


Returns : 257

Response rate : 66%

Civil Service People Survey 2014

 Strength of association with engagement

◇ Statistically significant difference from comparison

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



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 CS2014	Difference from CS High Performers
Leadership and Managing Change		22%	-3	-21 ✧	-28 ✧
My work		71%	0	-4 ✧	-7 ✧
Organisational objectives and purpose		59%	-5 ✧	-24 ✧	-28 ✧
My manager		58%	-3	-10 ✧	-13 ✧
Resources and workload		68%	-1	-6 ✧	-9 ✧
Pay and benefits		27%	+4	-1	-8 ✧
Learning and development		37%	0	-12 ✧	-18 ✧
My team		73%	0	-6 ✧	-10 ✧
Inclusion and fair treatment		69%	-1	-7 ✧	-10 ✧

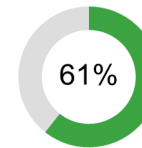


Strength of association with engagement

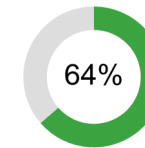


Statistically significant difference from comparison

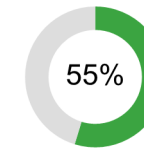
## Wellbeing



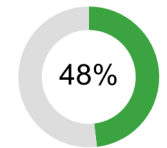
Overall, how satisfied are you with your life nowadays?



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

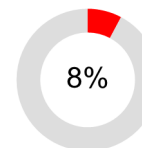


Overall, how happy did you feel yesterday?

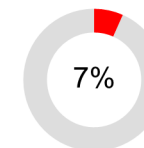


No or low anxiety yesterday

## Discrimination, bullying and harassment

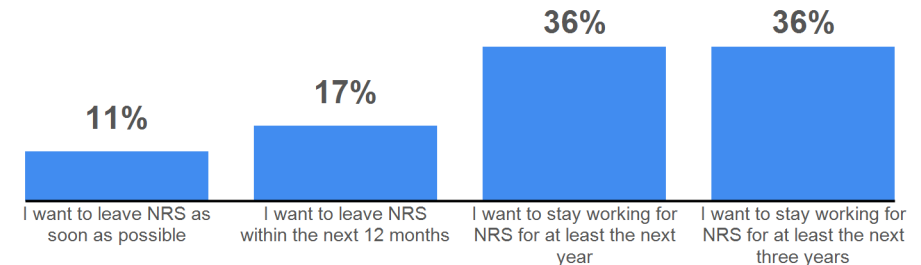


During the past 12 months have you personally experienced discrimination at work?



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

71% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	36	52	7	1	1	88%	-3	-1	-4 ◆
B02 I am sufficiently challenged by my work	21	50	16	10	3	71%	+1	-8 ◆	-11 ◆
B03 My work gives me a sense of personal accomplishment	19	53	17	8	3	71%	+1	-4 ◆	-7 ◆
B04 I feel involved in the decisions that affect my work	11	38	21	18	13	48%	+2	-8 ◆	-14 ◆
B05 I have a choice in deciding how I do my work	19	57	12	7	5	76%	0	+1	-4 ◆

### Organisational objectives and purpose

59% -5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of NRS' purpose	12	50	20	14	5	62%	-4	-24 ◆	-29 ◆
B07 I have a clear understanding of NRS' objectives	9	42	25	17	7	51%	-7 ◆	-30 ◆	-35 ◆
B08 I understand how my work contributes to NRS' objectives	11	55	20	9	5	66%	-5 ◆	-18 ◆	-22 ◆

## All questions by theme

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^ indicates a variation in question wording from your previous survey

### My manager

**58%** -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	11	46	26	11	7	57%	-1	-11 ◆	-14 ◆
B10 My manager is considerate of my life outside work	33	49	12			82%	-1	+1	-4 ◆
B11 My manager is open to my ideas	28	46	17	7		74%	-4	-6 ◆	-11 ◆
B12 My manager helps me to understand how I contribute to NRS' objectives	9	39	33	16		48%	-2	-17 ◆	-21 ◆
B13 Overall, I have confidence in the decisions made by my manager	18	44	25	8	5	62%	-4	-11 ◆	-15 ◆
B14 My manager recognises when I have done my job well	21	51	15	7	5	72%	-4	-5 ◆	-9 ◆
B15 I receive regular feedback on my performance	11	44	25	16	5	54%	-2	-11 ◆	-14 ◆
B16 The feedback I receive helps me to improve my performance	7	38	36	12	6	46%	-2	-15 ◆	-20 ◆
B17 I think that my performance is evaluated fairly	9	51	25	9	6	60%	-4	-3	-7 ◆
B18 Poor performance is dealt with effectively in my team	22	46	19	11		24%	-7 ◆	-15 ◆	-19 ◆

### My team

**73%** 0

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	25	53	14	5		79%	+1	-5 ◆	-8 ◆
B20 The people in my team work together to find ways to improve the service we provide	20	52	20	6		72%	-2	-8 ◆	-11 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	19	48	21	9		67%	0	-7 ◆	-11 ◆

## All questions by theme

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

### Learning and development

37% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	6	44	34	11	5	50%	-5	-12 ◇	-17 ◇
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	5	37	40	14	5	41%	+4	-10 ◇	-15 ◇
B24	There are opportunities for me to develop my career in NRS	22	26	26	26	22	26%	+2	-16 ◇	-23 ◇
B25	Learning and development activities I have completed while working for NRS are helping me to develop my career	5	27	36	20	12	32%	0	-11 ◇	-17 ◇

### Inclusion and fair treatment

69% -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 CS2014	Difference from CS High Performers
B26	I am treated fairly at work	19	59	15	7	0	78%	-1	-1	-4 ◇
B27	I am treated with respect by the people I work with	23	58	15	4	0	80%	-1	-4 ◇	-7 ◇
B28	I feel valued for the work I do	11	42	23	15	9	53%	-1	-11 ◇	-16 ◇
B29	I think that NRS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	14	50	30	5	1	64%	-3	-10 ◇	-14 ◇

## All questions by theme

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### Resources and workload

**68%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	14	60	16	7	7	75%	-3	-9 ◆	-12 ◆
B31 I get the information I need to do my job well	7	49	25	15	7	56%	-5 ◆	-14 ◆	-18 ◆
B32 I have clear work objectives	9	56	17	13	5	65%	-3	-10 ◆	-14 ◆
B33 I have the skills I need to do my job effectively	15	68	12	3	2	83%	-2	-6 ◆	-8 ◆
B34 I have the tools I need to do my job effectively	8	49	23	13	7	57%	-3	-15 ◆	-19 ◆
B35 I have an acceptable workload	7	58	16	11	9	65%	+5	+6 ◆	-1
B36 I achieve a good balance between my work life and my private life	16	59	12	9	6	75%	+6 ◆	+9 ◆	+1

### Pay and benefits

**27%** +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 CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	23	19	25	25	30	26%	+3	-3	-10 ◆
B38 I am satisfied with the total benefits package	27	26	21	21	22	30%	+6 ◆	-2	-10 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	21	24	24	31	24%	+4	0	-7 ◆

## All questions by theme

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

### Leadership and Managing Change

**22%** -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40 I feel that NRS as a whole is managed well	21	28	32	17	23%	-3	-22	◆	-33
B41 Senior Managers in NRS are sufficiently visible	21	25	30	21	25%	-4	-28	◆	-38
B42 I believe the actions of Senior Managers are consistent with NRS' values	17	50	19	11	20%	-6	-27	◆	-36
B43 I believe that SMT has a clear vision for the future of NRS	16	43	23	14	20%	0	-25	◆	-33
B44 Overall, I have confidence in the decisions made by NRS' Senior Managers	17	38	24	18	20%	-5	-23	◆	-31
B45 I feel that change is managed well in NRS	10	28	36	25	11%	-2	-20	◆	-27
B46 When changes are made in NRS they are usually for the better	11	38	32	16	14%	+2	-16	◆	-23
B47 NRS keeps me informed about matters that affect me	29	28	24	14	33%	-3	-25	◆	-31
B48 I have the opportunity to contribute my views before decisions are made that affect me	23	29	28	19	25%	-2	-11	◆	-18
B49 I think it is safe to challenge the way things are done in NRS	24	40	17	15	28%	-2	-13	◆	-20

## 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 CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of NRS	8	33	42	11	6	41%	-3	-17 ◆	-24 ◆
B51 I would recommend NRS as a great place to work	6	22	43	20	9	28%	-3	-21 ◆	-32 ◆
B52 I feel a strong personal attachment to NRS	9	30	36	18	8	39%	-9 ◆	-9 ◆	-15 ◆
B53 NRS inspires me to do the best in my job		22	45	21	9	26%	-4	-19 ◆	-25 ◆
B54 NRS motivates me to help it achieve its objectives	17		46	24	10	21%	-4 ◆	-22 ◆	-29 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that Senior Managers in NRS will take action on the results from this survey		25	27	26	18	29%	-4	-16 ◆	-25 ◆
B56 I believe that managers where I work will take action on the results from this survey		29	32	21	14	33%	-5 ◆	-22 ◆	-27 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	14		41	28	15	16%	-10 ◆	-19 ◆	-24 ◆



## All questions by theme

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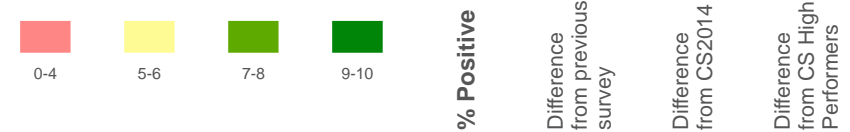
### Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	22	68	7			89%	-2	+1	-1
B59 I believe I would be supported if I try a new idea, even if it may not work	12	51	24	11		63%	-3	-5 ◆	-9 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	9	51	28	7	5	60%	+1	-5 ◆	-11 ◆
B61 When I talk about NRS I say "we" rather than "they"	14	46	27	8	5	60%	-4	-9 ◆	-18 ◆
B62 I have some really good friendships at work	19	49	25	7		68%	-4	-8 ◆	-12 ◆

## All questions by theme

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

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	19	20	50	11	61%	+4	-3	-6 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	15	21	47	17	64%	+1	-6 ◆	-9 ◆
W03 Overall, how happy did you feel yesterday?	20	26	39	16	55%	+2	-6 ◆	-9 ◆
W04 Overall, how anxious did you feel yesterday?	19	29	27	25	48%	-3	-2	-5 ◆



## 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 CS2014	Difference from CS High Performers
I want to leave NRS as soon as possible		11%	+3	+4	+2
I want to leave NRS within the next 12 months		17%	+1	+4 ◇	0
I want to stay working for NRS for at least the next year		36%	+2	+4 ◇	-2
I want to stay working for NRS for at least the next three years		36%	-6	-11 ◇	-18 ◇

### The Civil Service Code

Differences are based on '% Yes' score

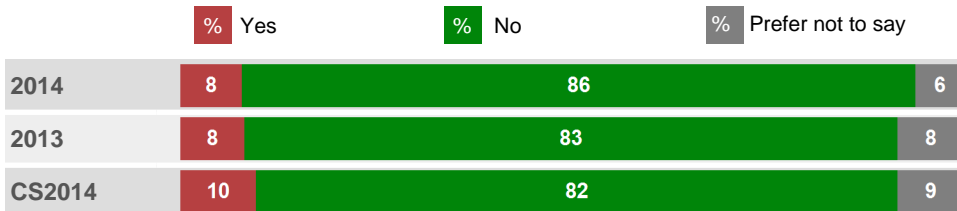
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		13	87%	+3	-3 ◇	-7 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		41	59%	+1	-5 ◇	-12 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in NRS it would be investigated properly?		38	62%	+2	-7 ◇	-12 ◇

## All questions by theme

◆ indicates statistically significant difference from comparison  
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### Discrimination, harassment and bullying

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



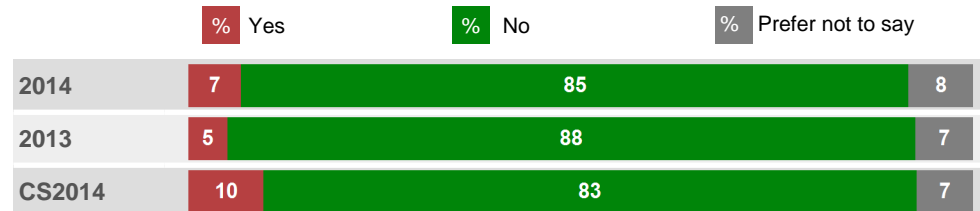
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination 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

◆ 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	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: 61%		No: 39%			61%	--
F02	(Please only answer if you selected yes to F01) The monthly conversations I have with my manager are useful	14	55	19	10		69%	--
F03	(Please only answer if you selected yes to F01) My manager and I discuss my wellbeing as part of the monthly conversation	14	56	18	11		70%	--
F04	After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 51%		No: 11%	N/a: 38%		51%	--
F05	My team's work is prioritised in a way that means I can realistically deliver what is expected of me	7	60	20	11		67%	--
F06	My manager encourages me to make time for my learning and development	8	47	28	15		54%	--
F07	I know who is the Head of Profession for the type of role I do	14	50	16	14	6	64%	--
F08	In the last 12 months I have developed my professional skills	8	47	25	13	8	55%	--

## 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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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 2014 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.