National Records of Scotland

National Records of Scotland

Returns : 272   Response rate : 63%   Civil Service People Survey 2016

Strength of association with engagement   ✧ Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.

Engagement Index

53%

Difference from previous survey	+6 ✧
Difference from CS2016	-7 ✧
Difference from CS High Performers	-11 ✧

My work

73%

Difference from previous survey	+5 ✧
Difference from CS2016	-2
Difference from CS High Performers	-6 ✧

Organisational objectives and purpose

69%

Difference from previous survey	+6 ✧
Difference from CS2016	-14 ✧
Difference from CS High Performers	-18 ✧

My manager

66%

Difference from previous survey	+3
Difference from CS2016	-2
Difference from CS High Performers	-4 ✧

My team

75%

Difference from previous survey	+4
Difference from CS2016	-4 ✧
Difference from CS High Performers	-8 ✧

Learning and development

40%

Difference from previous survey	+4
Difference from CS2016	-10 ✧
Difference from CS High Performers	-15 ✧

Inclusion and fair treatment

72%

Difference from previous survey	+2
Difference from CS2016	-4 ✧
Difference from CS High Performers	-7 ✧

Resources and workload

69%

Difference from previous survey	+2
Difference from CS2016	-4 ✧
Difference from CS High Performers	-8 ✧

Pay and benefits

28%

Difference from previous survey	+1
Difference from CS2016	-3
Difference from CS High Performers	-10 ✧

Leadership and managing change

28%

Difference from previous survey	+5 ✧
Difference from CS2016	-16 ✧
Difference from CS High Performers	-25 ✧

📶 Strength of association with engagement   ✧ Statistically significant difference from comparison

The table below shows how you performed on each of the nine 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.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
Leadership and managing change	📶	28%	+5 ✧	-16 ✧	-25 ✧
My work	📶	73%	+5 ✧	-2	-6 ✧
My manager	📶	66%	+3	-2	-4 ✧
Pay and benefits	📶	28%	+1	-3	-10 ✧
Resources and workload	📶	69%	+2	-4 ✧	-8 ✧
My team	📶	75%	+4	-4 ✧	-8 ✧
Organisational objectives and purpose	📶	69%	+6 ✧	-14 ✧	-18 ✧
Learning and development	📶	40%	+4	-10 ✧	-15 ✧
Inclusion and fair treatment	📶	72%	+2	-4 ✧	-7 ✧

Wellbeing

🟩 *% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)*
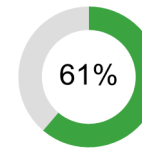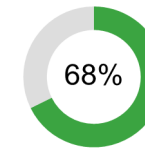
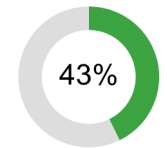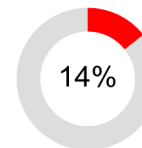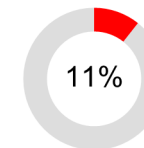| 61%	68%	61%	43%
W01. Overall, how satisfied are you with your life nowadays?	W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	W03. Overall, how happy did you feel yesterday?	W04. Overall, how anxious did you feel yesterday?
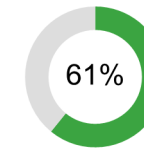
Discrimination, bullying and harassment
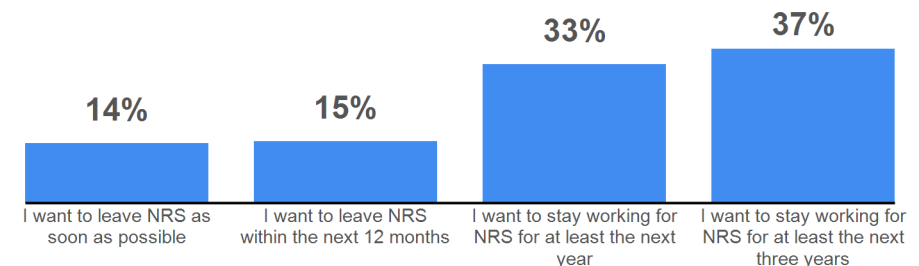
🟥 *% responding Yes*

14%	During the past 12 months have you personally experienced discrimination at work?	11%	During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

| 14%	15%	33%	37%
I want to leave NRS as soon as possible	I want to leave NRS within the next 12 months	I want to stay working for NRS for at least the next year	I want to stay working for NRS for at least the next three years

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work — 73% +5

Difference from previous survey · Strength of association with engagement
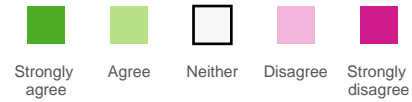
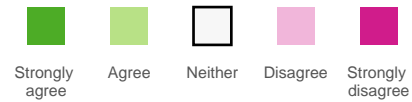Strongly agree · Agree · Neither · Disagree · Strongly disagree

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	37	51	8			88%	+3	-2	-4 ✧
B02 I am sufficiently challenged by my work	27	49	13	9		75%	+8 ✧	-5 ✧	-8 ✧
B03 My work gives me a sense of personal accomplishment	24	48	17	9		72%	+4	-3	-7 ✧
B04 I feel involved in the decisions that affect my work	16	39	22	16	8	54%	+9 ✧	-2	-7 ✧
B05 I have a choice in deciding how I do my work	24	49	16	7		74%	+3	0	-5 ✧

Organisational objectives and purpose — 69% +6

Difference from previous survey · Strength of association with engagement

Strongly agree · Agree · Neither · Disagree · Strongly disagree

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of NRS' purpose	18	54	17	7		72%	+5 ✧	-13 ✧	-18 ✧
B07 I have a clear understanding of NRS' objectives	14	49	18	11	7	64%	+5 ✧	-16 ✧	-21 ✧
B08 I understand how my work contributes to NRS' objectives	20	51	18	7		71%	+6 ✧	-12 ✧	-16 ✧

Returns : 272   Response rate : 63%   Civil Service People Survey 2016

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager — 66% +3

Difference from previous survey

Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	18	44	25	8	5	62%	+1	-6 ✧	-11 ✧
B10	My manager is considerate of my life outside work	42	44	7			87%	+1	+4 ✧	+1
B11	My manager is open to my ideas	34	47	11	6		81%	+2	0	-4 ✧
B12	My manager helps me to understand how I contribute to NRS' objectives	14	42	31	9		56%	+5	-8 ✧	-13 ✧
B13	Overall, I have confidence in the decisions made by my manager	22	49	15	8	6	71%	+5 ✧	-2	-8 ✧
B14	My manager recognises when I have done my job well	26	58	10			84%	+7 ✧	+6 ✧	+2
B15	I receive regular feedback on my performance	16	49	20	13		65%	-1	-1	-4 ✧
B16	The feedback I receive helps me to improve my performance	14	44	29	10		58%	+7 ✧	-4 ✧	-8 ✧
B17	I think that my performance is evaluated fairly	17	53	20	6		69%	+6 ✧	+6 ✧	+1
B18	Poor performance is dealt with effectively in my team	5	25	44	15	11	31%	-1	-8 ✧	-12 ✧

My team — 75% +4

Difference from previous survey

Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	32	49	11	6		81%	+4	-3 ✧	-6 ✧
B20	The people in my team work together to find ways to improve the service we provide	28	50	15	5		78%	+3	-4 ✧	-7 ✧
B21	The people in my team are encouraged to come up with new and better ways of doing things	21	46	22	7	5	67%	+4	-7 ✧	-12 ✧

All questions by theme

⬦ indicates statistically significant difference from comparison
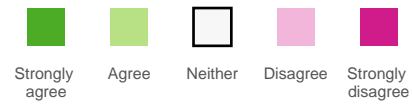^ indicates a variation in question wording from your previous survey

Learning and development

40% +4 Difference from previous survey   Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

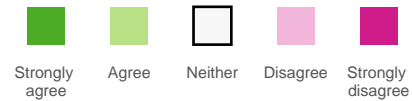|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	12	46	29	11		58%	+5	-3	-10 ⬦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	35	41	10		45%	+5 ⬦	-6 ⬦	-12 ⬦
B24	There are opportunities for me to develop my career in NRS		21	29	27	18	25%	+4 ⬦	-17 ⬦	-26 ⬦
B25	Learning and development activities I have completed while working for NRS are helping me to develop my career	6	27	40	16	10	33%	+2	-10 ⬦	-18 ⬦

Inclusion and fair treatment

72% +2 Difference from previous survey   Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	25	53	12	8		78%	0	-1	-4 ⬦
B27	I am treated with respect by the people I work with	30	54	10	6		83%	+2	-1	-4 ⬦
B28	I feel valued for the work I do	20	39	20	14	7	59%	+2	-6 ⬦	-11 ⬦
B29	I think that NRS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	50	23	6		67%	+2	-6 ⬦	-11 ⬦

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Resources and workload **69%** +2

Difference from previous survey | Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30	In my job, I am clear what is expected of me	17	60	14	7		**78%**	+6 ✧	-5 ✧	-9 ✧
B31	I get the information I need to do my job well	10	54	18	15		**64%**	+4	-5 ✧	-10 ✧
B32	I have clear work objectives	14	55	16	10	5	**69%**	+5 ✧	-6 ✧	-11 ✧
B33	I have the skills I need to do my job effectively	19	61	14	6		**80%**	-2	-9 ✧	-11 ✧
B34	I have the tools I need to do my job effectively	13	48	17	18	5	**60%**	+5 ✧	-10 ✧	-15 ✧
B35	I have an acceptable workload	11	48	19	15	6	**59%**	-2	+1	-6 ✧
B36	I achieve a good balance between my work life and my private life	19	52	16	10		**72%**	+1	+5 ✧	0

Pay and benefits **28%** +1

Difference from previous survey | Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37	I feel that my pay adequately reflects my performance		26	23	26	21	**31%**	+4	-1	-8 ✧
B38	I am satisfied with the total benefits package	6	23	30	22	20	**29%**	0	-5 ✧	-12 ✧
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable		20	26	26	24	**24%**	+1	-3 ✧	-11 ✧

All questions by theme

✧ indicates statistically significant difference from comparison
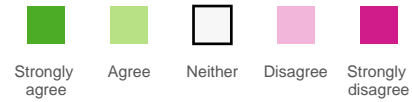^ indicates a variation in question wording from your previous survey

Leadership and managing change

28% +5 Difference from previous survey

Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that NRS as a whole is managed well		27	30	22	18	30%	+7 ✧	-17 ✧	-28 ✧
B41	Senior Managers in NRS are sufficiently visible		26	25	19	26	29%	+7 ✧	-26 ✧	-36 ✧
B42	I believe the actions of Senior Managers are consistent with NRS' values		23	48	10	14	27%	+6 ✧	-21 ✧	-30 ✧
B43	I believe that the Senior Leadership Team has a clear vision for the future of NRS		23	42	12	19	28%	+4	-15 ✧	-27 ✧
B44	Overall, I have confidence in the decisions made by NRS' Senior Managers		23	36	14	23	27%	+7 ✧	-17 ✧	-28 ✧
B45	I feel that change is managed well in NRS		12	34	28	25	13%	+1	-16 ✧	-28 ✧
B46	When changes are made in NRS they are usually for the better		17	41	22	17	19%	+2	-11 ✧	-19 ✧
B47	NRS keeps me informed about matters that affect me	5	36	29	18	13	40%	+5 ✧	-15 ✧	-24 ✧
B48	I have the opportunity to contribute my views before decisions are made that affect me		25	33	21	17	29%	+3	-8 ✧	-18 ✧
B49	I think it is safe to challenge the way things are done in NRS		28	34	18	17	32%	+7 ✧	-11 ✧	-17 ✧

All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50	I am proud when I tell others I am part of NRS	11	34	36	13	6	45%	+8 ◇	-14 ◇	-22 ◇
B51	I would recommend NRS as a great place to work	8	27	36	19	11	34%	+6 ◇	-17 ◇	-26 ◇
B52	I feel a strong personal attachment to NRS	12	29	34	19	6	42%	+4	-6 ◇	-14 ◇
B53	NRS inspires me to do the best in my job	7	23	43	18	9	29%	+4	-17 ◇	-23 ◇
B54	NRS motivates me to help it achieve its objectives	7	21	42	20	10	28%	+4	-16 ◇	-22 ◇

Taking action

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55	I believe that Senior Managers in NRS will take action on the results from this survey		25	29	19	23	29%	+4	-17 ◇	-25 ◇
B56	I believe that managers where I work will take action on the results from this survey	7	33	29	16	15	40%	+4	-15 ◇	-24 ◇
B57	Where I work, I think effective action has been taken on the results of the last survey		13	43	20	21	17%	+1	-18 ◇	-25 ◇

Returns : 272   **Response rate : 63%**   Civil Service People Survey 2016

All questions by theme

Organisational culture

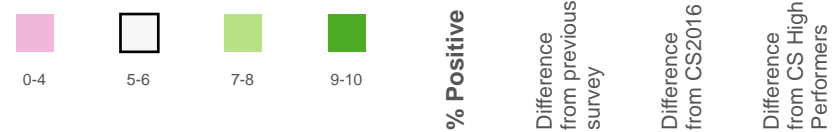|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58	I am trusted to carry out my job effectively	26	60	8	5		86%	-1	-2	-4 ◇
B59	I believe I would be supported if I try a new idea, even if it may not work	13	53	20	9	6	65%	+3	-3 ◇	-8 ◇
B60	When I talk about NRS I say "we" rather than "they"	15	56	18	8		71%	+12 ◇	0	-8 ◇
B61	I have some really good friendships at work	19	47	26	7		67%	0	-10 ◇	-14 ◇

Leadership statement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B62	Senior Managers in NRS actively role model the behaviours set out in the Civil Service Leadership Statement	16		56	14	11	20%	+2	-24 ◇	-30 ◇
B63	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	10	34	44	8		44%	+5 ◇	-17 ◇	-23 ◇

All questions by theme

Wellbeing

	0-4	5-6	7-8	9-10

Columns: % Positive | Difference from previous survey | Difference from CS2016 | Difference from CS High Performers

Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

	Question	0-4	5-6	7-8	9-10	% Positive	Diff. previous	Diff. CS2016	Diff. CS High Performers
W01	Overall, how satisfied are you with your life nowadays?	13	26	48	14	61%	+4	-5 ✧	-8 ✧
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	22	47	21	68%	+1	-3	-6 ✧
W03	Overall, how happy did you feel yesterday?	15	24	41	19	61%	+4	-3	-5 ✧

	0-1	2-3	4-5	6-10

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

	Question	0-1	2-3	4-5	6-10	% Positive	Diff. previous	Diff. CS2016	Diff. CS High Performers
W04	Overall, how anxious did you feel yesterday?	19	23	23	34	43%	-8 ✧	-7 ✧	-10 ✧

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Your plans for the future

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

		Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave NRS as soon as possible	14%	+3	+6	+4
I want to leave NRS within the next 12 months	15%	-2	0	-4 ✧
I want to stay working for NRS for at least the next year	33%	+3	+1	-6 ✧
I want to stay working for NRS for at least the next three years	37%	-4	-6 ✧	-14 ✧

### The Civil Service Code

Differences are based on '% Yes' score

% Yes   % No

	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	89%	+2	-2 ✧	-6 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	60%	-1	-7 ✧	-14 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in NRS it would be investigated properly?	59%	-2	-9 ✧	-16 ✧

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Discrimination, harassment and bullying

E01. During the past 12 months, have you personally experienced discrimination at work?
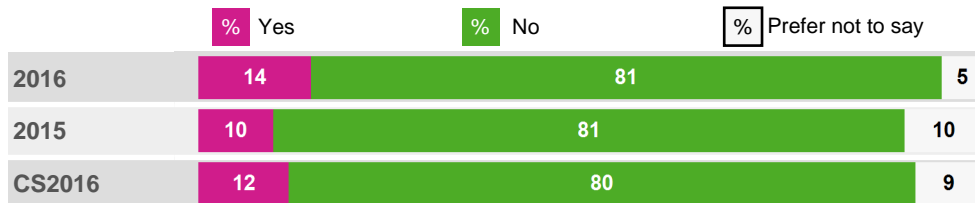
% Yes	% No	% Prefer not to say

	% Yes	% No	% Prefer not to say
2016	14	81	5
2015	10	81	10
CS2016	12	80	9

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

	% Yes	% No	% Prefer not to say
2016	11	83	7
2015	8	86	6
CS2016	11	82	7

For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?

% Yes	% No	% Prefer not to say

	% Yes	% No	% Prefer not to say
2016	39	46	14
CS2016	34	50	16
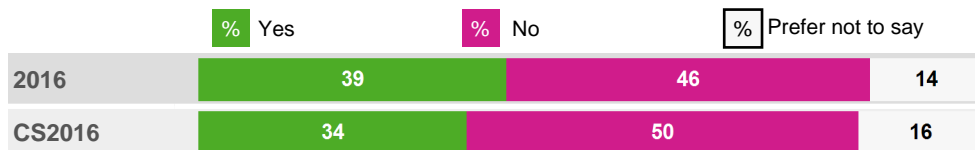
For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

	% Yes	% No	% Prefer not to say
2016	7	86	7
CS2016	20	60	20

For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	17
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	--

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)

A colleague	14
Your manager	--
Another manager in my part of NRS	--
Someone you manage	--
Someone who works for another part of NRS	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

All questions by theme

National Records of Scotland questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree

			% Positive	Difference from previous survey
F01	Consistently good people management is at the heart of the People Strategy, so everyone is now expected to have a monthly conversation with their line manager about performance, priorities, wellbeing and development. Do you have these monthly conversations with your manager?	Yes: 69% No: 31%	**69%**	+3
F02	(Please only answer if you selected yes to F01) The monthly conversations I have with my manager are useful	17 / 54 / 25	**72%**	-4
F03	(Please only answer if you selected yes to F01) My manager and I discuss my wellbeing as part of the monthly conversation	21 / 59 / 10 / 9	**80%**	+4
F04	After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 55% No: 13% N/a: 31%	**55%**	-2
F05	My team's work is prioritised in a way that means I can realistically deliver what is expected of me	12 / 58 / 20 / 8	**70%**	+6 ✧
F06	My objectives for the appraisal year have been set	Yes: 67% No: 23% N/a: 10%	**67%**	--
F07	In the last 12 months I have made time for my learning and development (Learning & Development includes on the job learning, observation, feedback, mentoring, coaching as well as formal classroom-based activity)	13 / 46 / 25 / 14	**58%**	--
F08	In the last 12 months have you worked on a project or on a short term basis in another area of NRS	Yes: 18% No: 82%	**18%**	-3
F09	The Purpose of NRS is "To collect, preserve and produce information about Scotland's people and history and make it available to inform present and future generations." Do you understand how your work contributes to that Purpose?	Yes: 94% No: 6%	**94%**	+5 ✧

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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 shown below. Themes with a full 4-bar icon have the strongest association with engagement.

**strength of association
with engagement**

the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2016 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all 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 fewer 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.