

# TNA

Returns: 462

Response rate: 77%

## Your engagement index

# 68%

Difference from previous survey

**+3** ✧

Difference from CS2011

**+12** ✧

Difference from CS High Performers

**+6** ✧

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 CS2011
B50. I am proud when I tell others I am part of The National Archives	<b>79%</b>	+5 ✧	+27 ✧
B51. I would recommend The National Archives as a great place to work	<b>67%</b>	+10 ✧	+24 ✧

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

B52. I feel a strong personal attachment to The National Archives	<b>61%</b>	-1	+16 ✧
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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	<b>59%</b>	+6 ✧	+21 ✧
B54. The National Archives motivates me to help it achieve its objectives	<b>55%</b>	+6 ✧	+19 ✧

✧ = 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 CS2011	Difference from CS High Performers
<b>Leadership and managing change</b>		<b>54%</b>	+8 ✧	+16 ✧	+7 ✧
<b>My work</b>		<b>76%</b>	+1	+5 ✧	0
<b>My line manager</b>		<b>73%</b>	+3	+9 ✧	+5 ✧
<b>Learning and development</b>		<b>54%</b>	+3	+12 ✧	+4 ✧
<b>Pay and benefits</b>		<b>34%</b>	-5	+3 ✧	-5 ✧
<b>Organisational objectives and purpose</b>		<b>87%</b>	+4 ✧	+5 ✧	0
<b>My team</b>		<b>81%</b>	+2	+4 ✧	0
<b>Resources and workload</b>		<b>79%</b>	+4 ✧	+7 ✧	+4 ✧
<b>Inclusion and fair treatment</b>		<b>78%</b>	-1	+5 ✧	+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 CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
<b>Leadership and managing change</b>		Strength of association with engagement: 	
B40. I feel that The National Archives as a whole is managed well	68%	+13 ◇	+27 ◇
B45. I feel that change is managed well in The National Archives	50%	+10 ◇	+23 ◇
B43. I believe that the Executive Team has a clear vision for the future of The National Archives	60%	+14 ◇	+21 ◇
B44. Overall, I have confidence in the decisions made by The National Archives' senior managers	55%	+8 ◇	+18 ◇
B46. When changes are made in The National Archives they are usually for the better	39%	+9 ◇	+16 ◇
B41. Senior managers in The National Archives are sufficiently visible	59%	+2	+14 ◇
B42. I believe the actions of senior managers are consistent with The National Archives' values	52%	+7 ◇	+14 ◇
B47. The National Archives keeps me informed about matters that affect me	67%	+8 ◇	+12 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	45%	+6 ◇	+9 ◇
B49. I think it is safe to challenge the way things are done in The National Archives	43%	+3	+4 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
<b>My work</b>		Strength of association with engagement: 	
B04. I feel involved in the decisions that affect my work	61%	+5	+12 ◇
B03. My work gives me a sense of personal accomplishment	78%	+1	+6 ◇
B05. I have a choice in deciding how I do my work	75%	-3	+4 ◇
B01. I am interested in my work	91%	0	+2 ◇
B02. I am sufficiently challenged by my work	75%	+1	0

	% Positive	Diff. from previous survey	Difference from CS2011
<b>My line manager</b>		Strength of association with engagement: 	
B15. I receive regular feedback on my performance	74%	+4	+14 ◇
B18. Poor performance is dealt with effectively in my team	49%	+3	+12 ◇
B16. The feedback I receive helps me to improve my performance	70%	+5	+12 ◇
B12. My manager helps me to understand how I contribute to The National Archives' objectives	70%	+5 ◇	+12 ◇
B09. My manager motivates me to be more effective in my job	74%	+6 ◇	+11 ◇
B17. I think that my performance is evaluated fairly	71%	0	+9 ◇
B13. Overall, I have confidence in the decisions made by my manager	78%	+2	+7 ◇
B14. My manager recognises when I have done my job well	82%	+2	+6 ◇
B11. My manager is open to my ideas	81%	-1	+2 ◇
B10. My manager is considerate of my life outside work	79%	+2	+1

# 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 CS2011	Difference from CS High Performers
B01. I am interested in my work	48	42	6			91%	0	+2 ◇	-1
B02. I am sufficiently challenged by my work	34	41	15	7		75%	+1	0	-4 ◇
B03. My work gives me a sense of personal accomplishment	29	49	14	6		78%	+1	+6 ◇	+1
B04. I feel involved in the decisions that affect my work	18	43	18	16	4	61%	+5	+12 ◇	+2
B05. I have a choice in deciding how I do my work	24	51	15	8		75%	-3	+4 ◇	-2 ◇

## Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of The National Archives' purpose	34	57	7			91%	+6 ◇	+7 ◇	+2 ◇
B07. I have a clear understanding of The National Archives' objectives	25	57	13	4		82%	+5 ◇	+3 ◇	-2 ◇
B08. I understand how my work contributes to The National Archives' objectives	32	55	11			87%	+1	+6 ◇	+1

# All questions 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 CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	23	51	15	8		74%	+6 ◇	+11 ◇	+7 ◇
B10. My manager is considerate of my life outside work	40	39	16	4		79%	+2	+1	-3 ◇
B11. My manager is open to my ideas	36	45	12	5		81%	-1	+2 ◇	0
B12. My manager helps me to understand how I contribute to The National Archives' objectives	22	49	23	5		70%	+5 ◇	+12 ◇	+6 ◇
B13. Overall, I have confidence in the decisions made by my manager	30	48	14	5		78%	+2	+7 ◇	+3 ◇
B14. My manager recognises when I have done my job well	35	48	11	6		82%	+2	+6 ◇	+3 ◇
B15. I receive regular feedback on my performance	21	53	16	8		74%	+4	+14 ◇	+9 ◇
B16. The feedback I receive helps me to improve my performance	20	50	22	7		70%	+5	+12 ◇	+8 ◇
B17. I think that my performance is evaluated fairly	23	49	19	8		71%	0	+9 ◇	+4 ◇
B18. Poor performance is dealt with effectively in my team	12	37	33	13	4	49%	+3	+12 ◇	+9 ◇

## 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	49	11	5		84%	+4	+2 ◇	-1
B20. The people in my team work together to find ways to improve the service we provide	34	49	11	5		83%	+3	+5 ◇	+1
B21. The people in my team are encouraged to come up with new and better ways of doing things	31	44	17	7		75%	0	+6 ◇	0

# All questions by theme

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
<b>Learning and development</b>									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	17	51	22	8		68%	+5 ✧	+13 ✧	+4 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	41	31	10		56%	+1	+11 ✧	+3 ✧
B24. There are opportunities for me to develop my career in The National Archives	10	37	27	17	9	47%	+6 ✧	+16 ✧	+9 ✧
B25. Learning and development activities I have completed while working for The National Archives are helping me to develop my career	12	35	34	14	5	47%	+1	+7 ✧	+2
<b>Inclusion and fair treatment</b>									
 :Strength of association with engagement									
B26. I am treated fairly at work	27	53	13	4		81%	-1	+2 ✧	0
B27. I am treated with respect by the people I work with	33	54	10			87%	-1	+3 ✧	0
B28. I feel valued for the work I do	24	44	19	9	4	68%	-2	+8 ✧	+1
B29. I think that The National Archives respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	30	48	16	4		78%	0	+7 ✧	+1

# All questions 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 CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	25	62	9	4		87%	+3	+5 ✧	+1
B31. I get the information I need to do my job well	16	58	18	7		74%	+1	+7 ✧	+3 ✧
B32. I have clear work objectives	22	60	14	5		81%	+5 ✧	+8 ✧	+3 ✧
B33. I have the skills I need to do my job effectively	31	63	5			94%	+5 ✧	+6 ✧	+3 ✧
B34. I have the tools I need to do my job effectively	18	61	13	5		80%	+4	+10 ✧	+4 ✧
B35. I have an acceptable workload	12	56	20	10		68%	+7 ✧	+8 ✧	+3 ✧
B36. I achieve a good balance between my work life and my private life	20	52	18	8		72%	+6 ✧	+4 ✧	-2

## Pay and benefits

:Strength of association with engagement

Question	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	31	27	29	9		34%	-6 ✧	+2 ✧	-5 ✧
B38. I am satisfied with the total benefits package	5	35	34	20	6	40%	-5	+6 ✧	-1
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	25	30	31	11	28%	-4	+1	-7 ✧

# 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 CS2011	Difference from CS High Performers
B40. I feel that The National Archives as a whole is managed well	12	56	23	7	7	68%	+13 ◇	+27 ◇	+13 ◇
B41. Senior managers in The National Archives are sufficiently visible	12	47	23	14	4	59%	+2	+14 ◇	0
B42. I believe the actions of senior managers are consistent with The National Archives' values	9	44	35	9	9	52%	+7 ◇	+14 ◇	+2 ◇
B43. I believe that the Executive Team has a clear vision for the future of The National Archives	12	48	33	5	5	60%	+14 ◇	+21 ◇	+9 ◇
B44. Overall, I have confidence in the decisions made by The National Archives' senior managers	11	44	32	8	5	55%	+8 ◇	+18 ◇	+7 ◇
B45. I feel that change is managed well in The National Archives	7	43	34	13	4	50%	+10 ◇	+23 ◇	+13 ◇
B46. When changes are made in The National Archives they are usually for the better	6	33	44	14	9	39%	+9 ◇	+16 ◇	+8 ◇
B47. The National Archives keeps me informed about matters that affect me	9	58	23	8	8	67%	+8 ◇	+12 ◇	+5 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	7	38	33	17	5	45%	+6 ◇	+9 ◇	+1
B49. I think it is safe to challenge the way things are done in The National Archives	7	36	33	18	6	43%	+3	+4 ◇	-3 ◇

# All questions by theme

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

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	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of The National Archives	29	49	17			79%	+5 ◇	+27 ◇	+14 ◇
B51. I would recommend The National Archives as a great place to work	21	46	25	6		67%	+10 ◇	+24 ◇	+12 ◇
B52. I feel a strong personal attachment to The National Archives	22	39	27	8		61%	-1	+16 ◇	+8 ◇
B53. The National Archives inspires me to do the best in my job	17	43	30	8		59%	+6 ◇	+21 ◇	+10 ◇
B54. The National Archives motivates me to help it achieve its objectives	12	42	33	8	4	55%	+6 ◇	+19 ◇	+9 ◇
<b>Taking action</b>									
B55. I believe that senior managers in The National Archives will take action on the results from this survey	10	43	30	12	5	53%	+14 ◇	+15 ◇	+3 ◇
B56. I believe that managers where I work will take action on the results from this survey	14	43	26	13	4	57%	+7 ◇	+8 ◇	+1
B57. Where I work, I think effective action has been taken on the results of the last survey	8	28	45	14	5	36%	-	+7 ◇	-1

# 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 CS2011	Difference from CS High Performers
I want to leave The National Archives as soon as possible		5%	0	-3	-5
I want to leave The National Archives within the next 12 months		12%	-2	+1	-2 ^
I want to stay working for The National Archives for at least the next year		39%	+4	+12 ^	+4 ^
I want to stay working for The National Archives for at least the next three years		44%	-3	-10 ^	-17 ^

## The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		18	82%	+5 ^	-4 ^	-10 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		51	49%	+15 ^	-10 ^	-17 ^
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%	+5	+4 ^	-2 ^

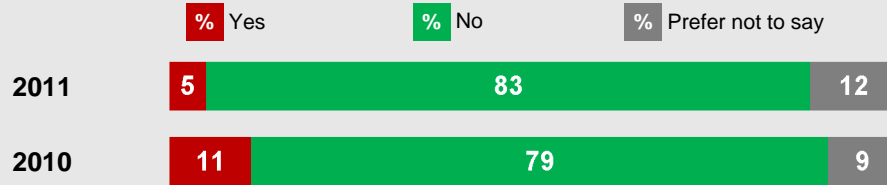
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# All questions by theme

## Discrimination, harassment and bullying

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



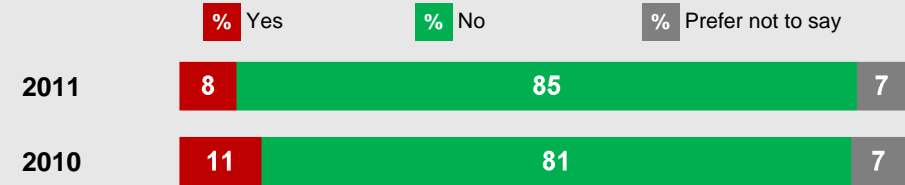
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

Ground	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)

Who	Response count
A colleague	--
Your manager	--
Another manager in my part of The National Archives	11
Someone you manage	--
Someone who works for another part of The National Archives	--
A member of the public	--
Someone else	--
Prefer not to say	--

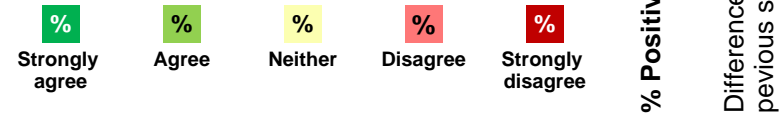
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

# All questions by theme

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

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◇ 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: 59%		No: 41%			59%	+4
F02. Have you had a performance review in the last 12 months?	Yes: 97%		No: 3%			97%	+3 ◇
F03. My line manager uses coaching skills effectively	15	42	29	12		57%	+1
F04. Overall I am satisfied with the job I do	20	63	11	5		82%	+2
F05. I have a clear understanding of The National Archives' public responsibility and task	28	61	9			89%	+6 ◇
F06. The National Archives' actions are consistent with its values	13	52	27	7		65%	+7 ◇
F07. I believe that The National Archives cares about the wellbeing of its staff	17	55	18	7		72%	+11 ◇

# Appendix

## Glossary of key terms

<b>% positive</b>	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> ).
<b>Previous survey</b>	Comparisons to the previous survey relate to the results from the 2010 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.
<b>CS2011</b>	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 Civil Service People Survey.
<b>CS High Performers</b>	For each question, this is the upper quartile score across all organisations that have taken part in the 2011 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: ✦

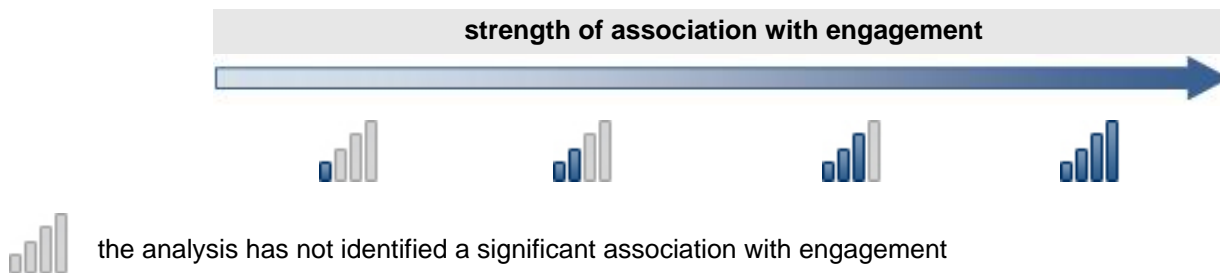
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2011 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.