

National Records of Scotland

Returns: 297

Response rate: 72%

Your engagement index

52%

Difference from previous survey	Difference from CS2012	Difference from CS High Performers
-2	-6 ✧	-11 ✧

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 CS2012
B50. I am proud when I tell others I am part of NRS	43%	-4	-10 ✧
B51. I would recommend NRS as a great place to work	31%	-5 ✧	-15 ✧

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

B52. I feel a strong personal attachment to NRS	40%	0	-4 ✧
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Strive: motivated to do the best for the organisation...










B53. NRS inspires me to do the best in my job	24%	-5 ✧	-17 ✧
B54. NRS motivates me to help it achieve its objectives	22%	-3	-16 ✧

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		25%	-8 ✧	-16 ✧	-25 ✧
My work		70%	-1	-3 ✧	-7 ✧
My line manager		62%	+2	-4 ✧	-7 ✧
Resources and workload		72%	-1	-2	-5 ✧
Organisational objectives and purpose		68%	-3	-14 ✧	-19 ✧
Learning and development		37%	+3	-7 ✧	-15 ✧
Inclusion and fair treatment		70%	0	-5 ✧	-7 ✧
Pay and benefits		26%	+2	-4 ✧	-9 ✧
My team		76%	-1	-2	-5 ✧


✧ = 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 CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change	Strength of association with engagement: 		
B46. When changes are made in NRS they are usually for the better	16%	-6 ◇	-9 ◇
B49. I think it is safe to challenge the way things are done in NRS	30%	-6 ◇	-10 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	24%	-9 ◇	-12 ◇
B45. I feel that change is managed well in NRS	17%	-7 ◇	-12 ◇
B41. Senior Managers in NRS are sufficiently visible	32%	-8 ◇	-16 ◇
B43. I believe that DPG has a clear vision for the future of NRS	22%	-7 ◇	-17 ◇
B44. Overall, I have confidence in the decisions made by NRS' Senior Managers	21%	-11 ◇	-18 ◇
B42. I believe the actions of Senior Managers are consistent with NRS' values	24%	-9 ◇	-18 ◇
B40. I feel that NRS as a whole is managed well	25%	-12 ◇	-18 ◇
B47. NRS keeps me informed about matters that affect me	36%	-8 ◇	-21 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
My work	Strength of association with engagement: 		
B03. My work gives me a sense of personal accomplishment	72%	0	0
B01. I am interested in my work	89%	0	-1
B05. I have a choice in deciding how I do my work	70%	-2	-2
B04. I feel involved in the decisions that affect my work	48%	+1	-5 ◇
B02. I am sufficiently challenged by my work	70%	-5 ◇	-6 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
My line manager	Strength of association with engagement: 		
B17. I think that my performance is evaluated fairly	66%	+2	+3 ◇
B14. My manager recognises when I have done my job well	77%	+4 ◇	0
B18. Poor performance is dealt with effectively in my team	37%	+2	0
B15. I receive regular feedback on my performance	62%	+9 ◇	-2
B11. My manager is open to my ideas	77%	+4	-2
B10. My manager is considerate of my life outside work	77%	0	-3 ◇
B09. My manager motivates me to be more effective in my job	60%	+3	-6 ◇
B13. Overall, I have confidence in the decisions made by my manager	64%	+1	-8 ◇
B12. My manager helps me to understand how I contribute to NRS' objectives	52%	+1	-9 ◇
B16. The feedback I receive helps me to improve my performance	49%	-1	-11 ◇

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 CS2012	Difference from CS High Performers
B01. I am interested in my work	37	51	8			89%	0	-1	-3 ◇
B02. I am sufficiently challenged by my work	25	45	13	14		70%	-5 ◇	-6 ◇	-10 ◇
B03. My work gives me a sense of personal accomplishment	20	52	16	9		72%	0	0	-5 ◇
B04. I feel involved in the decisions that affect my work	14	35	21	21	10	48%	+1	-5 ◇	-11 ◇
B05. I have a choice in deciding how I do my work	23	48	19	7	4	70%	-2	-2	-7 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of NRS' purpose	14	57	16	9		71%	-1	-13 ◇	-19 ◇
B07. I have a clear understanding of NRS' objectives	12	51	22	11	4	63%	-4	-16 ◇	-22 ◇
B08. I understand how my work contributes to NRS' objectives	15	56	16	10		71%	-3	-11 ◇	-16 ◇

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

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	13	46	20	16	4	60%	+3	-6 ◇	-9 ◇
B10. My manager is considerate of my life outside work	31	46	16	5		77%	0	-3 ◇	-6 ◇
B11. My manager is open to my ideas	26	51	15	5		77%	+4	-2	-6 ◇
B12. My manager helps me to understand how I contribute to NRS' objectives	10	42	32	11	5	52%	+1	-9 ◇	-14 ◇
B13. Overall, I have confidence in the decisions made by my manager	17	47	22	10	5	64%	+1	-8 ◇	-12 ◇
B14. My manager recognises when I have done my job well	21	56	14	6		77%	+4 ◇	0	-3 ◇
B15. I receive regular feedback on my performance	13	49	22	12	4	62%	+9 ◇	-2	-6 ◇
B16. The feedback I receive helps me to improve my performance	12	37	37	9	5	49%	-1	-11 ◇	-14 ◇
B17. I think that my performance is evaluated fairly	13	53	23	8		66%	+2	+3 ◇	-2
B18. Poor performance is dealt with effectively in my team	6	31	37	16	10	37%	+2	0	-5 ◇

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	26	57	11	4		83%	+1	0	-3 ◇
B20. The people in my team work together to find ways to improve the service we provide	27	53	15	4		79%	-2	0	-2
B21. The people in my team are encouraged to come up with new and better ways of doing things	25	41	21	10		66%	-2	-5 ◇	-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



Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	5	50	27	13	4	56%	+4	-2	-9 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	31	45	12	4	39%	+1	-7 ◇	-13 ◇
B24. There are opportunities for me to develop my career in NRS	21	30	23	23		24%	+4 ◇	-11 ◇	-18 ◇
B25. Learning and development activities I have completed while working for NRS are helping me to develop my career	4	25	42	17	11	29%	+1	-10 ◇	-17 ◇

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	16	61	15	5		77%	0	-1	-4 ◇
B27. I am treated with respect by the people I work with	21	63	13			84%	+1	0	-3 ◇
B28. I feel valued for the work I do	12	43	25	13	8	54%	-1	-8 ◇	-13 ◇
B29. I think that NRS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	12	53	29	5		64%	0	-7 ◇	-14 ◇

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 CS2012	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	19	59	14	7		77%	-3	-7 ◇	-10 ◇
B31. I get the information I need to do my job well	12	53	20	13		65%	-1	-3 ◇	-7 ◇
B32. I have clear work objectives	14	52	21	10		66%	-9 ◇	-9 ◇	-13 ◇
B33. I have the skills I need to do my job effectively	21	67	8			88%	+1	-1	-3 ◇
B34. I have the tools I need to do my job effectively	10	56	15	15	4	67%	-1	-5 ◇	-8 ◇
B35. I have an acceptable workload	9	56	16	14	5	65%	+2	+5 ◇	-1
B36. I achieve a good balance between my work life and my private life	17	57	14	10		74%	0	+6 ◇	0

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	4	25	17	27	27	28%	+1	-2	-8 ◇
B38. I am satisfied with the total benefits package		24	24	26	24	27%	+3	-6 ◇	-13 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		21	20	26	31	24%	+3	-2	-9 ◇

All questions by theme

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

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2012
 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 CS2012	Difference from CS High Performers
B40. I feel that NRS as a whole is managed well	22	35	29	12	25%	-12 ◇	-18 ◇	-32 ◇	
B41. Senior Managers in NRS are sufficiently visible	6	26	24	27	18	32%	-8 ◇	-16 ◇	-29 ◇
B42. I believe the actions of Senior Managers are consistent with NRS' values	4	20	53	12	11	24%	-9 ◇	-18 ◇	-30 ◇
B43. I believe that DPG has a clear vision for the future of NRS	19	49	17	11	22%	-7 ◇	-17 ◇	-29 ◇	
B44. Overall, I have confidence in the decisions made by NRS' Senior Managers	19	40	26	14	21%	-11 ◇	-18 ◇	-30 ◇	
B45. I feel that change is managed well in NRS	15	32	37	15	17%	-7 ◇	-12 ◇	-22 ◇	
B46. When changes are made in NRS they are usually for the better	14	43	28	14	16%	-6 ◇	-9 ◇	-20 ◇	
B47. NRS keeps me informed about matters that affect me	32	27	26	11	36%	-8 ◇	-21 ◇	-28 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	20	32	29	15	24%	-9 ◇	-12 ◇	-18 ◇
B49. I think it is safe to challenge the way things are done in NRS	4	27	36	22	11	30%	-6 ◇	-10 ◇	-16 ◇

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 CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of NRS	9	34	41	11	4	43%	-4	-10 ◇	-21 ◇
B51. I would recommend NRS as a great place to work	9	22	42	20	7	31%	-5 ◇	-15 ◇	-27 ◇
B52. I feel a strong personal attachment to NRS	9	31	33	21	6	40%	0	-4 ◇	-12 ◇
B53. NRS inspires me to do the best in my job	6	18	48	19	9	24%	-5 ◇	-17 ◇	-25 ◇
B54. NRS motivates me to help it achieve its objectives	5	17	49	21	8	22%	-3	-16 ◇	-25 ◇
Taking action									
B55. I believe that Senior Managers in NRS will take action on the results from this survey	4	22	34	24	16	26%	-7 ◇	-17 ◇	-28 ◇
B56. I believe that managers where I work will take action on the results from this survey	5	29	34	20	12	33%	0	-18 ◇	-26 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	13		45	24	16	15%	-1	-16 ◇	-25 ◇

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 previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave NRS as soon as possible		8%	-3	0	-2
I want to leave NRS within the next 12 months		18%	+7 [^]	+5 [^]	+1
I want to stay working for NRS for at least the next year		26%	-4	-3	-8 [^]
I want to stay working for NRS for at least the next three years		48%	0	-4 [^]	-11 [^]

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers	
D01. Are you aware of the Civil Service Code?		81	19	81%	0	-7 [^]	-12 [^]
D02. Are you aware of how to raise a concern under the Civil Service Code?		57	43	57%	+1	-5 [^]	-12 [^]
D03. Are you confident that if you raised a concern under the Civil Service Code in NRS it would be investigated properly?		58	42	58%	-3	-9 [^]	-13 [^]

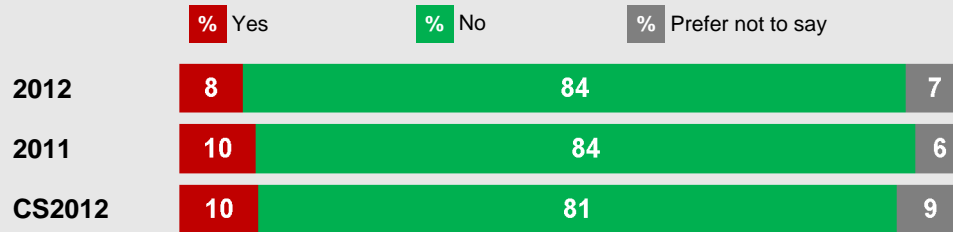
[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

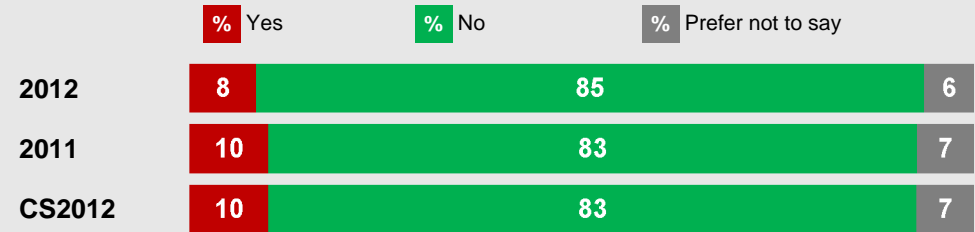
All questions by theme

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)

Ground	Response count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	10
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

% 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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✧

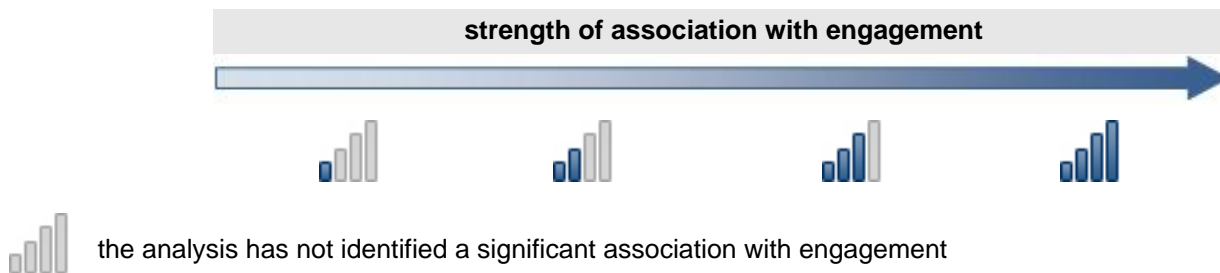
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2012 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.