



Returns: 40

Response rate: 85%

Your engagement index

56%

Difference from previous survey

+6 ✧

Difference from SWNIO

-6 ✧

Difference from high performing units

-5 ✧

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	45%	-10 ✧	-16 ✧
B51. I would recommend the Office as a great place to work	45%	+12 ✧	-13 ✧

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

B52. I feel a strong personal attachment to the Office	45%	+16 ✧	-8 ✧
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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	60%	+21 ✧	+7 ✧
B54. The Office motivates me to help it achieve its objectives	55%	+23 ✧	+5

✧ = 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		62%	+17 ✧	+5	+15 ✧
My work		70%	+4	-7 ✧	-10 ✧
My manager		61%	0	-7 ✧	-13 ✧
Resources and workload		76%	+6	-1	-2
My team		78%	+5	-2	-8 ✧
Inclusion and fair treatment		65%	+1	-14 ✧	-16 ✧
Pay and benefits		42%	-6	+4	+3
Organisational objectives and purpose		91%	+3	+3	+2
Learning and development		59%	+16 ✧	+11 ✧	+3

✧ = 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: 			
B43. I believe that the Management Board has a clear vision for the future of the Office	73%	+33 ◇	+17 ◇
B41. Senior managers in the Office are sufficiently visible	93%	+29	+16
B45. I feel that change is managed well in the Office	55%	+20 ◇	+9 ◇
B40. I feel that the Office as a whole is managed well	65%	+14 ◇	+7 ◇
B44. Overall, I have confidence in the decisions made by the Office's senior managers	63%	+21 ◇	+4
B48. I have the opportunity to contribute my views before decisions are made that affect me	54%	+9 ◇	+3
B46. When changes are made in the Office they are usually for the better	49%	+14 ◇	+2
B42. I believe the actions of senior managers are consistent with the Office's values	60%	+19 ◇	0
B47. The Office keeps me informed about matters that affect me	57%	+10 ◇	-3
B49. I think it is safe to challenge the way things are done in the Office	50%	+6	-8 ◇
My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	57%	+8 ◇	-2
B02. I am sufficiently challenged by my work	78%	+8 ◇	-4
B03. My work gives me a sense of personal accomplishment	74%	+8 ◇	-6 ◇
B01. I am interested in my work	80%	+1	-11 ◇
B05. I have a choice in deciding how I do my work	63%	-4	-12 ◇
My manager Strength of association with engagement: 			
B18. Poor performance is dealt with effectively in my team	48%	+9 ◇	+5
B16. The feedback I receive helps me to improve my performance	57%	+3	0
B12. My manager helps me to understand how I contribute to the Office's objectives	65%	-2	-2
B09. My manager motivates me to be more effective in my job	60%	0	-6 ◇
B15. I receive regular feedback on my performance	55%	+5	-7 ◇
B17. I think that my performance is evaluated fairly	57%	+10 ◇	-9 ◇
B11. My manager is open to my ideas	68%	-9 ◇	-13 ◇
B13. Overall, I have confidence in the decisions made by my manager	63%	-11 ◇	-13 ◇
B14. My manager recognises when I have done my job well	65%	+1	-14 ◇
B10. My manager is considerate of my life outside work	68%	-4	-16 ◇

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



My work

:Strength of association with engagement

Question	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B01. I am interested in my work	35	45	10	5	5	80%	+1	-11 ◇	-14
B02. I am sufficiently challenged by my work	35	43	8	8	8	78%	+8 ◇	-4	-9 ◇
B03. My work gives me a sense of personal accomplishment	33	41	10	8	8	74%	+8 ◇	-6 ◇	-9 ◇
B04. I feel involved in the decisions that affect my work	25	33	15	18	10	58%	+8 ◇	-2	-7 ◇
B05. I have a choice in deciding how I do my work	25	38	20	8	10	63%	-4	-12 ◇	-18 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of the Office's purpose	55	35	8			90%	0	+1	-1
B07. I have a clear understanding of the Office's objectives	45	48	5			93%	+7	+7	+5 ◇
B08. I understand how my work contributes to the Office's objectives	48	43	5			90%	+2	+1	+1

All questions by theme

This section shows the results for each question in the survey, by theme.

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from SWNIO
 Difference from high performing units

My manager

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B09. My manager motivates me to be more effective in my job	30	30	23	10	8	60%	0	-6 ◇	-16 ◇
B10. My manager is considerate of my life outside work	28	40	25	5	5	68%	-4	-16 ◇	-19 ◇
B11. My manager is open to my ideas	35	33	18	8	8	68%	-9 ◇	-13 ◇	-19 ◇
B12. My manager helps me to understand how I contribute to the Office's objectives	20	45	18	13	5	65%	-2	-2	-8 ◇
B13. Overall, I have confidence in the decisions made by my manager	35	28	23	8	8	63%	-11 ◇	-13 ◇	-18 ◇
B14. My manager recognises when I have done my job well	28	38	23	8	5	65%	+1	-14 ◇	-20 ◇
B15. I receive regular feedback on my performance	23	33	23	20	5	55%	+5	-7 ◇	-21 ◇
B16. The feedback I receive helps me to improve my performance	23	35	23	13	8	58%	+3	0	-13 ◇
B17. I think that my performance is evaluated fairly	25	33	25	10	8	58%	+10 ◇	-9 ◇	-14 ◇
B18. Poor performance is dealt with effectively in my team	20	28	28	15	10	48%	+9 ◇	+5	-3

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	30	58		8		88%	+7 ◇	+2	-3
B20. The people in my team work together to find ways to improve the service we provide	30	45	13	10		75%	+4	-5 ◇	-13
B21. The people in my team are encouraged to come up with new and better ways of doing things	28	45	13	10	5	73%	+6	-3	-11 ◇

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



Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B22. I am able to access the right learning and development opportunities when I need to	20	58	15	5	5	78%	+28 ◇	+15 ◇	+6 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	48	23	10	5	63%	+20 ◇	+17 ◇	+3
B24. There are opportunities for me to develop my career in the Office	15	28	18	18	23	43%	0	-2	-9 ◇
B25. Learning and development activities I have completed while working for the Office are helping me to develop my career	13	43	18	18	10	55%	+17 ◇	+13 ◇	+3

Inclusion and fair treatment

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B26. I am treated fairly at work	20	48	23	5	5	68%	-4	-13 ◇	-18 ◇
B27. I am treated with respect by the people I work with	23	45	15	10	8	68%	-6	-20 ◇	-23
B28. I feel valued for the work I do	18	40	15	18	10	58%	+3	-14 ◇	-15 ◇
B29. I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	15	53	18	8	8	68%	+13 ◇	-7 ◇	-13 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from SWNIO
 Difference from high performing units

Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B30. In my job, I am clear what is expected of me	30	60	5			90%	+11	+4	-1
B31. I get the information I need to do my job well	20	53	15	8	5	73%	+16 ◇	-1	-4
B32. I have clear work objectives	26	54	5	10	5	79%	+6	+2	-5 ◇
B33. I have the skills I need to do my job effectively	33	63				95%	+5	+4	+3
B34. I have the tools I need to do my job effectively	23	58	15			80%	+4	+2	+4
B35. I have an acceptable workload	15	43	20	13	10	58%	0	-5 ◇	-11 ◇
B36. I achieve a good balance between my work life and my private life	20	40	23	10	8	60%	0	-10 ◇	-16 ◇

Pay and benefits

:Strength of association with engagement

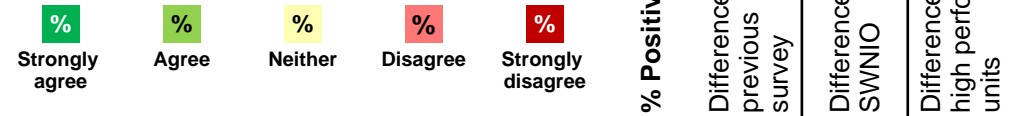
B37. I feel that my pay adequately reflects my performance	5	40	10	25	20	45%	-7 ◇	+4	+6 ◇
B38. I am satisfied with the total benefits package	5	40	20	18	18	45%	0	+7 ◇	+2
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		33	20	20	25	35%	-10 ◇	0	0

All questions by theme

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◇ indicates statistically significant difference from comparison



Leadership and managing change

: Strength of association with engagement

Question	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B40. I feel that the Office as a whole is managed well	18	48	10	23	8	65%	+14 ◇	+7 ◇	+15 ◇
B41. Senior managers in the Office are sufficiently visible	30	63	5			93%	+29	+16	+34 ◇
B42. I believe the actions of senior managers are consistent with the Office's values	25	35	15	18	8	60%	+19 ◇	0	+8 ◇
B43. I believe that the Management Board has a clear vision for the future of the Office	30	43	18	5	5	73%	+33 ◇	+17 ◇	+23 ◇
B44. Overall, I have confidence in the decisions made by the Office's senior managers	25	38	13	18	8	63%	+21 ◇	+4	+16 ◇
B45. I feel that change is managed well in the Office	13	43	13	18	15	55%	+20 ◇	+9 ◇	+18 ◇
B46. When changes are made in the Office they are usually for the better	18	31	31	13	8	49%	+14 ◇	+2	+16 ◇
B47. The Office keeps me informed about matters that affect me	18	40	28	13		58%	+10 ◇	-3	-8 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	21	33	23	10	13	54%	+9 ◇	+3	+11 ◇
B49. I think it is safe to challenge the way things are done in the Office	13	38	20	18	13	50%	+6	-8 ◇	+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

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
Engagement									
B50. I am proud when I tell others I am part of the Office	15	30	23	28	5	45%	-10 ◇	-16 ◇	-18 ◇
B51. I would recommend the Office as a great place to work	13	33	20	23	13	45%	+12 ◇	-13 ◇	-8 ◇
B52. I feel a strong personal attachment to the Office	13	33	23	18	15	45%	+16 ◇	-8 ◇	-9 ◇
B53. The Office inspires me to do the best in my job	20	40	18	8	15	60%	+21 ◇	+7 ◇	+10 ◇
B54. The Office motivates me to help it achieve its objectives	18	38	25	5	15	55%	+23 ◇	+5	+8 ◇
Taking action									
B55. I believe that senior managers in the Office will take action on the results from this survey	20	53	10	8	10	73%	+23 ◇	+15 ◇	+22 ◇
B56. I believe that managers where I work will take action on the results from this survey	20	35	23	13	10	55%	-4	0	-11 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	18	38	25	8	13	55%	+21 ◇	+14 ◇	+8 ◇

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

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
Organisational Culture									
B58. I am trusted to carry out my job effectively	30	43	15	10	8	73%	-10 ◇	-15 ◇	-21
B59. I believe I would be supported if I try a new idea, even if it may not work	20	45	13	15	8	65%	+1	-9 ◇	-12 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	25	38	28	5	5	63%	-6	-8 ◇	-10 ◇
B61. When I talk about the Office I say "we" rather than "they"	25	45	13	10	8	70%	+1	-9 ◇	-3
B62. I have some really good friendships at work	20	53	15	8	5	73%	+11 ◇	-5 ◇	-12 ◇

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

%	%	%	%	% Positive	Difference from previous survey	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?	18	21	45	16	61%	-3	-9 ◇	-9 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	21	47	18	66%	+10 ◇	-10 ◇	-10 ◇
W03. Overall, how happy did you feel yesterday?	21	29	34	16	50%	-6	-13 ◇	-15 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	16	29	24	32	45%	+6	-2	-11 ◇

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 SWNIO	Difference from high performing units
I want to leave the Office as soon as possible		28%	+3	+19 ^	+16
I want to leave the Office within the next 12 months		23%	-7	-3	+7
I want to stay working for the Office for at least the next year		38%	+3	+2	+5
I want to stay working for the Office for at least the next three years		13%	0	-18 ^	-54

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from SWNIO	Difference from high performing units
D01. Are you aware of the Civil Service Code?		95	5	95%	+2	-1
D02. Are you aware of how to raise a concern under the Civil Service Code?		88	13	88%	+9 ^	+9 ^ +13 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?		75	25	75%	+8 ^	-1

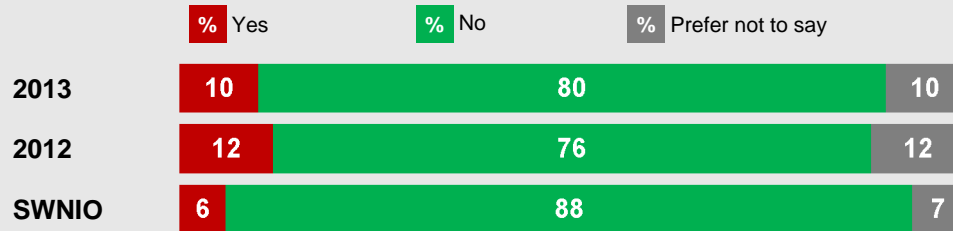
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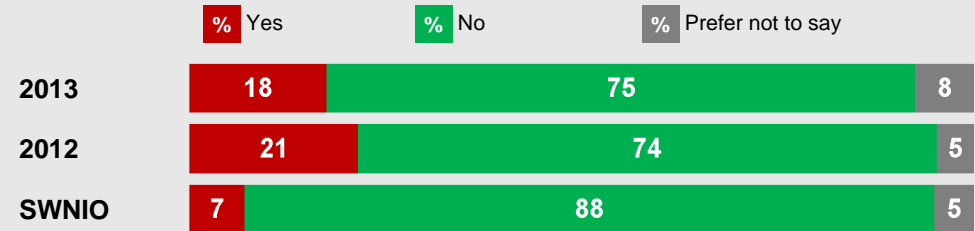
All questions by theme

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	--

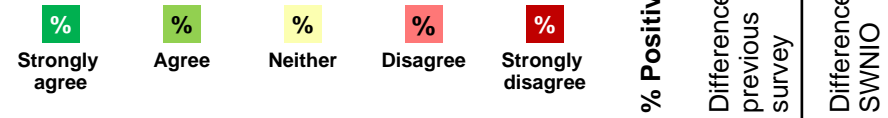
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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



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 SWNIO
F01. I access the Civil Service Learning website regularly to identify learning and development opportunities	30	43	20	8		73%	-	+40 ◇
F02. I have agreed objectives which define what I do (activities) and how I do it (behaviours)	28	63	10			90%	-	+26
F03. I have discussed with my line manager my plan for five days learning and development this year	25	45	13	15		70%	-	+39 ◇
F04. I have updated my performance achievements in readiness for my mid year review	Yes: 78%		No: 23%			78%	-	+35 ◇
F05. I understand what the specific values of the organisation are	43	40	15			83%	-	+7 ◇
F06. I believe I demonstrate the values and behaviours the Office expects of me	43	53	5			95%	-	+6
F07. I have been kept abreast of changes in the Office	23	50	10	15		73%	-	-4
F08. I know what to do if I am concerned about the behaviour of others	33	55	5	5		88%	+11 ◇	0
F09. I believe I have the right skill-set for the role I do	45	48	5			93%	-	+1
F10. My workload is generally manageable within my contracted working hours	15	50	8	15	13	65%	+15 ◇	+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: ✧

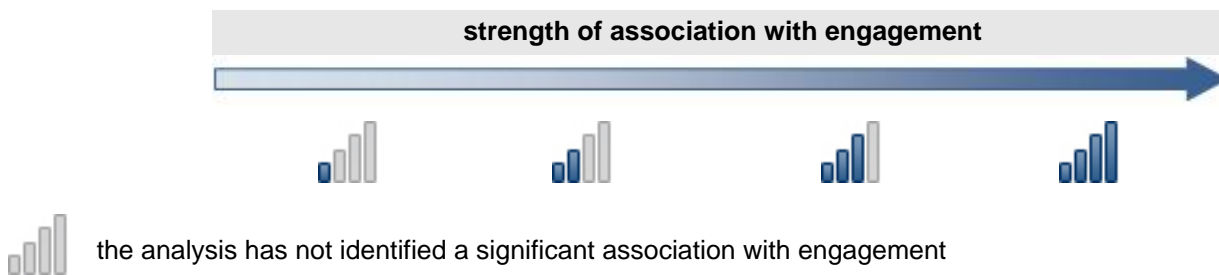
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, Scotland Office, Office of the Advocate General, Wales Office and Northern Ireland Office results and high performing units results to identify differences that are statistically significant.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