

◇ 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 CS2015	Difference from CS High Performers
Leadership and managing change		26%	+5 ✧	-16 ✧	-25 ✧
My work		64%	+4 ✧	-10 ✧	-14 ✧
My manager		53%	+5 ✧	-15 ✧	-18 ✧
Resources and workload		61%	+3 ✧	-12 ✧	-16 ✧
Pay and benefits		23%	+2 ✧	-7 ✧	-13 ✧
Learning and development		38%	+6 ✧	-12 ✧	-18 ✧
Organisational objectives and purpose		71%	+5 ✧	-11 ✧	-15 ✧
Inclusion and fair treatment		62%	+5 ✧	-12 ✧	-16 ✧
My team		68%	+4 ✧	-11 ✧	-14 ✧

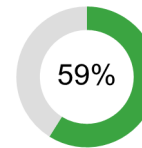


Strength of association with engagement

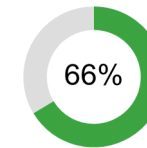


Statistically significant difference from comparison

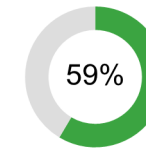
## Wellbeing



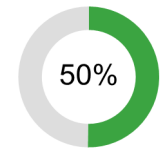
Overall, how satisfied are you with your life nowadays?



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

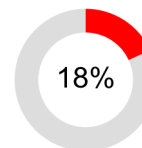


Overall, how happy did you feel yesterday?

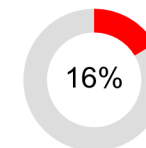


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

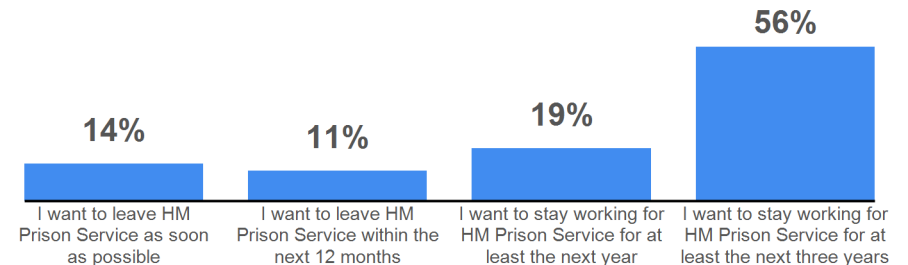


During the past 12 months have you personally experienced discrimination at work?



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  
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### My work

**64%** +4  
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

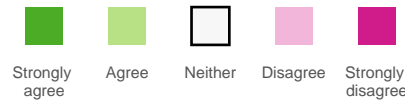
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	36	48	10	2	2	84%	+2 ◆	-5 ◆	-8 ◆
B02 I am sufficiently challenged by my work	32	44	13	8	2	77%	+3 ◆	-2 ◆	-6 ◆
B03 My work gives me a sense of personal accomplishment	22	43	17	12	5	65%	+4 ◆	-10 ◆	-13 ◆
B04 I feel involved in the decisions that affect my work	11	30	20	23	15	42%	+6 ◆	-14 ◆	-22 ◆
B05 I have a choice in deciding how I do my work	14	39	20	16	10	53%	+4 ◆	-20 ◆	-26 ◆

### Organisational objectives and purpose

**71%** +5  
 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 HM Prison Service's purpose	20	53	15	8	2	73%	+5 ◆	-12 ◆	-16 ◆
B07 I have a clear understanding of HM Prison Service's objectives	18	51	18	9	2	69%	+5 ◆	-10 ◆	-15 ◆
B08 I understand how my work contributes to HM Prison Service's objectives	20	51	17	8	2	71%	+5 ◆	-12 ◆	-16 ◆



## All questions by theme

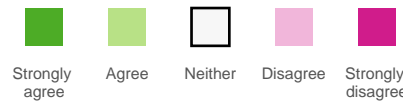
◆ indicates statistically significant difference from comparison  
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### My manager

**53%** +5  
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

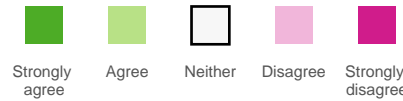
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	17	38	22	14	9	55%	+7 ◆	-13 ◆	-17 ◆
B10	My manager is considerate of my life outside work	23	38	20	10	10	60%	+5 ◆	-22 ◆	-25 ◆
B11	My manager is open to my ideas	21	43	20	9	7	65%	+5 ◆	-16 ◆	-20 ◆
B12	My manager helps me to understand how I contribute to HM Prison Service's objectives	14	36	29	14	8	49%	+6 ◆	-14 ◆	-19 ◆
B13	Overall, I have confidence in the decisions made by my manager	19	38	22	12	10	56%	+6 ◆	-16 ◆	-21 ◆
B14	My manager recognises when I have done my job well	22	43	18	11	7	64%	+5 ◆	-14 ◆	-17 ◆
B15	I receive regular feedback on my performance	15	34	22	18	10	49%	+5 ◆	-18 ◆	-21 ◆
B16	The feedback I receive helps me to improve my performance	14	32	28	15	10	47%	+6 ◆	-15 ◆	-18 ◆
B17	I think that my performance is evaluated fairly	14	35	26	15	10	49%	+4 ◆	-13 ◆	-19 ◆
B18	Poor performance is dealt with effectively in my team	8	24	28	21	19	32%	+4 ◆	-7 ◆	-11 ◆

### My team

**68%** +4  
 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 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	28	49	14	7	7	77%	+3 ◆	-8 ◆	-10 ◆
B20	The people in my team work together to find ways to improve the service we provide	23	47	18	9	7	70%	+5 ◆	-10 ◆	-14 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	19	40	22	13	6	59%	+5 ◆	-16 ◆	-20 ◆



## All questions by theme

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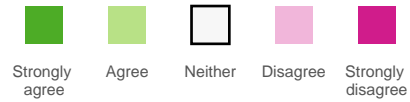
### Learning and development

**38%** +6

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	7	36	28	20	9	43%	+5 ◆	-20 ◆	-24 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	31	32	19	11	38%	+5 ◆	-13 ◆	-20 ◆
B24	There are opportunities for me to develop my career in HM Prison Service	7	29	25	21	18	35%	+9 ◆	-6 ◆	-14 ◆
B25	Learning and development activities I have completed while working for HM Prison Service are helping me to develop my career	7	27	32	20	14	34%	+4 ◆	-10 ◆	-16 ◆

### Inclusion and fair treatment

**62%** +5

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 CS2015	Difference from CS High Performers
B26	I am treated fairly at work	16	48	19	11	6	64%	+5 ◆	-14 ◆	-18 ◆
B27	I am treated with respect by the people I work with	20	56	15	6		76%	+4 ◆	-9 ◆	-11 ◆
B28	I feel valued for the work I do	13	36	22	18	11	49%	+6 ◆	-15 ◆	-20 ◆
B29	I think that HM Prison Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	15	45	24	9	7	60%	+5 ◆	-12 ◆	-18 ◆




## All questions by theme

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**Resources and workload** **61%** **+3** Difference from previous survey  Strength of association with engagement

	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	19	57	14	7	7	77%	+4 ◆	-6 ◆	-9 ◆
B31 I get the information I need to do my job well	11	43	25	16	6	54%	+5 ◆	-15 ◆	-19 ◆
B32 I have clear work objectives	14	51	21	11	7	64%	+5 ◆	-11 ◆	-15 ◆
B33 I have the skills I need to do my job effectively	23	58	12	5	2	81%	+1 ◆	-7 ◆	-10 ◆
B34 I have the tools I need to do my job effectively	12	43	21	17	7	55%	+2 ◆	-14 ◆	-19 ◆
B35 I have an acceptable workload	8	37	20	20	14	45%	+3 ◆	-14 ◆	-19 ◆
B36 I achieve a good balance between my work life and my private life	11	39	20	17	13	50%	+3 ◆	-17 ◆	-22 ◆

**Pay and benefits** **23%** **+2** Difference from previous survey  Strength of association with engagement

	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	20	18	30	29	2	23%	+2 ◆	-8 ◆	-14 ◆
B38 I am satisfied with the total benefits package	20	25	27	25	2	23%	+2 ◆	-10 ◆	-16 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	21	28	28	2	22%	+2 ◆	-3 ◆	-10 ◆



## All questions by theme

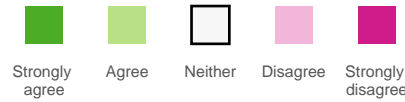
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### Leadership and managing change

**26%** +5  
 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
B40	I feel that HM Prison Service as a whole is managed well	23	27	26	21	27%	+6 ◆	-19 ◆	-30 ◆	
B41	Senior management in HM Prison Service are sufficiently visible	5	30	23	19	35%	+5 ◆	-19 ◆	-31 ◆	
B42	I believe the actions of senior management are consistent with HM Prison Service's values	5	32	35	16	36%	+7 ◆	-9 ◆	-20 ◆	
B43	I believe that the NOMS Management Board has a clear vision for the future of HM Prison Service	23	37	19	17	27%	+4 ◆	-15 ◆	-27 ◆	
B44	Overall, I have confidence in the decisions made by HM Prison Service's senior management	21	32	22	21	25%	+6 ◆	-17 ◆	-27 ◆	
B45	I feel that change is managed well in HM Prison Service	18	28	31	21	20%	+4 ◆	-10 ◆	-19 ◆	
B46	When changes are made in HM Prison Service they are usually for the better	12	30	31	25	14%	+3 ◆	-13 ◆	-21 ◆	
B47	HM Prison Service keeps me informed about matters that affect me	32	32	20	12	36%	+4 ◆	-20 ◆	-29 ◆	
B48	I have the opportunity to contribute my views before decisions are made that affect me	17	26	31	23	20%	+3 ◆	-16 ◆	-25 ◆	
B49	I think it is safe to challenge the way things are done in HM Prison Service	21	30	25	20	24%	+4 ◆	-17 ◆	-26 ◆	



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### 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 HM Prison Service	14	37	28	12	9	51%	+6 ◆	-7 ◆	-16 ◆
B51 I would recommend HM Prison Service as a great place to work	6	21	27	24	21	28%	+6 ◆	-19 ◆	-31 ◆
B52 I feel a strong personal attachment to HM Prison Service	12	33	28	16	11	45%	+3 ◆	-2 ◆	-9 ◆
B53 HM Prison Service inspires me to do the best in my job	8	26	34	20	12	34%	+5 ◆	-11 ◆	-18 ◆
B54 HM Prison Service motivates me to help it achieve its objectives	7	23	35	21	14	30%	+6 ◆	-12 ◆	-19 ◆

### 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 HM Prison Service will take action on the results from this survey	17	28	24	27	21	21%	+4 ◆	-22 ◆	-34 ◆
B56 I believe that managers where I work will take action on the results from this survey	7	26	25	20	22	33%	+6 ◆	-22 ◆	-29 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	5	17	37	20	22	22%	+5 ◆	-12 ◆	-21 ◆





## All questions by theme

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### 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	23	58	12	5		82%	+2 ◆	-6 ◆	-8 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	13	40	26	15	6	53%	+5 ◆	-15 ◆	-19 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	10	38	33	13	7	47%	+2 ◆	-18 ◆	-22 ◆
B61 When I talk about HM Prison Service I say "we" rather than "they"	12	36	29	14	9	48%	+5 ◆	-22 ◆	-30 ◆
B62 I have some really good friendships at work	28	50	17			78%	+1 ◆	+2 ◆	-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	14	38	25	14	9	52%	--	-14 ◆	-19 ◆
B64 Senior management inspire people across HM Prison Service to do their best	5	22	34	23	16	27%	--	-11 ◆	-19 ◆
B65 My manager leads our team with confidence	16	39	23	13	10	55%	--	-15 ◆	-21 ◆
B66 Senior management lead HM Prison Service with confidence	6	25	34	20	15	31%	--	-16 ◆	-26 ◆
B67 My manager empowers me to do my job effectively	15	39	25	12	9	54%	--	-18 ◆	-21 ◆
B68 HM Prison Service's senior management empower teams to deliver	5	22	38	20	15	27%	--	-13 ◆	-21 ◆
B69 Senior management in HM Prison Service actively role model the behaviours set out in the Civil Service Leadership Statement		21	44	16	15	25%	--	-11 ◆	-19 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	10	32	36	11	10	43%	--	-14 ◆	-19 ◆



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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?	18	23	44	15	59%	+7 ◆	-6 ◆	-9 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	21	44	22	66%	+6 ◆	-5 ◆	-8 ◆
W03 Overall, how happy did you feel yesterday?	20	21	37	22	59%	+6 ◆	-3 ◆	-7 ◆

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?	25	25	20	30	50%	+1 ◆	0	-2 ◆



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### Your plans for the future

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

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave HM Prison Service as soon as possible		14%	-1 ◇	+5 ◇	+2 ◇
I want to leave HM Prison Service within the next 12 months		11%	0	-4 ◇	-9 ◇
I want to stay working for HM Prison Service for at least the next year		19%	+1 ◇	-13 ◇	-19 ◇
I want to stay working for HM Prison Service for at least the next three years		56%	0	+14 ◇	+5 ◇

### The Civil Service Code

Differences are based on '% Yes' score

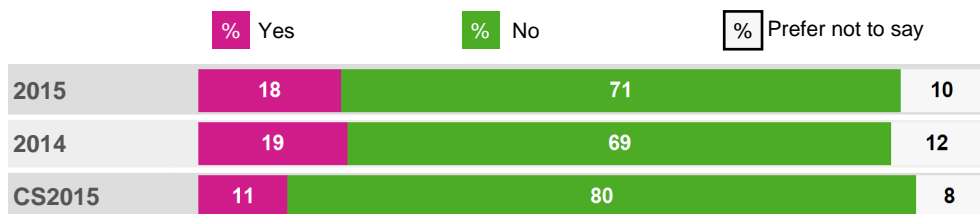
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			79%	-1	-12 ◇	-15 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			68%	0	+1 ◇	-5 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HM Prison Service it would be investigated properly?			51%	+2 ◇	-16 ◇	-22 ◇

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### Discrimination, harassment and bullying

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

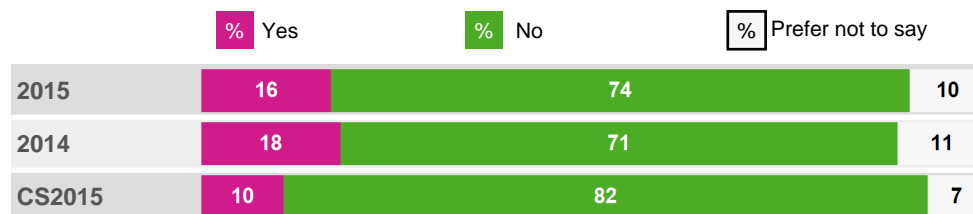


For respondents who selected 'Yes' to question E01.

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	321
Caring responsibilities	215
Disability	230
Ethnic background	156
Gender	270
Gender reassignment or perceived gender	10
Grade, pay band or responsibility level	756
Main spoken/written language or language ability	63
Religion or belief	99
Sexual orientation	76
Social or educational background	89
Working location	444
Working pattern	490
Any other grounds	521
Prefer not to say	212

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	590
Your manager	514
Another manager in my part of HM Prison Service	770
Someone you manage	70
Someone who works for another part of HM Prison Service	119
A member of the public	44
Someone else	85
Prefer not to say	248

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### The Prison Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 The level of control and discipline within this establishment is satisfactory	8	38	20	21	13	46%	+3 ◇
F02 I think staff-prisoner relationships are good in this establishment	15	51	23	8		66%	+2 ◇
F03 This establishment encourages prisoners to treat each other with decency	14	55	21	7		69%	+3 ◇
F04 The level of care provided to prisoners at risk of suicide and self-harm in this establishment is good	22	55	16			78%	+3 ◇
F05 I feel safe in my working environment	15	42	18	15	11	56%	+4 ◇
F06 I believe that our new ways of working are in the best long-term interests of HM Prison Service <sup>▲</sup>	5	19	31	21	24	24%	+6 ◇
F07 I believe that my local management manages change well	7	30	32	18	13	37%	+6 ◇
F08 I believe that my work helps change lives	13	37	28	14	8	50%	+5 ◇
F09 I am motivated by doing a professional job for the public we serve	19	48	21	8	5	67%	+5 ◇
F10 Overall I am satisfied with the job I do	15	49	20	10	6	64%	+4 ◇
F11 I have agreed objectives which define what I do (activities) and how I do it (behaviours)	11	47	28	9	6	57%	+5 ◇
F12 As a result of my development plan this year, I am strengthening my capability	8	28	35	17	11	36%	--
F13 I feel responsible for the value for money resulting from my decisions	10	34	36	12	8	44%	--



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### The Prison Service questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	I consider the value for money of the decisions that I make in my day-to-day work	10	36	35	11	7	47%	--
F15	In my establishment there is a strong feeling of teamwork and collaboration with the rest of HM Prison Service	8	31	32	19	11	38%	--
F16	I am confident that my establishment is taking effective action to reduce discrimination, bullying and harassment	12	42	30	9	8	53%	+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 <b>Theme score % positive</b> ).
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.