

Your engagement index

57%

Difference from previous survey	Difference from CS2010	Difference from CS High Performers
0	+1	-5 ✧

See the appendix for further details

The three elements of engagement and their component questions are:










Element	% Positive	Difference from previous survey	Difference from CS2010
Say: speaks positively of the organisation...			
B50. I am proud when I tell others I am part of NAS	62%	+7	+7 ✧
B51. I would recommend NAS as a great place to work	34%	+5	-7 ✧
Stay: emotionally attached and committed to the organisation...			
B52. I feel a strong personal attachment to NAS	56%	+4	+10 ✧
Strive: motivated to do the best for the organisation...			
B53. NAS inspires me to do the best in my job	40%	+7	+1
B54. NAS motivates me to help it achieve its objectives	43%	+12	+7 ✧

✧ = 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.

Theme	Strength of association with engagement ¹	Theme score % positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change		42%	+16 ✧	+5 ✧	-4 ✧
My work		68%	-7	-3 ✧	-7 ✧
My line manager		64%	+2	0	-3 ✧
Learning and development		32%	-6	-11 ✧	-17 ✧
Pay and benefits		43%	+2	+6 ✧	0
Resources and workload		84%	+9	+11 ✧	+7 ✧
Organisational objectives and purpose		82%	+10 ✧	+1	-4 ✧
My team		72%	-4	-5 ✧	-8 ✧
Inclusion and fair treatment		75%	+4	+2	-1

✧ = Statistically significant difference from comparison


¹The table above shows the strength of association between engagement and the themes for Scottish Government (Corporate Report)


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 the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from CS2010
Leadership and managing change Strength of association with engagement: 			
B49. I think it is safe to challenge the way things are done in NAS	53%	+25 ◇	+13 ◇
B47. NAS keeps me informed about matters that affect me	64%	+27 ◇	+10 ◇
B44. Overall, I have confidence in the decisions made by NAS' Branch Heads	44%	+24 ◇	+8 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	39%	+4	+7 ◇
B45. I feel that change is managed well in NAS	33%	+21 ◇	+6 ◇
B42. I believe the actions of Branch Heads and above are consistent with NAS' values	44%	+18 ◇	+4
B40. I feel that NAS as a whole is managed well	45%	+24 ◇	+4
B41. Branch Heads and above in NAS are sufficiently visible	48%	+7	+3
B46. When changes are made in NAS they are usually for the better	23%	+8	0
B43. I believe that the Management Board has a clear vision for the future of NAS	28%	+5	-8 ◇

My work Strength of association with engagement: 			
B01. I am interested in my work	89%	-4	0
B04. I feel involved in the decisions that affect my work	49%	-2	0
B03. My work gives me a sense of personal accomplishment	69%	-9	-3
B05. I have a choice in deciding how I do my work	66%	-15	-5
B02. I am sufficiently challenged by my work	68%	-4	-6 ◇

My line manager Strength of association with engagement: 			
B10. My manager is considerate of my life outside work	92%	+10 ◇	+14 ◇
B17. I think that my performance is evaluated fairly	70%	+7	+8 ◇
B12. My manager helps me to understand how I contribute to NAS' objectives	62%	+11	+4
B14. My manager recognises when I have done my job well	79%	+3	+3
B13. Overall, I have confidence in the decisions made by my manager	69%	+7	0
B15. I receive regular feedback on my performance	59%	-5	-2
B11. My manager is open to my ideas	75%	+1	-3
B18. Poor performance is dealt with effectively in my team	34%	0	-3
B09. My manager motivates me to be more effective in my job	57%	+2	-4
B16. The feedback I receive helps me to improve my performance	46%	-11	-11 ◇

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

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My work									
Strength of association with engagement									
B01. I am interested in my work	33	55	7			89%	-4	0	-3
B02. I am sufficiently challenged by my work	20	48	18	11		68%	-4	-6 ◇	-10 ◇
B03. My work gives me a sense of personal accomplishment	20	49	17	11		69%	-9	-3	-8 ◇
B04. I feel involved in the decisions that affect my work	8	41	26	21	5	49%	-2	0	-8 ◇
B05. I have a choice in deciding how I do my work	11	54	20	13		66%	-15	-5	-11 ◇
Organisational objectives and purpose									
Strength of association with engagement									
B06. I have a clear understanding of NAS' purpose	15	74	6			89%	+16 ◇	+4	-1
B07. I have a clear understanding of NAS' objectives	10	67	14	8		77%	+8	0	-8 ◇
B08. I understand how my work contributes to NAS' objectives	14	68	13			82%	+7	+1	-4 ◇

All questions by theme

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






	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My line manager									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	7	51	24	15		57%	+2	-4	-9 ◇
B10. My manager is considerate of my life outside work	31	61	8			92%	+10 ◇	+14 ◇	+10 ◇
B11. My manager is open to my ideas	15	60	16	9		75%	+1	-3	-6 ◇
B12. My manager helps me to understand how I contribute to NAS' objectives	9	53	32	6		62%	+11	+4	-2
B13. Overall, I have confidence in the decisions made by my manager	11	57	20	8		69%	+7	0	-5
B14. My manager recognises when I have done my job well	6	74	11	7		79%	+3	+3	-1
B15. I receive regular feedback on my performance	5	54	21	16	5	59%	-5	-2	-7 ◇
B16. The feedback I receive helps me to improve my performance		43	37	13	5	46%	-11	-11 ◇	-15 ◇
B17. I think that my performance is evaluated fairly	6	64	17	9		70%	+7	+8 ◇	+4
B18. Poor performance is dealt with effectively in my team		34	45	14	7	34%	0	-3	-7 ◇
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	18	67	10	5		85%	+2	+2	0
B20. The people in my team work together to find ways to improve the service we provide	17	55	20	8		72%	-6	-6 ◇	-9 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	9	49	26	14		59%	-8	-11 ◇	-16 ◇

All questions by theme

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






	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	68		22	7		69%	+19 ◇	+14 ◇	+6
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	38	40	14	6		40%	-4	-8 ◇	-13 ◇
B24. There are opportunities for me to develop my career in NAS	6	25	44	25		6%	-14 ◇	-23 ◇	-30 ◇
B25. Learning and development activities I have completed while working for NAS are helping me to develop my career	14	43	33	9		15%	-25 ◇	-26 ◇	-31 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	16	70	7	6		86%	+10	+8 ◇	+5
B27. I am treated with respect by the people I work with	14	71	13			85%	0	+2	-2
B28. I feel valued for the work I do	54	25	11	7		56%	+4	-4	-9 ◇
B29. I think that NAS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	21	53	24			74%	+4	+3	-2

All questions by theme

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Resources and workload									
 :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	11	78	7			90%	+4	+8 ◇	+4
B31. I get the information I need to do my job well	5	74	14	7		79%	+15 ◇	+12 ◇	+9 ◇
B32. I have clear work objectives	8	74	13			83%	+6	+9 ◇	+4
B33. I have the skills I need to do my job effectively	22	75				97%	+12	+8 ◇	+6 ◇
B34. I have the tools I need to do my job effectively	8	67	18	5		75%	+4	+3	-1
B35. I have an acceptable workload	5	72	12	9		77%	+14 ◇	+15 ◇	+10 ◇
B36. I achieve a good balance between my work life and my private life	14	74	8	5		87%	+7	+18 ◇	+14 ◇
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		45	24	25	6	45%	+11	+7 ◇	0
B38. I am satisfied with the total benefits package		41	29	23	5	44%	-6	+5	-3
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		38	36	18	6	40%	+1	+9 ◇	+1

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




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Leadership and managing change									
■ ■ ■ :Strength of association with engagement									
B40. I feel that NAS as a whole is managed well	41	20	23	13	45%	+24 ◇	+4	-8 ◇	
B41. Branch Heads and above in NAS are sufficiently visible	7	41	23	22	7	48%	+7	+3	-11 ◇
B42. I believe the actions of Branch Heads and above are consistent with NAS' values	40	37	14	6	44%	+18 ◇	+4	-8 ◇	
B43. I believe that the Management Board has a clear vision for the future of NAS	26	34	23	15	28%	+5	-8 ◇	-19 ◇	
B44. Overall, I have confidence in the decisions made by NAS' Branch Heads	40	24	24	8	44%	+24 ◇	+8 ◇	-4	
B45. I feel that change is managed well in NAS	32	24	25	17	33%	+21 ◇	+6 ◇	-6	
B46. When changes are made in NAS they are usually for the better	21	46	18	13	23%	+8	0	-8 ◇	
B47. NAS keeps me informed about matters that affect me	18	46	15	14	7	64%	+27 ◇	+10 ◇	+2
B48. I have the opportunity to contribute my views before decisions are made that affect me	37	30	20	11	39%	+4	+7 ◇	0	
B49. I think it is safe to challenge the way things are done in NAS	9	44	28	15	5	53%	+25 ◇	+13 ◇	+6

All questions by theme

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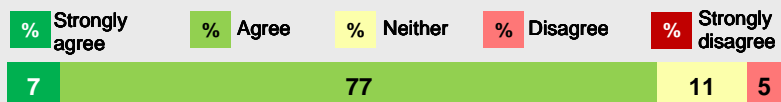
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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of NAS	11	51	29	6		62%	+7	+7 ◇	-2
B51. I would recommend NAS as a great place to work		32	38	21	7	34%	+5	-7 ◇	-17 ◇
B52. I feel a strong personal attachment to NAS	13	44	29	11		56%	+4	+10 ◇	+2
B53. NAS inspires me to do the best in my job	6	34	40	14	6	40%	+7	+1	-8 ◇
B54. NAS motivates me to help it achieve its objectives		39	32	20	6	43%	+12	+7 ◇	-3
Taking action									
B55. I believe that Branch Heads and above in NAS will take action on the results from this survey		30	37	16	14	33%	+8	-4	-14 ◇
B56. I believe that managers where I work will take action on the results from this survey		30	43	16	9	32%	+2	-14 ◇	-21 ◇

All questions by theme

Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

84%	2010 % Positive
+13 ◇	Difference from previous survey
+1	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

28%	2010 % Yes
+15 ◇	Difference from previous survey
-51 ◇	Difference from CS2010

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for NAS?

Statement	Percentage	Difference from previous survey	Difference from CS2010
I want to leave NAS as soon as possible	5%	-1	-3
I want to leave NAS within the next 12 months	6%	-4	-5
I want to stay working for NAS for at least the next year	28%	+2	+1
I want to stay working for NAS for at least the next three years	62%	+3	+7 ◇

The Civil Service Code

Differences are based on '% Yes' score

Statement	Percentage	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	82%	+13 ◇	+1
E02. Are you aware of how to raise a concern under the Civil Service Code?	61%	+26 ◇	+8 ◇
E03. Are you confident that if you raised a concern under the Civil Service Code in NAS it would be investigated properly?	70%	+18 ◇	+8 ◇

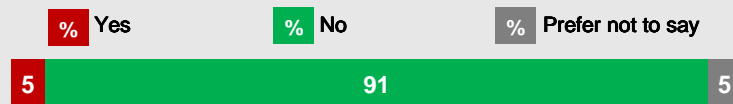
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All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

14% | Previous survey

10% [^] | CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



% Yes

8% | Previous survey

10% [^] | CS2010

For respondents who selected 'Yes' to question F01.

F02. 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, payband 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 '--'

For respondents who selected 'Yes' to question F03.

F04. 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 your part of NAS	--
Someone you manage	--
Someone who works for another part of NAS	--
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 a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

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 2009 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.
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 2010 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: ✧

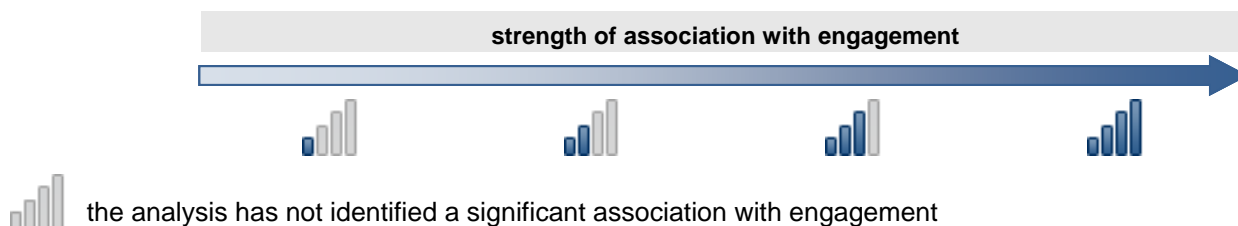
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 shown below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2010 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 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.