



Returns: 42

Response rate: 100%

Your engagement index

67%

Difference from previous survey	Difference from Parent ^o	Difference from SWNIO	Difference from high performing units
-5	-2	+5	+6 ✧

^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	79%	-2	+18 ✧
B51. I would recommend the Office as a great place to work	83%	+9	+25 ✧

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

B52. I feel a strong personal attachment to the Office	43%	-12	-10
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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	64%	-10	+11
B54. The Office motivates me to help it achieve its objectives	64%	0	+14 ✧

✧ = 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		69%	-4	+12	+22 ✧
My work		81%	-7	+4	+1
My manager		75%	-5	+7	+1
Resources and workload		83%	0	+6	+5
My team		88%	-4	+7	+2
Inclusion and fair treatment		92%	+5	+13	+11
Pay and benefits		41%	-2	+3	+3
Organisational objectives and purpose		91%	+2	+4	+2
Learning and development		69%	+6	+21 ✧	+13

✧ = 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: 			
B42. I believe the actions of senior managers are consistent with the Office's values	81%	+5	+21 ◇
B45. I feel that change is managed well in the Office	64%	+1	+18 ◇
B47. The Office keeps me informed about matters that affect me	76%	-4	+15 ◇
B49. I think it is safe to challenge the way things are done in the Office	74%	-6	+15 ◇
B44. Overall, I have confidence in the decisions made by the Office's senior managers	71%	-2	+13 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	62%	-4	+11
B40. I feel that the Office as a whole is managed well	69%	-7	+11
B43. I believe that the Management Board has a clear vision for the future of the Office	62%	-8	+6
B41. Senior managers in the Office are sufficiently visible	79%	-11	+2
B46. When changes are made in the Office they are usually for the better	48%	-6	+1
My work Strength of association with engagement: 			
B05. I have a choice in deciding how I do my work	83%	-4	+9
B02. I am sufficiently challenged by my work	86%	-5	+4
B01. I am interested in my work	95%	-5	+4
B04. I feel involved in the decisions that affect my work	62%	-16	+2
B03. My work gives me a sense of personal accomplishment	81%	-6	+1
My manager Strength of association with engagement: 			
B17. I think that my performance is evaluated fairly	86%	+2	+19 ◇
B13. Overall, I have confidence in the decisions made by my manager	83%	-4	+8
B11. My manager is open to my ideas	88%	-2	+8
B10. My manager is considerate of my life outside work	90%	0	+7
B14. My manager recognises when I have done my job well	86%	-8	+6
B09. My manager motivates me to be more effective in my job	71%	-12	+6
B16. The feedback I receive helps me to improve my performance	62%	-12	+5
B12. My manager helps me to understand how I contribute to the Office's objectives	71%	-3	+5
B18. Poor performance is dealt with effectively in my team	45%	+3	+2
B15. I receive regular feedback on my performance	64%	-16 ◇	+2

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	55	40	5			95%	-5	0	+4	+1
B02. I am sufficiently challenged by my work	36	50	12			86%	-5	+2	+4	-1
B03. My work gives me a sense of personal accomplishment	31	50	12	5		81%	-6	-2	+1	-2
B04. I feel involved in the decisions that affect my work	21	40	24	7	7	62%	-16	-5	+2	-3
B05. I have a choice in deciding how I do my work	17	67	10	5		83%	-4	-1	+9	+3

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of the Office's purpose	31	64	5			95%	+5	+1	+7	+4
B07. I have a clear understanding of the Office's objectives	26	60	7	7		86%	-8	-1	0	-2
B08. I understand how my work contributes to the Office's objectives	24	69	7			93%	+9	+1	+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 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	24	48	21	5	5	71%	-12	+4	+6	-4
B10. My manager is considerate of my life outside work	50	40	7	7	7	90%	0	0	+7	+4
B11. My manager is open to my ideas	38	50	7	7	7	88%	-2	+1	+8	+1
B12. My manager helps me to understand how I contribute to the Office's objectives	24	48	24	7	7	71%	-3	+2	+5	-2
B13. Overall, I have confidence in the decisions made by my manager	38	45	12	7	7	83%	-4	+2	+8	+3
B14. My manager recognises when I have done my job well	33	52	10	5	5	86%	-8	+1	+6	+1
B15. I receive regular feedback on my performance	26	38	21	14	14	64%	-16 ◇	+1	+2	-12
B16. The feedback I receive helps me to improve my performance	26	36	29	10	10	62%	-12	+1	+5	-9
B17. I think that my performance is evaluated fairly	24	62	12	7	7	86%	+2	+10 ◇	+19 ◇	+15 ◇
B18. Poor performance is dealt with effectively in my team	10	36	29	17	10	45%	+3	+4	+2	-5

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	37	5	5	5	88%	+1	+2	+3	-2
B20. The people in my team work together to find ways to improve the service we provide	39	51	5	5	5	90%	-3	+3	+10	+2
B21. The people in my team are encouraged to come up with new and better ways of doing things	39	46	7	5	5	85%	-8	+5	+10	+2








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	19	64	7	7		83%	+3	+19 ◇	+21 ◇	+12
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	20	51	20	7		71%	+3	+21 ◇	+25 ◇	+12
B24. There are opportunities for me to develop my career in the Office	14	48	14	12	12	62%	+4	+12 ◇	+18 ◇	+11
B25. Learning and development activities I have completed while working for the Office are helping me to develop my career	15	46	17	17	5	61%	+13	+19 ◇	+19 ◇	+9
Inclusion and fair treatment										
 :Strength of association with engagement										
B26. I am treated fairly at work	40	48	7			88%	+4	+1	+7	+3
B27. I am treated with respect by the people I work with	43	52				95%	+5	0	+8	+5
B28. I feel valued for the work I do	36	55	7			90%	+13	+6	+19	+18 ◇
B29. I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	46	46				93%	-4	+6	+18	+13 ◇

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	26	60	10	5		86%	-1	-1	0	-5
B31. I get the information I need to do my job well	21	57	17	5		79%	-9	+2	+6	+2
B32. I have clear work objectives	19	55	17	10		74%	-3	+3	-3	-11
B33. I have the skills I need to do my job effectively	31	64				95%	-2	+4	+4	+3
B34. I have the tools I need to do my job effectively	19	64	7	7		83%	+3	+3	+5	+7
B35. I have an acceptable workload	17	64		14		81%	+4	+12 ✧	+18 ✧	+12
B36. I achieve a good balance between my work life and my private life	10	76	7	5		86%	+5	+8 ✧	+15 ✧	+10
Pay and benefits										
:Strength of association with engagement										
B37. I feel that my pay adequately reflects my performance	5	34	24	32	5	39%	-4	-3	-2	0
B38. I am satisfied with the total benefits package	5	44	24	22	5	49%	+5	+5	+11	+6
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	29	24	31	10	36%	-8	-2	+1	0







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

	 % 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										
B40. I feel that the Office as a whole is managed well	17	52	24	5	5	69%	-7	-1	+11	+19 ◇
B41. Senior managers in the Office are sufficiently visible	31	48	5	12	5	79%	-11	-1	+2	+20 ◇
B42. I believe the actions of senior managers are consistent with the Office's values	24	57	12	5	5	81%	+5	+5	+21 ◇	+29 ◇
B43. I believe that the Management Board has a clear vision for the future of the Office	26	36	33			62%	-8	+3	+6	+12
B44. Overall, I have confidence in the decisions made by the Office's senior managers	24	48	26			71%	-2	-2	+13 ◇	+25 ◇
B45. I feel that change is managed well in the Office	7	57	21	10	5	64%	+1	+9 ◇	+18 ◇	+28 ◇
B46. When changes are made in the Office they are usually for the better	7	40	40	5	7	48%	-6	-3	+1	+15 ◇
B47. The Office keeps me informed about matters that affect me	14	62	14	7		76%	-4	+3	+15 ◇	+11
B48. I have the opportunity to contribute my views before decisions are made that affect me	19	43	24	12		62%	-4	+1	+11	+19 ◇
B49. I think it is safe to challenge the way things are done in the Office	14	60	17	7		74%	-6	-3	+15 ◇	+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	12	67	17			79%	-2	+2	+18 ◇	+16 ◇
B51. I would recommend the Office as a great place to work	12	71	10	5		83%	+9	+4	+25 ◇	+31 ◇
B52. I feel a strong personal attachment to the Office	12	31	40	14		43%	-12	-12 ◇	-10	-11
B53. The Office inspires me to do the best in my job	7	57	31			64%	-10	+3	+11	+14
B54. The Office motivates me to help it achieve its objectives	7	57	33			64%	0	+8	+14 ◇	+17 ◇
Taking action										
B55. I believe that senior managers in the Office will take action on the results from this survey	14	52	24	7		67%	-4	+3	+9	+16 ◇
B56. I believe that managers where I work will take action on the results from this survey	14	50	26	7		64%	-16	+4	+9	-2
B57. Where I work, I think effective action has been taken on the results of the last survey	7	36	50	5		43%	-4	+4	+1	-4

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



Organisational Culture

Question	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	% Positive	Difference from previous survey	Difference from Parent°	Difference from SWNIO	Difference from high performing units
B58. I am trusted to carry out my job effectively	38	52	5	5	0	90%	0	+1	+3	-3
B59. I believe I would be supported if I try a new idea, even if it may not work	17	71	10	2	0	88%	+4	+5	+14 ◇	+11
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	20	56	20	5	0	76%	+1	0	+5	+3
B61. When I talk about the Office I say "we" rather than "they"	38	60	2	0	0	98%	+1	+8	+19	+24 ◇
B62. I have some really good friendships at work	29	56	7	7	0	85%	+1	+1	+8	+1

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

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

%	%	%	%	% 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?	8	23	59	10	69%	0	-4	0	0
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?		24	58	18	76%	0	+1	0	+1
W03. Overall, how happy did you feel yesterday?	18	26	42	13	55%	-13	-7	-7	-10
	%	%	%	%					
	0-1	2-3	4-5	6-10					
W04. Overall, how anxious did you feel yesterday?	18	34	16	32	53%	+5	+4	+6	-3

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		2%	-11	-2	-6
I want to leave the Office within the next 12 months		19%	+13	-1	-7
I want to stay working for the Office for at least the next year		57%	+9	+6	+22 ^
I want to stay working for the Office for at least the next three years		21%	-11	-2	-9

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?		5	95%	-2	-2	-1
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+5	-12 ^	-12 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?		15	85%	-5	+3	+9

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

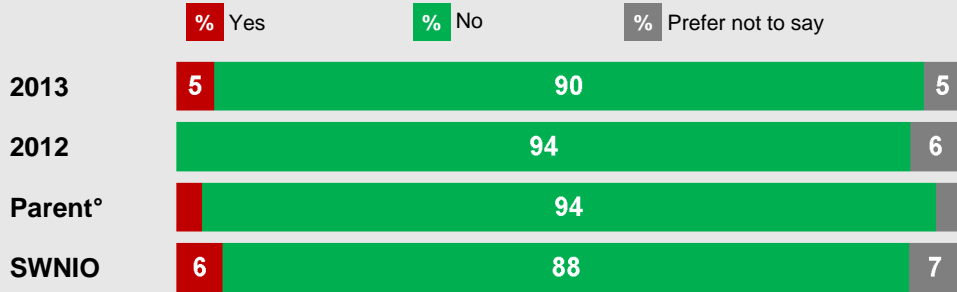
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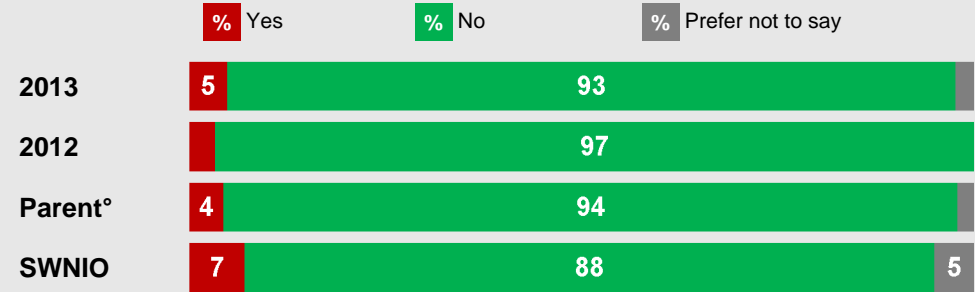
All questions by theme

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

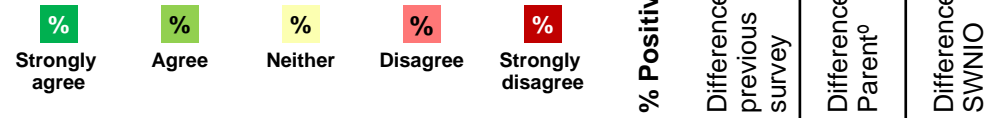
All questions by theme

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^ 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	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	15	17	54	12		17%	-	-4	-15 ✦
F02. I have agreed objectives which define what I do (activities) and how I do it (behaviours)	12	49	10	22	7	61%	-	+6	-3
F03. I have discussed with my line manager my plan for five days learning and development this year	20	24	49	7		20%	-	+2	-12
F04. I have updated my performance achievements in readiness for my mid year review	Yes: 29%		No: 71%			29%	-	+1	-13 ✦
F05. I understand what the specific values of the organisation are	12	69	12	5		81%	-	0	+6
F06. I believe I demonstrate the values and behaviours the Office expects of me	20	68	7			88%	-	-1	-2
F07. I have been kept abreast of changes in the Office	17	69	12			86%	-	+4	+9
F08. I know what to do if I am concerned about the behaviour of others	15	63	12	7		78%	-9	-11	-9 ✦
F09. I believe I have the right skill-set for the role I do	26	62	12			88%	-	-3	-3
F10. My workload is generally manageable within my contracted working hours		55	12	19	12	57%	+2	-2	-4

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 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.
High performing units	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: ✧

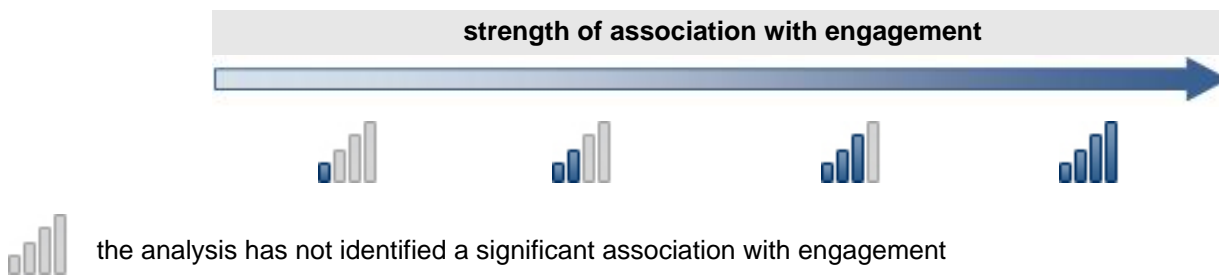
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, Scotland Office, Office of the Advocate General, Wales Office and Northern Ireland Office results, Scotland Office and Office of the Advocate General results and high performing units results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