

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



Returns : 2,153

Response rate : 65%

Civil Service People Survey 2015












Strength of association with engagement



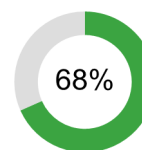
Statistically significant difference from comparison

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

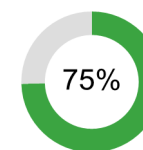
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		46%	+2	+3 ✧	-6 ✧
My work		77%	+1	+3 ✧	-1
My manager		70%	+4 ✧	+3 ✧	0
Learning and development		51%	+3 ✧	+2 ✧	-4 ✧
Pay and benefits		42%	+2 ✧	+13 ✧	+6 ✧
Resources and workload		72%	+2 ✧	-1	-5 ✧
Organisational objectives and purpose		84%	-2 ✧	+1 ✧	-3 ✧
My team		83%	+2 ✧	+4 ✧	+1
Inclusion and fair treatment		78%	+2 ✧	+4 ✧	0

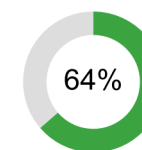
Wellbeing



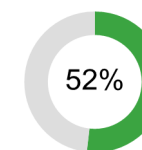
Overall, how satisfied are you with your life nowadays?



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

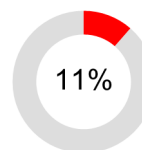


Overall, how happy did you feel yesterday?

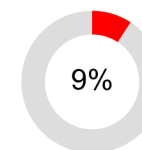


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

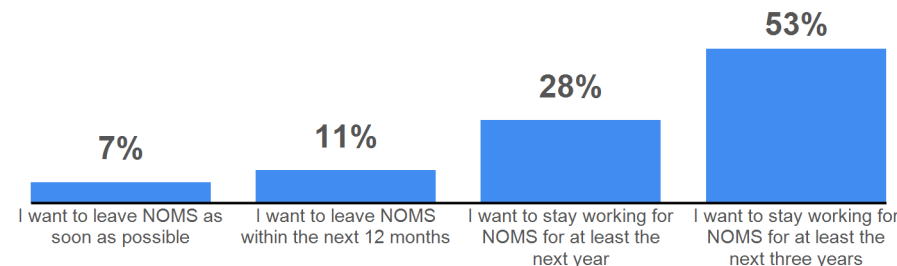


During the past 12 months have you personally experienced discrimination at work?



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

77% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	51	41	5	1	1	91%	0	+2 ◆	0
B02 I am sufficiently challenged by my work	42	40	9	7	2	82%	+2 ◆	+3 ◆	0
B03 My work gives me a sense of personal accomplishment	35	44	11	7	3	78%	-1	+3 ◆	0
B04 I feel involved in the decisions that affect my work	17	41	18	17	7	58%	+1	+2 ◆	-5 ◆
B05 I have a choice in deciding how I do my work	28	48	12	8	4	76%	+1	+3 ◆	-2 ◆

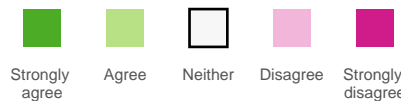
Organisational objectives and purpose

84% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of NOMS' purpose	31	54	11	3	1	85%	-1 ◆	0	-4 ◆
B07 I have a clear understanding of NOMS' objectives	28	53	13	5	3	81%	-3 ◆	+2 ◆	-3 ◆
B08 I understand how my work contributes to NOMS' objectives	32	52	11	3	2	84%	-1	+1 ◆	-3 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

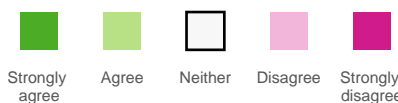
My manager

70% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	29	44	14	8	8	73%	+5 ◆	+5 ◆	+1
B10	My manager is considerate of my life outside work	46	38	9	9	0	84%	+3 ◆	+2 ◆	-1 ◆
B11	My manager is open to my ideas	40	44	9	9	0	84%	+5 ◆	+4 ◆	0
B12	My manager helps me to understand how I contribute to NOMS' objectives	25	43	22	7	0	67%	+4 ◆	+4 ◆	-1
B13	Overall, I have confidence in the decisions made by my manager	36	42	13	5	0	77%	+3 ◆	+5 ◆	0
B14	My manager recognises when I have done my job well	36	44	11	6	0	80%	+4 ◆	+1 ◆	-1 ◆
B15	I receive regular feedback on my performance	26	41	17	12	0	67%	+4 ◆	0	-3 ◆
B16	The feedback I receive helps me to improve my performance	24	41	21	10	0	65%	+4 ◆	+4 ◆	0
B17	I think that my performance is evaluated fairly	25	42	19	8	6	67%	+3 ◆	+5 ◆	-1
B18	Poor performance is dealt with effectively in my team	12	28	38	14	8	40%	+2 ◆	+1	-3 ◆

My team

83% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	40	47	8	5	0	87%	+2 ◆	+2 ◆	0
B20	The people in my team work together to find ways to improve the service we provide	37	48	9	6	0	85%	+3 ◆	+5 ◆	+1 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	34	44	13	6	0	78%	+2 ◆	+4 ◆	0

All questions by theme

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

Learning and development

51% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	14	43	22	14	6	57%	+1	-5 ◆	-10 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	37	30	13	6	51%	+6 ◆	-1	-7 ◆
B24	There are opportunities for me to develop my career in NOMS	13	33	25	17	11	47%	+2	+6 ◆	-3 ◆
B25	Learning and development activities I have completed while working for NOMS are helping me to develop my career	15	34	29	14	8	49%	+2	+5 ◆	-1

Inclusion and fair treatment

78% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	31	50	10	6	6	81%	+2 ◆	+3 ◆	0
B27	I am treated with respect by the people I work with	36	51	8	8	6	87%	+2 ◆	+2 ◆	0
B28	I feel valued for the work I do	26	44	15	10	5	70%	+4 ◆	+6 ◆	+1
B29	I think that NOMS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	49	16	5	6	76%	0	+3 ◆	-2 ◆

All questions by theme

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

Resources and workload

72% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	27	56	9	5		84%	+3 ◆	+1	-2 ◆
B31 I get the information I need to do my job well	18	51	17	11		69%	+4 ◆	0	-4 ◆
B32 I have clear work objectives	23	54	14	7		77%	+3 ◆	+1	-3 ◆
B33 I have the skills I need to do my job effectively	30	59	8			89%	0	+1	-2 ◆
B34 I have the tools I need to do my job effectively	16	45	16	17	6	61%	+1	-8 ◆	-13 ◆
B35 I have an acceptable workload	11	46	17	18	8	58%	+1	-2 ◆	-7 ◆
B36 I achieve a good balance between my work life and my private life	18	48	16	13	5	66%	+3 ◆	-1	-6 ◆

Pay and benefits

42% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	7	37	19	24	13	44%	+2	+13 ◆	+7 ◆
B38 I am satisfied with the total benefits package	7	37	24	21	10	44%	+2 ◆	+11 ◆	+5 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	33	21	25	15	39%	+4 ◆	+14 ◆	+7 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Leadership and managing change

46% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that NOMS as a whole is managed well	10	45	28	13	5	55%	+3 ◆	+9 ◆	-1 ◆
B41 Senior management in NOMS are sufficiently visible	12	45	22	16	5	57%	+1	+4 ◆	-9 ◆
B42 I believe the actions of senior management are consistent with NOMS' values	11	46	30	9		57%	+3 ◆	+12 ◆	+1
B43 I believe that the NOMS Management Board has a clear vision for the future of NOMS	10	38	37	10		48%	-1	+6 ◆	-5 ◆
B44 Overall, I have confidence in the decisions made by NOMS' senior management	10	40	33	11	6	50%	+3 ◆	+9 ◆	-2 ◆
B45 I feel that change is managed well in NOMS	5	28	30	28	9	34%	+4 ◆	+4 ◆	-5 ◆
B46 When changes are made in NOMS they are usually for the better		22	40	25	9	26%	+3 ◆	-1	-9 ◆
B47 NOMS keeps me informed about matters that affect me	7	50	26	12		57%	0	+2 ◆	-7 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	5	28	31	26	10	33%	0	-3 ◆	-11 ◆
B49 I think it is safe to challenge the way things are done in NOMS	6	33	32	19	9	39%	+2	-2 ◆	-11 ◆

All questions by theme

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

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of NOMS	17	40	32	9	5	56%	+2 ◆	-1	-10 ◆
B51 I would recommend NOMS as a great place to work	11	33	33	17	6	44%	+5 ◆	-3 ◆	-15 ◆
B52 I feel a strong personal attachment to NOMS	16	34	29	15	5	50%	+1	+3 ◆	-3 ◆
B53 NOMS inspires me to do the best in my job	11	32	35	17	5	43%	+4 ◆	-1	-8 ◆
B54 NOMS motivates me to help it achieve its objectives	10	32	36	16	5	42%	+3 ◆	0	-7 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior management in NOMS will take action on the results from this survey	8	35	30	18	9	44%	+1	0	-11 ◆
B56 I believe that managers where I work will take action on the results from this survey	15	40	24	12	9	55%	+5 ◆	0	-7 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	9	25	43	14	10	34%	+2 ◆	0	-8 ◆

All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	37	53	6			90%	+1 ◆	+2 ◆	0
B59 I believe I would be supported if I try a new idea, even if it may not work	22	49	17	9		71%	+1	+4 ◆	-1
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	20	47	21	7		67%	-1	+2 ◆	-3 ◆
B61 When I talk about NOMS I say "we" rather than "they"	22	45	20	9		67%	+1	-3 ◆	-11 ◆
B62 I have some really good friendships at work	31	47	17	5		77%	+2 ◆	+1 ◆	-2 ◆

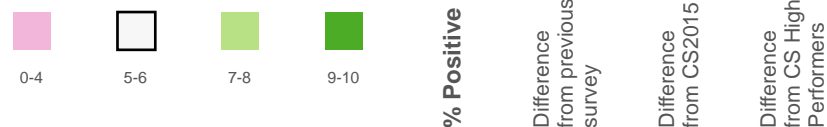
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	27	45	16	8	5	72%	--	+5 ◆	+1
B64 Senior management inspire people across NOMS to do their best	10	36	36	13	5	46%	--	+9 ◆	0
B65 My manager leads our team with confidence	30	43	15	7		74%	--	+3 ◆	-2 ◆
B66 Senior management lead NOMS with confidence	13	43	31	9		56%	--	+9 ◆	-1
B67 My manager empowers me to do my job effectively	29	45	16	6		74%	--	+2 ◆	-1 ◆
B68 NOMS' senior management empower teams to deliver	10	37	37	11	5	47%	--	+7 ◆	-1
B69 Senior management in NOMS actively role model the behaviours set out in the Civil Service Leadership Statement	10	35	41	8	5	46%	--	+10 ◆	+2 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	24	40	26	6		64%	--	+7 ◆	+2 ◆

All questions by theme

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Wellbeing



Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

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

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	20	52	16	68%	+3 ◆	+3 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	17	48	26	75%	+2 ◆	+3 ◆	+1
W03 Overall, how happy did you feel yesterday?	15	21	41	23	64%	+2 ◆	+2 ◆	-2 ◆

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 CS2015	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	23	28	20	28	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 NOMS?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave NOMS as soon as possible		7%	0	-1 ◆	-4 ◆
I want to leave NOMS within the next 12 months		11%	0	-4 ◆	-8 ◆
I want to stay working for NOMS for at least the next year		28%	+2	-3 ◆	-10 ◆
I want to stay working for NOMS for at least the next three years		53%	-3 ◆	+10 ◆	+2 ◆

The Civil Service Code

Differences are based on '% Yes' score

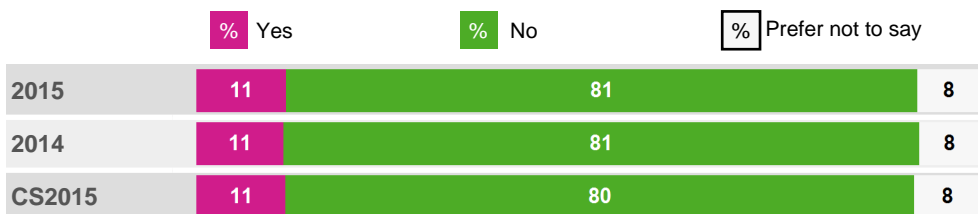
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	0	+1 ◆	-3 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		31	69%	-4 ◆	+2 ◆	-4 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in NOMS it would be investigated properly?		31	69%	0	+1 ◆	-4 ◆

All questions by theme

◆ indicates statistically significant difference from comparison
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Discrimination, harassment and bullying

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



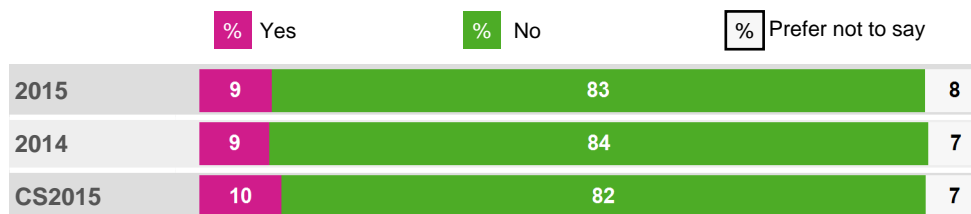
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	28
Caring responsibilities	15
Disability	28
Ethnic background	26
Gender	35
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	74
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	11
Social or educational background	12
Working location	29
Working pattern	43
Any other grounds	69
Prefer not to say	27

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

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



For respondents who selected 'Yes' to question E03.

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

Who	Response Count
A colleague	48
Your manager	58
Another manager in my part of NOMS	55
Someone you manage	--
Someone who works for another part of NOMS	26
A member of the public	--
Someone else	--
Prefer not to say	27

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

All questions by theme

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

National Offender Management Service HQ questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I believe that my work helps change lives	25	46	18	9		71%	+3 ◆
F02 I am motivated by doing a professional job for the public we serve	39	49	9			87%	--
F03 I have agreed objectives which define what I do (activities) and how I do it (behaviours)	26	53	13	5		79%	+6 ◆
F04 As a result of my development plan this year, I am strengthening my capability	16	38	28	13	6	54%	--
F05 I feel responsible for the value for money resulting from my decisions	28	46	18	5		75%	--
F06 I consider the value for money of the decisions that I make in my day-to-day work	31	49	16			79%	--
F07 In my Directorate there is a strong feeling of teamwork and collaboration with the rest of NOMS	19	41	23	12	5	60%	--
F08 I believe that my local management manages change well	18	41	24	10	6	60%	+8 ◆
F09 I am confident that my Directorate is taking effective action to reduce discrimination, bullying and harassment	17	36	37	6		53%	+7 ◆
F10 Overall I am satisfied with the job I do	24	54	14	6		77%	+4 ◆



Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2014 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 Civil Service People Survey.

Rounding

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

Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2015 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 2015 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.