



The National Probation Service

Returns : 2,622

Response rate : 29%

Civil Service People Survey 2014

 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.



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Strength of association with engagement



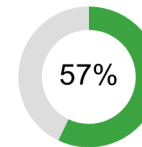
Statistically significant difference from comparison

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.

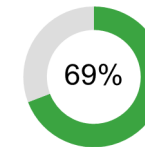
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		21%	-22 ✧	-29 ✧
My work		68%	-7 ✧	-10 ✧
My manager		59%	-9 ✧	-13 ✧
Resources and workload		60%	-14 ✧	-17 ✧
Organisational objectives and purpose		75%	-8 ✧	-13 ✧
Learning and development		34%	-15 ✧	-21 ✧
Pay and benefits		27%	-1	-8 ✧
My team		72%	-8 ✧	-11 ✧
Inclusion and fair treatment		67%	-8 ✧	-11 ✧

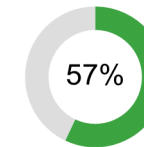
Wellbeing



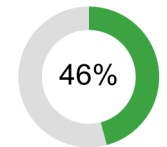
Overall, how satisfied are you with your life nowadays?



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

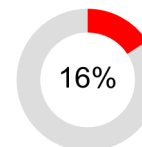


Overall, how happy did you feel yesterday?

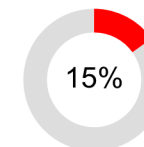


No or low anxiety yesterday

Discrimination, bullying and harassment

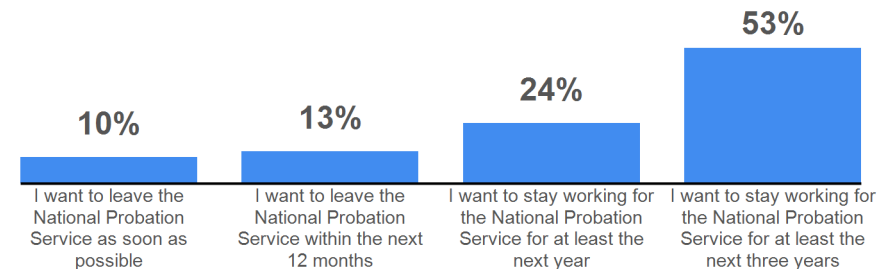


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



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All questions by theme

◆ indicates statistically significant difference from comparison

My work

68%



Strength of association with engagement



% Positive

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	57	37	2	2	2	94%	+4 ◆	+1 ◆
B02 I am sufficiently challenged by my work	46	37	9	7	1	83%	+4 ◆	+1
B03 My work gives me a sense of personal accomplishment	32	46	12	8	2	78%	+3 ◆	0
B04 I feel involved in the decisions that affect my work	8	24	22	28	18	32%	-24 ◆	-30 ◆
B05 I have a choice in deciding how I do my work	11	43	21	18	8	54%	-21 ◆	-26 ◆

Organisational objectives and purpose

75%



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of the National Probation Service's purpose	29	49	11	8	3	78%	-8 ◆	-13 ◆
B07 I have a clear understanding of the National Probation Service's objectives	25	47	15	10	3	71%	-9 ◆	-14 ◆
B08 I understand how my work contributes to the National Probation Service's objectives	27	49	13	8	3	76%	-8 ◆	-12 ◆

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My manager

59%



Strength of association with engagement



% Positive

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	18	42	22	13	6	59%	-9 ◆	-12 ◆
B10 My manager is considerate of my life outside work	27	43	18	8	6	70%	-11 ◆	-16 ◆
B11 My manager is open to my ideas	24	47	17	8	6	72%	-8 ◆	-13 ◆
B12 My manager helps me to understand how I contribute to the National Probation Service's objectives	15	39	29	12	5	55%	-9 ◆	-14 ◆
B13 Overall, I have confidence in the decisions made by my manager	21	42	20	11	6	63%	-10 ◆	-14 ◆
B14 My manager recognises when I have done my job well	24	46	16	10	6	70%	-7 ◆	-11 ◆
B15 I receive regular feedback on my performance	16	40	19	18	6	57%	-8 ◆	-12 ◆
B16 The feedback I receive helps me to improve my performance	17	38	26	14	6	55%	-7 ◆	-11 ◆
B17 I think that my performance is evaluated fairly	15	40	28	12	5	55%	-8 ◆	-12 ◆
B18 Poor performance is dealt with effectively in my team	7	24	34	22	13	30%	-9 ◆	-13 ◆

My team

72%



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	33	47	12	6	6	80%	-4 ◆	-7 ◆
B20 The people in my team work together to find ways to improve the service we provide	30	46	15	7	7	75%	-5 ◆	-8 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	20	40	24	13	5	59%	-15 ◆	-19 ◆

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Learning and development

34%



Strength of association with engagement



% Positive

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	5	31	29	26	10	35%	-27 ◆	-32 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	34	32	19	8	41%	-10 ◆	-16 ◆
B24	There are opportunities for me to develop my career in the National Probation Service	24	26	27	18		28%	-14 ◆	-21 ◆
B25	Learning and development activities I have completed while working for the National Probation Service are helping me to develop my career	6	28	32	23	12	34%	-9 ◆	-16 ◆

Inclusion and fair treatment

67%



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	17	55	16	10		71%	-8 ◆	-11 ◆
B27	I am treated with respect by the people I work with	27	58	11			85%	0	-2 ◆
B28	I feel valued for the work I do	13	40	22	16	9	53%	-12 ◆	-17 ◆
B29	I think that the National Probation Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	15	46	23	11	5	61%	-13 ◆	-17 ◆

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Resources and workload **60%**



Strength of association with engagement



	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	21	57	11	8		78%	-5 ◆	-8 ◆
B31 I get the information I need to do my job well	9	40	24	22	6	48%	-22 ◆	-26 ◆
B32 I have clear work objectives	13	52	19	13		65%	-11 ◆	-14 ◆
B33 I have the skills I need to do my job effectively	31	58	7			89%	0	-2 ◆
B34 I have the tools I need to do my job effectively	11	37	18	24	11	48%	-24 ◆	-28 ◆
B35 I have an acceptable workload	7	35	18	23	17	42%	-17 ◆	-24 ◆
B36 I achieve a good balance between my work life and my private life	11	41	18	19	11	52%	-14 ◆	-22 ◆

Pay and benefits **27%**



Strength of association with engagement



	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	24	18	34	21		27%	-2 ◆	-9 ◆
B38 I am satisfied with the total benefits package	24	29	29	16		27%	-5 ◆	-13 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	25	23	29	20		28%	+4 ◆	-4 ◆

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Leadership and Managing Change

21%



Strength of association with engagement



% Positive

Difference from CS2014

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers	
B40	I feel that the National Probation Service as a whole is managed well	18	31	29	20	20%	-25	◆	-36	◆
B41	Senior managers in the National Probation Service are sufficiently visible	29	23	27	18	32%	-21	◆	-31	◆
B42	I believe the actions of senior managers are consistent with the National Probation Service's values	31	41	13	10	35%	-12	◆	-20	◆
B43	I believe that the NOMS Management Board has a clear vision for the future of the National Probation Service	13	43	20	22	15%	-29	◆	-37	◆
B44	Overall, I have confidence in the decisions made by the National Probation Service's senior managers	19	35	22	21	22%	-22	◆	-30	◆
B45	I feel that change is managed well in the National Probation Service	12	21	37	28	13%	-18	◆	-25	◆
B46	When changes are made in the National Probation Service they are usually for the better	6	26	34	33	7%	-23	◆	-30	◆
B47	The National Probation Service keeps me informed about matters that affect me	33	29	24	12	34%	-24	◆	-29	◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	13	23	34	29	14%	-22	◆	-29	◆
B49	I think it is safe to challenge the way things are done in the National Probation Service	18	32	28	21	19%	-22	◆	-29	◆

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of the National Probation Service	13	39	33	10	5	52%	-7 ⬠	-14 ⬠
B51 I would recommend the National Probation Service as a great place to work	5	21	34	26	15	26%	-23 ⬠	-34 ⬠
B52 I feel a strong personal attachment to the National Probation Service	13	35	28	14	10	48%	+1	-6 ⬠
B53 The National Probation Service inspires me to do the best in my job	8	27	36	18	11	34%	-11 ⬠	-17 ⬠
B54 The National Probation Service motivates me to help it achieve its objectives	6	22	38	21	12	29%	-14 ⬠	-21 ⬠

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	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	14	31	29	24		16%	-29 ⬠	-37 ⬠
B56 I believe that managers where I work will take action on the results from this survey	5	26	29	23	17	31%	-24 ⬠	-30 ⬠
B57 Where I work, I think effective action has been taken on the results of the last survey	9	46	23	20		11%	-24 ⬠	-30 ⬠

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Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	31	57	7			88%	-1	-3 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	13	42	28	14		55%	-14 ◆	-17 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	10	37	33	15	5	47%	-18 ◆	-23 ◆
B61 When I talk about the National Probation Service I say "we" rather than "they"	14	40	26	13	7	54%	-15 ◆	-24 ◆
B62 I have some really good friendships at work	35	47	14			82%	+6 ◆	+2 ◆

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

Question	0-4	5-6	7-8	9-10	% Positive	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	16	27	45	12	57%	-7 ◆	-9 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	21	46	23	69%	0	-3 ◆
W03 Overall, how happy did you feel yesterday?	19	24	39	18	57%	-3 ◆	-6 ◆
W04 Overall, how anxious did you feel yesterday?	21	25	19	35	46%	-4 ◆	-7 ◆



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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 CS2014	Difference from CS High Performers
I want to leave the National Probation Service as soon as possible		10%	+3 ✦	0
I want to leave the National Probation Service within the next 12 months		13%	-1	-5 ✦
I want to stay working for the National Probation Service for at least the next year		24%	-8 ✦	-14 ✦
I want to stay working for the National Probation Service for at least the next three years		53%	+7 ✦	-1

The Civil Service Code

Differences are based on '% Yes' score

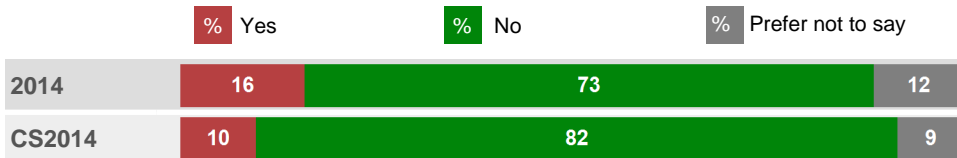
	% Yes	% No	% Yes	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		37	63%	-27 ✦	-31 ✦
D02. Are you aware of how to raise a concern under the Civil Service Code?		68	32%	-32 ✦	-39 ✦
D03. Are you confident that if you raised a concern under the Civil Service Code in the National Probation Service it would be investigated properly?		59	41%	-28 ✦	-33 ✦

All questions by theme

✦ indicates statistically significant difference from comparison

Discrimination, harassment and bullying

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



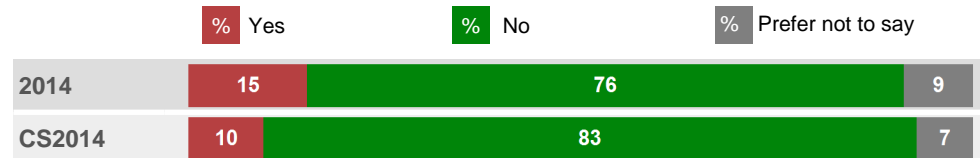
For respondents who selected 'Yes' to question E01.

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

	Response Count	
Age	38	
Caring responsibilities	44	
Disability	89	
Ethnic background	38	
Gender	42	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	101	
Main spoken/written language or language ability	--	
Religion or belief	12	
Sexual orientation	15	
Social or educational background	25	
Working location	63	
Working pattern	86	
Any other grounds	121	
Prefer not to say	32	

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)

	Response Count	
A colleague	175	
Your manager	107	
Another manager in my part of the National Probation Service	70	
Someone you manage	28	
Someone who works for another part of the National Probation Service	31	
A member of the public	16	
Someone else	25	
Prefer not to say	32	

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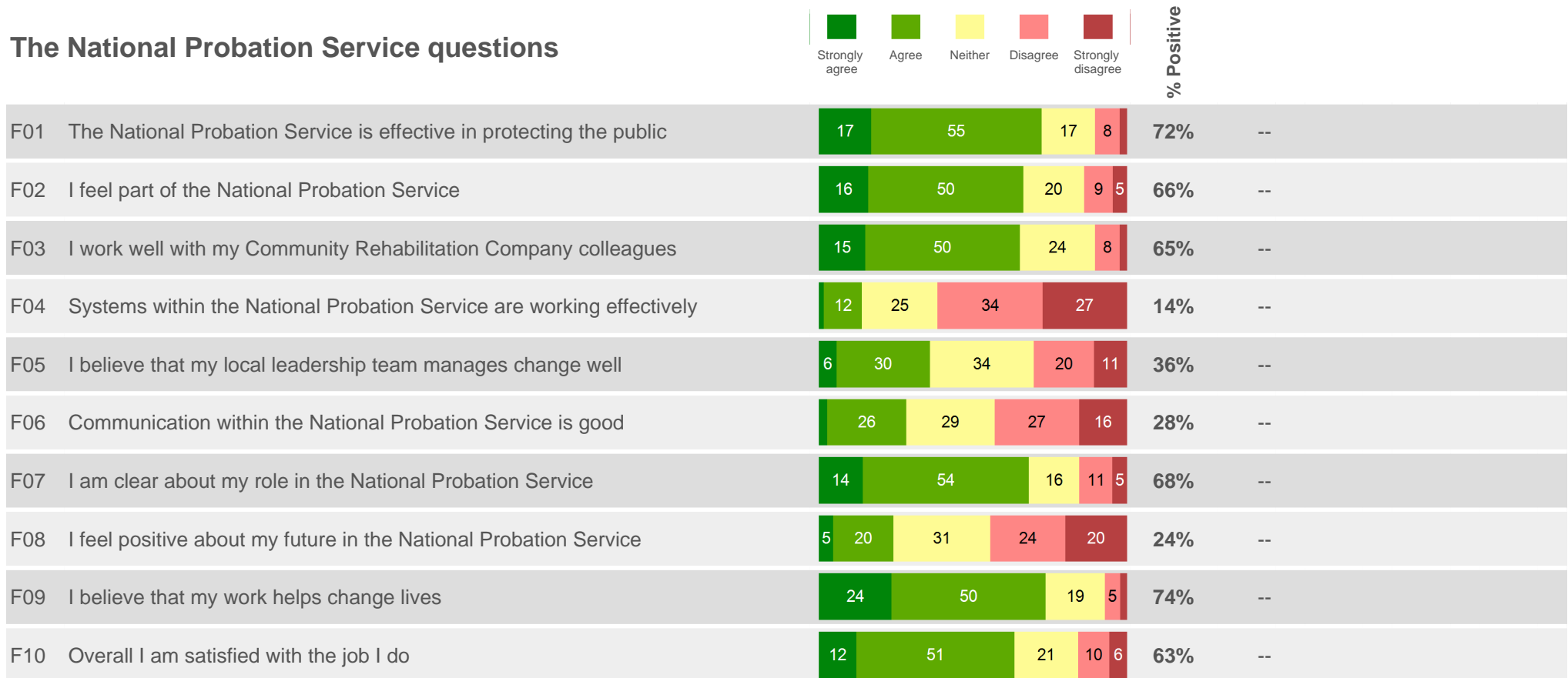
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Appendix

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).
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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 CS2014 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 2014 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.