


Criminal Injuries Compensation Authority

Returns : 149

Response rate : 52%

Civil Service People Survey 2015

 Strength of association with engagement

◇ Statistically significant difference from comparison

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



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Strength of association with engagement



Statistically significant difference from comparison

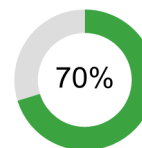
The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

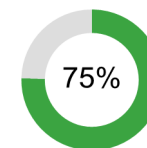
	Strength of association with engagement ¹	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		52%	-2	+9 ✧	0
My work		72%	+6 ✧	-3	-7 ✧
My manager		66%	-1	-2	-5 ✧
Pay and benefits		14%	-5 ✧	-16 ✧	-22 ✧
Learning and development		52%	+1	+3	-3
Resources and workload		79%	0	+7 ✧	+3
Organisational objectives and purpose		85%	-4 ✧	+2	-1
My team		80%	+4	0	-3
Inclusion and fair treatment		72%	-1	-2	-6 ✧

¹The table above shows the strength of association between engagement and the themes for Civil Service

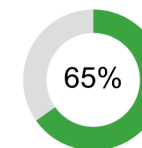
Wellbeing



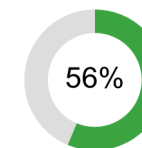
Overall, how satisfied are you with your life nowadays?



Overall, to what extent do you feel that the things you do in your life are worthwhile?

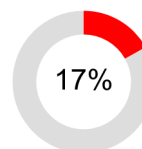


Overall, how happy did you feel yesterday?

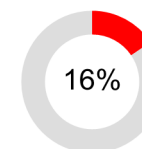


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

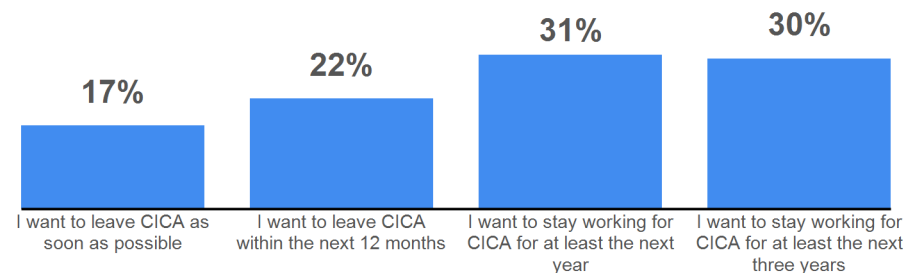


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

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

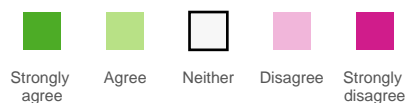
My work

72% +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	47	44	5	1	1	91%	+4	+1	-1
B02 I am sufficiently challenged by my work	29	49	5	12	5	78%	+5	-1	-5 ◆
B03 My work gives me a sense of personal accomplishment	31	45	9	5	9	76%	+5	0	-3
B04 I feel involved in the decisions that affect my work	13	39	14	18	18	51%	+6	-5	-12 ◆
B05 I have a choice in deciding how I do my work	19	45	10	11	15	64%	+10 ◆	-10 ◆	-15 ◆

Organisational objectives and purpose

85% -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of CICA's purpose	41	45	6	5	1	86%	-6 ◆	+2	-3
B07 I have a clear understanding of CICA's objectives	33	50	7	5	1	84%	-3	+4	0
B08 I understand how my work contributes to CICA's objectives	38	47	5	6	1	85%	-4	+2	-2

All questions by theme

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

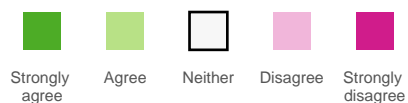
My manager

66% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	25	40	13	7	15	64%	-1	-3	-8 ◆
B10 My manager is considerate of my life outside work	39	40	7	5	10	79%	-1	-4	-7 ◆
B11 My manager is open to my ideas	33	42	9	11		75%	-3	-6 ◆	-9 ◆
B12 My manager helps me to understand how I contribute to CICA's objectives	21	46	16	5	12	67%	0	+4	-1
B13 Overall, I have confidence in the decisions made by my manager	28	41	14	13		69%	0	-3	-8 ◆
B14 My manager recognises when I have done my job well	23	45	9	8	15	68%	-5	-10 ◆	-13 ◆
B15 I receive regular feedback on my performance	24	43	13	8	12	67%	-1	0	-3
B16 The feedback I receive helps me to improve my performance	23	38	18	7	13	61%	+1	0	-4
B17 I think that my performance is evaluated fairly	20	42	14	9	14	62%	-1	0	-6 ◆
B18 Poor performance is dealt with effectively in my team	16	28	30	11	14	44%	-2	+5	+1

My team

80% +4

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	39	46	5	7		85%	-2	+1	-2
B20 The people in my team work together to find ways to improve the service we provide	37	44	7	8		81%	+1	0	-3
B21 The people in my team are encouraged to come up with new and better ways of doing things	34	40	12	6	9	73%	+12 ◆	-1	-5 ◆

All questions by theme

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

Learning and development

52% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	17	53	13	10	7	70%	-1	+7 ◆	+2
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	46	21	9	9	60%	+3	+9 ◆	+2
B24	There are opportunities for me to develop my career in CICA		30	18	23	25	34%	-1	-8 ◆	-16 ◆
B25	Learning and development activities I have completed while working for CICA are helping me to develop my career	11	35	20	17	17	46%	+5	+2	-4

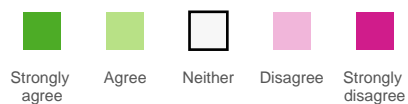
Inclusion and fair treatment

72% -1

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	23	50	13	10		73%	-5	-5 ◆	-8 ◆
B27	I am treated with respect by the people I work with	28	51	8	10		79%	-4	-5 ◆	-8 ◆
B28	I feel valued for the work I do	16	48	13	9	13	64%	+4	+1	-5
B29	I think that CICA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	21	52	13	10		72%	0	0	-5 ◆

All questions by theme

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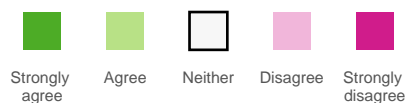
Resources and workload

79% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	25	60	5	6	6	85%	0	+2	-1
B31 I get the information I need to do my job well	17	57	9	9	8	74%	0	+4	0
B32 I have clear work objectives	20	55	8	8	8	76%	-1	0	-4
B33 I have the skills I need to do my job effectively	31	60				91%	-1	+2	0
B34 I have the tools I need to do my job effectively	22	60	8	6		82%	+6 ◆	+13 ◆	+8 ◆
B35 I have an acceptable workload	15	56	15	8	7	70%	-2	+11 ◆	+6 ◆
B36 I achieve a good balance between my work life and my private life	25	54	11	7		79%	-2	+12 ◆	+7 ◆

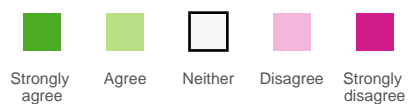
Pay and benefits

14% -5

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	10	8	30	49		13%	-5 ◆	-19 ◆	-24 ◆
B38 I am satisfied with the total benefits package	14	14	27	42		17%	-4	-15 ◆	-22 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	9	28	52		11%	-6 ◆	-14 ◆	-21 ◆

All questions by theme

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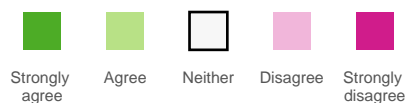
Leadership and managing change

52% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that CICA as a whole is managed well	8	41	21	18	12	49%	-5	+4	-7 ◆
B41	Senior managers in CICA are sufficiently visible	13	60	9	9	9	73%	-2	+20 ◆	+7 ◆
B42	I believe the actions of senior managers are consistent with CICA's values	11	46	21	10	13	56%	-1	+11 ◆	0
B43	I believe that the Executive Management Board has a clear vision for the future of CICA	11	44	18	13	13	56%	-13 ◆	+13 ◆	+2
B44	Overall, I have confidence in the decisions made by CICA's senior managers	9	34	25	15	16	44%	-6	+2	-8 ◆
B45	I feel that change is managed well in CICA	5	38	17	21	17	44%	-6	+14 ◆	+5
B46	When changes are made in CICA they are usually for the better	5	34	23	21	17	39%	-6	+12 ◆	+4
B47	CICA keeps me informed about matters that affect me	9	52	16	11	12	60%	0	+5	-4
B48	I have the opportunity to contribute my views before decisions are made that affect me	11	40	16	15	18	51%	+15 ◆	+15 ◆	+7 ◆
B49	I think it is safe to challenge the way things are done in CICA	7	36	17	23	15	44%	+4	+2	-6 ◆

All questions by theme

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

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of CICA	15	39	26	9	11	54%	+4	-4	-13 ◆
B51 I would recommend CICA as a great place to work	7	30	27	21	16	36%	-2	-11 ◆	-22 ◆
B52 I feel a strong personal attachment to CICA	19	41	15	11	13	60%	+11 ◆	+14 ◆	+7 ◆
B53 CICA inspires me to do the best in my job	9	38	22	16	14	48%	+5	+3	-4
B54 CICA motivates me to help it achieve its objectives	9	35	24	17	16	44%	0	+2	-5

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers in CICA will take action on the results from this survey	13	41	13	13	20	54%	+2	+11 ◆	-1
B56 I believe that managers where I work will take action on the results from this survey	19	46	12	6	17	65%	+10 ◆	+10 ◆	+3
B57 Where I work, I think effective action has been taken on the results of the last survey	17	33	22	10	18	50%	+11 ◆	+17 ◆	+8 ◆

All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	31	57			7	88%	+3	0	-2
B59 I believe I would be supported if I try a new idea, even if it may not work	21	43	18	6	12	64%	+4	-4	-9 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	11	44	19	12	13	56%	+1	-9 ◆	-14 ◆
B61 When I talk about CICA I say "we" rather than "they"	24	53	9	6	7	77%	+7 ◆	+7 ◆	-1
B62 I have some really good friendships at work	24	50	14		9	74%	-6 ◆	-2	-5 ◆

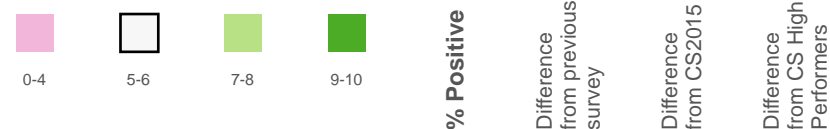
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	20	43	13	10	14	63%	--	-4	-8 ◆
B64 Senior managers inspire people across CICA to do their best	6	30	29	18	16	36%	--	-1	-10 ◆
B65 My manager leads our team with confidence	19	46	12	7	15	65%	--	-5	-11 ◆
B66 Senior managers lead CICA with confidence	7	41	26	11	15	48%	--	+1	-9 ◆
B67 My manager empowers me to do my job effectively	22	38	17	8	15	60%	--	-12 ◆	-15 ◆
B68 CICA's senior managers empower teams to deliver	7	33	28	16	15	41%	--	+1	-8 ◆
B69 Senior managers in CICA actively role model the behaviours set out in the Civil Service Leadership Statement	9	30	34	11	16	39%	--	+4	-4
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	38	21	8	14	58%	--	+1	-4

All questions by theme

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Wellbeing



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' (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.

W01 Overall, how satisfied are you with your life nowadays?	8	22	51	19	70%	+8 ◆	+5	+2
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	16	50	25	75%	+4	+4	+1
W03 Overall, how happy did you feel yesterday?	12	23	36	29	65%	+5	+3	0

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



W04 Overall, how anxious did you feel yesterday?	26	30	16	27	56%	+3	+6 ◆	+4
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All questions by theme

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

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 CS2015	Difference from CS High Performers
I want to leave CICA as soon as possible		17%	+2	+8	+5
I want to leave CICA within the next 12 months		22%	+3	+7 ◇	+2
I want to stay working for CICA for at least the next year		31%	0	-1	-7 ◇
I want to stay working for CICA for at least the next three years		30%	-6	-12 ◇	-21 ◇

The Civil Service Code

Differences are based on '% Yes' score

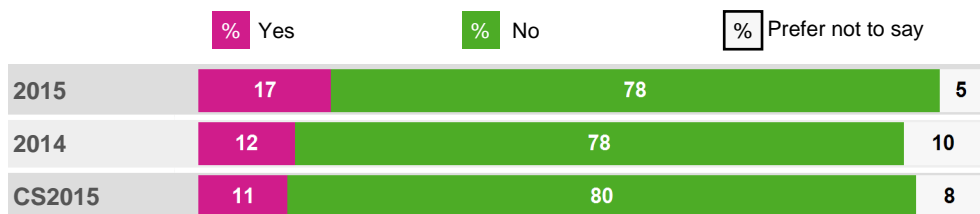
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		11	89%	-3	-2	-6 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		27	73%	0	+7 ◇	+1
D03. Are you confident that if you raised a concern under the Civil Service Code in CICA it would be investigated properly?		27	73%	+3	+6 ◇	0

All questions by theme

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^ indicates a variation in question wording from your previous survey

Discrimination, harassment and bullying

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



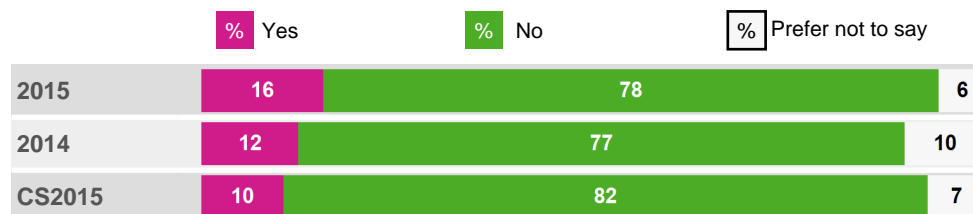
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work 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	--
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 '--'

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



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	10
Your manager	10
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

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

Criminal Injuries Compensation Authority questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I understand my role and the part I play in delivering the CICA story	21	52	11	7	9	73%	--
F02 As a result of my development plan this year, I am strengthening my capability	12	41	26	10	10	53%	--
F03 I feel responsible for the value for money resulting from my decisions	22	46	16	6	10	68%	--
F04 I consider the value for money of the decisions that I make in my day-to-day work	24	49	17	7	7	73%	--
F05 I have a clear understanding of the CICA Reward and Recognition policy	21	46	9	12	11	67%	--
F06 I think that CICA supports staff health and wellbeing initiatives	16	49	17	8	11	64%	--
F07 I think that CICA is taking effective action to deliver its services digitally	12	52	15	5	15	64%	--
F08 In my team there is a strong feeling of teamwork and collaboration with the rest of CICA	17	42	19	11	11	58%	--
F09 I am confident that CICA is taking effective action to reduce discrimination, bullying and harassment	13	35	31	10	12	48%	-2
F10 Overall I am satisfied with the job I do	21	51	16	5	7	72%	-3

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: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2015 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.

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.