



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

## Engagement Index

**53%**

Difference from  
previous survey **+4** ◇

Difference from  
CS2014 **-6** ◇

Difference from CS  
High Performers **-11** ◇

## My work

**78%**

Difference from  
previous survey **+3** ◇

Difference from  
CS2014 **+3** ◇

Difference from CS  
High Performers **0**

## Organisational objectives and purpose

**80%**

Difference from  
previous survey **+5** ◇

Difference from  
CS2014 **-3** ◇

Difference from CS  
High Performers **-7** ◇

## My manager

**73%**

Difference from  
previous survey **+3** ◇

Difference from  
CS2014 **+6** ◇

Difference from CS  
High Performers **+2** ◇

## My team

**82%**

Difference from  
previous survey **+1**

Difference from  
CS2014 **+3** ◇

Difference from CS  
High Performers **0**

## Learning and development

**55%**

Difference from  
previous survey **+7** ◇

Difference from  
CS2014 **+5** ◇

Difference from CS  
High Performers **0**

## Inclusion and fair treatment

**77%**

Difference from  
previous survey **+2**

Difference from  
CS2014 **+2** ◇

Difference from CS  
High Performers **-1** ◇

## Resources and workload

**75%**

Difference from  
previous survey **+3** ◇

Difference from  
CS2014 **+1**

Difference from CS  
High Performers **-2** ◇

## Pay and benefits

**30%**

Difference from  
previous survey **-5** ◇

Difference from  
CS2014 **+2** ◇

Difference from CS  
High Performers **-5** ◇

## Leadership and Managing Change

**50%**

Difference from  
previous survey **+10** ◇

Difference from  
CS2014 **+7** ◇

Difference from CS  
High Performers **0**



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 CS2014	Difference from CS High Performers
Leadership and Managing Change		50%	+10 ✧	+7 ✧	0
My work		78%	+3 ✧	+3 ✧	0
Learning and development		55%	+7 ✧	+5 ✧	0
Pay and benefits		30%	-5 ✧	+2 ✧	-5 ✧
My manager		73%	+3 ✧	+6 ✧	+2 ✧
Organisational objectives and purpose		80%	+5 ✧	-3 ✧	-7 ✧
Resources and workload		75%	+3 ✧	+1	-2 ✧
My team		82%	+1	+3 ✧	0
Inclusion and fair treatment		77%	+2	+2 ✧	-1 ✧

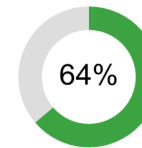


Strength of association with engagement

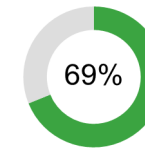


Statistically significant difference from comparison

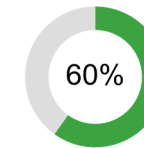
## Wellbeing



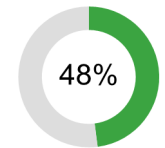
Overall, how satisfied are you with your life nowadays?



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

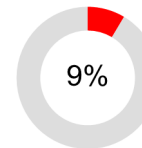


Overall, how happy did you feel yesterday?

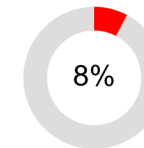


No or low anxiety yesterday

## Discrimination, bullying and harassment

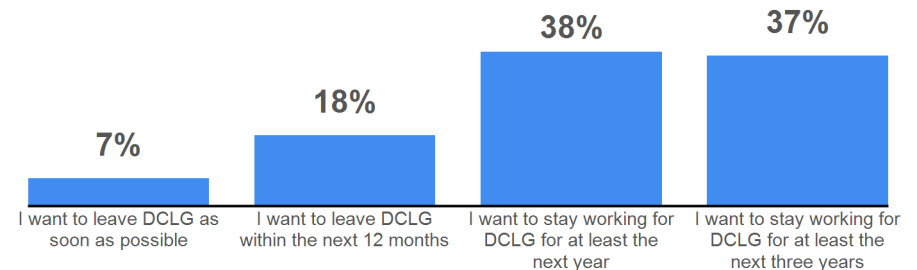


During the past 12 months have you personally experienced discrimination at work?



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

**78%** +3

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2014

Difference  
from CS High  
Performers

B01 I am interested in my work	42	48	6	2	89%	0	0	-3 ♦
B02 I am sufficiently challenged by my work	39	44	8	7	83%	+3 ♦	+4 ♦	+1 ♦
B03 My work gives me a sense of personal accomplishment	27	48	14	8	75%	+3 ♦	-1	-3 ♦
B04 I feel involved in the decisions that affect my work	19	44	17	14	63%	+3 ♦	+7 ♦	+1 ♦
B05 I have a choice in deciding how I do my work	28	52	11	6	80%	+4 ♦	+6 ♦	0

### Organisational objectives and purpose

**80%** +5

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



B06 I have a clear understanding of DCLG's purpose	24	57	12	5	81%	+6 ♦	-5 ♦	-10 ♦
B07 I have a clear understanding of DCLG's objectives	22	57	13	6	79%	+6 ♦	-2 ♦	-7 ♦
B08 I understand how my work contributes to DCLG's objectives	28	54	12	6	82%	+3 ♦	-2 ♦	-6 ♦

## All questions by theme

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

### My manager

73% +3

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2014

Difference  
from CS High  
Performers

B09	My manager motivates me to be more effective in my job	29	48	13	8	77%	+5 ♦	+9 ♦	+5 ♦
B10	My manager is considerate of my life outside work	45	41	9		86%	+1	+5 ♦	0
B11	My manager is open to my ideas	41	44	10		86%	+1	+6 ♦	+1 ♦
B12	My manager helps me to understand how I contribute to DCLG's objectives	24	45	22	7	69%	+6 ♦	+4 ♦	0
B13	Overall, I have confidence in the decisions made by my manager	35	45	12	5	80%	+1	+7 ♦	+3 ♦
B14	My manager recognises when I have done my job well	36	47	10	5	83%	+1	+6 ♦	+2 ♦
B15	I receive regular feedback on my performance	25	47	15	11	72%	+1	+7 ♦	+4 ♦
B16	The feedback I receive helps me to improve my performance	24	47	19	8	70%	+5 ♦	+9 ♦	+4 ♦
B17	I think that my performance is evaluated fairly	21	45	20	10	66%	+1	+3 ♦	-1
B18	Poor performance is dealt with effectively in my team	12	34	36	12	45%	+6 ♦	+6 ♦	+2 ♦

### My team

82% +1

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2014

Difference  
from CS High  
Performers

B19	The people in my team can be relied upon to help when things get difficult in my job	39	47	8		86%	+2 ♦	+2 ♦	0
B20	The people in my team work together to find ways to improve the service we provide	37	45	11	5	83%	0	+2 ♦	-1
B21	The people in my team are encouraged to come up with new and better ways of doing things	33	45	14	6	78%	+1	+4 ♦	0



## All questions by theme

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

### Learning and development

**55%** +7

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2014

Difference  
from CS High  
Performers

B22	I am able to access the right learning and development opportunities when I need to	18	51	19	9	68%	+9 ♦	+6 ♦	+2 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	42	31	9	57%	+7 ♦	+6 ♦	0
B24	There are opportunities for me to develop my career in DCLG	11	34	25	20	45%	+6 ♦	+3 ♦	-4 ♦
B25	Learning and development activities I have completed while working for DCLG are helping me to develop my career	12	37	32	13	49%	+8 ♦	+5 ♦	-1

### Inclusion and fair treatment

**77%** +2

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



B26	I am treated fairly at work	29	51	11	6	81%	-1	+1 ♦	-2 ♦
B27	I am treated with respect by the people I work with	35	51	7	5	87%	0	+2 ♦	0
B28	I feel valued for the work I do	23	45	15	11	68%	+4 ♦	+3 ♦	-2 ♦
B29	I think that DCLG respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	48	17	5	74%	+3 ♦	0	-4 ♦



## All questions by theme

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

### Resources and workload

75% +3

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2014

Difference  
from CS High  
Performers

B30	In my job, I am clear what is expected of me	25	59	10	5	84%	+1 ♦	0	-3 ♦
B31	I get the information I need to do my job well	18	57	16	9	74%	+3 ♦	+4 ♦	+1
B32	I have clear work objectives	23	55	13	8	77%	-1	+2 ♦	-2 ♦
B33	I have the skills I need to do my job effectively	27	62	9	2	89%	+3 ♦	0	-3 ♦
B34	I have the tools I need to do my job effectively	19	55	15	8	74%	+11 ♦	+2 ♦	-2 ♦
B35	I have an acceptable workload	10	49	18	16	59%	+4 ♦	0	-7 ♦
B36	I achieve a good balance between my work life and my private life	17	49	17	13	66%	+1	-1	-8 ♦

### Pay and benefits

30% -5

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



B37	I feel that my pay adequately reflects my performance	28	21	28	19	32%	-6 ♦	+3 ♦	-4 ♦
B38	I am satisfied with the total benefits package	27	24	26	20	31%	-6 ♦	-1	-9 ♦
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	23	24	26	28%	-3 ♦	+4 ♦	-3 ♦



## All questions by theme

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

### Leadership and Managing Change

**50%** +10

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2014

Difference  
from CS High  
Performers

B40 I feel that DCLG as a whole is managed well	8	45	26	15	7	53%	+10 ◆	+7 ◆	-3 ◆
B41 The SCS in DCLG are sufficiently visible	12	49	22	13	5	61%	+7 ◆	+8 ◆	-2 ◆
B42 I believe the actions of the SCS are consistent with DCLG's values	9	44	32	9	6	53%	+11 ◆	+6 ◆	-2 ◆
B43 I believe that the Executive Team has a clear vision for the future of DCLG	10	40	34	11	5	50%	+11 ◆	+5 ◆	-3 ◆
B44 Overall, I have confidence in the decisions made by DCLG's SCS	9	40	32	12	8	48%	+10 ◆	+5 ◆	-3 ◆
B45 I feel that change is managed well in DCLG	8	41	24	18	8	49%	+20 ◆	+18 ◆	+11 ◆
B46 When changes are made in DCLG they are usually for the better	7	30	34	21	8	37%	+16 ◆	+7 ◆	0
B47 DCLG keeps me informed about matters that affect me	11	54	19	11	5	65%	+5 ◆	+7 ◆	+1
B48 I have the opportunity to contribute my views before decisions are made that affect me	8	35	28	19	10	43%	+2 ◆	+7 ◆	0
B49 I think it is safe to challenge the way things are done in DCLG	8	36	29	18	9	44%	+5 ◆	+3 ◆	-4 ◆



## 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 CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of DCLG	11	31	35	16	8	41%	+9 ◆	-18 ◆	-25 ◆
B51 I would recommend DCLG as a great place to work	11	32	32	17	9	42%	+11 ◆	-6 ◆	-18 ◆
B52 I feel a strong personal attachment to DCLG	9	26	31	23	10	35%	+6 ◆	-13 ◆	-19 ◆
B53 DCLG inspires me to do the best in my job	9	30	36	17	8	39%	+9 ◆	-6 ◆	-12 ◆
B54 DCLG motivates me to help it achieve its objectives	8	31	34	18	9	39%	+9 ◆	-4 ◆	-10 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that the SCS in DCLG will take action on the results from this survey	13	42	22	14	9	56%	+6 ◆	+11 ◆	+2 ◆
B56 I believe that managers where I work will take action on the results from this survey	21	48	18	8	5	69%	+5 ◆	+14 ◆	+8 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	15	37	30	12	6	51%	+9 ◆	+17 ◆	+11 ◆





## All questions by theme

◇ indicates statistically significant difference from comparison

^ indicates a variation in question wording from your previous survey

### Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	34	55	8			88%	0	-1	-3 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	21	51	18	8		72%	+2 ◇	+4 ◇	0
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	20	52	18	7		72%	+1	+6 ◇	+1
B61 When I talk about DCLG I say "we" rather than "they"	21	48	19	8		69%	+6 ◇	+1	-9 ◇
B62 I have some really good friendships at work	27	47	17	6		75%	+2 ◇	-1	-5 ◇

Returns : 1,246

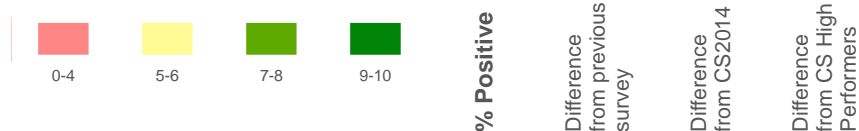
Response rate : 77%

Civil Service People Survey 2014

## All questions by theme

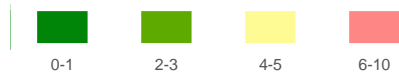
♦ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

### Wellbeing



Unlike the questions B01-B62 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. 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?	14	22	51	13	64%	+1	0	-3 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	21	49	20	69%	+1	-1	-4 ♦
W03 Overall, how happy did you feel yesterday?	16	24	42	18	60%	+2 ♦	0	-4 ♦
								
W04 Overall, how anxious did you feel yesterday?	18	30	20	32	48%	0	-2 ♦	-5 ♦



## 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 DCLG?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave DCLG as soon as possible		7%	0	-1	-3 ◇
I want to leave DCLG within the next 12 months		18%	+2	+4 ◇	0
I want to stay working for DCLG for at least the next year		38%	-1	+7 ◇	+1
I want to stay working for DCLG for at least the next three years		37%	0	-9 ◇	-17 ◇

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		4	96%	+1 ◇	+7 ◇	+3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		31	69%	+2	+5 ◇	-3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DCLG it would be investigated properly?		28	72%	0	+3 ◇	-2 ◇

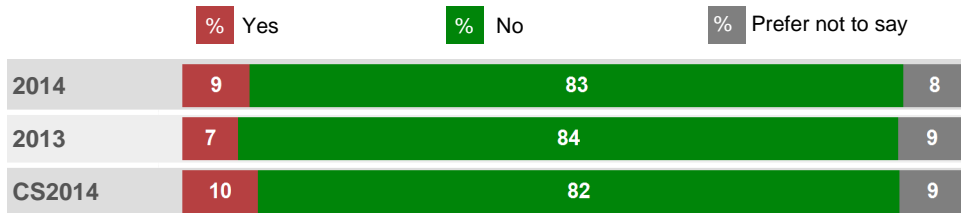


## All questions by theme

◆ 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?



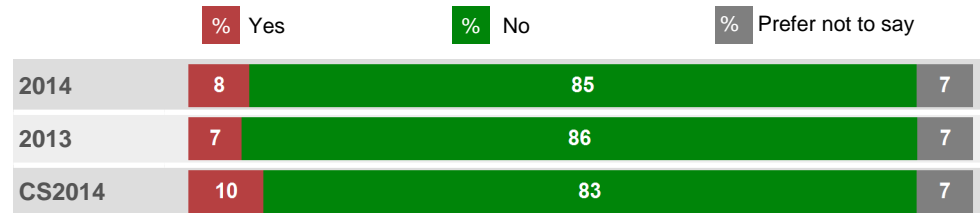
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

	Response Count	
Age	19	
Caring responsibilities	12	
Disability	20	
Ethnic background	16	
Gender	17	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	41	
Main spoken/written language or language ability	--	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	12	
Working location	--	
Working pattern	28	
Any other grounds	19	
Prefer not to say	--	

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

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



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)

	Response Count	
A colleague	16	
Your manager	25	
Another manager in my part of DCLG	32	
Someone you manage	--	
Someone who works for another part of DCLG	11	
A member of the public	--	
Someone else	--	
Prefer not to say	18	

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

## All questions by theme

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

### DCLG questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	Have you taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	Yes: 50%		No: 50%			50%	+3 ♦
F02	I believe managers in DCLG are held accountable for the value for money resulting from their decisions	10	44	31	12		54%	+4 ♦
F03	I have participated in at least 5 days of learning and development activity in the last 12 months *meaning all development activities e.g. shadowing, e-learning, reading, task & finish groups, projects, summer school, conferences and courses	Yes: 65%		No: 35%			65%	+19 ♦
F04	I understand what DCLG's values and Blueprint mean for me	13	47	25	12		60%	--
F05	I have changed the way I work in the last six months to become more agile and flexible	17	46	23	11		64%	--
F06	I understand what DCLG expects of me as a leader	16	50	25	7		66%	+8 ♦
F07	My line manager demonstrates the leadership behaviours expected of him/her	26	51	15	6		77%	+4 ♦
F08	My line manager encourages me to get involved in activities and events to make DCLG a Better Department	25	50	17	6		75%	+8 ♦
F09	I have contributed to making DCLG a Better Department	20	50	23	5		71%	--



## 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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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 2014 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 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.