

Returns: 6,666

Response rate: 70%

Your engagement index

42%

Difference from CS2011

-13

Difference from CS High Performers

-20

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 CS2011
B50. I am proud when I tell others I am part of the CMEC	22%	-30 ✧
B51. I would recommend the CMEC as a great place to work	20%	-22 ✧

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

B52. I feel a strong personal attachment to the CMEC	27%	-19 ✧
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


Strive: motivated to do the best for the organisation...

B53. The CMEC inspires me to do the best in my job	25%	-13 ✧
B54. The CMEC motivates me to help it achieve its objectives	24%	-12 ✧

✧ = 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 CS2011	Difference from CS High Performers
Leadership and managing change		31%	-7 ✧	-16 ✧
My work		58%	-13 ✧	-18 ✧
My line manager		61%	-4 ✧	-7 ✧
Pay and benefits		19%	-12 ✧	-20 ✧
Resources and workload		67%	-6 ✧	-9 ✧
Learning and development		32%	-11 ✧	-18 ✧
Organisational objectives and purpose		87%	+6 ✧	0
My team		75%	-2 ✧	-5 ✧
Inclusion and fair treatment		65%	-9 ✧	-13 ✧

✧ = 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.

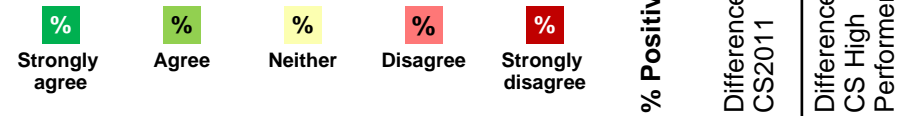
✧ indicates statistically significant difference from comparison

		% Positive	Difference from CS2011
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 and Enforcement Commission	41%	+2 ✧
B46.	When changes are made in the Child Maintenance and Enforcement Commission they are usually for the better	22%	-1 ✧
B45.	I feel that change is managed well in the Child Maintenance and Enforcement Commission	24%	-3 ✧
B41.	Senior leaders in the Child Maintenance and Enforcement Commission are sufficiently visible	40%	-5 ✧
B42.	I believe the actions of senior leaders are consistent with the Child Maintenance and Enforcement Commission's values	33%	-6 ✧
B44.	Overall, I have confidence in the decisions made by our senior leaders	28%	-9 ✧
B47.	The Child Maintenance and Enforcement Commission keeps me informed about matters that affect me	46%	-9 ✧
B40.	I feel that the Child Maintenance and Enforcement Commission as a whole is managed well	30%	-10 ✧
B49.	I think it is safe to challenge the way things are done in the Child Maintenance and Enforcement Commission	25%	-13 ✧
B48.	I have the opportunity to contribute my views before decisions are made that affect me	17%	-18 ✧
My work		Strength of association with engagement: 	
B02.	I am sufficiently challenged by my work	70%	-5 ✧
B01.	I am interested in my work	81%	-8 ✧
B03.	My work gives me a sense of personal accomplishment	58%	-14 ✧
B04.	I feel involved in the decisions that affect my work	34%	-16 ✧
B05.	I have a choice in deciding how I do my work	48%	-23 ✧
My line manager		Strength of association with engagement: 	
B15.	I receive regular feedback on my performance	62%	+2 ✧
B12.	My manager helps me to understand how I contribute to the Child Maintenance and Enforcement Commission's objectives	59%	+1 ✧
B18.	Poor performance is dealt with effectively in my team	36%	-1 ✧
B16.	The feedback I receive helps me to improve my performance	56%	-1 ✧
B09.	My manager motivates me to be more effective in my job	61%	-2 ✧
B14.	My manager recognises when I have done my job well	73%	-3 ✧
B13.	Overall, I have confidence in the decisions made by my manager	65%	-6 ✧
B10.	My manager is considerate of my life outside work	72%	-7 ✧
B17.	I think that my performance is evaluated fairly	54%	-8 ✧
B11.	My manager is open to my ideas	68%	-10 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

✧ indicates statistically significant difference from comparison



My work

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2011	Difference from CS High Performers
B01. I am interested in my work	27	54	12	5		81%	-8 ✧	-11 ✧
B02. I am sufficiently challenged by my work	24	46	15	12	4	70%	-5 ✧	-9 ✧
B03. My work gives me a sense of personal accomplishment	15	43	21	15	6	58%	-14 ✧	-19 ✧
B04. I feel involved in the decisions that affect my work	6	27	21	29	16	34%	-16 ✧	-26 ✧
B05. I have a choice in deciding how I do my work	10	38	19	22	11	48%	-23 ✧	-29 ✧

Organisational objectives and purpose








:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2011	Difference from CS High Performers
B06. I have a clear understanding of the Child Maintenance and Enforcement Commission's purpose	32	58	7			90%	+6 ✧	0
B07. I have a clear understanding of the Child Maintenance and Enforcement Commission's objectives	27	58	11			86%	+7 ✧	+1 ✧
B08. I understand how my work contributes to the Child Maintenance and Enforcement Commission's objectives	27	58	11			85%	+4 ✧	-1 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	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	16	45	21	13	5	61%	-2 ✧	-6 ✧
B10. My manager is considerate of my life outside work	27	45	17	7	4	72%	-7 ✧	-10 ✧
B11. My manager is open to my ideas	21	47	19	8	4	68%	-10 ✧	-13 ✧
B12. My manager helps me to understand how I contribute to the Child Maintenance and Enforcement Commission's objectives	13	46	27	10	4	59%	+1 ✧	-5 ✧
B13. Overall, I have confidence in the decisions made by my manager	20	46	20	9	6	65%	-6 ✧	-9 ✧
B14. My manager recognises when I have done my job well	25	49	15	8	1	73%	-3 ✧	-6 ✧
B15. I receive regular feedback on my performance	16	46	19	14	5	62%	+2 ✧	-3 ✧
B16. The feedback I receive helps me to improve my performance	14	42	27	12	5	56%	-1 ✧	-5 ✧
B17. I think that my performance is evaluated fairly	12	42	23	15	8	54%	-8 ✧	-13 ✧
B18. Poor performance is dealt with effectively in my team	7	29	33	20	12	36%	-1 ✧	-5 ✧
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	33	52	9	5		85%	+2 ✧	0
B20. The people in my team work together to find ways to improve the service we provide	28	50	14	6		78%	0	-4 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	19	43	22	12	4	62%	-7 ✧	-13 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.








✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from CS2011	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	5	43	28	17	6	48%	-6 ✧	-15 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	5	35	35	18	7	40%	-4 ✧	-12 ✧
B24. There are opportunities for me to develop my career in the Child Maintenance and Enforcement Commission	15	25	29	28		17%	-14 ✧	-21 ✧
B25. Learning and development activities I have completed while working for the Child Maintenance and Enforcement Commission are helping me to develop my career	19	33	26	19		21%	-18 ✧	-24 ✧
Inclusion and fair treatment								
:Strength of association with engagement								
B26. I am treated fairly at work	15	56	17	8	4	71%	-7 ✧	-10 ✧
B27. I am treated with respect by the people I work with	20	62	12	4		82%	-2 ✧	-5 ✧
B28. I feel valued for the work I do	10	37	27	18	9	46%	-13 ✧	-20 ✧
B29. I think that the Child Maintenance and Enforcement Commission respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	12	48	26	9	6	60%	-11 ✧	-17 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

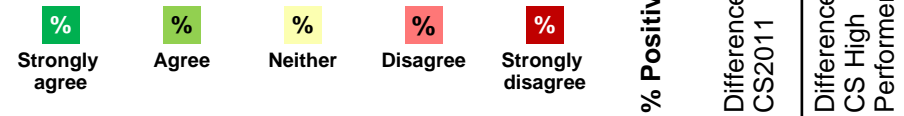
✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	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	64	11	5	82%	0	-4 ✧	
B31. I get the information I need to do my job well	9	50	22	14	4	59%	-8 ✧	-12 ✧
B32. I have clear work objectives	11	57	18	10	68%	-6 ✧	-10 ✧	
B33. I have the skills I need to do my job effectively	19	59	13	6	78%	-10 ✧	-12 ✧	
B34. I have the tools I need to do my job effectively	9	50	19	16	7	59%	-12 ✧	-17 ✧
B35. I have an acceptable workload	7	50	17	16	9	57%	-4 ✧	-8 ✧
B36. I achieve a good balance between my work life and my private life	12	52	18	12	5	65%	-3 ✧	-9 ✧
Pay and benefits								
 :Strength of association with engagement								
B37. I feel that my pay adequately reflects my performance	16	17	34	32	17%	-15 ✧	-22 ✧	
B38. I am satisfied with the total benefits package	22	26	28	22	24%	-10 ✧	-17 ✧	
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	15	16	34	34	16%	-11 ✧	-19 ✧	

All questions by theme

This section shows the results for each question in the survey, by theme.

✧ indicates statistically significant difference from comparison



Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2011	Difference from CS High Performers
B40. I feel that the Child Maintenance and Enforcement Commission as a whole is managed well	29	32	25	13	30%	-10 ✧	-24 ✧	
B41. Senior leaders in the Child Maintenance and Enforcement Commission are sufficiently visible	4	36	24	22	13	40%	-5 ✧	-19 ✧
B42. I believe the actions of senior leaders are consistent with the Child Maintenance and Enforcement Commission's values	30	39	18	10	33%	-6 ✧	-17 ✧	
B43. I believe that the Executive Team has a clear vision for the future of the Child Maintenance and Enforcement Commission	4	37	38	12	9	41%	+2 ✧	-10 ✧
B44. Overall, I have confidence in the decisions made by our senior leaders	25	35	22	15	28%	-9 ✧	-20 ✧	
B45. I feel that change is managed well in the Child Maintenance and Enforcement Commission	23	31	31	14	24%	-3 ✧	-12 ✧	
B46. When changes are made in the Child Maintenance and Enforcement Commission they are usually for the better	21	38	28	12	22%	-1 ✧	-9 ✧	
B47. The Child Maintenance and Enforcement Commission keeps me informed about matters that affect me	43	29	18	8	46%	-9 ✧	-16 ✧	
B48. I have the opportunity to contribute my views before decisions are made that affect me	16	23	37	22	17%	-18 ✧	-26 ✧	
B49. I think it is safe to challenge the way things are done in the Child Maintenance and Enforcement Commission	23	30	28	17	25%	-13 ✧	-21 ✧	

All questions by theme

This section shows the results for each question in the survey, by theme.

✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from CS2011	Difference from CS High Performers
Engagement								
B50. I am proud when I tell others I am part of the CMEC	4	19	34	26	19	22%	-30 ✧	-43 ✧
B51. I would recommend the CMEC as a great place to work		18	35	26	18	20%	-22 ✧	-35 ✧
B52. I feel a strong personal attachment to the CMEC	5	22	32	24	17	27%	-19 ✧	-27 ✧
B53. The CMEC inspires me to do the best in my job		22	38	23	14	25%	-13 ✧	-24 ✧
B54. The CMEC motivates me to help it achieve its objectives		21	38	24	14	24%	-12 ✧	-21 ✧
Taking action								
B55. I believe that senior leaders in the Child Maintenance and Enforcement Commission will take action on the results from this survey	4	27	27	23	19	31%	-8 ✧	-19 ✧
B56. I believe that managers where I work will take action on the results from this survey	7	31	25	21	15	39%	-10 ✧	-17 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	6	23	34	22	16	28%	-1 ✧	-9 ✧

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 and Enforcement Commission?

			Difference from CS2011	Difference from CS High Performers
I want to leave the Child Maintenance and Enforcement Commission as soon as possible		12%	+5 ✧	+2 ✧
I want to leave the Child Maintenance and Enforcement Commission within the next 12 months		11%	0	-4 ✧
I want to stay working for the Child Maintenance and Enforcement Commission for at least the next year		22%	-6 ✧	-13 ✧
I want to stay working for the Child Maintenance and Enforcement Commission for at least the next three years		56%	+2 ✧	-5 ✧

The Civil Service Code

Differences are based on '% Yes' score

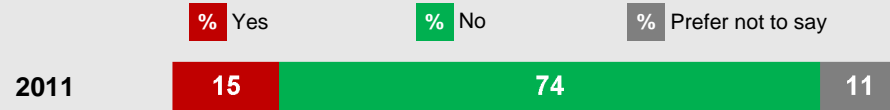
	% Yes	% No	% Yes	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		21	79%	-6 ✧	-12 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		46	54%	-5 ✧	-11 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in the Child Maintenance and Enforcement Commission it would be investigated properly?		45	55%	-9 ✧	-16 ✧

✧ indicates statistically significant difference from comparison

All questions by theme

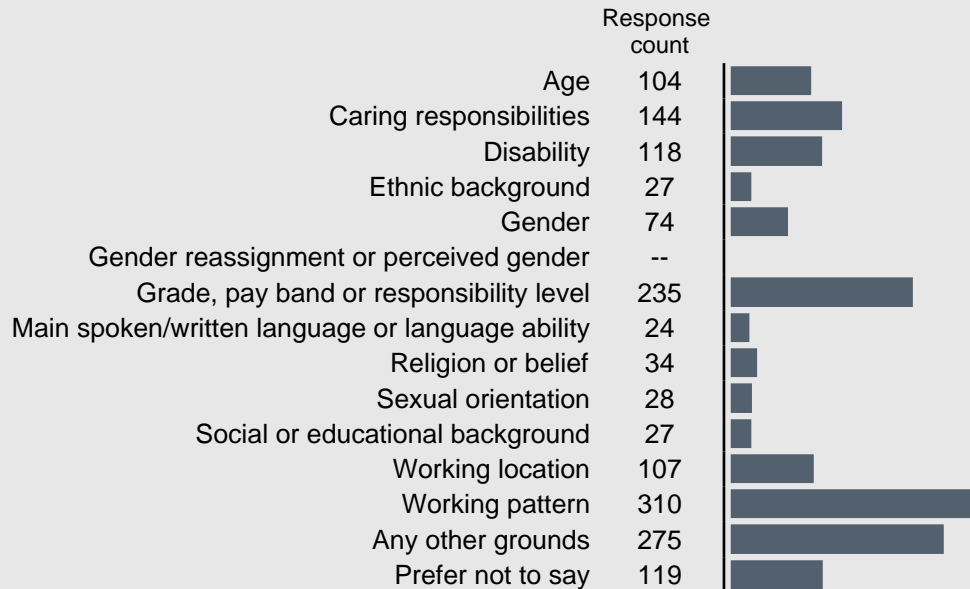
Discrimination, harassment and bullying

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



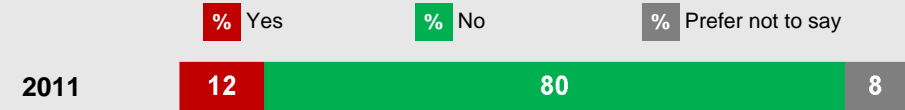
For respondents who selected 'Yes' to question E01.

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



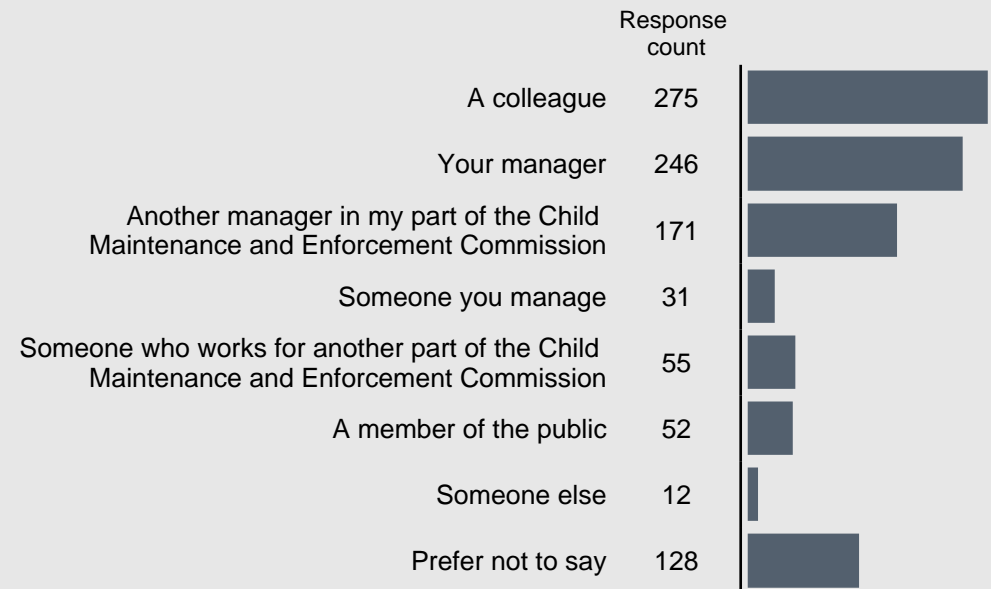
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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



For respondents who selected 'Yes' to question E03.

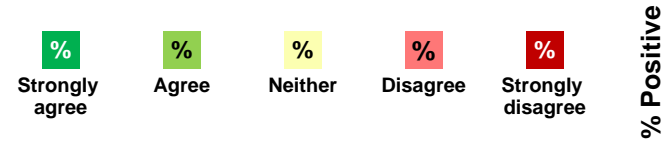
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



All questions by theme

This section shows the results for each question in the survey, by theme.

✦ indicates statistically significant difference from comparison



Child Maintenance and Enforcement Commission questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive
F01. I have had the opportunity to contribute my views to my team's action plan as a result of the 2010 People Survey	8	33	32	20	8	41%
F02. I understand that I am part of one Commission organisation	12	65	17	4		76%
F03. I believe that the Child Maintenance and Enforcement Commission will provide an improved level of service to separated families and children in the future	8	45	30	11	6	53%
F04. This organisation is a better place to work than it was 12 months ago	5	22	41	20	11	27%
F05. I believe my manager demonstrates our values consistently	10	47	28	10	5	58%
F06. I receive regular coaching to help me improve my performance from my manager	7	32	29	23	10	39%
F07. I believe that our organisation encourages people to have open and honest conversations	4	31	29	24	12	35%
F08. My manager holds regular team meetings to inform me about business issues and priorities	23	56	9	8	4	79%
F09. I feel that I receive the information and support I need to help me to understand changes at work	8	47	27	13	6	55%

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).
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: ✧

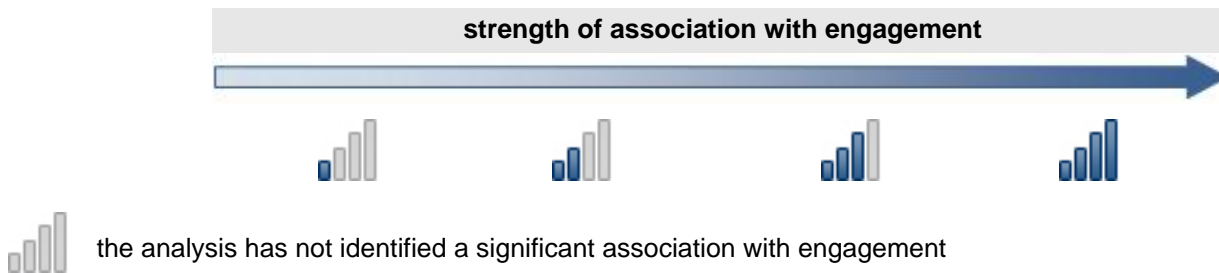
Statistical testing has been carried out on the comparisons between this year's results and CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the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