

Returns : 254

Response rate : 25%

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.



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 CS2014	Difference from CS High Performers
Leadership and Managing Change		39%	+13 ✧	-4	-11 ✧
My work		70%	+2	-5 ✧	-8 ✧
Pay and benefits		46%	+7 ✧	+18 ✧	+11 ✧
My manager		63%	+6	-4	-8 ✧
Learning and development		48%	+11 ✧	-1	-7 ✧
My team		73%	0	-6 ✧	-9 ✧
Organisational objectives and purpose		86%	+7 ✧	+3	-2
Resources and workload		80%	+8 ✧	+6 ✧	+3
Inclusion and fair treatment		77%	+9 ✧	+2	-2

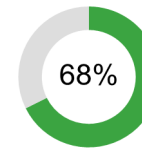


Strength of association with engagement

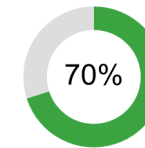


Statistically significant difference from comparison

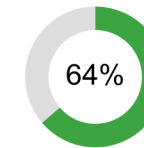
Wellbeing



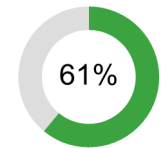
Overall, how satisfied are you with your life nowadays?



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

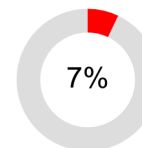


Overall, how happy did you feel yesterday?

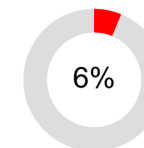


No or low anxiety yesterday

Discrimination, bullying and harassment

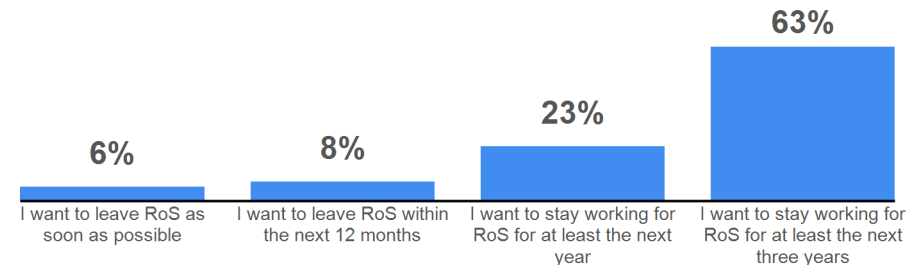


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

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

My work

70% +2
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	37	52	6	1	1	89%	+5 ◇	0	-3 ◇
B02 I am sufficiently challenged by my work	30	50	10	7	1	79%	+3	0	-3
B03 My work gives me a sense of personal accomplishment	29	47	13	7	1	76%	+7 ◇	0	-2
B04 I feel involved in the decisions that affect my work	17	28	20	23	12	45%	-1	-11 ◇	-17 ◇
B05 I have a choice in deciding how I do my work	26	35	22	11	5	61%	-3	-14 ◇	-19 ◇

Organisational objectives and purpose

86% +7
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of RoS' purpose	34	54	7	1	1	87%	+6 ◇	+2	-3 ◇
B07 I have a clear understanding of RoS' objectives	29	54	10	6	1	83%	+8 ◇	+2	-3
B08 I understand how my work contributes to RoS' objectives	33	55	8	1	1	88%	+8 ◇	+4 ◇	0

All questions by theme

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

My manager

63% +6
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	18	43	19	12	8	61%	+8 ◆	-7 ◆	-11 ◆
B10 My manager is considerate of my life outside work	37	44	12	5		81%	+6 ◆	0	-5 ◆
B11 My manager is open to my ideas	31	43	16	7		73%	+4	-7 ◆	-11 ◆
B12 My manager helps me to understand how I contribute to RoS' objectives	21	47	19	9		68%	+10 ◆	+3	-1
B13 Overall, I have confidence in the decisions made by my manager	26	43	17	9		70%	+8 ◆	-4	-7 ◆
B14 My manager recognises when I have done my job well	25	46	15	8	5	72%	+5	-5 ◆	-9 ◆
B15 I receive regular feedback on my performance	16	40	21	17	6	56%	+6	-9 ◆	-12 ◆
B16 The feedback I receive helps me to improve my performance	14	43	26	12	6	56%	+9 ◆	-5	-10 ◆
B17 I think that my performance is evaluated fairly	18	44	24	10		62%	+4	-1	-5
B18 Poor performance is dealt with effectively in my team	8	23	44	16	8	32%	+1	-8 ◆	-11 ◆

My team

73% 0
Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	39	47	7	6		86%	0	+2	0
B20 The people in my team work together to find ways to improve the service we provide	33	42	15	7		76%	-2	-5 ◆	-8 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	26	32	23	13	5	59%	0	-15 ◆	-19 ◆

All questions by theme

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

Learning and development

48% +11

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	15	48	23	11	1	63%	+11 ◇	0	-4
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	32	37	11	6	45%	+8 ◇	-5 ◇	-11 ◇
B24	There are opportunities for me to develop my career in RoS	12	29	26	18	15	41%	+14 ◇	-1	-8 ◇
B25	Learning and development activities I have completed while working for RoS are helping me to develop my career	12	30	30	15	13	42%	+13 ◇	-1	-7 ◇

Inclusion and fair treatment

77% +9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	33	50	11	5	1	83%	+7 ◇	+4	+1
B27	I am treated with respect by the people I work with	33	54	9	1	1	87%	+4	+3	0
B28	I feel valued for the work I do	20	43	19	14	5	63%	+13 ◇	-2	-7 ◇
B29	I think that RoS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	25	50	13	9	1	75%	+10 ◇	+2	-2

All questions by theme

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

Resources and workload **80%** +8

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	25	64	6	1	1	89%	+3	+5 ◆	+2
B31 I get the information I need to do my job well	16	59	9	13	1	74%	+8 ◆	+4	+1
B32 I have clear work objectives	22	57	11	8	1	80%	+7 ◆	+4	0
B33 I have the skills I need to do my job effectively	29	65	5	1	1	94%	+7 ◆	+5 ◆	+2
B34 I have the tools I need to do my job effectively	20	62	9	7	1	82%	+16 ◆	+10 ◆	+6 ◆
B35 I have an acceptable workload	14	54	19	10	1	69%	+10 ◆	+9 ◆	+2
B36 I achieve a good balance between my work life and my private life	23	50	15	9	1	73%	+2	+7 ◆	-1

Pay and benefits **46%** +7

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	7	39	16	26	12	46%	+10 ◆	+17 ◆	+10 ◆
B38 I am satisfied with the total benefits package	10	38	23	19	11	48%	+9 ◆	+16 ◆	+8 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	9	34	21	26	9	43%	+3	+19 ◆	+12 ◆

All questions by theme

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

Leadership and Managing Change

39% +13

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40 I feel that RoS as a whole is managed well	8	33	24	22	13	41%	+14 ◆	-4	-15 ◆
B41 Senior managers in RoS are sufficiently visible	8	32	17	24	19	40%	+14 ◆	-13 ◆	-23 ◆
B42 I believe the actions of senior managers are consistent with RoS' values	7	30	31	21	11	37%	+11 ◆	-11 ◆	-19 ◆
B43 I believe that the Board has a clear vision for the future of RoS	9	39	26	17	9	48%	+18 ◆	+3	-5
B44 Overall, I have confidence in the decisions made by RoS' senior managers	9	28	22	24	16	37%	+13 ◆	-6 ◆	-14 ◆
B45 I feel that change is managed well in RoS	5	30	21	27	17	35%	+15 ◆	+4	-3
B46 When changes are made in RoS they are usually for the better	6	27	30	24	12	33%	+15 ◆	+3	-4
B47 RoS keeps me informed about matters that affect me	9	44	19	18	10	53%	+12 ◆	-5	-11 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	8	23	23	29	17	30%	+7 ◆	-5	-12 ◆
B49 I think it is safe to challenge the way things are done in RoS	7	28	26	19	19	35%	+10 ◆	-6 ◆	-13 ◆

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 CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of RoS	13	39	34	10		51%	+19 ◇	-7 ◇	-14 ◇
B51 I would recommend RoS as a great place to work	13	42	28	13		55%	+23 ◇	+7 ◇	-5
B52 I feel a strong personal attachment to RoS	11	33	36	13	6	44%	+7 ◇	-3	-10 ◇
B53 RoS inspires me to do the best in my job	10	28	37	20	5	38%	+14 ◇	-7 ◇	-13 ◇
B54 RoS motivates me to help it achieve its objectives	10	30	34	21	6	40%	+18 ◇	-3	-9 ◇

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers in RoS will take action on the results from this survey	8	24	22	22	24	33%	+11 ◇	-12 ◇	-21 ◇
B56 I believe that managers where I work will take action on the results from this survey	14	39	21	15	11	53%	+7 ◇	-3	-8 ◇
B57 Where I work, I think effective action has been taken on the results of the last survey	7	18	36	25	15	24%	0	-10 ◇	-16 ◇

All questions by theme

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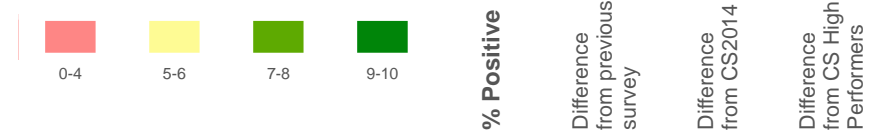
Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	35	58	6			93%	+4 ◇	+4 ◇	+2
B59 I believe I would be supported if I try a new idea, even if it may not work	24	36	23	12	5	60%	+5	-8 ◇	-12 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	20	46	24	8		66%	+6 ◇	+1	-4
B61 When I talk about RoS I say "we" rather than "they"	23	39	25	8	5	62%	+10 ◇	-7 ◇	-17 ◇
B62 I have some really good friendships at work	33	52	12			84%	+5 ◇	+9 ◇	+5 ◇

All questions by theme

◆ indicates statistically significant difference from comparison
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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 CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	13	20	54	14	68%	+7 ◆	+4	+1
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	19	46	24	70%	+4	+1	-2
W03 Overall, how happy did you feel yesterday?	15	22	42	22	64%	+5	+3	0
W04 Overall, how anxious did you feel yesterday?	29	32	17	22	61%	+7 ◆	+11 ◆	+8 ◆

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 CS2014	Difference from CS High Performers
I want to leave RoS as soon as possible		6%	0	-1	-4
I want to leave RoS within the next 12 months		8%	-1	-6	-10
I want to stay working for RoS for at least the next year		23%	+1	-9 ◇	-15 ◇
I want to stay working for RoS for at least the next three years		63%	0	+17 ◇	+10 ◇

The Civil Service Code

Differences are based on '% Yes' score

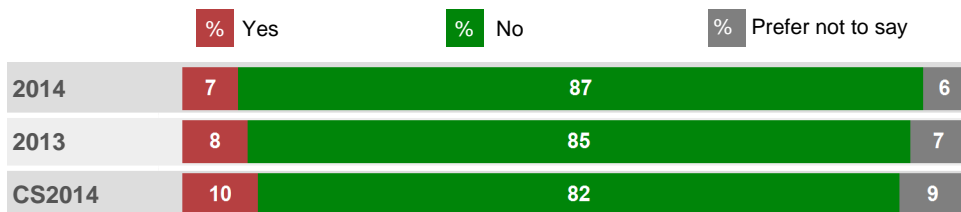
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		9	91%	-4 ◇	+2	-2
D02. Are you aware of how to raise a concern under the Civil Service Code?		30	70%	-3	+6 ◇	-1
D03. Are you confident that if you raised a concern under the Civil Service Code in RoS it would be investigated properly?		29	71%	+8 ◇	+2	-3

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?



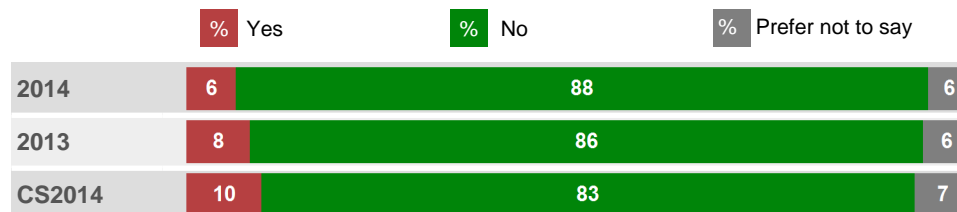
For respondents who selected 'Yes' to question E01.

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)

Category	Response Count
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	In my team, it is usual for the team or individuals to receive recognition or praise for good work	15	45	22	14		60%	--
F02	I believe that change is managed well in my Business area	10	38	27	19	6	48%	--
F03	I am taking advantage of the opportunities that change is bringing to RoS	14	36	36	10		49%	--
F04	I am prepared to challenge unacceptable behaviours in the workplace	17	59	17	6		76%	--
F05	I was given the opportunity to discuss the 2013 survey results in my team	10	37	21	23	10	46%	--
F06	I believe RoS cares about my wellbeing	10	43	27	12	8	53%	--
F07	I am satisfied with the information I receive from my Line Manager on what is happening in RoS	19	43	19	12	6	63%	--
F08	I have the technology I need to do my job effectively	15	55	12	15		71%	--
F09	I access the Civil Service Learning website regularly to identify learning and development opportunities	6	20	25	37	12	25%	--
F10	I am confident that RoS is committed to eliminating discrimination and encouraging diversity amongst our workforce	16	51	24	6		67%	--

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 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 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, CS2014 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 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.