Child Maintenance Group

DWP Department for Work and Pensions

Returns: 6,204   Response rate: 73%

Your engagement index

45%

Difference from previous survey	Difference from CS2012	Difference from CS High Performers
+2 ✧	-13 ✧	-18 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

		% Positive	Difference from previous survey	Difference from CS2012
Say: speaks positively of the organisation...				
B50.	I am proud when I tell others I am part of the Child Maintenance Group	25%	+3 ✧	-28 ✧
B51.	I would recommend the Child Maintenance Group as a great place to work	21%	+1	-25 ✧
Stay: emotionally attached and committed to the organisation...				
B52.	I feel a strong personal attachment to the Child Maintenance Group	28%	+2 ✧	-16 ✧
Strive: motivated to do the best for the organisation...				
B53.	The Child Maintenance Group inspires me to do the best in my job	30%	+5 ✧	-11 ✧
B54.	The Child Maintenance Group motivates me to help it achieve its objectives	29%	+5 ✧	-10 ✧

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		34%	+3 ✧	-7 ✧	-16 ✧
My work		63%	+5 ✧	-10 ✧	-14 ✧
My line manager		67%	+6 ✧	+1 ✧	-2 ✧
Pay and benefits		21%	+2 ✧	-9 ✧	-14 ✧
Learning and development		37%	+6 ✧	-7 ✧	-14 ✧
Resources and workload		69%	+2 ✧	-5 ✧	-8 ✧
Organisational objectives and purpose		87%	0	+5 ✧	0
My team		77%	+2 ✧	-1 ✧	-4 ✧
Inclusion and fair treatment		68%	+3 ✧	-7 ✧	-9 ✧

✧ = Statistically significant difference from comparison

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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 CS2012.

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

		% Positive	Diff. from previous survey		Difference from CS2012	
Leadership and managing change	Strength of association with engagement:					
B43.	I believe that the Executive Team has a clear vision for the future of the Child Maintenance Group	**44%**	+3	✧	+4	✧
B46.	When changes are made in the Child Maintenance Group they are usually for the better	**24%**	+2	✧	-1	✧
B45.	I feel that change is managed well in the Child Maintenance Group	**26%**	+2	✧	-3	✧
B41.	Senior leaders in the Child Maintenance Group are sufficiently visible	**45%**	+5	✧	-3	✧
B47.	The Child Maintenance Group keeps me informed about matters that affect me	**52%**	+6	✧	-5	✧
B42.	I believe the actions of senior leaders are consistent with the Child Maintenance Group's values	**36%**	+3	✧	-6	✧
B44.	Overall, I have confidence in the decisions made by our senior leaders	**30%**	+3	✧	-9	✧
B49.	I think it is safe to challenge the way things are done in the Child Maintenance Group	**29%**	+4	✧	-11	✧
B40.	I feel that the Child Maintenance Group as a whole is managed well	**31%**	+1	✧	-11	✧
B48.	I have the opportunity to contribute my views before decisions are made that affect me	**22%**	+4	✧	-14	✧
My work	Strength of association with engagement:					
B02.	I am sufficiently challenged by my work	**77%**	+8	✧	+1	✧
B01.	I am interested in my work	**83%**	+2	✧	-6	✧
B03.	My work gives me a sense of personal accomplishment	**64%**	+6	✧	-9	✧
B04.	I feel involved in the decisions that affect my work	**39%**	+5	✧	-14	✧
B05.	I have a choice in deciding how I do my work	**50%**	+3	✧	-22	✧
My line manager	Strength of association with engagement:					
B15.	I receive regular feedback on my performance	**71%**	+9	✧	+8	✧
B18.	Poor performance is dealt with effectively in my team	**44%**	+8	✧	+7	✧
B12.	My manager helps me to understand how I contribute to the Child Maintenance Group's objectives	**68%**	+8	✧	+7	✧
B16.	The feedback I receive helps me to improve my performance	**64%**	+8	✧	+4	✧
B09.	My manager motivates me to be more effective in my job	**67%**	+6	✧	+2	✧
B14.	My manager recognises when I have done my job well	**77%**	+3	✧	0	
B13.	Overall, I have confidence in the decisions made by my manager	**69%**	+3	✧	-2	✧
B17.	I think that my performance is evaluated fairly	**60%**	+5	✧	-3	✧
B10.	My manager is considerate of my life outside work	**75%**	+3	✧	-6	✧
B11.	My manager is open to my ideas	**73%**	+4	✧	-6	✧

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

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree

My work
📊 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B01. I am interested in my work	29	54	11	5		83%	+2 ✧	-6 ✧	-9 ✧
B02. I am sufficiently challenged by my work	30	47	11	9		77%	+8 ✧	+1 ✧	-3 ✧
B03. My work gives me a sense of personal accomplishment	17	46	17	14	5	64%	+6 ✧	-9 ✧	-14 ✧
B04. I feel involved in the decisions that affect my work	8	31	20	27	14	39%	+5 ✧	-14 ✧	-20 ✧
B05. I have a choice in deciding how I do my work	12	39	17	21	12	50%	+3 ✧	-22 ✧	-27 ✧

Organisational objectives and purpose
📊 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B06. I have a clear understanding of the Child Maintenance Group's purpose	30	59	7			89%	0	+5 ✧	-1 ✧
B07. I have a clear understanding of the Child Maintenance Group's objectives	28	58	9			86%	+1	+8 ✧	+1 ✧
B08. I understand how my work contributes to the Child Maintenance Group's objectives	27	58	10			85%	+1 ✧	+4 ✧	-1 ✧

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

	% Strongly agree	**%** Agree	**%** Neither	**%** Disagree	**%** Strongly disagree

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	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	20	47	18	11	4	67%	+6 ✧	+2 ✧	-1 ✧
B10. My manager is considerate of my life outside work	30	45	15	6	4	75%	+3 ✧	-6 ✧	-9 ✧
B11. My manager is open to my ideas	25	48	16	7		73%	+4 ✧	-6 ✧	-9 ✧
B12. My manager helps me to understand how I contribute to the Child Maintenance Group's objectives	18	50	22	7		68%	+8 ✧	+7 ✧	+2 ✧
B13. Overall, I have confidence in the decisions made by my manager	24	45	18	9	5	69%	+3 ✧	-2 ✧	-7 ✧
B14. My manager recognises when I have done my job well	27	49	13	8		77%	+3 ✧	0	-3 ✧
B15. I receive regular feedback on my performance	22	49	14	11	4	71%	+9 ✧	+8 ✧	+3 ✧
B16. The feedback I receive helps me to improve my performance	19	45	22	10	4	64%	+8 ✧	+4 ✧	+1 ✧
B17. I think that my performance is evaluated fairly	16	43	21	13	6	60%	+5 ✧	-3 ✧	-8 ✧
B18. Poor performance is dealt with effectively in my team	10	34	31	16	9	44%	+8 ✧	+7 ✧	+2 ✧
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	35	51	9	5		85%	0	+2 ✧	-1 ✧
B20. The people in my team work together to find ways to improve the service we provide	29	50	14	6		79%	+1 ✧	0	-3 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	22	45	19	10	4	67%	+5 ✧	-4 ✧	-9 ✧

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

	% Strongly agree	**%** Agree	**%** Neither	**%** Disagree	**%** Strongly disagree	**% Positive**	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
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	48	26	14	5	56%	+7 ✧	-2 ✧	-9 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	38	33	16	5	46%	+6 ✧	0	-6 ✧
B24. There are opportunities for me to develop my career in the Child Maintenance Group		19	25	30	23	22%	+5 ✧	-13 ✧	-20 ✧
B25. Learning and development activities I have completed while working for the Child Maintenance Group are helping me to develop my career	4	22	32	26	16	26%	+5 ✧	-14 ✧	-20 ✧
Inclusion and fair treatment									
:Strength of association with engagement									
B26. I am treated fairly at work	17	56	14	8	4	73%	+3 ✧	-5 ✧	-8 ✧
B27. I am treated with respect by the people I work with	22	61	11	4		83%	+1 ✧	-1 ✧	-4 ✧
B28. I feel valued for the work I do	12	40	23	17	8	52%	+5 ✧	-10 ✧	-15 ✧
B29. I think that the Child Maintenance Group respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	14	49	23	9	5	63%	+3 ✧	-8 ✧	-15 ✧

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

	Strongly agree %	Agree %	Neither %	Disagree %	Strongly disagree %	% Positive	Difference from previous survey	Difference from CS2012	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	21	62	10	6		83%	0	-1 ✧	-4 ✧
B31. I get the information I need to do my job well	12	51	21	13		62%	+3 ✧	-6 ✧	-10 ✧
B32. I have clear work objectives	15	58	15	8		74%	+6 ✧	-1 ✧	-6 ✧
B33. I have the skills I need to do my job effectively	21	60	12	5		81%	+3 ✧	-7 ✧	-9 ✧
B34. I have the tools I need to do my job effectively	12	51	17	15	5	63%	+4 ✧	-9 ✧	-13 ✧
B35. I have an acceptable workload	8	45	17	17	12	53%	-3 ✧	-7 ✧	-12 ✧
B36. I achieve a good balance between my work life and my private life	13	52	18	11	5	66%	+1 ✧	-2 ✧	-8 ✧
Pay and benefits									
▁▃▅ :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		17	16	36	30	18%	+1 ✧	-12 ✧	-18 ✧
B38. I am satisfied with the total benefits package		26	24	28	20	28%	+4 ✧	-5 ✧	-11 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		15	16	35	32	17%	+1	-9 ✧	-15 ✧

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

	Strongly agree %	Agree %	Neither %	Disagree %	Strongly disagree %	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers

Leadership and managing change

▭ :Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B40. I feel that the Child Maintenance Group as a whole is managed well		29	28	27	14	31%	+1 ✧	-11 ✧	-25 ✧
B41. Senior leaders in the Child Maintenance Group are sufficiently visible	6	39	22	21	12	45%	+5 ✧	-3 ✧	-15 ✧
B42. I believe the actions of senior leaders are consistent with the Child Maintenance Group's values	4	32	34	20	11	36%	+3 ✧	-6 ✧	-18 ✧
B43. I believe that the Executive Team has a clear vision for the future of the Child Maintenance Group	5	38	33	14	9	44%	+3 ✧	+4 ✧	-7 ✧
B44. Overall, I have confidence in the decisions made by our senior leaders		27	30	24	16	30%	+3 ✧	-9 ✧	-21 ✧
B45. I feel that change is managed well in the Child Maintenance Group		24	27	33	14	26%	+2 ✧	-3 ✧	-12 ✧
B46. When changes are made in the Child Maintenance Group they are usually for the better		22	35	28	12	24%	+2 ✧	-1 ✧	-11 ✧
B47. The Child Maintenance Group keeps me informed about matters that affect me	4	48	25	16	7	52%	+6 ✧	-5 ✧	-12 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me		20	22	35	21	22%	+4 ✧	-14 ✧	-20 ✧
B49. I think it is safe to challenge the way things are done in the Child Maintenance Group		27	26	28	17	29%	+4 ✧	-11 ✧	-17 ✧

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

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the Child Maintenance Group	4	22	34	25	16	25%	+3 ✧	-28 ✧	-39 ✧
B51. I would recommend the Child Maintenance Group as a great place to work		18	35	27	17	21%	+1	-25 ✧	-36 ✧
B52. I feel a strong personal attachment to the Child Maintenance Group	5	24	33	25	14	28%	+2 ✧	-16 ✧	-24 ✧
B53. The Child Maintenance Group inspires me to do the best in my job	4	26	36	22	12	30%	+5 ✧	-11 ✧	-19 ✧
B54. The Child Maintenance Group motivates me to help it achieve its objectives	4	25	37	23	12	29%	+5 ✧	-10 ✧	-18 ✧
Taking action									
B55. I believe that senior leaders in the Child Maintenance Group will take action on the results from this survey	5	29	24	23	19	34%	+3 ✧	-9 ✧	-19 ✧
B56. I believe that managers where I work will take action on the results from this survey	10	38	21	17	14	48%	+9 ✧	-4 ✧	-12 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	7	28	30	20	14	35%	+7 ✧	+3 ✧	-5 ✧

All questions by theme

Your plans for the future

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

		Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave the Child Maintenance Group as soon as possible	13%	+1	+5 ✧	+3 ✧
I want to leave the Child Maintenance Group within the next 12 months	13%	+3 ✧	+1 ✧	-3 ✧
I want to stay working for the Child Maintenance Group for at least the next year	21%	0	-7 ✧	-13 ✧
I want to stay working for the Child Maintenance Group for at least the next three years	53%	-3 ✧	+1 ✧	-7 ✧

The Civil Service Code

Differences are based on '% Yes' score

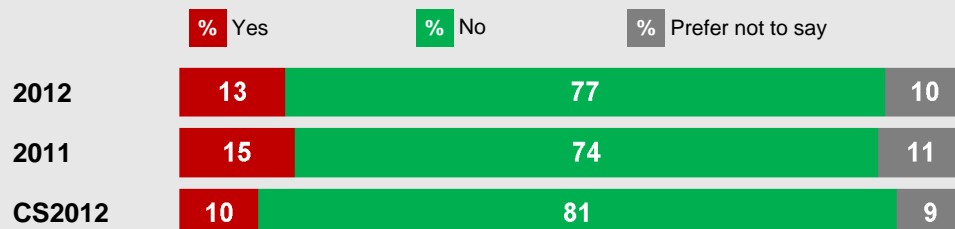|	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	90	10	90%	+11 ✧	+2 ✧	-3 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	66	34	66%	+12 ✧	+3 ✧	-3 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in the Child Maintenance Group it would be investigated properly?	61	39	61%	+7 ✧	-5 ✧	-10 ✧

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison
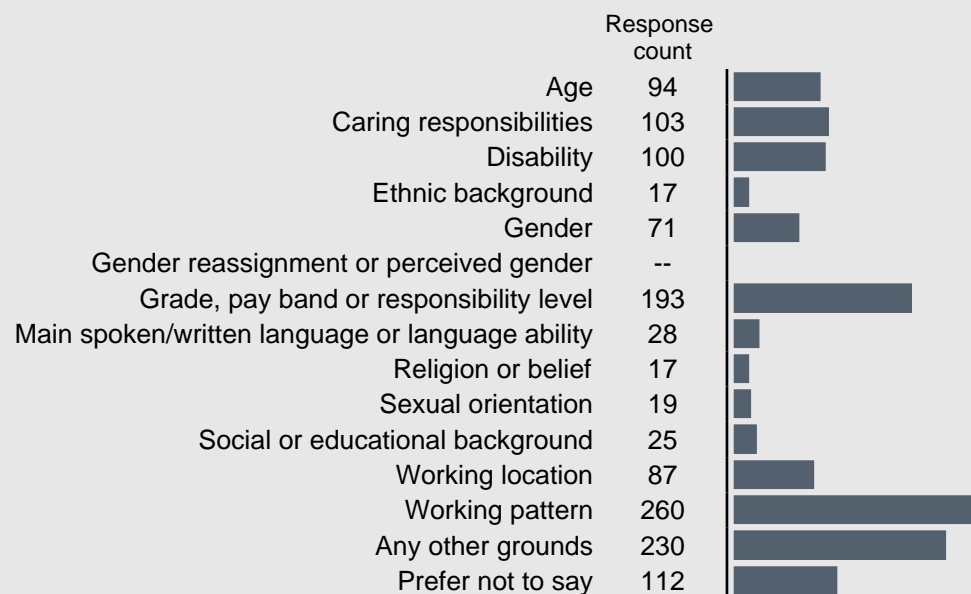
All questions by theme

Discrimination, harassment and bullying

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

	% Yes	% No	% Prefer not to say
2012	13	77	10
2011	15	74	11
CS2012	10	81	9

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

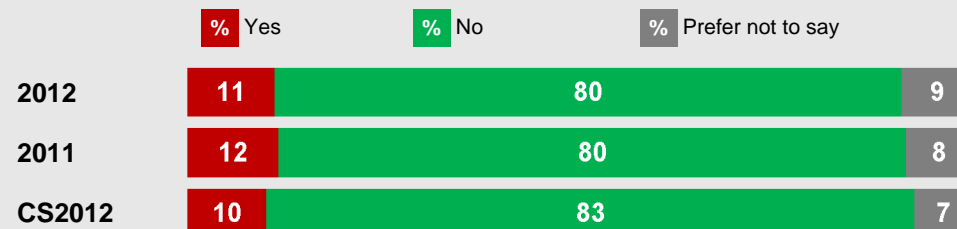|	% Yes	% No	% Prefer not to say
2012	11	80	9
2011	12	80	8
CS2012	10	83	7

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)
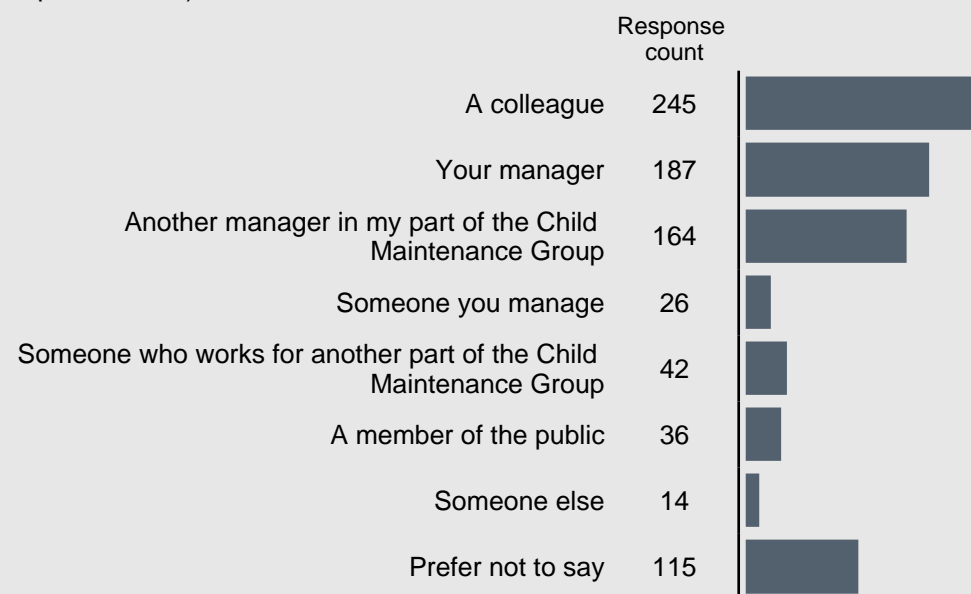
	Response count
Age	94
Caring responsibilities	103
Disability	100
Ethnic background	17
Gender	71
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	193
Main spoken/written language or language ability	28
Religion or belief	17
Sexual orientation	19
Social or educational background	25
Working location	87
Working pattern	260
Any other grounds	230
Prefer not to say	112

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

For respondents who selected 'Yes' to question E03.
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

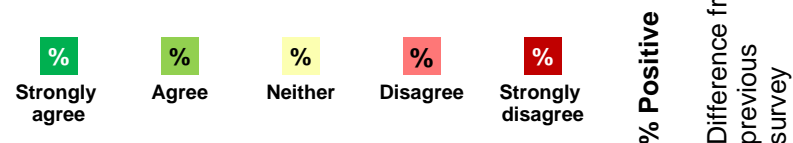|	Response count
A colleague	245
Your manager	187
Another manager in my part of the Child Maintenance Group	164
Someone you manage	26
Someone who works for another part of the Child Maintenance Group	42
A member of the public	36
Someone else	14
Prefer not to say	115

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

	% Strongly agree	**% Agree**	**% Neither**	**% Disagree**	**% Strongly disagree**	**% Positive**	**Difference from previous survey**

Child Maintenance Group questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I have had the opportunity to contribute my views to my team's action plan as a result of the 2011 People Survey	9	39	29	16	6	49%	+8 ✧
F02. I believe that the Child Maintenance Group will provide an improved level of service to separated families and children in the future	8	45	29	12	6	54%	+1
F03. This organisation is a better place to work than it was 12 months ago	5	22	36	24	13	27%	0
F04. I receive regular coaching to help me improve my performance from my manager	9	42	23	19	7	51%	+12 ✧
F05. I believe that our organisation encourages people to have open and honest conversations	5	35	26	24	11	40%	+5 ✧
F06. My manager holds regular team meetings to inform me about business issues and priorities	26	57	9	6		83%	+4 ✧
F07. I feel that I receive the information and support I need to help me to understand changes at work	10	51	24	11	4	61%	+6 ✧
F08. My manager makes me feel that I am an important part of the team	23	47	18	8	4	70%	-
F09. I understand how my Directorate fits into the DWP organisational structure	10	52	25	9	4	62%	-
F10. I understand what I need to do to contribute towards improved client service	20	64	12			84%	-

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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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, CS2012 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.

strength of association with engagement

the analysis has not identified a significant association with engagement
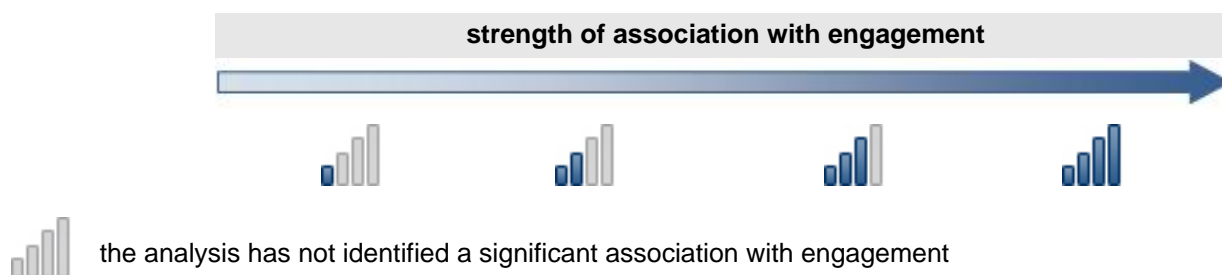
Confidentiality

This survey was carried out as part of the 2012 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.

CSPS 2012 - Additional Questions Reporting

These are the results for the additional questions measuring organisational culture that were added to the core question set for the 2012 Civil Service People Survey.

% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive
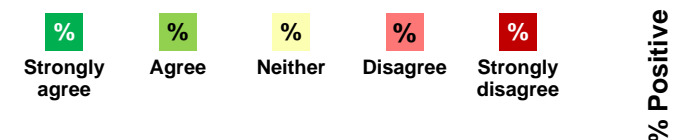
Organisational Culture Questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive
X01. I am trusted to carry out my job effectively	28	52	11	7		80%
X02. I believe I would be supported if I try a new idea, even if it may not work	12	39	26	17	7	51%
X03. My performance is evaluated based on whether I get things done, rather than solely follow processes	10	42	26	15	6	52%
X04. When I talk about my organisation I say "we" rather than "they"	13	42	24	14	6	56%
X05. I have some really good friendships at work	32	50	14	4		81%