


Returns : 670

Response rate : 53%

Civil Service People Survey 2015

 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.



Returns : 670

# Historic Environment Scotland

Response rate : 53%

Civil Service People Survey 2015



Strength of association with engagement



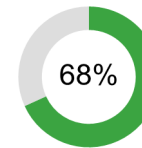
Statistically significant difference from comparison

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.

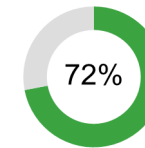
## Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		29%	-3	-14 ✧	-23 ✧
My work		73%	-4 ✧	-1	-5 ✧
My manager		66%	-1	-1	-5 ✧
Pay and benefits		32%	-3	+3 ✧	-4 ✧
Organisational objectives and purpose		68%	-8 ✧	-14 ✧	-18 ✧
Learning and development		40%	-2	-10 ✧	-16 ✧
My team		77%	0	-3 ✧	-6 ✧
Resources and workload		71%	-1	-1	-5 ✧
Inclusion and fair treatment		73%	-1	-2	-6 ✧

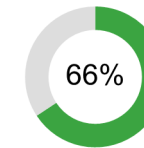
## Wellbeing



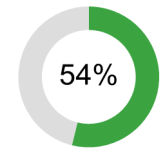
Overall, how satisfied are you with your life nowadays?



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

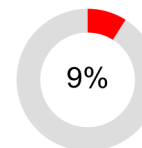


Overall, how happy did you feel yesterday?

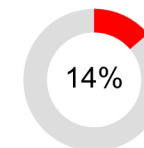


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

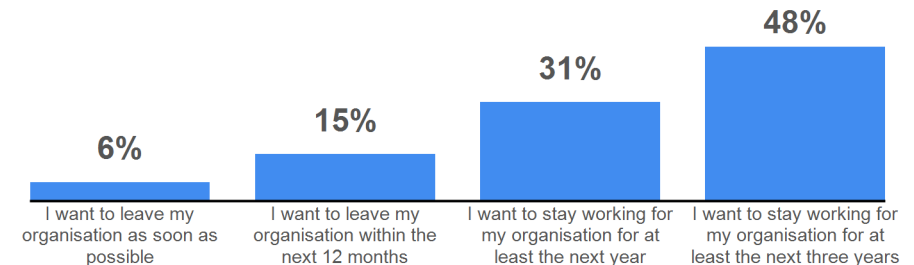


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future



## All questions by theme

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

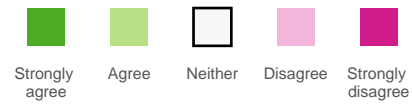
### My work

**73%** -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	48	44				93%	0	+4 ◆	+1
B02 I am sufficiently challenged by my work	30	44	16	8		74%	-5 ◆	-5 ◆	-9 ◆
B03 My work gives me a sense of personal accomplishment	28	48	15	5		77%	-2	+1	-2
B04 I feel involved in the decisions that affect my work	12	37	23	19	10	48%	-7 ◆	-8 ◆	-15 ◆
B05 I have a choice in deciding how I do my work	21	53	14	8		74%	-3 ◆	0	-5 ◆

### Organisational objectives and purpose

**68%** -8

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of my organisation's purpose	19	53	16	10		72%	-6 ◆	-13 ◆	-17 ◆
B07 I have a clear understanding of my organisation's objectives	15	47	23	11	5	62%	-10 ◆	-18 ◆	-22 ◆
B08 I understand how my work contributes to my organisation's objectives	20	51	20	7		70%	-9 ◆	-12 ◆	-16 ◆

## All questions by theme

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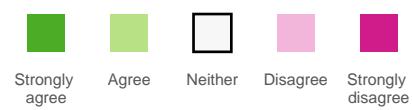
### My manager

66% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	22	43	22	7	6	65%	-2	-2	-7 ◆
B10	My manager is considerate of my life outside work	38	42	11	5	5	80%	+2	-2 ◆	-6 ◆
B11	My manager is open to my ideas	33	46	13	5	5	78%	-1	-2 ◆	-6 ◆
B12	My manager helps me to understand how I contribute to my organisation's objectives	19	42	26	9	5	61%	-4 ◆	-3 ◆	-7 ◆
B13	Overall, I have confidence in the decisions made by my manager	27	43	17	7	6	70%	-1	-3 ◆	-7 ◆
B14	My manager recognises when I have done my job well	33	45	13	6	5	78%	0	-1	-3 ◆
B15	I receive regular feedback on my performance	19	45	23	9	5	64%	-2	-3 ◆	-6 ◆
B16	The feedback I receive helps me to improve my performance	18	41	27	9	5	59%	-1	-3 ◆	-6 ◆
B17	I think that my performance is evaluated fairly	21	47	22	6	5	68%	-2	+6 ◆	0
B18	Poor performance is dealt with effectively in my team	10	31	32	17	10	41%	-3	+2	-2

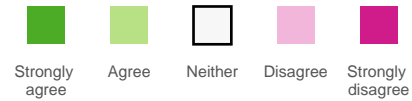
### My team

77% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	38	47	10	5	5	85%	+3	0	-2 ◆
B20	The people in my team work together to find ways to improve the service we provide	35	43	15	5	5	78%	-1	-2 ◆	-6 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	29	39	18	10	5	67%	-3	-7 ◆	-11 ◆

## All questions by theme

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 ^ indicates a variation in question wording from your previous survey

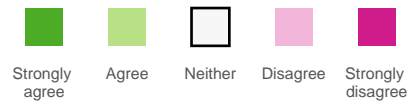
### Learning and development

**40%** -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	9	35	30	18	7	45%	-4 ◆	-18 ◆	-23 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	30	37	15	6	42%	-3	-10 ◆	-16 ◆
B24	There are opportunities for me to develop my career in my organisation^	5	27	31	22	15	32%	-1	-9 ◆	-17 ◆
B25	Learning and development activities I have completed while working for my organisation are helping me to develop my career^	9	31	33	17	10	40%	-1	-4 ◆	-10 ◆

### Inclusion and fair treatment

**73%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	28	52	14	5	5	80%	-2	+1	-2
B27	I am treated with respect by the people I work with	28	53	12	5	5	81%	-2	-4 ◆	-6 ◆
B28	I feel valued for the work I do	20	44	22	11	5	63%	-1	0	-6 ◆
B29	I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)^	19	48	24	8	5	66%	+1	-6 ◆	-11 ◆

## All questions by theme

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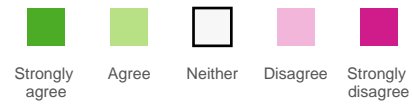
### Resources and workload

71% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	24	59	10	5	5	84%	+1	0	-2 ◇
B31 I get the information I need to do my job well	15	46	24	12	5	61%	-5 ◇	-9 ◇	-13 ◇
B32 I have clear work objectives	17	56	18	7	5	73%	-2	-2 ◇	-6 ◇
B33 I have the skills I need to do my job effectively	31	61	6	1	1	92%	+2	+4 ◇	+2 ◇
B34 I have the tools I need to do my job effectively	15	48	15	16	5	63%	-5 ◇	-5 ◇	-11 ◇
B35 I have an acceptable workload	10	51	17	15	7	61%	+2	+2	-3 ◇
B36 I achieve a good balance between my work life and my private life	17	49	18	10	7	66%	-2	-1	-6 ◇

### Pay and benefits

32% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	29	22	29	17	5	32%	-3	+1	-5 ◇
B38 I am satisfied with the total benefits package	34	32	20	10	5	38%	-1	+6 ◇	-1
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	23	26	29	19	5	26%	-6 ◇	+1	-6 ◇

## All questions by theme

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### Leadership and managing change

**29%** -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that my organisation as a whole is managed well <sup>^</sup>	24	33	27	13	27%	-5 ◆	-19 ◆	-29 ◆	
B41	Directors and Group Heads in my organisation are sufficiently visible <sup>^</sup>	27	30	28	12	30%	-2	-23 ◆	-36 ◆	
B42	I believe the actions of Directors and Group Heads are consistent with my organisation's values	27	46	17	9	29%	-2	-16 ◆	-27 ◆	
B43	I believe that the Senior Management Team has a clear vision for the future of my organisation <sup>^</sup>	23	38	25	12	24%	-2	-18 ◆	-29 ◆	
B44	Overall, I have confidence in the decisions made by the Senior Management Team <sup>^</sup>	22	38	25	13	23%	-3	-18 ◆	-29 ◆	
B45	I feel that change is managed well in my organisation <sup>^</sup>	20	32	32	16	21%	-3 ◆	-9 ◆	-18 ◆	
B46	When changes are made in my organisation they are usually for the better <sup>^</sup>	18	47	24	11	19%	-2	-8 ◆	-16 ◆	
B47	My organisation keeps me informed about matters that affect me <sup>^</sup>	5	45	28	14	7	50%	-4 ◆	-5 ◆	-14 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	30	31	25	12	32%	-2	-4 ◆	-12 ◆	
B49	I think it is safe to challenge the way things are done in my organisation <sup>^</sup>	29	31	24	11	34%	0	-8 ◆	-17 ◆	

## 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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of my organisation <sup>^</sup>	17	44	29	8	8	61%	-6 ◇	+4 ◇	-5 ◇
B51 I would recommend my organisation as a great place to work <sup>^</sup>	11	38	33	14	6	49%	-4 ◇	+2	-10 ◇
B52 I feel a strong personal attachment to my organisation <sup>^</sup>	14	40	31	12	6	54%	-3	+7 ◇	0
B53 My organisation inspires me to do the best in my job <sup>^</sup>	9	34	37	16	6	43%	-3	-1	-8 ◇
B54 My organisation motivates me to help it achieve its objectives <sup>^</sup>	8	30	38	18	6	38%	-3	-4 ◇	-10 ◇

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that Directors and Group Heads in my organisation will take action on the results from this survey <sup>^</sup>	23	34	24	16	6	26%	-5 ◇	-18 ◇	-29 ◇
B56 I believe that managers where I work will take action on the results from this survey	9	37	28	17	10	45%	-3	-10 ◇	-17 ◇
B57 Where I work, I think effective action has been taken on the results of the last survey	22	37	23	14	6	26%	-3	-7 ◇	-16 ◇



## All questions by theme

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### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	31	58	7			89%	-1	+1	-1
B59 I believe I would be supported if I try a new idea, even if it may not work	15	49	22	10		64%	-8 ◆	-3 ◆	-8 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	12	50	28	7		62%	-4 ◆	-3 ◆	-7 ◆
B61 When I talk about my organisation I say "we" rather than "they" ^	18	46	23	9		65%	+4 ◆	-5 ◆	-14 ◆
B62 I have some really good friendships at work	31	47	15	6		78%	+2	+2 ◆	-1

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	22	43	20	9	6	65%	--	-2	-7 ◆
B64 Directors and Group Heads inspire people across my organisation to do their best	21	42	23	11		24%	--	-14 ◆	-23 ◆
B65 My manager leads our team with confidence	25	41	19	9	7	65%	--	-5 ◆	-11 ◆
B66 Directors and Group Heads lead my organisation with confidence	27	42	18	9		31%	--	-16 ◆	-26 ◆
B67 My manager empowers me to do my job effectively	21	47	18	8	5	69%	--	-3 ◆	-7 ◆
B68 The Senior Management Team empower teams to deliver	22	42	22	12		24%	--	-16 ◆	-24 ◆
B69 Directors and Group Heads in my organisation actively role model the behaviours set out in the Civil Service Leadership Statement	17	56	13	11		20%	--	-15 ◆	-23 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	11	31	48	6		42%	--	-15 ◆	-20 ◆

Returns : 670

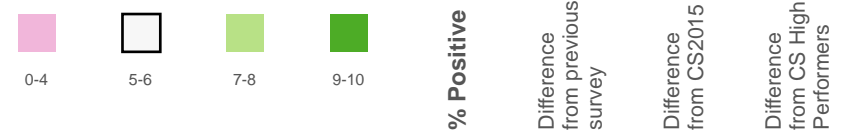
Response rate : 53%

Civil Service People Survey 2015

## All questions by theme

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### Wellbeing



Unlike the questions B01-B70 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 CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	13	19	53	15	68%	+7 ◆	+3 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	19	51	21	72%	+6 ◆	+1	-2
W03 Overall, how happy did you feel yesterday?	14	20	44	22	66%	+6 ◆	+4 ◆	0

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



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	27	27	18	28	54%	+3	+4 ◆	+1

## All questions by theme

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### Your plans for the future

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

		Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave my organisation as soon as possible	6%	+1	-3	-6
I want to leave my organisation within the next 12 months	15%	+6 ◇	-1	-5 ◇
I want to stay working for my organisation for at least the next year	31%	+1	-1	-7 ◇
I want to stay working for my organisation for at least the next three years	48%	-8 ◇	+6 ◇	-3 ◇

### The Civil Service Code

Differences are based on '% Yes' score

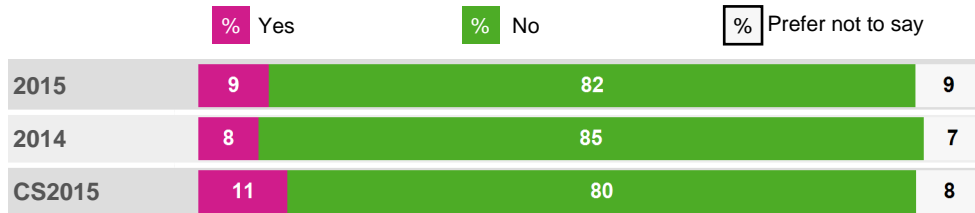
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	77	23	77%	+2	-13 ◇	-17 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	54	46	54%	0	-12 ◇	-18 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in your organisation it would be investigated properly?	57	43	57%	-5 ◇	-11 ◇	-16 ◇

## All questions by theme

◆ indicates statistically significant difference from comparison  
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### Discrimination, harassment and bullying

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



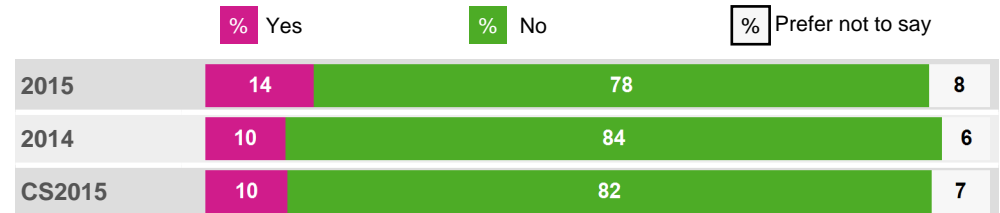
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	23
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	18
Any other grounds	18
Prefer not to say	--

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

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



For respondents who selected 'Yes' to question E03.

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

Who	Response Count
A colleague	32
Your manager	20
Another manager in my part of your organisation	20
Someone you manage	--
Someone who works for another part of your organisation	12
A member of the public	18
Someone else	--
Prefer not to say	17

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

### Historic Environment Scotland questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	In the last 6 months, I have seen a positive development in the organisation during the creation of Historic Environment Scotland	19		42	25	11	22%	--
F02	I am confident about the future of Historic Environment Scotland	30		41	17	8	34%	-2
F03	I have a clear understanding of Historic Environment Scotland's vision	31		35	19	11	35%	--
F04	Health and wellbeing is well managed across the organisation	5	33	36	18	8	38%	-9 ◆
F05	I know where to go for support with my health and wellbeing	Yes: 72%		No: 28%			72%	--
F06	The organisation is an enjoyable place to work	11	49		26	11	60%	--

## 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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.