

Your engagement index

59%

Difference from
previous survey

-5 ✧

Difference from CS2011

+3 ✧

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 CS2011
B50. I am proud when I tell others I am part of Transport Scotland	53%	-5	+1
B51. I would recommend Transport Scotland as a great place to work	53%	-5	+10 ✧

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

B52. I feel a strong personal attachment to Transport Scotland	43%	-7 ✧	-3 ✧
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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	44%	-6 ✧	+5 ✧
B54. Transport Scotland motivates me to help it achieve its objectives	41%	-7 ✧	+6 ✧

✧ = 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 CS2011	Difference from CS High Performers
Leadership and managing change		47%	-5	+9 ✧	0
My work		76%	-4	+5 ✧	-1
My line manager		64%	-5	0	-3 ✧
Resources and workload		73%	-5	0	-3 ✧
Learning and development		45%	-7 ✧	+2	-6 ✧
Organisational objectives and purpose		79%	-9 ✧	-2	-7 ✧
Pay and benefits		32%	-13 ✧	+1	-7 ✧
My team		76%	-4	-1	-4 ✧
Inclusion and fair treatment		75%	-4	+1	-3 ✧


✧ = 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 CS2011.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change		Strength of association with engagement: 	
B40. I feel that Transport Scotland as a whole is managed well	61%	-4	+20 ✧
B44. Overall, I have confidence in the decisions made by Transport Scotland's senior managers	55%	-2	+18 ✧
B42. I believe the actions of senior managers are consistent with Transport Scotland's values	55%	-5	+16 ✧
B41. Senior managers in Transport Scotland are sufficiently visible	53%	-8 ✧	+8 ✧
B45. I feel that change is managed well in Transport Scotland	33%	-9 ✧	+6 ✧
B49. I think it is safe to challenge the way things are done in Transport Scotland	44%	-4	+6 ✧
B46. When changes are made in Transport Scotland they are usually for the better	28%	-8 ✧	+6 ✧
B43. I believe that the board has a clear vision for the future of Transport Scotland	45%	-2	+5 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	39%	-3	+3 ✧
B47. Transport Scotland keeps me informed about matters that affect me	58%	-7 ✧	+3

My work		Strength of association with engagement: 	
B04. I feel involved in the decisions that affect my work	61%	-3	+12 ✧
B05. I have a choice in deciding how I do my work	80%	-2	+9 ✧
B02. I am sufficiently challenged by my work	75%	-2	0
B03. My work gives me a sense of personal accomplishment	73%	-6 ✧	0
B01. I am interested in my work	89%	-5 ✧	0

My line manager		Strength of association with engagement: 	
B17. I think that my performance is evaluated fairly	69%	-1	+7 ✧
B13. Overall, I have confidence in the decisions made by my manager	73%	-5	+2
B11. My manager is open to my ideas	80%	-4	+2
B10. My manager is considerate of my life outside work	80%	-1	+2
B14. My manager recognises when I have done my job well	77%	-2	+1
B18. Poor performance is dealt with effectively in my team	38%	-4	+1
B09. My manager motivates me to be more effective in my job	62%	-6 ✧	-1
B12. My manager helps me to understand how I contribute to Transport Scotland's objectives	56%	-9 ✧	-2
B16. The feedback I receive helps me to improve my performance	53%	-8 ✧	-5 ✧
B15. I receive regular feedback on my performance	52%	-10 ✧	-8 ✧

All questions by theme

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

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

%

Strongly agree

%

Agree

%

Neither

%

Disagree

%

Strongly disagree

% Positive

Difference from previous survey

Difference from CS2011



Difference from CS High Performers

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>%</div><div>Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2011</div></div>	<div><div>Difference from CS High Performers</div></div>
My line manager									
 :Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	16	46	22	11	5	62%	-6 ✧	-1	-5 ✧
B10. My manager is considerate of my life outside work	36	44	11	5		80%	-1	+2	-2
B11. My manager is open to my ideas	28	52	13			80%	-4	+2	-1
B12. My manager helps me to understand how I contribute to Transport Scotland's objectives	13	43	27	13	4	56%	-9 ✧	-2	-8 ✧
B13. Overall, I have confidence in the decisions made by my manager	25	48	15	8	4	73%	-5	+2	-2
B14. My manager recognises when I have done my job well	23	55	14	6		77%	-2	+1	-2
B15. I receive regular feedback on my performance	12	41	24	18	5	52%	-10 ✧	-8 ✧	-13 ✧
B16. The feedback I receive helps me to improve my performance	12	41	30	13	5	53%	-8 ✧	-5 ✧	-9 ✧
B17. I think that my performance is evaluated fairly	14	55	20	8		69%	-1	+7 ✧	+2
B18. Poor performance is dealt with effectively in my team	6	32	37	18	7	38%	-4	+1	-2
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	35	47	11	6		82%	-2	0	-3 ✧
B20. The people in my team work together to find ways to improve the service we provide	31	47	14	7		78%	-1	0	-4 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	24	44	22	7		68%	-9 ✧	-1	-6 ✧

All questions by theme

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

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✧ indicates statistically significant difference from comparison



	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2011</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	9	52	25	12		61%	-5	+7 ✧	-3
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	39	38	11	4	47%	-12 ✧	+2	-5 ✧
B24. There are opportunities for me to develop my career in Transport Scotland	5	26	32	21	16	31%	-4	0	-8 ✧
B25. Learning and development activities I have completed while working for Transport Scotland are helping me to develop my career	8	32	36	19	6	39%	-5	-1	-6 ✧
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	26	53	15	5		79%	-7 ✧	+1	-2
B27. I am treated with respect by the people I work with	27	55	13			83%	-4	-1	-4 ✧
B28. I feel valued for the work I do	19	44	20	13	5	62%	-4	+3 ✧	-4 ✧
B29. I think that Transport Scotland respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	52	18	7		74%	+1	+4 ✧	-2

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 CS2011	Difference from CS High Performers
Resources and workload									
 :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	20	60	12	7		79%	-2	-3 ✧	-7 ✧
B31. I get the information I need to do my job well	13	58	17	8		71%	-1	+4 ✧	0
B32. I have clear work objectives	15	53	17	12		68%	-7 ✧	-5 ✧	-10 ✧
B33. I have the skills I need to do my job effectively	29	61	7			90%	-1	+2 ✧	0
B34. I have the tools I need to do my job effectively	18	59	16	6		77%	-7 ✧	+7 ✧	+1
B35. I have an acceptable workload	9	49	20	16	6	58%	-8 ✧	-3	-7 ✧
B36. I achieve a good balance between my work life and my private life	19	47	20	10	4	66%	-9 ✧	-1	-7 ✧
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		32	24	25	16	35%	-15 ✧	+3 ✧	-4 ✧
B38. I am satisfied with the total benefits package		33	29	21	14	36%	-13 ✧	+2	-5 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	21	29	28	18	25%	-13 ✧	-2	-10 ✧

All questions by theme

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

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	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Leadership and managing change  :Strength of association with engagement									
B40. I feel that Transport Scotland as a whole is managed well	10	50	24	11	4	61%	-4	+20 ✧	+6 ✧
B41. Senior managers in Transport Scotland are sufficiently visible	14	39	22	19	6	53%	-8 ✧	+8 ✧	-6 ✧
B42. I believe the actions of senior managers are consistent with Transport Scotland's values	11	44	35	7	4	55%	-5	+16 ✧	+5 ✧
B43. I believe that the board has a clear vision for the future of Transport Scotland	9	35	43	9	4	45%	-2	+5 ✧	-6 ✧
B44. Overall, I have confidence in the decisions made by Transport Scotland's senior managers	9	46	32	9	4	55%	-2	+18 ✧	+7 ✧
B45. I feel that change is managed well in Transport Scotland		31	34	23	10	33%	-9 ✧	+6 ✧	-3 ✧
B46. When changes are made in Transport Scotland they are usually for the better		26	51	15	6	28%	-8 ✧	+6 ✧	-3 ✧
B47. Transport Scotland keeps me informed about matters that affect me	9	49	23	14	5	58%	-7 ✧	+3	-4 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	5	34	34	18	9	39%	-3	+3 ✧	-5 ✧
B49. I think it is safe to challenge the way things are done in Transport Scotland	8	37	34	16	6	44%	-4	+6 ✧	-1

All questions by theme

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

^ indicates a variation in question wording from your previous survey





✧ indicates statistically significant difference from comparison

	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of Transport Scotland	12	41	34	10		53%	-5	+1	-12 ✧
B51. I would recommend Transport Scotland as a great place to work	13	40	33	9	5	53%	-5	+10 ✧	-2
B52. I feel a strong personal attachment to Transport Scotland	10	33	33	17	8	43%	-7 ✧	-3 ✧	-11 ✧
B53. Transport Scotland inspires me to do the best in my job	10	34	38	14	5	44%	-6 ✧	+5 ✧	-6 ✧
B54. Transport Scotland motivates me to help it achieve its objectives	9	32	40	15	4	41%	-7 ✧	+6 ✧	-4 ✧
Taking action									
B55. I believe that senior managers in Transport Scotland will take action on the results from this survey	6	37	30	19	8	43%	-12 ✧	+5 ✧	-7 ✧
B56. I believe that managers where I work will take action on the results from this survey	10	40	26	16	8	50%	-12 ✧	+1	-6 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	6	22	45	18	10	27%	-	-2	-10 ✧

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 CS2011	Difference from CS High Performers
I want to leave Transport Scotland as soon as possible		9%	+3	+1	-1
I want to leave Transport Scotland within the next 12 months		14%	+3	+3 ✧	0
I want to stay working for Transport Scotland for at least the next year		33%	0	+6 ✧	-1
I want to stay working for Transport Scotland for at least the next three years		43%	-6 ✧	-10 ✧	-17 ✧

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		12	88%	+6 ✧	+3 ✧	-3 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		37	63%	+12 ✧	+4 ✧	-2
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%	+3	+10 ✧	+3 ✧

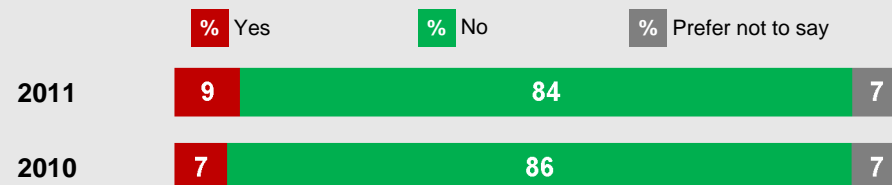
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All questions by theme

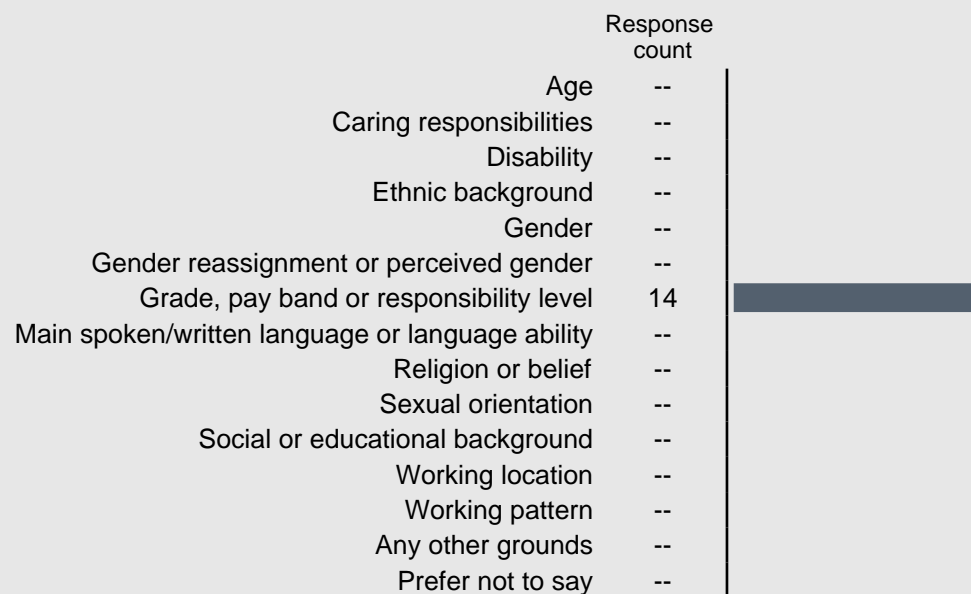
Discrimination, harassment and bullying

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



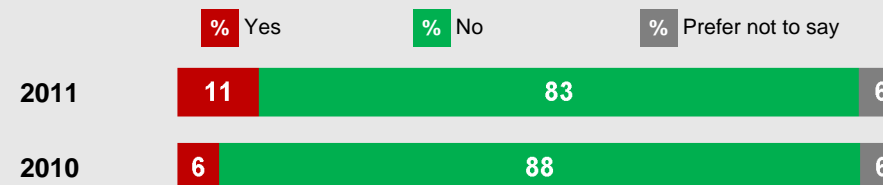
For respondents who selected 'Yes' to question E01.

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



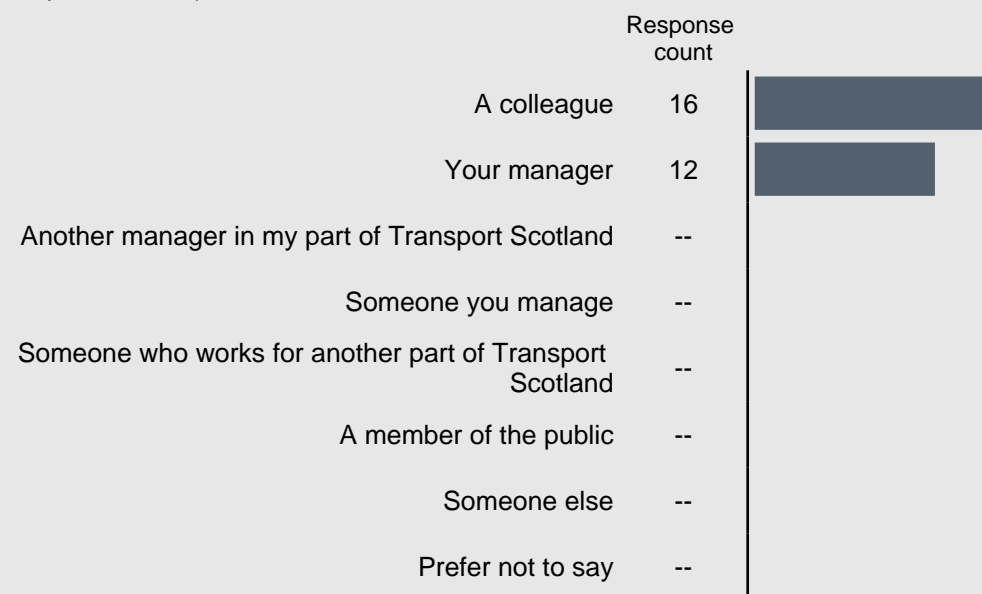
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✧

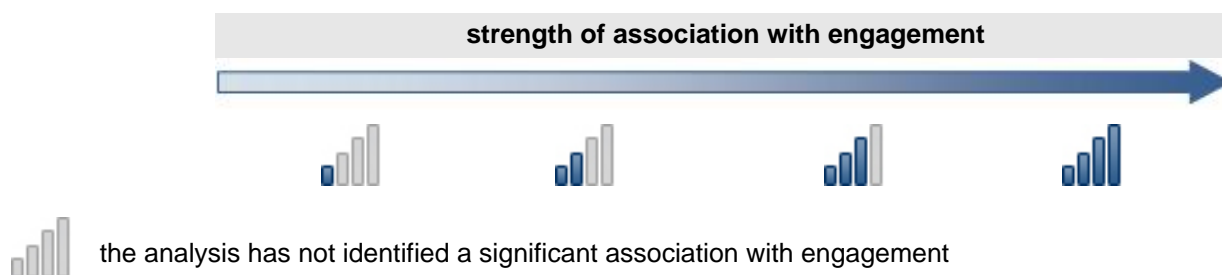
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2011 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.