

## Your engagement index

**54%**

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
0	-2 ✧	-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 CS2011
B50. I am proud when I tell others I am part of DCMS	53%	-1	+1
B51. I would recommend DCMS as a great place to work	32%	+1	-10 ✧

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

B52. I feel a strong personal attachment to DCMS	46%	-3	+1
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#### Strive: motivated to do the best for the organisation...

B53. DCMS inspires me to do the best in my job	38%	+1	0
B54. DCMS motivates me to help it achieve its objectives	32%	+1	-3

✧ = 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 CS2011	Difference from CS High Performers
Leadership and managing change		39%	-1	+1	-8 ✧
My work		74%	-1	+3 ✧	-2
Organisational objectives and purpose		71%	+1	-10 ✧	-16 ✧
My line manager		66%	0	+2	-1
Learning and development		30%	-1	-13 ✧	-20 ✧
Resources and workload		70%	+2	-2	-5 ✧
Pay and benefits		28%	-2	-3 ✧	-11 ✧
My team		78%	-3	+1	-2
Inclusion and fair treatment		74%	+1	+1	-3 ✧

✧ = 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 CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
<b>Leadership and managing change</b>		Strength of association with engagement: 	
B48. I have the opportunity to contribute my views before decisions are made that affect me	47%	-1	+12 ◇
B45. I feel that change is managed well in DCMS	33%	+5	+6 ◇
B47. DCMS keeps me informed about matters that affect me	60%	-8 ◇	+5 ◇
B49. I think it is safe to challenge the way things are done in DCMS	42%	-2	+4 ◇
B41. Senior Leaders in DCMS are sufficiently visible <sup>^</sup>	47%	-15 ◇	+1
B42. I believe the actions of Senior Leaders are consistent with DCMS' values <sup>^</sup>	39%	-4	0
B46. When changes are made in DCMS they are usually for the better	20%	+8 ◇	-2
B40. I feel that DCMS as a whole is managed well	37%	-2	-4 ◇
B44. Overall, I have confidence in the decisions made by DCMS' Senior Leaders <sup>^</sup>	32%	-1	-4 ◇
B43. I believe that Executive Board has a clear vision for the future of DCMS <sup>^</sup>	31%	+6 ◇	-8 ◇
<b>My work</b>		Strength of association with engagement: 	
B04. I feel involved in the decisions that affect my work	57%	+2	+7 ◇
B05. I have a choice in deciding how I do my work	77%	-1	+6 ◇
B01. I am interested in my work	90%	0	+1
B03. My work gives me a sense of personal accomplishment	73%	+2	0
B02. I am sufficiently challenged by my work	73%	-5 ◇	-1
<b>Organisational objectives and purpose</b>		Strength of association with engagement: 	
B08. I understand how my work contributes to DCMS' objectives	73%	+3	-8 ◇
B06. I have a clear understanding of DCMS' purpose	73%	+1	-11 ◇
B07. I have a clear understanding of DCMS' objectives	67%	-1	-12 ◇

# 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



## My work

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B01. I am interested in my work	41	48	8			90%	0	+1	-2 ✧
B02. I am sufficiently challenged by my work	27	46	13	12		73%	-5 ✧	-1	-5 ✧
B03. My work gives me a sense of personal accomplishment	24	49	12	11		73%	+2	0	-5 ✧
B04. I feel involved in the decisions that affect my work	12	45	19	17	7	57%	+2	+7 ✧	-3
B05. I have a choice in deciding how I do my work	21	56	15	5		77%	-1	+6 ✧	0

## Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of DCMS' purpose	14	58	16	9		73%	+1	-11 ✧	-17 ✧
B07. I have a clear understanding of DCMS' objectives	13	54	20	11		67%	-1	-12 ✧	-18 ✧
B08. I understand how my work contributes to DCMS' objectives	20	53	18	7		73%	+3	-8 ✧	-13 ✧

# All questions by theme

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## My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	17	49	19	12		66%	+2	+3 ✧	-1
B10. My manager is considerate of my life outside work	35	46	14	4		81%	-1	+2	-1
B11. My manager is open to my ideas	33	50	10	5		83%	+1	+4 ✧	+2
B12. My manager helps me to understand how I contribute to DCMS' objectives	12	41	29	13	4	54%	+1	-5 ✧	-10 ✧
B13. Overall, I have confidence in the decisions made by my manager	25	51	14	8		75%	+1	+5 ✧	+1
B14. My manager recognises when I have done my job well	26	57	11	4		83%	+4	+8 ✧	+4 ✧
B15. I receive regular feedback on my performance	13	49	19	17		62%	+1	+2	-3 ✧
B16. The feedback I receive helps me to improve my performance	11	47	28	11		58%	0	0	-4 ✧
B17. I think that my performance is evaluated fairly	12	50	27	8		62%	-4	0	-5 ✧
B18. Poor performance is dealt with effectively in my team	7	31	47	12		38%	-4	+1	-3

## 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	27	57	12	5		83%	-1	+1	-2
B20. The people in my team work together to find ways to improve the service we provide	25	53	15	5		78%	-2	0	-4 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	21	53	19	6		74%	-5	+5 ✧	-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 CS2011	Difference from CS High Performers
<b>Learning and development</b>									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	5	36	33	20	5	41%	+2	-13 ◇	-22 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	5	29	45	16	4	34%	-1	-11 ◇	-18 ◇
B24. There are opportunities for me to develop my career in DCMS	14	28	31	24		16%	-1	-15 ◇	-22 ◇
B25. Learning and development activities I have completed while working for DCMS are helping me to develop my career	4	24	40	23	9	28%	-4	-11 ◇	-17 ◇
<b>Inclusion and fair treatment</b>									
 :Strength of association with engagement									
B26. I am treated fairly at work	20	59	14	5		78%	0	0	-3 ◇
B27. I am treated with respect by the people I work with	25	60	11			85%	0	+1	-2
B28. I feel valued for the work I do	15	47	20	13	5	62%	+7 ◇	+3	-4 ◇
B29. I think that DCMS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	54	19	7		70%	-4	0	-6 ◇

# All questions by theme

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## Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	16	65	9	8		81%	+7 ✧	-1	-5 ✧
B31. I get the information I need to do my job well	10	56	20	12		67%	+7 ✧	-1	-4 ✧
B32. I have clear work objectives	15	56	17	9		71%	+9 ✧	-2	-7 ✧
B33. I have the skills I need to do my job effectively	22	65	11			86%	+1	-2	-4 ✧
B34. I have the tools I need to do my job effectively	13	54	17	12	4	67%	-4	-3 ✧	-9 ✧
B35. I have an acceptable workload	7	52	21	15	6	58%	-2	-2	-7 ✧
B36. I achieve a good balance between my work life and my private life	11	52	17	17		63%	-4	-4 ✧	-10 ✧

## Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	29	17	29	22		31%	-4	-1	-8 ✧
B38. I am satisfied with the total benefits package	28	23	26	21		30%	-2	-4 ✧	-11 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	18	32	27		23%	-1	-4 ✧	-12 ✧

# All questions by theme

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## Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that DCMS as a whole is managed well	34	33	22	8	37%	-2	-4 ✧	-18 ✧	
B41. Senior Leaders in DCMS are sufficiently visible <sup>^</sup>	6	40	23	20	10	47%	-15 ✧	+1	-12 ✧
B42. I believe the actions of Senior Leaders are consistent with DCMS' values <sup>^</sup>	5	34	42	13	6	39%	-4	0	-11 ✧
B43. I believe that Executive Board has a clear vision for the future of DCMS <sup>^</sup>	4	27	41	17	10	31%	+6 ✧	-8 ✧	-20 ✧
B44. Overall, I have confidence in the decisions made by DCMS' Senior Leaders <sup>^</sup>	4	28	41	17	10	32%	-1	-4 ✧	-15 ✧
B45. I feel that change is managed well in DCMS	30	34	22	11	33%	+5	+6 ✧	-3 ✧	
B46. When changes are made in DCMS they are usually for the better	18	40	28	13	20%	+8 ✧	-2	-11 ✧	
B47. DCMS keeps me informed about matters that affect me	8	52	28	9	60%	-8 ✧	+5 ✧	-2	
B48. I have the opportunity to contribute my views before decisions are made that affect me	7	40	29	18	6	47%	-1	+12 ✧	+4 ✧
B49. I think it is safe to challenge the way things are done in DCMS	6	36	31	20	7	42%	-2	+4 ✧	-4 ✧

# 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

	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of DCMS	13	40	30	13	4	53%	-1	+1	-12 ✧
B51. I would recommend DCMS as a great place to work	7	25	36	26	6	32%	+1	-10 ✧	-23 ✧
B52. I feel a strong personal attachment to DCMS	12	34	26	20	8	46%	-3	+1	-7 ✧
B53. DCMS inspires me to do the best in my job	7	31	34	22	6	38%	+1	0	-11 ✧
B54. DCMS motivates me to help it achieve its objectives	6	27	36	24	7	32%	+1	-3	-13 ✧
<b>Taking action</b>									
B55. I believe that Senior Leaders in DCMS will take action on the results from this survey <sup>^</sup>	4	34	34	19	9	38%	0	0	-12 ✧
B56. I believe that managers where I work will take action on the results from this survey	6	33	35	19	7	39%	-3	-10 ✧	-17 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	16		55	17	9	19%	-	-10 ✧	-18 ✧

# All questions by theme

## Your plans for the future

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

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave DCMS as soon as possible		<b>8%</b>	-2	+1	-2
I want to leave DCMS within the next 12 months		<b>22%</b>	+5 ^	+11 ^	+7 ^
I want to stay working for DCMS for at least the next year		<b>41%</b>	+7 ^	+14 ^	+7 ^
I want to stay working for DCMS for at least the next three years		<b>28%</b>	-10 ^	-25 ^	-32 ^

## The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		<b>5</b>	<b>95%</b>	+2	+10 ^	+4 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		<b>38</b>	<b>62%</b>	+7 ^	+3	-4 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in DCMS it would be investigated properly?		<b>26</b>	<b>74%</b>	+6 ^	+9 ^	+2

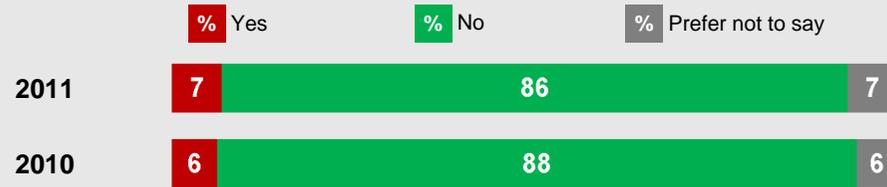
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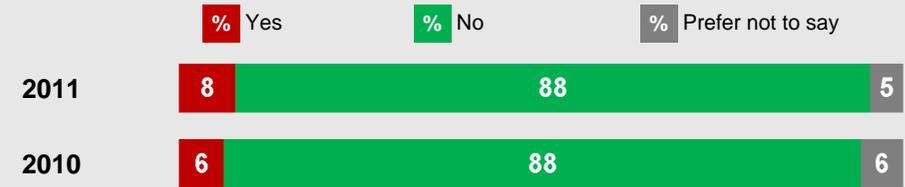
# All questions by theme

## Discrimination, harassment and bullying

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



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



For respondents who selected 'Yes' to question E01.

E02. 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, pay band 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 E03.

E04. 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 my 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 '--'

# Appendix

## Glossary of key terms

<b>% positive</b>	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
<b>Previous survey</b>	Comparisons to the previous survey relate to the results from the 2010 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.
<b>CS2011</b>	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 Civil Service People Survey.
<b>CS High Performers</b>	For each question, this is the upper quartile score across all organisations that have taken part in the 2011 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: ✦

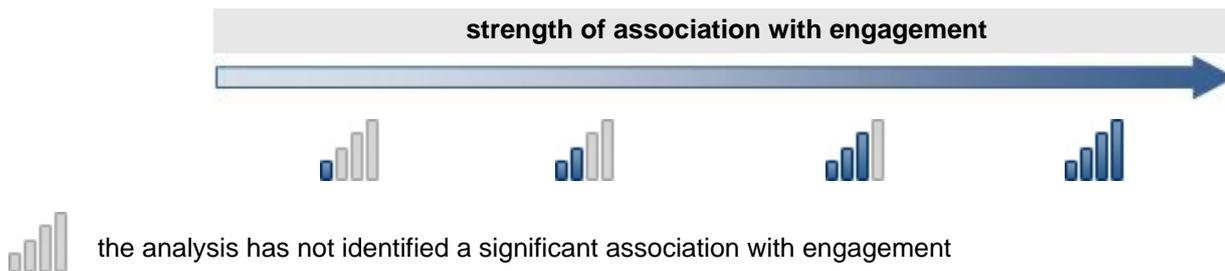
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



## Confidentiality

This survey was carried out as part of the 2011 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 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.