	-3	+1	0
B04. I feel involved in the decisions that affect my work	22	38	20	16	4	60%	-3	-7 ◇	-2	-1
B05. I have a choice in deciding how I do my work	24	47	20	7		71%	-8 ◇	-7	-1	-9 ◇
<b>Organisational objectives and purpose</b>										
:Strength of association with engagement										
B06. I have a clear understanding of the Office's purpose	36	49	9	7		84%	+5	-2	-3	-5
B07. I have a clear understanding of the Office's objectives	31	51	11	7		82%	+18 ◇	-5	-1	-3
B08. I understand how my work contributes to the Office's objectives	38	42	11	9		80%	+3	-2	-6 ◇	-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



## My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent°	Difference from SWNIO	Difference from high performing units
B09. My manager motivates me to be more effective in my job	13	60	20	7	7	73%	0	-4 ◇	+5	+1
B10. My manager is considerate of my life outside work	43	48	7	7	7	91%	+8	0	+13	+5 ◇
B11. My manager is open to my ideas	44	44	7	4	4	89%	-1	-1	+8 ◇	+4
B12. My manager helps me to understand how I contribute to the Office's objectives	24	44	24	7	7	69%	-6	-2	0	0
B13. Overall, I have confidence in the decisions made by my manager	31	49	7	13	13	80%	-3	-3	+3	+2
B14. My manager recognises when I have done my job well	36	47	13	4	4	82%	-5	-5	+4	-1
B15. I receive regular feedback on my performance	20	40	20	18	4	60%	-5	-8 ◇	-3	-13 ◇
B16. The feedback I receive helps me to improve my performance	20	41	25	14	4	61%	-7	-5 ◇	+2	-6
B17. I think that my performance is evaluated fairly	18	42	27	13	4	60%	-11 ◇	-10 ◇	-3	-10 ◇
B18. Poor performance is dealt with effectively in my team	18	29	47	4	4	47%	+3	+2	+5	+1

## My team

:Strength of association with engagement

B19. The people in my team can be relied upon to help when things get difficult in my job	33	49	16	4	4	82%	-7 ◇	-2	+1	-7
B20. The people in my team work together to find ways to improve the service we provide	31	56	9	4	4	87%	-1	-3	+7 ◇	+1
B21. The people in my team are encouraged to come up with new and better ways of doing things	31	47	18	4	4	78%	-10 ◇	-6	+5	-2

# 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



## Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent°	Difference from SWNIO	Difference from high performing units
B22. I am able to access the right learning and development opportunities when I need to	7	51	20	20		58%	+2	-9 ◇	+8 ◇	-9 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	5	25	50	11	9	30%	-16 ◇	-16 ◇	-7 ◇	-24 ◇
B24. There are opportunities for me to develop my career in the Office	7	27	22	31	13	33%	-2	-10 ◇	+1	-11 ◇
B25. Learning and development activities I have completed while working for the Office are helping me to develop my career	9	32	27	23	9	41%	-3	-3	+7 ◇	-7 ◇

## Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	29	58	9	4		87%	+1	+1	+7 ◇	+2
B27. I am treated with respect by the people I work with	29	64		4		93%	+12	+1	+12	+3
B28. I feel valued for the work I do	13	58	16	11		71%	+2	-3	+6 ◇	+2
B29. I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	58	13			84%	+14 ◇	-5	+12 ◇	+6 ◇








# 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

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from Parent°	Difference from SWNIO	Difference from high performing units
<b>Resources and workload</b>										
 :Strength of association with engagement										
B30. In my job, I am clear what is expected of me	22	56	11	9		78%	-1	-4	-6 ◇	-12
B31. I get the information I need to do my job well	11	60	13	11	4	71%	+7	-7	0	-3
B32. I have clear work objectives	13	56	22	7		69%	-2	-3	-8 ◇	-13 ◇
B33. I have the skills I need to do my job effectively	16	73	9			89%	-5	-3	-1	-3
B34. I have the tools I need to do my job effectively	13	67	9	7	4	80%	+1	0	0	+4
B35. I have an acceptable workload	9	51	18	11	11	60%	-7	-7 ◇	-4	-8 ◇
B36. I achieve a good balance between my work life and my private life	14	48	20	14	5	61%	-9 ◇	-8 ◇	-3	-14 ◇
<b>Pay and benefits</b>										
 :Strength of association with engagement										
B37. I feel that my pay adequately reflects my performance	9	33	29	18	11	42%	-4	0	-1	+5
B38. I am satisfied with the total benefits package	9	33	22	20	16	42%	-4	0	+2	+2
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	36	20	24	13	42%	+3	0	+2	+9 ◇

# 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

% **Strongly agree**   
 % **Agree**   
 % **Neither**   
 % **Disagree**   
 % **Strongly disagree**   
 % **Positive**   
 Difference from previous survey   
 Difference from Parent°   
 Difference from SWNIO   
 Difference from high performing units

## Leadership and managing change

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent°	Difference from SWNIO	Difference from high performing units
B40. I feel that the Office as a whole is managed well	18	53	20	9	9	71%	+11 ✧	-2	+16 ✧	+24 ✧
B41. Senior managers in the Office are sufficiently visible	32	45	11	9	9	77%	+11 ✧	-5	+10 ✧	+22 ✧
B42. I believe the actions of senior managers are consistent with the Office's values	31	42	20	7	7	73%	+15 ✧	-1	+20 ✧	+26 ✧
B43. I believe that the Management Board has a clear vision for the future of the Office	20	39	36	5	5	59%	+15 ✧	-4 ✧	+11 ✧	+14 ✧
B44. Overall, I have confidence in the decisions made by the Office's senior managers	23	48	25	5	5	70%	+20 ✧	-1	+18 ✧	+28 ✧
B45. I feel that change is managed well in the Office	14	32	39	11	5	45%	+2	-7 ✧	+6	+13 ✧
B46. When changes are made in the Office they are usually for the better	14	32	45	7	7	45%	+2	-3	+8 ✧	+18 ✧
B47. The Office keeps me informed about matters that affect me	16	47	20	13	4	62%	+5	-7 ✧	+10 ✧	+1
B48. I have the opportunity to contribute my views before decisions are made that affect me	18	38	22	16	7	56%	+1	-4	+13 ✧	+17 ✧
B49. I think it is safe to challenge the way things are done in the Office	16	58	18	4	4	73%	+6	-3	+22 ✧	+29 ✧

# 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

	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from Parent°	Difference from SWNIO	Difference from high performing units
<b>Engagement</b>										
B50. I am proud when I tell others I am part of the Office	27	47	22	4	73%	+5	-3	+10 ◇	+13 ◇	
B51. I would recommend the Office as a great place to work	24	40	27	9	64%	0	-4	+17 ◇	+16 ◇	
B52. I feel a strong personal attachment to the Office	16	49	24	11	64%	+8	+4	+13 ◇	+14 ◇	
B53. The Office inspires me to do the best in my job	16	47	27	11	62%	+6	-5 ◇	+13 ◇	+17 ◇	
B54. The Office motivates me to help it achieve its objectives	13	47	33	7	60%	+8	-2	+13 ◇	+18 ◇	
<b>Taking action</b>										
B55. I believe that senior managers in the Office will take action on the results from this survey	13	33	36	16	47%	+3	-10 ◇	-3	-1	
B56. I believe that managers where I work will take action on the results from this survey	16	29	33	18	44%	-14 ◇	-14 ◇	-7 ◇	-17 ◇	
B57. Where I work, I think effective action has been taken on the results of the last survey	16	13	51	16	29%	-2	-7 ◇	+5	-13 ◇	



# All questions by theme

## Your plans for the future

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

			Difference from previous survey	Difference from Parent <sup>o</sup>	Difference from SWNIO
I want to leave the Office as soon as possible		2%	-4	-4	-8
I want to leave the Office within the next 12 months		31%	+3	+10	+11 ^
I want to stay working for the Office for at least the next year		51%	+6	+1	+16 ^
I want to stay working for the Office for at least the next three years		16%	-6	-7 ^	-19 ^

## The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from Parent <sup>o</sup>	Difference from SWNIO
D01. Are you aware of the Civil Service Code?		98	98%	+4	0	+3
D02. Are you aware of how to raise a concern under the Civil Service Code?		84	84%	+9 ^	+9 ^	+11 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?		84	84%	+7 ^	-2	+14 ^

Parent<sup>o</sup> = Scotland Office and Office of the Advocate General

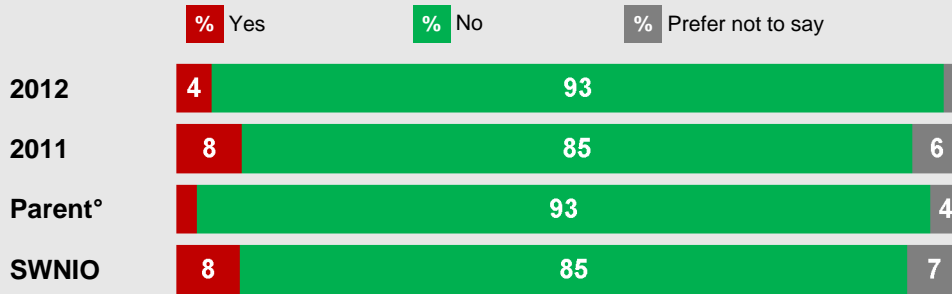
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

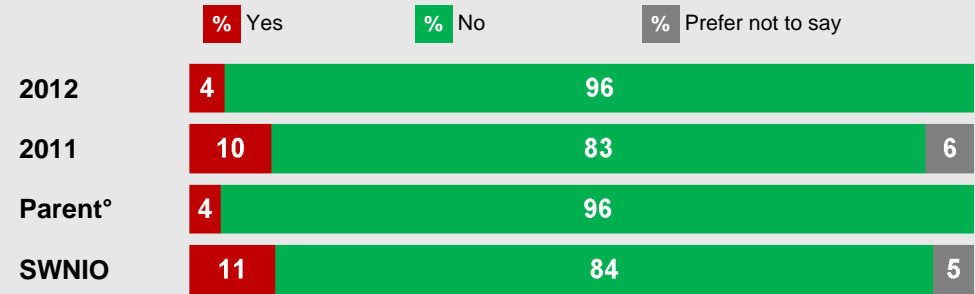
# All questions by theme

## 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 E01.  
E02. 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, pay band or responsibility level	--
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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

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)

Who	Response count
A colleague	--
Your manager	--
Another manager in my 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 '--'

Parent° = Scotland Office and Office of the Advocate General

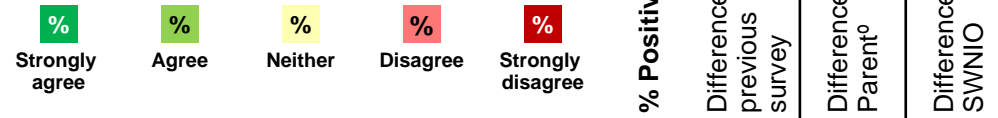
# All questions by theme

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



## Scotland Office, Office of the Advocate General, Wales Office and Northern Ireland Office questions

Question	Yes: %	No: %	% Positive	Difference from previous survey	Difference from Parent°	Difference from SWNIO			
F01. I am aware that Civil Service Learning is the first place to go for learning and development opportunities that are open to all civil servants	Yes: 64%	No: 36%	64%	-	+7 ✦	-13 ✦			
F02. I have had a formal performance review in the last 12 months	Yes: 81%	No: 19%	81%	-6	-6	-3			
F03. My manager uses coaching skills effectively	11	49	24	11	4	60%	-3	-1	+14 ✦
F04. My manager encourages me to make time for learning and development	13	31	31	22		44%	-	-15 ✦	-7 ✦
F05. When staff communicate with each other within the organisation they are respectful and polite	27	62	7	4		89%	+3	-3	+13 ✦
F06. I know what to do if I am concerned about the behaviour of others	24	60	11	4		84%	-3	-1	+3
F07. My workload is generally manageable within my contracted hours	11	55	7	14	14	66%	+10 ✦	+5 ✦	+4
F08. I think the organisation listens to concerns about organisational change	9	51	29	9		60%	+14 ✦	-4	+15 ✦
F09. I receive the development that has been identified as necessary for my job	7	30	45	16		36%	-12 ✦	-13 ✦	-13 ✦
F10. Overall I am satisfied with the job I do	18	57	18	7		75%	0	-5	0

# 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 2011 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>High performing units</b>	For each question, this is the upper quartile score across all units from all organisations that have taken part in the 2012 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: ✨

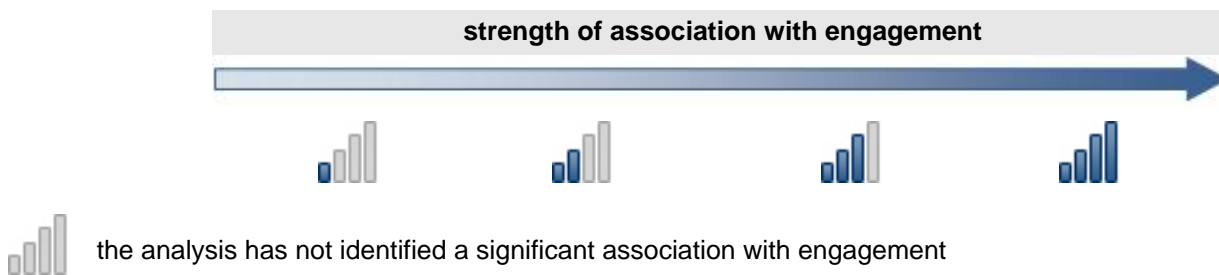
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, Scotland Office, Office of the Advocate General, Wales Office and Northern Ireland Office results, Scotland Office and Office of the Advocate General results and high performing units results 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



## Confidentiality

This survey was carried out as part of the 2012 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 the 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.