



◇ 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 CS2016	Difference from CS High Performers
Leadership and managing change		32%	+3	-11 ✧	-21 ✧
My work		72%	0	-2 ✧	-6 ✧
My manager		67%	0	-1	-4 ✧
Organisational objectives and purpose		77%	+9 ✧	-5 ✧	-10 ✧
Learning and development		42%	+3	-8 ✧	-13 ✧
Resources and workload		72%	+1	-1	-4 ✧
Pay and benefits		35%	+3	+4 ✧	-2 ✧
My team		76%	-1	-4 ✧	-8 ✧
Inclusion and fair treatment		74%	+1	-2	-6 ✧



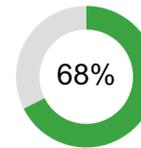
Strength of association with engagement



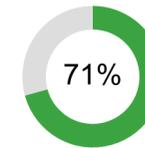
Statistically significant difference from comparison

## Wellbeing

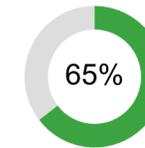
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



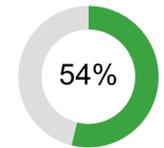
W01. Overall, how satisfied are you with your life nowadays?



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



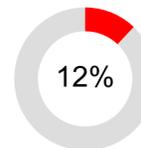
W03. Overall, how happy did you feel yesterday?



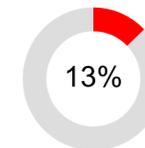
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

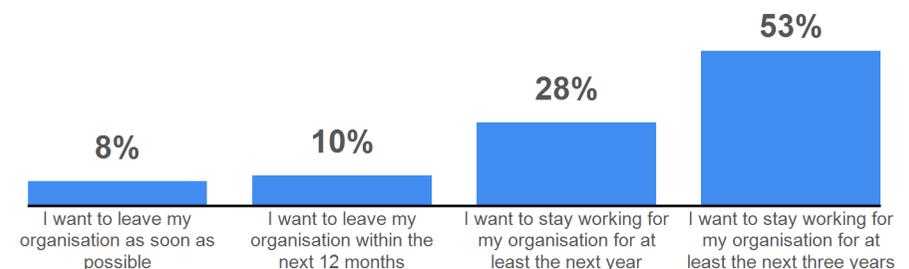


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future





All questions by theme

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

My work

72% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	50	41	5	0	0	91%	-1	+2 ◆	0
B02 I am sufficiently challenged by my work	31	42	14	10	0	73%	0	-7 ◆	-9 ◆
B03 My work gives me a sense of personal accomplishment	28	47	14	8	0	76%	-1	+1	-3 ◆
B04 I feel involved in the decisions that affect my work	15	37	20	19	9	52%	+3 ◆	-5 ◆	-10 ◆
B05 I have a choice in deciding how I do my work	23	47	17	11	0	70%	-4 ◆	-4 ◆	-9 ◆

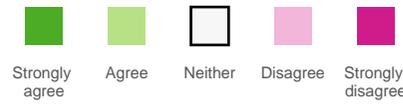
Organisational objectives and purpose

77% +9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of my organisation's purpose	25	55	10	8	0	80%	+8 ◆	-6 ◆	-10 ◆
B07 I have a clear understanding of my organisation's objectives	22	51	15	10	0	73%	+11 ◆	-7 ◆	-12 ◆
B08 I understand how my work contributes to my organisation's objectives	25	53	13	6	0	78%	+8 ◆	-5 ◆	-9 ◆



All questions by theme

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

My manager

67% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	27	41	17	11	5	67%	+2	-2	-6 ◆
B10	My manager is considerate of my life outside work	42	37	13	5	5	79%	-1	-3 ◆	-6 ◆
B11	My manager is open to my ideas	36	41	14	6	6	76%	-2	-4 ◆	-8 ◆
B12	My manager helps me to understand how I contribute to my organisation's objectives	24	38	24	9	9	63%	+2	-2	-7 ◆
B13	Overall, I have confidence in the decisions made by my manager	30	39	16	9	5	70%	0	-4 ◆	-9 ◆
B14	My manager recognises when I have done my job well	33	44	14	6	6	77%	-1	-2	-5 ◆
B15	I receive regular feedback on my performance	23	42	19	12	5	64%	+1	-2	-5 ◆
B16	The feedback I receive helps me to improve my performance	22	38	25	9	5	61%	+2	-2	-6 ◆
B17	I think that my performance is evaluated fairly	22	47	20	8	5	69%	+1	+6 ◆	+1
B18	Poor performance is dealt with effectively in my team	11	30	30	17	12	41%	0	+2	-2

My team

76% -1

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 CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	38	45	11	5	5	82%	-2	-2 ◆	-5 ◆
B20	The people in my team work together to find ways to improve the service we provide	34	44	13	7	7	78%	0	-3 ◆	-6 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	28	38	18	11	5	66%	-1	-8 ◆	-13 ◆



All questions by theme

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Learning and development

42% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	10	39	26	17	9	48%	+4 ◆	-12 ◆	-19 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	34	35	13	9	44%	+2	-7 ◆	-13 ◆
B24	There are opportunities for me to develop my career in my organisation	8	30	25	21	16	37%	+5 ◆	-6 ◆	-14 ◆
B25	Learning and development activities I have completed while working for my organisation are helping me to develop my career	9	31	31	16	13	40%	0	-4 ◆	-11 ◆

Inclusion and fair treatment

74% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	27	54	10	6	3	81%	+2	+2 ◆	-1
B27	I am treated with respect by the people I work with	29	54	11	6	3	83%	+2	-1	-4 ◆
B28	I feel valued for the work I do	22	40	21	10	6	63%	-1	-2	-7 ◆
B29	I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	46	21	7	4	68%	+2	-6 ◆	-10 ◆



All questions by theme

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Resources and workload

72% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	26	57	9	6		83%	-1	+1	-3 ◆
B31 I get the information I need to do my job well	15	49	20	12		64%	+3 ◆	-5 ◆	-10 ◆
B32 I have clear work objectives	20	52	17	7		72%	-2	-3 ◆	-8 ◆
B33 I have the skills I need to do my job effectively	33	58	7			91%	-1	+2 ◆	0
B34 I have the tools I need to do my job effectively	19	51	14	12		70%	+7 ◆	0	-6 ◆
B35 I have an acceptable workload	13	48	18	15	7	60%	-1	+2	-4 ◆
B36 I achieve a good balance between my work life and my private life	18	49	16	11	6	67%	+2	0	-5 ◆

Pay and benefits

35% +3

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	29	23	24	20		33%	+1	+1	-6 ◆
B38 I am satisfied with the total benefits package	6	34	28	17	14	40%	+2	+6 ◆	-1
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	26	22	25	21	32%	+6 ◆	+5 ◆	-2 ◆



All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Leadership and managing change

**32%** +3 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that my organisation as a whole is managed well	30	32	23	13	32%	+5 ◆	-15 ◆	-26 ◆	
B41	The Senior Team in my organisation are sufficiently visible^	29	24	27	16	33%	+3	-22 ◆	-33 ◆	
B42	I believe the actions of the Senior Team are consistent with my organisation's values^	5	28	42	17	8	33%	+4 ◆	-16 ◆	-25 ◆
B43	I believe that the Senior Team has a clear vision for the future of my organisation^	27	41	18	10	31%	+7 ◆	-12 ◆	-23 ◆	
B44	Overall, I have confidence in the decisions made by the Senior Team^	24	40	20	12	28%	+5 ◆	-16 ◆	-27 ◆	
B45	I feel that change is managed well in my organisation	20	29	33	17	21%	0	-8 ◆	-20 ◆	
B46	When changes are made in my organisation they are usually for the better	21	43	24	11	22%	+3 ◆	-8 ◆	-16 ◆	
B47	My organisation keeps me informed about matters that affect me	46	28	14	8	50%	0	-5 ◆	-14 ◆	
B48	I have the opportunity to contribute my views before decisions are made that affect me	27	32	23	15	30%	-2	-8 ◆	-17 ◆	
B49	I think it is safe to challenge the way things are done in my organisation	32	31	20	13	36%	+2	-7 ◆	-13 ◆	



All questions by theme

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Engagement



% Positive  
 Difference from previous survey  
 Difference from CS2016  
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of my organisation	19	43	27	8	5	62%	+1	+3 ◆	-5 ◆
B51 I would recommend my organisation as a great place to work	14	38	32	12	5	52%	+3	+1	-9 ◆
B52 I feel a strong personal attachment to my organisation	19	36	29	11	5	55%	+1	+7 ◆	-1
B53 My organisation inspires me to do the best in my job	12	35	34	14	6	47%	+3 ◆	+1	-6 ◆
B54 My organisation motivates me to help it achieve its objectives	10	31	34	16	8	41%	+3	-2	-9 ◆

Taking action



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that the Senior Team in my organisation will take action on the results from this survey^	27	30	21	17	5	32%	+6 ◆	-15 ◆	-23 ◆
B56 I believe that managers where I work will take action on the results from this survey	13	36	25	15	11	48%	+3	-7 ◆	-16 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	6	20	40	19	15	26%	-1	-9 ◆	-16 ◆



All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	34	55		5	5	88%	0	0	-2 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	21	43	20	11		64%	0	-4 ◆	-9 ◆
B60 When I talk about my organisation I say "we" rather than "they"	24	46	17	9		70%	+5 ◆	-2	-9 ◆
B61 I have some really good friendships at work	33	48		14		80%	+2	+4 ◆	0

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 The Senior Team in my organisation actively role model the behaviours set out in the Civil Service Leadership Statement^	20		58	11	7	24%	+4 ◆	-20 ◆	-25 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	13	30	47	6	5	42%	+1	-19 ◆	-25 ◆



## All questions by theme

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### Wellbeing



Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	13	20	50	17	68%	-1	+1	-2
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	19	48	22	71%	-1	0	-3 ◆
W03 Overall, how happy did you feel yesterday?	15	21	40	24	65%	-1	+1	-2

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



W04 Overall, how anxious did you feel yesterday?	27	26	19	27	54%	0	+4 ◆	+1
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All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Your plans for the future

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

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave my organisation as soon as possible		8%	+2 ◆	0	-3 ◆
I want to leave my organisation within the next 12 months		10%	-4 ◆	-5 ◆	-8 ◆
I want to stay working for my organisation for at least the next year		28%	-3	-4 ◆	-11 ◆
I want to stay working for my organisation for at least the next three years		53%	+4 ◆	+10 ◆	+2

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			69%	-9 ◆	-23 ◆	-27 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?			50%	-4 ◆	-17 ◆	-24 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in your organisation it would be investigated properly?			58%	+1	-10 ◆	-17 ◆



## All questions by theme

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### Discrimination, harassment and bullying

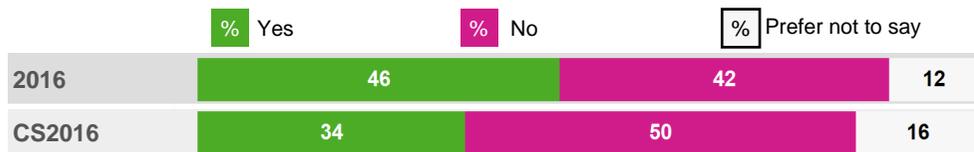
E01. During the past 12 months, have you personally experienced discrimination at work?



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



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



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



For respondents who selected 'Yes' to question E01.

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

	Response Count
Age	--
Caring responsibilities	11
Disability	--
Ethnic background	--
Gender	12
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	32
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	15
Working pattern	25
Any other grounds	15
Prefer not to say	--

For respondents who selected 'Yes' to question E03.

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

	Response Count
A colleague	28
Your manager	30
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	17
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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### Historic Environment Scotland questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	In the last 12 months, I have seen a positive development in the organisation during the creation of Historic Environment Scotland	27		37	22	11	30%	--
F02	I am confident about the future of Historic Environment Scotland	7	38	31	16	8	45%	+11 ◇
F03	I have a clear understanding of Historic Environment Scotland's vision	9	45	29	11	6	54%	+19 ◇
F04	Health and wellbeing is well managed across the organisation	7	39	30	16	8	46%	+8 ◇
F05	I know where to go for support with my health and wellbeing	Yes: 80%		No: 20%			80%	+8 ◇
F06	The organisation is an enjoyable place to work	14	50	24	8	5	64%	+4 ◇



## 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 2015 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2016 Civil Service People Survey.

### Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

### Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2016 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

### The employee engagement index

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

### The drivers of engagement

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

strength of association  
with engagement



the analysis has not identified a significant association with engagement

### Confidentiality

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