

CICA

Returns: 341

Response rate: 84%

Your engagement index

53%

Difference from previous survey

+9 ✧

Difference from CS2011

-2 ✧

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 CS2011
B50. I am proud when I tell others I am part of CICA	48%	+13 ✧	-4 ✧
B51. I would recommend CICA as a great place to work	40%	+17 ✧	-3 ✧

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

B52. I feel a strong personal attachment to CICA	46%	+10 ✧	0
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Strive: motivated to do the best for the organisation...










B53. CICA inspires me to do the best in my job	36%	+11 ✧	-2 ✧
B54. CICA motivates me to help it achieve its objectives	36%	+13 ✧	0

✧ = 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 CS2011	Difference from CS High Performers
Leadership and managing change		47%	+20 ✧	+9 ✧	0
My work		60%	+4	-11 ✧	-17 ✧
Pay and benefits		23%	-3	-8 ✧	-16 ✧
My line manager		60%	-2	-4 ✧	-8 ✧
Organisational objectives and purpose		82%	+4	+1	-4 ✧
Resources and workload		75%	+5	+2 ✧	-1
Learning and development		31%	+3	-12 ✧	-19 ✧
My team		69%	-3	-8 ✧	-11 ✧
Inclusion and fair treatment		69%	+3	-5 ✧	-9 ✧




✧ = 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 CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change		Strength of association with engagement: 	
B41. Senior managers in CICA are sufficiently visible	70%	+38 ◇	+25 ◇
B43. I believe that the board has a clear vision for the future of CICA	60%	+27 ◇	+21 ◇
B45. I feel that change is managed well in CICA	40%	+26 ◇	+13 ◇
B42. I believe the actions of senior managers are consistent with CICA's values	48%	+23 ◇	+9 ◇
B46. When changes are made in CICA they are usually for the better	32%	+14 ◇	+9 ◇
B40. I feel that CICA as a whole is managed well	49%	+26 ◇	+8 ◇
B44. Overall, I have confidence in the decisions made by CICA's senior managers	41%	+23 ◇	+5 ◇
B47. CICA keeps me informed about matters that affect me	55%	+17 ◇	0
B49. I think it is safe to challenge the way things are done in CICA	37%	+7 ◇	-1
B48. I have the opportunity to contribute my views before decisions are made that affect me	34%	+1	-2
My work		Strength of association with engagement: 	
B01. I am interested in my work	83%	+2	-5 ◇
B04. I feel involved in the decisions that affect my work	40%	+8 ◇	-9 ◇
B03. My work gives me a sense of personal accomplishment	63%	+9 ◇	-9 ◇
B05. I have a choice in deciding how I do my work	56%	+2	-15 ◇
B02. I am sufficiently challenged by my work	57%	+1	-18 ◇
Pay and benefits		Strength of association with engagement: 	
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	23%	+2	-4 ◇
B37. I feel that my pay adequately reflects my performance	24%	-5	-8 ◇
B38. I am satisfied with the total benefits package	23%	-7 ◇	-11 ◇

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 CS2011	Difference from CS High Performers
B01. I am interested in my work	34	49	9	6		83%	+2	-5 ◇	-8 ◇
B02. I am sufficiently challenged by my work	23	34	17	16	10	57%	+1	-18 ◇	-22 ◇
B03. My work gives me a sense of personal accomplishment	18	45	15	15	7	63%	+9 ◇	-9 ◇	-14 ◇
B04. I feel involved in the decisions that affect my work	10	30	19	24	17	40%	+8 ◇	-9 ◇	-19 ◇
B05. I have a choice in deciding how I do my work	12	44	16	15	14	56%	+2	-15 ◇	-21 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of CICA's purpose	35	50	8	5		85%	+2	+1	-4 ◇
B07. I have a clear understanding of CICA's objectives	30	50	11	6		80%	+5	+1	-5 ◇
B08. I understand how my work contributes to CICA's objectives	29	53	10	5	4	81%	+5	0	-5 ◇

All questions by theme

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

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✧ indicates statistically significant difference from comparison



My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	18	42	20	13	8	59%	+1	-4 ✧	-8 ✧
B10. My manager is considerate of my life outside work	30	41	19	4	7	71%	-7 ✧	-8 ✧	-12 ✧
B11. My manager is open to my ideas	23	46	18	6	7	69%	-4	-10 ✧	-12 ✧
B12. My manager helps me to understand how I contribute to CICA's objectives	15	43	24	11	7	58%	+1	0	-6 ✧
B13. Overall, I have confidence in the decisions made by my manager	22	44	16	8	10	66%	+2	-5 ✧	-9 ✧
B14. My manager recognises when I have done my job well	22	47	14	9	7	70%	-1	-6 ✧	-9 ✧
B15. I receive regular feedback on my performance	14	42	19	17	8	56%	-4	-4 ✧	-10 ✧
B16. The feedback I receive helps me to improve my performance	13	38	28	11	10	52%	0	-6 ✧	-10 ✧
B17. I think that my performance is evaluated fairly	13	46	20	11	9	59%	-3	-3 ✧	-8 ✧
B18. Poor performance is dealt with effectively in my team	9	28	25	22	15	38%	-3	+1	-3 ✧

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	26	52	11	5	6	78%	-6 ✧	-4 ✧	-7 ✧
B20. The people in my team work together to find ways to improve the service we provide	24	45	16	9	6	69%	-4	-9 ✧	-13 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	18	42	21	10	8	61%	+1	-8 ✧	-14 ✧

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 CS2011
 Difference from CS High Performers

Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	5	30	24	29	12	35%	-17 ◇	-20 ◇	-29 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	18	32	25	17	26%	+1	-19 ◇	-26 ◇
B24. There are opportunities for me to develop my career in CICA	5	31	20	22	23	36%	+19 ◇	+4 ◇	-3 ◇
B25. Learning and development activities I have completed while working for CICA are helping me to develop my career	5	22	29	23	21	27%	+11 ◇	-12 ◇	-18 ◇

Inclusion and fair treatment

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B26. I am treated fairly at work	19	58	11	4	7	77%	+2	-1	-4 ◇
B27. I am treated with respect by the people I work with	22	54	13	4	7	76%	-6 ◇	-8 ◇	-11 ◇
B28. I feel valued for the work I do	13	37	23	15	12	50%	+10 ◇	-9 ◇	-16 ◇
B29. I think that CICA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	19	52	18	4	7	71%	+4	+1	-5 ◇

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2011
 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 CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	21	63	6	4	6	84%	+2	+2 ✧	-2 ✧
B31. I get the information I need to do my job well	11	55	16	9	9	66%	+9 ✧	-1	-5 ✧
B32. I have clear work objectives	13	61	12	7	7	74%	+11 ✧	+1	-4 ✧
B33. I have the skills I need to do my job effectively	28	58	8	4		86%	0	-3 ✧	-5 ✧
B34. I have the tools I need to do my job effectively	17	54	15	8	6	71%	+4	+1	-4 ✧
B35. I have an acceptable workload	11	56	15	10	8	67%	+9 ✧	+6 ✧	+2
B36. I achieve a good balance between my work life and my private life	19	56	12	6	6	75%	0	+8 ✧	+2

Pay and benefits

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	21	21	35	20		24%	-5	-8 ✧	-15 ✧
B38. I am satisfied with the total benefits package	21	30	30	16		23%	-7 ✧	-11 ✧	-18 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	20	23	30	23	23%	+2	-4 ✧	-12 ✧

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 CS2011	Difference from CS High Performers
B40. I feel that CICA as a whole is managed well	6	43	22	18	11	49%	+26 ◇	+8 ◇	-6 ◇
B41. Senior managers in CICA are sufficiently visible	16	55	16	8	6	70%	+38 ◇	+25 ◇	+11 ◇
B42. I believe the actions of senior managers are consistent with CICA's values	9	39	31	11	9	48%	+23 ◇	+9 ◇	-2
B43. I believe that the board has a clear vision for the future of CICA	13	48	20	11	9	60%	+27 ◇	+21 ◇	+9 ◇
B44. Overall, I have confidence in the decisions made by CICA's senior managers	9	33	30	16	12	41%	+23 ◇	+5 ◇	-6 ◇
B45. I feel that change is managed well in CICA	4	36	24	25	11	40%	+26 ◇	+13 ◇	+4 ◇
B46. When changes are made in CICA they are usually for the better	5	27	31	25	12	32%	+14 ◇	+9 ◇	0
B47. CICA keeps me informed about matters that affect me	9	46	22	15	8	55%	+17 ◇	0	-7 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	6	28	24	27	15	34%	+1	-2	-10 ◇
B49. I think it is safe to challenge the way things are done in CICA	6	31	28	21	14	37%	+7 ◇	-1	-9 ◇

All questions by theme

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◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of CICA	8	40	35	11	7	48%	+13 ◇	-4 ◇	-17 ◇
B51. I would recommend CICA as a great place to work	6	34	34	14	12	40%	+17 ◇	-3 ◇	-15 ◇
B52. I feel a strong personal attachment to CICA	12	34	30	13	11	46%	+10 ◇	0	-8 ◇
B53. CICA inspires me to do the best in my job	10	26	35	16	12	36%	+11 ◇	-2 ◇	-13 ◇
B54. CICA motivates me to help it achieve its objectives	9	26	34	18	13	36%	+13 ◇	0	-9 ◇
Taking action									
B55. I believe that senior managers in CICA will take action on the results from this survey	11	41	22	14	12	52%	+29 ◇	+13 ◇	+2
B56. I believe that managers where I work will take action on the results from this survey	13	39	22	14	12	52%	+14 ◇	+3 ◇	-4 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	11	31	30	14	14	42%	-	+13 ◇	+5 ◇

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 CS2011	Difference from CS High Performers
I want to leave CICA as soon as possible		12%	-10 ^	+5	+2
I want to leave CICA within the next 12 months		20%	-2	+9 ^	+5 ^
I want to stay working for CICA for at least the next year		25%	+1	-2 ^	-10 ^
I want to stay working for CICA for at least the next three years		43%	+11 ^	-11 ^	-18 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		14	86%	+2	0	-5 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		38	62%	0	+3 ^	-4 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in CICA it would be investigated properly?		38	62%	+9 ^	-2 ^	-9 ^

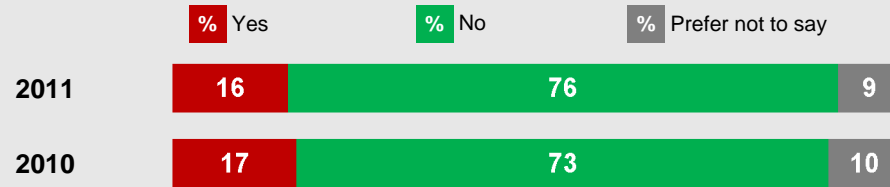
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

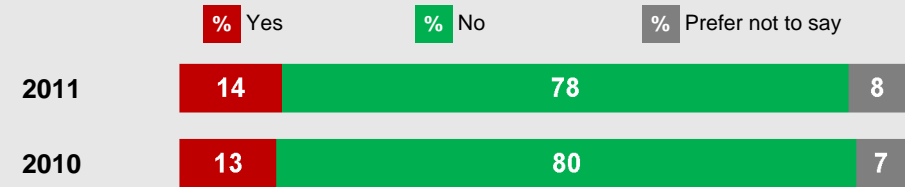
All questions by theme

Discrimination, harassment and bullying

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

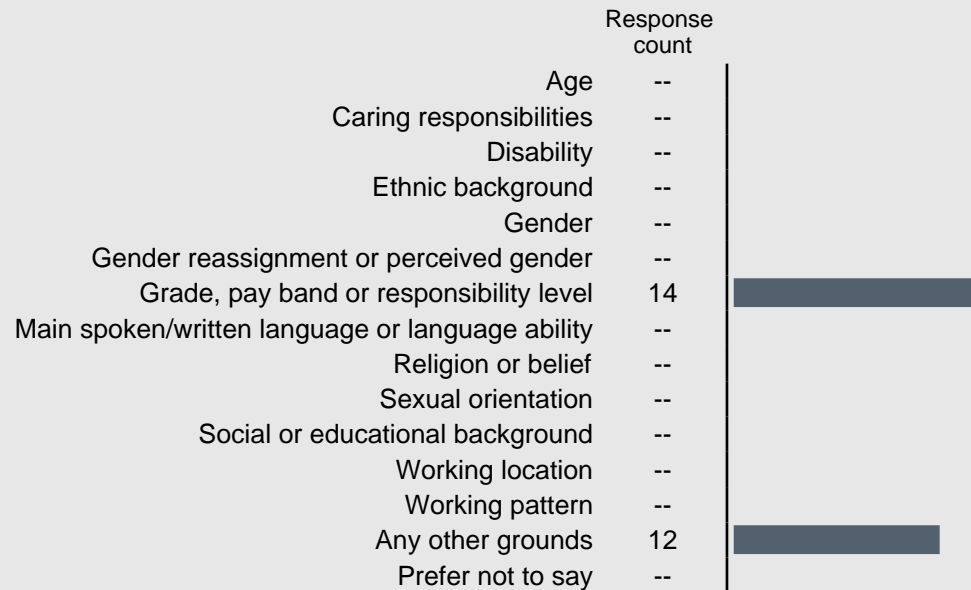


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

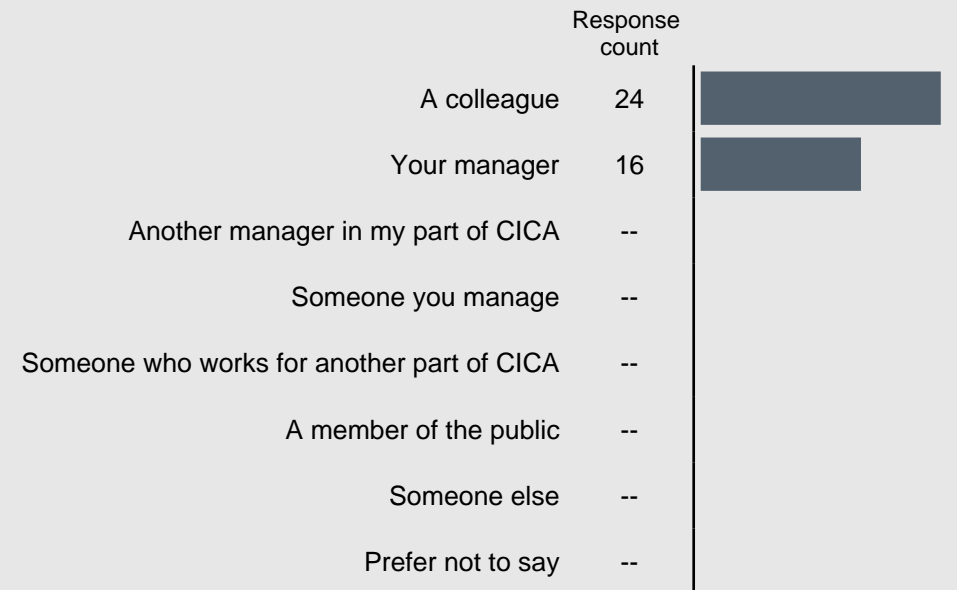
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



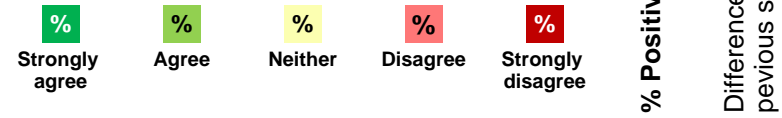
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

This section shows the results for each question in the survey, 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 how where I work fits into the Ministry of Justice	Yes: 78% No: 22%					78%	+10 ✧
F02. Have you had a formal performance review in the past 12 months?	Yes: 89% No: 11%					89%	-4
F03. My manager uses coaching skills effectively	10	41	26	14	9	50%	+4
F04. Overall I am satisfied with the job I do	13	57	13	9	7	70%	+11 ✧
F05. My team seeks regular customer feedback	8	22	36	22	11	30%	+2
F06. Good customer service is important to me	46 47 5					93%	-2
F07. My team responds effectively to our customers' needs	24	60	10	5		83%	+3
F08. Other teams within CICA respond effectively to customers' needs	10	42	35	6	7	52%	+14 ✧
F09. Have you taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	Yes: 28% No: 72%					28%	-
F10. Have you taken any special leave from your job in the past 12 months to take part in volunteering activity or giving of unpaid help?	Yes: 4% No: 96%					4%	-

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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✦

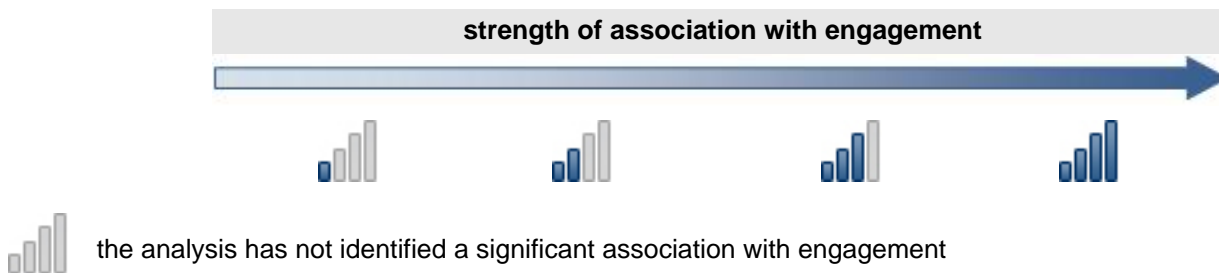
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2011 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.