

Your engagement index

60%

Difference from
previous survey

+1

Difference from CS2012

+2 ✧

Difference from CS
High Performers

-3 ✧

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 CS2012
B50. I am proud when I tell others I am part of Transport Scotland	56%	+2	+2
B51. I would recommend Transport Scotland as a great place to work	53%	0	+6 ✧

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

B52. I feel a strong personal attachment to Transport Scotland	43%	0	-1
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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	43%	0	+2
B54. Transport Scotland motivates me to help it achieve its objectives	42%	+1	+3 ✧

✧ 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 CS2012	Difference from CS High Performers
Leadership and managing change		52%	+5 ✧	+11 ✧	+1
My work		76%	+1	+3 ✧	0
Organisational objectives and purpose		82%	+3 ✧	0	-5 ✧
My line manager		69%	+4 ✧	+3 ✧	0
Learning and development		40%	-4 ✧	-4 ✧	-11 ✧
Resources and workload		75%	+2	+1	-2
Pay and benefits		28%	-4 ✧	-2	-7 ✧
My team		80%	+4 ✧	+2	-1
Inclusion and fair treatment		77%	+2	+2 ✧	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 CS2012.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change	Strength of association with engagement: 		
B44. Overall, I have confidence in the decisions made by Transport Scotland's Senior Managers	59%	+4 ✧	+20 ✧
B40. I feel that Transport Scotland as a whole is managed well	60%	0	+17 ✧
B42. I believe the actions of Senior Managers are consistent with Transport Scotland's values	59%	+4 ✧	+17 ✧
B41. Senior Managers in Transport Scotland are sufficiently visible	64%	+11 ✧	+16 ✧
B43. I believe that the Senior Management Team have a clear vision for the future of Transport Scotland^	56%	+11 ✧	+16 ✧
B46. When changes are made in Transport Scotland they are usually for the better	32%	+4 ✧	+7 ✧
B45. I feel that change is managed well in Transport Scotland	36%	+2	+7 ✧
B49. I think it is safe to challenge the way things are done in Transport Scotland	47%	+2	+6 ✧
B47. Transport Scotland keeps me informed about matters that affect me	62%	+5 ✧	+6 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	41%	+3	+6 ✧

My work	Strength of association with engagement: 		
B05. I have a choice in deciding how I do my work	79%	-1	+7 ✧
B04. I feel involved in the decisions that affect my work	60%	-1	+7 ✧
B03. My work gives me a sense of personal accomplishment	74%	+1	+1
B01. I am interested in my work	91%	+2	+1
B02. I am sufficiently challenged by my work	76%	+1	0

Organisational objectives and purpose	Strength of association with engagement: 		
B07. I have a clear understanding of Transport Scotland's objectives	81%	+4 ✧	+2 ✧
B06. I have a clear understanding of Transport Scotland's purpose	85%	+3 ✧	+1
B08. I understand how my work contributes to Transport Scotland's objectives	80%	+2	-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

Indicate a 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 CS2012	Difference from CS High Performers
My work									
<div><div></div><div></div><div></div></div> :Strength of association with engagement									
B01. I am interested in my work	39	52	6	4	91%	+2	+1	-1	
B02. I am sufficiently challenged by my work	31	45	12	10	76%	+1	0	-4 ✨	
B03. My work gives me a sense of personal accomplishment	25	49	16	8	74%	+1	+1	-4 ✨	
B04. I feel involved in the decisions that affect my work	17	43	21	15	4	60%	-1	+7 ✨	0
B05. I have a choice in deciding how I do my work	26	53	13	7	79%	-1	+7 ✨	+2 ✨	
Organisational objectives and purpose									
<div><div></div><div></div><div></div></div> :Strength of association with engagement									
B06. I have a clear understanding of Transport Scotland's purpose	28	57	12		85%	+3 ✨	+1	-5 ✨	
B07. I have a clear understanding of Transport Scotland's objectives	26	55	15		81%	+4 ✨	+2 ✨	-4 ✨	
B08. I understand how my work contributes to Transport Scotland's objectives	28	53	15	4	80%	+2	-1	-6 ✨	

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	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	18	48	21	11		65%	+3	0	-3 ✧
B10. My manager is considerate of my life outside work	42	43	11			85%	+4 ✧	+4 ✧	+2
B11. My manager is open to my ideas	32	49	14	4		81%	+1	+2 ✧	-1
B12. My manager helps me to understand how I contribute to Transport Scotland's objectives	14	48	27	9		62%	+6 ✧	+2	-4 ✧
B13. Overall, I have confidence in the decisions made by my manager	27	48	16	6		74%	+1	+3 ✧	-1
B14. My manager recognises when I have done my job well	33	47	13	5		80%	+3	+3 ✧	+1
B15. I receive regular feedback on my performance	21	49	18	9		70%	+18 ✧	+7 ✧	+2
B16. The feedback I receive helps me to improve my performance	17	44	25	11		61%	+9 ✧	+1	-2
B17. I think that my performance is evaluated fairly	20	51	21	6		71%	+2	+9 ✧	+4 ✧
B18. Poor performance is dealt with effectively in my team	7	29	40	16	8	36%	-2	-1	-6 ✧
My team									
:Strength of association with engagement									
B19. The people in my team can be relied upon to help when things get difficult in my job	36	52	7	5		88%	+6 ✧	+5 ✧	+2
B20. The people in my team work together to find ways to improve the service we provide	27	52	15	4		80%	+2	0	-2 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	26	45	18	8		72%	+4	+1	-4 ✧

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>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2012</div></div>	<div><div>Difference from CS High Performers</div></div>
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	7	45	29	15	5	51%	-10 ✧	-7 ✧	-13 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	36	41	15	2	41%	-6 ✧	-5 ✧	-10 ✧
B24. There are opportunities for me to develop my career in Transport Scotland	6	27	29	23	15	32%	+1	-3 ✧	-10 ✧
B25. Learning and development activities I have completed while working for Transport Scotland are helping me to develop my career	5	31	37	18	8	37%	-3	-3 ✧	-10 ✧
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	29	50	16	4	1	79%	0	+1	-2 ✧
B27. I am treated with respect by the people I work with	31	54	9	5	1	85%	+3	+1	-1
B28. I feel valued for the work I do	19	50	17	10	4	69%	+7 ✧	+7 ✧	+2
B29. I think that Transport Scotland respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	53	21	3	1	75%	+1	+3 ✧	-4 ✧

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Resources and workload									
<div><div></div><div></div><div></div></div> :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	21	61	11	6	82%	+3	-2	-5 ✧	
B31. I get the information I need to do my job well	14	57	18	10	72%	+1	+3 ✧	-1	
B32. I have clear work objectives	18	57	13	10	75%	+6 ✧	0	-5 ✧	
B33. I have the skills I need to do my job effectively	27	64	6		91%	+1	+3 ✧	0	
B34. I have the tools I need to do my job effectively	16	60	15	8	76%	-1	+4 ✧	+1	
B35. I have an acceptable workload	8	53	18	15	61%	+3	+1	-5 ✧	
B36. I achieve a good balance between my work life and my private life	18	52	17	11	69%	+3	+1	-4 ✧	
Pay and benefits									
<div><div></div><div></div><div></div></div> :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		28	20	32	17	31%	-4 ✧	0	-6 ✧
B38. I am satisfied with the total benefits package	4	26	29	27	14	30%	-6 ✧	-3 ✧	-10 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		21	24	32	20	24%	-1	-1	-8 ✧

All questions 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	10	50	27	11		60%	0	+17 ✧	+3 ✧
B41. Senior Managers in Transport Scotland are sufficiently visible	13	51	19	11	6	64%	+11 ✧	+16 ✧	+4 ✧
B42. I believe the actions of Senior Managers are consistent with Transport Scotland's values	11	48	33	6		59%	+4 ✧	+17 ✧	+5 ✧
B43. I believe that the Senior Management Team have a clear vision for the future of Transport Scotland^	13	43	35	7		56%	+11 ✧	+16 ✧	+4 ✧
B44. Overall, I have confidence in the decisions made by Transport Scotland's Senior Managers	13	46	32	7		59%	+4 ✧	+20 ✧	+7 ✧
B45. I feel that change is managed well in Transport Scotland	4	31	37	21	6	36%	+2	+7 ✧	-3 ✧
B46. When changes are made in Transport Scotland they are usually for the better	4	28	47	19		32%	+4 ✧	+7 ✧	-4 ✧
B47. Transport Scotland keeps me informed about matters that affect me	8	54	27	8		62%	+5 ✧	+6 ✧	-1
B48. I have the opportunity to contribute my views before decisions are made that affect me	6	35	33	19	7	41%	+3	+6 ✧	-1
B49. I think it is safe to challenge the way things are done in Transport Scotland	6	40	34	14	5	47%	+2	+6 ✧	0

All questions by theme

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✧ indicates a variation in question wording from your previous survey

	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of Transport Scotland	13	43	36	7	56%	+2	+2	-8 ✧	
B51. I would recommend Transport Scotland as a great place to work	13	40	31	13	53%	0	+6 ✧	-5 ✧	
B52. I feel a strong personal attachment to Transport Scotland	11	32	35	16	43%	0	-1	-9 ✧	
B53. Transport Scotland inspires me to do the best in my job	11	32	40	13	43%	0	+2	-6 ✧	
B54. Transport Scotland motivates me to help it achieve its objectives	11	31	40	15	42%	+1	+3 ✧	-5 ✧	
Taking action									
B55. I believe that Senior Managers in Transport Scotland will take action on the results from this survey	13	43	25	13	56%	+12 ✧	+13 ✧	+2	
B56. I believe that managers where I work will take action on the results from this survey	16	43	23	13	59%	+9 ✧	+7 ✧	-1	
B57. Where I work, I think effective action has been taken on the results of the last survey	11	35	33	15	46%	+18 ✧	+14 ✧	+6 ✧	

All questions by theme




Your plans for the future

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

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave Transport Scotland as soon as possible		8%	0	0	-2
I want to leave Transport Scotland within the next 12 months		14%	0	+2 ✧	-3 ✧
I want to stay working for Transport Scotland for at least the next year		39%	+5	+10 ✧	+4 ✧
I want to stay working for Transport Scotland for at least the next three years		39%	-4	-13 ✧	-20 ✧

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		10	90%	+1	+2	-4 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		38	62%	-1	-1	-7 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in Transport Scotland it would be investigated properly?		29	71%	-4 ✧	+4 ✧	0

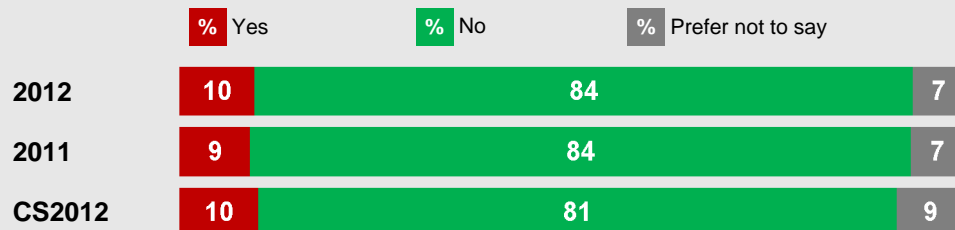
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All questions by theme

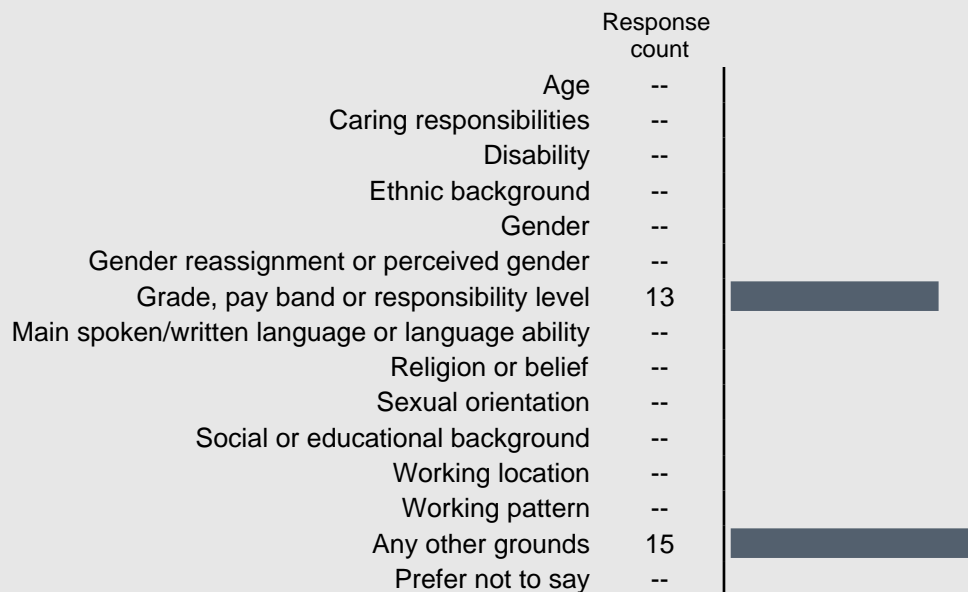
Discrimination, harassment and bullying

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



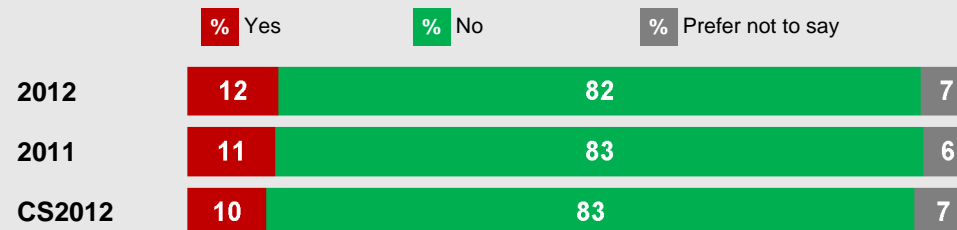
For respondents who selected 'Yes' to question E01.

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



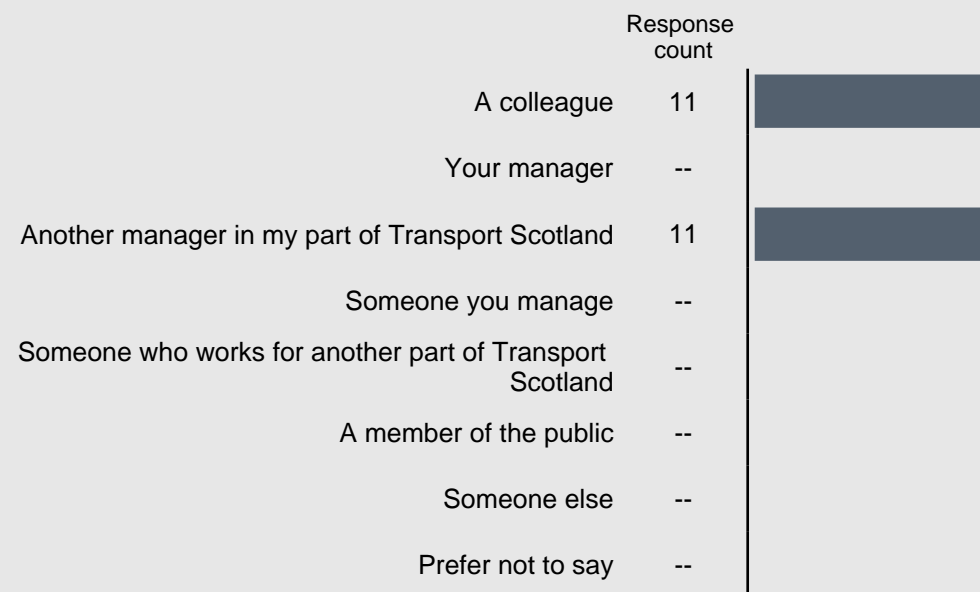
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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)



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

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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✧

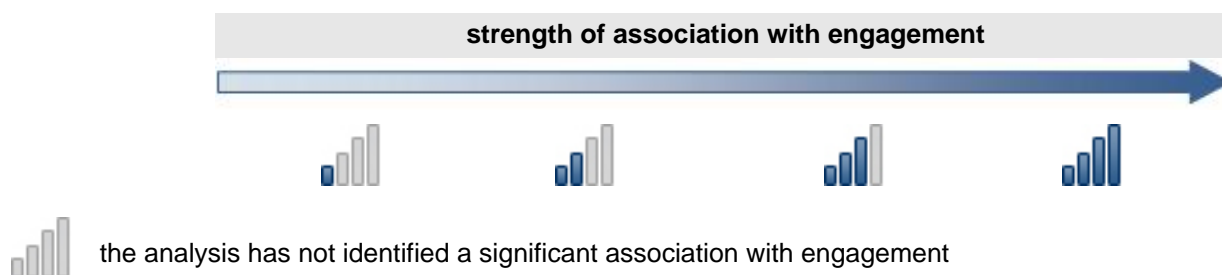
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

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

The drivers of engagement

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



Confidentiality

This survey was carried out as part of the 2012 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.