HM CPS Inspectorate

HM Crown Prosecution Service Inspectorate

Returns : 23   Response rate : 92%   Civil Service People Survey 2017

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.

Engagement Index

53%

Difference from previous survey	+6
Difference from CS2017	-8 ✧
Difference from CS High Performers	-12 ✧

My work

71%

Difference from previous survey	+6
Difference from CS2017	-5
Difference from CS High Performers	-8

Organisational objectives and purpose

72%

Difference from previous survey	+9
Difference from CS2017	-10
Difference from CS High Performers	-15

My manager

70%

Difference from previous survey	+19
Difference from CS2017	+1
Difference from CS High Performers	-2

My team

74%

Difference from previous survey	+7
Difference from CS2017	-7
Difference from CS High Performers	-10

Learning and development

39%

Difference from previous survey	-7
Difference from CS2017	-14
Difference from CS High Performers	-18

Inclusion and fair treatment

61%

Difference from previous survey	+9
Difference from CS2017	-16
Difference from CS High Performers	-19

Resources and workload

75%

Difference from previous survey	+10
Difference from CS2017	+2
Difference from CS High Performers	-1

Pay and benefits

45%

Difference from previous survey	-10
Difference from CS2017	+15
Difference from CS High Performers	+9

Leadership and managing change

53%

Difference from previous survey	+16
Difference from CS2017	+7
Difference from CS High Performers	+2

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 CS2017	Difference from CS High Performers
Leadership and managing change		**53%**	+16	+7	+2
My work		**71%**	+6	-5	-8
My manager		**70%**	+19	+1	-2
Pay and benefits		**45%**	-10	+15	+9
Learning and development		**39%**	-7	-14	-18
Resources and workload		**75%**	+10	+2	-1
Organisational objectives and purpose		**72%**	+9	-10	-15
My team		**74%**	+7	-7	-10
Inclusion and fair treatment		**61%**	+9	-16	-19

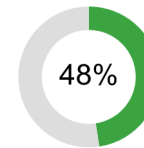[1]*The table above shows the strength of association between engagement and the themes for Civil Service*

Wellbeing

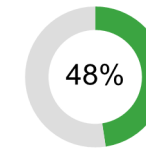🟩 *% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)*
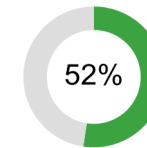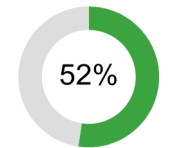
48% — W01. Overall, how satisfied are you with your life nowadays?

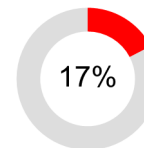**52%** — W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?

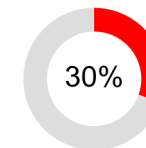**48%** — W03. Overall, how happy did you feel yesterday?

52% — W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

🟥 *% responding Yes*

17% — During the past 12 months have you personally experienced discrimination at work?

30% — During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

13%	39%	39%	9%
I want to leave HMCPSI as soon as possible	I want to leave HMCPSI within the next 12 months	I want to stay working for HMCPSI for at least the next year	I want to stay working for HMCPSI for at least the next three years
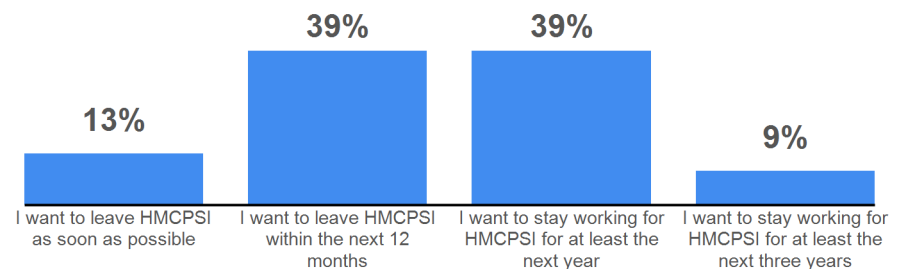
Headline scores

Highest positive scoring questions	% Positive
B01 I am interested in my work	96%
B13 My manager recognises when I have done my job well	91%
B32 I have the tools I need to do my job effectively	91%
B09 My manager is considerate of my life outside work	87%
B31 I have the skills I need to do my job effectively	87%

Highest neutral scoring questions	% Neutral
B47 I am proud when I tell others I am part of HMCPSI	43%
B48 I would recommend HMCPSI as a great place to work	43%
B49 I feel a strong personal attachment to HMCPSI	43%
B17 Poor performance is dealt with effectively in my team	39%
B53 Where I work, I think effective action has been taken on the results of the last survey	39%

Highest negative scoring questions	% Negative
B23 There are opportunities for me to develop my career in HMCPSI	65%
B24 Learning and development activities I have completed while working for HMCPSI are helping me to develop my career	43%
B45 I have the opportunity to contribute my views before decisions are made that affect me	35%
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	35%
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	35%

HM Crown Prosecution Service Inspectorate

All questions by theme

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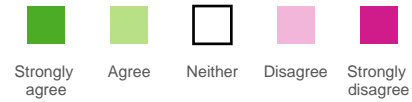^ indicates a variation in question wording from your previous survey

My work — 71% +6

Difference from previous survey | Strength of association with engagement

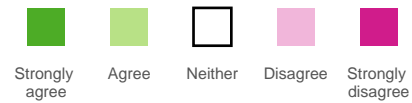|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01	I am interested in my work	39	57				96%	+4	+6	+4
B02	I am sufficiently challenged by my work	30	43	17	9		74%	0	-7	-9
B03	My work gives me a sense of personal accomplishment	22	43	30			65%	0	-11	-14
B04	I feel involved in the decisions that affect my work	26	22	30	9	13	48%	+9	-10	-16
B05	I have a choice in deciding how I do my work	22	52	13	13		74%	+17	-2	-6

Organisational objectives and purpose* — 72% +9

Difference from previous survey | Strength of association with engagement

*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06	I have a clear understanding of HMCPSI's objectives	48	22	17	13		70%	+9	-11	-17
B07	I understand how my work contributes to HMCPSI's objectives	43	30	17	9		74%	+9	-9	-13

All questions by theme

	My manager	70% +19	Difference from previous survey	Strength of association with engagement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job				30	39	17	13		70%	+17	0	-5
B09	My manager is considerate of my life outside work				52	35	9			87%	+22	+3	0
B10	My manager is open to my ideas				43	35	13	9		78%	+9	-4	-6
B11	My manager helps me to understand how I contribute to HMCPSI's objectives				26	39	22	13		65%	+13	-1	-5
B12	Overall, I have confidence in the decisions made by my manager				35	39	13	13		74%	+22	0	-5
B13	My manager recognises when I have done my job well				35	57				91%	+30	+12	+9
B14	I receive regular feedback on my performance				35	35	17	13		70%	+17	+2	-3
B15	The feedback I receive helps me to improve my performance				30	35	9	26		65%	+35	+2	-2
B16	I think that my performance is evaluated fairly				26	48	22			74%	+13	+9	+4
B17	Poor performance is dealt with effectively in my team				17	13	39	17	13	30%	+9	-9	-13

HM Crown Prosecution Service Inspectorate

Returns : 23   Response rate : 92%   Civil Service People Survey 2017

All questions by theme

✧ indicates statistically significant difference from comparison
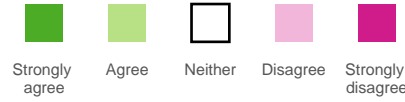^ indicates a variation in question wording from your previous survey
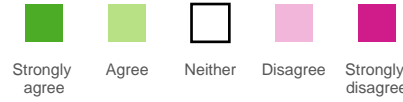
				Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
My team	**74%** +7											
B18	The people in my team can be relied upon to help when things get difficult in my job			26	57	9	9		**83%**	+13	-3	-5
B19	The people in my team work together to find ways to improve the service we provide			17	52	22	9		**70%**	-9	-13	-15
B20	The people in my team are encouraged to come up with new and better ways of doing things			17	52	26			**70%**	+17	-6	-10
Learning and development	**39%** -7											
B21	I am able to access the right learning and development opportunities when I need to			22	35	26	17		**57%**	-13	-7	-13
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance			17	30	30	17		**48%**	+4	-4	-10
B23	There are opportunities for me to develop my career in HMCPSI			13	17	30	35		**17%**	-13	-29	-38
B24	Learning and development activities I have completed while working for HMCPSI are helping me to develop my career				30	22	26	17	**35%**	-4	-12	-17
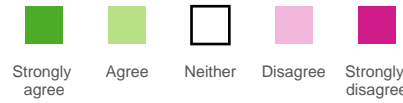
HM Crown Prosecution Service Inspectorate

Returns : 23   Response rate : 92%   Civil Service People Survey 2017

All questions by theme

Inclusion and fair treatment

61% **+9** Difference from previous survey   Strength of association with engagement

Strongly agree	Agree	Neither	Disagree	Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25	I am treated fairly at work	26	43		22		70%	+13	-10	-14
B26	I am treated with respect by the people I work with	26	35	13	26		61%	+9	-24	-26
B27	I feel valued for the work I do	17	35	26	17		52%	-4	-13	-20
B28	I think that HMCPSI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	17	43	13	22		61%	+17	-15	-18

Resources and workload*

75% **+10** Difference from previous survey   Strength of association with engagement
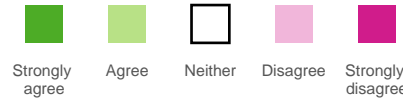
Strongly agree	Agree	Neither	Disagree	Strongly disagree

*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29	I get the information I need to do my job well	30	35	22	13		65%	+9	-4	-9
B30	I have clear work objectives	30	52	13			83%	+13	+7	+3
B31	I have the skills I need to do my job effectively	30	57	13			87%	0	-1	-4
B32	I have the tools I need to do my job effectively	26	65	9			91%	+30	+21	+14
B33	I have an acceptable workload	22	39	26	9		61%	+9	0	-6
B34	I achieve a good balance between my work life and my private life	35	26	22	17		61%	0	-7	-13

HM Crown Prosecution Service Inspectorate

Returns : 23   Response rate : 92%

All questions by theme

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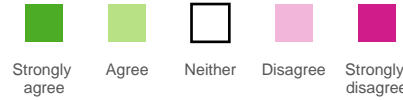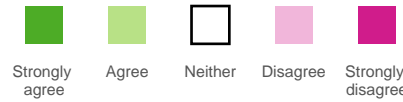^ indicates a variation in question wording from your previous survey

Pay and benefits — 45% -10

Difference from previous survey | Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

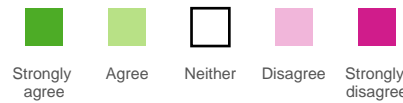|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance	13	30	26	26		43%	-13	+13	+6
B36	I am satisfied with the total benefits package	13	39	30	9	9	52%	-4	+18	+12
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	17	30	26		39%	-13	+14	+7

Leadership and managing change* — 53% +16

Difference from previous survey | Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38	Members of the Strategy Board in HMCPSI are sufficiently visible^	43	26	9	13	9	70%	+22	+10	+1
B39	I believe the actions of the Strategy Board are consistent with HMCPSI's values^	30	35	9	22		65%	+30	+11	+5
B40	I believe that the Strategy Board has a clear vision for the future of HMCPSI^	22	30	22	22		52%	+22	+4	-2
B41	Overall, I have confidence in the decisions made by HMCPSI's Strategy Board^	26	26	17	13	17	52%	+22	+3	-2
B42	I feel that change is managed well in HMCPSI	13	35	22	22	9	48%	+22	+15	+8
B43	When changes are made in HMCPSI they are usually for the better	13	39	26	13	9	52%	+26	+19	+12
B44	HMCPSI keeps me informed about matters that affect me	22	30	22	17	9	52%	0	-6	-13
B45	I have the opportunity to contribute my views before decisions are made that affect me	17	30	17	22	13	48%	+4	+9	0
B46	I think it is safe to challenge the way things are done in HMCPSI	13	26	30	17	13	39%	-4	-7	-13

HM Crown Prosecution Service Inspectorate

Returns : 23   Response rate : 92%   Civil Service People Survey 2017

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 CS2017	Difference from CS High Performers
B47	I am proud when I tell others I am part of HMCPSI	9	35	43	9		43%	-2	-18	-25
B48	I would recommend HMCPSI as a great place to work	9	17	43	22	9	26%	-10	-29	-37
B49	I feel a strong personal attachment to HMCPSI	13	17	43	17	9	30%	-10	-19	-26
B50	HMCPSI inspires me to do the best in my job	9	30	30	22	9	39%	+3	-9	-15
B51	HMCPSI motivates me to help it achieve its objectives	9	35	30	13	13	43%	+3	-2	-10

Taking action

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52	I believe that the Strategy Board in HMCPSI will take action on the results from this survey^	17	43	17	13	9	61%	+26	+11	+3
B53	Where I work, I think effective action has been taken on the results of the last survey	17	22	39	13	9	39%	+4	+3	-6

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 CS2017	Difference from CS High Performers
B54	I am trusted to carry out my job effectively	35 / 52 / 9	87%	+9	-2	-3
B55	I believe I would be supported if I try a new idea, even if it may not work	26 / 43 / 22	70%	+22	-1	-6
B56	In HMCPSI, people are encouraged to speak up when they identify a serious policy or delivery risk	22 / 57 / 13	78%	New	+12	+7
B57	I feel able to challenge inappropriate behaviour in the workplace	17 / 26 / 35 / 17	43%	New	-20	-24
B58	HMCPSI is committed to creating a diverse and inclusive workplace	17 / 43 / 22 / 13	61%	New	-13	-17

Leadership statement

		Strongly agree / Agree / Neither / Disagree / Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59	Members of the Strategy Board in HMCPSI actively role model the behaviours set out in the Civil Service Leadership Statement^	30 / 22 / 22 / 17 / 9	52%	+22	+5	-3
B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	30 / 35 / 22 / 13	65%	+17	-1	-7

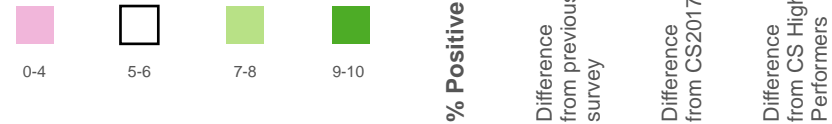### Civil Service vision

		Strongly agree / Agree / Neither / Disagree / Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	22 / 39 / 30	61%	New	+18	+5
B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	22 / 30 / 13 / 30	52%	New	+15	+7

HM Crown Prosecution Service Inspectorate

Returns : 23   Response rate : 92%

All questions by theme

Wellbeing

	0-4	5-6	7-8	9-10

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. 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.

		0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W01	Overall, how satisfied are you with your life nowadays?	24	29	38	10	**48%**	-16	-18	-21
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	33	43	10	**52%**	-11	-19	-21
W03	Overall, how happy did you feel yesterday?	29	24	38	10	**48%**	-16	-16	-18

	0-1	2-3	4-5	6-10

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

		0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	10	43	24	24	**52%**	+7	+4	+1

Returns : 23   Response rate : 92%   Civil Service People Survey 2017

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for HMCPSI?

		Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave HMCPSI as soon as possible	13%	-22	+5	+1
I want to leave HMCPSI within the next 12 months	39%	+26	+25	+21
I want to stay working for HMCPSI for at least the next year	39%	0	+5	0
I want to stay working for HMCPSI for at least the next three years	9%	-4	-35	-44

The Civil Service Code

Differences are based on '% Yes' score

% Yes   % No

|	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	100%	0	+8	+5
D02. Are you aware of how to raise a concern under the Civil Service Code?	65%	-21	-2	-9
D03. Are you confident that if you raised a concern under the Civil Service Code in HMCPSI it would be investigated properly?	65%	+15	-5	-10

All questions by theme

Discrimination, harassment and bullying

E01. During the past 12 months have you personally experienced discrimination at work?
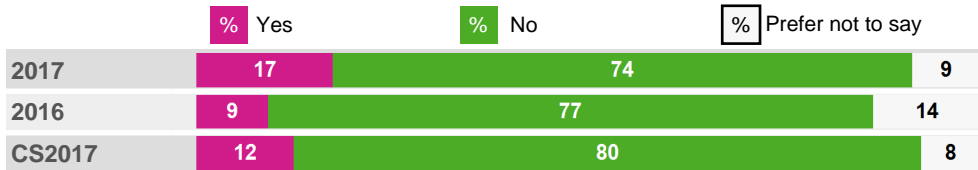
%	Yes	%	No	%	Prefer not to say

	% Yes	% No	% Prefer not to say
2017	17	74	9
2016	9	77	14
CS2017	12	80	8

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

	% Yes	% No	% Prefer not to say
2017	30	70	
2016	32	59	9
CS2017	11	82	7

For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?

Results for this question have been suppressed as there are fewer than ten responses

For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

Results for this question have been suppressed as there are fewer than ten responses

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	--
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	--

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)

A colleague	--
Your manager	--
Another manager in my part of HMCPSI	--
Someone you manage	--
Someone who works for another part of HMCPSI	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

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 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (B47-B51). 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

Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

Confidentiality

The survey was carried out as part of the 2017 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 fewer 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.