

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



Returns : 4,679

Response rate : 48%

Civil Service People Survey 2015



Strength of association with engagement



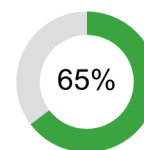
Statistically significant difference from comparison

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.

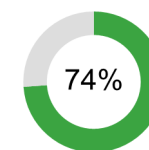
## Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		25%	+3 ✧	-18 ✧	-27 ✧
My work		71%	+3 ✧	-3 ✧	-7 ✧
My manager		63%	+4 ✧	-5 ✧	-8 ✧
Resources and workload		65%	+4 ✧	-8 ✧	-12 ✧
Organisational objectives and purpose		80%	+5 ✧	-3 ✧	-7 ✧
Learning and development		36%	+2	-13 ✧	-20 ✧
Pay and benefits		27%	-1	-3 ✧	-10 ✧
My team		75%	+3 ✧	-5 ✧	-8 ✧
Inclusion and fair treatment		71%	+4 ✧	-3 ✧	-7 ✧

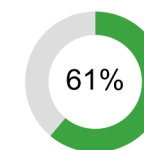
## Wellbeing



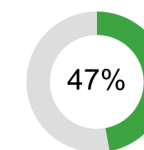
Overall, how satisfied are you with your life nowadays?



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

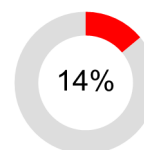


Overall, how happy did you feel yesterday?

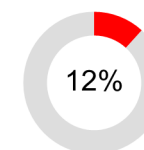


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

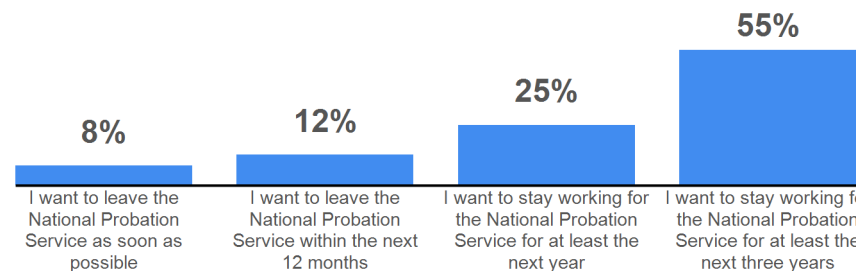


During the past 12 months have you personally experienced discrimination at work?



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  
 ^ indicates a variation in question wording from your previous survey

### My work

71% +3

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	56	38				94%	0	+5 ◆	+2 ◆
B02 I am sufficiently challenged by my work	47	39	8	5		86%	+3 ◆	+7 ◆	+3 ◆
B03 My work gives me a sense of personal accomplishment	32	46	12	7		79%	+1	+3 ◆	0
B04 I feel involved in the decisions that affect my work	9	30	23	25	13	38%	+6 ◆	-17 ◆	-25 ◆
B05 I have a choice in deciding how I do my work	13	46	20	16	5	59%	+5 ◆	-14 ◆	-20 ◆

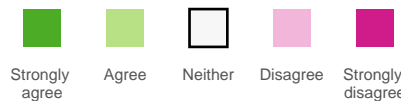
### Organisational objectives and purpose

80% +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 the National Probation Service's purpose	32	50	10	6		82%	+4 ◆	-3 ◆	-7 ◆
B07 I have a clear understanding of the National Probation Service's objectives	28	49	14	8		77%	+5 ◆	-3 ◆	-8 ◆
B08 I understand how my work contributes to the National Probation Service's objectives	30	51	12	6		81%	+5 ◆	-2 ◆	-6 ◆

## All questions by theme

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

### My manager

**63%** +4  
 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	22	42	21	11	5	64%	+5 ◆	-4 ◆	-8 ◆
B10	My manager is considerate of my life outside work	31	43	16	6	6	74%	+4 ◆	-8 ◆	-12 ◆
B11	My manager is open to my ideas	28	46	17	6	6	73%	+2	-7 ◆	-11 ◆
B12	My manager helps me to understand how I contribute to the National Probation Service's objectives	19	42	27	9	6	61%	+6 ◆	-2 ◆	-7 ◆
B13	Overall, I have confidence in the decisions made by my manager	27	41	19	8	5	68%	+5 ◆	-5 ◆	-9 ◆
B14	My manager recognises when I have done my job well	29	46	15	8	6	74%	+4 ◆	-4 ◆	-7 ◆
B15	I receive regular feedback on my performance	21	41	20	14	5	62%	+5 ◆	-5 ◆	-8 ◆
B16	The feedback I receive helps me to improve my performance	20	39	26	11	6	59%	+5 ◆	-2 ◆	-6 ◆
B17	I think that my performance is evaluated fairly	19	40	26	10	6	59%	+4 ◆	-3 ◆	-9 ◆
B18	Poor performance is dealt with effectively in my team	9	26	36	19	11	34%	+4 ◆	-5 ◆	-9 ◆

### My team

**75%** +3  
 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
B19	The people in my team can be relied upon to help when things get difficult in my job	37	46	11	5	6	83%	+3 ◆	-2 ◆	-4 ◆
B20	The people in my team work together to find ways to improve the service we provide	32	46	15	6	6	78%	+2 ◆	-3 ◆	-6 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	23	41	22	11	6	64%	+5 ◆	-10 ◆	-14 ◆

## All questions by theme

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### Learning and development

**36%** +2

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	6	34	26	26	8	40%	+5 ◆	-23 ◆	-27 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	31	33	20	8	39%	-1	-13 ◆	-19 ◆
B24	There are opportunities for me to develop my career in the National Probation Service	6	24	28	26	16	30%	+2 ◆	-11 ◆	-19 ◆
B25	Learning and development activities I have completed while working for the National Probation Service are helping me to develop my career	7	27	32	22	11	35%	+1	-9 ◆	-15 ◆

### Inclusion and fair treatment

**71%** +4

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
B26	I am treated fairly at work	21	54	15	7	1	75%	+4 ◆	-3 ◆	-7 ◆
B27	I am treated with respect by the people I work with	29	57	9	3	1	86%	+2 ◆	+2 ◆	-1 ◆
B28	I feel valued for the work I do	17	41	22	14	6	58%	+6 ◆	-5 ◆	-11 ◆
B29	I think that the National Probation Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	19	47	21	8	5	66%	+5 ◆	-6 ◆	-12 ◆

## All questions by theme

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### Resources and workload

**65%** +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
B30 In my job, I am clear what is expected of me	24	58	10	6	6	82%	+4 ◆	-1	-3 ◆
B31 I get the information I need to do my job well	11	44	22	19	5	55%	+7 ◆	-15 ◆	-19 ◆
B32 I have clear work objectives	16	57	16	8	8	73%	+8 ◆	-3 ◆	-7 ◆
B33 I have the skills I need to do my job effectively	29	60	8	8	8	89%	-1	+1	-2 ◆
B34 I have the tools I need to do my job effectively	11	39	19	23	8	50%	+2 ◆	-19 ◆	-24 ◆
B35 I have an acceptable workload	8	40	17	21	14	48%	+6 ◆	-11 ◆	-17 ◆
B36 I achieve a good balance between my work life and my private life	12	44	20	17	7	56%	+4 ◆	-11 ◆	-16 ◆

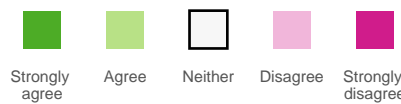
### Pay and benefits

**27%** -1

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
B37 I feel that my pay adequately reflects my performance	24	18	33	21	8	28%	+1	-4 ◆	-9 ◆
B38 I am satisfied with the total benefits package	22	29	29	17	5	25%	-2 ◆	-8 ◆	-15 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	24	23	29	20	6	27%	0	+2 ◆	-5 ◆

## All questions by theme

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### Leadership and managing change

**25%** +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers	
B40	I feel that the National Probation Service as a whole is managed well	25	31	28	14	27%	+7	◆	-19	◆	
B41	Senior managers in the National Probation Service are sufficiently visible	5	33	22	26	14	38%	+6	◆	-15	◆
B42	I believe the actions of senior managers are consistent with the National Probation Service's values	5	35	41	12	7	40%	+4	◆	-6	◆
B43	I believe that the NOMS Management Board has a clear vision for the future of the National Probation Service	16	47	20	15	19%	+3	◆	-24	◆	
B44	Overall, I have confidence in the decisions made by the National Probation Service's senior managers	23	38	22	14	26%	+5	◆	-15	◆	
B45	I feel that change is managed well in the National Probation Service	15	25	36	22	16%	+3	◆	-14	◆	
B46	When changes are made in the National Probation Service they are usually for the better	8	30	37	24	9%	+2	◆	-18	◆	
B47	The National Probation Service keeps me informed about matters that affect me	32	32	23	11	34%	0		-21	◆	
B48	I have the opportunity to contribute my views before decisions are made that affect me	14	27	35	23	15%	+1	◆	-21	◆	
B49	I think it is safe to challenge the way things are done in the National Probation Service	20	35	27	17	21%	+2	◆	-20	◆	

## All questions by theme

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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 the National Probation Service	15	41	31	9	9	56%	+4 ◆	-1 ◆	-10 ◆
B51 I would recommend the National Probation Service as a great place to work	6	25	34	24	11	31%	+5 ◆	-16 ◆	-28 ◆
B52 I feel a strong personal attachment to the National Probation Service	14	37	29	14	6	51%	+3 ◆	+5 ◆	-2 ◆
B53 The National Probation Service inspires me to do the best in my job	9	30	35	19	7	39%	+5 ◆	-5 ◆	-12 ◆
B54 The National Probation Service motivates me to help it achieve its objectives	7	27	37	20	9	35%	+6 ◆	-7 ◆	-14 ◆

### 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 managers in the National Probation Service will take action on the results from this survey	17	33	28	19	19	20%	+4 ◆	-23 ◆	-35 ◆
B56 I believe that managers where I work will take action on the results from this survey	7	29	31	20	13	36%	+5 ◆	-19 ◆	-26 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	10	50	21	17	17	12%	+1	-22 ◆	-30 ◆



## 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	31	58	6			89%	+1 ◆	+1 ◆	0
B59 I believe I would be supported if I try a new idea, even if it may not work	14	44	27	12		58%	+3 ◆	-10 ◆	-14 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	10	41	30	14	5	51%	+4 ◆	-14 ◆	-18 ◆
B61 When I talk about the National Probation Service I say "we" rather than "they"	15	41	27	12	5	55%	+1	-14 ◆	-23 ◆
B62 I have some really good friendships at work	35	47	15			81%	-1	+6 ◆	+2 ◆

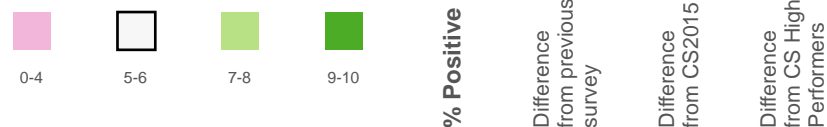
### Leadership statement

	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	19	43	22	11	5	63%	--	-4 ◆	-8 ◆
B64 Senior managers inspire people across the National Probation Service to do their best	6	25	41	19	10	30%	--	-7 ◆	-16 ◆
B65 My manager leads our team with confidence	22	41	21	11	5	63%	--	-7 ◆	-13 ◆
B66 Senior managers lead the National Probation Service with confidence	6	27	42	16	8	33%	--	-14 ◆	-24 ◆
B67 My manager empowers me to do my job effectively	19	43	24	10	5	62%	--	-10 ◆	-13 ◆
B68 The National Probation Service's senior managers empower teams to deliver	5	22	44	19	10	27%	--	-13 ◆	-21 ◆
B69 Senior managers in the National Probation Service actively role model the behaviours set out in the Civil Service Leadership Statement	5	23	53	12	8	28%	--	-8 ◆	-16 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	14	35	40	7		49%	--	-8 ◆	-13 ◆

## All questions by theme

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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?	12	23	50	15	65%	+8 ◆	0	-4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	19	49	25	74%	+5 ◆	+3 ◆	0
W03 Overall, how happy did you feel yesterday?	16	23	41	20	61%	+4 ◆	-1	-4 ◆

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?	22	25	21	32	47%	+1	-3 ◆	-5 ◆

## All questions by theme

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### Your plans for the future

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

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave the National Probation Service as soon as possible		8%	-2 ◇	-1	-3 ◇
I want to leave the National Probation Service within the next 12 months		12%	0	-3 ◇	-7 ◇
I want to stay working for the National Probation Service for at least the next year		25%	+1	-7 ◇	-13 ◇
I want to stay working for the National Probation Service for at least the next three years		55%	+2	+12 ◇	+4 ◇

### The Civil Service Code

Differences are based on '% Yes' score

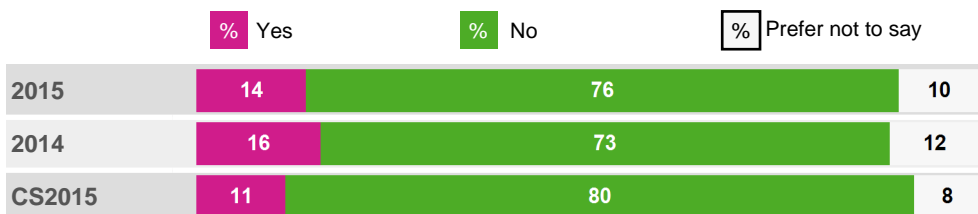
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		34	66%	+3 ◇	-25 ◇	-28 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		63	37%	+5 ◇	-29 ◇	-35 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the National Probation Service it would be investigated properly?		55	45%	+4 ◇	-23 ◇	-28 ◇

## All questions by theme

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### Discrimination, harassment and bullying

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

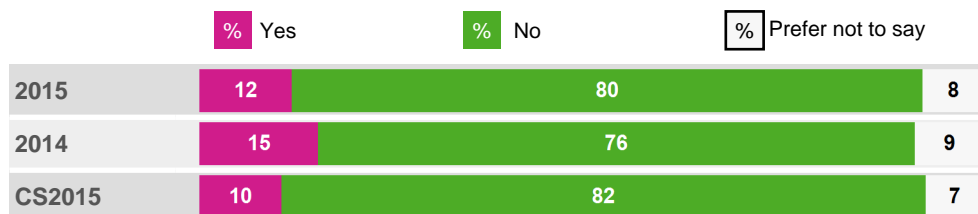


For respondents who selected 'Yes' to question E01.

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	89
Caring responsibilities	70
Disability	136
Ethnic background	69
Gender	92
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	151
Main spoken/written language or language ability	19
Religion or belief	18
Sexual orientation	27
Social or educational background	23
Working location	98
Working pattern	136
Any other grounds	177
Prefer not to say	43

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	243
Your manager	147
Another manager in my part of the National Probation Service	88
Someone you manage	41
Someone who works for another part of the National Probation Service	38
A member of the public	12
Someone else	41
Prefer not to say	60

## All questions by theme

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### The National Probation Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 The National Probation Service is effective in protecting the public	17	61	14	6		79%	+6 ◆
F02 I am clear about my role in the National Probation Service	27	60	9			86%	+18 ◆
F03 I am motivated by doing a professional job for the public we serve	36	54	8			89%	--
F04 I believe my work helps change lives	29	50	15			80%	+6 ◆
F05 I feel part of the National Probation Service	20	46	22	8		66%	0
F06 In my office there is a strong feeling of teamwork and collaboration with the rest of the National Probation Service	18	38	24	15	5	55%	--
F07 I work well with my Community Rehabilitation Company colleagues	15	45	29	8		60%	-5 ◆
F08 Communication within the National Probation Service is good	5	30	30	24	10	35%	+7 ◆
F09 Systems within the National Probation Service are working effectively	16	27	33	23		18%	+4 ◆
F10 I believe that my local leadership team manages change well	7	34	34	17	8	41%	+5 ◆
F11 I feel positive about my future in the National Probation Service	6	23	32	25	15	28%	+4 ◆
F12 Overall I am satisfied with the job I do	14	52	19	11		66%	+2 ◆
F13 I have agreed objectives which define what I do (activities) and how I do it (behaviours)	12	53	24	8		65%	--

## All questions by theme

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### The National Probation Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14 As a result of my development plan this year, I am strengthening my capability	8	33	37	16	7	41%	--
F15 I feel responsible for the value for money resulting from my decisions	11	36	35	12	6	48%	--
F16 I consider the value for money of the decisions that I make in my day-to-day work	12	38	33	12	5	49%	--
F17 I am confident that my office is taking effective action to reduce discrimination, bullying and harassment	14	41	33	7		55%	--

## 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.