

TNA

Returns: 481

Response rate: 76%

Your engagement index

66%

Difference from previous survey	Difference from CS2012	Difference from CS High Performers
-2 ✧	+8 ✧	+4 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2012
B50. I am proud when I tell others I am part of The National Archives	78%	-1	+24 ✧
B51. I would recommend The National Archives as a great place to work	65%	-2	+18 ✧

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

B52. I feel a strong personal attachment to The National Archives	56%	-5 ✧	+11 ✧
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Strive: motivated to do the best for the organisation...

B53. The National Archives inspires me to do the best in my job	57%	-3	+16 ✧
B54. The National Archives motivates me to help it achieve its objectives	51%	-4 ✧	+12 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these themes, ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Leadership and managing change		50%	-4 ✧	+9 ✧	0
My work		74%	-2	+1	-3 ✧
Learning and development		50%	-4 ✧	+6 ✧	-1
My line manager		68%	-5 ✧	+2	-1
Organisational objectives and purpose		86%	-1	+4 ✧	-1
Resources and workload		76%	-3 ✧	+3 ✧	0
Pay and benefits		28%	-6 ✧	-2	-7 ✧
My team		78%	-3 ✧	0	-3 ✧
Inclusion and fair treatment		78%	0	+3 ✧	+1


✧ = Statistically significant difference from comparison


Top three key driver themes in more detail


The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change		Strength of association with engagement: 	
B40. I feel that The National Archives as a whole is managed well	67%	-1	+24 ◇
B45. I feel that change is managed well in The National Archives	43%	-7 ◇	+14 ◇
B43. I believe that the Executive Team has a clear vision for the future of The National Archives	51%	-9 ◇	+11 ◇
B44. Overall, I have confidence in the decisions made by The National Archives' senior managers	50%	-5 ◇	+11 ◇
B46. When changes are made in The National Archives they are usually for the better	35%	-4 ◇	+10 ◇
B41. Senior managers in The National Archives are sufficiently visible	56%	-3 ◇	+8 ◇
B47. The National Archives keeps me informed about matters that affect me	64%	-3 ◇	+7 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	43%	-2	+7 ◇
B42. I believe the actions of senior managers are consistent with The National Archives' values	47%	-6 ◇	+5 ◇
B49. I think it is safe to challenge the way things are done in The National Archives	42%	-1	+1

My work		Strength of association with engagement: 	
B04. I feel involved in the decisions that affect my work	57%	-4 ◇	+4 ◇
B03. My work gives me a sense of personal accomplishment	75%	-3 ◇	+2 ◇
B01. I am interested in my work	90%	0	+1
B05. I have a choice in deciding how I do my work	71%	-4 ◇	-1
B02. I am sufficiently challenged by my work	74%	-1	-3 ◇

Learning and development		Strength of association with engagement: 	
B24. There are opportunities for me to develop my career in The National Archives	43%	-5 ◇	+7 ◇
B25. Learning and development activities I have completed while working for The National Archives are helping me to develop my career	46%	-1	+6 ◇
B22. I am able to access the right learning and development opportunities when I need to	63%	-5 ◇	+5 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	50%	-5 ◇	+4 ◇

All questions by theme

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



My work

:Strength of association with engagement

Question	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B01. I am interested in my work	47	43	6			90%	0	+1	-1 ◇
B02. I am sufficiently challenged by my work	34	40	14	9	4	74%	-1	-3 ◇	-7 ◇
B03. My work gives me a sense of personal accomplishment	29	46	13	9		75%	-3 ◇	+2 ◇	-3 ◇
B04. I feel involved in the decisions that affect my work	17	40	20	16	7	57%	-4 ◇	+4 ◇	-2 ◇
B05. I have a choice in deciding how I do my work	27	45	18	7	4	71%	-4 ◇	-1	-6 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of The National Archives' purpose	36	55	6			91%	0	+6 ◇	0
B07. I have a clear understanding of The National Archives' objectives	26	57	12	5		82%	0	+4 ◇	-3 ◇
B08. I understand how my work contributes to The National Archives' objectives	33	52	11	4		85%	-2	+3 ◇	-2 ◇

All questions by theme

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

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	25	42	20	10		68%	-6 ◇	+2 ◇	-1
B10. My manager is considerate of my life outside work	40	39	15	4		79%	0	-2	-4 ◇
B11. My manager is open to my ideas	38	40	15	6		78%	-3 ◇	-1	-5 ◇
B12. My manager helps me to understand how I contribute to The National Archives' objectives	21	42	26	9		63%	-7 ◇	+2 ◇	-3 ◇
B13. Overall, I have confidence in the decisions made by my manager	32	39	17	9		71%	-7 ◇	0	-4 ◇
B14. My manager recognises when I have done my job well	34	45	13	6		78%	-4 ◇	+1	-1
B15. I receive regular feedback on my performance	25	42	20	11		67%	-7 ◇	+4 ◇	-1
B16. The feedback I receive helps me to improve my performance	21	42	24	11		62%	-7 ◇	+3 ◇	0
B17. I think that my performance is evaluated fairly	22	44	21	8	4	67%	-5 ◇	+5 ◇	-1
B18. Poor performance is dealt with effectively in my team	9	33	35	15	8	42%	-7 ◇	+5 ◇	+1

My team

:Strength of association with engagement

B19. The people in my team can be relied upon to help when things get difficult in my job	36	46	12	4		81%	-3 ◇	-2 ◇	-5 ◇
B20. The people in my team work together to find ways to improve the service we provide	34	45	14	5		79%	-5 ◇	0	-3 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	31	42	16	6	4	73%	-2	+3 ◇	-2 ◇

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2012
 Difference from CS High Performers

Learning and development

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	14	49	24	10	10	63%	-5 ◇	+5 ◇	-2
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	36	38	8	4	50%	-5 ◇	+4 ◇	-2
B24. There are opportunities for me to develop my career in The National Archives	10	32	31	16	10	43%	-5 ◇	+7 ◇	0
B25. Learning and development activities I have completed while working for The National Archives are helping me to develop my career	13	33	38	11	6	46%	-1	+6 ◇	0

Inclusion and fair treatment

 :Strength of association with engagement

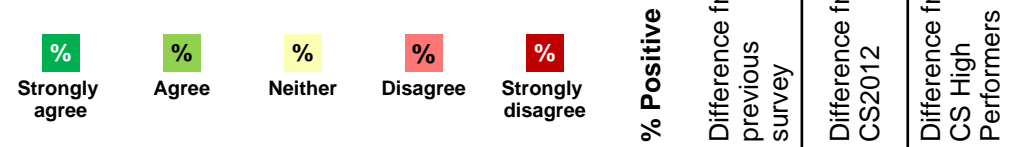
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B26. I am treated fairly at work	28	53	11	5	5	81%	+1	+3 ◇	0
B27. I am treated with respect by the people I work with	31	54	10	4	4	85%	-2	+1	-2 ◇
B28. I feel valued for the work I do	21	46	18	11	4	67%	-1	+5 ◇	0
B29. I think that The National Archives respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	53	13	4	4	79%	+2	+8 ◇	+1

All questions by theme

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

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Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	29	55	11	4		84%	-3 ◇	0	-3 ◇
B31. I get the information I need to do my job well	18	54	18	8		72%	-2	+4 ◇	0
B32. I have clear work objectives	21	57	13	7		78%	-3 ◇	+3 ◇	-1
B33. I have the skills I need to do my job effectively	31	57	10			89%	-5 ◇	0	-2 ◇
B34. I have the tools I need to do my job effectively	22	51	18	7		73%	-7 ◇	+2	-2 ◇
B35. I have an acceptable workload	13	54	18	12		68%	0	+8 ◇	+2 ◇
B36. I achieve a good balance between my work life and my private life	22	49	17	9		71%	-1	+3 ◇	-2 ◇

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	24	26	29	18		27%	-7 ◇	-4 ◇	-9 ◇
B38. I am satisfied with the total benefits package	32	33	20	11		35%	-5 ◇	+2	-4 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	18	28	32	18	22%	-6 ◇	-4 ◇	-11 ◇

All questions by theme

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Leadership and managing change

: Strength of association with engagement

Question	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B40. I feel that The National Archives as a whole is managed well	9	58	22	8	4	67%	-1	+24 ◇	+10 ◇
B41. Senior managers in The National Archives are sufficiently visible	8	49	24	15	5	56%	-3 ◇	+8 ◇	-4 ◇
B42. I believe the actions of senior managers are consistent with The National Archives' values	6	41	38	11	5	47%	-6 ◇	+5 ◇	-7 ◇
B43. I believe that the Executive Team has a clear vision for the future of The National Archives	9	42	39	7		51%	-9 ◇	+11 ◇	-1
B44. Overall, I have confidence in the decisions made by The National Archives' senior managers	7	43	36	9	4	50%	-5 ◇	+11 ◇	-2
B45. I feel that change is managed well in The National Archives	5	38	36	16	5	43%	-7 ◇	+14 ◇	+5 ◇
B46. When changes are made in The National Archives they are usually for the better		32	45	16	4	35%	-4 ◇	+10 ◇	0
B47. The National Archives keeps me informed about matters that affect me	10	54	24	10		64%	-3 ◇	+7 ◇	0
B48. I have the opportunity to contribute my views before decisions are made that affect me	6	36	31	19	8	43%	-2	+7 ◇	0
B49. I think it is safe to challenge the way things are done in The National Archives	7	34	30	20	8	42%	-1	+1	-5 ◇

All questions by theme

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of The National Archives	29	49	18			78%	-1	+24 ◇	+14 ◇
B51. I would recommend The National Archives as a great place to work	20	45	25	7		65%	-2	+18 ◇	+7 ◇
B52. I feel a strong personal attachment to The National Archives	21	35	30	11		56%	-5 ◇	+11 ◇	+4 ◇
B53. The National Archives inspires me to do the best in my job	14	43	29	10	4	57%	-3	+16 ◇	+7 ◇
B54. The National Archives motivates me to help it achieve its objectives	12	39	34	11	4	51%	-4 ◇	+12 ◇	+4 ◇
Taking action									
B55. I believe that senior managers in The National Archives will take action on the results from this survey	6	37	34	17	7	43%	-11 ◇	0	-11 ◇
B56. I believe that managers where I work will take action on the results from this survey	10	40	30	13	7	50%	-7 ◇	-2	-10 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	7	22	50	14	8	29%	-7 ◇	-3 ◇	-11 ◇

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for The National Archives?

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave The National Archives as soon as possible		6%	+1	-2	-4
I want to leave The National Archives within the next 12 months		15%	+2	+2 ^	-2 ^
I want to stay working for The National Archives for at least the next year		37%	-2	+8 ^	+3 ^
I want to stay working for The National Archives for at least the next three years		43%	-1	-9 ^	-17 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		20	80%	-2	-9 ^	-14 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		49	51%	+2	-12 ^	-19 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in The National Archives it would be investigated properly?		31	69%	0	+2 ^	-2 ^

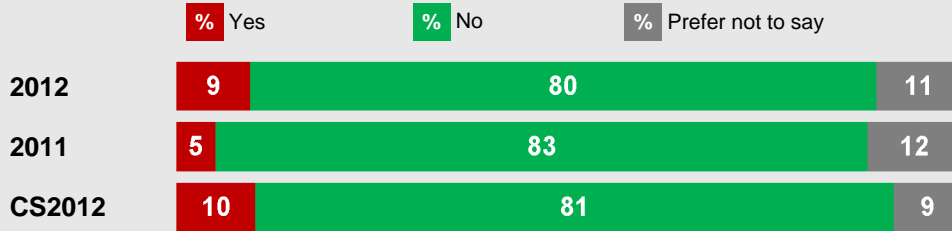
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

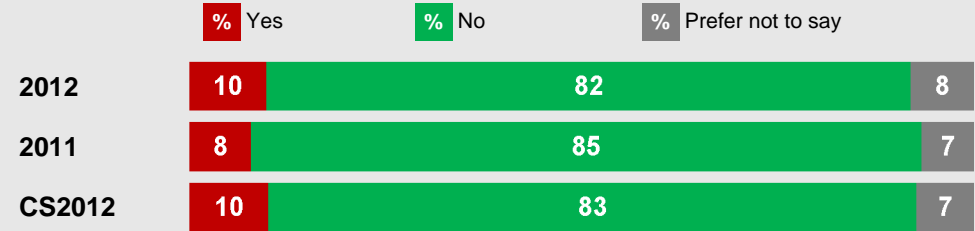
All questions by theme

Discrimination, harassment and bullying

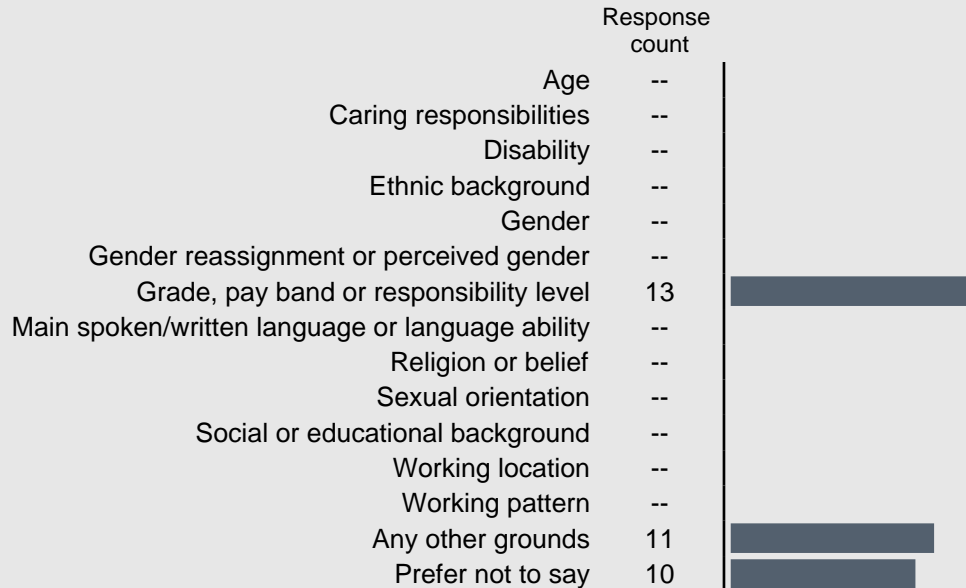
E01. During the past 12 months, have you personally experienced discrimination at work?



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

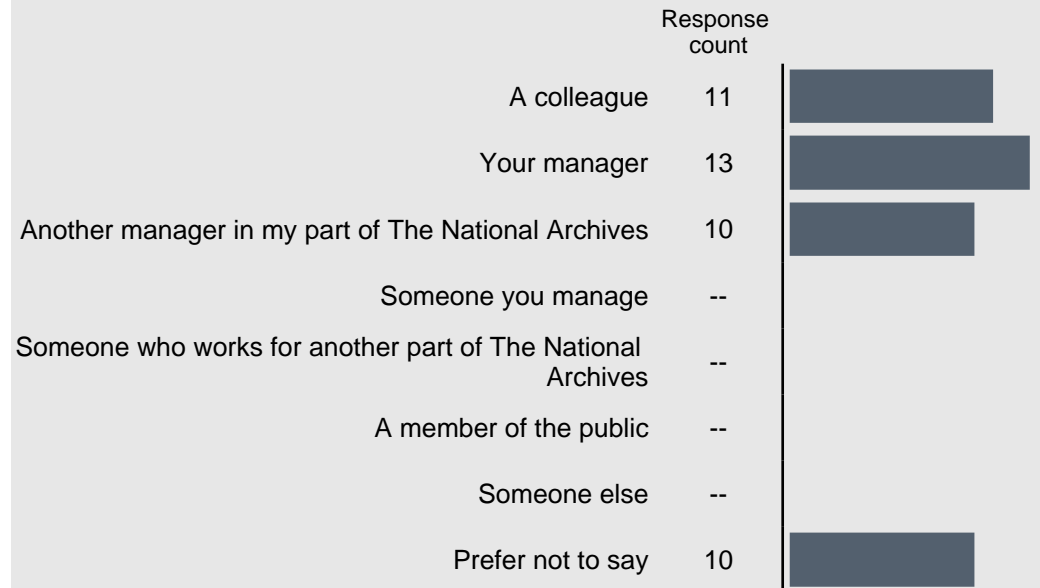


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

For respondents who selected 'Yes' to question E03.
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



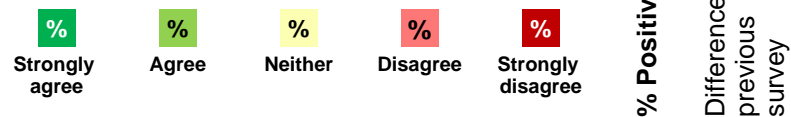
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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^ indicates a variation in question wording from your previous survey

✦ indicates statistically significant difference from comparison



TNA questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I understand how where I work fits into MoJ	Yes: 62%		No: 38%			62%	+3
F02. I have had a formal performance review in the last 12 months	Yes: 93%		No: 7%			93%	-5 ✦
F03. My line manager uses coaching skills effectively	15	40	31	11	4	55%	-2
F04. Overall I am satisfied with the job I do	17	61	12	7		78%	-4 ✦
F05. I have a clear understanding of The National Archives' public responsibility and task	30	61		7		91%	+2 ✦
F06. The National Archive's actions are consistent with its values	13	55	25	7		67%	+3
F07. I believe that The National Archives cares about the wellbeing of its staff	17	53	20	6		70%	-2
F08. I review my learning and development needs with my manager on a regular basis	11	42	26	15	7	53%	-
F09. My manager encourages me to make time for learning and development	15	41	26	12	6	56%	-

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2011 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2012 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✦

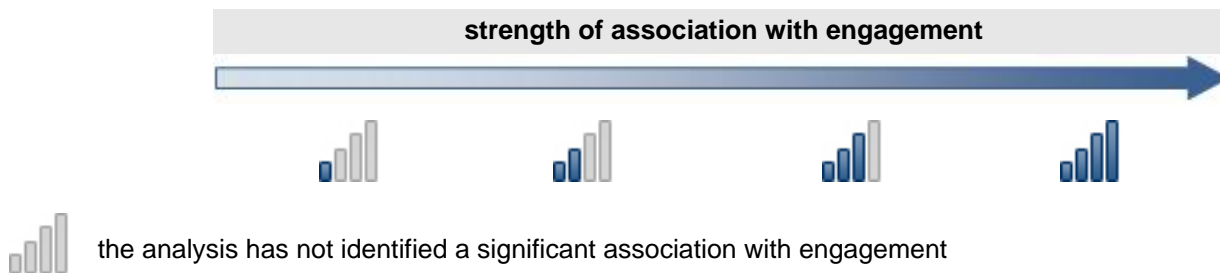
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2012 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.