

NMO

Returns: 68

Response rate: 100%

Your engagement index

64%

Difference from previous survey

-1

Difference from CS2011

+8 ✧

Difference from CS High Performers

+2 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2011
B50. I am proud when I tell others I am part of NMO	61%	0	+9 ✧
B51. I would recommend NMO as a great place to work	61%	-4	+18 ✧

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

B52. I feel a strong personal attachment to NMO	49%	+1	+4 ✧
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Strive: motivated to do the best for the organisation...

B53. NMO inspires me to do the best in my job	51%	-3	+12 ✧
B54. NMO motivates me to help it achieve its objectives	52%	+4	+17 ✧

✧ = Statistically significant difference from comparison
The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these themes, ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Leadership and managing change		54%	-5	+16 ✧	+7 ✧
My work		76%	-2	+5 ✧	0 ✧
My line manager		72%	+4	+8 ✧	+4 ✧
Pay and benefits		29%	-5	-3 ✧	-11 ✧
Learning and development		48%	-6	+5 ✧	-2 ✧
Resources and workload		84%	+6	+11 ✧	+8 ✧
Organisational objectives and purpose		85%	-3	+4 ✧	-1 ✧
My team		78%	+10	+1 ✧	-2 ✧
Inclusion and fair treatment		80%	+4	+7 ✧	+3 ✧


✧ = Statistically significant difference from comparison


Top three key driver themes in more detail


The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change		Strength of association with engagement: 	
B40. I feel that NMO as a whole is managed well	70%	-2	+30 ◇
B41. Senior managers in NMO are sufficiently visible	67%	+2	+22 ◇
B42. I believe the actions of senior managers are consistent with NMO's values	59%	+3	+20 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	55%	+1	+20 ◇
B49. I think it is safe to challenge the way things are done in NMO	55%	-1	+17 ◇
B44. Overall, I have confidence in the decisions made by NMO's senior managers	52%	-12 ◇	+16 ◇
B47. NMO keeps me informed about matters that affect me	68%	+2	+13 ◇
B45. I feel that change is managed well in NMO	39%	-15 ◇	+11 ◇
B46. When changes are made in NMO they are usually for the better	28%	-17 ◇	+6 ◇
B43. I believe that the Management Board has a clear vision for the future of NMO	45%	-10	+6 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My work		Strength of association with engagement: 	
B05. I have a choice in deciding how I do my work	81%	0	+10 ◇
B04. I feel involved in the decisions that affect my work	58%	-8	+9 ◇
B02. I am sufficiently challenged by my work	79%	0	+4 ◇
B03. My work gives me a sense of personal accomplishment	74%	+1	+1 ◇
B01. I am interested in my work	88%	-2	0 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My line manager		Strength of association with engagement: 	
B15. I receive regular feedback on my performance	78%	+10	+18 ◇
B12. My manager helps me to understand how I contribute to NMO's objectives	72%	+8	+14 ◇
B17. I think that my performance is evaluated fairly	72%	+8	+10 ◇
B16. The feedback I receive helps me to improve my performance	67%	-2	+9 ◇
B11. My manager is open to my ideas	88%	+3	+9 ◇
B14. My manager recognises when I have done my job well	82%	+2	+6 ◇
B13. Overall, I have confidence in the decisions made by my manager	75%	+9	+4 ◇
B10. My manager is considerate of my life outside work	82%	-5	+3 ◇
B09. My manager motivates me to be more effective in my job	66%	+2	+3 ◇
B18. Poor performance is dealt with effectively in my team	36%	0	-1

All questions by theme

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

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison



	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
My work									
:Strength of association with engagement									
B01. I am interested in my work	28	60	10			88%	-2	0 ✧	-3 ✧
B02. I am sufficiently challenged by my work	25	54	12	7		79%	0	+4 ✧	0
B03. My work gives me a sense of personal accomplishment	21	53	18	9		74%	+1	+1 ✧	-4 ✧
B04. I feel involved in the decisions that affect my work	16	42	27	10	4	58%	-8	+9 ✧	-1
B05. I have a choice in deciding how I do my work	25	56	19			81%	0	+10 ✧	+4 ✧
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of NMO's purpose	25	60	12			85%	-5	+2 ✧	-4 ✧
B07. I have a clear understanding of NMO's objectives	22	60	15			82%	-3	+4 ✧	-2 ✧
B08. I understand how my work contributes to NMO's objectives	28	60	12			88%	0	+7 ✧	+2 ✧

All questions by theme

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

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My line manager

:Strength of association with engagement

Question	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	10	56	26	6	6	66%	+2	+3 ◇	-1 ◇
B10. My manager is considerate of my life outside work	35	47	16			82%	-5	+3 ◇	0 ◇
B11. My manager is open to my ideas	36	52	10			88%	+3	+9 ◇	+7 ◇
B12. My manager helps me to understand how I contribute to NMO's objectives	22	50	24			72%	+8	+14 ◇	+8 ◇
B13. Overall, I have confidence in the decisions made by my manager	30	45	21			75%	+9	+4 ◇	0
B14. My manager recognises when I have done my job well	27	55	15			82%	+2	+6 ◇	+3 ◇
B15. I receive regular feedback on my performance	24	54	18	4		78%	+10	+18 ◇	+12 ◇
B16. The feedback I receive helps me to improve my performance	18	49	30			67%	-2	+9 ◇	+6 ◇
B17. I think that my performance is evaluated fairly	15	57	25			72%	+8	+10 ◇	+5 ◇
B18. Poor performance is dealt with effectively in my team	11	26	44	15	5	36%	0	-1	-4 ◇

My team

:Strength of association with engagement

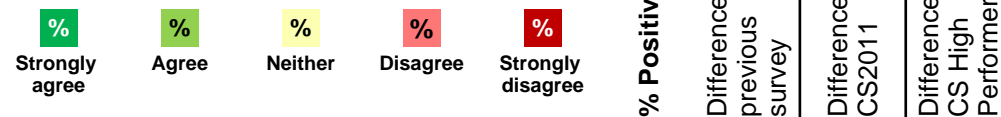
B19. The people in my team can be relied upon to help when things get difficult in my job	25	54	15	6		79%	+5	-3 ◇	-6 ◇
B20. The people in my team work together to find ways to improve the service we provide	24	57	15			81%	+16 ◇	+3 ◇	-1 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	22	52	24			75%	+9	+6 ◇	0

All questions by theme

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

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Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	19	53	26			72%	+2	+18 ◇	+9 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	35	38	12		50%	-1	+5 ◇	-2 ◇
B24. There are opportunities for me to develop my career in NMO	7	19	34	25	13	27%	-14 ◇	-4 ◇	-12 ◇
B25. Learning and development activities I have completed while working for NMO are helping me to develop my career	12	31	38	16		43%	-10	+3 ◇	-3 ◇

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	25	54	18			79%	-2	+1	-2 ◇
B27. I am treated with respect by the people I work with	32	53	15			85%	+2	+1	-2 ◇
B28. I feel valued for the work I do	22	54	22			76%	+11 ◇	+17 ◇	+10 ◇
B29. I think that NMO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	56	18			80%	+6	+10 ◇	+4 ◇

All questions by theme

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

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Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	24	70	4			94%	+10	+12 ◇	+8 ◇
B31. I get the information I need to do my job well	16	60	24			76%	+8	+9 ◇	+5 ◇
B32. I have clear work objectives	25	67	7			93%	+8 ◇	+19 ◇	+15 ◇
B33. I have the skills I need to do my job effectively	21	68	10			88%	+1	0 ◇	-2 ◇
B34. I have the tools I need to do my job effectively	17	64	18			80%	+3	+10 ◇	+5 ◇
B35. I have an acceptable workload	9	61	25			70%	+5	+10 ◇	+5 ◇
B36. I achieve a good balance between my work life and my private life	18	69	9	4		87%	+7	+19 ◇	+13 ◇

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	26	28	29	13		29%	-4	-3 ◇	-10 ◇
B38. I am satisfied with the total benefits package	6	26	35	22	10	32%	-4	-1 ◇	-8 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	21	28	31	16		24%	-7	-4 ◇	-12 ◇

All questions by theme

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Leadership and managing change

:Strength of association with engagement






Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that NMO as a whole is managed well	13	57	28			70%	-2	+30 ◇	+16 ◇
B41. Senior managers in NMO are sufficiently visible	16	51	27	6		67%	+2	+22 ◇	+8 ◇
B42. I believe the actions of senior managers are consistent with NMO's values	12	47	36	5		59%	+3	+20 ◇	+9 ◇
B43. I believe that the Management Board has a clear vision for the future of NMO	10	34	43	10		45%	-10	+6 ◇	-6 ◇
B44. Overall, I have confidence in the decisions made by NMO's senior managers	12	40	40	6		52%	-12 ◇	+16 ◇	+5 ◇
B45. I feel that change is managed well in NMO	4	34	46	13		39%	-15 ◇	+11 ◇	+2 ◇
B46. When changes are made in NMO they are usually for the better	4	24	63	7		28%	-17 ◇	+6 ◇	-3 ◇
B47. NMO keeps me informed about matters that affect me	8	61	26	6		68%	+2	+13 ◇	+6 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	7	48	31	12		55%	+1	+20 ◇	+12 ◇
B49. I think it is safe to challenge the way things are done in NMO	12	43	34	10		55%	-1	+17 ◇	+9 ◇

All questions by theme

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of NMO	16	45	34	4	4	61%	0	+9 ◇	-4 ◇
B51. I would recommend NMO as a great place to work	19	42	30	7	7	61%	-4	+18 ◇	+6 ◇
B52. I feel a strong personal attachment to NMO	15	34	34	15	15	49%	+1	+4 ◇	-4 ◇
B53. NMO inspires me to do the best in my job	9	42	36	12	12	51%	-3	+12 ◇	+1 ◇
B54. NMO motivates me to help it achieve its objectives	6	46	36	10	10	52%	+4	+17 ◇	+7 ◇
Taking action									
B55. I believe that senior managers in NMO will take action on the results from this survey	13	46	39	1	1	60%	+5	+21 ◇	+9 ◇
B56. I believe that managers where I work will take action on the results from this survey	14	55	32	0	0	68%	+14 ◇	+20 ◇	+12 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	6	45	43	6	6	51%	-	+22 ◇	+14 ◇

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for NMO?

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave NMO as soon as possible		6%	+3	-2	-4
I want to leave NMO within the next 12 months		7%	0	-4	-7
I want to stay working for NMO for at least the next year		46%	+10	+19 [^]	+11 [^]
I want to stay working for NMO for at least the next three years		40%	-13 [^]	-13 [^]	-20 [^]

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97%	-1	+11 [^]	+5 [^]
D02. Are you aware of how to raise a concern under the Civil Service Code?			88%	+22	+29 [^]	+23 [^]
D03. Are you confident that if you raised a concern under the Civil Service Code in NMO it would be investigated properly?			91%	+11 [^]	+27 [^]	+20 [^]

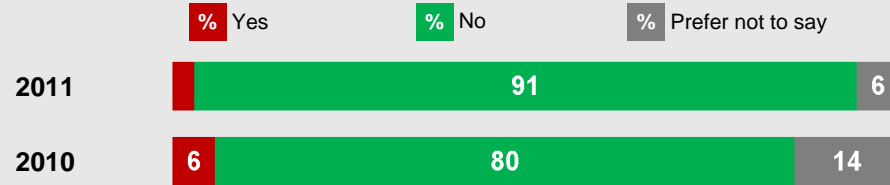
[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

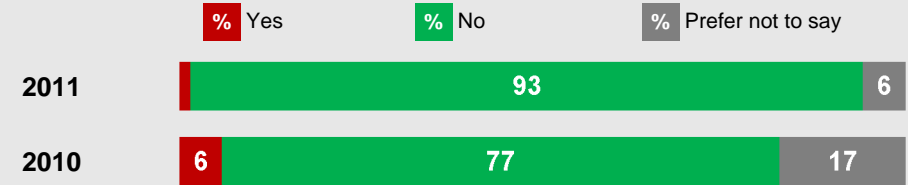
All questions by theme

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 E01.

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

Ground	Response count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	--
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

Who	Response count
A colleague	--
Your manager	--
Another manager in my part of NMO	--
Someone you manage	--
Someone who works for another part of NMO	--
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 2010 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✦

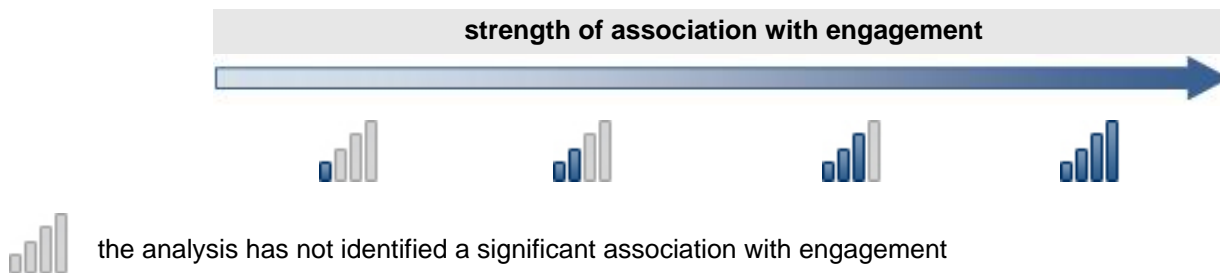
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2011 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.