


# The Office of the Advocate General

Returns : 44

Response rate : 96%

Civil Service People Survey 2014

 Strength of association with engagement

◇ Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.

°Parent = Scotland Office and Office of the Advocate General



The table below shows how you performed on each of the nine 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.

## Drivers of Engagement

	Strength of association with engagement <sup>1</sup>	Theme score % Positive	Difference from previous survey	Difference from Parent <sup>0</sup>	Difference from SWNIO	Difference from high performing units
Leadership and Managing Change		70%	+2	+4 ✧	+12 ✧	+21 ✧
My work		84%	+3	+3 ✧	+6 ✧	+3 ✧
My manager		73%	-2	+1	+4 ✧	-1
My team		80%	-8	0	+2	-7 ✧
Resources and workload		82%	-2	+1	+4 ✧	+3 ✧
Pay and benefits		39%	-2	-5 ✧	+4 ✧	+1
Organisational objectives and purpose		94%	+3	+7	+7	+4
Learning and development		64%	-5	+13 ✧	+17 ✧	+4 ✧
Inclusion and fair treatment		86%	-5	+1	+8 ✧	+4 ✧

<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

<sup>0</sup>Parent = Scotland Office and Office of the Advocate General

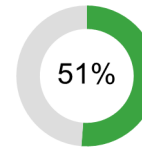


Strength of association with engagement

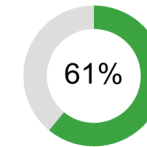


Statistically significant difference from comparison

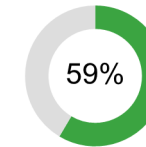
## Wellbeing



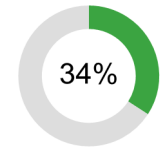
Overall, how satisfied are you with your life nowadays?



Overall, to what extent do you feel that the things you do in your life are worthwhile?

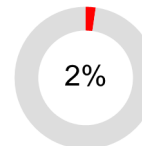


Overall, how happy did you feel yesterday?

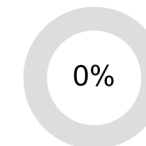


No or low anxiety yesterday

## Discrimination, bullying and harassment

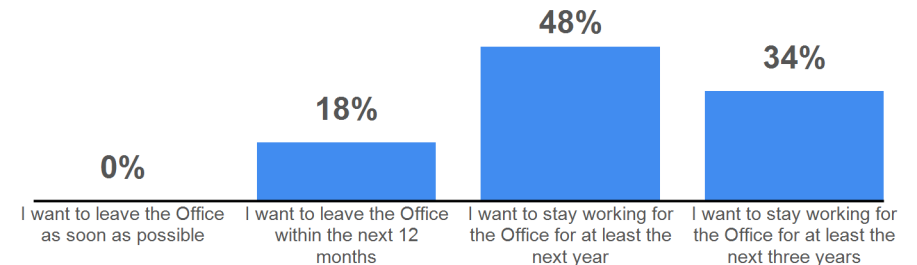


During the past 12 months have you personally experienced discrimination at work?



During the past 12 months have you personally experienced bullying or harassment at work?

## Your plans for the future



## All questions by theme

\*Parent = Scotland Office and Office of the Advocate General

◇ indicates statistically significant difference from comparison

^ indicates a variation in question wording from your previous survey

### My work

**84%** +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent\*

Difference from SWNIO

Difference from high performing units

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	43	0	0	0	98%	+2	+3	+7	+3
B02 I am sufficiently challenged by my work	48	41	7	5	0	89%	+3	+10 ◇	+10 ◇	+1
B03 My work gives me a sense of personal accomplishment	36	48	14	2	0	84%	+3	+3 ◇	+7 ◇	+1
B04 I feel involved in the decisions that affect my work	20	45	18	14	2	66%	+4	0	+3 ◇	0
B05 I have a choice in deciding how I do my work	27	57	11	5	0	84%	+1	-1	+4 ◇	+3 ◇

### Organisational objectives and purpose

**94%** +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent\*

Difference from SWNIO

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SWNIO	Difference from high performing units
B06 I have a clear understanding of the Office's purpose	41	57	0	0	0	98%	+2	+8	+9	+6
B07 I have a clear understanding of the Office's objectives	39	52	7	2	0	91%	+5	+6	+6	+3 ◇
B08 I understand how my work contributes to the Office's objectives	30	64	7	0	0	93%	0	+7	+7	+3

## All questions by theme

\*Parent = Scotland Office and Office of the Advocate General

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^ indicates a variation in question wording from your previous survey

### My manager

**73%** -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent\*

Difference from SWNIO

Difference from high performing units

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	27	45	23	3	2	73%	+1	+4 ◇	+4 ◇	-4 ◇
B10 My manager is considerate of my life outside work	50	36	7	5	2	86%	-4	-1	+6 ◇	-1
B11 My manager is open to my ideas	41	43	9	5	2	84%	-4	0	+3 ◇	-3 ◇
B12 My manager helps me to understand how I contribute to the Office's objectives	25	43	27	3	2	68%	-3	-2	-2	-6 ◇
B13 Overall, I have confidence in the decisions made by my manager	34	50	14	2	2	84%	+1	+2 ◇	+7 ◇	+4 ◇
B14 My manager recognises when I have done my job well	34	41	16	9	2	75%	-11	-4 ◇	-3 ◇	-11 ◇
B15 I receive regular feedback on my performance	23	43	25	9	2	66%	+2	+1	+2	-11 ◇
B16 The feedback I receive helps me to improve my performance	19	51	16	12	2	70%	+8	+4 ◇	+7 ◇	-2
B17 I think that my performance is evaluated fairly	16	60	14	9	2	77%	-9	0	+8 ◇	+5 ◇
B18 Poor performance is dealt with effectively in my team	14	33	48	3	2	48%	+2	+1	+3	-2

### My team

**80%** -8

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent\*

Difference from SWNIO

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SWNIO	Difference from high performing units
B19 The people in my team can be relied upon to help when things get difficult in my job	41	45	11	2	2	86%	-1	+1	+4 ◇	-5
B20 The people in my team work together to find ways to improve the service we provide	36	45	9	9	2	82%	-8	-1	+3 ◇	-7
B21 The people in my team are encouraged to come up with new and better ways of doing things	32	39	30	9	2	70%	-15 ◇	-1	0	-14 ◇

## All questions by theme

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### Learning and development

64% -5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent\*

Difference from SWNIO

Difference from high performing units

Question ID	Question Text	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	23	55	18	5	0	77%	-6	+10 ◇	+14 ◇	+5 ◇
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	18	57	18	7	0	75%	+4	+24 ◇	+30 ◇	+13 ◇
B24	There are opportunities for me to develop my career in the Office	14	41	18	18	9	55%	-7	+11 ◇	+17 ◇	-1
B25	Learning and development activities I have completed while working for the Office are helping me to develop my career	19	29	33	17	3	48%	-13	+5 ◇	+8 ◇	-6 ◇

### Inclusion and fair treatment

86% -5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent\*

Difference from SWNIO

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SWNIO	Difference from high performing units
B26	I am treated fairly at work	41	48	7	0	0	89%	+1	-1	+6 ◇	+3 ◇
B27	I am treated with respect by the people I work with	45	43	9	0	0	89%	-7	-1	+6 ◇	-2
B28	I feel valued for the work I do	30	45	16	7	0	75%	-15	+1	+5 ◇	+2
B29	I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	42	51	5	0	0	93%	0	+6	+16	+12 ◇

## All questions by theme

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### Resources and workload

**82%** -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent\*

Difference from SWNIO

Difference from high performing units

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	27	57	14	2	1	84%	-2	+2 ◇	+2	-7
B31 I get the information I need to do my job well	23	57	18	2	1	80%	+1	+1	+3	+3
B32 I have clear work objectives	23	59	14	5	1	82%	+8	+4 ◇	+5 ◇	-3 ◇
B33 I have the skills I need to do my job effectively	30	61	9	0	0	91%	-4	-3	+1	-1
B34 I have the tools I need to do my job effectively	23	61	9	7	0	84%	+1	-2 ◇	+4 ◇	+8 ◇
B35 I have an acceptable workload	26	53	9	9	3	79%	-2	+8 ◇	+13 ◇	+10 ◇
B36 I achieve a good balance between my work life and my private life	21	51	9	19	0	72%	-14 ◇	-3 ◇	+1	-4 ◇

### Pay and benefits

**39%** -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent\*

Difference from SWNIO

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent*	Difference from SWNIO	Difference from high performing units
B37 I feel that my pay adequately reflects my performance	5	36	30	18	11	41%	+2	-6 ◇	+2	+2
B38 I am satisfied with the total benefits package	7	31	29	24	10	38%	-11	-4 ◇	+3 ◇	-4 ◇
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	9	28	21	28	14	37%	+1	-6 ◇	+6 ◇	+3

## All questions by theme

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### Leadership and Managing Change

**70%** +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Parent\*

Difference from SWNIO

Difference from high performing units

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	23	59	16			82%	+13	+6 ◇	+17 ◇	+29 ◇
B41 Senior managers in the Office are sufficiently visible	39	48	14			86%	+8	+7 ◇	+8 ◇	+26 ◇
B42 I believe the actions of senior managers are consistent with the Office's values	32	55	14			86%	+5	+10 ◇	+20 ◇	+33 ◇
B43 I believe that the Management Board has a clear vision for the future of the Office	30	32	32	7		61%	-1	+7 ◇	+8 ◇	+10 ◇
B44 Overall, I have confidence in the decisions made by the Office's senior managers	28	51	19			79%	+8	+6 ◇	+14 ◇	+30 ◇
B45 I feel that change is managed well in the Office	18	41	27	7	7	59%	-5	+1	+11 ◇	+20 ◇
B46 When changes are made in the Office they are usually for the better	16	30	42	9		47%	-1	-2	+4 ◇	+10 ◇
B47 The Office keeps me informed about matters that affect me	23	45	20	7	5	68%	-8	+2	+11 ◇	+2
B48 I have the opportunity to contribute my views before decisions are made that affect me	16	48	23	9	5	64%	+2	+4 ◇	+14 ◇	+21 ◇
B49 I think it is safe to challenge the way things are done in the Office	23	45	18	11		68%	-6	+1	+11 ◇	+18 ◇

## All questions by theme

<sup>o</sup>Parent = Scotland Office and Office of the Advocate General    <sup>◇</sup> indicates statistically significant difference from comparison  
<sup>^</sup> indicates a variation in question wording from your previous survey

### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent <sup>o</sup>	Difference from SWNIO	Difference from high performing units
B50 I am proud when I tell others I am part of the Office	20	55	25			75%	-4	+1	+13 <sup>◇</sup>	+9 <sup>◇</sup>
B51 I would recommend the Office as a great place to work	23	52	18	7		75%	-8	+3 <sup>◇</sup>	+18 <sup>◇</sup>	+18 <sup>◇</sup>
B52 I feel a strong personal attachment to the Office	18	39	32	11		57%	+14	-3 <sup>◇</sup>	+4 <sup>◇</sup>	+1
B53 The Office inspires me to do the best in my job	14	43	41			57%	-7	-1	+2	+4 <sup>◇</sup>
B54 The Office motivates me to help it achieve its objectives	17	48	33			64%	0	+3 <sup>◇</sup>	+12 <sup>◇</sup>	+14 <sup>◇</sup>

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent <sup>o</sup>	Difference from SWNIO	Difference from high performing units
B55 I believe that senior managers in the Office will take action on the results from this survey	27	50	16	7		77%	+11	+10 <sup>◇</sup>	+20 <sup>◇</sup>	+24 <sup>◇</sup>
B56 I believe that managers where I work will take action on the results from this survey	25	45	25			70%	+6	+8 <sup>◇</sup>	+12 <sup>◇</sup>	+2
B57 Where I work, I think effective action has been taken on the results of the last survey	18	41	36			59%	+16 <sup>◇</sup>	+6 <sup>◇</sup>	+18 <sup>◇</sup>	+9 <sup>◇</sup>



## All questions by theme

\*Parent = Scotland Office and Office of the Advocate General

◇ indicates statistically significant difference from comparison

^ indicates a variation in question wording from your previous survey

### Organisational Culture

	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	39	55	5			93%	+3	+3	+3	0
B59 I believe I would be supported if I try a new idea, even if it may not work	25	57	16			82%	-6	+2	+9 ◇	+5 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	21	60	16			81%	+6	+1	+8 ◇	+9 ◇
B61 When I talk about the Office I say "we" rather than "they"	33	53	14			86%	-12	+1	+5 ◇	+11 ◇
B62 I have some really good friendships at work	30	47	16	5		77%	-9	-4 ◇	+2	-9 ◇

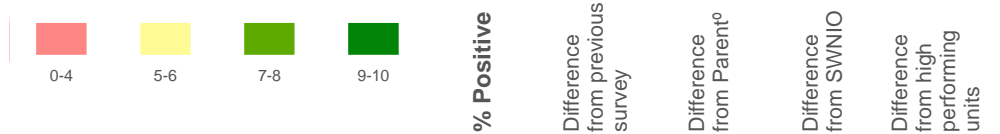
## All questions by theme

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## 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. The 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from Parent*	Difference from SWNIO	Difference from high performing units
W01 Overall, how satisfied are you with your life nowadays?	5	44	39	12	51%	-18 ◇	-14 ◇	-15 ◇	-19 ◇
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	32	49	12	61%	-15 ◇	-8 ◇	-10 ◇	-15 ◇
W03 Overall, how happy did you feel yesterday?	15	27	46	12	59%	+3	-7 ◇	-5 ◇	-8 ◇
W04 Overall, how anxious did you feel yesterday?	12	22	32	34	34%	-18 ◇	-8 ◇	-16 ◇	-22 ◇

## All questions by theme

<sup>o</sup>Parent = Scotland Office and Office of the Advocate General    <sup>◇</sup> indicates statistically significant difference from comparison  
<sup>^</sup> indicates a variation in question wording from your previous survey

### 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		0%	-2	-4	-6
I want to leave the Office within the next 12 months		18%	-1	-11 <sup>◇</sup>	-9 <sup>◇</sup>
I want to stay working for the Office for at least the next year		48%	-9	+6 <sup>◇</sup>	+13 <sup>◇</sup>
I want to stay working for the Office for at least the next three years		34%	+13	+9 <sup>◇</sup>	+2

### The Civil Service Code

Differences are based on '% Yes' score

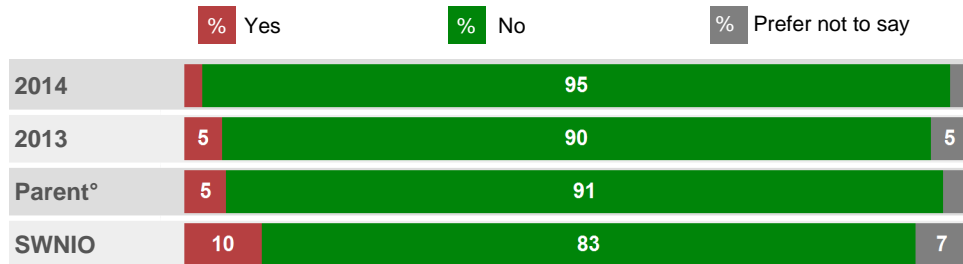
	% Yes	% No	% Yes	Difference from previous survey	Difference from Parent <sup>o</sup>	Difference from SWNIO
D01. Are you aware of the Civil Service Code?		7	93%	-2	-4	-3
D02. Are you aware of how to raise a concern under the Civil Service Code?		28	72%	+5	-10 <sup>◇</sup>	-4 <sup>◇</sup>
D03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?		16	84%	-2	0	+6 <sup>◇</sup>

## All questions by theme

\*Parent = Scotland Office and Office of the Advocate General    ✦ indicates statistically significant difference from comparison  
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### Discrimination, harassment and bullying

E01. During the past 12 months, have you personally experienced discrimination at work?



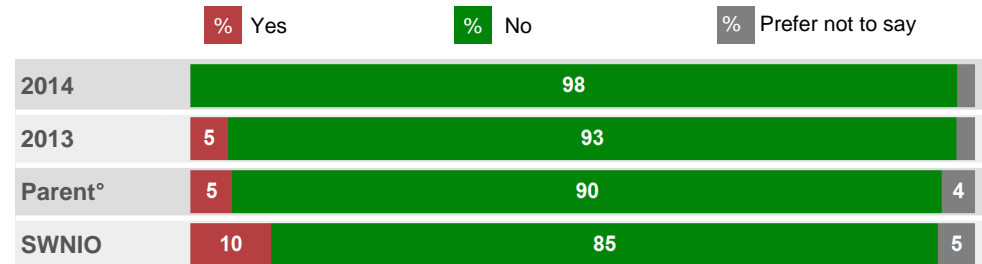
For respondents who selected 'Yes' to question E01.

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 '--'

E03. During the past 12 months, have you personally experienced bullying or harassment at work?



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

<sup>o</sup>Parent = Scotland Office and Office of the Advocate General    <sup>◇</sup> indicates statistically significant difference from comparison  
<sup>^</sup> indicates a variation in question wording from your previous survey

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

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Parent <sup>o</sup>	Difference from SWNIO
F01 I access the Civil Service Learning website regularly to identify learning and development opportunities	5	25	23	39	9	30%	+12	+1	-10 <sup>◇</sup>
F02 I have agreed objectives which define what I do (activities) and how I do it (behaviours)	9	50	23	14	5	59%	-2	-2	-9 <sup>◇</sup>
F03 I have discussed with my line manager my plan for five days learning and development this year	5	27	32	24	12	32%	+12	+4 <sup>◇</sup>	-9 <sup>◇</sup>
F04 I have updated my performance achievements in readiness for my mid year review	Yes: 30%		No: 70%			30%	+1	-1	-20 <sup>◇</sup>
F05 I understand what the specific values of the organisation are	23	70			5	93%	+12	+7	+11
F06 I believe I demonstrate the values and behaviours the Office expects of me	27	68			5	95%	+8	-1	+5
F07 I am given the opportunity to influence change in the Office	16	45	25	14		61%	--	-1	+1
F08 I know what to do if I am concerned about the behaviour of others	21	67			12	88%	+10	0	+4 <sup>◇</sup>
F09 I believe I have the right skill-set for the role I do	27	61			9	89%	+1	-4	-1
F10 My workload is generally manageable within my contracted working hours	18	50	14	14	5	68%	+11	-1	+3 <sup>◇</sup>

## 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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2013 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 2014 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 shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association  
with engagement



the analysis has not identified a  
significant association with engagement

### Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all 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.