



Your engagement index

65%

Difference from previous survey

0

Difference from CS2013

+7 ✧

Difference from CS High Performers

+3 ✧

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 CS2013
B50. I am proud when I tell others I am part of NMO	56%	-3	0
B51. I would recommend NMO as a great place to work	66%	+5	+21 ✧

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

B52. I feel a strong personal attachment to NMO	54%	+5	+8 ✧
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Strive: motivated to do the best for the organisation...

B53. NMO inspires me to do the best in my job	56%	+3	+13 ✧
B54. NMO motivates me to help it achieve its objectives	51%	-2	+11 ✧

✧ = 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 CS2013	Difference from CS High Performers
Leadership and managing change		54%	-1	+12 ✧	+3
My work		82%	+2	+8 ✧	+4
My manager		64%	-9 ✧	-3	-6 ✧
Pay and benefits		33%	+3	+4	-1
Learning and development		52%	0	+5	-2
Resources and workload		80%	-4	+7 ✧	+3
Organisational objectives and purpose		84%	-2	+1	-4 ✧
My team		68%	-6 ✧	-11 ✧	-14 ✧
Inclusion and fair treatment		77%	-3	+3	-1




✧ = 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 CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change Strength of association with engagement: 			
B40. I feel that NMO as a whole is managed well	70%	+5	+27 ◇
B44. Overall, I have confidence in the decisions made by NMO's senior managers	62%	+1	+21 ◇
B41. Senior managers in NMO are sufficiently visible	72%	-2	+21 ◇
B42. I believe the actions of senior managers are consistent with NMO's values	61%	+3	+17 ◇
B45. I feel that change is managed well in NMO	44%	-8 ◇	+16 ◇
B49. I think it is safe to challenge the way things are done in NMO	52%	-5	+13 ◇
B46. When changes are made in NMO they are usually for the better	34%	-2	+8 ◇
B43. I believe that the Management Board has a clear vision for the future of NMO	48%	+3	+6 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	39%	-8 ◇	+3
B47. NMO keeps me informed about matters that affect me	53%	0	-5
My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	70%	+7 ◇	+17 ◇
B05. I have a choice in deciding how I do my work	89%	+4	+16 ◇
B01. I am interested in my work	95%	+3	+6 ◇
B02. I am sufficiently challenged by my work	82%	0	+4
B03. My work gives me a sense of personal accomplishment	74%	-3	-1
My manager Strength of association with engagement: 			
B16. The feedback I receive helps me to improve my performance	65%	+2	+5 ◇
B13. Overall, I have confidence in the decisions made by my manager	74%	+5	+3
B15. I receive regular feedback on my performance	64%	-11 ◇	0
B12. My manager helps me to understand how I contribute to NMO's objectives	61%	-13 ◇	-1
B10. My manager is considerate of my life outside work	79%	-7 ◇	-2
B17. I think that my performance is evaluated fairly	61%	-16 ◇	-2
B18. Poor performance is dealt with effectively in my team	36%	-6	-2
B14. My manager recognises when I have done my job well	72%	-11 ◇	-5 ◇
B11. My manager is open to my ideas	72%	-17 ◇	-7 ◇
B09. My manager motivates me to be more effective in my job	57%	-11 ◇	-8 ◇

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



My work									
:Strength of association with engagement									
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	43	52				95%	+3	+6 ◇	+3
B02. I am sufficiently challenged by my work	39	43	11	5		82%	0	+4	0
B03. My work gives me a sense of personal accomplishment	33	41	18	5		74%	-3	-1	-5 ◇
B04. I feel involved in the decisions that affect my work	16	54	18	8		70%	+7 ◇	+17 ◇	+10 ◇
B05. I have a choice in deciding how I do my work	28	61			8	89%	+4	+16 ◇	+11 ◇

Organisational objectives and purpose									
:Strength of association with engagement									
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B06. I have a clear understanding of NMO's purpose	36	44	15			80%	-8 ◇	-5 ◇	-9 ◇
B07. I have a clear understanding of NMO's objectives	23	62	10			85%	+5	+5 ◇	0
B08. I understand how my work contributes to NMO's objectives	38	47	12			85%	-4	+2	-1

All questions by theme


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

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 Difference from CS High Performers

My manager

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	18	39	30	10	8	57%	-11 ◇	-8 ◇	-12 ◇
B10. My manager is considerate of my life outside work	39	39	11	10	1	79%	-7 ◇	-2	-5 ◇
B11. My manager is open to my ideas	38	33	22	7	0	72%	-17 ◇	-7 ◇	-11 ◇
B12. My manager helps me to understand how I contribute to NMO's objectives	18	43	30	8	1	61%	-13 ◇	-1	-6 ◇
B13. Overall, I have confidence in the decisions made by my manager	31	43	15	11	0	74%	+5	+3	-2
B14. My manager recognises when I have done my job well	28	44	25	1	0	72%	-11 ◇	-5 ◇	-8 ◇
B15. I receive regular feedback on my performance	18	46	28	8	0	64%	-11 ◇	0	-4
B16. The feedback I receive helps me to improve my performance	18	47	25	8	0	65%	+2	+5 ◇	0
B17. I think that my performance is evaluated fairly	15	46	23	15	1	61%	-16 ◇	-2	-6 ◇
B18. Poor performance is dealt with effectively in my team	8	28	38	16	10	36%	-6	-2	-6 ◇

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	28	46	16	7	1	74%	-8 ◇	-10 ◇	-12 ◇
B20. The people in my team work together to find ways to improve the service we provide	30	41	15	13	1	70%	-1	-10 ◇	-12 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	28	31	28	13	2	59%	-8 ◇	-14 ◇	-17 ◇

All questions 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 CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	13	54	28			67%	-5	+6 ◇	+2
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	38	30	15		52%	+6	+5	-1
B24. There are opportunities for me to develop my career in NMO	10	33	23	30	5	43%	+8 ◇	+5	-5
B25. Learning and development activities I have completed while working for NMO are helping me to develop my career	10	36	41	11		46%	-8 ◇	+4	-3

Inclusion and fair treatment

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B26. I am treated fairly at work	25	52	21			77%	-8 ◇	-1	-4 ◇
B27. I am treated with respect by the people I work with	36	52	11			89%	-1	+4 ◇	+2
B28. I feel valued for the work I do	20	46	21	11		66%	-4	+3	-2
B29. I think that NMO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	50	20			77%	+3	+4	-1

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 CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	25	67	7			92%	+3	+8 ◇	+5 ◇
B31. I get the information I need to do my job well	13	66	15	5		79%	+2	+10 ◇	+6 ◇
B32. I have clear work objectives	30	59	7			89%	0	+13 ◇	+9 ◇
B33. I have the skills I need to do my job effectively	23	66	11			89%	-3	0	-2
B34. I have the tools I need to do my job effectively	20	59	15	7		79%	-4	+7 ◇	+3
B35. I have an acceptable workload	8	54	16	18		62%	-11 ◇	+3	-3
B36. I achieve a good balance between my work life and my private life	28	46	16	8		74%	-13 ◇	+6 ◇	+1

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance		34	20	30	13	38%	+11 ◇	+9 ◇	+2
B38. I am satisfied with the total benefits package	5	31	30	21	13	36%	+1	+4	-2
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		23	26	31	16	26%	-2	+1	-6 ◇

All questions by theme


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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 Difference from CS High Performers

Leadership and managing change

 : Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that NMO as a whole is managed well	13	57	20	7	7	70%	+5	+27 ◇	+14 ◇
B41. Senior managers in NMO are sufficiently visible	18	54	20	7	7	72%	-2	+21 ◇	+10 ◇
B42. I believe the actions of senior managers are consistent with NMO's values	16	44	30	8	8	61%	+3	+17 ◇	+6 ◇
B43. I believe that the Management Board has a clear vision for the future of NMO	13	34	36	13	13	48%	+3	+6 ◇	-7 ◇
B44. Overall, I have confidence in the decisions made by NMO's senior managers	13	49	25	10	10	62%	+1	+21 ◇	+12 ◇
B45. I feel that change is managed well in NMO	13	31	36	15	5	44%	-8 ◇	+16 ◇	+5 ◇
B46. When changes are made in NMO they are usually for the better	8	26	52	10	10	34%	-2	+8 ◇	-1
B47. NMO keeps me informed about matters that affect me	18	35	32	12	12	53%	0	-5	-11 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	11	28	41	16	16	39%	-8 ◇	+3	-5
B49. I think it is safe to challenge the way things are done in NMO	13	38	37	12	12	52%	-5	+13 ◇	+3

All questions by theme

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

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




	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of NMO	21	34	33	10		56%	-3	0	-9 ◇
B51. I would recommend NMO as a great place to work	20	46	25	8		66%	+5	+21 ◇	+10 ◇
B52. I feel a strong personal attachment to NMO	18	36	30	15		54%	+5	+8 ◇	+2
B53. NMO inspires me to do the best in my job	16	39	26	16		56%	+3	+13 ◇	+6 ◇
B54. NMO motivates me to help it achieve its objectives	13	38	36	11		51%	-2	+11 ◇	+3
Taking action									
B55. I believe that senior managers in NMO will take action on the results from this survey	10	41	31	13	5	51%	-2	+8 ◇	-1
B56. I believe that managers where I work will take action on the results from this survey	10	44	32	10		54%	-11 ◇	+1	-5
B57. Where I work, I think effective action has been taken on the results of the last survey	5	31	44	15	5	36%	-12 ◇	+3	-4

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 CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	34	61	5			95%	+3	+7 ◇	+5 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	21	48	23	8		69%	+4	+1	-2
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	18	41	30	11		59%	-7 ◇	-6 ◇	-11 ◇
B61. When I talk about NMO I say "we" rather than "they"	25	51	21			75%	+2	+8 ◇	-1
B62. I have some really good friendships at work	33	41	25			74%	+4	-2	-5 ◇

Please note these questions were not asked on paper surveys in 2012.

All questions by theme

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

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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

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. This 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. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
W01. Overall, how satisfied are you with your life nowadays?	15	21	56	8	63%	0	0	-3
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	6	27	52	15	67%	-1	-2	-5 ◇
W03. Overall, how happy did you feel yesterday?	12	21	54	13	67%	+8 ◇	+8 ◇	+4
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	33	25	23	19	58%	+4	+8 ◇	+5

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 CS2013	Difference from CS High Performers
I want to leave NMO as soon as possible		2%	0	-6	-9
I want to leave NMO within the next 12 months		16%	+6	+3	0
I want to stay working for NMO for at least the next year		34%	-7	+4	-1
I want to stay working for NMO for at least the next three years		48%	+1	0	-10 ✧

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			98%	0	+9 ✧	+5
D02. Are you aware of how to raise a concern under the Civil Service Code?			77%	-11 ✧	+13 ✧	+7 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in NMO it would be investigated properly?			79%	-11 ✧	+12 ✧	+6 ✧

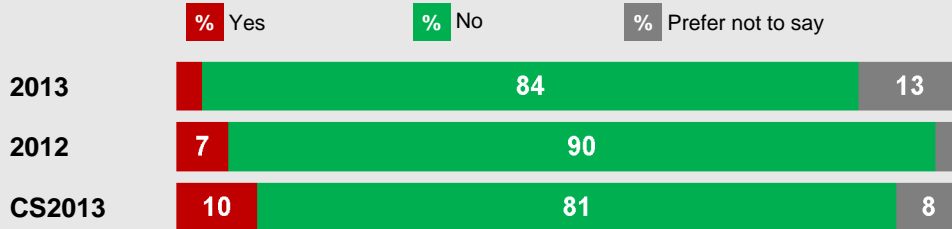
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

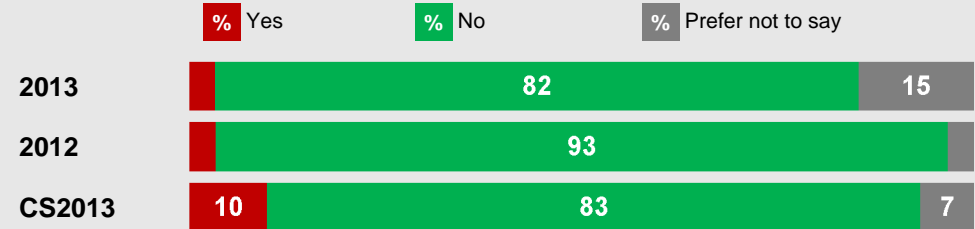
All questions by theme

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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✦

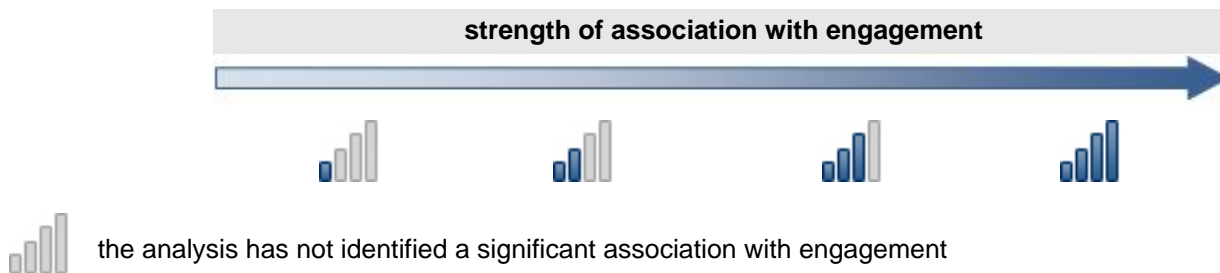
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2013 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.