

Transport Scotland

Returns: 336

Response rate: 71%

Your engagement index

64%

Difference from
previous survey

0

Difference from
CS2010

+7 ✧

Difference from CS High
Performers

+2 ✧

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 CS2010
B50. I am proud when I tell others I am part of Transport Scotland	59%	-4	+4 ✧
B51. I would recommend Transport Scotland as a great place to work	58%	-4	+16 ✧

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

B52. I feel a strong personal attachment to Transport Scotland	50%	+2	+4 ✧
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Strive: motivated to do the best for the organisation...










B53. Transport Scotland inspires me to do the best in my job	50%	+1	+11 ✧
B54. Transport Scotland motivates me to help it achieve its objectives	48%	-3	+13 ✧

✧ = 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 CS2010	Difference from CS High Performers
Leadership and managing change		52%	-4	+15 ✧	+6 ✧
My work		79%	0	+8 ✧	+4 ✧
My line manager		69%	+1	+5 ✧	+1 ✧
Resources and workload		78%	+1	+4 ✧	+1
Learning and development		51%	-10 ✧	+8 ✧	+2 ✧
Organisational objectives and purpose		88%	-1	+7 ✧	+1 ✧
Pay and benefits		45%	+4	+8 ✧	+2 ✧
Inclusion and fair treatment		78%	-2	+5 ✧	+2 ✧
My team		80%	-2	+3 ✧	0


✧ = 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 the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from CS2010
Leadership and managing change Strength of association with engagement: 			
B40. I feel that Transport Scotland as a whole is managed well	64%	0	+24 ✧
B44. Overall, I have confidence in the decisions made by Transport Scotland's senior managers	57%	-6	+22 ✧
B42. I believe the actions of senior managers are consistent with Transport Scotland's values	60%	-5	+21 ✧
B41. Senior managers in Transport Scotland are sufficiently visible	61%	-5	+16 ✧
B45. I feel that change is managed well in Transport Scotland	42%	-4	+15 ✧
B46. When changes are made in Transport Scotland they are usually for the better	37%	-2	+14 ✧
B43. I believe that the board has a clear vision for the future of Transport Scotland	47%	-11 ✧	+12 ✧
B47. Transport Scotland keeps me informed about matters that affect me	65%	-3	+10 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	42%	-5	+10 ✧
B49. I think it is safe to challenge the way things are done in Transport Scotland	48%	-1	+9 ✧

My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	64%	+1	+15 ✧
B05. I have a choice in deciding how I do my work	82%	-2	+12 ✧
B03. My work gives me a sense of personal accomplishment	78%	+2	+6 ✧
B01. I am interested in my work	94%	+2	+5 ✧
B02. I am sufficiently challenged by my work	77%	-3	+4 ✧

My line manager Strength of association with engagement: 			
B13. Overall, I have confidence in the decisions made by my manager	78%	+2	+9 ✧
B17. I think that my performance is evaluated fairly	70%	+1	+8 ✧
B12. My manager helps me to understand how I contribute to Transport Scotland's objectives	65%	+2	+7 ✧
B11. My manager is open to my ideas	84%	0	+7 ✧
B09. My manager motivates me to be more effective in my job	68%	+1	+6 ✧
B18. Poor performance is dealt with effectively in my team	42%	-2	+5 ✧
B16. The feedback I receive helps me to improve my performance	61%	0	+4 ✧
B10. My manager is considerate of my life outside work	81%	+2	+3 ✧
B14. My manager recognises when I have done my job well	79%	+1	+3 ✧
B15. I receive regular feedback on my performance	62%	+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>	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My work									
Strength of association with engagement									
B01. I am interested in my work	46	48				94%	+2	+5 ✧	+3 ✧
B02. I am sufficiently challenged by my work	30	48	13	8		77%	-3	+4 ✧	-1
B03. My work gives me a sense of personal accomplishment	24	54	13	7		78%	+2	+6 ✧	+1
B04. I feel involved in the decisions that affect my work	17	48	19	12	5	64%	+1	+15 ✧	+8 ✧
B05. I have a choice in deciding how I do my work	28	54	14	4		82%	-2	+12 ✧	+5 ✧
Organisational objectives and purpose									
Strength of association with engagement									
B06. I have a clear understanding of Transport Scotland's purpose	27	62	7			90%	0	+5 ✧	0
B07. I have a clear understanding of Transport Scotland's objectives	26	60	10			86%	-3	+9 ✧	+1
B08. I understand how my work contributes to Transport Scotland's objectives	27	61	9			88%	-1	+7 ✧	+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

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My line manager									
 :Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	21	47	19	12		68%	+1	+6 ◇	+1
B10. My manager is considerate of my life outside work	35	46	15			81%	+2	+3 ◇	-1
B11. My manager is open to my ideas	34	50	12			84%	0	+7 ◇	+3 ◇
B12. My manager helps me to understand how I contribute to Transport Scotland's objectives	21	44	25	8		65%	+2	+7 ◇	+1
B13. Overall, I have confidence in the decisions made by my manager	27	51	15	5		78%	+2	+9 ◇	+3 ◇
B14. My manager recognises when I have done my job well	30	49	15	4		79%	+1	+3 ◇	0
B15. I receive regular feedback on my performance	17	45	22	13		62%	+2	+2	-4 ◇
B16. The feedback I receive helps me to improve my performance	16	45	28	8	4	61%	0	+4 ◇	0
B17. I think that my performance is evaluated fairly	19	52	21	7		70%	+1	+8 ◇	+4 ◇
B18. Poor performance is dealt with effectively in my team	7	35	39	13	6	42%	-2	+5 ◇	+1
My team									
 :Association with engagement not identified									
B19. The people in my team can be relied upon to help when things get difficult in my job	30	55	11			85%	-1	+1	-1
B20. The people in my team work together to find ways to improve the service we provide	26	53	14	5		79%	-5	+1	-3 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	25	52	14	7		77%	-2	+8 ◇	+3 ◇

All questions by theme

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

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	<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 CS2010	Difference from CS High Performers
Learning and development									
:Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	12	54	23	9		66%	-11 ◇	+11 ◇	+3 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	48	33	7		59%	-7 ◇	+10 ◇	+6 ◇
B24. There are opportunities for me to develop my career in Transport Scotland	8	27	34	20	11	35%	-12 ◇	+7 ◇	-1
B25. Learning and development activities I have completed while working for Transport Scotland are helping me to develop my career	7	37	38	14	4	44%	-10 ◇	+3 ◇	-2
Inclusion and fair treatment									
:Strength of association with engagement									
B26. I am treated fairly at work	32	55	10			86%	-1	+8 ◇	+5 ◇
B27. I am treated with respect by the people I work with	33	54	10			87%	+1	+3 ◇	0
B28. I feel valued for the work I do	24	42	21	11		66%	-4	+6 ◇	+1
B29. I think that Transport Scotland respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	47	20	5		74%	-2	+3 ◇	-2

All questions by theme

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	<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 CS2010	Difference from CS High Performers
Resources and workload									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	24	57	12	7		81%	0	-1	-5 ◇
B31. I get the information I need to do my job well	17	55	15	12		72%	+5	+5 ◇	+2
B32. I have clear work objectives	20	56	14	9		75%	+1	+1	-4 ◇
B33. I have the skills I need to do my job effectively	32	59	7			91%	-2	+3 ◇	0
B34. I have the tools I need to do my job effectively	22	62	10	6		84%	+3	+12 ◇	+8 ◇
B35. I have an acceptable workload	11	55	19	13		66%	+1	+4 ◇	-1
B36. I achieve a good balance between my work life and my private life	22	52	13	11		75%	-1	+5 ◇	+1
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	4	45	25	19	7	49%	+7 ◇	+11 ◇	+5 ◇
B38. I am satisfied with the total benefits package	6	42	31	16	4	48%	+1	+10 ◇	+2
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	33	28	24	10	38%	+4	+7 ◇	-1

All questions by theme

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

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Leadership and managing change									
 :Strength of association with engagement									
B40. I feel that Transport Scotland as a whole is managed well	9	56	24	8		64%	0	+24 ◇	+11 ◇
B41. Senior managers in Transport Scotland are sufficiently visible	13	48	21	13	5	61%	-5	+16 ◇	+2
B42. I believe the actions of senior managers are consistent with Transport Scotland's values	9	51	33	6		60%	-5	+21 ◇	+8 ◇
B43. I believe that the board has a clear vision for the future of Transport Scotland	6	41	43	8		47%	-11 ◇	+12 ◇	0
B44. Overall, I have confidence in the decisions made by Transport Scotland's senior managers	10	47	32	8		57%	-6	+22 ◇	+10 ◇
B45. I feel that change is managed well in Transport Scotland	4	38	37	14	7	42%	-4	+15 ◇	+3 ◇
B46. When changes are made in Transport Scotland they are usually for the better	4	33	52	9		37%	-2	+14 ◇	+5 ◇
B47. Transport Scotland keeps me informed about matters that affect me	9	56	21	10	4	65%	-3	+10 ◇	+3
B48. I have the opportunity to contribute my views before decisions are made that affect me	6	36	34	19	6	42%	-5	+10 ◇	+3
B49. I think it is safe to challenge the way things are done in Transport Scotland	8	41	36	12	4	48%	-1	+9 ◇	+1

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

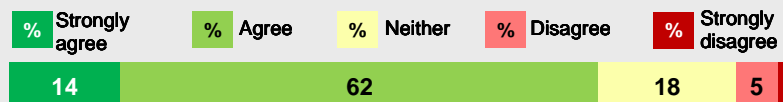
◇ indicates statistically significant difference from comparison

	<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 CS2010	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of Transport Scotland	17	42	36	5		59%	-4	+4 ◇	-6 ◇
B51. I would recommend Transport Scotland as a great place to work	19	39	32	8		58%	-4	+16 ◇	+6 ◇
B52. I feel a strong personal attachment to Transport Scotland	14	36	37	10		50%	+2	+4 ◇	-4 ◇
B53. Transport Scotland inspires me to do the best in my job	13	37	39	10		50%	+1	+11 ◇	+1
B54. Transport Scotland motivates me to help it achieve its objectives	11	37	40	10		48%	-3	+13 ◇	+3
Taking action									
B55. I believe that senior managers in Transport Scotland will take action on the results from this survey	8	47	31	9	5	55%	+5	+18 ◇	+8 ◇
B56. I believe that managers where I work will take action on the results from this survey	11	50	26	8	4	61%	+7 ◇	+15 ◇	+8 ◇

All questions by theme

Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

76%	2010 % Positive
+12 ^	Difference from previous survey
-7 ^	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

53%	2010 % Yes
+32 ^	Difference from previous survey
-25 ^	Difference from CS2010

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for Transport Scotland?

		Difference from previous survey	Difference from CS2010
I want to leave Transport Scotland as soon as possible	6%	+1	-2
I want to leave Transport Scotland within the next 12 months	11%	-3	0
I want to stay working for Transport Scotland for at least the next year	34%	0	+7 ^
I want to stay working for Transport Scotland for at least the next three years	50%	+2	-5 ^

^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

The Civil Service Code

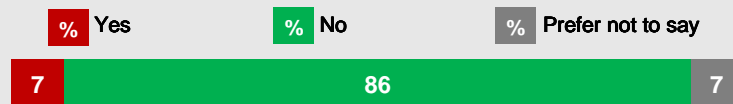
Differences are based on '% Yes' score

	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	82	18	+9 ^	+2
E02. Are you aware of how to raise a concern under the Civil Service Code?	51	49	+12 ^	-1
E03. Are you confident that if you raised a concern under the Civil Service Code in Transport Scotland it would be investigated properly?	72	28	+4	+10 ^

All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

5% Previous survey

10% ^ CS2010

For respondents who selected 'Yes' to question F01.

F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

	Response count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, payband or responsibility level	12
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 '--'

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



% Yes

9% ^ Previous survey

10% ^ CS2010

For respondents who selected 'Yes' to question F03.

F04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

	Response count
A colleague	--
Your manager	--
Another manager in your part of Transport Scotland	--
Someone you manage	--
Someone who works for another part of Transport Scotland	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

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 2009 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.
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 2010 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: ✧

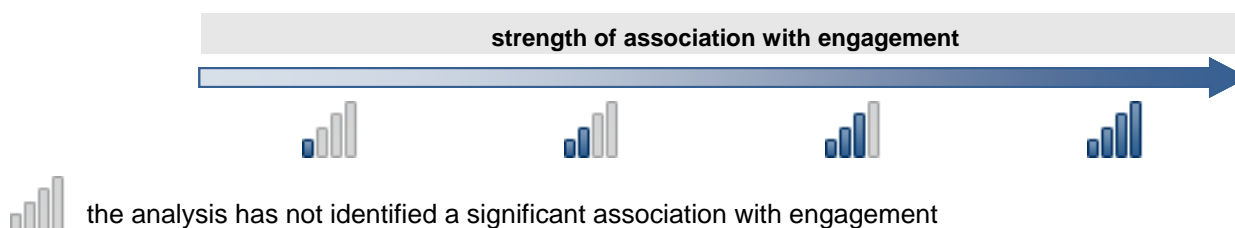
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



Confidentiality

This survey was carried out as part of the 2010 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 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.