



Strength of association with engagement



Statistically significant difference from comparison

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



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

## Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		54%	-2	+7 ✧	+2 ✧
My work		81%	+1	+5 ✧	+2 ✧
Pay and benefits		33%	-2	+3 ✧	-3 ✧
My manager		71%	-1	+2	-1
Resources and workload		75%	-4 ✧	+3 ✧	0
Learning and development		50%	+4 ✧	-3 ✧	-7 ✧
My team		83%	0	+2 ✧	-1
Organisational objectives and purpose		83%	-1	+1	-4 ✧
Inclusion and fair treatment		80%	-3	+3 ✧	0



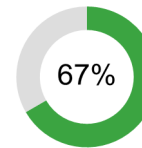
Strength of association with engagement



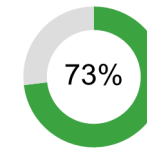
Statistically significant difference from comparison

## Wellbeing

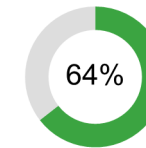
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



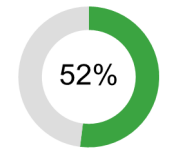
W01. Overall, how satisfied are you with your life nowadays?



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



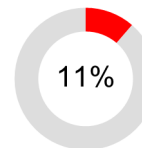
W03. Overall, how happy did you feel yesterday?



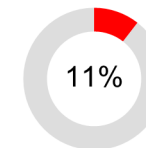
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

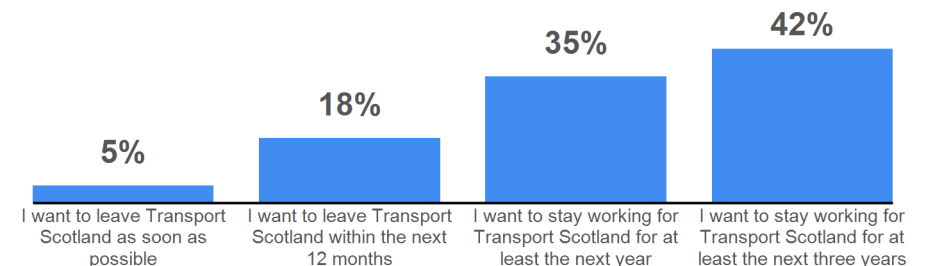


During the past 12 months have you personally experienced discrimination at work?


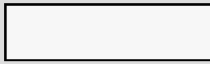


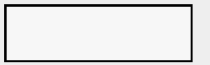

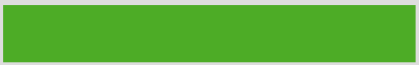
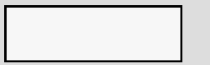




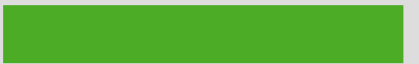




During the past 12 months have you personally experienced bullying or harassment at work?

## Your plans for the future



## Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	 91%	B43	When changes are made in Transport Scotland they are usually for the better	 46%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 51%
B09	My manager is considerate of my life outside work	 90%	B53	Where I work, I think effective action has been taken on the results of the last survey	 41%	B35	I feel that my pay adequately reflects my performance	 46%
B54	I am trusted to carry out my job effectively	 90%	B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	 39%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	 44%
B31	I have the skills I need to do my job effectively	 88%	B59	Senior Managers in Transport Scotland actively role model the behaviours set out in the Civil Service Leadership Statement	 39%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	 44%
B18	The people in my team can be relied upon to help when things get difficult in my job	 87%	B17	Poor performance is dealt with effectively in my team	 39%	B36	I am satisfied with the total benefits package	 37%

## All questions by theme

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

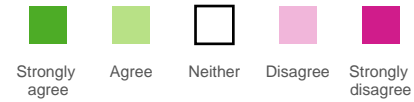
### My work

**81%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	39	52				91%	+1	+1	-1
B02 I am sufficiently challenged by my work	32	50	10	6		82%	+2	+1	-1
B03 My work gives me a sense of personal accomplishment	25	56	9	7		82%	+4 ◆	+5 ◆	+2 ◆
B04 I feel involved in the decisions that affect my work	19	49	16	13		68%	+1	+10 ◆	+4 ◆
B05 I have a choice in deciding how I do my work	27	57	11			84%	-2	+9 ◆	+4 ◆

### Organisational objectives and purpose\*

**83%** -1

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06 I have a clear understanding of Transport Scotland's objectives	23	59	13	5		82%	+1	+1	-4 ◆
B07 I understand how my work contributes to Transport Scotland's objectives	28	56	13			83%	-2	0	-4 ◆

## All questions by theme

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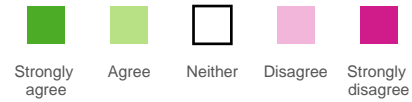
### My manager

**71%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	22	48	19	8	8	70%	-2	0	-4 ◆
B09	My manager is considerate of my life outside work	42	48	7	7	7	90%	+2	+6 ◆	+3 ◆
B10	My manager is open to my ideas	34	51	10	5	5	84%	-3 ◆	+2 ◆	0
B11	My manager helps me to understand how I contribute to Transport Scotland's objectives	18	50	21	9	9	68%	+1	+3 ◆	-2 ◆
B12	Overall, I have confidence in the decisions made by my manager	28	52	13	5	5	80%	-1	+6 ◆	+1
B13	My manager recognises when I have done my job well	31	52	11	5	5	83%	0	+4 ◆	0
B14	I receive regular feedback on my performance	21	47	17	11	11	68%	-3	0	-4 ◆
B15	The feedback I receive helps me to improve my performance	19	42	28	8	8	61%	-1	-2 ◆	-6 ◆
B16	I think that my performance is evaluated fairly	21	50	22	5	5	71%	-4 ◆	+5 ◆	+1
B17	Poor performance is dealt with effectively in my team	9	29	39	15	9	37%	+5 ◆	-2	-6 ◆

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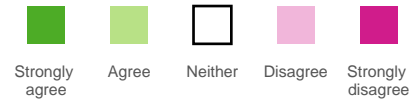
### My team

83% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	35	52	6	5		87%	-1	+2 ◆	0
B19	The people in my team work together to find ways to improve the service we provide	32	51	12			83%	+1	0	-2
B20	The people in my team are encouraged to come up with new and better ways of doing things	26	51	14	6		77%	0	+2 ◆	-2 ◆

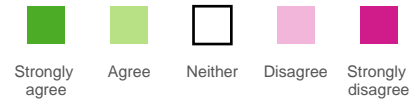
### Learning and development

50% +4 ◆

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	12	50	23	11		62%	+6 ◆	-1	-7 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	37	39	10		47%	+1	-5 ◆	-11 ◆
B23	There are opportunities for me to develop my career in Transport Scotland	8	39	25	16	11	47%	+6 ◆	+1	-8 ◆
B24	Learning and development activities I have completed while working for Transport Scotland are helping me to develop my career	9	34	36	13	7	44%	+4 ◆	-3 ◆	-8 ◆

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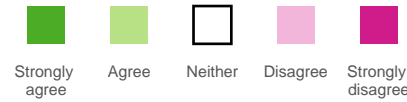
### Inclusion and fair treatment

**80%** -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25	I am treated fairly at work	31	54	8	5		85%	-2	+5 ◆	+2
B26	I am treated with respect by the people I work with	32	52	12			84%	-5 ◆	-1	-3 ◆
B27	I feel valued for the work I do	22	49	16	10		71%	-6 ◆	+6 ◆	-1
B28	I think that Transport Scotland respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	30	50	14			79%	+2	+4 ◆	0

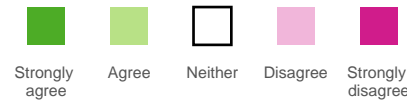
### Resources and workload\*

**75%** -4 ◆

Difference from previous survey



Strength of association with engagement



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Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29	I get the information I need to do my job well	13	61	18	7		74%	-2	+4 ◆	0
B30	I have clear work objectives	18	58	14	8		76%	-4 ◆	+1	-4 ◆
B31	I have the skills I need to do my job effectively	26	63	9			88%	-1	0	-2 ◆
B32	I have the tools I need to do my job effectively	17	61	14	5		78%	-2	+8 ◆	+2
B33	I have an acceptable workload	8	54	14	15	9	62%	-8 ◆	+1	-5 ◆
B34	I achieve a good balance between my work life and my private life	20	52	15	9		72%	-6 ◆	+4 ◆	-2

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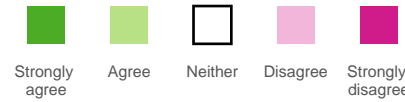
### Pay and benefits

**33%** -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance	5	29	21	25	21	33%	-5 ◆	+3 ◆	-4 ◆
B36	I am satisfied with the total benefits package	6	34	23	23	15	40%	0	+6 ◆	-1
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable		22	23	28	23	26%	-3	+1	-6 ◆

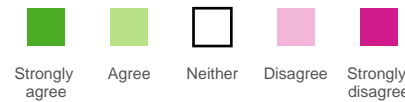
### Leadership and managing change\*

**54%** -2

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38	Senior Managers in Transport Scotland are sufficiently visible	13	51	15	15	6	64%	-2	+4 ◆	-4 ◆
B39	I believe the actions of Senior Managers are consistent with Transport Scotland's values	12	49	27	7	5	61%	0	+8 ◆	+1
B40	I believe that the Senior Management Team has a clear vision for the future of Transport Scotland	14	43	31	7	5	57%	-6 ◆	+8 ◆	+2
B41	Overall, I have confidence in the decisions made by Transport Scotland's Senior Managers	13	46	27	8	7	59%	0	+10 ◆	+4 ◆
B42	I feel that change is managed well in Transport Scotland	5	36	34	17	9	40%	-4 ◆	+7 ◆	0
B43	When changes are made in Transport Scotland they are usually for the better		33	46	13	5	36%	-5 ◆	+3 ◆	-4 ◆
B44	Transport Scotland keeps me informed about matters that affect me	10	57	20	9		67%	-3 ◆	+9 ◆	+2
B45	I have the opportunity to contribute my views before decisions are made that affect me	6	42	27	19	6	48%	-1	+9 ◆	0
B46	I think it is safe to challenge the way things are done in Transport Scotland	7	45	29	13	5	53%	0	+7 ◆	0



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### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of Transport Scotland	15	48	27	8		63%	+1	+2	-5 ◇
B48 I would recommend Transport Scotland as a great place to work	17	46	27	8		63%	+2	+8 ◇	0
B49 I feel a strong personal attachment to Transport Scotland	12	34	34	15	5	47%	-1	-2	-10 ◇
B50 Transport Scotland inspires me to do the best in my job	11	38	36	11	5	49%	+2	+1	-5 ◇
B51 Transport Scotland motivates me to help it achieve its objectives	11	35	38	10	5	46%	+1	0	-7 ◇

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that Senior Managers in Transport Scotland will take action on the results from this survey	13	46	22	11	9	58%	+5 ◇	+8 ◇	+1
B53 Where I work, I think effective action has been taken on the results of the last survey	7	32	41	12	8	39%	+2	+2	-6 ◇

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### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	28	62	6			90%	-1	+2	0
B55 I believe I would be supported if I try a new idea, even if it may not work	18	58	15	7		76%	+1	+5 ◆	+1
B56 In Transport Scotland, people are encouraged to speak up when they identify a serious policy or delivery risk	15	52	21	9		67%	New	0	-5 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	12	52	21	9	6	64%	New	+1	-4 ◆
B58 Transport Scotland is committed to creating a diverse and inclusive workplace	18	53	23			71%	New	-2 ◆	-6 ◆

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior Managers in Transport Scotland actively role model the behaviours set out in the Civil Service Leadership Statement	10	40	39	7	5	49%	+3	+3 ◆	-5 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	15	49	28	6		64%	+6 ◆	-1	-8 ◆

### Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	30	22	35	9		34%	New	-9 ◆	-22 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	25	27	35	9		29%	New	-8 ◆	-16 ◆

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### 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	21	49	18	67%	-5 ◆	+1	-2
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	19	51	22	73%	-3	+2	0
W03 Overall, how happy did you feel yesterday?	15	21	42	22	64%	-4 ◆	+1	-1

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?	22	30	20	28	52%	-2	+3 ◆	0
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### 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 CS2017	Difference from CS High Performers
I want to leave Transport Scotland as soon as possible		5%	-2	-3	-7
I want to leave Transport Scotland within the next 12 months		18%	+2	+3 ◇	0
I want to stay working for Transport Scotland for at least the next year		35%	-3	+1	-4 ◇
I want to stay working for Transport Scotland for at least the next three years		42%	+2	-2	-10 ◇

### The Civil Service Code

Differences are based on '% Yes' score

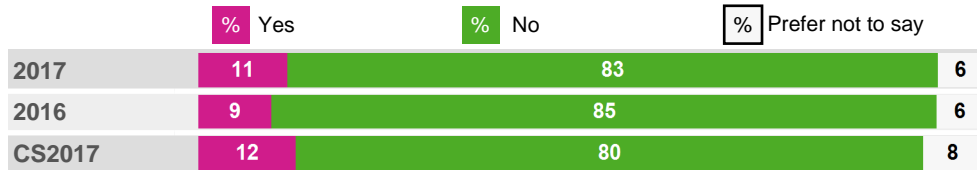
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		10	90%	-1	-2 ◇	-5 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		26	74%	+7 ◇	+6 ◇	0
D03. Are you confident that if you raised a concern under the Civil Service Code in Transport Scotland it would be investigated properly?		25	75%	0	+4 ◇	-1

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### Discrimination, harassment and bullying

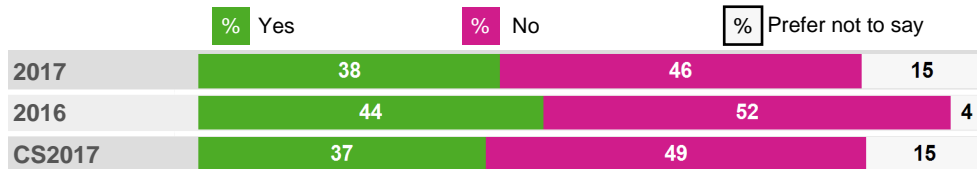
E01. During the past 12 months have you personally experienced discrimination at work?



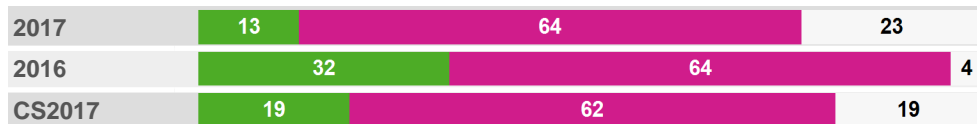
E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	14
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	10
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)

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

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### 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: 75%		No: 25%			75%	-5 ◆
F02	(Please only answer if you selected Yes to F01) The monthly conversations I have with my manager are useful	17	63	12	5		81%	+3
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	62	12	5		82%	+1
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)	11	45	27	12	5	56%	-1
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)	10	29	30	25	7	39%	+6 ◆
F06	I have taken specific steps this year to identify and address skills gaps to help my career development	11	40	29	17		51%	-2
F07	TS2020 is making a positive difference to the way things are done in Transport Scotland (TS2020 is our corporate change programme centring on our People, Priorities, Performance and Place)^	19	50	20	8		22%	-2
F08	I am well informed by internal communication about issues affecting Transport Scotland	14	57	19	7		71%	-1
F09	Overall I have confidence in the decisions made by my directorate head (TS Director)	16	50	23	6	5	66%	+2
F10	Overall I have confidence in the decisions made by the Chief Executive	16	52	25	5		68%	+1
F11	Overall I have confidence in the decisions made by the TS senior management team	14	49	27	7		63%	+3
F12	I understand the part social media plays in promoting the work of the organisation	15	62	15	6		77%	+5 ◆
F13	My manager makes effective people management a key part of their job	13	49	24	10		62%	New

## 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	Smarter Working is making a positive difference to the way I work both flexibly and digitally	10	31	36	15	9	40%	New
F15	The spaces in my workplace help me work with others	6	33	35	17	9	40%	New
F16	I am able to make good use out of the facilities offered in the spaces I work in	7	41	33	13	6	47%	New

## Appendix

### Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (B47-B51). 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

### Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

### Confidentiality

The survey was carried out as part of the 2017 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.