



# The Office of the Advocate General

Returns: 30

Response rate: 75%

## Your engagement index

**69%**

Difference from previous survey	Difference from Parent <sup>o</sup>	Difference from SOWO	Difference from high performing units
+6 ✧	+4	+6 ✧	+10 ✧

<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 SOWO
B50. I am proud when I tell others I am part of the Office	70%	-1	+10 ✧
B51. I would recommend the Office as a great place to work	67%	+4	+15 ✧

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

B52. I feel a strong personal attachment to the Office	70%	+29 ✧	+18 ✧
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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	67%	+18	+14 ✧
B54. The Office motivates me to help it achieve its objectives	67%	+21 ✧	+18 ✧

✧ = 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 SOWO	Difference from high performing units
Leadership and managing change		60%	+5	+6 ✧	+21 ✧
My work		83%	-2	+4 ✧	+7 ✧
My line manager		74%	+5	0	+5 ✧
Resources and workload		90%	+4	+10 ✧	+12 ✧
Learning and development		67%	-6	+16 ✧	+18 ✧
Inclusion and fair treatment		92%	+5	+7 ✧	+14 ✧
Organisational objectives and purpose		89%	+5	+5 ✧	+4 ✧
My team		89%	+1	+4 ✧	+6 ✧
Pay and benefits		62%	-2	+10 ✧	+21 ✧

✧ = Statistically significant difference from comparison


<sup>1</sup>The 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
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>			
B42. I believe the actions of senior managers are consistent with the Office's values	77%	+11	+19 ◇
B47. The Office keeps me informed about matters that affect me	73%	-4	+14 ◇
B49. I think it is safe to challenge the way things are done in the Office	73%	+8	+14 ◇
B40. I feel that the Office as a whole is managed well	70%	+24 ◇	+8 ◇
B46. When changes are made in the Office they are usually for the better	43%	+3	+7 ◇
B45. I feel that change is managed well in the Office	47%	+7	+7
B48. I have the opportunity to contribute my views before decisions are made that affect me	50%	-7	+2
B44. Overall, I have confidence in the decisions made by the Office's senior managers	60%	+3	+2
B41. Senior managers in the Office are sufficiently visible	67%	-2	-4
B43. I believe that the Management Board has a clear vision for the future of the Office	43%	+12	-7

<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>			
B02. I am sufficiently challenged by my work	90%	+1	+7
B05. I have a choice in deciding how I do my work	83%	-5	+6
B03. My work gives me a sense of personal accomplishment	83%	-2	+4
B04. I feel involved in the decisions that affect my work	63%	-5	+1
B01. I am interested in my work	93%	-1	0

<b>My line manager</b> <span style="float: right;">Strength of association with engagement: </span>			
B12. My manager helps me to understand how I contribute to the Office's objectives	77%	+17	+7
B10. My manager is considerate of my life outside work	90%	+4	+6
B09. My manager motivates me to be more effective in my job	77%	+5	+1
B17. I think that my performance is evaluated fairly	77%	+2	+1
B13. Overall, I have confidence in the decisions made by my manager	83%	+12	0
B11. My manager is open to my ideas	87%	-10	0
B18. Poor performance is dealt with effectively in my team	48%	-5	-1
B16. The feedback I receive helps me to improve my performance	63%	+15	-3
B14. My manager recognises when I have done my job well	80%	+9	-4
B15. I receive regular feedback on my performance	60%	0	-7 ◇

# 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
<b>My work</b>										
:Strength of association with engagement										
B01. I am interested in my work	57	37			7	93%	-1	-2	0	0
B02. I am sufficiently challenged by my work	53	37			10	90%	+1	+4	+7	+9 ◇
B03. My work gives me a sense of personal accomplishment	37	47	10			83%	-2	+6 ◇	+4	+5
B04. I feel involved in the decisions that affect my work	13	50	23		13	63%	-5	-2	+1	+5
B05. I have a choice in deciding how I do my work	27	57	13			83%	-5	+3	+6	+5
<b>Organisational objectives and purpose</b>										
:Association with engagement not identified										
B06. I have a clear understanding of the Office's purpose	47	50				97%	+11	+3	+8	+8
B07. I have a clear understanding of the Office's objectives	37	47			13	83%	+12	+5	+4	0
B08. I understand how my work contributes to the Office's objectives	47	40	10			87%	-8	+3	+2	+1








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	 %	 %	 %	 %	 %	% Positive	Difference from previous survey	Difference from Parent*	Difference from SOWO	Difference from high performing units
<b>My line manager</b>										
 :Strength of association with engagement										
B09. My manager motivates me to be more effective in my job	27	50	10	10		77%	+5	+5	+1	+7
B10. My manager is considerate of my life outside work	43	47	7			90%	+4	+7	+6	+6
B11. My manager is open to my ideas	37	50	7			87%	-10	+1	0	+3
B12. My manager helps me to understand how I contribute to the Office's objectives	30	47	13	10		77%	+17	+9 ◇	+7	+12 ◇
B13. Overall, I have confidence in the decisions made by my manager	30	53	7	7		83%	+12	+4	0	+8
B14. My manager recognises when I have done my job well	30	50	17			80%	+9	+2	-4	-3
B15. I receive regular feedback on my performance	17	43	20	13	7	60%	0	0	-7 ◇	-11 ◇
B16. The feedback I receive helps me to improve my performance	17	47	30			63%	+15	+2	-3	-2
B17. I think that my performance is evaluated fairly	30	47	20			77%	+2	+1	+1	+7
B18. Poor performance is dealt with effectively in my team	10	38	34	14		48%	-5	+1	-1	+3
<b>My team</b>										
 :Association with engagement not identified										
B19. The people in my team can be relied upon to help when things get difficult in my job	43	47				90%	-1	-1	-1	+2
B20. The people in my team work together to find ways to improve the service we provide	33	53	7	7		87%	+1	-1	+1	+2
B21. The people in my team are encouraged to come up with new and better ways of doing things	43	47		7		90%	+4	+11	+12	+11 ◇

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	%	%	%	%	%	% Positive	Difference from previous survey	Difference from Parent*	Difference from SOWO	Difference from high performing units
<b>Learning and development</b>										
:Strength of association with engagement										
B22. I am able to access the right learning and development opportunities when I need to	37	40	17	7		77%	+3	+15 ◇	+15 ◇	+12 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	23	40	33			63%	-22 ◇	+15 ◇	+15 ◇	+9 ◇
B24. There are opportunities for me to develop my career in the Office	10	37	37	17		47%	-13	+9 ◇	+4	+10 ◇
B25. Learning and development activities I have completed while working for the Office are helping me to develop my career	17	63	10	10		80%	+6	+22 ◇	+29 ◇	+33 ◇
<b>Inclusion and fair treatment</b>										
:Strength of association with engagement										
B26. I am treated fairly at work	50	47				97%	0	+3	+4	+13
B27. I am treated with respect by the people I work with	53	40				93%	+5	+4	+5	+4
B28. I feel valued for the work I do	38	45	14			83%	+14	+6	+6	+16
B29. I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	50	47				97%	+2	+7	+12	+19 ◇

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	%	%	%	%	%	% Positive	Difference from previous survey	Difference from Parent°	Difference from SOWO	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	40	50	10			90%	-1	+9	+7	+1
B31. I get the information I need to do my job well	20	70	10			90%	+7	+14	+12	+18 ◇
B32. I have clear work objectives	27	67				93%	+10	+13	+15	+12 ◇
B33. I have the skills I need to do my job effectively	30	63				93%	+5	0	+3	+2
B34. I have the tools I need to do my job effectively	30	63	7			93%	+5	+5	+8	+16 ◇
B35. I have an acceptable workload	20	67	7			87%	+4	+15	+17	+18 ◇
B36. I achieve a good balance between my work life and my private life	23	57	7	10		80%	0	+8 ◇	+9 ◇	+4
<b>Pay and benefits</b>										
:Association with engagement not identified										
B37. I feel that my pay adequately reflects my performance	7	57	17	17		63%	-5	+6	+11 ◇	+19 ◇
B38. I am satisfied with the total benefits package	7	67	13	13		73%	+10	+5	+17 ◇	+28 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		50	20	23	7	50%	-10	-1	+3	+13 ◇

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	%	%	%	%	%	% Positive	Difference from previous survey	Difference from Parent°	Difference from SOWO	Difference from high performing units
<b>Leadership and managing change</b>										
:Strength of association with engagement										
B40. I feel that the Office as a whole is managed well	13	57	10	13	7	70%	+24 ◇	+6	+8 ◇	+27 ◇
B41. Senior managers in the Office are sufficiently visible	17	50	13	17	3	67%	-2	-5	-4	+17 ◇
B42. I believe the actions of senior managers are consistent with the Office's values	13	63	17	7	0	77%	+11	+15 ◇	+19 ◇	+33 ◇
B43. I believe that the Management Board has a clear vision for the future of the Office	40	43	10	7	0	43%	+12	-6	-7	+6
B44. Overall, I have confidence in the decisions made by the Office's senior managers	10	50	23	13	7	60%	+3	0	+2	+23 ◇
B45. I feel that change is managed well in the Office	43	43	7	7	0	47%	+7	+5	+7	+16 ◇
B46. When changes are made in the Office they are usually for the better	40	47	10	10	0	43%	+3	+10 ◇	+7 ◇	+18 ◇
B47. The Office keeps me informed about matters that affect me	10	63	10	13	7	73%	-4	+13 ◇	+14 ◇	+15 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	10	40	23	23	7	50%	-7	+6	+2	+16 ◇
B49. I think it is safe to challenge the way things are done in the Office	13	60	17	7	7	73%	+8	+8 ◇	+14 ◇	+31 ◇






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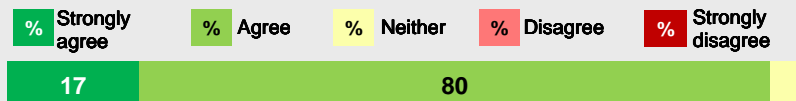
	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from Parent°	Difference from SOWO	Difference from high performing units
<b>Engagement</b>										
B50. I am proud when I tell others I am part of the Office	20	50	27			70%	-1	+10 ◇	+10 ◇	+12 ◇
B51. I would recommend the Office as a great place to work	20	47	27	7		67%	+4	+12 ◇	+15 ◇	+20 ◇
B52. I feel a strong personal attachment to the Office	13	57	20	10		70%	+29 ◇	+16 ◇	+18 ◇	+19 ◇
B53. The Office inspires me to do the best in my job	13	53	27	7		67%	+18	+14 ◇	+14 ◇	+23 ◇
B54. The Office motivates me to help it achieve its objectives	10	57	23	10		67%	+21 ◇	+15 ◇	+18 ◇	+27 ◇
<b>Taking action</b>										
B55. I believe that senior managers in the Office will take action on the results from this survey	7	50	27	13		57%	0	+7	+2	+14 ◇
B56. I believe that managers where I work will take action on the results from this survey	10	57	23	10		67%	-5	+10 ◇	+7	+11 ◇



# 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

97%	2010 % Positive
0	Difference from previous survey
+6	Difference from Parent°
+8	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

73%	2010 % Yes
-4	Difference from previous survey
+11 ^	Difference from Parent°
+2	Difference from SOWO

## Your plans for the future

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

		Difference from previous survey	Difference from Parent°	Difference from SOWO
I want to leave the Office as soon as possible	7%	+1	+3	+1
I want to leave the Office within the next 12 months	10%	-4	-13	-13
I want to stay working for the Office for at least the next year	50%	-4	+9 ^	+11 ^
I want to stay working for the Office for at least the next three years	33%	+8	+1	+1

## The Civil Service Code

Differences are based on '% Yes' score

		Difference from previous survey	Difference from Parent°	Difference from SOWO
E01. Are you aware of the Civil Service Code?	100%	+3	+3	+4
E02. Are you aware of how to raise a concern under the Civil Service Code?	63% Yes, 37% No	0	-5	-10 ^
E03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?	93% Yes, 7% No	+7	+13	+12

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^ indicates statistically significant difference from comparison

# All questions by theme

## Discrimination, harassment and bullying

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

% Yes    % No    % Prefer not to say



% Yes

3% | Previous survey

5% | Parent°

5% | SOWO

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

% Yes    % No    % Prefer not to say



% Yes

6% | Previous survey

12% | Parent°

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)

	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 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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## 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		Yes: 60%	No: 40%			60%	+11	-3	-1
G02. Have you had a formal performance review in the past 12 months?		Yes: 90%	No: 10%			90%	-1	0	+4
G03. My manager uses coaching skills effectively	57	27	13			60%	+3	0	0
G04. Overall I am satisfied with the job I do	24	62	7			86%	+6	-1	+1
G05. When staff communicate with each other within the organisation they are respectful and polite	23	67	7			90%	-	+5	+16
G06. I know what to do if I am concerned about the behaviour of others	17	67	13			83%	-	-4	-3
G07. My workload is generally manageable within my contracted hours	13	57	10	17		70%	-	+6	+8 ✦
G08. I think the organisation listens to concerns about organisational change	10	53	23	10		63%	-	+14 ✦	+17 ✦
G09. I receive the development that has been identified as necessary for my job	7	60	30			67%	-	+10 ✦	+8 ✦

# Appendix

## Glossary of key terms

<b>% positive</b>	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
<b>Previous survey</b>	Comparisons to the previous survey relate to the results from the 2009 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
<b>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 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: ✧

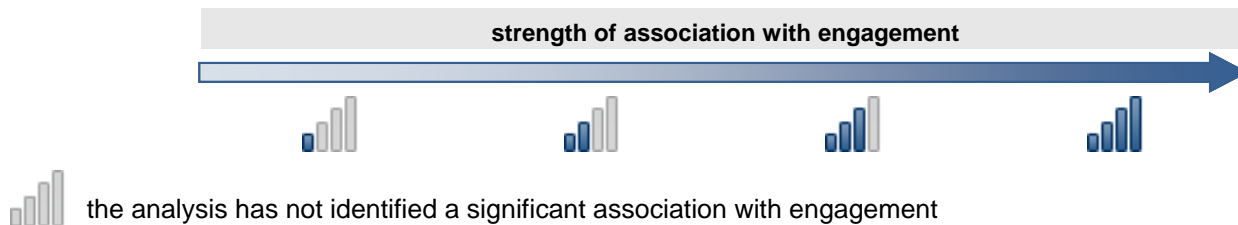
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, Scotland Office/ OAG/ Wales Office results, Scotland Office and Office of the Advocate General results and high performing units results to identify differences that are statistically significant. 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.