

## Your engagement index

52%

Difference from previous survey

-7 ✧

Difference from CS2013

-5 ✧

Difference from CS High Performers

-10 ✧

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 CS2013
B50. I am proud when I tell others I am part of CICA	47%	-6 ✧	-9 ✧
B51. I would recommend CICA as a great place to work	36%	-13 ✧	-8 ✧

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

B52. I feel a strong personal attachment to CICA	50%	+1	+4 ✧
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#### Strive: motivated to do the best for the organisation...










B53. CICA inspires me to do the best in my job	46%	-2	+3
B54. CICA motivates me to help it achieve its objectives	41%	-6 ✧	+2

✧ = 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 CS2013	Difference from CS High Performers
Leadership and managing change		45%	-8 ✧	+3 ✧	-6 ✧
My work		67%	-2	-7 ✧	-11 ✧
My manager		67%	-5 ✧	0	-3
Pay and benefits		25%	-3	-5 ✧	-10 ✧
Learning and development		52%	+1	+5 ✧	-2
Organisational objectives and purpose		86%	-4 ✧	+3 ✧	-2
My team		78%	-1	-1	-4 ✧
Inclusion and fair treatment		72%	-8 ✧	-2	-6 ✧
Resources and workload		77%	-4 ✧	+4 ✧	+1




✧ = 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 CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>			
B41. Senior managers in CICA are sufficiently visible	75%	-1	+24 ◇
B43. I believe that the Executive Management Team has a clear vision for the future of CICA <sup>^</sup>	55%	-5 ◇	+14 ◇
B40. I feel that CICA as a whole is managed well	47%	-9 ◇	+4 ◇
B46. When changes are made in CICA they are usually for the better	30%	-5 ◇	+3 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	38%	-5 ◇	+2
B42. I believe the actions of senior managers are consistent with CICA's values	45%	-13 ◇	+2
B44. Overall, I have confidence in the decisions made by CICA's senior managers	41%	-9 ◇	0
B49. I think it is safe to challenge the way things are done in CICA	38%	-7 ◇	-1
B45. I feel that change is managed well in CICA	28%	-15 ◇	-1
B47. CICA keeps me informed about matters that affect me	53%	-11 ◇	-5 ◇
<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>			
B01. I am interested in my work	89%	-1	0
B03. My work gives me a sense of personal accomplishment	70%	-2	-5 ◇
B02. I am sufficiently challenged by my work	70%	-1	-8 ◇
B04. I feel involved in the decisions that affect my work	45%	-3	-9 ◇
B05. I have a choice in deciding how I do my work	61%	-3	-11 ◇
<b>My manager</b> <span style="float: right;">Strength of association with engagement: </span>			
B18. Poor performance is dealt with effectively in my team	51%	+3	+12 ◇
B17. I think that my performance is evaluated fairly	68%	-4 ◇	+5 ◇
B12. My manager helps me to understand how I contribute to CICA's objectives	66%	-3	+4 ◇
B15. I receive regular feedback on my performance	66%	-5 ◇	+2
B16. The feedback I receive helps me to improve my performance	60%	-6 ◇	+1
B13. Overall, I have confidence in the decisions made by my manager	70%	-7 ◇	-1
B11. My manager is open to my ideas	77%	-4 ◇	-2
B09. My manager motivates me to be more effective in my job	63%	-8 ◇	-2
B10. My manager is considerate of my life outside work	78%	-4 ◇	-2
B14. My manager recognises when I have done my job well	72%	-8 ◇	-5 ◇

# 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



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
<b>My work</b>									
:Strength of association with engagement									
B01. I am interested in my work	34	55	5	4		89%	-1	0	-3 ◇
B02. I am sufficiently challenged by my work	27	43	8	12	11	70%	-1	-8 ◇	-12 ◇
B03. My work gives me a sense of personal accomplishment	27	43	9	12	9	70%	-2	-5 ◇	-9 ◇
B04. I feel involved in the decisions that affect my work	12	33	15	21	19	45%	-3	-9 ◇	-16 ◇
B05. I have a choice in deciding how I do my work	15	46	8	16	14	61%	-3	-11 ◇	-16 ◇
<b>Organisational objectives and purpose</b>									
:Strength of association with engagement									
B06. I have a clear understanding of CICA's purpose	37	49	4	7		87%	-4 ◇	+2	-3 ◇
B07. I have a clear understanding of CICA's objectives	34	51	4	5	6	85%	-3 ◇	+5 ◇	0
B08. I understand how my work contributes to CICA's objectives	34	51	4	4	7	85%	-5 ◇	+2	-2

# All questions by theme

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## My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	20	43	17	9	12	63%	-8 ◇	-2	-7 ◇
B10. My manager is considerate of my life outside work	34	44	9	6	8	78%	-4 ◇	-2	-6 ◇
B11. My manager is open to my ideas	26	50	9	4	10	77%	-4 ◇	-2	-6 ◇
B12. My manager helps me to understand how I contribute to CICA's objectives	20	45	17	7	10	66%	-3	+4 ◇	0
B13. Overall, I have confidence in the decisions made by my manager	26	44	12	6	12	70%	-7 ◇	-1	-6 ◇
B14. My manager recognises when I have done my job well	25	47	11	6	10	72%	-8 ◇	-5 ◇	-8 ◇
B15. I receive regular feedback on my performance	18	48	11	13	11	66%	-5 ◇	+2	-3
B16. The feedback I receive helps me to improve my performance	20	41	18	9	12	60%	-6 ◇	+1	-5 ◇
B17. I think that my performance is evaluated fairly	21	47	16	5	11	68%	-4 ◇	+5 ◇	+1
B18. Poor performance is dealt with effectively in my team	14	37	23	14	13	51%	+3	+12 ◇	+9 ◇

## 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	51	5	7	87%	-1	+3 ◇	+1	
B20. The people in my team work together to find ways to improve the service we provide	33	47	7	6	8	79%	-2	-1	-3 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	26	41	15	8	10	67%	-1	-6 ◇	-9 ◇

# All questions by theme

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## Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	14	55	13	9	9	69%	+7 ◇	+8 ◇	+4 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	46	17	13	9	61%	+12 ◇	+14 ◇	+8 ◇
B24. There are opportunities for me to develop my career in CICA	8	30	16	26	21	38%	-13 ◇	0	-9 ◇
B25. Learning and development activities I have completed while working for CICA are helping me to develop my career	9	31	21	23	16	40%	-1	-2	-9 ◇

## Inclusion and fair treatment

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B26. I am treated fairly at work	25	51	9	5	9	76%	-8 ◇	-2	-5 ◇
B27. I am treated with respect by the people I work with	28	51	9	8	8	80%	-9 ◇	-5 ◇	-7 ◇
B28. I feel valued for the work I do	14	45	15	12	14	59%	-4 ◇	-4 ◇	-9 ◇
B29. I think that CICA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	25	48	12	5	10	73%	-9 ◇	0	-5 ◇

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## Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	20	63	7	7	7	84%	-4 ◇	0	-3 ◇
B31. I get the information I need to do my job well	14	58	9	11	7	73%	-3	+4 ◇	0
B32. I have clear work objectives	20	59	6	6	9	79%	+2	+4 ◇	-1
B33. I have the skills I need to do my job effectively	27	62		6	6	89%	-3 ◇	0	-2
B34. I have the tools I need to do my job effectively	19	55	6	10	10	73%	-3	+2	-2
B35. I have an acceptable workload	12	58	8	10	13	70%	-8 ◇	+10 ◇	+5 ◇
B36. I achieve a good balance between my work life and my private life	20	55	7	10	8	75%	-8 ◇	+7 ◇	+2

## Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	24	15	28	32		26%	-2	-3 ◇	-10 ◇
B38. I am satisfied with the total benefits package	24	21	26	26		27%	-3	-6 ◇	-11 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	16	31	32		22%	-3	-4 ◇	-10 ◇

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
<b>Leadership and managing change</b>									
:Strength of association with engagement									
B40. I feel that CICA as a whole is managed well	8	39	16	18	18	47%	-9 ◇	+4 ◇	-9 ◇
B41. Senior managers in CICA are sufficiently visible	17	58	8	6	12	75%	-1	+24 ◇	+13 ◇
B42. I believe the actions of senior managers are consistent with CICA's values	8	37	24	11	20	45%	-13 ◇	+2	-10 ◇
B43. I believe that the Executive Management Team has a clear vision for the future of CICA^	13	43	18	12	15	55%	-5 ◇	+14 ◇	0
B44. Overall, I have confidence in the decisions made by CICA's senior managers	8	33	19	16	24	41%	-9 ◇	0	-10 ◇
B45. I feel that change is managed well in CICA	4	23	16	26	30	28%	-15 ◇	-1	-11 ◇
B46. When changes are made in CICA they are usually for the better	4	26	22	24	24	30%	-5 ◇	+3 ◇	-5 ◇
B47. CICA keeps me informed about matters that affect me	11	42	14	16	17	53%	-11 ◇	-5 ◇	-11 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	9	29	18	22	22	38%	-5 ◇	+2	-6 ◇
B49. I think it is safe to challenge the way things are done in CICA	8	29	17	21	24	38%	-7 ◇	-1	-11 ◇

# 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 CS2013	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of CICA	11	36	28	14	10	47%	-6 ◇	-9 ◇	-18 ◇
B51. I would recommend CICA as a great place to work	8	28	22	26	16	36%	-13 ◇	-8 ◇	-19 ◇
B52. I feel a strong personal attachment to CICA	17	33	22	16	12	50%	+1	+4 ◇	-3
B53. CICA inspires me to do the best in my job	9	37	21	20	13	46%	-2	+3	-4 ◇
B54. CICA motivates me to help it achieve its objectives	10	32	25	20	14	41%	-6 ◇	+2	-6 ◇
<b>Taking action</b>									
B55. I believe that senior managers in CICA will take action on the results from this survey	13	40	11	16	19	53%	-6 ◇	+10 ◇	+1
B56. I believe that managers where I work will take action on the results from this survey	16	41	15	13	16	56%	-8 ◇	+3	-3
B57. Where I work, I think effective action has been taken on the results of the last survey	10	35	23	15	17	45%	-4 ◇	+12 ◇	+5 ◇



# 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 CS2013	Difference from CS High Performers
<b>Organisational Culture</b>									
B58. I am trusted to carry out my job effectively	23	61	4	10		84%	-8 ◇	-4 ◇	-7 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	14	44	17	14	11	59%	-5 ◇	-9 ◇	-12 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	15	39	24	12	10	54%	-10 ◇	-11 ◇	-16 ◇
B61. When I talk about CICA I say "we" rather than "they"	21	45	14	10	11	66%	-2	-1	-10 ◇
B62. I have some really good friendships at work	32	47	9	4	7	79%	+1	+4 ◇	0

Please note these questions were not asked on paper surveys in 2012.

# All questions by theme

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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

## Wellbeing

Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. This 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. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

W01. Overall, how satisfied are you with your life nowadays?	15	19	53	14	67%	+2	+3 ◇	0
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	17	51	18	69%	0	0	-4 ◇
W03. Overall, how happy did you feel yesterday?	20	19	42	19	60%	+3	+1	-2
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	35	25	16	24	60%	+3	+10 ◇	+7 ◇

# 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 CS2013	Difference from CS High Performers
I want to leave CICA as soon as possible		14%	+4	+6	+3
I want to leave CICA within the next 12 months		23%	+10 ^	+10 ^	+7 ^
I want to stay working for CICA for at least the next year		26%	-2	-4 ^	-9 ^
I want to stay working for CICA for at least the next three years		37%	-12 ^	-11 ^	-21 ^

## The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		13	87%	-2	-3 ^	-7 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		31	69%	-3	+5 ^	-1
D03. Are you confident that if you raised a concern under the Civil Service Code in CICA it would be investigated properly?		30	70%	0	+3	-3 ^

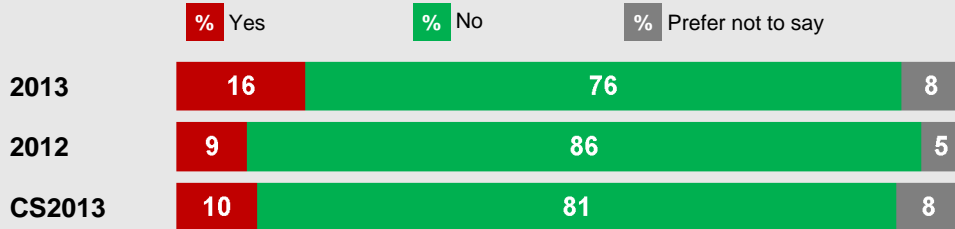
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

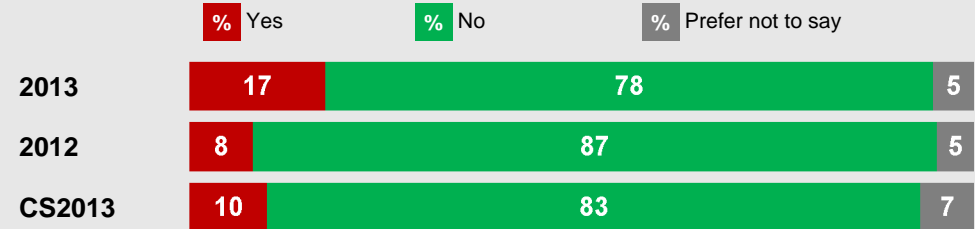
# All questions by theme

## Discrimination, harassment and bullying

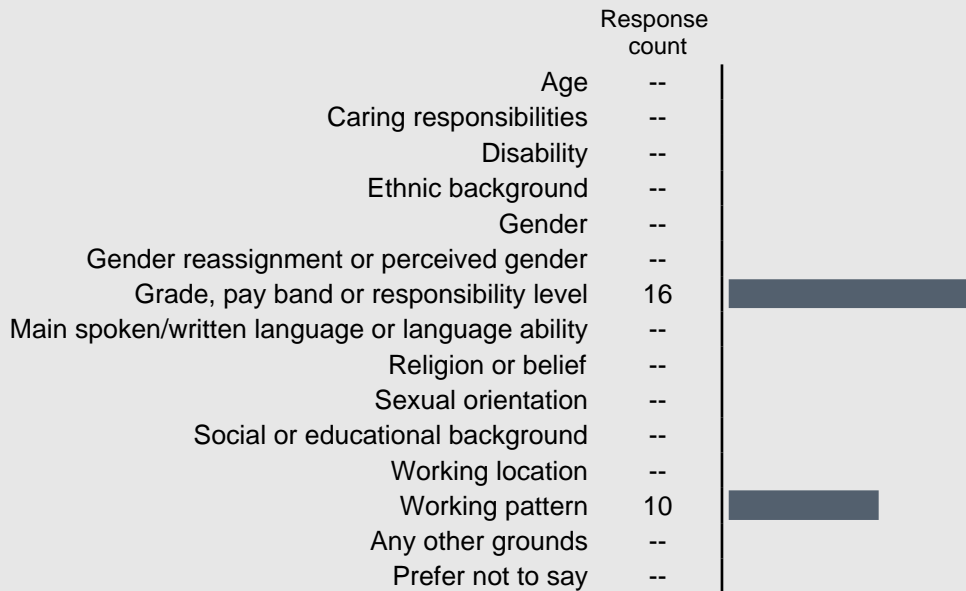
E01. During the past 12 months, have you personally experienced discrimination at work?



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

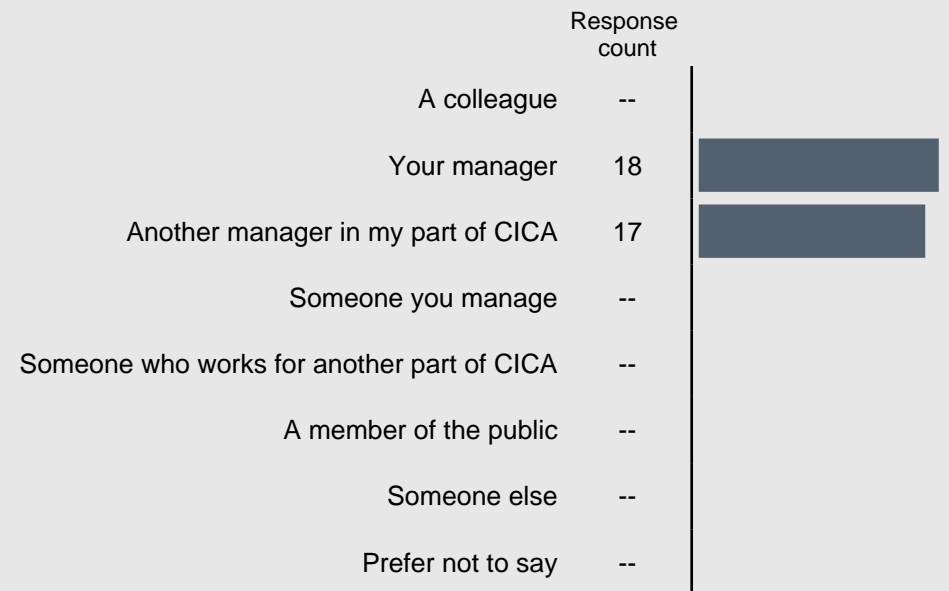


For respondents who selected 'Yes' to question E01.  
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



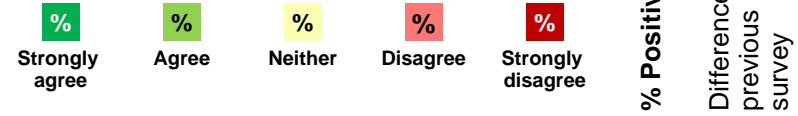
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

# 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 Transforming Justice	10	50	22	10	9	60%	+1
F02. I have agreed objectives which define what I do (activities) and how I do it (behaviours)	17	66	4	6	8	83%	-
F03. I have discussed and agreed with my line manager my plan for learning and development this year	15	61	6	8	10	76%	-
F04. My manager uses coaching skills effectively	12	41	25	11	11	53%	-7 ✦
F05. My team seeks regular customer feedback	12	30	28	19	10	43%	+1
F06. Good customer service is important to me	44	46	5	5		90%	-6 ✦
F07. My team responds effectively to our customers' needs	28	55	7	8		83%	-4 ✦
F08. Other teams within CICA respond effectively to customers' needs	10	46	28	6	10	55%	0
F09. I am confident that CICA is taking effective action to reduce discrimination, bullying and harassment	13	40	26	8	13	53%	-6 ✦
F10. Overall, I am satisfied with the job I do	19	48	17	8	8	67%	-13 ✦

# 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 2012 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>CS2013</b>	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✦

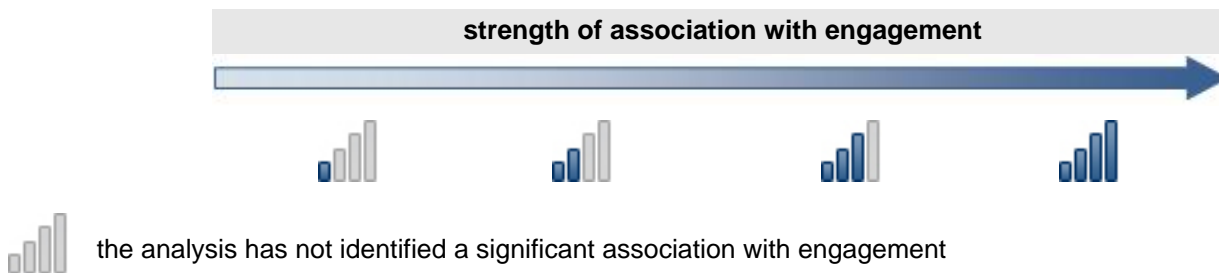
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2013 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.