



Strength of association with engagement

Statistically significant difference from comparison

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





The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
Leadership and managing change		27%	0	-16 ✧	-26 ✧
My work		67%	+3 ✧	-8 ✧	-11 ✧
My manager		54%	+1	-14 ✧	-17 ✧
Pay and benefits		23%	0	-8 ✧	-15 ✧
Learning and development		39%	+1 ✧	-11 ✧	-16 ✧
Resources and workload		63%	+2 ✧	-11 ✧	-14 ✧
Organisational objectives and purpose		71%	0	-11 ✧	-16 ✧
My team		69%	+1	-10 ✧	-14 ✧
Inclusion and fair treatment		63%	+1 ✧	-12 ✧	-16 ✧



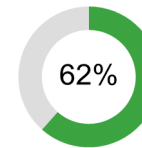
Strength of association with engagement



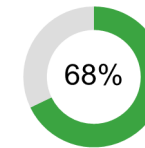
Statistically significant difference from comparison

Wellbeing

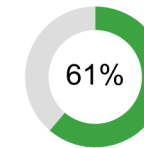
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



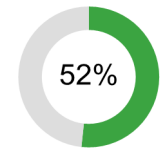
W01. Overall, how satisfied are you with your life nowadays?



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



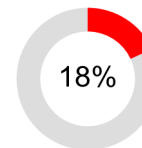
W03. Overall, how happy did you feel yesterday?



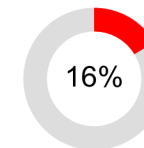
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

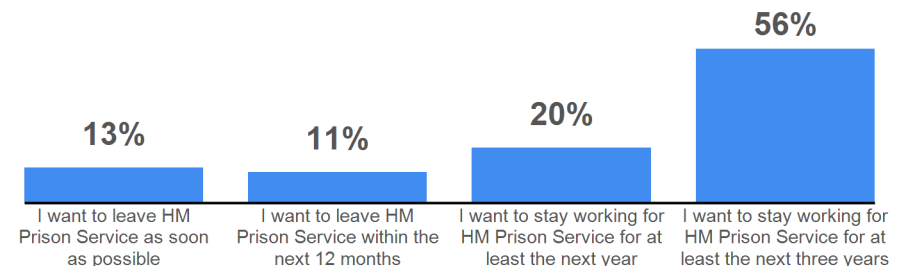


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





All questions by theme

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

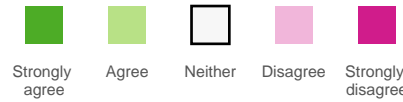
My work

67% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	38	47	9			85%	+2 ◆	-4 ◆	-6 ◆
B02 I am sufficiently challenged by my work	34	44	13	7		78%	+1 ◆	-2 ◆	-5 ◆
B03 My work gives me a sense of personal accomplishment	25	44	16	11	5	68%	+3 ◆	-7 ◆	-11 ◆
B04 I feel involved in the decisions that affect my work	13	32	21	21	13	45%	+3 ◆	-12 ◆	-17 ◆
B05 I have a choice in deciding how I do my work	17	41	20	14	9	57%	+4 ◆	-17 ◆	-21 ◆

Organisational objectives and purpose

71% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of HM Prison Service's purpose	21	52	16	8		73%	0	-13 ◆	-17 ◆
B07 I have a clear understanding of HM Prison Service's objectives	19	50	18	9		69%	0	-11 ◆	-16 ◆
B08 I understand how my work contributes to HM Prison Service's objectives	22	50	17	8		72%	+1	-11 ◆	-15 ◆



All questions by theme

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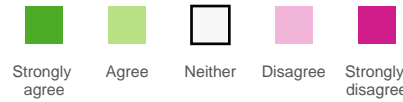
My manager

54% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	18	38	21	14	9	57%	+2 ◆	-12 ◆	-16 ◆
B10	My manager is considerate of my life outside work	26	37	20	9	8	63%	+3 ◆	-20 ◆	-23 ◆
B11	My manager is open to my ideas	24	43	19	9	6	66%	+2 ◆	-14 ◆	-18 ◆
B12	My manager helps me to understand how I contribute to HM Prison Service's objectives	16	34	29	13	8	50%	0	-15 ◆	-19 ◆
B13	Overall, I have confidence in the decisions made by my manager	21	37	22	11	9	58%	+2 ◆	-15 ◆	-20 ◆
B14	My manager recognises when I have done my job well	23	41	18	11	7	64%	0	-14 ◆	-17 ◆
B15	I receive regular feedback on my performance	16	33	23	18	10	49%	0	-17 ◆	-20 ◆
B16	The feedback I receive helps me to improve my performance	16	31	28	15	9	47%	+1	-15 ◆	-19 ◆
B17	I think that my performance is evaluated fairly	15	35	26	14	10	50%	+1	-14 ◆	-18 ◆
B18	Poor performance is dealt with effectively in my team	9	24	28	21	18	32%	0	-7 ◆	-10 ◆

My team

69% +1

Difference from previous survey



Strength of association with engagement



Question ID	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	28	49	13	7	7	77%	0	-8 ◆	-10 ◆
B20	The people in my team work together to find ways to improve the service we provide	24	47	17	9	7	70%	+1	-11 ◆	-14 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	21	40	21	12	6	61%	+2 ◆	-13 ◆	-18 ◆



All questions by theme

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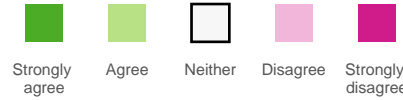
Learning and development

39% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	8	37	28	19	9	45%	+1 ◆	-16 ◆	-23 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	30	32	19	10	39%	+1	-11 ◆	-18 ◆
B24	There are opportunities for me to develop my career in HM Prison Service	8	29	26	21	16	37%	+2 ◆	-6 ◆	-14 ◆
B25	Learning and development activities I have completed while working for HM Prison Service are helping me to develop my career	8	28	32	20	13	36%	+2 ◆	-8 ◆	-16 ◆

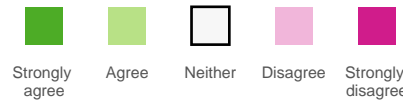
Inclusion and fair treatment

63% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	18	48	18	10	6	66%	+2 ◆	-13 ◆	-17 ◆
B27	I am treated with respect by the people I work with	22	54	15	6		76%	0	-9 ◆	-12 ◆
B28	I feel valued for the work I do	14	36	22	17	10	50%	+2 ◆	-14 ◆	-20 ◆
B29	I think that HM Prison Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	17	45	23	9	6	61%	+1 ◆	-13 ◆	-17 ◆



All questions by theme

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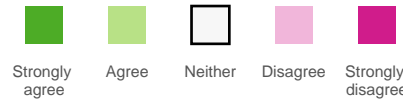
Resources and workload

63% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	22	56	13	6	6	78%	+1	-5 ◆	-9 ◆
B31 I get the information I need to do my job well	13	43	24	15	5	56%	+2 ◆	-13 ◆	-18 ◆
B32 I have clear work objectives	16	50	20	10	6	66%	+2 ◆	-9 ◆	-14 ◆
B33 I have the skills I need to do my job effectively	25	57	11	6	1	83%	+2 ◆	-6 ◆	-9 ◆
B34 I have the tools I need to do my job effectively	14	43	21	16	6	57%	+2 ◆	-13 ◆	-19 ◆
B35 I have an acceptable workload	9	38	20	20	13	47%	+2 ◆	-12 ◆	-18 ◆
B36 I achieve a good balance between my work life and my private life	13	41	20	15	11	54%	+4 ◆	-13 ◆	-18 ◆

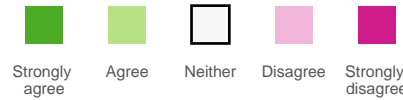
Pay and benefits

23% 0

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	19	17	30	30	4	23%	0	-9 ◆	-16 ◆
B38 I am satisfied with the total benefits package	20	25	26	26	4	23%	0	-10 ◆	-17 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	20	28	30	4	22%	0	-5 ◆	-12 ◆



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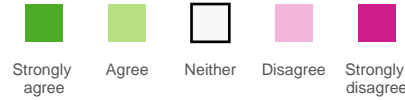
Leadership and
managing change

27% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers		
B40	I feel that HM Prison Service as a whole is managed well	23	28	27	19	26%	0	-20	◆	-32	◆	
B41	Senior management in HM Prison Service are sufficiently visible	6	29	23	24	18	35%	+1	-20	◆	-30	◆
B42	I believe the actions of senior management are consistent with HM Prison Service's values	6	30	35	16	13	36%	-1	-13	◆	-22	◆
B43	I believe that the NOMS Management Board has a clear vision for the future of HM Prison Service	22	37	19	17	27%	-1	-16	◆	-28	◆	
B44	Overall, I have confidence in the decisions made by HM Prison Service's senior management	22	32	23	19	26%	+1	-18	◆	-28	◆	
B45	I feel that change is managed well in HM Prison Service	17	28	32	20	20%	0	-9	◆	-21	◆	
B46	When changes are made in HM Prison Service they are usually for the better	14	31	31	22	16%	+2	-14	◆	-22	◆	
B47	HM Prison Service keeps me informed about matters that affect me	31	32	22	12	34%	-1	-22	◆	-30	◆	
B48	I have the opportunity to contribute my views before decisions are made that affect me	18	27	30	22	21%	+1	-17	◆	-26	◆	
B49	I think it is safe to challenge the way things are done in HM Prison Service	22	31	25	18	26%	+1	-17	◆	-23	◆	



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of HM Prison Service	15	37	27	13	8	53%	+2 ◆	-6 ◆	-14 ◆
B51 I would recommend HM Prison Service as a great place to work	8	22	27	23	20	30%	+2 ◆	-22 ◆	-31 ◆
B52 I feel a strong personal attachment to HM Prison Service	14	34	27	15	10	47%	+2 ◆	-1	-8 ◆
B53 HM Prison Service inspires me to do the best in my job	9	27	34	19	12	36%	+2 ◆	-10 ◆	-17 ◆
B54 HM Prison Service motivates me to help it achieve its objectives	8	24	35	20	13	32%	+2 ◆	-12 ◆	-18 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that senior management in HM Prison Service will take action on the results from this survey	5	18	27	24	26	22%	+1 ◆	-24 ◆	-32 ◆
B56 I believe that managers where I work will take action on the results from this survey	9	27	25	19	21	36%	+3 ◆	-20 ◆	-29 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	6	17	35	20	21	23%	+2 ◆	-12 ◆	-18 ◆



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	25	57	11			82%	+1 ◆	-6 ◆	-7 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	15	41	24	14	6	55%	+2 ◆	-13 ◆	-18 ◆
B60 When I talk about HM Prison Service I say "we" rather than "they"	15	37	27	13	7	52%	+4 ◆	-19 ◆	-26 ◆
B61 I have some really good friendships at work	30	48	15			79%	+1 ◆	+2 ◆	-2 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior management in HM Prison Service actively role model the behaviours set out in the Civil Service Leadership Statement	5	25	44	15	11	30%	+5 ◆	-14 ◆	-19 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	12	35	34	10	8	47%	+5 ◆	-14 ◆	-20 ◆



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Wellbeing

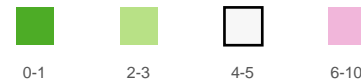


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	17	22	44	17	62%	+3 ◆	-5 ◆	-8 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	20	44	24	68%	+1 ◆	-3 ◆	-6 ◆
W03 Overall, how happy did you feel yesterday?	18	20	37	24	61%	+3 ◆	-2 ◆	-5 ◆

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



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	27	24	18	30	52%	+1 ◆	+2 ◆	-1 ◆



All questions by theme

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Your plans for the future

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

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave HM Prison Service as soon as possible		13%	-1	+4 ◇	+2 ◇
I want to leave HM Prison Service within the next 12 months		11%	0	-4 ◇	-8 ◇
I want to stay working for HM Prison Service for at least the next year		20%	+1	-12 ◇	-19 ◇
I want to stay working for HM Prison Service for at least the next three years		56%	0	+13 ◇	+5 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			78%	-1 ◇	-13 ◇	-17 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			65%	-2 ◇	-2 ◇	-9 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HM Prison Service it would be investigated properly?			51%	0	-16 ◇	-24 ◇

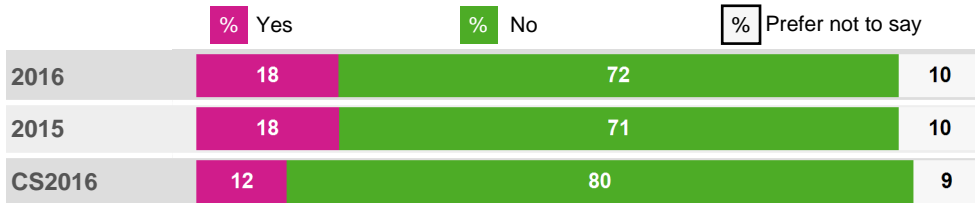


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Discrimination, harassment and bullying

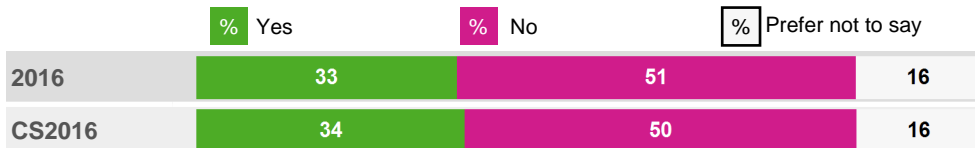
E01. During the past 12 months, have you personally experienced discrimination at work?



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	244
Caring responsibilities	142
Disability	174
Ethnic background	111
Gender	237
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	548
Main spoken/written language or language ability	56
Religion or belief	69
Sexual orientation	74
Social or educational background	66
Working location	352
Working pattern	359
Any other grounds	367
Prefer not to say	185

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)

A colleague	474
Your manager	363
Another manager in my part of HM Prison Service	540
Someone you manage	48
Someone who works for another part of HM Prison Service	79
A member of the public	28
Someone else	81
Prefer not to say	200

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



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HM Prison Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 The level of control within this establishment is satisfactory^	8	38	21	22	11	46%	0
F02 I think staff-prisoner relationships are good in this establishment	14	49	24	10	6	63%	-3 ◆
F03 This establishment encourages prisoners to treat each other with decency	15	54	21	7	6	68%	-1
F04 The level of care provided to prisoners at risk of suicide and self-harm in this establishment is good	21	52	19	6	6	73%	-4 ◆
F05 I feel safe in my working environment	15	42	19	14	10	57%	+1 ◆
F06 I believe that my relationship with prisoners directly helps to prevent reoffending	15	34	34	11	6	49%	--
F07 Prisoners are kept safe in this establishment	12	45	25	12	5	58%	--
F08 I believe that my local management manages change well	9	31	32	17	10	41%	+4 ◆
F09 I believe that my work helps change lives	14	37	30	13	6	51%	+1 ◆
F10 I am motivated by doing a professional job for the public we serve	21	48	19	7	6	69%	+3 ◆
F11 Overall I am satisfied with the job I do	17	49	19	10	5	67%	+2 ◆
F12 I know what my priorities are and I have good conversations with my manager about my performance at work	15	41	23	14	8	56%	--
F13 I have developed my professional skills over the last 12 months	15	39	23	15	9	54%	--



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HM Prison Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14 I use resources and make decisions wisely to achieve value for money	15	46	28	6	62%	--	
F15 In my establishment there is a strong feeling of teamwork and collaboration with the rest of HM Prison Service	10	31	31	19	10	40%	+2 ◆
F16 I am confident that my establishment is taking effective action to reduce discrimination, bullying and harassment	13	40	30	10	7	53%	0



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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2016 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association
with engagement



the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2016 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.