

Returns : 2,813

Response rate : 73%

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.



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Civil Service People Survey 2015

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 previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		33%	-5 ✧	-10 ✧	-19 ✧
My work		75%	-2 ✧	+1	-3 ✧
My manager		56%	-4 ✧	-11 ✧	-15 ✧
Pay and benefits		19%	-4 ✧	-10 ✧	-17 ✧
Learning and development		54%	-1 ✧	+5 ✧	-1 ✧
Organisational objectives and purpose		68%	-6 ✧	-15 ✧	-19 ✧
Resources and workload		65%	-1 ✧	-8 ✧	-12 ✧
My team		73%	-2 ✧	-7 ✧	-10 ✧
Inclusion and fair treatment		71%	-2 ✧	-3 ✧	-7 ✧

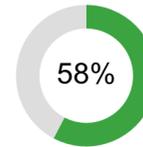


Strength of association with engagement

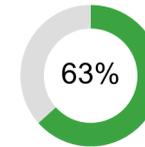


Statistically significant difference from comparison

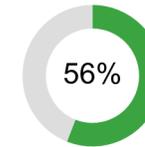
Wellbeing



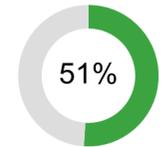
Overall, how satisfied are you with your life nowadays?



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

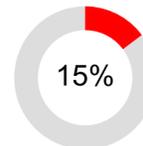


Overall, how happy did you feel yesterday?

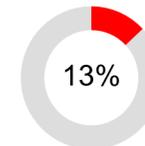


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

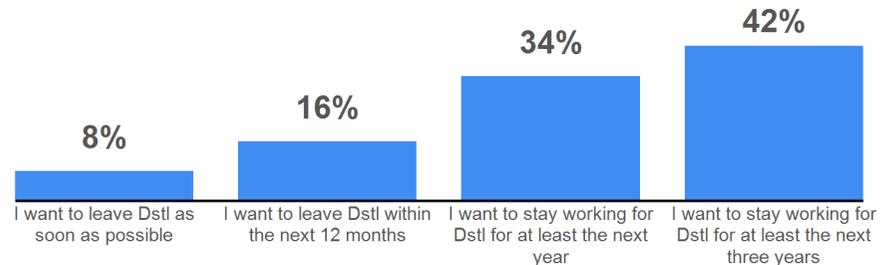


During the past 12 months have you personally experienced discrimination at work?



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
 ^ indicates a variation in question wording from your previous survey

My work

75% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	45	44	6			89%	-1 ◆	0	-2 ◆
B02 I am sufficiently challenged by my work	35	45	10	8		79%	-2 ◆	0	-3 ◆
B03 My work gives me a sense of personal accomplishment	28	48	14	9		75%	-2 ◆	0	-3 ◆
B04 I feel involved in the decisions that affect my work	11	42	19	19	9	53%	-2 ◆	-3 ◆	-11 ◆
B05 I have a choice in deciding how I do my work	26	53	12	7		78%	0	+5 ◆	0

Organisational objectives and purpose

68% -6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of Dstl's purpose	20	53	12	10	5	73%	-5 ◆	-12 ◆	-17 ◆
B07 I have a clear understanding of Dstl's objectives	14	50	18	13	6	63%	-7 ◆	-16 ◆	-21 ◆
B08 I understand how my work contributes to Dstl's objectives	17	49	17	11	5	67%	-6 ◆	-16 ◆	-20 ◆

All questions by theme

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

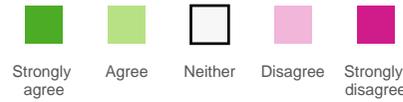
My manager

56% -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	14	39	22	16	9	52%	-4 ◆	-15 ◆	-20 ◆
B10 My manager is considerate of my life outside work	38	43	12			81%	-2 ◆	-1 ◆	-4 ◆
B11 My manager is open to my ideas	29	47	15	6		76%	-3 ◆	-5 ◆	-9 ◆
B12 My manager helps me to understand how I contribute to Dstl's objectives	11	36	30	15	8	47%	-5 ◆	-16 ◆	-21 ◆
B13 Overall, I have confidence in the decisions made by my manager	18	43	20	12	8	60%	-4 ◆	-12 ◆	-17 ◆
B14 My manager recognises when I have done my job well	21	45	17	11	6	66%	-4 ◆	-13 ◆	-15 ◆
B15 I receive regular feedback on my performance	12	40	21	18	8	52%	-2 ◆	-14 ◆	-18 ◆
B16 The feedback I receive helps me to improve my performance	12	36	28	16	9	47%	-3 ◆	-14 ◆	-18 ◆
B17 I think that my performance is evaluated fairly	13	38	23	15	11	51%	-4 ◆	-11 ◆	-17 ◆
B18 Poor performance is dealt with effectively in my team	5	23	41	17	13	29%	-3 ◆	-10 ◆	-15 ◆

My team

73% -2

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	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	32	46	13	7		78%	-1 ◆	-6 ◆	-9 ◆
B20 The people in my team work together to find ways to improve the service we provide	25	48	16	7		74%	-2 ◆	-6 ◆	-10 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	22	45	19	10		67%	-3 ◆	-7 ◆	-11 ◆

All questions by theme

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

Learning and development

54% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	14	49	20	12	5	63%	-3 ◆	0	-5 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	38	28	13	6	52%	-1	0	-6 ◆
B24	There are opportunities for me to develop my career in Dstl	12	39	21	15	13	50%	-2 ◆	+9 ◆	+1 ◆
B25	Learning and development activities I have completed while working for Dstl are helping me to develop my career	13	40	24	14	9	53%	0	+9 ◆	+3 ◆

Inclusion and fair treatment

71% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	23	50	13	9	5	73%	-3 ◆	-5 ◆	-8 ◆
B27	I am treated with respect by the people I work with	29	53	10	5	5	83%	-1	-2 ◆	-4 ◆
B28	I feel valued for the work I do	15	41	19	15	10	56%	-3 ◆	-8 ◆	-13 ◆
B29	I think that Dstl respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	48	15	6	5	74%	-1	+1 ◆	-4 ◆

All questions by theme

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

Resources and workload **65%** **-1** Difference from previous survey  Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	16	57	12	11	5	73%	-2 ◆	-10 ◆	-12 ◆
B31 I get the information I need to do my job well	8	49	22	15	5	58%	-2 ◆	-12 ◆	-16 ◆
B32 I have clear work objectives	12	51	18	13	5	64%	-2 ◆	-12 ◆	-16 ◆
B33 I have the skills I need to do my job effectively	22	61	11	5	1	84%	-1 ◆	-4 ◆	-7 ◆
B34 I have the tools I need to do my job effectively	9	45	21	18	7	54%	-4 ◆	-15 ◆	-20 ◆
B35 I have an acceptable workload	7	47	21	17	9	54%	+1	-6 ◆	-11 ◆
B36 I achieve a good balance between my work life and my private life	18	50	14	12	5	68%	+2 ◆	+1 ◆	-4 ◆

Pay and benefits **19%** **-4** Difference from previous survey  Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	16	15	31	37	1	18%	-4 ◆	-14 ◆	-19 ◆
B38 I am satisfied with the total benefits package	24	21	25	26	4	28%	-5 ◆	-5 ◆	-11 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	10	14	28	46	2	12%	-2 ◆	-13 ◆	-20 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Leadership and managing change

33% -5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that Dstl as a whole is managed well	25	28	27	18	28%	-7 ◆	-18 ◆	-29 ◆	
B41 Senior managers in Dstl are sufficiently visible	35	23	23	15	39%	-3 ◆	-14 ◆	-27 ◆	
B42 I believe the actions of senior managers are consistent with Dstl's values	32	36	16	13	35%	-4 ◆	-10 ◆	-21 ◆	
B43 I believe that the Executive has a clear vision for the future of Dstl	24	30	22	21	27%	-13 ◆	-15 ◆	-27 ◆	
B44 Overall, I have confidence in the decisions made by Dstl's senior managers	22	31	25	20	24%	-5 ◆	-17 ◆	-28 ◆	
B45 I feel that change is managed well in Dstl	20	26	31	22	21%	-3 ◆	-9 ◆	-18 ◆	
B46 When changes are made in Dstl they are usually for the better	16	34	29	19	18%	-4 ◆	-9 ◆	-17 ◆	
B47 Dstl keeps me informed about matters that affect me	7	50	23	13	7	58%	-5 ◆	+2 ◆	-7 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	29	26	24	18	32%	-5 ◆	-4 ◆	-12 ◆	
B49 I think it is safe to challenge the way things are done in Dstl	7	38	25	17	13	45%	-3 ◆	+4 ◆	-5 ◆

All questions by theme

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

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of Dstl	14	44	28	10	10	58%	-2 ◆	+1 ◆	-8 ◆
B51 I would recommend Dstl as a great place to work	10	35	30	17	9	45%	-5 ◆	-2 ◆	-14 ◆
B52 I feel a strong personal attachment to Dstl	12	36	26	17	9	48%	-1 ◆	+1 ◆	-6 ◆
B53 Dstl inspires me to do the best in my job	7	28	32	22	11	35%	-4 ◆	-10 ◆	-16 ◆
B54 Dstl motivates me to help it achieve its objectives	5	24	34	24	13	29%	-5 ◆	-13 ◆	-20 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers in Dstl will take action on the results from this survey	7	35	23	20	15	42%	-5 ◆	-1 ◆	-13 ◆
B56 I believe that managers where I work will take action on the results from this survey	11	44	20	15	10	55%	-3 ◆	0	-7 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	5	22	36	21	16	27%	-5 ◆	-7 ◆	-15 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	32	56	6	5		88%	0	0	-2 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	18	50	19	9		68%	-3 ◆	0	-4 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	12	41	23	14	8	54%	-4 ◆	-11 ◆	-16 ◆
B61 When I talk about Dstl I say "we" rather than "they"	21	46	19	9		67%	-3 ◆	-2 ◆	-11 ◆
B62 I have some really good friendships at work	31	45	16	6		76%	+1	+1	-3 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	13	41	24	15	8	54%	--	-13 ◆	-17 ◆
B64 Senior managers inspire people across Dstl to do their best	22	34	25	16		24%	--	-13 ◆	-22 ◆
B65 My manager leads our team with confidence	17	45	20	11	8	62%	--	-8 ◆	-14 ◆
B66 Senior managers lead Dstl with confidence	5	33	33	18	11	38%	--	-9 ◆	-19 ◆
B67 My manager empowers me to do my job effectively	18	45	21	10	6	63%	--	-9 ◆	-12 ◆
B68 Dstl's senior managers empower teams to deliver	27	38	20	13		30%	--	-10 ◆	-19 ◆
B69 Senior managers in Dstl actively role model the behaviours set out in the Civil Service Leadership Statement	24	47	14	11		28%	--	-8 ◆	-16 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	12	40	34	8	6	52%	--	-5 ◆	-9 ◆

All questions by theme

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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 previous survey	Difference from CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	19	24	46	12	58%	-2 ◆	-7 ◆	-11 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	23	46	17	63%	-3 ◆	-8 ◆	-11 ◆
W03 Overall, how happy did you feel yesterday?	21	23	40	16	56%	0	-6 ◆	-9 ◆

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



W04 Overall, how anxious did you feel yesterday?	22	29	19	30	51%	0	+1 ◆	-1 ◆
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All questions by theme

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

Your plans for the future

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

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave Dstl as soon as possible		8%	+1 ◇	-1	-3 ◇
I want to leave Dstl within the next 12 months		16%	+4 ◇	+1 ◇	-4 ◇
I want to stay working for Dstl for at least the next year		34%	+1	+2 ◇	-4 ◇
I want to stay working for Dstl for at least the next three years		42%	-7 ◇	-1	-9 ◇

The Civil Service Code

Differences are based on '% Yes' score

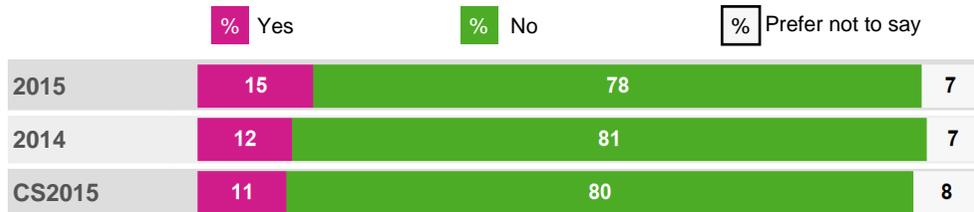
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	+2 ◇	+2 ◇	-1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		37	63%	+4 ◇	-3 ◇	-9 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Dstl it would be investigated properly?		31	69%	0	+1 ◇	-4 ◇

All questions by theme

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Discrimination, harassment and bullying

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



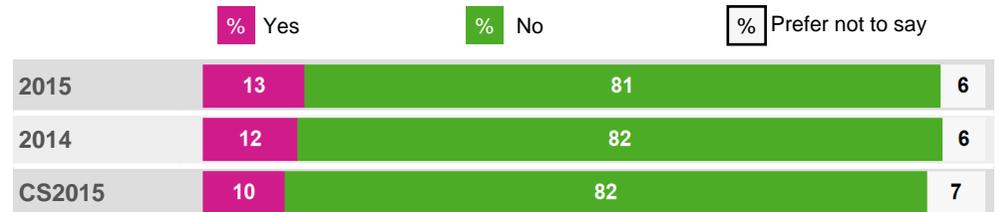
For respondents who selected 'Yes' to question E01.

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

	Response Count	
Age	69	
Caring responsibilities	34	
Disability	41	
Ethnic background	--	
Gender	61	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	146	
Main spoken/written language or language ability	12	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	28	
Working location	47	
Working pattern	74	
Any other grounds	109	
Prefer not to say	37	

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)

	Response Count	
A colleague	142	
Your manager	113	
Another manager in my part of Dstl	69	
Someone you manage	13	
Someone who works for another part of Dstl	42	
A member of the public	--	
Someone else	22	
Prefer not to say	43	

All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Dstl questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 My line manager helps me to understand changes which affect me at work	14	53	18	10		67%	-5 ◆
F02 I feel that opportunities to work away from my core site is an attractive proposition	18	35	21	17	9	53%	+3 ◆
F03 My colleagues consistently demonstrate the Dstl Principles	7	50	31	10		57%	+2 ◆
F04 I feel the opportunity for promotion in the near future is a realistic option for me within Dstl	6	19	19	27	29	25%	--
F05 I feel that I am able to take ideas that I have forward	11	52	21	10	5	63%	-1
F06 I feel that bullying & harassment is taken seriously and dealt with appropriately	16	41	25	10	8	57%	-3 ◆
F07 I knew what was expected of me when change occurred that affected me in the last 12 months	7	38	27	18	10	45%	-2 ◆
F08 Dstl shows consideration and support for my ideas	6	45	34	10	5	51%	-4 ◆
F09 Dstl openly shares and exploits good ideas and best practice	5	39	33	16	7	44%	-7 ◆
F10 I am prepared to challenge unacceptable behaviours in the workplace	24	55	13	5		79%	-2 ◆

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 2014 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.
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 your previous survey, 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.