

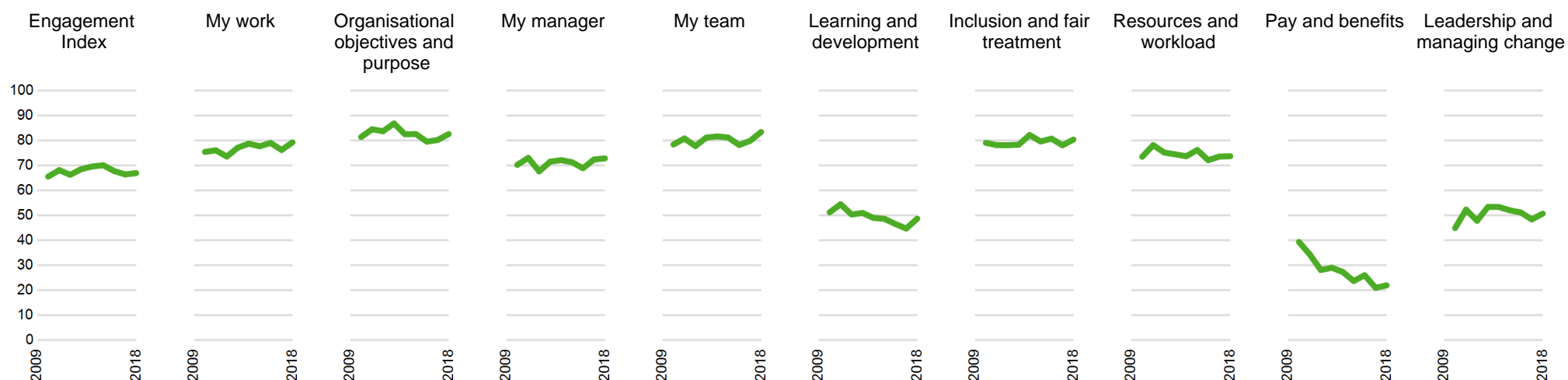
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

The Civil Service People Survey has run in October each year since 2009, meaning that 2018 marks our 10 year anniversary. The table and charts below tell you how your average Employee Engagement Index and theme scores have changed over time, for each year your organisation has participated in the survey.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Engagement Index	-	65%	68%	66%	68%	70%	70%	68%	66%	67%
My work	-	75%	76%	74%	77%	79%	78%	79%	76%	79%
Organisational objectives and purpose	-	81%	84%	84%	87%	82%	83%	80%	80%	83%
My manager	-	70%	73%	68%	71%	72%	71%	69%	72%	73%
My team	-	78%	81%	78%	81%	82%	81%	78%	80%	83%
Learning and development	-	51%	54%	50%	51%	49%	49%	46%	45%	49%
Inclusion and fair treatment	-	79%	78%	78%	78%	82%	80%	81%	78%	80%
Resources and workload	-	73%	78%	75%	74%	74%	76%	72%	74%	74%
Pay and benefits	-	39%	34%	28%	29%	27%	24%	26%	21%	22%
Leadership and managing change	-	45%	52%	48%	53%	53%	52%	51%	48%	51%
Response rate	-	67%	77%	76%	74%	49%	57%	54%	61%	73%



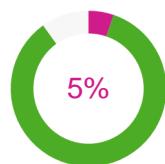
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

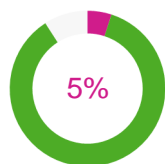
Rank		% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03 My work gives me a sense of personal accomplishment	79%	+4 ✧	+2	0
2	B41 Overall, I have confidence in the decisions made by The National Archives' senior managers	49%	+2	+1	-9 ✧
3	F03 Overall I am satisfied with the job I do	79%	+4 ✧	--	--
4	B25 I am treated fairly at work	82%	+4 ✧	+2	-2 ✧
5	B32 I have the tools I need to do my job effectively	70%	0	-1	-7 ✧

Discrimination, bullying and harassment

■ % responding Yes
 ■ % responding No
 ■ % responding Prefer not to say



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

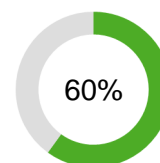


During the past 12 months have you personally experienced bullying or harassment at work?

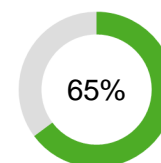
✧ Statistically significant difference from comparison

Wellbeing

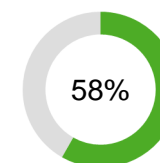
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



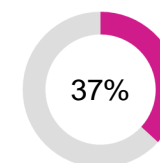
W01. Overall, how satisfied are you with your life nowadays?



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

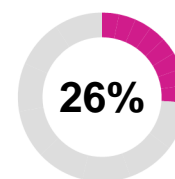


W03. Overall, how happy did you feel yesterday?

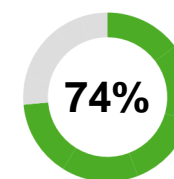


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

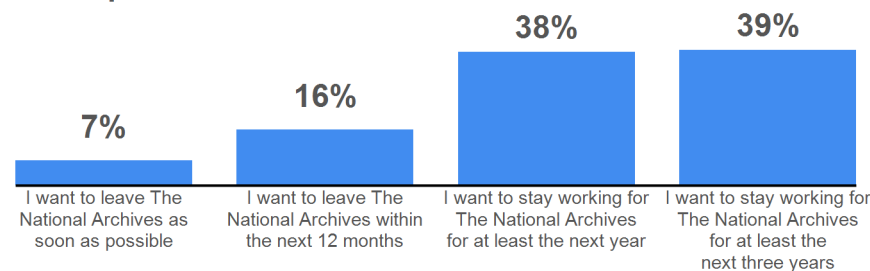


PERMA Index



For further information about these indices, please refer to page 17.

Your plans for the future



Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
F01 I have had a formal performance review in the last 12 months	93%	B53 Where I work, I think effective action has been taken on the results of the last survey	50%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	64%
B01 I am interested in my work	93%	B43 When changes are made in The National Archives they are usually for the better	46%	B35 I feel that my pay adequately reflects my performance	63%
B54 I am trusted to carry out my job effectively	92%	B59 Senior managers in The National Archives actively role model the behaviours set out in the Civil Service Leadership Statement	43%	B36 I am satisfied with the total benefits package	44%
F10 I value the opportunities for flexible working at The National Archives	91%	B17 Poor performance is dealt with effectively in my team	42%	B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	38%
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%	B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	37%

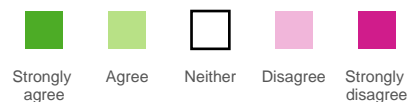
All questions by theme

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

My work

79%

+3

Difference
from
previous
survey


% Positive

Difference
from previous
survey

Difference
from CS2018

Difference
from CS High
Performers

B01 I am interested in my work

51

42

5

93%

+4 ♦

+3 ♦

0

B02 I am sufficiently challenged by my work

41

40

9

8

81%

+3

0

-2 ♦

B03 My work gives me a sense of personal accomplishment

35

45

12

6

79%

+4 ♦

+2

0

B04 I feel involved in the decisions that affect my work

19

43

18

15

5

61%

+2

+3 ♦

-2

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

34

48

11

5

82%

+2

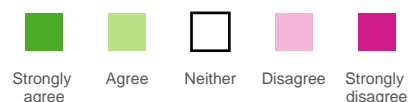
+5 ♦

+1

Organisational objectives and purpose

83%

+2

Difference
from
previous
survey


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

22

60

10

5

82%

+4 ♦

+1

-4 ♦

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

29

54

12

83%

+1

-1

-5 ♦

All questions by theme

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

My manager

73%

0

Difference
from
previous
survey


% Positive

Difference
from previous
survey

Difference
from CS2018

Difference
from CS High
Performers

B08	My manager motivates me to be more effective in my job	31	40	19	7	71%	0	0	-4 ♦
B09	My manager is considerate of my life outside work	51	36	11		87%	+1	+1	-2 ♦
B10	My manager is open to my ideas	46	41	11		87%	+1	+4 ♦	+1
B11	My manager helps me to understand how I contribute to The National Archives' objectives	28	46	19	5	74%	+5 ♦	+7 ♦	+2
B12	Overall, I have confidence in the decisions made by my manager	36	41	13	6	78%	-1	+2	-3 ♦
B13	My manager recognises when I have done my job well	41	43	9	5	84%	+2	+4 ♦	+1
B14	I receive regular feedback on my performance	27	43	18	10	70%	-2	+2	-3 ♦
B15	The feedback I receive helps me to improve my performance	27	40	23	7	67%	0	+3 ♦	-2
B16	I think that my performance is evaluated fairly	25	44	19	9	70%	0	+3 ♦	-2 ♦
B17	Poor performance is dealt with effectively in my team	11	29	42	11	40%	-1	0	-3 ♦

All questions by theme

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

My team

83%

+4 ♦ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

B18	The people in my team can be relied upon to help when things get difficult in my job	37	48	10	85%	+2	0	-2 ♦
B19	The people in my team work together to find ways to improve the service we provide	34	50	12	84%	+2	+2	-1
B20	The people in my team are encouraged to come up with new and better ways of doing things	35	46	14	81%	+6 ♦	+4 ♦	+1

Learning and development

49%

+4 Difference from previous survey



B21	I am able to access the right learning and development opportunities when I need to	15	46	26	61%	+8 ♦	-3 ♦	-7 ♦
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	31	41	46%	+2	-8 ♦	-13 ♦
B23	There are opportunities for me to develop my career in The National Archives	10	32	28	42%	+3	-6 ♦	-14 ♦
B24	Learning and development activities I have completed while working for The National Archives are helping me to develop my career	13	33	37	46%	+3	-1	-7 ♦

All questions by theme

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

Inclusion and fair treatment

80%

+2

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

B25 I am treated fairly at work



82%

+4 ♦

+2

-2 ♦

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



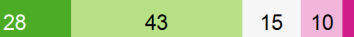
89%

+2

+3 ♦

+1

B27 I feel valued for the work I do



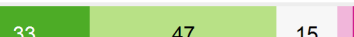
71%

+1

+3 ♦

-2

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



80%

+2

+3 ♦

0

Resources and workload

74%

0

Difference from previous survey



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



75%

+3

+5 ♦

0

B30 I have clear work objectives



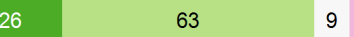
78%

+3

+2

-2

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



89%

0

0

-2 ♦

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



70%

0

-1

-7 ♦

B33 I have an acceptable workload



59%

-5 ♦

-1

-7 ♦

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



71%

+1

+2

-3 ♦

All questions by theme

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

Pay and benefits

22%
+1

 Difference
from
previous
survey

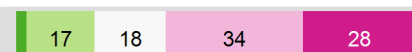
% Positive

 Difference
from previous
survey

 Difference
from CS2018

 Difference
from CS High
Performers

B35 I feel that my pay adequately reflects my performance

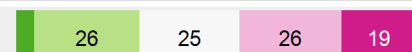

20%

+2

-11 ◆

-18 ◆

B36 I am satisfied with the total benefits package

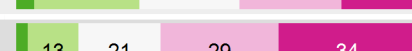

31%

+1

-5 ◆

-13 ◆

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


15%

0

-11 ◆

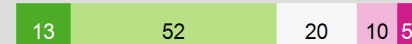
-17 ◆

Leadership and managing change

51%
+2

 Difference
from
previous
survey


B38 Senior managers in The National Archives are sufficiently visible

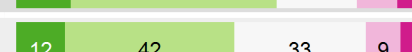

65%

+6 ◆

+4 ◆

-6 ◆

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


55%

0

+2

-8 ◆

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


55%

-1

+7 ◆

-2

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


49%

+2

+1

-9 ◆

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

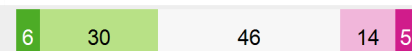

35%

+2

+2

-7 ◆

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

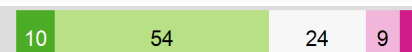

35%

-1

+1

-7 ◆

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

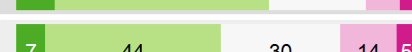

63%

+4

+4 ◆

-3 ◆

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

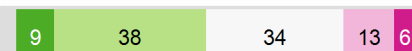

51%

+9 ◆

+11 ◆

+3 ◆

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


47%

0

0

-6 ◆

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 CS2018	Difference from CS High Performers
B47 I am proud when I tell others I am part of The National Archives	33	43	19	5		75%	-1	+10 ♦	+5 ♦
B48 I would recommend The National Archives as a great place to work	20	40	27	9		60%	-1	+2	-5 ♦
B49 I feel a strong personal attachment to The National Archives	22	38	28	9		60%	-3	+9 ♦	+3 ♦
B50 The National Archives inspires me to do the best in my job	16	39	34	8		55%	+1	+5 ♦	-2
B51 The National Archives motivates me to help it achieve its objectives	15	35	36	11		50%	+1	+2	-5 ♦

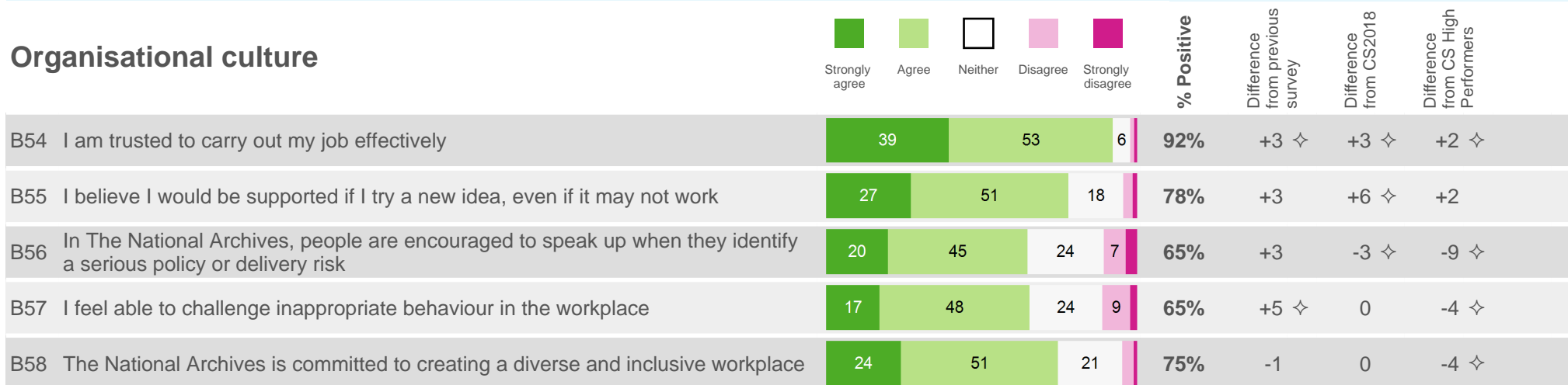
Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B52 I believe that senior managers in The National Archives will take action on the results from this survey	9	38	31	13	8	47%	+12 ♦	-2	-11 ♦
B53 Where I work, I think effective action has been taken on the results of the last survey	7	19	50	17	8	26%	+1	-10 ♦	-19 ♦

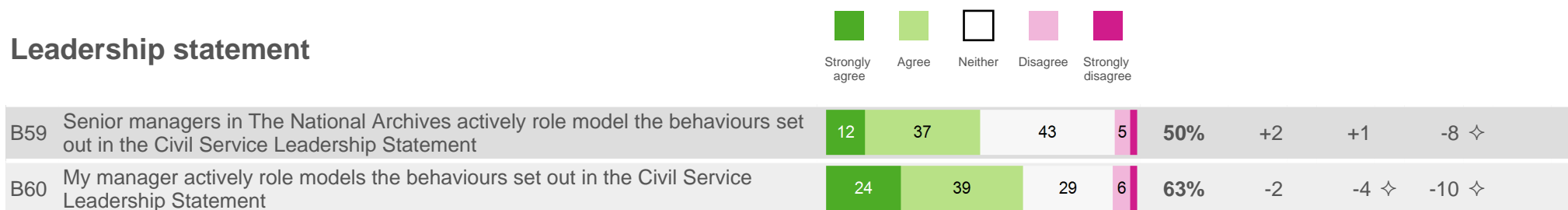
All questions by theme

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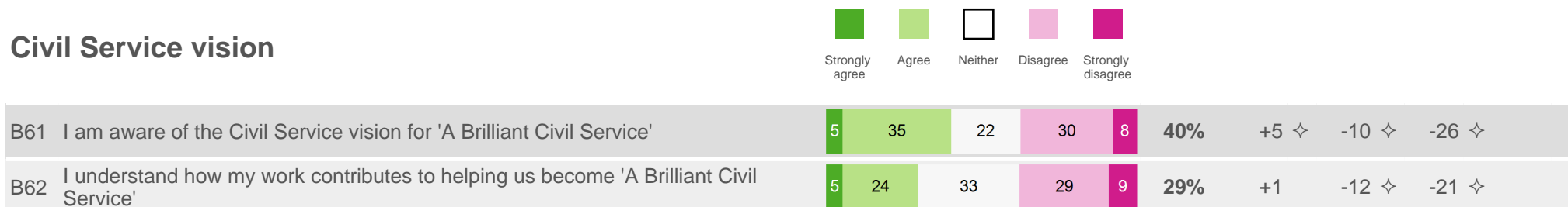
Organisational culture



Leadership statement



Civil Service vision







All questions by theme

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





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.

	 0-4	 5-6	 7-8	 9-10	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	16	24	47	13	60%	+5 ♦	-6 ♦	-9 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	23	46	19	65%	+2	-7 ♦	-9 ♦
W03 Overall, how happy did you feel yesterday?	20	22	43	15	58%	+2	-4 ♦	-7 ♦

For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.

	 0-1	 2-3	 4-5	 6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	16	23	24	37	37%	+1	+4 ♦	+7 ♦

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 CS2018	Difference from CS High Performers
I want to leave The National Archives as soon as possible		7%	-2	0	-5
I want to leave The National Archives within the next 12 months		16%	-1	+1	-3 ◆
I want to stay working for The National Archives for at least the next year		38%	+3	+4 ◆	-1
I want to stay working for The National Archives for at least the next three years		39%	0	-5 ◆	-14 ◆

The Civil Service Code

Differences are based on '% Yes' score

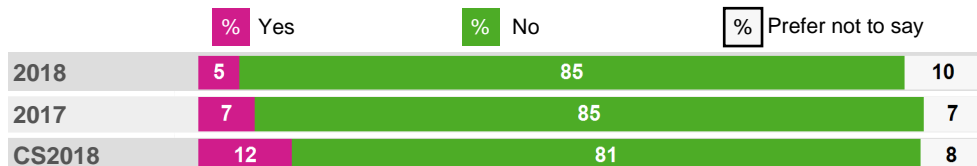
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	+1	+1	-1
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	-3	-3 ◆	-9 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in The National Archives it would be investigated properly?		23	77%	+4 ◆	+7 ◆	+1

All questions by theme

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

Discrimination, harassment and bullying

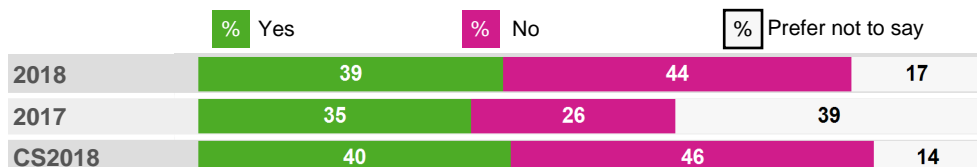
E01. During the past 12 months have you personally experienced discrimination at work?



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	--	
Marital status	--	
Pregnancy, maternity or paternity	--	
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 '--'

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

Strongly agree Agree Neither Disagree Strongly disagree

Positive

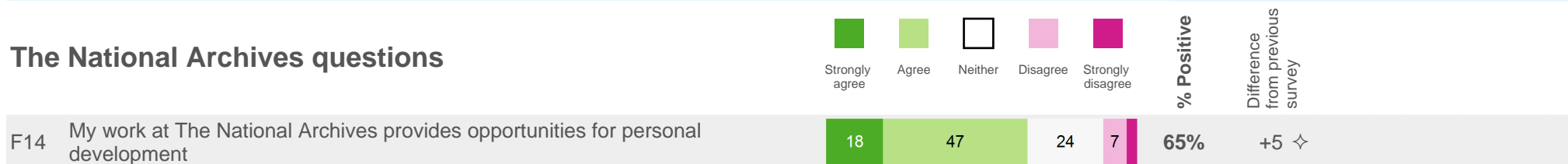
Difference from previous survey

The National Archives 2018 | Page 15

All questions by theme

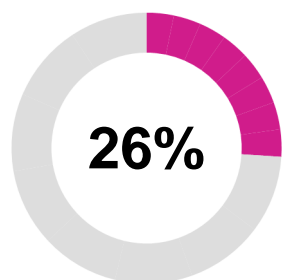
✦ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

The National Archives questions



Proxy Stress Index and PERMA Index

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



Difference from previous survey	-2 ✧
Difference from CS2018	-3 ✧
Difference from CS High Performers	-1

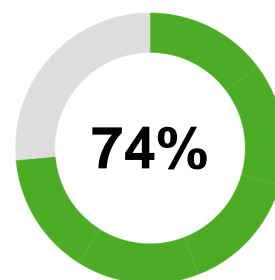
Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.

We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

% positive

B05	I have a choice in deciding how I do my work	82%
B08	My manager motivates me to be more effective in my job	71%
B18	The people in my team can be relied upon to help when things get difficult in my job	85%
B26	I am treated with respect by the people I work with	89%
B30	I have clear work objectives	78%
B33	I have an acceptable workload	59%
B45	I have the opportunity to contribute my views before decisions are made that affect me	51%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	86%



Difference from previous survey	+1 ✧
Difference from CS2018	0
Difference from CS High Performers	-1 ✧

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

% positive

B01	I am interested in my work	93%
B03	My work gives me a sense of personal accomplishment	79%
B18	The people in my team can be relied upon to help when things get difficult in my job	85%
W01	Overall, how satisfied are you with your life nowadays?	60%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	65%

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 2017 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.
CS2018	The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 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 2018 Civil Service People Survey. The 'CS High Performer' comparator for the Proxy Stress Index has been corrected (reissued 23/11/2018).

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

Statistical significance: ✧

Statistical testing has been carried out to identify statistically significant* differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results.

*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

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. A statistical technique (a form of regression) is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement': page 3 of this report shows the questions that had the strongest association with engagement in this unit.

Confidentiality

The survey was carried out as part of the 2018 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.

ORC's Privacy Policy (www.orcinternational.co.uk/privacy) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.