



Returns : 4,924

Response rate : 50%

Civil Service People Survey 2016

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		26%	+1 ✧	-17 ✧	-26 ✧
My work		70%	-1	-5 ✧	-8 ✧
My manager		64%	+1	-4 ✧	-7 ✧
Resources and workload		65%	0	-9 ✧	-12 ✧
Learning and development		38%	+2 ✧	-12 ✧	-17 ✧
Organisational objectives and purpose		82%	+2 ✧	-1 ✧	-6 ✧
Pay and benefits		24%	-2 ✧	-7 ✧	-13 ✧
Inclusion and fair treatment		71%	-1	-5 ✧	-9 ✧
My team		75%	0	-5 ✧	-8 ✧



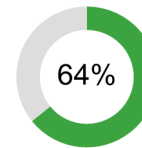
Strength of association with engagement



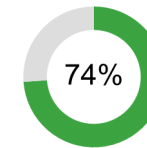
Statistically significant difference from comparison

Wellbeing

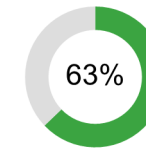
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



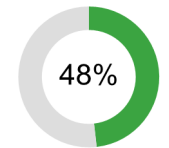
W01. Overall, how satisfied are you with your life nowadays?



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



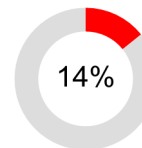
W03. Overall, how happy did you feel yesterday?



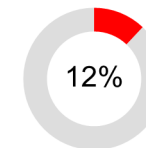
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

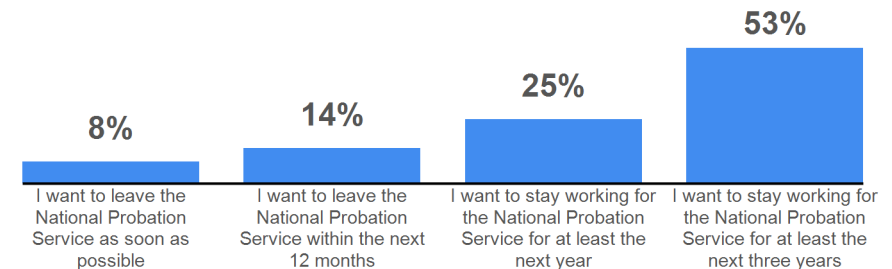


During the past 12 months have you personally experienced discrimination at work?



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

70% -1

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	53	40	5	0	0	93%	-1	+3 ◆	+2 ◆
B02 I am sufficiently challenged by my work	44	40	9	5	0	85%	-2 ◆	+4 ◆	+2 ◆
B03 My work gives me a sense of personal accomplishment	30	47	13	7	0	78%	-1	+3 ◆	-1 ◆
B04 I feel involved in the decisions that affect my work	9	29	22	27	13	38%	-1	-19 ◆	-24 ◆
B05 I have a choice in deciding how I do my work	13	44	20	16	6	58%	-1	-16 ◆	-21 ◆

Organisational objectives and purpose

82% +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
B06 I have a clear understanding of the National Probation Service's purpose	33	51	9	6	0	84%	+2 ◆	-2 ◆	-6 ◆
B07 I have a clear understanding of the National Probation Service's objectives	29	50	13	6	0	79%	+2 ◆	-1 ◆	-6 ◆
B08 I understand how my work contributes to the National Probation Service's objectives	31	52	11	5	0	82%	+2 ◆	0	-5 ◆



All questions by theme

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

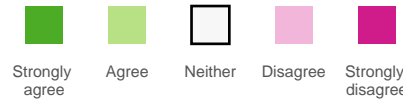
My manager

64% +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
B09	My manager motivates me to be more effective in my job	23	42	19	10	5	65%	+1 ◆	-3 ◆	-8 ◆
B10	My manager is considerate of my life outside work	35	41	14	6	6	76%	+2 ◆	-7 ◆	-10 ◆
B11	My manager is open to my ideas	29	45	16	6	6	75%	+1	-6 ◆	-10 ◆
B12	My manager helps me to understand how I contribute to the National Probation Service's objectives	20	43	25	8	6	64%	+2 ◆	-1 ◆	-6 ◆
B13	Overall, I have confidence in the decisions made by my manager	27	42	17	9	5	69%	+1	-5 ◆	-10 ◆
B14	My manager recognises when I have done my job well	30	44	14	8	6	74%	-1	-5 ◆	-8 ◆
B15	I receive regular feedback on my performance	22	41	20	13	5	62%	0	-4 ◆	-7 ◆
B16	The feedback I receive helps me to improve my performance	21	38	25	11	5	59%	0	-3 ◆	-7 ◆
B17	I think that my performance is evaluated fairly	20	41	23	12	5	60%	+1	-3 ◆	-8 ◆
B18	Poor performance is dealt with effectively in my team	9	26	34	20	11	35%	+1	-4 ◆	-8 ◆

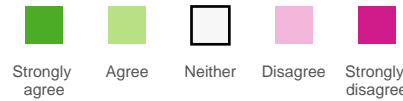
My team

75% 0

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	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	40	44	10	5	5	84%	+1	-1	-3 ◆
B20	The people in my team work together to find ways to improve the service we provide	33	45	15	6	6	78%	0	-4 ◆	-7 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	24	40	22	11	6	64%	0	-10 ◆	-15 ◆

All questions by theme

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

Learning and development

38% +2

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	7	35	25	25	8	42%	+2 ◆	-19 ◆	-26 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	34	30	20	8	42%	+3 ◆	-8 ◆	-15 ◆
B24	There are opportunities for me to develop my career in the National Probation Service	6	27	27	25	16	33%	+3 ◆	-10 ◆	-19 ◆
B25	Learning and development activities I have completed while working for the National Probation Service are helping me to develop my career	7	30	31	21	11	36%	+2 ◆	-7 ◆	-15 ◆

Inclusion and fair treatment

71% -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	21	54	14	8	1	75%	0	-4 ◆	-8 ◆
B27	I am treated with respect by the people I work with	29	56	9	6	0	86%	0	+1 ◆	-2 ◆
B28	I feel valued for the work I do	17	41	20	16	7	57%	-1	-7 ◆	-13 ◆
B29	I think that the National Probation Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	46	21	9	5	64%	-1 ◆	-9 ◆	-14 ◆

All questions by theme

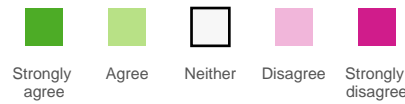
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Resources and workload **65%** 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
B30 In my job, I am clear what is expected of me	24	58	11	5		83%	0	+1	-4 ◆
B31 I get the information I need to do my job well	11	45	22	18		56%	+2 ◆	-12 ◆	-18 ◆
B32 I have clear work objectives	17	57	16	8		74%	+1	-1 ◆	-6 ◆
B33 I have the skills I need to do my job effectively	30	59	7			90%	+1 ◆	+1 ◆	-2 ◆
B34 I have the tools I need to do my job effectively	10	35	18	25	12	45%	-5 ◆	-25 ◆	-30 ◆
B35 I have an acceptable workload	8	39	18	22	13	47%	-1	-12 ◆	-18 ◆
B36 I achieve a good balance between my work life and my private life	12	44	20	16	7	57%	+1	-10 ◆	-15 ◆

Pay and benefits **24%** -2

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	22	17	33	25		25%	-3 ◆	-7 ◆	-14 ◆
B38 I am satisfied with the total benefits package	21	28	29	19		23%	-1 ◆	-11 ◆	-17 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	22	30	23		25%	-3 ◆	-2 ◆	-10 ◆

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Leadership and managing change

26% +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
B40	I feel that the National Probation Service as a whole is managed well	25	30	29	14	27%	+1	-20 ◆	-31 ◆	
B41	Senior managers in the National Probation Service are sufficiently visible	6	34	21	24	14	40%	+2 ◆	-15 ◆	-25 ◆
B42	I believe the actions of senior managers are consistent with the National Probation Service's values	6	36	37	13	8	42%	+2 ◆	-7 ◆	-16 ◆
B43	I believe that the NOMS Management Board has a clear vision for the future of the National Probation Service	17	43	22	15	20%	+1 ◆	-23 ◆	-34 ◆	
B44	Overall, I have confidence in the decisions made by the National Probation Service's senior managers	24	35	23	15	28%	+1 ◆	-16 ◆	-27 ◆	
B45	I feel that change is managed well in the National Probation Service	15	23	37	23	16%	0	-13 ◆	-25 ◆	
B46	When changes are made in the National Probation Service they are usually for the better	8	28	36	27	9%	0	-21 ◆	-29 ◆	
B47	The National Probation Service keeps me informed about matters that affect me	33	29	22	13	36%	+1 ◆	-20 ◆	-29 ◆	
B48	I have the opportunity to contribute my views before decisions are made that affect me	17	26	33	23	19%	+4 ◆	-19 ◆	-28 ◆	
B49	I think it is safe to challenge the way things are done in the National Probation Service	21	34	26	17	23%	+2 ◆	-20 ◆	-25 ◆	

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 CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of the National Probation Service	15	41	31	10		56%	0	-3 ◆	-10 ◆
B51 I would recommend the National Probation Service as a great place to work	7	25	35	23	11	32%	+1	-20 ◆	-29 ◆
B52 I feel a strong personal attachment to the National Probation Service	16	37	27	13	7	53%	+1	+5 ◆	-3 ◆
B53 The National Probation Service inspires me to do the best in my job	9	29	37	18	8	38%	-1	-8 ◆	-15 ◆
B54 The National Probation Service motivates me to help it achieve its objectives	8	25	39	19	9	33%	-1	-10 ◆	-17 ◆

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 managers in the National Probation Service will take action on the results from this survey	20	30	27	20		23%	+3 ◆	-23 ◆	-31 ◆
B56 I believe that managers where I work will take action on the results from this survey	8	31	28	19	14	39%	+3 ◆	-17 ◆	-26 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	13	45	21	17		17%	+5 ◆	-18 ◆	-24 ◆



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 CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	32	56	7			88%	-1	0	-2 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	15	44	26	12		59%	+1	-10 ◆	-15 ◆
B60 When I talk about the National Probation Service I say "we" rather than "they"	18	41	24	12	5	59%	+4 ◆	-12 ◆	-20 ◆
B61 I have some really good friendships at work	36	46	14			82%	+1	+5 ◆	+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 managers in the National Probation Service actively role model the behaviours set out in the Civil Service Leadership Statement	7	30	46	11	8	36%	+9 ◆	-8 ◆	-13 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	16	40	32	7	5	56%	+8 ◆	-5 ◆	-11 ◆

All questions by theme

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Wellbeing

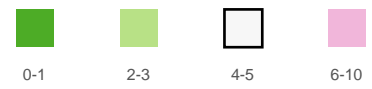


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	13	23	50	14	64%	-1	-2 ◆	-5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	18	50	24	74%	0	+3 ◆	0
W03 Overall, how happy did you feel yesterday?	15	22	44	19	63%	+2 ◆	-1	-3 ◆

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?	23	25	20	32	48%	+1	-2 ◆	-5 ◆

All questions by theme

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

Your plans for the future

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

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave the National Probation Service as soon as possible		8%	0	0	-3 ◇
I want to leave the National Probation Service within the next 12 months		14%	+1 ◇	-1 ◇	-5 ◇
I want to stay working for the National Probation Service for at least the next year		25%	+1	-7 ◇	-14 ◇
I want to stay working for the National Probation Service for at least the next three years		53%	-2 ◇	+10 ◇	+2 ◇

The Civil Service Code

Differences are based on '% Yes' score

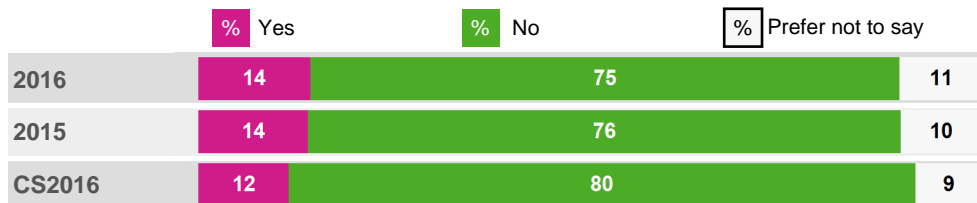
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		25	75%	+9 ◇	-16 ◇	-20 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		54	46%	+9 ◇	-21 ◇	-28 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the National Probation Service it would be investigated properly?		50	50%	+5 ◇	-18 ◇	-25 ◇

All questions by theme

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Discrimination, harassment and bullying

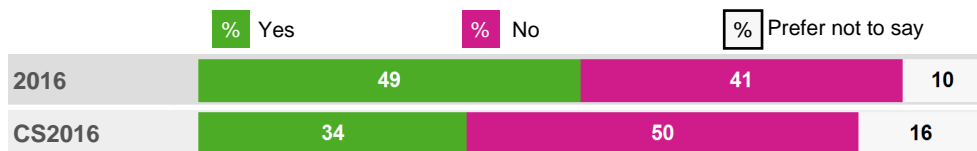
E01. During the past 12 months, have you personally experienced discrimination at work?



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)

Ground	Response Count
Age	100
Caring responsibilities	111
Disability	152
Ethnic background	70
Gender	90
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	174
Main spoken/written language or language ability	19
Religion or belief	18
Sexual orientation	16
Social or educational background	25
Working location	111
Working pattern	145
Any other grounds	179
Prefer not to say	51

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)

Person	Response Count
A colleague	267
Your manager	184
Another manager in my part of NPS	122
Someone you manage	38
Someone who works for another part of NPS	25
A member of the public	20
Someone else	35
Prefer not to say	58

All questions by theme

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

The National Probation Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 The National Probation Service is effective in protecting the public	16	58	16	8		74%	-5 ◆
F02 I am clear about my role in the National Probation Service	26	62	8			88%	+1 ◆
F03 I am motivated by doing a professional job for the public we serve	35	53	8			88%	-1 ◆
F04 I believe my work helps change lives	27	51	17			78%	-2 ◆
F05 I feel part of the National Probation Service	20	48	21	8		68%	+2 ◆
F06 I work well with my Community Rehabilitation Company colleagues	12	39	32	12	5	51%	-9 ◆
F07 Communication within the National Probation Service is good	6	30	28	25	10	36%	0
F08 Systems within the National Probation Service are working effectively	12	21	35	30		14%	-4 ◆
F09 I believe that my local leadership team manages change well	8	34	33	17	8	42%	+1
F10 I feel positive about my future in the National Probation Service	6	23	31	25	16	29%	0
F11 Overall I am satisfied with the job I do	13	52	20	11	5	64%	-1
F12 I know what my priorities are and I have good conversations with my manager about my performance at work	19	50	18	9		69%	--
F13 I have developed my professional skills over the last 12 months	17	43	20	12	7	61%	--

All questions by theme

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

The National Probation 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	16	49	28			65%	--
F15 In my office there is a strong feeling of teamwork and collaboration with the rest of the National Probation Service	16	39	25	14	6	55%	0
F16 I am confident that my office is taking effective action to reduce discrimination, bullying and harassment	18	42	30	7		60%	+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 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.