

✧ Statistically significant difference from comparison

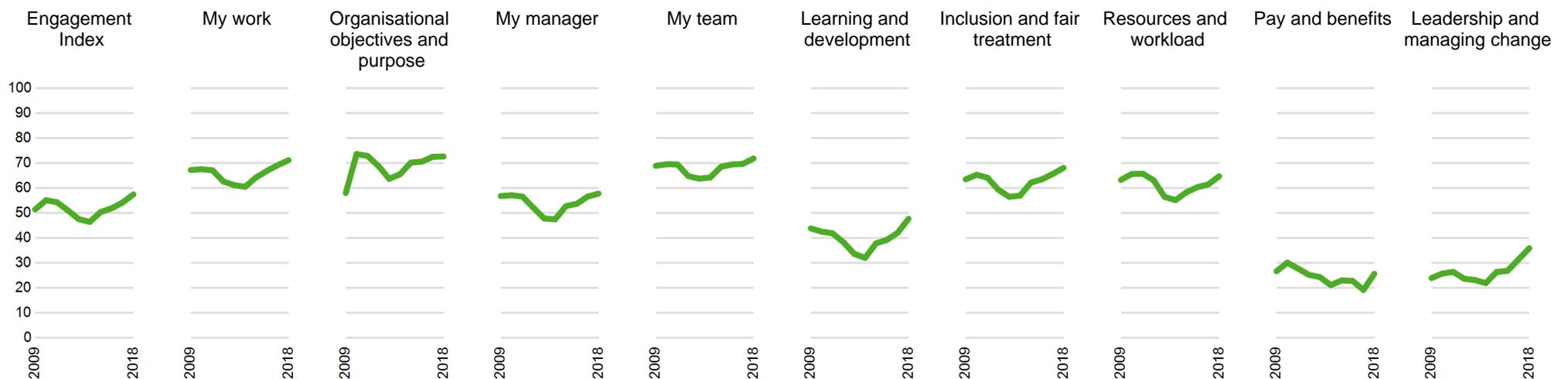
Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

The Civil Service People Survey has run in October each year since 2009, meaning that 2018 marks our 10 year anniversary. The table and charts below tell you how your average Employee Engagement Index and theme scores have changed over time, for each year your organisation has participated in the survey.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Engagement Index	51%	55%	54%	51%	47%	46%	50%	52%	54%	57%
My work	67%	67%	67%	63%	61%	60%	64%	67%	69%	71%
Organisational objectives and purpose	58%	74%	73%	69%	64%	65%	70%	71%	72%	73%
My manager	57%	57%	57%	52%	48%	47%	53%	54%	57%	58%
My team	69%	69%	69%	65%	64%	64%	68%	69%	70%	72%
Learning and development	44%	42%	42%	38%	34%	32%	38%	39%	42%	48%
Inclusion and fair treatment	63%	65%	64%	59%	56%	57%	62%	63%	66%	68%
Resources and workload	63%	66%	66%	63%	56%	55%	58%	60%	61%	65%
Pay and benefits	27%	30%	28%	25%	24%	21%	23%	23%	19%	26%
Leadership and managing change	24%	26%	26%	24%	23%	22%	26%	27%	31%	36%
Response rate	49%	43%	45%	50%	40%	44%	37%	29%	26%	27%



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Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	73%	+1	-5 ◇	-7 ◇
2	F16	I am motivated by doing a professional job for the public we serve	80%	+7 ◇	--	--
3	B52	I believe that senior managers in HMPS will take action on the results from this survey	28%	+3 ◇	-21 ◇	-31 ◇
4	B43	When changes are made in HMPS they are usually for the better	26%	+6 ◇	-9 ◇	-16 ◇
5	B36	I am satisfied with the total benefits package	27%	+7 ◇	-9 ◇	-16 ◇

Discrimination, bullying and harassment

■ % responding Yes
 ■ % responding No
 % responding Prefer not to say



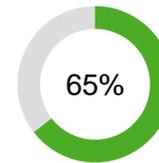
During the past 12 months have you personally experienced discrimination at work?



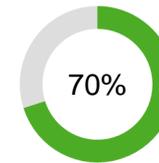
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

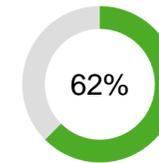
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



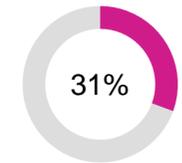
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?

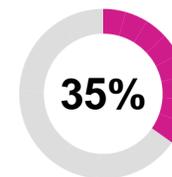


W03. Overall, how happy did you feel yesterday?

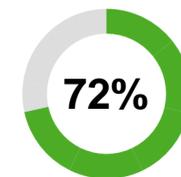


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

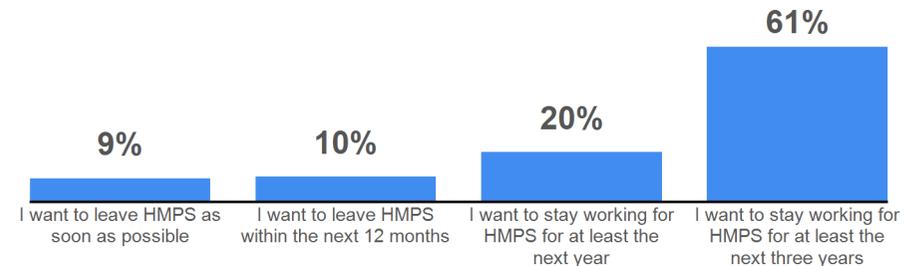


PERMA Index

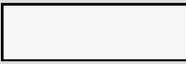
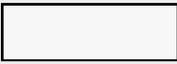
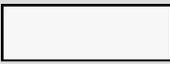
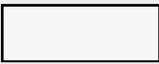
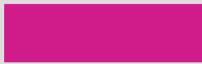


For further information about these indices, please refer to page 19.

Your plans for the future



Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
F13	I understand that my role is to protect the public and reduce reoffending	 89%	B59	Senior managers in HMPS actively role model the behaviours set out in the Civil Service Leadership Statement	 41%	B35	I feel that my pay adequately reflects my performance	 57%
B01	I am interested in my work	 86%	B40	I believe that the HMPPS Executive Management Committee has a clear vision for the future of HMPS	 39%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 55%
B54	I am trusted to carry out my job effectively	 86%	B53	Where I work, I think effective action has been taken on the results of the last survey	 38%	B36	I am satisfied with the total benefits package	 49%
B31	I have the skills I need to do my job effectively	 84%	B43	When changes are made in HMPS they are usually for the better	 35%	B52	I believe that senior managers in HMPS will take action on the results from this survey	 45%
F09	I make a point of tackling bullying and harassment when I see it happening around me	 82%	B51	HMPS motivates me to help it achieve its objectives	 34%	B45	I have the opportunity to contribute my views before decisions are made that affect me	 44%

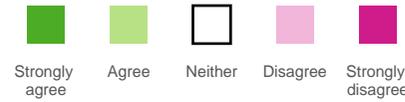
All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Safety

65%

-- Difference from previous survey



% Positive
 Difference from previous survey

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
AA01	Prisoners are held safely in this establishment	22	54	14	8		76%	New
AA02	Prisoners are supported through their early days in custody in this establishment	19	53	21	7		71%	New
AA03	The level of control and discipline within this establishment is satisfactory	12	38	20	22	8	50%	+2 ◆
AA04	Prisoners are managed through a fair and proportionate mix of rewards and sanctions in this establishment	12	42	24	17		54%	New
AA05	I am able to make a difference in ensuring prisoners are treated well in this establishment	17	46	25	9		63%	New
AA06	The level of care provided to those at risk of suicide and self-harm in this establishment is good	25	54	16	5		78%	+1 ◆
AA07	I think the introduction of key workers in my establishment will improve staff-prisoner relationships and safety	24	39	27	7		64%	New

Decency

73%

-- Difference from previous survey



% Positive
 Difference from previous survey

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
AA08	Prisoners are treated with respect for their human dignity in this establishment	24	58	14			82%	New
AA09	I think staff-prisoner relationships are good in this establishment	19	51	21	8		70%	+3 ◆
AA10	The establishment encourages prisoners to treat each other with decency	18	52	21	7		70%	-2 ◆
AA11	The needs of prisoners with protected characteristics are recognised and addressed in this establishment	19	53	22	5		72%	New

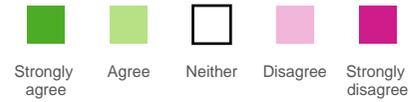
All questions by theme

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Purposeful activity

61%

-- Difference from previous survey



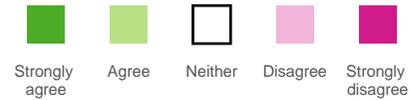
% Positive
Difference from previous survey

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
AA12	Prisoners engage in activity that is likely to benefit them in this establishment	13	45	24	15	5	58%	New
AA13	Prisoners have sufficient time out of cells to engage in activities that support their rehabilitation in this establishment	22	45	20	11	5	67%	New
AA14	Education, skills and work provision are sufficient to meet the needs of the prisoners in this establishment	16	41	20	17	5	57%	New

Rehabilitation and release planning

67%

-- Difference from previous survey



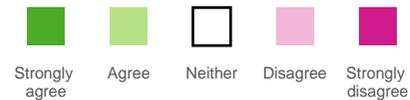
% Positive
Difference from previous survey

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
AA15	Prisoners are supported to maintain and develop relationships with their family and friends in this establishment	21	58	17	5	1	79%	New
AA16	In this establishment we help to prepare prisoners for release into the community	14	40	27	15	5	53%	New
AA17	Risk of harm to the public is managed well in this establishment	20	48	23	6	5	68%	New

Staffing

50%

-- Difference from previous survey



% Positive
Difference from previous survey

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
AA18	In this establishment staffing levels are sufficient to maintain safety, ensure decency, provide purposeful activities and support rehabilitation	10	28	19	27	17	38%	New
AA19	Managers are responsive to work/life balance issues at this establishment	12	37	25	15	10	49%	New
AA20	I feel safe in my working environment	18	44	18	13	7	62%	0

All questions by theme

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My work

71%

+2 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

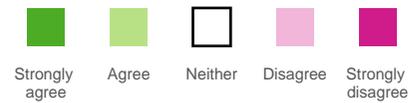
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	41	45	8			86%	-1	-3 ◆	-6 ◆
B02 I am sufficiently challenged by my work	35	45	11	7		80%	+1 ◆	-1	-3 ◆
B03 My work gives me a sense of personal accomplishment	32	41	15	9		73%	+1	-5 ◆	-7 ◆
B04 I feel involved in the decisions that affect my work	19	34	19	18	10	53%	+6 ◆	-5 ◆	-10 ◆
B05 I have a choice in deciding how I do my work	22	41	17	13	7	63%	+3 ◆	-14 ◆	-18 ◆

Organisational objectives and purpose

73%

0 Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B06 I have a clear understanding of HMPS's objectives	19	53	17	7		72%	+2 ◆	-9 ◆	-14 ◆
B07 I understand how my work contributes to HMPS's objectives	21	52	17	7		73%	-2 ◆	-11 ◆	-15 ◆

All questions by theme

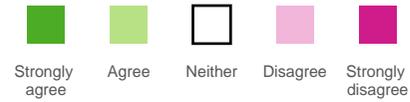
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

58%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	21	40	19	13	7	61%	+1	-10 ◆	-15 ◆
B09	My manager is considerate of my life outside work	26	39	18	9	7	66%	-1	-20 ◆	-23 ◆
B10	My manager is open to my ideas	26	43	18	8	6	69%	-1	-14 ◆	-18 ◆
B11	My manager helps me to understand how I contribute to HMPS's objectives	18	37	27	12	6	55%	+1 ◆	-12 ◆	-17 ◆
B12	Overall, I have confidence in the decisions made by my manager	24	40	20	9	7	64%	+1 ◆	-12 ◆	-17 ◆
B13	My manager recognises when I have done my job well	26	41	16	10	7	67%	0	-13 ◆	-17 ◆
B14	I receive regular feedback on my performance	19	34	20	17	10	53%	+2 ◆	-15 ◆	-21 ◆
B15	The feedback I receive helps me to improve my performance	19	34	26	13	9	52%	+2 ◆	-12 ◆	-16 ◆
B16	I think that my performance is evaluated fairly	18	36	25	12	9	54%	+3 ◆	-12 ◆	-18 ◆
B17	Poor performance is dealt with effectively in my team	10	27	28	19	15	38%	+3 ◆	-2 ◆	-6 ◆

All questions by theme

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My team

72%

+2 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

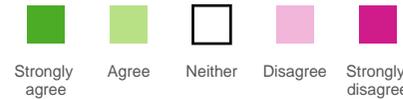
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	29	48	13	7	5	77%	+1	-9 ◆	-11 ◆
B19	The people in my team work together to find ways to improve the service we provide	26	47	16	8	5	73%	+3 ◆	-9 ◆	-12 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	24	42	19	10	5	66%	+3 ◆	-11 ◆	-15 ◆

Learning and development

48%

+6 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	10	41	26	17	6	51%	+5 ◆	-13 ◆	-17 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	36	31	15	7	47%	+5 ◆	-7 ◆	-12 ◆
B23	There are opportunities for me to develop my career in HMPS	12	37	24	17	10	49%	+6 ◆	0	-8 ◆
B24	Learning and development activities I have completed while working for HMPS are helping me to develop my career	11	33	31	16	9	44%	+6 ◆	-3 ◆	-9 ◆

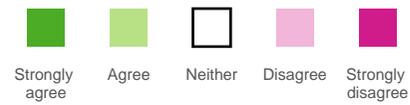
All questions by theme

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Inclusion and fair treatment

68%

+2 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	21	50	15	9	5	71%	+2 ◆	-10 ◆	-13 ◆
B26	I am treated with respect by the people I work with	24	54	13	5	5	79%	+1	-7 ◆	-9 ◆
B27	I feel valued for the work I do	18	38	21	15	9	56%	+3 ◆	-12 ◆	-17 ◆
B28	I think that HMPS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	19	48	22	7	7	67%	+4 ◆	-10 ◆	-13 ◆

Resources and workload

65%

+3 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29	I get the information I need to do my job well	11	48	23	14	5	60%	+4 ◆	-11 ◆	-15 ◆
B30	I have clear work objectives	15	56	17	9	5	71%	+4 ◆	-5 ◆	-9 ◆
B31	I have the skills I need to do my job effectively	24	60	11	5	5	84%	+1 ◆	-4 ◆	-7 ◆
B32	I have the tools I need to do my job effectively	14	47	19	15	5	61%	+4 ◆	-10 ◆	-16 ◆
B33	I have an acceptable workload	10	44	19	18	9	54%	+5 ◆	-6 ◆	-12 ◆
B34	I achieve a good balance between my work life and my private life	14	44	19	14	9	58%	+3 ◆	-11 ◆	-17 ◆

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Pay and benefits

26%

+6 ◆ Difference from previous survey



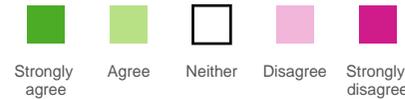
% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	21	17	30	27	26%	+7 ◆	-5 ◆	-12 ◆	
B36 I am satisfied with the total benefits package	5	22	24	26	23	27%	+7 ◆	-9 ◆	-16 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	20	27	28	24%	+6 ◆	-3 ◆	-9 ◆	

Leadership and managing change

36%

+5 ◆ Difference from previous survey



% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38 Senior managers in HMPS are sufficiently visible	10	38	21	20	11	48%	+3 ◆	-14 ◆	-23 ◆
B39 I believe the actions of senior managers are consistent with HMPS's values	9	37	31	14	9	46%	+2 ◆	-7 ◆	-16 ◆
B40 I believe that the HMPPS Executive Management Committee has a clear vision for the future of HMPS	7	28	39	15	11	35%	+5 ◆	-13 ◆	-21 ◆
B41 Overall, I have confidence in the decisions made by HMPS's senior management	7	29	33	19	13	36%	+4 ◆	-13 ◆	-23 ◆
B42 I feel that change is managed well in HMPS	5	25	31	27	12	30%	+6 ◆	-3 ◆	-12 ◆
B43 When changes are made in HMPS they are usually for the better	22	35	26	13	26%	+6 ◆	-9 ◆	-16 ◆	
B44 HMPS keeps me informed about matters that affect me	5	36	31	19	9	41%	+5 ◆	-18 ◆	-24 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	23	29	29	16	27%	+3 ◆	-13 ◆	-21 ◆	
B46 I think it is safe to challenge the way things are done in HMPS	5	28	31	22	14	34%	+5 ◆	-14 ◆	-20 ◆

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B47 I am proud when I tell others I am part of HMPS	19	41	24	10	5	60%	+3 ◆	-5 ◆	-10 ◆
B48 I would recommend HMPS as a great place to work	10	28	28	21	13	39%	+6 ◆	-19 ◆	-27 ◆
B49 I feel a strong personal attachment to HMPS	17	36	27	13	7	53%	+2 ◆	+1 ◆	-4 ◆
B50 HMPS inspires me to do the best in my job	12	32	32	17	7	44%	+5 ◆	-6 ◆	-13 ◆
B51 HMPS motivates me to help it achieve its objectives	11	30	34	17	8	41%	+6 ◆	-7 ◆	-13 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B52 I believe that senior managers in HMPS will take action on the results from this survey	6	22	27	22	22	28%	+3 ◆	-21 ◆	-31 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	7	19	38	18	18	26%	+2 ◆	-10 ◆	-19 ◆

All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	27	59	9			86%	+1	-4 ◆	-5 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	16	44	23	13	5	60%	+1	-12 ◆	-16 ◆
B56 In HMPS, people are encouraged to speak up when they identify a serious policy or delivery risk	13	41	25	14	7	54%	+2 ◆	-14 ◆	-20 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	18	52	16	9	5	71%	+3 ◆	+5 ◆	+1 ◆
B58 HMPS is committed to creating a diverse and inclusive workplace	17	52	23	5		68%	+4 ◆	-6 ◆	-11 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 Senior managers in HMPS actively role model the behaviours set out in the Civil Service Leadership Statement	8	31	41	12	8	39%	+3 ◆	-10 ◆	-19 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	15	38	33	8	7	53%	+1	-15 ◆	-20 ◆

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	6	26	29	27	12	31%	+2 ◆	-19 ◆	-34 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	6	27	32	23	11	33%	+1 ◆	-9 ◆	-18 ◆

All questions by theme

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

Wellbeing

Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	14	22	47	17	65%	+2 ◆	-2 ◆	-4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	19	46	25	70%	+1 ◆	-1 ◆	-4 ◆
W03 Overall, how happy did you feel yesterday?	16	21	39	23	62%	+2 ◆	0	-3 ◆

For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.

	0-1	2-3	4-5	6-10	% Negative			
W04 Overall, how anxious did you feel yesterday?	27	24	18	31	31%	0	-2 ◆	+1

All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Your plans for the future

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

			Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave HMPS as soon as possible		9%	-2 ◆	+2 ◆	-3 ◆
I want to leave HMPS within the next 12 months		10%	-1 ◆	-4 ◆	-9 ◆
I want to stay working for HMPS for at least the next year		20%	0	-15 ◆	-20 ◆
I want to stay working for HMPS for at least the next three years		61%	+3 ◆	+17 ◆	+8 ◆

The Civil Service Code

Differences are based on '% Yes' score

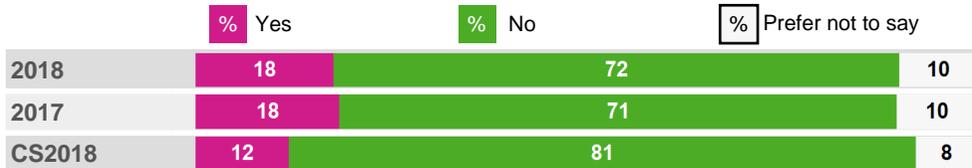
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		72%	-3 ◆	-20 ◆	-22 ◆	
D02. Are you aware of how to raise a concern under the Civil Service Code?		60%	-4 ◆	-7 ◆	-13 ◆	
D03. Are you confident that if you raised a concern under the Civil Service Code in HMPS it would be investigated properly?		52%	0	-19 ◆	-24 ◆	

All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Discrimination, harassment and bullying

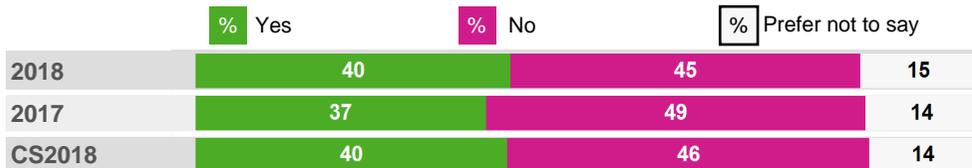
E01. During the past 12 months have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question E03.
 E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.
 E06. In your opinion, has this issue been resolved?



For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count
Age	333
Caring responsibilities	139
Disability	192
Ethnic background	151
Gender	303
Gender reassignment or perceived gender	11
Grade, pay band or responsibility level	509
Main spoken/written language or language ability	54
Marital status	45
Pregnancy, maternity or paternity	43
Religion or belief	69
Sexual orientation	109
Social or educational background	72
Working location	309
Working pattern	288
Any other grounds	335
Prefer not to say	179

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

	Response Count
A colleague	627
Your manager	382
Another manager in my part of HMPS	450
Someone you manage	60
Someone who works for another part of HMPS	76
A member of the public	33
Someone else	77
Prefer not to say	177

All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

HM Prison Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I have a strong sense of purpose at work	24	51	16	7		75%	+6 ◆
F02 People treat others with humanity where I work	19	56	17	6		75%	+2 ◆
F03 I am treated with humanity at work	19	58	16	5		77%	+4 ◆
F04 The people in my team are open to new ideas to improve the services we deliver	19	51	19	8		70%	+3 ◆
F05 My manager recognises when I work together with people in other teams not just my own	19	44	21	10	5	64%	+2 ◆
F06 The decisions taken by my team deliver value for money	16	44	29	7		61%	New
F07 I am confident that HMPS is taking effective action to reduce discrimination, bullying and harassment^	13	43	28	11	6	56%	-2 ◆
F08 I strive to make my workplace a truly inclusive environment	24	55	18			79%	New
F09 I make a point of tackling bullying and harassment when I see it happening around me	28	55	15			82%	New
F10 I grab hold of opportunities to develop my skills in the workplace	25	50	20			75%	New
F11 I pursue ideas to improve the services we deliver	21	52	22			73%	New
F12 I work with people from other teams to improve the services we deliver	22	53	19	5		75%	New
F13 I understand that my role is to protect the public and reduce reoffending	40	50	8			89%	New

All questions by theme

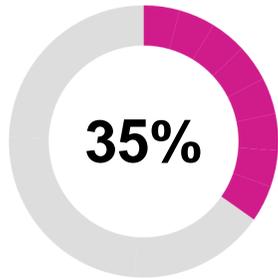
◇ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

HM Prison Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14 I believe that my local management manages change well	14	37	29	13	7	51%	+5 ◇
F15 I believe that my work helps change lives	22	42	23	9		64%	+7 ◇
F16 I am motivated by doing a professional job for the public we serve	31	49	14			80%	+7 ◇
F17 I have agreed objectives which define what I do (activities) and how I do it (behaviours)	20	47	23	6		68%	+6 ◇

Proxy Stress Index and PERMA Index

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

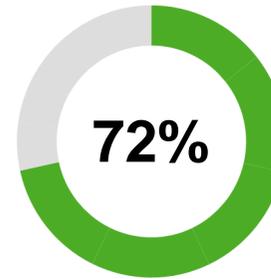


Difference from previous survey -1 ◇
 Difference from CS2018 +6 ◇
 Difference from CS High Performers +8 ◇

Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.

We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.



Difference from previous survey +1 ◇
 Difference from CS2018 -2 ◇
 Difference from CS High Performers -3 ◇

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

	% positive
B05 I have a choice in deciding how I do my work	63%
B08 My manager motivates me to be more effective in my job	61%
B18 The people in my team can be relied upon to help when things get difficult in my job	77%
B26 I am treated with respect by the people I work with	79%
B30 I have clear work objectives	71%
B33 I have an acceptable workload	54%
B45 I have the opportunity to contribute my views before decisions are made that affect me	27%
E03 During the past 12 months have you personally experienced bullying or harassment at work?	75%

	% positive
B01 I am interested in my work	86%
B03 My work gives me a sense of personal accomplishment	73%
B18 The people in my team can be relied upon to help when things get difficult in my job	77%
W01 Overall, how satisfied are you with your life nowadays?	65%
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	70%

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2017 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2018	The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2018 Civil Service People Survey. The 'CS High Performer' comparator for the Proxy Stress Index has been corrected (reissued 23/11/2018).

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

Statistical significance: ✧

Statistical testing has been carried out to identify statistically significant* differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results.

*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

The employee engagement index

The survey includes five questions that make up the engagement index (B47-B51). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. A statistical technique (a form of regression) is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement': page 3 of this report shows the questions that had the strongest association with engagement in this unit.

Confidentiality

The survey was carried out as part of the 2018 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.

ORC's Privacy Policy (www.orcinternational.co.uk/privacy) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.