



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

Engagement Index

69%

Difference from previous survey +3

Difference from CS2016 +10

Difference from CS High Performers +6

My work

81%

Difference from previous survey +2

Difference from CS2016 +6

Difference from CS High Performers +3

Organisational objectives and purpose

88%

Difference from previous survey +5

Difference from CS2016 +5

Difference from CS High Performers 0

My manager

72%

Difference from previous survey +3

Difference from CS2016 +4

Difference from CS High Performers +2

My team

86%

Difference from previous survey +4

Difference from CS2016 +6

Difference from CS High Performers +2

Learning and development

52%

Difference from previous survey -2

Difference from CS2016 +1

Difference from CS High Performers -4

Inclusion and fair treatment

83%

Difference from previous survey +2

Difference from CS2016 +7

Difference from CS High Performers +4

Resources and workload

75%

Difference from previous survey +2

Difference from CS2016 +2

Difference from CS High Performers -2

Pay and benefits

30%

Difference from previous survey 0

Difference from CS2016 -1

Difference from CS High Performers -8

Leadership and managing change

62%










Difference from previous survey +3

Difference from CS2016 +19

Difference from CS High Performers +10

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 |  | 62% | +3 ✧ | +19 ✧ | +10 ✧ |
| My work |  | 81% | +2 ✧ | +6 ✧ | +3 ✧ |
| My manager |  | 72% | +3 ✧ | +4 ✧ | +2 ✧ |
| Pay and benefits |  | 30% | 0 | -1 ✧ | -8 ✧ |
| Learning and development |  | 52% | -2 ✧ | +1 ✧ | -4 ✧ |
| Resources and workload |  | 75% | +2 ✧ | +2 ✧ | -2 ✧ |
| Organisational objectives and purpose |  | 88% | +5 ✧ | +5 ✧ | 0 |
| Inclusion and fair treatment |  | 83% | +2 ✧ | +7 ✧ | +4 ✧ |
| My team |  | 86% | +4 ✧ | +6 ✧ | +2 ✧ |




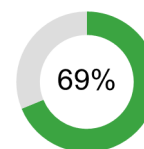
Strength of association with engagement



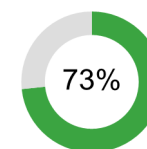
Statistically significant difference from comparison

Wellbeing

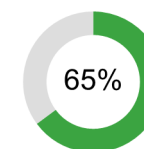
 % responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



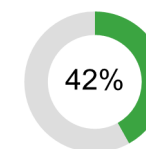
W01. Overall, how satisfied are you with your life nowadays?



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



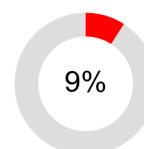
W03. Overall, how happy did you feel yesterday?



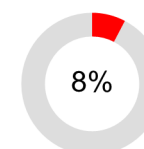
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

 % responding Yes

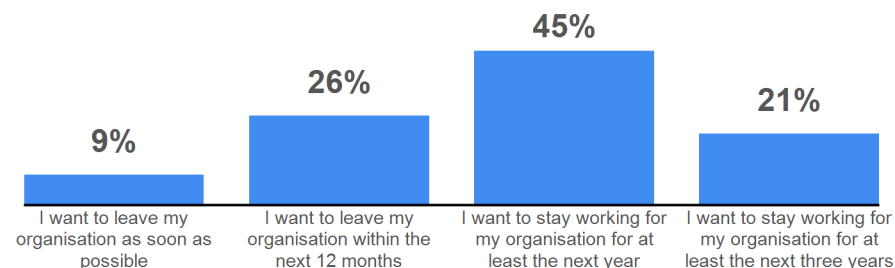


During the past 12 months have you personally experienced discrimination at work?



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

81% +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

49

44

93%

+1 ♦

+4 ♦

+2 ♦

B02 I am sufficiently challenged by my work

41

41

9

7

82%

+1

+2 ♦

0 ♦

B03 My work gives me a sense of personal accomplishment

35

43

13

7

79%

+1

+4 ♦

0 ♦

B04 I feel involved in the decisions that affect my work

24

45

18

10

69%

+5 ♦

+12 ♦

+7 ♦

B05 I have a choice in deciding how I do my work

34

48

11

5

82%

+3 ♦

+8 ♦

+3 ♦

Organisational objectives and purpose

88% +5

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2016

Difference
from CS High
Performers

B06 I have a clear understanding of my organisation's purpose

36

54

8

90%

+4 ♦

+4 ♦

0 ♦

B07 I have a clear understanding of my organisation's objectives

34

53

8

87%

+8 ♦

+7 ♦

+2 ♦

B08 I understand how my work contributes to my organisation's objectives

38

48

10

86%

+3 ♦

+3 ♦

-1 ♦



All questions by theme

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

My manager

72% +3

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 | 33 | 41 | 14 | 8 | 75% | +4 ♦ | +6 ♦ | +2 ♦ |
| B10 | My manager is considerate of my life outside work | 49 | 36 | 8 | 5 | 86% | +2 ♦ | +3 ♦ | 0 |
| B11 | My manager is open to my ideas | 49 | 37 | 9 | | 86% | -1 ♦ | +5 ♦ | +1 ♦ |
| B12 | My manager helps me to understand how I contribute to my organisation's objectives | 28 | 44 | 20 | 7 | 71% | +4 ♦ | +7 ♦ | +2 ♦ |
| B13 | Overall, I have confidence in the decisions made by my manager | 41 | 42 | 10 | | 83% | +4 ♦ | +10 ♦ | +5 ♦ |
| B14 | My manager recognises when I have done my job well | 40 | 44 | 10 | | 84% | +3 ♦ | +6 ♦ | +2 ♦ |
| B15 | I receive regular feedback on my performance | 24 | 43 | 18 | 11 | 67% | +6 ♦ | 0 | -3 ♦ |
| B16 | The feedback I receive helps me to improve my performance | 25 | 42 | 21 | 10 | 67% | +7 ♦ | +4 ♦ | 0 ♦ |
| B17 | I think that my performance is evaluated fairly | 23 | 41 | 22 | 9 | 65% | +1 ♦ | +2 ♦ | -3 ♦ |
| B18 | Poor performance is dealt with effectively in my team | 10 | 32 | 43 | 11 | 42% | +5 ♦ | +3 ♦ | -1 ♦ |

My team

86% +4

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 | 42 | 47 | 7 | | 88% | +4 ♦ | +4 ♦ | +2 ♦ |
| B20 | The people in my team work together to find ways to improve the service we provide | 40 | 46 | 9 | | 86% | +3 ♦ | +5 ♦ | +2 ♦ |
| B21 | The people in my team are encouraged to come up with new and better ways of doing things | 37 | 45 | 12 | 5 | 82% | +5 ♦ | +8 ♦ | +3 ♦ |



All questions by theme

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

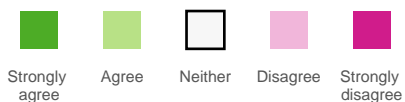
Learning and development

52% -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 |
|-----|--|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B22 | I am able to access the right learning and development opportunities when I need to | 15 | 44 | 26 | 11 | 5 | 59% | -2 ♦ | -2 ♦ | -9 ♦ |
| B23 | Learning and development activities I have completed in the past 12 months have helped to improve my performance | 13 | 38 | 35 | 11 | 5 | 51% | -6 ♦ | 0 | -6 ♦ |
| B24 | There are opportunities for me to develop my career in my organisation | 15 | 36 | 28 | 14 | 8 | 51% | +1 | +8 ♦ | 0 |
| B25 | Learning and development activities I have completed while working for my organisation are helping me to develop my career | 14 | 32 | 38 | 11 | 5 | 46% | -2 ♦ | +2 ♦ | -5 ♦ |

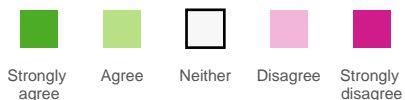
Inclusion and fair treatment

83% +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 | 38 | 46 | 9 | 5 | 2 | 84% | +1 ♦ | +6 ♦ | +2 ♦ |
| B27 | I am treated with respect by the people I work with | 45 | 44 | 6 | 5 | 2 | 88% | +1 ♦ | +4 ♦ | +1 ♦ |
| B28 | I feel valued for the work I do | 31 | 45 | 12 | 9 | 5 | 76% | +2 ♦ | +11 ♦ | +5 ♦ |
| B29 | I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc) | 41 | 42 | 10 | 5 | 2 | 83% | +2 ♦ | +9 ♦ | +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% +2

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 | 27 | 57 | 9 | 6 | 84% | +3 ♦ | +2 ♦ | -2 ♦ |
| B31 | I get the information I need to do my job well | 20 | 54 | 14 | 10 | 74% | +2 ♦ | +6 ♦ | 0 |
| B32 | I have clear work objectives | 24 | 53 | 13 | 7 | 77% | +5 ♦ | +2 ♦ | -2 ♦ |
| B33 | I have the skills I need to do my job effectively | 33 | 57 | 8 | | 91% | +3 ♦ | +2 ♦ | -1 ♦ |
| B34 | I have the tools I need to do my job effectively | 21 | 56 | 15 | 7 | 77% | +4 ♦ | +7 ♦ | +2 ♦ |
| B35 | I have an acceptable workload | 13 | 43 | 20 | 19 | 56% | -4 ♦ | -3 ♦ | -9 ♦ |
| B36 | I achieve a good balance between my work life and my private life | 19 | 46 | 16 | 14 | 65% | +2 ♦ | -2 ♦ | -7 ♦ |

Pay and benefits

30% 0

Difference
from
previous
survey



Strength of
association with
engagement



| | | | | | | | | | | |
|-----|---|---|----|----|----|----|-----|------|------|-------|
| B37 | I feel that my pay adequately reflects my performance | 6 | 24 | 21 | 28 | 20 | 31% | -2 ♦ | -1 ♦ | -8 ♦ |
| B38 | I am satisfied with the total benefits package | 7 | 26 | 24 | 27 | 16 | 34% | +2 ♦ | 0 | -7 ♦ |
| B39 | Compared to people doing a similar job in other organisations I feel my pay is reasonable | 6 | 18 | 20 | 30 | 26 | 24% | -1 | -3 ♦ | -10 ♦ |



All questions by theme

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

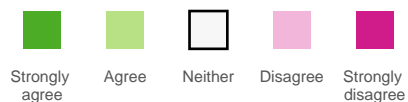
Leadership and managing change

62% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

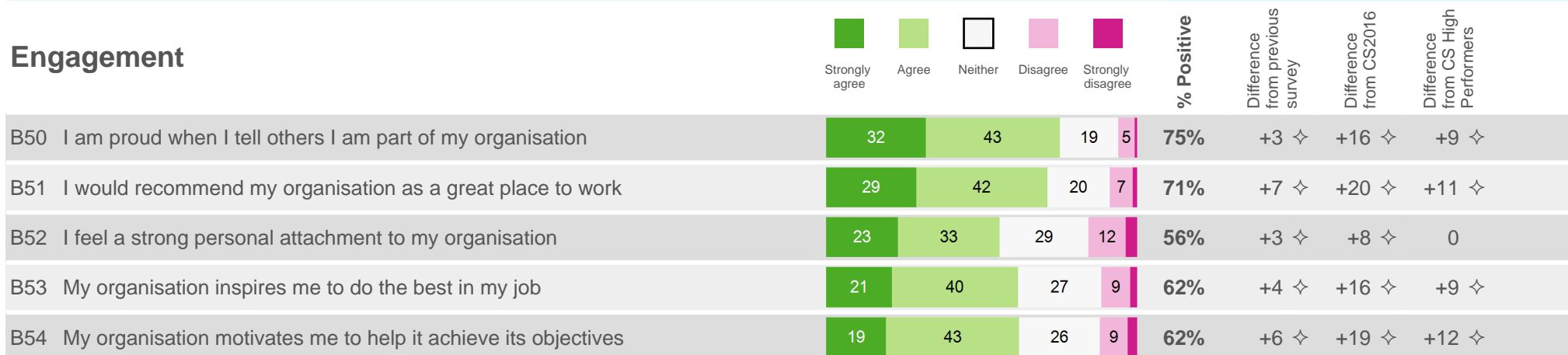
| | | | | | | | | | |
|-----|--|----|----|----|----|-----|------|-------|-------|
| B40 | I feel that my organisation as a whole is managed well | 17 | 57 | 17 | 7 | 74% | +3 ◆ | +27 ◆ | +16 ◆ |
| B41 | The Senior Leadership Team in my organisation are sufficiently visible | 25 | 52 | 14 | 7 | 77% | +1 | +22 ◆ | +11 ◆ |
| B42 | I believe the actions of the Senior Leadership Team are consistent with my organisation's values | 21 | 49 | 22 | 5 | 71% | +4 ◆ | +22 ◆ | +13 ◆ |
| B43 | I believe that the Executive Board has a clear vision for the future of my organisation | 16 | 43 | 33 | 6 | 59% | +2 ◆ | +16 ◆ | +5 ◆ |
| B44 | Overall, I have confidence in the decisions made by my organisation's senior managers | 16 | 51 | 26 | 5 | 66% | +1 ◆ | +22 ◆ | +12 ◆ |
| B45 | I feel that change is managed well in my organisation | 12 | 40 | 33 | 12 | 52% | +6 ◆ | +22 ◆ | +11 ◆ |
| B46 | When changes are made in my organisation they are usually for the better | 10 | 33 | 46 | 10 | 42% | +3 ◆ | +12 ◆ | +4 ◆ |
| B47 | My organisation keeps me informed about matters that affect me | 18 | 55 | 19 | 5 | 73% | 0 | +18 ◆ | +9 ◆ |
| B48 | I have the opportunity to contribute my views before decisions are made that affect me | 14 | 34 | 33 | 15 | 48% | +2 ◆ | +11 ◆ | +1 ◆ |
| B49 | I think it is safe to challenge the way things are done in my organisation | 15 | 44 | 28 | 10 | 59% | +7 ◆ | +16 ◆ | +10 ◆ |



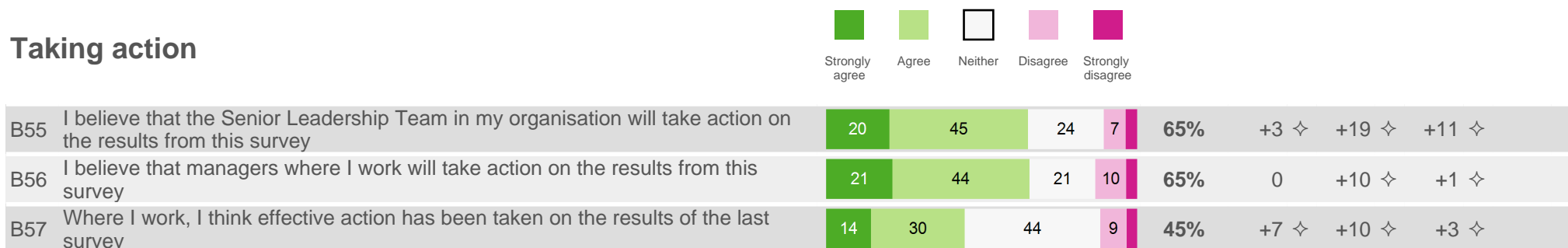
All questions by theme

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

Engagement



Taking action

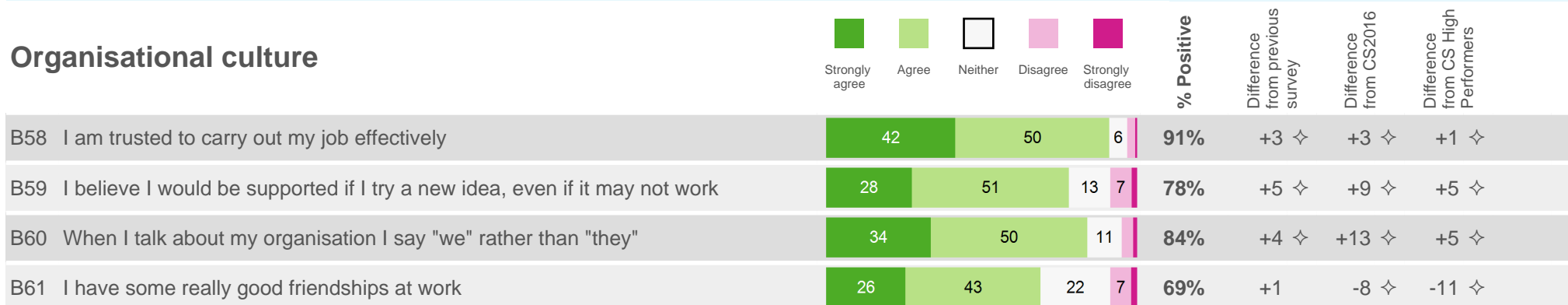




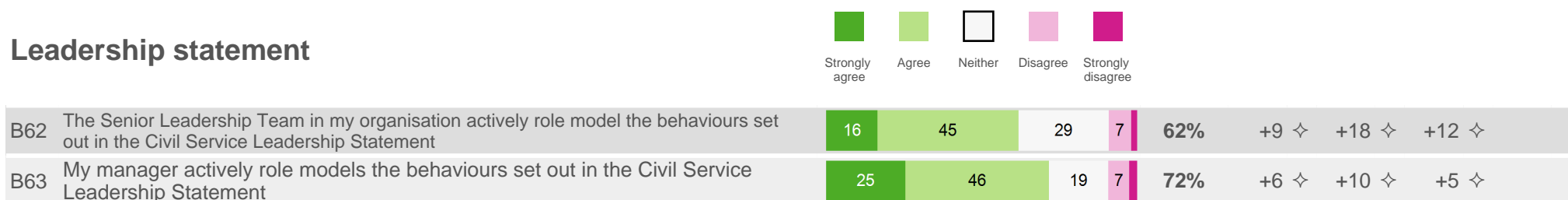
All questions by theme

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

Organisational culture



Leadership statement

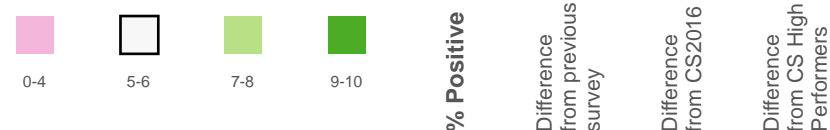




All questions by theme

◆ 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? | 10 | 22 | 57 | 12 | 69% | +1 ◆ | +2 ◆ | -1 ◆ |
| W02 Overall, to what extent do you feel that the things you do in your life are worthwhile? | 7 | 19 | 54 | 19 | 73% | +1 ◆ | +2 ◆ | -1 ◆ |
| W03 Overall, how happy did you feel yesterday? | 12 | 23 | 51 | 14 | 65% | -1 ◆ | +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? | 15 | 27 | 25 | 33 | 42% | -8 ◆ | -8 ◆ | -11 ◆ |
|--|----|----|----|----|-----|------|------|-------|



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 DCMS?

| | | | Difference from previous survey | Difference from CS2016 | Difference from CS High Performers |
|--|--|-----|---------------------------------|------------------------|------------------------------------|
| I want to leave my organisation as soon as possible | | 9% | +1 | 0 | -2 ◆ |
| I want to leave my organisation within the next 12 months | | 26% | +1 | +11 ◆ | +7 ◆ |
| I want to stay working for my organisation for at least the next year | | 45% | +1 | +12 ◆ | +5 ◆ |
| I want to stay working for my organisation for at least the next three years | | 21% | -3 | -22 ◆ | -31 ◆ |

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% | 0 | +3 ◆ | -1 ◆ |
| D02. Are you aware of how to raise a concern under the Civil Service Code? | | 33 | 67% | +6 ◆ | 0 | -7 ◆ |
| D03. Are you confident that if you raised a concern under the Civil Service Code in DCMS it would be investigated properly? | | 21 | 79% | +3 ◆ | +11 ◆ | +4 ◆ |

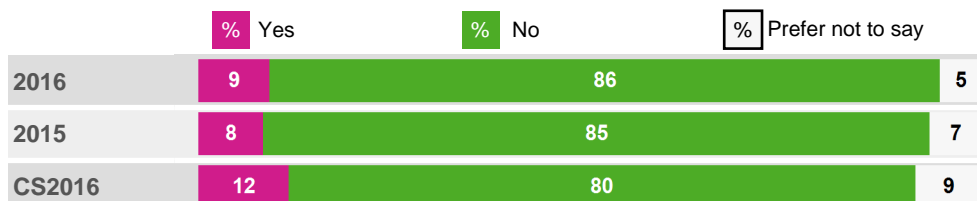


All questions by theme

✦ 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?

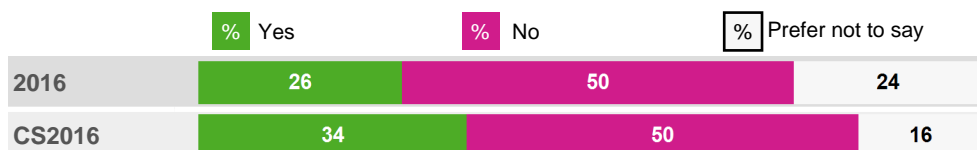


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



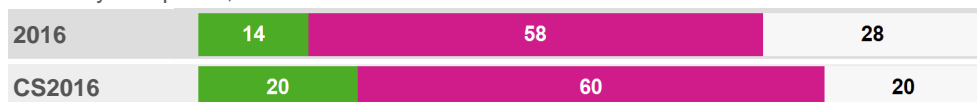
For respondents who selected 'Yes' to question E03.

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 | -- |
| Caring responsibilities | -- |
| Disability | 14 |
| Ethnic background | -- |
| Gender | -- |
| Gender reassignment or perceived gender | -- |
| Grade, pay band or responsibility level | 19 |
| Main spoken/written language or language ability | -- |
| Religion or belief | -- |
| Sexual orientation | -- |
| Social or educational background | -- |
| Working location | -- |
| Working pattern | 13 |
| Any other grounds | 10 |
| Prefer not to say | -- |

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 | 12 |
| Your manager | -- |
| Another manager in my part of DCMS | 12 |
| Someone you manage | -- |
| Someone who works for another part of DCMS | -- |
| A member of the public | -- |
| Someone else | -- |
| Prefer not to say | 10 |

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



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.