



Returns: 31

Response rate: 78%

Your engagement index

72%

Difference from previous survey	Difference from Parent ^o	Difference from SWNIO	Difference from high performing units
-3	+2	+10 ✧	+12 ✧

^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	81%	-1	+17 ✧
B51. I would recommend the Office as a great place to work	74%	-11 ✧	+27 ✧

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

B52. I feel a strong personal attachment to the Office	55%	-14 ✧	+4
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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	74%	-7	+25 ✧
B54. The Office motivates me to help it achieve its objectives	65%	-14 ✧	+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 ¹	Theme score % positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
Leadership and managing change		73%	-2	+23 ✧	+30 ✧
My work		88%	+2	+11	+11 ✧
My line manager		80%	-1	+12 ✧	+9 ✧
Resources and workload		84%	-2	+8 ✧	+6
Learning and development		64%	+4	+25 ✧	+12 ✧
Organisational objectives and purpose		89%	-4	+4	+2
My team		91%	-1	+13	+7
Inclusion and fair treatment		87%	-5	+12	+7 ✧
Pay and benefits		43%	-11 ✧	+2	+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
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	80%	+6	+29 ◇
B47. The Office keeps me informed about matters that affect me	80%	-4	+28 ◇
B45. I feel that change is managed well in the Office	63%	-9	+23 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	66%	-6	+23
B41. Senior managers in the Office are sufficiently visible	90%	+8	+23
B42. I believe the actions of senior managers are consistent with the Office's values	76%	0	+23
B43. I believe that the Management Board has a clear vision for the future of the Office	70%	-12 ◇	+21 ◇
B40. I feel that the Office as a whole is managed well	76%	0	+21
B44. Overall, I have confidence in the decisions made by the Office's senior managers	73%	-2	+20 ◇
B46. When changes are made in the Office they are usually for the better	53%	-2	+16 ◇
My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	77%	+5	+16 ◇
B05. I have a choice in deciding how I do my work	87%	-1	+15
B02. I am sufficiently challenged by my work	90%	+9	+10
B03. My work gives me a sense of personal accomplishment	87%	-4	+8
B01. I am interested in my work	100%	+3	+8
My line manager Strength of association with engagement: 			
B17. I think that my performance is evaluated fairly	84%	-1	+21 ◇
B15. I receive regular feedback on my performance	81%	+8	+18 ◇
B09. My manager motivates me to be more effective in my job	84%	-1	+16 ◇
B14. My manager recognises when I have done my job well	94%	-3	+15
B16. The feedback I receive helps me to improve my performance	74%	+1	+15 ◇
B10. My manager is considerate of my life outside work	90%	-4	+13
B13. Overall, I have confidence in the decisions made by my manager	87%	-4	+10
B11. My manager is open to my ideas	90%	-1	+9
B12. My manager helps me to understand how I contribute to the Office's objectives	74%	+1	+5
B18. Poor performance is dealt with effectively in my team	42%	-10	0

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	52	48				100%	+3	+3	+8	+7
B02. I am sufficiently challenged by my work	58	32		10		90%	+9	+10	+10	+7 ✧
B03. My work gives me a sense of personal accomplishment	45	42	6	6		87%	-4	+4	+8	+7 ✧
B04. I feel involved in the decisions that affect my work	23	55		10	10	77%	+5	+10 ✧	+16 ✧	+17 ✧
B05. I have a choice in deciding how I do my work	35	52	10			87%	-1	+9	+15	+7 ✧

Organisational objectives and purpose

: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
B06. I have a clear understanding of the Office's purpose	29	61	10			90%	-4	+3	+3	+1
B07. I have a clear understanding of the Office's objectives	29	65	6			94%	0	+7	+10	+8
B08. I understand how my work contributes to the Office's objectives	32	52	13			84%	-7	+2	-2	-3

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



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	32	52	6	6	6	84%	-1	+6 ✧	+16 ✧	+11 ✧
B10. My manager is considerate of my life outside work	58	32	6	6	6	90%	-4	0	+13	+5
B11. My manager is open to my ideas	55	35	6	6	6	90%	-1	+1	+9	+6
B12. My manager helps me to understand how I contribute to the Office's objectives	32	42	16	6	6	74%	+1	+3	+5	+6
B13. Overall, I have confidence in the decisions made by my manager	52	35	6	6	6	87%	-4	+4	+10	+9 ✧
B14. My manager recognises when I have done my job well	42	52	6	6	6	94%	-3	+7	+15	+10 ✧
B15. I receive regular feedback on my performance	39	42	10	6	6	81%	+8	+12 ✧	+18 ✧	+8 ✧
B16. The feedback I receive helps me to improve my performance	35	39	19	6	6	74%	+1	+8 ✧	+15 ✧	+7
B17. I think that my performance is evaluated fairly	35	48	6	6	6	84%	-1	+14 ✧	+21 ✧	+14 ✧
B18. Poor performance is dealt with effectively in my team	13	29	42	13	6	42%	-10	-3	0	-4

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	45	42	6	6	6	87%	-1	+3	+6	-2
B20. The people in my team work together to find ways to improve the service we provide	42	52	6	6	6	94%	+3	+4	+14	+8
B21. The people in my team are encouraged to come up with new and better ways of doing things	42	52	6	6	6	94%	-3	+9	+20	+14 ✧








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	32	48	10	10		81%	-1	+14 ◇	+30 ◇	+14 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	19	48	26	6		68%	+16 ◇	+22 ◇	+31 ◇	+14 ◇
B24. There are opportunities for me to develop my career in the Office	16	42	16	10	16	58%	+5	+15 ◇	+25 ◇	+13 ◇
B25. Learning and development activities I have completed while working for the Office are helping me to develop my career	19	29	29	19		48%	-5	+4	+14 ◇	0
Inclusion and fair treatment										
 :Strength of association with engagement										
B26. I am treated fairly at work	45	39	10	6		84%	-7	-2	+4	-1
B27. I am treated with respect by the people I work with	55	35		6		90%	-10	-2	+9	0
B28. I feel valued for the work I do	32	45	10	10		77%	-10	+4	+12 ◇	+8 ◇
B29. I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	43	53				97%	+6	+7	+24	+18 ◇

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



Resources and workload

: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
B30. In my job, I am clear what is expected of me	26	61		10		87%	-1	+6	+3	-3
B31. I get the information I need to do my job well	29	58		10		87%	-1	+9	+16	+13 ◇
B32. I have clear work objectives	23	53	7	13		77%	-8	+5	-1	-6
B33. I have the skills I need to do my job effectively	39	58				97%	+6	+5	+6	+5
B34. I have the tools I need to do my job effectively	26	55	16			81%	-10	0	+1	+5
B35. I have an acceptable workload	13	65	10	10		77%	-1	+10 ◇	+14 ◇	+10 ◇
B36. I achieve a good balance between my work life and my private life	10	71	6	6	6	81%	-1	+11 ◇	+17 ◇	+6

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	40	23	27	7		43%	-4	+1	0	+6
B38. I am satisfied with the total benefits package	40	20	37			43%	-19 ◇	+1	+3	+3
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	40	23	30			43%	-10	+1	+3	+10 ◇

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



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	28	48	10	14		76%	0	+3	+21	+29
B41. Senior managers in the Office are sufficiently visible	37	53	7			90%	+8	+8	+23	+35 ◇
B42. I believe the actions of senior managers are consistent with the Office's values	28	48	10	10		76%	0	+2	+23	+28
B43. I believe that the Management Board has a clear vision for the future of the Office	33	37	17	13		70%	-12 ◇	+6 ◇	+21 ◇	+25 ◇
B44. Overall, I have confidence in the decisions made by the Office's senior managers	33	40	13	10		73%	-2	+2	+20 ◇	+31 ◇
B45. I feel that change is managed well in the Office	17	47	20	13		63%	-9	+11 ◇	+23 ◇	+31 ◇
B46. When changes are made in the Office they are usually for the better	10	43	30	13		53%	-2	+5	+16 ◇	+26 ◇
B47. The Office keeps me informed about matters that affect me	27	53	7	13		80%	-4	+11 ◇	+28 ◇	+18 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	21	45	17	14		66%	-6	+6	+23	+27
B49. I think it is safe to challenge the way things are done in the Office	20	60	7	7	7	80%	+6	+4	+29 ◇	+36 ◇






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	61	19			81%	-1	+4	+17 ◇	+21 ◇
B51. I would recommend the Office as a great place to work	26	48	23			74%	-11 ◇	+6	+27 ◇	+25 ◇
B52. I feel a strong personal attachment to the Office	19	35	35	10		55%	-14 ◇	-6	+4	+5
B53. The Office inspires me to do the best in my job	19	55	23			74%	-7	+7 ◇	+25 ◇	+29 ◇
B54. The Office motivates me to help it achieve its objectives	19	45	32			65%	-14 ◇	+3	+18 ◇	+22 ◇
Taking action										
B55. I believe that senior managers in the Office will take action on the results from this survey	16	55	13	10	6	71%	-8	+14 ◇	+21 ◇	+23 ◇
B56. I believe that managers where I work will take action on the results from this survey	13	67	7	7	7	80%	+7	+21 ◇	+29 ◇	+18 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	13	33	40	10		47%	+17 ◇	+11 ◇	+22 ◇	+5

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		13%	+13	+6	+3
I want to leave the Office within the next 12 months		6%	-16	-15	-14
I want to stay working for the Office for at least the next year		48%	+13	-2	+13 [^]
I want to stay working for the Office for at least the next three years		32%	-10	+10 [^]	-2

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?			97%	-3	-1	+2
D02. Are you aware of how to raise a concern under the Civil Service Code?			61%	-2	-13 [^]	-12 [^]
D03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?			90%	-4	+3	+19

Parent^o = Scotland Office and Office of the Advocate General

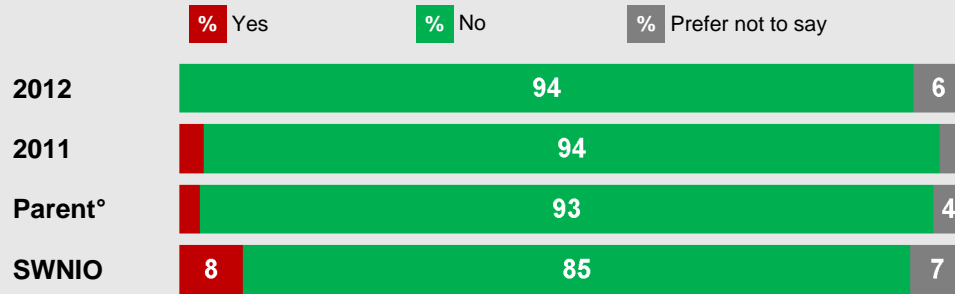
[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

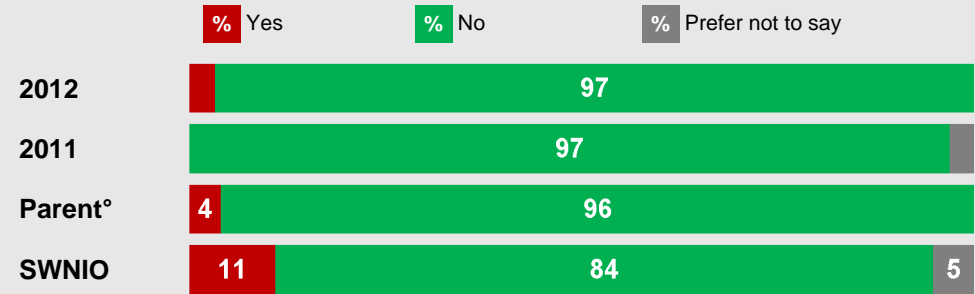
All questions by theme

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

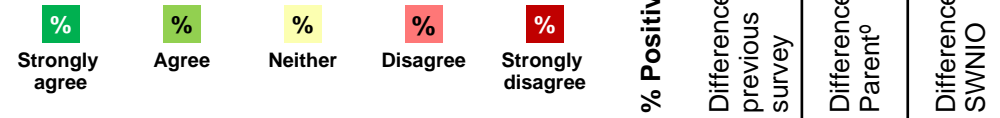
All questions by theme

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	47%	53%	47%	-	-11 ✦	-30 ✦			
F02. I have had a formal performance review in the last 12 months	97%	3%	97%	+3	+9	+12			
F03. My manager uses coaching skills effectively	27	37	27	7	63%	+4	+2	+17 ✦	
F04. My manager encourages me to make time for learning and development	39	42	13		81%	-	+21 ✦	+30 ✦	
F05. When staff communicate with each other within the organisation they are respectful and polite	26	71			97%	-3	+5	+21	
F06. I know what to do if I am concerned about the behaviour of others	23	63	10		87%	-7	+1	+5	
F07. My workload is generally manageable within my contracted hours	6	48	10	26	10	55%	-15 ✦	-6 ✦	-7
F08. I think the organisation listens to concerns about organisational change	17	53	10	10	10	70%	-11 ✦	+6	+25 ✦
F09. I receive the development that has been identified as necessary for my job	10	58	23	6		68%	+3	+18 ✦	+19 ✦
F10. Overall I am satisfied with the job I do	26	61	6	6		87%	-1	+7	+12

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 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.
High performing units	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: ✧

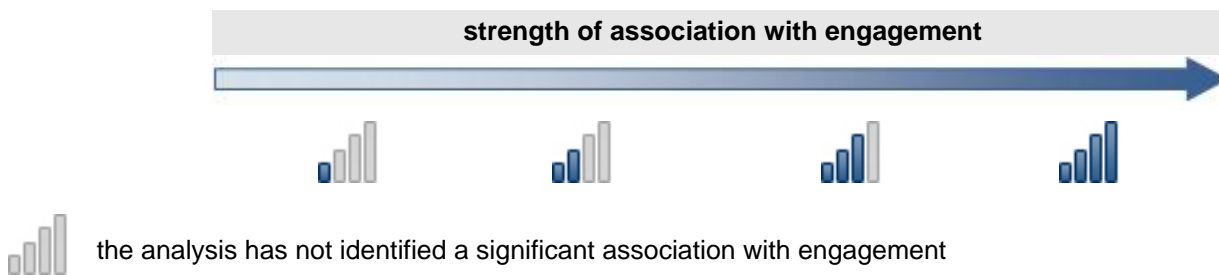
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, Scotland Office, Office of the Advocate General, Wales Office and Northern Ireland Office results, Scotland Office and Office of the Advocate General results and high performing units results 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.