



# Crown Prosecution Service

Returns : 3,588

Response rate : 61%

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.

## My work

68%

Difference from previous survey	+1
Difference from CS2015	-6 ✧
Difference from CS High Performers	-10 ✧

## Organisational objectives and purpose

83%

Difference from previous survey	0
Difference from CS2015	0
Difference from CS High Performers	-4 ✧

## My manager

60%

Difference from previous survey	+1
Difference from CS2015	-8 ✧
Difference from CS High Performers	-11 ✧

## My team

71%

Difference from previous survey	+1
Difference from CS2015	-9 ✧
Difference from CS High Performers	-12 ✧

## Learning and development

43%

Difference from previous survey	+4 ✧
Difference from CS2015	-6 ✧
Difference from CS High Performers	-13 ✧

## Inclusion and fair treatment

67%

Difference from previous survey	+2 ✧
Difference from CS2015	-7 ✧
Difference from CS High Performers	-11 ✧

## Resources and workload

64%

Difference from previous survey	+2 ✧
Difference from CS2015	-9 ✧
Difference from CS High Performers	-13 ✧

## Pay and benefits

36%

Difference from previous survey	+2 ✧
Difference from CS2015	+6 ✧
Difference from CS High Performers	-1

## Leadership and managing change

33%

Difference from previous survey	+1
Difference from CS2015	-10 ✧
Difference from CS High Performers	-18 ✧












Strength of association with engagement



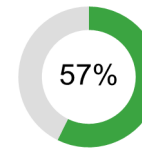
Statistically significant difference from comparison

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.

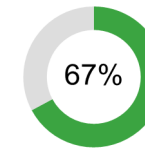
## Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		33%	+1	-10 ✧	-18 ✧
My work		68%	+1	-6 ✧	-10 ✧
My manager		60%	+1	-8 ✧	-11 ✧
Resources and workload		64%	+2 ✧	-9 ✧	-13 ✧
Pay and benefits		36%	+2 ✧	+6 ✧	-1
Learning and development		43%	+4 ✧	-6 ✧	-13 ✧
Organisational objectives and purpose		83%	0	0	-4 ✧
Inclusion and fair treatment		67%	+2 ✧	-7 ✧	-11 ✧
My team		71%	+1	-9 ✧	-12 ✧

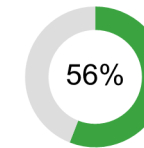
## Wellbeing



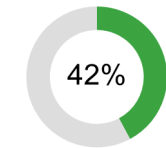
Overall, how satisfied are you with your life nowadays?



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

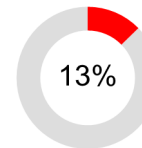


Overall, how happy did you feel yesterday?

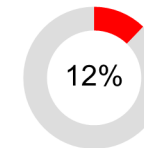


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

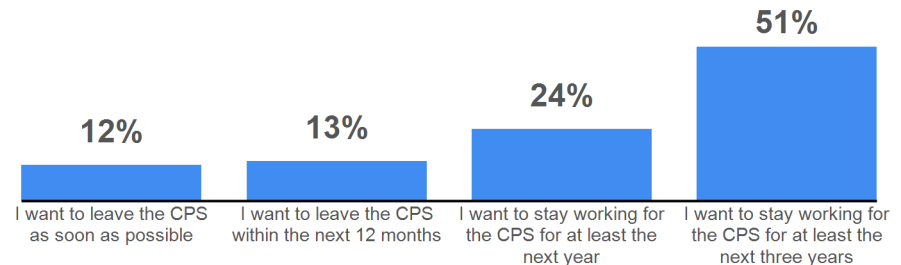


During the past 12 months have you personally experienced discrimination at work?



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

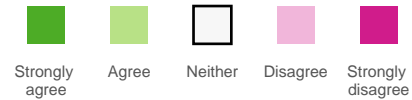
### My work

68% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

B01	I am interested in my work	46	43	6	89%	0	0	-2 ♦
B02	I am sufficiently challenged by my work	40	39	10	79%	+1	0	-4 ♦
B03	My work gives me a sense of personal accomplishment	33	43	12	75%	+2 ♦	0	-3 ♦
B04	I feel involved in the decisions that affect my work	15	29	15	45%	+2 ♦	-11 ♦	-19 ♦
B05	I have a choice in deciding how I do my work	18	35	15	54%	+2 ♦	-20 ♦	-25 ♦

### Organisational objectives and purpose

83% 0

Difference from previous survey



Strength of association with engagement



B06	I have a clear understanding of the CPS purpose	35	50	9	85%	0	0	-4 ♦
B07	I have a clear understanding of the CPS objectives	33	48	12	81%	0	+2 ♦	-3 ♦
B08	I understand how my work contributes to the CPS objectives	34	48	11	82%	-1	-1	-5 ♦

## All questions by theme

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### My manager

**60%** +1

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% 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	22	37	19	13	9	60%	+1	-8 ♦	-12 ♦
B10	My manager is considerate of my life outside work	33	39	14	7	7	72%	+1	-10 ♦	-13 ♦
B11	My manager is open to my ideas	28	40	18	7	7	68%	-1	-12 ♦	-16 ♦
B12	My manager helps me to understand how I contribute to the CPS objectives	22	38	23	10	7	59%	+1	-4 ♦	-9 ♦
B13	Overall, I have confidence in the decisions made by my manager	27	37	17	10	9	64%	+1	-8 ♦	-13 ♦
B14	My manager recognises when I have done my job well	29	41	13	10	6	71%	0	-8 ♦	-10 ♦
B15	I receive regular feedback on my performance	22	37	17	17	7	59%	+1	-7 ♦	-11 ♦
B16	The feedback I receive helps me to improve my performance	21	34	24	14	8	55%	+1	-7 ♦	-10 ♦
B17	I think that my performance is evaluated fairly	21	38	22	11	8	59%	+3 ♦	-3 ♦	-9 ♦
B18	Poor performance is dealt with effectively in my team	11	22	31	19	17	34%	+1	-5 ♦	-10 ♦

### My team

**71%** +1

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% 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	35	45	11	6	80%	+2	-4	-7
B20	The people in my team work together to find ways to improve the service we provide	31	43	15	7	75%	+2	-5	-9
B21	The people in my team are encouraged to come up with new and better ways of doing things	24	34	20	14	58%	-1	-16	-20

## All questions by theme

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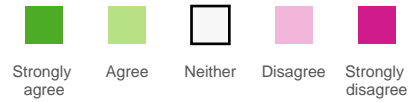
### Learning and development

**43%** +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

		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	14	44	19	16	6	58%	+6 ♦	-5 ♦	-9 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	35	25	19	8	48%	+5 ♦	-4 ♦	-10 ♦
B24	There are opportunities for me to develop my career in the CPS	8	22	21	25	23	30%	+1	-11 ♦	-19 ♦
B25	Learning and development activities I have completed while working for the CPS are helping me to develop my career	10	25	26	22	16	36%	+3 ♦	-8 ♦	-14 ♦

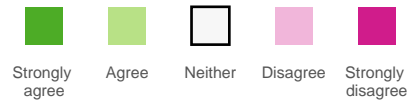
### Inclusion and fair treatment

**67%** +2

Difference from previous survey



Strength of association with engagement



		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	47	14	10	6	70%	+3 ♦	-8 ♦	-11 ♦
B27	I am treated with respect by the people I work with	26	54	12	5		80%	+2 ♦	-4 ♦	-7 ♦
B28	I feel valued for the work I do	18	36	18	17	12	54%	+2 ♦	-10 ♦	-15 ♦
B29	I think that the CPS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	21	44	20	8	6	65%	+2 ♦	-7 ♦	-13 ♦

## All questions by theme

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### Resources and workload

**64%** +2

Difference from previous survey



Strength of association with engagement



% 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	26	56	9	7	82%	0	-1 ♦	-4 ♦
B31	I get the information I need to do my job well	16	41	18	19	57%	+2 ♦	-12 ♦	-16 ♦
B32	I have clear work objectives	20	54	14	9	74%	+2 ♦	-1 ♦	-6 ♦
B33	I have the skills I need to do my job effectively	28	57	8	5	85%	0	-3 ♦	-5 ♦
B34	I have the tools I need to do my job effectively	16	38	15	21	54%	+3 ♦	-15 ♦	-20 ♦
B35	I have an acceptable workload	10	34	15	22	44%	+3 ♦	-15 ♦	-20 ♦
B36	I achieve a good balance between my work life and my private life	13	38	17	18	51%	+2 ♦	-16 ♦	-21 ♦

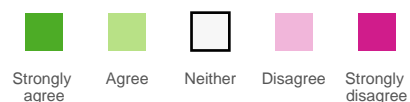
### Pay and benefits

**36%** +2

Difference from previous survey



Strength of association with engagement



B37	I feel that my pay adequately reflects my performance	6	27	19	28	33%	+2 ♦	+2 ♦	-4 ♦
B38	I am satisfied with the total benefits package	7	32	24	22	39%	+2 ♦	+6 ♦	0
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	27	21	25	34%	+1 ♦	+9 ♦	+2 ♦

## All questions by theme

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### Leadership and managing change

**33%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Response					% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
	Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B40 I feel that the CPS as a whole is managed well	6	26	23	25	20	32%	0	-13 ♦	-24 ♦
B41 Senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, BCDMs) in the CPS are sufficiently visible	9	34	21	21	15	44%	+1	-9 ♦	-22 ♦
B42 I believe the actions of senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, BCDMs) are consistent with the CPS values	9	32	35	13	12	41%	0	-4 ♦	-15 ♦
B43 I believe that the CPS Board has a clear vision for the future of the CPS	7	24	37	17	15	31%	-2 ♦	-11 ♦	-23 ♦
B44 Overall, I have confidence in the decisions made by the CPS senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, BCDMs)	8	24	29	21	18	31%	0	-10 ♦	-20 ♦
B45 I feel that change is managed well in the CPS	5	18	20	33	24	23%	-1	-7 ♦	-16 ♦
B46 When changes are made in the CPS they are usually for the better		16	26	31	23	21%	+1 ♦	-6 ♦	-14 ♦
B47 The CPS keeps me informed about matters that affect me	7	37	23	19	13	44%	+2 ♦	-12 ♦	-20 ♦
B48 I have the opportunity to contribute my views before decisions are made that affect me	7	27	21	26	20	33%	+5 ♦	-3 ♦	-11 ♦
B49 I think it is safe to challenge the way things are done in the CPS	7	25	25	24	19	32%	0	-9 ♦	-18 ♦

## All questions by theme

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### 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 the CPS	15	33	29	16	7	48%	0	-9 ♦	-18 ♦
B51 I would recommend the CPS as a great place to work	10	22	30	24	14	31%	0	-16 ♦	-27 ♦
B52 I feel a strong personal attachment to the CPS	18	35	25	15	8	53%	+2 ♦	+6 ♦	-1
B53 The CPS inspires me to do the best in my job	12	26	31	20	11	38%	+1	-6 ♦	-13 ♦
B54 The CPS motivates me to help it achieve its objectives	12	24	31	21	12	36%	+1	-6 ♦	-13 ♦

### 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 (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, BCDMs) in the CPS will take action on the results from this survey	9	28	23	21	19	37%	+2 ♦	-6 ♦	-18 ♦
B56 I believe that managers where I work will take action on the results from this survey	14	31	21	17	17	45%	+2 ♦	-10 ♦	-17 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	11	22	30	19	18	32%	+3 ♦	-1 ♦	-10 ♦



## All questions by theme

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### 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	29	53	8	7		83%	+2 ♦	-5 ♦	-7 ♦
B59 I believe I would be supported if I try a new idea, even if it may not work	17	35	23	17	8	52%	+2 ♦	-16 ♦	-20 ♦
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	14	35	24	17	11	49%	+1	-16 ♦	-21 ♦
B61 When I talk about the CPS I say "we" rather than "they"	21	44	20	10	5	64%	+2 ♦	-6 ♦	-14 ♦
B62 I have some really good friendships at work	36	45	12			81%	+1	+6 ♦	+2 ♦

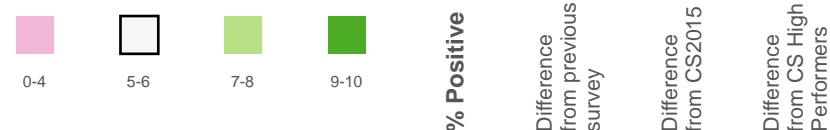
### Leadership statement

	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	21	38	20	12	8	60%	--	-7 ♦	-11 ♦
B64 Senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, BCDMs) inspire people across the CPS to do their best	8	25	31	22	14	33%	--	-4 ♦	-13 ♦
B65 My manager leads our team with confidence	22	39	19	11	9	61%	--	-9 ♦	-15 ♦
B66 Senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, BCDMs) lead the CPS with confidence	10	29	33	16	12	39%	--	-8 ♦	-18 ♦
B67 My manager empowers me to do my job effectively	20	36	23	11	9	57%	--	-15 ♦	-19 ♦
B68 The CPS senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, BCDMs) empower teams to deliver	8	23	35	20	14	31%	--	-9 ♦	-17 ♦
B69 Senior managers (DPP, Chief Executive, HQ Directors/Deputies, CCPs, DCCPs, ABMs, BCDMs) in the CPS actively role model the behaviours set out in the Civil Service Leadership Statement	8	23	43	13	12	32%	--	-4 ♦	-12 ♦
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	17	33	34	8	8	50%	--	-7 ♦	-12 ♦

## 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?	18	24	44	13	57%	+1	-8 ◆	-11 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	20	47	21	67%	+1 ◆	-4 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	21	23	38	18	56%	+2 ◆	-6 ◆	-9 ◆

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?	19	23	22	36	42%	0	-8 ◆	-10 ◆
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## All questions by theme

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### 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 CS2015	Difference from CS High Performers
I want to leave the CPS as soon as possible		12%	-1	+3 ♦	0
I want to leave the CPS within the next 12 months		13%	+3 ♦	-2 ♦	-6 ♦
I want to stay working for the CPS for at least the next year		24%	0	-8 ♦	-14 ♦
I want to stay working for the CPS for at least the next three years		51%	-2	+8 ♦	0

### The Civil Service Code

Differences are based on '% Yes' score

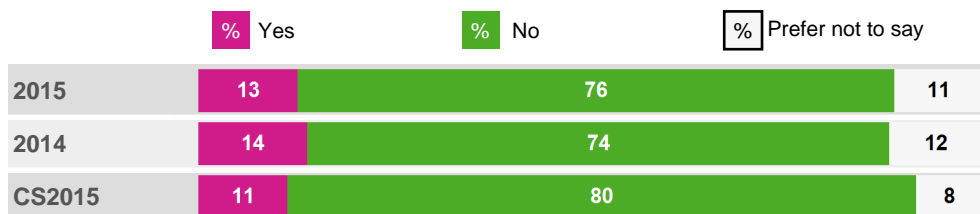
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		10	90%	+2 ♦	-1 ♦	-5 ♦
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	+4 ♦	-2 ♦	-8 ♦
D03. Are you confident that if you raised a concern under the Civil Service Code in the CPS it would be investigated properly?		42	58%	+2 ♦	-10 ♦	-15 ♦

## All questions by theme

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### Discrimination, harassment and bullying

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



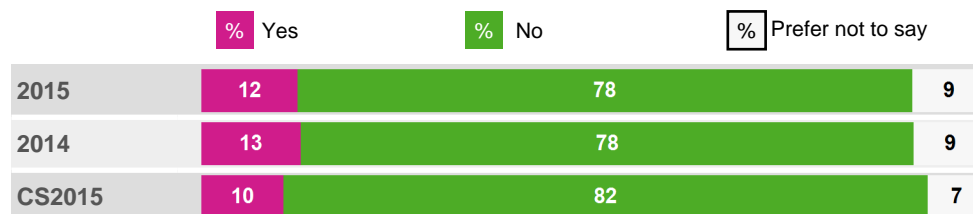
For respondents who selected 'Yes' to question E01.

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

	Response Count	
Age	67	
Caring responsibilities	75	
Disability	75	
Ethnic background	35	
Gender	59	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	112	
Main spoken/written language or language ability	--	
Religion or belief	16	
Sexual orientation	10	
Social or educational background	24	
Working location	86	
Working pattern	146	
Any other grounds	84	
Prefer not to say	45	

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)

	Response Count	
A colleague	131	
Your manager	127	
Another manager in my part of the CPS	125	
Someone you manage	17	
Someone who works for another part of the CPS	18	
A member of the public	10	
Someone else	20	
Prefer not to say	63	

## All questions by theme

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### Crown Prosecution Service questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I demonstrate the CPS values through my actions	29	57	13			85%	+7 ♦
F02	My direct line manager demonstrates the CPS values through their actions	23	48	21	6		71%	+3 ♦
F03	I believe that the CPS is committed to supporting my Health and Wellbeing	14	32	24	18	13	45%	--
F04	I believe the CPS works constructively with the Departmental Trade Unions	10	25	39	16	9	36%	--
F05	I am aware of sources of support that are available to me as a CPS employee	Yes: 82%		No: 18%			82%	--
F06	I believe that change is managed well in my Area/Directorate/Division	9	24	23	26	18	33%	+2 ♦
F07	My local Senior Management Team is sufficiently visible (CCP and ABM/HQ Director/Casework Director/Head of Division)	17	35	20	16	12	52%	0
F08	I have arrangements in place to ensure I spend at least five days per year on my personal development this year	Yes: 38%		No: 62%			38%	+3 ♦
F09	I am kept informed of local and national news through the use of Team Talk at regular team briefings/meetings^	17	43	17	15	8	60%	-3 ♦
F10	I believe the Digital Business Programme is supporting the CPS to work digitally	12	38	28	13	9	50%	--
F11	My role contributes to providing a positive experience for Victims and Witnesses	21	45	25	6		66%	-2 ♦
F12	I have discussed my Individual Learning Account (ILA) with my line manager and agreed how that funding will be used to support my personal development^	Yes: 61%		No: 39%			61%	+6 ♦
F13	I am committed to the CPS purpose of delivering justice	49	44	6			93%	--

## All questions by theme

◆ indicates statistically significant difference from comparison  
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### Crown Prosecution Service questions

							% Positive	Difference from previous survey
F14	I believe that the CPS is committed to building and maintaining an inclusive workforce that treats all its employees fairly	20	36	22	13	9	56%	--

## 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 <b>Theme score % positive</b> ).
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.