



Returns: 48

Response rate: 83%

Your engagement index

65%

Difference from Parent ^o	Difference from SWNIO	Difference from high performing units
-4 ✧	+3	+7 ✧

^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 SWNIO
B50. I am proud when I tell others I am part of the Office	69%	-	+9 ✧
B51. I would recommend the Office as a great place to work	65%	-	+9 ✧

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

B52. I feel a strong personal attachment to the Office	56%	-	+6 ✧
--	-----	---	------

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

B53. The Office inspires me to do the best in my job	56%	-	+3
B54. The Office motivates me to help it achieve its objectives	52%	-	+2

✧ = 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 SWNIO	Difference from high performing units
My work		77%	-3	+2	+1
Leadership and managing change		55%	-	-1	+15 ✧
My line manager		74%	-	+2	+4
Resources and workload		75%	+1	-1	-2
Learning and development		45%	-	+2	-3
My team		88%	+4	+6 ✧	+5 ✧
Organisational objectives and purpose		74%	-	-9 ✧	-11 ✧
Inclusion and fair treatment		77%	-	-1	-1
Pay and benefits		44%	-13	-1	+7 ✧

✧ = Statistically significant difference from comparison

¹The 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
My work Strength of association with engagement: 			
B01. I am interested in my work	92%	-4	+3
B02. I am sufficiently challenged by my work	81%	-2	+2
B05. I have a choice in deciding how I do my work	79%	0	+2
B04. I feel involved in the decisions that affect my work	63%	-4	+2
B03. My work gives me a sense of personal accomplishment	71%	-2	-1
Leadership and managing change Strength of association with engagement: 			
B49. I think it is safe to challenge the way things are done in the Office	67%	-	+10 ✧
B40. I feel that the Office as a whole is managed well	60%	-	+5
B48. I have the opportunity to contribute my views before decisions are made that affect me	54%	+15	0
B42. I believe the actions of senior managers are consistent with the Office's values	58%	-	0
B47. The Office keeps me informed about matters that affect me	57%	-	-1
B46. When changes are made in the Office they are usually for the better	44%	-	-1
B41. Senior managers in the Office are sufficiently visible	67%	-	-1
B45. I feel that change is managed well in the Office	44%	-	-3
B44. Overall, I have confidence in the decisions made by the Office's senior managers	50%	-	-5
B43. I believe that the Management Board has a clear vision for the future of the Office	44%	-	-8 ✧
My line manager Strength of association with engagement: 			
B11. My manager is open to my ideas	90%	+4	+4 ✧
B13. Overall, I have confidence in the decisions made by my manager	83%	+6	+4
B09. My manager motivates me to be more effective in my job	73%	+4	+3
B10. My manager is considerate of my life outside work	83%	+4	+3
B14. My manager recognises when I have done my job well	88%	+10	+3
B16. The feedback I receive helps me to improve my performance	68%	+9	+2
B12. My manager helps me to understand how I contribute to the Office's objectives	75%	-	+2
B17. I think that my performance is evaluated fairly	71%	-4	+1
B18. Poor performance is dealt with effectively in my team	44%	-3	0
B15. I receive regular feedback on my performance	65%	+4	-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



My work

: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
B01. I am interested in my work	40	52	6			92%	-4	-2	+3	-1
B02. I am sufficiently challenged by my work	31	50	8	8		81%	-2	0	+2	0
B03. My work gives me a sense of personal accomplishment	25	46	15	13		71%	-2	-8	-1	-7 ✧
B04. I feel involved in the decisions that affect my work	15	48	17	15	6	63%	-4	-4 ✧	+2	+4
B05. I have a choice in deciding how I do my work	21	58	10	8		79%	0	-4	+2	+1

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of the Office's purpose	29	50	10	4	6	79%	-	-6	-4	-9 ✧
B07. I have a clear understanding of the Office's objectives	25	40	23	6	6	65%	-	-12	-16 ✧	-19 ✧
B08. I understand how my work contributes to the Office's objectives	33	44	15	4	4	77%	-	-6	-8 ✧	-8 ✧

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	29	44	19	4	4	73%	+4	-5 ◇	+3	+3
B10. My manager is considerate of my life outside work	52	31	4	6	6	83%	+4	-4	+3	-1
B11. My manager is open to my ideas	46	44	6	6	6	90%	+4	-1	+4 ◇	+6 ◇
B12. My manager helps me to understand how I contribute to the Office's objectives	27	48	19	4	4	75%	-	+1	+2	+10 ◇
B13. Overall, I have confidence in the decisions made by my manager	40	44	10	4	4	83%	+6	-3	+4	+7 ◇
B14. My manager recognises when I have done my job well	44	44	6	4	4	88%	+10	-4	+3	+5 ◇
B15. I receive regular feedback on my performance	19	46	19	10	6	65%	+4	-3	-3	-6 ◇
B16. The feedback I receive helps me to improve my performance	21	47	21	4	6	68%	+9	-2	+2	+3
B17. I think that my performance is evaluated fairly	25	46	21	4	4	71%	-4	-6 ◇	+1	+2
B18. Poor performance is dealt with effectively in my team	13	31	42	8	6	44%	-3	-3	0	-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	44	46	10	0	0	90%	-2	+1	+4	+1
B20. The people in my team work together to find ways to improve the service we provide	38	50	8	4	0	88%	0	-1	+5 ◇	+3
B21. The people in my team are encouraged to come up with new and better ways of doing things	33	54	8	0	0	88%	+15 ◇	-4	+10 ◇	+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
Learning and development										
:Strength of association with engagement										
B22. I am able to access the right learning and development opportunities when I need to	8	48	29	8	6	56%	+4	-10 ◇	-1	-8 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	38	38	10	6	46%	+7	-2	+5	-6 ◇
B24. There are opportunities for me to develop my career in the Office	6	29	27	19	19	35%	-	-7 ◇	-2	-2
B25. Learning and development activities I have completed while working for the Office are helping me to develop my career	10	33	38	15	4	44%	-	-4	+7 ◇	-2
Inclusion and fair treatment										
:Strength of association with engagement										
B26. I am treated fairly at work	25	60	6	4	4	85%	-6	-2	+2	+2
B27. I am treated with respect by the people I work with	33	48	10	6		81%	-6	-8	-1	-8 ◇
B28. I feel valued for the work I do	21	48	17	10	4	69%	-4	-8	0	+2
B29. I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	44	21	4	4	71%	-	-8	-4	-5 ◇

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
Resources and workload										
 :Strength of association with engagement										
B30. In my job, I am clear what is expected of me	27	52	10	10		79%	+4	-4	-3	-10 ✧
B31. I get the information I need to do my job well	19	46	19	15		65%	-2	-9	-5	-8 ✧
B32. I have clear work objectives	19	52	19	8		71%	-1	-6 ✧	-4	-10 ✧
B33. I have the skills I need to do my job effectively	29	65	6			94%	0	+1	+6	+2
B34. I have the tools I need to do my job effectively	21	58	17	4		79%	-6	-5	0	+3
B35. I have an acceptable workload	15	52	10	17	6	67%	+4	-5 ✧	+1	-1
B36. I achieve a good balance between my work life and my private life	10	60	8	10	10	71%	+4	-4 ✧	0	-4
Pay and benefits										
 :Strength of association with engagement										
B37. I feel that my pay adequately reflects my performance	10	35	19	23	13	46%	-8	0	0	+7 ✧
B38. I am satisfied with the total benefits package	6	40	23	17	15	46%	-19 ✧	-7 ✧	0	+7 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	33	27	13	21	40%	-13	-5 ✧	-4	+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

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	10	50	17	15	8	60%	-	-6 ◇	+5	+18 ◇
B41. Senior managers in the Office are sufficiently visible	27	40	15	10	8	67%	-	-6 ◇	-1	+17 ◇
B42. I believe the actions of senior managers are consistent with the Office's values	21	38	25	13	4	58%	-	-7 ◇	0	+16 ◇
B43. I believe that the Management Board has a clear vision for the future of the Office	8	35	29	17	10	44%	-	-16 ◇	-8 ◇	+3
B44. Overall, I have confidence in the decisions made by the Office's senior managers	17	33	33	10	6	50%	-	-10 ◇	-5	+13 ◇
B45. I feel that change is managed well in the Office	13	31	33	19	4	44%	-	-11 ◇	-3	+14 ◇
B46. When changes are made in the Office they are usually for the better	15	29	35	17	4	44%	-	-4 ◇	-1	+20 ◇
B47. The Office keeps me informed about matters that affect me	15	43	17	21	4	57%	-	-11 ◇	-1	-1
B48. I have the opportunity to contribute my views before decisions are made that affect me	15	40	25	17	4	54%	+15	-7 ◇	0	+18 ◇
B49. I think it is safe to challenge the way things are done in the Office	15	52	22	7	4	67%	-	-3	+10 ◇	+26 ◇

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
Engagement										
B50. I am proud when I tell others I am part of the Office	19	50	23	6	6	69%	-	-5 ✧	+9 ✧	+12 ✧
B51. I would recommend the Office as a great place to work	19	46	25	8	8	65%	-	-8 ✧	+9 ✧	+20 ✧
B52. I feel a strong personal attachment to the Office	19	38	23	17	4	56%	-	-5 ✧	+6 ✧	+6 ✧
B53. The Office inspires me to do the best in my job	17	40	35	6	6	56%	-	-10 ✧	+3	+15 ✧
B54. The Office motivates me to help it achieve its objectives	15	38	38	4	6	52%	-	-10 ✧	+2	+14 ✧
Taking action										
B55. I believe that senior managers in the Office will take action on the results from this survey	8	35	35	10	10	44%	-	-14 ✧	-10 ✧	0
B56. I believe that managers where I work will take action on the results from this survey	10	48	29	4	8	58%	+7	-6 ✧	-1	+1
B57. Where I work, I think effective action has been taken on the results of the last survey	4	27	48	13	8	31%	-	0	0	-6 ✧

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 ^o	Difference from SWNIO
I want to leave the Office as soon as possible		6%	-	+3	-2
I want to leave the Office within the next 12 months		28%	-	+2	0
I want to stay working for the Office for at least the next year		45%	-	+4	+8 ✧
I want to stay working for the Office for at least the next three years		21%	-	-8 ✧	-5

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from Parent ^o	Difference from SWNIO
D01. Are you aware of the Civil Service Code?		6	94%	-2	-3	-2
D02. Are you aware of how to raise a concern under the Civil Service Code?		25	75%	+3	+5 ✧	+3
D03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?		23	77%	-	-7	0

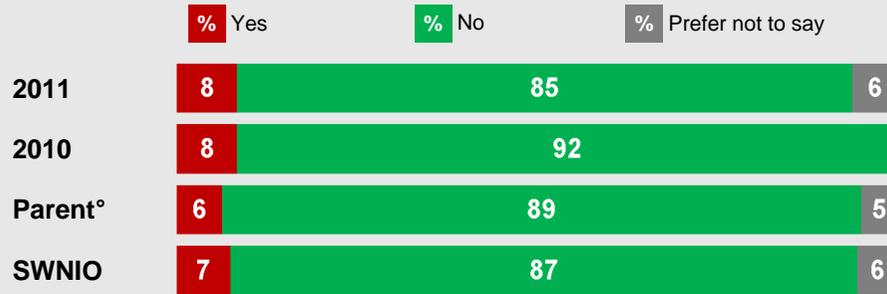
^oParent = Scotland Office and Office of the Advocate General

✧ indicates statistically significant difference from comparison

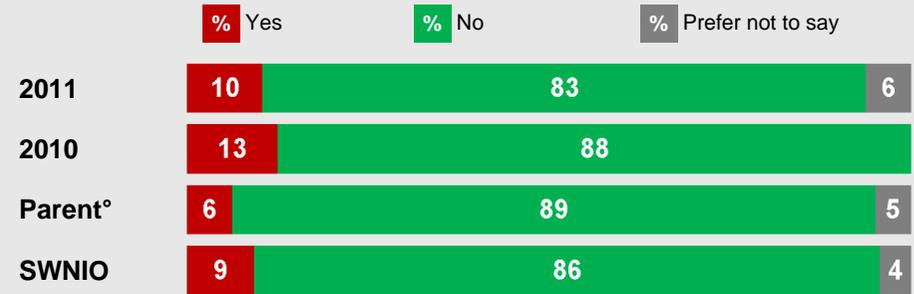
All questions by theme

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

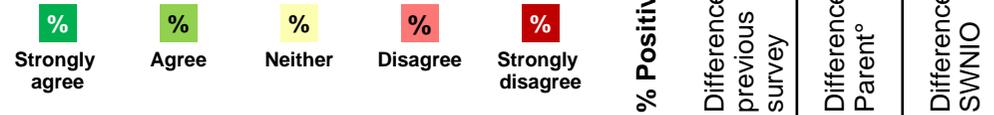
All questions by theme

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 understand how where I work fits into the Ministry of Justice	43%	57%	43%	-	-2	-3			
F02. Have you had a formal performance review in the past 12 months?	88%	13%	88%	-	-2	-1			
F03. My manager uses coaching skills effectively	23	40	23	8	6	63%	-	+1	+4
F04. Overall I am satisfied with the job I do	23	52	8	15	75%	-	-5	+1	
F05. When staff communicate with each other within the organisation they are respectful and polite	29	56	6	8	85%	-	-6	+7 ✦	
F06. I know what to do if I am concerned about the behaviour of others	21	67	8	4	88%	-	-3	0	
F07. My workload is generally manageable within my contracted hours	8	48	15	21	8	56%	-	-5 ✦	-4
F08. I think the organisation listens to concerns about organisational change	10	35	33	15	6	46%	-	-14 ✦	-4
F09. I receive the development that has been identified as necessary for my job	13	35	35	10	6	48%	-	-7 ✦	-2

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).
High performing units	For each question, this is the upper quartile score across all units from all organisations that have taken part in the 2011 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 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.

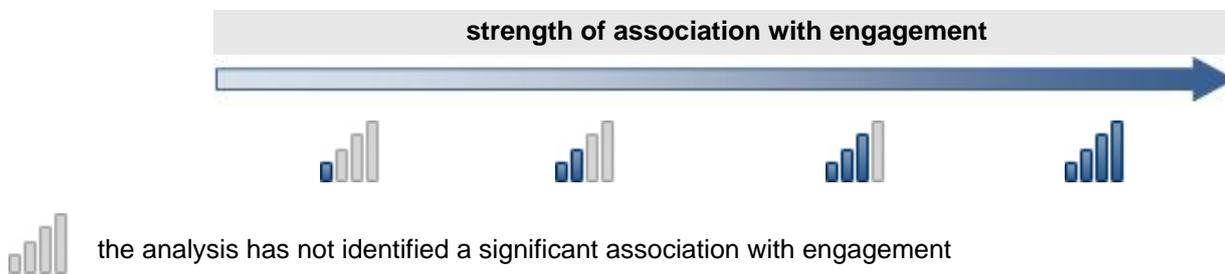
The employee engagement index

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 2011 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.