

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 CS2016	Difference from CS High Performers
Leadership and managing change		57%	+3	+14 ✧	+5 ✧
My work		80%	+2	+5 ✧	+2
Learning and development		46%	-4	-5 ✧	-10 ✧
Organisational objectives and purpose		84%	-2	+2	-3 ✧
My manager		72%	+1	+4 ✧	+1
Resources and workload		80%	+1	+7 ✧	+3 ✧
Pay and benefits		35%	+4 ✧	+5 ✧	-2
My team		82%	+1	+3 ✧	-1
Inclusion and fair treatment		83%	+2	+7 ✧	+3 ✧



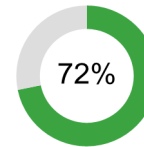
Strength of association with engagement



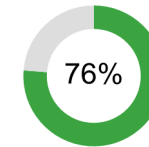
Statistically significant difference from comparison

Wellbeing

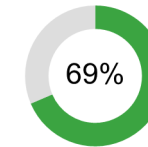
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



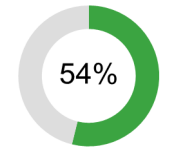
W01. Overall, how satisfied are you with your life nowadays?



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



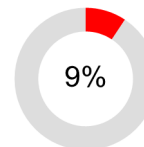
W03. Overall, how happy did you feel yesterday?



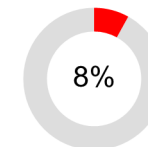
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

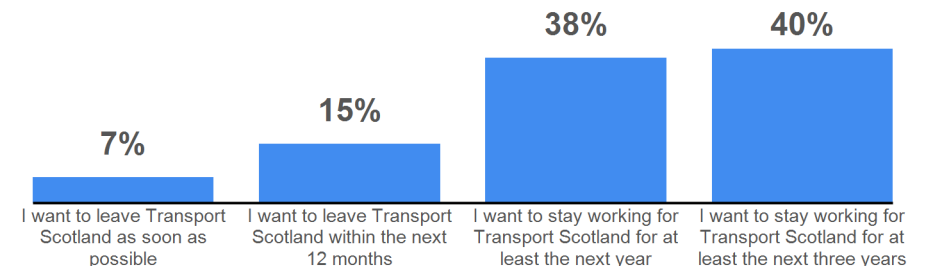


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

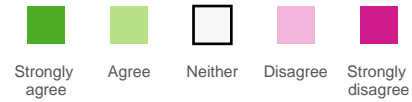
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

80% +2
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

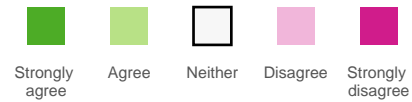
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	37	53				91%	+2	+1	-1
B02 I am sufficiently challenged by my work	30	51	11	7		80%	+3	0	-3 ◆
B03 My work gives me a sense of personal accomplishment	23	54	12	7		78%	+3	+3 ◆	-1
B04 I feel involved in the decisions that affect my work	16	50	20	10		67%	+1	+10 ◆	+5 ◆
B05 I have a choice in deciding how I do my work	28	58		10		86%	+3 ◆	+12 ◆	+7 ◆

Organisational objectives and purpose

84% -2
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of Transport Scotland's purpose	28	59	10			87%	-4 ◆	+1	-4 ◆
B07 I have a clear understanding of Transport Scotland's objectives	25	56	13	5		81%	-3	+1	-4 ◆
B08 I understand how my work contributes to Transport Scotland's objectives	25	60	10			86%	+1	+3 ◆	-2

All questions by theme

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

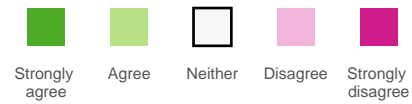
My manager

72% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	21	52	16	8	2	72%	+1	+4 ◆	-1
B10	My manager is considerate of my life outside work	44	44	8	2	2	88%	+2	+6 ◆	+3 ◆
B11	My manager is open to my ideas	38	49	10	2	2	87%	+3	+6 ◆	+3 ◆
B12	My manager helps me to understand how I contribute to Transport Scotland's objectives	18	49	23	7	3	68%	+1	+3 ◆	-2
B13	Overall, I have confidence in the decisions made by my manager	32	49	13	2	2	81%	+2	+8 ◆	+3 ◆
B14	My manager recognises when I have done my job well	31	52	13	2	2	83%	+2	+5 ◆	+1
B15	I receive regular feedback on my performance	22	50	16	9	2	71%	+2	+5 ◆	+2
B16	The feedback I receive helps me to improve my performance	19	43	28	6	4	62%	+2	0	-4 ◆
B17	I think that my performance is evaluated fairly	20	55	19	2	2	75%	+2	+12 ◆	+7 ◆
B18	Poor performance is dealt with effectively in my team	6	26	44	13	10	32%	-9 ◆	-7 ◆	-10 ◆

My team

82% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	34	54	7	2	2	88%	+2	+4 ◆	+1
B20	The people in my team work together to find ways to improve the service we provide	29	53	12	2	2	82%	0	0	-2 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	25	52	15	6	2	77%	+1	+3 ◆	-2

All questions by theme

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^ indicates a variation in question wording from your previous survey

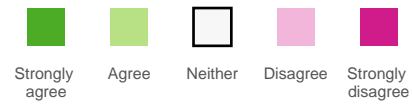
Learning and development

46% -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	9	47	28	9	7	56%	-7 ◆	-4 ◆	-11 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	37	38	12	5	45%	-4	-5 ◆	-11 ◆
B24	There are opportunities for me to develop my career in Transport Scotland	6	35	29	17	13	41%	+2	-2	-10 ◆
B25	Learning and development activities I have completed while working for Transport Scotland are helping me to develop my career	8	31	37	15	8	39%	-5 ◆	-4 ◆	-12 ◆

Inclusion and fair treatment

83% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	29	57	8	4	2	87%	+1	+8 ◆	+4 ◆
B27	I am treated with respect by the people I work with	30	59	7	2	1	89%	+2	+5 ◆	+2 ◆
B28	I feel valued for the work I do	22	55	13	6	2	77%	+7 ◆	+12 ◆	+7 ◆
B29	I think that Transport Scotland respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	51	15	5	1	77%	-1	+3 ◆	-1

All questions by theme

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

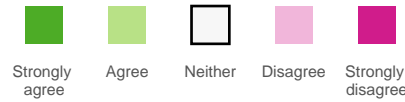
Resources and workload

80% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	22	64	9	0	0	86%	+1	+4 ◆	0
B31 I get the information I need to do my job well	17	59	16	6	0	76%	0	+7 ◆	+2
B32 I have clear work objectives	18	62	12	7	0	80%	+1	+4 ◆	0
B33 I have the skills I need to do my job effectively	27	63	9	0	0	90%	0	+1	-2 ◆
B34 I have the tools I need to do my job effectively	19	62	12	6	0	81%	+1	+11 ◆	+5 ◆
B35 I have an acceptable workload	12	58	15	10	5	70%	+3	+11 ◆	+5 ◆
B36 I achieve a good balance between my work life and my private life	21	57	12	7	0	78%	+3	+11 ◆	+6 ◆

Pay and benefits

35% +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 CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	34	21	22	18	0	38%	+5 ◆	+6 ◆	-1
B38 I am satisfied with the total benefits package	35	24	21	15	0	39%	+4 ◆	+5 ◆	-1
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	25	24	29	18	0	29%	+4 ◆	+2	-5 ◆

All questions by theme

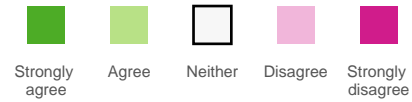
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Leadership and managing change

57% +3
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40 I feel that Transport Scotland as a whole is managed well	9	58	22	8	5	68%	+1	+21 ◆	+9 ◆
B41 Senior Managers in Transport Scotland are sufficiently visible	16	50	18	12	5	66%	0	+11 ◆	0
B42 I believe the actions of Senior Managers are consistent with Transport Scotland's values	13	49	31	5	2	62%	+2	+13 ◆	+4 ◆
B43 I believe that the Senior Management Team has a clear vision for the future of Transport Scotland	13	49	29	5	5	62%	+1	+19 ◆	+8 ◆
B44 Overall, I have confidence in the decisions made by Transport Scotland's Senior Managers	12	47	31	6	4	59%	-4	+15 ◆	+4 ◆
B45 I feel that change is managed well in Transport Scotland	5	40	35	15	5	44%	+6 ◆	+15 ◆	+4 ◆
B46 When changes are made in Transport Scotland they are usually for the better	6	36	44	11	5	41%	+9 ◆	+11 ◆	+3
B47 Transport Scotland keeps me informed about matters that affect me	10	60	20	6	4	70%	+6 ◆	+15 ◆	+6 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	6	43	33	12	7	49%	+5 ◆	+11 ◆	+1
B49 I think it is safe to challenge the way things are done in Transport Scotland	9	44	30	12	5	53%	-1	+10 ◆	+4 ◆

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 CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of Transport Scotland	18	44	32			62%	+2	+3 ◆	-4 ◆
B51 I would recommend Transport Scotland as a great place to work	17	44	29	7		61%	+1	+10 ◆	0
B52 I feel a strong personal attachment to Transport Scotland	12	35	34	13	5	47%	+2	0	-8 ◆
B53 Transport Scotland inspires me to do the best in my job	12	34	39	12		46%	-4	+1	-6 ◆
B54 Transport Scotland motivates me to help it achieve its objectives	9	36	41	10		45%	-2	+1	-6 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that Senior Managers in Transport Scotland will take action on the results from this survey	11	43	27	13	7	54%	-5 ◆	+7 ◆	-1
B56 I believe that managers where I work will take action on the results from this survey	12	44	26	11	7	56%	-6 ◆	+1	-8 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	8	28	43	13	7	36%	-9 ◆	+2	-5 ◆

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 CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	30	61	6			91%	-1	+3 ◆	+1
B59 I believe I would be supported if I try a new idea, even if it may not work	23	51	17	6		75%	+2	+6 ◆	+1
B60 When I talk about Transport Scotland I say "we" rather than "they"	25	55	14			80%	+2	+9 ◆	+2
B61 I have some really good friendships at work	24	48	18	7		72%	+6 ◆	-4 ◆	-8 ◆

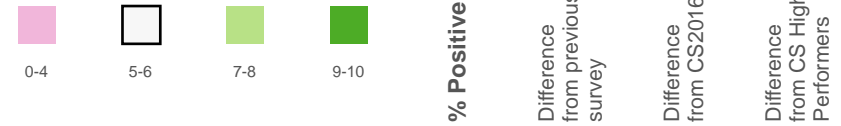
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior Managers in Transport Scotland actively role model the behaviours set out in the Civil Service Leadership Statement	8	38	44	6		47%	+5 ◆	+3 ◆	-3 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	11	47	35			59%	+5 ◆	-3 ◆	-8 ◆

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Wellbeing



Unlike the questions B01-B63 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 CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	10	18	51	20	72%	0	+5 ◆	+2
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	15	53	23	76%	+1	+5 ◆	+2
W03 Overall, how happy did you feel yesterday?	14	18	47	22	69%	0	+5 ◆	+2

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



W04 Overall, how anxious did you feel yesterday?	25	28	17	29	54%	-3	+4 ◆	+1
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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 CS2016	Difference from CS High Performers
I want to leave Transport Scotland as soon as possible		7%	-1	-2	-4
I want to leave Transport Scotland within the next 12 months		15%	-2	0	-3 ◇
I want to stay working for Transport Scotland for at least the next year		38%	+3	+6 ◇	-1
I want to stay working for Transport Scotland for at least the next three years		40%	0	-3 ◇	-11 ◇

The Civil Service Code

Differences are based on '% Yes' score

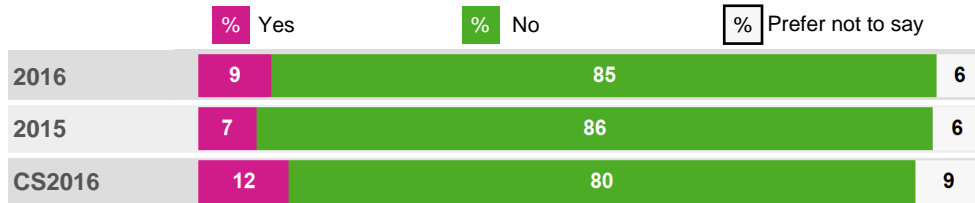
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		9	91%	-3 ◇	-1	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	-8 ◇	-1	-8 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Transport Scotland it would be investigated properly?		26	74%	-2	+7 ◇	-1

All questions by theme

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Discrimination, harassment and bullying

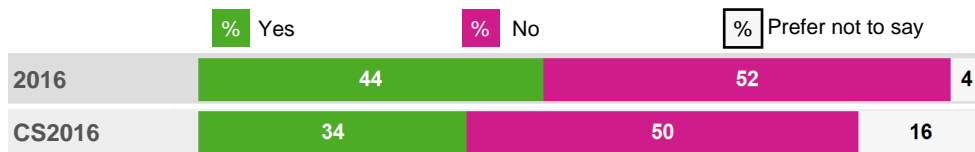
E01. During the past 12 months, have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question E03.
 E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.
 E06. In your opinion, has this issue been resolved?



For respondents who selected 'Yes' to question E01.

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

	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band 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	--

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	--
Your manager	10
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: 80%		No: 20%			80%	+2
F02	(Please only answer if you selected Yes to F01) The monthly conversations I have with my manager are useful	14	64		16	7	78%	+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	20	61		11	7	81%	+3
F04	My manager actively provides me with opportunities to develop my leadership skills. (Leadership is critical at all levels of the organisation regardless of your role or grade)	12	44	25	15		57%	--
F05	My manager and I have agreed that I spend at least 5 days on my personal development this year (learning and development includes, on the job learning, observation, feedback, mentoring, coaching as well as formal classroom-based activity)	9	23	35	27	5	33%	-7 ◆
F06	I have taken specific steps this year to identify and address skills gaps to help my career development	12	42	27	16		53%	+3
F07	Cross team working is encouraged in my Directorate	Yes: 65%		No: 12%	Don't know: 23%		65%	--
F08	My team's work is prioritised in a way that means I can realistically deliver what is expected of me	13	61		16	7	75%	--
F09	TS2020 is making a positive difference to the way things are done in Transport Scotland	20		49	18	9	24%	--
F10	I am given the opportunity to influence change locally	7	51		31	8	57%	--
F11	I am given the opportunity to influence change organisationally	30		40	18	8	34%	--
F12	I am well informed by internal communication about issues affecting Transport Scotland	17	55		21	5	72%	--
F13	Overall I have confidence in the decisions made by my directorate head (TS Director)	16	48		23	9	64%	--

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
F14 Overall I have confidence in the decisions made by the Chief Executive	19	48	27			67%	--
F15 Overall I have confidence in the decisions made by the TS senior management team	10	49	32	5		60%	--
F16 I understand the part social media plays in promoting the work of the organisation	17	56	17	7		73%	--

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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.