


Returns : 288

Response rate : 23%

Civil Service People Survey 2016

 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.



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	Theme score % Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
Leadership and managing change		44%	+16 ✧	+1	-8 ✧
My work		72%	+6 ✧	-3	-6 ✧
My manager		65%	+6 ✧	-3	-6 ✧
Learning and development		51%	+12 ✧	0	-4
Pay and benefits		53%	+16 ✧	+22 ✧	+16 ✧
Resources and workload		78%	+9 ✧	+5 ✧	+1
Inclusion and fair treatment		78%	+8 ✧	+2	-1
Organisational objectives and purpose		82%	+3	0	-5 ✧
My team		81%	+6 ✧	+1	-2



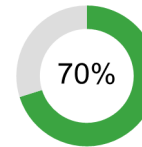
Strength of association with engagement



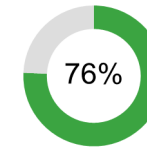
Statistically significant difference from comparison

Wellbeing

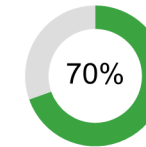
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



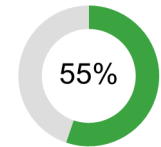
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



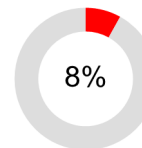
W03. Overall, how happy did you feel yesterday?



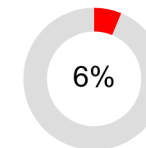
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

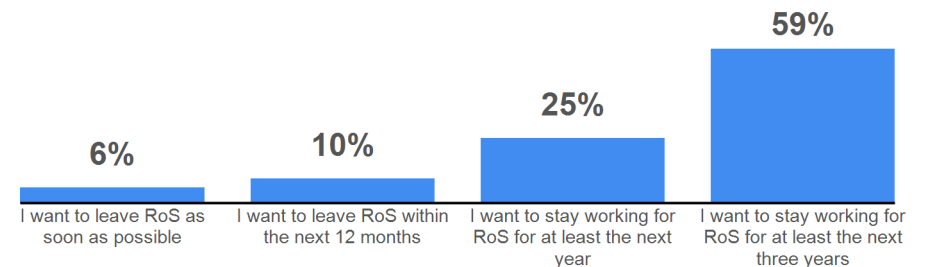


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

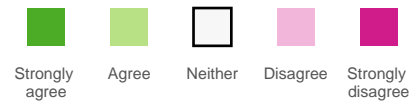
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

72% +6
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	40	48	9	1	2	87%	+2	-3	-4 ◆
B02 I am sufficiently challenged by my work	32	45	9	10	4	77%	+1	-3	-6 ◆
B03 My work gives me a sense of personal accomplishment	26	48	15	8	3	74%	+6 ◆	-1	-5 ◆
B04 I feel involved in the decisions that affect my work	16	33	21	19	11	49%	+10 ◆	-8 ◆	-12 ◆
B05 I have a choice in deciding how I do my work	23	50	15	9	3	73%	+12 ◆	-2	-6 ◆

Organisational objectives and purpose

82% +3
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of RoS' purpose	30	55	9	5	1	85%	+5 ◆	-1	-6 ◆
B07 I have a clear understanding of RoS' objectives	26	52	14	7	3	78%	+3	-2	-7 ◆
B08 I understand how my work contributes to RoS' objectives	30	54	9	5	2	84%	+2	+1	-3

All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

65% +6
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

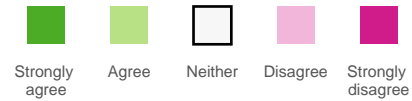
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	23	43	19	11	5	66%	+8 ◆	-3	-8 ◆
B10 My manager is considerate of my life outside work	40	45	10			85%	+3	+2	-1
B11 My manager is open to my ideas	36	41	17			77%	+3	-4	-7 ◆
B12 My manager helps me to understand how I contribute to RoS' objectives	23	40	26	7		63%	+5	-2	-7 ◆
B13 Overall, I have confidence in the decisions made by my manager	31	43	16	6		74%	+6 ◆	+1	-5 ◆
B14 My manager recognises when I have done my job well	30	44	17	6		74%	+4	-4 ◆	-8 ◆
B15 I receive regular feedback on my performance	21	37	21	16	6	58%	+9 ◆	-8 ◆	-11 ◆
B16 The feedback I receive helps me to improve my performance	21	38	26	12		59%	+11 ◆	-4	-7 ◆
B17 I think that my performance is evaluated fairly	23	40	24	9		63%	+6 ◆	-1	-5 ◆
B18 Poor performance is dealt with effectively in my team	10	25	40	18	7	36%	+3	-3	-7 ◆

My team

81% +6
Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	42	45	8			88%	-2	+3	+1
B20 The people in my team work together to find ways to improve the service we provide	38	45	10	5		83%	+4	+1	-2
B21 The people in my team are encouraged to come up with new and better ways of doing things	31	41	16	9		72%	+16 ◆	-2	-6 ◆

All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

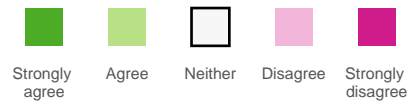
Learning and development

51% +12

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	14	44	27	11	6	58%	+6 ◆	-2	-9 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	32	34	11	6	49%	+11 ◆	-1	-8 ◆
B24	There are opportunities for me to develop my career in RoS	14	35	25	13	12	49%	+17 ◆	+7 ◆	-2
B25	Learning and development activities I have completed while working for RoS are helping me to develop my career	15	31	30	13	11	46%	+15 ◆	+3	-5

Inclusion and fair treatment

78% +8

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	33	49	9	6	6	83%	+5 ◆	+4	0
B27	I am treated with respect by the people I work with	35	53	7	7	6	88%	0	+3	0
B28	I feel valued for the work I do	20	45	15	14	7	64%	+12 ◆	0	-6 ◆
B29	I think that RoS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	52	14	6	6	78%	+14 ◆	+4	0

All questions by theme

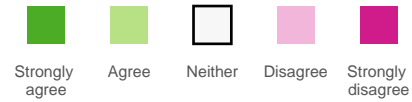
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Resources and workload **78%** +9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	25	58	11	5		83%	+4	+1	-3
B31 I get the information I need to do my job well	16	55	17	9		71%	+12 ◆	+2	-3
B32 I have clear work objectives	18	51	19	8		69%	0	-6 ◆	-10 ◆
B33 I have the skills I need to do my job effectively	31	59		8		90%	+10 ◆	+1	-2
B34 I have the tools I need to do my job effectively	22	56	13	8		77%	+12 ◆	+7 ◆	+2
B35 I have an acceptable workload	17	55	16	9		72%	+9 ◆	+13 ◆	+7 ◆
B36 I achieve a good balance between my work life and my private life	27	57	11			84%	+13 ◆	+17 ◆	+12 ◆

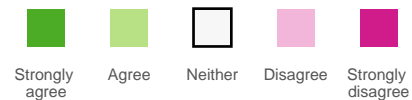
Pay and benefits

53% +16

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	10	43	15	22	10	53%	+16 ◆	+21 ◆	+14 ◆
B38 I am satisfied with the total benefits package	9	46	21	15	9	55%	+17 ◆	+21 ◆	+15 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	12	39	20	17	12	51%	+14 ◆	+24 ◆	+17 ◆

All questions by theme

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^ indicates a variation in question wording from your previous survey

Leadership and managing change

44% +16

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40 I feel that RoS as a whole is managed well	6	41	24	15	13	47%	+16 ◆	0	-11 ◆
B41 Senior managers in RoS are sufficiently visible	7	32	22	21	18	39%	+14 ◆	-16 ◆	-27 ◆
B42 I believe the actions of senior managers are consistent with RoS' values	6	33	32	18	10	39%	+14 ◆	-9 ◆	-18 ◆
B43 I believe that the Board has a clear vision for the future of RoS	8	44	28	10	9	52%	+17 ◆	+9 ◆	-2
B44 Overall, I have confidence in the decisions made by RoS' senior managers	7	35	29	15	15	42%	+16 ◆	-2	-13 ◆
B45 I feel that change is managed well in RoS	6	34	29	20	11	41%	+17 ◆	+11 ◆	0
B46 When changes are made in RoS they are usually for the better	6	37	33	14	11	43%	+16 ◆	+13 ◆	+4
B47 RoS keeps me informed about matters that affect me	8	49	19	17	6	58%	+16 ◆	+2	-7 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	5	34	27	23	11	39%	+17 ◆	+1	-8 ◆
B49 I think it is safe to challenge the way things are done in RoS	5	38	25	20	12	43%	+17 ◆	0	-6 ◆

All questions by theme

◆ indicates statistically significant difference from comparison
^ 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 CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of RoS	16	40	31	8	5	56%	+18 ◆	-3	-10 ◆
B51 I would recommend RoS as a great place to work	22	40	25	9	5	62%	+20 ◆	+11 ◆	+1
B52 I feel a strong personal attachment to RoS	12	33	33	17	5	45%	+6 ◆	-3	-11 ◆
B53 RoS inspires me to do the best in my job	11	36	34	12	7	48%	+18 ◆	+2	-5
B54 RoS motivates me to help it achieve its objectives	11	33	36	13	7	44%	+16 ◆	+1	-6 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that senior managers in RoS will take action on the results from this survey	6	32	25	15	22	38%	+17 ◆	-8 ◆	-16 ◆
B56 I believe that managers where I work will take action on the results from this survey	13	43	24	10	10	56%	+13 ◆	0	-8 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	6	23	43	16	12	29%	+16 ◆	-6 ◆	-12 ◆

Returns : 288

Response rate : 23%

Civil Service People Survey 2016

All questions by theme

◆ 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 CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	33	58	6			91%	+3	+3	+1
B59 I believe I would be supported if I try a new idea, even if it may not work	22	47	17	12		69%	+15 ◆	0	-5 ◆
B60 When I talk about RoS I say "we" rather than "they"	25	41	20	10	5	66%	+12 ◆	-6 ◆	-13 ◆
B61 I have some really good friendships at work	29	44	20	6		73%	-4	-4	-7 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior managers in RoS actively role model the behaviours set out in the Civil Service Leadership Statement	6	27	46	11	9	33%	+13 ◆	-11 ◆	-16 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	16	42	32	5	5	58%	+12 ◆	-3	-9 ◆

All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Wellbeing



Unlike the questions B01-B63 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	9	21	53	17	70%	+6 ◆	+4	+1
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	15	53	23	76%	+9 ◆	+5	+2
W03 Overall, how happy did you feel yesterday?	12	18	47	22	70%	+11 ◆	+6 ◆	+3

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	28	27	15	30	55%	+4	+5 ◆	+2

All questions by theme

◆ indicates statistically significant difference from comparison
▲ 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 RoS?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave RoS as soon as possible		6%	-3	-2	-5
I want to leave RoS within the next 12 months		10%	0	-5	-9 ◆
I want to stay working for RoS for at least the next year		25%	+2	-7 ◆	-14 ◆
I want to stay working for RoS for at least the next three years		59%	+1	+16 ◆	+8 ◆

The Civil Service Code

Differences are based on '% Yes' score

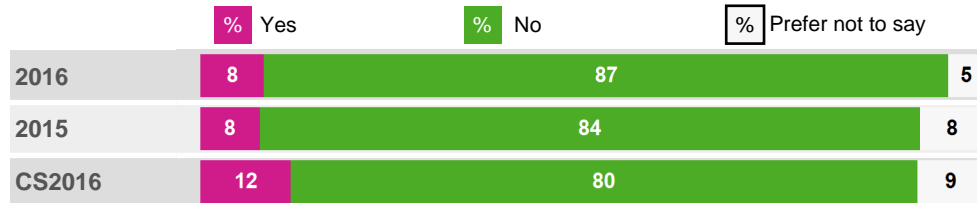
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		16	84%	-6 ◆	-8 ◆	-11 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		42	58%	-6 ◆	-9 ◆	-16 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in RoS it would be investigated properly?		30	70%	+7 ◆	+3	-5 ◆

All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Discrimination, harassment and bullying

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

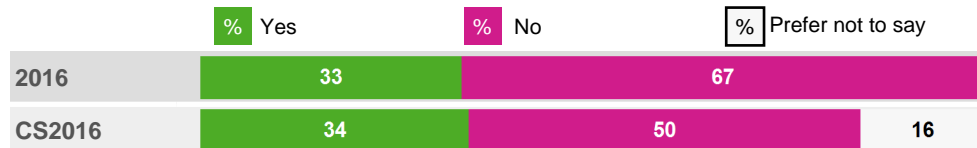


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



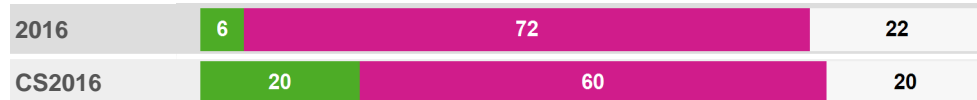
For respondents who selected 'Yes' to question E03.

E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.

E06. In your opinion, has this issue been resolved?



For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	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	--

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)

A colleague	--
Your manager	--
Another manager in my part of RoS	--
Someone you manage	--
Someone who works for another part of RoS	--
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

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Registers of Scotland questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	When change is introduced it is communicated by my line manager in a way I understand	17	60	18			76%	--
F02	When changes are being made I am given enough notice	8	43	28	16	5	51%	--
F03	When changes are being made I am given enough suitable training	7	40	28	18	7	47%	--
F04	Communication about the changes in RoS is clear and understandable	7	44	23	19	7	51%	--
F05	I understand the outcomes in the people@ros strategy	8	39	33	15	5	47%	--
F06	I understand the commitments in the people@ros strategy	8	39	33	14	5	47%	--

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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2016 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, CS2016 results and CS High Performers 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 2016 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 fewer 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.