

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		58%	+4	+15 ✧	+9 ✧
My work		80%	0	+4 ✧	+1
Learning and development		49%	-1	-1	-6 ✧
My manager		72%	+3	+4 ✧	+1
Organisational objectives and purpose		89%	+3 ✧	+6 ✧	+1
My team		83%	+2	+4 ✧	0
Resources and workload		81%	+5 ✧	+6 ✧	+3 ✧
Pay and benefits		36%	+4	+8 ✧	+1
Inclusion and fair treatment		82%	+6 ✧	+7 ✧	+4 ✧

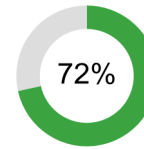


Strength of association with engagement

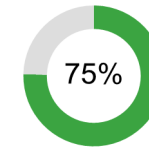


Statistically significant difference from comparison

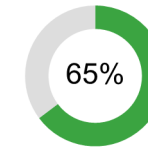
Wellbeing



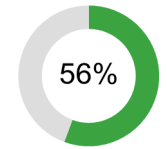
Overall, how satisfied are you with your life nowadays?



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

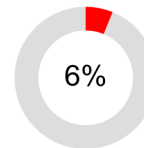


Overall, how happy did you feel yesterday?

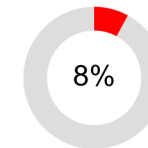


No or low anxiety yesterday

Discrimination, bullying and harassment

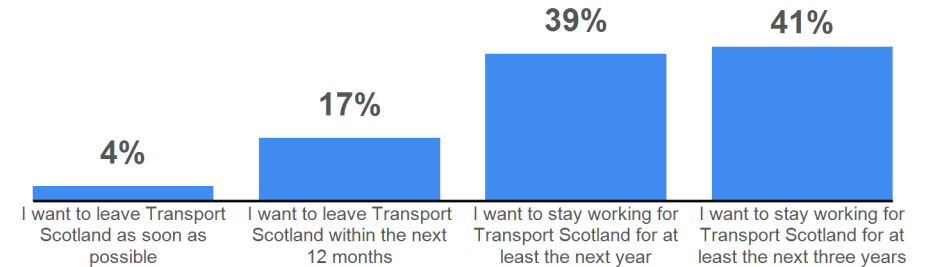


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

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

My work

80% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	36	53	8	1	1	89%	-2	-1	-4 ◇
B02 I am sufficiently challenged by my work	27	49	14	9	1	76%	-4 ◇	-4 ◇	-7 ◇
B03 My work gives me a sense of personal accomplishment	24	53	14	8	1	77%	-1	+2	-1
B04 I feel involved in the decisions that affect my work	18	54	16	8	1	72%	+6 ◇	+15 ◇	+10 ◇
B05 I have a choice in deciding how I do my work	32	53	10	5	1	84%	+1	+10 ◇	+5 ◇

Organisational objectives and purpose

89% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of Transport Scotland's purpose	32	59	7	1	1	92%	+3 ◇	+6 ◇	+1
B07 I have a clear understanding of Transport Scotland's objectives	27	59	12	1	1	87%	+3 ◇	+6 ◇	+1
B08 I understand how my work contributes to Transport Scotland's objectives	29	58	9	1	1	88%	+3 ◇	+4 ◇	0

All questions by theme

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

My manager

72% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	24	45	21	7	7	69%	+4 ◇	+1	-2
B10 My manager is considerate of my life outside work	47	40	9	9	9	87%	+4 ◇	+6 ◇	+1
B11 My manager is open to my ideas	39	45	12	6	6	84%	+3	+4 ◇	0
B12 My manager helps me to understand how I contribute to Transport Scotland's objectives	19	45	27	6	6	65%	+6 ◇	0	-4 ◇
B13 Overall, I have confidence in the decisions made by my manager	33	44	15	5	5	77%	+1	+4 ◇	0
B14 My manager recognises when I have done my job well	37	47	9	5	5	84%	+4 ◇	+7 ◇	+3 ◇
B15 I receive regular feedback on my performance	21	50	17	8	8	71%	+1	+6 ◇	+2
B16 The feedback I receive helps me to improve my performance	19	44	25	8	8	63%	+1	+1	-3 ◇
B17 I think that my performance is evaluated fairly	24	51	16	6	6	75%	+4 ◇	+12 ◇	+8 ◇
B18 Poor performance is dealt with effectively in my team	8	33	40	13	7	41%	+2	+2	-2

My team

83% +2

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	41	47	8	8	8	88%	+2	+4 ◇	+1
B20 The people in my team work together to find ways to improve the service we provide	36	48	12	8	8	83%	+2	+3 ◇	0
B21 The people in my team are encouraged to come up with new and better ways of doing things	28	48	16	5	5	77%	+3	+3 ◇	-1

All questions by theme

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

Learning and development

49% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	12	50	26	7	3	63%	+1	+1	-4 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	36	42	10	2	46%	-2	-5 ◆	-10 ◆
B24	There are opportunities for me to develop my career in Transport Scotland	9	33	31	16	12	42%	-1	0	-7 ◆
B25	Learning and development activities I have completed while working for Transport Scotland are helping me to develop my career	9	35	34	16	6	44%	-2	+1	-6 ◆

Inclusion and fair treatment

82% +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	30	57	6	5	2	87%	+5 ◆	+8 ◆	+5 ◆
B27	I am treated with respect by the people I work with	36	51	10	2	3	87%	+5 ◆	+2 ◆	0
B28	I feel valued for the work I do	23	48	19	6	3	72%	+7 ◆	+7 ◆	+2
B29	I think that Transport Scotland respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	33	50	12	2	3	83%	+7 ◆	+9 ◆	+5 ◆

All questions by theme

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

Resources and workload

81% +5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	24	61	11	1	1	85%	+4 ◆	+1	-2
B31 I get the information I need to do my job well	19	56	16	7	1	75%	+3	+5 ◆	+1
B32 I have clear work objectives	24	57	12	1	1	81%	+7 ◆	+5 ◆	+2
B33 I have the skills I need to do my job effectively	31	59	8	1	1	90%	+1	+1	-2
B34 I have the tools I need to do my job effectively	25	57	13	1	1	82%	+5 ◆	+10 ◆	+6 ◆
B35 I have an acceptable workload	14	59	15	10	1	73%	+8 ◆	+14 ◆	+7 ◆
B36 I achieve a good balance between my work life and my private life	22	56	13	7	1	78%	+6 ◆	+12 ◆	+4 ◆

Pay and benefits

36% +4

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	33	23	26	14	1	37%	+4	+8 ◆	+1
B38 I am satisfied with the total benefits package	5	36	26	22	12	41%	+5 ◆	+9 ◆	+1
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	24	26	26	20	29%	+2	+5 ◆	-2

All questions by theme

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

Leadership and Managing Change

58% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40	I feel that Transport Scotland as a whole is managed well	15	58	18	7		73%	+8 ◆	+28 ◆	+17 ◆
B41	Senior Managers in Transport Scotland are sufficiently visible	13	52	20	11		66%	0	+13 ◆	+3
B42	I believe the actions of Senior Managers are consistent with Transport Scotland's values	14	51	29			65%	+6 ◆	+18 ◆	+9 ◆
B43	I believe that the Senior Management Team have a clear vision for the future of Transport Scotland	15	49	30	5		64%	+3	+19 ◆	+11 ◆
B44	Overall, I have confidence in the decisions made by Transport Scotland's Senior Managers	15	52	26	5		67%	+7 ◆	+23 ◆	+16 ◆
B45	I feel that change is managed well in Transport Scotland	7	35	41	14		41%	+3	+10 ◆	+3
B46	When changes are made in Transport Scotland they are usually for the better	6	28	54	9		34%	-1	+4 ◆	-3
B47	Transport Scotland keeps me informed about matters that affect me	12	57	22	5		69%	+3	+11 ◆	+5 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	9	40	34	13	5	49%	0	+13 ◆	+6 ◆
B49	I think it is safe to challenge the way things are done in Transport Scotland	10	47	28	11		57%	+8 ◆	+16 ◆	+9 ◆

All questions by theme

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

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of Transport Scotland	17	48	30			65%	+6 ◇	+6 ◇	-1
B51 I would recommend Transport Scotland as a great place to work	19	41	31	7		60%	0	+12 ◇	0
B52 I feel a strong personal attachment to Transport Scotland	12	36	35	14		48%	+3	0	-6 ◇
B53 Transport Scotland inspires me to do the best in my job	13	36	38	10		49%	+1	+4 ◇	-2
B54 Transport Scotland motivates me to help it achieve its objectives	12	36	41	10		48%	+2	+5 ◇	-2

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that Senior Managers in Transport Scotland will take action on the results from this survey	15	44	26	12		59%	0	+13 ◇	+5 ◇
B56 I believe that managers where I work will take action on the results from this survey	17	42	22	14		59%	-1	+3 ◇	-2
B57 Where I work, I think effective action has been taken on the results of the last survey	12	33	38	11	6	44%	0	+10 ◇	+4 ◇

All questions by theme

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

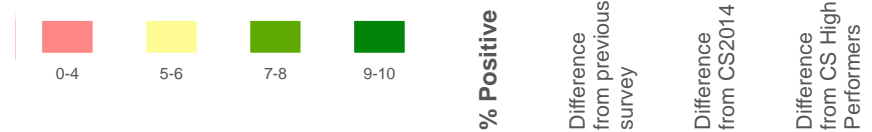
Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	33	60	6			93%	+6 ◇	+4 ◇	+2 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	21	57	14	6		78%	+5 ◇	+9 ◇	+6 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	19	57	18	6		75%	+5 ◇	+10 ◇	+5 ◇
B61 When I talk about Transport Scotland I say "we" rather than "they"	23	55	18	6		78%	+3	+10 ◇	0
B62 I have some really good friendships at work	21	48	23	6		70%	-1	-6 ◇	-10 ◇

All questions by theme

◆ indicates statistically significant difference from comparison
 ^ 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. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	10	19	54	17	72%	+5 ◆	+8 ◆	+5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	6	18	50	25	75%	+2	+6 ◆	+3 ◆
W03 Overall, how happy did you feel yesterday?	13	23	43	21	65%	-5 ◆	+4 ◆	+1
W04 Overall, how anxious did you feel yesterday?	25	31	18	27	56%	-3	+6 ◆	+3

All questions by theme

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

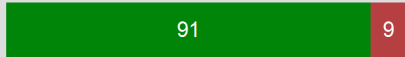


Your plans for the future

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

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave Transport Scotland as soon as possible		4%	-5 ◇	-4	-6
I want to leave Transport Scotland within the next 12 months		17%	+4	+3 ◇	-1
I want to stay working for Transport Scotland for at least the next year		39%	+2	+7 ◇	+1
I want to stay working for Transport Scotland for at least the next three years		41%	-2	-6 ◇	-13 ◇

The Civil Service Code

Differences are based on '% Yes' score

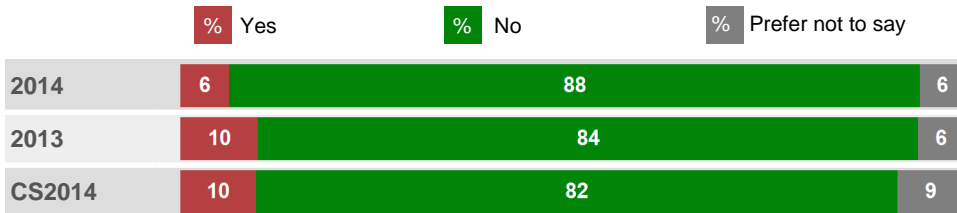
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		9	91%	-1	+1	-3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		32	68%	+1	+4 ◇	-3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Transport Scotland it would be investigated properly?		23	77%	+6 ◇	+9 ◇	+4 ◇

All questions by theme

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

Discrimination, harassment and bullying

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



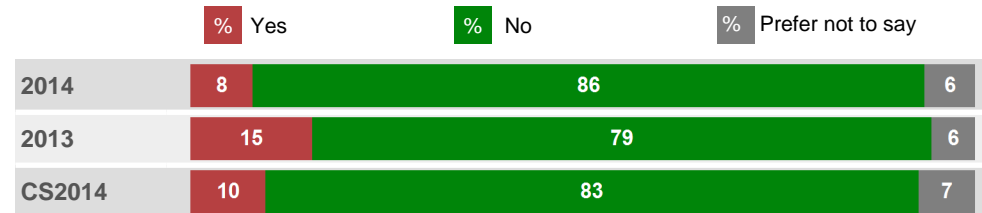
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	--
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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

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



For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

Who	Response Count
A colleague	--
Your manager	--
Another manager in my 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 '--'

All questions by theme

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

Transport Scotland questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
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: 76%		No: 24%			76%	0
F02	(Please only answer if you selected Yes to F01) The monthly conversations I have with my manager are useful	19	58	17	5		77%	+2
F03	(Please only answer if you have selected Yes to F01) My manager and I discuss my wellbeing as part of the monthly conversation	19	56	14	10		76%	+11 ◇
F04	After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 78%		No: 22%			78%	+47 ◇
F05	My manager encourages me to make time for my learning and development	20	48	23	7		68%	0
F06	If you have experienced discrimination, bullying or harassment, has the issue been resolved?^	Yes: 21%		No: 22%	Don't know: 57%		21%	+6 ◇
F07	If you have experienced discrimination, bullying or harassment have you sought advice or help?	Yes: 40%		No: 60%			40%	+7
F08	In my Directorate I think appropriate action has been taken in the last 12 months on discrimination, bullying and harassment issues	Yes: 23%		No: 10%	Don't know: 67%		23%	--

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2013 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2014 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✦

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2014 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association
with engagement



 the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.