

# National Records of Scotland

Returns: 260

Response rate: 68%

## Your engagement index

**54%**

Difference from CS2011

**-2** ✧

Difference from CS High Performers

**-8** ✧

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 CS2011
B50. I am proud when I tell others I am part of NRS	<b>47%</b>	-5 ✧
B51. I would recommend NRS as a great place to work	<b>36%</b>	-7 ✧

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

B52. I feel a strong personal attachment to NRS	<b>40%</b>	-5 ✧
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**Strive: motivated to do the best for the organisation...**

B53. NRS inspires me to do the best in my job	<b>29%</b>	-9 ✧
B54. NRS motivates me to help it achieve its objectives	<b>25%</b>	-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 CS2011	Difference from CS High Performers
<b>Leadership and managing change</b>		<b>33%</b>	-5 ✧	-14 ✧
<b>My work</b>		<b>71%</b>	0	-5 ✧
<b>Resources and workload</b>		<b>73%</b>	0	-3
<b>My line manager</b>		<b>59%</b>	-5 ✧	-8 ✧
<b>Pay and benefits</b>		<b>24%</b>	-7 ✧	-15 ✧
<b>My team</b>		<b>77%</b>	0	-3 ✧
<b>Organisational objectives and purpose</b>		<b>71%</b>	-10 ✧	-15 ✧
<b>Learning and development</b>		<b>34%</b>	-8 ✧	-16 ✧
<b>Inclusion and fair treatment</b>		<b>70%</b>	-3 ✧	-8 ✧

✧ = 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 statistically significant difference from comparison

	% Positive	Difference from CS2011
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>		
B46. When changes are made in NRS they are usually for the better	<b>22%</b>	-1
B49. I think it is safe to challenge the way things are done in NRS	<b>36%</b>	-2
B48. I have the opportunity to contribute my views before decisions are made that affect me	<b>33%</b>	-3
B45. I feel that change is managed well in NRS	<b>24%</b>	-3 ✧
B44. Overall, I have confidence in the decisions made by NRS' Senior Managers	<b>32%</b>	-4 ✧
B40. I feel that NRS as a whole is managed well	<b>36%</b>	-4 ✧
B42. I believe the actions of Senior Managers are consistent with NRS' values	<b>33%</b>	-6 ✧
B41. Senior Managers in NRS are sufficiently visible	<b>39%</b>	-6 ✧
B43. I believe that DPG has a clear vision for the future of NRS	<b>29%</b>	-10 ✧
B47. NRS keeps me informed about matters that affect me	<b>43%</b>	-12 ✧
<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>		
B05. I have a choice in deciding how I do my work	<b>73%</b>	+2
B02. I am sufficiently challenged by my work	<b>75%</b>	+1
B03. My work gives me a sense of personal accomplishment	<b>73%</b>	0
B01. I am interested in my work	<b>88%</b>	0
B04. I feel involved in the decisions that affect my work	<b>47%</b>	-2
<b>Resources and workload</b> <span style="float: right;">Strength of association with engagement: </span>		
B36. I achieve a good balance between my work life and my private life	<b>73%</b>	+6 ✧
B35. I have an acceptable workload	<b>62%</b>	+2
B32. I have clear work objectives	<b>75%</b>	+1
B31. I get the information I need to do my job well	<b>66%</b>	-1
B33. I have the skills I need to do my job effectively	<b>86%</b>	-2
B34. I have the tools I need to do my job effectively	<b>68%</b>	-2
B30. In my job, I am clear what is expected of me	<b>80%</b>	-2

# All questions by theme

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




✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2011	Difference from CS High Performers
<b>My work</b>								
 :Strength of association with engagement								
B01. I am interested in my work	38	51	8			88%	0	-3 ✧
B02. I am sufficiently challenged by my work	28	48	12	10		75%	+1	-3 ✧
B03. My work gives me a sense of personal accomplishment	23	49	16	9		73%	0	-5 ✧
B04. I feel involved in the decisions that affect my work	11	36	23	23	7	47%	-2	-13 ✧
B05. I have a choice in deciding how I do my work	18	55	15	9		73%	+2	-4 ✧
<b>Organisational objectives and purpose</b>								
 :Strength of association with engagement								
B06. I have a clear understanding of NRS' purpose	17	55	17	10		73%	-11 ✧	-17 ✧
B07. I have a clear understanding of NRS' objectives	13	53	20	12		66%	-13 ✧	-18 ✧
B08. I understand how my work contributes to NRS' objectives	19	55	16	10		74%	-7 ✧	-12 ✧

# All questions by theme

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

✦ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2011	Difference from CS High Performers
<b>My line manager</b>								
 :Strength of association with engagement								
B09. My manager motivates me to be more effective in my job	12	45	24	15	5	57%	-6 ✦	-10 ✦
B10. My manager is considerate of my life outside work	25	52	14	6		77%	-2	-5 ✦
B11. My manager is open to my ideas	22	51	17	7		73%	-6 ✦	-8 ✦
B12. My manager helps me to understand how I contribute to NRS' objectives	9	42	36	10		51%	-8 ✦	-14 ✦
B13. Overall, I have confidence in the decisions made by my manager	16	47	23	9	5	63%	-8 ✦	-12 ✦
B14. My manager recognises when I have done my job well	17	56	18	6		73%	-3 ✦	-6 ✦
B15. I receive regular feedback on my performance	10	42	28	15	5	53%	-7 ✦	-13 ✦
B16. The feedback I receive helps me to improve my performance	9	41	34	14		50%	-8 ✦	-12 ✦
B17. I think that my performance is evaluated fairly	12	52	21	10	6	63%	+1	-4 ✦
B18. Poor performance is dealt with effectively in my team	4	32	39	18	7	35%	-2	-5 ✦
<b>My team</b>								
 :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	50	13	4		82%	-1	-4 ✦
B20. The people in my team work together to find ways to improve the service we provide	24	58	14			82%	+4 ✦	0
B21. The people in my team are encouraged to come up with new and better ways of doing things	18	50	22	7		68%	-1	-7 ✦

# All questions by theme

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








✧ indicates statistically significant difference from comparison

	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from CS2011	Difference from CS High Performers
<b>Learning and development</b>								
:Strength of association with engagement								
B22. I am able to access the right learning and development opportunities when I need to	6	45	30	14	4	52%	-3	-12 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	31	44	14	4	38%	-7 ✧	-14 ✧
B24. There are opportunities for me to develop my career in NRS	18	31	24	24		20%	-11 ✧	-18 ✧
B25. Learning and development activities I have completed while working for NRS are helping me to develop my career	5	23	43	17	11	28%	-12 ✧	-17 ✧
<b>Inclusion and fair treatment</b>								
:Strength of association with engagement								
B26. I am treated fairly at work	18	59	13	6	4	77%	-1	-4 ✧
B27. I am treated with respect by the people I work with	17	66	12			82%	-1	-4 ✧
B28. I feel valued for the work I do	11	45	21	14	9	56%	-4 ✧	-10 ✧
B29. I think that NRS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	13	51	26	6	4	64%	-7 ✧	-13 ✧

# All questions by theme

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

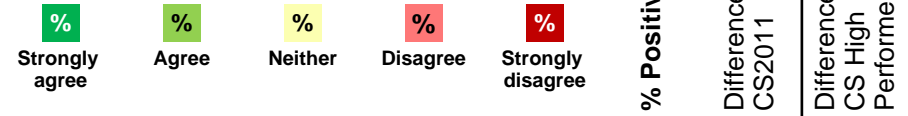
✦ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2011	Difference from CS High Performers
<b>Resources and workload</b>								
 :Strength of association with engagement								
B30. In my job, I am clear what is expected of me	16	64	12	6	80%	-2	-6 ✦	
B31. I get the information I need to do my job well	8	58	23	7	66%	-1	-5 ✦	
B32. I have clear work objectives	11	64	15	7	75%	+1	-3 ✦	
B33. I have the skills I need to do my job effectively	21	65	10	4	86%	-2	-4 ✦	
B34. I have the tools I need to do my job effectively	12	56	21	8	68%	-2	-8 ✦	
B35. I have an acceptable workload	10	52	17	11	62%	+2	-3	
B36. I achieve a good balance between my work life and my private life	16	57	14	10	73%	+6 ✦	0	
<b>Pay and benefits</b>								
 :Strength of association with engagement								
B37. I feel that my pay adequately reflects my performance	25	14	28	30	28%	-4 ✦	-11 ✦	
B38. I am satisfied with the total benefits package	22	20	29	27	24%	-10 ✦	-17 ✦	
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	22	26	31	21%	-7 ✦	-15 ✦	

# All questions by theme

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

✧ indicates statistically significant difference from comparison



## Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2011	Difference from CS High Performers
B40. I feel that NRS as a whole is managed well	5	31	30	24	9	36%	-4 ✧	-18 ✧
B41. Senior Managers in NRS are sufficiently visible	5	34	22	22	17	39%	-6 ✧	-20 ✧
B42. I believe the actions of Senior Managers are consistent with NRS' values	6	27	43	16	8	33%	-6 ✧	-17 ✧
B43. I believe that DPG has a clear vision for the future of NRS	4	25	48	16	7	29%	-10 ✧	-22 ✧
B44. Overall, I have confidence in the decisions made by NRS' Senior Managers	4	28	35	22	11	32%	-4 ✧	-15 ✧
B45. I feel that change is managed well in NRS		21	35	25	15	24%	-3 ✧	-12 ✧
B46. When changes are made in NRS they are usually for the better		19	41	24	13	22%	-1	-10 ✧
B47. NRS keeps me informed about matters that affect me	5	38	30	16	10	43%	-12 ✧	-18 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me		30	28	27	12	33%	-3	-11 ✧
B49. I think it is safe to challenge the way things are done in NRS	6	30	35	19	10	36%	-2	-9 ✧

# All questions by theme

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

✧ indicates statistically significant difference from comparison

	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from CS2011	Difference from CS High Performers
<b>Engagement</b>								
B50. I am proud when I tell others I am part of NRS	9	38	40	10	7	47%	-5 ✧	-18 ✧
B51. I would recommend NRS as a great place to work	9	27	40	18	6	36%	-7 ✧	-19 ✧
B52. I feel a strong personal attachment to NRS	11	29	35	17	7	40%	-5 ✧	-13 ✧
B53. NRS inspires me to do the best in my job	6	23	44	22	5	29%	-9 ✧	-20 ✧
B54. NRS motivates me to help it achieve its objectives	5	20	47	21	7	25%	-10 ✧	-20 ✧
<b>Taking action</b>								
B55. I believe that Senior Managers in NRS will take action on the results from this survey	5	28	28	22	17	33%	-6 ✧	-17 ✧
B56. I believe that managers where I work will take action on the results from this survey	4	30	35	20	12	33%	-15 ✧	-23 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	13	49	21	14	7	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 NRS?

			Difference from CS2011	Difference from CS High Performers
I want to leave NRS as soon as possible		11%	+4	+1
I want to leave NRS within the next 12 months		11%	0	-4
I want to stay working for NRS for at least the next year		30%	+2	-5 ✧
I want to stay working for NRS for at least the next three years		48%	-5 ✧	-12 ✧

## The Civil Service Code

Differences are based on '% Yes' score

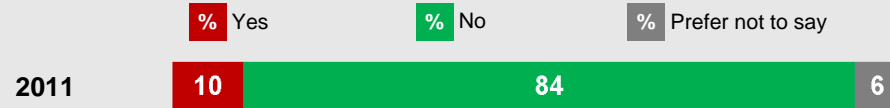
	% Yes	% No	% Yes	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		19	81%	-5 ✧	-10 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		43	57%	-2	-9 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in NRS it would be investigated properly?		40	60%	-4 ✧	-11 ✧

✧ indicates statistically significant difference from comparison

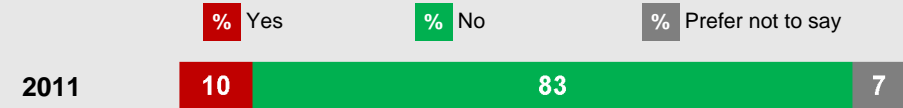
# All questions by theme

## 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	13
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 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 '--'

# 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>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: ✧

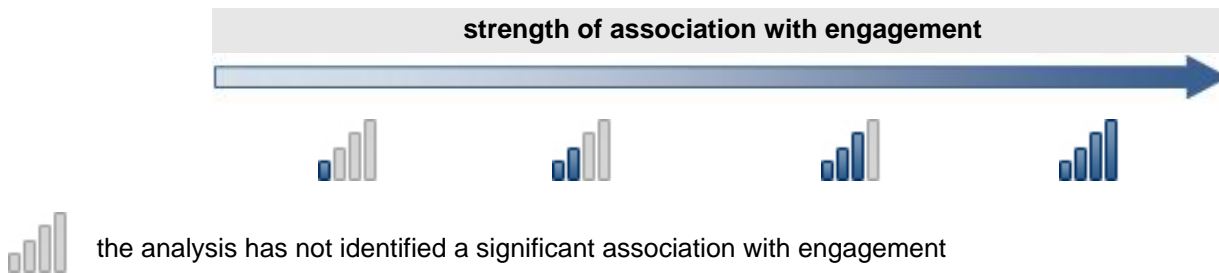
Statistical testing has been carried out on the comparisons between this year's results and CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the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