

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



Returns : 46

Response rate : 63%

Civil Service People Survey 2015



Strength of association with engagement



Statistically significant difference from comparison

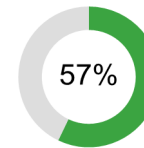
The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

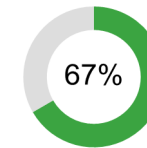
	Strength of association with engagement ¹	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		42%	-16 ✧	-1	-9 ✧
My work		74%	-11 ✧	0	-4
My manager		65%	-7	-2	-6
Pay and benefits		20%	-1	-9 ✧	-16 ✧
Learning and development		54%	-9	+5	-1
Resources and workload		66%	-9	-7	-11 ✧
Organisational objectives and purpose		78%	-9 ✧	-5	-9 ✧
My team		67%	-15 ✧	-12 ✧	-15 ✧
Inclusion and fair treatment		73%	-7	-2	-6

¹The table above shows the strength of association between engagement and the themes for Civil Service

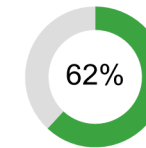
Wellbeing



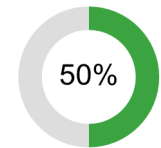
Overall, how satisfied are you with your life nowadays?



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

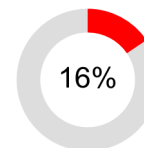


Overall, how happy did you feel yesterday?

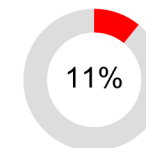


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

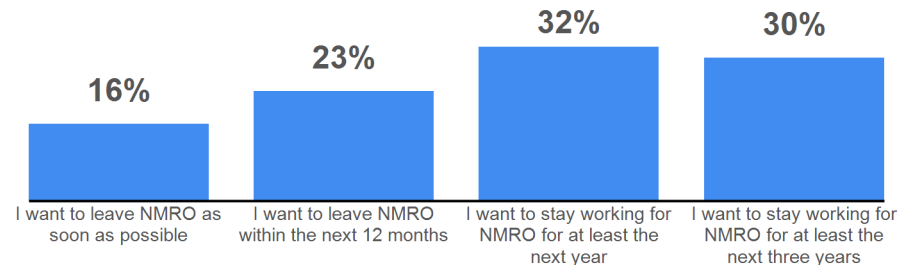


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

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

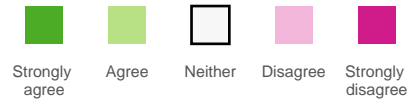
My work

74% -11

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	43	43	7	7	0	87%	-5	-2	-5
B02 I am sufficiently challenged by my work	30	52	9	7	2	83%	-3	+4	0
B03 My work gives me a sense of personal accomplishment	26	52	7	9	7	78%	-9 ◆	+3	0
B04 I feel involved in the decisions that affect my work	22	37	13	11	17	59%	-17 ◆	+3	-5
B05 I have a choice in deciding how I do my work	30	35	20	11	0	65%	-20 ◆	-8 ◆	-14 ◆

Organisational objectives and purpose

78% -9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of NMRO's purpose	28	50	13	7	2	78%	-7	-7 ◆	-11
B07 I have a clear understanding of NMRO's objectives	26	52	13	7	2	78%	-6	-1	-6
B08 I understand how my work contributes to NMRO's objectives	28	48	17	7	0	76%	-14 ◆	-7	-11 ◆

All questions by theme

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

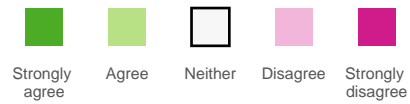
My manager

65% -7

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	30	35	11	13	11	65%	-8	-3	-7
B10	My manager is considerate of my life outside work	46	30		20		76%	-16 ◆	-6	-10 ◆
B11	My manager is open to my ideas	33	40	13	7	7	73%	-12 ◆	-7 ◆	-11 ◆
B12	My manager helps me to understand how I contribute to NMRO's objectives	28	33		26	11	61%	-9	-3	-7
B13	Overall, I have confidence in the decisions made by my manager	24	35	20	9	13	59%	-19 ◆	-14 ◆	-18 ◆
B14	My manager recognises when I have done my job well	37	48			7	85%	+2	+6	+4
B15	I receive regular feedback on my performance	30	37	13	9	11	67%	-4	+1	-3
B16	The feedback I receive helps me to improve my performance	26	37	22		13	63%	0	+2	-2
B17	I think that my performance is evaluated fairly	24	33	24	11	9	57%	-5	-6	-11 ◆
B18	Poor performance is dealt with effectively in my team	18	29	27	13	13	47%	-1	+8	+3

My team

67% -15

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	24	48	20			72%	-14 ◆	-13 ◆	-15 ◆
B20	The people in my team work together to find ways to improve the service we provide	24	41	17	7	11	65%	-17 ◆	-15 ◆	-19 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	17	48	13	11	11	65%	-14 ◆	-9 ◆	-13 ◆

All questions by theme

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

Learning and development

54% -9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	20	50	13	13		70%	-7	+7	+2
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	43	26	13		59%	-19 ◆	+7	+1
B24	There are opportunities for me to develop my career in NMRO	11	22	28	20	20	33%	-9	-9	-17 ◆
B25	Learning and development activities I have completed while working for NMRO are helping me to develop my career	15	41	24	15		57%	-2	+13 ◆	+7

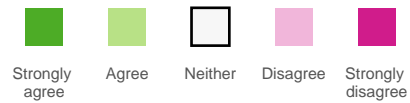
Inclusion and fair treatment

73% -7

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	28	48	7	13		76%	-3	-2	-6
B27	I am treated with respect by the people I work with	35	46	9	7		80%	-7	-4	-6 ◆
B28	I feel valued for the work I do	22	41	13	11	13	63%	-8	-1	-6
B29	I think that NMRO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	28	43	17	7		72%	-11 ◆	-1	-6

All questions by theme

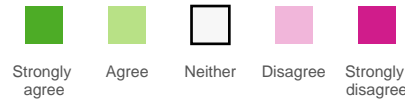
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Resources and workload **66%** -9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	20	52	9	7	13	72%	-17 ◆	-11 ◆	-14 ◆
B31 I get the information I need to do my job well	11	48	20	13	9	59%	-7	-11 ◆	-15 ◆
B32 I have clear work objectives	20	41	24	9	7	61%	-17 ◆	-15 ◆	-19 ◆
B33 I have the skills I need to do my job effectively	22	63	9			85%	+2	-3	-6
B34 I have the tools I need to do my job effectively	15	48	17	11	9	63%	-10 ◆	-6	-11 ◆
B35 I have an acceptable workload	9	39	20	20	13	48%	-9	-11 ◆	-17 ◆
B36 I achieve a good balance between my work life and my private life	17	54	15	11		72%	-6	+5	0

Pay and benefits **20%** -1

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	20	11	26	41		22%	-5	-10 ◆	-15 ◆
B38 I am satisfied with the total benefits package	22	20	26	33		22%	-2	-11 ◆	-17 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	15	15	15	52		17%	+5	-8 ◆	-15 ◆

All questions by theme

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

Leadership and managing change

42% -16

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that NMRO as a whole is managed well	15	30	22	22	11	46%	-31 ◆	0	-10 ◆
B41 Senior managers in NMRO are sufficiently visible	13	37	15	20	15	50%	-34 ◆	-3	-16 ◆
B42 I believe the actions of senior managers are consistent with NMRO's values	11	37	28	11	13	48%	-19 ◆	+3	-9
B43 I believe that the Management Board has a clear vision for the future of NMRO	15	28	30	11	15	43%	-4	+1	-10 ◆
B44 Overall, I have confidence in the decisions made by NMRO's senior managers	13	28	30	22	7	41%	-26 ◆	0	-11 ◆
B45 I feel that change is managed well in NMRO	9	24	22	28	17	33%	-2	+2	-6
B46 When changes are made in NMRO they are usually for the better	9	15	41	24	11	24%	-10 ◆	-3	-11 ◆
B47 NMRO keeps me informed about matters that affect me	9	50	17	11	13	59%	-16 ◆	+3	-6
B48 I have the opportunity to contribute my views before decisions are made that affect me	11	26	17	28	17	37%	-6	+1	-8
B49 I think it is safe to challenge the way things are done in NMRO	11	30	28	13	17	41%	-9	0	-9

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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of NMRO	22	28	43			50%	-9	-7	-17 ◆
B51 I would recommend NMRO as a great place to work	17	33	24	13	13	50%	-15 ◆	+3	-9 ◆
B52 I feel a strong personal attachment to NMRO	17	26	33	11	13	43%	-10	-3	-10 ◆
B53 NMRO inspires me to do the best in my job	11	28	35	11	15	39%	-16 ◆	-5	-12 ◆
B54 NMRO motivates me to help it achieve its objectives	11	30	37		17	41%	-13 ◆	0	-7

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers in NMRO will take action on the results from this survey	13	15	28	24	20	28%	-21 ◆	-15 ◆	-27 ◆
B56 I believe that managers where I work will take action on the results from this survey	15	22	28	22	13	37%	-19 ◆	-18 ◆	-25 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	13	11	47	11	18	24%	-15 ◆	-9 ◆	-18 ◆

All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	26	61	7			87%	-4	-1	-3
B59 I believe I would be supported if I try a new idea, even if it may not work	17	50	15	13		67%	-7	0	-5
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	16	42	18	13	11	58%	-10 ◆	-7	-12 ◆
B61 When I talk about NMRO I say "we" rather than "they"	24	46	15	11		70%	-13 ◆	0	-9 ◆
B62 I have some really good friendships at work	13	57	24			70%	-2	-6	-10 ◆

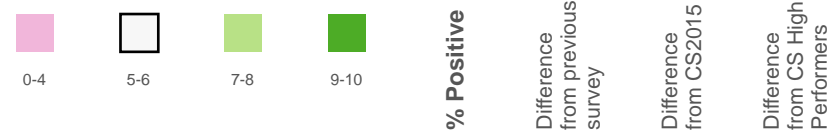
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	33	24	22	9	13	57%	--	-10 ◆	-15 ◆
B64 Senior managers inspire people across NMRO to do their best	13	22	36	18	11	36%	--	-2	-11 ◆
B65 My manager leads our team with confidence	24	37	13	13	13	61%	--	-9 ◆	-15 ◆
B66 Senior managers lead NMRO with confidence	15	28	24	20	13	43%	--	-3	-13 ◆
B67 My manager empowers me to do my job effectively	26	39	20	11		65%	--	-6	-10 ◆
B68 NMRO's senior managers empower teams to deliver	13	24	37	17	9	37%	--	-3	-11 ◆
B69 Senior managers in NMRO actively role model the behaviours set out in the Civil Service Leadership Statement	11	20	41	17	11	30%	--	-5	-13 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	28	35	7	11	48%	--	-9 ◆	-14 ◆

All questions by theme

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Wellbeing



Unlike the questions B01-B70 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	10	33	43	14	57%	-3	-8	-11 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	21	52	14	67%	-1	-4	-7
W03 Overall, how happy did you feel yesterday?	14	24	48	14	62%	+2	0	-3

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?	19	31	17	33	50%	-14 ◆	0	-2
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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 NMRO?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave NMRO as soon as possible		16%	+9	+7	+4
I want to leave NMRO within the next 12 months		23%	+5	+7	+3
I want to stay working for NMRO for at least the next year		32%	-6	0	-6
I want to stay working for NMRO for at least the next three years		30%	-8	-13 ◇	-22 ◇

The Civil Service Code

Differences are based on '% Yes' score

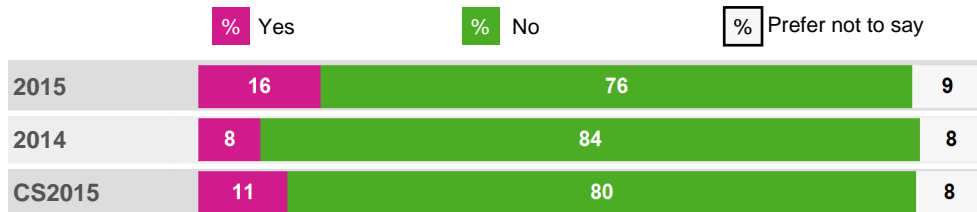
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			100%	+5	+9	+6
D02. Are you aware of how to raise a concern under the Civil Service Code?			76%	+3	+10 ◇	+4
D03. Are you confident that if you raised a concern under the Civil Service Code in NMRO it would be investigated properly?			64%	-12 ◇	-4	-9 ◇

All questions by theme

◆ indicates statistically significant difference from comparison
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Discrimination, harassment and bullying

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



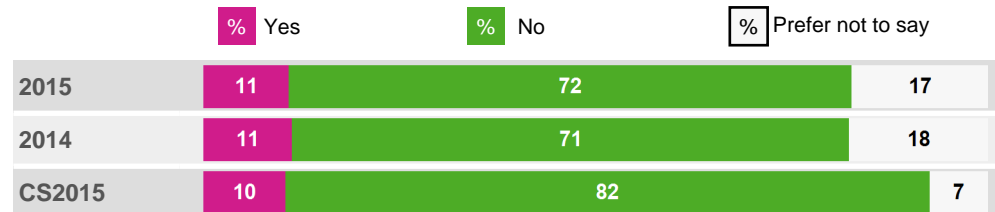
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination 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	--
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)

	Response Count
A colleague	--
Your manager	--
Another manager in my part of NMRO	--
Someone you manage	--
Someone who works for another part of NMRO	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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.

strength of association
with engagement




 the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2015 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 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.