

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





Strength of association with engagement



Statistically significant difference from comparison

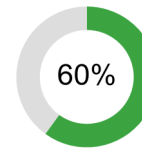
The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

## Drivers of Engagement

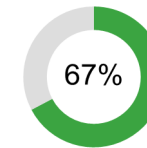
	Strength of association with engagement <sup>1</sup>	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		58%	+4	+15 ✧	+8 ✧
My work		85%	+3	+10 ✧	+7 ✧
My manager		72%	+8 ✧	+5	+1
Pay and benefits		21%	-12 ✧	-7 ✧	-14 ✧
Resources and workload		75%	-6	+1	-2
Learning and development		63%	+11 ✧	+14 ✧	+8 ✧
Organisational objectives and purpose		87%	+3	+4	-1
My team		83%	+15 ✧	+3	0
Inclusion and fair treatment		80%	+3	+5	+2

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

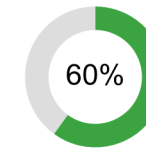
## Wellbeing



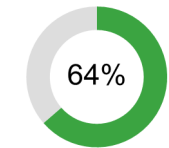
Overall, how satisfied are you with your life nowadays?



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

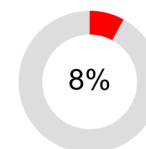


Overall, how happy did you feel yesterday?

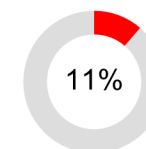


No or low anxiety yesterday

## Discrimination, bullying and harassment

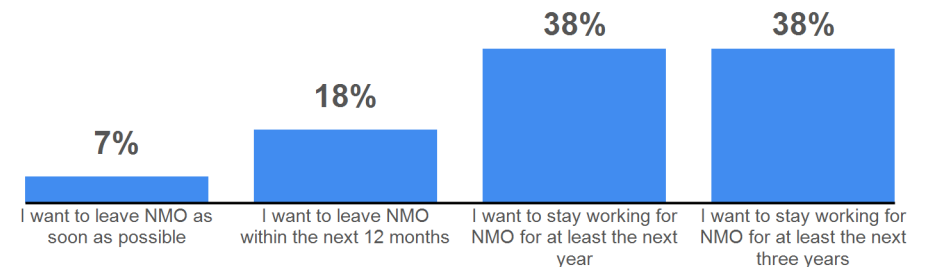


During the past 12 months have you personally experienced discrimination at work?



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

**85%** +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	48	44	6			92%	-3	+3	0
B02 I am sufficiently challenged by my work	37	49	10	5		86%	+4	+7 ◇	+4
B03 My work gives me a sense of personal accomplishment	35	52	5	8		87%	+14 ◇	+12 ◇	+9 ◇
B04 I feel involved in the decisions that affect my work	25	51	16	5		76%	+6	+20 ◇	+14 ◇
B05 I have a choice in deciding how I do my work	41	44	10	5		86%	-3	+11 ◇	+6 ◇

### Organisational objectives and purpose

**87%** +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of NMO's purpose	38	48	10			86%	+5	0	-5 ◇
B07 I have a clear understanding of NMO's objectives	38	46	10	5		84%	-1	+3	-2
B08 I understand how my work contributes to NMO's objectives	41	49		8		90%	+5 ◇	+7 ◇	+3

## All questions by theme

◇ indicates statistically significant difference from comparison

^ indicates a variation in question wording from your previous survey

### My manager

**72%** +8  
Difference from previous survey



Strength of association with engagement



**% Positive**  
Difference from previous survey  
Difference from CS2014  
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	30	43	16	6	5	73%	+16 ◇	+5	+1
B10 My manager is considerate of my life outside work	51	41	5			92%	+13 ◇	+11 ◇	+6 ◇
B11 My manager is open to my ideas	48	38	10			86%	+14 ◇	+6 ◇	+1
B12 My manager helps me to understand how I contribute to NMO's objectives	27	43	21	6		70%	+9 ◇	+5	+1
B13 Overall, I have confidence in the decisions made by my manager	31	47	15	5		77%	+4	+4	0
B14 My manager recognises when I have done my job well	38	44	13	5		83%	+10 ◇	+5 ◇	+2
B15 I receive regular feedback on my performance	33	38	19	6		71%	+7 ◇	+6 ◇	+3
B16 The feedback I receive helps me to improve my performance	29	34	29	6		63%	-2	+2	-3
B17 I think that my performance is evaluated fairly	22	40	25	8	5	62%	+1	-1	-5
B18 Poor performance is dealt with effectively in my team	13	35	40	5	8	48%	+12 ◇	+8 ◇	+5

### My team

**83%** +15  
Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	41	44	8	5		86%	+12 ◇	+2	-1
B20 The people in my team work together to find ways to improve the service we provide	33	49	6	10		83%	+12 ◇	+2	-1
B21 The people in my team are encouraged to come up with new and better ways of doing things	32	48	16	5		79%	+20 ◇	+5 ◇	+1



## All questions by theme

◇ indicates statistically significant difference from comparison  
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### Learning and development

**63%** +11

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	30	46	16	6	6	76%	+9 ◇	+14 ◇	+9 ◇
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	31	47	13	6	6	77%	+25 ◇	+27 ◇	+21 ◇
B24	There are opportunities for me to develop my career in NMO	17	24	30	13	16	41%	-1	-1	-8 ◇
B25	Learning and development activities I have completed while working for NMO are helping me to develop my career	24	35	24	11	6	59%	+13 ◇	+16 ◇	+9 ◇

### Inclusion and fair treatment

**80%** +3

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 CS2014	Difference from CS High Performers
B26	I am treated fairly at work	33	46	16	6	6	79%	+2	0	-3
B27	I am treated with respect by the people I work with	38	49	8	5	5	87%	-1	+3	+1
B28	I feel valued for the work I do	30	41	19	8	8	71%	+6	+7 ◇	+2
B29	I think that NMO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	34	48	11	8	6	82%	+6	+8 ◇	+4



## All questions by theme

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### Resources and workload **75%** -6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	37	52	6	5		89%	-3	+5 ◆	+2
B31 I get the information I need to do my job well	21	45	24	6		66%	-13 ◆	-4	-8 ◆
B32 I have clear work objectives	33	44	14	6		78%	-11 ◆	+2	-1
B33 I have the skills I need to do my job effectively	35	48	14			83%	-6 ◆	-7 ◆	-9 ◆
B34 I have the tools I need to do my job effectively	32	41	22	5		73%	-6	+1	-3
B35 I have an acceptable workload	14	43	24	14	5	57%	-5	-2	-9 ◆
B36 I achieve a good balance between my work life and my private life	27	51	10	11		78%	+4	+12 ◆	+4

### Pay and benefits

**21%** -12

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	25		22	32	19	27%	-11 ◆	-2	-9 ◆
B38 I am satisfied with the total benefits package	22		38	25	13	24%	-12 ◆	-8 ◆	-16 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	13	25		37	25	13%	-14 ◆	-12 ◆	-19 ◆



## All questions by theme

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### Leadership and Managing Change

**58%** +4

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from  
previous  
survey

Difference  
from  
CS2014

Difference  
from CS High  
Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40 I feel that NMO as a whole is managed well	19	57	14	8	8	76%	+6	+31 ◇	+20 ◇
B41 Senior managers in NMO are sufficiently visible	24	60	11	5	5	84%	+12 ◇	+31 ◇	+21 ◇
B42 I believe the actions of senior managers are consistent with NMO's values	21	46	22	6	5	67%	+6	+19 ◇	+11 ◇
B43 I believe that the Management Board has a clear vision for the future of NMO	19	29	30	19	5	48%	0	+3	-5
B44 Overall, I have confidence in the decisions made by NMO's senior managers	19	48	23	6	6	68%	+5	+24 ◇	+17 ◇
B45 I feel that change is managed well in NMO	14	21	48	11	6	35%	-9 ◇	+4	-3
B46 When changes are made in NMO they are usually for the better	15	19	52	10	5	34%	-1	+4	-3
B47 NMO keeps me informed about matters that affect me	21	54	14	5	6	75%	+21 ◇	+16 ◇	+11 ◇
B48 I have the opportunity to contribute my views before decisions are made that affect me	17	25	32	19	6	43%	+4	+7 ◇	0
B49 I think it is safe to challenge the way things are done in NMO	17	33	33	13	6	51%	-1	+10 ◇	+3

## All questions by theme

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^ 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 CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of NMO	22	37	38			59%	+3	0	-7 ◆
B51 I would recommend NMO as a great place to work	24	41	25	5	5	65%	0	+16 ◆	+5
B52 I feel a strong personal attachment to NMO	19	35	25	16	5	54%	0	+6 ◆	0
B53 NMO inspires me to do the best in my job	17	38	29	11	5	56%	0	+11 ◆	+4
B54 NMO motivates me to help it achieve its objectives	16	38	30	11	5	54%	+3	+11 ◆	+5

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers in NMO will take action on the results from this survey	16	33	32	11	8	49%	-2	+4	-4
B56 I believe that managers where I work will take action on the results from this survey	21	35	24	10	11	56%	+1	0	-5
B57 Where I work, I think effective action has been taken on the results of the last survey	16	24	40	14	6	40%	+4	+5	-1





## All questions by theme

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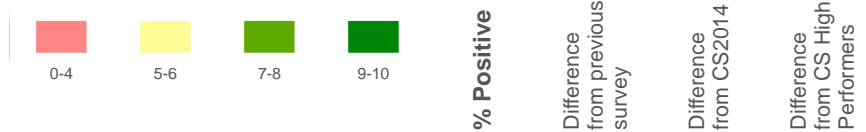
### Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	40	51	8			90%	-5	+2	0
B59 I believe I would be supported if I try a new idea, even if it may not work	29	46	17	6		75%	+6	+6 ◇	+2
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	25	43	24	6		68%	+9 ◇	+3	-2
B61 When I talk about NMO I say "we" rather than "they"	27	56	13			83%	+7 ◇	+14 ◇	+4
B62 I have some really good friendships at work	30	41	21	6		71%	-2	-4	-8 ◇

## All questions by theme

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

W01 Overall, how satisfied are you with your life nowadays?	13	27	45	15	60%	-3	-4	-6 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	25	51	16	67%	0	-2	-5
W03 Overall, how happy did you feel yesterday?	18	22	38	22	60%	-7	0	-3
W04 Overall, how anxious did you feel yesterday?	31	33	16	20	64%	+6	+14 ◆	+11 ◆





## All questions by theme

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### 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 CS2014	Difference from CS High Performers
I want to leave NMO as soon as possible		7%	+5	-1	-3
I want to leave NMO within the next 12 months		18%	+2	+4	0
I want to stay working for NMO for at least the next year		38%	+3	+6 ◇	0
I want to stay working for NMO for at least the next three years		38%	-10	-9 ◇	-16 ◇

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		5	95%	-3	+5 ◇	+2
D02. Are you aware of how to raise a concern under the Civil Service Code?		27	73%	-4	+9 ◇	+2
D03. Are you confident that if you raised a concern under the Civil Service Code in NMO it would be investigated properly?		24	76%	-3	+7 ◇	+2

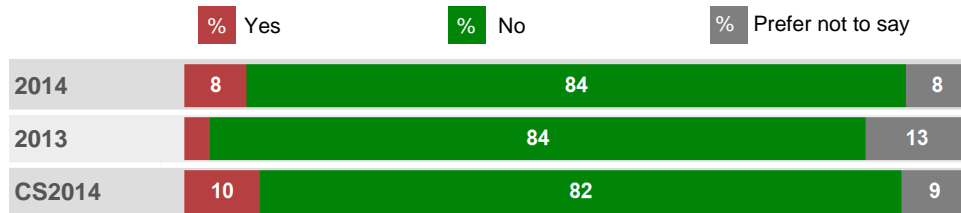


## All questions by theme

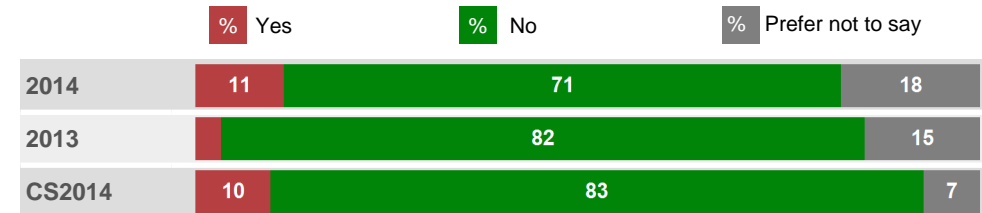
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### Discrimination, harassment and bullying

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)

Person	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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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 2014 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.