

Returns: 3,588

Response rate: 61%

Civil Service People Survey 2015



 \diamondsuit Statistically significant difference from comparison

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

Engagement Index					
54	%				
Difference from previous survey	+1 💠				
Difference from CS2015	-5 ∻				
Difference from CS High Performers	-9 💠				

My work					
68	% 』				
Difference from previous survey	+1				
Difference from CS2015	-6 \$				
Difference from CS High Performers	-10 ♦				

Organisational objectives and purpose				
83	% 』			
Difference from previous survey	0			
Difference from CS2015	0			
Difference from CS High Performers	-4 ÷			



My tean	า	
71	% 👊	
Difference from previous survey	+1	
Difference from CS2015	-9 ÷	
Difference from CS High Performers	-12 ÷	

Learning and development					
43	% 🗐				
Difference from previous survey	+4				
Difference from CS2015	-6 \$				
Difference from CS High Performers	-13 ♦				

Inclusion and fair treatment					
67	7 % 📶				
Difference from previous survey	+2				
Difference from CS2015	-7				
Difference from CS High Performers	-11 💠				

Resources and workload					
64	% iii				
Difference from previous survey	+2				
Difference from CS2015	-9 ∻				
Difference from CS High Performers	-13 ♦				

Pay and benefits					
36	% •••				
Difference from previous survey	+2				
Difference from CS2015	+6 ∻				
Difference from CS High Performers	-1				

Leadership and managing change					
33	% 11				
Difference from previous survey	+1				
Difference from CS2015	-10 💠				
Difference from CS High Performers	-18 				



Returns: 3,588

Crown Prosecution Service

Response rate: 61%

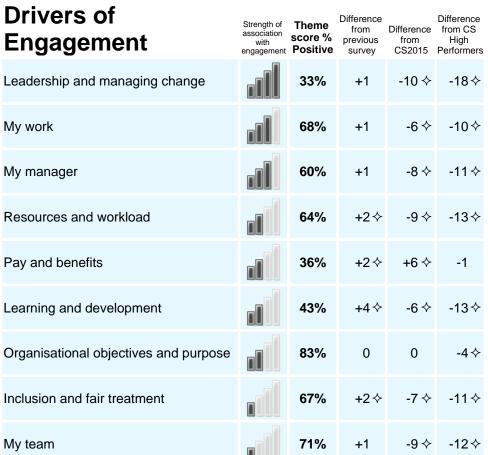
Civil Service People Survey 2015



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.



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

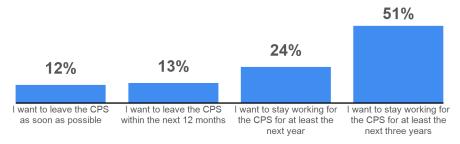


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future







Returns: 3,588 Response rate: 61% Civil Service People Survey 2015 ♦ indicates statistically significant difference from comparison All questions by theme ^ indicates a variation in question wording from your previous survey Difference from CS2015 Difference from CS High Performers % Positive My work Strength of Agree Disagree association with previous survey engagement B01 I am interested in my work 6 89% 0 0 **-2** ♦ 43 10 8 B02 I am sufficiently challenged by my work 39 79% +1 0 -4 ♦ B03 My work gives me a sense of personal accomplishment 43 12 9 75% +2 ♦ 0 -3 ♦ B04 I feel involved in the decisions that affect my work 29 24 +2 ♦ -11 ♦ **-19** ♦ 15 45% B05 I have a choice in deciding how I do my work 35 15 17 54% +2 ♦ -20 ♦ -25 ♦ **Organisational** Difference from Strength of objectives and purpose Strongly Agree Neither previous association with engagement survey B06 I have a clear understanding of the CPS purpose 85% 50 9 0 0 **-4** �

48

48

12 5

11

81%

82%

0

-1



B07 I have a clear understanding of the CPS objectives

B08 I understand how my work contributes to the CPS objectives

+2 ♦

-1

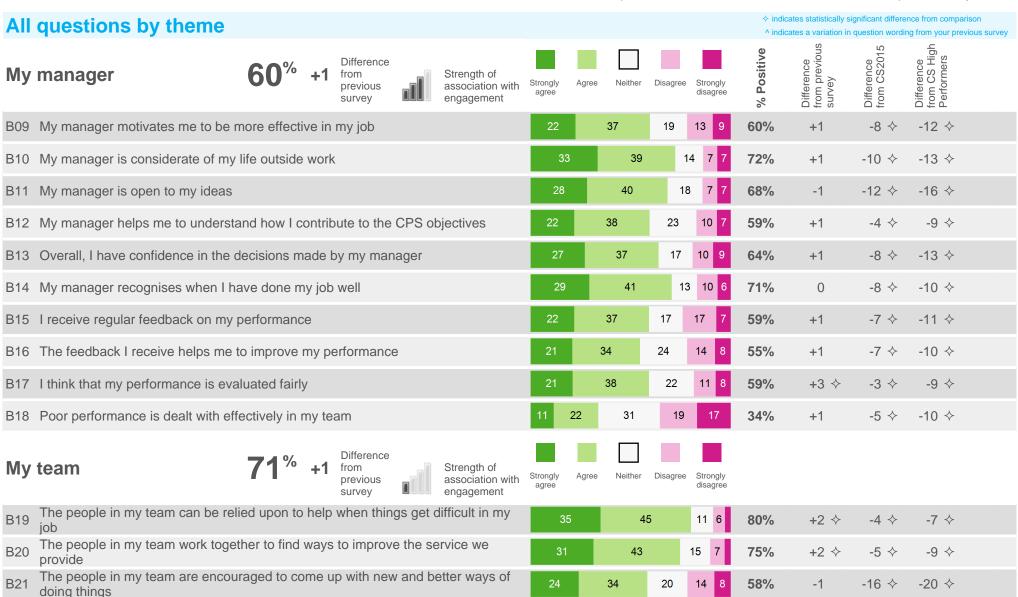
-3 ♦

-5 ♦



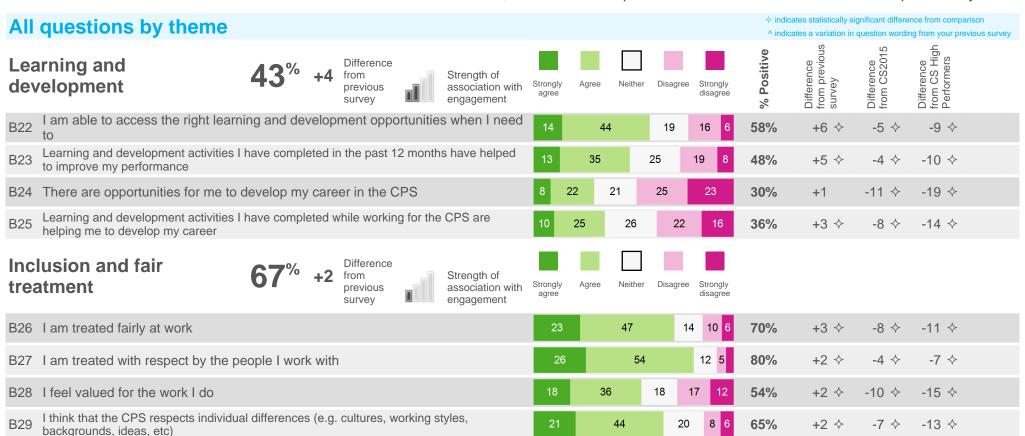
Returns: 3,588 Response rate: 61%

Civil Service People Survey 2015





Returns: 3,588 Response rate: 61% Civil Service People Survey 2015





Returns: 3,588 Response rate: 61% Civil Service People Survey 2015 ♦ indicates statistically significant difference from comparison All questions by theme ^ indicates a variation in question wording from your previous survey Difference from CS2015 Difference from CS High Performers Positive Resources and workload Strength of association with previous survey engagement B30 In my job, I am clear what is expected of me 82% 0 **-1** ♦ 56 9 7 **-4** ♦ B31 I get the information I need to do my job well 19 **-12** ♦ 41 18 57% +2 ♦ -16 ♦ B32 I have clear work objectives 54 14 9 74% +2 ♦ -1 ♦ **-**6 ♦ 8 5 B33 I have the skills I need to do my job effectively 57 85% 0 -3 ♦ -5 ♦ B34 I have the tools I need to do my job effectively 38 15 21 54% +3 ♦ -15 ♦ **-20 \$** B35 I have an acceptable workload 34 15 22 -15 ♦ **-20** ♦ 44% +3 ♦ B36 I achieve a good balance between my work life and my private life 51% 38 17 18 +2 ♦ -16 ♦ **-21** ♦ Pay and benefits Strength of Strongly Agree Neither Disagree Strongly previous association with B37 I feel that my pay adequately reflects my performance 27 19 28 20 33% +2 ♦ +2 ♦ **-4** ♦ B38 I am satisfied with the total benefits package 32 24 22 39% +2 ♦ +6 ♦ 0 Compared to people doing a similar job in other organisations I feel my pay is 27 21 25 34% +1 ♦ +9 ♦ +2 ♦

reasonable



Returns: 3,588

Response rate: 61%

Civil Service People Survey 2015

^ indicates a variation in question wording from your previous survey

All questions by theme

Leadership and

♦ indicates statistically significant difference from comparison

B40 I feel that the CPS as a whole is managed well 6 26 23 25 20 32% 0 -13 \$\(\cdot \) -24 \$\(\cdot \)	managing change previous survey association with engagement	Strongly Agree Neither Disagree Strongly of Hill Company of Strongly Agree Strongly of Strongly Agree Strongly of Hill Company of Strongly Agree Strongly of Strongly Agree Strongly of Strongly Agree Strongly of Strongly Agree Strongly of Strongly Agree Neither Disagree Strongly of Strongly Agree Strongly of Strongly Agree Strongly of Strongly Agree Strongly of Str	
B42 I believe the actions of senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, BCDMs) are consistent with the CPS values B43 I believe that the CPS Board has a clear vision for the future of the CPS B44 Overall, I have confidence in the decisions made by the CPS senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, BCDMs) B45 I feel that change is managed well in the CPS B46 When changes are made in the CPS they are usually for the better B47 The CPS keeps me informed about matters that affect me B48 I have the opportunity to contribute my views before decisions are made that affect me B49 32 35 13 12 41% 0 -4 ÷ -15 ÷ CPS 41 37 17 15 31% -2 ÷ -11 ÷ -23 ÷ CPS 41 37 17 15 31% 0 -2 ÷ -11 ÷ -23 ÷ CPS 42 37 17 15 31% 0 -10 ÷ -20 ÷ CPS 42 37 21 26 20 33% 44% 15 ÷ -20 ÷ CPS 42 37 18 31% 0 -10 ÷ -20 ÷ CPS 42 37 21 26 20 33% +5 ÷ -3 ÷ -11 ÷ CPS 42 37 17 15 31% 0 -2 ÷ -11 ÷ CPS 42 37 17 15 31% 0 -2 ÷ -11 ÷ CPS 42 37 17 15 31% 0 -2 ÷ -11 ÷ CPS 42 37 17 15 31% 0 -2 ÷ -11 ÷ CPS 42 37 21 26 20 33% +5 ÷ -3 ÷ -11 ÷ CPS 42 37 18 31% 0 -10 ÷ -20 ÷ CPS 42 37 18 31% 0 -10 ÷ -20 ÷ CPS 42 37 21 26 20 33% +5 ÷ -3 ÷ -11 ÷ CPS 42 37 18 31% 0 -10 ÷ -20 ÷ CPS 42 37 21 26 20 33% +5 ÷ -3 ÷ -11 ÷ CPS 42 37 17 15 31% 0 -2 ÷ -11 ÷ CPS 42 37 17 15 31% 0 -2 ÷ -11 ÷ CPS 42 37 17 15 31% 0 -2 ÷ -11 ÷ CPS 42 37 18 31% 0 -10 ÷ -20 ÷ CPS 42 37 18 31% 0 -10 ÷ CPS 42 31 31 31% 0 -	B40 I feel that the CPS as a whole is managed well	6 26 23 25 20 32% 0 -13 ÷ -24 ÷	
B43 I believe that the CPS Board has a clear vision for the future of the CPS 7 24 37 17 15 31% -2 \(\times \) -11 \(\times \) -23 \(\times \) B44 Overall, I have confidence in the decisions made by the CPS senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, BCDMs) B45 I feel that change is managed well in the CPS 5 18 20 33 24 23% -1 -7 \(\times \) -16 \(\times \) B46 When changes are made in the CPS they are usually for the better 16 26 31 23 21% +1 \(\times \) -6 \(\times \) -14 \(\times \) B47 The CPS keeps me informed about matters that affect me 7 37 23 19 13 44% +2 \(\times \) -12 \(\times \) -20 \(\times \) B48 I have the opportunity to contribute my views before decisions are made that affect me	Senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, BCDMs) in the CPS are sufficiently visible	9 34 21 21 15 44% +1 -9 \(\div -22 \(\div \)	
Overall, I have confidence in the decisions made by the CPS senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, BCDMs) 8 24 29 21 18 31% 0 -10 \$\dipplooutles -20 \$\dipploout	B42 I believe the actions of senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, BCDMs) are consistent with the CPS values	9 32 35 13 12 41% 0 -4 ÷ -15 ÷	
B45 I feel that change is managed well in the CPS 5 18 20 33 24 23% -1 -7 \$\div \tau -16 \$\div \text{B46} When changes are made in the CPS they are usually for the better 16 26 31 23 21% +1 \$\div \text{-6} \$\div \text{-14} \$\div \text{B47} The CPS keeps me informed about matters that affect me 7 37 23 19 13 44% +2 \$\div \text{-12} \$\div \text{-20} \$\div \text{B48} I have the opportunity to contribute my views before decisions are made that affect me	B43 I believe that the CPS Board has a clear vision for the future of the CPS	7 24 37 17 15 31% -2 ♦ -11 ♦ -23 ♦	
B46 When changes are made in the CPS they are usually for the better 16 26 31 23 21% +1 \$\dipprox -6 \$\dipprox -14 \$\dipprox \text{B47}\$ B47 The CPS keeps me informed about matters that affect me 7 37 23 19 13 44% +2 \$\dipprox -12 \$\dipprox -20 \$\dipprox \text{B48}\$ I have the opportunity to contribute my views before decisions are made that affect me	Overall, I have confidence in the decisions made by the CPS senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, BCDMs)	8 24 29 21 18 31% 0 -10 ÷ -20 ÷	
B47 The CPS keeps me informed about matters that affect me 7 37 23 19 13 44% +2 \$\diamondar{+} -12 \$\diamondar{+} -20 \$\diamondar{+} = -20 \$\diamondar{+} = -3 \$\diamondar{+} -11 \$\diamondar{+} = -3 \$\diamondar{+}	B45 I feel that change is managed well in the CPS	5 18 20 33 24 23% -1 -7 ♦ -16 ♦	
B48 I have the opportunity to contribute my views before decisions are made that 7 27 21 26 20 33% +5 \$\diamoldow -3 \$\diamoldow -11 \$\diamoldow \ext{affect me}\$	B46 When changes are made in the CPS they are usually for the better	16 26 31 23 21% +1 ♦ -6 ♦ -14 ♦	
affect me 20 20 33% +5 \(\cdot -5 \(\cdot -11 \\ \cdot \)	B47 The CPS keeps me informed about matters that affect me	7 37 23 19 13 44% +2	
B49 I think it is safe to challenge the way things are done in the CPS 7 25 25 24 19 32% 0 -9 \$\diamond\$ -18 \$\diamond\$		7 27 21 26 20 33 % +5 ♦ -3 ♦ -11 ♦	
	B49 I think it is safe to challenge the way things are done in the CPS	7 25 25 24 19 32 % 0 -9 ♦ -18 ♦	



38%

36%

Returns: 3,588 Response rate: 61% Civil Service People Survey 2015 ♦ indicates statistically significant difference from comparison All questions by theme ^ indicates a variation in question wording from your previous survey Difference from CS2015 Difference from CS High Performers % Positive **Engagement** Strongly agree B50 I am proud when I tell others I am part of the CPS 48% 0 **-18** ♦ 33 29 16 B51 I would recommend the CPS as a great place to work 22 30 24 31% 0 -16 ♦ **-27** ♦ B52 I feel a strong personal attachment to the CPS 35 25 15 8 53% +2 ♦ +6 ♦ -1

26

24

31

31

20

Taking action Strongly Agree Neither Disagree Strongly disagree

B55	DCCFS, ADIVIS, DCDIVIS) III the CFS will take action on the results from this survey	9 28	3	23	21	19	37%	+2 ♦	-6 ♦	-18 ♦
B56	I believe that managers where I work will take action on the results from this survey	14	31	21	17	17	45%	+2 ♦	-10 ♦	-17 ♦
B57	Where I work, I think effective action has been taken on the results of the last survey	11 22	;	30	19	18	32%	+3 ♦	-1 ♦	-10 ♦

B53 The CPS inspires me to do the best in my job

B54 The CPS motivates me to help it achieve its objectives

-6 ♦

-6 ♦

-13 ♦

-13 ♦



Returns: 3,588 Response rate: 61% Civil Service People Survey 2015

♦ indicates statistically significant difference from comparison All questions by theme ^ indicates a variation in question wording from your previous survey Difference from previous survey Difference from CS High Performers Positive Difference from CS2018 **Organisational culture** Strongly Strongly agree disagree % B58 I am trusted to carry out my job effectively 83% +2 ♦ -5 ♦ 53 8 7 **-7** ♦ B59 I believe I would be supported if I try a new idea, even if it may not work 35 23 17 52% +2 ♦ **-16** ♦ **-20** ♦ My performance is evaluated based on whether I get things done, rather than 35 24 17 49% **-21** ♦ +1 **-16** ♦ solely follow processes B61 When I talk about the CPS I say "we" rather than "they" 44 20 10 64% +2 ♦ **-6** ♦ -14 ♦ B62 I have some really good friendships at work 45 81% +1 +6 ♦ +2 ♦ Leadership statement Strongly disagree agree B63 My manager inspires my team to do our best 38 20 12 8 60% **-7** ♦ -11 ♦ Senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, 25 31 22 33% **-4** ♦ -13 ♦ BCDMs) inspire people across the CPS to do their best B65 My manager leads our team with confidence 39 19 61% -15 ♦ 11 **-9 \$** Senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, 29 33 16 39% **-8** ♦ -18 ♦ BCDMs) lead the CPS with confidence 36 23 11 57% -15 ♦ **-19** ♦ B67 My manager empowers me to do my job effectively The CPS senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, 23 35 20 14 31% **-9** \diamond -17 ♦ ABMs, BCDMs) empower teams to deliver Senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, BCDMs) in 23 43 13 32% -12 ♦ the CPS actively role model the behaviours set out in the Civil Service Leadership Statement My manager actively role models the behaviours set out in the Civil Service 33 34 50% **-12** ♦ Leadership Statement





Returns : 3,588

Response rate: 61%

Civil Service People Survey 2015

All questions by theme

 $\ensuremath{\diamondsuit}$ indicates statistically significant difference from comparison

Wellbeing

0-4





ifference

% Positive

Difference rom CS2015 Difference from CS High Performers

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 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?	3 24 44 13	57 % +1 -8 ♦ -11 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	20 47 21	67% +1 ♦ -4 ♦ -7 ♦
W03 Overall, how happy did you feel yesterday?	1 23 38 18	56 % +2 ♦ -6 ♦ -9 ♦
For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.	1 2-3 4-5 6-10	
W04 Overall, how anxious did you feel yesterday?	23 22 36	42% 0 -8 ♦ -10 ♦



Response rate: 61%

Civil Service People Survey 2015

All questions by theme

Your plans for the future

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

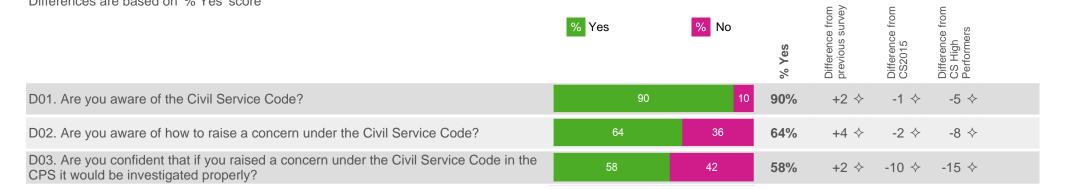
♦ indicates statistically significant difference from comparison ^ indicates a variation in question wording from your previous survey

working for the CPS?		Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave the CPS as soon as possible	12%	-1	+3 ♦	0
I want to leave the CPS within the next 12 months	13%	+3 ♦	-2 ♦	-6 ♦
I want to stay working for the CPS for at least the next year	24%	0	-8 💠	-14 �
I want to stay working for the CPS for at least the next three years	51%	-2	+8 💠	0

Returns: 3,588

The Civil Service Code

Differences are based on '% Yes' score





Returns: 3,588 Response rate: 61% Civil Service People Survey 2015

♦ indicates statistically significant difference from comparison

^ indicates a variation in question wording from your previous survey

All questions by theme

Discrimination, harassment and bullying

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

% Yes % Prefer not to say % No 76 11 2015 74 12 2014 CS2015 80 8

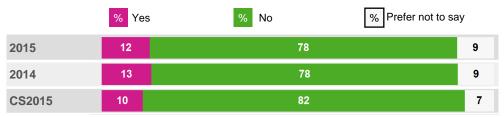
For respondents who selected 'Yes' to guestion E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

Response Count Age 67 75 Caring responsibilities Disability 75 Ethnic background 35 Gender 59 Gender reassignment or perceived gender Grade, pay band or responsibility level 112 Main spoken/written language or language ability Religion or belief 16 Sexual orientation 10 24 Social or educational background Working location 86 146 Working pattern Any other grounds 84 Prefer not to say

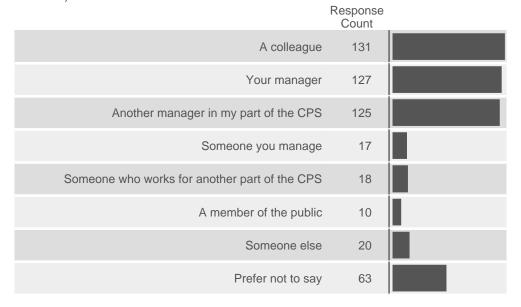
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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



For respondents who selected 'Yes' to guestion E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)





Returns: 3,588

Response rate: 61%

Civil Service People Survey 2015

♦ indicates statistically significant difference from comparison

All questions by theme

^ indicates a variation in question wording from your previous survey

Difference from previous survey Positive **Crown Prosecution Service questions** F01 I demonstrate the CPS values through my actions 57 13 85% +7 ♦ F02 My direct line manager demonstrates the CPS values through their actions 6 48 21 71% +3 ♦ F03 I believe that the CPS is committed to supporting my Health and Wellbeing 32 24 18 45% F04 I believe the CPS works constructively with the Departmental Trade Unions 25 39 16 36% F05 I am aware of sources of support that are available to me as a CPS employee Yes: 82% No: 18% 82% I believe that change is managed well in my Area/Directorate/Division 23 33% +2 ♦ 26 My local Senior Management Team is sufficiently visible (CCP and ABM/HQ 16 52% 0 Director/Casework Director/Head of Division) I have arrangements in place to ensure I spend at least five days per year on my F08 Yes: 38% No: 62% 38% +3 ♦ personal development this year I am kept informed of local and national news through the use of Team Talk at regular 43 15 17 60% -3 ♦ team briefings/meetings^ F10 I believe the Digital Business Programme is supporting the CPS to work digitally 38 28 13 9 50% My role contributes to providing a positive experience for Victims and Witnesses 45 66% 25 **-2** ♦ 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: 61% No: 39% 61% +6 ♦ F13 I am committed to the CPS purpose of delivering justice 44 6 93%



Returns: 3,588

Response rate: 61%

Civil Service People Survey 2015

All questions by theme

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

Crown Prosecution Service questions

% Positive Strongly disagree agree

Difference from previous survey

I believe that the CPS is committed to building and maintaining an inclusive workforce that treats all its employees fairly

36

13 9

22

56%



Returns: 3,588 Response rate: 61% Civil Service People Survey 2015

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 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.

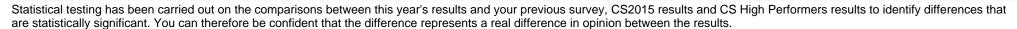
CS2015 The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 Civil Service People Survey.

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: ♦



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.