

Returns : 349

Response rate : 61%

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

66%

Difference from previous survey -1

Difference from CS2017 +5 ✧

Difference from CS High Performers +1 ✧

## My work

76%

Difference from previous survey -3

Difference from CS2017 0

Difference from CS High Performers -3 ✧

## Organisational objectives and purpose

80%

Difference from previous survey +1

Difference from CS2017 -2

Difference from CS High Performers -7 ✧

## My manager

72%

Difference from previous survey +3

Difference from CS2017 +3

Difference from CS High Performers 0

## My team

80%

Difference from previous survey +2

Difference from CS2017 -1

Difference from CS High Performers -4 ✧

## Learning and development

45%

Difference from previous survey -2

Difference from CS2017 -8 ✧

Difference from CS High Performers -13 ✧

## Inclusion and fair treatment

78%

Difference from previous survey -3

Difference from CS2017 +2

Difference from CS High Performers -2

## Resources and workload

74%

Difference from previous survey +1

Difference from CS2017 +1

Difference from CS High Performers -2

## Pay and benefits

21%

Difference from previous survey -5 ✧

Difference from CS2017 -9 ✧

Difference from CS High Performers -15 ✧

## Leadership and managing change

48%

Difference from previous survey -3

Difference from CS2017 +2

Difference from CS High Performers -3

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		48%	-3	+2	-3
My work		76%	-3	0	-3 ✦
My manager		72%	+3	+3	0
Pay and benefits		21%	-5 ✦	-9 ✦	-15 ✦
Learning and development		45%	-2	-8 ✦	-13 ✦
Resources and workload		74%	+1	+1	-2
My team		80%	+2	-1	-4 ✦
Organisational objectives and purpose		80%	+1	-2	-7 ✦
Inclusion and fair treatment		78%	-3	+2	-2



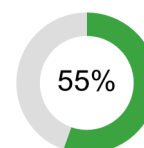
Strength of association with engagement



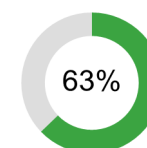
Statistically significant difference from comparison

## Wellbeing

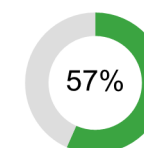
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



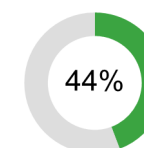
W01. Overall, how satisfied are you with your life nowadays?



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



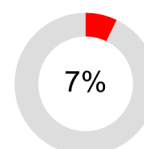
W03. Overall, how happy did you feel yesterday?



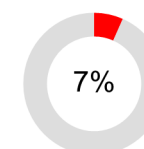
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

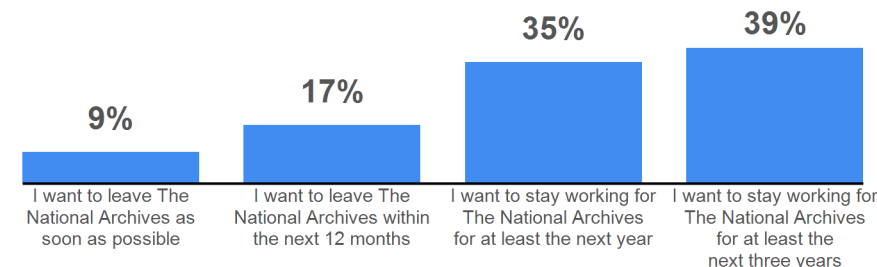


During the past 12 months have you personally experienced discrimination at work?


















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
B54 I am trusted to carry out my job effectively	 89%	B53 Where I work, I think effective action has been taken on the results of the last survey	 43%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	 65%
B31 I have the skills I need to do my job effectively	 89%	B22 Learning and development activities I have completed in the past 12 months have helped to improve my performance	 41%	B35 I feel that my pay adequately reflects my performance	 62%
B01 I am interested in my work	 89%	B59 Senior managers in The National Archives actively role model the behaviours set out in the Civil Service Leadership Statement	 40%	B36 I am satisfied with the total benefits package	 43%
B26 I am treated with respect by the people I work with	 86%	B43 When changes are made in The National Archives they are usually for the better	 37%	B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	 41%
B10 My manager is open to my ideas	 86%	B24 Learning and development activities I have completed while working for The National Archives are helping me to develop my career	 37%	B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	 38%

## 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

B01 I am interested in my work

48

41

7

1

89%

-3

-1

-3 ♦

B02 I am sufficiently challenged by my work

37

40

11

9

78%

-3

-3 ♦

-5 ♦

B03 My work gives me a sense of personal accomplishment

31

45

16

5

75%

-5 ♦

-1

-4 ♦

B04 I feel involved in the decisions that affect my work

19

40

17

17

7

59%

-2

+1

-5 ♦

B05 I have a choice in deciding how I do my work

30

50

12

1

80%

-2

+4 ♦

0

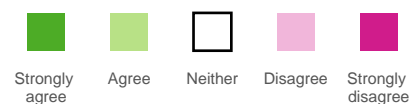
### Organisational objectives and purpose\*

80% +1

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

B06 I have a clear understanding of The National Archives' objectives

25

54

12

7

78%

0

-2

-8 ♦

B07 I understand how my work contributes to The National Archives' objectives

32

49

11

1

82%

+1

-1

-5 ♦

## All questions by theme

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### My manager

72% +3

Difference from previous survey



Strength of association with engagement



% 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	27	44	17	7	5	71%	+1	+1	-3
B09	My manager is considerate of my life outside work	43	42	9			85%	+3	+1	-2
B10	My manager is open to my ideas	42	44	9			86%	+1	+4 ♦	+1
B11	My manager helps me to understand how I contribute to The National Archives' objectives	24	45	21	6		69%	+2	+4 ♦	-1
B12	Overall, I have confidence in the decisions made by my manager	30	48	11	6		79%	+3	+4 ♦	0
B13	My manager recognises when I have done my job well	35	46	10	5		82%	+3	+3	-1
B14	I receive regular feedback on my performance	26	46	15	10		72%	+9 ♦	+4 ♦	0
B15	The feedback I receive helps me to improve my performance	25	42	22	7		67%	+7 ♦	+4 ♦	0
B16	I think that my performance is evaluated fairly	26	44	19	6	5	70%	+3	+5 ♦	0
B17	Poor performance is dealt with effectively in my team	10	31	36	16	6	41%	+2	+2	-3

## All questions by theme

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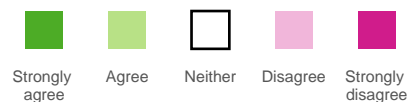
### My team

80% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

		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	39	45	11	5		83%	+3	-2	-4 ♦
B19	The people in my team work together to find ways to improve the service we provide	37	44	13			82%	0	-1	-3 ♦
B20	The people in my team are encouraged to come up with new and better ways of doing things	34	41	16	7		74%	+2	-1	-5 ♦

### Learning and development

45% -2

Difference from previous survey



Strength of association with engagement



		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	41	31	11	5	53%	-3	-10 ♦	-16 ♦
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	30	41	10	6	43%	-1	-9 ♦	-14 ♦
B23	There are opportunities for me to develop my career in The National Archives	9	29	29	19	13	39%	-4	-8 ♦	-16 ♦
B24	Learning and development activities I have completed while working for The National Archives are helping me to develop my career	10	34	37	12	8	43%	+1	-3 ♦	-8 ♦

## All questions by theme

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### Inclusion and fair treatment

78% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B25 I am treated fairly at work



79%

-6 ♦

-1

-5 ♦

B26 I am treated with respect by the people I work with



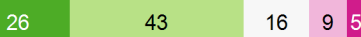
86%

+2

+1

-1

B27 I feel valued for the work I do



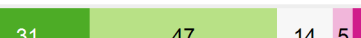
70%

-2

+4 ♦

-2

B28 I think that The National Archives respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)



78%

-4 ♦

+2

-1

### Resources and workload\*

74% +1

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

B29 I get the information I need to do my job well



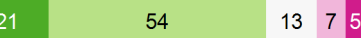
72%

+3

+2

-2

B30 I have clear work objectives



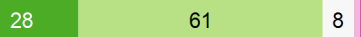
75%

0

0

-5 ♦

B31 I have the skills I need to do my job effectively



89%

0

+1

-2

B32 I have the tools I need to do my job effectively



70%

0

0

-6 ♦

B33 I have an acceptable workload



64%

+4

+4 ♦

-2

B34 I achieve a good balance between my work life and my private life



70%

+2

+2

-4 ♦

## All questions by theme

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

### Pay and benefits

21%

-5

Difference from previous survey



Strength of association with engagement



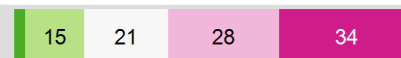
% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B35 I feel that my pay adequately reflects my performance



17% -7 ◆ -13 ◆ -20 ◆

B36 I am satisfied with the total benefits package



30% -3 -4 ◆ -11 ◆

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



16% -5 ◆ -10 ◆ -17 ◆

### Leadership and managing change\*

48%

-3

Difference from previous survey



Strength of association with engagement



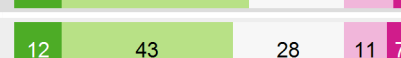
\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

B38 Senior managers in The National Archives are sufficiently visible



59% -2 -1 -10 ◆

B39 I believe the actions of senior managers are consistent with The National Archives' values



55% +2 +1 -5 ◆

B40 I believe that the Executive Team has a clear vision for the future of The National Archives



55% +1 +7 ◆ +1

B41 Overall, I have confidence in the decisions made by The National Archives' senior managers



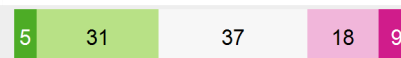
48% -2 -1 -7 ◆

B42 I feel that change is managed well in The National Archives



33% -2 0 -7 ◆

B43 When changes are made in The National Archives they are usually for the better



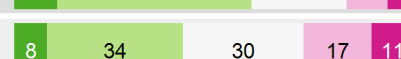
36% +1 +3 -4 ◆

B44 The National Archives keeps me informed about matters that affect me



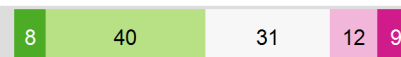
59% -6 ◆ +1 -5 ◆

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



42% -13 ◆ +4 ◆ -5 ◆

B46 I think it is safe to challenge the way things are done in The National Archives



48% -3 +2 -5 ◆



## 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 CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of The National Archives	31	46	18			76%	-4	+14 ◆	+7 ◆
B48 I would recommend The National Archives as a great place to work	21	41	24	11		61%	-1	+6 ◆	-2
B49 I feel a strong personal attachment to The National Archives	24	39	23	10		63%	+2	+14 ◆	+6 ◆
B50 The National Archives inspires me to do the best in my job	17	37	31	11		54%	-7 ◆	+6 ◆	0
B51 The National Archives motivates me to help it achieve its objectives	15	34	32	14	5	49%	-5 ◆	+3	-4 ◆

### 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 The National Archives will take action on the results from this survey	6	29	36	17	12	35%	-1	-15 ◆	-23 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	5	19	43	21	12	24%	+2	-12 ◆	-20 ◆

## 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	36	54	7			89%	-2	+1	-1
B55 I believe I would be supported if I try a new idea, even if it may not work	24	52	15	6		75%	0	+5 ♦	0
B56 In The National Archives, people are encouraged to speak up when they identify a serious policy or delivery risk	19	44	22	9	7	62%	New	-4 ♦	-9 ♦
B57 I feel able to challenge inappropriate behaviour in the workplace	14	46	24	9	6	61%	New	-3	-7 ♦
B58 The National Archives is committed to creating a diverse and inclusive workplace	23	53	18			75%	New	+2	-2

### 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 The National Archives actively role model the behaviours set out in the Civil Service Leadership Statement	12	35	40	8	5	47%	-2	0	-8 ♦
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	47	26	5		65%	+9 ♦	0	-7 ♦

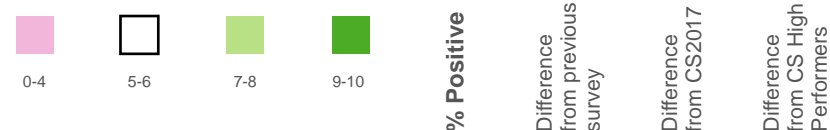
### Civil Service vision

	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'	6	30	23	31	10	36%	New	-7 ♦	-20 ♦
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	6	22	34	28	9	28%	New	-8 ♦	-16 ♦

## 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.

W01 Overall, how satisfied are you with your life nowadays?	15	29	46	9	55%	-3	-11 ♦	-13 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	25	48	15	63%	-2	-8 ♦	-10 ♦
W03 Overall, how happy did you feel yesterday?	17	26	41	16	57%	-2	-7 ♦	-9 ♦

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?	17	28	20	36	44%	+2	-4 ♦	-7 ♦
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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 The National Archives?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave The National Archives as soon as possible		9%	+2	+1	-3
I want to leave The National Archives within the next 12 months		17%	-2	+2 ◆	-1
I want to stay working for The National Archives for at least the next year		35%	-9 ◆	+1	-4 ◆
I want to stay working for The National Archives for at least the next three years		39%	+9 ◆	-5 ◆	-13 ◆

### The Civil Service Code

Differences are based on '% Yes' score

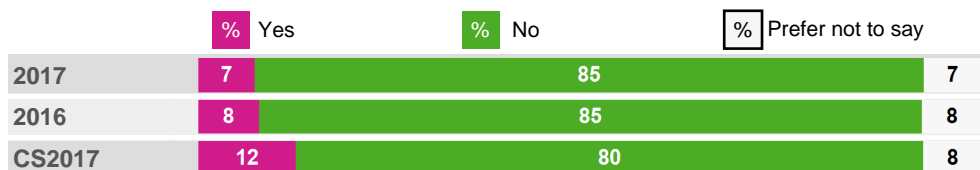
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	-3 ◆	0	-3 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		32	68%	+2	0	-6 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in The National Archives it would be investigated properly?		27	73%	-5 ◆	+3	-3

## All questions by theme

### Discrimination, harassment and bullying

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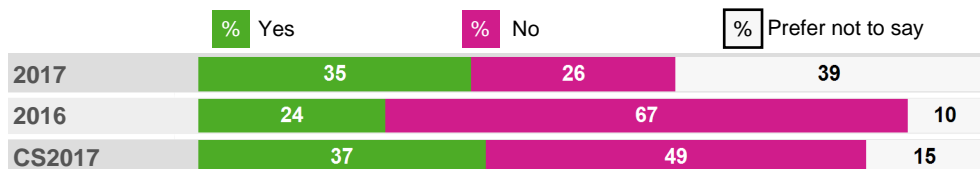
E01. During the past 12 months have you personally experienced discrimination at work?



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	10	
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 TNA	--	
Someone you manage	--	
Someone who works for another part of TNA	--	
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

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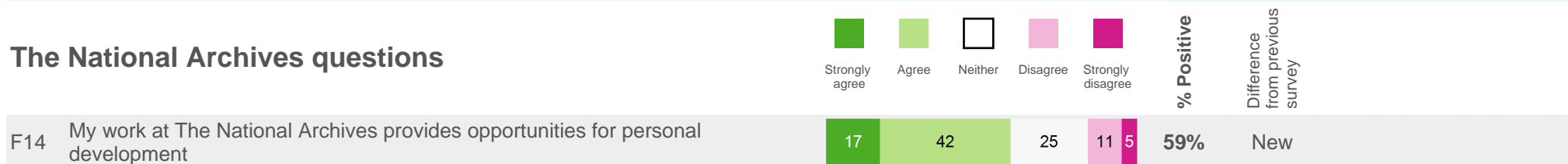
### The National Archives questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	
							% Positive
							Difference from previous survey
F01	I have had a formal performance review in the last 12 months	Yes: 96%		No: 4%			96%
F02	My line manager uses coaching skills effectively	17	40	29	10		57%
F03	Overall I am satisfied with the job I do	22	53	14	9		75%
F04	I have a clear understanding of The National Archives' public responsibility and task	32	55	8			87%
F05	The National Archives' actions are consistent with its values	15	47	27	7		61% ♦
F06	I believe that The National Archives cares about the wellbeing of its staff	21	46	16	10	7	66% ♦
F07	I review my development needs with my manager on a regular basis	16	44	22	13	5	60%
F08	My manager encourages me to make time for development activities	21	42	25	9		62%
F09	I believe that The National Archives supports staff with caring responsibilities	17	43	34			60%
F10	I value the opportunities for flexible working at The National Archives	50	38	9			87%
F11	I value the facilities available to staff at The National Archives	32	48	16			80%
F12	Overall I value the staff benefits available at The National Archives	27	43	22	6		70% ♦
F13	I value the Pension provision at The National Archives	29	41	22	6		70%

## All questions by theme

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

### The National Archives questions



## 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 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.