

Student Awards Agency for Scotland

Returns: 120

Response rate: 68%

Your engagement index

45%

Difference from
previous survey

-5 ✧

Difference from CS2011

-11 ✧

Difference from CS
High Performers

-17 ✧

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 SAAS	32%	-1	-21 ✧
B51. I would recommend SAAS as a great place to work	28%	-9	-15 ✧

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

B52. I feel a strong personal attachment to SAAS	28%	-4	-17 ✧
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Strive: motivated to do the best for the organisation...










B53. SAAS inspires me to do the best in my job	30%	-2	-8 ✧
B54. SAAS motivates me to help it achieve its objectives	31%	-3	-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	Theme score % positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Leadership and managing change		39%	-14 ✧	+1	-8 ✧
My work		56%	-2	-15 ✧	-20 ✧
My line manager		54%	-4	-10 ✧	-14 ✧
Pay and benefits		27%	-6	-4	-12 ✧
Learning and development		41%	-6	-1	-9 ✧
Resources and workload		71%	-5	-1	-4 ✧
Organisational objectives and purpose		85%	-9 ✧	+4 ✧	-1
My team		68%	-2	-9 ✧	-13 ✧
Inclusion and fair treatment		70%	0	-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
Leadership and managing change Strength of association with engagement: 			
B43. I believe that the Chief Executive has a clear vision for the future of SAAS	59%	-26 ✧	+20 ✧
B46. When changes are made in SAAS they are usually for the better	34%	-12 ✧	+11 ✧
B49. I think it is safe to challenge the way things are done in SAAS	40%	-9	+2
B45. I feel that change is managed well in SAAS	28%	-12 ✧	0
B41. Unit Heads in SAAS are sufficiently visible	45%	-11 ✧	0
B48. I have the opportunity to contribute my views before decisions are made that affect me	35%	-8	-1
B42. I believe the actions of Unit Heads are consistent with SAAS's values	37%	-13 ✧	-2
B44. Overall, I have confidence in the decisions made by SAAS's Unit Heads	33%	-13 ✧	-4
B40. I feel that SAAS as a whole is managed well	37%	-20 ✧	-4
B47. SAAS keeps me informed about matters that affect me	47%	-13 ✧	-8 ✧

	% Positive	Diff. from previous survey	Difference from CS2011
My work Strength of association with engagement: 			
B02. I am sufficiently challenged by my work	65%	+4	-10 ✧
B04. I feel involved in the decisions that affect my work	38%	-10 ✧	-12 ✧
B03. My work gives me a sense of personal accomplishment	57%	0	-16 ✧
B05. I have a choice in deciding how I do my work	53%	-2	-18 ✧
B01. I am interested in my work	69%	-3	-19 ✧

	% Positive	Diff. from previous survey	Difference from CS2011
My line manager Strength of association with engagement: 			
B12. My manager helps me to understand how I contribute to SAAS's objectives	55%	-4	-3
B10. My manager is considerate of my life outside work	75%	+3	-4
B18. Poor performance is dealt with effectively in my team	30%	-4	-7 ✧
B17. I think that my performance is evaluated fairly	53%	-5	-10 ✧
B16. The feedback I receive helps me to improve my performance	48%	-2	-10 ✧
B13. Overall, I have confidence in the decisions made by my manager	60%	-6	-11 ✧
B09. My manager motivates me to be more effective in my job	51%	-6	-12 ✧
B15. I receive regular feedback on my performance	47%	-4	-13 ✧
B14. My manager recognises when I have done my job well	62%	-5	-14 ✧
B11. My manager is open to my ideas	61%	-7	-18 ✧

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

My work

 :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
B01. I am interested in my work	28	42	21	8		69%	-3	-19 ✧	-22 ✧
B02. I am sufficiently challenged by my work	19	46	16	15	4	65%	+4	-10 ✧	-14 ✧
B03. My work gives me a sense of personal accomplishment	16	41	20	17	7	57%	0	-16 ✧	-21 ✧
B04. I feel involved in the decisions that affect my work	15	23	18	24	21	38%	-10 ✧	-12 ✧	-22 ✧
B05. I have a choice in deciding how I do my work	16	37	15	15	18	53%	-2	-18 ✧	-25 ✧

Organisational objectives and purpose

 :Strength of association with engagement

B06. I have a clear understanding of SAAS's purpose	28	60	8			88%	-8 ✧	+5 ✧	-1
B07. I have a clear understanding of SAAS's objectives	27	58	10			85%	-9 ✧	+6 ✧	+1
B08. I understand how my work contributes to SAAS's objectives	23	60	12	5		83%	-11 ✧	+1	-3

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



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	16	35	22	20	8	51%	-6	-12 ◇	-16 ◇
B10. My manager is considerate of my life outside work	31	44	13	9		75%	+3	-4	-7 ◇
B11. My manager is open to my ideas	23	38	18	16	6	61%	-7	-18 ◇	-20 ◇
B12. My manager helps me to understand how I contribute to SAAS's objectives	14	41	27	13	5	55%	-4	-3	-9 ◇
B13. Overall, I have confidence in the decisions made by my manager	18	41	17	14	9	60%	-6	-11 ◇	-15 ◇
B14. My manager recognises when I have done my job well	22	40	18	13	7	62%	-5	-14 ◇	-17 ◇
B15. I receive regular feedback on my performance	18	29	19	23	11	47%	-4	-13 ◇	-19 ◇
B16. The feedback I receive helps me to improve my performance	15	33	29	15	8	48%	-2	-10 ◇	-13 ◇
B17. I think that my performance is evaluated fairly	17	36	27	12	9	53%	-5	-10 ◇	-15 ◇
B18. Poor performance is dealt with effectively in my team	11	19	30	20	20	30%	-4	-7 ◇	-10 ◇

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	31	40	14	12		71%	-6	-12 ◇	-14 ◇
B20. The people in my team work together to find ways to improve the service we provide	24	48	11	13		73%	+4	-6 ◇	-9 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	19	40	20	16	5	59%	-3	-10 ◇	-15 ◇

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									
B22. I am able to access the right learning and development opportunities when I need to	11	46	25	13	6	57%	-7	+2	-7 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	33	38	17	5	41%	-7	-4	-11 ✧
B24. There are opportunities for me to develop my career in SAAS	6	23	26	28	18	28%	-11 ✧	-3	-10 ✧
B25. Learning and development activities I have completed while working for SAAS are helping me to develop my career	6	34	26	24	10	40%	-1	0	-5 ✧
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	24	56	11	6		80%	+1	+2	-1
B27. I am treated with respect by the people I work with	24	57	12	7		81%	+4	-3	-6 ✧
B28. I feel valued for the work I do	16	33	23	18	11	48%	-4	-11 ✧	-18 ✧
B29. I think that SAAS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	21	50	21	4	4	71%	-1	0	-6 ✧

All questions by theme

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

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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	23	61	8	8	8	84%	-2	+2	-2
B31. I get the information I need to do my job well	13	49	25	8	6	62%	-6	-6 ✧	-9 ✧
B32. I have clear work objectives	17	61	13	7	2	78%	-1	+4	0
B33. I have the skills I need to do my job effectively	24	63	8	5	0	88%	+1	-1	-3 ✧
B34. I have the tools I need to do my job effectively	18	47	11	17	8	65%	-13 ✧	-5 ✧	-11 ✧
B35. I have an acceptable workload	13	38	13	26	10	52%	-8	-9 ✧	-13 ✧
B36. I achieve a good balance between my work life and my private life	20	52	10	15	3	72%	-4	+4	-2

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	27	13	32	28	0	28%	-4	-4	-11 ✧
B38. I am satisfied with the total benefits package	27	29	28	16	0	28%	-11 ✧	-6 ✧	-13 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	23	15	33	27	2	25%	-2	-2	-10 ✧

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 CS2011
 Difference from CS High Performers

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 SAAS as a whole is managed well	9	28	21	27	16	37%	-20 ✧	-4	-18 ✧
B41. Unit Heads in SAAS are sufficiently visible	8	37	20	19	16	45%	-11 ✧	0	-14 ✧
B42. I believe the actions of Unit Heads are consistent with SAAS's values	7	30	31	19	13	37%	-13 ✧	-2	-13 ✧
B43. I believe that the Chief Executive has a clear vision for the future of SAAS	22	37	27	8	6	59%	-26 ✧	+20 ✧	+8 ✧
B44. Overall, I have confidence in the decisions made by SAAS's Unit Heads	8	25	29	25	13	33%	-13 ✧	-4	-15 ✧
B45. I feel that change is managed well in SAAS	7	21	20	38	14	28%	-12 ✧	0	-9 ✧
B46. When changes are made in SAAS they are usually for the better	6	28	22	31	13	34%	-12 ✧	+11 ✧	+2
B47. SAAS keeps me informed about matters that affect me	5	42	21	23	9	47%	-13 ✧	-8 ✧	-15 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	8	28	17	31	18	35%	-8	-1	-9 ✧
B49. I think it is safe to challenge the way things are done in SAAS	7	33	24	23	13	40%	-9	+2	-6 ✧

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
Engagement									
B50. I am proud when I tell others I am part of SAAS	4	28	30	24	14	32%	-1	-21 ◇	-33 ◇
B51. I would recommend SAAS as a great place to work		25	29	27	17	28%	-9	-15 ◇	-27 ◇
B52. I feel a strong personal attachment to SAAS	8	20	33	23	17	28%	-4	-17 ◇	-25 ◇
B53. SAAS inspires me to do the best in my job	4	26	31	27	12	30%	-2	-8 ◇	-19 ◇
B54. SAAS motivates me to help it achieve its objectives	4	27	32	24	13	31%	-3	-4	-14 ◇
Taking action									
B55. I believe that Unit Heads in SAAS will take action on the results from this survey	5	22	21	32	21	27%	-15 ◇	-12 ◇	-24 ◇
B56. I believe that managers where I work will take action on the results from this survey	8	25	23	30	14	33%	-15 ◇	-16 ◇	-24 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	5	16	34	28	17	21%	-	-8 ◇	-16 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave SAAS as soon as possible		16%	+4	+9	+6
I want to leave SAAS within the next 12 months		16%	0	+5	+2
I want to stay working for SAAS for at least the next year		37%	+3	+9 [^]	+2
I want to stay working for SAAS for at least the next three years		31%	-7	-23 [^]	-30 [^]

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?		80	20	80%	+11 [^]	-6 [^]	-12 [^]
D02. Are you aware of how to raise a concern under the Civil Service Code?		66	34	66%	+13 [^]	+7 [^]	+1
D03. Are you confident that if you raised a concern under the Civil Service Code in SAAS it would be investigated properly?		66	34	66%	+4	+2	-5 [^]

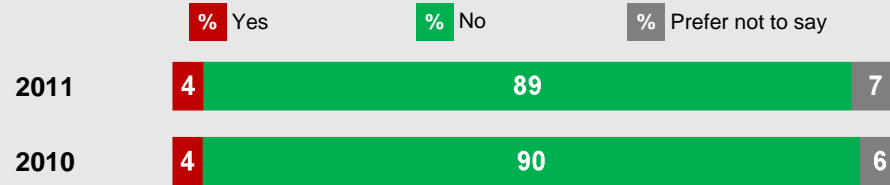
[^] indicates a variation in question wording from your previous survey

[^] 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?



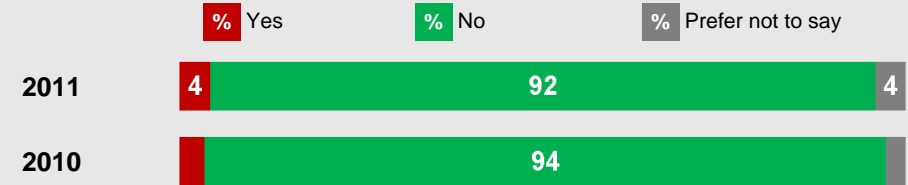
For respondents who selected 'Yes' to question E01.

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 '--'

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)

Category	Response count
A colleague	--
Your manager	--
Another manager in my part of SAAS	--
Someone you manage	--
Someone who works for another part of SAAS	--
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

% 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: ✦

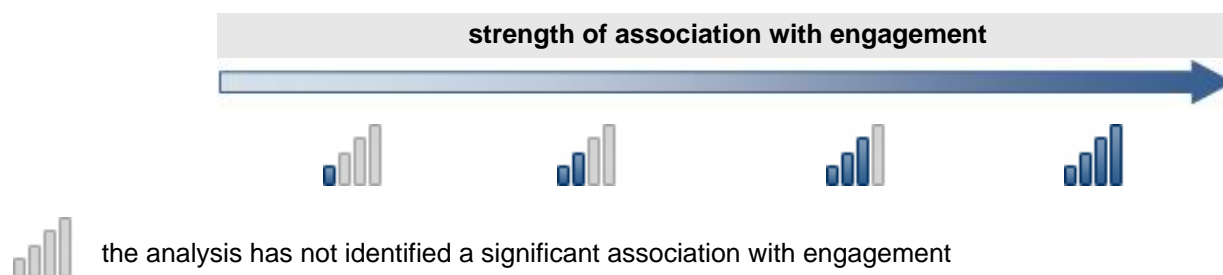
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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