

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



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 CS2015	Difference from CS High Performers
Leadership and managing change		23%	+1	-20 ✧	-29 ✧
My work		67%	-4	-7 ✧	-11 ✧
My manager		63%	+5 ✧	-5 ✧	-8 ✧
Resources and workload		66%	-2	-6 ✧	-11 ✧
My team		72%	-1	-8 ✧	-11 ✧
Organisational objectives and purpose		64%	+4	-19 ✧	-23 ✧
Learning and development		36%	-1	-13 ✧	-19 ✧
Pay and benefits		26%	-1	-3 ✧	-10 ✧
Inclusion and fair treatment		70%	+1	-4 ✧	-8 ✧

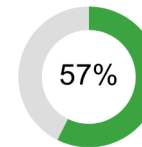


Strength of association with engagement

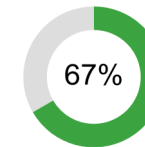


Statistically significant difference from comparison

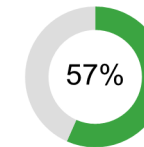
## Wellbeing



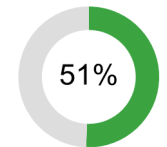
Overall, how satisfied are you with your life nowadays?



Overall, to what extent do you feel that the things you do in your life are worthwhile?

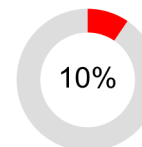


Overall, how happy did you feel yesterday?

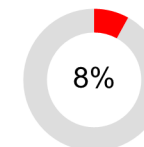


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

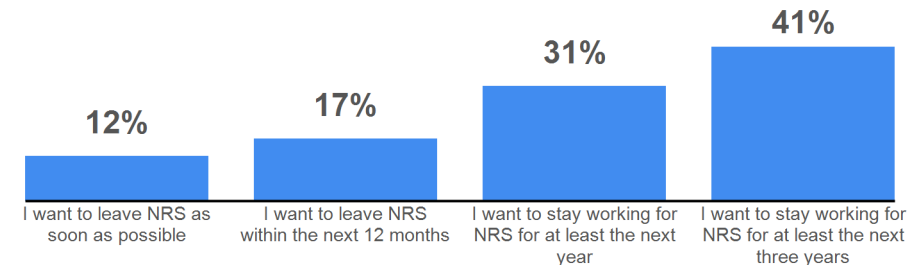


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future



## All questions by theme

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

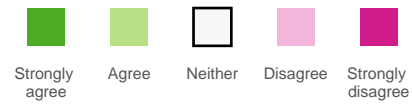
### My work

**67%** -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	37	48	10	5	5	85%	-3	-4 ◆	-6 ◆
B02 I am sufficiently challenged by my work	24	43	18	11	6	68%	-4	-11 ◆	-15 ◆
B03 My work gives me a sense of personal accomplishment	23	45	16	11	5	68%	-3	-7 ◆	-10 ◆
B04 I feel involved in the decisions that affect my work	12	33	22	20	13	46%	-3	-10 ◆	-18 ◆
B05 I have a choice in deciding how I do my work	20	51	18	7	4	71%	-5 ◆	-3	-8 ◆

### Organisational objectives and purpose

**64%** +4

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of NRS' purpose	14	53	21	6	6	67%	+6 ◆	-17 ◆	-22 ◆
B07 I have a clear understanding of NRS' objectives	11	48	20	12	9	59%	+8 ◆	-20 ◆	-25 ◆
B08 I understand how my work contributes to NRS' objectives	14	51	19	10	6	65%	-1	-18 ◆	-22 ◆

## All questions by theme

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^ indicates a variation in question wording from your previous survey

### My manager

**63%** +5  
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	19	41	22	11	6	61%	+4	-7 ◆	-11 ◆
B10	My manager is considerate of my life outside work	40	46	11			86%	+4 ◆	+3 ◆	0
B11	My manager is open to my ideas	29	51	12	5		79%	+6 ◆	-1	-5 ◆
B12	My manager helps me to understand how I contribute to NRS' objectives	12	40	27	16	5	51%	+3	-12 ◆	-17 ◆
B13	Overall, I have confidence in the decisions made by my manager	22	43	21	9	5	66%	+4	-7 ◆	-11 ◆
B14	My manager recognises when I have done my job well	25	51	13	8		76%	+4 ◆	-2	-5 ◆
B15	I receive regular feedback on my performance	16	50	16	13	5	66%	+11 ◆	-1	-4 ◆
B16	The feedback I receive helps me to improve my performance	13	39	30	12	7	51%	+5 ◆	-10 ◆	-14 ◆
B17	I think that my performance is evaluated fairly	16	48	22	9	5	64%	+4	+2	-4 ◆
B18	Poor performance is dealt with effectively in my team	5	27	37	20	11	32%	+7 ◆	-7 ◆	-12 ◆

### My team

**72%** -1  
Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	24	53	13	7		77%	-1	-7 ◆	-10 ◆
B20	The people in my team work together to find ways to improve the service we provide	22	53	15	8		74%	+2	-6 ◆	-10 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	19	44	21	9	6	63%	-4	-11 ◆	-15 ◆

## All questions by theme

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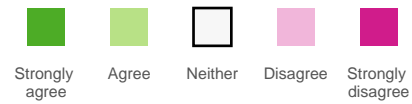
### Learning and development

**36%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	8	45	31	10	6	53%	+3	-10 ◆	-14 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	30	42	11	6	40%	-2	-12 ◆	-18 ◆
B24	There are opportunities for me to develop my career in NRS	18	30	22	28		21%	-5 ◆	-20 ◆	-28 ◆
B25	Learning and development activities I have completed while working for NRS are helping me to develop my career	5	26	36	19	14	31%	-1	-13 ◆	-19 ◆

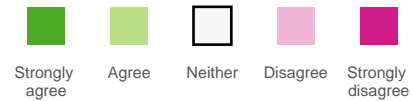
### Inclusion and fair treatment

**70%** +1

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	23	55	13	6		78%	0	0	-3 ◆
B27	I am treated with respect by the people I work with	25	56	13			81%	+1	-4 ◆	-6 ◆
B28	I feel valued for the work I do	13	43	16	16	11	56%	+3	-7 ◆	-13 ◆
B29	I think that NRS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	13	52	26	6		65%	+1	-7 ◆	-13 ◆

## All questions by theme

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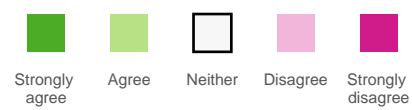
### Resources and workload

**66%** -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	20	51	14	12	6	71%	-4	-12 ◆	-15 ◆
B31 I get the information I need to do my job well	11	48	21	14	6	60%	+4	-10 ◆	-14 ◆
B32 I have clear work objectives	13	52	14	15	7	64%	-1	-11 ◆	-15 ◆
B33 I have the skills I need to do my job effectively	21	62	10	6	6	83%	-1	-6 ◆	-8 ◆
B34 I have the tools I need to do my job effectively	10	45	17	17	10	55%	-2	-14 ◆	-19 ◆
B35 I have an acceptable workload	11	50	17	13	10	61%	-4	+2	-4 ◆
B36 I achieve a good balance between my work life and my private life	17	54	18	7	7	71%	-4	+4 ◆	-1

### Pay and benefits

**26%** -1

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	24	20	25	29	2	27%	+1	-5 ◆	-10 ◆
B38 I am satisfied with the total benefits package	27	22	26	22	3	29%	-1	-4 ◆	-10 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	21	21	27	29	2	23%	-1	-2	-9 ◆

## All questions by theme

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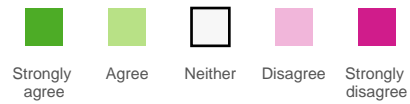
### Leadership and managing change

**23%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that NRS as a whole is managed well	21	26	24	27	24%	0	-22 ◆	-32 ◆	
B41 Senior Managers in NRS are sufficiently visible	18	22	26	30	22%	-3	-31 ◆	-44 ◆	
B42 I believe the actions of Senior Managers are consistent with NRS' values	18	40	18	20	21%	+1	-24 ◆	-35 ◆	
B43 I believe that the Senior Leadership Team has a clear vision for the future of NRS <sup>^</sup>	20	37	16	23	23%	+3	-19 ◆	-31 ◆	
B44 Overall, I have confidence in the decisions made by NRS' Senior Managers	17	28	25	27	20%	-1	-22 ◆	-32 ◆	
B45 I feel that change is managed well in NRS	10	27	27	34	13%	+1	-18 ◆	-26 ◆	
B46 When changes are made in NRS they are usually for the better	15	33	21	28	17%	+4 ◆	-9 ◆	-17 ◆	
B47 NRS keeps me informed about matters that affect me	33	26	21	18	35%	+2	-20 ◆	-29 ◆	
B48 I have the opportunity to contribute my views before decisions are made that affect me	23	24	29	20	26%	+1	-10 ◆	-19 ◆	
B49 I think it is safe to challenge the way things are done in NRS	22	34	22	19	25%	-3	-16 ◆	-25 ◆	

## 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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of NRS	6	31	41	14	8	37%	-5	-21 ◇	-30 ◇
B51 I would recommend NRS as a great place to work		25	33	22	16	29%	+1	-18 ◇	-30 ◇
B52 I feel a strong personal attachment to NRS	9	29	30	20	12	38%	-1	-9 ◇	-16 ◇
B53 NRS inspires me to do the best in my job		22	37	24	14	25%	-1	-19 ◇	-26 ◇
B54 NRS motivates me to help it achieve its objectives		21	37	24	16	24%	+3	-18 ◇	-25 ◇

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that Senior Managers in NRS will take action on the results from this survey	5	21	25	21	29	25%	-4	-18 ◇	-30 ◇
B56 I believe that managers where I work will take action on the results from this survey	7	30	26	16	21	37%	+3	-19 ◇	-26 ◇
B57 Where I work, I think effective action has been taken on the results of the last survey		13	40	18	26	16%	0	-18 ◇	-26 ◇



## All questions by theme

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### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	28	59	8			87%	-3	-1	-3 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	14	49	22	9	6	62%	-1	-5 ◆	-10 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	11	51	27	7		62%	+2	-3	-8 ◆
B61 When I talk about NRS I say "we" rather than "they"	13	47	27	8	5	59%	-1	-10 ◆	-19 ◆
B62 I have some really good friendships at work	23	43	21	9		66%	-1	-9 ◆	-13 ◆

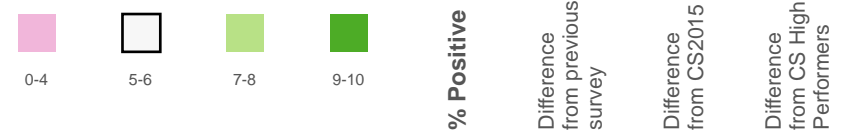
### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	13	47	22	11	7	60%	--	-7 ◆	-11 ◆
B64 Senior Managers inspire people across NRS to do their best	14	30	26	27		16%	--	-21 ◆	-30 ◆
B65 My manager leads our team with confidence	15	50	17	12	6	65%	--	-5 ◆	-11 ◆
B66 Senior Managers lead NRS with confidence	21	33	21	22		24%	--	-23 ◆	-33 ◆
B67 My manager empowers me to do my job effectively	16	46	23	10	5	62%	--	-10 ◆	-13 ◆
B68 NRS' Senior Managers empower teams to deliver	17	33	23	26		19%	--	-21 ◆	-29 ◆
B69 Senior Managers in NRS actively role model the behaviours set out in the Civil Service Leadership Statement	15	48	17	18		17%	--	-18 ◆	-26 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	8	31	43	11	7	39%	--	-18 ◆	-23 ◆

## All questions by theme

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### Wellbeing



Unlike the questions B01-B70 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	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	13	30	44	13	57%	-3	-8 ◆	-11 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	22	48	18	67%	+3	-4 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	13	30	42	15	57%	+2	-5 ◆	-9 ◆

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



W04 Overall, how anxious did you feel yesterday?	21	30	23	26	51%	+2	+1	-2
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## All questions by theme

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### 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 CS2015	Difference from CS High Performers
I want to leave NRS as soon as possible		12%	+1	+3	0
I want to leave NRS within the next 12 months		17%	-1	+1	-3 ◆
I want to stay working for NRS for at least the next year		31%	-5	-1	-8 ◆
I want to stay working for NRS for at least the next three years		41%	+5	-2	-10 ◆

### The Civil Service Code

Differences are based on '% Yes' score

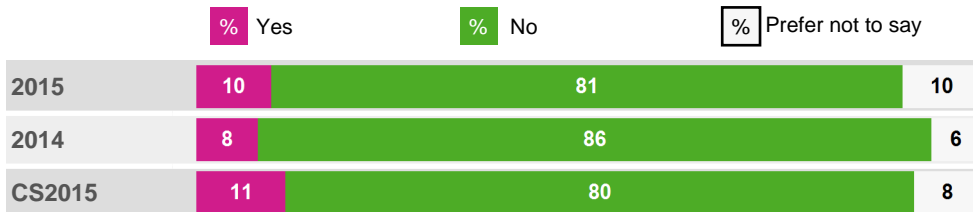
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		13	87%	+1	-3 ◆	-7 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		39	61%	+2	-5 ◆	-11 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in NRS it would be investigated properly?		40	60%	-1	-7 ◆	-13 ◆

## All questions by theme

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### Discrimination, harassment and bullying

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



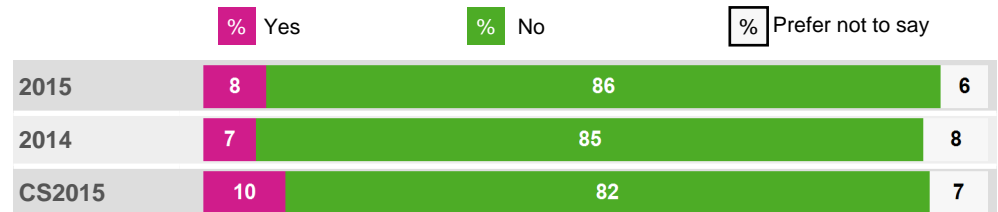
For respondents who selected 'Yes' to question E01.

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	--
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 '--'

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



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)

	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 '--'

## All questions by theme

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### 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: 66%		No: 34%			66%	+5
F02	(Please only answer if you selected yes to F01) The monthly conversations I have with my manager are useful	15	60	12	10		75%	+6 ◆
F03	(Please only answer if you selected yes to F01) My manager and I discuss my wellbeing as part of the monthly conversation	15	61	10	10		76%	+6 ◆
F04	After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 57%		No: 13%	N/a: 30%		57%	+6 ◆
F05	My team's work is prioritised in a way that means I can realistically deliver what is expected of me	11	53	20	10	6	64%	-3
F06	My manager encourages me to make time for my learning and development (Learning & Development includes on the job learning, observation, feedback, mentoring, coaching as well as formal classroom-based activity)	10	49	22	14	5	59%	+5 ◆
F07	In the last 12 months I have developed my professional skills	10	38	29	15	8	48%	-6 ◆
F08	The learning and development activity I have completed in the last 12 months has given me the confidence, knowledge and skills to improve my work	9	36	37	12	7	44%	--
F09	In the last 12 months have you worked on a project or on a short term basis in another area of NRS	Yes: 21%		No: 79%			21%	--
F10	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: 89%		No: 11%			89%	--

## 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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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 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.