Autumn 2012 survey report for:

DWP

Department for Work and Pensions

Returns: 64,742 Response rate: 66%

Your engagement index

48%

Difference from previous survey	Difference from CS2012	Difference from CS High Performers
+4 ✧	**-10** ✧	**-15** ✧

See the appendix for further details

The three elements of engagement and their component questions are:	% Positive	Difference from previous survey	Difference from CS2012
Say: speaks positively of the organisation...			
B50. I am proud when I tell others I am part of DWP	**33%**	+6 ✧	-21 ✧
B51. I would recommend DWP as a great place to work	**31%**	+7 ✧	-16 ✧
Stay: emotionally attached and committed to the organisation...			
B52. I feel a strong personal attachment to DWP	**34%**	+5 ✧	-10 ✧
Strive: motivated to do the best for the organisation...			
B53. DWP inspires me to do the best in my job	**31%**	+7 ✧	-10 ✧
B54. DWP motivates me to help it achieve its objectives	**30%**	+7 ✧	-9 ✧

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		**29%**	+7 ✧	-12 ✧	-21 ✧
My work		**62%**	+5 ✧	-11 ✧	-14 ✧
My line manager		**64%**	+4 ✧	-2 ✧	-5 ✧
Pay and benefits		**24%**	+2 ✧	-6 ✧	-12 ✧
Learning and development		**39%**	+7 ✧	-5 ✧	-12 ✧
Resources and workload		**69%**	+3 ✧	-5 ✧	-8 ✧
Organisational objectives and purpose		**78%**	+5 ✧	-4 ✧	-9 ✧
My team		**76%**	+3 ✧	-2 ✧	-5 ✧
Inclusion and fair treatment		**70%**	+5 ✧	-5 ✧	-7 ✧

✧ = 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 CS2012.

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

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change	Strength of association with engagement:		
B46. When changes are made in DWP they are usually for the better	**20%**	+6 ✧	-5 ✧
B45. I feel that change is managed well in DWP	**24%**	+5 ✧	-5 ✧
B49. I think it is safe to challenge the way things are done in DWP	**33%**	+6 ✧	-8 ✧
B47. DWP keeps me informed about matters that affect me	**46%**	+7 ✧	-10 ✧
B43. I believe that DWP's departmental level Executive Team has a clear vision for the future of DWP	**30%**	+9 ✧	-10 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	**23%**	+6 ✧	-13 ✧
B40. I feel that DWP as a whole is managed well	**29%**	+7 ✧	-13 ✧
B42. I believe the actions of senior managers (Senior Civil Service, Grade 5 and above) are consistent with DWP's values	**29%**	+8 ✧	-13 ✧
B44. Overall, I have confidence in the decisions made by DWP's senior managers (Senior Civil Service, Grade 5 and above)	**23%**	+8 ✧	-16 ✧
B41. Senior managers (Senior Civil Service, Grade 5 and above) in DWP are sufficiently visible	**30%**	+8 ✧	-18 ✧
My work	Strength of association with engagement:		
B02. I am sufficiently challenged by my work	**72%**	+5 ✧	-4 ✧
B03. My work gives me a sense of personal accomplishment	**66%**	+5 ✧	-7 ✧
B01. I am interested in my work	**82%**	+4 ✧	-7 ✧
B04. I feel involved in the decisions that affect my work	**40%**	+6 ✧	-13 ✧
B05. I have a choice in deciding how I do my work	**50%**	+4 ✧	-22 ✧
My line manager	Strength of association with engagement:		
B15. I receive regular feedback on my performance	**72%**	+2 ✧	+9 ✧
B18. Poor performance is dealt with effectively in my team	**40%**	+5 ✧	+3 ✧
B12. My manager helps me to understand how I contribute to DWP's objectives	**62%**	+6 ✧	+1 ✧
B16. The feedback I receive helps me to improve my performance	**61%**	+4 ✧	+1 ✧
B09. My manager motivates me to be more effective in my job	**64%**	+5 ✧	-1 ✧
B14. My manager recognises when I have done my job well	**75%**	+2 ✧	-2 ✧
B17. I think that my performance is evaluated fairly	**58%**	+3 ✧	-5 ✧
B13. Overall, I have confidence in the decisions made by my manager	**64%**	+4 ✧	-7 ✧
B11. My manager is open to my ideas	**71%**	+4 ✧	-7 ✧
B10. My manager is considerate of my life outside work	**72%**	+3 ✧	-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

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
My work									
:Strength of association with engagement									
B01. I am interested in my work	30	52	10	5		82%	+4 ✧	-7 ✧	-9 ✧
B02. I am sufficiently challenged by my work	26	46	12	11	4	72%	+5 ✧	-4 ✧	-8 ✧
B03. My work gives me a sense of personal accomplishment	19	47	16	13	5	66%	+5 ✧	-7 ✧	-12 ✧
B04. I feel involved in the decisions that affect my work	9	31	20	26	15	40%	+6 ✧	-13 ✧	-20 ✧
B05. I have a choice in deciding how I do my work	12	39	18	20	12	50%	+4 ✧	-22 ✧	-27 ✧
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of DWP's purpose	19	60	13	6		79%	+6 ✧	-5 ✧	-11 ✧
B07. I have a clear understanding of DWP's objectives	18	59	15	6		77%	+6 ✧	-2 ✧	-8 ✧
B08. I understand how my work contributes to DWP's objectives	19	59	14	6		78%	+5 ✧	-4 ✧	-9 ✧

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 CS2012	Difference from CS High Performers
My line manager :Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	19	46	18	12	6	64%	+5 ✧	-1 ✧	-4 ✧
B10. My manager is considerate of my life outside work	27	45	16	7	5	72%	+3 ✧	-8 ✧	-11 ✧
B11. My manager is open to my ideas	23	49	17	7	4	71%	+4 ✧	-7 ✧	-11 ✧
B12. My manager helps me to understand how I contribute to DWP's objectives	15	46	24	10	4	62%	+6 ✧	+1 ✧	-4 ✧
B13. Overall, I have confidence in the decisions made by my manager	20	44	19	10	6	64%	+4 ✧	-7 ✧	-11 ✧
B14. My manager recognises when I have done my job well	25	50	13	8	4	75%	+2 ✧	-2 ✧	-4 ✧
B15. I receive regular feedback on my performance	22	50	14	11	4	72%	+2 ✧	+9 ✧	+4 ✧
B16. The feedback I receive helps me to improve my performance	18	43	23	11	5	61%	+4 ✧	+1 ✧	-2 ✧
B17. I think that my performance is evaluated fairly	15	43	21	14	7	58%	+3 ✧	-5 ✧	-10 ✧
B18. Poor performance is dealt with effectively in my team	9	31	32	17	11	40%	+5 ✧	+3 ✧	-2 ✧
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	52	10	6		82%	+2 ✧	-1 ✧	-4 ✧
B20. The people in my team work together to find ways to improve the service we provide	26	51	14	7		77%	+3 ✧	-2 ✧	-5 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	22	46	18	10	4	68%	+5 ✧	-3 ✧	-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

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Learning and development :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	8	47	23	17	5	55%	+5 ✧	-3 ✧	-10 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	36	32	18	6	44%	+6 ✧	-2 ✧	-8 ✧
B24. There are opportunities for me to develop my career in DWP	5	24	26	27	19	28%	+12 ✧	-7 ✧	-14 ✧
B25. Learning and development activities I have completed while working for DWP are helping me to develop my career	5	26	31	24	14	31%	+6 ✧	-9 ✧	-15 ✧
Inclusion and fair treatment :Strength of association with engagement									
B26. I am treated fairly at work	18	56	14	8	4	74%	+4 ✧	-4 ✧	-7 ✧
B27. I am treated with respect by the people I work with	22	61	11	4		83%	+2 ✧	-1 ✧	-4 ✧
B28. I feel valued for the work I do	13	41	21	16	8	54%	+5 ✧	-8 ✧	-13 ✧
B29. I think that DWP respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	17	51	19	7	5	68%	+7 ✧	-3 ✧	-10 ✧

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 CS2012	Difference from CS High Performers
Resources and workload :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	20	64	9	5		**84%**	+2 ✧	0	-3 ✧
B31. I get the information I need to do my job well	11	50	20	15	4	**60%**	+4 ✧	-8 ✧	-12 ✧
B32. I have clear work objectives	14	60	15	8		**74%**	+4 ✧	-1 ✧	-5 ✧
B33. I have the skills I need to do my job effectively	19	61	12	6		**80%**	+1 ✧	-8 ✧	-10 ✧
B34. I have the tools I need to do my job effectively	11	50	18	16	6	**60%**	+1 ✧	-11 ✧	-15 ✧
B35. I have an acceptable workload	8	49	18	17	8	**57%**	+4 ✧	-3 ✧	-9 ✧
B36. I achieve a good balance between my work life and my private life	13	52	17	12	6	**65%**	+4 ✧	-2 ✧	-8 ✧
Pay and benefits :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		20	16	34	28	**23%**	+2 ✧	-8 ✧	-14 ✧
B38. I am satisfied with the total benefits package		24	22	29	21	**27%**	+4 ✧	-6 ✧	-12 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		19	16	33	29	**21%**	+1 ✧	-4 ✧	-11 ✧

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

Leadership and managing change

:Strength of association with engagement

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B40. I feel that DWP as a whole is managed well		27	29	27	15	29%	+7 ✧	-13 ✧	-27 ✧
B41. Senior managers (Senior Civil Service, Grade 5 and above) in DWP are sufficiently visible	4	26	23	28	19	30%	+8 ✧	-18 ✧	-31 ✧
B42. I believe the actions of senior managers (Senior Civil Service, Grade 5 and above) are consistent with DWP's values		25	41	18	13	29%	+8 ✧	-13 ✧	-25 ✧
B43. I believe that DWP's departmental level Executive Team has a clear vision for the future of DWP	4	26	41	17	13	30%	+9 ✧	-10 ✧	-22 ✧
B44. Overall, I have confidence in the decisions made by DWP's senior managers (Senior Civil Service, Grade 5 and above)		21	34	24	18	23%	+8 ✧	-16 ✧	-28 ✧
B45. I feel that change is managed well in DWP		22	23	35	17	24%	+5 ✧	-5 ✧	-14 ✧
B46. When changes are made in DWP they are usually for the better		18	32	32	15	20%	+6 ✧	-5 ✧	-15 ✧
B47. DWP keeps me informed about matters that affect me	4	43	27	18	9	46%	+7 ✧	-10 ✧	-17 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me		21	23	34	20	23%	+6 ✧	-13 ✧	-19 ✧
B49. I think it is safe to challenge the way things are done in DWP	4	29	28	25	15	33%	+6 ✧	-8 ✧	-14 ✧

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 CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of DWP	6	26	34	22	12	33%	+6 ✧	-21 ✧	-31 ✧
B51. I would recommend DWP as a great place to work	6	25	34	23	13	31%	+7 ✧	-16 ✧	-27 ✧
B52. I feel a strong personal attachment to DWP	7	27	31	22	12	34%	+5 ✧	-10 ✧	-18 ✧
B53. DWP inspires me to do the best in my job	6	25	35	22	11	31%	+7 ✧	-10 ✧	-18 ✧
B54. DWP motivates me to help it achieve its objectives	5	24	35	23	12	30%	+7 ✧	-9 ✧	-17 ✧
Taking action									
B55. I believe that senior managers (Senior Civil Service, Grade 5 and above) in DWP will take action on the results from this survey	4	26	27	24	19	30%	+8 ✧	-13 ✧	-23 ✧
B56. I believe that managers where I work will take action on the results from this survey	10	37	23	17	14	47%	+9 ✧	-5 ✧	-13 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	7	27	33	18	14	34%	+8 ✧	+3 ✧	-6 ✧

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for DWP?		Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave DWP as soon as possible	**10%**	-2 ✧	+2 ✧	0 ✧
I want to leave DWP within the next 12 months	**9%**	-1 ✧	-4 ✧	-8 ✧
I want to stay working for DWP for at least the next year	**17%**	+1 ✧	-12 ✧	-17 ✧
I want to stay working for DWP for at least the next three years	**64%**	+2 ✧	+13 ✧	+5 ✧

The Civil Service Code

Differences are based on '% Yes' score	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	82	18	**82%**	+4 ✧	-7 ✧	-12 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	60	40	**60%**	+4 ✧	-2 ✧	-9 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in DWP it would be investigated properly?	58	42	**58%**	+6 ✧	-8 ✧	-13 ✧

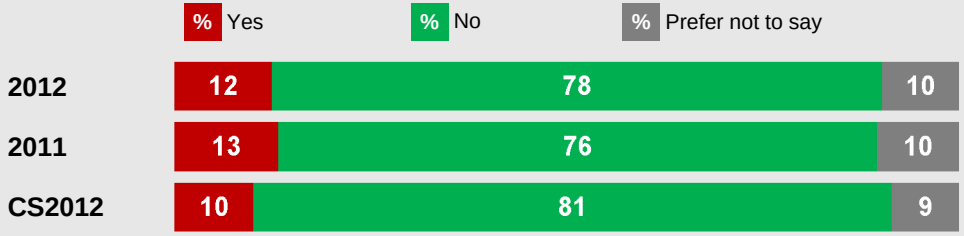
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

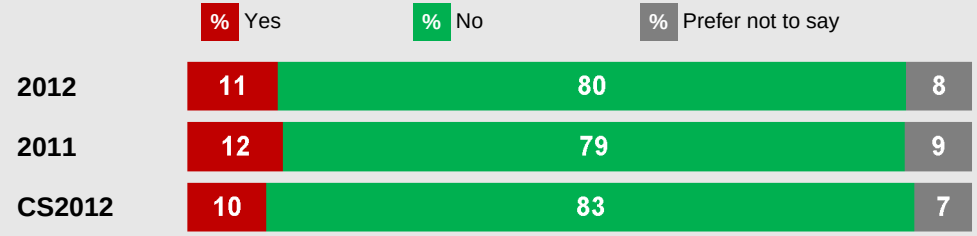
All questions by theme

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)

	Response count
Age	912
Caring responsibilities	1,111
Disability	1,382
Ethnic background	458
Gender	597
Gender reassignment or perceived gender	12
Grade, pay band or responsibility level	1,952
Main spoken/written language or language ability	210
Religion or belief	281
Sexual orientation	184
Social or educational background	287
Working location	848
Working pattern	2,194
Any other grounds	2,139
Prefer not to say	968

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	2,678
Your manager	2,537
Another manager in my part of DWP	1,703
Someone you manage	271
Someone who works for another part of DWP	356
A member of the public	676
Someone else	143
Prefer not to say	1,065

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

DWP questions

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey
F01. Managers in my work area communicate with us in a manner that is down to earth and genuine	18	55	14	9	4	73%	-
F02. I am given a real opportunity to improve my skills in this organisation	7	32	30	22	9	39%	+9 ✧
F03. The information technology (IT) I have access to provides effective support for the job I do	4	34	19	27	16	38%	+1 ✧
F04. We act on the feedback we receive from customers	7	43	31	13	5	51%	+4 ✧
F05. My manager encourages my team to understand how we are important to achieving what DWP has to do	11	50	25	10	4	61%	-
F06. I believe strongly in the purpose and objectives of DWP	9	41	36	10	5	50%	+3 ✧
F07. In DWP, ideas and innovation are increasingly driven from the frontline	5	26	36	22	11	31%	-
F08. The DWP Story helps me to understand my part in helping DWP achieve all it has to do	4	28	42	17	9	32%	-
F09. People across DWP are getting better at collaborating with each other so that we can deliver	4	31	34	21	10	35%	-
F10. DWP values new ideas and I know that good ones will be tested and implemented	5	33	36	17	9	37%	-

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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✧

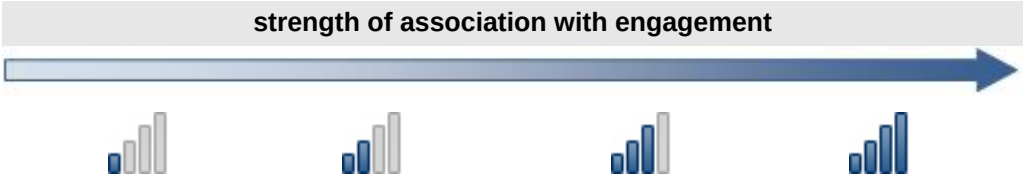
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



the analysis has not identified a significant association with engagement

Confidentiality

This survey was carried out as part of the 2012 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.

Additional questions on organisational culture for: DWP0000

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% positive	Difference from Civil Service 2012	Difference from CS High Performers
X01. I am trusted to carry out my job effectively	29	54	9			83%	-3	-5
X02. I believe I would be supported if I try a new idea, even if it may not work	13	42	25	15		55%	-8	-13
X03. My performance is evaluated based on whether I get things done, rather than on solely following process	12	43	26	13	6	54%	-9	-12
X04. When I talk about my organisation I say "we" rather than "they"	13	42	25	14	6	55%	-14	-19
X05. I have some really good friendships at work	29	49	16			78%	+5	+2