

DCMS

Returns: 342

Response rate: 69%

Your engagement index

54%

Difference from
previous survey

-2 ✧

Difference from
CS2010

-3 ✧

Difference from CS High
Performers

-8 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2010
B50. I am proud when I tell others I am part of DCMS	54%	-3	-1
B51. I would recommend DCMS as a great place to work	31%	-10 ✧	-10 ✧

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

B52. I feel a strong personal attachment to DCMS	50%	+5	+3 ✧
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Strive: motivated to do the best for the organisation...










B53. DCMS inspires me to do the best in my job	37%	+2	-2
B54. DCMS motivates me to help it achieve its objectives	32%	+2	-4 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these themes, ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change		40%	+7 ✧	+3 ✧	-6 ✧
My work		74%	0	+4 ✧	-1
My line manager		66%	+4	+2 ✧	-2 ✧
Organisational objectives and purpose		70%	+7 ✧	-12 ✧	-17 ✧
Resources and workload		69%	+3	-5 ✧	-9 ✧
Learning and development		31%	-12 ✧	-12 ✧	-18 ✧
Inclusion and fair treatment		73%	+1	0	-3 ✧
My team		81%	+3	+4 ✧	+1
Pay and benefits		30%	-2	-6 ✧	-12 ✧


✧ = Statistically significant difference from comparison

Top three key driver themes in more detail


The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from CS2010
Leadership and managing change	Strength of association with engagement: 		
B41. Senior managers in DCMS are sufficiently visible	62%	+15	+17 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	48%	+1	+16 ◇
B47. DCMS keeps me informed about matters that affect me	68%	+9 ◇	+14 ◇
B49. I think it is safe to challenge the way things are done in DCMS	44%	+2	+5 ◇
B42. I believe the actions of senior managers are consistent with DCMS' values	43%	+13 ◇	+3 ◇
B45. I feel that change is managed well in DCMS	29%	+14 ◇	+1
B40. I feel that DCMS as a whole is managed well	38%	+12 ◇	-3
B44. Overall, I have confidence in the decisions made by DCMS' senior managers	33%	+7 ◇	-3 ◇
B43. I believe that the Board has a clear vision for the future of DCMS	25%	+4	-10 ◇
B46. When changes are made in DCMS they are usually for the better	12%	-3	-11 ◇

My work	Strength of association with engagement: 		
B05. I have a choice in deciding how I do my work	78%	+5	+8 ◇
B04. I feel involved in the decisions that affect my work	55%	+1	+6 ◇
B02. I am sufficiently challenged by my work	79%	0	+5 ◇
B01. I am interested in my work	89%	-2	+1
B03. My work gives me a sense of personal accomplishment	71%	-1	-1

My line manager	Strength of association with engagement: 		
B13. Overall, I have confidence in the decisions made by my manager	74%	+5	+6 ◇
B11. My manager is open to my ideas	82%	+2	+5 ◇
B17. I think that my performance is evaluated fairly	66%	+5 ◇	+4 ◇
B18. Poor performance is dealt with effectively in my team	41%	+10	+4 ◇
B10. My manager is considerate of my life outside work	82%	+5 ◇	+4 ◇
B14. My manager recognises when I have done my job well	80%	+2	+3 ◇
B09. My manager motivates me to be more effective in my job	65%	+4	+3
B15. I receive regular feedback on my performance	62%	+3	+1
B16. The feedback I receive helps me to improve my performance	58%	+2	+1
B12. My manager helps me to understand how I contribute to DCMS' objectives	52%	+3	-6 ◇

All questions by theme

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My work									
 :Strength of association with engagement									
B01. I am interested in my work	44	46	7			89%	-2	+1	-2 ◇
B02. I am sufficiently challenged by my work	28	51	9	11		79%	0	+5 ◇	+1
B03. My work gives me a sense of personal accomplishment	22	49	17	9		71%	-1	-1	-5 ◇
B04. I feel involved in the decisions that affect my work	11	44	17	21	7	55%	+1	+6 ◇	-2
B05. I have a choice in deciding how I do my work	21	57	13	7		78%	+5	+8 ◇	+1
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of DCMS' purpose	13	59	13	13		71%	+8 ◇	-13 ◇	-18 ◇
B07. I have a clear understanding of DCMS' objectives	13	55	17	11	5	67%	+9 ◇	-10 ◇	-18 ◇
B08. I understand how my work contributes to DCMS' objectives	16	54	17	9	4	70%	+3	-11 ◇	-16 ◇

All questions by theme

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

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My line manager									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	16	49	22	9	4	65%	+4	+3	-2
B10. My manager is considerate of my life outside work	35	47	12			82%	+5 ◇	+4 ◇	-1
B11. My manager is open to my ideas	33	49	12	5		82%	+2	+5 ◇	+1
B12. My manager helps me to understand how I contribute to DCMS' objectives	12	41	31	12	4	52%	+3	-6 ◇	-11 ◇
B13. Overall, I have confidence in the decisions made by my manager	23	52	16	6	4	74%	+5	+6 ◇	0
B14. My manager recognises when I have done my job well	28	51	13	5		80%	+2	+3 ◇	0
B15. I receive regular feedback on my performance	18	44	21	14	4	62%	+3	+1	-4 ◇
B16. The feedback I receive helps me to improve my performance	16	42	25	12	5	58%	+2	+1	-3 ◇
B17. I think that my performance is evaluated fairly	18	48	23	7	4	66%	+5 ◇	+4 ◇	0
B18. Poor performance is dealt with effectively in my team	8	33	38	13	7	41%	+10	+4 ◇	0
My team									
:Strength of association with engagement									
B19. The people in my team can be relied upon to help when things get difficult in my job	30	54	12			84%	+2	+1	-1
B20. The people in my team work together to find ways to improve the service we provide	29	51	15	4		80%	+2	+2	-2
B21. The people in my team are encouraged to come up with new and better ways of doing things	23	56	14	6		79%	+6 ◇	+9 ◇	+4 ◇

All questions by theme

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

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◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Learning and development									
:Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	5	35	33	21	6	39%	-16 ◇	-16 ◇	-24 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	27	44	15	6	35%	-10 ◇	-14 ◇	-18 ◇
B24. There are opportunities for me to develop my career in DCMS	16	28	34	20		18%	-16 ◇	-11 ◇	-18 ◇
B25. Learning and development activities I have completed while working for DCMS are helping me to develop my career	4	28	37	23	8	32%	-5	-9 ◇	-14 ◇
Inclusion and fair treatment									
:Strength of association with engagement									
B26. I am treated fairly at work	19	59	12	6	4	79%	0	0	-3 ◇
B27. I am treated with respect by the people I work with	24	61	9	4		85%	0	+1	-2
B28. I feel valued for the work I do	14	41	21	15	9	55%	-5	-5 ◇	-10 ◇
B29. I think that DCMS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	59	14	7	4	75%	+8 ◇	+4 ◇	-1

All questions by theme

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

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Resources and workload									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	14	60	14	9		74%	-1	-8 ◇	-12 ◇
B31. I get the information I need to do my job well	9	52	24	14		60%	+6 ◇	-7 ◇	-10 ◇
B32. I have clear work objectives	13	50	20	14	4	62%	-4	-11 ◇	-17 ◇
B33. I have the skills I need to do my job effectively	25	61	11			86%	0	-3 ◇	-5 ◇
B34. I have the tools I need to do my job effectively	10	61	16	11		71%	+7 ◇	-1	-5 ◇
B35. I have an acceptable workload	5	54	20	16	5	60%	+4	-2	-7 ◇
B36. I achieve a good balance between my work life and my private life	10	57	17	12	4	67%	+6 ◇	-3	-6 ◇
Pay and benefits									
:Association with engagement not identified									
B37. I feel that my pay adequately reflects my performance		32	22	27	16	35%	+2	-3	-10 ◇
B38. I am satisfied with the total benefits package		29	29	23	16	32%	-6 ◇	-7 ◇	-15 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		21	20	32	23	24%	-2	-7 ◇	-15 ◇

All questions by theme

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

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


	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change									
■ ■ ■ :Strength of association with engagement									
B40. I feel that DCMS as a whole is managed well	36	28	23	11	38%	+12 ◇	-3	-15 ◇	
B41. Senior managers in DCMS are sufficiently visible	11	52	21	12	5	62%	+15	+17 ◇	+2
B42. I believe the actions of senior managers are consistent with DCMS' values	5	38	33	15	9	43%	+13 ◇	+3 ◇	-9 ◇
B43. I believe that the Board has a clear vision for the future of DCMS	4	22	40	26	9	25%	+4	-10 ◇	-21 ◇
B44. Overall, I have confidence in the decisions made by DCMS' senior managers	29	35	21	11	33%	+7 ◇	-3 ◇	-15 ◇	
B45. I feel that change is managed well in DCMS	4	24	31	28	12	29%	+14 ◇	+1	-10 ◇
B46. When changes are made in DCMS they are usually for the better	10	38	33	17	12%	-3	-11 ◇	-19 ◇	
B47. DCMS keeps me informed about matters that affect me	13	55	19	9	68%	+9 ◇	+14 ◇	+6 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	8	40	25	19	8	48%	+1	+16 ◇	+9 ◇
B49. I think it is safe to challenge the way things are done in DCMS	7	37	29	19	8	44%	+2	+5 ◇	-3

All questions by theme

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

^ indicates a variation in question wording from your previous survey

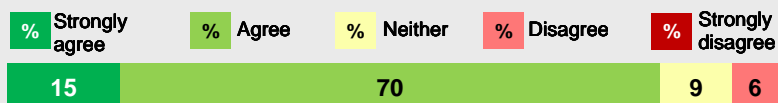
◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of DCMS	12	42	32	12		54%	-3	-1	-10 ◇
B51. I would recommend DCMS as a great place to work	6	26	28	30	11	31%	-10 ◇	-10 ◇	-20 ◇
B52. I feel a strong personal attachment to DCMS	13	36	27	18	5	50%	+5	+3 ◇	-4 ◇
B53. DCMS inspires me to do the best in my job	7	29	35	21	7	37%	+2	-2	-12 ◇
B54. DCMS motivates me to help it achieve its objectives	6	26	37	24	7	32%	+2	-4 ◇	-14 ◇
Taking action									
B55. I believe that senior managers in DCMS will take action on the results from this survey	5	33	34	18	10	38%	0	0	-9 ◇
B56. I believe that managers where I work will take action on the results from this survey	9	33	31	19	8	42%	-7 ◇	-4 ◇	-11 ◇

All questions by theme

Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

84% **2010 % Positive**

+9 ⚡ Difference from previous survey

+2 | Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

89% **2010 % Yes**

+9 ⚡ Difference from previous survey

+11 ⚡ Difference from CS2010

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for DCMS?

Statement	Percentage	Difference from previous survey	Difference from CS2010
I want to leave DCMS as soon as possible	11%	+3	+3
I want to leave DCMS within the next 12 months	17%	-5 ⚡	+6 ⚡
I want to stay working for DCMS for at least the next year	34%	-1	+8 ⚡
I want to stay working for DCMS for at least the next three years	39%	+3	-16 ⚡

The Civil Service Code

Differences are based on '% Yes' score

Statement	Percentage	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	94	+6 ⚡	+13 ⚡
E02. Are you aware of how to raise a concern under the Civil Service Code?	55	+12 ⚡	+2
E03. Are you confident that if you raised a concern under the Civil Service Code in DCMS it would be investigated properly?	68	+2	+6 ⚡

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⚡ indicates statistically significant difference from comparison

All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

0% | Previous survey

10% [^] | CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



% Yes

8% | Previous survey

10% [^] | CS2010

For respondents who selected 'Yes' to question F01.

F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

Ground	Response count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, payband or responsibility level	--
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 '--'

For respondents who selected 'Yes' to question F03.

F04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

Who	Response count
A colleague	--
Your manager	--
Another manager in your part of DCMS	--
Someone you manage	--
Someone who works for another part of DCMS	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

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 2009 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.
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 2010 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: ✧

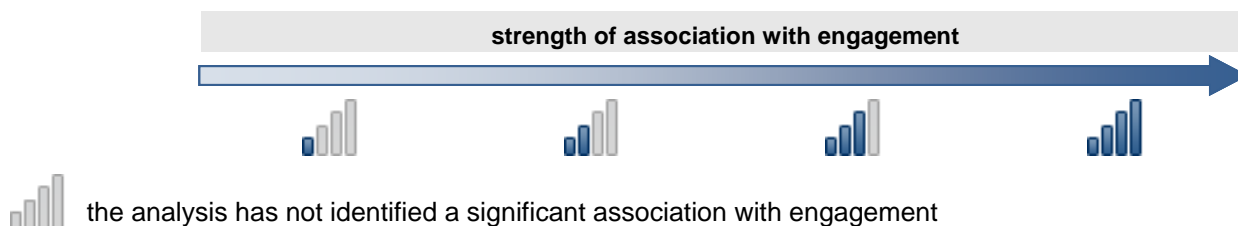
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



Confidentiality

This survey was carried out as part of the 2010 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of 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.