

Your engagement index

49%

Difference from
previous survey

-3 ✧

Difference from CS2011

-6 ✧

Difference from CS
High Performers

-13 ✧

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 the CPS	41%	-5 ✧	-11 ✧
B51. I would recommend the CPS as a great place to work	26%	-4 ✧	-17 ✧

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

B52. I feel a strong personal attachment to the CPS	44%	-4 ✧	-2 ✧
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Strive: motivated to do the best for the organisation...










B53. The CPS inspires me to do the best in my job	29%	-6 ✧	-9 ✧
B54. The CPS motivates me to help it achieve its objectives	26%	-4 ✧	-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 CS2011	Difference from CS High Performers
Leadership and managing change		24%	-3 ✧	-14 ✧	-23 ✧
My work		62%	-3 ✧	-9 ✧	-14 ✧
My line manager		50%	-3 ✧	-14 ✧	-18 ✧
Pay and benefits		33%	-4 ✧	+2 ✧	-6 ✧
Resources and workload		61%	-4 ✧	-12 ✧	-15 ✧
Learning and development		30%	-4 ✧	-12 ✧	-20 ✧
Organisational objectives and purpose		82%	-3 ✧	+1 ✧	-4 ✧
My team		64%	-3 ✧	-13 ✧	-16 ✧
Inclusion and fair treatment		60%	-4 ✧	-13 ✧	-18 ✧


✧ = 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: 	
B42. I believe the actions of DPP, CE, Directors & Deputies, CCPs, Deputy CCPs, ABMs and BCDMs are consistent with the CPS's values^	32%	-3 ✧	-7 ✧
B46. When changes are made in the CPS they are usually for the better	14%	-1	-9 ✧
B45. I feel that change is managed well in the CPS	16%	-3 ✧	-12 ✧
B44. Overall, I have confidence in the decisions made by the CPS's DPP, CE, Directors & Deputies, CCPs, Deputy CCPs, ABMs and BCDMs^	24%	-2 ✧	-12 ✧
B43. I believe that the CPS Board has a clear vision for the future of the CPS	27%	-2 ✧	-13 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	21%	-4 ✧	-15 ✧
B49. I think it is safe to challenge the way things are done in the CPS	23%	-3 ✧	-15 ✧
B40. I feel that the CPS as a whole is managed well	24%	-4 ✧	-16 ✧
B41. DPP, CE, Directors & Deputies, CCPs, Deputy CCPs, ABMs and BCDMs in the CPS are sufficiently visible^	29%	-4 ✧	-16 ✧
B47. The CPS keeps me informed about matters that affect me	34%	-5 ✧	-22 ✧

My work		Strength of association with engagement: 	
B02. I am sufficiently challenged by my work	75%	-1	+1
B01. I am interested in my work	88%	-2 ✧	-1 ✧
B03. My work gives me a sense of personal accomplishment	68%	-3 ✧	-4 ✧
B04. I feel involved in the decisions that affect my work	36%	-5 ✧	-13 ✧
B05. I have a choice in deciding how I do my work	44%	-7 ✧	-27 ✧



My line manager		Strength of association with engagement: 	
B12. My manager helps me to understand how I contribute to the CPS's objectives	49%	-4 ✧	-10 ✧
B18. Poor performance is dealt with effectively in my team	26%	-2 ✧	-11 ✧
B17. I think that my performance is evaluated fairly	48%	-3 ✧	-14 ✧
B09. My manager motivates me to be more effective in my job	49%	-2 ✧	-14 ✧
B15. I receive regular feedback on my performance	46%	-4 ✧	-14 ✧
B16. The feedback I receive helps me to improve my performance	43%	-3 ✧	-15 ✧
B14. My manager recognises when I have done my job well	61%	-4 ✧	-15 ✧
B13. Overall, I have confidence in the decisions made by my manager	54%	-3 ✧	-17 ✧
B10. My manager is considerate of my life outside work	62%	-2 ✧	-17 ✧
B11. My manager is open to my ideas	60%	-4 ✧	-18 ✧

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

	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div>% Positive</div>	<div>Difference from previous survey</div>	<div>Difference from CS2011</div>	<div>Difference from CS High Performers</div>
My work									
 :Strength of association with engagement									
B01. I am interested in my work	41	46	8			88%	-2 ✧	-1 ✧	-4 ✧
B02. I am sufficiently challenged by my work	32	43	12	9	4	75%	-1	+1	-4 ✧
B03. My work gives me a sense of personal accomplishment	25	43	15	11	5	68%	-3 ✧	-4 ✧	-9 ✧
B04. I feel involved in the decisions that affect my work	10	26	19	26	19	36%	-5 ✧	-13 ✧	-23 ✧
B05. I have a choice in deciding how I do my work	11	32	19	21	16	44%	-7 ✧	-27 ✧	-33 ✧
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of the CPS's purpose	31	54	9	4		85%	-3 ✧	+1 ✧	-4 ✧
B07. I have a clear understanding of the CPS's objectives	28	53	12	5		81%	-3 ✧	+2 ✧	-4 ✧
B08. I understand how my work contributes to the CPS's objectives	28	53	12	4		81%	-4 ✧	0	-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
My line manager									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	14	35	24	16	10	49%	-2 ✧	-14 ✧	-18 ✧
B10. My manager is considerate of my life outside work	22	40	20	10	9	62%	-2 ✧	-17 ✧	-21 ✧
B11. My manager is open to my ideas	19	41	22	10	7	60%	-4 ✧	-18 ✧	-21 ✧
B12. My manager helps me to understand how I contribute to the CPS's objectives	13	36	32	12	7	49%	-4 ✧	-10 ✧	-15 ✧
B13. Overall, I have confidence in the decisions made by my manager	18	36	23	13	10	54%	-3 ✧	-17 ✧	-20 ✧
B14. My manager recognises when I have done my job well	19	42	20	12	7	61%	-4 ✧	-15 ✧	-18 ✧
B15. I receive regular feedback on my performance	14	32	25	20	9	46%	-4 ✧	-14 ✧	-20 ✧
B16. The feedback I receive helps me to improve my performance	12	31	32	16	9	43%	-3 ✧	-15 ✧	-18 ✧
B17. I think that my performance is evaluated fairly	13	35	31	13	8	48%	-3 ✧	-14 ✧	-19 ✧
B18. Poor performance is dealt with effectively in my team	6	20	31	22	22	26%	-2 ✧	-11 ✧	-14 ✧
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	25	49	14	9		74%	-2 ✧	-8 ✧	-11 ✧
B20. The people in my team work together to find ways to improve the service we provide	22	45	20	10	4	67%	-3 ✧	-12 ✧	-15 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	16	35	24	15	8	52%	-5 ✧	-17 ✧	-23 ✧

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Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	7	39	27	20	8	45%	-2 ✧	-9 ✧	-18 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	30	33	21	10	36%	-5 ✧	-9 ✧	-16 ✧
B24. There are opportunities for me to develop my career in the CPS	13	21	30	32		16%	-3 ✧	-15 ✧	-22 ✧
B25. Learning and development activities I have completed while working for the CPS are helping me to develop my career	4	19	31	26	20	23%	-7 ✧	-16 ✧	-22 ✧
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	14	50	19	11	6	64%	-4 ✧	-14 ✧	-17 ✧
B27. I am treated with respect by the people I work with	18	56	16	6	4	74%	-3 ✧	-10 ✧	-12 ✧
B28. I feel valued for the work I do	11	33	24	20	12	44%	-3 ✧	-16 ✧	-22 ✧
B29. I think that the CPS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	14	43	26	9	8	57%	-5 ✧	-13 ✧	-20 ✧

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									
B30. In my job, I am clear what is expected of me	18	62	12	6		80%	-2 ✧	-3 ✧	-7 ✧
B31. I get the information I need to do my job well	9	43	25	18	5	53%	-5 ✧	-15 ✧	-18 ✧
B32. I have clear work objectives	12	54	22	9		66%	-4 ✧	-7 ✧	-12 ✧
B33. I have the skills I need to do my job effectively	23	62	11	4		84%	-2 ✧	-4 ✧	-6 ✧
B34. I have the tools I need to do my job effectively	10	43	20	19	8	53%	-5 ✧	-17 ✧	-23 ✧
B35. I have an acceptable workload	5	36	21	23	15	41%	-4 ✧	-20 ✧	-24 ✧
B36. I achieve a good balance between my work life and my private life	8	40	21	18	12	48%	-5 ✧	-19 ✧	-25 ✧
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	4	28	22	29	18	32%	-5 ✧	0	-7 ✧
B38. I am satisfied with the total benefits package	4	31	28	23	14	35%	-4 ✧	+1 ✧	-6 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	28	25	25	17	32%	-3 ✧	+5 ✧	-3 ✧

All questions by theme

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Leadership and managing change  :Strength of association with engagement									
B40. I feel that the CPS as a whole is managed well	21	27		28	21	24%	-4 ✧	-16 ✧	-30 ✧
B41. DPP, CE, Directors & Deputies, CCPs, Deputy CCPs, ABMs and BCDMs in the CPS are sufficiently visible^	4 25	28		25	18	29%	-4 ✧	-16 ✧	-30 ✧
B42. I believe the actions of DPP, CE, Directors & Deputies, CCPs, Deputy CCPs, ABMs and BCDMs are consistent with the CPS's values^	4 28	45		12	11	32%	-3 ✧	-7 ✧	-18 ✧
B43. I believe that the CPS Board has a clear vision for the future of the CPS	4 23	46		15	12	27%	-2 ✧	-13 ✧	-24 ✧
B44. Overall, I have confidence in the decisions made by the CPS's DPP, CE, Directors & Deputies, CCPs, Deputy CCPs, ABMs and BCDMs^	4 20	37		22	17	24%	-2 ✧	-12 ✧	-24 ✧
B45. I feel that change is managed well in the CPS	14	23		36	25	16%	-3 ✧	-12 ✧	-21 ✧
B46. When changes are made in the CPS they are usually for the better	12	28		34	24	14%	-1	-9 ✧	-18 ✧
B47. The CPS keeps me informed about matters that affect me	30	28		23	16	34%	-5 ✧	-22 ✧	-28 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	18	24		31	24	21%	-4 ✧	-15 ✧	-23 ✧
B49. I think it is safe to challenge the way things are done in the CPS	20	28		27	23	23%	-3 ✧	-15 ✧	-23 ✧

All questions by theme

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	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div>% Positive</div>	<div>Difference from previous survey</div>	<div>Difference from CS2011</div>	<div>Difference from CS High Performers</div>
Engagement									
B50. I am proud when I tell others I am part of the CPS	9	32	36	15	8	41%	-5 ✧	-11 ✧	-24 ✧
B51. I would recommend the CPS as a great place to work	5	21	35	24	15	26%	-4 ✧	-17 ✧	-29 ✧
B52. I feel a strong personal attachment to the CPS	11	33	30	16	10	44%	-4 ✧	-2 ✧	-10 ✧
B53. The CPS inspires me to do the best in my job	7	23	37	21	12	29%	-6 ✧	-9 ✧	-20 ✧
B54. The CPS motivates me to help it achieve its objectives	6	20	37	23	14	26%	-4 ✧	-9 ✧	-19 ✧
Taking action									
B55. I believe that DPP, CE, Directors & Deputies, CCPs, Deputy CCPs, ABMs and BCDMs in the CPS will take action on the results from this survey^	4	20	29	26	21	24%	-4 ✧	-15 ✧	-26 ✧
B56. I believe that managers where I work will take action on the results from this survey	7	24	27	23	19	31%	-3 ✧	-18 ✧	-25 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	5	15	35	24	22	20%	-	-10 ✧	-17 ✧

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?

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave the CPS as soon as possible		11%	+2 ^	+4 ^	+1 ^
I want to leave the CPS within the next 12 months		11%	+1	0	-4 ^
I want to stay working for the CPS for at least the next year		21%	+3 ^	-6 ^	-14 ^
I want to stay working for the CPS for at least the next three years		57%	-5 ^	+3 ^	-4 ^

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?		21	79%	+5 ^	-7 ^	-12 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		48	52%	+6 ^	-7 ^	-14 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the CPS it would be investigated properly?		53	47%	-1	-17 ^	-24 ^

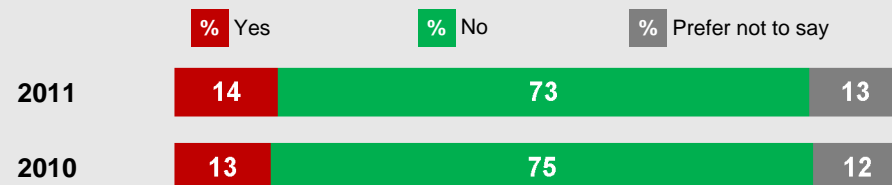
^ indicates a variation in question wording from your previous survey

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All questions by theme

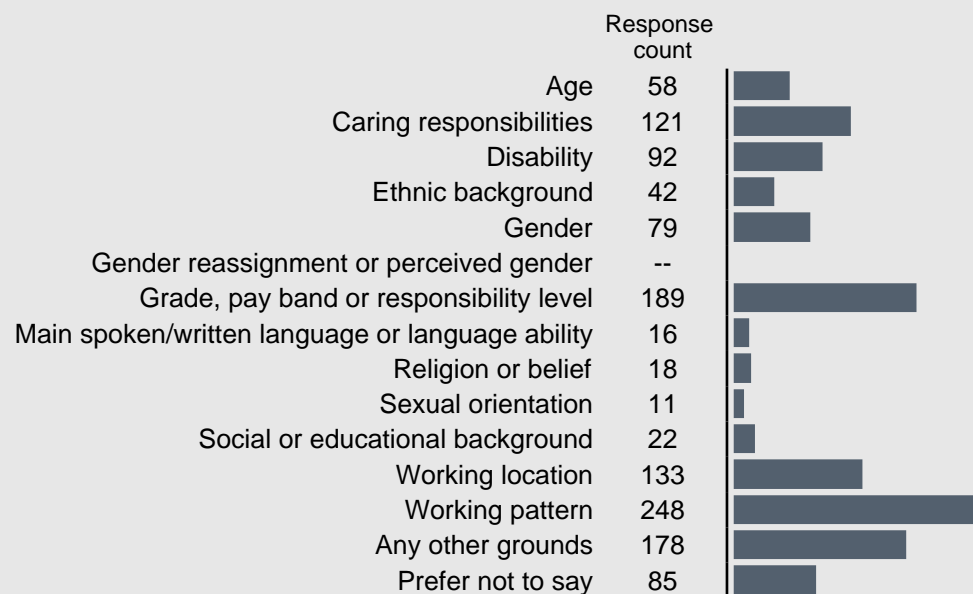
Discrimination, harassment and bullying

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



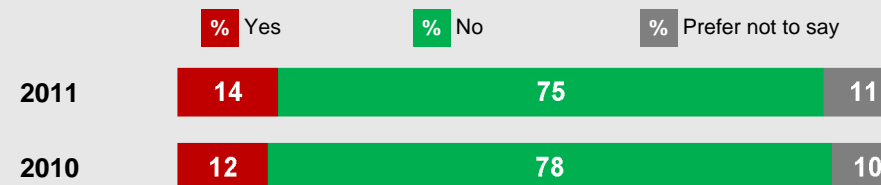
For respondents who selected 'Yes' to question E01.

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



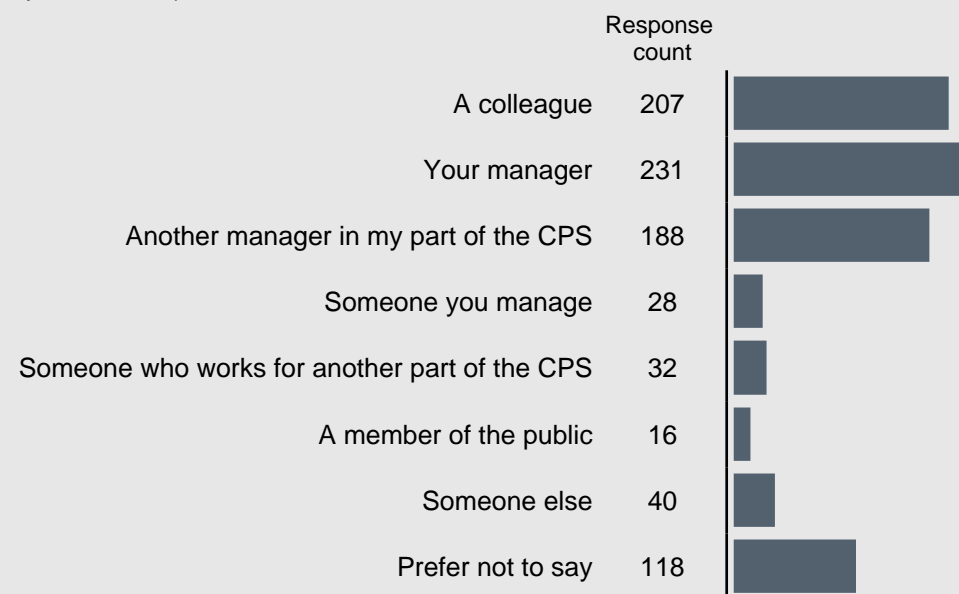
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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)

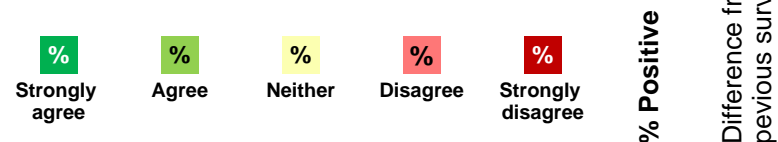


All questions by theme

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CPS questions

F01. I understand the standard that has been set and what is expected of me following the introduction of Core Quality Standards	13	60	20	5	73%	-4 ✧
F02. I feel able to achieve what is required of me personally to meet the commitments made in the Core Quality Standards	10	47	27	12	57%	-5 ✧
F03. I know who my local FDA/PCS Union representative is	Yes: 79% No: 21%				79%	+1 ✧
F04. I am aware of the places I can go to for support (Care First, Staff Networks - NBCPA, DSN, LGBT, Muslim Staff Network and Christian Fellowship)	15	54	21	8	69%	+2 ✧

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: ✧

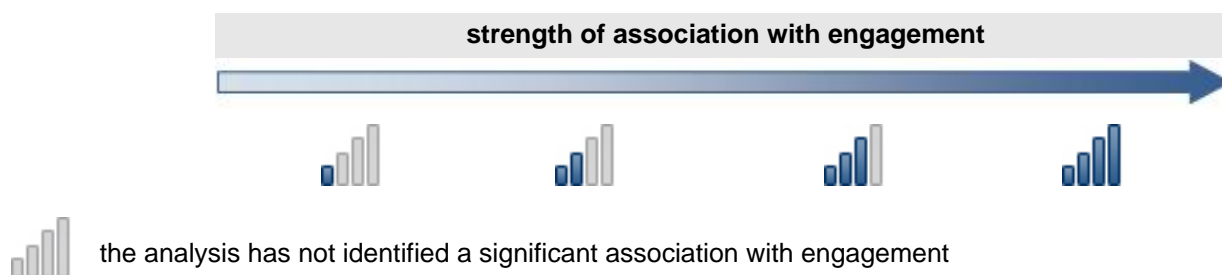
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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