

Returns: 1,938

Response rate: 85%

Your engagement index

51%

Difference from previous survey

-3 ✧

Difference from CS2013

-7 ✧

Difference from CS High Performers

-11 ✧

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 CS2013
B50. I am proud when I tell others I am part of DSA	46%	-2 ✧	-10 ✧
B51. I would recommend DSA as a great place to work	34%	-9 ✧	-10 ✧

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

B52. I feel a strong personal attachment to DSA	35%	-3 ✧	-11 ✧
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Strive: motivated to do the best for the organisation...

B53. DSA inspires me to do the best in my job	31%	-4 ✧	-12 ✧
B54. DSA motivates me to help it achieve its objectives	28%	-4 ✧	-12 ✧

✧ = 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 CS2013	Difference from CS High Performers
Leadership and managing change		27%	-3 ✧	-15 ✧	-24 ✧
My work		57%	-3 ✧	-16 ✧	-21 ✧
My manager		66%	-3 ✧	-1 ✧	-4 ✧
Resources and workload		77%	-2 ✧	+3 ✧	0
Pay and benefits		17%	-7 ✧	-12 ✧	-17 ✧
Learning and development		38%	-2 ✧	-9 ✧	-17 ✧
Organisational objectives and purpose		71%	-3 ✧	-12 ✧	-17 ✧
My team		72%	-1	-7 ✧	-9 ✧
Inclusion and fair treatment		65%	-3 ✧	-10 ✧	-13 ✧




✧ = 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 CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change Strength of association with engagement: 			
B45. I feel that change is managed well in DSA	27%	-3 ◇	-1 ◇
B46. When changes are made in DSA they are usually for the better	20%	-2 ◇	-7 ◇
B42. I believe the actions of senior managers are consistent with DSA's values	30%	-2 ◇	-13 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	20%	-1	-16 ◇
B40. I feel that DSA as a whole is managed well	27%	-4 ◇	-16 ◇
B47. DSA keeps me informed about matters that affect me	41%	-6 ◇	-17 ◇
B41. Senior managers in DSA are sufficiently visible	34%	-3 ◇	-17 ◇
B49. I think it is safe to challenge the way things are done in DSA	21%	-3 ◇	-17 ◇
B44. Overall, I have confidence in the decisions made by DSA's senior managers	22%	-3 ◇	-19 ◇
B43. I believe that the Board have a clear vision for the future of DSA	23%	-5 ◇	-19 ◇
My work Strength of association with engagement: 			
B01. I am interested in my work	86%	-2 ◇	-3 ◇
B03. My work gives me a sense of personal accomplishment	67%	-1 ◇	-8 ◇
B02. I am sufficiently challenged by my work	68%	0	-10 ◇
B04. I feel involved in the decisions that affect my work	31%	-5 ◇	-22 ◇
B05. I have a choice in deciding how I do my work	34%	-5 ◇	-38 ◇
My manager Strength of association with engagement: 			
B15. I receive regular feedback on my performance	75%	-2 ◇	+11 ◇
B18. Poor performance is dealt with effectively in my team	48%	-5 ◇	+9 ◇
B16. The feedback I receive helps me to improve my performance	63%	-5 ◇	+3 ◇
B17. I think that my performance is evaluated fairly	63%	-7 ◇	0
B09. My manager motivates me to be more effective in my job	63%	-2 ◇	-2 ◇
B12. My manager helps me to understand how I contribute to DSA's objectives	60%	+1 ◇	-2 ◇
B14. My manager recognises when I have done my job well	75%	-2 ◇	-2 ◇
B13. Overall, I have confidence in the decisions made by my manager	65%	-4 ◇	-6 ◇
B10. My manager is considerate of my life outside work	74%	-2 ◇	-7 ◇
B11. My manager is open to my ideas	71%	-2 ◇	-8 ◇

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 CS2013	Difference from CS High Performers
B01. I am interested in my work	42	44	9			86%	-2 ◇	-3 ◇	-6 ◇
B02. I am sufficiently challenged by my work	20	47	19	11		68%	0	-10 ◇	-14 ◇
B03. My work gives me a sense of personal accomplishment	22	46	18	10	4	67%	-1 ◇	-8 ◇	-12 ◇
B04. I feel involved in the decisions that affect my work	6	25	25	28	16	31%	-5 ◇	-22 ◇	-29 ◇
B05. I have a choice in deciding how I do my work	9	26	26	25	16	34%	-5 ◇	-38 ◇	-43 ◇

Organisational objectives and purpose

:Strength of association with engagement

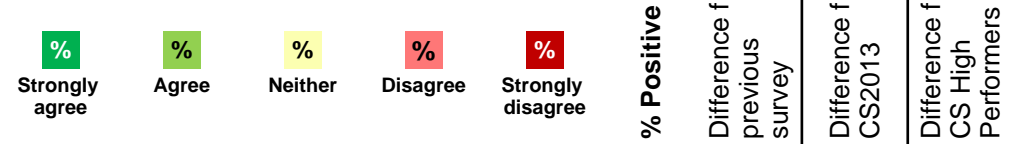
B06. I have a clear understanding of DSA's purpose	20	52	16	8		73%	-2 ◇	-12 ◇	-17 ◇
B07. I have a clear understanding of DSA's objectives	18	50	19	10		67%	-3 ◇	-13 ◇	-18 ◇
B08. I understand how my work contributes to DSA's objectives	21	52	18	7		73%	-3 ◇	-10 ◇	-14 ◇

All questions by theme

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

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My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	20	43	19	12	5	63%	-2 ◇	-2 ◇	-6 ◇
B10. My manager is considerate of my life outside work	34	40	17	6	4	74%	-2 ◇	-7 ◇	-10 ◇
B11. My manager is open to my ideas	28	44	17	7	4	71%	-2 ◇	-8 ◇	-11 ◇
B12. My manager helps me to understand how I contribute to DSA's objectives	18	42	27	9	4	60%	+1 ◇	-2 ◇	-6 ◇
B13. Overall, I have confidence in the decisions made by my manager	26	39	19	10	6	65%	-4 ◇	-6 ◇	-11 ◇
B14. My manager recognises when I have done my job well	29	46	15	6	4	75%	-2 ◇	-2 ◇	-5 ◇
B15. I receive regular feedback on my performance	23	51	15	8		75%	-2 ◇	+11 ◇	+6 ◇
B16. The feedback I receive helps me to improve my performance	21	42	23	10	4	63%	-5 ◇	+3 ◇	-2 ◇
B17. I think that my performance is evaluated fairly	19	44	21	10	6	63%	-7 ◇	0	-4 ◇
B18. Poor performance is dealt with effectively in my team	12	35	31	14	8	48%	-5 ◇	+9 ◇	+6 ◇

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	48	13	6		79%	-1 ◇	-5 ◇	-7 ◇
B20. The people in my team work together to find ways to improve the service we provide	28	46	17	7		74%	0	-6 ◇	-9 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	22	42	22	10	4	64%	0	-9 ◇	-13 ◇

All questions by theme

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

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Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	9	43	27	15	5	53%	+2 ◇	-8 ◇	-12 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	30	39	16	7	38%	+1 ◇	-10 ◇	-16 ◇
B24. There are opportunities for me to develop my career in DSA	5	24	29	24	18	30%	-6 ◇	-8 ◇	-18 ◇
B25. Learning and development activities I have completed while working for DSA are helping me to develop my career	5	25	36	21	12	31%	-7 ◇	-11 ◇	-18 ◇

Inclusion and fair treatment

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B26. I am treated fairly at work	19	49	18	8	6	68%	-5 ◇	-10 ◇	-13 ◇
B27. I am treated with respect by the people I work with	26	54	13	4		80%	-1	-4 ◇	-7 ◇
B28. I feel valued for the work I do	14	35	27	15	9	48%	-3 ◇	-15 ◇	-19 ◇
B29. I think that DSA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	44	25	7	6	62%	-3 ◇	-10 ◇	-16 ◇

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 CS2013
 Difference from CS High Performers

Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	28	59	8			87%	-1 ◇	+4 ◇	+1 ◇
B31. I get the information I need to do my job well	15	53	19	10		68%	-1	-1 ◇	-5 ◇
B32. I have clear work objectives	21	58	14	5		80%	-2 ◇	+4 ◇	0
B33. I have the skills I need to do my job effectively	34	56	7			90%	-1 ◇	+2 ◇	0
B34. I have the tools I need to do my job effectively	22	54	15	8		75%	-1 ◇	+4 ◇	0
B35. I have an acceptable workload	15	51	18	13		66%	0	+6 ◇	0
B36. I achieve a good balance between my work life and my private life	22	51	17	7	4	73%	-4 ◇	+5 ◇	0

Pay and benefits

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	13	17	33	36		14%	-7 ◇	-14 ◇	-21 ◇
B38. I am satisfied with the total benefits package	19	25	28	25		22%	-6 ◇	-11 ◇	-16 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	14	20	31	33		16%	-7 ◇	-10 ◇	-16 ◇

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 CS2013
 Difference from CS High Performers

Leadership and managing change

 : Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that DSA as a whole is managed well	24	32	25	16	27%	-4 ◇	-16 ◇	-29 ◇	
B41. Senior managers in DSA are sufficiently visible	5	29	26	24	16	34%	-3 ◇	-17 ◇	-27 ◇
B42. I believe the actions of senior managers are consistent with DSA's values	4	26	38	18	13	30%	-2 ◇	-13 ◇	-25 ◇
B43. I believe that the Board have a clear vision for the future of DSA	19	44	20	14	23%	-5 ◇	-19 ◇	-33 ◇	
B44. Overall, I have confidence in the decisions made by DSA's senior managers	19	36	24	18	22%	-3 ◇	-19 ◇	-29 ◇	
B45. I feel that change is managed well in DSA	25	35	26	12	27%	-3 ◇	-1 ◇	-12 ◇	
B46. When changes are made in DSA they are usually for the better	18	41	27	12	20%	-2 ◇	-7 ◇	-15 ◇	
B47. DSA keeps me informed about matters that affect me	4	38	28	19	11	41%	-6 ◇	-17 ◇	-23 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	18	30	30	20	20%	-1	-16 ◇	-23 ◇	
B49. I think it is safe to challenge the way things are done in DSA	19	30	28	21	21%	-3 ◇	-17 ◇	-27 ◇	

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 CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of DSA	11	34	37	11	6	46%	-2 ◇	-10 ◇	-19 ◇
B51. I would recommend DSA as a great place to work	8	27	38	19	9	34%	-9 ◇	-10 ◇	-21 ◇
B52. I feel a strong personal attachment to DSA	9	26	36	19	10	35%	-3 ◇	-11 ◇	-17 ◇
B53. DSA inspires me to do the best in my job	6	25	39	19	11	31%	-4 ◇	-12 ◇	-19 ◇
B54. DSA motivates me to help it achieve its objectives	5	23	39	21	12	28%	-4 ◇	-12 ◇	-20 ◇
Taking action									
B55. I believe that senior managers in DSA will take action on the results from this survey	4	19	32	24	21	23%	-2 ◇	-20 ◇	-29 ◇
B56. I believe that managers where I work will take action on the results from this survey	7	28	32	18	15	35%	-3 ◇	-19 ◇	-24 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	4	17	42	21	16	21%	-1 ◇	-12 ◇	-19 ◇

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 CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	26	52	9	9		78%	0	-10 ◇	-12 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	11	39	28	16	6	50%	+1	-18 ◇	-21 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	9	40	33	13	5	49%	0	-16 ◇	-21 ◇
B61. When I talk about DSA I say "we" rather than "they"	12	34	31	16	8	46%	-3 ◇	-21 ◇	-30 ◇
B62. I have some really good friendships at work	31	45	17	4		76%	+1	+1	-3 ◇

Please note these questions were not asked on paper surveys in 2012.

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

%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

Wellbeing

Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. This 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. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

W01. Overall, how satisfied are you with your life nowadays?	17	22	43	18	61%	-4 ◇	-2 ◇	-6 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	20	43	25	68%	-2 ◇	-1 ◇	-4 ◇
W03. Overall, how happy did you feel yesterday?	20	20	35	25	60%	-5 ◇	0	-3 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	31	23	19	28	53%	-5 ◇	+3 ◇	0

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2013	Difference from CS High Performers
I want to leave DSA as soon as possible		9%	+1	+1 ^	-1 ^
I want to leave DSA within the next 12 months		9%	+2 ^	-4 ^	-8 ^
I want to stay working for DSA for at least the next year		20%	+4 ^	-10 ^	-15 ^
I want to stay working for DSA for at least the next three years		62%	-7 ^	+14 ^	+4 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		15	85%	+8 ^	-4 ^	-9 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	+7 ^	+2 ^	-4 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in DSA it would be investigated properly?		48	52%	-1	-15 ^	-21 ^

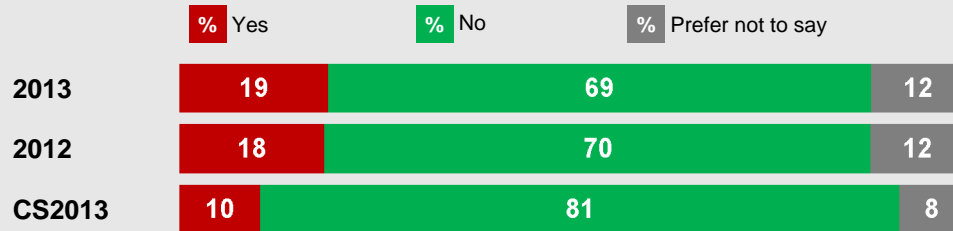
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

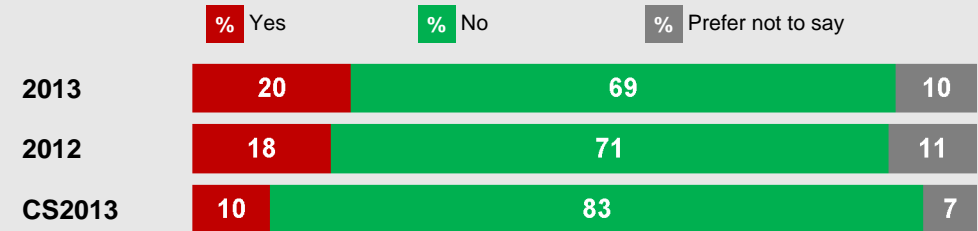
All questions by theme

Discrimination, harassment and bullying

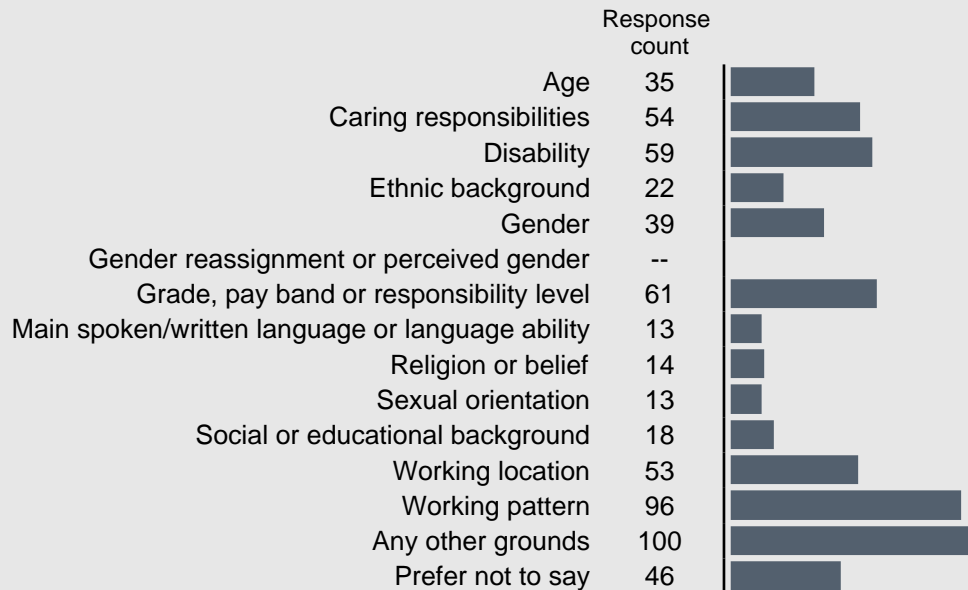
E01. During the past 12 months, have you personally experienced discrimination at work?



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

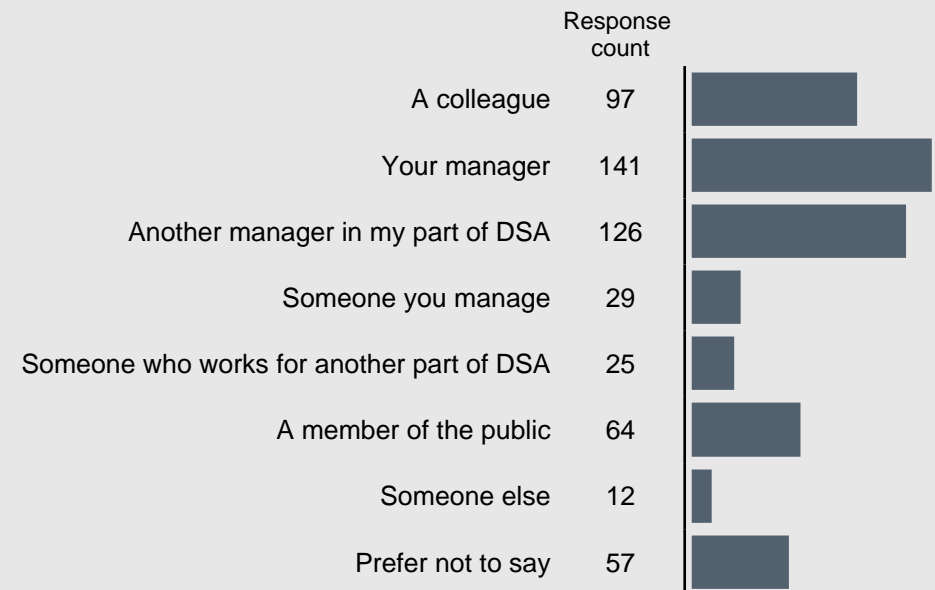


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✦

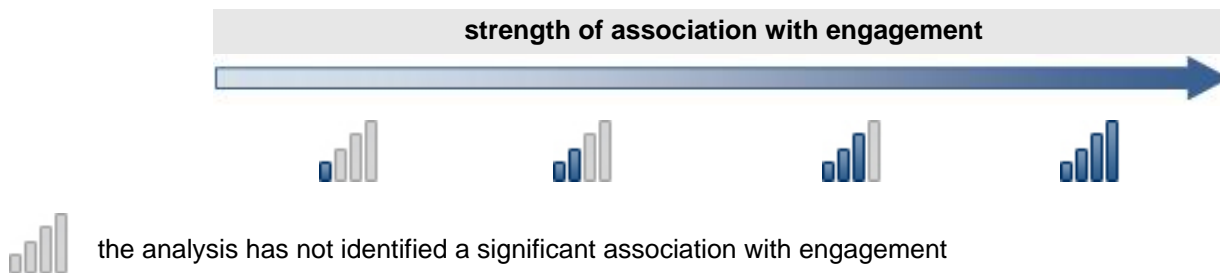
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2013 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.