

Your engagement index

43%

Difference from previous survey

+3 ✧

Difference from CS2012

-15 ✧

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 previous survey	Difference from CS2012
B50. I am proud when I tell others I am part of DCLG	22%	+1	-32 ✧
B51. I would recommend DCLG as a great place to work	21%	+4 ✧	-25 ✧

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

B52. I feel a strong personal attachment to DCLG	21%	+2 ✧	-24 ✧
--	-----	------	-------

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

B53. DCLG inspires me to do the best in my job	19%	+3 ✧	-22 ✧
B54. DCLG motivates me to help it achieve its objectives	19%	+4 ✧	-19 ✧

✧ = 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		32%	+6 ✧	-9 ✧	-18 ✧
My work		69%	+5 ✧	-3 ✧	-7 ✧
Learning and development		38%	+14 ✧	-6 ✧	-14 ✧
My line manager		67%	+4 ✧	+1	-2 ✧
Resources and workload		67%	+2 ✧	-7 ✧	-10 ✧
Organisational objectives and purpose		67%	+10 ✧	-15 ✧	-20 ✧
Pay and benefits		32%	-3 ✧	+2 ✧	-3 ✧
My team		76%	+1	-2 ✧	-5 ✧
Inclusion and fair treatment		70%	+3 ✧	-5 ✧	-7 ✧

✧ = 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 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: 		
B47. DCLG keeps me informed about matters that affect me	54%	+4 ◇	-3 ◇
B41. The SCS in DCLG are sufficiently visible	45%	+10 ◇	-3 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	32%	+3 ◇	-4 ◇
B45. I feel that change is managed well in DCLG	22%	+2 ◇	-8 ◇
B43. I believe that the Executive Team has a clear vision for the future of DCLG	31%	+8 ◇	-9 ◇
B42. I believe the actions of the SCS are consistent with DCLG's values	33%	+9 ◇	-9 ◇
B44. Overall, I have confidence in the decisions made by DCLG's SCS	30%	+8 ◇	-10 ◇
B49. I think it is safe to challenge the way things are done in DCLG	29%	+4 ◇	-11 ◇
B40. I feel that DCLG as a whole is managed well	31%	+8 ◇	-11 ◇
B46. When changes are made in DCLG they are usually for the better	14%	+3 ◇	-11 ◇

My work	Strength of association with engagement: 		
B02. I am sufficiently challenged by my work	75%	+7 ◇	-1 ◇
B05. I have a choice in deciding how I do my work	70%	+2 ◇	-2 ◇
B04. I feel involved in the decisions that affect my work	51%	+6 ◇	-2 ◇
B01. I am interested in my work	85%	+3 ◇	-4 ◇
B03. My work gives me a sense of personal accomplishment	66%	+5 ◇	-7 ◇

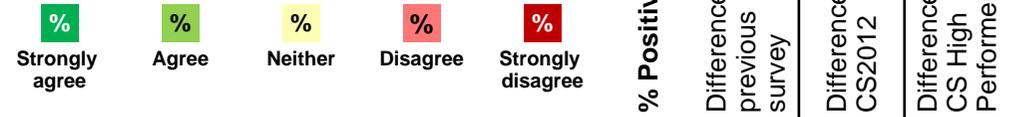
Learning and development	Strength of association with engagement: 		
B25. Learning and development activities I have completed while working for DCLG are helping me to develop my career	34%	+6 ◇	-6 ◇
B24. There are opportunities for me to develop my career in DCLG	29%	+15 ◇	-6 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	40%	+11 ◇	-6 ◇
B22. I am able to access the right learning and development opportunities when I need to	48%	+23 ◇	-10 ◇

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



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	32	53	9	5		85%	+3 ◇	-4 ◇	-7 ◇
B02. I am sufficiently challenged by my work	29	46	12	10		75%	+7 ◇	-1 ◇	-5 ◇
B03. My work gives me a sense of personal accomplishment	17	49	19	11	4	66%	+5 ◇	-7 ◇	-12 ◇
B04. I feel involved in the decisions that affect my work	9	42	22	20	7	51%	+6 ◇	-2 ◇	-8 ◇
B05. I have a choice in deciding how I do my work	17	53	17	10		70%	+2 ◇	-2 ◇	-7 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of DCLG's purpose	12	55	20	10		67%	+10 ◇	-17 ◇	-23 ◇
B07. I have a clear understanding of DCLG's objectives	11	52	23	11		63%	+10 ◇	-15 ◇	-22 ◇
B08. I understand how my work contributes to DCLG's objectives	16	56	17	8		72%	+11 ◇	-10 ◇	-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



My line manager

: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
B09. My manager motivates me to be more effective in my job	18	50	19	10	4	67%	+3 ◇	+2 ◇	-1
B10. My manager is considerate of my life outside work	35	48	12			83%	+3 ◇	+3 ◇	0
B11. My manager is open to my ideas	29	52	13	4		81%	+1	+2 ◇	-1 ◇
B12. My manager helps me to understand how I contribute to DCLG's objectives	14	41	32	10		55%	+8 ◇	-6 ◇	-11 ◇
B13. Overall, I have confidence in the decisions made by my manager	24	51	17	6		74%	+2 ◇	+3 ◇	-1
B14. My manager recognises when I have done my job well	26	55	11	6		82%	+3 ◇	+4 ◇	+2 ◇
B15. I receive regular feedback on my performance	16	50	19	13		65%	+5 ◇	+2 ◇	-3 ◇
B16. The feedback I receive helps me to improve my performance	13	47	25	11		60%	+5 ◇	0	-3 ◇
B17. I think that my performance is evaluated fairly	14	48	26	8	4	62%	+3 ◇	-1	-6 ◇
B18. Poor performance is dealt with effectively in my team	6	31	42	14	7	37%	+5 ◇	0	-4 ◇

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	31	52	11	5		83%	+1	0	-4 ◇
B20. The people in my team work together to find ways to improve the service we provide	26	50	17	6		76%	0	-3 ◇	-5 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	23	47	21	7		70%	+1	-1	-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	% 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	41	28	18	6	48%	+23 ◇	-10 ◇	-17 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	32	39	15	7	40%	+11 ◇	-6 ◇	-12 ◇
B24. There are opportunities for me to develop my career in DCLG	4	25	30	23	18	29%	+15 ◇	-6 ◇	-13 ◇
B25. Learning and development activities I have completed while working for DCLG are helping me to develop my career	6	28	37	20	10	34%	+6 ◇	-6 ◇	-12 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	17	59	14	7		76%	+3 ◇	-2 ◇	-5 ◇
B27. I am treated with respect by the people I work with	24	59	10	4		83%	0	-1	-3 ◇
B28. I feel valued for the work I do	12	43	24	14	7	56%	0	-6 ◇	-11 ◇
B29. I think that DCLG respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	14	50	23	8	4	64%	+7 ◇	-7 ◇	-14 ◇

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	16	64	12	6		80%	+6 ◇	-3 ◇	-6 ◇
B31. I get the information I need to do my job well	11	55	20	12		66%	+8 ◇	-3 ◇	-7 ◇
B32. I have clear work objectives	14	57	17	9		70%	+5 ◇	-5 ◇	-9 ◇
B33. I have the skills I need to do my job effectively	20	65	12			84%	+1	-4 ◇	-6 ◇
B34. I have the tools I need to do my job effectively	9	50	21	16	5	59%	+2 ◇	-13 ◇	-16 ◇
B35. I have an acceptable workload	5	46	21	21	7	51%	-2 ◇	-9 ◇	-15 ◇
B36. I achieve a good balance between my work life and my private life	10	49	22	14	5	59%	-4 ◇	-9 ◇	-15 ◇
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		31	22	28	16	34%	-5 ◇	+3 ◇	-3 ◇
B38. I am satisfied with the total benefits package	4	29	27	25	15	33%	-1	0	-6 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		25	25	28	18	29%	-4 ◇	+3 ◇	-4 ◇

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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B40. I feel that DCLG as a whole is managed well	28	34	24	11	31%	+8 ◇	-11 ◇	-25 ◇	
B41. The SCS in DCLG are sufficiently visible	41	29	18	8	45%	+10 ◇	-3 ◇	-16 ◇	
B42. I believe the actions of the SCS are consistent with DCLG's values	30	46	14	7	33%	+9 ◇	-9 ◇	-21 ◇	
B43. I believe that the Executive Team has a clear vision for the future of DCLG	27	44	17	8	31%	+8 ◇	-9 ◇	-21 ◇	
B44. Overall, I have confidence in the decisions made by DCLG's SCS	27	41	19	10	30%	+8 ◇	-10 ◇	-22 ◇	
B45. I feel that change is managed well in DCLG	20	31	30	17	22%	+2 ◇	-8 ◇	-17 ◇	
B46. When changes are made in DCLG they are usually for the better	12	39	31	17	14%	+3 ◇	-11 ◇	-22 ◇	
B47. DCLG keeps me informed about matters that affect me	4	50	27	14	5	54%	+4 ◇	-3 ◇	-10 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	29	31	26	12	32%	+3 ◇	-4 ◇	-10 ◇	
B49. I think it is safe to challenge the way things are done in DCLG	26	35	23	12	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 DCLG	18	43	24	11	22%	+1	-32 ◇	-43 ◇	
B51. I would recommend DCLG as a great place to work	18	39	27	13	21%	+4 ◇	-25 ◇	-36 ◇	
B52. I feel a strong personal attachment to DCLG	4 17	36	29	15	21%	+2 ◇	-24 ◇	-31 ◇	
B53. DCLG inspires me to do the best in my job	16	44	25	12	19%	+3 ◇	-22 ◇	-30 ◇	
B54. DCLG motivates me to help it achieve its objectives	16	43	26	12	19%	+4 ◇	-19 ◇	-28 ◇	
Taking action									
B55. I believe that the SCS in DCLG will take action on the results from this survey	6 31	32	20	12	36%	+10 ◇	-7 ◇	-17 ◇	
B56. I believe that managers where I work will take action on the results from this survey	9 43	28	13	7	52%	+9 ◇	0	-8 ◇	
B57. Where I work, I think effective action has been taken on the results of the last survey	6 23	42	19	11	29%	+12 ◇	-3 ◇	-11 ◇	

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave DCLG as soon as possible		8%	-4 ^	0	-2 ^
I want to leave DCLG within the next 12 months		18%	-2	+6 ^	+1 ^
I want to stay working for DCLG for at least the next year		34%	+5 ^	+5 ^	0
I want to stay working for DCLG for at least the next three years		41%	+1	-11 ^	-19 ^

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?		94	6	94%	+2 ^	+6 ^	+1 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		65	35	65%	+7 ^	+2 ^	-5 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in DCLG it would be investigated properly?		64	36	64%	+5 ^	-3 ^	-7 ^

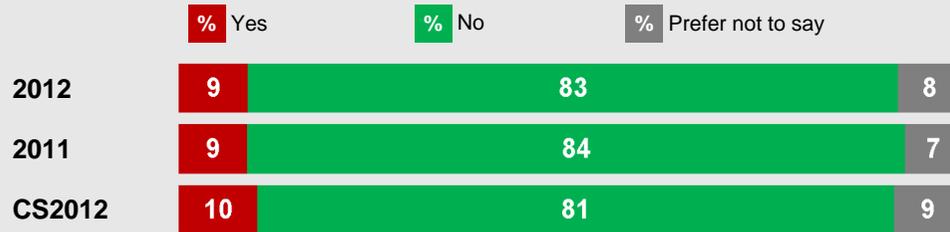
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

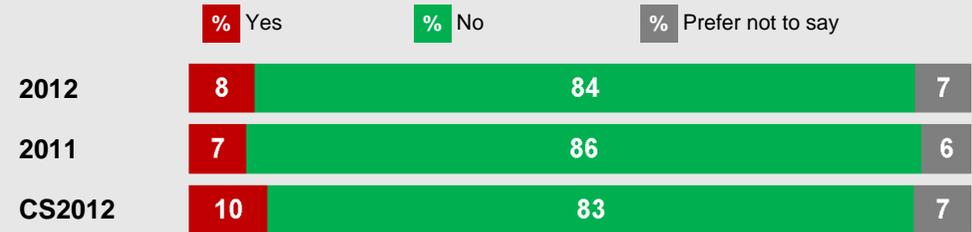
All questions by theme

Discrimination, harassment and bullying

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

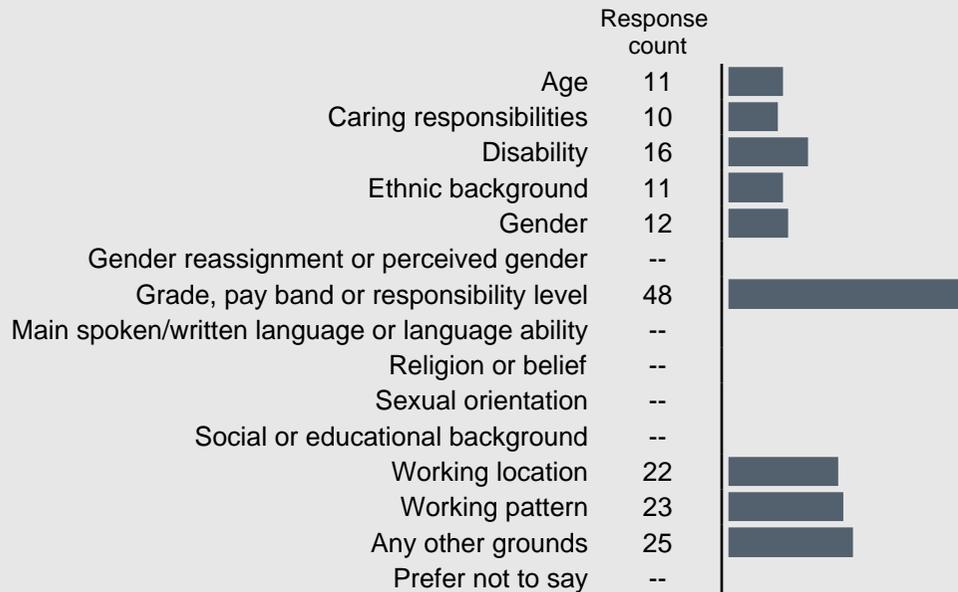


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

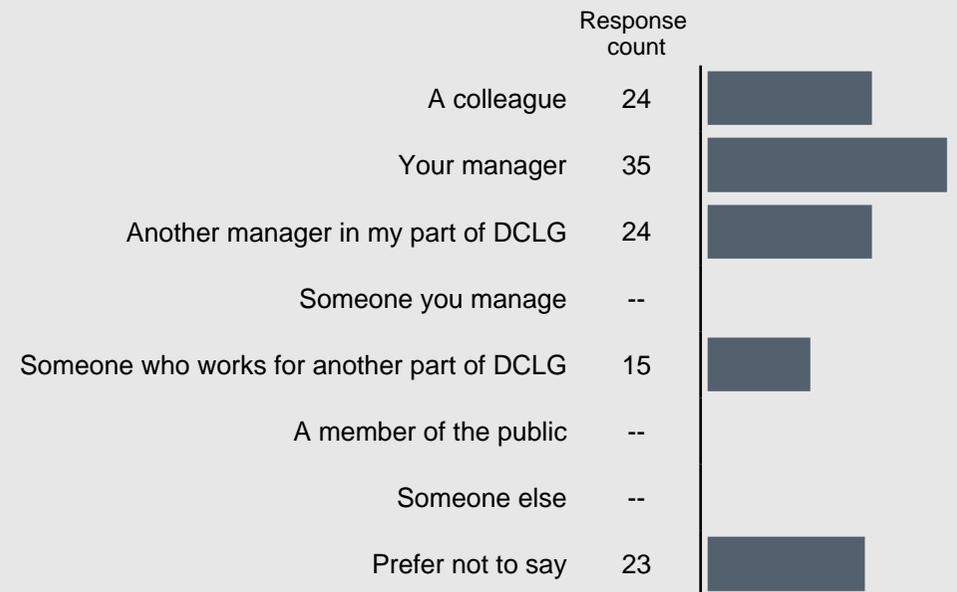
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

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)



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

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



DCLG questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. Have you taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	Yes: 48%		No: 52%			48%	+1
F02. Have you taken any special leave from your job in the past 12 months to take part in volunteering activity or giving of unpaid help?	Yes: 11%		No: 89%			11%	+2 ✦
F03. Learning and development activities I have completed in the past 12 months have helped me to improve my team's performance	5	32	44	14	6	36%	-
F04. I am aware that Civil Service Learning is the first place to go for learning and development opportunities that are open to all civil servants	Yes: 92%		No: 8%			92%	-
F05. I review my learning and development needs with my manager on a regular basis	6	45	26	18	5	51%	-
F06. My manager encourages me to make time for learning and development	11	49	24	12	5	60%	-

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: ✧

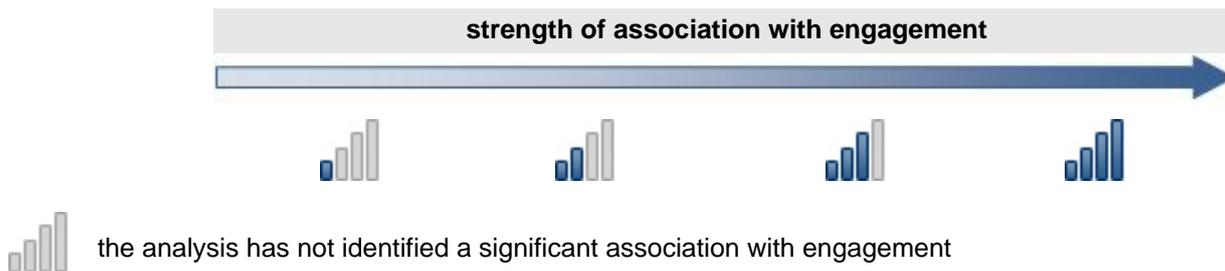
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



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.