



Your engagement index

60%

Difference from
previous survey

+1

Difference from
SOWO

-3 ✧

Difference from high
performing units

+1 ✧

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 SOWO
B50. I am proud when I tell others I am part of the Office	59%	+10	-1
B51. I would recommend the Office as a great place to work	47%	+3	-5 ✧

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

B52. I feel a strong personal attachment to the Office	49%	+2	-3
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Strive: motivated to do the best for the organisation...

B53. The Office inspires me to do the best in my job	53%	+13	0
B54. The Office motivates me to help it achieve its objectives	45%	0	-4 ✧

✧ = 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 ¹	Theme score % positive	Difference from previous survey	Difference from SOWO	Difference from high performing units
Leadership and managing change		53%	+4	-1 ✧	+14 ✧
My work		76%	+1	-3 ✧	0
My line manager		79%	+3	+5 ✧	+9 ✧
Resources and workload		78%	-2	-1 ✧	0
Learning and development		50%	-3	-1	+1
Inclusion and fair treatment		83%	+5	-3 ✧	+5 ✧
Organisational objectives and purpose		83%	+5	-1	-2 ✧
My team		82%	-3	-2 ✧	-1
Pay and benefits		41%	-9	-11 ✧	0

✧ = Statistically significant difference from comparison


¹The table above shows the strength of association between engagement and the themes for Scotland Office/ OAG/ Wales Office


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 Scotland Office/ OAG/ Wales Office.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from SOWO
Leadership and managing change Strength of association with engagement: 			
B48. I have the opportunity to contribute my views before decisions are made that affect me	55%	+10	+7 ◇
B46. When changes are made in the Office they are usually for the better	39%	+7	+3 ◇
B43. I believe that the Management Board has a clear vision for the future of the Office	53%	+7	+2
B47. The Office keeps me informed about matters that affect me	59%	+6	-1
B41. Senior managers in the Office are sufficiently visible	69%	+4	-2
B45. I feel that change is managed well in the Office	37%	-2	-3
B40. I feel that the Office as a whole is managed well	59%	+10	-3 ◇
B44. Overall, I have confidence in the decisions made by the Office's senior managers	55%	-2	-3 ◇
B42. I believe the actions of senior managers are consistent with the Office's values	51%	-4	-6 ◇
B49. I think it is safe to challenge the way things are done in the Office	51%	0	-9 ◇

My work Strength of association with engagement: 			
B03. My work gives me a sense of personal accomplishment	82%	+11	+3 ◇
B01. I am interested in my work	90%	+1	-3
B04. I feel involved in the decisions that affect my work	59%	-8	-4 ◇
B02. I am sufficiently challenged by my work	78%	0	-5 ◇
B05. I have a choice in deciding how I do my work	73%	0	-5 ◇








My line manager Strength of association with engagement: 			
B15. I receive regular feedback on my performance	78%	+4	+11 ◇
B14. My manager recognises when I have done my job well	94%	+7	+10
B16. The feedback I receive helps me to improve my performance	75%	+2	+8 ◇
B13. Overall, I have confidence in the decisions made by my manager	88%	-1	+5 ◇
B09. My manager motivates me to be more effective in my job	80%	+6	+5 ◇
B12. My manager helps me to understand how I contribute to the Office's objectives	73%	+5	+3
B18. Poor performance is dealt with effectively in my team	51%	+5	+2
B10. My manager is considerate of my life outside work	86%	+4	+2
B11. My manager is open to my ideas	88%	+5	+1
B17. I think that my performance is evaluated fairly	76%	-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

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from SOWO	Difference from high performing units
My work									
 :Strength of association with engagement									
B01. I am interested in my work	33	57	8			90%	+1	-3	-3
B02. I am sufficiently challenged by my work	29	49	10	12		78%	0	-5 ◇	-2
B03. My work gives me a sense of personal accomplishment	29	53	12	4		82%	+11	+3 ◇	+4 ◇
B04. I feel involved in the decisions that affect my work	12	47	22	14	6	59%	-8	-4 ◇	+1
B05. I have a choice in deciding how I do my work	22	51	14	14		73%	0	-5 ◇	-5 ◇
Organisational objectives and purpose									
 :Association with engagement not identified									
B06. I have a clear understanding of the Office's purpose	27	55	8	10		82%	+4	-7 ◇	-6 ◇
B07. I have a clear understanding of the Office's objectives	27	53	16	4		80%	+6	+1	-2 ◇
B08. I understand how my work contributes to the Office's objectives	35	51	10	4		86%	+4	+2	+1

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from SOWO	Difference from high performing units
My line manager									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	24	57	14	4		80%	+6	+5 ◇	+11 ◇
B10. My manager is considerate of my life outside work	37	49	10			86%	+4	+2	+2 ◇
B11. My manager is open to my ideas	31	57	8	4		88%	+5	+1	+5 ◇
B12. My manager helps me to understand how I contribute to the Office's objectives	22	51	22	6		73%	+5	+3	+8 ◇
B13. Overall, I have confidence in the decisions made by my manager	33	55	8	4		88%	-1	+5 ◇	+13 ◇
B14. My manager recognises when I have done my job well	33	61	4			94%	+7	+10	+12 ◇
B15. I receive regular feedback on my performance	22	57	16	6		78%	+4	+11 ◇	+8 ◇
B16. The feedback I receive helps me to improve my performance	18	57	24			75%	+2	+8 ◇	+10 ◇
B17. I think that my performance is evaluated fairly	25	51	20	4		76%	-2	+1	+7 ◇
B18. Poor performance is dealt with effectively in my team	18	33	31	12	6	51%	+5	+2	+6 ◇
My team									
:Association with engagement not identified									
B19. The people in my team can be relied upon to help when things get difficult in my job	35	55	4	6		90%	+2	-1	+2
B20. The people in my team work together to find ways to improve the service we provide	25	57	8	10		82%	-1	-3 ◇	-2 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	25	49	18	6		75%	-10	-3 ◇	-4 ◇

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

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from SOWO	Difference from high performing units
Learning and development									
:Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	6	57	29	6	6	63%	-14 ◇	+1	-2
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	37	41	8	8	49%	+8	0	-5 ◇
B24. There are opportunities for me to develop my career in the Office	10	39	27	20	4	49%	-5	+7 ◇	+12 ◇
B25. Learning and development activities I have completed while working for the Office are helping me to develop my career	10	31	33	22	4	41%	0	-10 ◇	-6 ◇
Inclusion and fair treatment									
:Strength of association with engagement									
B26. I am treated fairly at work	27	63	4	6	6	90%	+8	-2 ◇	+7 ◇
B27. I am treated with respect by the people I work with	29	57	6	8	8	86%	+4	-2	-3 ◇
B28. I feel valued for the work I do	22	57	10	10	10	78%	+6	+1	+12 ◇
B29. I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	55	16	8	8	76%	+2	-8 ◇	-1

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from SOWO	Difference from high performing units
Resources and workload									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	27	59	8	6		86%	-1	+3 ◇	-3 ◇
B31. I get the information I need to do my job well	14	67	14	4		80%	0	+3 ◇	+8 ◇
B32. I have clear work objectives	16	61	16	6		76%	-4	-2	-4 ◇
B33. I have the skills I need to do my job effectively	18	69	12			86%	-6	-4 ◇	-5
B34. I have the tools I need to do my job effectively	12	69	16	4		80%	-3	-5 ◇	+3 ◇
B35. I have an acceptable workload	8	59	18	14		67%	+3	-3 ◇	-2
B36. I achieve a good balance between my work life and my private life	12	57	18	10	4	69%	-4	-2	-7 ◇
Pay and benefits									
:Association with engagement not identified									
B37. I feel that my pay adequately reflects my performance	8	35	33	14	10	43%	-16 ◇	-9 ◇	-1
B38. I am satisfied with the total benefits package	8	31	31	20	10	39%	-12	-17 ◇	-6 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		39	25	22	12	41%	0	-6 ◇	+4 ◇

All questions by theme

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




	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from SOWO	Difference from high performing units
Leadership and managing change									
■ ■ ■ :Strength of association with engagement									
B40. I feel that the Office as a whole is managed well	14	45	25	14		59%	+10	-3 ◇	+15 ◇
B41. Senior managers in the Office are sufficiently visible	18	51	20	10		69%	+4	-2	+19 ◇
B42. I believe the actions of senior managers are consistent with the Office's values	14	37	35	10	4	51%	-4	-6 ◇	+7 ◇
B43. I believe that the Management Board has a clear vision for the future of the Office	12	41	39	4	4	53%	+7	+2	+16 ◇
B44. Overall, I have confidence in the decisions made by the Office's senior managers	12	43	33	10		55%	-2	-3 ◇	+18 ◇
B45. I feel that change is managed well in the Office	6	31	24	33	6	37%	-2	-3	+6 ◇
B46. When changes are made in the Office they are usually for the better		37	37	22		39%	+7	+3 ◇	+14 ◇
B47. The Office keeps me informed about matters that affect me	12	47	20	14	8	59%	+6	-1	0
B48. I have the opportunity to contribute my views before decisions are made that affect me	8	47	16	24	6	55%	+10	+7 ◇	+21 ◇
B49. I think it is safe to challenge the way things are done in the Office	8	43	27	12	10	51%	0	-9 ◇	+9 ◇

All questions by theme

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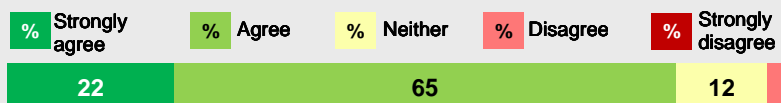
◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from SOWO	Difference from high performing units
Engagement									
B50. I am proud when I tell others I am part of the Office	6	53	31	10		59%	+10	-1	0
B51. I would recommend the Office as a great place to work	6	41	33	18		47%	+3	-5 ◇	+1
B52. I feel a strong personal attachment to the Office	14	35	31	20		49%	+2	-3	-2
B53. The Office inspires me to do the best in my job	6	47	29	18		53%	+13	0	+10 ◇
B54. The Office motivates me to help it achieve its objectives	6	39	39	16		45%	0	-4 ◇	+5 ◇
Taking action									
B55. I believe that senior managers in the Office will take action on the results from this survey	16	46	20	14	4	62%	+14 ◇	+7 ◇	+19 ◇
B56. I believe that managers where I work will take action on the results from this survey	12	51	29	6		63%	+3	+3 ◇	+7 ◇

All questions by theme

Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

86%	2010 % Positive
-1	Difference from previous survey
-3 ✧	Difference from SOWO

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

86%	2010 % Yes
-7	Difference from previous survey
+14 ✧	Difference from SOWO

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for the Office?

Statement	Percentage	Difference from previous survey	Difference from SOWO
I want to leave the Office as soon as possible	8%	+2	+3
I want to leave the Office within the next 12 months	24%	+7	+1
I want to stay working for the Office for at least the next year	36%	-8	-3
I want to stay working for the Office for at least the next three years	32%	-1	0

The Civil Service Code

Differences are based on '% Yes' score

Statement	Percentage	Difference from previous survey	Difference from SOWO
E01. Are you aware of the Civil Service Code?	94%	+2	-2
E02. Are you aware of how to raise a concern under the Civil Service Code?	80%	+11	+7 ✧
E03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?	81%	+4	0

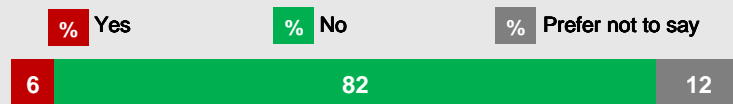
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All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

11% Previous survey

5% SOWO

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



% Yes

18% Previous survey

12% SOWO

For respondents who selected 'Yes' to question F01.

F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

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

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

For respondents who selected 'Yes' to question F03.

F04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

Response	Response count
A colleague	--
Your manager	--
Another manager in your part of the Office	--
Someone you manage	--
Someone who works for another part of the Office	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

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✧ indicates statistically significant difference from comparison

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 SOWO
Scotland Office/ OAG/ Wales Office questions								
G01. I understand how where I work fits into the Ministry of Justice				Yes: 58%	No: 42%	58%	-3	-3
G02. Have you had a formal performance review in the past 12 months?				Yes: 81%	No: 19%	81%	-12	-6 ◇
G03. My manager uses coaching skills effectively	10	51	33		6	61%	-5	+1
G04. Overall I am satisfied with the job I do	14	69	16			82%	+2	-3 ◇
G05. When staff communicate with each other within the organisation they are respectful and polite	8	49	29	10	4	57%	-	-17 ◇
G06. I know what to do if I am concerned about the behaviour of others	8	78	8		4	86%	-	-1
G07. My workload is generally manageable within my contracted hours	6	54	12	20	8	60%	-	-3
G08. I think the organisation listens to concerns about organisational change		41	27	27	4	43%	-	-4 ◇
G09. I receive the development that has been identified as necessary for my job	4	58	30		8	62%	-	+3

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 2009 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.
High performing units	For each question, this is the upper quartile score across all units from all organisations that have taken part in the 2010 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: ✧

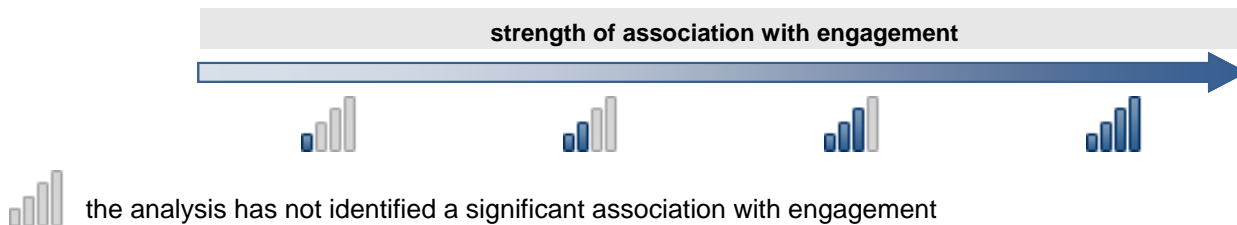
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, Scotland Office/ OAG/ Wales Office results and high performing units results to identify differences that are statistically significant. You can therefore be confident that the difference 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.



Confidentiality

This survey was carried out as part of the 2010 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 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.