

NMO

Returns: 61

Response rate: 90%

Your engagement index

64%

Difference from previous survey	Difference from CS2012	Difference from CS High Performers
0	+6 ✧	+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 CS2012
B50. I am proud when I tell others I am part of NMO	59%	-2	+6 ✧
B51. I would recommend NMO as a great place to work	61%	-1	+14 ✧

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

B52. I feel a strong personal attachment to NMO	49%	0	+5 ✧
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Strive: motivated to do the best for the organisation...










B53. NMO inspires me to do the best in my job	52%	+2	+11 ✧
B54. NMO motivates me to help it achieve its objectives	52%	0	+14 ✧

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		55%	+1	+14 ✧	+5 ✧
My work		80%	+4	+7 ✧	+3
My line manager		73%	+1	+7 ✧	+4 ✧
Pay and benefits		30%	+1	0	-6 ✧
Learning and development		52%	+4	+8 ✧	0
Resources and workload		84%	0	+10 ✧	+7 ✧
Organisational objectives and purpose		86%	0	+4 ✧	-1
My team		73%	-5 ✧	-4 ✧	-7 ✧
Inclusion and fair treatment		79%	-1	+5 ✧	+2


✧ = 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 CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change	Strength of association with engagement: 		
B41. Senior managers in NMO are sufficiently visible	74%	+7 ◇	+26 ◇
B45. I feel that change is managed well in NMO	52%	+14 ◇	+23 ◇
B40. I feel that NMO as a whole is managed well	66%	-5 ◇	+23 ◇
B44. Overall, I have confidence in the decisions made by NMO's senior managers	62%	+9 ◇	+22 ◇
B49. I think it is safe to challenge the way things are done in NMO	57%	+1	+16 ◇
B42. I believe the actions of senior managers are consistent with NMO's values	58%	-1	+16 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	48%	-8 ◇	+12 ◇
B46. When changes are made in NMO they are usually for the better	36%	+8 ◇	+11 ◇
B43. I believe that the Management Board has a clear vision for the future of NMO	44%	-1	+5 ◇
B47. NMO keeps me informed about matters that affect me	53%	-15 ◇	-3

My work	Strength of association with engagement: 		
B05. I have a choice in deciding how I do my work	85%	+4 ◇	+13 ◇
B04. I feel involved in the decisions that affect my work	63%	+5 ◇	+10 ◇
B02. I am sufficiently challenged by my work	82%	+3	+5 ◇
B03. My work gives me a sense of personal accomplishment	77%	+3	+4 ◇
B01. I am interested in my work	92%	+4 ◇	+2

My line manager	Strength of association with engagement: 		
B17. I think that my performance is evaluated fairly	77%	+5 ◇	+14 ◇
B12. My manager helps me to understand how I contribute to NMO's objectives	74%	+2	+13 ◇
B15. I receive regular feedback on my performance	75%	-3	+12 ◇
B11. My manager is open to my ideas	89%	0	+10 ◇
B14. My manager recognises when I have done my job well	84%	+2	+6 ◇
B10. My manager is considerate of my life outside work	85%	+3	+5 ◇
B18. Poor performance is dealt with effectively in my team	42%	+5 ◇	+5 ◇
B16. The feedback I receive helps me to improve my performance	63%	-4	+4
B09. My manager motivates me to be more effective in my job	69%	+3	+3
B13. Overall, I have confidence in the decisions made by my manager	69%	-6 ◇	-2

All questions by theme

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

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◇ indicates statistically significant difference from comparison



My work

:Strength of association with engagement

B01. I am interested in my work	26	66	8	92%	+4 ◇	+2	0
B02. I am sufficiently challenged by my work	25	57	10	82%	+3	+5 ◇	+1
B03. My work gives me a sense of personal accomplishment	22	55	23	77%	+3	+4 ◇	-1
B04. I feel involved in the decisions that affect my work	20	43	23	63%	+5 ◇	+10 ◇	+4
B05. I have a choice in deciding how I do my work	23	62	13	85%	+4 ◇	+13 ◇	+8 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of NMO's purpose	33	56	10	89%	+3 ◇	+4 ◇	-2
B07. I have a clear understanding of NMO's objectives	26	54	16	80%	-2	+2	-5 ◇
B08. I understand how my work contributes to NMO's objectives	33	56	10	89%	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 CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	13	56	23	5		69%	+3	+3	0
B10. My manager is considerate of my life outside work	48	38	13			85%	+3	+5 ◇	+2
B11. My manager is open to my ideas	44	44	7			89%	0	+10 ◇	+6 ◇
B12. My manager helps me to understand how I contribute to NMO's objectives	23	51	18	8		74%	+2	+13 ◇	+8 ◇
B13. Overall, I have confidence in the decisions made by my manager	31	38	25			69%	-6 ◇	-2	-6 ◇
B14. My manager recognises when I have done my job well	34	49	11			84%	+2	+6 ◇	+4 ◇
B15. I receive regular feedback on my performance	17	58	23			75%	-3	+12 ◇	+7 ◇
B16. The feedback I receive helps me to improve my performance	18	45	33			63%	-4	+4	0
B17. I think that my performance is evaluated fairly	15	62	18			77%	+5 ◇	+14 ◇	+9 ◇
B18. Poor performance is dealt with effectively in my team	13	28	42	15		42%	+5 ◇	+5 ◇	0

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	33	48	17			82%	+2	-1	-4 ◇
B20. The people in my team work together to find ways to improve the service we provide	28	43	27			72%	-9 ◇	-7 ◇	-10 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	28	39	28	5		67%	-7 ◇	-4	-9 ◇

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 CS2012	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	13	59	21	7	7	72%	0	+14 ◇	+8 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	35	47	7	7	47%	-3	+1	-5 ◇
B24. There are opportunities for me to develop my career in NMO	10	25	36	21	8	34%	+8 ◇	-1	-8 ◇
B25. Learning and development activities I have completed while working for NMO are helping me to develop my career	13	41	31	11	8	54%	+11 ◇	+14 ◇	+8 ◇

Inclusion and fair treatment

:Strength of association with engagement

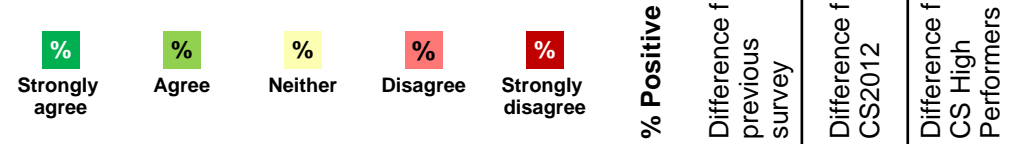
B26. I am treated fairly at work	27	58	13	7	7	85%	+6 ◇	+7 ◇	+4 ◇
B27. I am treated with respect by the people I work with	37	53	7	7	7	90%	+5 ◇	+6 ◇	+3 ◇
B28. I feel valued for the work I do	25	45	23	7	7	70%	-6 ◇	+8 ◇	+3
B29. I think that NMO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	25	48	22	7	7	73%	-7 ◇	+2	-5 ◇

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 CS2012	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	21	67	10			89%	-6	+5 ◇	+2
B31. I get the information I need to do my job well	15	62	22			77%	+1	+8 ◇	+4 ◇
B32. I have clear work objectives	22	67	10			88%	-4 ◇	+13 ◇	+9 ◇
B33. I have the skills I need to do my job effectively	23	69	8			92%	+4 ◇	+3 ◇	+1
B34. I have the tools I need to do my job effectively	17	66	10	5		83%	+3	+11 ◇	+8 ◇
B35. I have an acceptable workload	5	69	16	7		74%	+4	+14 ◇	+8 ◇
B36. I achieve a good balance between my work life and my private life	25	62	10			87%	0	+19 ◇	+14 ◇

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	26	23	38	13		26%	-3	-4 ◇	-10 ◇
B38. I am satisfied with the total benefits package	32	25	28	12		35%	+3	+2	-4 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	28	20	33	18		28%	+4 ◇	+3	-4 ◇

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 CS2012	Difference from CS High Performers
B40. I feel that NMO as a whole is managed well	18	48	33			66%	-5 ◇	+23 ◇	+9 ◇
B41. Senior managers in NMO are sufficiently visible	21	52	21	5		74%	+7 ◇	+26 ◇	+14 ◇
B42. I believe the actions of senior managers are consistent with NMO's values	10	47	37	5		58%	-1	+16 ◇	+4
B43. I believe that the Management Board has a clear vision for the future of NMO	15	30	49	5		44%	-1	+5 ◇	-7 ◇
B44. Overall, I have confidence in the decisions made by NMO's senior managers	15	47	28	10		62%	+9 ◇	+22 ◇	+10 ◇
B45. I feel that change is managed well in NMO	7	46	33	11		52%	+14 ◇	+23 ◇	+14 ◇
B46. When changes are made in NMO they are usually for the better	7	30	57	5		36%	+8 ◇	+11 ◇	+1
B47. NMO keeps me informed about matters that affect me	13	40	35	7	5	53%	-15 ◇	-3	-10 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	15	33	31	16	5	48%	-8 ◇	+12 ◇	+5 ◇
B49. I think it is safe to challenge the way things are done in NMO	13	43	35	8		57%	+1	+16 ◇	+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 CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of NMO	15	44	38			59%	-2	+6 ◇	-5 ◇
B51. I would recommend NMO as a great place to work	13	48	34			61%	-1	+14 ◇	+3
B52. I feel a strong personal attachment to NMO	13	36	36	13		49%	0	+5 ◇	-3
B53. NMO inspires me to do the best in my job	13	39	36	10		52%	+2	+11 ◇	+3
B54. NMO motivates me to help it achieve its objectives	10	43	36	10		52%	0	+14 ◇	+5 ◇
Taking action									
B55. I believe that senior managers in NMO will take action on the results from this survey	13	39	33	15		52%	-7 ◇	+9 ◇	-1
B56. I believe that managers where I work will take action on the results from this survey	15	51	26	8		66%	-3	+14 ◇	+6 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	10	38	38	12		48%	-2	+17 ◇	+8 ◇

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 CS2012	Difference from CS High Performers
I want to leave NMO as soon as possible		2%	-4	-6	-8
I want to leave NMO within the next 12 months		10%	+3	-2	-7
I want to stay working for NMO for at least the next year		42%	-5	+13 ^	+7 ^
I want to stay working for NMO for at least the next three years		47%	+6	-5 ^	-13 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			98%	+1	+10 ^	+5
D02. Are you aware of how to raise a concern under the Civil Service Code?			88%	0	+26 ^	+19 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in NMO it would be investigated properly?			90%	-1	+23 ^	+18 ^

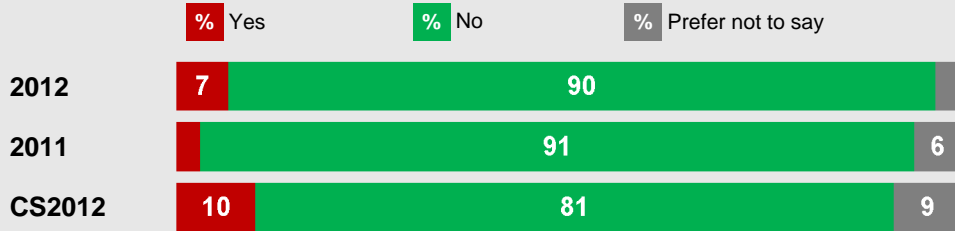
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

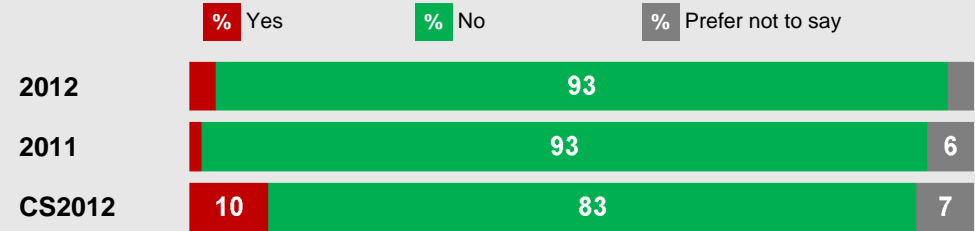
All questions by theme

Discrimination, harassment and bullying

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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✦

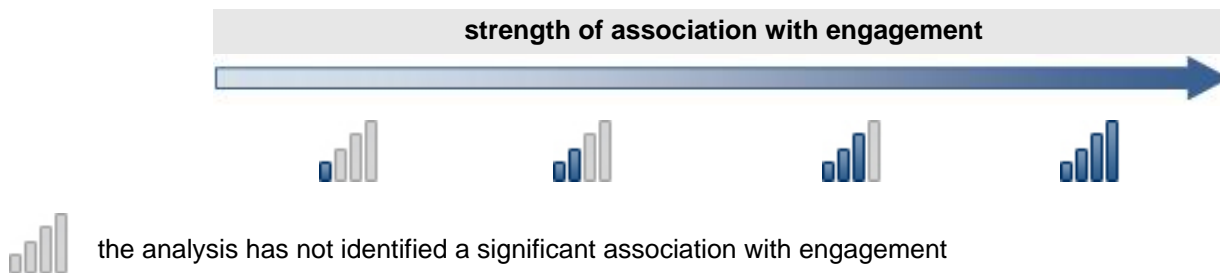
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2012 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.