


Returns : 14,886

Response rate : 44%

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.



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 CS2014	Difference from CS High Performers
Leadership and Managing Change		22%	-1 ✧	-21 ✧	-28 ✧
My work		60%	-1	-15 ✧	-18 ✧
My manager		47%	0	-20 ✧	-24 ✧
Resources and workload		58%	-1 ✧	-16 ✧	-19 ✧
Pay and benefits		21%	-3 ✧	-7 ✧	-14 ✧
Learning and development		32%	-2 ✧	-17 ✧	-23 ✧
Organisational objectives and purpose		66%	+2 ✧	-17 ✧	-21 ✧
My team		64%	0	-15 ✧	-18 ✧
Inclusion and fair treatment		57%	0	-18 ✧	-22 ✧

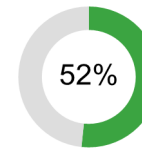


Strength of association with engagement

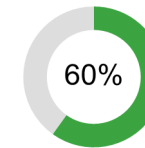


Statistically significant difference from comparison

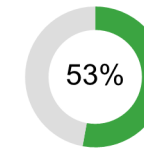
Wellbeing



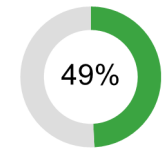
Overall, how satisfied are you with your life nowadays?



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

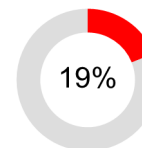


Overall, how happy did you feel yesterday?

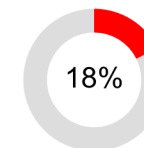


No or low anxiety yesterday

Discrimination, bullying and harassment

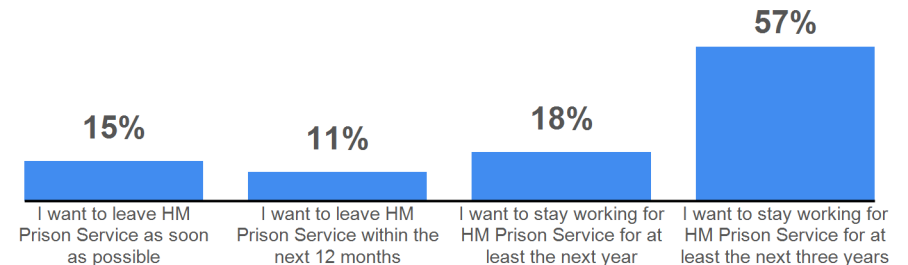


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My work

60% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	33	49	10	6		82%	0	-8 ◆	-11 ◆
B02 I am sufficiently challenged by my work	30	44	14	9		74%	+1	-5 ◆	-8 ◆
B03 My work gives me a sense of personal accomplishment	21	41	18	14	7	61%	-2 ◆	-14 ◆	-17 ◆
B04 I feel involved in the decisions that affect my work	9	27	20	25	19	36%	0	-21 ◆	-26 ◆
B05 I have a choice in deciding how I do my work	12	37	20	18	13	49%	-1 ◆	-25 ◆	-30 ◆

Organisational objectives and purpose

66% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of HM Prison Service's purpose^	17	51	17	10	5	68%	+2 ◆	-18 ◆	-23 ◆
B07 I have a clear understanding of HM Prison Service's objectives^	16	49	19	11	6	65%	+2 ◆	-16 ◆	-21 ◆
B08 I understand how my work contributes to HM Prison Service's objectives^	17	49	19	9	5	66%	+2 ◆	-17 ◆	-21 ◆



All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

My manager

47% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	13	36	23	18	11	48%	0	-19 ◆	-23 ◆
B10	My manager is considerate of my life outside work	19	36	21	12	12	55%	-1 ◆	-26 ◆	-30 ◆
B11	My manager is open to my ideas	17	42	22	11	8	59%	0	-20 ◆	-25 ◆
B12	My manager helps me to understand how I contribute to HM Prison Service's objectives [^]	11	32	31	16	10	43%	-1 ◆	-21 ◆	-26 ◆
B13	Overall, I have confidence in the decisions made by my manager	15	35	23	14	12	50%	0	-23 ◆	-27 ◆
B14	My manager recognises when I have done my job well	18	42	20	13	8	59%	0	-18 ◆	-21 ◆
B15	I receive regular feedback on my performance	12	32	22	21	12	44%	0	-21 ◆	-25 ◆
B16	The feedback I receive helps me to improve my performance	11	30	29	18	12	41%	0	-20 ◆	-25 ◆
B17	I think that my performance is evaluated fairly	11	34	27	16	12	45%	0	-18 ◆	-22 ◆
B18	Poor performance is dealt with effectively in my team	6	22	28	23	21	29%	-1	-11 ◆	-14 ◆

My team

64% 0

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 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	24	50	16	8	8	73%	+1 ◆	-11 ◆	-13 ◆
B20	The people in my team work together to find ways to improve the service we provide	20	46	21	10	8	65%	+1 ◆	-15 ◆	-18 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	15	38	23	15	8	54%	-1	-20 ◆	-24 ◆



All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Learning and development

32% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	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	33	28	22	11	38%	-4 ◆	-24 ◆	-29 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	27	32	21	13	33%	-3 ◆	-17 ◆	-23 ◆
B24	There are opportunities for me to develop my career in HM Prison Service^	22	25	25	24		27%	+2 ◆	-15 ◆	-22 ◆
B25	Learning and development activities I have completed while working for HM Prison Service are helping me to develop my career^	5	24	31	22	18	29%	-1 ◆	-14 ◆	-20 ◆

Inclusion and fair treatment

57% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	12	47	21	12	8	59%	+1	-20 ◆	-23 ◆
B27	I am treated with respect by the people I work with	16	56	17	7		72%	+1 ◆	-12 ◆	-15 ◆
B28	I feel valued for the work I do	10	32	24	20	14	42%	0	-22 ◆	-27 ◆
B29	I think that HM Prison Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)^	12	42	26	11	9	54%	-1	-19 ◆	-24 ◆

All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Resources and workload

58% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	16	57	15	8	8	73%	+2 ◆	-11 ◆	-14 ◆
B31 I get the information I need to do my job well	9	40	26	18	6	49%	-1	-21 ◆	-24 ◆
B32 I have clear work objectives	12	48	22	13	5	60%	0	-16 ◆	-20 ◆
B33 I have the skills I need to do my job effectively	22	58	13	5	5	80%	0	-9 ◆	-11 ◆
B34 I have the tools I need to do my job effectively	11	42	22	18	8	53%	-4 ◆	-19 ◆	-23 ◆
B35 I have an acceptable workload	6	36	20	21	16	42%	-2 ◆	-17 ◆	-24 ◆
B36 I achieve a good balance between my work life and my private life	9	38	21	18	15	47%	-2 ◆	-19 ◆	-27 ◆

Pay and benefits

21% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	19	17	30	31	3	21%	-4 ◆	-8 ◆	-15 ◆
B38 I am satisfied with the total benefits package	19	24	27	28	2	21%	-2 ◆	-11 ◆	-19 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	21	28	31	2	21%	-4 ◆	-4 ◆	-11 ◆



All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Leadership and Managing Change

22% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers		
B40	I feel that HM Prison Service as a whole is managed well [^]	18	24	28	27	21%	-2	◆	-25	◆	-35	◆
B41	Senior management in HM Prison Service are sufficiently visible [^]	26	22	25	23	30%	-1	◆	-23	◆	-33	◆
B42	I believe the actions of senior management are consistent with HM Prison Service's values [^]	26	36	18	17	30%	0		-18	◆	-26	◆
B43	I believe that the NOMS Management Board has a clear vision for the future of HM Prison Service [^]	20	33	21	22	23%	-5	◆	-22	◆	-30	◆
B44	Overall, I have confidence in the decisions made by HM Prison Service's senior management [^]	17	28	25	28	19%	-1	◆	-25	◆	-32	◆
B45	I feel that change is managed well in HM Prison Service [^]	14	24	33	28	16%	0		-16	◆	-23	◆
B46	When changes are made in HM Prison Service they are usually for the better [^]	10	25	33	31	11%	-1	◆	-19	◆	-26	◆
B47	HM Prison Service keeps me informed about matters that affect me [^]	29	30	22	17	31%	-2	◆	-27	◆	-33	◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	15	24	31	29	17%	+1		-19	◆	-26	◆
B49	I think it is safe to challenge the way things are done in HM Prison Service [^]	18	29	27	25	20%	-1		-21	◆	-28	◆



All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of HM Prison Service [^]	11	33	30	15	10	45%	-1 ◆	-14 ◆	-21 ◆
B51 I would recommend HM Prison Service as a great place to work [^]	5	17	26	25	27	21%	0	-27 ◆	-39 ◆
B52 I feel a strong personal attachment to HM Prison Service [^]	11	31	28	17	14	42%	0	-6 ◆	-12 ◆
B53 HM Prison Service inspires me to do the best in my job [^]	6	22	34	22	15	29%	-2 ◆	-16 ◆	-22 ◆
B54 HM Prison Service motivates me to help it achieve its objectives [^]	5	19	34	24	17	24%	-1 ◆	-19 ◆	-25 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior management in HM Prison Service will take action on the results from this survey [^]	14	24	26	26	33	17%	0	-28 ◆	-36 ◆
B56 I believe that managers where I work will take action on the results from this survey	5	22	24	22	27	27%	+1 ◆	-29 ◆	-34 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	14	33	23	23	28	17%	0	-18 ◆	-24 ◆



All questions by theme

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Organisational Culture

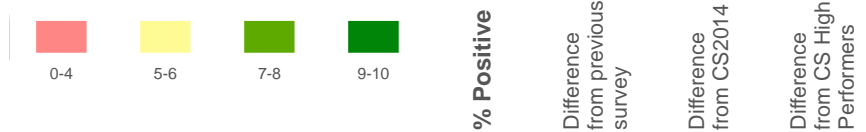
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	21	59	13	5		80%	-1	-9 ◆	-11 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	11	38	28	17	7	48%	-1 ◆	-20 ◆	-24 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	9	37	34	13	7	45%	-2 ◆	-20 ◆	-25 ◆
B61 When I talk about HM Prison Service I say "we" rather than "they" ^	9	34	31	16	10	43%	0	-25 ◆	-35 ◆
B62 I have some really good friendships at work	26	50	18			76%	+2 ◆	0	-3 ◆



All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

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 previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	22	26	39	13	52%	-1 ◆	-12 ◆	-15 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	16	24	41	19	60%	-2 ◆	-10 ◆	-13 ◆
W03 Overall, how happy did you feel yesterday?	23	24	34	19	53%	0	-7 ◆	-11 ◆
W04 Overall, how anxious did you feel yesterday?	25	24	22	29	49%	-1	-1 ◆	-3 ◆





All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

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 CS2014	Difference from CS High Performers
I want to leave HM Prison Service as soon as possible		15%	0	+7 ◇	+5 ◇
I want to leave HM Prison Service within the next 12 months		11%	0	-3 ◇	-7 ◇
I want to stay working for HM Prison Service for at least the next year		18%	+1 ◇	-13 ◇	-19 ◇
I want to stay working for HM Prison Service for at least the next three years		57%	-1 ◇	+10 ◇	+3 ◇

The Civil Service Code

Differences are based on '% Yes' score

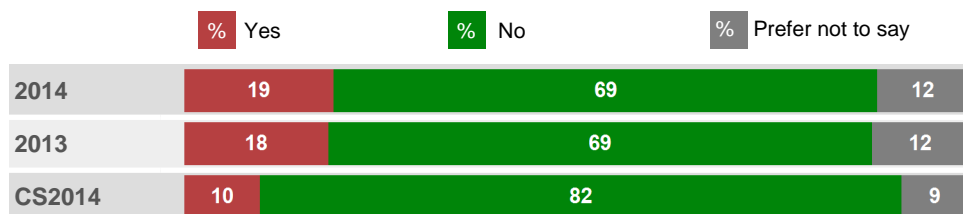
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		20	80%	+2 ◇	-10 ◇	-14 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		32	68%	0	+4 ◇	-3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HM Prison Service it would be investigated properly?^		51	49%	-3 ◇	-20 ◇	-25 ◇

All questions by theme

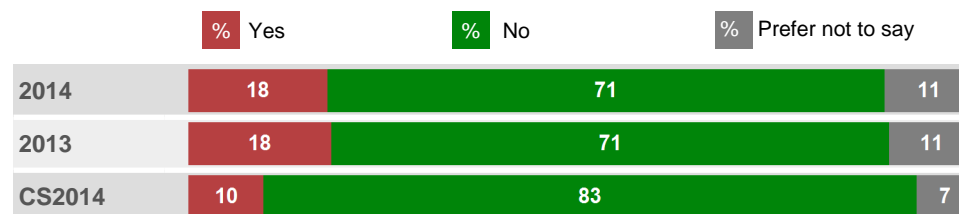
◆ indicates statistically significant difference from comparison
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Discrimination, harassment and bullying

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)

Ground	Response Count
Age	399
Caring responsibilities	309
Disability	287
Ethnic background	205
Gender	366
Gender reassignment or perceived gender	13
Grade, pay band or responsibility level	910
Main spoken/written language or language ability	83
Religion or belief	106
Sexual orientation	125
Social or educational background	127
Working location	683
Working pattern	757
Any other grounds	689
Prefer not to say	281

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	750
Your manager	684
Another manager in my part of HM Prison Service	1,020
Someone you manage	91
Someone who works for another part of HM Prison Service	169
A member of the public	52
Someone else	131
Prefer not to say	366

All questions by theme

◇ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

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	7	37	22	22	13	43%	+2 ◇
F02 I think staff-prisoner relationships are good in this establishment	12	52	25	9		64%	+1
F03 This establishment encourages prisoners to treat each other with decency	12	55	24	7		66%	-2 ◇
F04 The level of care provided to prisoners at risk of suicide and self-harm in this establishment is good	19	55	19			75%	-3 ◇
F05 I feel safe in my working environment	11	40	20	16	12	52%	-2 ◇
F06 I believe that the Our New Way changes are in the best long-term interests of HM Prison Service	15	30	23	28		18%	--
F07 I believe that my local management manages change well	5	25	31	22	16	31%	--
F08 I believe that my work helps change lives	10	35	31	15	9	45%	--
F09 I am motivated by doing a professional job for the public we serve	16	46	23	9	6	62%	--
F10 Overall I am satisfied with the job I do	12	48	22	11	7	60%	--
F11 I have agreed objectives which define what I do (activities) and how I do it (behaviours)	8	44	30	11	6	53%	--
F12 I have discussed and agreed with my line manager my plan for learning and development this year [^]	8	38	20	20	14	46%	+5 ◇
F13 I am confident that my establishment is taking effective action to reduce discrimination, bullying and harassment	9	40	31	11	8	49%	+6 ◇



All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

The Prison Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14 (Line managers only) I am held accountable for the value for money resulting from my decisions	13	39	33	9	6	52%	+2 ◆

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 2013 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.
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 your previous survey, 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.