Department for Communities and Local Government

Returns : 1,140   Response rate : 82%   Civil Service People Survey 2016

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.

Engagement Index

59%

Difference from previous survey	+2	✧
Difference from CS2016	0	
Difference from CS High Performers	-4	✧

My work

79%

Difference from previous survey	+2	✧
Difference from CS2016	+4	✧
Difference from CS High Performers	+1	

Organisational objectives and purpose

86%

Difference from previous survey	+2	✧
Difference from CS2016	+3	✧
Difference from CS High Performers	-2	✧

My manager

75%

Difference from previous survey	+2	✧
Difference from CS2016	+7	✧
Difference from CS High Performers	+4	✧

My team

84%

Difference from previous survey	+1	
Difference from CS2016	+4	✧
Difference from CS High Performers	+1	✧

Learning and development

61%

Difference from previous survey	+2	✧
Difference from CS2016	+10	✧
Difference from CS High Performers	+6	✧

Inclusion and fair treatment

79%

Difference from previous survey	+2	✧
Difference from CS2016	+3	✧
Difference from CS High Performers	-1	

Resources and workload

75%

Difference from previous survey	+1	✧
Difference from CS2016	+1	✧
Difference from CS High Performers	-2	✧

Pay and benefits

37%

Difference from previous survey	0	
Difference from CS2016	+6	✧
Difference from CS High Performers	0	

Leadership and managing change

55%

Difference from previous survey	+3	✧
Difference from CS2016	+12	✧
Difference from CS High Performers	+2	✧

Department for
Communities and
Local Government

📊 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

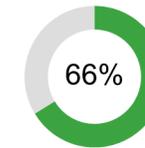|	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
Leadership and managing change	📊	55%	+3 ◇	+12 ◇	+2 ◇
My work	📊	79%	+2 ◇	+4 ◇	+1
My manager	📊	75%	+2 ◇	+7 ◇	+4 ◇
Pay and benefits	📊	37%	0	+6 ◇	0
Learning and development	📊	61%	+2 ◇	+10 ◇	+6 ◇
Resources and workload	📊	75%	+1	+1 ◇	-2 ◇
Organisational objectives and purpose	📊	86%	+2 ◇	+3 ◇	-2 ◇
My team	📊	84%	+1	+4 ◇	+1
Inclusion and fair treatment	📊	79%	+2 ◇	+3 ◇	-1

Wellbeing

🟩 *% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)*
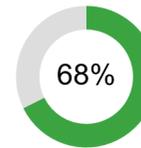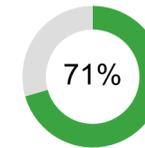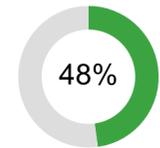
68% — W01. Overall, how satisfied are you with your life nowadays?

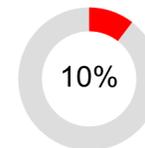**71%** — W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?

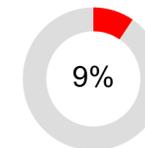**66%** — W03. Overall, how happy did you feel yesterday?

48% — W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment
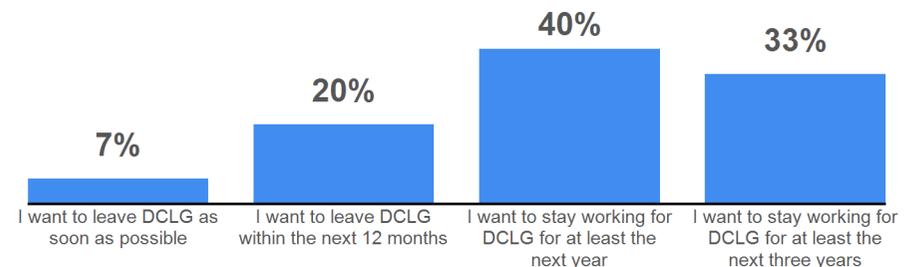
🟥 *% responding Yes*

10% — During the past 12 months have you personally experienced discrimination at work?

9% — During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

- **7%** — I want to leave DCLG as soon as possible
- **20%** — I want to leave DCLG within the next 12 months
- **40%** — I want to stay working for DCLG for at least the next year
- **33%** — I want to stay working for DCLG for at least the next three years

All questions by theme

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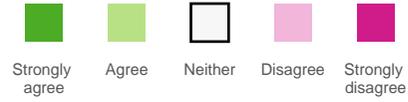*^ indicates a variation in question wording from your previous survey*

My work — 79% +2 (Difference from previous survey)

Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	44	47	6			91%	0	+1 ◇	-1
B02 I am sufficiently challenged by my work	41	43	8	6		84%	+1	+4 ◇	+1 ◇
B03 My work gives me a sense of personal accomplishment	30	47	12	9		78%	+2 ◇	+3 ◇	-1 ◇
B04 I feel involved in the decisions that affect my work	20	44	16	15	5	64%	+4 ◇	+7 ◇	+2 ◇
B05 I have a choice in deciding how I do my work	31	48	12	7		79%	+2 ◇	+4 ◇	0

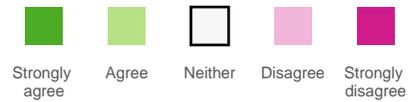### Organisational objectives and purpose — 86% +2 (Difference from previous survey)

Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of DCLG's purpose	28	60	8			88%	+3 ◇	+2 ◇	-2 ◇
B07 I have a clear understanding of DCLG's objectives	27	56	12			83%	0	+3 ◇	-2 ◇
B08 I understand how my work contributes to DCLG's objectives	33	54	9			86%	+3 ◇	+4 ◇	-1

All questions by theme

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

My manager — 75% +2 Difference from previous survey — Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	32	43	14	8		76%	0	+7 ✧	+3 ✧
B10	My manager is considerate of my life outside work	47	41	7			88%	+2 ✧	+6 ✧	+3 ✧
B11	My manager is open to my ideas	45	41	9			86%	+1	+6 ✧	+2 ✧
B12	My manager helps me to understand how I contribute to DCLG's objectives	27	44	21	7		71%	0	+7 ✧	+2 ✧
B13	Overall, I have confidence in the decisions made by my manager	37	42	13	6		80%	-1	+6 ✧	+1 ✧
B14	My manager recognises when I have done my job well	40	46	9			86%	+2 ✧	+8 ✧	+4 ✧
B15	I receive regular feedback on my performance	27	48	13	9		74%	+3 ✧	+8 ✧	+5 ✧
B16	The feedback I receive helps me to improve my performance	26	46	17	8		72%	+2 ✧	+9 ✧	+5 ✧
B17	I think that my performance is evaluated fairly	22	47	18	9		69%	+4 ✧	+5 ✧	+1
B18	Poor performance is dealt with effectively in my team	11	35	36	12	5	46%	+4 ✧	+7 ✧	+4 ✧

My team — 84% +1 Difference from previous survey — Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	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	9			87%	0	+2 ✧	0
B20	The people in my team work together to find ways to improve the service we provide	39	45	11			84%	0	+3 ✧	0
B21	The people in my team are encouraged to come up with new and better ways of doing things	36	45	14	5		81%	+3 ✧	+7 ✧	+2 ✧

All questions by theme

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

Learning and development   61%   +2 Difference from previous survey   Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	18	53	18	9		71%	+1	+10 ✧	+3 ✧
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	46	28	8		63%	-1	+12 ✧	+6 ✧
B24	There are opportunities for me to develop my career in DCLG	12	42	22	15	8	54%	+6 ✧	+11 ✧	+3 ✧
B25	Learning and development activities I have completed while working for DCLG are helping me to develop my career	13	42	28	13		55%	+4 ✧	+12 ✧	+4 ✧

Inclusion and fair treatment   79%   +2 Difference from previous survey   Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	34	47	10	6		81%	0	+2 ✧	-2 ✧
B27	I am treated with respect by the people I work with	37	51	7			88%	+1 ✧	+4 ✧	+1 ✧
B28	I feel valued for the work I do	27	46	14	9		72%	+3 ✧	+8 ✧	+2 ✧
B29	I think that DCLG respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	28	45	15	8		73%	+2 ✧	0	-5 ✧

All questions by theme

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

Resources and workload — 75% +1

Difference from previous survey | Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30	In my job, I am clear what is expected of me	28	54	10	6		82%	-1 ✧	0	-4 ✧
B31	I get the information I need to do my job well	20	52	16	10		72%	+2 ✧	+4 ✧	-2 ✧
B32	I have clear work objectives	24	54	13	8		78%	+1	+3 ✧	-2 ✧
B33	I have the skills I need to do my job effectively	29	59	9			88%	0	-1 ✧	-4 ✧
B34	I have the tools I need to do my job effectively	20	55	14	8		75%	+1	+5 ✧	0
B35	I have an acceptable workload	12	48	18	17	5	60%	0	+1 ✧	-5 ✧
B36	I achieve a good balance between my work life and my private life	17	51	15	13	5	68%	+2	+1	-4 ✧

Pay and benefits — 37% 0

Difference from previous survey | Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37	I feel that my pay adequately reflects my performance	6	34	20	25	15	39%	-1	+7 ✧	0
B38	I am satisfied with the total benefits package	6	32	23	25	15	38%	-2	+4 ✧	-3 ✧
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	29	22	25	18	35%	+1	+8 ✧	+1

All questions by theme

Leadership and managing change

55% +3 Difference from previous survey

Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that DCLG as a whole is managed well	9	51	25	12		60%	+5 ✧	+13 ✧	+2 ✧
B41	The SCS in DCLG are sufficiently visible	14	53	18	11		67%	+4 ✧	+12 ✧	+1 ✧
B42	I believe the actions of the SCS are consistent with DCLG's values	13	48	28	7		61%	+5 ✧	+12 ✧	+4 ✧
B43	I believe that the Executive Team has a clear vision for the future of DCLG	11	43	33	10		54%	-2	+11 ✧	0
B44	Overall, I have confidence in the decisions made by DCLG's SCS	11	46	30	10		57%	+7 ✧	+13 ✧	+2 ✧
B45	I feel that change is managed well in DCLG	6	40	27	21	6	47%	+4 ✧	+17 ✧	+6 ✧
B46	When changes are made in DCLG they are usually for the better	6	30	38	19	7	36%	+5 ✧	+6 ✧	-2 ✧
B47	DCLG keeps me informed about matters that affect me	11	56	21	9		67%	-4 ✧	+11 ✧	+3 ✧
B48	I have the opportunity to contribute my views before decisions are made that affect me	8	39	27	19	6	48%	-3 ✧	+10 ✧	0
B49	I think it is safe to challenge the way things are done in DCLG	9	41	25	16	9	50%	+5 ✧	+7 ✧	+1

Department for Communities and Local Government

All questions by theme

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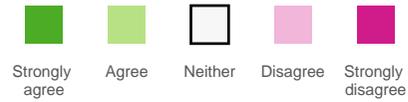^ indicates a variation in question wording from your previous survey

Engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50	I am proud when I tell others I am part of DCLG	13	38	34	12		51%	+4 ◇	-8 ◇	-15 ◇
B51	I would recommend DCLG as a great place to work	15	38	29	14		53%	+4 ◇	+2 ◇	-8 ◇
B52	I feel a strong personal attachment to DCLG	11	33	31	20	5	44%	+5 ◇	-4 ◇	-12 ◇
B53	DCLG inspires me to do the best in my job	10	37	34	14		48%	+5 ◇	+2 ◇	-5 ◇
B54	DCLG motivates me to help it achieve its objectives	10	36	36	14		46%	+2 ◇	+2 ◇	-5 ◇

Taking action

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55	I believe that the SCS in DCLG will take action on the results from this survey	15	46	20	13	6	61%	+6 ◇	+15 ◇	+7 ◇
B56	I believe that managers where I work will take action on the results from this survey	21	48	17	9	5	69%	+1	+14 ◇	+5 ◇
B57	Where I work, I think effective action has been taken on the results of the last survey	15	35	34	11	6	50%	+5 ◇	+15 ◇	+9 ◇

Returns : 1,140   Response rate : 82%   Civil Service People Survey 2016

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 CS2016	Difference from CS High Performers
B58	I am trusted to carry out my job effectively	34	54	7			89%	+1	+1	-1 ◇
B59	I believe I would be supported if I try a new idea, even if it may not work	24	50	17	8		74%	+2 ◇	+5 ◇	0
B60	When I talk about DCLG I say "we" rather than "they"	28	48	16	7		76%	+5 ◇	+5 ◇	-3 ◇
B61	I have some really good friendships at work	33	42	17	7		75%	0	-1 ◇	-5 ◇

Leadership statement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62	The SCS in DCLG actively role model the behaviours set out in the Civil Service Leadership Statement	11	47	32	7		58%	+11 ◇	+14 ◇	+8 ◇
B63	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	22	49	21	5		71%	+4 ◇	+9 ◇	+4 ◇

All questions by theme

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

Wellbeing

| 0-4 | 5-6 | 7-8 | 9-10 |

Unlike the questions B01-B63 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.

			% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01	Overall, how satisfied are you with your life nowadays?	12 20 55 13	68%	+3 ✧	+1 ✧	-2 ✧
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	9 21 50 20	71%	0	-1	-3 ✧
W03	Overall, how happy did you feel yesterday?	12 21 47 19	66%	+5 ✧	+3 ✧	0

| 0-1 | 2-3 | 4-5 | 6-10 |

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

			% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	18 30 22 31	48%	+1	-2 ✧	-5 ✧

All questions by theme

Your plans for the future

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

|	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave DCLG as soon as possible	7%	0	-2 ✧	-4 ✧
I want to leave DCLG within the next 12 months	20%	+4 ✧	+5 ✧	+2 ✧
I want to stay working for DCLG for at least the next year	40%	+3 ✧	+8 ✧	+1
I want to stay working for DCLG for at least the next three years	33%	-7 ✧	-10 ✧	-18 ✧

The Civil Service Code

Differences are based on '% Yes' score

% Yes   % No

	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	98%	0	+6 ✧	+3 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	73%	-5 ✧	+6 ✧	-2 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in DCLG it would be investigated properly?	79%	+5 ✧	+11 ✧	+3 ✧

All questions by theme

Discrimination, harassment and bullying

E01. During the past 12 months, have you personally experienced discrimination at work?
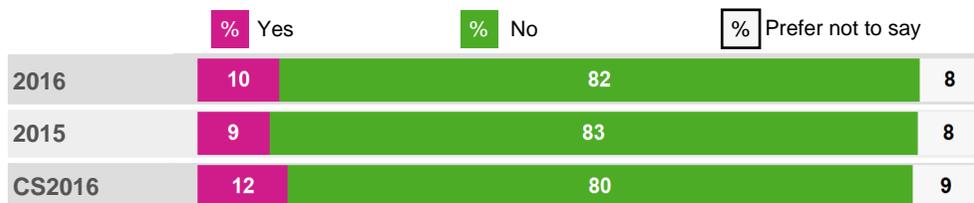
|	% Yes	% No	% Prefer not to say
2016	10	82	8
2015	9	83	8
CS2016	12	80	9

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

	% Yes	% No	% Prefer not to say
2016	9	83	7
2015	8	84	7
CS2016	11	82	7

For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?

	% Yes	% No	% Prefer not to say
2016	27	58	15
CS2016	34	50	16
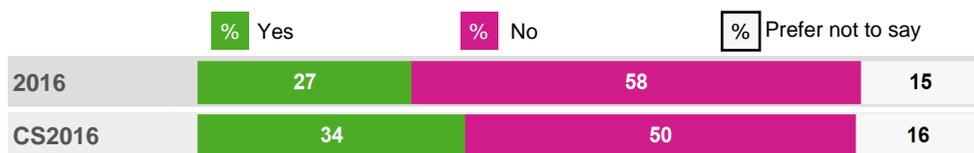
For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

	% Yes	% No	% Prefer not to say
2016	19	62	19
CS2016	20	60	20
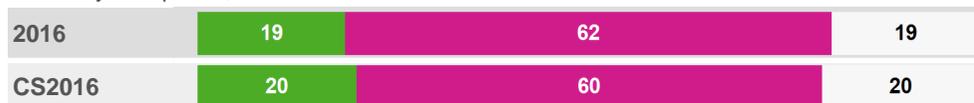
For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count	
Age	34	
Caring responsibilities	19	
Disability	17	
Ethnic background	15	
Gender	25	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	41	
Main spoken/written language or language ability	11	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	24	
Working location	13	
Working pattern	32	
Any other grounds	25	
Prefer not to say	12	

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)

A colleague	23	
Your manager	28	
Another manager in my part of DCLG	41	
Someone you manage	--	
Someone who works for another part of DCLG	18	
A member of the public	--	
Someone else	--	
Prefer not to say	15	

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

All questions by theme

Department for Communities and Local Government questions

	Legend:	Strongly agree	Agree	Neither	Disagree	Strongly disagree

			% Positive	Difference from previous survey
F01	Have you ever taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	Yes: 55% No: 45%	55%	+3 ✧
F02	I have participated in at least five 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%	0
F03	I understand how my work aligns with the priorities that ministers have set us	28 / 54 / 13	82%	--
F04	I believe that managers in DCLG are held accountable for the value for money resulting from their decisions	17 / 47 / 23 / 11	64%	+6 ✧
F05	The new DCLG Flexible Resourcing approach will enable me to develop myself through internal moves	9 / 30 / 36 / 17 / 9	38%	--
F06	My leaders actively encourage me to innovate and use my initiative	20 / 51 / 19 / 8	71%	+3 ✧
F07	I have regular, constructive career conversations with my line manager	19 / 47 / 18 / 12	66%	--
F08	I understand what the DCLG performance standards mean for me and my role	16 / 55 / 19 / 8	70%	--
F09	I believe that senior leaders prioritise effectively and challenge unnecessary work	10 / 33 / 29 / 21 / 7	43%	--
F10	I feel that senior leaders are straight forward and honest in their communications	13 / 45 / 25 / 12 / 5	58%	+1
F11	I believe that the DCLG Vision has had a positive impact on the organisation	9 / 32 / 44 / 11	42%	--
F12	I believe that we think and act as one DCLG Group across the department and Arm's Length Bodies* (*HCA, PINs etc.)	6 / 23 / 43 / 23 / 6	28%	--
F13	I feel that I am making a difference to the wider Civil Service as well as DCLG	13 / 40 / 31 / 12	53%	+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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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 fewer 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.