



Returns: 51

Response rate: 88%

## Your engagement index

# 70%

Difference from previous survey	Difference from Parent <sup>o</sup>	Difference from SWNIO	Difference from high performing units
+1	+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	75%	+1	+14 ✧
B51. I would recommend the Office as a great place to work	76%	+12 ✧	+18 ✧

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

B52. I feel a strong personal attachment to the Office	65%	0	+12 ✧
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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	59%	-3	+6 ✧
B54. The Office motivates me to help it achieve its objectives	49%	-11 ✧	-1

✧ = 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		66%	+3	+9 ✧	+20 ✧
My work		84%	+8 ✧	+6 ✧	+3
My manager		70%	-1	+2	-4
Resources and workload		75%	+3	-2	-3
My team		82%	-1	+1	-5 ✧
Inclusion and fair treatment		86%	+2	+7 ✧	+5 ✧
Pay and benefits		41%	-1	+3	+3
Organisational objectives and purpose		91%	+9	+3	+2
Learning and development		37%	-3	-11 ✧	-19 ✧

✧ = 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	78%	+5	+20 ◇
B44. Overall, I have confidence in the decisions made by the Office's senior managers	75%	+4	+16 ◇
B42. I believe the actions of senior managers are consistent with the Office's values	73%	-1	+13 ◇
B40. I feel that the Office as a whole is managed well	71%	-1	+12 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	61%	+5	+10 ◇
B47. The Office keeps me informed about matters that affect me	71%	+8 ◇	+10 ◇
B46. When changes are made in the Office they are usually for the better	53%	+7	+7 ◇
B41. Senior managers in the Office are sufficiently visible	80%	+3	+4 ◇
B43. I believe that the Management Board has a clear vision for the future of the Office	57%	-2	+1
B45. I feel that change is managed well in the Office	47%	+2	+1
<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>			
B04. I feel involved in the decisions that affect my work	71%	+11 ◇	+11 ◇
B05. I have a choice in deciding how I do my work	84%	+13 ◇	+10 ◇
B01. I am interested in my work	96%	+1	+5
B03. My work gives me a sense of personal accomplishment	84%	+4	+4 ◇
B02. I am sufficiently challenged by my work	82%	+9 ◇	+1
<b>My manager</b> <span style="float: right;">Strength of association with engagement: </span>			
B10. My manager is considerate of my life outside work	90%	-1	+7 ◇
B11. My manager is open to my ideas	86%	-3	+6 ◇
B13. Overall, I have confidence in the decisions made by my manager	80%	0	+5 ◇
B14. My manager recognises when I have done my job well	84%	+2	+5 ◇
B16. The feedback I receive helps me to improve my performance	61%	-1	+4
B12. My manager helps me to understand how I contribute to the Office's objectives	69%	0	+2
B15. I receive regular feedback on my performance	63%	+3	+1
B17. I think that my performance is evaluated fairly	67%	+7	0
B09. My manager motivates me to be more effective in my job	65%	-9 ◇	-1
B18. Poor performance is dealt with effectively in my team	37%	-9 ◇	-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



## 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	53	43				96%	+1	0	+5	+2
B02. I am sufficiently challenged by my work	37	45	10	6		82%	+9 ◇	-2	+1	-4 ◇
B03. My work gives me a sense of personal accomplishment	31	53	10	6		84%	+4	+2	+4 ◇	+1
B04. I feel involved in the decisions that affect my work	24	47	12	14	4	71%	+11 ◇	+4 ◇	+11 ◇	+6 ◇
B05. I have a choice in deciding how I do my work	29	55	8	4	4	84%	+13 ◇	0	+10 ◇	+4

## Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of the Office's purpose	45	49	6			94%	+10	-1	+5	+3
B07. I have a clear understanding of the Office's objectives	41	47	12			88%	+6 ◇	+1	+3	+1
B08. I understand how my work contributes to the Office's objectives	43	47	10			90%	+10 ◇	-1	+1	+1

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## My 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	35	22	12		65%	-9 ✧	-3 ✧	-1	-11 ✧
B10. My manager is considerate of my life outside work	51	39	6	4		90%	-1	0	+7 ✧	+4 ✧
B11. My manager is open to my ideas	46	40	6	4	4	86%	-3	-1	+6 ✧	-1
B12. My manager helps me to understand how I contribute to the Office's objectives	25	43	25	4		69%	0	-1	+2	-4 ✧
B13. Overall, I have confidence in the decisions made by my manager	35	45	10	8		80%	0	-1	+5 ✧	0
B14. My manager recognises when I have done my job well	37	47	12			84%	+2	-1	+5 ✧	0
B15. I receive regular feedback on my performance	25	37	20	16		63%	+3	-1	+1	-13 ✧
B16. The feedback I receive helps me to improve my performance	24	37	31	4	4	61%	-1	-1	+4	-10 ✧
B17. I think that my performance is evaluated fairly	18	49	25	6		67%	+7	-9 ✧	0	-4 ✧
B18. Poor performance is dealt with effectively in my team	10	27	47	12	4	37%	-9 ✧	-4 ✧	-5 ✧	-13 ✧

## 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	51	33	12	4		84%	+2	-2	-1	-6 ✧
B20. The people in my team work together to find ways to improve the service we provide	41	43	10	6		84%	-2	-3	+4 ✧	-4 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	29	47	18	4		76%	-1	-4 ✧	+1	-7 ✧

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## 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	16	33	35	10	6	49%	-9 ◇	-15 ◇	-13 ◇	-22 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	24	49	14	4	33%	+4	-17 ◇	-12 ◇	-26 ◇
B24. There are opportunities for me to develop my career in the Office	6	33	33	20	8	39%	+6	-10 ◇	-5 ◇	-12 ◇
B25. Learning and development activities I have completed while working for the Office are helping me to develop my career	8	20	53	14	6	27%	-13 ◇	-15 ◇	-14 ◇	-24 ◇

## Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	40	46	8	6	86%	-1	-1	+5 ◇	0
B27. I am treated with respect by the people I work with	44	52	4		96%	+3	0	+9	+5
B28. I feel valued for the work I do	30	50	12	6	80%	+9 ◇	-5	+9 ◇	+8 ◇
B29. I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	34	48	16		82%	-2	-5	+7 ◇	+2








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°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	31	57	6	4	88%	+10 ◇	+1	+2	-3	
B31. I get the information I need to do my job well	20	55	18	6	75%	+3	-2	+1	-2	
B32. I have clear work objectives	16	53	22	6	69%	0	-2	-9 ◇	-16 ◇	
B33. I have the skills I need to do my job effectively	25	63	10	88%	-1	-3	-3 ◇	-4		
B34. I have the tools I need to do my job effectively	16	63	16	4	78%	-2	-2 ◇	0	+2	
B35. I have an acceptable workload	10	49	16	20	6	59%	-1	-10 ◇	-4	-10 ◇
B36. I achieve a good balance between my work life and my private life	8	63	12	12	6	71%	+9 ◇	-7 ◇	0	-5 ◇
<b>Pay and benefits</b>										
 :Strength of association with engagement										
B37. I feel that my pay adequately reflects my performance	6	39	14	35	6	45%	+3	+3 ◇	+4 ◇	+6 ◇
B38. I am satisfied with the total benefits package	6	33	31	25	4	39%	-3	-4 ◇	+1	-4
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	33	24	31	6	39%	-3	+2	+4 ◇	+4

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	<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>Leadership and managing change</b>										
:Strength of association with engagement										
B40. I feel that the Office as a whole is managed well	20	51	24	6	71%	-1	+1	+12 ◇	+21 ◇	
B41. Senior managers in the Office are sufficiently visible	41	39	10	10	80%	+3	+1	+4 ◇	+22 ◇	
B42. I believe the actions of senior managers are consistent with the Office's values	27	45	24	4	73%	-1	-4 ◇	+13 ◇	+20 ◇	
B43. I believe that the Management Board has a clear vision for the future of the Office	22	35	29	14	57%	-2	-2	+1	+7 ◇	
B44. Overall, I have confidence in the decisions made by the Office's senior managers	24	51	22	4	75%	+4	+1	+16 ◇	+28 ◇	
B45. I feel that change is managed well in the Office	12	35	35	16	47%	+2	-8 ◇	+1	+10 ◇	
B46. When changes are made in the Office they are usually for the better	8	45	37	8	53%	+7	+2	+7 ◇	+21 ◇	
B47. The Office keeps me informed about matters that affect me	10	61	14	14	71%	+8 ◇	-3 ◇	+10 ◇	+6 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	16	45	25	10	61%	+5	-1	+10 ◇	+18 ◇	
B49. I think it is safe to challenge the way things are done in the Office	18	61	18		78%	+5	+2	+20 ◇	+31 ◇	

# All questions by theme

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°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	25	49	24			75%	+1	-2	+14 ◇	+12 ◇
B51. I would recommend the Office as a great place to work	24	53	16	8		76%	+12 ◇	-3 ◇	+18 ◇	+24 ◇
B52. I feel a strong personal attachment to the Office	24	41	22	12		65%	0	+10 ◇	+12 ◇	+11 ◇
B53. The Office inspires me to do the best in my job	18	41	35	6		59%	-3	-2	+6 ◇	+9 ◇
B54. The Office motivates me to help it achieve its objectives	20	29	45	6		49%	-11 ◇	-7 ◇	-1	+2
<b>Taking action</b>										
B55. I believe that senior managers in the Office will take action on the results from this survey	14	47	22	18		61%	+14 ◇	-3 ◇	+3	+10 ◇
B56. I believe that managers where I work will take action on the results from this survey	12	45	27	16		57%	+12 ◇	-3 ◇	+2	-9 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	10	25	53	10		35%	+6	-3 ◇	-6 ◇	-12 ◇



# All questions by theme

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	<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>Organisational Culture</b>										
B58. I am trusted to carry out my job effectively	35	53	4	6		88%	+2	-1	+1	-5
B59. I believe I would be supported if I try a new idea, even if it may not work	27	53	8	10		80%	+11 ◇	-4 ◇	+5 ◇	+3
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	24	53	18	4		76%	+4	0	+6 ◇	+4
B61. When I talk about the Office I say "we" rather than "they"	27	55	18			82%	-2	-7	+4 ◇	+9 ◇
B62. I have some really good friendships at work	22	63	8	8		84%	+13 ◇	0	+7 ◇	0

Please note these questions were not asked on paper surveys in 2012.

# All questions 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 SWNIO	Difference from high performing units
0-4	5-6	7-8	9-10					

## Wellbeing

Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. This scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

W01. Overall, how satisfied are you with your life nowadays?	10	14	60	16	76%	+8 ◇	+3 ◇	+7 ◇	+7 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	18	57	18	75%	+6	-1	-2	-1
W03. Overall, how happy did you feel yesterday?	14	20	45	22	67%	+2	+5 ◇	+4	+1
	%	%	%	%					
	0-1	2-3	4-5	6-10					
W04. Overall, how anxious did you feel yesterday?	18	28	26	28	46%	-15 ◇	-3 ◇	-1	-10 ◇

# 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		6%	+4	+2	-3
I want to leave the Office within the next 12 months		22%	-10	+1	-4 ^
I want to stay working for the Office for at least the next year		47%	-4	-5 ^	+12 ^
I want to stay working for the Office for at least the next three years		25%	+10	+2	-5 ^

## 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%	0	+1	+2
D02. Are you aware of how to raise a concern under the Civil Service Code?		88	88%	+4	+10 ^	+10 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?		80	80%	-4	-2 ^	+4 ^

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

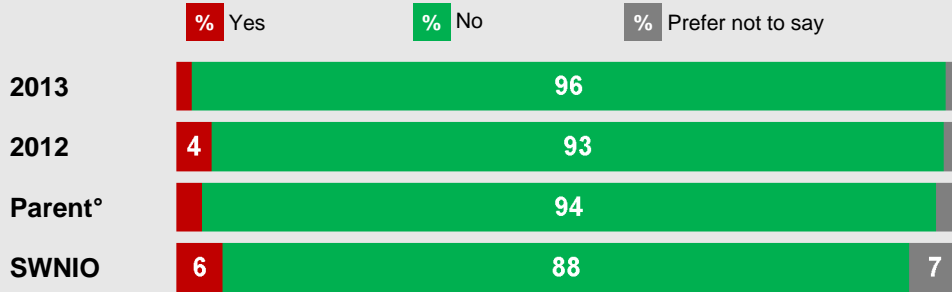
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

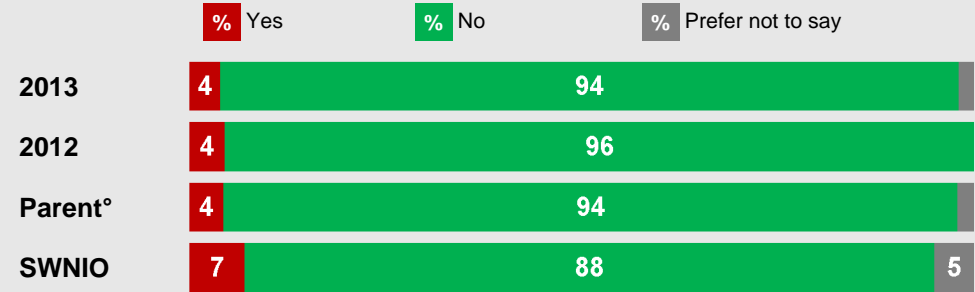
# All questions by theme

## 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)

Response	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

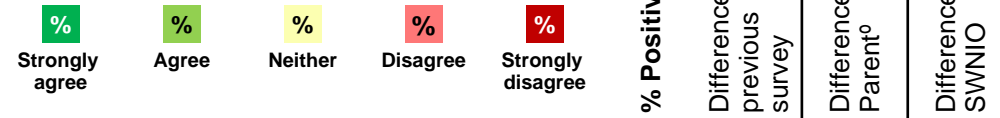
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## Scotland Office, Office of the Advocate General, Wales Office and Northern Ireland Office questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent°	Difference from SWNIO
F01. I access the Civil Service Learning website regularly to identify learning and development opportunities	22	10	49	18		24%	-	+3 ✦	-9 ✦
F02. I have agreed objectives which define what I do (activities) and how I do it (behaviours)	8	43	22	22	6	51%	-	-4 ✦	-13 ✦
F03. I have discussed with my line manager my plan for five days learning and development this year	4	12	20	49	16	16%	-	-2	-16 ✦
F04. I have updated my performance achievements in readiness for my mid year review	Yes: 28%		No: 72%			28%	-	-1	-14 ✦
F05. I understand what the specific values of the organisation are	22	59	16	4		80%	-	0	+5 ✦
F06. I believe I demonstrate the values and behaviours the Office expects of me	25	65	8			90%	-	+1	+1
F07. I have been kept abreast of changes in the Office	16	63	18	4		78%	-	-3 ✦	+1
F08. I know what to do if I am concerned about the behaviour of others	26	72				98%	+14	+9	+11
F09. I believe I have the right skill-set for the role I do	33	61	6			94%	-	+3	+3
F10. My workload is generally manageable within my contracted working hours	8	53	10	24	6	61%	-5	+2	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 2012 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 2013 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: ✨

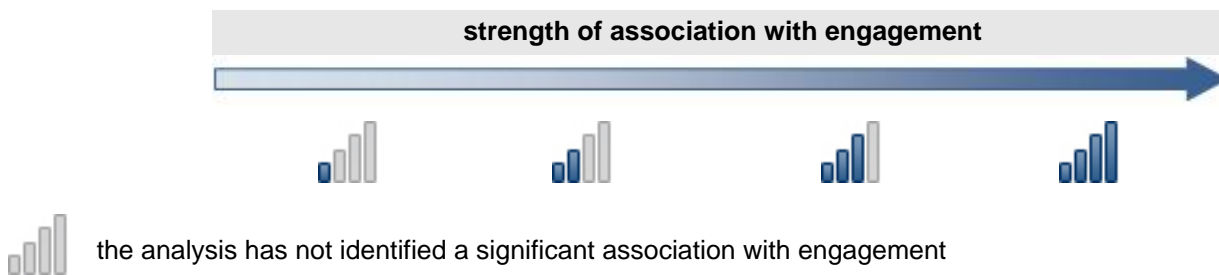
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, Scotland Office, Office of the Advocate General, Wales Office and Northern Ireland Office results, Scotland Office and Office of the Advocate General results and high performing units results 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 2013 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.