



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

Engagement Index

61%

Difference from
previous survey +4 ✧

Difference from
CS2016 +1 ✧

Difference from CS
High Performers -3 ✧

My work

74%

Difference from
previous survey +2 ✧

Difference from
CS2016 0 ✧

Difference from CS
High Performers -4 ✧

Organisational objectives and purpose

87%

Difference from
previous survey +2 ✧

Difference from
CS2016 +5 ✧

Difference from CS
High Performers 0 ✧

My manager

75%

Difference from
previous survey +1 ✧

Difference from
CS2016 +7 ✧

Difference from CS
High Performers +4 ✧

My team

86%

Difference from
previous survey +1 ✧

Difference from
CS2016 +6 ✧

Difference from CS
High Performers +2 ✧

Learning and development

62%

Difference from
previous survey +3 ✧

Difference from
CS2016 +12 ✧

Difference from CS
High Performers +7 ✧

Inclusion and fair treatment

79%

Difference from
previous survey +2 ✧

Difference from
CS2016 +3 ✧

Difference from CS
High Performers 0 ✧

Resources and workload

75%

Difference from
previous survey +1 ✧

Difference from
CS2016 +2 ✧

Difference from CS
High Performers -2 ✧

Pay and benefits

40%

Difference from
previous survey +11 ✧

Difference from
CS2016 +10 ✧

Difference from CS
High Performers +3 ✧

Leadership and managing change

48%










Difference from
previous survey +4 ✧

Difference from
CS2016 +5 ✧

Difference from CS
High Performers -4 ✧

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		48%	+4 ✧	+5 ✧	-4 ✧
My work		74%	+2 ✧	0 ✧	-4 ✧
My manager		75%	+1 ✧	+7 ✧	+4 ✧
Pay and benefits		40%	+11 ✧	+10 ✧	+3 ✧
Learning and development		62%	+3 ✧	+12 ✧	+7 ✧
Resources and workload		75%	+1 ✧	+2 ✧	-2 ✧
Organisational objectives and purpose		87%	+2 ✧	+5 ✧	0 ✧
My team		86%	+1 ✧	+6 ✧	+2 ✧
Inclusion and fair treatment		79%	+2 ✧	+3 ✧	0




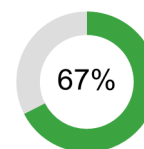
Strength of association with engagement



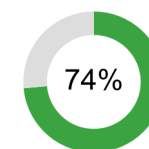
Statistically significant difference from comparison

Wellbeing

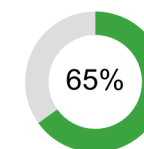
 % responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



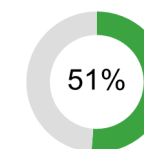
W01. Overall, how satisfied are you with your life nowadays?



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



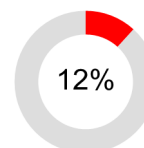
W03. Overall, how happy did you feel yesterday?



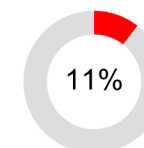
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

 % responding Yes

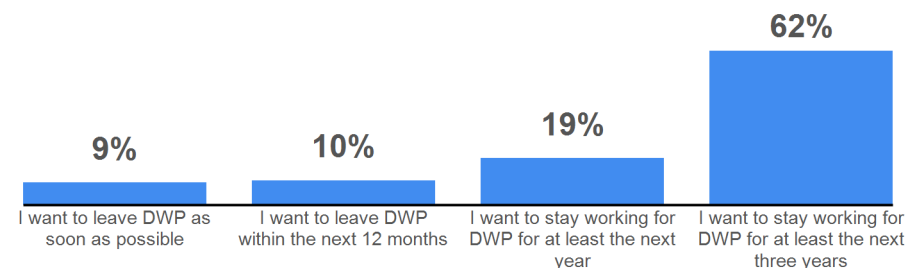


During the past 12 months have you personally experienced discrimination at work?



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

74% +2
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

B01 I am interested in my work	42	47	6	89%	+1 ♦	-1 ♦	-3 ♦
B02 I am sufficiently challenged by my work	42	43	7 6	84%	+2 ♦	+4 ♦	+2 ♦
B03 My work gives me a sense of personal accomplishment	34	46	9 8	79%	+2 ♦	+4 ♦	0
B04 I feel involved in the decisions that affect my work	19	37	14 20 10	56%	+3 ♦	0 ♦	-5 ♦
B05 I have a choice in deciding how I do my work	22	41	12 16 9	63%	+2 ♦	-11 ♦	-15 ♦

Organisational objectives and purpose

87% +2
 Difference from previous survey



Strength of association with engagement



B06 I have a clear understanding of DWP's purpose	33	55	7	88%	+2 ♦	+2 ♦	-2 ♦
B07 I have a clear understanding of DWP's objectives	32	55	8	86%	+2 ♦	+6 ♦	+2 ♦
B08 I understand how my work contributes to DWP's objectives	33	54	7	87%	+2 ♦	+4 ♦	0



All questions by theme

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

My manager

75% +1

Difference
from
previous
survey



Strength of
association with
engagement



% 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	44	11	9	76%	+2 ♦	+7 ♦	+3 ♦
B10	My manager is considerate of my life outside work	39	41	10	5	81%	+2 ♦	-2 ♦	-5 ♦
B11	My manager is open to my ideas	36	44	11	6	80%	+1 ♦	-1 ♦	-4 ♦
B12	My manager helps me to understand how I contribute to DWP's objectives	29	46	15	7	75%	+2 ♦	+11 ♦	+6 ♦
B13	Overall, I have confidence in the decisions made by my manager	33	42	12	8	75%	+2 ♦	+2 ♦	-3 ♦
B14	My manager recognises when I have done my job well	38	45	9	6	82%	+1 ♦	+4 ♦	+1 ♦
B15	I receive regular feedback on my performance	33	48	9	7	81%	0 ♦	+15 ♦	+12 ♦
B16	The feedback I receive helps me to improve my performance	30	43	15	8	73%	+2 ♦	+11 ♦	+7 ♦
B17	I think that my performance is evaluated fairly	27	42	14	11	69%	+2 ♦	+6 ♦	+1 ♦
B18	Poor performance is dealt with effectively in my team	18	35	26	13	54%	+1 ♦	+14 ♦	+11 ♦

My team

86% +1

Difference
from
previous
survey



Strength of
association with
engagement



B19	The people in my team can be relied upon to help when things get difficult in my job	46	43	6	5	90%	+1 ♦	+5 ♦	+3 ♦
B20	The people in my team work together to find ways to improve the service we provide	43	44	7	6	88%	+1 ♦	+6 ♦	+3 ♦
B21	The people in my team are encouraged to come up with new and better ways of doing things	37	42	11	7	79%	0	+5 ♦	0 ♦

All questions by theme

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

Learning and development

62% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

		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	20	51	14	12	3	71%	+1 ♦	+10 ♦	+3 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	19	44	20	13	4	63%	+2 ♦	+12 ♦	+6 ♦
B24	There are opportunities for me to develop my career in DWP	19	42	19	13	7	61%	+5 ♦	+18 ♦	+10 ♦
B25	Learning and development activities I have completed while working for DWP are helping me to develop my career	17	37	24	16	7	53%	+5 ♦	+10 ♦	+2 ♦

Inclusion and fair treatment

79% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

		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	31	50	9	6	4	81%	+2 ♦	+2 ♦	-2 ♦
B27	I am treated with respect by the people I work with	37	52	6	3	2	89%	+1 ♦	+4 ♦	+1 ♦
B28	I feel valued for the work I do	27	43	13	12	6	70%	+4 ♦	+5 ♦	0 ♦
B29	I think that DWP respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29	48	12	6	5	77%	+2 ♦	+3 ♦	-1 ♦

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



% 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	32	56	6	5	87%	0 ♦	+5 ♦	+1 ♦
B31	I get the information I need to do my job well	21	50	13	12	71%	+2 ♦	+2 ♦	-3 ♦
B32	I have clear work objectives	26	55	10	7	81%	+1 ♦	+6 ♦	+1 ♦
B33	I have the skills I need to do my job effectively	29	55	8	6	85%	+1 ♦	-4 ♦	-7 ♦
B34	I have the tools I need to do my job effectively	18	45	13	17	64%	-1 ♦	-6 ♦	-12 ♦
B35	I have an acceptable workload	16	48	13	16	65%	+1 ♦	+6 ♦	0
B36	I achieve a good balance between my work life and my private life	21	50	13	11	71%	+1 ♦	+4 ♦	-1 ♦

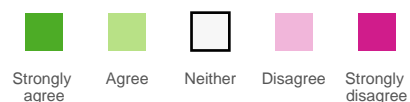
Pay and benefits

40% +11

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

B37	I feel that my pay adequately reflects my performance	9	32	14	28	40%	+14 ♦	+8 ♦	+1 ♦
B38	I am satisfied with the total benefits package	10	35	17	23	45%	+9 ♦	+11 ♦	+5 ♦
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	9	27	14	29	36%	+12 ♦	+9 ♦	+2 ♦

All questions by theme

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

Leadership and managing change

48% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

B40	I feel that DWP as a whole is managed well	11	39	20	20	10	50%	+5 ♦	+3 ♦	-8 ♦
B41	Senior managers (Senior Civil Service Pay Band 1 and above) in DWP are sufficiently visible	12	37	19	20	11	49%	+4 ♦	-6 ♦	-16 ♦
B42	I believe the actions of senior managers (Senior Civil Service Pay Band 1 and above) are consistent with DWP's values	11	37	31	13	8	48%	+4 ♦	-1 ♦	-10 ♦
B43	I believe that DWP's departmental level Executive Team has a clear vision for the future of DWP	12	40	29	12	8	52%	+4 ♦	+9 ♦	-3 ♦
B44	Overall, I have confidence in the decisions made by DWP's senior managers (Senior Civil Service Pay Band 1 and above)	11	33	26	18	11	44%	+5 ♦	0	-11 ♦
B45	I feel that change is managed well in DWP	9	34	18	28	12	43%	+3 ♦	+13 ♦	+2 ♦
B46	When changes are made in DWP they are usually for the better	9	31	25	24	10	40%	+4 ♦	+10 ♦	+2 ♦
B47	DWP keeps me informed about matters that affect me	12	52	17	12	6	64%	+5 ♦	+9 ♦	0
B48	I have the opportunity to contribute my views before decisions are made that affect me	10	32	18	26	13	42%	+5 ♦	+5 ♦	-5 ♦
B49	I think it is safe to challenge the way things are done in DWP	11	36	20	20	12	47%	+3 ♦	+4 ♦	-1 ♦

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 DWP	20	35	23	15	8	54%	+6 ♦	-5 ♦	-12 ♦
B51 I would recommend DWP as a great place to work	19	34	22	16	9	53%	+8 ♦	+2 ♦	-8 ♦
B52 I feel a strong personal attachment to DWP	20	34	23	16	8	54%	+4 ♦	+6 ♦	-2 ♦
B53 DWP inspires me to do the best in my job	19	36	23	15	7	55%	+6 ♦	+9 ♦	+2 ♦
B54 DWP motivates me to help it achieve its objectives	18	35	23	15	8	54%	+6 ♦	+10 ♦	+3 ♦

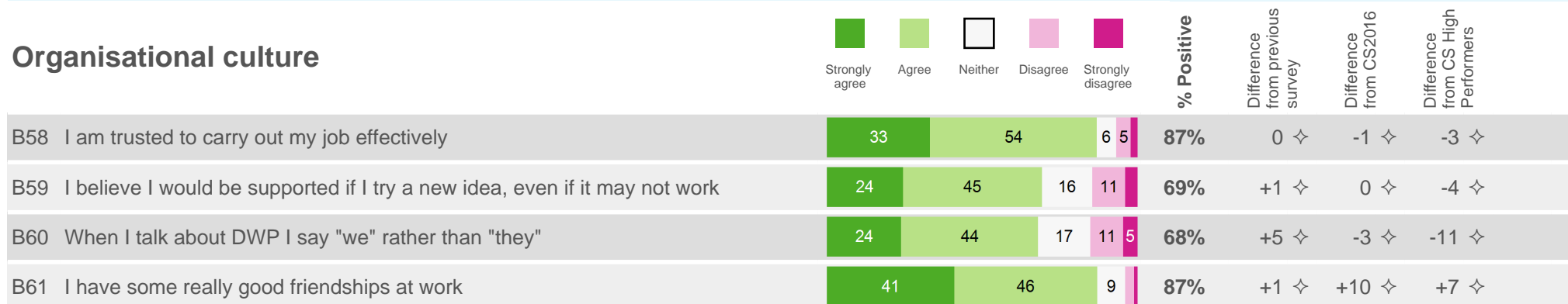
Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that senior managers (Senior Civil Service Pay Band 1 and above) in DWP will take action on the results from this survey	12	35	21	19	13	47%	+4 ♦	+1 ♦	-7 ♦
B56 I believe that managers where I work will take action on the results from this survey	21	42	16	12	9	63%	+1 ♦	+8 ♦	-1 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	17	33	27	14	10	50%	0	+15 ♦	+8 ♦

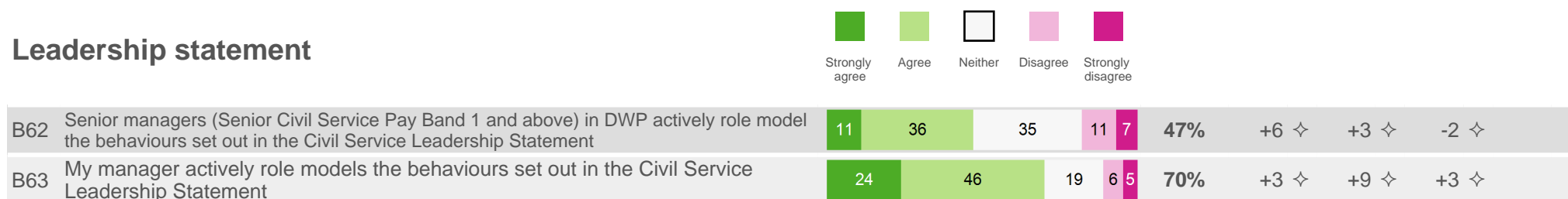
All questions by theme

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

Organisational culture



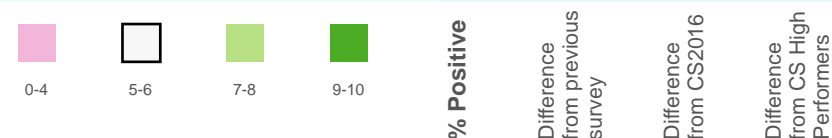
Leadership statement



All questions by theme

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

Wellbeing

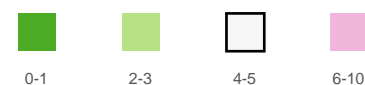


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

W01 Overall, how satisfied are you with your life nowadays?	13	20	47	21	67%	+2 ◆	+1 ◆	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	17	45	29	74%	+1 ◆	+3 ◆	0 ◆
W03 Overall, how happy did you feel yesterday?	16	19	39	26	65%	+2 ◆	+1 ◆	-1 ◆

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?	26	25	18	31	51%	+1 ◆	+1 ◆	-2 ◆
--	----	----	----	----	-----	------	------	------

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 DWP?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave DWP as soon as possible		9%	-2 ◆	+1 ◆	-2 ◆
I want to leave DWP within the next 12 months		10%	-1 ◆	-5 ◆	-9 ◆
I want to stay working for DWP for at least the next year		19%	+1 ◆	-13 ◆	-20 ◆
I want to stay working for DWP for at least the next three years		62%	+2 ◆	+19 ◆	+11 ◆

The Civil Service Code

Differences are based on '% Yes' score

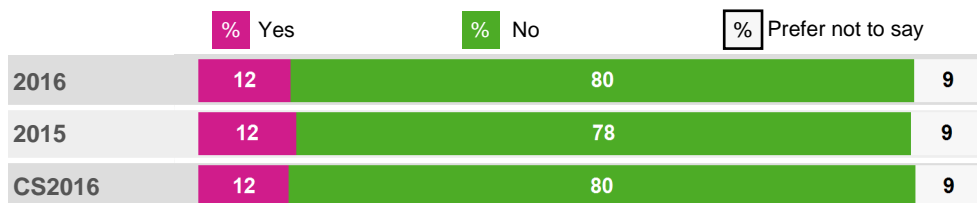
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		6	94%	+2 ◆	+3 ◆	-1 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		23	77%	+4 ◆	+10 ◆	+3 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in DWP it would be investigated properly?		27	73%	+5 ◆	+6 ◆	-2 ◆

All questions by theme

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

Discrimination, harassment and bullying

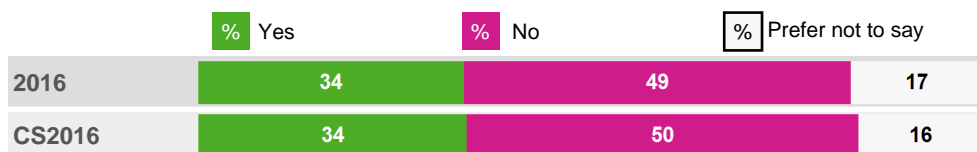
E01. During the past 12 months, have you personally experienced discrimination at work?



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



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



For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?



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	846	
Caring responsibilities	1,076	
Disability	1,324	
Ethnic background	351	
Gender	550	
Gender reassignment or perceived gender	22	
Grade, pay band or responsibility level	1,431	
Main spoken/written language or language ability	231	
Religion or belief	211	
Sexual orientation	156	
Social or educational background	210	
Working location	653	
Working pattern	1,900	
Any other grounds	1,725	
Prefer not to say	788	

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	1,879	
Your manager	2,119	
Another manager in my part of DWP	1,748	
Someone you manage	177	
Someone who works for another part of DWP	326	
A member of the public	312	
Someone else	171	
Prefer not to say	763	

All questions by theme

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

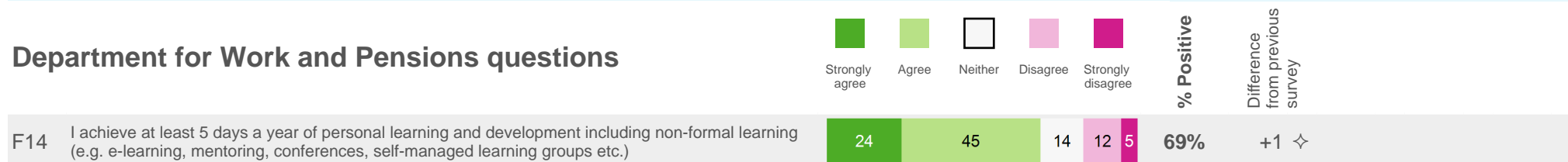
Department for Work and Pensions questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I believe that leadership is something we should all do no matter what grade	40	48	7			88%	--
F02	I am given a real opportunity to improve my skills in this organisation	21	44	18	13		65%	+3 ◆
F03	The information technology (IT) I have access to provides effective support for the job I do	7	29	14	30	21	36%	-5 ◆
F04	I am able to work with others to improve customer service	23	58	12	5		81%	--
F05	I believe strongly in the purpose and objectives of DWP	24	49	20	5		73%	+6 ◆
F06	In DWP, ideas and innovation are increasingly driven from the frontline	15	36	26	16	7	52%	+3 ◆
F07	The DWP Story helps me to understand my part in helping DWP achieve all it has to do	14	41	27	12	6	55%	+3 ◆
F08	People across DWP are getting better at collaborating with each other so that we can deliver	15	45	22	14	5	59%	+3 ◆
F09	My manager is effective at leading and implementing change locally	27	48	14	7		74%	+2 ◆
F10	My manager coaches and encourages me to try out new ideas	26	43	17	9	5	69%	+1 ◆
F11	My development plan reflects my need to build professional capability in relation to DWP's priority areas (Leadership; Digital, Data and Technology; Commercial and Operational Delivery)^	18	46	23	9		63%	+1 ◆
F12	The work I do is relevant to DWP's broader aims and objectives	24	56	15			80%	-2 ◆
F13	My manager demonstrates commitment to my mental and physical wellbeing by fostering a safe and healthy working environment	28	48	14	6		75%	--

All questions by theme

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

Department for Work and Pensions questions





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.