

Returns : 600

Response rate : 55%

Civil Service People Survey 2015

 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 CS2015	Difference from CS High Performers
Leadership and managing change		28%	-11 ✧	-15 ✧	-23 ✧
My work		66%	-4	-9 ✧	-12 ✧
My manager		60%	-3	-8 ✧	-11 ✧
Resources and workload		69%	-11 ✧	-3 ✧	-7 ✧
Pay and benefits		37%	-8 ✧	+8 ✧	+1
Learning and development		39%	-9 ✧	-11 ✧	-17 ✧
Inclusion and fair treatment		70%	-7 ✧	-4 ✧	-8 ✧
My team		75%	+1	-5 ✧	-8 ✧
Organisational objectives and purpose		79%	-7 ✧	-4 ✧	-8 ✧

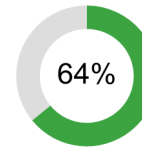


Strength of association with engagement

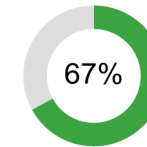


Statistically significant difference from comparison

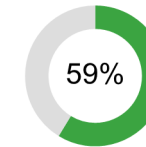
## Wellbeing



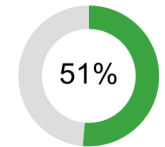
Overall, how satisfied are you with your life nowadays?



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

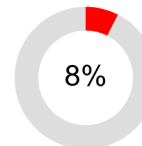


Overall, how happy did you feel yesterday?

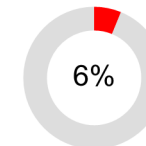


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

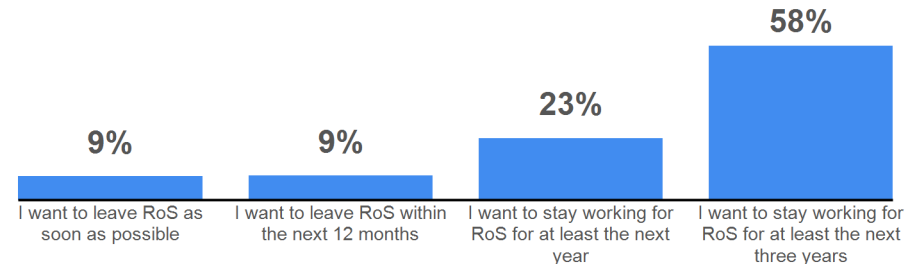


During the past 12 months have you personally experienced discrimination at work?



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

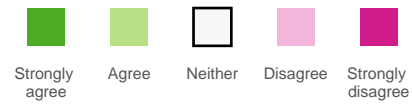
### My work

**66%** -4

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



**% Positive**

Difference  
from  
previous  
survey

Difference  
from  
CS2015

Difference  
from  
CS High  
Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	29	56	9	5		85%	-4 ◆	-4 ◆	-6 ◆
B02 I am sufficiently challenged by my work	25	50	12	10		76%	-4	-3 ◆	-7 ◆
B03 My work gives me a sense of personal accomplishment	19	49	16	11		69%	-7 ◆	-7 ◆	-10 ◆
B04 I feel involved in the decisions that affect my work	10	29	21	24	16	39%	-6 ◆	-17 ◆	-24 ◆
B05 I have a choice in deciding how I do my work	16	44	20	12	8	60%	-1	-13 ◆	-19 ◆

### Organisational objectives and purpose

**79%** -7

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



**% Positive**

Difference  
from  
previous  
survey

Difference  
from  
CS2015

Difference  
from  
CS High  
Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of RoS' purpose	23	57	10	8		80%	-7 ◆	-5 ◆	-9 ◆
B07 I have a clear understanding of RoS' objectives	21	54	15	8		74%	-8 ◆	-5 ◆	-10 ◆
B08 I understand how my work contributes to RoS' objectives	24	58	11			82%	-6 ◆	-1	-5 ◆

## All questions by theme

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

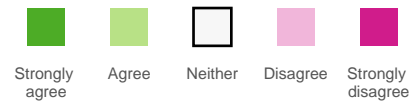
### My manager

**60%** -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	17	41	27	11	4	58%	-3	-10 ◆	-14 ◆
B10 My manager is considerate of my life outside work	35	47	12	6	0	82%	+1	0	-4 ◆
B11 My manager is open to my ideas	28	46	18	6	2	74%	+1	-7 ◆	-10 ◆
B12 My manager helps me to understand how I contribute to RoS' objectives	19	38	31	8	4	57%	-10 ◆	-6 ◆	-11 ◆
B13 Overall, I have confidence in the decisions made by my manager	25	42	22	7	4	68%	-2	-5 ◆	-9 ◆
B14 My manager recognises when I have done my job well	21	49	19	8	3	70%	-2	-9 ◆	-11 ◆
B15 I receive regular feedback on my performance	13	36	29	16	5	49%	-7 ◆	-17 ◆	-21 ◆
B16 The feedback I receive helps me to improve my performance	13	35	36	11	5	48%	-9 ◆	-14 ◆	-17 ◆
B17 I think that my performance is evaluated fairly	14	43	32	7	4	57%	-5	-5 ◆	-11 ◆
B18 Poor performance is dealt with effectively in my team	7	26	46	13	8	33%	+1	-6 ◆	-11 ◆

### My team

**75%** +1

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	41	48	7	2	2	89%	+3	+5 ◆	+2 ◆
B20 The people in my team work together to find ways to improve the service we provide	35	44	14	5	2	79%	+3	-1	-5 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	25	32	26	12	5	57%	-2	-17 ◆	-21 ◆

## All questions by theme

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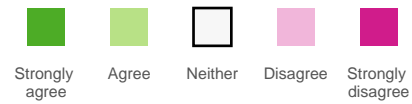
### Learning and development

**39%** -9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	11	42	31	13	13	52%	-11 ◆	-11 ◆	-15 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	28	40	15	8	38%	-8 ◆	-14 ◆	-20 ◆
B24	There are opportunities for me to develop my career in RoS	8	25	32	20	16	32%	-9 ◆	-9 ◆	-17 ◆
B25	Learning and development activities I have completed while working for RoS are helping me to develop my career	8	24	37	19	12	32%	-11 ◆	-12 ◆	-18 ◆

### Inclusion and fair treatment

**70%** -7

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	24	53	15	5	5	78%	-5 ◆	0	-4 ◆
B27	I am treated with respect by the people I work with	30	58	9	1	2	88%	+1	+3 ◆	+1
B28	I feel valued for the work I do	16	36	23	18	7	52%	-11 ◆	-12 ◆	-17 ◆
B29	I think that RoS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	44	25	8	3	64%	-11 ◆	-8 ◆	-14 ◆

## All questions by theme

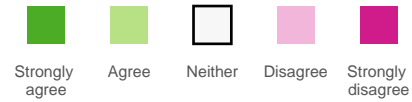
◆ indicates statistically significant difference from comparison  
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### Resources and workload **69%** -11

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	20	59	11	8		79%	-10 ◆	-4 ◆	-7 ◆
B31 I get the information I need to do my job well	13	47	20	14	7	59%	-15 ◆	-10 ◆	-14 ◆
B32 I have clear work objectives	15	54	17	9	5	69%	-10 ◆	-6 ◆	-10 ◆
B33 I have the skills I need to do my job effectively	22	57	12	6		79%	-15 ◆	-9 ◆	-11 ◆
B34 I have the tools I need to do my job effectively	14	51	18	12		65%	-17 ◆	-3 ◆	-9 ◆
B35 I have an acceptable workload	10	52	22	11	5	62%	-6 ◆	+3 ◆	-2
B36 I achieve a good balance between my work life and my private life	20	51	18	8		71%	-2	+4 ◆	-1

### Pay and benefits **37%** -8

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance		33	22	26	16	37%	-9 ◆	+5 ◆	0
B38 I am satisfied with the total benefits package	6	32	27	20	15	38%	-10 ◆	+5 ◆	-1
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	31	30	20	14	37%	-7 ◆	+11 ◆	+5 ◆

## All questions by theme

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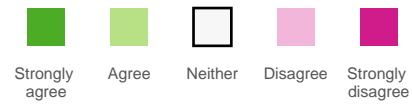
### Leadership and managing change

**28%** -11

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers	
B40 I feel that RoS as a whole is managed well	27	24	26	19	31%	-10	◆	-15	◆	
B41 Senior managers in RoS are sufficiently visible	22	21	27	27	26%	-14	◆	-28	◆	
B42 I believe the actions of senior managers are consistent with RoS' values	21	38	19	18	25%	-12	◆	-20	◆	
B43 I believe that the Board has a clear vision for the future of RoS	7	28	35	16	15	34%	-14	◆	-8	◆
B44 Overall, I have confidence in the decisions made by RoS' senior managers	21	28	24	23	26%	-12	◆	-16	◆	
B45 I feel that change is managed well in RoS	22	24	30	22	24%	-11	◆	-6	◆	
B46 When changes are made in RoS they are usually for the better	22	30	24	19	27%	-6	◆	0	-8	
B47 RoS keeps me informed about matters that affect me	5	37	24	21	13	42%	-11	◆	-14	◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	18	24	31	24	22%	-8	◆	-14	◆	
B49 I think it is safe to challenge the way things are done in RoS	22	30	23	21	26%	-9	◆	-15	◆	

## 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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of RoS	9	30	44	11	7	38%	-13 ◆	-19 ◆	-28 ◆
B51 I would recommend RoS as a great place to work	10	32	38	13	8	42%	-13 ◆	-5 ◆	-17 ◆
B52 I feel a strong personal attachment to RoS	9	30	36	18	8	39%	-6	-8 ◆	-15 ◆
B53 RoS inspires me to do the best in my job	8	22	39	21	10	30%	-8 ◆	-15 ◆	-22 ◆
B54 RoS motivates me to help it achieve its objectives	7	21	38	23	11	28%	-12 ◆	-13 ◆	-20 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers in RoS will take action on the results from this survey	18	24	28	27	21	21%	-12 ◆	-22 ◆	-34 ◆
B56 I believe that managers where I work will take action on the results from this survey	8	35	30	17	11	43%	-10 ◆	-12 ◆	-19 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	10	48	19	20	13	13%	-11 ◆	-20 ◆	-29 ◆



## 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 CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	25	63	9			88%	-5 ◆	0	-2 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	12	41	30	12	5	54%	-6 ◆	-14 ◆	-19 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	11	39	38	8		50%	-16 ◆	-15 ◆	-20 ◆
B61 When I talk about RoS I say "we" rather than "they"	16	38	24	16	6	54%	-7 ◆	-16 ◆	-24 ◆
B62 I have some really good friendships at work	29	48	18			77%	-7 ◆	+2	-2

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	14	45	26	11		59%	--	-8 ◆	-12 ◆
B64 Senior managers inspire people across RoS to do their best	16	32	28	21		19%	--	-18 ◆	-27 ◆
B65 My manager leads our team with confidence	18	47	22	9		65%	--	-5 ◆	-10 ◆
B66 Senior managers lead RoS with confidence	5	24	36	19	16	29%	--	-18 ◆	-28 ◆
B67 My manager empowers me to do my job effectively	17	45	28	7		62%	--	-10 ◆	-14 ◆
B68 RoS' senior managers empower teams to deliver	19	38	21	18		23%	--	-17 ◆	-25 ◆
B69 Senior managers in RoS actively role model the behaviours set out in the Civil Service Leadership Statement	16	48	16	17		20%	--	-16 ◆	-24 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	11	35	44	6		46%	--	-11 ◆	-16 ◆

Returns : 600

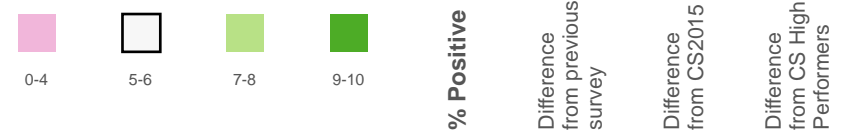
Response rate : 55%

Civil Service People Survey 2015

## All questions by theme

◆ indicates statistically significant difference from comparison  
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### Wellbeing



Unlike the questions B01-B70 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 CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	15	21	51	13	64%	-4	-1	-4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	20	49	18	67%	-3	-4 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	17	25	40	19	59%	-5	-3 ◆	-7 ◆

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 CS2015	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	23	29	21	27	51%	-10 ◆	+1	-1

## 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 CS2015	Difference from CS High Performers
I want to leave RoS as soon as possible		9%	+3	0	-2 ◇
I want to leave RoS within the next 12 months		9%	+1	-6 ◇	-10 ◇
I want to stay working for RoS for at least the next year		23%	+1	-8 ◇	-15 ◇
I want to stay working for RoS for at least the next three years		58%	-5	+15 ◇	+7 ◇

### The Civil Service Code

Differences are based on '% Yes' score

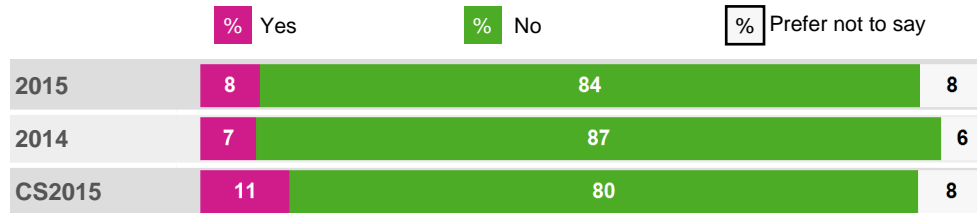
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		11	90%	-2	-1	-5 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	-6 ◇	-2	-8 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in RoS it would be investigated properly?		36	64%	-7 ◇	-4 ◇	-9 ◇

## All questions by theme

◆ 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?



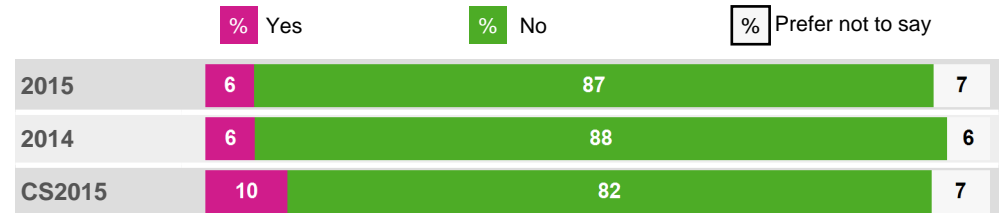
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination 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	13
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	10

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)

	Response Count
A colleague	14
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	14	44	25	13	5	57%	-3
F02	I believe that change is managed well in my business area	7	37	28	17	10	45%	-3
F03	I believe that change in RoS has provided positive career opportunities^	8	24	30	22	16	32%	-17 ◇
F04	I am prepared to challenge unacceptable behaviours in the workplace	13	56	21	8		70%	-6 ◇
F05	I was given the opportunity to discuss the 2014 survey results in my team^	5	25	35	23	13	30%	-16 ◇
F06	RoS demonstrates a commitment to my wellbeing^	10	48	28	9	6	57%	+4
F07	I am satisfied with the information I receive from my line manager on what is happening in RoS	13	45	23	14	5	58%	-4
F08	I have the technology I need to do my job effectively	12	49	20	14	5	62%	-9 ◇
F09	I access the Civil Service Learning website regularly to identify learning and development opportunities	18	31	36	13		20%	-5
F10	My manager encourages me to make time for my learning and development	10	32	33	18	7	42%	--
F11	RoS is committed to eliminating discrimination^	11	45	35	5		57%	-10 ◇
F12	RoS is committed to encouraging diversity amongst our workforce	11	47	35			58%	--
F13	My team's work is prioritised in a way that means I can realistically deliver what is expected of me	11	47	26	12	5	58%	--

## 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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.