

Historic Scotland

Returns: 534

Response rate: 43%

Your engagement index

64%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
-2	+8 ✧	+2 ✧

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 Historic Scotland	69%	-4	+17 ✧
B51. I would recommend Historic Scotland as a great place to work	57%	-3	+14 ✧

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

B52. I feel a strong personal attachment to Historic Scotland	60%	0	+14 ✧
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Strive: motivated to do the best for the organisation...

B53. Historic Scotland inspires me to do the best in my job	51%	+1	+13 ✧
B54. Historic Scotland motivates me to help it achieve its objectives	45%	0	+10 ✧

✧ = 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		38%	+1	0	-9 ✧
My work		73%	-2	+2	-3 ✧
My line manager		68%	-2	+3 ✧	0
Organisational objectives and purpose		82%	-2	+1	-4 ✧
Pay and benefits		35%	-6 ✧	+4 ✧	-4 ✧
Learning and development		42%	-8 ✧	-1	-8 ✧
Resources and workload		73%	-4	+1	-2
My team		76%	-1	-1	-4 ✧
Inclusion and fair treatment		73%	-1	0	-4 ✧


✧ = 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 Senior Management Team has a clear vision for the future of Historic Scotland	48%	+11 ✧	+9 ✧
B46.	When changes are made in Historic Scotland they are usually for the better	29%	-2	+6 ✧
B40.	I feel that Historic Scotland as a whole is managed well	46%	-2	+6 ✧
B42.	I believe the actions of the Senior Management Team are consistent with Historic Scotland's values	44%	+7 ✧	+5 ✧
B44.	Overall, I have confidence in the decisions made by the Senior Management Team	41%	+4	+5 ✧
B45.	I feel that change is managed well in Historic Scotland	26%	-5 ✧	-1
B47.	Historic Scotland keeps me informed about matters that affect me	50%	+1	-5 ✧
B49.	I think it is safe to challenge the way things are done in Historic Scotland	33%	-4	-6 ✧
B41.	The Senior Management Team in Historic Scotland are sufficiently visible	37%	+6 ✧	-8 ✧
B48.	I have the opportunity to contribute my views before decisions are made that affect me	24%	-8 ✧	-11 ✧

My work		Strength of association with engagement: 		
B03.	My work gives me a sense of personal accomplishment	77%	-2	+4 ✧
B01.	I am interested in my work	93%	-2	+4 ✧
B05.	I have a choice in deciding how I do my work	72%	-2	+1
B02.	I am sufficiently challenged by my work	75%	0	+1
B04.	I feel involved in the decisions that affect my work	49%	-4	-1

My line manager		Strength of association with engagement: 		
B17.	I think that my performance is evaluated fairly	70%	-3	+8 ✧
B09.	My manager motivates me to be more effective in my job	70%	+2	+7 ✧
B12.	My manager helps me to understand how I contribute to Historic Scotland's objectives	64%	0	+6 ✧
B18.	Poor performance is dealt with effectively in my team	40%	-7 ✧	+3
B15.	I receive regular feedback on my performance	63%	-3	+3
B13.	Overall, I have confidence in the decisions made by my manager	73%	-2	+2
B11.	My manager is open to my ideas	81%	0	+2
B16.	The feedback I receive helps me to improve my performance	59%	-5	+2
B14.	My manager recognises when I have done my job well	77%	-4	+1
B10.	My manager is considerate of my life outside work	79%	-2	0

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 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	52	41	5			93%	-2	+4 ✧	+1
B02. I am sufficiently challenged by my work	33	42	14	9		75%	0	+1	-4 ✧
B03. My work gives me a sense of personal accomplishment	31	46	13	8		77%	-2	+4 ✧	0
B04. I feel involved in the decisions that affect my work	13	36	24	18	9	49%	-4	-1	-11 ✧
B05. I have a choice in deciding how I do my work	21	50	17	8		72%	-2	+1	-5 ✧

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of Historic Scotland's purpose	30	54	10	6		84%	-4 ✧	0	-5 ✧
B07. I have a clear understanding of Historic Scotland's objectives	25	55	12	8		80%	-1	+1	-5 ✧
B08. I understand how my work contributes to Historic Scotland's objectives	28	55	11	5		83%	-1	+2	-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	23	46	17	9	4	70%	+2	+7 ◇	+3 ◇
B10. My manager is considerate of my life outside work	31	47	15	4		79%	-2	0	-4 ◇
B11. My manager is open to my ideas	29	51	12	5		81%	0	+2	-1
B12. My manager helps me to understand how I contribute to Historic Scotland's objectives	19	45	25	8		64%	0	+6 ◇	0
B13. Overall, I have confidence in the decisions made by my manager	29	44	16	7	4	73%	-2	+2	-1
B14. My manager recognises when I have done my job well	31	46	15	6		77%	-4	+1	-2
B15. I receive regular feedback on my performance	20	43	22	12		63%	-3	+3	-3
B16. The feedback I receive helps me to improve my performance	19	40	29	9		59%	-5	+2	-2
B17. I think that my performance is evaluated fairly	19	51	22	6		70%	-3	+8 ◇	+3
B18. Poor performance is dealt with effectively in my team	8	32	39	14	7	40%	-7 ◇	+3	0

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	32	50	14			82%	+1	0	-3 ◇
B20. The people in my team work together to find ways to improve the service we provide	29	49	16	5		77%	0	-1	-4 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	24	45	19	9		69%	-4	0	-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
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	9	41	29	16	4	50%	-11 ✧	-4 ✧	-13 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	36	40	13	5	43%	-11 ✧	-2	-9 ✧
B24. There are opportunities for me to develop my career in Historic Scotland	4	31	31	22	12	35%	-1	+4 ✧	-4 ✧
B25. Learning and development activities I have completed while working for Historic Scotland are helping me to develop my career	7	33	36	15	9	40%	-11 ✧	0	-5 ✧
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	24	57	12	5		81%	-3	+3 ✧	0
B27. I am treated with respect by the people I work with	24	55	14	6		80%	-2	-4 ✧	-7 ✧
B28. I feel valued for the work I do	19	45	22	10	4	65%	+1	+5 ✧	-2
B29. I think that Historic Scotland respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	17	50	25	5		67%	-2	-3 ✧	-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

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	24	60	11	4		84%	-3	+2	-2
B31. I get the information I need to do my job well	15	50	22	12		65%	-4	-3	-6 ✧
B32. I have clear work objectives	19	54	16	9		74%	-6 ✧	0	-4 ✧
B33. I have the skills I need to do my job effectively	32	58	7			90%	0	+2 ✧	0
B34. I have the tools I need to do my job effectively	18	51	16	12		69%	-5 ✧	-1	-6 ✧
B35. I have an acceptable workload	14	51	18	13	5	64%	-2	+4 ✧	-1
B36. I achieve a good balance between my work life and my private life	16	51	17	12	4	66%	-6 ✧	-1	-7 ✧

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance		32	26	26	14	34%	-8 ✧	+2	-5 ✧
B38. I am satisfied with the total benefits package	4	36	33	20	7	40%	-7 ✧	+6 ✧	-1
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	28	30	22	16	32%	-5	+4 ✧	-4 ✧

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

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 Historic Scotland as a whole is managed well	5	41	29	17	8	46%	-2	+6 ◇	-8 ◇
B41. The Senior Management Team in Historic Scotland are sufficiently visible	5	33	27	25	10	37%	+6 ◇	-8 ◇	-22 ◇
B42. I believe the actions of the Senior Management Team are consistent with Historic Scotland's values	4	40	40	10	6	44%	+7 ◇	+5 ◇	-6 ◇
B43. I believe that the Senior Management Team has a clear vision for the future of Historic Scotland	7	41	36	11	5	48%	+11 ◇	+9 ◇	-2
B44. Overall, I have confidence in the decisions made by the Senior Management Team	4	37	37	14	9	41%	+4	+5 ◇	-7 ◇
B45. I feel that change is managed well in Historic Scotland		24	34	27	13	26%	-5 ◇	-1	-11 ◇
B46. When changes are made in Historic Scotland they are usually for the better		27	45	19	7	29%	-2	+6 ◇	-2
B47. Historic Scotland keeps me informed about matters that affect me		47	24	18	8	50%	+1	-5 ◇	-12 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me		22	31	30	15	24%	-8 ◇	-11 ◇	-19 ◇
B49. I think it is safe to challenge the way things are done in Historic Scotland		30	33	22	12	33%	-4	-6 ◇	-13 ◇

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 Historic Scotland	20	49	23	5	5	69%	-4	+17 ◇	+4 ◇
B51. I would recommend Historic Scotland as a great place to work	15	42	30	9	4	57%	-3	+14 ◇	+2
B52. I feel a strong personal attachment to Historic Scotland	18	42	28	9	5	60%	0	+14 ◇	+6 ◇
B53. Historic Scotland inspires me to do the best in my job	14	37	35	10	4	51%	+1	+13 ◇	+2
B54. Historic Scotland motivates me to help it achieve its objectives	11	34	36	13	5	45%	0	+10 ◇	0
Taking action									
B55. I believe that the Senior Management Team in Historic Scotland will take action on the results from this survey	4	29	38	17	13	33%	-7 ◇	-6 ◇	-17 ◇
B56. I believe that managers where I work will take action on the results from this survey	7	33	34	16	11	39%	-6 ◇	-10 ◇	-17 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	13		52	18	13	16%	-	-13 ◇	-21 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave Historic Scotland as soon as possible		5%	+1	-3	-5
I want to leave Historic Scotland within the next 12 months		7%	+1	-4	-8 [^]
I want to stay working for Historic Scotland for at least the next year		28%	+7 [^]	0	-7 [^]
I want to stay working for Historic Scotland for at least the next three years		61%	-8 [^]	+7 [^]	+1

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?		24	76%	+7 [^]	-10 [^]	-16 [^]
D02. Are you aware of how to raise a concern under the Civil Service Code?		51	49%	+3	-10 [^]	-16 [^]
D03. Are you confident that if you raised a concern under the Civil Service Code in Historic Scotland it would be investigated properly?		41	59%	-4	-6 [^]	-13 [^]

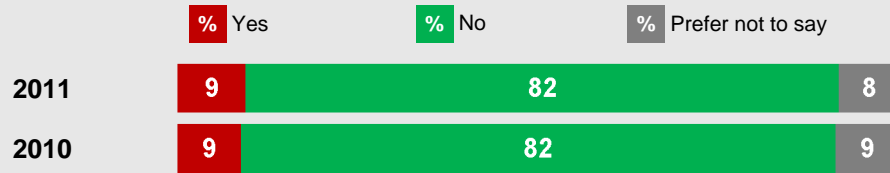
[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

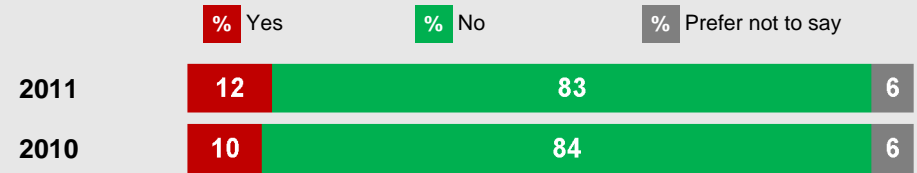
All questions by theme

Discrimination, harassment and bullying

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

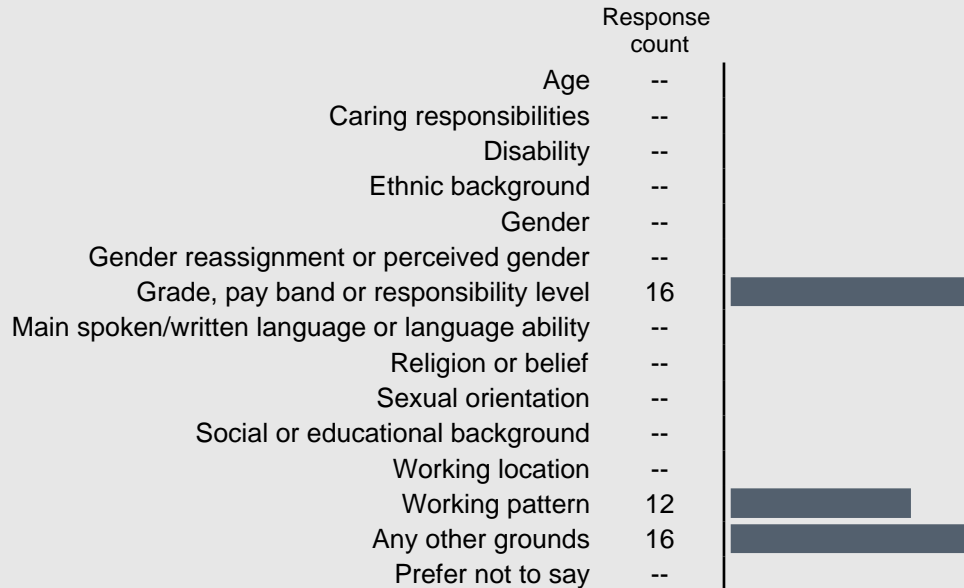


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

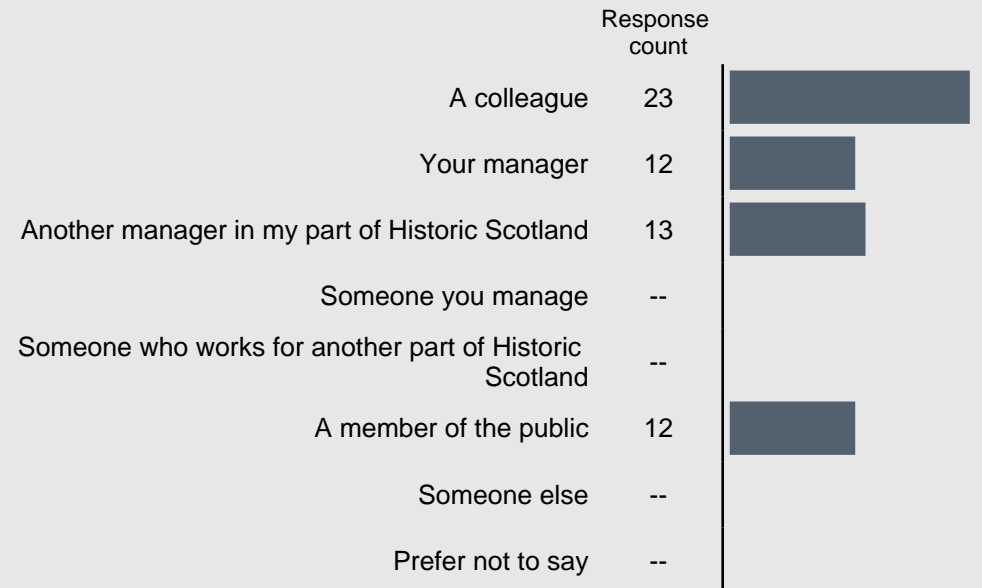
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



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: ✧

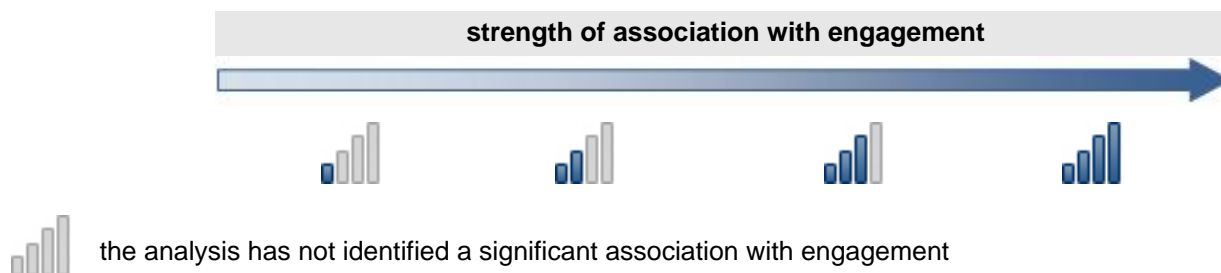
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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