

Defence Electronics and Components Agency

Returns : 200

Response rate : 46%

Civil Service People Survey 2015

 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.





Strength of association with engagement



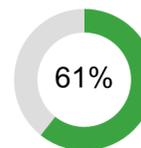
Statistically significant difference from comparison

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.

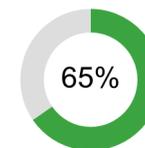
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		28%	-14 ✧	-23 ✧
My work		62%	-13 ✧	-17 ✧
My manager		43%	-25 ✧	-28 ✧
Pay and benefits		14%	-16 ✧	-22 ✧
Learning and development		20%	-29 ✧	-36 ✧
Inclusion and fair treatment		53%	-21 ✧	-25 ✧
Organisational objectives and purpose		63%	-20 ✧	-23 ✧
My team		70%	-10 ✧	-13 ✧
Resources and workload		62%	-11 ✧	-15 ✧

Wellbeing



Overall, how satisfied are you with your life nowadays?



Overall, to what extent do you feel that the things you do in your life are worthwhile?

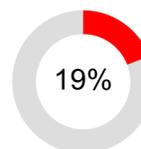


Overall, how happy did you feel yesterday?

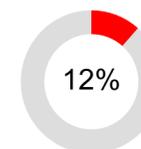


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

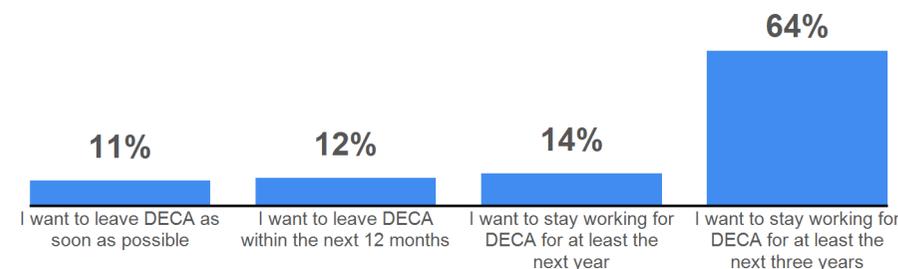


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

◆ indicates statistically significant difference from comparison

My work

62%



Strength of association with engagement



% Positive

Difference from CS2015

Difference from CS High Performers

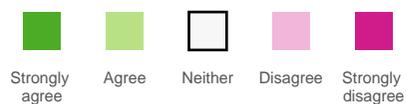
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	29	52	14	1	1	81%	-9 ◆	-11 ◆
B02 I am sufficiently challenged by my work	19	41	23	13	1	59%	-20 ◆	-23 ◆
B03 My work gives me a sense of personal accomplishment	16	47	20	13	1	63%	-12 ◆	-15 ◆
B04 I feel involved in the decisions that affect my work	11	28	21	25	15	39%	-17 ◆	-25 ◆
B05 I have a choice in deciding how I do my work	20	46	19	11	1	66%	-7 ◆	-12 ◆

Organisational objectives and purpose

63%



Strength of association with engagement



% Positive

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of DECA's purpose	18	46	23	10	1	64%	-21 ◆	-26 ◆
B07 I have a clear understanding of DECA's objectives	17	41	28	11	5	57%	-22 ◆	-27 ◆
B08 I understand how my work contributes to DECA's objectives	17	51	18	10	5	68%	-15 ◆	-19 ◆

All questions by theme

◆ indicates statistically significant difference from comparison

My manager

43%



Strength of association with engagement



% Positive

Difference from CS2015

Difference from CS High Performers

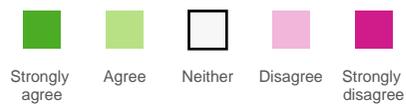
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2015	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	11	26	27	22	15	37%	-31 ◆	-36 ◆
B10 My manager is considerate of my life outside work	24	38	24	8	6	62%	-20 ◆	-24 ◆
B11 My manager is open to my ideas	18	41	19	13	10	59%	-22 ◆	-26 ◆
B12 My manager helps me to understand how I contribute to DECA's objectives	11	27	32	21	10	38%	-26 ◆	-31 ◆
B13 Overall, I have confidence in the decisions made by my manager	16	30	26	15	14	46%	-27 ◆	-31 ◆
B14 My manager recognises when I have done my job well	13	46	16	15	11	59%	-20 ◆	-22 ◆
B15 I receive regular feedback on my performance	8	26	28	26	13	34%	-33 ◆	-36 ◆
B16 The feedback I receive helps me to improve my performance	10	26	31	21	13	35%	-26 ◆	-30 ◆
B17 I think that my performance is evaluated fairly	8	34	31	19	9	42%	-21 ◆	-26 ◆
B18 Poor performance is dealt with effectively in my team	17	38	23	19	19	20%	-19 ◆	-23 ◆

My team

70%



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2015	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	27	56	9	6	6	83%	-2	-4 ◆
B20 The people in my team work together to find ways to improve the service we provide	25	49	19	6	6	74%	-7 ◆	-11 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	19	36	26	13	8	54%	-20 ◆	-24 ◆

All questions by theme

◆ indicates statistically significant difference from comparison

Learning and development

20%



Strength of association with engagement



% Positive

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	25	29	24	20	28%	-35 ◆	-40 ◆	
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	17	38	24	15	23%	-29 ◆	-35 ◆
B24	There are opportunities for me to develop my career in DECA	10	23	29	38	11%	-30 ◆	-38 ◆	
B25	Learning and development activities I have completed while working for DECA are helping me to develop my career	16	34	24	24	19%	-25 ◆	-31 ◆	

Inclusion and fair treatment

53%



Strength of association with engagement



% Positive

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	17	45	23	9	7	62%	-17 ◆	-20 ◆
B27	I am treated with respect by the people I work with	22	51	20	5	73%	-12 ◆	-14 ◆	
B28	I feel valued for the work I do	11	24	32	24	10	35%	-29 ◆	-35 ◆
B29	I think that DECA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	11	33	42	9	6	44%	-28 ◆	-34 ◆

All questions by theme

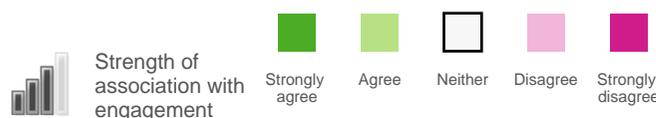
◆ indicates statistically significant difference from comparison

Resources and workload **62%**



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	17	56	17	8	8	73%	-11 ◆	-13 ◆
B31 I get the information I need to do my job well	7	43	24	23	8	50%	-19 ◆	-23 ◆
B32 I have clear work objectives	10	46	28	12	5	56%	-20 ◆	-24 ◆
B33 I have the skills I need to do my job effectively	16	63	12	8	2	79%	-10 ◆	-12 ◆
B34 I have the tools I need to do my job effectively	8	55	21	11	6	63%	-6 ◆	-11 ◆
B35 I have an acceptable workload	5	44	25	18	8	49%	-10 ◆	-15 ◆
B36 I achieve a good balance between my work life and my private life	15	52	23	11	1	66%	-1	-6 ◆

Pay and benefits **14%**



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	13	12	34	41	0	15%	-17 ◆	-23 ◆
B38 I am satisfied with the total benefits package	12	22	36	28	0	15%	-18 ◆	-24 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	9	13	33	43	0	13%	-13 ◆	-20 ◆



All questions by theme

◆ indicates statistically significant difference from comparison

Leadership and managing change

28%



Strength of association with engagement



% Positive

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2015	Difference from CS High Performers
B40 I feel that DECA as a whole is managed well	25	31	25	18	28%	-18 ◆	-29 ◆	
B41 Senior managers in DECA are sufficiently visible	5	28	18	33	17	33%	-21 ◆	-33 ◆
B42 I believe the actions of senior managers are consistent with DECA's values	26	42	15	14	29%	-16 ◆	-27 ◆	
B43 I believe that the Board of Directors have a clear vision for the future of DECA	7	30	33	19	11	37%	-5 ◆	-17 ◆
B44 Overall, I have confidence in the decisions made by DECA's Board of Directors	6	24	33	23	16	29%	-13 ◆	-23 ◆
B45 I feel that change is managed well in DECA	18	37	29	15	19%	-11 ◆	-20 ◆	
B46 When changes are made in DECA they are usually for the better	18	45	24	12	19%	-8 ◆	-16 ◆	
B47 DECA keeps me informed about matters that affect me	31	25	27	13	35%	-21 ◆	-29 ◆	
B48 I have the opportunity to contribute my views before decisions are made that affect me	19	23	35	20	22%	-14 ◆	-22 ◆	
B49 I think it is safe to challenge the way things are done in DECA	31	29	20	15	35%	-6 ◆	-15 ◆	

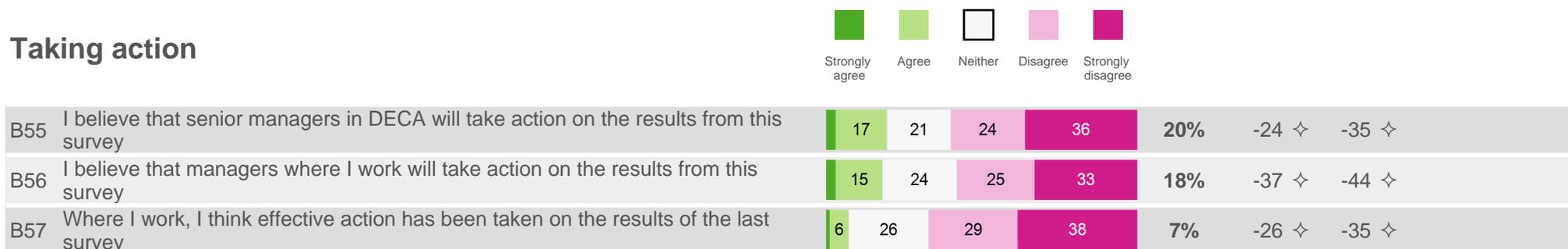
All questions by theme

◆ indicates statistically significant difference from comparison

Engagement



Taking action





All questions by theme

◆ indicates statistically significant difference from comparison

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	23	61	12			84%	-4 ◆	-6 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	14	38	29	14	6	52%	-16 ◆	-21 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	10	32	41	13	6	41%	-24 ◆	-29 ◆
B61 When I talk about DECA I say "we" rather than "they"	11	38	25	19	8	49%	-21 ◆	-30 ◆
B62 I have some really good friendships at work	27	51	18			78%	+2	-2

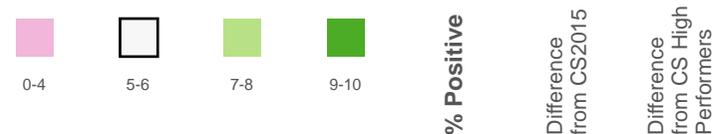
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	8	31	27	20	15	39%	-28 ◆	-32 ◆
B64 Senior managers inspire people across DECA to do their best	19	31	30	18		22%	-16 ◆	-24 ◆
B65 My manager leads our team with confidence	13	40	16	19	13	53%	-18 ◆	-23 ◆
B66 Senior managers lead DECA with confidence	29	34	19	15		32%	-15 ◆	-25 ◆
B67 My manager empowers me to do my job effectively	11	41	24	16	9	52%	-20 ◆	-24 ◆
B68 DECA's Board of Directors empower teams to deliver	21	39	21	15		25%	-15 ◆	-24 ◆
B69 Senior managers in DECA actively role model the behaviours set out in the Civil Service Leadership Statement	18	47	19	12		22%	-13 ◆	-21 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	8	27	44	12	8	35%	-22 ◆	-26 ◆

All questions by theme

◆ indicates statistically significant difference from comparison

Wellbeing



Unlike the questions B01-B70 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	22	17	45	16	61%	-5	-8 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	18	17	47	18	65%	-6 ◆	-9 ◆
W03 Overall, how happy did you feel yesterday?	26	18	34	22	56%	-6 ◆	-9 ◆

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



Question	0-1	2-3	4-5	6-10	% Positive	Difference from CS2015	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	24	26	24	26	50%	0	-3



All questions by theme

◆ indicates statistically significant difference from comparison

Your plans for the future

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

			Difference from CS2015	Difference from CS High Performers
I want to leave DECA as soon as possible		11%	+2	-1
I want to leave DECA within the next 12 months		12%	-4	-8
I want to stay working for DECA for at least the next year		14%	-18 ◆	-24 ◆
I want to stay working for DECA for at least the next three years		64%	+22 ◆	+13 ◆

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			75%	-15 ◆	-19 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?			49%	-17 ◆	-24 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in DECA it would be investigated properly?			43%	-24 ◆	-30 ◆



All questions by theme

✦ indicates statistically significant difference from comparison

Discrimination, harassment and bullying

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



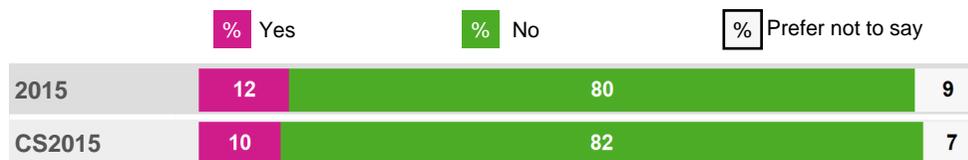
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	17
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	--

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)

Who	Response Count
A colleague	12
Your manager	--
Another manager in my part of DECA	--
Someone you manage	--
Someone who works for another part of DECA	--
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).
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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 CS2015 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 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

Confidentiality

The survey was carried out as part of the 2015 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 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.