

Your engagement index

40%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
-8	-15	-22

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 CS2011
B50. I am proud when I tell others I am part of DCLG	21%	-10 ✧	-31 ✧
B51. I would recommend DCLG as a great place to work	17%	-11 ✧	-26 ✧

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

B52. I feel a strong personal attachment to DCLG	19%	-12 ✧	-27 ✧
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Strive: motivated to do the best for the organisation...

B53. DCLG inspires me to do the best in my job	16%	-9 ✧	-22 ✧
B54. DCLG motivates me to help it achieve its objectives	15%	-7 ✧	-20 ✧

✧ = 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 CS2011	Difference from CS High Performers
Leadership and managing change		26%	-3 ✧	-12 ✧	-21 ✧
My work		65%	-4 ✧	-6 ✧	-12 ✧
My line manager		63%	-3 ✧	-1 ✧	-5 ✧
Resources and workload		65%	-6 ✧	-8 ✧	-11 ✧
Learning and development		24%	-11 ✧	-19 ✧	-26 ✧
Pay and benefits		35%	-7 ✧	+4 ✧	-4 ✧
Organisational objectives and purpose		57%	-6 ✧	-24 ✧	-29 ✧
My team		76%	-4 ✧	-1 ✧	-5 ✧
Inclusion and fair treatment		67%	-5 ✧	-6 ✧	-10 ✧

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

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change	Strength of association with engagement: 		
B47. DCLG keeps me informed about matters that affect me	50%	-2	-5 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	28%	-1	-7 ✧
B45. I feel that change is managed well in DCLG	20%	-1	-8 ✧
B41. The SCS in DCLG are sufficiently visible	35%	-6 ✧	-10 ✧
B46. When changes are made in DCLG they are usually for the better	10%	-3 ✧	-13 ✧
B49. I think it is safe to challenge the way things are done in DCLG	25%	-7 ✧	-13 ✧
B44. Overall, I have confidence in the decisions made by DCLG's SCS	21%	-2	-15 ✧
B42. I believe the actions of the SCS are consistent with DCLG's values	24%	-4 ✧	-15 ✧
B43. I believe that the Executive Team has a clear vision for the future of DCLG [^]	22%	+3 ✧	-17 ✧
B40. I feel that DCLG as a whole is managed well	23%	-3 ✧	-17 ✧

	% Positive	Diff. from previous survey	Difference from CS2011
My work	Strength of association with engagement: 		
B05. I have a choice in deciding how I do my work	68%	-2	-3 ✧
B04. I feel involved in the decisions that affect my work	45%	-4 ✧	-4 ✧
B02. I am sufficiently challenged by my work	68%	-5 ✧	-7 ✧
B01. I am interested in my work	82%	-5 ✧	-7 ✧
B03. My work gives me a sense of personal accomplishment	61%	-6 ✧	-11 ✧

	% Positive	Diff. from previous survey	Difference from CS2011
My line manager	Strength of association with engagement: 		
B14. My manager recognises when I have done my job well	78%	0	+2 ✧
B11. My manager is open to my ideas	80%	0	+2 ✧
B10. My manager is considerate of my life outside work	80%	+1	+2 ✧
B13. Overall, I have confidence in the decisions made by my manager	72%	-1	+1
B09. My manager motivates me to be more effective in my job	64%	-1	+1
B15. I receive regular feedback on my performance	60%	-3 ✧	0
B16. The feedback I receive helps me to improve my performance	55%	-5 ✧	-2 ✧
B17. I think that my performance is evaluated fairly	59%	-4 ✧	-3 ✧
B18. Poor performance is dealt with effectively in my team	33%	-6 ✧	-4 ✧
B12. My manager helps me to understand how I contribute to DCLG's objectives	47%	-6 ✧	-12 ✧

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 CS2011	Difference from CS High Performers	
B01. I am interested in my work	32	49	10	7		82%	-5 ✧	-7 ✧	-10 ✧	
B02. I am sufficiently challenged by my work	25	43	14	14	4	68%	-5 ✧	-7 ✧	-11 ✧	
B03. My work gives me a sense of personal accomplishment	17	44	20	14	5	61%	-6 ✧	-11 ✧	-16 ✧	
B04. I feel involved in the decisions that affect my work	9	36	22	22	10	45%	-4 ✧	-4 ✧	-14 ✧	
B05. I have a choice in deciding how I do my work	14	54	18	11		68%	-2	-3 ✧	-9 ✧	
Organisational objectives and purpose										
:Strength of association with engagement										
B06. I have a clear understanding of DCLG's purpose	9	48	25	14	4	57%	-6 ✧	-27 ✧	-32 ✧	
B07. I have a clear understanding of DCLG's objectives	8	45	27	15	4	53%	-6 ✧	-26 ✧	-31 ✧	
B08. I understand how my work contributes to DCLG's objectives	13	48	24	11	4	61%	-6 ✧	-20 ✧	-25 ✧	

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2011
 Difference from CS High Performers

My line manager

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	15	49	21	11	4	64%	-1	+1	-3 ◇
B10. My manager is considerate of my life outside work	31	49	13	4		80%	+1	+2 ◇	-2 ◇
B11. My manager is open to my ideas	29	51	13	5		80%	0	+2 ◇	-1
B12. My manager helps me to understand how I contribute to DCLG's objectives	10	37	37	12	4	47%	-6 ◇	-12 ◇	-17 ◇
B13. Overall, I have confidence in the decisions made by my manager	21	51	19	6		72%	-1	+1	-3 ◇
B14. My manager recognises when I have done my job well	26	52	14	6		78%	0	+2 ◇	-1
B15. I receive regular feedback on my performance	14	46	20	16	4	60%	-3 ◇	0	-5 ◇
B16. The feedback I receive helps me to improve my performance	13	42	29	11	4	55%	-5 ◇	-2 ◇	-6 ◇
B17. I think that my performance is evaluated fairly	13	46	28	9	4	59%	-4 ◇	-3 ◇	-8 ◇
B18. Poor performance is dealt with effectively in my team	6	27	43	16	8	33%	-6 ◇	-4 ◇	-8 ◇

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	30	51	13	3		82%	-2	-1	-4 ◇
B20. The people in my team work together to find ways to improve the service we provide	26	51	15	6		77%	-4 ◇	-1 ◇	-5 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	21	47	20	9		69%	-5 ◇	0	-6 ◇

All questions by theme

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Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	23	35	28	12	25%	-15 ◇	-29 ◇	-39 ◇	
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	4	24	42	19	10	29%	-12 ◇	-16 ◇	-24 ◇
B24. There are opportunities for me to develop my career in DCLG	13	27	31	27	14%	-4 ◇	-17 ◇	-24 ◇	
B25. Learning and development activities I have completed while working for DCLG are helping me to develop my career	25	39	20	13	28%	-11 ◇	-12 ◇	-17 ◇	

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	17	57	16	6	4	73%	-3 ◇	-5 ◇	-8 ◇
B27. I am treated with respect by the people I work with	23	60	11	4	83%	-1	-1	-4 ◇	
B28. I feel valued for the work I do	12	44	22	14	8	56%	-5 ◇	-4 ◇	-11 ◇
B29. I think that DCLG respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	12	45	28	9	5	57%	-11 ◇	-13 ◇	-19 ◇

All questions by theme

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

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	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	15	59	15	8		75%	-4 ✧	-8 ✧	-11 ✧
B31. I get the information I need to do my job well	9	49	26	13	4	58%	-7 ✧	-10 ✧	-13 ✧
B32. I have clear work objectives	12	54	19	12	4	66%	-5 ✧	-8 ✧	-12 ✧
B33. I have the skills I need to do my job effectively	20	64	12	4		84%	-1	-4 ✧	-7 ✧
B34. I have the tools I need to do my job effectively	9	47	21	16	6	57%	-13 ✧	-14 ✧	-19 ✧
B35. I have an acceptable workload	5	47	21	19	7	53%	-8 ✧	-8 ✧	-12 ✧
B36. I achieve a good balance between my work life and my private life	11	52	19	14	5	62%	-2	-5 ✧	-11 ✧
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		36	23	25	14	39%	-8 ✧	+6 ✧	-1
B38. I am satisfied with the total benefits package		31	27	25	14	35%	-9 ✧	+1	-6 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	3	29	27	25	16	33%	-6 ✧	+6 ✧	-2 ✧

All questions by theme

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Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that DCLG as a whole is managed well	22	35	25	16	23%	-3 ◇	-17 ◇	-31 ◇	
B41. The SCS in DCLG are sufficiently visible	33	30	23	12	35%	-6 ◇	-10 ◇	-24 ◇	
B42. I believe the actions of the SCS are consistent with DCLG's values	22	46	19	11	24%	-4 ◇	-15 ◇	-26 ◇	
B43. I believe that the Executive Team has a clear vision for the future of DCLG^	20	45	19	13	22%	+3 ◇	-17 ◇	-28 ◇	
B44. Overall, I have confidence in the decisions made by DCLG's SCS	20	42	21	15	21%	-2	-15 ◇	-26 ◇	
B45. I feel that change is managed well in DCLG	18	26	33	21	20%	-1	-8 ◇	-17 ◇	
B46. When changes are made in DCLG they are usually for the better	9	41	31	19	10%	-3 ◇	-13 ◇	-21 ◇	
B47. DCLG keeps me informed about matters that affect me	4	46	30	13	7	50%	-2	-5 ◇	-12 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	26	32	26	14	28%	-1	-7 ◇	-15 ◇	
B49. I think it is safe to challenge the way things are done in DCLG	23	36	24	14	25%	-7 ◇	-13 ◇	-21 ◇	

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of DCLG	18	42	26	11	21%	-10 ◇	-31 ◇	-44 ◇	
B51. I would recommend DCLG as a great place to work	15	38	29	16	17%	-11 ◇	-26 ◇	-38 ◇	
B52. I feel a strong personal attachment to DCLG	16	35	28	18	19%	-12 ◇	-27 ◇	-35 ◇	
B53. DCLG inspires me to do the best in my job	14	41	29	14	16%	-9 ◇	-22 ◇	-33 ◇	
B54. DCLG motivates me to help it achieve its objectives	13	40	29	16	15%	-7 ◇	-20 ◇	-30 ◇	
Taking action									
B55. I believe that the SCS in DCLG will take action on the results from this survey	23	33	26	15	26%	-4 ◇	-13 ◇	-24 ◇	
B56. I believe that managers where I work will take action on the results from this survey	6	37	31	17	9	43%	-4 ◇	-6 ◇	-13 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	14	52	19	12	17%	-	-13 ◇	-20 ◇	

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 CS2011	Difference from CS High Performers
I want to leave DCLG as soon as possible		12%	+4 ^	+4 ^	+2 ^
I want to leave DCLG within the next 12 months		20%	+6 ^	+9 ^	+5 ^
I want to stay working for DCLG for at least the next year		29%	+1	+1 ^	-6 ^
I want to stay working for DCLG for at least the next three years		39%	-11 ^	-14 ^	-21 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	0	+6 ^	+1
D02. Are you aware of how to raise a concern under the Civil Service Code?		42	58%	-1	-1	-7 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in DCLG it would be investigated properly?		41	59%	-3 ^	-5 ^	-12 ^

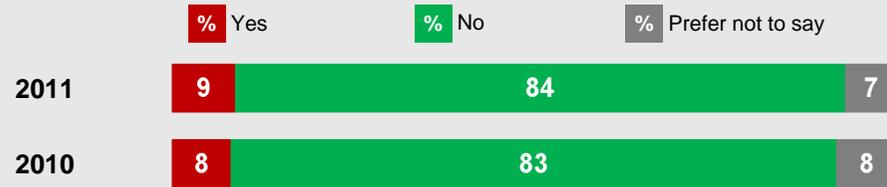
^ indicates a variation in question wording from your previous survey

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All questions by theme

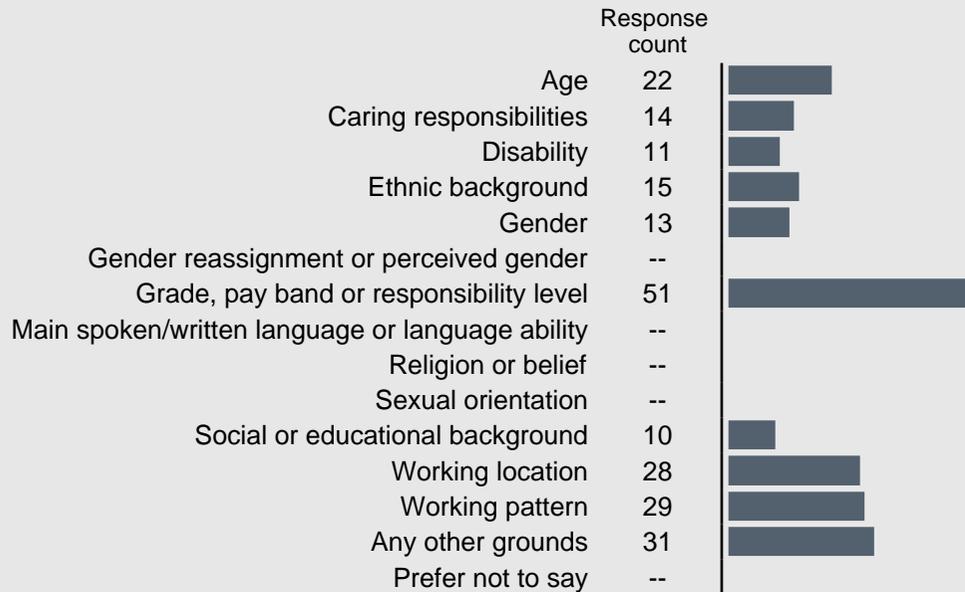
Discrimination, harassment and bullying

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



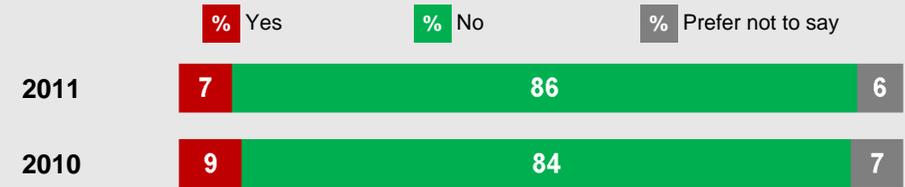
For respondents who selected 'Yes' to question E01.

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



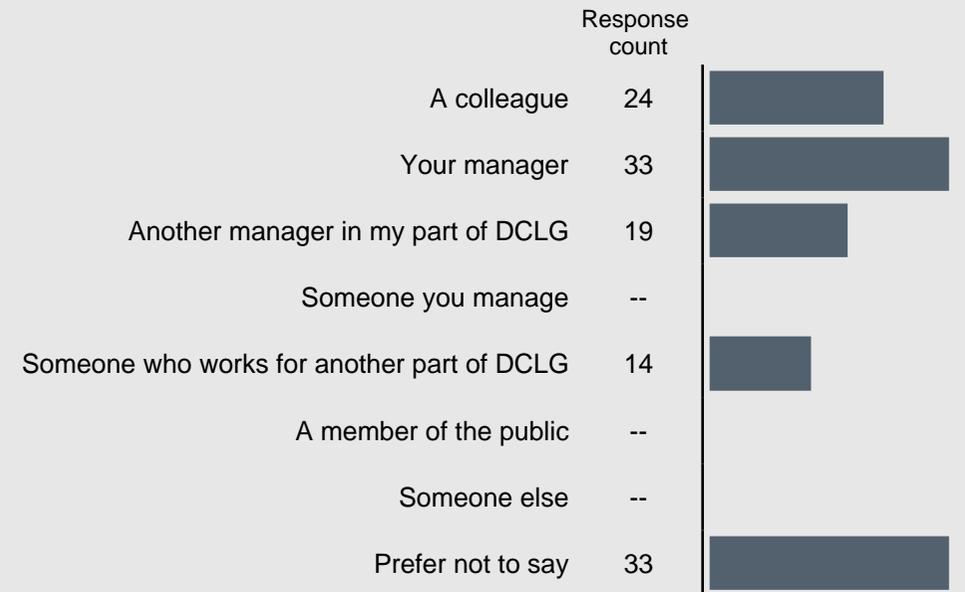
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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)



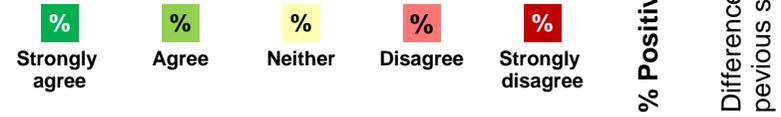
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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⚡ 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%	-
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: 9%	No: 91%	9%	-

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 2010 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.
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: ✦

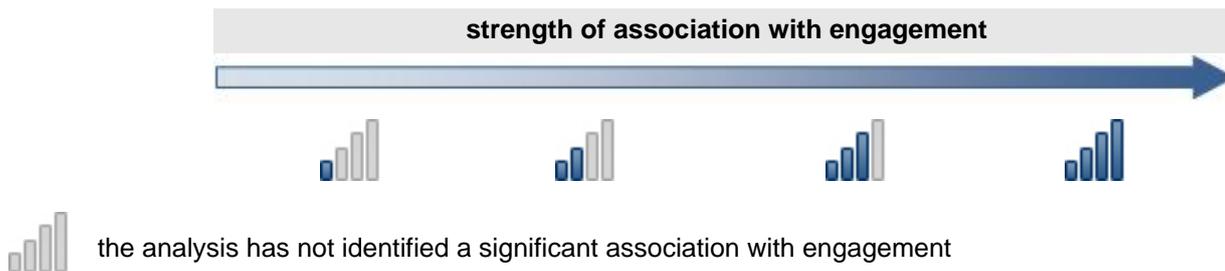
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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