

Your engagement index

53%

Difference from
previous survey

-4 ✧

Difference from
CS2010

-4 ✧

Difference from CS High
Performers

-9 ✧

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 CS2010
B50. I am proud when I tell others I am part of the CPS	47%	-5 ✧	-8 ✧
B51. I would recommend the CPS as a great place to work	30%	-10 ✧	-11 ✧

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

B52. I feel a strong personal attachment to the CPS	48%	-1	+2 ✧
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Strive: motivated to do the best for the organisation...










B53. The CPS inspires me to do the best in my job	35%	-3 ✧	-4 ✧
B54. The CPS motivates me to help it achieve its objectives	31%	-4 ✧	-5 ✧

✧ = 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 CS2010	Difference from CS High Performers
Leadership and managing change		27%	-3 ✧	-10 ✧	-19 ✧
My work		66%	-2 ✧	-5 ✧	-10 ✧
My line manager		53%	-2 ✧	-11 ✧	-15 ✧
Resources and workload		65%	-1	-9 ✧	-13 ✧
Learning and development		35%	-12 ✧	-9 ✧	-15 ✧
Organisational objectives and purpose		86%	0	+4 ✧	-1 ✧
Pay and benefits		37%	-3 ✧	0	-6 ✧
My team		68%	+2 ✧	-10 ✧	-13 ✧
Inclusion and fair treatment		63%	-4 ✧	-10 ✧	-13 ✧


✧ = Statistically significant difference from comparison

Top three key driver themes in more detail


The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from CS2010
Leadership and managing change	Strength of association with engagement: 		
B42. I believe the actions of DPP, CE, Group Chairs, CCPs, Business Managers, Directors & Deputies are consistent with the CPS's values	34%	-2 ◇	-5 ◇
B43. I believe that the CPS Board has a clear vision for the future of the CPS	28%	-8 ◇	-7 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	24%	+1	-8 ◇
B45. I feel that change is managed well in the CPS	19%	-2 ◇	-9 ◇
B46. When changes are made in the CPS they are usually for the better	14%	-3 ◇	-9 ◇
B44. Overall, I have confidence in the decisions made by the CPS's DPP, CE, Group Chairs, CCP's, Business Managers, Directors & Deputies	26%	-4 ◇	-9 ◇
B41. DPP, CE, Group Chairs, CCPs, Business Managers, Directors & Deputies in the CPS are sufficiently visible	33%	-2 ◇	-12 ◇
B40. I feel that the CPS as a whole is managed well	28%	-3 ◇	-13 ◇
B49. I think it is safe to challenge the way things are done in the CPS	26%	0	-13 ◇
B47. The CPS keeps me informed about matters that affect me	38%	-3 ◇	-16 ◇

My work	Strength of association with engagement: 		
B02. I am sufficiently challenged by my work	76%	-1	+2 ◇
B01. I am interested in my work	90%	-2 ◇	+1 ◇
B03. My work gives me a sense of personal accomplishment	72%	-2 ◇	0
B04. I feel involved in the decisions that affect my work	41%	-3 ◇	-8 ◇
B05. I have a choice in deciding how I do my work	50%	-5 ◇	-20 ◇

My line manager	Strength of association with engagement: 		
B12. My manager helps me to understand how I contribute to the CPS's objectives	53%	-2 ◇	-5 ◇
B18. Poor performance is dealt with effectively in my team	28%	-2 ◇	-9 ◇
B17. I think that my performance is evaluated fairly	51%	-4 ◇	-10 ◇
B09. My manager motivates me to be more effective in my job	51%	-1	-11 ◇
B15. I receive regular feedback on my performance	49%	-2 ◇	-11 ◇
B16. The feedback I receive helps me to improve my performance	46%	-3 ◇	-11 ◇
B13. Overall, I have confidence in the decisions made by my manager	57%	-3 ◇	-11 ◇
B14. My manager recognises when I have done my job well	65%	-2 ◇	-12 ◇
B11. My manager is open to my ideas	64%	-3 ◇	-13 ◇
B10. My manager is considerate of my life outside work	64%	-2 ◇	-14 ◇

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

	%	%	%	%	%	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My work									
:Strength of association with engagement									
B01. I am interested in my work	46	44	6			90%	-2 ◇	+1 ◇	-1 ◇
B02. I am sufficiently challenged by my work	33	43	12	9		76%	-1	+2 ◇	-2 ◇
B03. My work gives me a sense of personal accomplishment	27	45	14	10	4	72%	-2 ◇	0	-5 ◇
B04. I feel involved in the decisions that affect my work	12	29	19	25	15	41%	-3 ◇	-8 ◇	-16 ◇
B05. I have a choice in deciding how I do my work	13	37	19	20	11	50%	-5 ◇	-20 ◇	-26 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the CPS's purpose	34	55	8			88%	0	+4 ◇	-1 ◇
B07. I have a clear understanding of the CPS's objectives	29	55	11			84%	+1	+7 ◇	-2 ◇
B08. I understand how my work contributes to the CPS's objectives	30	55	10			85%	0	+4 ◇	-1 ◇

All questions by theme

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






	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My line manager									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	14	37	24	16	9	51%	-1	-11 ◇	-15 ◇
B10. My manager is considerate of my life outside work	23	42	19	10	7	64%	-2 ◇	-14 ◇	-18 ◇
B11. My manager is open to my ideas	20	44	21	9	6	64%	-3 ◇	-13 ◇	-17 ◇
B12. My manager helps me to understand how I contribute to the CPS's objectives	13	40	30	11	6	53%	-2 ◇	-5 ◇	-11 ◇
B13. Overall, I have confidence in the decisions made by my manager	18	39	22	12	8	57%	-3 ◇	-11 ◇	-17 ◇
B14. My manager recognises when I have done my job well	19	46	19	11	5	65%	-2 ◇	-12 ◇	-15 ◇
B15. I receive regular feedback on my performance	13	37	24	20	7	49%	-2 ◇	-11 ◇	-16 ◇
B16. The feedback I receive helps me to improve my performance	12	34	32	15	7	46%	-3 ◇	-11 ◇	-15 ◇
B17. I think that my performance is evaluated fairly	12	40	30	12	6	51%	-4 ◇	-10 ◇	-15 ◇
B18. Poor performance is dealt with effectively in my team	6	22	30	23	19	28%	-2 ◇	-9 ◇	-13 ◇
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	25	51	14	8		76%	0	-7 ◇	-9 ◇
B20. The people in my team work together to find ways to improve the service we provide	22	48	18	9		70%	+2 ◇	-8 ◇	-12 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	17	39	24	14	6	57%	+3 ◇	-13 ◇	-18 ◇

All questions by theme

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

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	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	40	27	18	7	47%	-12 ◇	-8 ◇	-16 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	35	34	18	8	41%	-10 ◇	-8 ◇	-12 ◇
B24. There are opportunities for me to develop my career in the CPS	17	23	31	26		20%	-17 ◇	-9 ◇	-16 ◇
B25. Learning and development activities I have completed while working for the CPS are helping me to develop my career	5	26	32	22	15	31%	-10 ◇	-10 ◇	-15 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	15	52	18	10	5	67%	-4 ◇	-11 ◇	-14 ◇
B27. I am treated with respect by the people I work with	19	58	15	6		77%	-2 ◇	-6 ◇	-10 ◇
B28. I feel valued for the work I do	11	36	24	18	10	47%	-4 ◇	-13 ◇	-18 ◇
B29. I think that the CPS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	15	47	24	8	5	62%	-5 ◇	-9 ◇	-13 ◇

All questions by theme

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





	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	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	20	61	12	5		81%	0	0	-5 ◇
B31. I get the information I need to do my job well	10	47	24	15	4	57%	+1	-10 ◇	-13 ◇
B32. I have clear work objectives	13	57	18	9		70%	+1	-4 ◇	-9 ◇
B33. I have the skills I need to do my job effectively	25	62	10			86%	-1	-2 ◇	-4 ◇
B34. I have the tools I need to do my job effectively	12	47	19	16	6	58%	-2 ◇	-13 ◇	-17 ◇
B35. I have an acceptable workload	6	39	20	22	14	45%	-2 ◇	-17 ◇	-22 ◇
B36. I achieve a good balance between my work life and my private life	9	44	20	17	10	54%	-3 ◇	-16 ◇	-20 ◇
Pay and benefits									
Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	4	33	22	27	15	37%	-1	-1 ◇	-8 ◇
B38. I am satisfied with the total benefits package	5	34	29	20	11	39%	-6 ◇	0	-8 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	31	25	24	15	36%	-2 ◇	+5 ◇	-3 ◇

All questions by theme

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change									
 :Strength of association with engagement									
B40. I feel that the CPS as a whole is managed well	26	28	26	18	28%	-3 ◇	-13 ◇	-25 ◇	
B41. DPP, CE, Group Chairs, CCPs, Business Managers, Directors & Deputies in the CPS are sufficiently visible	4 29	28	24	15	33%	-2 ◇	-12 ◇	-27 ◇	
B42. I believe the actions of DPP, CE, Group Chairs, CCPs, Business Managers, Directors & Deputies are consistent with the CPS's values	4 30	45	12	9	34%	-2 ◇	-5 ◇	-17 ◇	
B43. I believe that the CPS Board has a clear vision for the future of the CPS	25	46	15	10	28%	-8 ◇	-7 ◇	-18 ◇	
B44. Overall, I have confidence in the decisions made by the CPS's DPP, CE, Group Chairs, CCP's, Business Managers, Directors & Deputies	23	39	20	15	26%	-4 ◇	-9 ◇	-21 ◇	
B45. I feel that change is managed well in the CPS	17	28	34	20	19%	-2 ◇	-9 ◇	-20 ◇	
B46. When changes are made in the CPS they are usually for the better	13	32	34	20	14%	-3 ◇	-9 ◇	-17 ◇	
B47. The CPS keeps me informed about matters that affect me	35	28	22	12	38%	-3 ◇	-16 ◇	-24 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	22	25	31	20	24%	+1	-8 ◇	-15 ◇	
B49. I think it is safe to challenge the way things are done in the CPS	23	30	26	18	26%	0	-13 ◇	-21 ◇	

All questions by theme

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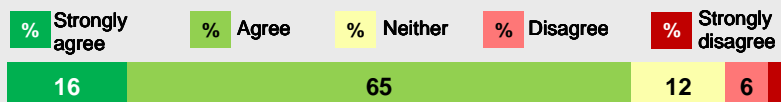
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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the CPS	10	36	34	13	6	47%	-5 ◇	-8 ◇	-18 ◇
B51. I would recommend the CPS as a great place to work	6	24	37	22	11	30%	-10 ◇	-11 ◇	-22 ◇
B52. I feel a strong personal attachment to the CPS	12	36	30	14	7	48%	-1	+2 ◇	-6 ◇
B53. The CPS inspires me to do the best in my job	8	27	37	19	9	35%	-3 ◇	-4 ◇	-14 ◇
B54. The CPS motivates me to help it achieve its objectives	6	24	38	21	10	31%	-4 ◇	-5 ◇	-15 ◇
Taking action									
B55. I believe that DPP, CE, Group Chairs, CCPs, Business Managers, Directors & Deputies in the CPS will take action on the results from this survey	4	24	29	24	18	28%	-1	-10 ◇	-19 ◇
B56. I believe that managers where I work will take action on the results from this survey	7	27	27	22	17	34%	0	-12 ◇	-19 ◇

All questions by theme

Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

81%	2010 % Positive
-5 ◇	Difference from previous survey
-2 ◇	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

85%	2010 % Yes
-12 ◇	Difference from previous survey
+6 ◇	Difference from CS2010

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for the CPS?

Statement	%	Difference from previous survey	Difference from CS2010
I want to leave the CPS as soon as possible	9%	+2 ◇	+2 ◇
I want to leave the CPS within the next 12 months	10%	+1 ◇	-1 ◇
I want to stay working for the CPS for at least the next year	19%	-4 ◇	-8 ◇
I want to stay working for the CPS for at least the next three years	62%	0	+7 ◇

The Civil Service Code

Differences are based on '% Yes' score

Statement	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	74	26	+4 ◇	-6 ◇
E02. Are you aware of how to raise a concern under the Civil Service Code?	46	54	+4 ◇	-6 ◇
E03. Are you confident that if you raised a concern under the Civil Service Code in the CPS it would be investigated properly?	48	52	-1	-14 ◇

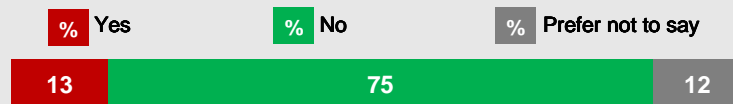
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All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

13% | Previous survey

10% [^] | CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



% Yes

11% | Previous survey

10% [^] | CS2010

For respondents who selected 'Yes' to question F01.

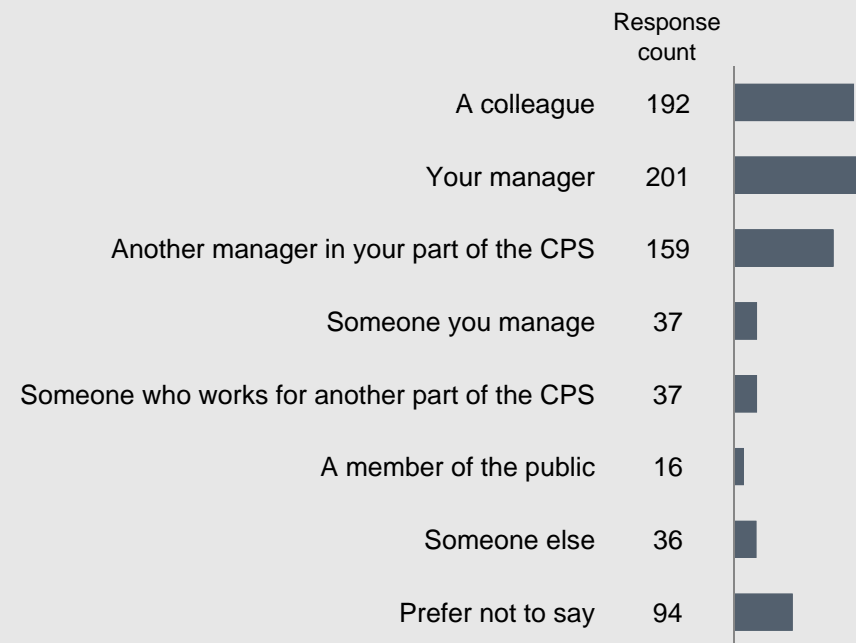
F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question F03.

F04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



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

[^] indicates statistically significant difference from comparison

All questions by theme

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^ 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
CPS questions							
G01. I understand the standard that has been set and what is expected of me following the introduction of Core Quality Standards	14	62	18	4		77%	-
G02. I feel able to achieve what is required of me personally to meet the commitments made in the Core Quality Standards	11	51	24	11	4	61%	-
G03. The Criminal Justice System comprises the CPS, police, magistrates' courts, crown courts, prisons, probation and youth offending teams. When I talk about the Criminal Justice System as a whole, I speak highly of it	7	35	38	16	5	41%	-6 ◇
G04. I feel well informed about how the CPS works with the police	13	51	24	10		64%	-6 ◇
G05. I feel well informed about how the CPS works with the other agencies in the Criminal Justice System (i.e. magistrates' courts, crown courts, prisons, probation and youth offending teams)	11	48	27	12		59%	-6 ◇
G06. My manager helps me to cope with any negative stresses in my job	8	32	29	20	11	40%	-2 ◇
G07. I think my workplace is safe and comfortable	11	50	20	13	6	61%	-10 ◇
G08. I would feel confident to report bullying/harassment	13	45	19	15	9	58%	-6 ◇
G09. I know who my local FDA/PCS Union representative is				Yes: 78%	No: 22%	78%	-
G10. I am aware of the places I can go to for support (Care First, Staff Networks - NBCPA, DSN, LGBT, Muslim Staff Network and Christian Fellowship)	15	52	20	10		67%	-10 ◇

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 2009 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.
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 2010 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: ✧

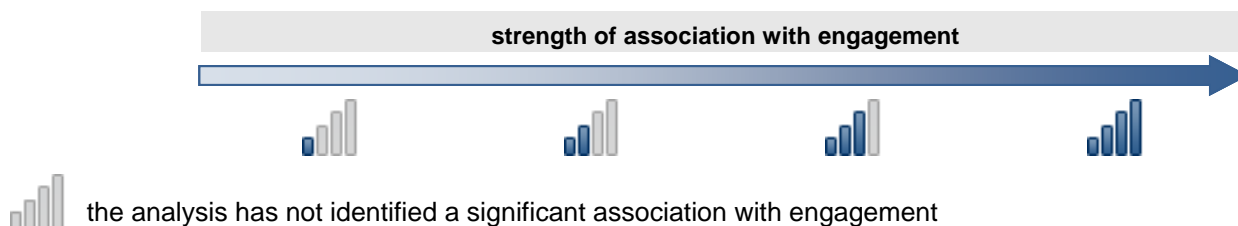
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



Confidentiality

This survey was carried out as part of the 2010 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 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.