

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.





Strength of association with engagement



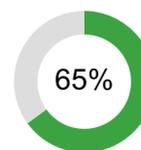
Statistically significant difference from comparison

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.

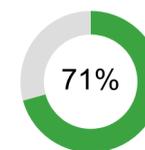
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		52%	+2	+9 ✧	0
My work		77%	-1	+3 ✧	-1 ✧
My manager		73%	0	+5 ✧	+2 ✧
Learning and development		58%	+4 ✧	+9 ✧	+3 ✧
Resources and workload		74%	-1	+1 ✧	-3 ✧
Pay and benefits		38%	+7 ✧	+8 ✧	+2 ✧
Organisational objectives and purpose		84%	+3 ✧	+1 ✧	-3 ✧
Inclusion and fair treatment		77%	0	+3 ✧	-1 ✧
My team		83%	+1	+4 ✧	0

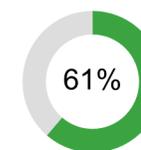
Wellbeing



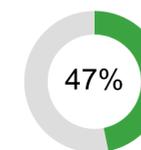
Overall, how satisfied are you with your life nowadays?



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

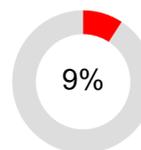


Overall, how happy did you feel yesterday?

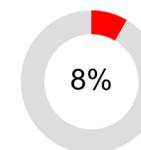


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

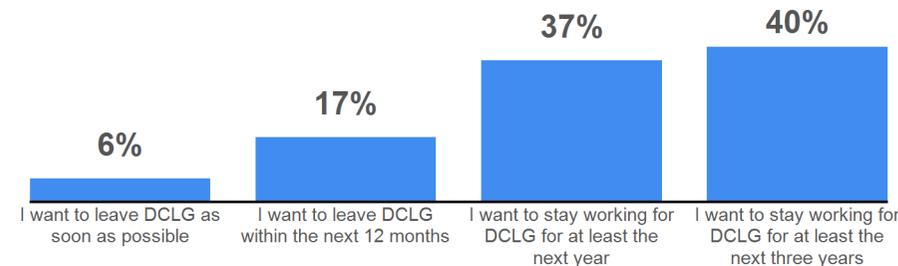


During the past 12 months have you personally experienced discrimination at work?



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

77% -1

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	42	48	6			91%	+2 ♦	+2 ♦	0
B02 I am sufficiently challenged by my work	38	45	8	7		83%	0	+4 ♦	+1
B03 My work gives me a sense of personal accomplishment	28	48	14	8		76%	+1	0	-3 ♦
B04 I feel involved in the decisions that affect my work	16	44	19	15	6	60%	-4 ♦	+4 ♦	-4 ♦
B05 I have a choice in deciding how I do my work	25	51	13	8		77%	-3 ♦	+3 ♦	-2 ♦

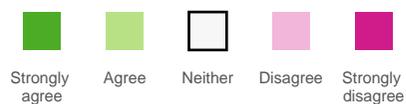
Organisational objectives and purpose

84% +3

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 DCLG's purpose	27	58	9			85%	+4 ♦	0	-4 ♦
B07 I have a clear understanding of DCLG's objectives	25	58	10	5		83%	+4 ♦	+4 ♦	-1 ♦
B08 I understand how my work contributes to DCLG's objectives	29	54	11			83%	+2 ♦	0	-4 ♦

All questions by theme

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

My manager

73% 0

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
B09	My manager motivates me to be more effective in my job	28	48	14	7	7	76%	-1	+8 ◇	+4 ◇
B10	My manager is considerate of my life outside work	46	40	8	8	0	87%	+1	+4 ◇	+1 ◇
B11	My manager is open to my ideas	40	45	10	5	0	86%	0	+5 ◇	+1 ◇
B12	My manager helps me to understand how I contribute to DCLG's objectives	24	47	20	6	2	71%	+3 ◇	+8 ◇	+3 ◇
B13	Overall, I have confidence in the decisions made by my manager	33	48	12	7	0	81%	0	+8 ◇	+4 ◇
B14	My manager recognises when I have done my job well	38	45	11	6	0	84%	+1	+5 ◇	+2 ◇
B15	I receive regular feedback on my performance	23	48	17	9	3	71%	-1	+4 ◇	+1 ◇
B16	The feedback I receive helps me to improve my performance	23	46	21	7	3	69%	-1	+8 ◇	+4 ◇
B17	I think that my performance is evaluated fairly	21	45	20	9	5	65%	-1	+3 ◇	-3 ◇
B18	Poor performance is dealt with effectively in my team	11	31	39	12	7	42%	-3 ◇	+3 ◇	-1

My team

83% +1

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	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	42	45	8	5	0	87%	+1	+3 ◇	0
B20	The people in my team work together to find ways to improve the service we provide	37	47	10	6	0	84%	+2 ◇	+4 ◇	0
B21	The people in my team are encouraged to come up with new and better ways of doing things	33	45	13	6	3	78%	0	+4 ◇	0

All questions by theme

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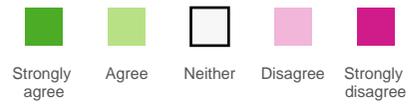
Learning and development

58% +4

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	19	51	18	9	5	70%	+2 ♦	+7 ♦	+3 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	48	25	8	5	64%	+7 ♦	+12 ♦	+6 ♦
B24	There are opportunities for me to develop my career in DCLG	11	38	25	17	10	48%	+3 ♦	+7 ♦	-1
B25	Learning and development activities I have completed while working for DCLG are helping me to develop my career	12	39	31	13	5	51%	+2 ♦	+7 ♦	+1 ♦

Inclusion and fair treatment

77% 0

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	30	50	11	5	5	80%	0	+2 ♦	-1 ♦
B27	I am treated with respect by the people I work with	37	51	8	8	5	87%	+1	+3 ♦	0
B28	I feel valued for the work I do	25	44	17	10	5	69%	+1	+5 ♦	0
B29	I think that DCLG respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	46	16	7	5	72%	-2 ♦	0	-6 ♦

All questions by theme

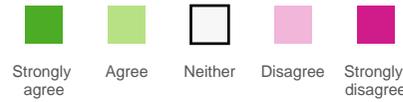
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Resources and workload **74%** -1

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
B30 In my job, I am clear what is expected of me	27	57	9	6	6	84%	0	+1	-2 ◆
B31 I get the information I need to do my job well	18	53	18	9	6	70%	-4 ◆	+1	-3 ◆
B32 I have clear work objectives	22	55	14	7	6	77%	0	+1 ◆	-3 ◆
B33 I have the skills I need to do my job effectively	28	59	10	2	6	87%	-2 ◆	-1 ◆	-3 ◆
B34 I have the tools I need to do my job effectively	19	56	15	8	6	75%	+1	+6 ◆	0
B35 I have an acceptable workload	11	49	17	16	7	60%	0	+1	-5 ◆
B36 I achieve a good balance between my work life and my private life	17	50	16	12	5	66%	+1	0	-5 ◆

Pay and benefits **38%** +7

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
B37 I feel that my pay adequately reflects my performance	5	36	22	23	14	40%	+8 ◆	+9 ◆	+3 ◆
B38 I am satisfied with the total benefits package	5	34	24	24	13	39%	+8 ◆	+6 ◆	0
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	28	26	26	15	33%	+5 ◆	+8 ◆	+1 ◆

All questions by theme

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Leadership and managing change

52% +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
B40 I feel that DCLG as a whole is managed well	7	48	28	13	5	55%	+2 ◆	+9 ◆	-1 ◆
B41 The SCS in DCLG are sufficiently visible	12	51	21	11	5	63%	+2 ◆	+10 ◆	-3 ◆
B42 I believe the actions of the SCS are consistent with DCLG's values	9	47	32	8	5	56%	+3 ◆	+11 ◆	0
B43 I believe that the Executive Team has a clear vision for the future of DCLG	10	45	31	9	5	56%	+6 ◆	+14 ◆	+2 ◆
B44 Overall, I have confidence in the decisions made by DCLG's SCS	8	42	34	11	5	50%	+1	+8 ◆	-2 ◆
B45 I feel that change is managed well in DCLG	6	36	34	18	6	42%	-7 ◆	+12 ◆	+3 ◆
B46 When changes are made in DCLG they are usually for the better	5	25	42	20	7	31%	-6 ◆	+4 ◆	-4 ◆
B47 DCLG keeps me informed about matters that affect me	12	59	19	7	5	71%	+6 ◆	+15 ◆	+7 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	8	43	25	17	7	51%	+8 ◆	+15 ◆	+7 ◆
B49 I think it is safe to challenge the way things are done in DCLG	7	38	30	16	10	45%	+1	+4 ◆	-5 ◆

All questions by theme

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 ^ 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 DCLG	10	37	36	12	5	47%	+6 ♦	-10 ♦	-19 ♦
B51 I would recommend DCLG as a great place to work	12	37	31	14	6	49%	+7 ♦	+2 ♦	-10 ♦
B52 I feel a strong personal attachment to DCLG	9	30	34	20	7	39%	+4 ♦	-8 ♦	-15 ♦
B53 DCLG inspires me to do the best in my job	9	34	36	15	6	43%	+4 ♦	-1 ♦	-8 ♦
B54 DCLG motivates me to help it achieve its objectives	8	36	35	15	6	44%	+4 ♦	+2 ♦	-5 ♦

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 the SCS in DCLG will take action on the results from this survey	13	42	26	11	7	55%	-1	+12 ♦	0
B56 I believe that managers where I work will take action on the results from this survey	19	49	19	7	5	69%	0	+14 ♦	+7 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	13	32	38	11	6	45%	-7 ♦	+11 ♦	+3 ♦

All questions by theme

◇ indicates statistically significant difference from comparison

 ^ 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	55	8	7	0	88%	-1	0	-2 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	21	51	18	7	3	72%	0	+4 ◇	0
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	19	52	19	7	3	71%	0	+6 ◇	+2 ◇
B61 When I talk about DCLG I say "we" rather than "they"	22	49	19	7	3	71%	+2 ◇	+1 ◇	-7 ◇
B62 I have some really good friendships at work	29	46	18	6	1	75%	0	-1	-4 ◇

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	27	50	15	5	1	76%	--	+9 ◇	+5 ◇
B64 The SCS inspire people across DCLG to do their best	9	39	34	13	5	48%	--	+11 ◇	+2 ◇
B65 My manager leads our team with confidence	29	50	12	5	2	80%	--	+9 ◇	+4 ◇
B66 The SCS lead DCLG with confidence	12	45	32	8	3	57%	--	+10 ◇	0
B67 My manager empowers me to do my job effectively	28	50	14	5	1	78%	--	+6 ◇	+3 ◇
B68 DCLG's SCS empower teams to deliver	9	39	37	10	5	49%	--	+9 ◇	0
B69 The SCS in DCLG actively role model the behaviours set out in the Civil Service Leadership Statement	9	38	40	9	4	47%	--	+11 ◇	+4 ◇
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	21	46	25	5	1	67%	--	+10 ◇	+5 ◇

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?	12	23	53	12	65%	+1	0	-3 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	20	51	20	71%	+2 ♦	0	-3 ♦
W03 Overall, how happy did you feel yesterday?	16	23	45	16	61%	+1	-1	-4 ♦

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?	18	29	21	32	47%	-1	-3 ♦	-6 ♦
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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 DCLG?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave DCLG as soon as possible		6%	-1	-2 ◇	-5 ◇
I want to leave DCLG within the next 12 months		17%	-1	+1 ◇	-3 ◇
I want to stay working for DCLG for at least the next year		37%	-1	+5 ◇	-1 ◇
I want to stay working for DCLG for at least the next three years		40%	+3	-2 ◇	-11 ◇

The Civil Service Code

Differences are based on '% Yes' score

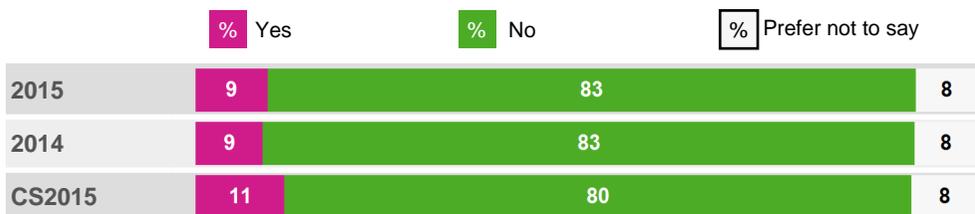
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			98%	+1 ◇	+7 ◇	+3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		23	77%	+9 ◇	+11 ◇	+5 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DCLG it would be investigated properly?		26	74%	+2 ◇	+6 ◇	+1 ◇

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)

Ground	Response Count
Age	26
Caring responsibilities	21
Disability	26
Ethnic background	18
Gender	24
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	40
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	10
Working location	18
Working pattern	24
Any other grounds	21
Prefer not to say	11

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	23
Your manager	37
Another manager in my part of DCLG	43
Someone you manage	--
Someone who works for another part of DCLG	11
A member of the public	--
Someone else	--
Prefer not to say	14

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

All questions by theme

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

Department for Communities and Local Government questions

	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: 52%		No: 48%			52%	+1
F02 I believe managers in DCLG are held accountable for the value for money resulting from their decisions	12	46	29	10		58%	+4 ◆
F03 I have participated in at least 5 days of learning and development activity in the last 12 months *meaning all development activities e.g. shadowing, e-learning, reading, task & finish groups, projects, summer school, conferences and courses	Yes: 71%		No: 29%			71%	+7 ◆
F04 I am aware of the priorities that ministers have set us	25	59		11		84%	--
F05 I have changed the way I work in the last six months to become more agile and flexible	19	51	22	7		70%	+7 ◆
F06 I understand what DCLG expects of me as a leader	16	57	20	5		74%	+8 ◆
F07 My leaders actively encourage me to innovate and use my initiative	17	51	22	7		68%	--
F08 I feel that senior leaders are straight forward and honest in their communications	12	45	25	13	5	57%	--
F09 I feel that I am making a difference to the wider Civil Service as well as DCLG	13	38	31	14		51%	--



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.