

## Your engagement index

# 61%

Difference from  
previous survey

+1

Difference from CS2013

+3 ✧

Difference from CS  
High Performers

-1

See the appendix for further details

### The three elements of engagement and their component questions are:

#### Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2013
B50. I am proud when I tell others I am part of Transport Scotland	59%	+3	+3
B51. I would recommend Transport Scotland as a great place to work	61%	+8 ✧	+16 ✧

#### Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to Transport Scotland	45%	+2	-1
--	-----	----	----

#### Strive: motivated to do the best for the organisation...










B53. Transport Scotland inspires me to do the best in my job	48%	+5 ✧	+5 ✧
B54. Transport Scotland motivates me to help it achieve its objectives	45%	+4	+6 ✧

✧ Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

## Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these 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.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Leadership and managing change		55%	+3	+13 ✧	+4 ✧
My work		80%	+4 ✧	+6 ✧	+2
My manager		69%	0	+2	-1
Resources and workload		76%	+1	+2	-1
Organisational objectives and purpose		86%	+3 ✧	+3 ✧	-2
Learning and development		50%	+9 ✧	+2	-5 ✧
Pay and benefits		32%	+4	+3	-2
My team		80%	+1	+1	-1
Inclusion and fair treatment		76%	-1	+2	-2




✧ = Statistically significant difference from comparison

# Top three key driver themes in more detail

The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2013.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
<b>Leadership and managing change</b> Strength of association with engagement: 			
B40. I feel that Transport Scotland as a whole is managed well	65%	+5 ✧	+22 ✧
B44. Overall, I have confidence in the decisions made by Transport Scotland's Senior Managers	60%	+2	+19 ✧
B43. I believe that the Senior Management Team have a clear vision for the future of Transport Scotland	60%	+5 ✧	+19 ✧
B42. I believe the actions of Senior Managers are consistent with Transport Scotland's values	59%	0	+16 ✧
B41. Senior Managers in Transport Scotland are sufficiently visible	65%	+1	+14 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	48%	+7 ✧	+12 ✧
B49. I think it is safe to challenge the way things are done in Transport Scotland	50%	+3	+11 ✧
B45. I feel that change is managed well in Transport Scotland	38%	+2	+10 ✧
B46. When changes are made in Transport Scotland they are usually for the better	35%	+3	+8 ✧
B47. Transport Scotland keeps me informed about matters that affect me	66%	+4	+8 ✧
<b>My work</b> Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	66%	+6 ✧	+12 ✧
B05. I have a choice in deciding how I do my work	83%	+4 ✧	+11 ✧
B03. My work gives me a sense of personal accomplishment	79%	+5 ✧	+4 ✧
B02. I am sufficiently challenged by my work	80%	+4 ✧	+2
B01. I am interested in my work	91%	+1	+2 ✧
<b>My manager</b> Strength of association with engagement: 			
B17. I think that my performance is evaluated fairly	71%	0	+8 ✧
B15. I receive regular feedback on my performance	70%	0	+6 ✧
B13. Overall, I have confidence in the decisions made by my manager	76%	+2	+5 ✧
B14. My manager recognises when I have done my job well	80%	0	+3 ✧
B10. My manager is considerate of my life outside work	83%	-2	+3 ✧
B11. My manager is open to my ideas	81%	0	+2
B16. The feedback I receive helps me to improve my performance	62%	+1	+2
B18. Poor performance is dealt with effectively in my team	39%	+3	+1
B09. My manager motivates me to be more effective in my job	65%	0	0
B12. My manager helps me to understand how I contribute to Transport Scotland's objectives	58%	-4	-4 ✧

# All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison



Indicates a difference in question rating from your previous survey									
	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2013</div></div>	<div><div>Difference from CS High Performers</div></div>
<b>My work</b>									
<div><div></div><div></div><div></div></div> :Strength of association with engagement									
B01. I am interested in my work	41	50	4	4	91%	+1	+2 ✧	-1	
B02. I am sufficiently challenged by my work	32	48	10	7	80%	+4 ✧	+2	-2	
B03. My work gives me a sense of personal accomplishment	26	53	10	7	79%	+5 ✧	+4 ✧	0	
B04. I feel involved in the decisions that affect my work	20	45	15	16	66%	+6 ✧	+12 ✧	+5 ✧	
B05. I have a choice in deciding how I do my work	31	52	10	5	83%	+4 ✧	+11 ✧	+6 ✧	
<b>Organisational objectives and purpose</b>									
<div><div></div><div></div><div></div></div> :Strength of association with engagement									
B06. I have a clear understanding of Transport Scotland's purpose	30	59	9		89%	+3 ✧	+4 ✧	-1	
B07. I have a clear understanding of Transport Scotland's objectives	27	57	12		84%	+3	+4 ✧	-1	
B08. I understand how my work contributes to Transport Scotland's objectives	29	56	10	4	85%	+4 ✧	+2	-2	

# All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison



	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2013</div></div>	<div><div>Difference from CS High Performers</div></div>
<b>My manager</b>  :Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	23	42	20	8	6	65%	0	0	-5 ✧
B10. My manager is considerate of my life outside work	40	43	12			83%	-2	+3 ✧	-1
B11. My manager is open to my ideas	35	46	11	5		81%	0	+2	-1
B12. My manager helps me to understand how I contribute to Transport Scotland's objectives	18	40	28	10		58%	-4	-4 ✧	-8 ✧
B13. Overall, I have confidence in the decisions made by my manager	29	47	13	6	5	76%	+2	+5 ✧	0
B14. My manager recognises when I have done my job well	33	47	12	6		80%	0	+3 ✧	0
B15. I receive regular feedback on my performance	25	45	15	9	5	70%	0	+6 ✧	+2
B16. The feedback I receive helps me to improve my performance	23	39	23	9	6	62%	+1	+2	-3 ✧
B17. I think that my performance is evaluated fairly	25	46	19	7		71%	0	+8 ✧	+4 ✧
B18. Poor performance is dealt with effectively in my team	10	29	38	14	9	39%	+3	+1	-3
<b>My team</b>  :Strength of association with engagement									
B19. The people in my team can be relied upon to help when things get difficult in my job	37	49	8	5		86%	-2	+2 ✧	0
B20. The people in my team work together to find ways to improve the service we provide	32	50	11	5		82%	+2	+2	-1
B21. The people in my team are encouraged to come up with new and better ways of doing things	28	46	17	6	4	73%	+2	+1	-3 ✧

# All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div>% Positive</div>	<div>Difference from previous survey</div>	<div>Difference from CS2013</div>	<div>Difference from CS High Performers</div>
<b>Learning and development</b>									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	16	46	24	10		62%	+11 ✧	+1	-3 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	34	40	10		48%	+7 ✧	0	-6 ✧
B24. There are opportunities for me to develop my career in Transport Scotland	12	31	29	17	12	43%	+11 ✧	+5 ✧	-4 ✧
B25. Learning and development activities I have completed while working for Transport Scotland are helping me to develop my career	16	30	34	12	8	46%	+9 ✧	+4 ✧	-3
<b>Inclusion and fair treatment</b>									
 :Strength of association with engagement									
B26. I am treated fairly at work	33	49	9	6		82%	+3	+4 ✧	+1
B27. I am treated with respect by the people I work with	32	50	11	6		82%	-4 ✧	-3 ✧	-5 ✧
B28. I feel valued for the work I do	24	40	18	12	5	65%	-4 ✧	+2	-3
B29. I think that Transport Scotland respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	48	16	5		75%	+1	+3 ✧	-2

# All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison


✧ indicates a variation in question wording from your previous survey									
	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Resources and workload									
<div><div></div><div></div><div></div></div> :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	24	57	13	5	81%	-1	-3 ✧	-5 ✧	
B31. I get the information I need to do my job well	19	52	16	9	72%	0	+2	-1	
B32. I have clear work objectives	22	52	17	7	73%	-1	-2	-6 ✧	
B33. I have the skills I need to do my job effectively	33	56	9		88%	-3 ✧	0	-2 ✧	
B34. I have the tools I need to do my job effectively	22	55	15	6	78%	+2	+6 ✧	+2	
B35. I have an acceptable workload	14	51	14	16	65%	+5 ✧	+5 ✧	0	
B36. I achieve a good balance between my work life and my private life	23	49	16	9	72%	+3	+4 ✧	-1	
Pay and benefits									
<div><div></div><div></div><div></div></div> :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	7	27	24	26	16	33%	+3	+5 ✧	-2
B38. I am satisfied with the total benefits package	6	29	28	25	11	35%	+5 ✧	+3	-3
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	20	25	27	21	27%	+3	+2	-5 ✧

# All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2013</div></div>	<div><div>Difference from CS High Performers</div></div>
<b>Leadership and managing change</b>  :Strength of association with engagement									
B40. I feel that Transport Scotland as a whole is managed well	14	51	21	9	5	65%	+5 ✧	+22 ✧	+8 ✧
B41. Senior Managers in Transport Scotland are sufficiently visible	18	47	17	13	5	65%	+1	+14 ✧	+3 ✧
B42. I believe the actions of Senior Managers are consistent with Transport Scotland's values	14	45	32	5	4	59%	0	+16 ✧	+4 ✧
B43. I believe that the Senior Management Team have a clear vision for the future of Transport Scotland	15	45	29	8		60%	+5 ✧	+19 ✧	+5 ✧
B44. Overall, I have confidence in the decisions made by Transport Scotland's Senior Managers	16	45	29	7	4	60%	+2	+19 ✧	+10 ✧
B45. I feel that change is managed well in Transport Scotland	6	32	38	17	7	38%	+2	+10 ✧	-1
B46. When changes are made in Transport Scotland they are usually for the better	6	29	46	14	6	35%	+3	+8 ✧	0
B47. Transport Scotland keeps me informed about matters that affect me	13	53	22	7	5	66%	+4	+8 ✧	+2
B48. I have the opportunity to contribute my views before decisions are made that affect me	10	38	29	16	7	48%	+7 ✧	+12 ✧	+4 ✧
B49. I think it is safe to challenge the way things are done in Transport Scotland	11	39	28	13	9	50%	+3	+11 ✧	+2

# All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of Transport Scotland	16	43	32	6	5	59%	+3	+3	-6 ✧
B51. I would recommend Transport Scotland as a great place to work	19	42	26	8	5	61%	+8 ✧	+16 ✧	+5 ✧
B52. I feel a strong personal attachment to Transport Scotland	13	32	31	16	8	45%	+2	-1	-7 ✧
B53. Transport Scotland inspires me to do the best in my job	12	35	33	13	6	48%	+5 ✧	+5 ✧	-2
B54. Transport Scotland motivates me to help it achieve its objectives	12	34	34	14	6	45%	+4	+6 ✧	-2
<b>Taking action</b>									
B55. I believe that Senior Managers in Transport Scotland will take action on the results from this survey	15	43	20	14	7	58%	+3	+15 ✧	+6 ✧
B56. I believe that managers where I work will take action on the results from this survey	18	41	17	15	8	60%	+1	+6 ✧	+1
B57. Where I work, I think effective action has been taken on the results of the last survey	14	31	34	14	7	45%	-1	+12 ✧	+5 ✧



# All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2013</div></div>	<div><div>Difference from CS High Performers</div></div>
<b>Organisational Culture</b>									
B58. I am trusted to carry out my job effectively	33	54	8			87%	-1	-1	-3 ✧
B59. I believe I would be supported if I try a new idea, even if it may not work	26	47	17	7		73%	+6 ✧	+5 ✧	+2
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	21	49	22	5		71%	+2	+6 ✧	+1
B61. When I talk about Transport Scotland I say "we" rather than "they"	28	47	16	7		75%	-6 ✧	+8 ✧	-1
B62. I have some really good friendships at work	21	50	20	8		71%	+1	-5 ✧	-9 ✧

Please note these questions were not asked on paper surveys in 2012.

# All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

## 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. This 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.

W01. Overall, how satisfied are you with your life nowadays?	12	21	51	16	67%	-1	+3 ✧	0
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	17	53	20	73%	+2	+4 ✧	0
W03. Overall, how happy did you feel yesterday?	14	16	49	21	70%	+1	+10 ✧	+7 ✧
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	33	26	15	26	59%	-1	+9 ✧	+6 ✧

# All questions by theme






## Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for Transport Scotland?

			Difference from previous survey	Difference from CS2013	Difference from CS High Performers
I want to leave Transport Scotland as soon as possible		8%	0	0	-2
I want to leave Transport Scotland within the next 12 months		13%	-1	0	-3 ^
I want to stay working for Transport Scotland for at least the next year		37%	-2	+6 ^	+2
I want to stay working for Transport Scotland for at least the next three years		42%	+3	-6 ^	-16 ^

## The Civil Service Code

Differences are based on '% Yes' score

	 % Yes	 % No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	+2	+2 ^	-2 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+4 ^	+2	-3 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in Transport Scotland it would be investigated properly?		28	72%	+1	+4 ^	-1

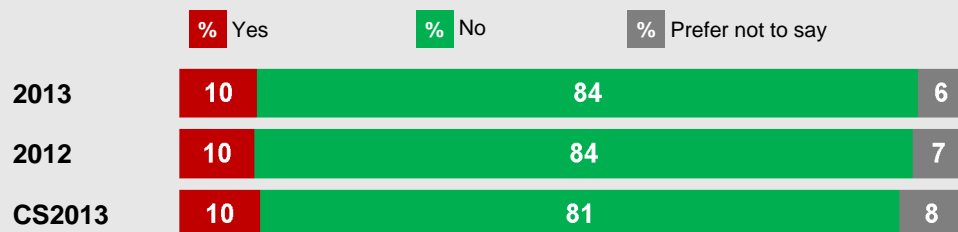
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

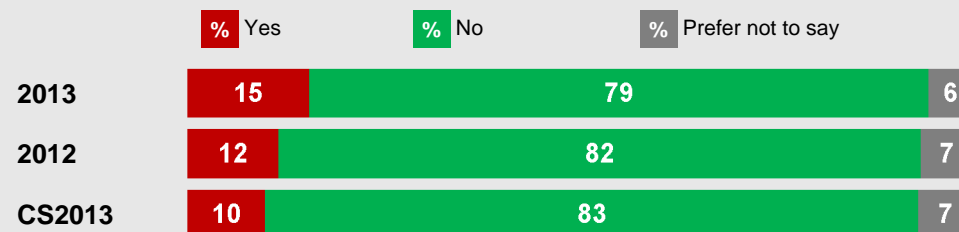
# All questions by theme

## Discrimination, harassment and bullying

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

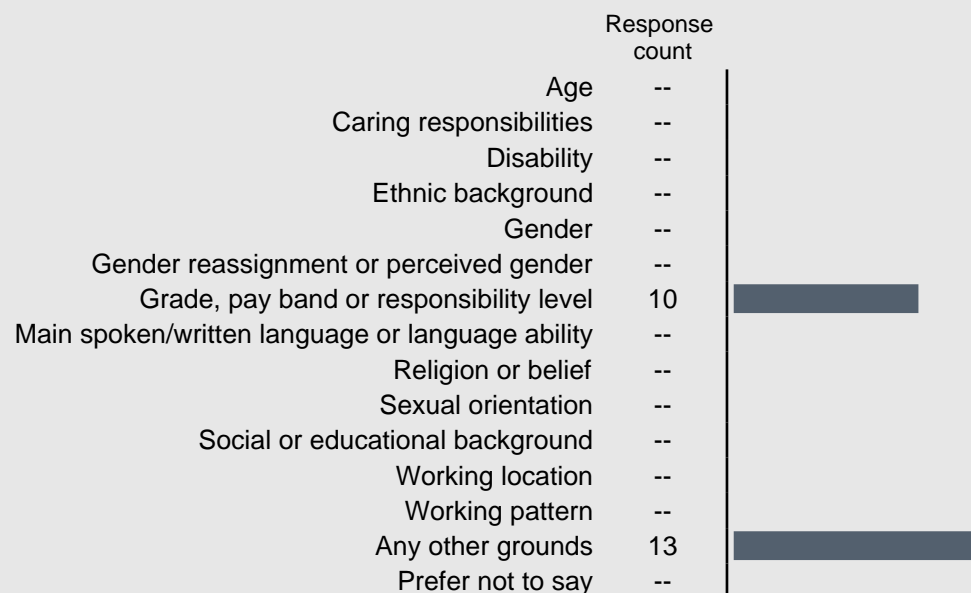


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

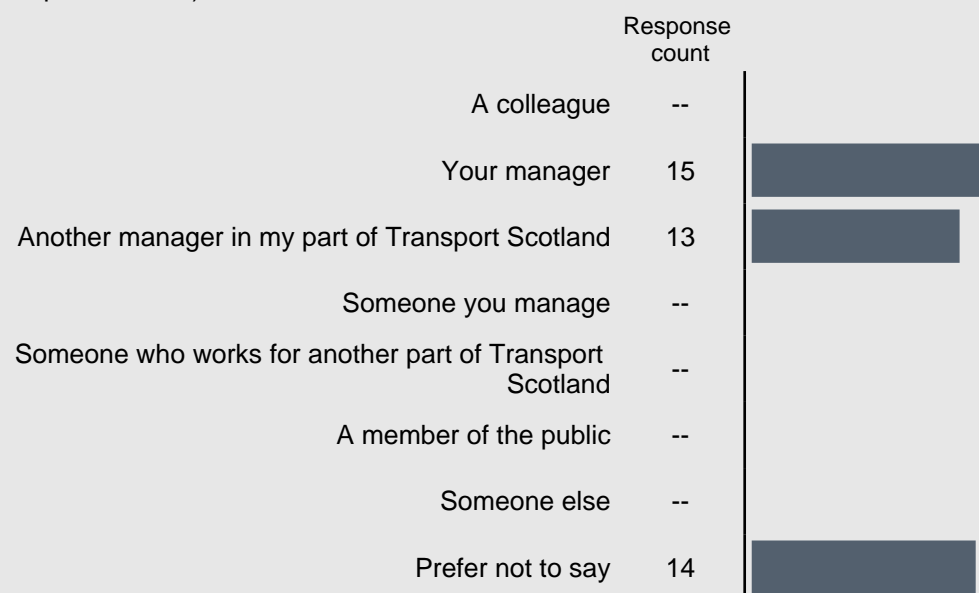
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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)



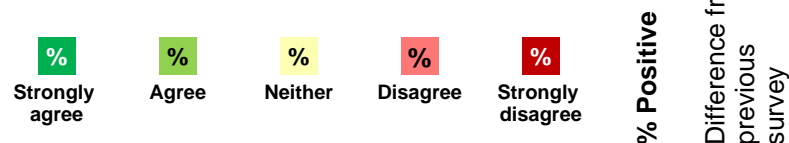
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

# All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✦ indicates statistically significant difference from comparison



## Transport Scotland questions

F01. Consistently good people management is at the heart of the People Strategy so everyone is now expected to have a monthly conversation with their line manager about performance, priorities, wellbeing and development. Do you have monthly conversations?	Yes: 77%		No: 23%		77%	-	
F02. (Please only answer if you selected Yes to F01) The monthly conversations I have with my manager are useful	18	57	16	9	75%	-	
F03. (Please only answer if you have selected Yes to F01) My manager and I discuss my wellbeing as part of the monthly conversation	14	51	19	13	65%	-	
F04. After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 31%		No: 10%	Not applicable: 58%		31%	-
F05. My manager encourages me to make time for my learning and development	19	48	22	9	67%	-	
F06. In the last 12 months I have developed my core skills under the Skills for Success Framework	Yes: 55%		No: 45%		55%	-	
F07. In the last 12 months I have developed my professional/technical skills	19	40	24	15	59%	-	
F08. If you have experienced discrimination, bullying or harassment, has the issue been resolved?	Yes: 15%		No: 34%	Don't know: 51%		15%	-
F09. If you have experienced discrimination, bullying or harassment have you sought advice or help?	Yes: 33%		No: 67%		33%	-	

# Appendix

## Glossary of key terms

<b>% positive</b>	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> ).
<b>Previous survey</b>	Comparisons to the previous survey relate to the results from the 2012 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.
<b>CS2013</b>	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 Civil Service People Survey.
<b>CS High Performers</b>	For each question, this is the upper quartile score across all organisations that have taken part in the 2013 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: ✧

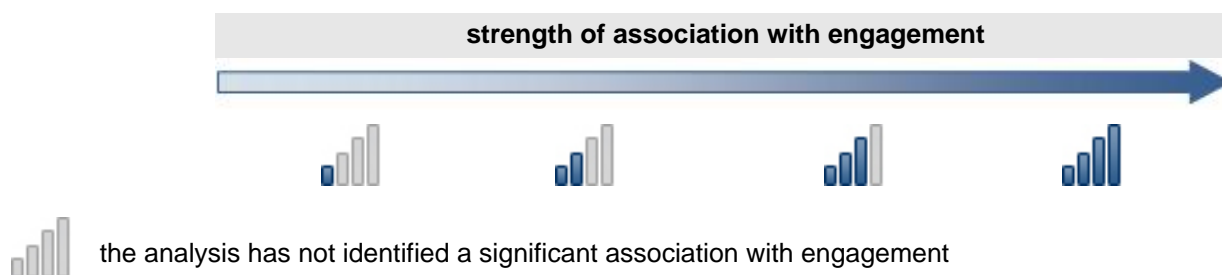
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



## Confidentiality

This survey was carried out as part of the 2013 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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.