

Returns : 727

Response rate : 52%

Civil Service People Survey 2017



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 CS2017	Difference from CS High Performers
Leadership and managing change		26%	-18 ✧	-21 ✧	-26 ✧
My work		61%	-11 ✧	-15 ✧	-18 ✧
My manager		53%	-12 ✧	-16 ✧	-19 ✧
Learning and development		33%	-18 ✧	-20 ✧	-24 ✧
Resources and workload		65%	-12 ✧	-7 ✧	-10 ✧
Pay and benefits		33%	-20 ✧	+3 ✧	-3 ✧
Organisational objectives and purpose		68%	-12 ✧	-13 ✧	-19 ✧
Inclusion and fair treatment		67%	-11 ✧	-10 ✧	-13 ✧
My team		75%	-5 ✧	-5 ✧	-8 ✧



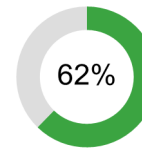
Strength of association with engagement



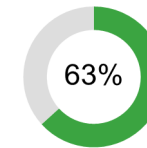
Statistically significant difference from comparison

Wellbeing

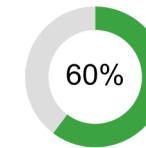
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



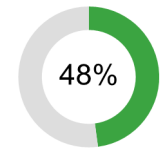
W01. Overall, how satisfied are you with your life nowadays?



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



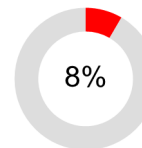
W03. Overall, how happy did you feel yesterday?



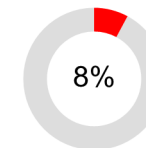
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

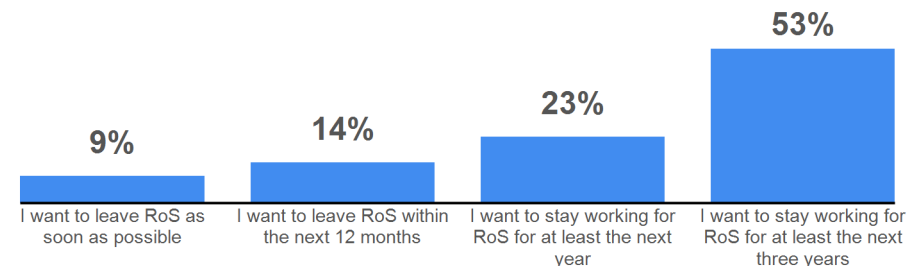


During the past 12 months have you personally experienced discrimination at work?


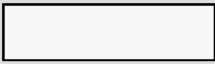


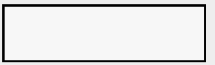

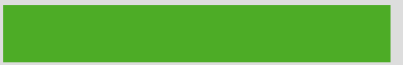
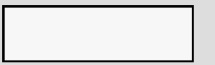




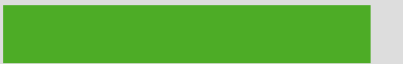




During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future



Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B18	The people in my team can be relied upon to help when things get difficult in my job	 87%	B59	Senior managers in RoS actively role model the behaviours set out in the Civil Service Leadership Statement	 47%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	 58%
B54	I am trusted to carry out my job effectively	 86%	B17	Poor performance is dealt with effectively in my team	 44%	B42	I feel that change is managed well in RoS	 55%
B26	I am treated with respect by the people I work with	 84%	B53	Where I work, I think effective action has been taken on the results of the last survey	 42%	B52	I believe that senior managers in RoS will take action on the results from this survey	 55%
B01	I am interested in my work	 81%	B47	I am proud when I tell others I am part of RoS	 41%	B38	Senior managers in RoS are sufficiently visible	 54%
B31	I have the skills I need to do my job effectively	 80%	B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	 38%	B45	I have the opportunity to contribute my views before decisions are made that affect me	 54%

All questions by theme

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

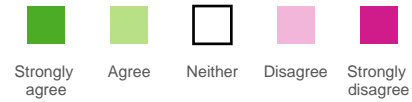
My work
61%

-11 ♦

Difference from previous survey



Strength of association with engagement


% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	27	54	13	5	5	81%	-6 ♦	-9 ♦	-11 ♦
B02 I am sufficiently challenged by my work	21	47	17	11	5	68%	-9 ♦	-12 ♦	-15 ♦
B03 My work gives me a sense of personal accomplishment	17	44	21	14	5	61%	-13 ♦	-16 ♦	-19 ♦
B04 I feel involved in the decisions that affect my work	9	28	20	24	19	37%	-12 ♦	-21 ♦	-27 ♦
B05 I have a choice in deciding how I do my work	17	41	19	15	8	58%	-14 ♦	-17 ♦	-22 ♦

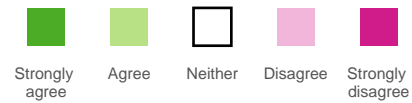
Organisational objectives and purpose*
68%

-12 ♦

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

B06 I have a clear understanding of RoS' objectives	12	54	20	10	8	66%	-12 ♦	-15 ♦	-20 ♦
B07 I understand how my work contributes to RoS' objectives	16	55	18	8	8	71%	-13 ♦	-12 ♦	-16 ♦

All questions by theme

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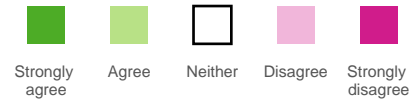
My manager
53%

-12 ♦

Difference from previous survey



Strength of association with engagement


% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	14	37	27	16	6	51%	-15 ♦	-19 ♦	-24 ♦
B09 My manager is considerate of my life outside work	33	45	16			78%	-7 ♦	-6 ♦	-9 ♦
B10 My manager is open to my ideas	24	41	23	8		65%	-12 ♦	-17 ♦	-20 ♦
B11 My manager helps me to understand how I contribute to RoS' objectives	13	38	30	13	6	51%	-12 ♦	-15 ♦	-20 ♦
B12 Overall, I have confidence in the decisions made by my manager	20	40	23	10	7	60%	-14 ♦	-14 ♦	-19 ♦
B13 My manager recognises when I have done my job well	19	46	20	11		65%	-9 ♦	-14 ♦	-18 ♦
B14 I receive regular feedback on my performance	10	32	26	21	11	42%	-16 ♦	-26 ♦	-30 ♦
B15 The feedback I receive helps me to improve my performance	10	32	35	14	9	42%	-16 ♦	-21 ♦	-25 ♦
B16 I think that my performance is evaluated fairly	13	38	31	12	6	51%	-12 ♦	-15 ♦	-19 ♦
B17 Poor performance is dealt with effectively in my team	6	22	44	17	11	28%	-8 ♦	-12 ♦	-16 ♦

All questions by theme

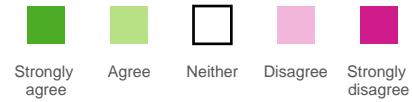
♦ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My team
75%

-5 ♦ Difference from previous survey



Strength of association with engagement


% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

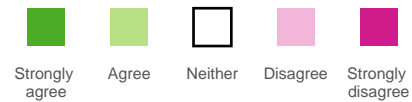
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	38	49	9			87%	0	+2 ♦	0
B19	The people in my team work together to find ways to improve the service we provide	33	46	15			79%	-3	-3 ♦	-5 ♦
B20	The people in my team are encouraged to come up with new and better ways of doing things	23	37	23	12	6	60%	-13 ♦	-15 ♦	-20 ♦

Learning and development
33%

-18 ♦ Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	10	30	33	17	10	40%	-18 ♦	-23 ♦	-29 ♦
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	24	35	21	10	34%	-16 ♦	-19 ♦	-24 ♦
B23	There are opportunities for me to develop my career in RoS	8	21	26	21	24	29%	-20 ♦	-17 ♦	-26 ♦
B24	Learning and development activities I have completed while working for RoS are helping me to develop my career	8	21	32	22	17	29%	-17 ♦	-18 ♦	-23 ♦

All questions by theme

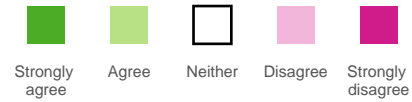
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Inclusion and fair treatment
67% -11 ♦

Difference from previous survey



Strength of association with engagement


% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

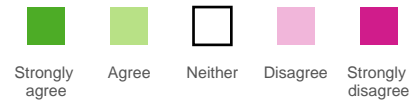
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25	I am treated fairly at work	22	51	17	7	7	73%	-9 ♦	-7 ♦	-10 ♦
B26	I am treated with respect by the people I work with	27	58	11	1	1	84%	-3	0	-3 ♦
B27	I feel valued for the work I do	14	30	22	20	14	44%	-20 ♦	-21 ♦	-28 ♦
B28	I think that RoS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	48	24	7	7	66%	-12 ♦	-10 ♦	-14 ♦

Resources and workload*
65% -12 ♦

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29	I get the information I need to do my job well	7	48	22	18	6	55%	-16 ♦	-14 ♦	-19 ♦
B30	I have clear work objectives	9	46	21	17	7	54%	-15 ♦	-21 ♦	-26 ♦
B31	I have the skills I need to do my job effectively	21	59	13	1	1	80%	-9 ♦	-8 ♦	-11 ♦
B32	I have the tools I need to do my job effectively	11	51	18	14	6	62%	-15 ♦	-8 ♦	-15 ♦
B33	I have an acceptable workload	9	55	20	12	5	64%	-8 ♦	+3 ♦	-3 ♦
B34	I achieve a good balance between my work life and my private life	18	56	14	8	1	75%	-9 ♦	+7 ♦	+1

All questions by theme

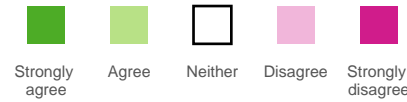
♦ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Pay and benefits
33%
-20

Difference from previous survey



Strength of association with engagement


% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B35 I feel that my pay adequately reflects my performance


32%

-21 ♦

+2

-5 ♦

B36 I am satisfied with the total benefits package


34%

-21 ♦

+1

-6 ♦

B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable


34%

-17 ♦

+8 ♦

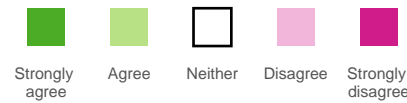
+1

Leadership and managing change*
26%
-18

Difference from previous survey

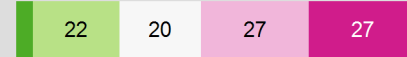


Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

B38 Senior managers in RoS are sufficiently visible

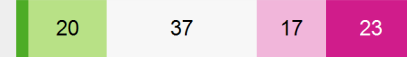

26%

-13 ♦

-34 ♦

-43 ♦

B39 I believe the actions of senior managers are consistent with RoS' values


23%

-17 ♦

-31 ♦

-37 ♦

B40 I believe that the Board has a clear vision for the future of RoS


33%

-19 ♦

-16 ♦

-21 ♦

B41 Overall, I have confidence in the decisions made by RoS' senior managers

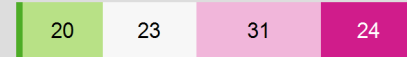

22%

-20 ♦

-26 ♦

-32 ♦

B42 I feel that change is managed well in RoS

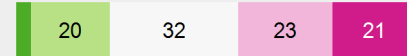

22%

-19 ♦

-12 ♦

-19 ♦

B43 When changes are made in RoS they are usually for the better


23%

-20 ♦

-10 ♦

-17 ♦

B44 RoS keeps me informed about matters that affect me

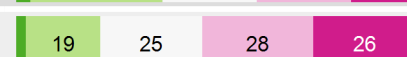

36%

-21 ♦

-21 ♦

-28 ♦

B45 I have the opportunity to contribute my views before decisions are made that affect me


21%

-18 ♦

-18 ♦

-27 ♦

B46 I think it is safe to challenge the way things are done in RoS


25%

-18 ♦

-21 ♦

-27 ♦

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 CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of RoS	8	31	41	13	6	39%	-17 ♦	-22 ♦	-29 ♦
B48 I would recommend RoS as a great place to work	11	32	32	16	10	43%	-19 ♦	-12 ♦	-20 ♦
B49 I feel a strong personal attachment to RoS	10	27	34	19	10	36%	-9 ♦	-13 ♦	-20 ♦
B50 RoS inspires me to do the best in my job	7	24	36	21	12	32%	-16 ♦	-16 ♦	-23 ♦
B51 RoS motivates me to help it achieve its objectives	6	23	35	23	12	29%	-15 ♦	-17 ♦	-24 ♦

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that senior managers in RoS will take action on the results from this survey	19	24	22	33		21%	-17 ♦	-29 ♦	-37 ♦
B53 Where I work, I think effective action has been taken on the results of the last survey	10	42	22	23		13%	-16 ♦	-24 ♦	-32 ♦

All questions by theme

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 ^ 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 CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	24	63	8			86%	-4 ♦	-2 ♦	-4 ♦
B55 I believe I would be supported if I try a new idea, even if it may not work	12	42	28	13	6	53%	-16 ♦	-17 ♦	-22 ♦
B56 In RoS, people are encouraged to speak up when they identify a serious policy or delivery risk	8	34	24	19	14	42%	New	-24 ♦	-29 ♦
B57 I feel able to challenge inappropriate behaviour in the workplace	7	41	28	15	9	48%	New	-15 ♦	-20 ♦
B58 RoS is committed to creating a diverse and inclusive workplace	10	48	31	7	5	58%	New	-16 ♦	-20 ♦

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior managers in RoS actively role model the behaviours set out in the Civil Service Leadership Statement	18		47	16	17	21%	-12 ♦	-26 ♦	-34 ♦
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	10	36	38	9	6	46%	-12 ♦	-20 ♦	-26 ♦

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	16	24		43	16	18%	New	-25 ♦	-38 ♦
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	13	32		38	15	15%	New	-22 ♦	-30 ♦

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

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.

W01 Overall, how satisfied are you with your life nowadays?	17	21	50	12	62%	-8 ♦	-4 ♦	-6 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	24	44	19	63%	-12 ♦	-8 ♦	-10 ♦
W03 Overall, how happy did you feel yesterday?	19	21	42	18	60%	-9 ♦	-3 ♦	-5 ♦

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



W04 Overall, how anxious did you feel yesterday?	22	26	23	29	48%	-7 ♦	-1	-4 ♦
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All questions by theme

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 ▲ 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 CS2017	Difference from CS High Performers
I want to leave RoS as soon as possible		9%	+3	+1	-2 ♦
I want to leave RoS within the next 12 months		14%	+5 ♦	0	-4 ♦
I want to stay working for RoS for at least the next year		23%	-2	-11 ♦	-16 ♦
I want to stay working for RoS for at least the next three years		53%	-6	+10 ♦	+1

The Civil Service Code

Differences are based on '% Yes' score

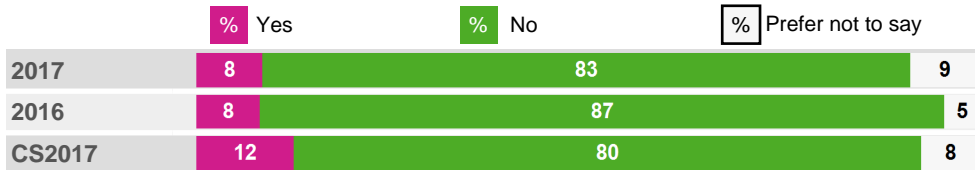
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		86%	+2	-6 ♦	-9 ♦	
D02. Are you aware of how to raise a concern under the Civil Service Code?		60%	+2	-8 ♦	-14 ♦	
D03. Are you confident that if you raised a concern under the Civil Service Code in RoS it would be investigated properly?		59%	-12 ♦	-11 ♦	-17 ♦	

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?

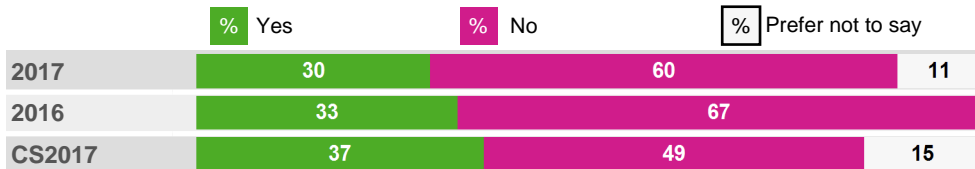


E03. During the past 12 months have you personally experienced bullying or harassment at work?



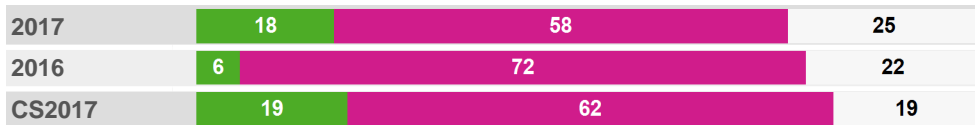
For respondents who selected 'Yes' to question E03.

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	15
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	23
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	10
Working pattern	14
Any other grounds	10
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)

	Response Count
A colleague	22
Your manager	--
Another manager in my part of RoS	--
Someone you manage	--
Someone who works for another part of RoS	11
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	10	48	22	14	7	57%	-19 ♦
F02	When changes are being made I am given enough notice		28	27	28	13	32%	-19 ♦
F03	When changes are being made I am given enough suitable training		24	29	24	19	28%	-19 ♦
F04	Communication about the changes in RoS is clear and understandable		24	27	29	17	27%	-24 ♦
F05	I understand the outcomes in the people@ros strategy	5	28	36	20	11	33%	-14 ♦
F06	I understand the commitments in the people@ros strategy	5	28	36	20	11	33%	-14 ♦

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 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (B47-B51). 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

Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

Confidentiality

The survey was carried out as part of the 2017 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.