



Returns: 33

Response rate: 83%

Your engagement index

74%

Difference from Parent^o

+5 ✧

Difference from SWNIO

+12 ✧

Difference from high performing units

+16 ✧

^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	82%	-	+22 ✧
B51. I would recommend the Office as a great place to work	85%	-	+30 ✧

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

B52. I feel a strong personal attachment to the Office	69%	-	+18 ✧
--	-----	---	-------

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

B53. The Office inspires me to do the best in my job	81%	-	+28 ✧
B54. The Office motivates me to help it achieve its objectives	78%	-	+28 ✧

✧ = 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		86%	+3	+11	+10 ✧
Leadership and managing change		75%	-	+20 ✧	+35 ✧
My line manager		81%	-	+9 ✧	+12 ✧
Resources and workload		86%	-3	+10	+9 ✧
Learning and development		60%	-	+17 ✧	+12 ✧
My team		92%	+3	+10	+9 ✧
Organisational objectives and purpose		93%	-	+10	+8
Inclusion and fair treatment		92%	-	+15	+14 ✧
Pay and benefits		54%	-8	+9 ✧	+18 ✧

✧ = 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: 			
B03. My work gives me a sense of personal accomplishment	91%	+8	+19
B04. I feel involved in the decisions that affect my work	73%	+9	+12 ◇
B05. I have a choice in deciding how I do my work	88%	+5	+11
B01. I am interested in my work	97%	+4	+9
B02. I am sufficiently challenged by my work	82%	-8	+3
Leadership and managing change Strength of association with engagement: 			
B43. I believe that the Management Board has a clear vision for the future of the Office	82%	-	+30 ◇
B47. The Office keeps me informed about matters that affect me	84%	-	+26 ◇
B45. I feel that change is managed well in the Office	72%	-	+25 ◇
B44. Overall, I have confidence in the decisions made by the Office's senior managers	76%	-	+21 ◇
B40. I feel that the Office as a whole is managed well	76%	-	+21 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	72%	+22 ◇	+18 ◇
B42. I believe the actions of senior managers are consistent with the Office's values	76%	-	+17 ◇
B49. I think it is safe to challenge the way things are done in the Office	74%	-	+16 ◇
B41. Senior managers in the Office are sufficiently visible	82%	-	+14 ◇
B46. When changes are made in the Office they are usually for the better	55%	-	+10 ◇
My line manager Strength of association with engagement: 			
B09. My manager motivates me to be more effective in my job	85%	+8	+15 ◇
B17. I think that my performance is evaluated fairly	85%	+8	+15 ◇
B10. My manager is considerate of my life outside work	94%	+4	+14
B14. My manager recognises when I have done my job well	97%	+17	+12
B13. Overall, I have confidence in the decisions made by my manager	91%	+8	+11
B18. Poor performance is dealt with effectively in my team	52%	+3	+7 ◇
B16. The feedback I receive helps me to improve my performance	73%	+9	+7
B11. My manager is open to my ideas	91%	+4	+6
B15. I receive regular feedback on my performance	73%	+13	+5
B12. My manager helps me to understand how I contribute to the Office's objectives	73%	-	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	64	33				97%	+4	+3	+9	+4
B02. I am sufficiently challenged by my work	48	33	9	9		82%	-8	0	+3	+1
B03. My work gives me a sense of personal accomplishment	42	48	9			91%	+8	+12	+19	+13 ◇
B04. I feel involved in the decisions that affect my work	30	42	18	6		73%	+9	+6 ◇	+12 ◇	+14 ◇
B05. I have a choice in deciding how I do my work	36	52	9			88%	+5	+5	+11	+10 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of the Office's purpose	58	36				94%	-	+9	+11	+6
B07. I have a clear understanding of the Office's objectives	45	48				94%	-	+17	+14	+11 ◇
B08. I understand how my work contributes to the Office's objectives	42	48	6			91%	-	+8	+6	+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



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	21	64	9	6		85%	+8	+7 ◇	+15 ◇	+15 ◇
B10. My manager is considerate of my life outside work		58	36	6		94%	+4	+6	+14	+10 ◇
B11. My manager is open to my ideas		61	30	9		91%	+4	+1	+6	+8 ◇
B12. My manager helps me to understand how I contribute to the Office's objectives	24	48	27			73%	-	-1	0	+7 ◇
B13. Overall, I have confidence in the decisions made by my manager	42	48	9			91%	+8	+4	+11	+15 ◇
B14. My manager recognises when I have done my job well	42	55				97%	+17	+6	+12	+15 ◇
B15. I receive regular feedback on my performance	21	52	21	6		73%	+13	+5	+5	+2
B16. The feedback I receive helps me to improve my performance	27	45	24			73%	+9	+3	+7	+8 ◇
B17. I think that my performance is evaluated fairly	24	61	12			85%	+8	+8 ◇	+15 ◇	+16 ◇
B18. Poor performance is dealt with effectively in my team	12	39	39	9		52%	+3	+5	+7 ◇	+7

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		58	30	12		88%	-2	-1	+2	0
B20. The people in my team work together to find ways to improve the service we provide	33	58	9			91%	+4	+2	+9	+6
B21. The people in my team are encouraged to come up with new and better ways of doing things	42	55				97%	+7	+6	+19	+19 ◇

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	18	64	9	9	9	82%	+5	+15 ◇	+25 ◇	+18 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	16	35	42	6	6	52%	-12	+4	+11 ◇	0
B24. There are opportunities for me to develop my career in the Office	9	44	25	19	9	53%	-	+11 ◇	+16 ◇	+16 ◇
B25. Learning and development activities I have completed while working for the Office are helping me to develop my career	13	41	31	16	9	53%	-	+6	+17 ◇	+8

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	42	48	9	9	9	91%	-6	+3	+7	+8 ◇
B27. I am treated with respect by the people I work with	52	48	0	0	0	100%	+7	+11	+18	+11
B28. I feel valued for the work I do	39	48	6	6	6	88%	+5	+11	+19	+21 ◇
B29. I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	38	53	9	0	0	91%	-	+12	+16	+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



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	36	52	9			88%	-2	+5	+6	-1
B31. I get the information I need to do my job well	21	67	6			88%	-2	+14	+19	+15 ◇
B32. I have clear work objectives	18	67	9	6		85%	-8	+8 ◇	+10 ◇	+4
B33. I have the skills I need to do my job effectively	33	58				91%	-2	-2	+3	0
B34. I have the tools I need to do my job effectively	30	61				91%	-2	+7	+12	+15 ◇
B35. I have an acceptable workload	19	59	13	6		78%	-9	+7 ◇	+12 ◇	+10 ◇
B36. I achieve a good balance between my work life and my private life	21	61	12	6		82%	+2	+7 ◇	+11 ◇	+7 ◇

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	6	41	41	13		47%	-16	+1	+1	+8 ◇
B38. I am satisfied with the total benefits package	6	56	31			63%	-11	+10 ◇	+17 ◇	+23 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	9	44	22	22		53%	+3	+8 ◇	+9 ◇	+20 ◇

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	30	45	18	6	0	76%	-	+9 ◇	+21 ◇	+33 ◇
B41. Senior managers in the Office are sufficiently visible	33	48	12	6	0	82%	-	+9 ◇	+14 ◇	+32 ◇
B42. I believe the actions of senior managers are consistent with the Office's values	24	52	21	0	0	76%	-	+10 ◇	+17 ◇	+33 ◇
B43. I believe that the Management Board has a clear vision for the future of the Office	21	61	18	0	0	82%	-	+23 ◇	+30 ◇	+41 ◇
B44. Overall, I have confidence in the decisions made by the Office's senior managers	18	58	18	0	0	76%	-	+15 ◇	+21 ◇	+39 ◇
B45. I feel that change is managed well in the Office	19	53	22	6	0	72%	-	+17 ◇	+25 ◇	+42 ◇
B46. When changes are made in the Office they are usually for the better	13	42	42	0	0	55%	-	+7 ◇	+10 ◇	+31 ◇
B47. The Office keeps me informed about matters that affect me	28	56	13	0	0	84%	-	+16 ◇	+26 ◇	+26 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	22	50	22	0	0	72%	+22 ◇	+11 ◇	+18 ◇	+36 ◇
B49. I think it is safe to challenge the way things are done in the Office	29	45	13	10	0	74%	-	+4	+16 ◇	+33 ◇

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	27	55	18			82%	-	+8 ◇	+22 ◇	+25 ◇
B51. I would recommend the Office as a great place to work	27	58	12			85%	-	+12 ◇	+30 ◇	+40 ◇
B52. I feel a strong personal attachment to the Office	22	47	25	6		69%	-	+8 ◇	+18 ◇	+19 ◇
B53. The Office inspires me to do the best in my job	16	66	13	6		81%	-	+15 ◇	+28 ◇	+40 ◇
B54. The Office motivates me to help it achieve its objectives	16	63	19			78%	-	+16 ◇	+28 ◇	+40 ◇
Taking action										
B55. I believe that senior managers in the Office will take action on the results from this survey	18	61	12	6		79%	-	+21 ◇	+25 ◇	+35 ◇
B56. I believe that managers where I work will take action on the results from this survey	15	58	18	6		73%	+6	+9 ◇	+13 ◇	+16 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	10	20	60	7		30%	-	-1	-1	-8

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		0%	-	-4	-9
I want to leave the Office within the next 12 months		23%	-	-3	-5
I want to stay working for the Office for at least the next year		35%	-	-6	-2
I want to stay working for the Office for at least the next three years		42%	-	+12 ✧	+16 ✧

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?			100%	0	+4	+4
D02. Are you aware of how to raise a concern under the Civil Service Code?			64%	0	-7 ✧	-8 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?			94%	-	+10	+17

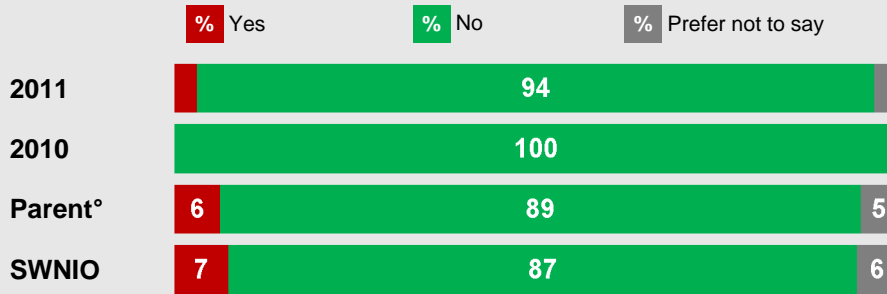
^oParent = Scotland Office and Office of the Advocate General

✧ indicates statistically significant difference from comparison

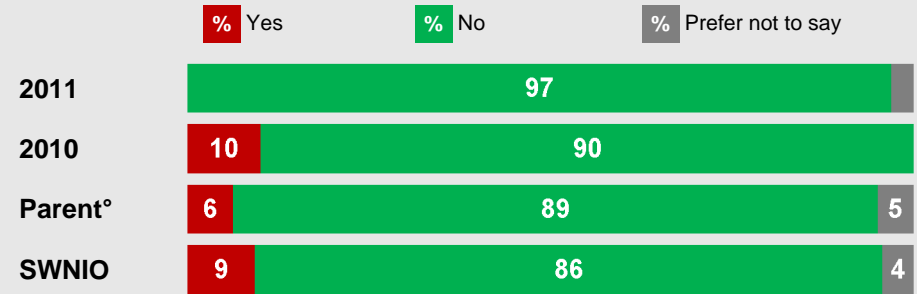
All questions by theme

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	48%	52%	48%	-	+4	+3			
F02. Have you had a formal performance review in the past 12 months?	93%	7%	93%	-	+4	+5			
F03. My manager uses coaching skills effectively	9	50	38	59%	-	-2	+1		
F04. Overall I am satisfied with the job I do	18	70	6	88%	-	+8	+14		
F05. When staff communicate with each other within the organisation they are respectful and polite	36	64	100%	-	+9	+21			
F06. I know what to do if I am concerned about the behaviour of others	16	78	6	94%	-	+4	+7		
F07. My workload is generally manageable within my contracted hours	6	64	9	15	6	70%	-	+8 ✦	+10 ✦
F08. I think the organisation listens to concerns about organisational change	13	69	13	6	81%	-	+21 ✦	+32 ✦	
F09. I receive the development that has been identified as necessary for my job	10	55	32	65%	-	+10 ✦	+15 ✦		

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.

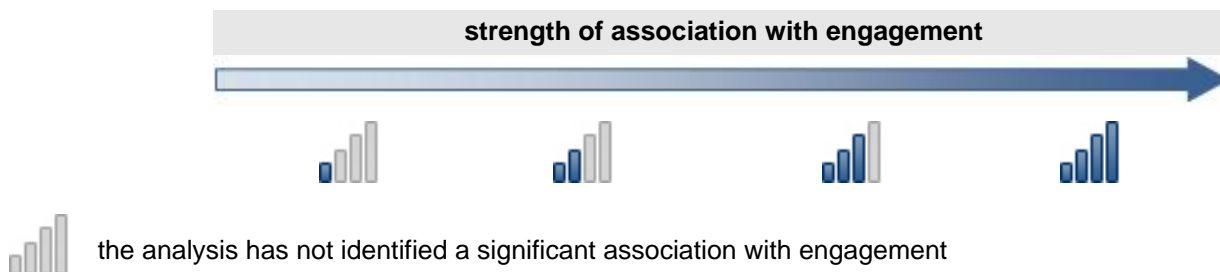
The employee engagement index

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.