

MORI

NOT TO BE
TAKEN AWAY

FOR
REFERENCE ONLY

The National Rivers Authority

Employee Attitude Survey 1995

Roger Stubbs

Karen Wisdom

NRA SOUTH WESTERN REGION

LIBRARY

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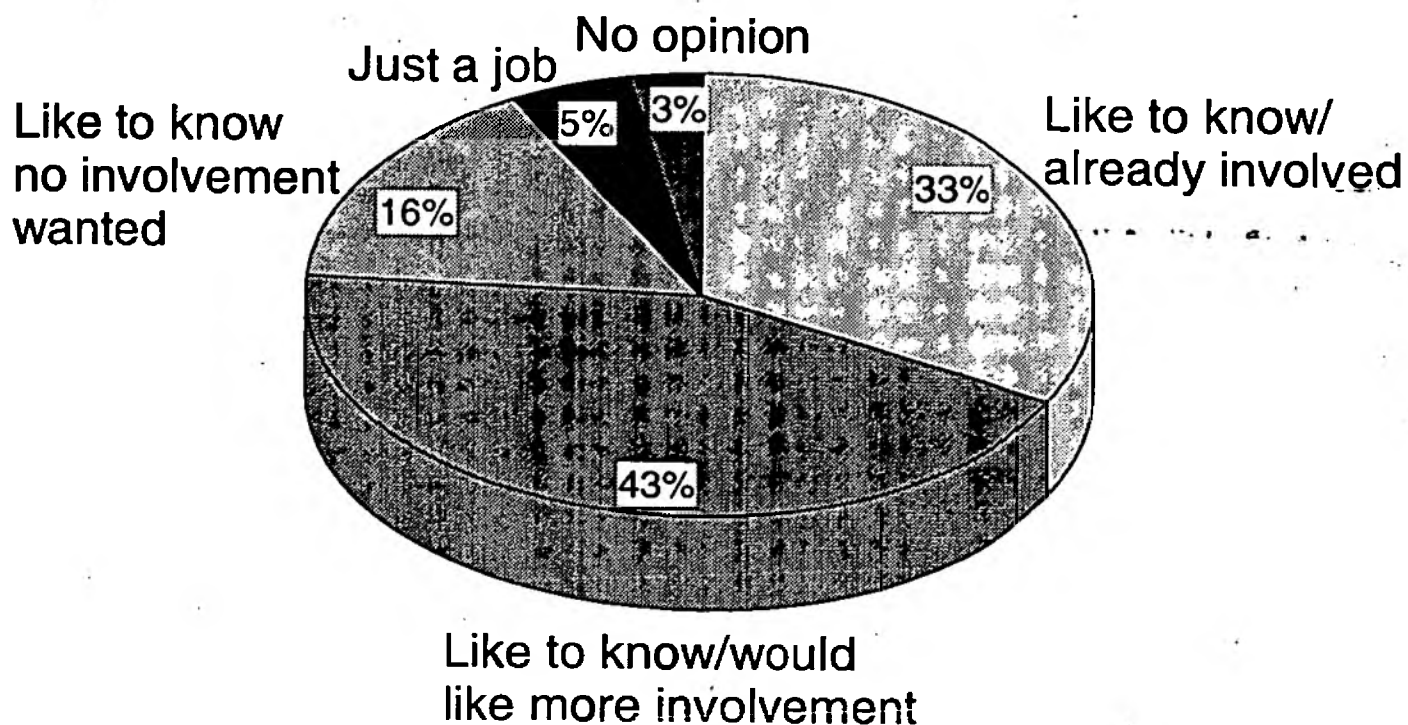
Research Design

NRA-Internal

- Questionnaire development:
 - initial discussions with NRA
 - employee group discussions (Peterborough)
 - MORI normative questions
- Pilot - Cardiff
- Fieldwork:
 - postal returns
 - 6-24 February 1995
- 4,476 questionnaires received: 57% response rate
- Analysis by:
 - length of service
 - job grade
 - job function
 - region
 - sex
 - age
 - attitudinal statements

The NRA as a Place to Work

Involvement



	Already involved %	More involvement %	No involvement %	Just a job %
NRA	33	43	16	5
MORI Norms				
Overall	21	42	26	7
Public Sector	22	41	23	9
Service Sector	21	44	23	6
Change	18	44	23	8
Top Six	33	55	12	2

Base: All (4476)

MORI

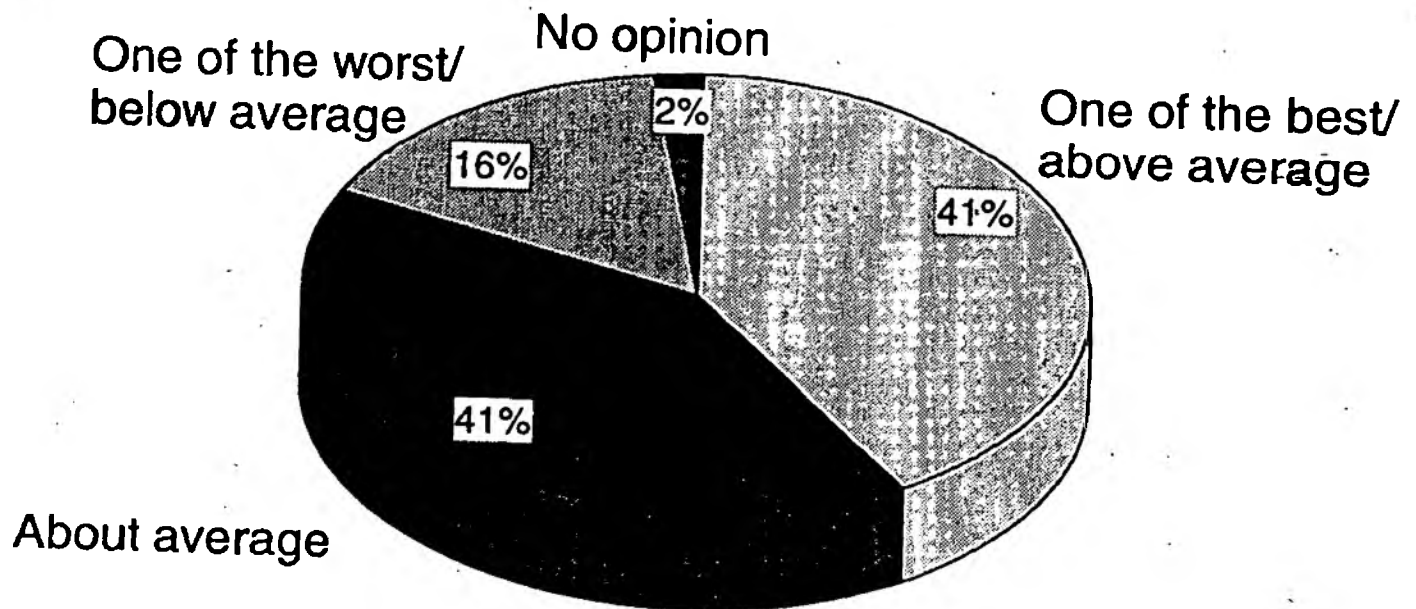
Involvement: Profile

	Already involved %	More involvement %
All	33	43
Length of Service		
Under a year	13	70
1-2 years	23	58
2-4 years	28	54
4+ years	37	38
Job Grade		
A	20	50
B	17	52
C	26	51
D	42	42
E	58	33
F	68	24
SM	79	16
Region		
Anglian	33	45
Northumbria & Yorks	37	43
N. West	34	45
Severn-Trent	30	47
Southern	28	44
S. West	34	43
Thames	30	45
Welsh	37	41
H.O. (Bristol/London)	54	37

Base: All (4476)

MORI

Overall Place to Work



	Best/Above average %	Worst/Below average %
NRA	41	16
MORI Norms		
Overall	48	13
Public Sector	34	22
Service Sector	49	11
Change	38	16
Top Six	86	1

Base: All (4476)

MORI

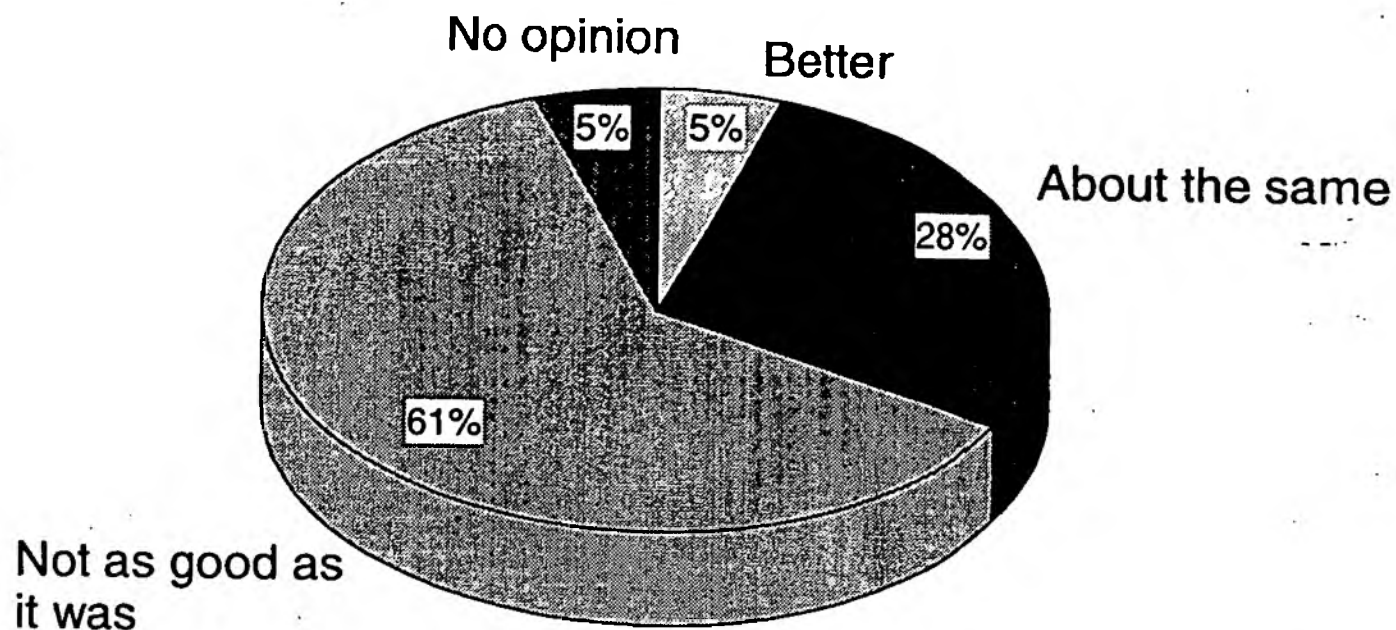
Overall Place to Work: Profile

	Best/above average %	Worst/below average %
All	41	16
Length of Service		
Under a year	53	7
1-2 years	52	14
2-4 years	43	14
4+ years	39	17
Job Grade		
A	43	12
B	41	15
C	36	18
D	38	16
E	38	18
F	49	13
SM	62	9
Region		
Anglian	40	11
Northumbria & Yorks	43	14
N. West	42	16
Severn-Trent	45	11
Southern	30	25
S. West	48	15
Thames	40	19
Welsh	32	19
H.O. (Bristol/London)	53	11

Base: All (4,476)

MORI

Place to Work vs A Year Ago



	Better %	Not as good %
NRA	5	61
MORI Norms		
Overall	22	37
Public Sector	17	43
Service Sector	25	33
Change	10	57
Top Six	47	21

Base: All (4476)

MORI

Place to Work vs a Year Ago: Profile

	Better %	Not as good %
All	5	61
Length of Service		
Under a year	2	7
1-2 years	12	27
2-4 years	8	57
4+ years	5	68
Job Grade		
A	6	52
B	3	58
C	3	64
D	4	69
E	6	68
F	8	57
SM	24	34
Region		
Anglian	3	61
Northumbria & Yorks	9	60
N. West	3	68
Severn-Trent	3	54
Southern	4	67
S. West	6	67
Thames	6	59
Welsh	3	65
H.O. (Bristol/London)	19	39

Base: All

MORI

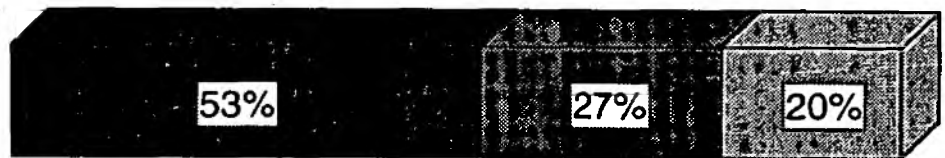
Working Life (1)

■ Agree ■ Neither/nor ■ Disagree

I feel proud to work for the NRA



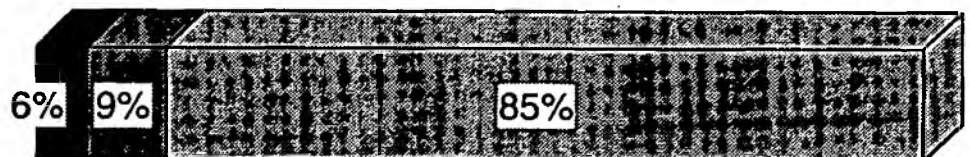
I have a job that is respected by the public



The NRA has a positive external image



Morale is good in the NRA



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Working Life

Working Life (2)

☐ Agree
 ☐ Neither/nor
 ☐ Disagree

I am accountable for my actions



Customer service is one of the most important aspects of my job



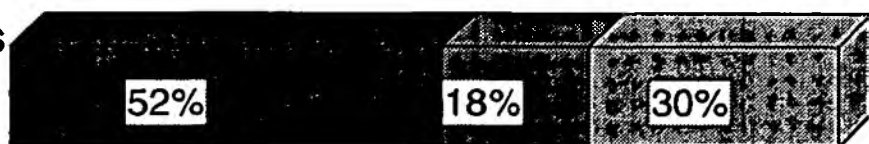
Bureaucracy prevents me from getting on with my job



Focus is on volume of work at expense of quality



I feel able to make changes and improvements to the way I do my job

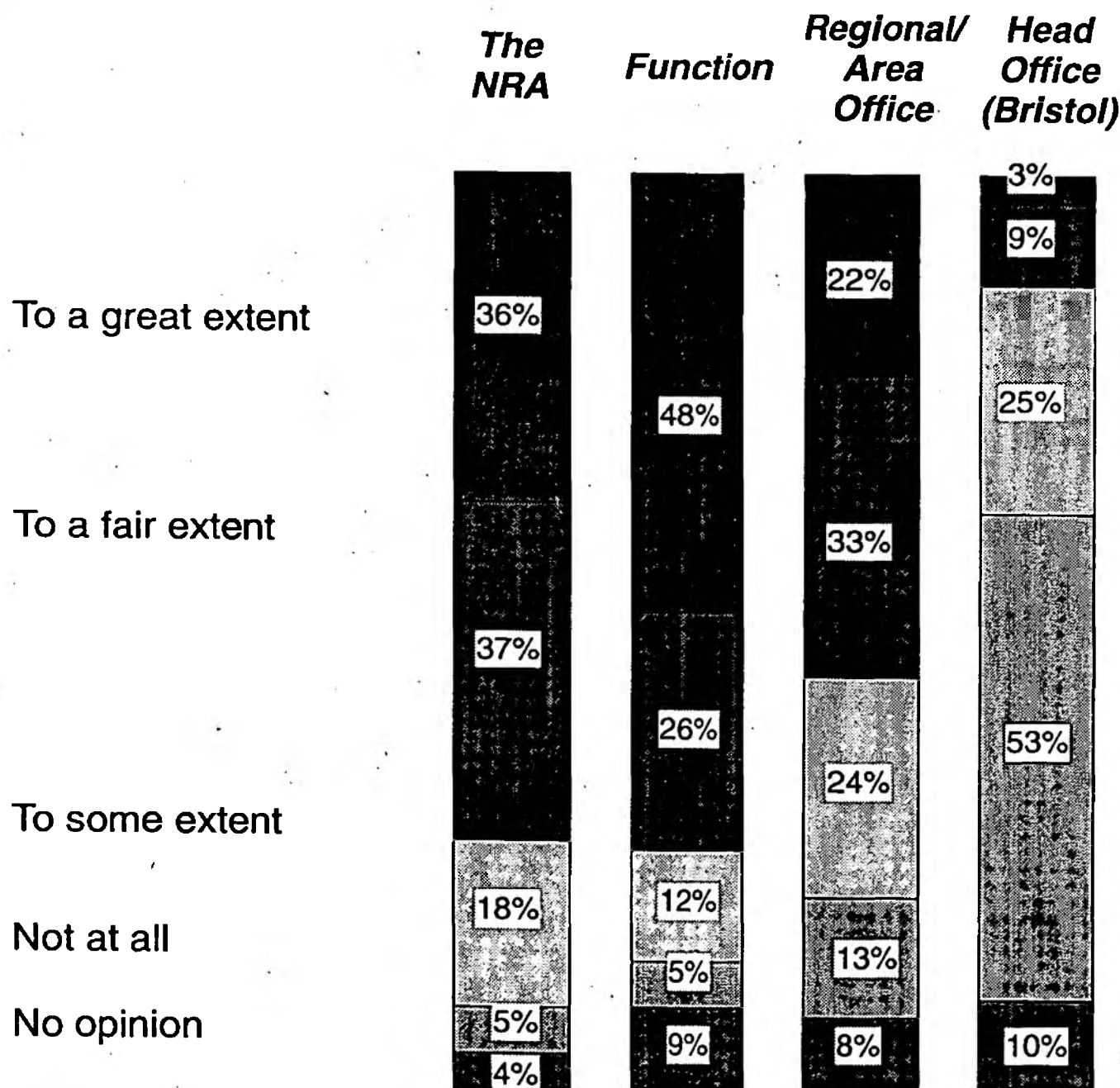


I intend looking for a new job



Commitment

Q How committed do you feel to...



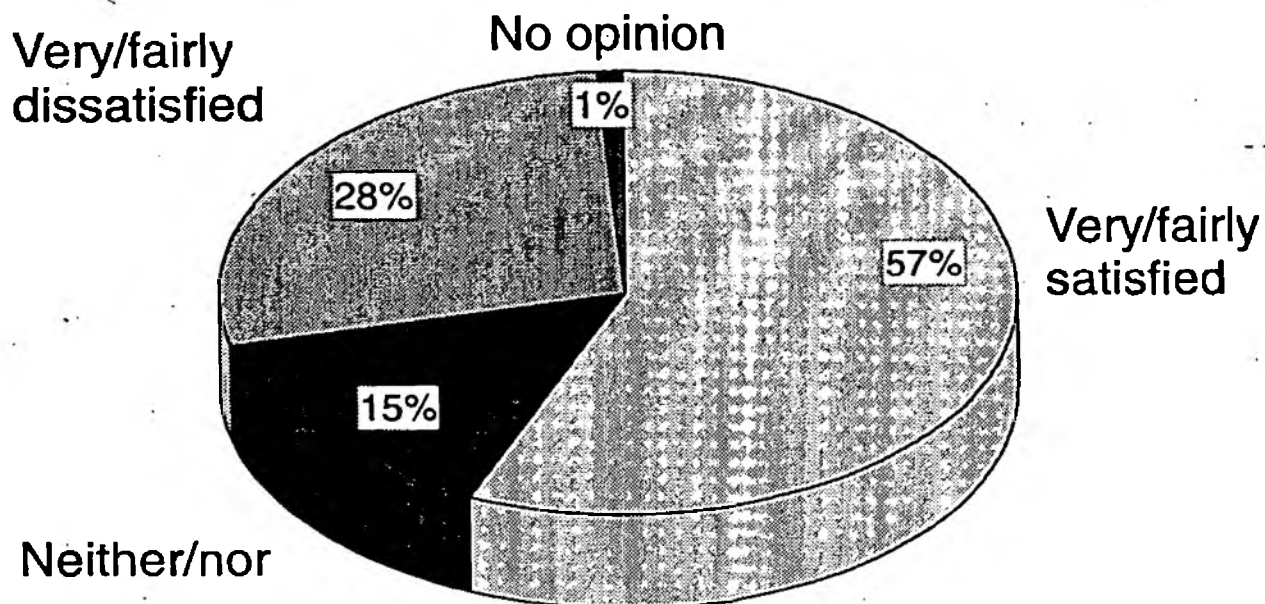
Base: All (4476)

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Job Satisfaction

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Overall Job Satisfaction



	Satisfied %	Dissatisfied %
NRA	57	28
MORI Norms		
Overall	64	20
Public Sector	56	28
Service Sector	61	23
Change	56	28
Top Six	86	6

Base: All (4476)

MORI

Job Satisfaction: Profile

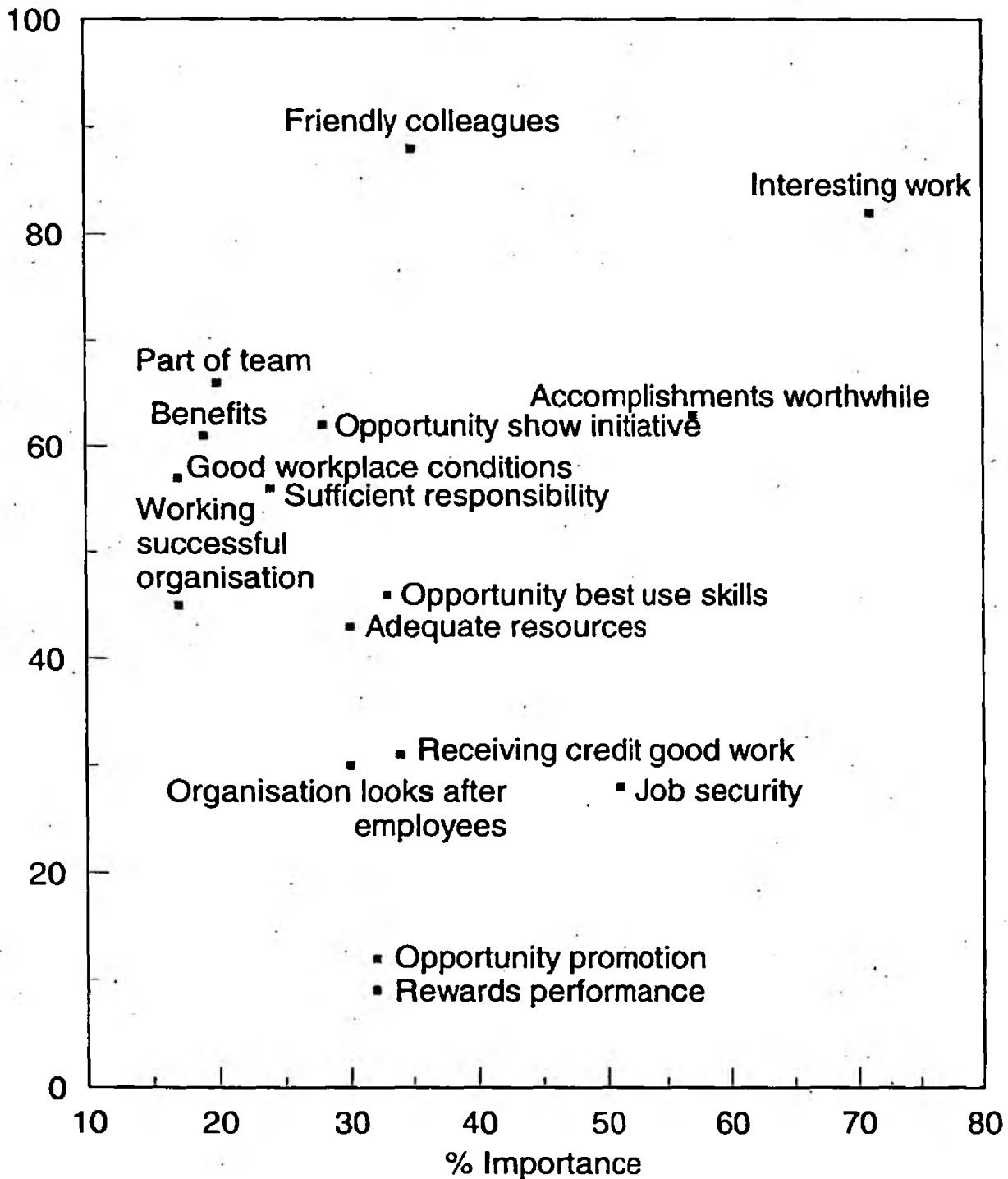
	Satisfied %	Dissatisfied %
All	56	28
Length of Service		
Under a year	61	25
1-2 years	67	20
2-4 years	57	28
4+ years	55	29
Job Grade		
A	55	27
B	55	28
C	52	31
D	56	30
E	60	27
F	66	26
SM	79	11
Region		
Anglian	59	23
Northumbria & Yorks	59	24
N. West	55	28
Severn-Trent	61	25
Southern	48	33
S. West	55	32
Thames	55	30
Welsh	55	31
H.O. (Bristol/London)	61	24

Base: All

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Job Factors

% Very /fairly satisfied



Change

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The Environment Agency



" A positive development for... "



Agree



Neither/nor/
no opinion

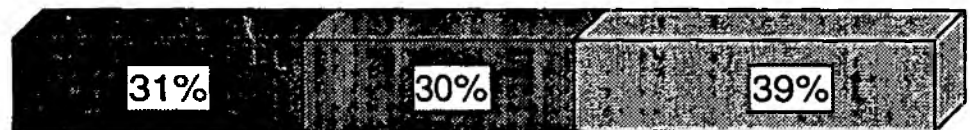


Disagree

My personal
development



The NRA

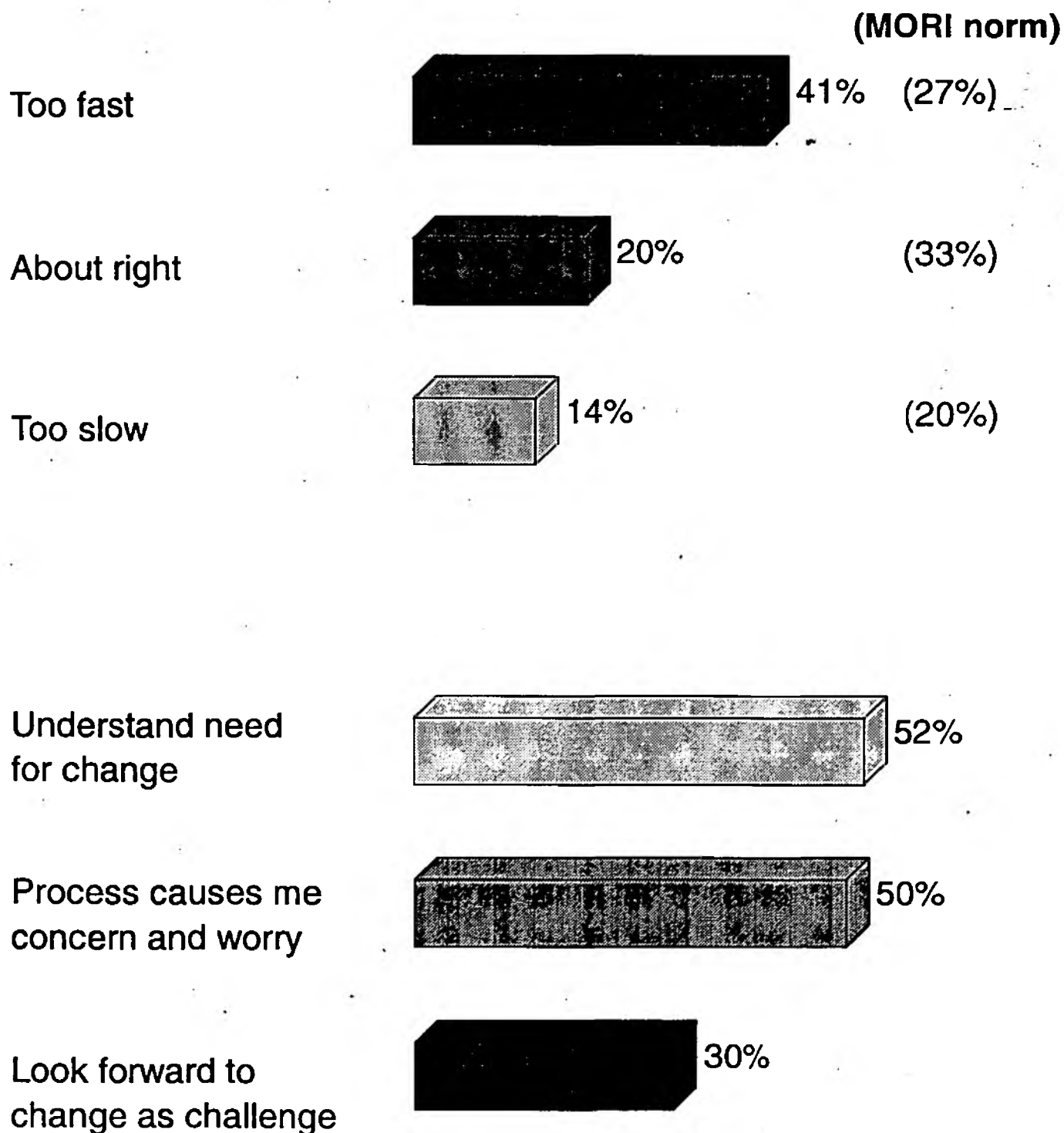


The environment



Change at the NRA

Q Tick statements you agree with.



Base: All (4476)

MORI

"What Stands in the Way of Change at the NRA?"

The self preservation instincts of the managers and the fundamental lack of ability of people in key positions

Managers who live in the past. They are still trying to hold onto specific little areas of interest long after they have been changed

Lots of data collected, but then stored, rarely referred to and never followed up

Bureacracy has to be reduced and more faith and trust handed to staff in the field

The lack of consultation with employees in advance of major changes such as job evaluation and PRP

The NRA has never had the chance to settle as an organisation and there comes a point of people's 'saturation' as far as change is concerned...change is the only constant right now

Change for change's sake is wasteful

Change in the NRA seems to tolerate no opposition. It is like an unstoppable rollercoaster in the grip of ideology of the present government

Totally demoralised staff

Now it is an unhappy place to be, inadequate resources to do the good job we'd all like to do, people fearful for their jobs, etc

Main Barriers to Change

9	Poor management
8	Government policies/dogma/politics
7	Staff attitude/unwillingness to change
6	Lack of information/communication/consultation
6	Constant change/too many changes/happening too quickly/for change's sake
6	Bureaucracy/red tape/paperwork
6	Emphasis on cost reduction/funding/financial constraints
3	Traditional/conservative/entrenched views
3	Management attitude/fear of change
3	Lack of/wrong direction/losing sight of NRA purpose

Base: All (4476)

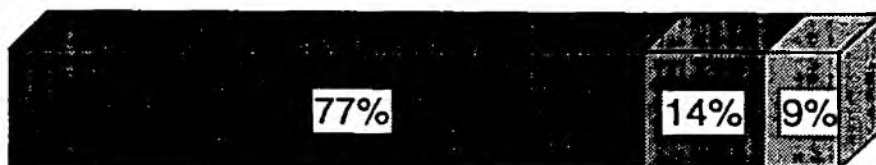
MORI

The NRA as an Organisation

NRA Objectives

Agree
 Neither/nor
 Disagree

The NRA is committed to enhancing the environment



I understand how my role fits in with NRA's goals



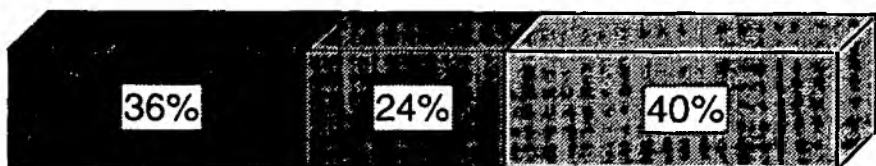
I understand the NRA's overall objectives



Staff committed to achieving NRA's goals



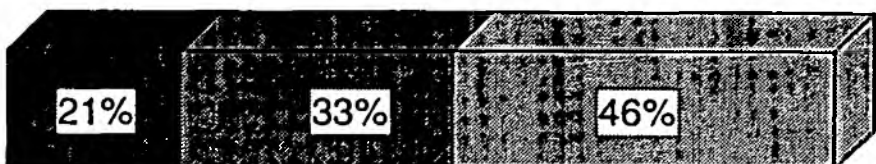
I am kept informed of NRA plans



The NRA is a successful organisation, achieving all of its objectives

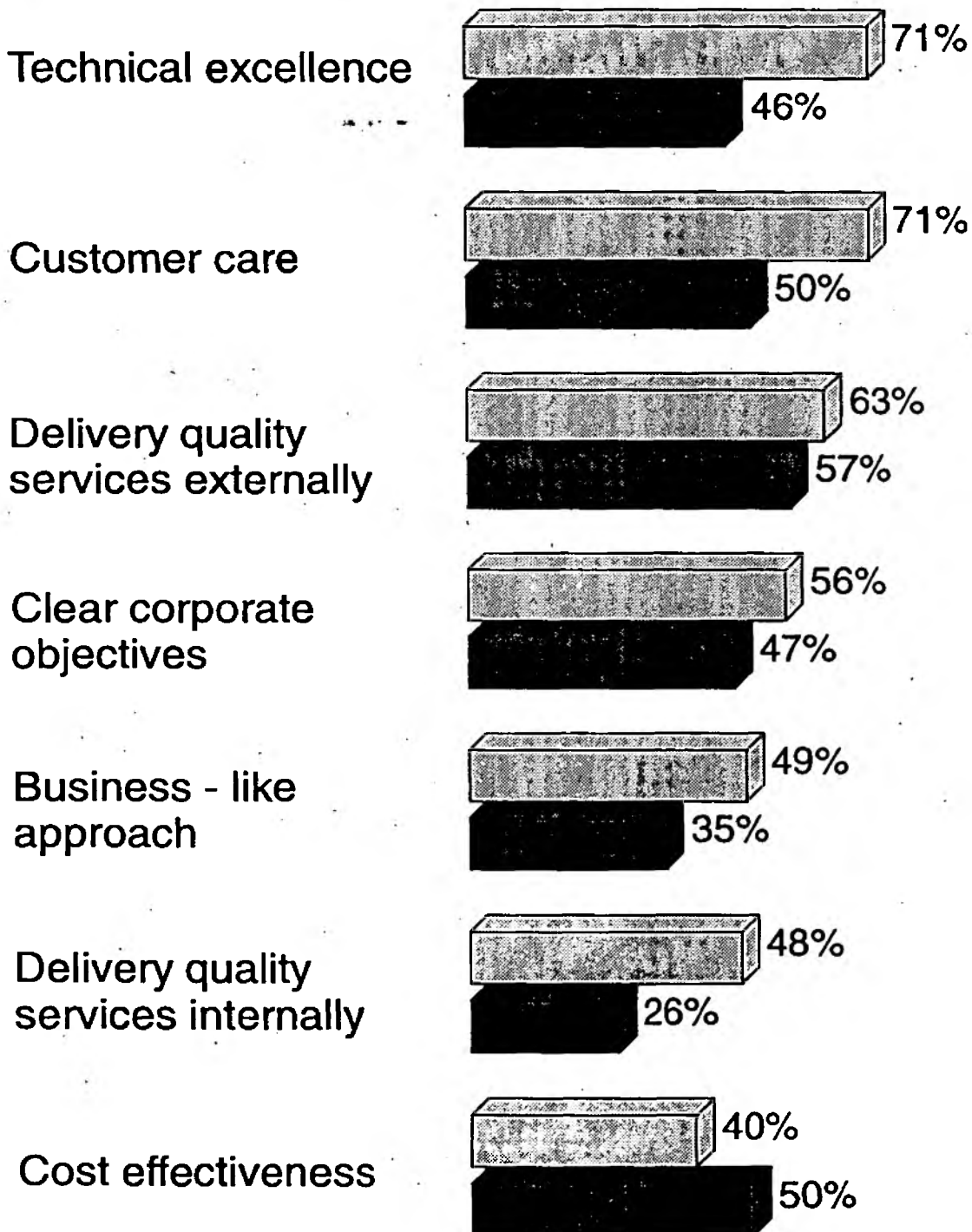


Senior management have clear vision of where NRA is going



NRA As An Organisation

■ Very/fairly effective ■ Most important for future



Base: All (4,476)

MORI

Work Values

■ Practised to great/fair extent

■ Most important for future success

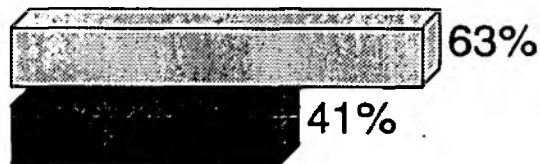
Teamwork



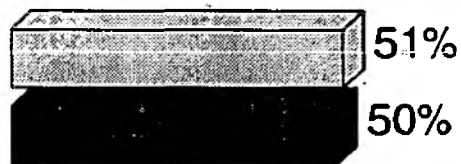
Results



Customer care



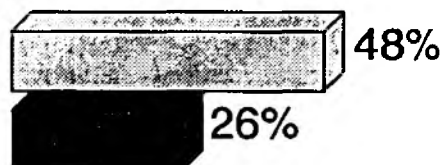
Efficiency



Trust



Respect

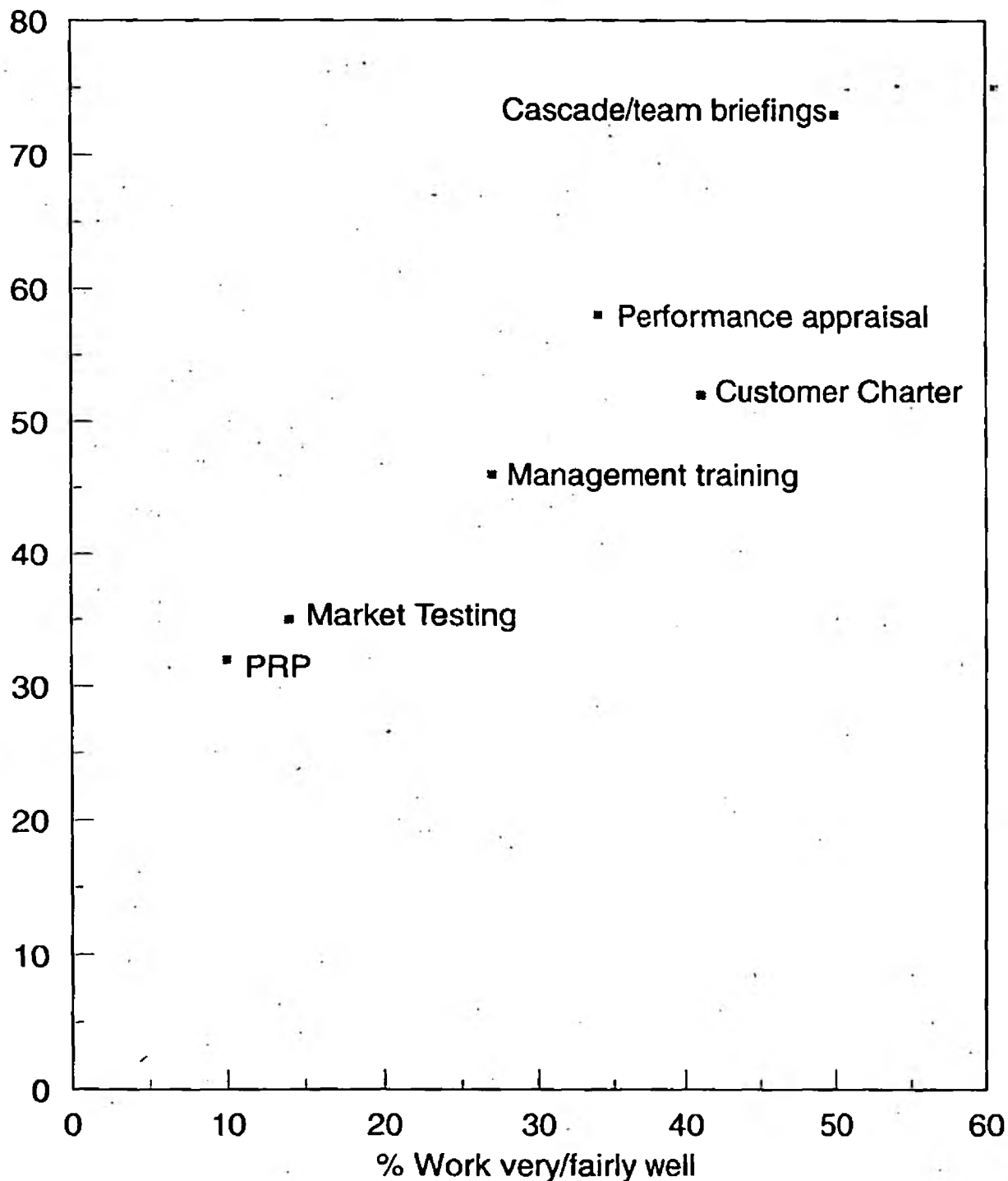


Leadership



Initiatives: Importance vs Effectiveness

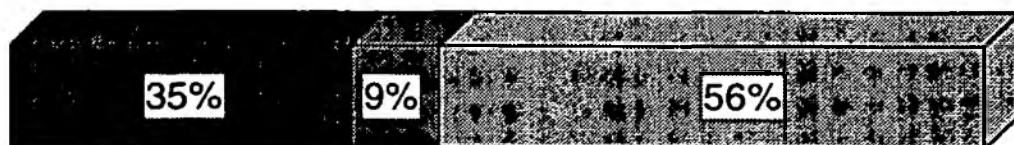
% Very /fairly important for NRA's future



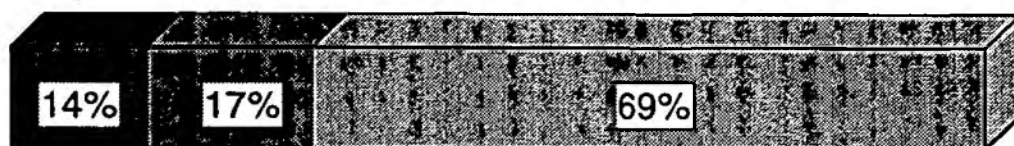
Market Testing

Very/fairly
 No opinion
 Not very/not at all

Important for
NRA's future



Working well



Agree
 Neither/nor
 Disagree

Market Testing will...

Threaten my job
security



Increase efficiency
of service we
provide



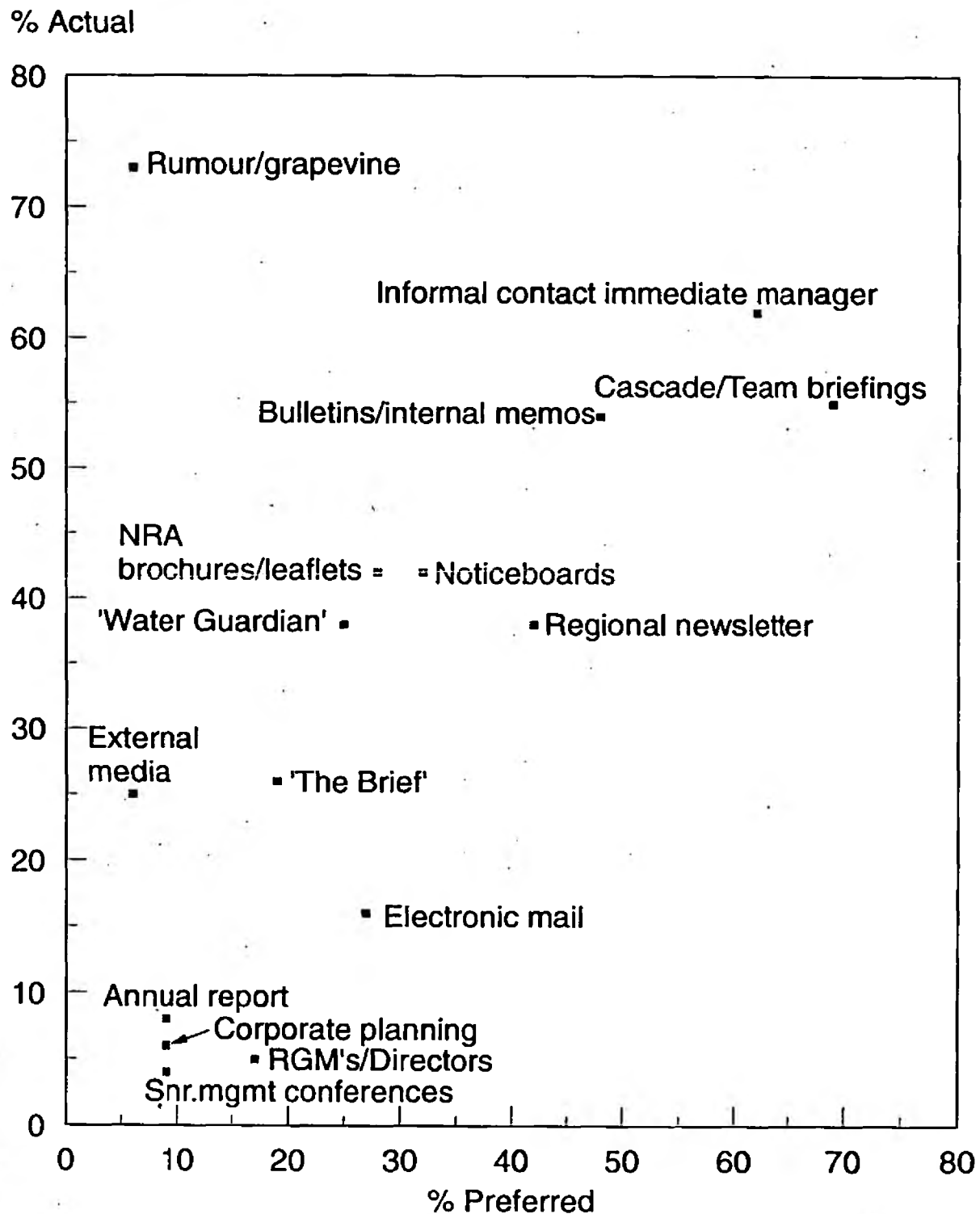
Lead to deterioration
in quality work



Communications

MORI

Communications: Actual vs Preferred



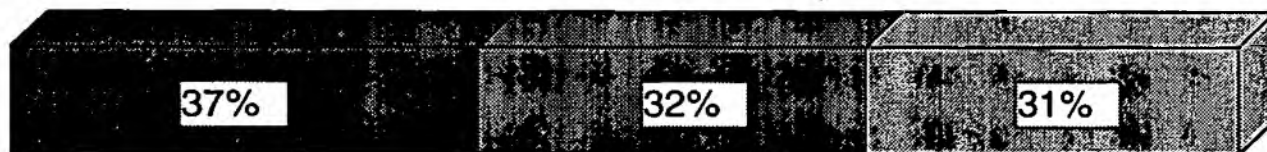
Communications

■ Agree ■ Neither/nor/
no opinion ■ Disagree

Relevant



Volume too great



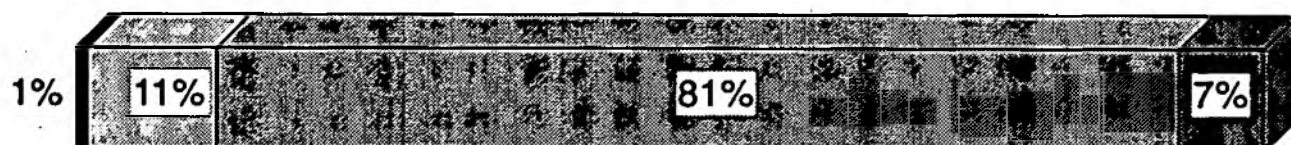
Timely



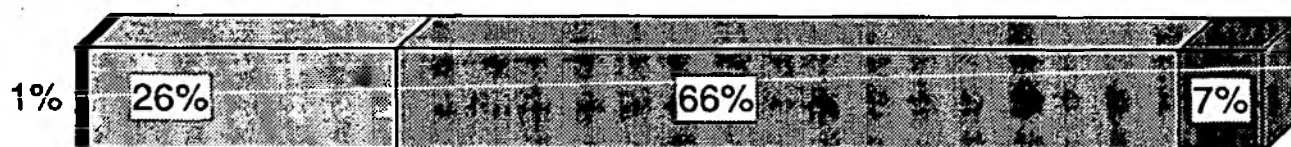
Aspects of Communications

Too much
 Right amount
 Too little
 No opinion

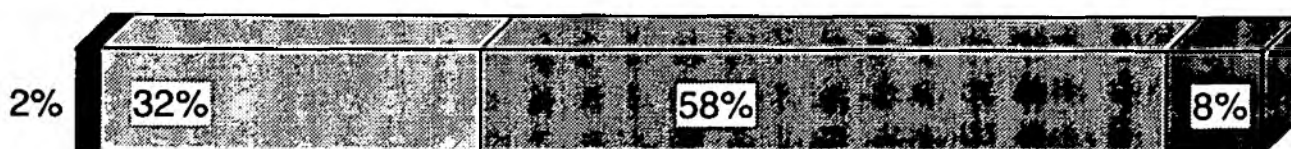
Reasons behind major decisions in the NRA



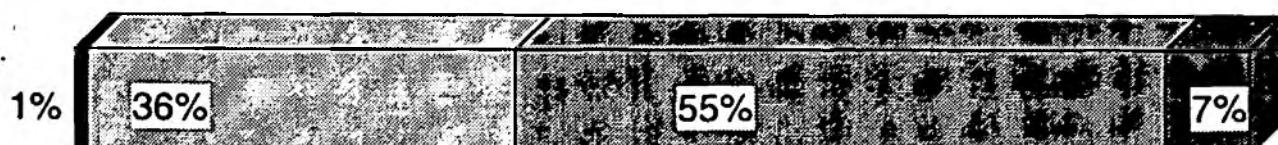
Developments which affect the NRA



1996 and ENVAGE



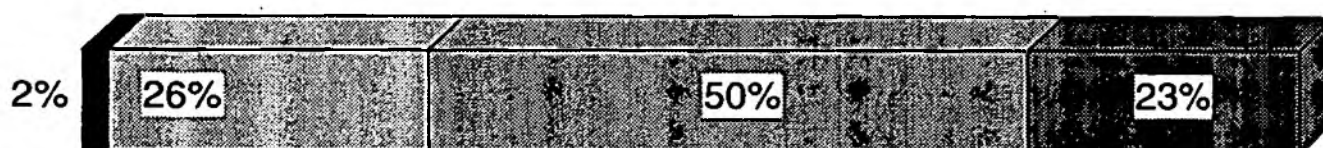
My department's performance



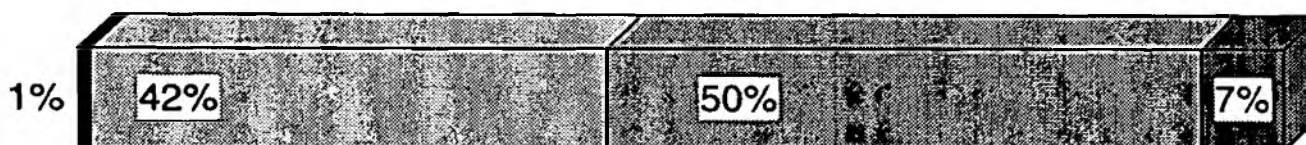
Aspects of Communications (2)

■ Too much ■ Right amount ■ Too little ■ No opinion

Our external customers



My own performance



Our internal customers



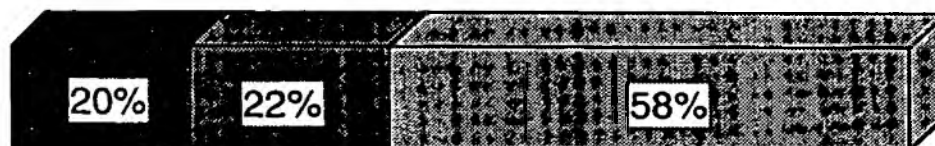
How well NRA is doing towards objectives



Feedback

■ Agree ■ Neither/nor ■ Disagree

Good performance is recognised here



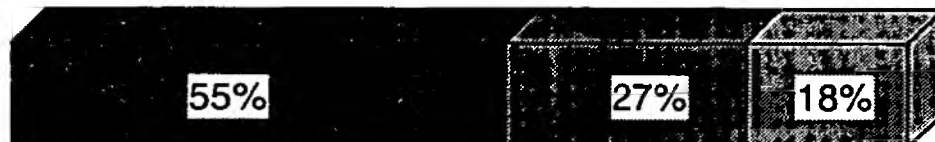
My work is appreciated by colleagues



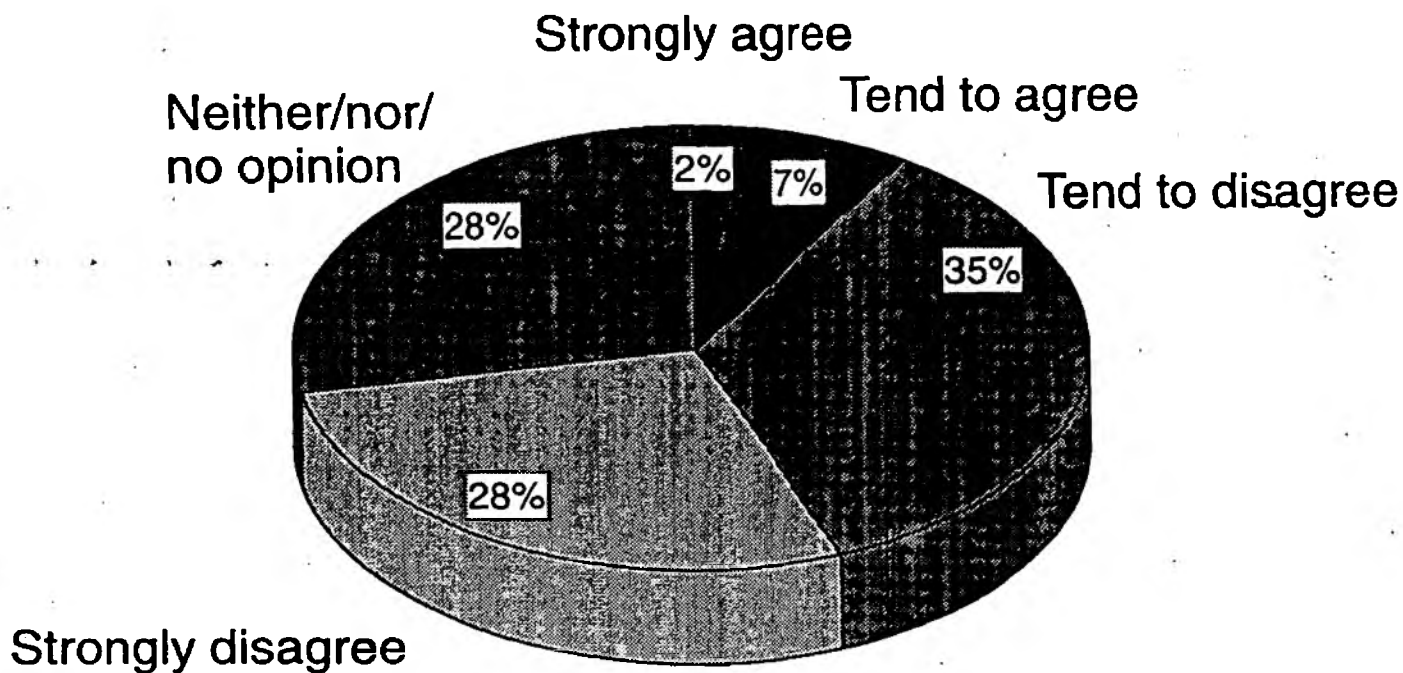
There is not enough opportunity for staff to let NRA know how they feel



Decisions often fail to result in actions



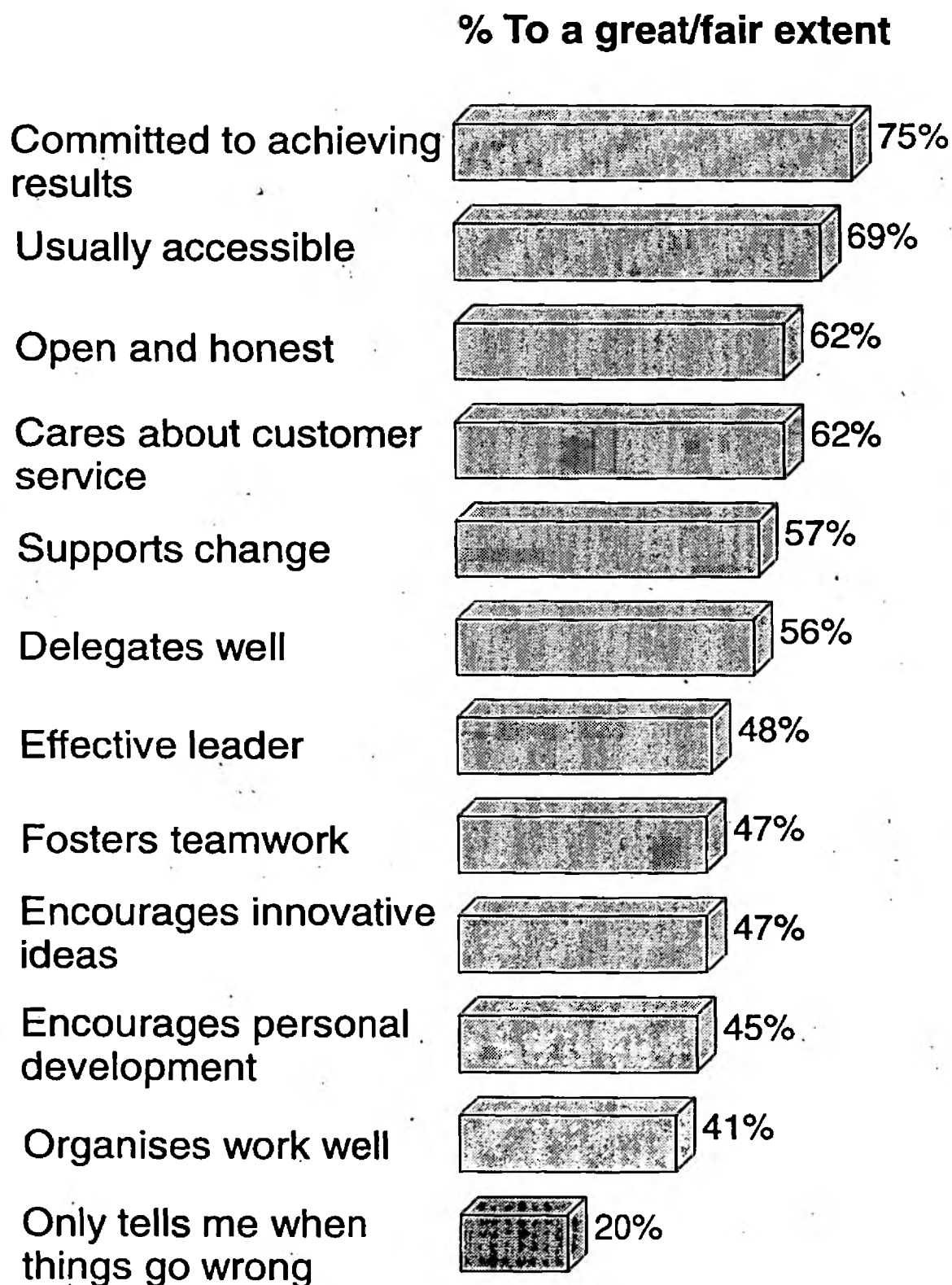
MORI Survey



	Agree %
NRA	9
MORI Norms	
Overall	22
Public Sector	19
Service Sector	22
Change	20
Top Six	40

Management Style

Immediate/Line Management



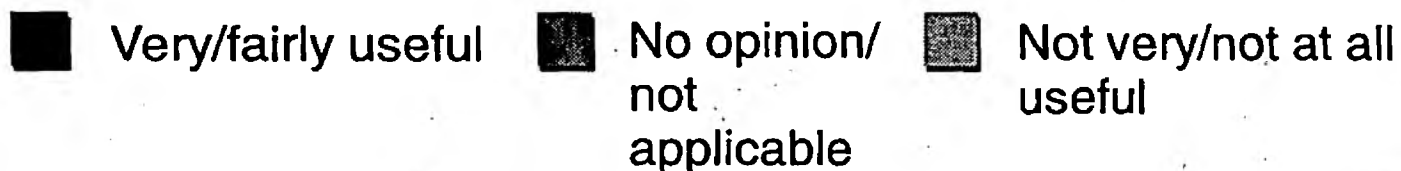
Base: All (4,476)

MORI

Training & Development

MORI

Training and Development

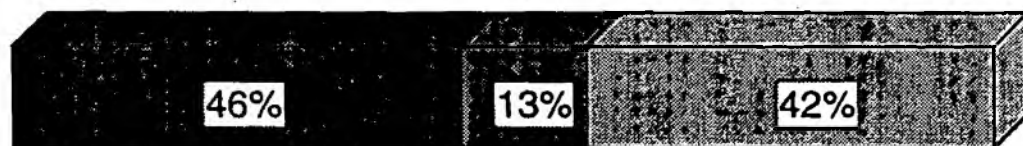


Training provided:

Current work responsibilities

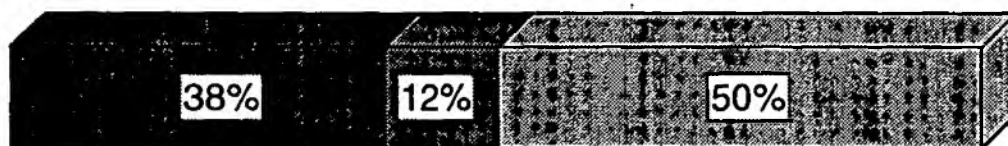


Future career development

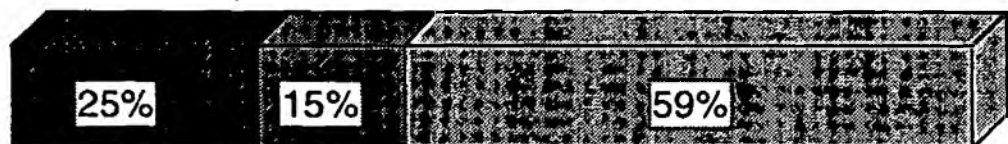


Performance Appraisal Process:

Current work responsibilities



Future career development



Q24 Suggestions for Improvement/other Comments

Listen to the views and opinions of specialists and act on them. Managers are not specialists

Introduce national e-mail, increase news about other regions

Everything has to stem from good leadership and this we genuinely lack, managers are computer illiterate and hold too many meetings about nothing in particular

Let's have motivation with money and profit related pay

Build staff morale - create a less uncertain structure and commitment will rise and mistakes will reduce

More staff should be spending less time in the office completing paperwork and more time in the field dealing with real problems and issues (instead of measuring them)

Why does everything have to be justified and approved five times by management?

PRP should be scrapped until a fair system can be found. The system implemented is total rubbish...nothing goes to the staff. A profit-sharing scheme should be introduced for the staff generating income from private sources

Do away with the Regional/Head Office split by moving to national support services, national management and area operations ie: no regions

Summary (1)

Positives

- High level involvement, strong wish for more
- Majority satisfied with jobs, seen as 'worthwhile'
- Pride in organisation, external respect
- Organisational objectives and goals understood and supported (but poor achievements)
- Technical excellence, customer care, quality of external service
- Communications
- Cascade/team-briefing valued/effective

Summary (2)

Negatives

- Low morale
 - job insecurity
 - rewards for performance
 - promotion prospects
 - bureaucracy
- Change
 - too fast for most
 - barriers:
 - management skills, direction
 - bureaucracy
 - resources
 - lack of information
- Market Testing
 - importance not understood
 - perceived to be ineffective
 - threat to job security, barrier to efficiency
 - reduction in quality
- PRP - felt to be unfair
- Communications
 - corporate strategy unclear
 - lack of direction, vision
 - too little information (reasoning, direction, future)
 - poor opportunity for upward feedback

A Way Forward

- Communications
- Feedback
- Managing Change

National Rivers Authority Employee Attitude Survey 1995

PLEASE READ THESE NOTES BEFORE YOU START

As you may know the NRA has asked MORI to conduct a survey among employees on a range of issues, concerning their working life. The results will enable the NRA to develop action plans in the run up to the establishment of the Environment Agency in 1996.

MORI is an independent market research company and has designed the questionnaire to be fair and unbiased. Please be assured that all your replies will be treated in the strictest of confidence and that nobody within the NRA will see your completed questionnaire. Please be as frank as you can in your answers. For this survey to be of value it must reflect your views. You will be receiving feedback on the results in late Spring.

When answering the questions please tick the box next to the answer or answers which come closest to your own opinion, or which apply to you. Please ignore the numbers next to the boxes - these are for MORI office use only.

Please return your completed questionnaire to MORI in the reply-paid envelope provided by 20 February 1995. Do not sign your name.

Thank you for giving us your viewpoint. (Base: 4,476 respondents)

SECTION 1 - WORKING FOR THE NRA

Q1 How would you rate the NRA as a place to work, compared with other organisations?
PLEASE TICK ONE BOX

	%
One of the worst	2
Below average	13
About average	41
Above average	30
One of the best	11
No opinion	2

Q2 How would you rate the NRA as a place to work now compared to a year ago?
PLEASE TICK ONE BOX

	%
Better than it was	5
About the same	28
Not as good as it was	61
No opinion/not applicable	5

Q3 Please indicate which of these statements comes closest to describing your own views on working for the NRA.
PLEASE TICK ONE BOX

	%
I'm not really interested in the NRA it's just a job	5
I like to know what's going on in the NRA, but I don't really want to get involved	16
I like to know what's going on in the NRA and would like to become more involved	43
I like to know what's going on in the NRA and am already involved ..	33
No opinion	3

Q4 On the whole, how satisfied or dissatisfied are you with your present job?
PLEASE TICK ONE BOX

	%
Very satisfied	12
Fairly satisfied	45
Neither satisfied nor dissatisfied	15
Fairly dissatisfied	19
Very dissatisfied	9
No opinion	1

Q5 How strongly do you agree or disagree with each of the following statements?
PLEASE TICK ONE BOX FOR EACH STATEMENT

	Strongly agree %	Tend to agree %	Neither agree nor disagree %	Tend to disagree %	Strongly disagree %	No opinion %
The creation of the Environment Agency is a positive development for:						
a) The NRA	6	25	23	28	11	7
b) The environment	13	35	19	18	8	6
c) My personal development ...	3	14	36	21	11	15

Q6 Here are some phrases which people might use when talking about change within the NRA. Please tick those you agree with on balance.
TICK AS MANY AS APPLY

	%
a) Change here is:	
Too fast	41
About right	20
Too slow	14
b) I understand the need for change	51
c) I look forward to change as a challenge	30
d) I find that the process of change causes me concern and worry	50

Q7 What if anything, stands in the way of change at the NRA? PLEASE WRITE IN

	%
Poor management	9
Staff attitude/people's unwillingness to change	7

Q8. Here are a number of statements which may apply to your working life here at the NRA. How strongly do you agree or disagree with each?

PLEASE TICK ONE BOX FOR EACH STATEMENT a) to p)

		Strongly agree		Tend to agree		Neither agree nor disagree		Tend to disagree		Strongly disagree		No opinion
		%		%		%		%		%		%
a)	I feel proud to work for the NRA	23	...	43	...	23		7		3		2
b)	I have a job that is respected by the public	12	...	41	...	25	...	16		4		2
c)	I am accountable for my actions	27	...	53	...	11		4		1		3
d)	There is not enough opportunity for staff to let NRA know how they feel about things that affect them and their work	29	...	38	...	15	...	14		2		2
e)	I fully approve of the creation of an environment agency	12	...	28	...	29	...	18		9		5
f)	Customer service is one of the most important aspects of my job	27	...	37	...	18	...	12		4		2
g)	Morale is good in the NRA	1		5		8	...	30	...	55		1
h)	The NRA has a positive external image	8	...	42	...	21	...	21		6		3
i)	The NRA is a successful organisation, achieving all of its objectives	2	...	25	...	29	...	31	...	10		3
j)	The NRA is committed to enhancing the environment	23	...	54	...	12		7		2		1
k)	Good performance is recognised here	3	...	17	...	21	...	35	...	23		2
l)	Decisions often fail to result in actions	15	...	40	...	24	...	15		3		4
m)	My work is appreciated by colleagues	9	...	46	...	24	...	13		5		2
n)	The focus is on volume of work at the expense of quality of work	23	...	34	...	19	...	18		4		2
o)	I am kept informed of NRA plans	3	...	33	...	22	...	25	...	15		2
p)	I feel able to make changes and improvements to the way I do my job	9	...	43	...	17	...	20	...	10		2
q)	I intend looking for a new job	11	...	15	...	23	...	14	...	25	...	11

**Q9 To what extent, if at all, do you feel committed to the following:
PLEASE TICK ONE BOX FOR EACH**

		To a great extent %	To a fair extent %	To some extent %	Not at all %	No opinion %
a)	Function	48	26	12	5	9
b)	Regional/Area Office	22	33	24	13	8
c)	Head Office (Bristol)	3	9	25	53	10
d)	The NRA	36	37	18	5	4

**Q10 Below is a list of things that a job may offer.
First, how satisfied are you with each of these
factors in your job?
PLEASE TICK ONE BOX FOR EACH STATEMENT
a) TO p)**

**Q11 Now looking at the list again
which are the six most
important to you?
PLEASE TICK SIX ONLY**

	Very satis- fied %	Fairly satis- fied %	Neither satisfied nor dissat- isfied %	Fairly dis- sat- isfied %	Very dis- sat- isfied %	Not applic- able/ No opinion %	Tick six most import- ant %
a) Work you find interesting	34	48	8	7	3	1	71
b) Opportunity to show initiative ..	17	45	16	14	6	2	28
c) Working for a successful organisation	8	37	34	13	4	4	17
d) Opportunity for promotion	2	10	21	26	35	6	32
e) Rewards for performance	1	8	19	32	36	4	32
f) Receiving credit for good work ..	4	27	22	26	18	2	34
g) Good workplace conditions (eg cleanliness/space etc)	18	39	17	14	9	3	17
h) Opportunity of making best use of your skills	8	38	21	21	11	2	33
i) Friendly colleagues	46	42	8	2	1	1	35
j) Job security	5	23	21	23	25	3	51
k) Benefits other than pay (eg Pensions, Sick pay etc) ..	17	44	23	8	5	3	19
l) Working for an organisation that looks after its employees	6	24	27	24	17	2	30
m) Being given sufficient responsibility	12	44	21	14	7	2	24
n) Feeling you have accomplished something worthwhile at work	15	48	18	11	6	1	57
o) Being part of a team	19	47	20	9	4	2	20
p) Adequate resources to do your job	9	34	18	23	15	2	30

HAVE YOU ANSWERED BOTH Q10 AND Q11?

SECTION 2 - YOUR RELATIONSHIPS WITH MANAGEMENT

Q12 Which of the statements below do you feel apply to your immediate/line manager.

TICK AS MANY AS APPLY

	To a great extent %	To a fair extent %	To some extent %	Not at all %	No opinion %
Supports change	18	39	29	7	8
Usually accessible	32	37	24	4	3
Delegates well	22	34	28	11	5
Fosters teamwork	17	30	31	17	6
Organises the work well	11	30	34	20	5
Encourages personal development	17	28	31	19	5
Encourages innovative ideas ..	17	30	31	17	6
Only tells me when thing go wrong	8	12	28	44	9
Is open and honest	29	33	23	10	4
Is an effective leader	16	32	28	19	4
Cares about customer service ..	24	38	25	5	8
Is committed to achieving results	38	37	17	3	5

SECTION 3 - TRAINING AND DEVELOPMENT

Q13 How useful do you find the training provided a) for your current work and responsibilities? b) for your future career development? PLEASE TICK ONE BOX FOR BOTH a) AND b)

	Very useful %	Fairly useful %	Not very useful %	Not at all useful %	No opinion not applicable %
a) For your current work and responsibilities	23	45	17	8	7
b) For your future career development	14	32	24	18	13

Q14 How useful do you find the performance appraisal process a) for your current work and responsibilities? b) for your future career development? PLEASE TICK ONE BOX FOR BOTH a) AND b)

	Very useful %	Fairly useful %	Not very useful %	Not at all useful %	No opinion not applicable %
a) For your current work and responsibilities	8	30	27	23	12
b) For your future career development	5	20	29	30	15

Listed below are a number of ways in which a company might keep its staff informed.

Q15a From which do you receive most of your information about the NRA?
PLEASE TICK AS MANY OR AS FEW AS YOU NEED TO

Q15b And in which ways would you prefer to receive your information on the NRA?
PLEASE TICK AS MANY OR AS FEW AS YOU NEED TO

%		%
42	Noticeboards	32
55	Cascade/Team briefings	69
8	Annual report	9
62	Informal contact with my immediate manager	62
4	Senior management conferences	9
5	Regional General Managers/Directors	17
42	NRA brochures/leaflets	28
38	Regional newsletter	42
26	'The Brief'	19
38	'Water Guardian'	25
54	Bulletins/internal memos	48
25	External media (TV, newspapers)	6
73	Rumour/grapevine	6
6	Corporate Planning	9
16	Electronic Mail	27

HAVE YOU ANSWERED BOTH Q15a AND Q15b

SECTION 4 - COMMUNICATIONS WITHIN THE NRA

Q16 Thinking about aspects of communications at the NRA, to what extent do you agree or disagree with each of the following statements?

	Strongly agree %	Tend to agree %	Neither nor %	Tend to disagree %	Strongly disagree %	No opinion %
a) The communications I receive at the NRA are relevant to me	4	37	31	22	4	2
b) The volume of communications I receive at the NRA is too great	11	26	30	24	7	2
c) The communications I receive at the NRA arrive in a timely manner	2	23	26	33	14	3

Q17 Below is a list of subjects about which you may receive information. Please indicate whether the NRA is giving you too much, too little, or about the right amount of information on each.

PLEASE TICK ONE BOX FOR EACH STATEMENT a) TO h)

		Too much %	The right amount %	Too little %	No opinion %
a)	1996 and ENVAGE	2	32	58	8
b)	Developments which affect the NRA	1	26	66	7
c)	How well the NRA is doing towards its objectives	5	36	49	10
d)	My department's performance	1	36	55	7
e)	My own performance	1	42	50	7
f)	Our internal customers	2	25	49	24
g)	Our external customers	2	26	50	23
h)	Reasons behind major decisions in the NRA	1	11	81	7

SECTION 5 - THE NRA AS AN ORGANISATION

Q18 How effectively does the NRA perform in each of the following aspects?

TICK ONE BOX FOR EACH STATEMENT a) TO g)

Q19 Now looking at the list again which three or four aspects are the most important for the future?
TICK UP TO THREE OR FOUR

		Very effect- ively %	Fairly effect- ively %	Not very effect- ively %	Not at all effect- ively %	Not applic- able %	Importance %
a)	Clear corporate objectives	7	49	22	5	16	47
b)	Customer care	10	61	16	4	10	50
c)	Technical excellence	22	49	15	4	11	46
d)	Cost effectiveness ...	6	34	32	16	12	50
e)	Delivery of quality services externally ..	9	54	16	5	17	57
f)	Delivery of quality services internally ..	5	43	31	9	13	26
g)	Business like approach	6	43	29	13	10	35

HAVE YOU ANSWERED BOTH Q18 AND Q19?

Q20 Thinking about each of the work values below, to what extent do you feel these are practised within your part of the NRA?

Q21 And which three aspects will be the most important for future success at the NRA?
PLEASE TICK UP TO THREE

		To a great extent %	To a fair extent %	To some extent %	Not at all %	Don't know %	Importance %
a)	Teamwork	25	39	27	8	1	54
b)	Leadership	9	36	36	16	2	34
c)	Efficiency	13	38	36	11	2	50
d)	Results	20	44	28	4	4	43
e)	Customer Care	19	44	27	5	5	41
f)	Trust	18	31	30	18	2	33
g)	Respect	15	33	32	18	3	26

HAVE YOU ANSWERED BOTH Q20 AND Q21?

Q22a Below are a number of initiatives which have been undertaken at the NRA. How important, if at all, do you feel these are for the future of the NRA?

PLEASE TICK ONE BOX FOR EACH STATEMENT a) TO e)

		Very impor- tant %	Fairly impor- tant %	Not very impor- tant %	Not at all impor- tant %	Not applicable/ no opinion %
a)	Cascade/Team Briefings	30	43	14	6	7
b)	Management training eg Sundridge/Certificate of Management	14	32	21	13	19
c)	Performance Appraisal	19	39	19	16	7
d)	Performance Related Pay	13	19	23	39	7
e)	Customer Charter	15	37	23	17	8
f)	Market Testing	9	26	22	34	9

Q22b How well, if at all, do you feel these initiatives work?

PLEASE TICK ONE BOX FOR EACH STATEMENT a) TO e)

		Very well %	Fairly well %	Not very well %	Not at all well %	Not applicable/ no opinion %
a)	Cascade/Team Briefings	9	41	27	14	9
b)	Management training eg Sundridge/Certificate of Management	5	22	24	17	32
c)	Performance Appraisal	4	30	28	27	11
d)	Performance Related Pay	2	8	22	53	15
e)	Customer Charter	3	38	25	17	17
f)	Market Testing	1	13	25	44	16

Q23 Here are a number of statements which might be made about the NRA. How strongly do you agree or disagree with each? PLEASE TICK ONE BOX FOR EACH STATEMENT a) to i)

		Strongly agree %	Tend to agree %	Neither agree nor disagree %	Tend to dis- agree %	Strongly disagree %	No opinion %
a)	The Environmental Agency is a positive step for the NRA ..	9	29	26	22	9	5
b)	I feel I understand the NRA's overall objectives	10	51	17	15	4	2
c)	I understand how my role fits in with the NRA's goals	15	47	18	13	5	3
d)	Staff are committed to achieving the NRA's goals	14	42	22	15	5	3
e)	People generally act on information sent out from Head Office	3	31	30	21	7	8
f)	Senior management have a clear vision of where the NRA is going	3	18	26	30	16	7
g)	Bureaucracy prevents me from getting on with my job	28	32	20	12	4	4
h)	The results of this survey will bring about changes in the NRA	2	7	20	35	28	8
i)	I believe market testing will:						
i)	threaten my job security ..	27	33	20	12	3	5
ii)	increase the efficiency of the service we provide	4	17	19	31	25	4
iii)	lead to a deterioration in the quality of work done	29	33	16	11	6	5

SECTION 6 - FINAL COMMENTS

Q24 If you have any suggestions, on how the NRA could be improved or any other comments that you would like to make, please tell us here PLEASE WRITE IN

	%
Improve communications/flow of information/consultation	16
Improve management/more effective management	12

NOW PLEASE FILL IN THE CLASSIFICATION DETAILS

NOW PLEASE FILL IN THE CLASSIFICATION DETAILS

THE MORI PROMISE

As an independent, objective research company MORI promises that your questionnaire will never be linked to you as an individual. The details on this page are to enable us to look at differences in opinion between groups of employees, for example, men and women. They will not be used to identify individuals, as MORI does not cross analyse in this way.

We also have a rule whereby we do not analyse by groups fewer than 12. So if you work in a smaller unit, that group will not be identified separately but combined with others. MORI is a member of the Market Research Society and is bound by its Code of Conduct not to identify the views of individual respondents.

PLEASE TICK ONE BOX FOR EACH ITEM

Service

How long have you worked for the NRA?

	<u>n</u>
Less than one year	232
1-2 years	168
2-4 years	872
4 years or more	3121
Not stated	83

Gender

Male	3162
Female	1227
Not stated	87

Age

Under 25	301
25-34	1411
35-44	1197
45-54	1132
55+	340
Not stated	95

Job Grade

A	441
B	655
C	913
D	975
E	524
F	245
SM	158
Not stated	565

Job Function

RGM/Area Manager 81

Core Functions:

Flood Defence	1248
Water Quality	900
Water Resources	435
Fisheries	310
Recreation	81
Conservation	137
Navigation	125
Multi-functional	523

Support Functions:

Laboratories	250
Information Systems	196
Finance	217
Legal/Estates	116
Personnel	109
Public Relations	118
Administration	325
Corporate Planning	47
Technical Planning	108
Marketing Testing	34
Internal Audit	19

Region

Anglian	671
Northumbria & Yorkshire	460
North West	421
Severn-Trent	576
Southern	401
South West	558
Thames	607
Welsh	461
Head Office (Bristol/ London)	168

(* less than 1%)

THANK YOU FOR COMPLETING THIS QUESTIONNAIRE

LIBRARY

MEMORANDUM

To: Regional and Head Office Personnel Managers
From: Ian Graham, Acting Director of Personnel
Our Ref: ILG/AD/1068
Your Ref:
Date: 11 July 1995



Subject: MORI EMPLOYEE ATTITUDE SURVEY

A copy of the computer tables summarising the results of the Mori survey was forwarded to you recently. Unfortunately a number of tables were not included. These are now attached for your information.

Anne Davies

 **Ian Graham**
Acting Director of Personnel

Q.5 How strongly do you agree or disagree with each of the following statements?

Base : All

The creation of the Environment Agency is a positive development for - b) The environment

	Total	Job Function RGM/ Area Mgr.	Job Function (core)								Job Function (Support)										
			Flood Defence	Water Quality	Water Resources	Fish- eries	Recre- ation	Cons- ervation	Naviga- tion	Milita- ry Func- tion	Labour Relations	Informa- tion Syst.	Finance	Legal/ Estimate	Person- nel	Public Relations	Adminis- tration	Corporate Planning	Technical Planning	Marketing	Internal Audit
Base	4476	81	1248	900	435	310	81	137	125	523	230	196	217	116	109	118	325	47	108	34	19
Strongly agree	593 13%	8 10%	190 15%	90 10%	49 11%	41 13%	11 14%	20 15%	18 14%	80 15%	31 13%	32 16%	35 16%	18 16%	25 23%	28 24%	40 12%	11 23%	19 18%	11 32%	5 26%
Tend to agree	1579 35%	37 46%	397 32%	269 30%	151 35%	101 33%	31 38%	46 34%	51 41%	192 37%	73 32%	80 41%	104 48%	41 35%	42 39%	40 34%	138 42%	22 47%	37 34%	9 26%	8 42%
Neither agree nor disagree	864 19%	19 23%	235 19%	164 18%	88 20%	59 19%	14 17%	27 20%	21 17%	94 18%	49 21%	35 18%	45 21%	20 17%	22 20%	16 14%	71 22%	5 11%	18 17%	4 12%	3 16%
Tend to disagree	799 18%	11 14%	176 14%	231 26%	91 21%	63 20%	14 17%	25 18%	22 18%	88 17%	40 17%	26 13%	15 7%	23 20%	11 10%	20 17%	47 14%	6 13%	19 18%	2 6%	3 16%
Strongly disagree	353 8%	4 5%	101 8%	108 12%	32 7%	32 10%	6 7%	11 8%	5 4%	36 7%	23 10%	16 8%	9 4%	8 7%	6 6%	4 3%	14 4%	2 4%	10 9%	3 9%	-
No opinion	288 6%	2 2%	149 12%	38 4%	24 6%	14 5%	5 6%	8 6%	8 6%	33 6%	14 6%	7 4%	9 4%	6 5%	3 3%	10 8%	15 5%	1 2%	5 5%	5 15%	-
Agree	2172 49%	45 56%	587 47%	359 40%	200 46%	142 46%	42 52%	66 48%	69 55%	272 52%	104 45%	112 57%	139 64%	59 51%	67 61%	68 58%	178 55%	33 70%	56 52%	20 59%	13 68%
Disagree	1152 26%	15 19%	277 22%	339 38%	123 28%	95 31%	20 25%	36 26%	27 22%	124 24%	63 27%	42 21%	24 11%	31 27%	17 16%	24 20%	61 19%	8 17%	29 27%	5 15%	3 16%
Net agree	1020 23%	30 37%	310 25%	20 2%	77 18%	47 15%	22 27%	30 22%	42 34%	148 28%	41 18%	70 36%	115 53%	28 24%	50 46%	44 37%	117 36%	25 53%	27 25%	15 44%	10 53%

National Rivers Authority (J/N:8605)

Table 18

Q.5 How strongly do you agree or disagree with each of the following statements?

Base : All

The creation of the Environment Agency is a positive development for - b) The environment

	Total	Region									Place of work		Job Satisfaction		Place to work	
		Anglian	North mbria and Yorks	North West	Severn Trent	South -ern	South West	Thames	Welsh	H.O. Bristol/ London	Above /best	Below /worst	Satisfied	Dissatisfied	Better	Not as good
Base	4476	671	460	421	576	401	558	607	461	168	1819	706	2515	1254	236	2735
Strongly agree	593 13%	88 13%	56 12%	39 9%	70 12%	53 13%	52 9%	101 17%	71 15%	43 26%	291 16%	80 11%	373 15%	135 11%	70 30%	313 11%
Tend to agree	1579 35%	230 34%	166 36%	141 33%	211 37%	134 33%	168 30%	227 37%	179 39%	70 42%	699 38%	187 26%	964 38%	402 32%	95 40%	872 32%
Neither agree nor disagree	864 19%	152 23%	74 16%	76 18%	112 19%	90 22%	120 22%	111 18%	76 16%	28 17%	345 19%	137 19%	478 19%	237 19%	32 14%	531 19%
Tend to disagree	799 18%	111 17%	96 21%	93 22%	107 19%	60 15%	124 22%	92 15%	80 17%	12 7%	285 16%	136 19%	411 16%	250 20%	20 8%	566 21%
Strongly disagree	353 8%	52 8%	38 8%	48 11%	41 7%	30 7%	62 11%	38 6%	22 5%	9 5%	105 6%	100 14%	161 6%	144 11%	7 3%	283 10%
No opinion	288 6%	38 6%	30 7%	24 6%	35 6%	34 8%	32 6%	38 6%	33 7%	6 4%	94 5%	66 9%	128 5%	86 7%	12 5%	170 6%
Agree	2172 49%	318 47%	222 48%	180 43%	281 49%	187 47%	220 39%	328 54%	250 54%	113 67%	990 54%	267 38%	1337 53%	537 43%	165 70%	1185 43%
Disagree	1152 26%	163 24%	134 29%	141 33%	148 26%	90 22%	186 33%	130 21%	102 22%	21 13%	390 21%	236 33%	572 23%	394 31%	27 11%	849 31%
Net agree	1020 23%	155 23%	88 19%	39 9%	133 23%	97 24%	34 6%	198 33%	148 32%	92 55%	600 33%	31 4%	765 30%	143 11%	138 58%	336 12%

Q.5 How strongly do you agree or disagree with each of the following statements?

Base : All

The creation of the Environment Agency is a positive development for - c) My personal development

	Total	Region									Place of work		Job Satisfaction		Place to work	
		Angli- an and Yorks	North mbria and West Yorks	North West	Seve- rn Trent	South -ern	South West	Tham- es	Welsh	H.O. Brist- -ol/ London	Above /best	Below /wor- st	Satis- -fied	Diss- atisf- -ied	Bett- -er	Not as good
Base	4476	671	460	421	576	401	558	607	461	168	1819	706	2515	1254	236	2735
Strongly agree	155 3%	26 4%	23 5%	17 4%	13 2%	13 3%	7 1%	18 3%	14 3%	21 13%	82 5%	25 4%	118 5%	26 2%	35 15%	58 2%
Tend to agree	624 14%	79 12%	83 18%	62 15%	90 16%	48 12%	62 11%	70 12%	74 16%	38 23%	366 20%	69 10%	448 18%	119 9%	70 30%	285 10%
Neither agree nor disagree	1596 36%	251 37%	165 36%	136 32%	210 36%	126 31%	205 37%	215 35%	179 39%	57 34%	668 37%	182 26%	982 39%	368 29%	70 30%	945 35%
Tend to disagree	923 21%	148 22%	98 21%	80 19%	123 21%	84 21%	122 22%	132 22%	83 18%	18 11%	312 17%	164 23%	439 17%	316 25%	25 11%	665 24%
Strongly disagree	491 11%	63 9%	35 8%	60 14%	55 10%	56 14%	79 14%	76 13%	42 9%	11 7%	142 8%	137 19%	183 7%	233 19%	9 4%	374 14%
No opinion	687 15%	104 15%	56 12%	66 16%	85 15%	74 18%	83 15%	96 16%	69 15%	23 14%	249 14%	129 18%	345 14%	192 15%	27 11%	408 15%
Agree	779 17%	105 16%	106 23%	79 19%	103 18%	61 15%	69 12%	88 14%	88 19%	59 35%	448 25%	94 13%	566 23%	145 12%	105 44%	343 13%
Disagree	1414 32%	211 31%	133 29%	140 33%	178 31%	140 35%	201 36%	208 34%	125 27%	29 17%	454 25%	301 43%	622 25%	549 44%	34 14%	1039 38%
Net agree	-635 -14%	-106 -16%	-27 -6%	-61 -14%	-75 -13%	-79 -20%	-132 -24%	-120 -20%	-37 -8%	30 18%	-6 *	-207 -29%	-56 -2%	-404 -32%	71 30%	-696 -25%

Q.5 Summary table

The creation of the Environment Agency is a positive development for:

Base : All

Q.5 How strongly do you agree with each of the following statements?						
	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	No opinion
Base	4476	4476	4476	4476	4476	4476
a) The NRA .	284 6%	1100 25%	1047 23%	1258 28%	486 11%	303 7%
b) The environment	593 13%	1579 35%	864 19%	799 18%	353 8%	288 6%
c) My personal development	155 3%	624 14%	1596 36%	923 21%	491 11%	687 15%

National Rivers Authority (J/N:8605)

Table 23

Q.6 Here are some phrases which people might use when talking about change within the NRA. Please tick those you agree with on balance.

Base : All

	Total	Length of Service				Sex		Age					Job Grade							
		Under 1 yr	1-2 years	2-4 years	4+ years	Male	Female	Under 25	25-34	35-44	45-54	55+	A	B	C	D	E	F	SM	
Base	4476	232	168	872	3121	3162	1227	301	1411	1197	1132	340	441	655	913	975	524	245	158	
a) Change here is:																				
Too fast	1815 41%	44 19%	45 27%	348 40%	1353 43%	1280 40%	502 41%	86 29%	579 41%	500 42%	489 43%	131 39%	118 27%	230 35%	371 41%	477 49%	304 58%	116 47%	57 36%	
About right	873 20%	68 29%	47 28%	184 21%	562 18%	641 20%	218 18%	89 30%	257 18%	223 19%	226 20%	64 19%	86 20%	141 22%	179 20%	173 18%	77 15%	59 24%	52 33%	
Too slow	607 14%	52 22%	44 26%	143 16%	360 12%	426 13%	172 14%	65 22%	235 17%	144 12%	122 11%	34 10%	71 16%	96 15%	110 12%	118 12%	62 12%	39 16%	36 23%	
Don't know	1181 26%	68 29%	32 19%	197 23%	846 27%	815 26%	335 27%	61 20%	340 24%	330 28%	295 26%	111 33%	166 38%	188 29%	253 28%	207 21%	81 15%	31 13%	13 8%	

National Rivers Authority (J/N:8605)

Table 24

Q.6 Here are some phrases which people might use when talking about change within the NRA. Please tick those you agree with on balance.

Base : All

	Total	Job Function RGM/ Area Mgr.	Job Function (core)								Job Function (Support)										
			Flood Defe- -nce	Water Qual- -ity	Water Reso- urces	Fish- eries	Recreation ion	Conserva- tion	Navigation ion	Military Func- -tional	Labour rat- -ies	Information mat- -ion Syst	Finance	Legal/ Est- -ate	Personnel onn- el	Public rela- -tion	Adminis- tration	Corporate Plan- -ning	Technical Plan- -ning	Marketing Test- -ing	Internal Audit -ing
Base	4476	81	1248	900	435	310	81	137	125	523	230	196	217	116	109	118	325	47	108	34	19
a) Change here is:																					
Too fast	1815 41%	29 36%	444 36%	403 45%	198 46%	128 41%	37 46%	67 49%	50 40%	206 39%	89 39%	93 47%	92 42%	49 42%	35 32%	39 33%	123 38%	16 34%	47 44%	8 24%	9 47%
About right	873 20%	24 30%	250 20%	165 18%	90 21%	54 17%	11 14%	15 11%	13 10%	114 22%	40 17%	34 17%	45 21%	19 16%	19 17%	27 23%	63 19%	11 23%	24 22%	8 24%	3 16%
Too slow	607 14%	16 20%	141 11%	116 13%	56 13%	39 13%	10 12%	12 9%	16 13%	66 13%	44 19%	33 17%	37 17%	21 18%	24 22%	15 13%	38 12%	12 26%	15 14%	8 24%	3 16%
Don't know	1181 26%	12 15%	413 33%	216 24%	91 21%	89 29%	23 28%	43 31%	46 37%	137 26%	57 25%	36 18%	43 20%	27 23%	31 28%	37 31%	101 31%	8 17%	22 20%	10 29%	4 21%

Q.6 Here are some phrases which people might use when talking about change within the NRA. Please tick those you agree with on balance.

Base : All

	Total	Region									Place of work		Job Satisfaction		Place to work	
		Anglian	North mbria and Yorks	North West	Severn Trent	South -ern	South West	Thames	Welsh	H.O. Bristol/Londn	Above /best	Below /worst	Satisfied	Dissatisfied	Better	Not as good
Base	4476	671	460	421	576	401	558	607	461	168	1819	706	2515	1254	236	2735
a) Change here is:																
Too fast	1815 41%	258 38%	262 57%	215 51%	164 28%	161 40%	273 49%	205 34%	176 38%	46 27%	654 36%	333 47%	981 39%	535 43%	65 28%	1319 48%
About right	873 20%	131 20%	84 18%	66 16%	171 30%	67 17%	87 16%	117 19%	93 20%	37 22%	486 27%	57 8%	607 24%	146 12%	79 33%	373 14%
Too slow	607 14%	80 12%	37 8%	40 10%	80 14%	50 12%	63 11%	128 21%	61 13%	47 28%	229 13%	119 17%	316 13%	201 16%	42 18%	311 11%
Don't know	1181 26%	202 30%	77 17%	100 24%	161 28%	123 31%	135 24%	157 26%	131 28%	38 23%	450 25%	197 28%	611 24%	372 30%	50 21%	732 27%

National Rivers Authority (J/N:8605)

Table 26

Q.6 Here are some phrases which people might use when talking about change within the NRA. Please tick those you agree with on balance.

Base : All

	Total	Length of Service				Sex		Age					Job Grade						
		Under 1 yr	1-2 years	2-4 years	4+ years	Male	Female	Under 25	25-34	35-44	45-54	55+	A	B	C	D	E	F	SM
Base	4476	232	168	872	3121	3162	1227	301	1411	1197	1132	340	441	655	913	975	524	245	158
b) I understand the need for change	2305 51%	142 61%	91 54%	472 54%	1567 50%	1593 50%	683 56%	159 53%	780 55%	634 53%	545 48%	155 46%	185 42%	295 45%	449 49%	557 57%	312 60%	166 68%	113 72%
c) I look forward to change as a challenge	1321 30%	94 41%	82 49%	310 36%	819 26%	928 29%	374 30%	106 35%	477 34%	378 32%	286 25%	56 16%	93 21%	153 23%	242 27%	314 32%	195 37%	123 50%	91 58%
d) I find that the process of change causes me concern and worry	2221 50%	65 28%	47 28%	383 44%	1698 54%	1626 51%	565 46%	121 40%	680 48%	623 52%	587 52%	173 51%	234 53%	349 53%	480 53%	477 49%	235 45%	84 34%	47 30%

National Rivers Authority (J/N:8605)

Table 27

Q.6 Here are some phrases which people might use when talking about change within the NRA. Please tick those you agree with on balance.

Base : All

	Total	Job Func- tion	Job Function (core)								Job Function (Support)										
			RGM/ Area Mgr.	Flood Defe- -nce	Water Qual- -ity	Water Reso- urces	Fish- eries	Recrea- tion	Conserva- tion	Navigation	Military Function- al	Labour Relations	Information System	Finance	Legal/ Estimate	Personnel	Public Relations	Administration	Corporate Planning	Technical Planning	Marketing
Base	4476	81	1248	900	435	310	81	137	125	523	230	196	217	116	109	118	325	47	108	34	19
b) I understand the need for change	2305 51%	51 63%	521 42%	509 57%	227 52%	160 52%	50 62%	74 54%	54 43%	276 53%	125 54%	124 63%	118 54%	57 49%	66 61%	62 53%	157 48%	32 68%	60 56%	20 59%	9 47%
c) I look forward to change as a challenge	1321 30%	30 37%	303 24%	267 30%	123 28%	78 25%	30 37%	45 33%	28 22%	179 34%	70 30%	79 40%	83 38%	28 24%	47 43%	44 37%	89 27%	26 55%	44 41%	17 50%	9 47%
d) I find that the process of change causes me concern and worry	2221 50%	31 38%	698 56%	460 51%	189 43%	164 53%	35 43%	67 49%	70 56%	258 49%	110 48%	89 45%	94 43%	58 50%	51 47%	55 47%	154 47%	15 32%	47 44%	12 35%	8 42%

Table 28

Q.6 Here are some phrases which people might use when talking about change within the NRA. Please tick those you agree with on balance.

Base : All

	Total	Region									Place of work		Job Satisf- action		Place to work	
		Angl- ian and Yorks	North mbria	North West	Seve- rn Trent	South -ern	South West	Tham- es	Welsh	H.O. Brist- ol/ Londn	Above /best	Below /wor- st	Satis- fied	Diss- atisf- ied	Bett- er	Not as good
Base	4476	671	460	421	576	401	558	607	461	168	1819	706	2515	1254	236	2735
b) I understand the need for change	2305 51%	338 50%	286 62%	215 51%	270 47%	182 45%	256 46%	320 53%	252 55%	116 69%	1032 57%	322 46%	1383 55%	578 46%	144 61%	1320 48%
c) I look forward to change as a challenge	1321 30%	199 30%	155 34%	113 27%	160 28%	85 21%	146 26%	182 30%	147 32%	91 54%	658 36%	174 25%	893 36%	274 22%	136 58%	653 24%
d) I find that the process of change causes me concern and worry	2221 50%	337 50%	238 52%	210 50%	259 45%	218 54%	301 54%	321 53%	217 47%	55 33%	815 45%	405 57%	1110 44%	723 58%	83 35%	1564 57%

Table 61

Q.8 Here are a number of statements which may apply to your working life here at the NRA. How strongly do you agree or disagree with each?

Base : All

1) The NRA is committed to enhancing the environment

	Total	Region									Place of work		Job Satisf- action		Place to work	
		Angl- ian and Yorks	North mbria	North West	Seve- rn Trent	South -ern	South West	Tham- es	Welsh	H.O. Brist- -ol/ Londn	Above /best	Below /wor- st	Satis- fied	Diss- atisf- -ied	Bett- er	Not as good
Base	4476	671	460	421	576	401	558	607	461	168	1819	706	2515	1254	236	2735
Strongly agree	1035 23%	148 22%	107 23%	102 24%	132 23%	81 20%	127 23%	154 25%	97 21%	67 40%	574 32%	86 12%	728 29%	184 15%	101 43%	558 20%
Tend to agree	2418 54%	371 55%	239 52%	235 56%	341 59%	205 51%	285 51%	311 51%	263 57%	84 50%	999 55%	325 46%	1423 57%	617 49%	109 46%	1438 53%
Neither agree nor disagree	545 12%	85 13%	57 12%	49 12%	61 11%	55 14%	65 12%	85 14%	56 12%	11 7%	144 8%	124 18%	213 8%	213 17%	13 6%	380 14%
Tend to disagree	323 7%	38 6%	39 8%	25 6%	30 5%	34 8%	66 12%	40 7%	35 8%	4 2%	70 4%	115 16%	105 4%	163 13%	12 5%	248 9%
Strongly disagree	97 2%	11 2%	16 3%	8 2%	8 1%	20 5%	11 2%	9 1%	8 2%	2 1%	20 1%	46 7%	24 1%	58 5%	1 *	83 3%
No opinion	58 1%	18 3%	2 *	2 *	4 1%	6 1%	4 1%	8 1%	2 *	-	12 1%	10 1%	22 1%	19 2%	-	28 1%
Agree	3453 77%	519 77%	346 75%	337 80%	473 82%	286 71%	412 74%	465 77%	360 78%	151 90%	1573 86%	411 58%	2151 86%	801 64%	210 89%	1996 73%
Disagree	420 9%	49 7%	55 12%	33 8%	38 7%	54 13%	77 14%	49 8%	43 9%	6 4%	90 5%	161 23%	129 5%	221 18%	13 6%	331 12%
Net agree	3033 68%	470 70%	291 63%	304 72%	435 76%	232 58%	335 60%	416 69%	317 69%	145 86%	1483 82%	250 35%	2022 80%	580 46%	197 83%	1665 61%

Q.8 Here are a number of statements which may apply to your working life here at the NRA. How strongly do you agree or disagree with each?

Base : All

k) Good performance is recognised here

	Total	Length of Service				Sex		Age					Job Grade						
		Under 1 yr	1-2 years	2-4 years	4+ years	Male	Female	Under 25	25-34	35-44	45-54	55+	A	B	C	D	E	F	SM
Base	4476	232	168	872	3121	3162	1227	301	1411	1197	1132	340	441	655	913	975	524	245	158
Strongly agree	117 3%	9 4%	2 1%	13 1%	90 3%	91 3%	24 2%	10 3%	20 1%	31 3%	40 4%	15 4%	23 5%	16 2%	16 2%	15 2%	3 1%	3 1%	11 7%
Tend to agree	744 17%	55 24%	41 24%	152 17%	482 15%	528 17%	204 17%	51 17%	206 15%	185 15%	216 19%	75 22%	86 20%	105 16%	114 12%	135 14%	81 15%	56 23%	55 35%
Neither agree nor disagree	941 21%	77 33%	43 26%	212 24%	596 19%	643 20%	287 23%	85 28%	317 22%	243 20%	219 19%	60 18%	96 22%	136 21%	195 21%	195 20%	122 23%	62 25%	38 24%
Tend to disagree	1587 35%	59 25%	51 30%	309 35%	1138 36%	1090 34%	461 38%	99 33%	525 37%	452 38%	369 33%	105 31%	136 31%	244 37%	345 38%	371 38%	203 39%	85 35%	42 27%
Strongly disagree	1009 23%	18 8%	26 15%	179 21%	772 25%	756 24%	236 19%	50 17%	323 23%	269 22%	275 24%	72 21%	86 20%	145 22%	228 25%	249 26%	110 21%	36 15%	12 8%
No opinion	78 2%	14 6%	5 3%	7 1%	43 1%	54 2%	15 1%	6 2%	20 1%	17 1%	13 1%	13 4%	14 3%	9 1%	15 2%	10 1%	5 1%	3 1%	-
Agree	861 19%	64 28%	43 26%	165 19%	572 18%	619 20%	228 19%	61 20%	226 16%	216 18%	256 23%	90 26%	109 25%	121 18%	130 14%	150 15%	84 16%	59 24%	66 42%
Disagree	2596 58%	77 33%	77 46%	488 56%	1910 61%	1846 58%	697 57%	149 50%	848 60%	721 60%	644 57%	177 52%	222 50%	389 59%	573 63%	620 64%	313 60%	121 49%	54 34%
Net agree	-1735 -39%	-13 -6%	-34 -20%	-323 -37%	-1338 -43%	1227 -39%	-469 -38%	-88 -29%	-622 -44%	-505 -42%	-388 -34%	-87 -26%	-113 -26%	-268 -41%	-443 -49%	-470 -48%	-229 -44%	-62 -25%	12 8%

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Table 63

Q.8 Here are a number of statements which may apply to your working life here at the NRA. How strongly do you agree or disagree with each?

Base : All

k) Good performance is recognised here

	Total	Job Func- tion	Job Function (core)								Job Function (Support)										
			RGM/ Area Mgr.	Flo- od Defe- -nce	Wter Qual- -ity	Wter Reso- urces	Fish- -eri- es	Recr- eat- ion	Cons- erva- tion	Nav- gat- ion	Mlti- Func- tion- al	Labo- rati- on	Info- rmat- -ion Syst	Fin- ance	Leg- al/ Est- ate	Pers- onn- el- tion	Pb- lic rela- tion	Adm- inis- trat- -ion	Corp- orte Plan- ning	Tech- nical Plan- ning	Mar- ket Test- -ing
Base	4476	81	1248	900	435	310	81	137	125	523	230	196	217	116	109	118	325	47	108	34	19
Strongly agree	117 3%	5 6%	60 5%	9 1%	9 2%	8 3%	5 6%	6 4%	2 2%	21 4%	- -	1 1%	4 2%	1 1%	3 3%	8 7%	10 3%	- -	5 5%	1 3%	1 5%
Tend to agree	744 17%	17 21%	228 18%	115 13%	75 17%	44 14%	13 16%	25 18%	22 18%	104 20%	32 14%	33 17%	41 19%	15 13%	19 17%	23 19%	68 21%	11 23%	25 23%	11 32%	5 26%
Neither agree nor disagree	941 21%	24 30%	223 18%	199 22%	105 24%	76 25%	18 22%	33 24%	21 17%	100 19%	54 23%	49 25%	41 19%	19 16%	25 23%	32 27%	78 24%	6 13%	21 19%	9 26%	3 16%
Tend to disagree	1587 35%	25 31%	368 29%	350 39%	158 36%	124 40%	35 43%	46 34%	53 42%	176 34%	88 38%	65 33%	77 35%	46 40%	39 36%	38 32%	109 34%	25 53%	33 31%	8 24%	7 37%
Strongly disagree	1009 23%	10 12%	335 27%	217 24%	83 19%	54 17%	9 11%	24 18%	26 21%	115 22%	56 24%	46 23%	52 24%	35 30%	22 20%	16 14%	55 17%	5 11%	23 21%	5 15%	3 16%
No opinion	78 2%	- -	34 3%	10 1%	5 1%	4 1%	1 1%	3 2%	1 1%	7 1%	- -	2 1%	2 1%	- -	1 1%	1 1%	5 2%	- -	1 1%	- -	- -
Agree	861 19%	22 27%	288 23%	124 14%	84 19%	52 17%	18 22%	31 23%	24 19%	125 24%	32 14%	34 17%	45 21%	16 14%	22 20%	31 26%	78 24%	11 23%	30 28%	12 35%	6 32%
Disagree	2596 58%	35 43%	703 56%	567 63%	241 55%	178 57%	44 54%	70 51%	79 63%	291 56%	144 63%	111 57%	129 59%	81 70%	61 56%	54 46%	164 50%	30 64%	56 52%	13 38%	10 53%
Net agree	-1735 -39%	-13 -16%	-415 -33%	-443 -49%	-157 -36%	-126 -41%	-26 -32%	-39 -28%	-55 -44%	-166 -32%	-112 -49%	-77 -39%	-84 -39%	-65 -56%	-39 -36%	-23 -19%	-86 -26%	-19 -40%	-26 -24%	-1 -3%	-4 -21%

Q.8 Here are a number of statements which may apply to your working life here at the NRA. How strongly do you agree or disagree with each?

Base : All

k) Good performance is recognised here

	Total	Region									Place of work		Job Satisfaction		Place to work	
		Anglian	Northumbria and Yorks	North West	Severn Trent	South Eastern	South West	Thames	Welsh	H.O. Bristol/London	Above/best	Below/worst	Satisfied	Dissatisfied	Better	Not as good
Base	4476	671	460	421	576	401	558	607	461	168	1819	706	2515	1254	236	2735
Strongly agree	117 3%	17 3%	14 3%	10 2%	15 3%	3 1%	16 3%	18 3%	14 3%	6 4%	88 5%	2 *	103 4%	7 1%	23 10%	40 1%
Tend to agree	744 17%	112 17%	79 17%	59 14%	99 17%	47 12%	115 21%	95 16%	71 15%	46 27%	475 26%	40 6%	582 23%	90 7%	78 33%	340 12%
Neither agree nor disagree	941 21%	158 24%	118 26%	81 19%	116 20%	85 21%	118 21%	108 18%	104 23%	32 19%	461 25%	72 10%	623 25%	150 12%	55 23%	485 18%
Tend to disagree	1587 35%	223 33%	166 36%	149 35%	209 36%	140 35%	191 34%	223 37%	172 37%	56 33%	548 30%	228 32%	834 33%	475 38%	53 22%	1070 39%
Strongly disagree	1009 23%	143 21%	79 17%	115 27%	124 22%	121 30%	111 20%	154 25%	96 21%	28 17%	222 12%	357 51%	334 13%	516 41%	22 9%	769 28%
No opinion	78 2%	18 3%	4 1%	7 2%	13 2%	5 1%	7 1%	9 1%	4 1%	-	25 1%	7 1%	39 2%	16 1%	5 2%	31 1%
Agree	861 19%	129 19%	93 20%	69 16%	114 20%	50 12%	131 23%	113 19%	85 18%	52 31%	563 31%	42 6%	685 27%	97 8%	101 43%	380 14%
Disagree	2596 58%	366 55%	245 53%	264 63%	333 58%	261 65%	302 54%	377 62%	268 58%	84 50%	770 42%	585 83%	1168 46%	991 79%	75 32%	1839 67%
Net agree	-1735 -39%	-237 -35%	-152 -33%	-195 -46%	-219 -38%	-211 -53%	-171 -31%	-264 -43%	-183 -40%	-32 -19%	-207 -11%	-543 -77%	-483 -19%	-894 -71%	26 1.1%	-1459 -53%

Q.8 Here are a number of statements which may apply to your working life here at the NRA. How strongly do you agree or disagree with each?

Base : All

1) Decisions often fail to result in actions

	Total	Length of Service				Sex		Age					Job Grade						
		Under 1 yr	1-2 years	2-4 years	4+ years	Male	Female	Under 25	25-34	35-44	45-54	55+	A	B	C	D	E	F	SM
Base	4476	232	168	872	3121	3162	1227	301	1411	1197	1132	340	441	655	913	975	524	245	158
Strongly agree	669 15%	13 6%	23 14%	117 13%	505 16%	521 16%	139 11%	31 10%	184 13%	191 16%	195 17%	56 16%	68 15%	86 13%	128 14%	136 14%	65 12%	49 20%	21 13%
Tend to agree	1772 40%	83 36%	65 39%	374 43%	1219 39%	1204 38%	533 43%	97 32%	591 42%	478 40%	442 39%	131 39%	158 36%	262 40%	346 38%	421 43%	232 44%	81 33%	67 42%
Neither agree nor disagree	1060 24%	81 35%	47 28%	202 23%	716 23%	718 23%	326 27%	96 32%	370 26%	278 23%	234 21%	60 18%	110 25%	170 26%	228 25%	230 24%	119 23%	57 23%	27 17%
Tend to disagree	675 15%	28 12%	21 13%	143 16%	472 15%	503 16%	162 13%	52 17%	199 14%	170 14%	185 16%	56 16%	59 13%	87 13%	149 16%	146 15%	85 16%	47 19%	37 23%
Strongly disagree	129 3%	4 2%	4 2%	11 1%	105 3%	110 3%	15 1%	7 2%	21 1%	36 3%	44 4%	17 5%	18 4%	23 4%	18 2%	21 2%	13 2%	8 3%	5 3%
No opinion	171 4%	23 10%	8 5%	25 3%	104 3%	106 3%	52 4%	18 6%	46 3%	44 4%	32 3%	20 6%	28 6%	27 4%	44 5%	21 2%	10 2%	3 1%	1 1%
Agree	2441 55%	96 41%	88 52%	491 56%	1724 55%	1725 55%	672 55%	128 43%	775 55%	669 56%	637 56%	187 55%	226 51%	348 53%	474 52%	557 57%	297 57%	130 53%	88 56%
Disagree	804 18%	32 14%	25 15%	154 18%	577 18%	613 19%	177 14%	59 20%	220 16%	206 17%	229 20%	73 21%	77 17%	110 17%	167 18%	167 17%	98 19%	55 22%	42 27%
Net agree	1637 37%	64 28%	63 38%	337 39%	1147 37%	1112 35%	495 40%	69 23%	555 39%	463 39%	408 36%	114 34%	149 34%	238 36%	307 34%	390 40%	199 38%	75 31%	46 29%

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Table 66

Q.8 Here are a number of statements which may apply to your working life here at the NRA. How strongly do you agree or disagree with each?

Base : All

1) Decisions often fail to result in actions

	Total	Job Func- tion RGM/ Area Mgr.	Job Function (core)								Job Function (Support)										
			Flood Defen- -ce	Water Qual- -ity	Water Reso- urces	Fish- eries	Recre- ation	Cons- erva- tion	Navig- ation	Mitig- ation -al	Labor- ratio- -es	Inform- ation Syst	Finance	Legal/ Est- -ate	Person- nel	Public rela- tion	Admin- istra- -tion	Corporate Plan- ning	Technical Plan- ning	Market Test- ing	Internal Audit
Base	4476	81	1248	900	435	310	81	137	125	523	230	196	217	116	109	118	325	47	108	34	19
Strongly agree	669 15%	20 25%	224 18%	108 12%	45 10%	53 17%	12 15%	19 14%	33 26%	81 15%	38 17%	25 13%	26 12%	23 20%	21 19%	19 16%	35 11%	11 23%	9 8%	8 24%	2 11%
Tend to agree	1772 40%	22 27%	496 40%	334 37%	172 40%	120 39%	37 46%	59 43%	47 38%	202 39%	78 34%	93 47%	85 39%	42 36%	44 40%	49 42%	129 40%	17 36%	48 44%	11 32%	8 42%
Neither agree nor disagree	1060 24%	16 20%	255 20%	241 27%	125 29%	66 21%	15 19%	31 23%	25 20%	121 23%	55 24%	48 24%	53 24%	26 22%	29 27%	26 22%	90 28%	10 21%	30 28%	7 21%	5 26%
Tend to disagree	675 15%	17 21%	168 13%	156 17%	68 16%	81 20%	14 17%	20 15%	12 10%	88 17%	40 17%	20 10%	38 18%	21 18%	10 9%	17 14%	42 13%	6 13%	18 17%	5 15%	2 11%
Strongly disagree	129 3%	4 5%	53 4%	23 3%	10 2%	16 2%	2 2%	4 3%	5 4%	23 4%	5 2%	4 2%	4 2%	2 2%	5 5%	3 3%	6 2%	3 6%	2 2%	2 6%	-
No opinion	171 4%	2 2%	52 4%	38 4%	15 3%	4 1%	1 1%	4 3%	3 2%	8 2%	14 6%	6 3%	11 5%	2 2%	-	4 3%	23 7%	-	1 1%	1 3%	2 11%
Agree	2441 55%	42 52%	720 58%	442 49%	217 50%	173 56%	49 60%	78 57%	80 64%	283 54%	116 50%	118 60%	111 51%	65 56%	65 60%	68 58%	164 50%	28 60%	57 53%	19 56%	10 53%
Disagree	804 18%	21 26%	221 18%	179 20%	78 18%	67 22%	16 20%	24 18%	17 14%	111 21%	45 20%	24 12%	42 19%	23 20%	15 14%	20 17%	48 15%	9 19%	20 19%	7 21%	2 11%
Net agree	1637 37%	21 26%	499 40%	263 29%	139 32%	106 34%	33 41%	54 39%	63 50%	172 33%	71 31%	94 48%	69 32%	42 36%	50 46%	48 41%	116 36%	19 40%	37 34%	12 35%	8 42%

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Table 67

Q.8 Here are a number of statements which may apply to your working life here at the NRA. How strongly do you agree or disagree with each?

Base : All

1) Decisions often fail to result in actions

	Total	Region									Place of work		Job Satisfaction		Place to work	
		Anglian	Northumbria and Yorks	North West	Severn Trent	South Eastern	South West	Thames	Welsh	H.O. Bristol/London	Above/best	Below/worst	Satisfied	Dissatisfied	Better	Not as good
Base	4476	671	460	421	576	401	558	607	461	168	1819	706	2515	1254	236	2735
Strongly agree	669 15%	78 12%	51 11%	62 15%	70 12%	76 19%	69 12%	144 24%	66 14%	31 18%	212 12%	206 29%	270 11%	314 25%	33 14%	482 18%
Tend to agree	1772 40%	248 37%	196 43%	178 42%	220 38%	137 34%	214 38%	262 43%	185 40%	69 41%	685 38%	283 40%	967 38%	513 41%	93 39%	1111 41%
Neither agree nor disagree	1060 24%	168 25%	106 23%	102 24%	149 26%	100 25%	148 27%	113 19%	108 23%	35 21%	470 26%	106 15%	685 27%	206 16%	44 19%	589 22%
Tend to disagree	675 15%	123 18%	82 18%	54 13%	96 17%	57 14%	86 15%	58 10%	68 15%	30 18%	334 18%	58 8%	445 18%	130 10%	51 22%	375 14%
Strongly disagree	129 3%	26 4%	13 3%	12 3%	12 2%	14 3%	15 3%	15 2%	17 4%	1 1%	54 3%	34 5%	62 2%	50 4%	8 3%	95 3%
No opinion	171 4%	28 4%	12 3%	13 3%	29 5%	17 4%	26 5%	15 2%	17 4%	2 1%	64 4%	19 3%	86 3%	41 3%	7 3%	83 3%
Agree	2441 55%	326 49%	247 54%	240 57%	290 50%	213 53%	283 51%	406 67%	251 54%	100 60%	897 49%	489 69%	1237 49%	827 66%	126 53%	1593 58%
Disagree	804 18%	149 22%	95 21%	66 16%	108 19%	71 18%	101 18%	73 12%	85 18%	31 18%	388 21%	92 13%	507 20%	180 14%	59 25%	470 17%
Net agree	1637 37%	177 26%	152 33%	174 41%	182 32%	142 35%	182 33%	333 55%	166 36%	69 41%	509 28%	397 56%	730 29%	647 52%	67 28%	1123 41%

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National Rivers Authority (J/N:8605)

Table 68

Q.8 Here are a number of statements which may apply to your working life here at the NRA. How strongly do you agree or disagree with each?

Base : All

m) My work is appreciated by colleagues

	Total	Length of Service				Sex		Age					Job Grade							
		Under 1 yr	1-2 years	2-4 years	4+ years	Male	Female	Under 25	25-34	35-44	45-54	55+	A	B	C	D	E	F	SM	
Base	4476	232	168	872	3121	3162	1227	301	1411	1197	1132	340	441	655	913	975	524	245	158	
Strongly agree	386 9%	18 8%	14 8%	63 7%	284 9%	281 9%	96 8%	25 8%	83 6%	92 8%	127 11%	50 15%	40 9%	61 9%	76 8%	68 7%	38 7%	24 10%	20 13%	
Tend to agree	2067 46%	111 48%	84 50%	419 48%	1423 46%	1455 46%	582 47%	141 47%	631 45%	588 49%	530 47%	141 41%	180 41%	298 45%	389 43%	482 49%	294 56%	133 54%	98 62%	
Neither agree nor disagree	1079 24%	62 27%	45 27%	227 26%	727 23%	771 24%	293 24%	83 28%	363 26%	284 24%	256 23%	76 22%	104 24%	148 23%	234 26%	242 25%	118 23%	63 26%	23 15%	
Tend to disagree	601 13%	26 11%	16 10%	111 13%	440 14%	407 13%	179 15%	38 13%	230 16%	157 13%	127 11%	36 11%	62 14%	104 16%	142 16%	134 14%	55 10%	18 7%	9 6%	
Strongly disagree	235 5%	5 2%	7 4%	44 5%	171 5%	168 5%	60 5%	12 4%	77 5%	57 5%	66 6%	14 4%	36 8%	36 5%	51 6%	38 4%	11 2%	3 1%	7 4%	
No opinion	108 2%	10 4%	2 1%	8 1%	76 2%	80 3%	17 1%	2 1%	27 2%	19 2%	26 2%	23 7%	19 4%	8 1%	21 2%	11 1%	8 2%	4 2%	1 1%	
Agree	2453 55%	129 56%	98 58%	482 55%	1707 55%	1736 55%	678 55%	166 55%	714 51%	680 57%	657 58%	191 56%	220 50%	359 55%	465 51%	550 56%	332 63%	157 64%	118 75%	
Disagree	836 19%	31 13%	23 14%	155 18%	611 20%	575 18%	239 19%	50 17%	307 22%	214 18%	193 17%	50 15%	98 22%	140 21%	193 21%	172 18%	66 13%	21 9%	16 10%	
Net agree	1617 36%	98 42%	75 45%	327 38%	1096 35%	1161 37%	439 36%	116 39%	407 29%	466 39%	464 41%	141 41%	122 28%	219 33%	272 30%	378 39%	266 51%	136 56%	102 65%	

National Rivers Authority (J/N:8605)

Table 69

Q.8 Here are a number of statements which may apply to your working life here at the NRA. How strongly do you agree or disagree with each?

Base : All

m) My work is appreciated by colleagues

	Total	Job Func- tion	Job Function (core)									Job Function (Support)									
			RGM/ Area Mgr.	Flood Defe- -nce	Water Qual- -ity	Water Reso- urces	Fish- eries	Recrea- -tion	Conserva- -tion	Navigation	Military Func- -tion	Labour- -rates	Information Syst	Finance	Legal/ Est- -ate	Personnel	Public rela- -tion	Adminis- -tration	Corporate Plan- -ning	Technical Plan- -ning	Marketing Test- -ing
Base	4476	81	1248	900	435	310	81	137	125	523	230	196	217	116	109	118	325	47	108	34	19
Strongly agree	386 9%	9 11%	131 10%	66 7%	29 7%	29 9%	9 11%	14 10%	19 15%	52 10%	16 7%	14 7%	20 9%	14 12%	6 6%	18 15%	26 8%	- -	17 16%	5 15%	3 16%
Tend to agree	2067 46%	41 51%	487 39%	462 51%	236 54%	162 52%	41 51%	70 51%	54 43%	253 48%	93 40%	87 44%	114 53%	60 52%	64 59%	58 49%	145 45%	26 55%	46 43%	19 56%	9 47%
Neither agree nor disagree	1079 24%	19 23%	310 25%	202 22%	99 23%	69 22%	14 17%	26 19%	30 24%	121 23%	65 28%	51 26%	50 23%	24 21%	24 22%	21 18%	77 24%	12 26%	31 29%	5 15%	5 26%
Tend to disagree	601 13%	7 9%	174 14%	121 13%	50 11%	30 10%	14 17%	21 15%	16 13%	69 13%	35 15%	31 16%	23 11%	9 8%	8 7%	13 11%	53 16%	7 15%	10 9%	3 9%	-
Strongly disagree	235 5%	4 5%	97 8%	35 4%	11 3%	16 5%	2 2%	4 3%	5 4%	21 4%	15 7%	9 5%	6 3%	8 7%	7 6%	4 3%	19 6%	1 2%	2 2%	2 6%	2 11%
No opinion	108 2%	1 1%	49 4%	14 2%	10 2%	4 1%	1 1%	2 1%	1 1%	7 1%	6 3%	4 2%	4 2%	1 1%	-	4 3%	5 2%	1 2%	2 2%	-	-
Agree	2453 55%	50 62%	618 50%	528 59%	265 61%	191 62%	50 62%	84 61%	73 58%	305 58%	109 47%	101 52%	134 62%	74 64%	70 64%	76 64%	171 53%	26 55%	63 58%	24 71%	12 63%
Disagree	836 19%	11 14%	271 22%	156 17%	61 14%	46 15%	16 20%	25 18%	21 17%	90 17%	50 22%	40 20%	29 13%	17 15%	15 14%	17 14%	72 22%	8 17%	12 11%	5 15%	2 11%
Net agree	1617 36%	39 48%	347 28%	372 41%	204 47%	145 47%	34 42%	59 43%	52 42%	215 41%	59 26%	61 31%	105 48%	57 49%	55 50%	59 50%	99 30%	18 38%	51 47%	19 56%	10 53%

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Table 70

Q.8 Here are a number of statements which may apply to your working life here at the NRA. How strongly do you agree or disagree with each?

Base : All

m) My work is appreciated by colleagues

	Total	Region									Place of work		Job Satisf-action		Place to work	
		Angl- ian Yorks	North mbria and Yorks	North West	Seve- rn Trent	South -ern	South West	Tham- es	Welsh	H.O. Brist- -ol/ London	Above /best	Below /wor- st	Satis- fied	Diss- atisf- ied	Bett- er	Not as good
Base	4476	671	460	421	576	401	558	607	461	168	1819	706	2515	1254	236	2735
Strongly agree	386 9%	54 8%	49 11%	35 8%	41 7%	37 9%	41 7%	63 10%	35 8%	15 9%	202 11%	53 8%	285 11%	69 6%	38 16%	224 8%
Tend to agree	2067 46%	331 49%	226 49%	195 46%	268 47%	167 42%	249 45%	269 44%	205 44%	91 54%	934 51%	246 35%	1387 55%	419 33%	121 51%	1196 44%
Neither agree nor disagree	1079 24%	166 25%	101 22%	108 26%	140 24%	100 25%	145 26%	139 23%	110 24%	39 23%	421 23%	152 22%	549 22%	290 23%	42 18%	662 24%
Tend to disagree	601 13%	76 11%	51 11%	54 13%	76 13%	53 13%	86 15%	92 15%	81 18%	14 8%	181 10%	136 19%	204 8%	287 23%	28 12%	413 15%
Strongly disagree	235 5%	23 3%	23 5%	20 5%	34 6%	41 10%	25 4%	29 5%	23 5%	7 4%	44 2%	97 14%	42 2%	157 13%	6 3%	187 7%
No opinion	108 2%	21 3%	10 2%	9 2%	17 3%	3 1%	12 2%	15 2%	7 2%	2 1%	37 2%	22 3%	48 2%	32 3%	1 *	53 2%
Agree	2453 55%	385 57%	275 60%	230 55%	309 54%	204 51%	290 52%	332 55%	240 52%	106 63%	1136 62%	299 42%	1672 66%	488 39%	159 67%	1420 52%
Disagree	836 19%	99 15%	74 16%	74 18%	110 19%	94 23%	111 20%	121 20%	104 23%	21 13%	225 12%	233 33%	246 10%	444 35%	34 14%	600 22%
Net agree	1617 36%	286 43%	201 44%	156 37%	199 35%	110 27%	179 32%	211 35%	136 30%	85 51%	911 50%	66 9%	1426 57%	44 4%	125 53%	820 30%

National Rivers Authority (J/N:8605)

Table 107

Q.10 Below is a list of things that a job may offer. First, how satisfied are you with each of these factors in your job?

Base : All

d) Opportunity for promotion

	Total	Job Function RGM/ Area Mgr.	Job Function (core)								Job Function (Support)										
			Flood Defe- -nce	Water Qual- -ity	Water Reso- urces	Fish- eries	Recr- eat- ion	Cons- erva- tion	Navi- gat- ion	Mlti- Func- tional	Labo- rati- on- ries	Info- rmat- ion Syst	Fin- ance	Leg- al/ Est- ate	Pers- onn- el	Pbhc rela- tion	Adm- inis- trat- ion	Corp orte- Plan- ning	Tech nical Plan- ning	Mar- ket Test- ing	Intr- nal Aud- it
Base	4476	81	1248	900	435	310	81	137	125	523	230	196	217	116	109	118	325	47	108	34	19
Very satisfied	72 2%	2 2%	32 3%	7 1%	4 1%	3 1%	2 2%	3 2%	3 2%	12 2%	1 *	6 3%	3 1%	2 2%	6 6%	7 6%	7 2%	2 4%	5 5%	2 6%	-
Fairly satisfied	453 10%	14 17%	130 10%	60 7%	27 6%	34 11%	5 6%	9 7%	11 9%	68 13%	15 7%	22 11%	27 12%	11 9%	12 11%	17 14%	35 11%	6 13%	12 11%	7 21%	-
Neither satisfied nor dissatisfied	924 21%	30 37%	241 19%	183 20%	99 23%	56 18%	17 21%	27 20%	27 22%	108 21%	38 17%	45 23%	44 20%	29 25%	29 27%	29 25%	69 21%	12 26%	14 13%	9 26%	5 26%
Fairly dissatisfied	1177 26%	18 22%	305 24%	252 28%	122 28%	78 25%	24 30%	43 31%	20 16%	135 26%	63 27%	53 27%	67 31%	29 25%	29 27%	27 23%	91 28%	19 40%	31 29%	8 24%	9 47%
Very dissatisfied	1564 35%	15 19%	424 34%	377 42%	157 36%	115 37%	25 31%	43 31%	45 36%	163 31%	104 45%	63 32%	65 30%	41 35%	26 24%	30 25%	99 30%	8 17%	42 39%	7 21%	5 26%
Not applicable/no opinion	286 6%	2 2%	116 9%	21 2%	26 6%	24 8%	8 10%	12 9%	19 15%	37 7%	9 4%	7 4%	11 5%	4 3%	7 6%	8 7%	24 7%	- -	4 4%	1 3%	-
Satisfied	525 12%	16 20%	162 13%	67 7%	31 7%	37 12%	7 9%	12 9%	14 11%	80 15%	16 7%	28 14%	30 14%	13 11%	18 17%	24 20%	42 13%	8 17%	17 16%	9 26%	-
Dissatisfied	2741 61%	33 41%	729 58%	629 70%	279 64%	193 62%	49 60%	86 63%	65 52%	298 57%	167 73%	116 59%	132 61%	70 60%	55 50%	57 48%	190 58%	27 57%	73 68%	15 44%	14 74%
Net satisfied	-2216 -50%	-17 -21%	-567 -45%	-562 -62%	-248 -57%	-156 -50%	-42 -52%	-74 -54%	-51 -41%	-218 -42%	-151 -66%	-88 -45%	-102 -47%	-57 -49%	-37 -34%	-33 -28%	-148 -46%	-19 -40%	-56 -52%	-6 -18%	-14 -74%

Q.10 Below is a list of things that a job may offer. First, how satisfied are you with each of these factors in your job?

Base : All

d) Opportunity for promotion

	Total	Region									Place of work		Job Satisfaction		Place to work	
		Anglian	Northumbria and Yorks	North West	Severn Trent	South-east	South West	Thames	Welsh	H.O. Bristol/London	Above/best	Below/worst	Satisfied	Dissatisfied	Better	Not as good
Base	4476	671	460	421	576	401	558	607	461	168	1819	706	2515	1254	236	2735
Very satisfied	72 2%	8 1%	19 4%	9 2%	8 1%	3 1%	8 1%	8 1%	4 1%	4 2%	46 3%	3 *	62 2%	7 1%	17 7%	30 1%
Fairly satisfied	453 10%	59 9%	50 11%	35 8%	53 9%	39 10%	60 11%	51 8%	49 11%	31 18%	290 16%	22 3%	380 15%	44 4%	54 23%	203 7%
Neither satisfied nor dissatisfied	924 21%	144 21%	109 24%	100 24%	107 19%	84 21%	123 22%	105 17%	88 19%	41 24%	474 26%	72 10%	677 27%	118 9%	51 22%	493 18%
Fairly dissatisfied	1177 26%	213 32%	132 29%	103 24%	164 28%	93 23%	127 23%	155 26%	114 25%	38 23%	483 27%	136 19%	681 27%	284 23%	49 21%	743 27%
Very dissatisfied	1564 35%	211 31%	124 27%	155 37%	206 36%	143 36%	202 36%	242 40%	185 40%	48 29%	414 23%	444 63%	552 22%	735 59%	49 21%	1111 41%
Not applicable/no opinion	286 6%	36 5%	26 6%	19 5%	38 7%	39 10%	38 7%	46 8%	21 5%	6 4%	112 6%	29 4%	163 6%	66 5%	16 7%	155 6%
Satisfied	525 12%	67 10%	69 15%	44 10%	61 11%	42 10%	68 12%	59 10%	53 11%	35 21%	336 18%	25 4%	442 18%	51 4%	71 30%	233 9%
Dissatisfied	2741 61%	424 63%	256 56%	258 61%	370 64%	236 59%	329 59%	397 65%	299 65%	86 51%	897 49%	580 82%	1233 49%	1019 81%	98 42%	1854 68%
Net satisfied	-2216 -50%	-357 -53%	-187 -41%	-214 -51%	-309 -54%	-194 -48%	-261 -47%	-338 -56%	-246 -53%	-51 -30%	-561 -31%	-555 -79%	-791 -31%	-968 -77%	-27 -11%	-1621 -59%

Table 109

Q.10 Below is a list of things that a job may offer. First, how satisfied are you with each of these factors in your job?

Base : All

e) Rewards for performance

	Total	Length of Service				Sex		Age					Job Grade						
		Under 1 yr	1-2 years	2-4 years	4+ years	Male	Female	Under 25	25-34	35-44	45-54	55+	A	B	C	D	E	F	SM
Base	4476	232	168	872	3121	3162	1227	301	1411	1197	1132	340	441	655	913	975	524	245	158
Very satisfied	54 1%	3 1%	3 2%	4 *	44 1%	45 1%	8 1%	1 *	6 *	14 1%	23 2%	9 3%	7 2%	5 1%	3 *	9 1%	4 1%	3 1%	7 4%
Fairly satisfied	362 8%	26 11%	15 9%	68 8%	249 8%	260 8%	94 8%	22 7%	90 6%	85 7%	107 9%	52 15%	36 8%	47 7%	46 5%	59 6%	36 7%	16 7%	53 34%
Neither satisfied nor dissatisfied	833 19%	65 28%	34 20%	166 19%	556 18%	588 19%	235 19%	61 20%	264 19%	230 19%	203 18%	63 19%	83 19%	108 16%	151 17%	181 19%	115 22%	78 32%	36 23%
Fairly dissatisfied	1432 32%	69 30%	51 30%	321 37%	966 31%	979 31%	433 35%	116 39%	473 34%	394 33%	344 30%	78 23%	123 28%	217 33%	301 33%	312 32%	197 38%	91 37%	44 28%
Very dissatisfied	1599 36%	40 17%	54 32%	282 32%	1193 38%	1165 37%	398 32%	85 28%	538 38%	431 36%	403 36%	106 31%	158 36%	249 38%	372 41%	389 40%	161 31%	54 22%	17 11%
Not applicable/no opinion	196 4%	29 13%	11 7%	31 4%	113 4%	125 4%	59 5%	16 5%	40 3%	43 4%	52 5%	32 9%	34 8%	29 4%	40 4%	25 3%	11 2%	3 1%	1 1%
Satisfied	416 9%	29 13%	18 11%	72 8%	293 9%	305 10%	102 8%	23 8%	96 7%	99 8%	130 11%	61 18%	43 10%	52 8%	49 5%	68 7%	40 8%	19 8%	60 38%
Dissatisfied	3031 68%	109 47%	105 63%	603 69%	2159 69%	2144 68%	831 68%	201 67%	1011 72%	825 69%	747 66%	184 54%	281 64%	466 71%	673 74%	701 72%	358 68%	145 59%	61 39%
Net satisfied	-2615 -58%	-80 -34%	-87 -52%	-531 -61%	-1866 -60%	1839 -58%	-729 -59%	-178 -59%	-915 -65%	-726 -61%	-617 -55%	-123 -36%	-238 -54%	-414 -63%	-624 -68%	-633 -65%	-318 -61%	-126 -51%	-1 -1%

Q.10 Below is a list of things that a job may offer. First, how satisfied are you with each of these factors in your job?

Base : All

e) Rewards for performance

	Total	Job Function RGM/ Area Mgr.	Job Function (core)								Job Function (Support)										
			Flo- od Defe- -nce	Wter Qual- -ity	Wter Reso- urces	Fish -eries	Recr eat- ion	Cons erva- tion	Nav- gat- ion	Miti- Func- tion- al	Labo- rati- on- ries	Info- rmat- ion Syst	Fin- ance	Leg- al/ Est- ate	Pers onn- el	Pb- lic rela- tion	Adm- inis- trat- ion	Corp orte- Plan ning	Tech ncal- Plan ning	Mar- ket Test- ing	Intr- nal Aud- it
Base	4476	81	1248	900	435	310	81	137	125	523	230	196	217	116	109	118	325	47	108	34	19
Very satisfied	54 1%	2 2%	25 2%	2 *	5 1%	2 1%	1 1%	2 1%	1 1%	6 1%	3 1%	2 1%	2 1%	-	2 2%	3 3%	5 2%	1 2%	4 4%	1 3%	1 5%
Fairly satisfied	362 8%	6 7%	136 11%	43 5%	22 5%	18 6%	5 6%	8 6%	10 8%	57 11%	7 3%	14 7%	25 12%	11 9%	7 6%	17 14%	34 10%	2 4%	10 9%	8 24%	1 5%
Neither satisfied nor dissatisfied	833 19%	27 33%	189 15%	158 18%	107 25%	62 20%	14 17%	24 18%	16 13%	98 19%	42 18%	31 16%	40 18%	18 16%	28 26%	20 17%	64 20%	10 21%	17 16%	4 12%	3 16%
Fairly dissatisfied	1432 32%	26 32%	336 27%	293 33%	160 37%	93 30%	24 30%	46 34%	41 33%	171 33%	78 34%	65 33%	76 35%	31 27%	43 39%	45 38%	109 34%	23 49%	42 39%	16 47%	8 42%
Very dissatisfied	1599 36%	18 22%	496 40%	377 42%	122 28%	111 36%	31 38%	47 34%	46 37%	168 32%	92 40%	78 40%	72 33%	55 47%	27 25%	28 24%	99 30%	11 23%	33 31%	5 15%	5 26%
Not applicable/no opinion	196 4%	2 2%	66 5%	27 3%	19 4%	24 8%	6 7%	10 7%	11 9%	23 4%	8 3%	6 3%	2 1%	1 1%	2 2%	5 4%	14 4%	-	2 2%	-	1 5%
Satisfied	416 9%	8 10%	161 13%	45 5%	27 6%	20 6%	6 7%	10 7%	11 9%	63 12%	10 4%	16 8%	27 12%	11 9%	9 8%	20 17%	39 12%	3 6%	14 13%	9 26%	2 11%
Dissatisfied	3031 68%	44 54%	832 67%	670 74%	282 65%	204 66%	55 68%	93 68%	87 70%	339 65%	170 74%	143 73%	148 68%	86 74%	70 64%	73 62%	208 64%	34 72%	75 69%	21 62%	13 68%
Net satisfied	-2615 -58%	-36 -44%	-671 -54%	-625 -69%	-255 -59%	-184 -59%	-49 -60%	-83 -61%	-76 -61%	-276 -53%	-160 -70%	-127 -65%	-121 -56%	-75 -65%	-61 -56%	-53 -45%	-169 -52%	-31 -66%	-61 -56%	-12 -35%	-11 -58%

Fieldwork dates : 8th - 22nd February 1995
Market & Opinion Research International (MORI)

MORI

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National Rivers Authority (J/N:8605)

Table 111

Q.10 Below is a list of things that a job may offer. First, how satisfied are you with each of these factors in your job?

Base : All

e) Rewards for performance

	Total	Region									Place of work		Job Satisfaction		Place to work	
		Anglian	Northumbria and Yorks	North West	Severn Trent	South Eastern	South West	Thames	Welsh	H.O. Bristol/London	Above/best	Below/worst	Satisfied	Dissatisfied	Better	Not as good
Base	4476	671	460	421	576	401	558	607	461	168	1819	706	2515	1254	236	2735
Very satisfied	54 1%	4 1%	11 2%	6 1%	8 1%	1 *	3 1%	10 2%	2 *	6 4%	37 2%	1 *	47 2%	3 *	12 5%	19 1%
Fairly satisfied	362 8%	49 7%	44 10%	30 7%	44 8%	24 6%	43 8%	47 8%	40 9%	29 17%	242 13%	11 2%	306 12%	33 3%	49 21%	141 5%
Neither satisfied nor dissatisfied	833 19%	122 18%	91 20%	75 18%	102 18%	78 19%	134 24%	95 16%	75 16%	32 19%	448 25%	50 7%	598 24%	105 8%	51 22%	417 15%
Fairly dissatisfied	1432 32%	225 34%	157 34%	142 34%	190 33%	102 25%	175 31%	196 32%	143 31%	58 35%	592 33%	164 23%	855 34%	329 26%	60 25%	903 33%
Very dissatisfied	1599 36%	251 37%	138 30%	154 37%	209 36%	171 43%	174 31%	227 37%	186 40%	38 23%	421 23%	459 65%	601 24%	740 59%	47 20%	1167 43%
Not applicable/no opinion	196 4%	20 3%	19 4%	14 3%	23 4%	25 6%	29 5%	32 5%	15 3%	5 3%	79 4%	21 3%	108 4%	44 4%	17 7%	88 3%
Satisfied	416 9%	53 8%	55 12%	36 9%	52 9%	25 6%	46 8%	57 9%	42 9%	35 21%	279 15%	12 2%	353 14%	36 3%	61 26%	160 6%
Dissatisfied	3031 68%	476 71%	295 64%	296 70%	399 69%	273 68%	349 63%	423 70%	329 71%	96 57%	1013 56%	623 88%	1456 58%	1069 85%	107 45%	2070 76%
Net satisfied	-2615 -58%	-423 -63%	-240 -52%	-260 -62%	-347 -60%	-248 -62%	-303 -54%	-366 -60%	-287 -62%	-61 -36%	-734 -40%	-611 -87%	-1103 -44%	-1033 -82%	-46 -19%	-1910 -70%

National Rivers Authority (J/N:8605)

Table 112

Q.10 Below is a list of things that a job may offer. First, how satisfied are you with each of these factors in your job?

Base : All

f) Receiving credit for good work

	Total	Length of Service				Sex		Age					Job Grade						
		Under 1 yr	1-2 years	2-4 years	4+ years	Male	Female	Under 25	25-34	35-44	45-54	55+	A	B	C	D	E	F	SM
Base	4476	232	168	872	3121	3162	1227	301	1411	1197	1132	340	441	655	913	975	524	245	158
Very satisfied	199 4%	19 8%	10 6%	38 4%	129 4%	137 4%	57 5%	15 5%	38 3%	51 4%	66 6%	27 8%	29 7%	30 5%	30 3%	32 3%	20 4%	11 4%	18 11%
Fairly satisfied	1206 27%	82 35%	64 38%	246 28%	796 26%	848 27%	342 28%	79 26%	378 27%	307 26%	327 29%	96 28%	102 23%	167 25%	207 23%	257 26%	165 31%	91 37%	79 50%
Neither satisfied nor dissatisfied	984 22%	54 23%	33 20%	204 23%	674 22%	700 22%	261 21%	72 24%	297 21%	280 23%	232 20%	80 24%	97 22%	132 20%	204 22%	214 22%	142 27%	63 26%	27 17%
Fairly dissatisfied	1162 26%	51 22%	37 22%	242 28%	818 26%	813 26%	335 27%	87 29%	419 30%	333 28%	255 23%	52 15%	105 24%	167 25%	266 29%	289 30%	145 28%	55 22%	24 15%
Very dissatisfied	826 18%	17 7%	21 13%	133 15%	637 20%	591 19%	214 17%	44 15%	266 19%	206 17%	226 20%	62 18%	95 22%	149 23%	182 20%	175 18%	50 10%	21 9%	10 6%
Not applicable/no opinion	99 2%	9 4%	3 2%	9 1%	67 2%	73 2%	18 1%	4 1%	15 1%	20 2%	26 2%	23 7%	13 3%	10 2%	24 3%	8 1%	2 *	4 2%	-
Satisfied	1405 31%	101 44%	74 44%	284 33%	925 30%	985 31%	399 33%	94 31%	414 29%	358 30%	393 35%	123 36%	131 30%	197 30%	237 26%	289 30%	185 35%	102 42%	97 61%
Dissatisfied	1988 44%	68 29%	58 35%	375 43%	1455 47%	1404 44%	549 45%	131 44%	685 49%	539 45%	481 42%	114 34%	200 45%	316 48%	448 49%	464 48%	195 37%	78 31%	34 22%
Not satisfied	-583 -13%	33 14%	16 10%	-91 -10%	-530 -17%	-419 -13%	-150 -12%	-37 -12%	-271 -19%	-181 -15%	-88 -8%	9 3%	-69 -16%	-119 -18%	-211 -23%	-175 -18%	-10 -2%	26 11%	63 40%

National Rivers Authority (J/N:8605)

Table 113

Q.10 Below is a list of things that a job may offer. First, how satisfied are you with each of these factors in your job?

Base : All

f) Receiving credit for good work

	Total	Job Func- tion RGM/ Area Mgr.	Job Function (core)								Job Function (Support)										
			Flo- od Defe- -nce	Wter Qual -ity	Wter Reso- urces	Fish -eri- es	Recr eat- ion	Cons erva- tion	Navl gat- ion	Miti Func- -al	Labo- ratio- ries	Info- rmat- -ion Syst	Fin- ance	Leg- al/ Est- ate	Pers onn- el	Pblc rela- tion	Adm- inis- trat- -ion	Corp orte- Plan- ning	Tech ncal Plan- ning	Mar- ket Test- -ing	Intr nal Aud- it
Base	4476	81	1248	900	435	310	81	137	125	523	230	196	217	116	109	118	325	47	108	34	19
Very satisfied	199 4%	4 5%	67 5%	19 2%	12 3%	17 5%	3 4%	10 7%	7 6%	35 7%	5 2%	6 3%	17 8%	4 3%	5 5%	13 11%	17 5%	2 4%	8 7%	3 9%	4 21%
Fairly satisfied	1206 27%	39 48%	305 24%	226 25%	125 29%	91 29%	21 26%	41 30%	29 23%	153 29%	44 19%	46 23%	71 33%	43 37%	41 38%	45 38%	97 30%	19 40%	31 29%	12 35%	1 5%
Neither satisfied nor dissatisfied	984 22%	18 22%	247 20%	199 22%	111 26%	72 23%	25 31%	26 19%	22 18%	115 22%	53 23%	47 24%	45 21%	23 20%	22 20%	13 11%	75 23%	10 21%	19 18%	8 24%	5 26%
Fairly dissatisfied	1162 26%	9 11%	291 23%	280 31%	117 27%	76 25%	19 23%	36 28%	37 30%	121 23%	70 30%	62 32%	60 28%	28 24%	25 23%	30 25%	77 24%	11 23%	31 29%	8 24%	6 32%
Very dissatisfied	826 18%	9 11%	294 24%	165 18%	63 14%	48 15%	11 14%	21 15%	28 22%	86 16%	55 24%	30 15%	23 11%	17 15%	15 14%	13 11%	54 17%	4 9%	17 16%	3 9%	3 16%
Not applicable/no opinion	99 2%	2 2%	44 4%	11 1%	7 2%	6 2%	2 2%	1 1%	2 2%	13 2%	3 1%	5 3%	1 *	1 1%	1 1%	4 3%	5 2%	1 2%	2 2%	- -	- -
Satisfied	1405 31%	43 53%	372 30%	245 27%	137 31%	108 35%	24 30%	51 37%	36 29%	188 36%	49 21%	52 27%	88 41%	47 41%	46 42%	58 49%	114 35%	21 45%	39 36%	15 44%	5 26%
Dissatisfied	1988 44%	18 22%	585 47%	445 49%	180 41%	124 40%	30 37%	59 43%	65 52%	207 40%	125 54%	92 47%	83 38%	45 39%	40 37%	43 36%	131 40%	15 32%	48 44%	11 32%	9 47%
Net satisfied	-583 -13%	25 31%	-213 -17%	-200 -22%	-43 -10%	-16 -5%	-6 -7%	-8 -6%	-29 -23%	-19 -4%	-76 -33%	-40 -20%	5 2%	2 2%	6 6%	15 13%	-17 -5%	6 13%	-9 -8%	4 12%	-4 -21%

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Q.10 Below is a list of things that a job may offer. First, how satisfied are you with each of these factors in your job?

Base : All

f) Receiving credit for good work

	Total	Region									Place of work		Job Satisfaction		Place to work	
		Anglian	North mbria and Yorks	North West	Severn Trent	South -ern West	South West	Thames	Welsh	H.O. Bristol/ London	Above /best	Below /worst	Satisfied	Dissatisfied	Better	Not as good
Base	4476	671	460	421	576	401	558	607	461	168	1819	706	2515	1254	236	2735
Very satisfied	199 4%	32 5%	29 6%	15 4%	24 4%	12 3%	18 3%	24 4%	21 5%	19 11%	138 8%	10 1%	174 7%	14 1%	37 16%	71 3%
Fairly satisfied	1206 27%	191 28%	153 33%	104 25%	139 24%	82 20%	164 29%	142 23%	130 28%	65 39%	661 36%	87 12%	906 36%	172 14%	97 41%	650 24%
Neither satisfied nor dissatisfied	984 22%	155 23%	99 22%	84 20%	130 23%	99 25%	131 23%	125 21%	94 20%	28 17%	438 24%	96 14%	595 24%	201 16%	40 17%	552 20%
Fairly dissatisfied	1162 26%	163 24%	111 24%	129 31%	172 30%	93 23%	132 24%	171 28%	123 27%	35 21%	351 19%	215 30%	561 22%	387 31%	43 18%	776 28%
Very dissatisfied	826 18%	115 17%	60 13%	78 19%	104 18%	102 25%	99 18%	132 22%	86 19%	20 12%	197 11%	284 40%	224 9%	457 36%	16 7%	633 23%
Not applicable/no opinion	99 2%	15 2%	8 2%	11 3%	7 1%	13 3%	14 3%	13 2%	7 2%	1 1%	34 2%	14 2%	55 2%	23 2%	3 1%	53 2%
Satisfied	1405 31%	223 33%	182 40%	119 28%	163 28%	94 23%	182 33%	166 27%	151 33%	84 50%	799 44%	97 14%	1080 43%	186 15%	134 57%	721 26%
Dissatisfied	1988 44%	278 41%	171 37%	207 49%	276 48%	195 49%	231 41%	303 50%	209 45%	55 33%	548 30%	499 71%	785 31%	844 67%	59 25%	1409 52%
Net satisfied	-583 -13%	-55 -8%	11 2%	-88 -21%	-113 -20%	-101 -25%	-49 -9%	-137 -23%	-58 -13%	29 17%	251 14%	-402 -57%	295 12%	-658 -52%	75 32%	-688 -25%

National Rivers Authority (J/N:8605)

Table 115

Q.10 Below is a list of things that a job may offer. First, how satisfied are you with each of these factors in your job?

Base : All

a) Good workplace conditions (eg cleanliness/space etc)

	Total	Length of Service				Sex		Age					Job Grade						
		Under 1 yr	1-2 years	2-4 years	4+ years	Male	Female	Under 25	25-34	35-44	45-54	55+	A	B	C	D	E	F	SM
Base	4476	232	168	872	3121	3162	1227	301	1411	1197	1132	340	441	655	913	975	524	245	158
Very satisfied	802 18%	46 20%	46 27%	161 18%	536 17%	558 18%	227 19%	70 23%	201 14%	200 17%	236 21%	74 22%	88 20%	134 20%	151 17%	156 16%	87 17%	45 18%	45 28%
Fairly satisfied	1763 39%	107 46%	67 40%	352 40%	1205 39%	1222 39%	507 41%	125 42%	552 39%	469 39%	456 40%	128 38%	190 43%	256 39%	353 39%	370 38%	211 40%	117 48%	70 44%
Neither satisfied nor dissatisfied	749 17%	43 19%	25 15%	145 17%	525 17%	548 17%	190 15%	52 17%	280 20%	206 17%	158 14%	41 12%	57 13%	115 18%	168 18%	169 17%	90 17%	29 12%	21 13%
Fairly dissatisfied	607 14%	22 9%	19 11%	134 15%	429 14%	418 13%	185 15%	35 12%	254 18%	152 13%	133 12%	27 8%	50 11%	76 12%	123 13%	175 18%	80 15%	28 11%	14 9%
Very dissatisfied	410 9%	13 6%	9 5%	67 8%	308 10%	291 9%	106 9%	17 6%	112 8%	133 11%	102 9%	35 10%	34 8%	58 9%	89 10%	90 9%	54 10%	26 11%	5 3%
Not applicable/no opinion	145 3%	1 *	2 1%	13 1%	118 4%	125 4%	12 1%	2 1%	12 1%	37 3%	47 4%	35 10%	22 5%	16 2%	29 3%	15 2%	2 *	-	3 2%
Satisfied	2565 57%	153 66%	113 67%	513 59%	1741 56%	1780 56%	734 60%	195 65%	753 53%	669 56%	692 61%	202 59%	278 63%	390 60%	504 55%	526 54%	298 57%	162 66%	115 73%
Dissatisfied	1017 23%	35 15%	28 17%	201 23%	737 24%	709 22%	291 24%	52 17%	366 26%	285 24%	235 21%	62 18%	84 19%	134 20%	212 23%	265 27%	134 26%	54 22%	19 12%
Not satisfied	1548 35%	118 51%	85 51%	312 36%	1004 32%	1071 34%	443 36%	143 48%	387 27%	384 32%	457 40%	140 41%	194 44%	256 39%	292 32%	261 27%	164 31%	108 44%	96 61%

National Rivers Authority (J/N:8605)

Table 116

Q.10 Below is a list of things that a job may offer. First, how satisfied are you with each of these factors in your job?

Base : All

a) Good workolace conditions (eg cleanliness/space etc)

	Total	Job Func- tion	Job Function (core)								Job Function (Support)										
			RGM/ Area Mgr.	Flo- od Defe- -nce	Wter Qual- -ity	Wter Reso- -urces	Fish -eri- es	Recr eat- ion	Cons erva- tion	Navi gat- ion	Milti Func- -tional	Labo rati- -es	Info rmat- -ion Syst	Fin- ance	Leg- al/ Est- -ate	Pers onn- el	Pbhc rela- -tion	Adm- inis- -tration	Corp orte Plan- ning	Tech ncal Plan- ning	Mar- ket Test- -ing
Base	4476	81	1248	900	435	310	81	137	125	523	230	196	217	116	109	118	325	47	108	34	19
Very satisfied	802 18%	15 19%	227 18%	123 14%	72 17%	49 16%	17 21%	27 20%	29 23%	96 18%	38 17%	31 16%	53 24%	22 19%	29 27%	24 20%	82 25%	12 26%	15 14%	14 41%	7 37%
Fairly satisfied	1763 39%	43 53%	478 38%	364 40%	177 41%	100 32%	28 35%	51 37%	46 38%	194 37%	66 29%	86 44%	94 43%	51 44%	46 42%	40 34%	141 43%	15 32%	48 44%	10 29%	8 42%
Neither satisfied nor dissatisfied	749 17%	7 9%	199 16%	177 20%	73 17%	57 18%	14 17%	17 12%	20 16%	94 18%	54 23%	41 21%	34 16%	21 18%	19 17%	24 20%	36 11%	10 21%	13 12%	3 9%	2 11%
Fairly dissatisfied	607 14%	8 10%	160 13%	133 15%	71 16%	30 10%	8 10%	19 14%	12 10%	70 13%	49 21%	22 11%	22 10%	14 12%	8 7%	15 13%	36 11%	8 17%	18 17%	5 15%	1 5%
Very dissatisfied	410 9%	6 7%	121 10%	89 10%	38 9%	38 12%	7 9%	12 9%	12 10%	50 10%	20 9%	13 7%	12 6%	6 5%	5 5%	12 10%	24 7%	1 2%	14 13%	2 6%	1 5%
Not applicable/no opinion	145 3%	2 2%	63 5%	14 2%	4 1%	36 12%	7 9%	11 8%	4 3%	19 4%	3 1%	3 2%	2 1%	2 2%	2 2%	3 3%	6 2%	1 2%	-	-	-
Satisfied	2565 57%	58 72%	705 56%	487 54%	249 57%	149 48%	45 56%	78 57%	77 62%	290 55%	104 45%	117 60%	147 68%	73 63%	75 69%	64 54%	223 69%	27 57%	63 58%	24 71%	15 79%
Dissatisfied	1017 23%	14 17%	281 23%	222 25%	109 25%	68 22%	15 19%	31 23%	24 19%	120 23%	69 30%	35 18%	34 16%	20 17%	13 12%	27 23%	60 18%	9 19%	32 30%	7 21%	2 11%
Net satisfied	1548 35%	44 54%	424 34%	265 29%	140 32%	81 26%	30 37%	47 34%	53 42%	170 33%	35 15%	82 42%	113 52%	53 46%	62 57%	37 31%	163 50%	18 38%	31 29%	17 50%	13 68%

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Table 264

Q.19 Now looking at the list again which three or four aspects are the most important for the future success of the NRA?

Base : All.

	Total	Length of Service				Sex		Age					Job Grade						
		Under 1 yr	1-2 years	2-4 years	4+ years	Male	Female	Under 25	25-34	35-44	45-54	55+	A	B	C	D	E	F	SM
Base	4476	232	168	872	3121	3162	1227	301	1411	1197	1132	340	441	655	913	975	524	245	158
a) Clear corporate objectives	2089 47%	119 51%	79 47%	419 48%	1442 46%	1475 47%	581 47%	149 50%	683 48%	572 48%	514 45%	134 39%	182 41%	278 42%	402 44%	472 48%	279 53%	142 58%	97 61%
b) Customer care	2253 50%	119 51%	97 58%	397 46%	1601 51%	1562 49%	646 53%	171 57%	594 42%	617 52%	628 55%	194 57%	263 60%	380 58%	456 50%	449 46%	211 40%	101 41%	78 49%
c) Technical excellence	2077 46%	110 47%	80 48%	471 54%	1386 44%	1412 45%	632 52%	148 49%	789 56%	544 45%	434 38%	125 37%	155 35%	279 43%	496 54%	539 55%	267 51%	117 48%	48 30%
d) Cost effectiveness	2235 50%	123 53%	91 54%	387 44%	1599 51%	1619 51%	580 47%	144 48%	673 48%	605 51%	602 53%	169 50%	222 50%	345 53%	415 45%	435 45%	272 52%	143 58%	90 57%
e) Delivery of quality services externally	2588 57%	131 56%	108 64%	520 60%	1770 57%	1763 56%	764 62%	190 63%	874 62%	706 59%	602 53%	147 43%	235 53%	376 57%	537 59%	615 63%	320 61%	151 62%	82 52%
f) Delivery of quality services internally	1165 26%	60 26%	41 24%	275 32%	771 25%	754 24%	394 32%	98 33%	463 33%	300 25%	229 20%	54 16%	107 24%	169 26%	277 30%	288 30%	145 28%	47 19%	25 16%
g) Business like approach	1578 35%	74 32%	57 34%	294 34%	1125 36%	1142 36%	412 34%	99 33%	452 32%	425 36%	440 39%	131 39%	163 37%	226 35%	268 29%	331 34%	188 36%	112 46%	73 46%

Q.19. Now looking at the list again which three or four aspects are the most important for the future success of the NRA?

Base : All

	Total	Job Func- tion	Job Function (core)								Job Function (Support)										
			RGM/ Area Mgr.	Flo- od Defe- -nce	Wter Qual -ity	Wter Reso- urces	Fish -eri- es	Recr eat- ion	Cons erva- tion	Navi gat- ion	Milti Func- tion- al	Labo- rati- -les	Info- rmat- -ion Syst	Fin- ance	Leg- al/ Est- ate	Pers onn- el	Pbhc rela- tion	Adm- inis- trat- -ion	Corp orte- Plan ning	Tech ncal Plan ning	Mar- ket Test- ing
Base	4476	81	1248	900	435	310	81	137	125	523	230	196	217	116	109	118	325	47	108	34	19
a) Clear corporate objectives	2089 47%	37 46%	489 39%	454 50%	208 48%	157 51%	51 63%	68 50%	54 43%	238 46%	91 40%	92 47%	116 53%	52 45%	60 55%	58 49%	156 48%	34 72%	55 51%	19 56%	9 47%
b) Customer care	2253 50%	41 51%	707 57%	374 42%	203 47%	159 51%	42 52%	56 41%	81 65%	272 52%	107 47%	93 47%	112 52%	57 49%	52 48%	68 58%	201 62%	25 53%	43 40%	19 56%	9 47%
c) Technical excellence	2077 46%	23 28%	436 35%	550 61%	263 60%	149 48%	39 48%	73 53%	46 37%	250 48%	141 61%	61 31%	78 36%	57 49%	36 33%	48 41%	139 43%	18 38%	62 57%	11 32%	5 26%
d) Cost effectiveness	2235 50%	52 64%	702 56%	394 44%	192 44%	158 51%	35 43%	49 36%	64 51%	242 46%	109 47%	106 54%	125 58%	61 53%	65 60%	66 56%	158 49%	31 66%	51 47%	22 65%	11 58%
e) Delivery of quality services externally	2568 57%	49 60%	640 51%	567 63%	273 63%	180 58%	48 59%	82 60%	68 54%	307 59%	139 60%	117 60%	122 56%	76 66%	66 61%	70 59%	189 58%	27 57%	63 58%	19 56%	15 79%
f) Delivery of quality services internally	1165 26%	14 17%	275 22%	267 30%	122 28%	67 22%	17 21%	48 35%	29 23%	137 26%	73 32%	56 29%	46 21%	33 28%	32 29%	24 20%	73 22%	7 15%	28 26%	2 6%	4 21%
g) Business like approach	1578 35%	45 56%	483 39%	260 29%	141 32%	93 30%	27 33%	37 27%	47 38%	177 34%	77 33%	80 41%	91 42%	39 34%	50 46%	47 40%	120 37%	21 45%	37 34%	19 56%	6 32%

National Rivers Authority (J/N:8605)

Table 268

Q.20 Thinking about each of the work values below, to what extent do you feel these are practised within your part of the NRA?

Base : All

a) Teamwork

	Total	Job Function	Job Function (core)										Job Function (Support)									
			RGM/ Area Mgr.	Flood Defence	Water Quality	Water Resources	Fisheries	Recreation	Conservation	Navigation	Mitigation	Labour Relations	Information Systems	Finance	Legal/Estimate	Personnel	Public Relations	Administration	Corporate Planning	Technical Planning	Marketing	Internal Audit
Base	4476	81		1248	900	435	310	81	137	125	523	230	196	217	116	109	118	325	47	108	34	19
To a great extent	1105 25%	24 30%		285 23%	247 27%	119 27%	121 39%	21 26%	42 31%	22 18%	118 23%	70 30%	37 19%	53 24%	28 24%	23 21%	33 28%	70 22%	10 21%	29 27%	14 41%	5 26%
To a fair extent	1755 39%	32 40%		448 36%	375 42%	182 42%	118 38%	34 42%	54 39%	41 33%	210 40%	104 45%	80 41%	90 41%	45 39%	44 40%	57 48%	130 40%	22 47%	40 37%	10 29%	10 53%
To some extent	1218 27%	17 21%		379 30%	218 24%	108 25%	59 19%	23 28%	32 23%	53 42%	151 29%	41 18%	57 29%	60 28%	36 31%	32 29%	23 19%	91 28%	13 28%	31 29%	8 24%	3 16%
Not at all	345 8%	6 7%		112 9%	54 6%	24 6%	10 3%	3 4%	8 6%	8 6%	42 8%	13 6%	21 11%	13 6%	7 6%	10 9%	4 3%	30 9%	2 4%	8 7%	1 3%	1 5%
Don't know	53 1%	2 2%		24 2%	6 1%	2 *	2 1%	- -	1 1%	1 1%	2 *	2 1%	1 1%	1 *	- -	- -	1 1%	4 1%	- -	- -	1 3%	- -
Great/fair extent	2860 64%	56 69%		733 59%	622 69%	301 69%	239 77%	55 68%	96 70%	63 50%	328 63%	174 76%	117 60%	143 66%	73 63%	67 61%	90 76%	200 62%	32 68%	69 64%	24 71%	15 79%
Some/not at all	1563 35%	23 28%		491 39%	272 30%	132 30%	69 22%	26 32%	40 29%	61 49%	193 37%	54 23%	78 40%	73 34%	43 37%	42 39%	27 23%	121 37%	15 32%	39 36%	9 26%	4 21%
Net extent	1297 29%	33 41%		242 19%	350 39%	169 39%	170 55%	29 36%	56 41%	2 2%	135 26%	120 52%	39 20%	70 32%	30 26%	25 23%	63 53%	79 24%	17 36%	30 28%	15 44%	11 58%

Q.20 Thinking about each of the work values below, to what extent do you feel these are practised within your part of the NRA?

Base : All

a) Teamwork

	Total	Region									Place of work		Job Satisf-action		Place to work	
		Angl- ian and Yorks	North mbria and Yorks	North West	Seve- rn Trent	South -ern	South West	Tham- es	Welsh	H.O. Brist- -ol/ Londn	Above /best	Below /wor- st	Satis- -fied	Diss- atisf- -ied	Bett- er	Not as good
Base	4476	671	460	421	576	401	558	607	461	168	1819	706	2515	1254	236	2735
To a great extent	1105 25%	174 26%	133 29%	101 24%	129 22%	93 23%	143 26%	139 23%	131 28%	21 13%	547 30%	117 17%	797 32%	170 14%	78 33%	636 23%
To a fair extent	1755 39%	288 43%	191 42%	165 39%	238 41%	145 36%	218 39%	196 32%	187 41%	72 43%	803 44%	186 26%	1085 43%	401 32%	91 39%	1007 37%
To some extent	1218 27%	165 25%	108 23%	119 28%	159 28%	109 27%	155 28%	204 34%	109 24%	59 35%	380 21%	264 37%	518 21%	466 37%	57 24%	811 30%
Not at all	345 8%	37 6%	26 6%	31 7%	45 8%	50 12%	37 7%	63 10%	30 7%	15 9%	76 4%	124 18%	93 4%	203 16%	9 4%	258 9%
Don't know	53 1%	7 1%	2 *	5 1%	5 1%	4 1%	5 1%	5 1%	4 1%	1 1%	13 1%	15 2%	22 1%	14 1%	1 *	23 1%
Great/fair extent	2860 64%	462 69%	324 70%	266 63%	367 64%	238 59%	361 65%	335 55%	318 69%	93 55%	1350 74%	303 43%	1882 75%	571 46%	169 72%	1643 60%
Some/not at all	1563 35%	202 30%	134 29%	150 36%	204 35%	159 40%	192 34%	267 44%	139 30%	74 44%	456 25%	388 55%	611 24%	669 53%	66 28%	1069 39%
Net extent	1297 29%	260 39%	190 41%	116 28%	163 28%	79 20%	169 30%	68 11%	179 39%	19 11%	894 49%	-85 -12%	1271 51%	-98 -8%	103 44%	574 21%

Q.20 Thinking about each of the work values below, to what extent do you feel these are practised within your part of the NRA?

Base : All

b) Leadership

	Total	Region									Place of work		Job Satisf- action		Place to work	
		Angli- ian and Yorks	North mbria and Yorks	North West	Seve- rn Trent	South -ern West	South West	Tham- es	Welsh	H.O. Brist- -ol/ London	Above /best	Below /wor- st	Satis- fied	Diss- atisf- ied	Bett- er	Not as good
Base	4476	671	460	421	576	401	558	607	461	168	1819	706	2515	1254	236	2735
To a great extent	423 9%	67 10%	51 11%	37 9%	46 8%	36 9%	64 11%	35 6%	53 11%	20 12%	221 12%	44 6%	330 13%	48 4%	51 22%	209 8%
To a fair extent	1629 36%	272 41%	176 38%	161 38%	207 36%	127 32%	202 36%	198 33%	173 38%	62 37%	773 42%	145 21%	1110 44%	310 25%	89 38%	902 33%
To some extent	1625 36%	234 35%	166 36%	154 37%	213 37%	136 34%	205 37%	234 39%	167 36%	68 40%	619 34%	259 37%	836 33%	486 39%	69 29%	1059 39%
Not at all	703 16%	82 12%	64 14%	62 15%	102 18%	89 22%	77 14%	125 21%	60 13%	17 10%	174 10%	245 35%	193 8%	393 31%	24 10%	517 19%
Don't know	96 2%	16 2%	3 1%	7 2%	8 1%	13 3%	10 2%	15 2%	8 2%	1 1%	32 2%	13 2%	46 2%	17 1%	3 1%	48 2%
Great/fair extent	2052 46%	339 51%	227 49%	198 47%	253 44%	163 41%	266 48%	233 38%	226 49%	82 49%	994 55%	189 27%	1440 57%	358 29%	140 59%	1111 41%
Some/not at all	2328 52%	316 47%	230 50%	216 51%	315 55%	225 56%	282 51%	359 59%	227 49%	85 51%	793 44%	504 71%	1029 41%	879 70%	93 39%	1576 58%
Net extent	-276 -6%	23 3%	-3 -1%	-18 -4%	-62 -11%	-62 -15%	-16 -3%	-126 -21%	-1 *	-3 -2%	201 11%	-315 -45%	411 16%	-521 -42%	47 20%	-465 -17%

Q.20 Thinking about each of the work values below, to what extent do you feel these are practised within your part of the NRA?

Base : All

c) Efficiency

	Total	Length of Service				Sex		Age					Job Grade						
		Under 1 yr	1-2 years	2-4 years	4+ years	Male	Female	Under 25	25-34	35-44	45-54	55+	A	B	C	D	E	F	SM
Base	4476	232	168	872	3121	3162	1227	301	1411	1197	1132	340	441	655	913	975	524	245	158
To a great extent	596 13%	31 13%	22 13%	125 14%	405 13%	384 12%	198 16%	59 20%	157 11%	165 14%	156 14%	46 14%	74 17%	111 17%	126 14%	104 11%	59 11%	19 8%	20 13%
To a fair extent	1721 38%	93 40%	65 39%	349 40%	1192 38%	1174 37%	522 43%	130 43%	572 41%	445 37%	422 37%	120 35%	163 37%	263 40%	371 41%	358 37%	214 41%	104 42%	75 47%
To some extent	1590 36%	80 34%	64 38%	306 35%	1112 36%	1161 37%	400 33%	86 29%	515 36%	448 37%	398 35%	119 35%	138 31%	210 32%	312 34%	399 41%	199 38%	107 44%	51 32%
Not at all	487 11%	24 10%	15 9%	81 9%	360 12%	390 12%	90 7%	22 7%	153 11%	123 10%	129 11%	48 14%	56 13%	61 9%	91 10%	107 11%	49 9%	13 5%	10 6%
Don't know	82 2%	4 2%	2 1%	11 1%	52 2%	53 2%	17 1%	4 1%	14 1%	16 1%	27 2%	7 2%	10 2%	10 2%	13 1%	7 1%	3 1%	2 1%	2 1%
Great/fair extent	2317 52%	124 53%	87 52%	474 54%	1597 51%	1558 49%	720 59%	189 63%	729 52%	610 51%	578 51%	166 49%	237 54%	374 57%	497 54%	462 47%	273 52%	123 50%	95 60%
Some/not at all	2077 46%	104 45%	79 47%	387 44%	1472 47%	1551 49%	490 40%	108 36%	668 47%	571 48%	527 47%	167 49%	194 44%	271 41%	403 44%	506 52%	248 47%	120 49%	61 39%
Net extent	240 5%	20 9%	8 5%	87 10%	125 4%	7 *	230 19%	81 27%	61 4%	39 3%	51 5%	-1 *	43 10%	103 16%	94 10%	-44 -5%	25 5%	3 1%	34 22%

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Table 274

Q.20 Thinking about each of the work values below, to what extent do you feel these are practised within your part of the NRA?

Base : All

c) Efficiency

	Total	Job Func- tion RGM/ Area Mgr.	Job Function (core)								Job Function (Support)										
			Flo- od Defe- -nce	Wter Qual -ity	Wter Reso- urces	Fish -eri- es	Recr eat- ion	Cons erva- tion	Navi gat- ion	Miti Func- tion- al	Labo rati- on Syst	Info rmat- ion	Fin- ance	Leg- al/ Est- ate	Pers onn- el	Pbhc rela- tion	Adm- inis- trat- ion	Corp orte Plan ning	Tech ncal Plan ning	Mar- ket Test- ing	Intr nal Aud- it
Base	4476	81	1248	900	435	310	81	137	125	523	230	196	217	116	109	118	325	47	108	34	19
To a great extent	596 13%	8 10%	148 12%	123 14%	59 14%	52 17%	12 15%	27 20%	10 8%	73 14%	41 18%	15 8%	34 16%	18 16%	12 11%	22 19%	48 15%	5 11%	8 7%	7 21%	6 32%
To a fair extent	1721 38%	36 44%	399 32%	377 42%	178 41%	120 39%	37 46%	59 43%	50 40%	207 40%	105 46%	59 30%	89 41%	46 40%	42 39%	50 42%	125 38%	22 47%	47 44%	13 38%	4 21%
To some extent	1590 36%	27 33%	463 37%	314 35%	155 36%	103 33%	23 28%	37 27%	44 35%	200 38%	71 31%	85 43%	73 34%	40 34%	44 40%	37 31%	124 38%	17 36%	46 43%	11 32%	8 42%
Not at all	487 11%	8 10%	201 16%	79 9%	36 8%	30 10%	9 11%	12 9%	19 15%	32 6%	9 4%	33 17%	20 9%	12 10%	11 10%	9 8%	24 7%	3 6%	5 5%	2 6%	1 5%
Don't know	82 2%	2 2%	37 3%	7 1%	7 2%	5 2%	- -	2 1%	2 2%	11 2%	4 2%	4 2%	1 *	- -	- -	- -	4 1%	- -	2 2%	1 3%	- -
Great/fair extent	2317 52%	44 54%	547 44%	500 56%	237 54%	172 55%	49 60%	86 63%	60 48%	280 54%	146 63%	74 38%	123 57%	64 55%	54 50%	72 61%	173 53%	27 57%	55 51%	20 59%	10 53%
Some/not at all	2077 46%	35 43%	664 53%	393 44%	191 44%	133 43%	32 40%	49 36%	63 50%	232 44%	80 35%	118 60%	93 43%	52 45%	55 50%	46 39%	148 46%	20 43%	51 47%	13 38%	9 47%
Net extent	240 5%	9 11%	-117 -9%	107 12%	46 11%	39 13%	17 21%	37 27%	-3 -2%	48 9%	66 29%	-44 -22%	30 14%	12 10%	-1 -1%	26 22%	25 8%	7 15%	4 4%	7 21%	1 5%

Q.20 Thinking about each of the work values below, to what extent do you feel these are practised within your part of the NRA?

Base: All

c) Efficiency

	Total	Region									Place of work		Job Satisfaction		Place to work	
		Anglian	Northumbria and Yorks	North West	Severn Trent	South-east	South West	Thames	Welsh	H.O. Bristol/London	Above/best	Below/worst	Satisfied	Dissatisfied	Better	Not as good
Base	4476	671	460	421	576	401	558	607	461	168	1819	706	2515	1254	236	2735
To a great extent	596 13%	80 12%	84 18%	52 12%	66 11%	49 12%	87 16%	54 9%	75 16%	19 11%	284 16%	78 11%	429 17%	95 8%	54 23%	332 12%
To a fair extent	1721 38%	289 43%	189 41%	169 40%	229 40%	122 30%	221 40%	204 34%	183 40%	61 36%	787 43%	148 21%	1105 44%	334 27%	93 39%	997 36%
To some extent	1590 36%	226 34%	150 33%	152 36%	203 35%	146 36%	186 33%	259 43%	158 34%	70 42%	586 32%	286 41%	795 32%	535 43%	71 30%	1014 37%
Not at all	487 11%	61 9%	35 8%	42 10%	72 13%	76 19%	56 10%	77 13%	37 8%	16 10%	133 7%	177 25%	155 6%	267 21%	18 8%	347 13%
Don't know	82 2%	15 2%	2 *	6 1%	6 1%	8 2%	8 1%	13 2%	8 2%	2 1%	29 2%	17 2%	31 1%	23 2%	-	45 2%
Great/fair extent	2317 52%	369 55%	273 59%	221 52%	295 51%	171 43%	308 55%	258 43%	258 56%	80 48%	1071 59%	226 32%	1534 61%	429 34%	147 62%	1329 49%
Some/not at all	2077 46%	287 43%	185 40%	194 46%	275 48%	222 55%	242 43%	336 55%	195 42%	86 51%	719 40%	463 66%	950 38%	802 64%	89 38%	1361 50%
Net extent	240 5%	82 12%	88 19%	27 6%	20 3%	-51 -13%	66 12%	-78 -13%	63 14%	-6 -4%	352 19%	-237 -34%	584 23%	-373 -30%	58 25%	-32 -1%

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Table 276

Q.20 Thinking about each of the work values below, to what extent do you feel these are practised within your part of the NRA?

Base : All

d) Results

	Total	Length of Service				Sex		Age					Job Grade						
		Under 1 yr	1-2 years	2-4 years	4+ years	Male	Female	Under 25	25-34	35-44	45-54	55+	A	B	C	D	E	F	SM
Base	4476	232	168	872	3121	3162	1227	301	1411	1197	1132	340	441	655	913	975	524	245	158
To a great extent	898 20%	43 19%	36 21%	185 21%	623 20%	621 20%	266 22%	70 23%	279 20%	266 22%	219 19%	53 16%	89 20%	135 21%	187 20%	188 19%	106 20%	57 23%	43 27%
To a fair extent	1957 44%	113 49%	76 45%	401 46%	1335 43%	1335 42%	587 48%	152 50%	656 46%	491 41%	479 42%	139 41%	189 43%	293 45%	417 46%	439 45%	248 47%	109 44%	64 41%
To some extent	1267 28%	52 22%	46 27%	231 26%	913 29%	932 29%	311 25%	64 21%	386 27%	348 29%	340 30%	105 31%	114 26%	181 28%	242 27%	300 31%	147 28%	66 27%	42 27%
Not at all	197 4%	10 4%	5 3%	35 4%	143 5%	164 5%	27 2%	8 3%	64 5%	47 4%	55 5%	17 5%	24 5%	26 4%	37 4%	32 3%	15 3%	8 3%	6 4%
Don't know	157 4%	14 6%	5 3%	20 2%	107 3%	110 3%	36 3%	7 2%	26 2%	45 4%	39 3%	26 8%	25 6%	20 3%	30 3%	16 2%	8 2%	5 2%	3 2%
Great/fair extent	2855 64%	156 67%	112 67%	586 67%	1958 63%	1956 62%	853 70%	222 74%	935 66%	757 63%	698 62%	192 56%	278 63%	428 65%	604 66%	627 64%	354 68%	166 68%	107 68%
Some/not at all	1464 33%	62 27%	51 30%	266 31%	1056 34%	1096 35%	338 28%	72 24%	450 32%	395 33%	395 35%	122 36%	138 31%	207 32%	279 31%	332 34%	162 31%	74 30%	48 30%
Net extent	1391 31%	94 41%	61 36%	320 37%	902 29%	860 27%	515 42%	150 50%	485 34%	362 30%	303 27%	70 21%	140 32%	221 34%	325 36%	295 30%	192 37%	92 38%	59 37%

Q.20 Thinking about each of the work values below, to what extent do you feel these are practised within your part of the NRA?

Base : All

d) Results

	Total	Job Func- tion	Job Function (core)								Job Function (Support)										
			RGM/ Area Mgr.	Flo- od Defe- -nce	Wter Qual- -ity	Wter Reso- urces	Fish -eries	Recr eat- -ion	Cons erva- -tion	Navl gat- -ion	Mlti func- -tional	Labo- ratio- -ries	Info- rmat- -ion Syst	Fin- ance	Leg- al/ Est- -ate	Pers onn- el	Pbhc rela- -tion	Adm- inis- -tration	Corp orte- -Plan- ning	Tech Plan -ning	Mar- ket Test- -ing
Base	4476	81	1248	900	435	310	81	137	125	523	230	196	217	116	109	118	325	47	108	34	19
To a great extent	896 20%	16 20%	213 17%	207 23%	101 23%	77 25%	12 15%	29 21%	11 9%	109 21%	70 30%	20 10%	50 23%	28 24%	12 11%	29 25%	50 15%	11 23%	21 19%	11 32%	8 42%
To a fair extent	1957 44%	31 38%	484 39%	419 47%	209 48%	145 47%	48 59%	68 50%	55 44%	224 43%	99 43%	85 43%	94 43%	50 43%	48 44%	52 44%	154 47%	28 60%	46 43%	16 47%	7 37%
To some extent	1267 28%	25 31%	400 32%	226 25%	106 24%	72 23%	18 22%	30 22%	42 34%	155 30%	49 21%	75 38%	59 27%	30 26%	41 38%	34 29%	97 30%	7 15%	35 32%	6 18%	3 16%
Not at all	197 4%	7 9%	84 7%	31 3%	13 3%	10 3%	1 1%	5 4%	9 7%	21 4%	4 2%	11 6%	10 5%	5 4%	3 3%	1 1%	9 3%	- -	1 1%	1 3%	1 5%
Don't know	157 4%	2 2%	67 5%	17 2%	6 1%	6 2%	2 2%	5 4%	8 6%	14 3%	8 3%	5 3%	4 2%	3 3%	5 5%	2 2%	15 5%	1 2%	5 5%	- -	- -
Great/fair extent	2855 64%	47 58%	697 56%	626 70%	310 71%	222 72%	60 74%	97 71%	66 53%	333 64%	169 73%	105 54%	144 66%	78 67%	60 55%	81 69%	204 63%	39 83%	67 62%	27 79%	15 79%
Some/not at all	1464 33%	32 40%	484 39%	257 29%	119 27%	82 26%	19 23%	35 26%	51 41%	176 34%	53 23%	86 44%	69 32%	35 30%	44 40%	35 30%	106 33%	7 15%	36 33%	7 21%	4 21%
Net extent	1391 31%	15 19%	213 17%	369 41%	191 44%	140 45%	41 51%	62 45%	15 12%	157 30%	116 50%	19 10%	75 35%	43 37%	16 15%	46 39%	98 30%	32 68%	31 29%	20 59%	11 58%

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Table 278

Q.20 Thinking about each of the work values below, to what extent do you feel these are practised within your part of the NRA?

Base : All

d) Results

	Total	Region									Place of work		Job Satisf-action		Place to work	
		Angl- ian	North mbria and Yorks	North West	Seve- rn Trent	South -ern	South West	Tham- es	Welsh	H.O. Brist- ol/ London	Above /best	Below /wor- st	Satis- fied	Diss- atisf- ied	Bett- er	Not as good
Base	4476	671	460	421	576	401	558	607	461	168	1819	706	2515	1254	236	2735
To a great extent	898 20%	143 21%	118 26%	77 18%	107 19%	67 17%	130 23%	87 14%	99 21%	39 23%	402 22%	120 17%	613 24%	163 13%	65 28%	528 19%
To a fair extent	1957 44%	286 43%	211 46%	215 51%	257 45%	155 39%	243 44%	260 43%	208 45%	62 37%	898 49%	195 28%	1232 49%	420 33%	108 46%	1146 42%
To some extent	1267 28%	192 29%	105 23%	108 26%	165 29%	129 32%	150 27%	200 33%	123 27%	57 34%	428 24%	274 39%	545 22%	515 41%	48 20%	841 31%
Not at all	197 4%	26 4%	17 4%	7 2%	27 5%	29 7%	22 4%	35 6%	19 4%	7 4%	39 2%	87 12%	62 2%	112 9%	10 4%	132 5%
Don't know	157 4%	24 4%	9 2%	14 3%	20 3%	21 5%	13 2%	25 4%	12 3%	3 2%	52 3%	30 4%	63 3%	44 4%	5 2%	88 3%
Great/fair extent	2855 64%	429 64%	329 72%	292 69%	364 63%	222 55%	373 67%	347 57%	307 67%	101 60%	1300 71%	315 45%	1845 73%	583 46%	173 73%	1674 61%
Some/not at all	1464 33%	218 32%	122 27%	115 27%	192 33%	158 39%	172 31%	235 39%	142 31%	64 38%	467 26%	361 51%	607 24%	627 50%	58 25%	973 36%
Net extent	1391 31%	211 31%	207 45%	177 42%	172 30%	64 16%	201 36%	112 18%	165 36%	37 22%	833 46%	-46 -7%	1238 49%	-44 -4%	115 49%	701 26%

41

Q.20 Thinking about each of the work values below, to what extent do you feel these are practised within your part of the NRA?

Base : All

e) Customer Care

	Total	Length of Service				Sex		Age					Job Grade						
		Under 1 yr	1-2 years	2-4 years	4+ years	Male	Female	Under 25	25-34	35-44	45-54	55+	A	B	C	D	E	F	SM
Base	4476	232	168	872	3121	3162	1227	301	1411	1197	1132	340	441	655	913	975	524	245	158
To a great extent	846 19%	49 21%	36 21%	154 18%	590 19%	539 17%	289 24%	69 23%	209 15%	224 19%	247 22%	79 23%	108 24%	151 23%	166 18%	179 18%	82 16%	28 11%	25 16%
To a fair extent	1968 44%	103 44%	80 48%	398 46%	1362 44%	1361 43%	581 47%	149 50%	649 46%	528 44%	481 42%	130 38%	180 41%	303 46%	411 45%	426 44%	260 50%	107 44%	76 48%
To some extent	1220 27%	50 22%	31 18%	242 28%	882 28%	929 29%	273 22%	56 19%	422 30%	345 29%	295 26%	84 25%	102 23%	155 24%	250 27%	290 30%	156 30%	90 37%	44 28%
Not at all	207 5%	5 2%	9 5%	37 4%	146 5%	166 5%	32 3%	8 3%	65 5%	57 5%	53 5%	12 4%	21 5%	18 3%	28 3%	44 5%	16 3%	10 4%	10 6%
Don't know	235 5%	25 11%	12 7%	41 5%	141 5%	167 5%	52 4%	19 6%	66 5%	43 4%	56 5%	35 10%	30 7%	28 4%	58 6%	36 4%	10 2%	10 4%	3 2%
Great/fair extent	2814 63%	152 66%	116 69%	552 63%	1952 63%	1900 60%	870 71%	218 72%	858 61%	752 63%	728 64%	209 61%	288 65%	454 69%	577 63%	605 62%	342 65%	135 55%	101 64%
Some/not at all	1427 32%	55 24%	40 24%	279 32%	1028 33%	1095 35%	305 25%	64 21%	487 35%	402 34%	348 31%	96 28%	123 28%	173 26%	278 30%	334 34%	172 33%	100 41%	54 34%
Net extent	1387 31%	97 42%	76 45%	273 31%	924 30%	805 25%	565 46%	154 51%	371 26%	350 29%	380 34%	113 33%	165 37%	281 43%	299 33%	271 28%	170 32%	35 14%	47 30%

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Table 364

Q.24 If you have any suggestions on how the NRA could be improved or any other comments that you would like to make, please tell us here...?

Base : All

	Total	Length of Service				Sex		Age					Job Grade						
		Under 1 yr	1-2 years	2-4 years	4+ years	Male	Female	Under 25	25-34	35-44	45-54	55+	A	B	C	D	E	F	SM
Base	4476	232	168	872	3121	3162	1227	301	1411	1197	1132	340	441	655	913	975	524	245	158
Improve management/more effective management	547 12%	14 6%	15 9%	106 12%	402 13%	424 13%	112 9%	24 8%	185 13%	156 13%	134 12%	35 10%	33 7%	61 9%	95 10%	143 15%	81 15%	44 18%	21 13%
Improve efficiency	91 2%	9 4%	2 1%	19 2%	60 2%	77 2%	13 1%	5 2%	25 2%	38 3%	17 2%	5 1%	3 1%	5 1%	16 2%	27 3%	12 2%	9 4%	4 3%
Improve accountability	44 1%	2 1%	2 1%	13 1%	27 1%	38 1%	4 *	1 *	13 1%	16 1%	13 1%	-	-	1 *	5 1%	10 1%	12 2%	6 2%	4 3%
Need to improve decision making	188 4%	4 2%	7 4%	31 4%	141 5%	152 5%	32 3%	5 2%	59 4%	69 6%	41 4%	10 3%	5 1%	11 2%	24 3%	45 5%	46 9%	18 7%	12 8%
Improve communications/flow of information/consultation	695 16%	29 13%	26 15%	161 18%	471 15%	485 15%	202 16%	45 15%	281 20%	188 16%	134 12%	37 11%	55 12%	89 14%	147 16%	164 17%	110 21%	36 15%	22 14%
Stop the gloss over of bad news/promote a more open, honest, trusting atmosphere	109 2%	2 1%	1 1%	22 3%	82 3%	88 3%	20 2%	6 2%	38 3%	34 3%	26 2%	3 1%	4 1%	12 2%	22 2%	24 2%	22 4%	13 5%	4 3%
Make greater use of E-Mail	17 *	2 1%	3 2%	3 *	9 *	11 *	6 *	5 2%	5 *	4 *	2 *	1 *	1 *	2 *	6 1%	3 *	4 1%	-	1 1%
Dispose of client/contractor	66 1%	3 1%	4 2%	6 1%	53 2%	55 2%	11 1%	1 *	12 1%	23 2%	23 2%	7 2%	9 2%	5 1%	12 1%	18 2%	8 2%	3 1%	2 1%
Improve opportunities for career progression	223 5%	8 3%	10 6%	69 8%	133 4%	160 5%	60 5%	18 6%	122 9%	46 4%	27 2%	7 2%	18 4%	33 5%	71 8%	55 6%	19 4%	7 3%	3 2%
Improve staff training	146 3%	3 1%	10 6%	46 5%	86 3%	91 3%	51 4%	9 3%	87 6%	31 3%	13 1%	5 1%	9 2%	26 4%	48 5%	37 4%	7 1%	5 2%	1 1%