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| SQA People Survey 2020:  Report for SQA Overall | | |
| Responses  793 0f 947 | Response Rate  84% | Your Employee Engagement Score  80% |

EMPLOYEE ENGAGEMENT

Your Employee Engagement Score is 80%

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|  | STRONGLY AGREE | AGREE | NEITHER AGREE NOR  DISAGREE | DISAGREE | STRONGLY DISAGREE |
| I would recommend SQA as a great place to  work | 22% | 49% | 19% | 7% | 3% |
| I am proud when I tell others I am part of SQA | 18% | 43% | 25% | 10% | 3% |
| Overall, I am satisfied to be working at SQA | 34% | 47% | 13% | 4% | 2% |
| I am committed to helping SQA achieve its  strategic goals. | 44% | 50% | 6% | 0% | 1% |
| I intend to still be working for SQA in a year’s  time | 43% | 40% | 13% | 2% | 2% |
| I feel confident to suggest ideas to improve our  ways of doing things | 41% | 47% | 6% | 4% | 2% |

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| MY WORK | STRONGLY AGREE | AGREE | NEITHER  AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE |
|  |
| I am interested in my work | 48% | 44% | 5% | 2% | 1% |
| I feel confident to suggest ideas to  improve our ways of doing things | 41% | 47% | 6% | 4% | 2% |
| I am sufficiently challenged by my work | 31% | 48% | 14% | 6% | 1% |
| My work gives me a sense of personal  accomplishment | 27% | 49% | 15% | 7% | 2% |
| I feel involved in the decisions that affect  my work | 21% | 41% | 18% | 14% | 6% |
| I have a choice in deciding how I do my  work | 34% | 48% | 11% | 5% | 2% |

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| ORGANISATIONAL OBJECTIVES AND PURPOSE | STRONGLY AGREE | AGREE | NEITHER  AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE |
|  |
| I have a clear understanding of SQA's  objectives | 25% | 56% | 12% | 5% | 2% |
| I am committed to helping SQA achieve  its strategic goals. | 44% | 50% | 6% | 0% | 1% |
| I understand how my work contributes to  SQA's objectives | 36% | 50% | 10% | 4% | 1% |

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| MY MANAGER | STRONGLY AGREE | AGREE | NEITHER  AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE |
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| My manager motivates me to be more  effective in my job | 37% | 42% | 14% | 6% | 2% |
| My manager is considerate of my life  outside work | 58% | 32% | 7% | 2% | 1% |
| My manager is open to my ideas | 50% | 39% | 8% | 2% | 1% |
| My manager helps me to understand how  I contribute to SQA's objectives | 34% | 42% | 17% | 5% | 2% |
| Overall, I have confidence in the decisions  made by my manager | 44% | 36% | 14% | 4% | 2% |
| My manager recognises when I have  done my job well | 50% | 35% | 11% | 3% | 1% |
| I receive regular feedback on my  performance | 37% | 38% | 16% | 7% | 2% |
| The feedback I receive helps me to  improve my performance | 36% | 36% | 21% | 5% | 2% |
| Poor performance is dealt with effectively  in my team | 18% | 25% | 40% | 11% | 6% |

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| MY TEAM | STRONGLY AGREE | AGREE | NEITHER  AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE |
|  |
| The people in my team can be relied upon to help when things get difficult in my job | 53% | 36% | 7% | 3% | 0% |
| The people in my team work together to find ways to improve the service we  provide | 52% | 38% | 7% | 3% | 1% |
| The people in my team are encouraged to come up with new and better ways of  doing things | 47% | 38% | 11% | 4% | 2% |

Learning & Development

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|  | YES | NO |
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| I have had a development conversation with my line manager in the past 12  months | 91% | 9% |

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| LEARNING AND DEVELOPMENT | STRONGLY AGREE | AGREE | NEITHER  AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE |
|  |
| I am able to access the right learning and development opportunities when I need to | 17% | 47% | 21% | 12% | 3% |
| Learning and development activities I have completed in the past 12 months have helped to improve my performance | 15% | 38% | 35% | 9% | 4% |
| There are opportunities for me to develop  my career in SQA | 10% | 38% | 28% | 16% | 8% |
| Learning and development activities I have completed while working for SQA are helping me to develop my career | 12% | 36% | 33% | 13% | 6% |

Inclusion and Fair Treatment

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| INCLUSION AND FAIR TREATMENT | STRONGLY AGREE | AGREE | NEITHER  AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE |
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| I am treated fairly at work | 45% | 43% | 7% | 3% | 2% |
| I am treated with respect by the people I  work with | 44% | 44% | 7% | 4% | 1% |
| I feel valued for the work I do | 32% | 43% | 13% | 8% | 4% |
| I think that SQA respects individual  differences (e.g. cultures, working styles, backgrounds, ideas, etc) | 39% | 43% | 12% | 3% | 2% |

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| RESOURCES AND WORKLOAD | STRONGLY AGREE | AGREE | NEITHER  AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE |
|  |
| I get the information I need to do my job  well | 17% | 55% | 14% | 11% | 3% |
| I have clear work objectives | 25% | 57% | 10% | 6% | 2% |
| I have the skills to do my job effectively | 41% | 54% | 4% | 1% | 0% |
| I see evidence that SQA is committed to reducing its impact on the environment | 26% | 48% | 21% | 4% | 2% |
| I see evidence that Health & Safety is  taken seriously at SQA | 33% | 51% | 13% | 3% | 1% |
| Overall, I am satisfied with my working  environment | 30% | 51% | 13% | 4% | 2% |
| I have the tools I need to do my job  effectively | 26% | 55% | 12% | 6% | 1% |
| I have an acceptable workload | 18% | 58% | 14% | 8% | 3% |
| I achieve a good balance between my  work life and my private life | 31% | 51% | 11% | 6% | 2% |

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| LEADERSHIP AND MANAGING CHANGE | STRONGLY AGREE | AGREE | NEITHER  AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE |
|  |
| Senior managers in SQA are sufficiently  visible | 18% | 50% | 17% | 11% | 4% |
| I believe the actions of senior managers are consistent with SQA's values | 16% | 42% | 27% | 11% | 4% |
| My Directorate has effective leadership | 22% | 44% | 21% | 8% | 5% |
| My Business Area has effective  leadership | 32% | 44% | 13% | 7% | 4% |
| I believe that the Executive team has a  clear vision for the future of SQA | 13% | 39% | 33% | 11% | 5% |
| Overall, I have confidence in the decisions made by SQA's senior managers | 14% | 42% | 26% | 14% | 4% |
| I feel that change is managed well in SQA | 10% | 33% | 28% | 20% | 9% |
| When changes are made in SQA they are  usually for the better | 9% | 35% | 39% | 12% | 4% |
| SQA keeps me informed about matters  that affect me | 18% | 56% | 15% | 8% | 3% |
| I have the opportunity to contribute my  views before decisions are made that affect me | 11% | 37% | 30% | 16% | 7% |
| I think it is safe to challenge the way  things are done in SQA | 13% | 42% | 28% | 12% | 6% |

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| WORKING FOR SQA | STRONGLY AGREE | AGREE | NEITHER  AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE |
|  |
| SQA's staff policies and procedures are  effectively communicated | 14% | 53% | 19% | 12% | 2% |
| SQA's staff policies and procedures are  effectively applied | 12% | 43% | 28% | 14% | 3% |
| SQA Values are demonstrated in my  Business Area | 22% | 51% | 19% | 5% | 2% |
| I have opportunities to get involved in corporate social responsibility activities | 28% | 53% | 15% | 3% | 1% |
| SQA supports its staff to support charity  activities and good causes | 40% | 50% | 9% | 1% | 0% |

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| SQA and Me | STRONGLY AGREE | AGREE | NEITHER  AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE |
|  |
| I am proud when I tell others I am part of  SQA | 18% | 43% | 25% | 10% | 3% |
| I would recommend SQA as a great place  to work | 22% | 49% | 19% | 7% | 3% |
| I feel a strong personal attachment to  SQA | 21% | 39% | 29% | 9% | 3% |
| SQA inspires me to do the best in my job | 18% | 43% | 28% | 9% | 3% |
| SQA motivates me to help it achieve its  objectives | 17% | 41% | 29% | 10% | 3% |

Organisational Culture

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| ORGANISATIONAL CULTURE | STRONGLY AGREE | AGREE | NEITHER  AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE |
|  |
| I am trusted to carry out my job effectively | 45% | 46% | 4% | 4% | 1% |
| I believe I would be supported if I try a  new idea, even if it may not work | 31% | 47% | 14% | 6% | 2% |
| In SQA, people are encouraged to speak  up when they identify a serious policy or delivery risk | 25% | 43% | 20% | 8% | 4% |
| I feel able to challenge inappropriate  behaviour in the workplace | 20% | 43% | 22% | 11% | 4% |
| SQA is committed to creating a diverse  and inclusive workplace | 30% | 50% | 16% | 3% | 2% |

Leadership Statement

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| LEADERSHIP STATEMENT | ALWAYS | MOST OF THE TIME | SOMETIMES | RARELY | NEVER |
| Senior managers in SQA actively role model the behaviours set out in the SQA  Leadership Statement | 17% | 46% | 29% | 7% | 1% |

Discrimination, Bullying and Harassment

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| --- | --- | --- | --- |
|  | YES | NO | PREFER |
| NOT TO |
| SAY |
| Have you been discriminated against at  work, in the past 12 months? - T | 4% | 91% | 5% |
| Have you been bullied or harassed at  work, in the past 12 months? - T | 5% | 90% | 5% |
| Did you report your experience of bullying  or harassment? - T | 42% | 42% | 16% |
| Was appropriate action taken to address the behaviour you experienced? - T | 12% | 76% | 12% |

Overall

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| --- | --- | --- | --- | --- | --- |
| OVERALL | STRONGLY AGREE | AGREE | NEITHER  AGREE NOR DISAGREE | DISAGREE | STRONGLY DISAGREE |
|  |
| I intend to still be working for SQA in a  years' time | 43% | 40% | 13% | 2% | 2% |
| Overall, I am satisfied to be working at  SQA | 34% | 47% | 13% | 4% | 2% |
| I believe that senior managers in SQA will take action on the results from this survey | 16% | 43% | 22% | 12% | 7% |
| Where I work, I think effective action has been taken on the results of the last  survey | 16% | 34% | 34% | 11% | 5% |

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