

# Disclosure Scotland

Returns: 105

Response rate: 56%

## Your engagement index

# 51%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
-2	-5	-12

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 Disclosure Scotland	39%	-2	-13 ✧
B51. I would recommend Disclosure Scotland as a great place to work	28%	-11 ✧	-15 ✧

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

B52. I feel a strong personal attachment to Disclosure Scotland	38%	+2	-7 ✧
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#### Strive: motivated to do the best for the organisation...

B53. Disclosure Scotland inspires me to do the best in my job	34%	-3	-5
B54. Disclosure Scotland motivates me to help it achieve its objectives	32%	-8	-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 CS2011	Difference from CS High Performers
Leadership and managing change		35%	-7	-2	-11 ✧
My work		54%	+2	-17 ✧	-23 ✧
My line manager		64%	-6	-1	-4
Pay and benefits		24%	-5	-7 ✧	-15 ✧
Learning and development		35%	-7	-8 ✧	-16 ✧
Resources and workload		70%	-13 ✧	-3	-6 ✧
Organisational objectives and purpose		87%	-4	+6 ✧	+1
My team		74%	-1	-3	-6 ✧
Inclusion and fair treatment		70%	-6	-3	-7 ✧


✧ = 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
<b>Leadership and managing change</b>		Strength of association with engagement: 	
B41. Senior Managers in Disclosure Scotland are sufficiently visible	59%	+6	+14 ◇
B44. Overall, I have confidence in the decisions made by Disclosure Scotland's Senior Managers	38%	-5	+2
B46. When changes are made in Disclosure Scotland they are usually for the better	24%	-7	+1
B49. I think it is safe to challenge the way things are done in Disclosure Scotland	37%	-4	-1
B45. I feel that change is managed well in Disclosure Scotland	26%	-15 ◇	-2
B40. I feel that Disclosure Scotland as a whole is managed well	38%	-12 ◇	-3
B42. I believe the actions of Senior Managers are consistent with Disclosure Scotland's values	34%	-7	-5
B43. I believe that the DS Strategic Board has a clear vision for the future of Disclosure Scotland	33%	-4	-6
B47. Disclosure Scotland keeps me informed about matters that affect me	43%	-10	-12 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	23%	-15 ◇	-13 ◇

<b>My work</b>		Strength of association with engagement: 	
B01. I am interested in my work	81%	-1	-8 ◇
B04. I feel involved in the decisions that affect my work	35%	-3	-14 ◇
B03. My work gives me a sense of personal accomplishment	53%	-3	-19 ◇
B02. I am sufficiently challenged by my work	53%	+10 ◇	-21 ◇
B05. I have a choice in deciding how I do my work	46%	+8	-25 ◇

<b>My line manager</b>		Strength of association with engagement: 	
B18. Poor performance is dealt with effectively in my team	43%	-12 ◇	+6
B13. Overall, I have confidence in the decisions made by my manager	75%	-1	+4
B12. My manager helps me to understand how I contribute to Disclosure Scotland's objectives	62%	-6	+3
B10. My manager is considerate of my life outside work	82%	+2	+3
B09. My manager motivates me to be more effective in my job	63%	-6	0
B15. I receive regular feedback on my performance	59%	-22 ◇	-1
B11. My manager is open to my ideas	76%	+4	-3
B14. My manager recognises when I have done my job well	73%	-1	-3
B16. The feedback I receive helps me to improve my performance	53%	-14 ◇	-5
B17. I think that my performance is evaluated fairly	53%	-4	-9 ◇

# 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
<b>My work</b>									
:Strength of association with engagement									
B01. I am interested in my work	24	57	9	9		81%	-1	-8 ◇	-11 ◇
B02. I am sufficiently challenged by my work	18	35	13	25	9	53%	+10 ◇	-21 ◇	-26 ◇
B03. My work gives me a sense of personal accomplishment	12	41	21	17	9	53%	-3	-19 ◇	-24 ◇
B04. I feel involved in the decisions that affect my work	6	30	18	27	20	35%	-3	-14 ◇	-24 ◇
B05. I have a choice in deciding how I do my work	12	35	13	24	16	46%	+8	-25 ◇	-31 ◇
<b>Organisational objectives and purpose</b>									
:Strength of association with engagement									
B06. I have a clear understanding of Disclosure Scotland's purpose	44	48	5	4		91%	-4	+8 ◇	+2
B07. I have a clear understanding of Disclosure Scotland's objectives	34	52	7	7		87%	-2	+8 ◇	+2
B08. I understand how my work contributes to Disclosure Scotland's objectives	32	51	9	7		84%	-7 ◇	+3	-2

# All questions by theme

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## My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	10	54	23	10	4	63%	-6	0	-3
B10. My manager is considerate of my life outside work	27	55	13	3	2	82%	+2	+3	-1
B11. My manager is open to my ideas	18	58	17	6	1	76%	+4	-3	-5 ◇
B12. My manager helps me to understand how I contribute to Disclosure Scotland's objectives	8	54	27	10	2	62%	-6	+3	-3
B13. Overall, I have confidence in the decisions made by my manager	18	57	14	9	4	75%	-1	+4	0
B14. My manager recognises when I have done my job well	20	53	16	8	3	73%	-1	-3	-6 ◇
B15. I receive regular feedback on my performance	12	47	20	15	6	59%	-22 ◇	-1	-7 ◇
B16. The feedback I receive helps me to improve my performance	10	43	26	13	8	53%	-14 ◇	-5	-8 ◇
B17. I think that my performance is evaluated fairly	7	46	25	17	5	53%	-4	-9 ◇	-14 ◇
B18. Poor performance is dealt with effectively in my team	4	39	24	18	15	43%	-12 ◇	+6	+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	21	60	11	7	2	81%	-5	-1	-4
B20. The people in my team work together to find ways to improve the service we provide	14	61	15	8	2	75%	0	-3	-7 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	15	51	18	10	6	67%	+1	-2	-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

## Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	8	36	30	17	9	44%	-14 ✧	-10 ✧	-20 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	38	36	12	7	46%	0	+2	-6
B24. There are opportunities for me to develop my career in Disclosure Scotland	15	32	29	21		18%	-13 ✧	-13 ✧	-21 ✧
B25. Learning and development activities I have completed while working for Disclosure Scotland are helping me to develop my career	5	26	36	22	12	31%	-1	-9 ✧	-14 ✧

## Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	12	67	12	8		79%	-8 ✧	+1	-2
B27. I am treated with respect by the people I work with	16	65	13	5		81%	-9 ✧	-3	-6 ✧
B28. I feel valued for the work I do	7	41	23	19	10	48%	-5	-12 ✧	-19 ✧
B29. I think that Disclosure Scotland respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	12	62	23			73%	-3	+3	-4

# All questions by theme

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

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% Strongly agree   
 % Agree   
 % Neither   
 % Disagree   
 % Strongly disagree   
 % Positive   
 Difference from previous survey   
 Difference from CS2011   
 Difference from CS High Performers

## Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	15	68	8	8	8	83%	-12 ✧	0	-3
B31. I get the information I need to do my job well	5	54	20	15	6	59%	-17 ✧	-9 ✧	-12 ✧
B32. I have clear work objectives	7	64	14	9	7	70%	-18 ✧	-3	-7 ✧
B33. I have the skills I need to do my job effectively	13	75	8	4	4	88%	-6	-1	-3
B34. I have the tools I need to do my job effectively	9	48	18	15	10	56%	-25 ✧	-14 ✧	-19 ✧
B35. I have an acceptable workload	4	57	17	13	10	61%	-14 ✧	0	-4
B36. I achieve a good balance between my work life and my private life	10	61	13	10	5	71%	+1	+4	-2

## Pay and benefits

:Strength of association with engagement

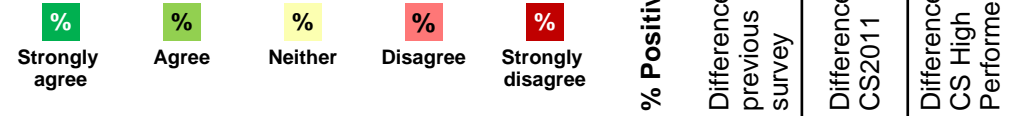
B37. I feel that my pay adequately reflects my performance	27	17	33	20	30%	-3	-3	-10 ✧	
B38. I am satisfied with the total benefits package	20	27	31	19	23%	-4	-11 ✧	-18 ✧	
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	17	23	33	23	21%	-9 ✧	-7 ✧	-14 ✧

# All questions by theme

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

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## Leadership and managing change

:Strength of association with engagement






Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that Disclosure Scotland as a whole is managed well	5	33	31	20	12	38%	-12 ✧	-3	-17 ✧
B41. Senior Managers in Disclosure Scotland are sufficiently visible	7	52	22	12	7	59%	+6	+14 ✧	0
B42. I believe the actions of Senior Managers are consistent with Disclosure Scotland's values	6	28	49	11	7	34%	-7	-5	-16 ✧
B43. I believe that the DS Strategic Board has a clear vision for the future of Disclosure Scotland	5	29	48	12	7	33%	-4	-6	-17 ✧
B44. Overall, I have confidence in the decisions made by Disclosure Scotland's Senior Managers	5	33	32	16	13	38%	-5	+2	-9 ✧
B45. I feel that change is managed well in Disclosure Scotland		23	27	27	21	26%	-15 ✧	-2	-11 ✧
B46. When changes are made in Disclosure Scotland they are usually for the better		23	34	30	12	24%	-7	+1	-8 ✧
B47. Disclosure Scotland keeps me informed about matters that affect me		41	30	21	6	43%	-10	-12 ✧	-19 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	19	33	30	14	23%	-15 ✧	-13 ✧	-21 ✧
B49. I think it is safe to challenge the way things are done in Disclosure Scotland	5	32	34	19	10	37%	-4	-1	-9 ✧

# 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
<b>Engagement</b>									
B50. I am proud when I tell others I am part of Disclosure Scotland	36		41	14	6	39%	-2	-13 ◇	-26 ◇
B51. I would recommend Disclosure Scotland as a great place to work	27		47	16	10	28%	-11 ◇	-15 ◇	-27 ◇
B52. I feel a strong personal attachment to Disclosure Scotland	8	30	35	18	9	38%	+2	-7 ◇	-15 ◇
B53. Disclosure Scotland inspires me to do the best in my job	32		38	21	7	34%	-3	-5	-16 ◇
B54. Disclosure Scotland motivates me to help it achieve its objectives	30		35	24	9	32%	-8	-3	-13 ◇
<b>Taking action</b>									
B55. I believe that Senior Managers in Disclosure Scotland will take action on the results from this survey	10	43	19	12	16	52%	+5	+14 ◇	+2
B56. I believe that managers where I work will take action on the results from this survey	10	41	22	15	11	51%	+1	+3	-5
B57. Where I work, I think effective action has been taken on the results of the last survey	11	25	39	13	13	36%	-	+6 ◇	-1

# All questions by theme

## Your plans for the future

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

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave Disclosure Scotland as soon as possible		13%	-1	+6	+3
I want to leave Disclosure Scotland within the next 12 months		25%	+2	+14	+10
I want to stay working for Disclosure Scotland for at least the next year		30%	-4	+3	-4
I want to stay working for Disclosure Scotland for at least the next three years		31%	+4	-22 <sup>^</sup>	-29 <sup>^</sup>

## 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?			75%	+8	-11 <sup>^</sup>	-16 <sup>^</sup>
D02. Are you aware of how to raise a concern under the Civil Service Code?			65%	+16 <sup>^</sup>	+6	0
D03. Are you confident that if you raised a concern under the Civil Service Code in Disclosure Scotland it would be investigated properly?			66%	+9	+1	-6

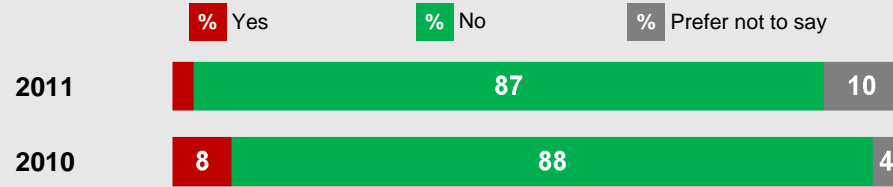
<sup>^</sup> indicates a variation in question wording from your previous survey

<sup>^</sup> indicates statistically significant difference from comparison

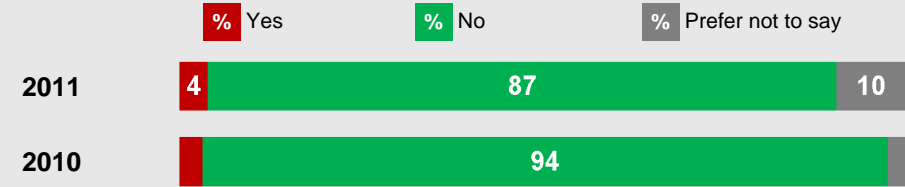
# All questions by theme

## 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 E01.

E02. 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, pay band 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 E03.

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

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

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

# Appendix

## Glossary of key terms

<b>% positive</b>	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> ).
<b>Previous survey</b>	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.
<b>CS2011</b>	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 Civil Service People Survey.
<b>CS High Performers</b>	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: ✦

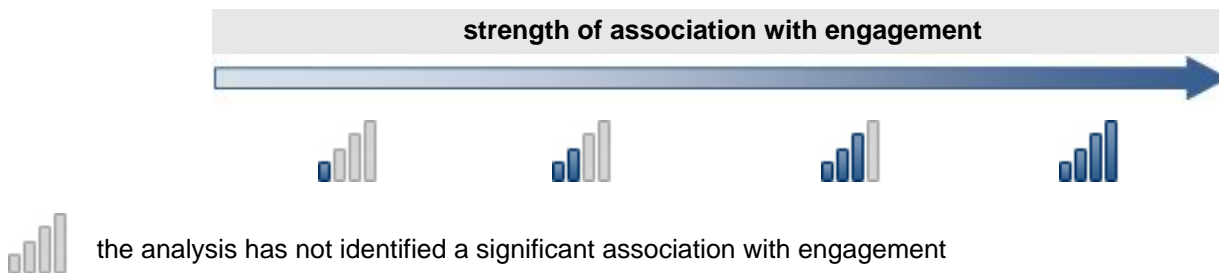
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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