



# Crown Prosecution Service

Returns : 3,719

Response rate : 64%

Civil Service People Survey 2016

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 CS2016	Difference from CS High Performers
Leadership and managing change		43%	+10 ✧	0	-9 ✧
My work		71%	+3 ✧	-4 ✧	-7 ✧
My manager		64%	+4 ✧	-4 ✧	-6 ✧
Pay and benefits		35%	0	+4 ✧	-2 ✧
Resources and workload		68%	+4 ✧	-6 ✧	-9 ✧
Learning and development		46%	+3 ✧	-4 ✧	-9 ✧
Organisational objectives and purpose		86%	+4 ✧	+4 ✧	-1 ✧
My team		73%	+2 ✧	-7 ✧	-10 ✧
Inclusion and fair treatment		72%	+4 ✧	-4 ✧	-8 ✧



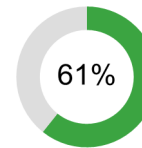
Strength of association with engagement



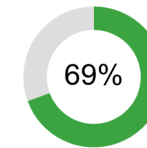
Statistically significant difference from comparison

## Wellbeing

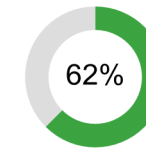
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



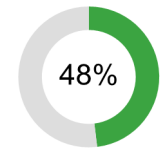
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



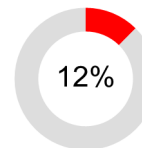
W03. Overall, how happy did you feel yesterday?



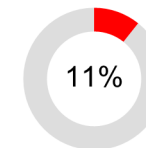
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

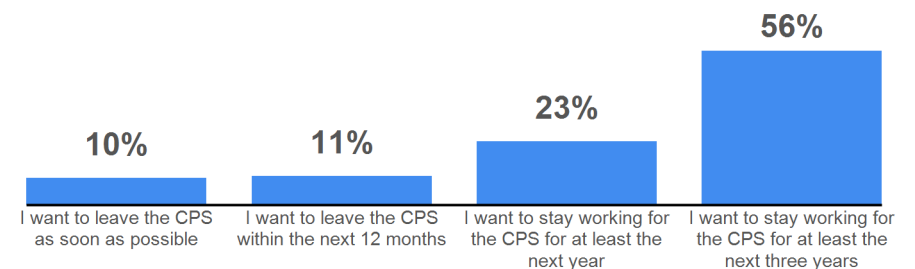


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future



## All questions by theme

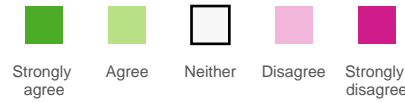
♦ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

### My work

**71%** +3  
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

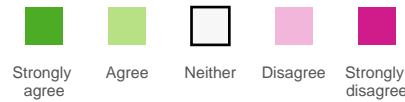
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	47	44	6			91%	+2 ♦	+1 ♦	0
B02 I am sufficiently challenged by my work	38	42	9	8		81%	+2 ♦	0	-2 ♦
B03 My work gives me a sense of personal accomplishment	33	46	11	8		79%	+4 ♦	+4 ♦	0
B04 I feel involved in the decisions that affect my work	16	32	18	22	12	48%	+4 ♦	-9 ♦	-13 ♦
B05 I have a choice in deciding how I do my work	19	39	16	17	10	58%	+4 ♦	-16 ♦	-21 ♦

### Organisational objectives and purpose

**86%** +4  
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of the CPS purpose	36	51	8			88%	+3 ♦	+2 ♦	-3 ♦
B07 I have a clear understanding of the CPS objectives	33	52	10			85%	+4 ♦	+5 ♦	+1
B08 I understand how my work contributes to the CPS objectives	34	52	10			86%	+4 ♦	+3 ♦	-1 ♦

## All questions by theme

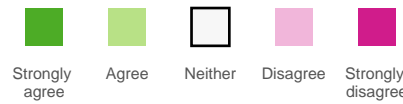
◆ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

### My manager

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



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

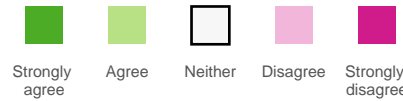
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	24	40	19	11	6	65%	+5 ◆	-4 ◆	-8 ◆
B10	My manager is considerate of my life outside work	36	41	13	6	6	77%	+5 ◆	-5 ◆	-8 ◆
B11	My manager is open to my ideas	30	43	16	7	5	72%	+4 ◆	-8 ◆	-12 ◆
B12	My manager helps me to understand how I contribute to the CPS objectives	23	41	23	9	6	64%	+4 ◆	-1	-6 ◆
B13	Overall, I have confidence in the decisions made by my manager	28	42	17	7	6	70%	+6 ◆	-3 ◆	-8 ◆
B14	My manager recognises when I have done my job well	30	45	13	8	6	75%	+4 ◆	-3 ◆	-7 ◆
B15	I receive regular feedback on my performance	22	40	18	14	5	62%	+3 ◆	-4 ◆	-7 ◆
B16	The feedback I receive helps me to improve my performance	21	38	24	11	5	59%	+4 ◆	-4 ◆	-7 ◆
B17	I think that my performance is evaluated fairly	21	42	22	9	5	63%	+4 ◆	0	-5 ◆
B18	Poor performance is dealt with effectively in my team	11	26	32	18	13	37%	+3 ◆	-2 ◆	-6 ◆

### My team

**73%** +2  
 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 CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	35	48	10	5	5	83%	+3 ◆	-2 ◆	-4 ◆
B20	The people in my team work together to find ways to improve the service we provide	31	45	16	7	7	76%	+1	-6 ◆	-9 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	24	37	21	13	6	61%	+2 ◆	-14 ◆	-18 ◆

## All questions by theme

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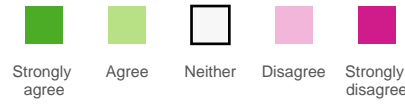
### Learning and development

**46%** +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	14	46	21	15	5	59%	+1	-1 ◆	-8 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	38	27	16	5	51%	+3 ◆	+1	-6 ◆
B24	There are opportunities for me to develop my career in the CPS	10	27	23	24	17	36%	+6 ◆	-7 ◆	-15 ◆
B25	Learning and development activities I have completed while working for the CPS are helping me to develop my career	10	28	29	21	12	38%	+3 ◆	-5 ◆	-13 ◆

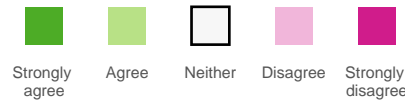
### Inclusion and fair treatment

**72%** +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016


Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	23	52	12	9	5	75%	+5 ◆	-4 ◆	-8 ◆
B27	I am treated with respect by the people I work with	27	56	10	5	5	83%	+3 ◆	-2 ◆	-5 ◆
B28	I feel valued for the work I do	19	40	18	16	7	59%	+5 ◆	-5 ◆	-11 ◆
B29	I think that the CPS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	46	19	7	5	70%	+5 ◆	-4 ◆	-8 ◆

## All questions by theme


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**Resources and workload** **68%** +4

Difference from previous survey  Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	26	60	8	5		86%	+4 ◆	+4 ◆	0
B31 I get the information I need to do my job well	16	46	19	16		61%	+5 ◆	-7 ◆	-13 ◆
B32 I have clear work objectives	20	56	14	7		76%	+2 ◆	+1 ◆	-4 ◆
B33 I have the skills I need to do my job effectively	28	59	9			86%	+1 ◆	-2 ◆	-5 ◆
B34 I have the tools I need to do my job effectively	15	42	15	20	9	57%	+3 ◆	-13 ◆	-19 ◆
B35 I have an acceptable workload	10	40	17	20	12	50%	+6 ◆	-8 ◆	-15 ◆
B36 I achieve a good balance between my work life and my private life	13	42	17	17	9	56%	+5 ◆	-11 ◆	-16 ◆

**Pay and benefits** **35%** 0

Difference from previous survey  Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	6	28	18	28	20	34%	0	+2 ◆	-5 ◆
B38 I am satisfied with the total benefits package	6	31	24	24	15	37%	-2 ◆	+3 ◆	-3 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	28	20	26	19	35%	0	+8 ◆	0

## All questions by theme

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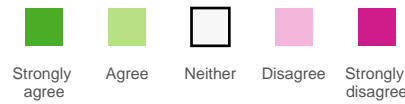
### Leadership and managing change

**43%** +10

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40 I feel that the CPS as a whole is managed well	7	35	24	21	13	42%	+10 ◇	-5 ◇	-16 ◇
B41 My CCP, ABM or Head of Directorate/Division in the CPS are sufficiently visible^	17	40	19	16	9	57%	+13 ◇	+2 ◇	-9 ◇
B42 I believe the actions of my CCP, DCCP, ABM or Head of Directorate/Division are consistent with the CPS values^	16	41	31	6	5	58%	+17 ◇	+9 ◇	0
B43 I believe that the CPS Board has a clear vision for the future of the CPS	10	35	36	11	7	46%	+15 ◇	+3 ◇	-9 ◇
B44 Overall, I have confidence in the decisions made by the DPP, Chief Executive and Directors of Legal, Business and Corporate Services^	10	35	34	13	9	45%	+13 ◇	+1	-10 ◇
B45 I feel that change is managed well in the CPS	5	24	22	32	17	29%	+6 ◇	-1	-12 ◇
B46 When changes are made in the CPS they are usually for the better	5	23	28	29	15	28%	+7 ◇	-2 ◇	-11 ◇
B47 The CPS keeps me informed about matters that affect me	8	42	24	17	9	50%	+6 ◇	-6 ◇	-15 ◇
B48 I have the opportunity to contribute my views before decisions are made that affect me	7	32	23	23	14	40%	+6 ◇	+2 ◇	-8 ◇
B49 I think it is safe to challenge the way things are done in the CPS	8	30	26	22	14	38%	+6 ◇	-5 ◇	-11 ◇

## 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 CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of the CPS	19	38	28	11	5	56%	+8 ◆	-3 ◆	-10 ◆
B51 I would recommend the CPS as a great place to work	13	29	30	20	9	42%	+10 ◆	-9 ◆	-19 ◆
B52 I feel a strong personal attachment to the CPS	19	37	25	13	6	56%	+4 ◆	+8 ◆	0
B53 The CPS inspires me to do the best in my job	15	30	32	16	7	45%	+6 ◆	-1 ◆	-8 ◆
B54 The CPS motivates me to help it achieve its objectives	13	29	33	18	7	42%	+6 ◆	-1 ◆	-8 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that my CCP, DCCP, ABM or Head of Directorate/Division in the CPS will take action on the results from this survey^	15	34	25	15	11	48%	+11 ◆	+2 ◆	-6 ◆
B56 I believe that managers where I work will take action on the results from this survey	15	35	23	15	11	51%	+5 ◆	-5 ◆	-13 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	12	26	33	17	11	39%	+6 ◆	+4 ◆	-3 ◆



## All questions by theme

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### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	30	55	8	5		85%	+2 ◆	-3 ◆	-5 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	18	37	24	16	5	54%	+2 ◆	-14 ◆	-19 ◆
B60 When I talk about the CPS I say "we" rather than "they"	22	47	19	9		69%	+5 ◆	-2 ◆	-10 ◆
B61 I have some really good friendships at work	36	46	13			82%	+1	+6 ◆	+2 ◆

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 My CCP, ABM or Head of Directorate/Division in the CPS actively role model the behaviours set out in the Civil Service Leadership Statement^	14	34	39	8	5	48%	+17 ◆	+5 ◆	-1 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	39	31	7	5	58%	+8 ◆	-4 ◆	-9 ◆

## All questions by theme

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### Wellbeing

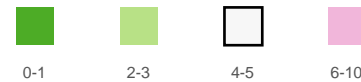


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

W01 Overall, how satisfied are you with your life nowadays?	16	23	46	14	61%	+3 ◆	-6 ◆	-9 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	20	46	23	69%	+2 ◆	-2 ◆	-4 ◆
W03 Overall, how happy did you feel yesterday?	16	21	42	20	62%	+7 ◆	-1 ◆	-4 ◆

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



W04 Overall, how anxious did you feel yesterday?	22	26	19	33	48%	+6 ◆	-2 ◆	-5 ◆
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## 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 CPS?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave the CPS as soon as possible		<b>10%</b>	-2 ◇	+1 ◇	-1 ◇
I want to leave the CPS within the next 12 months		<b>11%</b>	-3 ◇	-4 ◇	-8 ◇
I want to stay working for the CPS for at least the next year		<b>23%</b>	0	-9 ◇	-16 ◇
I want to stay working for the CPS for at least the next three years		<b>56%</b>	+5 ◇	+13 ◇	+5 ◇

### The Civil Service Code

Differences are based on '% Yes' score

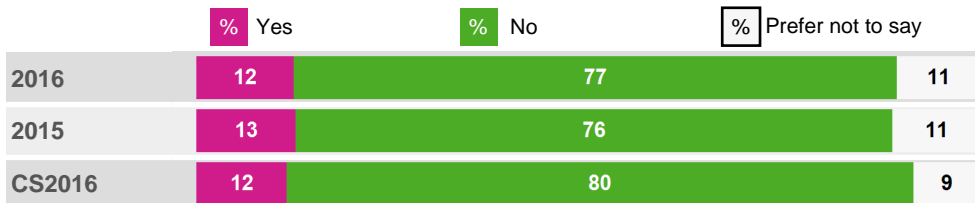
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		<b>89%</b>	-1 ◇	-3 ◇	-6 ◇	
D02. Are you aware of how to raise a concern under the Civil Service Code?		<b>64%</b>	-1	-3 ◇	-11 ◇	
D03. Are you confident that if you raised a concern under the Civil Service Code in the CPS it would be investigated properly?		<b>62%</b>	+4 ◇	-5 ◇	-13 ◇	

## All questions by theme

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### Discrimination, harassment and bullying

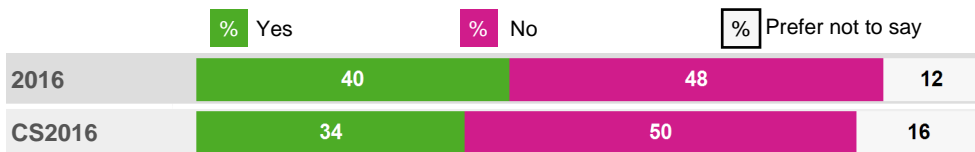
E01. During the past 12 months, have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question E03.  
 E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.  
 E06. In your opinion, has this issue been resolved?



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)

	Response Count
Age	47
Caring responsibilities	69
Disability	78
Ethnic background	45
Gender	51
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	126
Main spoken/written language or language ability	--
Religion or belief	16
Sexual orientation	--
Social or educational background	18
Working location	78
Working pattern	145
Any other grounds	95
Prefer not to say	46

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)

	Response Count
A colleague	111
Your manager	118
Another manager in my part of the CPS	130
Someone you manage	21
Someone who works for another part of the CPS	31
A member of the public	--
Someone else	19
Prefer not to say	58

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

## All questions by theme

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### Crown Prosecution Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I demonstrate the CPS values through my actions	30	58	11			88%	+2 ◆
F02 My direct line manager demonstrates the CPS values through their actions	25	50	18			75%	+4 ◆
F03 The CPS is committed to supporting my Health and Wellbeing	14	39	24	15	9	52%	+7 ◆
F04 The CPS works meaningfully with the Departmental Trade Unions^	10	27	42	14	7	37%	+1
F05 I am aware of sources of support that are available to me as a CPS employee	Yes: 83%		No: 17%			83%	0
F06 Change is managed well in my Area/Directorate/Division	9	29	25	23	13	38%	+5 ◆
F07 My local Senior Management Team is sufficiently visible (CCP and ABM or Head of Directorate/Division)^	17	39	19	16	8	56%	+5 ◆
F08 I have arrangements in place to ensure I spend at least five days per year on my personal development this year	Yes: 37%		No: 63%			37%	-1
F09 I am kept informed of local and national news through the use of Team Talk at regular team briefings/meetings	15	48	17	14	6	63%	+3 ◆
F10 I am supported to work digitally^	20	50	15	10	5	70%	+20 ◆
F11 My role contributes to providing a positive experience for Victims and Witnesses	23	49	22			72%	+6 ◆
F12 I have discussed my Individual Learning Account (ILA) with my line manager and agreed how that funding will be used to support my personal development	Yes: 64%		No: 36%			64%	+3 ◆
F13 I am committed to the CPS purpose of delivering justice	49	45	5			94%	+2 ◆



CPS

Returns : 3,719

Response rate : 64%

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## All questions by theme

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

### Crown Prosecution Service questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	The CPS is committed to building and maintaining an inclusive workforce that treats all its employees fairly	21	42	22	10	5	63%	+7 ◆
F15	The CPS Conversations feedback is taken into account when decisions are made	14	30	40	10	6	44%	--

## 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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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 fewer 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.