

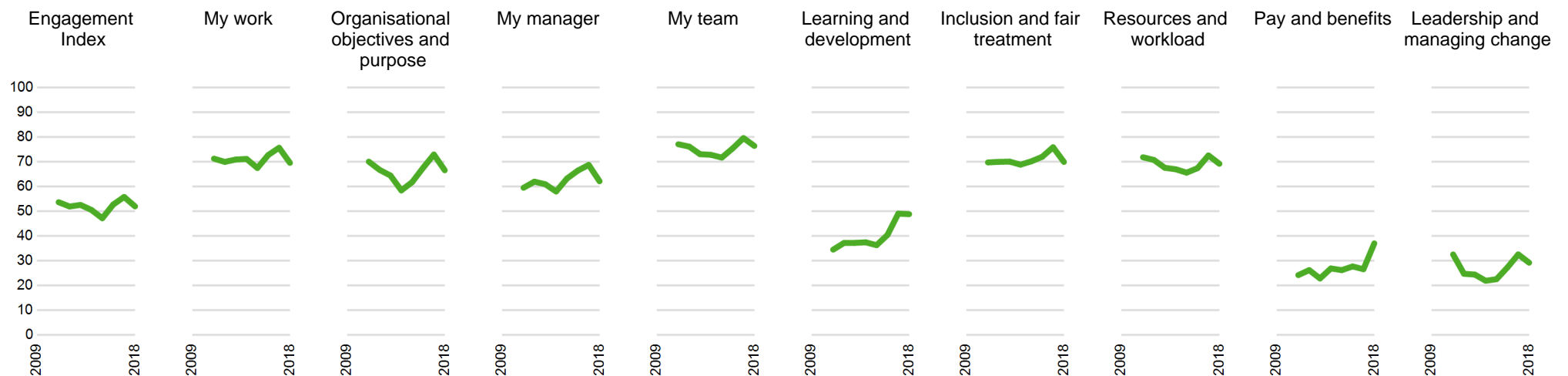
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

The Civil Service People Survey has run in October each year since 2009, meaning that 2018 marks our 10 year anniversary. The table and charts below tell you how your average Employee Engagement Index and theme scores have changed over time, for each year your organisation has participated in the survey.

| | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---------------------------------------|------|------|------|------|------|------|------|------|------|------|
| Engagement Index | - | - | 54% | 52% | 52% | 50% | 47% | 53% | 56% | 52% |
| My work | - | - | 71% | 70% | 71% | 71% | 67% | 73% | 76% | 69% |
| Organisational objectives and purpose | - | - | 70% | 67% | 64% | 58% | 62% | 67% | 73% | 67% |
| My manager | - | - | 59% | 62% | 61% | 58% | 63% | 66% | 69% | 62% |
| My team | - | - | 77% | 76% | 73% | 73% | 72% | 75% | 80% | 76% |
| Learning and development | - | - | 34% | 37% | 37% | 37% | 36% | 40% | 49% | 49% |
| Inclusion and fair treatment | - | - | 70% | 70% | 70% | 69% | 70% | 72% | 76% | 70% |
| Resources and workload | - | - | 72% | 71% | 68% | 67% | 66% | 67% | 73% | 69% |
| Pay and benefits | - | - | 24% | 26% | 23% | 27% | 26% | 28% | 27% | 37% |
| Leadership and managing change | - | - | 32% | 25% | 24% | 22% | 22% | 27% | 33% | 29% |
| Response rate | - | - | 68% | 72% | 70% | 66% | 66% | 63% | 63% | 60% |



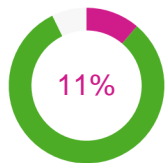
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

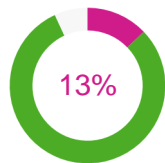
| Rank | | | % Positive | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|------|-----|--|------------|---------------------------------|------------------------|------------------------------------|
| 1 | B03 | My work gives me a sense of personal accomplishment | 70% | -9 ◇ | -8 ◇ | -10 ◇ |
| 2 | B41 | Overall, I have confidence in the decisions made by NRS' Senior Managers | 27% | -4 | -22 ◇ | -32 ◇ |
| 3 | B57 | I feel able to challenge inappropriate behaviour in the workplace | 61% | 0 | -5 ◇ | -9 ◇ |
| 4 | B60 | My manager actively role models the behaviours set out in the Civil Service Leadership Statement | 51% | -3 | -17 ◇ | -22 ◇ |
| 5 | B02 | I am sufficiently challenged by my work | 76% | 0 | -4 ◇ | -7 ◇ |

Discrimination, bullying and harassment

■ % responding Yes
 ■ % responding No
 % responding Prefer not to say



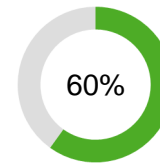
During the past 12 months have you personally experienced discrimination at work?



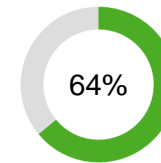
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

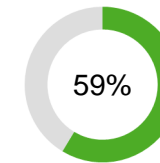
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



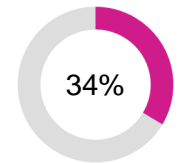
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?

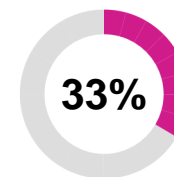


W03. Overall, how happy did you feel yesterday?

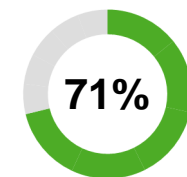


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

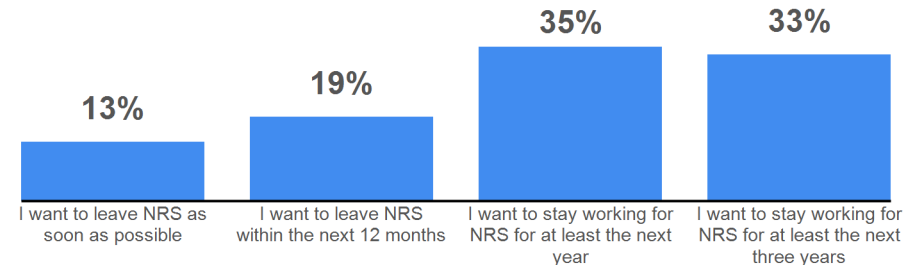


PERMA Index


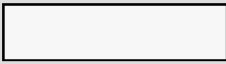


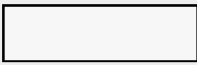

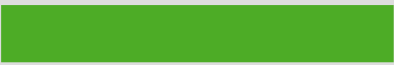
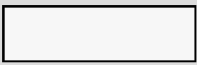




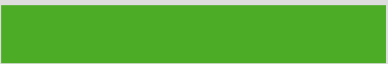




For further information about these indices, please refer to page 16.

Your plans for the future



Headline scores

| Highest positive scoring questions | | % Positive | Highest neutral scoring questions | | % Neutral | Highest negative scoring questions | | % Negative |
|------------------------------------|--|---|-----------------------------------|---|---|------------------------------------|--|---|
| F10 | Taking personal responsibility for my work is important to me |  96% | B59 | Senior Managers in NRS actively role model the behaviours set out in the Civil Service Leadership Statement |  49% | B42 | I feel that change is managed well in NRS |  55% |
| B01 | I am interested in my work |  88% | B53 | Where I work, I think effective action has been taken on the results of the last survey |  43% | B62 | I understand how my work contributes to helping us become 'A Brilliant Civil Service' |  49% |
| B18 | The people in my team can be relied upon to help when things get difficult in my job |  86% | B17 | Poor performance is dealt with effectively in my team |  42% | B45 | I have the opportunity to contribute my views before decisions are made that affect me |  47% |
| B31 | I have the skills I need to do my job effectively |  84% | B50 | NRS inspires me to do the best in my job |  41% | B38 | Senior Managers in NRS are sufficiently visible |  47% |
| B09 | My manager is considerate of my life outside work |  84% | B39 | I believe the actions of Senior Managers are consistent with NRS' values |  41% | B52 | I believe that Senior Managers in NRS will take action on the results from this survey |  47% |

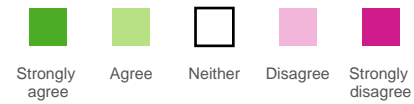
All questions by theme

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

My work

69%

-6 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

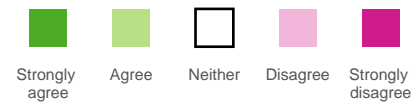
Difference from CS High Performers

| Question | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|--|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B01 I am interested in my work | 38 | 51 | 8 | 1 | 2 | 88% | -2 | -1 | -4 ◆ |
| B02 I am sufficiently challenged by my work | 27 | 49 | 11 | 10 | 3 | 76% | 0 | -4 ◆ | -7 ◆ |
| B03 My work gives me a sense of personal accomplishment | 24 | 45 | 16 | 10 | 5 | 70% | -9 ◆ | -8 ◆ | -10 ◆ |
| B04 I feel involved in the decisions that affect my work | 11 | 36 | 16 | 23 | 15 | 47% | -6 ◆ | -12 ◆ | -16 ◆ |
| B05 I have a choice in deciding how I do my work | 21 | 45 | 18 | 12 | 4 | 66% | -13 ◆ | -11 ◆ | -15 ◆ |

Organisational objectives and purpose

67%

-6 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

| Question | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B06 I have a clear understanding of NRS' objectives | 11 | 53 | 20 | 11 | 5 | 64% | -7 ◆ | -18 ◆ | -22 ◆ |
| B07 I understand how my work contributes to NRS' objectives | 15 | 54 | 19 | 8 | 4 | 69% | -6 ◆ | -15 ◆ | -18 ◆ |

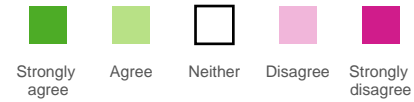
All questions by theme

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^ indicates a variation in question wording from your previous survey

My manager

62%

-7 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

| Question | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B08 My manager motivates me to be more effective in my job | 15 | 45 | 22 | 10 | 8 | 60% | -7 ◆ | -11 ◆ | -15 ◆ |
| B09 My manager is considerate of my life outside work | 41 | 43 | 10 | | | 84% | -5 ◆ | -2 | -5 ◆ |
| B10 My manager is open to my ideas | 30 | 43 | 18 | 5 | 5 | 72% | -11 ◆ | -10 ◆ | -14 ◆ |
| B11 My manager helps me to understand how I contribute to NRS' objectives | 14 | 41 | 31 | 9 | 6 | 54% | -3 | -13 ◆ | -18 ◆ |
| B12 Overall, I have confidence in the decisions made by my manager | 22 | 42 | 19 | 10 | 7 | 64% | -6 ◆ | -12 ◆ | -16 ◆ |
| B13 My manager recognises when I have done my job well | 26 | 48 | 16 | 7 | | 74% | -8 ◆ | -5 ◆ | -9 ◆ |
| B14 I receive regular feedback on my performance | 16 | 48 | 19 | 12 | 5 | 64% | -7 ◆ | -4 ◆ | -9 ◆ |
| B15 The feedback I receive helps me to improve my performance | 14 | 38 | 31 | 12 | 5 | 52% | -9 ◆ | -12 ◆ | -16 ◆ |
| B16 I think that my performance is evaluated fairly | 16 | 46 | 26 | 8 | 5 | 61% | -9 ◆ | -5 ◆ | -11 ◆ |
| B17 Poor performance is dealt with effectively in my team | 7 | 27 | 42 | 13 | 11 | 34% | 0 | -6 ◆ | -10 ◆ |

All questions by theme

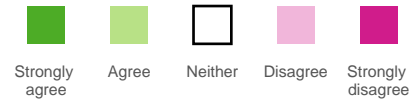
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My team

76%

-3

Difference
from
previous
survey



% Positive

Difference
from previous
survey

Difference
from CS2018

Difference
from CS High
Performers

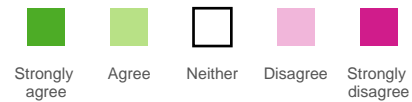
| | | | | | | | | | |
|-----|--|----|----|----|----|-----|------|-------|-------|
| B18 | The people in my team can be relied upon to help when things get difficult in my job | 37 | 49 | 9 | 5 | 86% | 0 | 0 | -2 |
| B19 | The people in my team work together to find ways to improve the service we provide | 34 | 47 | 11 | 6 | 81% | -2 | -1 | -4 ◆ |
| B20 | The people in my team are encouraged to come up with new and better ways of doing things | 26 | 36 | 20 | 13 | 62% | -7 ◆ | -14 ◆ | -18 ◆ |

Learning and development

49%

0

Difference
from
previous
survey



| | | | | | | | | | |
|-----|--|----|----|----|----|-----|----|-------|-------|
| B21 | I am able to access the right learning and development opportunities when I need to | 12 | 54 | 25 | 6 | 66% | +3 | +2 | -3 |
| B22 | Learning and development activities I have completed in the past 12 months have helped to improve my performance | 10 | 43 | 33 | 10 | 53% | -1 | 0 | -6 ◆ |
| B23 | There are opportunities for me to develop my career in NRS | 7 | 30 | 31 | 15 | 37% | 0 | -11 ◆ | -19 ◆ |
| B24 | Learning and development activities I have completed while working for NRS are helping me to develop my career | 8 | 31 | 37 | 14 | 39% | -3 | -8 ◆ | -14 ◆ |

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

70%

-6 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

| Question ID | Statement | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|-------------|--|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B25 | I am treated fairly at work | 23 | 52 | 16 | 5 | 5 | 75% | -6 ◆ | -6 ◆ | -9 ◆ |
| B26 | I am treated with respect by the people I work with | 27 | 55 | 10 | 7 | 7 | 81% | -5 ◆ | -4 ◆ | -7 ◆ |
| B27 | I feel valued for the work I do | 15 | 39 | 22 | 16 | 8 | 55% | -7 ◆ | -13 ◆ | -18 ◆ |
| B28 | I think that NRS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.) | 20 | 49 | 22 | 7 | 7 | 69% | -5 ◆ | -8 ◆ | -11 ◆ |

Resources and workload

69%

-3 Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

| Question ID | Statement | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|-------------|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B29 | I get the information I need to do my job well | 10 | 52 | 19 | 14 | 5 | 62% | -4 | -9 ◆ | -13 ◆ |
| B30 | I have clear work objectives | 13 | 51 | 16 | 13 | 7 | 64% | -9 ◆ | -12 ◆ | -16 ◆ |
| B31 | I have the skills I need to do my job effectively | 21 | 63 | 11 | 5 | 0 | 84% | 0 | -4 ◆ | -7 ◆ |
| B32 | I have the tools I need to do my job effectively | 11 | 56 | 13 | 15 | 5 | 67% | +1 | -5 ◆ | -10 ◆ |
| B33 | I have an acceptable workload | 10 | 56 | 14 | 14 | 6 | 66% | -3 | +5 ◆ | -1 |
| B34 | I achieve a good balance between my work life and my private life | 19 | 53 | 14 | 9 | 5 | 72% | -5 ◆ | +3 | -2 |

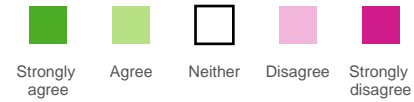
All questions by theme

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

Pay and benefits

37%

+10 ◆ Difference from previous survey



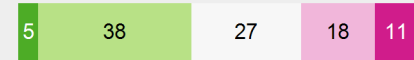
% Positive
Difference from previous survey
Difference from CS2018
Difference from CS High Performers

B35 I feel that my pay adequately reflects my performance



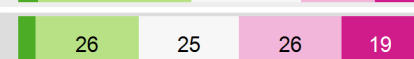
38% +9 ◆ +7 ◆ 0

B36 I am satisfied with the total benefits package



43% +13 ◆ +8 ◆ 0

B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable

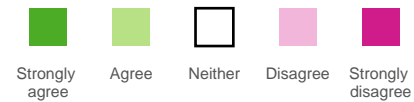


30% +9 ◆ +3 ◆ -3

Leadership and managing change

29%

-3 Difference from previous survey



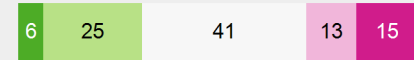
% Positive
Difference from previous survey
Difference from CS2018
Difference from CS High Performers

B38 Senior Managers in NRS are sufficiently visible



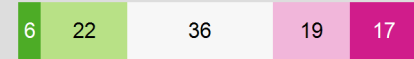
35% +1 -26 ◆ -35 ◆

B39 I believe the actions of Senior Managers are consistent with NRS' values



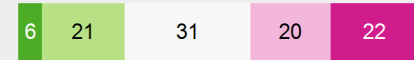
31% -5 -22 ◆ -31 ◆

B40 I believe that the Senior Leadership Team has a clear vision for the future of NRS



27% -9 ◆ -21 ◆ -29 ◆

B41 Overall, I have confidence in the decisions made by NRS' Senior Managers



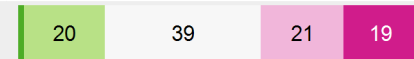
27% -4 -22 ◆ -32 ◆

B42 I feel that change is managed well in NRS



17% -3 -16 ◆ -25 ◆

B43 When changes are made in NRS they are usually for the better



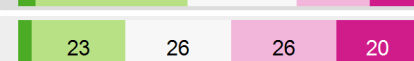
22% -3 -13 ◆ -20 ◆

B44 NRS keeps me informed about matters that affect me



42% -2 -17 ◆ -23 ◆

B45 I have the opportunity to contribute my views before decisions are made that affect me



27% -3 -14 ◆ -22 ◆

B46 I think it is safe to challenge the way things are done in NRS



35% -2 -13 ◆ -19 ◆

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 CS2018 | Difference from CS High Performers |
|--|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B47 I am proud when I tell others I am part of NRS | 11 | 36 | 39 | 10 | 5 | 47% | -6 ◆ | -19 ◆ | -24 ◆ |
| B48 I would recommend NRS as a great place to work | 6 | 30 | 36 | 19 | 10 | 35% | -3 | -22 ◆ | -30 ◆ |
| B49 I feel a strong personal attachment to NRS | 9 | 28 | 36 | 20 | 7 | 37% | -5 ◆ | -15 ◆ | -20 ◆ |
| B50 NRS inspires me to do the best in my job | 5 | 26 | 41 | 18 | 10 | 30% | -4 | -19 ◆ | -26 ◆ |
| B51 NRS motivates me to help it achieve its objectives | 5 | 24 | 40 | 19 | 12 | 29% | -6 ◆ | -19 ◆ | -25 ◆ |

Taking action

| | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B52 I believe that Senior Managers in NRS will take action on the results from this survey | 24 | 25 | 22 | 25 | 24 | 29% | -5 ◆ | -21 ◆ | -30 ◆ |
| B53 Where I work, I think effective action has been taken on the results of the last survey | 11 | 43 | 20 | 25 | 1 | 13% | -8 ◆ | -23 ◆ | -32 ◆ |

All questions by theme

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

Organisational culture

| | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|--|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B54 I am trusted to carry out my job effectively | 21 | 62 | 10 | 5 | | 83% | -5 ◆ | -6 ◆ | -8 ◆ |
| B55 I believe I would be supported if I try a new idea, even if it may not work | 16 | 45 | 22 | 12 | 5 | 61% | -12 ◆ | -11 ◆ | -15 ◆ |
| B56 In NRS, people are encouraged to speak up when they identify a serious policy or delivery risk | 10 | 40 | 26 | 14 | 11 | 50% | 0 | -17 ◆ | -23 ◆ |
| B57 I feel able to challenge inappropriate behaviour in the workplace | 10 | 51 | 21 | 11 | 7 | 61% | 0 | -5 ◆ | -9 ◆ |
| B58 NRS is committed to creating a diverse and inclusive workplace | 13 | 49 | 29 | 6 | | 61% | +3 | -14 ◆ | -18 ◆ |

Leadership statement

| | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B59 Senior Managers in NRS actively role model the behaviours set out in the Civil Service Leadership Statement | 25 | | 49 | 12 | 11 | 27% | -2 | -21 ◆ | -30 ◆ |
| B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement | 11 | 40 | 34 | 9 | 6 | 51% | -3 | -17 ◆ | -22 ◆ |

Civil Service vision

| | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service' | 29 | 20 | | 35 | 11 | 33% | +5 ◆ | -17 ◆ | -32 ◆ |
| B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service' | 21 | 27 | | 37 | 12 | 24% | +2 | -18 ◆ | -27 ◆ |

All questions by theme

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^ indicates a variation in question wording from your previous survey

Wellbeing

Unlike the questions B01-B62 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.

| | 0-4 | 5-6 | 7-8 | 9-10 | % Positive | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|---|-----|-----|-----|------|------------|---------------------------------|------------------------|------------------------------------|
| W01 Overall, how satisfied are you with your life nowadays? | 15 | 25 | 46 | 14 | 60% | -4 | -6 ◆ | -9 ◆ |
| W02 Overall, to what extent do you feel that the things you do in your life are worthwhile? | 11 | 25 | 44 | 20 | 64% | -5 | -7 ◆ | -10 ◆ |
| W03 Overall, how happy did you feel yesterday? | 18 | 23 | 41 | 18 | 59% | -2 | -4 ◆ | -7 ◆ |

For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.

| | 0-1 | 2-3 | 4-5 | 6-10 | % Negative | | | |
|--|-----|-----|-----|------|------------|----|----|------|
| W04 Overall, how anxious did you feel yesterday? | 20 | 26 | 20 | 34 | 34% | +3 | +1 | +4 ◆ |

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 CS2018 | Difference from CS High Performers |
|--|--|------------|---------------------------------|------------------------|------------------------------------|
| I want to leave NRS as soon as possible | | 13% | +3 | +6 | +1 |
| I want to leave NRS within the next 12 months | | 19% | +5 | +4 ✦ | 0 |
| I want to stay working for NRS for at least the next year | | 35% | -1 | 0 | -5 ✦ |
| I want to stay working for NRS for at least the next three years | | 33% | -7 ✦ | -10 ✦ | -20 ✦ |

The Civil Service Code

Differences are based on '% Yes' score

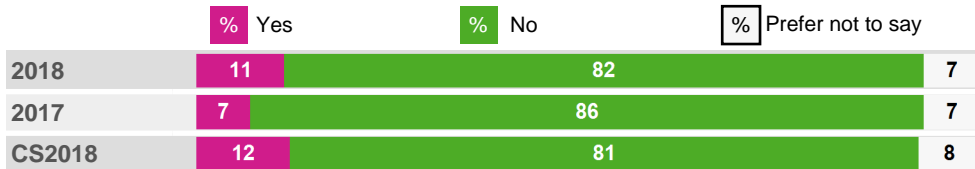
| | % Yes | % No | % Yes | Difference from previous survey | Difference from CS2018 | Difference from CS High Performers |
|--|-------|------------|-------|---------------------------------|------------------------|------------------------------------|
| D01. Are you aware of the Civil Service Code? | | 90% | -2 | -2 | -4 ✦ | |
| D02. Are you aware of how to raise a concern under the Civil Service Code? | | 69% | +5 ✦ | +2 | -4 ✦ | |
| D03. Are you confident that if you raised a concern under the Civil Service Code in NRS it would be investigated properly? | | 68% | -2 | -3 | -9 ✦ | |

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?

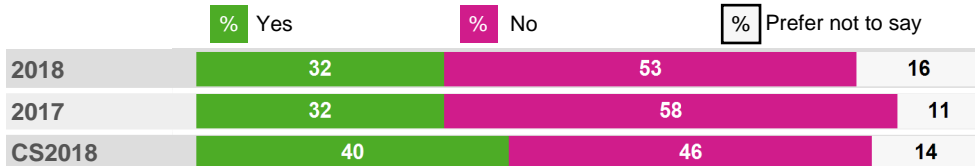


E03. During the past 12 months have you personally experienced bullying or harassment at work?



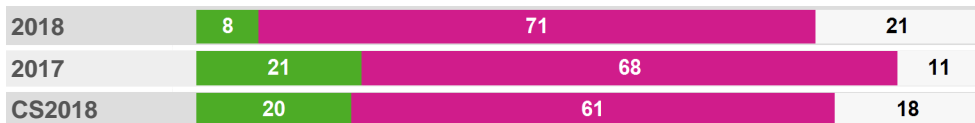
For respondents who selected 'Yes' to question E03.

E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.

E06. In your opinion, has this issue been resolved?



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 | 13 |
| Main spoken/written language or language ability | -- |
| Marital status | -- |
| Pregnancy, maternity or paternity | -- |
| Religion or belief | -- |
| Sexual orientation | -- |
| Social or educational background | -- |
| Working location | -- |
| Working pattern | 10 |
| 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)

| | Response Count |
|---|----------------|
| A colleague | -- |
| Your manager | 12 |
| 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

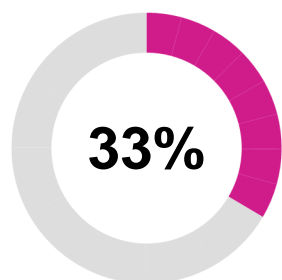
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

National Records of Scotland questions

| | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|-------|
| F01 Do you have monthly conversations with your manager? | Yes: 72% | | No: 28% | | | 72% | -1 | |
| F02 (Please only answer if you selected yes to F01) The monthly conversations I have with my manager are useful | 16 | 61 | 12 | 6 | 5 | 78% | -5 ◆ | |
| F03 (Please only answer if you selected yes to F01) My manager and I discuss my wellbeing as part of the monthly conversation | 18 | 62 | 10 | 7 | 5 | 80% | -5 ◆ | |
| F04 My team's work is prioritised in a way that means I can realistically deliver what is expected of me | 12 | 53 | 20 | 10 | 5 | 65% | -9 ◆ | |
| F05 My objectives for the appraisal year have been set | Yes: 56% | | No: 30% | | N/a: 14% | | 56% | -14 ◆ |
| F06 In the last 12 months I have made time for my learning and development (learning and development includes on the job learning, observation, feedback, mentoring, coaching as well as formal classroom-based activity) | 13 | 49 | 22 | 13 | 5 | 62% | -3 | |
| F07 Colleagues outside my team treat me with respect at work | 19 | 62 | 15 | 2 | 2 | 82% | -2 | |
| F08 In my experience there is a good level of collaboration between different teams / departments | 6 | 42 | 25 | 18 | 8 | 49% | -4 | |
| F09 When doing my job I try to focus on the outcome, not just the process | 24 | 58 | 14 | 2 | 2 | 83% | -4 ◆ | |
| F10 Taking personal responsibility for my work is important to me | 45 | 51 | 2 | 2 | 2 | 96% | -1 | |

Proxy Stress Index and PERMA Index

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



Difference from previous survey +4 ✧
Difference from CS2018 +4 ✧
Difference from CS High Performers +7 ✧

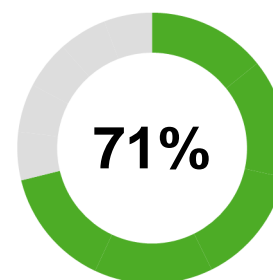
Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.

We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

% positive

| | | |
|-----|---|-----|
| B05 | I have a choice in deciding how I do my work | 66% |
| B08 | My manager motivates me to be more effective in my job | 60% |
| B18 | The people in my team can be relied upon to help when things get difficult in my job | 86% |
| B26 | I am treated with respect by the people I work with | 81% |
| B30 | I have clear work objectives | 64% |
| B33 | I have an acceptable workload | 66% |
| B45 | I have the opportunity to contribute my views before decisions are made that affect me | 27% |
| E03 | During the past 12 months have you personally experienced bullying or harassment at work? | 80% |



Difference from previous survey -2 ✧
Difference from CS2018 -2 ✧
Difference from CS High Performers -4 ✧

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

% positive

| | | |
|-----|---|-----|
| B01 | I am interested in my work | 88% |
| B03 | My work gives me a sense of personal accomplishment | 70% |
| B18 | The people in my team can be relied upon to help when things get difficult in my job | 86% |
| W01 | Overall, how satisfied are you with your life nowadays? | 60% |
| W02 | Overall, to what extent do you feel that the things you do in your life are worthwhile? | 64% |

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 2017 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. |
| CS2018 | The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 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 2018 Civil Service People Survey. The 'CS High Performer' comparator for the Proxy Stress Index has been corrected (reissued 23/11/2018). |

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

Statistical significance: ✨

Statistical testing has been carried out to identify statistically significant* differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results.

*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

The employee engagement index

The survey includes five questions that make up the engagement index (B47-B51). 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. A statistical technique (a form of regression) is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement': page 3 of this report shows the questions that had the strongest association with engagement in this unit.

Confidentiality

The survey was carried out as part of the 2018 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.

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