

Returns : 293

Response rate : 63%

Civil Service People Survey 2017



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.

Engagement Index

56%

Difference from previous survey +3 ✧

Difference from CS2017 -6 ✧

Difference from CS High Performers -9 ✧

My work

76%

Difference from previous survey +3

Difference from CS2017 0

Difference from CS High Performers -4 ✧

Organisational objectives and purpose

73%

Difference from previous survey +5 ✧

Difference from CS2017 -9 ✧

Difference from CS High Performers -14 ✧

My manager

69%

Difference from previous survey +2

Difference from CS2017 -1

Difference from CS High Performers -4 ✧

My team

80%

Difference from previous survey +4

Difference from CS2017 -1

Difference from CS High Performers -4 ✧

Learning and development

49%

Difference from previous survey +9 ✧

Difference from CS2017 -4 ✧

Difference from CS High Performers -8 ✧

Inclusion and fair treatment

76%

Difference from previous survey +4

Difference from CS2017 -1

Difference from CS High Performers -4 ✧

Resources and workload

73%

Difference from previous survey +5 ✧

Difference from CS2017 0

Difference from CS High Performers -3

Pay and benefits

27%

Difference from previous survey -1

Difference from CS2017 -4 ✧

Difference from CS High Performers -10 ✧

Leadership and managing change

33%

Difference from previous survey +5 ✧

Difference from CS2017 -14 ✧

Difference from CS High Performers -19 ✧

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 CS2017	Difference from CS High Performers
Leadership and managing change		33%	+5 ✧	-14 ✧	-19 ✧
My manager		69%	+2	-1	-4 ✧
My work		76%	+3	0	-4 ✧
Resources and workload		73%	+5 ✧	0	-3
Learning and development		49%	+9 ✧	-4 ✧	-8 ✧
Pay and benefits		27%	-1	-4 ✧	-10 ✧
My team		80%	+4	-1	-4 ✧
Organisational objectives and purpose		73%	+5 ✧	-9 ✧	-14 ✧
Inclusion and fair treatment		76%	+4	-1	-4 ✧



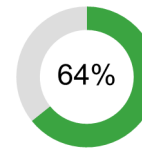
Strength of association with engagement



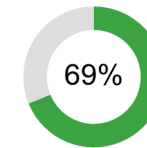
Statistically significant difference from comparison

Wellbeing

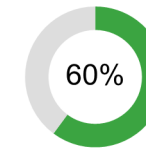
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



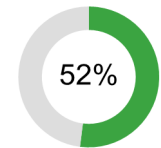
W01. Overall, how satisfied are you with your life nowadays?



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



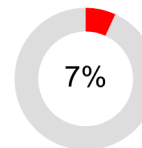
W03. Overall, how happy did you feel yesterday?



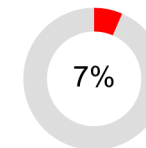
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

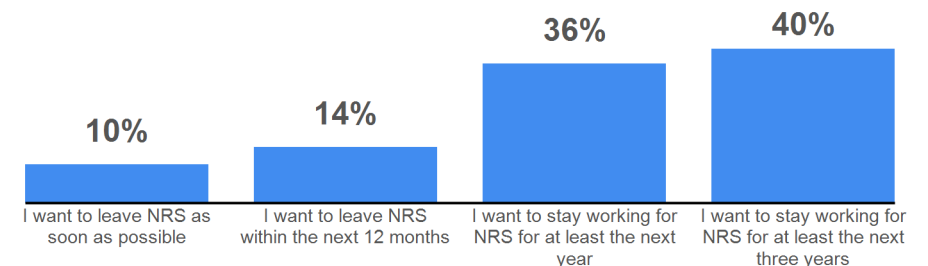


During the past 12 months have you personally experienced discrimination at work?


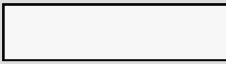


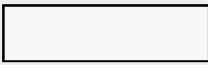

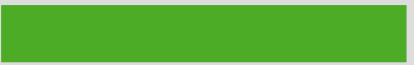
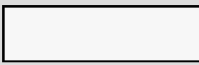




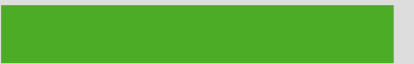




During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future



Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	 90%	B59	Senior Managers in NRS actively role model the behaviours set out in the Civil Service Leadership Statement	 50%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 57%
B09	My manager is considerate of my life outside work	 89%	B53	Where I work, I think effective action has been taken on the results of the last survey	 45%	B35	I feel that my pay adequately reflects my performance	 51%
B54	I am trusted to carry out my job effectively	 88%	B17	Poor performance is dealt with effectively in my team	 44%	B38	Senior Managers in NRS are sufficiently visible	 48%
B26	I am treated with respect by the people I work with	 86%	B43	When changes are made in NRS they are usually for the better	 43%	B42	I feel that change is managed well in NRS	 46%
B18	The people in my team can be relied upon to help when things get difficult in my job	 86%	B50	NRS inspires me to do the best in my job	 42%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	 46%

All questions by theme

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

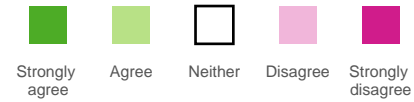
My work

76% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	43	47	6	0	2	90%	+3	0	-2
B02 I am sufficiently challenged by my work	29	48	15	8	0	77%	+1	-4 ◆	-6 ◆
B03 My work gives me a sense of personal accomplishment	25	54	11	8	0	79%	+7 ◆	+3	0
B04 I feel involved in the decisions that affect my work	13	40	20	21	6	53%	-2	-5 ◆	-11 ◆
B05 I have a choice in deciding how I do my work	24	55	13	7	0	79%	+5 ◆	+3 ◆	-1

Organisational objectives and purpose*

73% +5 ◆

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06 I have a clear understanding of NRS' objectives	18	53	17	9	0	71%	+7 ◆	-10 ◆	-15 ◆
B07 I understand how my work contributes to NRS' objectives	23	52	16	8	0	75%	+4	-9 ◆	-13 ◆

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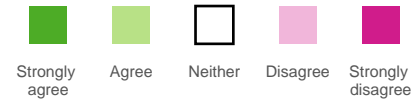
My manager

69% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	22	46	18	10	5	67%	+5 ◆	-3	-7 ◆
B09 My manager is considerate of my life outside work	46	43	6			89%	+3	+5 ◆	+2
B10 My manager is open to my ideas	39	45	9	6		84%	+3	+2	-1
B11 My manager helps me to understand how I contribute to NRS' objectives	16	41	30	9		57%	+1	-9 ◆	-14 ◆
B12 Overall, I have confidence in the decisions made by my manager	30	41	15	8	5	71%	0	-3 ◆	-8 ◆
B13 My manager recognises when I have done my job well	33	50	12			83%	-1	+3 ◆	0
B14 I receive regular feedback on my performance	20	51	16	10		71%	+6 ◆	+3	-2
B15 The feedback I receive helps me to improve my performance	18	44	26	11		62%	+4	-2	-6 ◆
B16 I think that my performance is evaluated fairly	18	52	21	6		70%	0	+4 ◆	0
B17 Poor performance is dealt with effectively in my team	6	27	44	14	9	34%	+3	-6 ◆	-10 ◆

All questions by theme

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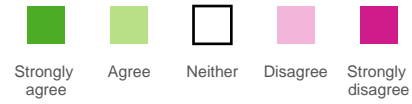
My team

80% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	36	50	9			86%	+4 ◆	+1	-2
B19	The people in my team work together to find ways to improve the service we provide	30	53	12			83%	+5 ◆	+1	-1
B20	The people in my team are encouraged to come up with new and better ways of doing things	27	43	19	9		70%	+3	-6 ◆	-10 ◆

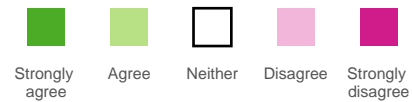
Learning and development

49% +9 ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	13	49	23	12		62%	+5	-1	-7 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	42	31	12		54%	+9 ◆	+2	-4 ◆
B23	There are opportunities for me to develop my career in NRS	10	28	28	19	16	37%	+12 ◆	-10 ◆	-18 ◆
B24	Learning and development activities I have completed while working for NRS are helping me to develop my career	11	31	34	16	8	42%	+9 ◆	-5 ◆	-10 ◆

All questions by theme

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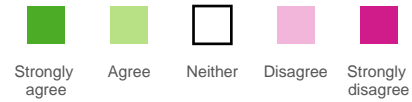
Inclusion and fair treatment

76% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25	I am treated fairly at work	27	54	13	0	0	81%	+3	+1	-2
B26	I am treated with respect by the people I work with	29	58	10	0	0	86%	+3	+2	-1
B27	I feel valued for the work I do	20	42	22	12	0	62%	+3	-4 ◆	-10 ◆
B28	I think that NRS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	21	53	17	7	0	74%	+7 ◆	-2	-5 ◆

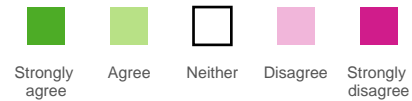
Resources and workload*

73% +5 ◆

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29	I get the information I need to do my job well	12	54	16	15	0	66%	+2	-4 ◆	-8 ◆
B30	I have clear work objectives	16	58	14	9	0	73%	+4	-2	-7 ◆
B31	I have the skills I need to do my job effectively	23	61	12	0	0	84%	+4	-4 ◆	-7 ◆
B32	I have the tools I need to do my job effectively	14	52	15	16	0	66%	+6 ◆	-4 ◆	-11 ◆
B33	I have an acceptable workload	9	60	14	13	0	69%	+9 ◆	+8 ◆	+2
B34	I achieve a good balance between my work life and my private life	23	55	15	5	0	77%	+6 ◆	+9 ◆	+4 ◆

All questions by theme

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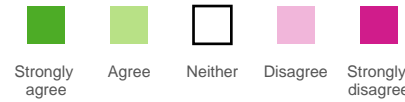
Pay and benefits

27% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	24	20	25	26	28%	-2	-2	-9 ◆	
B36 I am satisfied with the total benefits package	26	27	25	19	30%	+1	-4 ◆	-10 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	21	27	30	21%	-2	-4 ◆	-11 ◆	

Leadership and managing change*

33% +5 ◆

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 Senior Managers in NRS are sufficiently visible	10	25	17	30	18	35%	+5 ◆	-25 ◆	-34 ◆
B39 I believe the actions of Senior Managers are consistent with NRS' values	9	27	40	12	12	36%	+8 ◆	-18 ◆	-24 ◆
B40 I believe that the Senior Leadership Team has a clear vision for the future of NRS	10	26	37	15	12	36%	+9 ◆	-12 ◆	-18 ◆
B41 Overall, I have confidence in the decisions made by NRS' Senior Managers	9	22	30	22	17	31%	+4	-18 ◆	-24 ◆
B42 I feel that change is managed well in NRS	15	35	26	20	20%	+6 ◆	-14 ◆	-21 ◆	
B43 When changes are made in NRS they are usually for the better	5	19	43	16	16	24%	+5 ◆	-9 ◆	-16 ◆
B44 NRS keeps me informed about matters that affect me	10	35	28	18	9	45%	+4	-13 ◆	-20 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	7	23	29	25	16	30%	+1	-9 ◆	-18 ◆
B46 I think it is safe to challenge the way things are done in NRS	6	31	32	19	12	37%	+5 ◆	-9 ◆	-16 ◆

All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of NRS	13	40	32	11	5	52%	+8 ◆	-10 ◆	-17 ◆
B48 I would recommend NRS as a great place to work	9	29	37	20	5	38%	+4	-17 ◆	-25 ◆
B49 I feel a strong personal attachment to NRS	11	31	37	16	5	42%	+1	-7 ◆	-14 ◆
B50 NRS inspires me to do the best in my job	9	26	42	17	5	35%	+6 ◆	-13 ◆	-19 ◆
B51 NRS motivates me to help it achieve its objectives	8	27	39	19	7	35%	+7 ◆	-11 ◆	-18 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that Senior Managers in NRS will take action on the results from this survey	9	25	27	21	19	33%	+4	-17 ◆	-25 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	17	45	16	17	1	21%	+5 ◆	-15 ◆	-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 CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	34	54	7			88%	+2	0	-2
B55 I believe I would be supported if I try a new idea, even if it may not work	19	53	17	9		73%	+7 ◆	+2	-3
B56 In NRS, people are encouraged to speak up when they identify a serious policy or delivery risk	13	37	32	12	6	50%	New	-16 ◆	-21 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	9	52	23	13		61%	New	-2	-7 ◆
B58 NRS is committed to creating a diverse and inclusive workplace	15	43	35			58%	New	-16 ◆	-19 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior Managers in NRS actively role model the behaviours set out in the Civil Service Leadership Statement	6	24	50	12	9	30%	+10 ◆	-17 ◆	-25 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	13	42	34	8		54%	+10 ◆	-11 ◆	-17 ◆

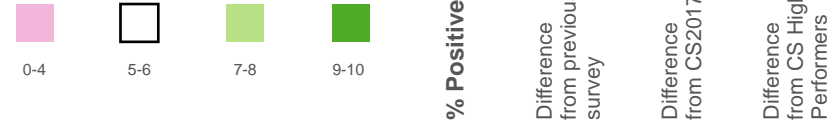
Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	26	25	36	10		29%	New	-14 ◆	-27 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	19	33	36	9		22%	New	-15 ◆	-23 ◆

All questions by theme

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Wellbeing

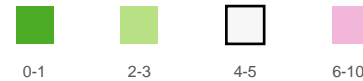


Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	13	22	52	12	64%	+3	-2	-4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	22	53	16	69%	+1	-2	-4 ◆
W03 Overall, how happy did you feel yesterday?	15	25	43	17	60%	-1	-3	-5 ◆

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?	20	32	17	31	52%	+9 ◆	+3	0
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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 CS2017	Difference from CS High Performers
I want to leave NRS as soon as possible		10%	-4	+2	-2
I want to leave NRS within the next 12 months		14%	0	0	-3 ◆
I want to stay working for NRS for at least the next year		36%	+2	+2	-3
I want to stay working for NRS for at least the next three years		40%	+2	-4 ◆	-13 ◆

The Civil Service Code

Differences are based on '% Yes' score

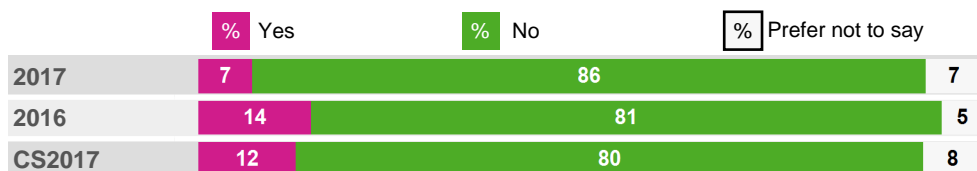
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	+2	0	-3 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	+4	-4 ◆	-10 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in NRS it would be investigated properly?		30	70%	+11 ◆	-1	-6 ◆

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?

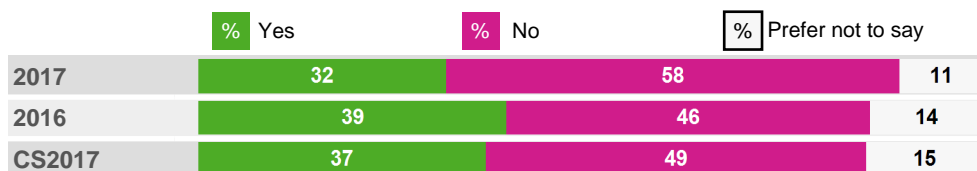


E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	--
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	--

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)

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 Do you have monthly conversations with your manager?^	Yes: 73%		No: 27%			73%	+4
F02 (Please only answer if you selected yes to F01) The monthly conversations I have with my manager are useful	19	63	12			83%	+11 ◇
F03 (Please only answer if you selected yes to F01) My manager and I discuss my wellbeing as part of the monthly conversation	22	63	9	5		85%	+5 ◇
F04 My team's work is prioritised in a way that means I can realistically deliver what is expected of me	13	61	18	5		74%	+5
F05 My objectives for the appraisal year have been set	Yes: 70%		No: 22%		N/a: 8%	70%	+4
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)	16	49	19	13		65%	+7 ◇
F07 Colleagues outside my team treat me with respect at work	19	65	14			84%	New
F08 In my experience there is a good level of collaboration between different teams / departments	10	43	22	20	5	53%	New
F09 When doing my job I try to focus on the outcome, not just the process	24	63	11			86%	New
F10 Taking personal responsibility for my work is important to me	46	51				98%	New

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 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (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. 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

Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

Confidentiality

The survey was carried out as part of the 2017 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.