

NMO

Returns: 69

Response rate: 97%

Your engagement index

65%

Difference from
previous survey

+2

Difference from
CS2010

+8 ✧

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 CS2010
B50. I am proud when I tell others I am part of NMO	61%	+6	+6 ✧
B51. I would recommend NMO as a great place to work	65%	+4	+24 ✧

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

B52. I feel a strong personal attachment to NMO	48%	+6	+2
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Strive: motivated to do the best for the organisation...










B53. NMO inspires me to do the best in my job	54%	+8	+15 ✧
B54. NMO motivates me to help it achieve its objectives	49%	+1	+13 ✧

✧ = 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 ¹	Theme score % positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change		59%	+1	+22 ✧	+13 ✧
My work		78%	+3	+7 ✧	+2 ✧
My line manager		68%	-2	+4 ✧	0
Resources and workload		78%	0	+5 ✧	+1 ✧
Organisational objectives and purpose		88%	+4	+7 ✧	+1 ✧
Pay and benefits		34%	-5	-3 ✧	-9 ✧
Learning and development		54%	-3	+10 ✧	+4 ✧
My team		68%	-4	-9 ✧	-12 ✧
Inclusion and fair treatment		76%	0	+2 ✧	0

✧ = Statistically significant difference from comparison


¹The table above shows the strength of association between engagement and the themes for Business, Innovation and Skills (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: 		
B40. I feel that NMO as a whole is managed well	72%	+5	+31 ◇
B44. Overall, I have confidence in the decisions made by NMO's senior managers	65%	+9	+29 ◇
B45. I feel that change is managed well in NMO	54%	-7	+26 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	54%	-3	+22 ◇
B46. When changes are made in NMO they are usually for the better	45%	-7	+22 ◇
B41. Senior managers in NMO are sufficiently visible	65%	0	+20 ◇
B43. I believe that the Management Board has a clear vision for the future of NMO	55%	+2	+20 ◇
B49. I think it is safe to challenge the way things are done in NMO	57%	+8	+17 ◇
B42. I believe the actions of senior managers are consistent with NMO's values	57%	-2	+17 ◇
B47. NMO keeps me informed about matters that affect me	66%	+9	+12 ◇

My work	Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	66%	-2	+17 ◇
B05. I have a choice in deciding how I do my work	81%	+11	+11 ◇
B02. I am sufficiently challenged by my work	79%	+6	+6 ◇
B01. I am interested in my work	90%	0	+1 ◇
B03. My work gives me a sense of personal accomplishment	72%	-1	0




My line manager	Strength of association with engagement: 		
B16. The feedback I receive helps me to improve my performance	70%	+6	+12 ◇
B10. My manager is considerate of my life outside work	87%	+3	+9 ◇
B11. My manager is open to my ideas	86%	+7	+8 ◇
B15. I receive regular feedback on my performance	68%	-6	+8 ◇
B12. My manager helps me to understand how I contribute to NMO's objectives	64%	-15 ◇	+6 ◇
B14. My manager recognises when I have done my job well	80%	+3	+3 ◇
B17. I think that my performance is evaluated fairly	64%	-3	+2 ◇
B09. My manager motivates me to be more effective in my job	64%	-6	+2
B18. Poor performance is dealt with effectively in my team	36%	0	-1
B13. Overall, I have confidence in the decisions made by my manager	65%	-8	-3 ◇

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 CS2010	Difference from CS High Performers
My work									
 :Strength of association with engagement									
B01. I am interested in my work	42	48	9			90%	0	+1 ◇	-1 ◇
B02. I am sufficiently challenged by my work	28	51	13	7		79%	+6	+6 ◇	+2
B03. My work gives me a sense of personal accomplishment	25	47	21	4		72%	-1	0	-5 ◇
B04. I feel involved in the decisions that affect my work	21	46	26	6		66%	-2	+17 ◇	+10 ◇
B05. I have a choice in deciding how I do my work	25	56	12	4		81%	+11	+11 ◇	+4 ◇
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of NMO's purpose	33	57	7			90%	+5	+6 ◇	0
B07. I have a clear understanding of NMO's objectives	32	54	10			86%	+3	+8 ◇	0
B08. I understand how my work contributes to NMO's objectives	35	53	10			88%	+4	+8 ◇	+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
My line manager									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	13	51	23	10		64%	-6	+2	-3 ◇
B10. My manager is considerate of my life outside work	45	42	10			87%	+3	+9 ◇	+5 ◇
B11. My manager is open to my ideas	32	54	12			86%	+7	+8 ◇	+4 ◇
B12. My manager helps me to understand how I contribute to NMO's objectives	22	42	32			64%	-15 ◇	+6 ◇	0
B13. Overall, I have confidence in the decisions made by my manager	32	33	29	4		65%	-8	-3 ◇	-9 ◇
B14. My manager recognises when I have done my job well	29	51	16			80%	+3	+3 ◇	0
B15. I receive regular feedback on my performance	13	55	29			68%	-6	+8 ◇	+3 ◇
B16. The feedback I receive helps me to improve my performance	20	49	26			70%	+6	+12 ◇	+8 ◇
B17. I think that my performance is evaluated fairly	17	46	29	6		64%	-3	+2 ◇	-3 ◇
B18. Poor performance is dealt with effectively in my team	6	30	38	17	9	36%	0	-1	-5 ◇
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	29	45	22	4		74%	0	-9 ◇	-12 ◇
B20. The people in my team work together to find ways to improve the service we provide	29	36	26	9		65%	-4	-13 ◇	-17 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	23	42	25	9		65%	-7	-5 ◇	-9 ◇

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 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	16	54	20	9		70%	-1	+14 ◇	+6 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	40	38	10		51%	-11	+3 ◇	-1
B24. There are opportunities for me to develop my career in NMO	12	29	28	24	7	41%	+2	+13 ◇	+5 ◇
B25. Learning and development activities I have completed while working for NMO are helping me to develop my career	12	40	28	16		52%	-3	+11 ◇	+6 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	35	46	12	6		81%	+4	+3 ◇	0
B27. I am treated with respect by the people I work with	38	45	12	4		83%	0	-1	-4 ◇
B28. I feel valued for the work I do	29	36	25	9		65%	-4	+5 ◇	0
B29. I think that NMO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	48	17	6		74%	0	+3 ◇	-1

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	29	55	13			84%	-2	+2 ◇	-2 ◇
B31. I get the information I need to do my job well	20	48	29			68%	-13	+1	-2 ◇
B32. I have clear work objectives	26	58	13			84%	0	+10 ◇	+5 ◇
B33. I have the skills I need to do my job effectively	28	59	12			87%	-1	-1	-4 ◇
B34. I have the tools I need to do my job effectively	23	54	16	7		77%	-1	+5 ◇	+1
B35. I have an acceptable workload	15	50	21	12		65%	+4	+3 ◇	-2 ◇
B36. I achieve a good balance between my work life and my private life	23	57	12	6		80%	+16 ◇	+10 ◇	+6 ◇
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	4	29	38	23	6	33%	-1	-5 ◇	-11 ◇
B38. I am satisfied with the total benefits package	6	31	41	18	4	37%	-12	-2 ◇	-10 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	26	31	28	10	31%	-1	0	-8 ◇

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
Leadership and managing change									
 :Strength of association with engagement									
B40. I feel that NMO as a whole is managed well	16	56	25			72%	+5	+31 ◇	+19 ◇
B41. Senior managers in NMO are sufficiently visible	19	46	26	9		65%	0	+20 ◇	+5 ◇
B42. I believe the actions of senior managers are consistent with NMO's values	17	39	39			57%	-2	+17 ◇	+5 ◇
B43. I believe that the Management Board has a clear vision for the future of NMO	17	38	39	6		55%	+2	+20 ◇	+8 ◇
B44. Overall, I have confidence in the decisions made by NMO's senior managers	24	41	34			65%	+9	+29 ◇	+17 ◇
B45. I feel that change is managed well in NMO	14	39	38	9		54%	-7	+26 ◇	+15 ◇
B46. When changes are made in NMO they are usually for the better	16	29	48	7		45%	-7	+22 ◇	+13 ◇
B47. NMO keeps me informed about matters that affect me	18	49	26	6		66%	+9	+12 ◇	+4 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	13	41	37	7		54%	-3	+22 ◇	+15 ◇
B49. I think it is safe to challenge the way things are done in NMO	14	42	35	7		57%	+8	+17 ◇	+10 ◇

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

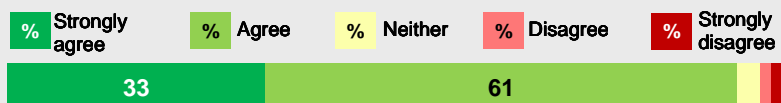
◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of NMO	22	39	32	7		61%	+6	+6 ◇	-3 ◇
B51. I would recommend NMO as a great place to work	22	43	28	6		65%	+4	+24 ◇	+13 ◇
B52. I feel a strong personal attachment to NMO	17	30	36	14		48%	+6	+2	-6 ◇
B53. NMO inspires me to do the best in my job	12	42	35	10		54%	+8	+15 ◇	+5 ◇
B54. NMO motivates me to help it achieve its objectives	12	37	37	12		49%	+1	+13 ◇	+3 ◇
Taking action									
B55. I believe that senior managers in NMO will take action on the results from this survey	16	39	35	6	4	55%	-1	+17 ◇	+8 ◇
B56. I believe that managers where I work will take action on the results from this survey	18	37	35	6	4	54%	-2	+8 ◇	+2

All questions by theme

Data Security

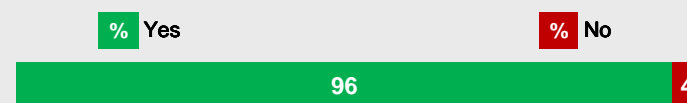
C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

94%	2010 % Positive
+14	Difference from previous survey
+12 ✧	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

96%	2010 % Yes
+6	Difference from previous survey
+17 ✧	Difference from CS2010

Your plans for the future

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

Statement	%	Difference from previous survey	Difference from CS2010
I want to leave NMO as soon as possible	3%	+1	-5
I want to leave NMO within the next 12 months	7%	-1	-4
I want to stay working for NMO for at least the next year	37%	+11	+11 ✧
I want to stay working for NMO for at least the next three years	53%	-11	-2

The Civil Service Code

Differences are based on '% Yes' score

Question	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	99		+5	+18 ✧
E02. Are you aware of how to raise a concern under the Civil Service Code?	66	34	+14 ✧	+14 ✧
E03. Are you confident that if you raised a concern under the Civil Service Code in NMO it would be investigated properly?	80	20	+3	+18 ✧

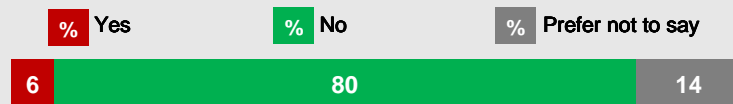
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

All questions by theme

Discrimination, harassment and bullying

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



% Yes

5% | Previous survey

10% [^] | CS2010

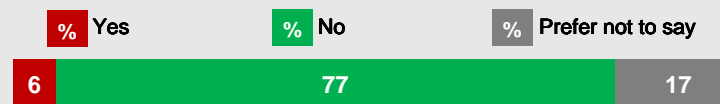
For respondents who selected 'Yes' to question F01.

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 '--'

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



% Yes

9% | Previous survey

10% [^] | CS2010

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)

Response	Response count
A colleague	--
Your manager	--
Another manager in your 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 '--'

[^] 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: ✧

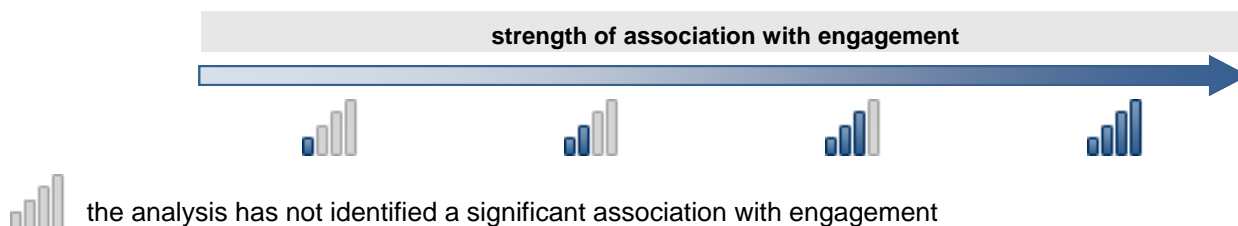
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.