

Your engagement index

48%

Difference from previous survey

-3 ✧

Difference from CS2013

-10 ✧

Difference from CS High Performers

-14 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2013
B50. I am proud when I tell others I am part of the Service	47%	-4 ✧	-9 ✧
B51. I would recommend the Service as a great place to work	23%	-4 ✧	-22 ✧

Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to the Service	43%	-1 ✧	-3 ✧
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Strive: motivated to do the best for the organisation...










B53. The Service inspires me to do the best in my job	32%	-2 ✧	-11 ✧
B54. The Service motivates me to help it achieve its objectives	27%	-3 ✧	-13 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these 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.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Leadership and managing change		25%	0	-17 ✧	-26 ✧
My work		63%	-1 ✧	-11 ✧	-15 ✧
My manager		49%	-4 ✧	-18 ✧	-20 ✧
Resources and workload		60%	-6 ✧	-14 ✧	-17 ✧
Pay and benefits		26%	0	-3 ✧	-8 ✧
Learning and development		35%	-4 ✧	-12 ✧	-19 ✧
Organisational objectives and purpose		66%	-5 ✧	-16 ✧	-21 ✧
My team		65%	-1 ✧	-14 ✧	-16 ✧
Inclusion and fair treatment		58%	-2 ✧	-16 ✧	-20 ✧




✧ = Statistically significant difference from comparison

Top three key driver themes in more detail

The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change Strength of association with engagement: 			
B45. I feel that change is managed well in the Service	17%	0	-11 ◇
B42. I believe the actions of senior management are consistent with the Service's values	32%	-1 ◇	-12 ◇
B43. I believe that the NOMS Management Board has a clear vision for the future of the Service	30%	+3 ◇	-12 ◇
B46. When changes are made in the Service they are usually for the better	13%	0	-14 ◇
B49. I think it is safe to challenge the way things are done in the Service	22%	0	-16 ◇
B40. I feel that the Service as a whole is managed well	26%	-1 ◇	-18 ◇
B41. Senior management in the Service are sufficiently visible	33%	-1 ◇	-18 ◇
B44. Overall, I have confidence in the decisions made by the Service's senior management	23%	0	-18 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	18%	0	-19 ◇
B47. The Service keeps me informed about matters that affect me	36%	0	-22 ◇
My work Strength of association with engagement: 			
B02. I am sufficiently challenged by my work	74%	0	-4 ◇
B01. I am interested in my work	83%	-2 ◇	-6 ◇
B03. My work gives me a sense of personal accomplishment	65%	-2 ◇	-10 ◇
B04. I feel involved in the decisions that affect my work	38%	0	-16 ◇
B05. I have a choice in deciding how I do my work	53%	-1 ◇	-20 ◇
My manager Strength of association with engagement: 			
B18. Poor performance is dealt with effectively in my team	30%	-2 ◇	-8 ◇
B09. My manager motivates me to be more effective in my job	50%	-4 ◇	-15 ◇
B14. My manager recognises when I have done my job well	61%	-4 ◇	-16 ◇
B12. My manager helps me to understand how I contribute to the Service's objectives	46%	-4 ◇	-16 ◇
B17. I think that my performance is evaluated fairly	47%	-4 ◇	-16 ◇
B16. The feedback I receive helps me to improve my performance	43%	-4 ◇	-17 ◇
B11. My manager is open to my ideas	62%	-3 ◇	-17 ◇
B15. I receive regular feedback on my performance	46%	-4 ◇	-18 ◇
B13. Overall, I have confidence in the decisions made by my manager	52%	-4 ◇	-19 ◇
B10. My manager is considerate of my life outside work	58%	-4 ◇	-22 ◇

All questions by theme


This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 Difference from CS High Performers

My work

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	36	47	10	5		83%	-2 ◇	-6 ◇	-9 ◇
B02. I am sufficiently challenged by my work	31	43	14	9		74%	0	-4 ◇	-8 ◇
B03. My work gives me a sense of personal accomplishment	23	42	17	12	6	65%	-2 ◇	-10 ◇	-14 ◇
B04. I feel involved in the decisions that affect my work	10	28	20	23	18	38%	0	-16 ◇	-22 ◇
B05. I have a choice in deciding how I do my work	14	39	20	16	11	53%	-1 ◇	-20 ◇	-24 ◇

Organisational objectives and purpose

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B06. I have a clear understanding of the Service's purpose	16	51	17	10	5	67%	-5 ◇	-18 ◇	-22 ◇
B07. I have a clear understanding of the Service's objectives	15	49	19	11	6	64%	-5 ◇	-16 ◇	-21 ◇
B08. I understand how my work contributes to the Service's objectives	17	49	19	9	5	67%	-4 ◇	-16 ◇	-20 ◇

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 Difference from CS High Performers

My manager

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	14	36	23	17	10	50%	-4 ◇	-15 ◇	-20 ◇
B10. My manager is considerate of my life outside work	21	38	20	11	11	58%	-4 ◇	-22 ◇	-26 ◇
B11. My manager is open to my ideas	19	43	21	10	8	62%	-3 ◇	-17 ◇	-21 ◇
B12. My manager helps me to understand how I contribute to the Service's objectives	12	34	30	15	9	46%	-4 ◇	-16 ◇	-20 ◇
B13. Overall, I have confidence in the decisions made by my manager	16	36	23	13	11	52%	-4 ◇	-19 ◇	-24 ◇
B14. My manager recognises when I have done my job well	19	42	19	12	7	61%	-4 ◇	-16 ◇	-19 ◇
B15. I receive regular feedback on my performance	12	33	23	20	11	46%	-4 ◇	-18 ◇	-23 ◇
B16. The feedback I receive helps me to improve my performance	12	31	30	17	10	43%	-4 ◇	-17 ◇	-22 ◇
B17. I think that my performance is evaluated fairly	12	35	28	15	10	47%	-4 ◇	-16 ◇	-20 ◇
B18. Poor performance is dealt with effectively in my team	6	24	29	21	20	30%	-2 ◇	-8 ◇	-12 ◇

My team

 :Strength of association with engagement

B19. The people in my team can be relied upon to help when things get difficult in my job	24	50	16	8		73%	-1 ◇	-11 ◇	-13 ◇
B20. The people in my team work together to find ways to improve the service we provide	20	46	20	10	4	66%	0	-14 ◇	-17 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	16	40	23	14	7	56%	0	-16 ◇	-20 ◇

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 Difference from CS High Performers

Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	6	37	28	20	9	43%	-5 ◇	-18 ◇	-22 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	30	32	20	10	37%	-4 ◇	-10 ◇	-16 ◇
B24. There are opportunities for me to develop my career in the Service	5	22	25	25	24	26%	-3 ◇	-12 ◇	-21 ◇
B25. Learning and development activities I have completed while working for the Service are helping me to develop my career	6	26	31	21	16	32%	-4 ◇	-9 ◇	-16 ◇

Inclusion and fair treatment

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B26. I am treated fairly at work	13	47	21	12	7	60%	-3 ◇	-18 ◇	-21 ◇
B27. I am treated with respect by the people I work with	17	55	18	6	4	72%	-2 ◇	-12 ◇	-15 ◇
B28. I feel valued for the work I do	10	33	25	19	13	44%	-2 ◇	-19 ◇	-24 ◇
B29. I think that the Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	12	44	26	10	8	56%	-3 ◇	-16 ◇	-22 ◇

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 Difference from CS High Performers

Resources and workload

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	16	56	16	8	8	72%	-7 ◇	-11 ◇	-14 ◇
B31. I get the information I need to do my job well	9	42	26	17	6	52%	-5 ◇	-18 ◇	-21 ◇
B32. I have clear work objectives	12	49	22	12	5	61%	-6 ◇	-14 ◇	-18 ◇
B33. I have the skills I need to do my job effectively	23	57	13	5	5	81%	-4 ◇	-8 ◇	-10 ◇
B34. I have the tools I need to do my job effectively	12	46	22	15	6	57%	-5 ◇	-14 ◇	-18 ◇
B35. I have an acceptable workload	7	38	21	20	14	45%	-8 ◇	-15 ◇	-20 ◇
B36. I achieve a good balance between my work life and my private life	10	40	21	16	13	50%	-8 ◇	-18 ◇	-23 ◇

Pay and benefits

 :Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	24	19	28	25	27%	-1 ◇	-2 ◇	-9 ◇
B38. I am satisfied with the total benefits package	22	27	26	22	25%	0	-7 ◇	-12 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	23	27	25	26%	-1 ◇	+1 ◇	-6 ◇

All questions by theme


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 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 Difference from CS High Performers

Leadership and managing change

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that the Service as a whole is managed well	23	28	26	20	26%	-1 ◇	-18 ◇	-31 ◇	
B41. Senior management in the Service are sufficiently visible	4	29	24	23	19	33%	-1 ◇	-18 ◇	-29 ◇
B42. I believe the actions of senior management are consistent with the Service's values	4	28	36	18	14	32%	-1 ◇	-12 ◇	-23 ◇
B43. I believe that the NOMS Management Board has a clear vision for the future of the Service	5	25	35	18	17	30%	+3 ◇	-12 ◇	-25 ◇
B44. Overall, I have confidence in the decisions made by the Service's senior management	19	31	24	22	23%	0	-18 ◇	-28 ◇	
B45. I feel that change is managed well in the Service	16	27	33	23	17%	0	-11 ◇	-21 ◇	
B46. When changes are made in the Service they are usually for the better	11	29	32	26	13%	0	-14 ◇	-22 ◇	
B47. The Service keeps me informed about matters that affect me	33	30	20	14	36%	0	-22 ◇	-29 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	16	25	32	26	18%	0	-19 ◇	-26 ◇	
B49. I think it is safe to challenge the way things are done in the Service	20	29	26	22	22%	0	-16 ◇	-26 ◇	

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the Service	12	35	31	14	9	47%	-4 ◇	-9 ◇	-18 ◇
B51. I would recommend the Service as a great place to work	5	18	28	27	22	23%	-4 ◇	-22 ◇	-33 ◇
B52. I feel a strong personal attachment to the Service	11	31	28	17	12	43%	-1 ◇	-3 ◇	-10 ◇
B53. The Service inspires me to do the best in my job	7	25	34	21	13	32%	-2 ◇	-11 ◇	-18 ◇
B54. The Service motivates me to help it achieve its objectives	6	21	35	22	16	27%	-3 ◇	-13 ◇	-21 ◇
Taking action									
B55. I believe that senior management in the Service will take action on the results from this survey	16	26	26	29		19%	-1 ◇	-24 ◇	-33 ◇
B56. I believe that managers where I work will take action on the results from this survey	6	22	25	22	25	28%	0	-26 ◇	-31 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	4	15	35	23	25	18%	-1 ◇	-15 ◇	-22 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

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◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	23	58	12	5	81%	-3 ◇	-7 ◇	-9 ◇	
B59. I believe I would be supported if I try a new idea, even if it may not work	11	40	28	15	6	51%	-2 ◇	-16 ◇	-20 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	9	40	33	11	6	49%	-3 ◇	-16 ◇	-21 ◇
B61. When I talk about the Service I say "we" rather than "they"	10	35	31	15	9	45%	-5 ◇	-22 ◇	-31 ◇
B62. I have some really good friendships at work	26	48	19	5	74%	-1 ◇	-2 ◇	-5 ◇	

Please note these questions were not asked on paper surveys in 2012.

All questions by theme

This section shows the results for each question in the survey, by theme.

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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

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. This 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.

W01. Overall, how satisfied are you with your life nowadays?	23	24	40	14	54%	-4 ◇	-9 ◇	-13 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	15	22	41	22	63%	-3 ◇	-7 ◇	-10 ◇
W03. Overall, how happy did you feel yesterday?	24	23	34	19	53%	-3 ◇	-6 ◇	-9 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	26	24	20	30	50%	-1 ◇	0	-3 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2013	Difference from CS High Performers
I want to leave the Service as soon as possible		14%	+3 ^	+6 ^	+4 ^
I want to leave the Service within the next 12 months		11%	+2 ^	-2 ^	-6 ^
I want to stay working for the Service for at least the next year		18%	+1 ^	-13 ^	-17 ^
I want to stay working for the Service for at least the next three years		58%	-6 ^	+10 ^	0

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		21	79%	+10 ^	-10 ^	-14 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		32	68%	+9 ^	+4 ^	-2 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the Service it would be investigated properly?		47	53%	+4 ^	-14 ^	-20 ^

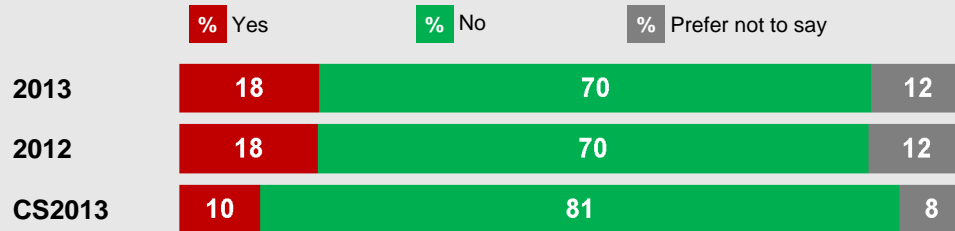
^ indicates a variation in question wording from your previous survey

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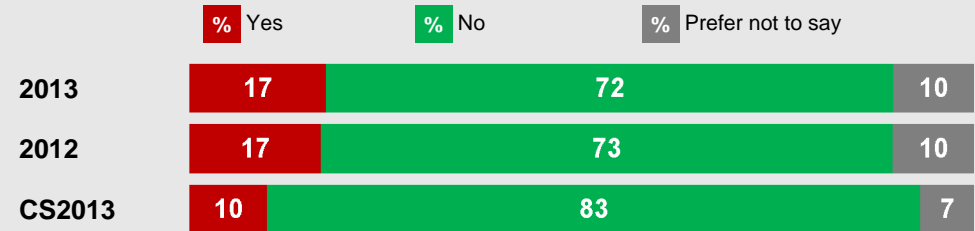
All questions by theme

Discrimination, harassment and bullying

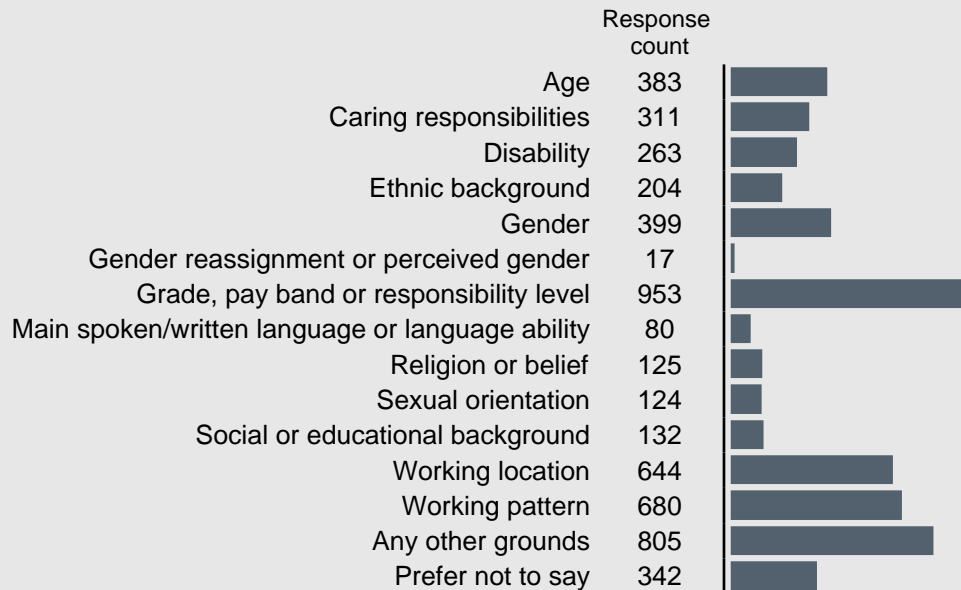
E01. During the past 12 months, have you personally experienced discrimination at work?



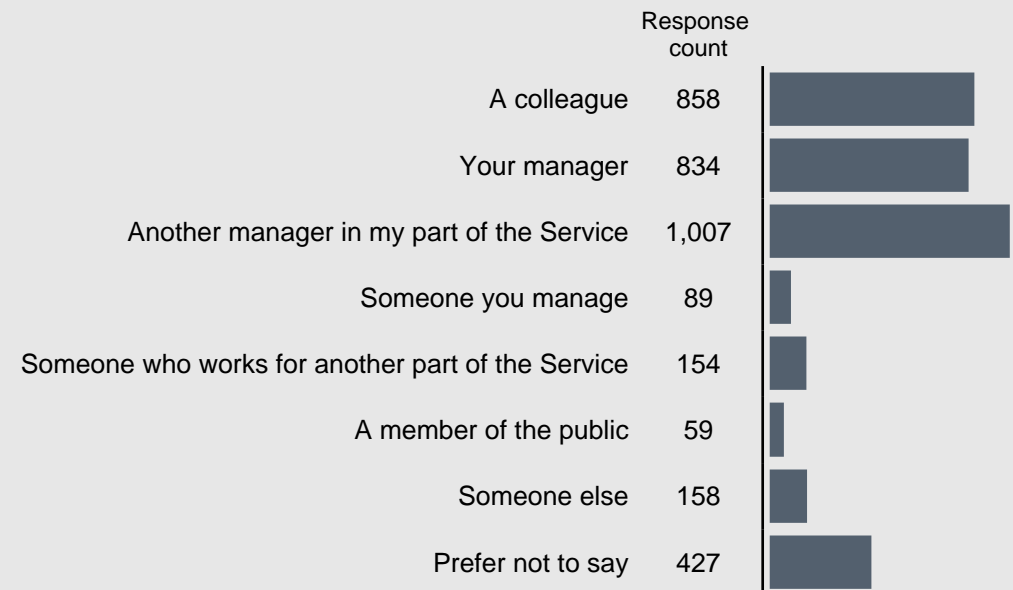
E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)

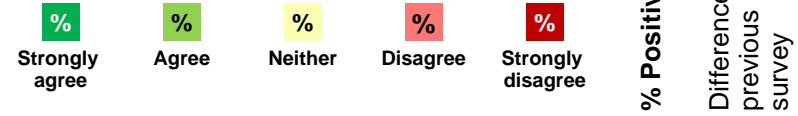


All questions by theme

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NOMS questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I understand that the changes in the Service (including competition, capacity changes and benchmarking) are part of Transforming Justice	8	49	24	11	8	57%	+13 ◇
F02. I understand how my work contributes to Transforming Justice	7	42	32	13	6	49%	+6 ◇
F03. I have discussed with my line manager my plan for learning and development this year	7	35	20	24	14	42%	-
F04. I am confident that my establishment or HQ Directorate is taking effective action to reduce discrimination, bullying and harassment	7	37	35	12	9	44%	-9 ◇
F05. (Line managers only) I am held accountable for the value for money resulting from my decisions	12	39	34	9	6	51%	-
F06. (Establishment staff only) The level of control and discipline within this establishment is satisfactory	7	35	26	19	14	41%	-11 ◇
F07. (Establishment staff only) I think staff-prisoner relationships are good in this establishment	14	49	27	7	3	63%	-7 ◇
F08. (Establishment staff only) This establishment encourages prisoners to treat each other with decency	14	54	24	5	3	68%	-4 ◇
F09. (Establishment staff only) The level of care provided to prisoners at risk of suicide and self-harm in this establishment is good	24	54	18	3	1	78%	-4 ◇
F10. (Establishment staff only) I feel safe in my working environment	13	41	22	13	11	54%	-12 ◇

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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✦

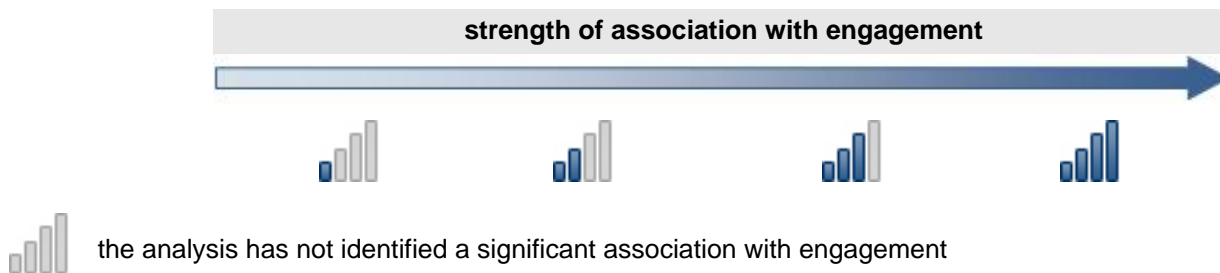
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2013 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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.