

Delphi

Improving health
and wellbeing

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DH People Survey 2011

"Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their sense of well-being." Professor David Guest

Background

The annual DH People Survey took place between 3 - 21 October 2011. The survey provides an important opportunity for you to tell the Permanent Secretary and Director Generals what you think about the Department, and where priorities for improvement should lie. It is part of the annual Civil Service People survey which around 100 organisations take part in, and provides a benchmark level of 'employee engagement' across the Civil Service.

What do the results say?

- 1 97 organisations took part in the 2011 Civil Service Survey
- 1 the average response rate for the Civil Service as a whole was 60%
- 1 the Department's response rate was 73%
- 1 a total of 2091 staff took part in this years DH People Survey
- 1 the Employee Engagement Index (EEI) for the whole of the Civil Service remains at 56%
- 1 our overall Employee Engagement Index (EEI) has fallen from 55% in 2010 to 53%
- 1 our EEI ranks our position as 66 in 2011, which is down from our 2010 position of 61
- 1 our highest EEI position is for 'my line manager' where our ranking is 21, up from 23 last year
- 1 our lowest EEI position is for 'organisational objectives and purpose' where we are ranked 87 out of 97, down from 80 out of 103 organisations in 2010.

You will see from the overall DH report that our response to the drivers of engagement questions are shown on the first page. Our responses to the questions in the area 'my work' have increased since the previous survey, and are above the average across the Civil Service. Questions in this area relate to having choice about how work is done, being involved in decisions, and having interesting and challenging work.

We have also improved overall in the responses to the 'inclusion and fair treatment' questions, particularly in staff feeling valued for the work they do, where we have increased by 4% since last year and are 8% higher than the median Civil Service score.

In other drivers of engagement, you will see that there has been a reduction in the proportion of positive responses to questions. In terms of statistical significance, the areas of 'pay and benefits' and 'organisational objectives and purpose' are significant.

Despite these reductions, the Department has still maintained a level of positive responses that are above, or the same as, the Civil Service median, in all categories of drivers of engagement except 'organisational objectives and purpose' and 'leadership and managing change'.

Looking at each of the drivers of engagement, we score:

- 1 34% for **leadership and managing change**, which is the same as last year, and down 4% compared with the Civil Service average for 2011. Social Care, Local Government and Care Partnerships Directorate score highest with 49%.
- 1 73% for **my work** which is up 2% compared with 2010, and 2% above the Civil Service average. Social Care, Local Government and Care Partnerships Directorate score highest with 80%.
- 1 68% for **my line manager**, which is the same as last year and 4% above the average for the Civil Service this year. Workforce Directorate score highest with 78%.

- 1 42% for **learning and development** – 1% lower than last year, but the same as the average for the Civil Service. Workforce Directorate score highest with 55%.
- 1 40% for **pay and benefits** – 8% lower than 2010 and 8% above the Civil Service average. Communications Directorate score highest with 51%.
- 1 68% for **organisational objectives and purpose**, which is 4% lower than 2010 and 13% lower than the average for the Civil Service for 2011. Research and Development Directorate score highest with 79%.
- 1 73% for **resources and workload**, which is 1% less than 2010, but the same as the Civil Service average for 2011. Chief Nursing Officer Directorate score highest with 78%.
- 1 78% for **my team**, which is the same as last year and 1% above the average for the Civil Service for 2011. Provider Development score highest with 84%.
- 1 76% for **inclusion and fair treatment** – 1% higher than 2010 and 3% above the Civil Service average for this year. Chief nursing Officer Directorate score highest with 86%.

[DH People Survey 2011 - overall results](#) (PDF, 948KB)

[Understanding your 2011 survey results](#) (PPTX, 1083KB)

Accessible version of the Department's results - for Dragon and Jaws users

Below is an accessible version of the Department's results which is suitable for Dragon and Jaws users.

If you require an accessible version of your directorate results please contact Jane Ellis on 0207 210 5031 or by email: jane.ellis@dh.gsi.gov.uk

[Accessible version of DH's results](#) (TXT, 39KB)

Directorate reports

Individual directorate reports are now available from the links below:

[Chief Nursing Officer Directorate](#) (PDF, 773KB)

[Commissioning Directorate](#) (PDF, 787KB)

[Communications Directorate overall](#) (PDF, 775KB)

[Business and Strategy/Corporate communications/DGs Private Office](#) (PDF, 697KB)

[Public Health Marketing](#) (PDF, 697KB)

[News](#) (PDF, 687KB)

[NHS Communications](#) (PDF, 703KB)

[Corporate Development Directorate overall](#) (PDF, 781KB)

[Information Services and Estates/Operations](#) (PDF, 780KB)

[Transformation Team/CDD Private Office/Director of EHR](#) (PDF, 786KB)

[MBPA Customer Services](#) (PDF, 775KB)

[MBPA Other](#) (PDF, 769KB)

[Human Resources](#) (PDF, 770KB)

[Health Improvement and Protection overall](#) (PDF, 787KB)

[Health and wellbeing](#) (PDF, 788KB)

[Health Protection \(including EPRR, Pan Flu and Olympics\)](#) (PDF, 791KB)

[International Health & Public Health Delivery](#) (PDF, 720KB)

[Public Health England Transition Team](#) (PDF, 781KB)

[Health Science & Bioethics & analytical teams](#) (PDF, 771KB)

[HIP Private Office/CMO Private Office/Operational Delivery/ACGEA](#) (PDF, 785KB)

[Improvement and Efficiency overall](#) (PDF, 748KB)

[Innovation and Service Improvement](#) (PDF, 660KB)

[QIPP](#) (PDF, 681KB)

[Patient & Public Engagement & Experience](#) (PDF, 690KB)

[NHS Finance, Performance & Operations overall](#) (PDF, 781KB)

[Estates & Facilities/Directorate Operating Team/Private Office/NHS CE Private Office](#) (PDF, 784KB)

[NHS Financial Controller/Payment by Results](#) (PDF, 784KB)

[Planning/K&I/PDT/PAT/BusinessUnit/SHA Assurance/Mid Staffs](#) (PDF, 784KB)

[NHS Medical Directorate overall](#) (PDF, 775KB)

[Clinical Policy & Strategy](#) (PDF, 778KB)
[Quality Frameworks and analysts](#) (PDF, 684KB)
[DGs Office/CSO/MEE](#) (PDF, 680KB)
[Policy, Strategy and Finance overall](#) (PDF, 778KB)
[Financial Planning, Analysis & Strategy](#) (PDF, 772KB)
[Group Finance/PSF Private Office & Business Team](#) (PDF, 780KB)
[Procurement, Investment & Commercial](#) (PDF, 777KB)
[Integrated Programme Office](#) (PDF, 692KB)
[Medicines, Pharmacy & Industry](#) (PDF, 777KB)
[System Regulation](#) (PDF, 787KB)
[Policy Unit](#) (PDF, 776KB)
[Provider Development overall](#) (PDF, 753KB)
[Regional Offices overall](#) (PDF, 771KB)
[East of England Regional team](#) (PDF, 672KB)
[London Regional team](#) (PDF, 679KB)
[North East Regional team](#) (PDF, 648KB)
[North West Regional team](#) (PDF, 668KB)
[West Midlands Regional team](#) (PDF, 662KB)
[Research & Development overall](#) (PDF, 760KB)
[Social Care, Local Government & Care Partnerships overall](#) (PDF, 778KB)
[Children, Families, and Maternity \(including Patient Environment\)](#) (PDF, 755KB)
[Health Inequalities & Partnerships](#) (PDF, 958KB)
[Development and Operations \(including DG's Private Office\)](#) (PDF, 691KB)
[Social Care Policy](#) (PDF, 773KB)
[Social Care Leadership and Performance](#) (PDF, 625KB)
[Mental Health and Disability](#) (PDF, 774KB)
[Offender Health](#) (PDF, 663KB)
[Workforce overall](#) (PDF, 771KB)
[Workforce Employee Relations](#) (PDF, 782KB)
[Leadership/Private/Programme Office](#) (PDF, 691KB)
[Professional Standards](#) (PDF, 699KB)
[Workforce Planning and Development](#) (PDF, 772KB)

The Employee Engagement Index

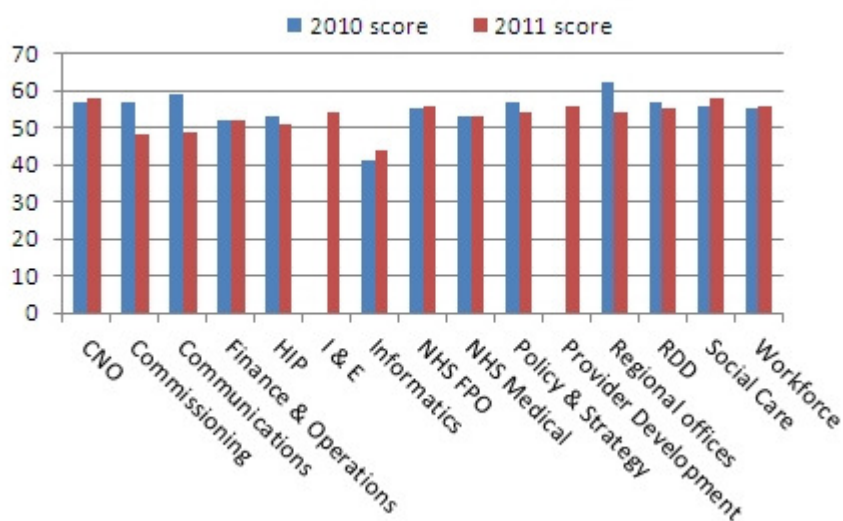
The Employee Engagement Index measures the emotional attachment between staff and the organisation that they work in. The score is calculated from responses to five engagement questions in the survey, which consider if staff want to stay in the Department, say positive things about the Department and strive to do their best for the Department. Questions B50 to B54 are the specific in the report.

The chart below compares the 2010 and 2011 Employee Engagement Index scores for directorates. We have also given the ranking for each directorate in both years. Well done to Social Care Directorate (increased by 2%) Chief Nursing Officers' Directorate, Workforce, NHS FPO (all increased by 1%) and Informatics, who have increased the most, by 3%.

Other directorates have either stayed the same, as in the case of NHS Medical Directorate, or gone down (Communications (-10%), HIP (-2%), PS&F (-3%) and RDD (-1%)). In looking at the results across directorates, please be mindful of the fact that there has been movement of work areas between some directorates, so the comparisons are not exact.

- 1 Employee Engagement Index scores across directorates range from 73% in Social Care, Local Government and Care Partnerships, to 38% in Communications Directorate.
- 1 comparing the rankings, our most improved Directorate is Social Care, Local Government and Care Partnerships, which moved up six places to top spot. Workforce followed closely behind with a move of five places.
- 1 at the other end of the table, Communications Directorate have seen the biggest drop.
- 1 the Directorate which has seen the biggest improvement is Informatics, where there has been an increase of 31% for the 'my work' driver of engagement
- 1 at the other end of the scale, Research and Development Directorate show the biggest drop to the 'pay and benefits' questions (down by 25%)

There is variation in the employee engagement index between individual Directorates for this year – whilst some show a small improvement compared with 2010, others have fallen



Employee Engagement Index by Directorate

Directorate	2010 score	ranking	2011 score	ranking
CNO	57	3	58	1
Commissioning & System Management (1)	57	3	48	14
Communications	59	2	49	13
Finance & Operations (2)	52	12	52	11
Health Improvement	53	10	51	12
Improvement & Efficiency (3)			54	7
Informatics	41	13	44	15
NHS Finance, Performance & Operations	55	8	56	3
NHS Medical	53	10	53	10
Policy & Strategy (4)	57	3	54	7
Provider Development (5)			56	3
Regional offices	62	1	54	7
Research & Development	57	3	55	6
Social Care	56	7	58	1
Workforce	55	8	56	3

- (1) Commissioning only for 2011
- (2) Corporate Development Directorate for 2011 without Finance
- (3) 2011 only
- (4) Policy, Strategy and Finance for 2011
- (5) 2011 only

Next steps

We will publish more detailed demographic information on Delphi shortly.

Directors General are developing local action plans with staff.

Key areas for action for the Department as a whole include:

- 1 improving understanding of organisational objectives and purpose
- 1 improving leadership and management of change
- 1 giving confidence that SCS will take action on the results of the survey

The engagement and change team will be working up plans for action at the corporate level, and you will learn more about how you can get involved in the new year.

Action Planning - Turning your results into action

Below is a document produced by the Cabinet Office that has been designed to help you take forward your teams 2011 survey results and help you prepare your action plans.

[Action Planning - turning your results into action](#) (PPT, 843KB)

Finding out more

For further information about the staff survey contact the survey manager (Jane Ellis) on 0207 210 5031 or by email on jane.ellis@dh.gsi.gov.uk

[email Jane Ellis](#)

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Last modified: 20 Sep 2012

Results of previous DH People surveys

[DH People Survey 2011](#)

[DH People Survey 2010](#)

[DH People Survey 2009](#)

Results of previous DH Pulse surveys

[Pulse survey - May 2011](#)

[Pulse survey - June 2010](#)