

# CICA

Returns: 336

Response rate: 85%

## Your engagement index

# 60%

Difference from previous survey

**+6** ✧

Difference from CS2012

**+2** ✧

Difference from CS High Performers

**-3** ✧

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 CS2012
B50. I am proud when I tell others I am part of CICA	<b>53%</b>	+5 ✧	0
B51. I would recommend CICA as a great place to work	<b>50%</b>	+10 ✧	+3 ✧

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

B52. I feel a strong personal attachment to CICA	<b>49%</b>	+3 ✧	+5 ✧
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**Strive: motivated to do the best for the organisation...**










B53. CICA inspires me to do the best in my job	<b>48%</b>	+12 ✧	+7 ✧
B54. CICA motivates me to help it achieve its objectives	<b>47%</b>	+11 ✧	+9 ✧

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		<b>53%</b>	+6 ✧	+12 ✧	+3 ✧
My work		<b>69%</b>	+9 ✧	-4 ✧	-7 ✧
My line manager		<b>72%</b>	+12 ✧	+6 ✧	+3 ✧
Learning and development		<b>51%</b>	+20 ✧	+7 ✧	-1
Organisational objectives and purpose		<b>90%</b>	+8 ✧	+8 ✧	+2 ✧
Pay and benefits		<b>27%</b>	+4 ✧	-3 ✧	-8 ✧
My team		<b>79%</b>	+10 ✧	+1	-2 ✧
Inclusion and fair treatment		<b>79%</b>	+11 ✧	+5 ✧	+2 ✧
Resources and workload		<b>81%</b>	+6 ✧	+7 ✧	+4 ✧


✧ = 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 CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
<b>Leadership and managing change</b>	Strength of association with engagement: 		
B41. Senior managers in CICA are sufficiently visible	76%	+5 ◇	+28 ◇
B43. I believe that the board has a clear vision for the future of CICA	60%	0	+20 ◇
B42. I believe the actions of senior managers are consistent with CICA's values	58%	+10 ◇	+16 ◇
B40. I feel that CICA as a whole is managed well	57%	+8 ◇	+14 ◇
B45. I feel that change is managed well in CICA	43%	+2	+14 ◇
B44. Overall, I have confidence in the decisions made by CICA's senior managers	50%	+9 ◇	+11 ◇
B46. When changes are made in CICA they are usually for the better	35%	+4 ◇	+10 ◇
B47. CICA keeps me informed about matters that affect me	64%	+9 ◇	+8 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	43%	+9 ◇	+7 ◇
B49. I think it is safe to challenge the way things are done in CICA	45%	+7 ◇	+4 ◇

<b>My work</b>	Strength of association with engagement: 		
B01. I am interested in my work	90%	+7 ◇	+1
B03. My work gives me a sense of personal accomplishment	72%	+9 ◇	-1
B04. I feel involved in the decisions that affect my work	47%	+7 ◇	-6 ◇
B02. I am sufficiently challenged by my work	71%	+14 ◇	-6 ◇
B05. I have a choice in deciding how I do my work	64%	+9 ◇	-8 ◇

<b>My line manager</b>	Strength of association with engagement: 		
B18. Poor performance is dealt with effectively in my team	48%	+10 ◇	+11 ◇
B17. I think that my performance is evaluated fairly	71%	+12 ◇	+9 ◇
B12. My manager helps me to understand how I contribute to CICA's objectives	69%	+10 ◇	+8 ◇
B15. I receive regular feedback on my performance	71%	+15 ◇	+8 ◇
B16. The feedback I receive helps me to improve my performance	67%	+15 ◇	+7 ◇
B13. Overall, I have confidence in the decisions made by my manager	77%	+11 ◇	+6 ◇
B09. My manager motivates me to be more effective in my job	71%	+12 ◇	+6 ◇
B14. My manager recognises when I have done my job well	80%	+10 ◇	+3 ◇
B11. My manager is open to my ideas	81%	+12 ◇	+2 ◇
B10. My manager is considerate of my life outside work	82%	+11 ◇	+1

# 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



My work									
Strength of association with engagement									
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B01. I am interested in my work	38	53	6			90%	+7 ◇	+1	-1 ◇
B02. I am sufficiently challenged by my work	23	48	13	13		71%	+14 ◇	-6 ◇	-10 ◇
B03. My work gives me a sense of personal accomplishment	24	48	14	10	4	72%	+9 ◇	-1	-6 ◇
B04. I feel involved in the decisions that affect my work	14	34	23	20	10	47%	+7 ◇	-6 ◇	-12 ◇
B05. I have a choice in deciding how I do my work	17	48	16	13	7	64%	+9 ◇	-8 ◇	-13 ◇
Organisational objectives and purpose									
Strength of association with engagement									
B06. I have a clear understanding of CICA's purpose	43	48	6			91%	+6 ◇	+7 ◇	+1
B07. I have a clear understanding of CICA's objectives	39	49	7			88%	+8 ◇	+9 ◇	+3 ◇
B08. I understand how my work contributes to CICA's objectives	38	52	6			90%	+9 ◇	+8 ◇	+3 ◇

# All questions by theme

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

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## My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	22	49	18	7	4	71%	+12 ◇	+6 ◇	+3 ◇
B10. My manager is considerate of my life outside work	37	45	12	4		82%	+11 ◇	+1	-2 ◇
B11. My manager is open to my ideas	29	51	10	5	4	81%	+12 ◇	+2 ◇	-2 ◇
B12. My manager helps me to understand how I contribute to CICA's objectives	21	48	19	8	4	69%	+10 ◇	+8 ◇	+3 ◇
B13. Overall, I have confidence in the decisions made by my manager	28	49	12	6	5	77%	+11 ◇	+6 ◇	+2
B14. My manager recognises when I have done my job well	31	49	11	6		80%	+10 ◇	+3 ◇	0
B15. I receive regular feedback on my performance	19	52	15	10	4	71%	+15 ◇	+8 ◇	+3 ◇
B16. The feedback I receive helps me to improve my performance	21	46	22	8	4	67%	+15 ◇	+7 ◇	+4 ◇
B17. I think that my performance is evaluated fairly	20	52	18	8		71%	+12 ◇	+9 ◇	+4 ◇
B18. Poor performance is dealt with effectively in my team	12	35	27	19	7	48%	+10 ◇	+11 ◇	+6 ◇

## 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	36	52	7	4		88%	+10 ◇	+5 ◇	+2 ◇
B20. The people in my team work together to find ways to improve the service we provide	30	51	10	7		82%	+13 ◇	+3 ◇	0
B21. The people in my team are encouraged to come up with new and better ways of doing things	26	42	19	10		68%	+7 ◇	-3 ◇	-8 ◇

# All questions by theme

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% Strongly agree   
 % Agree   
 % Neither   
 % Disagree   
 % Strongly disagree   
 % Positive   
 Difference from previous survey   
 Difference from CS2012   
 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	12	50	22	12	4	62%	+27 ◇	+4 ◇	-3 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	34	29	18		50%	+24 ◇	+4 ◇	-2
B24. There are opportunities for me to develop my career in CICA	12	39	24	15	10	51%	+16 ◇	+16 ◇	+9 ◇
B25. Learning and development activities I have completed while working for CICA are helping me to develop my career	11	30	31	19	9	41%	+14 ◇	+1	-5 ◇

## Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	25	59	9			84%	+7 ◇	+6 ◇	+3 ◇
B27. I am treated with respect by the people I work with	27	61	6	4		88%	+13 ◇	+5 ◇	+2 ◇
B28. I feel valued for the work I do	19	44	21	10	7	63%	+13 ◇	+1	-4 ◇
B29. I think that CICA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	56	13			82%	+10 ◇	+10 ◇	+3 ◇

# All questions by theme


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% Strongly agree   
 % Agree   
 % Neither   
 % Disagree   
 % Strongly disagree   
 % Positive   
 Difference from previous survey   
 Difference from CS2012   
 Difference from CS High Performers

## Resources and workload

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	27	61	7	4		88%	+4 ◇	+4 ◇	+1
B31. I get the information I need to do my job well	18	58	12	10		76%	+10 ◇	+8 ◇	+4 ◇
B32. I have clear work objectives	21	56	14	7		77%	+3 ◇	+2	-3 ◇
B33. I have the skills I need to do my job effectively	32	59	7			91%	+6 ◇	+3 ◇	+1
B34. I have the tools I need to do my job effectively	22	54	13	8		76%	+5 ◇	+4 ◇	+1
B35. I have an acceptable workload	18	60	11	7	4	78%	+11 ◇	+18 ◇	+12 ◇
B36. I achieve a good balance between my work life and my private life	26	56	11	5		82%	+7 ◇	+15 ◇	+9 ◇

## Pay and benefits

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	4	25	18	32	22	28%	+4 ◇	-3 ◇	-9 ◇
B38. I am satisfied with the total benefits package	4	26	28	27	16	30%	+7 ◇	-3 ◇	-9 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	21	22	33	21	24%	+1	-1	-8 ◇

# All questions by theme

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## Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B40. I feel that CICA as a whole is managed well	12	45	21	16	7	57%	+8 ◇	+14 ◇	0
B41. Senior managers in CICA are sufficiently visible	23	53	15	6		76%	+5 ◇	+28 ◇	+15 ◇
B42. I believe the actions of senior managers are consistent with CICA's values	16	42	26	10	6	58%	+10 ◇	+16 ◇	+4 ◇
B43. I believe that the board has a clear vision for the future of CICA	16	44	25	9	6	60%	0	+20 ◇	+9 ◇
B44. Overall, I have confidence in the decisions made by CICA's senior managers	13	36	27	14	10	50%	+9 ◇	+11 ◇	-2
B45. I feel that change is managed well in CICA	6	37	24	23	11	43%	+2	+14 ◇	+4 ◇
B46. When changes are made in CICA they are usually for the better	7	29	32	24	8	35%	+4 ◇	+10 ◇	0
B47. CICA keeps me informed about matters that affect me	11	53	20	11	5	64%	+9 ◇	+8 ◇	+1
B48. I have the opportunity to contribute my views before decisions are made that affect me	9	34	26	22	9	43%	+9 ◇	+7 ◇	+1
B49. I think it is safe to challenge the way things are done in CICA	10	35	29	16	11	45%	+7 ◇	+4 ◇	-2

# All questions by theme

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	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of CICA	13	40	34	8	4	53%	+5 ◇	0	-11 ◇
B51. I would recommend CICA as a great place to work	13	37	30	15	6	50%	+10 ◇	+3 ◇	-8 ◇
B52. I feel a strong personal attachment to CICA	15	34	33	12	5	49%	+3 ◇	+5 ◇	-3 ◇
B53. CICA inspires me to do the best in my job	13	35	34	13	6	48%	+12 ◇	+7 ◇	-1
B54. CICA motivates me to help it achieve its objectives	12	35	32	14	7	47%	+11 ◇	+9 ◇	0
<b>Taking action</b>									
B55. I believe that senior managers in CICA will take action on the results from this survey	16	43	23	10	8	59%	+7 ◇	+16 ◇	+5 ◇
B56. I believe that managers where I work will take action on the results from this survey	19	45	22	8	6	64%	+12 ◇	+12 ◇	+5 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	16	33	33	11	6	49%	+7 ◇	+18 ◇	+9 ◇



# All questions by theme

## Your plans for the future

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

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave CICA as soon as possible		10%	-2	+2	0
I want to leave CICA within the next 12 months		13%	-7 ^	+1	-4 ^
I want to stay working for CICA for at least the next year		29%	+3	0	-6 ^
I want to stay working for CICA for at least the next three years		49%	+6 ^	-3 ^	-11 ^

## The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		11	89%	+3 ^	+1	-4 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		27	73%	+11 ^	+10 ^	+3 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in CICA it would be investigated properly?		30	70%	+8 ^	+3 ^	-1

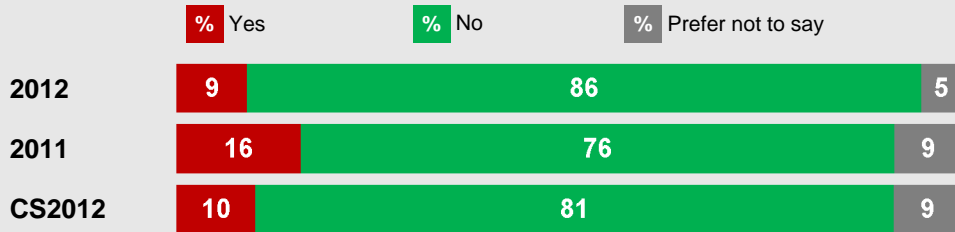
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

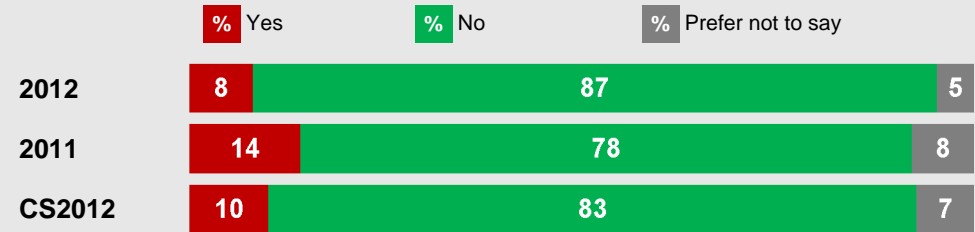
# All questions by theme

## Discrimination, harassment and bullying

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



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



For respondents who selected 'Yes' to question E01.

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

Ground	Response count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	10
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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

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	--
Your manager	--
Another manager in my part of CICA	--
Someone you manage	--
Someone who works for another part of CICA	--
A member of the public	--
Someone else	--
Prefer not to say	--

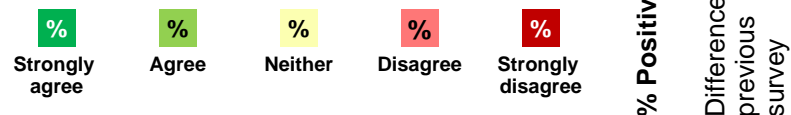
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

# All questions by theme

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✦ indicates statistically significant difference from comparison



## CICA questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I understand that the changes in CICA are part of the broader Transforming Justice Programme	10	50	31	8		59%	-
F02. I have had a formal performance review in the last 12 months	Yes: 88%		No: 12%			88%	-1
F03. My manager uses coaching skills effectively	12	47	25	11	4	60%	+10 ✦
F04. I review my learning and development needs with my manager on a regular basis	11	47	21	17	4	58%	-
F05. My team seeks regular customer feedback	15	27	32	21	4	42%	+12 ✦
F06. Good customer service is important to me	50	46				96%	+3 ✦
F07. My team responds effectively to our customers' needs	33	54	8	4		87%	+4 ✦
F08. Other teams within CICA respond effectively to customers' needs	14	41	35	8		55%	+3 ✦
F09. I am confident that CICA is taking effective action to reduce discrimination, bullying and harassment	13	46	30	7	4	59%	-
F10. Overall I am satisfied with the job I do	24	56	13	6		80%	+10 ✦

# Appendix

## Glossary of key terms

<b>% positive</b>	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> ).
<b>Previous survey</b>	Comparisons to the previous survey relate to the results from the 2011 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.
<b>CS2012</b>	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 Civil Service People Survey.
<b>CS High Performers</b>	For each question, this is the upper quartile score across all organisations that have taken part in the 2012 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: ✦

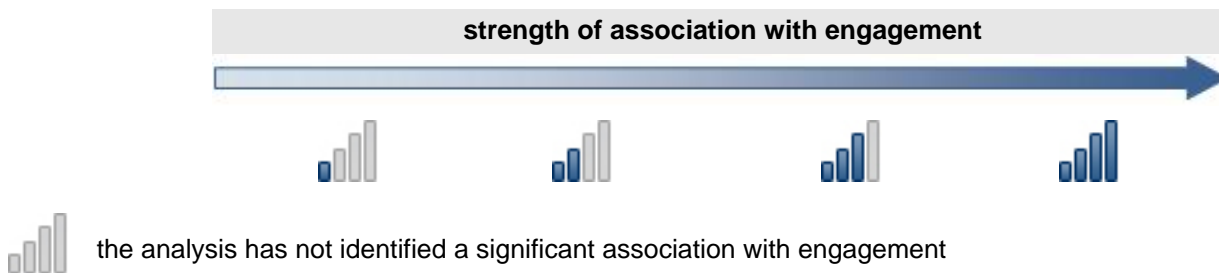
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



## Confidentiality

This survey was carried out as part of the 2012 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 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.