



Your engagement index

51%

Difference from previous survey

-3 ✧

Difference from CS2012

-6 ✧

Difference from CS High Performers

-11 ✧

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 CS2012
B50. I am proud when I tell others I am part of the Service	51%	-4 ✧	-2 ✧
B51. I would recommend the Service as a great place to work	27%	-5 ✧	-19 ✧

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

B52. I feel a strong personal attachment to the Service	44%	-3 ✧	-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	34%	-4 ✧	-7 ✧
B54. The Service motivates me to help it achieve its objectives	30%	-4 ✧	-9 ✧

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		25%	-2 ✧	-16 ✧	-25 ✧
My work		64%	-4 ✧	-9 ✧	-13 ✧
My line manager		53%	-4 ✧	-13 ✧	-16 ✧
Pay and benefits		26%	-2 ✧	-3 ✧	-9 ✧
Resources and workload		66%	-2 ✧	-8 ✧	-11 ✧
Organisational objectives and purpose		71%	-4 ✧	-11 ✧	-17 ✧
Learning and development		39%	-3 ✧	-5 ✧	-13 ✧
My team		66%	-4 ✧	-12 ✧	-15 ✧
Inclusion and fair treatment		60%	-4 ✧	-14 ✧	-17 ✧


✧ = 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 CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change		Strength of association with engagement: 	
B42. I believe the actions of senior management are consistent with the Service's values	33%	-2 ◇	-9 ◇
B45. I feel that change is managed well in the Service	17%	-3 ◇	-12 ◇
B43. I believe that the NOMS Management Board has a clear vision for the future of the Service	27%	0	-12 ◇
B46. When changes are made in the Service they are usually for the better	13%	-3 ◇	-12 ◇
B41. Senior management in the Service are sufficiently visible	34%	-3 ◇	-14 ◇
B40. I feel that the Service as a whole is managed well	27%	-3 ◇	-16 ◇
B44. Overall, I have confidence in the decisions made by the Service's senior management	23%	-2 ◇	-17 ◇
B49. I think it is safe to challenge the way things are done in the Service	23%	-3 ◇	-18 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	17%	-3 ◇	-18 ◇
B47. The Service keeps me informed about matters that affect me	36%	-1	-21 ◇

My work		Strength of association with engagement: 	
B02. I am sufficiently challenged by my work	74%	-3 ◇	-3 ◇
B01. I am interested in my work	85%	-3 ◇	-5 ◇
B03. My work gives me a sense of personal accomplishment	67%	-4 ◇	-6 ◇
B04. I feel involved in the decisions that affect my work	38%	-6 ◇	-15 ◇
B05. I have a choice in deciding how I do my work	54%	-5 ◇	-18 ◇

My line manager		Strength of association with engagement: 	
B18. Poor performance is dealt with effectively in my team	32%	-4 ◇	-5 ◇
B17. I think that my performance is evaluated fairly	51%	-5 ◇	-11 ◇
B12. My manager helps me to understand how I contribute to the Service's objectives	49%	-4 ◇	-11 ◇
B14. My manager recognises when I have done my job well	65%	-2 ◇	-12 ◇
B09. My manager motivates me to be more effective in my job	54%	-5 ◇	-12 ◇
B16. The feedback I receive helps me to improve my performance	47%	-4 ◇	-13 ◇
B15. I receive regular feedback on my performance	50%	-5 ◇	-14 ◇
B11. My manager is open to my ideas	65%	-3 ◇	-14 ◇
B13. Overall, I have confidence in the decisions made by my manager	57%	-4 ◇	-15 ◇
B10. My manager is considerate of my life outside work	62%	-3 ◇	-18 ◇

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 CS2012
 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 CS2012	Difference from CS High Performers
B01. I am interested in my work	37	47	10	4	4	85%	-3 ◇	-5 ◇	-7 ◇
B02. I am sufficiently challenged by my work	27	46	15	9	4	74%	-3 ◇	-3 ◇	-7 ◇
B03. My work gives me a sense of personal accomplishment	23	44	18	11	4	67%	-4 ◇	-6 ◇	-11 ◇
B04. I feel involved in the decisions that affect my work	9	29	23	24	14	38%	-6 ◇	-15 ◇	-21 ◇
B05. I have a choice in deciding how I do my work	14	40	22	16	8	54%	-5 ◇	-18 ◇	-23 ◇

Organisational objectives and purpose

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B06. I have a clear understanding of the Service's purpose	18	54	17	7	4	72%	-4 ◇	-12 ◇	-18 ◇
B07. I have a clear understanding of the Service's objectives	16	53	19	9	4	69%	-3 ◇	-10 ◇	-16 ◇
B08. I understand how my work contributes to the Service's objectives	18	53	19	7	4	71%	-4 ◇	-11 ◇	-16 ◇

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 CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	15	38	23	15	8	54%	-5 ◇	-12 ◇	-15 ◇
B10. My manager is considerate of my life outside work	23	39	20	10	7	62%	-3 ◇	-18 ◇	-21 ◇
B11. My manager is open to my ideas	21	44	21	9	5	65%	-3 ◇	-14 ◇	-18 ◇
B12. My manager helps me to understand how I contribute to the Service's objectives	13	37	30	14	6	49%	-4 ◇	-11 ◇	-16 ◇
B13. Overall, I have confidence in the decisions made by my manager	18	39	23	12	9	57%	-4 ◇	-15 ◇	-19 ◇
B14. My manager recognises when I have done my job well	21	44	19	10	6	65%	-2 ◇	-12 ◇	-14 ◇
B15. I receive regular feedback on my performance	14	36	24	18	8	50%	-5 ◇	-14 ◇	-18 ◇
B16. The feedback I receive helps me to improve my performance	13	33	30	15	8	47%	-4 ◇	-13 ◇	-16 ◇
B17. I think that my performance is evaluated fairly	13	38	27	14	8	51%	-5 ◇	-11 ◇	-16 ◇
B18. Poor performance is dealt with effectively in my team	7	25	29	22	17	32%	-4 ◇	-5 ◇	-10 ◇

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	15	8		74%	-3 ◇	-9 ◇	-12 ◇
B20. The people in my team work together to find ways to improve the service we provide	20	46	21	10		66%	-4 ◇	-13 ◇	-15 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	17	40	25	13	6	57%	-5 ◇	-14 ◇	-19 ◇

All questions by theme

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




	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	7	41	29	17	6	48%	-3 ◇	-10 ◇	-16 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	34	35	17	7	42%	-5 ◇	-4 ◇	-10 ◇
B24. There are opportunities for me to develop my career in the Service	5	24	27	24	20	29%	-2 ◇	-6 ◇	-13 ◇
B25. Learning and development activities I have completed while working for the Service are helping me to develop my career	7	30	33	19	12	36%	-4 ◇	-3 ◇	-10 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	14	49	21	11	6	63%	-5 ◇	-15 ◇	-18 ◇
B27. I am treated with respect by the people I work with	18	56	17	6		74%	-3 ◇	-10 ◇	-13 ◇
B28. I feel valued for the work I do	11	34	26	19	10	46%	-5 ◇	-17 ◇	-21 ◇
B29. I think that the Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	13	46	25	9	6	59%	-4 ◇	-12 ◇	-19 ◇

All questions by theme

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Resources and workload									
 :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	19	60	13	6		79%	-3 ◇	-5 ◇	-8 ◇
B31. I get the information I need to do my job well	10	47	26	13	4	57%	-4 ◇	-11 ◇	-16 ◇
B32. I have clear work objectives	13	54	21	9		67%	-3 ◇	-8 ◇	-12 ◇
B33. I have the skills I need to do my job effectively	25	60	11			85%	-1 ◇	-3 ◇	-6 ◇
B34. I have the tools I need to do my job effectively	13	49	21	12	4	63%	-3 ◇	-9 ◇	-12 ◇
B35. I have an acceptable workload	8	45	22	17	9	53%	-2 ◇	-7 ◇	-13 ◇
B36. I achieve a good balance between my work life and my private life	12	45	21	14	8	58%	-3 ◇	-10 ◇	-16 ◇
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		24	21	30	22	28%	-2 ◇	-3 ◇	-9 ◇
B38. I am satisfied with the total benefits package		23	29	27	19	25%	-3 ◇	-8 ◇	-14 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		23	24	27	22	26%	-2 ◇	+1 ◇	-6 ◇

All questions by theme


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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2012
 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 CS2012	Difference from CS High Performers
B40. I feel that the Service as a whole is managed well	24	31	27	15	27%	-3 ◇	-16 ◇	-30 ◇	
B41. Senior management in the Service are sufficiently visible	4	30	27	24	15	34%	-3 ◇	-14 ◇	-26 ◇
B42. I believe the actions of senior management are consistent with the Service's values	4	29	38	18	11	33%	-2 ◇	-9 ◇	-21 ◇
B43. I believe that the NOMS Management Board has a clear vision for the future of the Service	4	24	41	18	14	27%	0	-12 ◇	-24 ◇
B44. Overall, I have confidence in the decisions made by the Service's senior management	20	35	24	18	23%	-2 ◇	-17 ◇	-29 ◇	
B45. I feel that change is managed well in the Service	16	31	34	17	17%	-3 ◇	-12 ◇	-21 ◇	
B46. When changes are made in the Service they are usually for the better	11	33	33	20	13%	-3 ◇	-12 ◇	-23 ◇	
B47. The Service keeps me informed about matters that affect me	33	31	21	12	36%	-1	-21 ◇	-28 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	16	27	33	23	17%	-3 ◇	-18 ◇	-25 ◇	
B49. I think it is safe to challenge the way things are done in the Service	20	31	27	19	23%	-3 ◇	-18 ◇	-24 ◇	

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 CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the Service	13	38	31	12	6	51%	-4 ◇	-2 ◇	-13 ◇
B51. I would recommend the Service as a great place to work	5	22	32	25	16	27%	-5 ◇	-19 ◇	-30 ◇
B52. I feel a strong personal attachment to the Service	11	33	31	16	9	44%	-3 ◇	-1 ◇	-8 ◇
B53. The Service inspires me to do the best in my job	7	27	36	19	10	34%	-4 ◇	-7 ◇	-15 ◇
B54. The Service motivates me to help it achieve its objectives	6	24	38	21	12	30%	-4 ◇	-9 ◇	-17 ◇
Taking action									
B55. I believe that senior management in the Service will take action on the results from this survey	17	30	27	23		20%	-3 ◇	-23 ◇	-33 ◇
B56. I believe that managers where I work will take action on the results from this survey	5	23	29	23	20	28%	-6 ◇	-24 ◇	-31 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	4	15	39	22	20	19%	-5 ◇	-13 ◇	-21 ◇

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 CS2012	Difference from CS High Performers
I want to leave the Service as soon as possible		11%	+1 ^	+3 ^	+1 ^
I want to leave the Service within the next 12 months		9%	+1 ^	-4 ^	-8 ^
I want to stay working for the Service for at least the next year		17%	+1 ^	-12 ^	-18 ^
I want to stay working for the Service for at least the next three years		64%	-3 ^	+12 ^	+4 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	69	31	69%	+3 ^	-19 ^	-25 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?	59	41	59%	+3 ^	-4 ^	-10 ^
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%	0	-18 ^	-22 ^

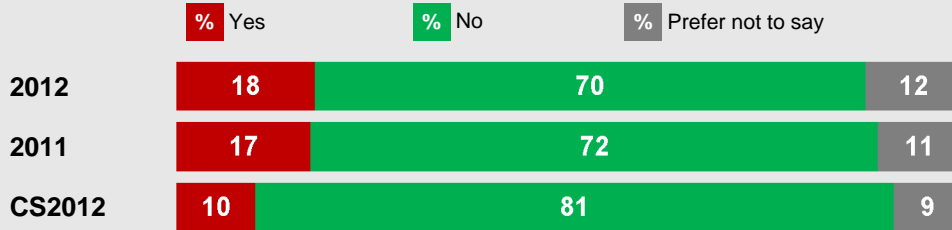
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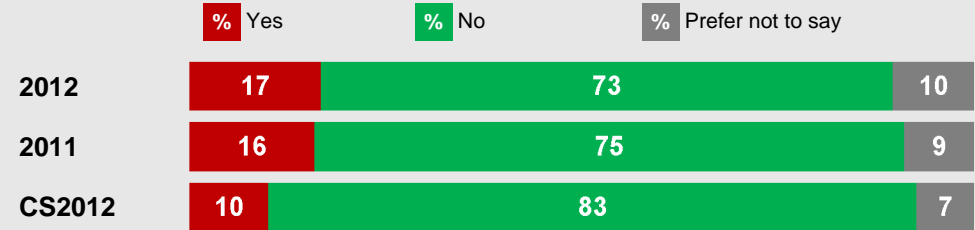
All questions by theme

Discrimination, harassment and bullying

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

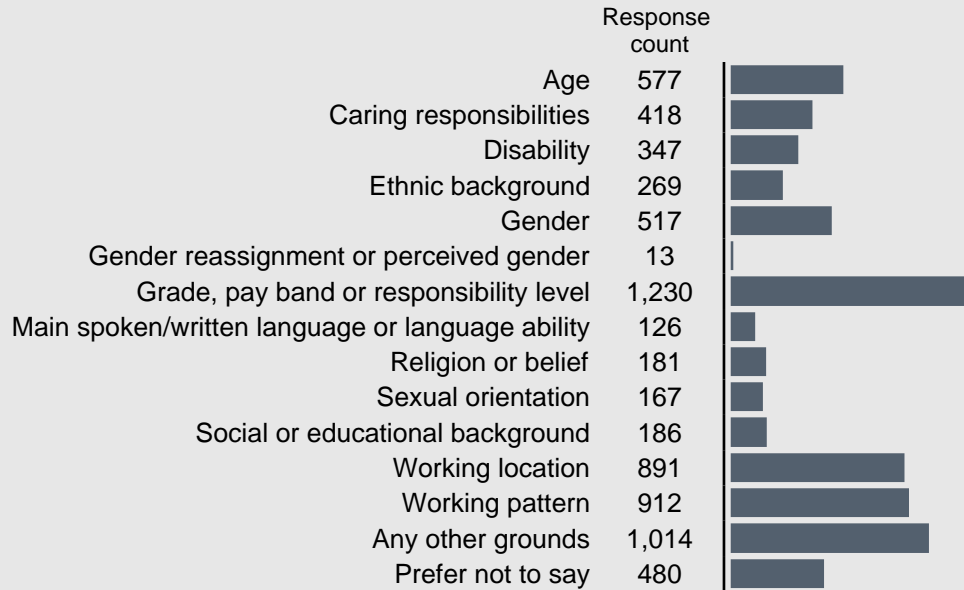


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



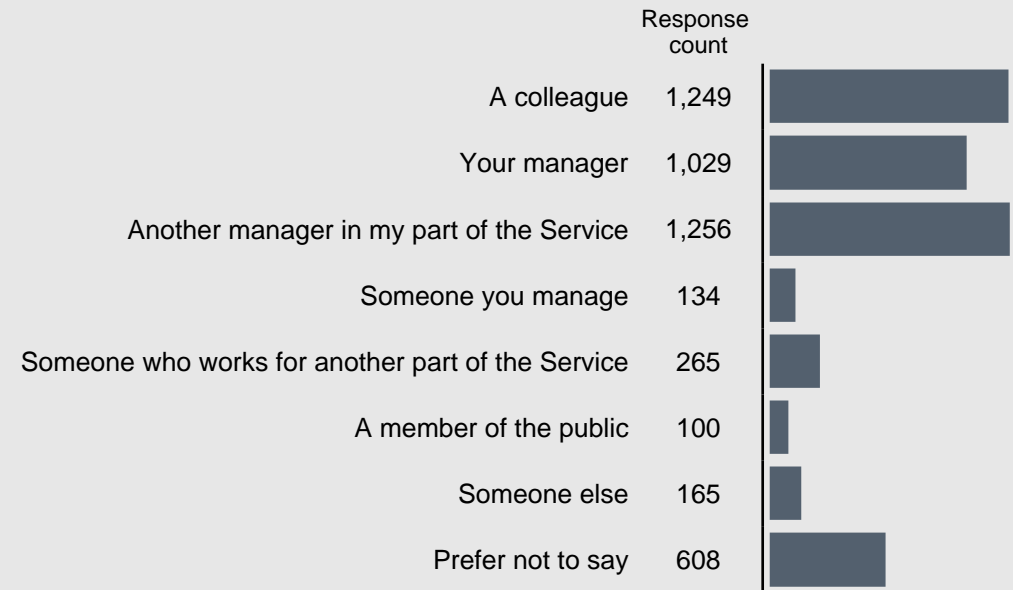
For respondents who selected 'Yes' to question E01.

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)

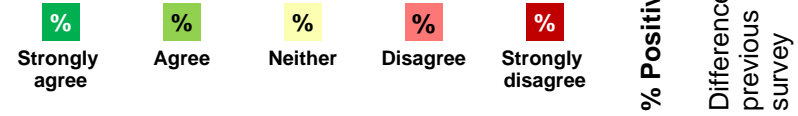


All questions by theme

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✦ indicates statistically significant difference from comparison



NOMS questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I understand that the changes in the Service are part of the broader Transforming Justice Programme	5	40	40	10	6	44%	-
F02. I understand how my work contributes to Transforming Justice	5	38	39	13	5	43%	-
F03. My manager uses coaching skills effectively	6	30	35	20	10	36%	-11 ✦
F04. Overall I am satisfied with the job I do	12	54	21	9	4	66%	-9 ✦
F05. I am confident that my establishment/ HQ Directorate is taking effective action to reduce discrimination, bullying and harassment	9	44	32	9	6	53%	-
F06. (Establishment staff only) The level of control and discipline within this establishment is satisfactory	9	43	25	14	8	52%	-5 ✦
F07. (Establishment staff only) I think staff-prisoner relationships are good in this establishment	16	55	23	5	5	71%	-3 ✦
F08. (Establishment staff only) This establishment encourages prisoners to treat each other with decency	15	57	22	4	4	72%	-4 ✦
F09. (Establishment staff only) The level of care provided to prisoners at risk of suicide and self-harm in this establishment is good	26	56	16	1	1	82%	-3 ✦
F10. (Establishment staff only) I feel safe in my working environment	17	49	20	9	5	66%	-5 ✦

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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✧

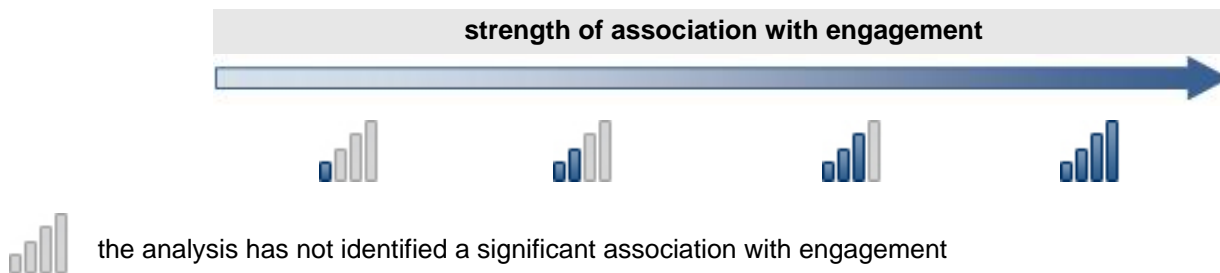
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2012 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.