

Your engagement index

60%

Difference from previous survey

-2 ✧

Difference from CS2013

+2 ✧

Difference from CS High Performers

-2 ✧

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 Dstl	66%	-1	+10 ✧
B51. I would recommend Dstl as a great place to work	55%	-4 ✧	+10 ✧

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

B52. I feel a strong personal attachment to Dstl	52%	0	+6 ✧
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Strive: motivated to do the best for the organisation...










B53. Dstl inspires me to do the best in my job	44%	-1 ✧	+1 ✧
B54. Dstl motivates me to help it achieve its objectives	39%	-1	-1

✧ = 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		42%	-2 ✧	+1	-9 ✧
My work		79%	-1	+5 ✧	+1 ✧
My manager		62%	+1	-5 ✧	-8 ✧
Pay and benefits		29%	-1 ✧	-1 ✧	-6 ✧
Learning and development		58%	0	+10 ✧	+3 ✧
Organisational objectives and purpose		77%	-2 ✧	-5 ✧	-10 ✧
Resources and workload		67%	-1 ✧	-7 ✧	-10 ✧
My team		76%	0	-3 ✧	-5 ✧
Inclusion and fair treatment		76%	+1	+2 ✧	-2 ✧




✧ = 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: 			
B49. I think it is safe to challenge the way things are done in Dstl	51%	+1	+12 ◇
B43. I believe that the Executive has a clear vision for the future of Dstl	50%	+2 ◇	+9 ◇
B42. I believe the actions of senior managers are consistent with Dstl's values	47%	-1 ◇	+4 ◇
B47. Dstl keeps me informed about matters that affect me	59%	-5 ◇	+1 ◇
B40. I feel that Dstl as a whole is managed well	44%	-8 ◇	+1
B45. I feel that change is managed well in Dstl	27%	-6 ◇	-1 ◇
B46. When changes are made in Dstl they are usually for the better	25%	-2 ◇	-2 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	33%	+1	-3 ◇
B44. Overall, I have confidence in the decisions made by Dstl's senior managers	38%	-6 ◇	-3 ◇
B41. Senior managers in Dstl are sufficiently visible	46%	+2 ◇	-5 ◇
My work Strength of association with engagement: 			
B05. I have a choice in deciding how I do my work	81%	0	+8 ◇
B04. I feel involved in the decisions that affect my work	61%	+1	+7 ◇
B02. I am sufficiently challenged by my work	83%	-1 ◇	+5 ◇
B03. My work gives me a sense of personal accomplishment	79%	0	+4 ◇
B01. I am interested in my work	92%	-2 ◇	+3 ◇
My manager Strength of association with engagement: 			
B10. My manager is considerate of my life outside work	84%	+2 ◇	+4 ◇
B11. My manager is open to my ideas	80%	-1	+1 ◇
B18. Poor performance is dealt with effectively in my team	37%	+5 ◇	-1 ◇
B13. Overall, I have confidence in the decisions made by my manager	67%	0	-4 ◇
B17. I think that my performance is evaluated fairly	58%	+1	-4 ◇
B09. My manager motivates me to be more effective in my job	61%	0	-5 ◇
B14. My manager recognises when I have done my job well	72%	0	-5 ◇
B16. The feedback I receive helps me to improve my performance	53%	+1	-7 ◇
B12. My manager helps me to understand how I contribute to Dstl's objectives	54%	+1	-8 ◇
B15. I receive regular feedback on my performance	55%	+2 ◇	-8 ◇

All questions by theme

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

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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	47	45	5	0	0	92%	-2 ◇	+3 ◇	0
B02. I am sufficiently challenged by my work	37	46	9	6	0	83%	-1 ◇	+5 ◇	+1 ◇
B03. My work gives me a sense of personal accomplishment	29	50	13	7	0	79%	0	+4 ◇	0
B04. I feel involved in the decisions that affect my work	15	46	18	15	7	61%	+1	+7 ◇	+1
B05. I have a choice in deciding how I do my work	29	52	12	5	0	81%	0	+8 ◇	+4 ◇

Organisational objectives and purpose

: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
B06. I have a clear understanding of Dstl's purpose	25	58	9	6	0	83%	-2 ◇	-2 ◇	-7 ◇
B07. I have a clear understanding of Dstl's objectives	18	57	14	9	0	75%	-3 ◇	-5 ◇	-10 ◇
B08. I understand how my work contributes to Dstl's objectives	21	53	15	9	0	74%	-1 ◇	-9 ◇	-12 ◇

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	18	43	21	12	6	61%	0	-5 ◇	-9 ◇
B10. My manager is considerate of my life outside work	40	44	10			84%	+2 ◇	+4 ◇	0
B11. My manager is open to my ideas	33	47	13	5		80%	-1	+1 ◇	-3 ◇
B12. My manager helps me to understand how I contribute to Dstl's objectives	14	40	28	13	5	54%	+1	-8 ◇	-12 ◇
B13. Overall, I have confidence in the decisions made by my manager	23	44	18	10	6	67%	0	-4 ◇	-9 ◇
B14. My manager recognises when I have done my job well	27	45	15	9	4	72%	0	-5 ◇	-8 ◇
B15. I receive regular feedback on my performance	15	41	23	16	6	55%	+2 ◇	-8 ◇	-13 ◇
B16. The feedback I receive helps me to improve my performance	14	38	27	14	7	53%	+1	-7 ◇	-13 ◇
B17. I think that my performance is evaluated fairly	17	42	22	12	8	58%	+1	-4 ◇	-8 ◇
B18. Poor performance is dealt with effectively in my team	9	28	38	15	10	37%	+5 ◇	-1 ◇	-5 ◇

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	33	47	12	6		80%	0	-4 ◇	-6 ◇
B20. The people in my team work together to find ways to improve the service we provide	27	50	14	6		77%	0	-3 ◇	-6 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	26	46	17	8		72%	0	-1	-4 ◇

All questions by theme


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■ % Strongly agree
 ■ % Agree
 ■ % Neither
 ■ % Disagree
 ■ % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 Difference from CS High Performers

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	14	50	21	12	0	64%	-2 ◇	+3 ◇	-1
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	40	29	13	5	54%	+1 ◇	+6 ◇	0
B24. There are opportunities for me to develop my career in Dstl	17	42	20	12	10	58%	+2 ◇	+20 ◇	+11 ◇
B25. Learning and development activities I have completed while working for Dstl are helping me to develop my career	15	40	26	13	7	54%	-1	+13 ◇	+6 ◇

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	28	50	12	6	0	78%	-1 ◇	0	-3 ◇
B27. I am treated with respect by the people I work with	32	54	9	4	0	85%	+1 ◇	+1 ◇	-1 ◇
B28. I feel valued for the work I do	18	45	19	12	6	64%	0	+1	-4 ◇
B29. I think that Dstl respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	28	50	14	5	0	78%	+4 ◇	+5 ◇	0

All questions by theme

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% 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	19	58	13	8		77%	-2 ◇	-6 ◇	-9 ◇
B31. I get the information I need to do my job well	10	53	21	13		62%	-1 ◇	-7 ◇	-11 ◇
B32. I have clear work objectives	15	53	19	11		67%	-1	-8 ◇	-12 ◇
B33. I have the skills I need to do my job effectively	23	63	10	4		86%	-2 ◇	-3 ◇	-5 ◇
B34. I have the tools I need to do my job effectively	8	45	20	18	8	53%	-4 ◇	-18 ◇	-22 ◇
B35. I have an acceptable workload	7	47	20	17	9	54%	-1 ◇	-6 ◇	-11 ◇
B36. I achieve a good balance between my work life and my private life	18	49	16	12	5	67%	+1 ◇	-1 ◇	-6 ◇

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	24	21	29	23		27%	-1 ◇	-2 ◇	-8 ◇
B38. I am satisfied with the total benefits package	6	33	25	23	14	38%	-1	+6 ◇	0
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	17	19	30	30		20%	-2 ◇	-5 ◇	-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 CS2013	Difference from CS High Performers
B40. I feel that Dstl as a whole is managed well	4	40	27	19	10	44%	-8 ◇	+1	-13 ◇
B41. Senior managers in Dstl are sufficiently visible	7	40	23	20	11	46%	+2 ◇	-5 ◇	-16 ◇
B42. I believe the actions of senior managers are consistent with Dstl's values	6	41	34	12	7	47%	-1 ◇	+4 ◇	-8 ◇
B43. I believe that the Executive has a clear vision for the future of Dstl	9	41	27	14	9	50%	+2 ◇	+9 ◇	-5 ◇
B44. Overall, I have confidence in the decisions made by Dstl's senior managers	4	33	31	19	12	38%	-6 ◇	-3 ◇	-13 ◇
B45. I feel that change is managed well in Dstl		25	28	29	15	27%	-6 ◇	-1 ◇	-12 ◇
B46. When changes are made in Dstl they are usually for the better		23	36	26	12	25%	-2 ◇	-2 ◇	-10 ◇
B47. Dstl keeps me informed about matters that affect me	7	52	21	14	6	59%	-5 ◇	+1 ◇	-5 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	30	28	25	13	33%	+1	-3 ◇	-11 ◇
B49. I think it is safe to challenge the way things are done in Dstl	9	42	24	16	9	51%	+1	+12 ◇	+2 ◇

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 Dstl	19	47	24	6	6	66%	-1	+10 ◇	+1 ◇
B51. I would recommend Dstl as a great place to work	16	40	27	13	5	55%	-4 ◇	+10 ◇	-1
B52. I feel a strong personal attachment to Dstl	16	36	28	13	6	52%	0	+6 ◇	0
B53. Dstl inspires me to do the best in my job	10	34	31	17	7	44%	-1 ◇	+1 ◇	-6 ◇
B54. Dstl motivates me to help it achieve its objectives	8	31	33	20	8	39%	-1	-1	-9 ◇
Taking action									
B55. I believe that senior managers in Dstl will take action on the results from this survey	13	44	20	14	8	58%	+3 ◇	+15 ◇	+6 ◇
B56. I believe that managers where I work will take action on the results from this survey	18	44	20	11	7	62%	+5 ◇	+9 ◇	+3 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	9	29	35	16	11	38%	+4 ◇	+5 ◇	-2 ◇

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 CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	36	53	6	4		89%	+1 ◇	+1 ◇	-1 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	21	53	16	8		74%	+6 ◇	+7 ◇	+3 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	15	45	22	11	7	60%	+3 ◇	-4 ◇	-10 ◇
B61. When I talk about Dstl I say "we" rather than "they"	25	47	18	7		71%	+2 ◇	+4 ◇	-5 ◇
B62. I have some really good friendships at work	30	46	17	5		77%	+4 ◇	+1 ◇	-3 ◇

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

All questions by theme

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%	%	%	%	% 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?	18	21	49	13	62%	0	-1 ◇	-5 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	20	48	20	68%	0	-1 ◇	-5 ◇
W03. Overall, how happy did you feel yesterday?	20	23	40	16	56%	-2 ◇	-3 ◇	-7 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	23	27	18	32	50%	-4 ◇	0	-3 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2013	Difference from CS High Performers
I want to leave Dstl as soon as possible		6%	+2 ^	-2 ^	-5 ^
I want to leave Dstl within the next 12 months		10%	+1	-3 ^	-6 ^
I want to stay working for Dstl for at least the next year		31%	+2	+1 ^	-4 ^
I want to stay working for Dstl for at least the next three years		53%	-4 ^	+5 ^	-5 ^

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?		10	90%	+4 ^	+1 ^	-3 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		43	57%	+6 ^	-7 ^	-13 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in Dstl it would be investigated properly?		27	73%	+1	+6 ^	0

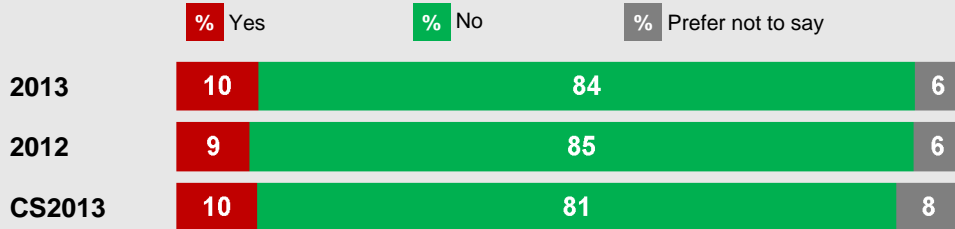
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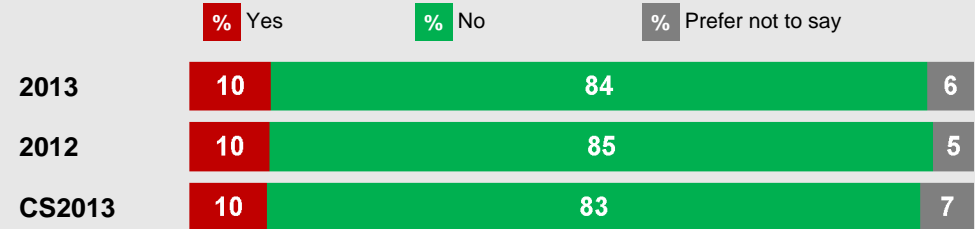
All questions by theme

Discrimination, harassment and bullying

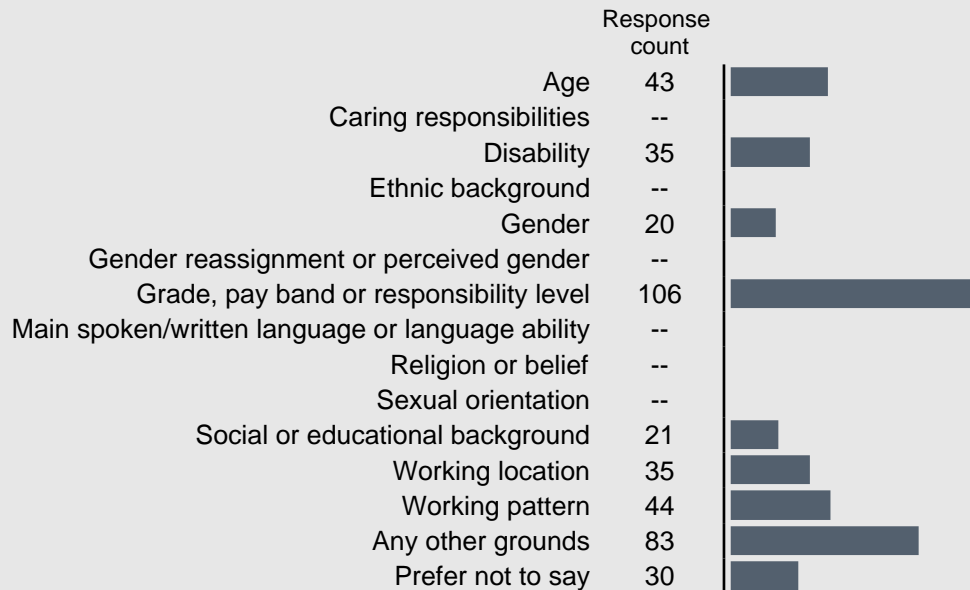
E01. During the past 12 months, have you personally experienced discrimination at work?



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

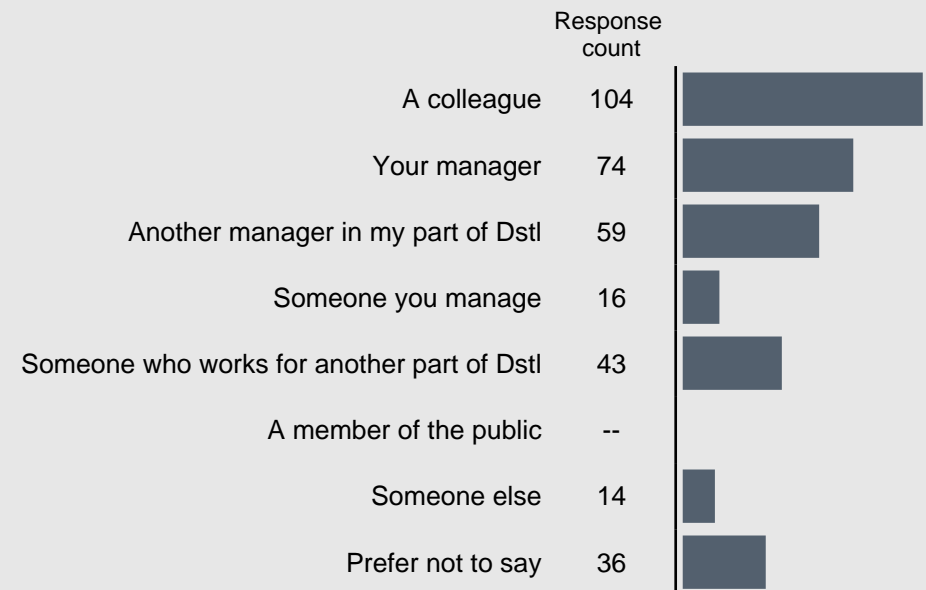


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)

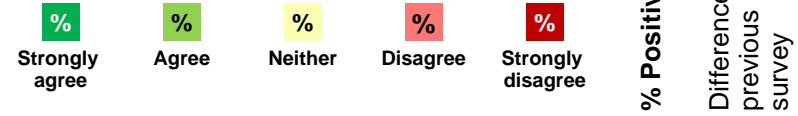


All questions by theme

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Dstl questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I effectively manage relationships with others outside of Dstl	27	59	11			87%	0
F02. I feel that opportunities to work away from core site is an attractive proposition	20	37	24	14	5	57%	-3 ✦
F03. My colleagues consistently demonstrate the Dstl Principles	8	50	31	9		57%	-2 ✦
F04. I feel I have a clear career path in Dstl	5	28	27	25	15	33%	+1
F05. I feel that I am able to take ideas that I have forward	12	55	20	9		67%	+2 ✦
F06. I feel that bullying & harassment is taken seriously and dealt with appropriately	19	44	23	8	5	63%	+5 ✦
F07. The Executive clearly communicates the vision for Dstl's future	9	44	25	15	8	53%	+3 ✦
F08. Dstl shows consideration and support for my ideas	8	50	32	8		58%	+7 ✦
F09. Dstl openly shares and exploits good ideas and best practice	7	46	30	12	4	53%	+1
F10. I am prepared to challenge unacceptable behaviours in the workplace	26	56	12	5		82%	+2 ✦

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: ✦

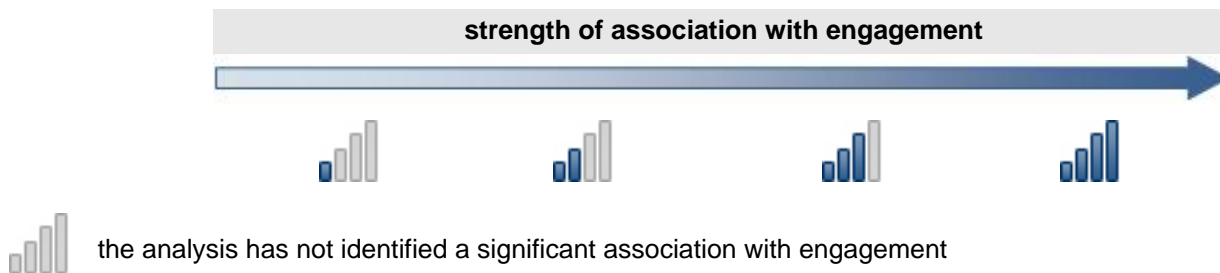
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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