Northern Ireland Office

Returns : 99   Response rate : 76%   Civil Service People Survey 2015

Strength of association with engagement   Statistically significant difference from comparison

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

Engagement Index

60%

Difference from previous survey	+1
Difference from SWNIO	0
Difference from high performing units	-2

My work

80%

Difference from previous survey	+2
Difference from SWNIO	+4
Difference from high performing units	-1

Organisational objectives and purpose

89%

Difference from previous survey	+2
Difference from SWNIO	+5
Difference from high performing units	-1

My manager

74%

Difference from previous survey	+5
Difference from SWNIO	+3
Difference from high performing units	-2

My team

79%

Difference from previous survey	+5
Difference from SWNIO	0
Difference from high performing units	-9

Learning and development

49%

Difference from previous survey	+10
Difference from SWNIO	0
Difference from high performing units	-12

Inclusion and fair treatment

77%

Difference from previous survey	+3
Difference from SWNIO	+2
Difference from high performing units	-5

Resources and workload

76%

Difference from previous survey	-1
Difference from SWNIO	+3
Difference from high performing units	-2

Pay and benefits

31%

Difference from previous survey	0
Difference from SWNIO	-4
Difference from high performing units	-7

Leadership and managing change

50%

Difference from previous survey	+1
Difference from SWNIO	-2
Difference from high performing units	0

Northern Ireland Office

📊 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 engagement¹	Theme score % Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
Leadership and managing change	📊	50%	+1	-2	0
My work	📊	80%	+2	+4 ✧	-1
Organisational objectives and purpose	📊	89%	+2	+5 ✧	-1
Pay and benefits	📊	31%	0	-4 ✧	-7 ✧
Learning and development	📊	49%	+10 ✧	0	-12 ✧
Resources and workload	📊	76%	-1	+3	-2
My manager	📊	74%	+5	+3	-2
My team	📊	79%	+5	0	-9 ✧
Inclusion and fair treatment	📊	77%	+3	+2	-5 ✧

¹The table above shows the strength of association between engagement and the themes for Scotland, Wales and Northern Ireland Offices, and the Office of the Advocate General
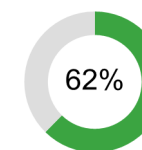
Wellbeing
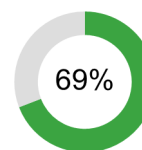
69% — Overall, how satisfied are you with your life nowadays?
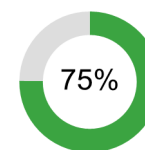
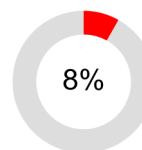75% — Overall, to what extent do you feel that the things you do in your life are worthwhile?
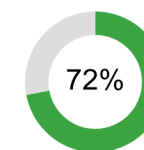
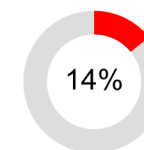72% — Overall, how happy did you feel yesterday?

62% — Overall, how anxious did you feel yesterday?
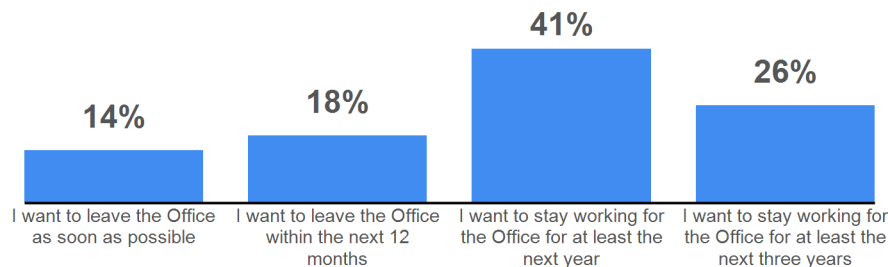
Discrimination, bullying and harassment

8% — During the past 12 months have you personally experienced discrimination at work?

14% — During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

14%	18%	41%	26%
I want to leave the Office as soon as possible	I want to leave the Office within the next 12 months	I want to stay working for the Office for at least the next year	I want to stay working for the Office for at least the next three years

Northern Ireland Office

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work — 80% +2

Difference from previous survey
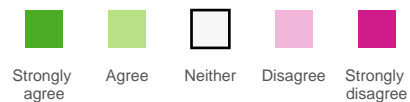
Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B01 I am interested in my work	52	43				95%	+5 ✧	+3 ✧	0
B02 I am sufficiently challenged by my work	45	39	7	7		85%	+4	+4 ✧	-3 ✧
B03 My work gives me a sense of personal accomplishment	36	43	14	6		79%	+1	+2	-5 ✧
B04 I feel involved in the decisions that affect my work	20	47	18	11		68%	+2	+8 ✧	+2
B05 I have a choice in deciding how I do my work	27	48	11	10		76%	-4	+2	-5 ✧

Organisational objectives and purpose — 89% +2

Difference from previous survey

Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B06 I have a clear understanding of the Office's purpose	32	59	5			91%	+1	+7 ✧	-1
B07 I have a clear understanding of the Office's objectives	26	61	9			87%	+3	+6 ✧	-2
B08 I understand how my work contributes to the Office's objectives	29	60	7			89%	+2	+4 ✧	-1

Scotland Office | Wales Office Swyddfa Cymru | Northern Ireland Office

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager — 74% +5

Difference from previous survey | Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B09	My manager motivates me to be more effective in my job	28	49	14	7		78%	+8 ✧	+3	0
B10	My manager is considerate of my life outside work	41	43	11			85%	+7 ✧	+2	-3 ✧
B11	My manager is open to my ideas	38	47	11			86%	+6 ✧	+3 ✧	-2
B12	My manager helps me to understand how I contribute to the Office's objectives	20	56	20			76%	+5	+6 ✧	+1
B13	Overall, I have confidence in the decisions made by my manager	36	47	12			83%	+7 ✧	+3	+1
B14	My manager recognises when I have done my job well	35	48	11			84%	+4	+3	-2
B15	I receive regular feedback on my performance	21	48	16	12		70%	+5	+3	-9 ✧
B16	The feedback I receive helps me to improve my performance	21	43	25	8		65%	+2	+1	-8 ✧
B17	I think that my performance is evaluated fairly	20	52	20	7		72%	+5	+3	0
B18	Poor performance is dealt with effectively in my team	11	32	42	9	5	43%	0	+3	-8 ✧

My team — 79% +5

Difference from previous survey | Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B19	The people in my team can be relied upon to help when things get difficult in my job	42	41	10	6		84%	+4	+1	-8 ✧
B20	The people in my team work together to find ways to improve the service we provide	40	37	16	6		78%	+3	-1	-12 ✧
B21	The people in my team are encouraged to come up with new and better ways of doing things	36	38	20			75%	+9 ✧	0	-10 ✧

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Learning and development

49% **+10** Difference from previous survey

Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B22	I am able to access the right learning and development opportunities when I need to	12	54	21	12		66%	+9 ✧	+1	-8 ✧
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	42	41	6		53%	+17 ✧	+1	-11 ✧
B24	There are opportunities for me to develop my career in the Office		32	37	18	9	35%	+4	-2	-24 ✧
B25	Learning and development activities I have completed while working for the Office are helping me to develop my career	9	34	42	9	5	43%	+10 ✧	+1	-12 ✧

Inclusion and fair treatment

77% **+3** Difference from previous survey

Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B26	I am treated fairly at work	22	65		6	6	87%	+7 ✧	+4 ✧	+1
B27	I am treated with respect by the people I work with	30	53		11	5	83%	+3	+1	-9 ✧
B28	I feel valued for the work I do	25	42	18	13		68%	0	+1	-6 ✧
B29	I think that the Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	52	18	7		72%	+3	+2	-10 ✧

All questions by theme

✧ indicates statistically significant difference from comparison
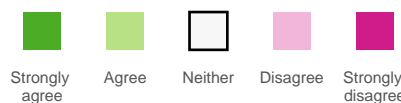^ indicates a variation in question wording from your previous survey

Resources and workload　76%　-1

Difference from previous survey

Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B30	In my job, I am clear what is expected of me	29	61		6		90%	+6 ✧	+5 ✧	-1
B31	I get the information I need to do my job well	16	66	14			82%	+3	+6 ✧	+5 ✧
B32	I have clear work objectives	23	61	8	7		84%	+8 ✧	+8 ✧	-1
B33	I have the skills I need to do my job effectively	30	55	10			85%	-3	-4 ✧	-7 ✧
B34	I have the tools I need to do my job effectively	20	60	13	5		80%	+3	+6 ✧	+4
B35	I have an acceptable workload	10	47	23	16		57%	-7 ✧	-1	-12 ✧
B36	I achieve a good balance between my work life and my private life	14	42	19	21		57%	-13 ✧	-2	-20 ✧

Pay and benefits　31%　0

Difference from previous survey

Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B37	I feel that my pay adequately reflects my performance	6	28	19	28	18	34%	0	-3	-4
B38	I am satisfied with the total benefits package	5	24	28	27	15	29%	-2	-3 ✧	-13 ✧
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable		25	19	25	26	29%	+3	-4 ✧	-4

Northern Ireland Office

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Leadership and managing change

50% **+1** Difference from previous survey　Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B40	I feel that the Office as a whole is managed well	9	49	22	17		59%	+5	+3	+4
B41	Senior managers in the Office are sufficiently visible	20	60	15	5		80%	+5	+3 ✧	+17 ✧
B42	I believe the actions of senior managers are consistent with the Office's values	12	46	26	15		58%	+1	-2	+3
B43	I believe that the Management Board has a clear vision for the future of the Office	6	37	40	14		43%	-2	-4 ✧	-10 ✧
B44	Overall, I have confidence in the decisions made by the Office's senior managers	10	35	35	18		45%	-8 ✧	-7 ✧	-5
B45	I feel that change is managed well in the Office		33	29	28	6	36%	-1	-1	-4
B46	When changes are made in the Office they are usually for the better	5	27	40	23		32%	-2	0	-5
B47	The Office keeps me informed about matters that affect me	6	56	22	14		62%	+12 ✧	+3	-4
B48	I have the opportunity to contribute my views before decisions are made that affect me	5	34	34	23		39%	0	-8 ✧	-5
B49	I think it is safe to challenge the way things are done in the Office	7	39	24	22	7	46%	-3	-5 ✧	-4

Scotland Office | Wales Office Swyddfa Cymru | Northern Ireland Office

All questions by theme

✧ indicates statistically significant difference from comparison
^ 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 SWNIO	Difference from high performing units
B50	I am proud when I tell others I am part of the Office	16	41	35			58%	+5	-3	-8 ✧
B51	I would recommend the Office as a great place to work	13	22	44	14	6	35%	-11 ✧	-8 ✧	-21 ✧
B52	I feel a strong personal attachment to the Office	18	31	31	14	5	49%	0	+3	-7 ✧
B53	The Office inspires me to do the best in my job	11	37	36	12		48%	-2	-2	-5
B54	The Office motivates me to help it achieve its objectives	11	36	34	15		47%	+4	-1	-4

Taking action

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B55	I believe that senior managers in the Office will take action on the results from this survey	9	42	24	18	6	52%	+7 ✧	-4 ✧	-2
B56	I believe that managers where I work will take action on the results from this survey	10	48	21	15	5	59%	+7 ✧	0	-10 ✧
B57	Where I work, I think effective action has been taken on the results of the last survey	7	26	48	11	7	33%	+5	-5 ✧	-17 ✧

Northern Ireland Office

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey
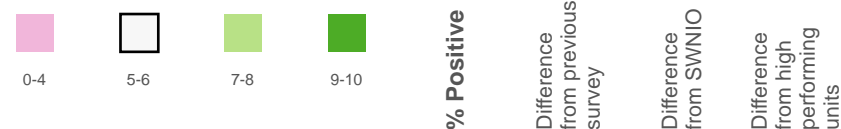
Organisational culture

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B58	I am trusted to carry out my job effectively	36	52	8			88%	-4 ✧	0	-5 ✧
B59	I believe I would be supported if I try a new idea, even if it may not work	25	51	19			76%	+4	+3	-2
B60	My performance is evaluated based on whether I get things done, rather than solely follow processes	20	54	21			74%	+2	+2	+2
B61	When I talk about the Office I say "we" rather than "they"	30	46	15	7		77%	0	-1	+2
B62	I have some really good friendships at work	24	44	23	8		69%	-1	-8 ✧	-18 ✧

Leadership statement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
B63	My manager inspires my team to do our best	20	57	15	7		77%	--	+4 ✧	-2
B64	Senior managers inspire people across the Office to do their best	10	44	27	17		55%	--	0	+5
B65	My manager leads our team with confidence	31	50	14			81%	--	+2	-1
B66	Senior managers lead the Office with confidence	16	46	26	10		63%	--	-2	+4
B67	My manager empowers me to do my job effectively	23	57	15			80%	--	+6 ✧	0
B68	The Office's senior managers empower teams to deliver	9	51	26	13		60%	--	+4 ✧	+10 ✧
B69	Senior managers in the Office actively role model the behaviours set out in the Civil Service Leadership Statement	7	32	48	11		39%	--	-6 ✧	-7 ✧
B70	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	16	43	35			60%	--	+3	-10 ✧

Returns : 99   Response rate : 76%   Civil Service People Survey 2015

All questions by theme

Wellbeing

	0-4	5-6	7-8	9-10

Unlike the questions B01-B70 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.

		0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
W01	Overall, how satisfied are you with your life nowadays?	13	18	52	17	69%	+2	-1	-2
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	15	48	27	75%	0	+3	-2
W03	Overall, how happy did you feel yesterday?	15	13	52	20	72%	+6 ✧	+5 ✧	+4

	0-1	2-3	4-5	6-10

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

		0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from SWNIO	Difference from high performing units
W04	Overall, how anxious did you feel yesterday?	24	39	13	25	62%	+10 ✧	+5 ✧	+7 ✧

All questions by theme

♢ indicates statistically significant difference from comparison

^ indicates a variation in question wording from your previous survey

Your plans for the future

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

		Difference from previous survey	Difference from SWNIO	Difference from high performing units
I want to leave the Office as soon as possible	14%	+7 ♢	-6 ♢	+1
I want to leave the Office within the next 12 months	18%	-5	-3 ♢	0
I want to stay working for the Office for at least the next year	41%	+16 ♢	+3	+8 ♢
I want to stay working for the Office for at least the next three years	26%	-18 ♢	+6 ♢	-37 ♢

The Civil Service Code

Differences are based on '% Yes' score

% Yes   % No

		% Yes	Difference from previous survey	Difference from SWNIO	Difference from high performing units
D01. Are you aware of the Civil Service Code?	96 / 4	96%	-1	0	-2
D02. Are you aware of how to raise a concern under the Civil Service Code?	78 / 22	78%	+7 ♢	0	0
D03. Are you confident that if you raised a concern under the Civil Service Code in the Office it would be investigated properly?	71 / 29	71%	+1	-2	-4

Northern Ireland Office

All questions by theme

Discrimination, harassment and bullying

E01. During the past 12 months, have you personally experienced discrimination at work?

|	% Yes	% No	% Prefer not to say
2015	8	81	11
2014	13	77	10
SWNIO	8	83	9
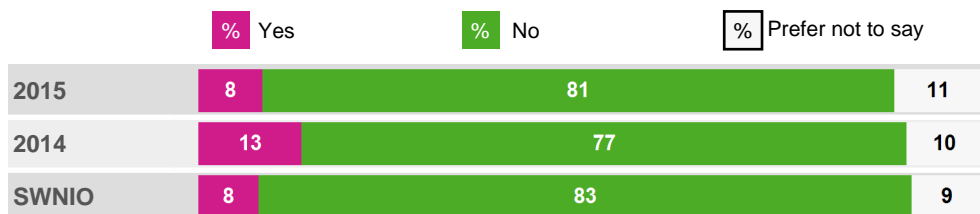
For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	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 '--'

E03. During the past 12 months, have you personally experienced bullying or harassment at work?

	% Yes	% No	% Prefer not to say
2015	14	78	8
2014	12	82	5
SWNIO	12	80	8
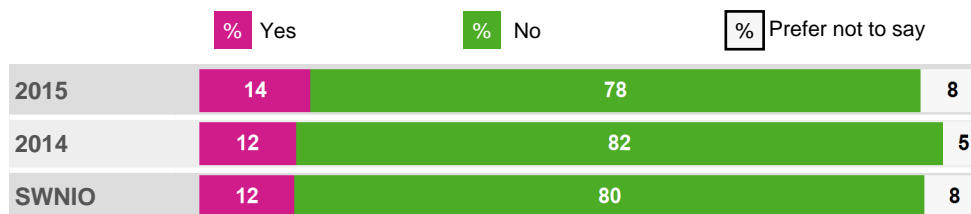
For respondents who selected 'Yes' to question E03.
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

	Response Count
A colleague	--
Your manager	--
Another manager in my part of the Office	--
Someone you manage	--
Someone who works for another part of the Office	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

All questions by theme

Scotland, Wales and Northern Ireland Offices, and the Office of the Advocate General questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from SWNIO
F01	I access the Civil Service Learning website regularly to identify learning and development opportunities		35	36	18	7	38%	-1	+4 ◇
F02	I have agreed objectives which define what I do (activities) and how I do it (behaviours)	9	71		14	5	80%	+10 ◇	+6 ◇
F03	I have discussed with my line manager my plan for five days learning and development this year	13	48	18	17		62%	+19 ◇	+12 ◇
F04	I have updated my performance achievements in readiness for my mid year review	Yes: 61%		No: 39%			61%	+3	+7 ◇
F05	I understand what the specific values of the organisation are	11	65	19			76%	0	0
F06	I believe I demonstrate the values and behaviours the Office expects of me	25	60	15			85%	-2	+1
F07	I am given the opportunity to influence change in the Office	14	41	35	8		55%	-1	+1
F08	I know what to do if I am concerned about the behaviour of others	17	67	12			84%	+2	+4 ◇
F09	I believe I have the right skill-set for the role I do	28	64	6			92%	+5 ◇	0
F10	My workload is generally manageable within my contracted working hours	6	48	19	18	8	55%	-10 ◇	-3

Northern Ireland Office

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 2014 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.
High performing units	For each question, this is the upper quartile score across all units from all organisations that have taken part in the 2015 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, Scotland, Wales and Northern Ireland Offices, and the Office of the Advocate General results and high performing units 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 2015 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.