



Your engagement index

54%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
-1 ✧	-1 ✧	-8 ✧

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 CS2011
B50. I am proud when I tell others I am part of the Service	55%	0	+3 ✧
B51. I would recommend the Service as a great place to work	33%	-4 ✧	-10 ✧

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

B52. I feel a strong personal attachment to the Service	47%	-1	+1 ✧
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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	38%	-2 ✧	0
B54. The Service motivates me to help it achieve its objectives	33%	-1 ✧	-2 ✧

✧ = 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 CS2011	Difference from CS High Performers
Leadership and managing change		27%	+1	-11 ✧	-20 ✧
My work		67%	-1	-3 ✧	-9 ✧
My line manager		57%	-1	-7 ✧	-11 ✧
Learning and development		42%	-1 ✧	-1 ✧	-8 ✧
Resources and workload		68%	0	-4 ✧	-7 ✧
Organisational objectives and purpose		74%	-1 ✧	-7 ✧	-12 ✧
Pay and benefits		29%	-3 ✧	-3 ✧	-10 ✧
My team		70%	0	-7 ✧	-10 ✧
Inclusion and fair treatment		65%	-1 ✧	-8 ✧	-13 ✧


✧ = 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 CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change		Strength of association with engagement: 	
B42. I believe the actions of senior management are consistent with the Service's values	35%	0	-4 ◇
B45. I feel that change is managed well in the Service	21%	0	-7 ◇
B46. When changes are made in the Service they are usually for the better	15%	0	-7 ◇
B41. Senior management in the Service are sufficiently visible	37%	+1	-8 ◇
B40. I feel that the Service as a whole is managed well	30%	0	-11 ◇
B44. Overall, I have confidence in the decisions made by the Service's senior management	25%	0	-11 ◇
B43. I believe that the NOMS Management Board has a clear vision for the future of the Service	27%	+3 ◇	-12 ◇
B49. I think it is safe to challenge the way things are done in the Service	25%	-1 ◇	-13 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	20%	0	-15 ◇
B47. The Service keeps me informed about matters that affect me	36%	+2 ◇	-19 ◇

My work		Strength of association with engagement: 	
B02. I am sufficiently challenged by my work	76%	+1 ◇	+2 ◇
B01. I am interested in my work	87%	0	-1 ◇
B03. My work gives me a sense of personal accomplishment	71%	0	-2 ◇
B04. I feel involved in the decisions that affect my work	44%	-2 ◇	-5 ◇
B05. I have a choice in deciding how I do my work	59%	-1 ◇	-12 ◇

My line manager		Strength of association with engagement: 	
B18. Poor performance is dealt with effectively in my team	36%	-2 ◇	-1 ◇
B09. My manager motivates me to be more effective in my job	58%	0	-5 ◇
B12. My manager helps me to understand how I contribute to the Service's objectives	53%	0	-5 ◇
B15. I receive regular feedback on my performance	54%	0	-6 ◇
B17. I think that my performance is evaluated fairly	56%	-1	-6 ◇
B16. The feedback I receive helps me to improve my performance	51%	-1	-7 ◇
B14. My manager recognises when I have done my job well	68%	-1	-8 ◇
B13. Overall, I have confidence in the decisions made by my manager	61%	-1	-10 ◇
B11. My manager is open to my ideas	68%	-1	-10 ◇
B10. My manager is considerate of my life outside work	65%	0	-13 ◇

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 CS2011
 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 CS2011	Difference from CS High Performers
B01. I am interested in my work	40	47	8			87%	0	-1 ✦	-4 ✦
B02. I am sufficiently challenged by my work	29	47	14	8		76%	+1 ✦	+2 ✦	-3 ✦
B03. My work gives me a sense of personal accomplishment	25	46	17	9		71%	0	-2 ✦	-7 ✦
B04. I feel involved in the decisions that affect my work	11	33	23	22	11	44%	-2 ✦	-5 ✦	-15 ✦
B05. I have a choice in deciding how I do my work	15	44	20	14	7	59%	-1 ✦	-12 ✦	-18 ✦

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of the Service's purpose	20	56	15	6		76%	-1 ✦	-8 ✦	-13 ✦
B07. I have a clear understanding of the Service's objectives	18	54	18	8		72%	-1 ✦	-7 ✦	-12 ✦
B08. I understand how my work contributes to the Service's objectives	20	54	17	6		74%	-1	-7 ✦	-12 ✦

All questions by theme

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

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	17	41	22	13	7	58%	0	-5 ◇	-9 ◇
B10. My manager is considerate of my life outside work	25	40	19	9	6	65%	0	-13 ◇	-17 ◇
B11. My manager is open to my ideas	22	46	19	8	4	68%	-1	-10 ◇	-13 ◇
B12. My manager helps me to understand how I contribute to the Service's objectives	14	39	29	12	5	53%	0	-5 ◇	-11 ◇
B13. Overall, I have confidence in the decisions made by my manager	19	41	21	11	7	61%	-1	-10 ◇	-14 ◇
B14. My manager recognises when I have done my job well	23	45	18	10	5	68%	-1	-8 ◇	-11 ◇
B15. I receive regular feedback on my performance	16	39	23	16	7	54%	0	-6 ◇	-11 ◇
B16. The feedback I receive helps me to improve my performance	15	36	29	14	6	51%	-1	-7 ◇	-10 ◇
B17. I think that my performance is evaluated fairly	15	41	24	13	6	56%	-1	-6 ◇	-11 ◇
B18. Poor performance is dealt with effectively in my team	8	27	29	21	15	36%	-2 ◇	-1 ◇	-5 ◇

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	28	50	14	7	77%	0	-5 ◇	-8 ◇
B20. The people in my team work together to find ways to improve the service we provide	23	47	19	8	70%	0	-8 ◇	-12 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	20	43	22	11	62%	-1 ◇	-6 ◇	-12 ◇

All questions by theme

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

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Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	8	42	28	16	6	51%	0	-4 ◇	-13 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	37	32	15	7	46%	0	+2 ◇	-6 ◇
B24. There are opportunities for me to develop my career in the Service	6	25	26	24	20	31%	-3 ◇	0	-8 ◇
B25. Learning and development activities I have completed while working for the Service are helping me to develop my career	7	32	32	18	11	40%	-1	0	-5 ◇

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	16	53	18	9	5	68%	-1 ◇	-10 ◇	-12 ◇
B27. I am treated with respect by the people I work with	19	57	16	5		77%	-1 ◇	-7 ◇	-10 ◇
B28. I feel valued for the work I do	12	38	25	17	8	50%	-2 ◇	-9 ◇	-16 ◇
B29. I think that the Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	15	48	23	9	5	63%	-1 ◇	-7 ◇	-13 ◇

All questions by theme

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

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Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	21	61	12	5	82%	+1	-1 ✧	-5 ✧	
B31. I get the information I need to do my job well	12	49	24	12	61%	0	-6 ✧	-10 ✧	
B32. I have clear work objectives	15	55	19	8	71%	0	-3 ✧	-7 ✧	
B33. I have the skills I need to do my job effectively	25	60	10	8	85%	+1 ✧	-3 ✧	-5 ✧	
B34. I have the tools I need to do my job effectively	14	51	20	11	66%	0	-5 ✧	-10 ✧	
B35. I have an acceptable workload	9	46	21	17	54%	0	-6 ✧	-11 ✧	
B36. I achieve a good balance between my work life and my private life	13	47	20	14	60%	0	-7 ✧	-13 ✧	

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	4	26	20	30	20	30%	-2 ✧	-2 ✧	-9 ✧
B38. I am satisfied with the total benefits package	4	25	29	26	17	28%	-4 ✧	-5 ✧	-12 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	24	23	28	21	28%	-2 ✧	+1 ✧	-7 ✧

All questions by theme


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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2011
 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 CS2011	Difference from CS High Performers
B40. I feel that the Service as a whole is managed well	27	31	26	13	30%	0	-11 ◇	-25 ◇	
B41. Senior management in the Service are sufficiently visible	5	33	27	23	13	37%	+1	-8 ◇	-22 ◇
B42. I believe the actions of senior management are consistent with the Service's values	4	31	37	17	10	35%	0	-4 ◇	-15 ◇
B43. I believe that the NOMS Management Board has a clear vision for the future of the Service	4	23	41	19	13	27%	+3 ◇	-12 ◇	-24 ◇
B44. Overall, I have confidence in the decisions made by the Service's senior management	22	36	23	16	25%	0	-11 ◇	-23 ◇	
B45. I feel that change is managed well in the Service	19	33	32	14	21%	0	-7 ◇	-16 ◇	
B46. When changes are made in the Service they are usually for the better	14	35	33	17	15%	0	-7 ◇	-16 ◇	
B47. The Service keeps me informed about matters that affect me	33	32	21	10	36%	+2 ◇	-19 ◇	-26 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	18	28	33	19	20%	0	-15 ◇	-23 ◇	
B49. I think it is safe to challenge the way things are done in the Service	23	32	26	16	25%	-1 ◇	-13 ◇	-21 ◇	

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 CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the Service	14	41	30	10	4	55%	0	+3 ◇	-10 ◇
B51. I would recommend the Service as a great place to work	7	26	32	23	12	33%	-4 ◇	-10 ◇	-22 ◇
B52. I feel a strong personal attachment to the Service	12	35	32	15	7	47%	-1	+1 ◇	-7 ◇
B53. The Service inspires me to do the best in my job	8	30	36	18	8	38%	-2 ◇	0	-11 ◇
B54. The Service motivates me to help it achieve its objectives	7	27	38	19	9	33%	-1 ◇	-2 ◇	-12 ◇
Taking action									
B55. I believe that senior management in the Service will take action on the results from this survey	21	31	26	20		24%	0	-15 ◇	-26 ◇
B56. I believe that managers where I work will take action on the results from this survey	6	27	29	21	16	34%	-1	-15 ◇	-22 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	5	20	39	21	16	24%	-	-5 ◇	-13 ◇

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 CS2011	Difference from CS High Performers
I want to leave the Service as soon as possible		10%	+1 ✧	+2 ✧	0 ✧
I want to leave the Service within the next 12 months		7%	+1 ✧	-4 ✧	-7 ✧
I want to stay working for the Service for at least the next year		16%	+1 ✧	-11 ✧	-19 ✧
I want to stay working for the Service for at least the next three years		67%	-3 ✧	+13 ✧	+7 ✧

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers	
D01. Are you aware of the Civil Service Code?		66	34	66%	+7 ✧	-20 ✧	-26 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		57	43	57%	+8 ✧	-3 ✧	-9 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in the Service it would be investigated properly?		49	51	49%	+4 ✧	-15 ✧	-22 ✧

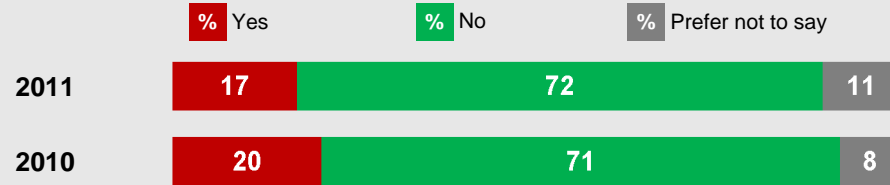
[^] indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

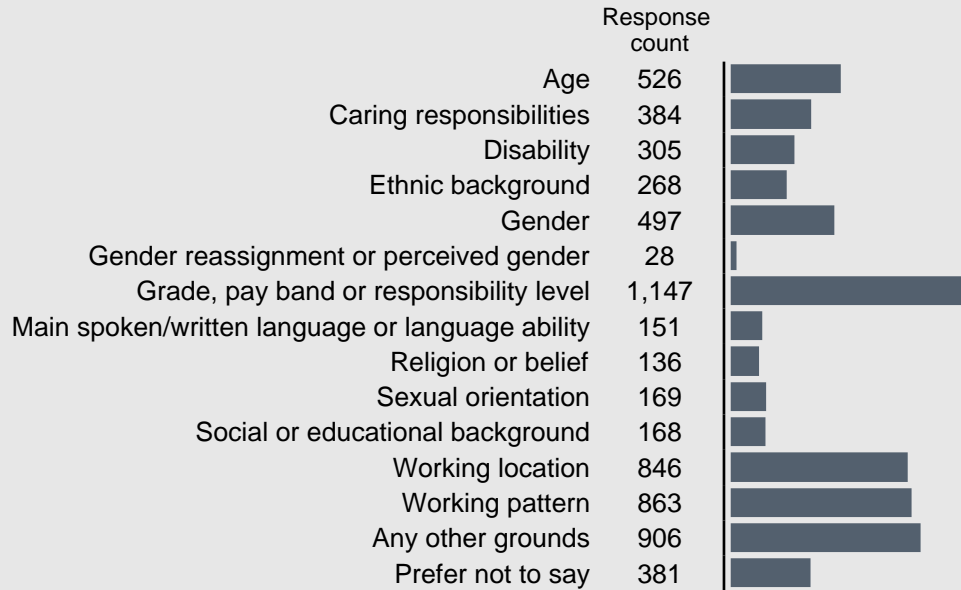
All questions by theme

Discrimination, harassment and bullying

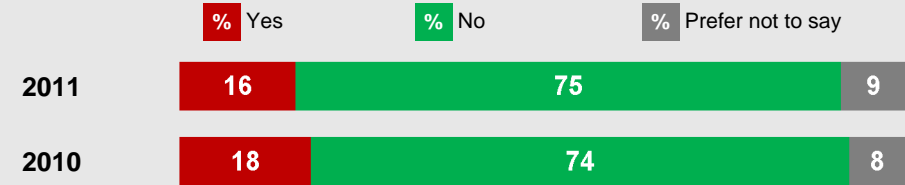
E01. During the past 12 months, have you personally experienced discrimination at work?



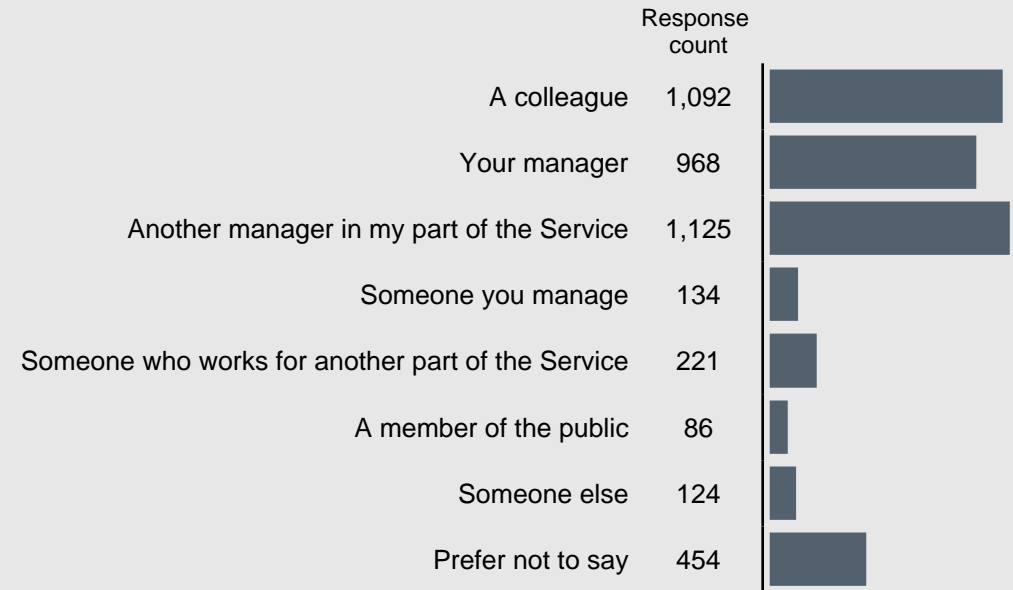
For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)

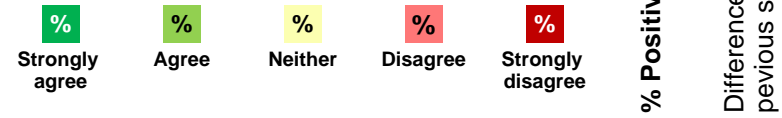


All questions by theme

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✧ indicates statistically significant difference from comparison



NOMS questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I understand how where I work fits into the Ministry of Justice	Yes: 87%		No: 13%			87%	+2 ✧
F02. Have you had a formal performance review in the past 12 months?	Yes: 87%		No: 13%			87%	+1
F03. My manager uses coaching skills effectively	10	37	32	15	6	47%	-1
F04. Overall I am satisfied with the job I do	16	58	16	7	1	74%	+1 ✧
F05. (Establishment staff only) The level of control and discipline within this establishment is satisfactory	11	46	22	14	6	58%	+1
F06. (Establishment staff only) I think staff-prisoner relationships are good in this establishment	18	55	21	4	1	74%	0
F07. (Establishment staff only) This establishment encourages prisoners to treat each other with decency	18	57	19	1	1	76%	0
F08. (Establishment staff only) The level of care provided to prisoners at risk of suicide and self-harm in this establishment is good	30	55	13	1	1	85%	0
F09. (Establishment staff only) I feel safe in my working environment	20	51	18	7	4	71%	0

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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✦

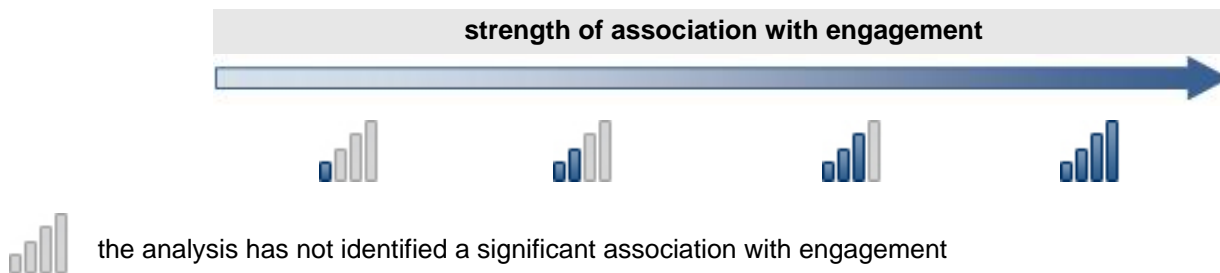
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2011 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.