



Returns : 54,426

Response rate : 60%

Civil Service People Survey 2014



Strength of association with engagement



Statistically significant difference from comparison

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

Engagement Index

55%

Difference from
previous survey +1

Difference from
CS2014 -4

Difference from CS
High Performers -9

My work

71%

Difference from
previous survey +1

Difference from
CS2014 -4

Difference from CS
High Performers -7

Organisational objectives and purpose

85%

Difference from
previous survey 0

Difference from
CS2014 +2

Difference from CS
High Performers -3

My manager

71%

Difference from
previous survey 0

Difference from
CS2014 +4

Difference from CS
High Performers 0

My team

83%

Difference from
previous survey +1

Difference from
CS2014 +3

Difference from CS
High Performers 0

Learning and development

53%

Difference from
previous survey +4

Difference from
CS2014 +3

Difference from CS
High Performers -2

Inclusion and fair treatment

76%

Difference from
previous survey 0

Difference from
CS2014 +1

Difference from CS
High Performers -2

Resources and workload

73%

Difference from
previous survey -2

Difference from
CS2014 -1

Difference from CS
High Performers -4

Pay and benefits

28%

Difference from
previous survey -3

Difference from
CS2014 0

Difference from CS
High Performers -7

Leadership and Managing Change

41%

Difference from
previous survey +2

Difference from
CS2014 -3

Difference from CS
High Performers -9



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		41%	+2 ✧	-3 ✧	-9 ✧
My work		71%	+1 ✧	-4 ✧	-7 ✧
My manager		71%	0	+4 ✧	0
Pay and benefits		28%	-3 ✧	0	-7 ✧
Learning and development		53%	+4 ✧	+3 ✧	-2 ✧
Resources and workload		73%	-2 ✧	-1 ✧	-4 ✧
Organisational objectives and purpose		85%	0 ✧	+2 ✧	-3 ✧
My team		83%	+1 ✧	+3 ✧	0
Inclusion and fair treatment		76%	0	+1 ✧	-2 ✧

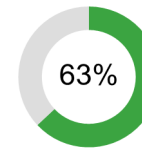


Strength of association with engagement

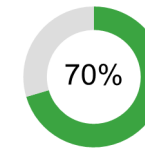


Statistically significant difference from comparison

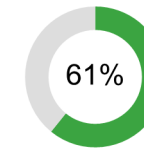
Wellbeing



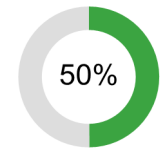
Overall, how satisfied are you with your life nowadays?



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

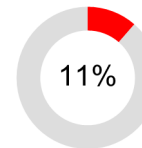


Overall, how happy did you feel yesterday?

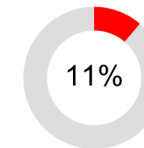


No or low anxiety yesterday

Discrimination, bullying and harassment

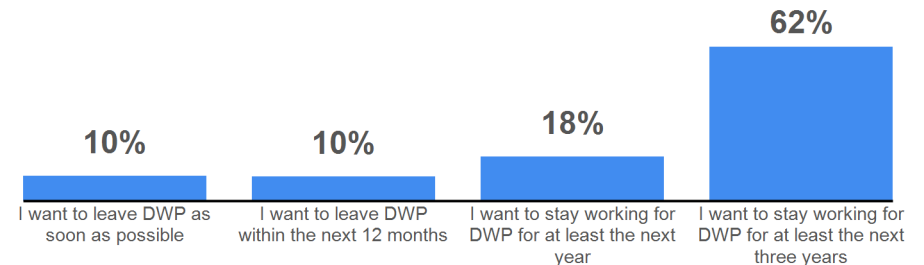


During the past 12 months have you personally experienced discrimination at work?



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

71% +1

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	37	50	7	8	8	87%	0	-2 ♦	-5 ♦
B02 I am sufficiently challenged by my work	36	45	8	8	8	81%	+2 ♦	+2 ♦	-1 ♦
B03 My work gives me a sense of personal accomplishment	28	47	11	10	10	75%	+1 ♦	0	-3 ♦
B04 I feel involved in the decisions that affect my work	15	37	15	21	11	53%	+1 ♦	-4 ♦	-9 ♦
B05 I have a choice in deciding how I do my work	19	42	13	17	9	61%	0	-14 ♦	-19 ♦

Organisational objectives and purpose

85% 0

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B06 I have a clear understanding of DWP's purpose	28	58	9	8	8	86%	0 ♦	0 ♦	-5 ♦
B07 I have a clear understanding of DWP's objectives	27	57	10	5	5	84%	+1 ♦	+3 ♦	-2 ♦
B08 I understand how my work contributes to DWP's objectives	28	56	9	8	8	85%	0	+1 ♦	-3 ♦



All questions by theme

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

My manager

71% 0

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	26	46	13	10	5	72%	0 ♦	+4 ♦	+1 ♦
B10	My manager is considerate of my life outside work	34	44	12	6		78%	0	-3 ♦	-8 ♦
B11	My manager is open to my ideas	31	47	12	6		78%	0	-2 ♦	-6 ♦
B12	My manager helps me to understand how I contribute to DWP's objectives	23	48	17	8		71%	0	+7 ♦	+2 ♦
B13	Overall, I have confidence in the decisions made by my manager	27	44	14	9	5	71%	0	-2 ♦	-6 ♦
B14	My manager recognises when I have done my job well	33	47	9	7		80%	0	+3 ♦	-1 ♦
B15	I receive regular feedback on my performance	29	49	10	9		78%	-1 ♦	+13 ♦	+9 ♦
B16	The feedback I receive helps me to improve my performance	25	44	17	10		69%	0	+8 ♦	+4 ♦
B17	I think that my performance is evaluated fairly	22	44	15	13	7	65%	0	+2 ♦	-2 ♦
B18	Poor performance is dealt with effectively in my team	14	35	26	16	9	50%	0	+10 ♦	+7 ♦

My team

83% +1

Difference
from
previous
survey



Strength of
association with
engagement



B19	The people in my team can be relied upon to help when things get difficult in my job	38	48	7	5		87%	+1 ♦	+3 ♦	0
B20	The people in my team work together to find ways to improve the service we provide	36	48	9	5		84%	+1 ♦	+4 ♦	+1 ♦
B21	The people in my team are encouraged to come up with new and better ways of doing things	31	46	12	8		77%	0	+3 ♦	-1 ♦



All questions by theme

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

Learning and development

53% +4

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	15	52	16	13	67%	+2 ♦	+5 ♦	0
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	43	23	16	56%	+2 ♦	+5 ♦	-1 ♦
B24	There are opportunities for me to develop my career in DWP	10	34	21	21	45%	+7 ♦	+3 ♦	-4 ♦
B25	Learning and development activities I have completed while working for DWP are helping me to develop my career	10	33	26	21	43%	+4 ♦	0	-6 ♦

Inclusion and fair treatment

76% 0

Difference
from
previous
survey



Strength of
association with
engagement



B26	I am treated fairly at work	25	54	10	7	79%	0	0 ♦	-4 ♦
B27	I am treated with respect by the people I work with	29	57	8	6	87%	0 ♦	+2 ♦	0
B28	I feel valued for the work I do	21	44	15	14	65%	+1 ♦	0 ♦	-4 ♦
B29	I think that DWP respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	51	15	7	74%	0	0 ♦	-4 ♦



All questions by theme

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^ indicates a variation in question wording from your previous survey

Resources and workload

73% -2

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	28	59	7	5	86%	-1 ♦	+2 ♦	-1 ♦
B31	I get the information I need to do my job well	17	51	14	14	68%	-2 ♦	-2 ♦	-6 ♦
B32	I have clear work objectives	22	58	11	7	79%	-2 ♦	+3 ♦	0
B33	I have the skills I need to do my job effectively	26	58	9	5	84%	-1 ♦	-5 ♦	-7 ♦
B34	I have the tools I need to do my job effectively	15	46	13	18	61%	-2 ♦	-11 ♦	-15 ♦
B35	I have an acceptable workload	12	49	14	17	62%	-3 ♦	+3 ♦	-4 ♦
B36	I achieve a good balance between my work life and my private life	18	52	13	11	70%	-1 ♦	+4 ♦	-4 ♦

Pay and benefits

28% -3

Difference
from
previous
survey



Strength of
association with
engagement



B37	I feel that my pay adequately reflects my performance	21	12	34	29	25%	-3 ♦	-4 ♦	-11 ♦
B38	I am satisfied with the total benefits package	5	29	18	28	34%	-3 ♦	+2 ♦	-6 ♦
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	13	33	30	24%	-3 ♦	0	-7 ♦



All questions by theme

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^ indicates a variation in question wording from your previous survey

Leadership and Managing Change

41% +2

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 DWP as a whole is managed well	6	36	22	23	12	42%	+3 ♦	-3 ♦	-14 ♦
B41	Senior managers (Senior Civil Service Pay Band 1 and above) in DWP are sufficiently visible^	7	33	20	25	15	40%	+1 ♦	-13 ♦	-23 ♦
B42	I believe the actions of senior managers (Senior Civil Service Pay Band 1 and above) are consistent with DWP's values^	6	33	34	16	11	39%	0	-8 ♦	-17 ♦
B43	I believe that DWP's departmental level Executive Team has a clear vision for the future of DWP	7	35	33	15	10	42%	+2 ♦	-2 ♦	-11 ♦
B44	Overall, I have confidence in the decisions made by DWP's senior managers (Senior Civil Service Pay Band 1 and above)^	6	29	29	22	15	35%	+2 ♦	-9 ♦	-16 ♦
B45	I feel that change is managed well in DWP	6	31	18	31	14	37%	+2 ♦	+5 ♦	-2 ♦
B46	When changes are made in DWP they are usually for the better	6	29	26	28	12	35%	+5 ♦	+5 ♦	-2 ♦
B47	DWP keeps me informed about matters that affect me	8	50	20	15	7	58%	0	0	-6 ♦
B48	I have the opportunity to contribute my views before decisions are made that affect me	7	29	18	30	16	36%	0	0	-7 ♦
B49	I think it is safe to challenge the way things are done in DWP	8	35	21	23	14	43%	+1 ♦	+2 ♦	-5 ♦

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All questions by theme

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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 DWP	13	33	26	18	9	46%	+2 ♦	-12 ♦	-19 ♦
B51 I would recommend DWP as a great place to work	12	31	26	21	10	43%	+1 ♦	-6 ♦	-17 ♦
B52 I feel a strong personal attachment to DWP	14	34	24	19	9	48%	+2 ♦	0	-6 ♦
B53 DWP inspires me to do the best in my job	12	33	27	19	9	45%	+2 ♦	0 ♦	-6 ♦
B54 DWP motivates me to help it achieve its objectives	12	33	27	19	9	45%	+2 ♦	+2 ♦	-5 ♦

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 senior managers (Senior Civil Service Pay Band 1 and above) in DWP will take action on the results from this survey^	8	33	22	21	16	42%	0 ♦	-3 ♦	-12 ♦
B56 I believe that managers where I work will take action on the results from this survey	18	43	16	13	11	60%	+1 ♦	+5 ♦	0 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	14	35	24	16	11	49%	+1 ♦	+14 ♦	+8 ♦



All questions by theme

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Organisational Culture

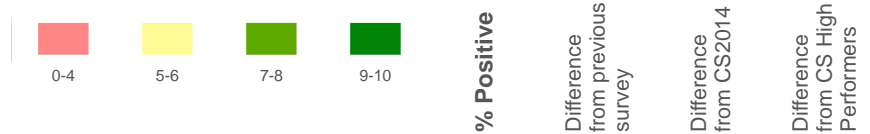
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	29	57	7	5		86%	-1 ♦	-2 ♦	-4 ♦
B59 I believe I would be supported if I try a new idea, even if it may not work	20	47	17	12		67%	0	-1 ♦	-5 ♦
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	17	47	18	13	6	63%	0	-2 ♦	-7 ♦
B61 When I talk about DWP I say "we" rather than "they"	17	45	20	13	5	62%	+2 ♦	-7 ♦	-17 ♦
B62 I have some really good friendships at work	36	49	10			85%	+1 ♦	+10 ♦	+6 ♦



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?	15	22	46	17	63%	0	-1 ◆	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	19	45	25	70%	0 ◆	+1 ◆	-2 ◆
W03 Overall, how happy did you feel yesterday?	18	21	39	22	61%	+1 ◆	+1 ◆	-3 ◆
	0-1	2-3	4-5	6-10				
W04 Overall, how anxious did you feel yesterday?	25	25	20	31	50%	-2 ◆	0	-3 ◆

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 DWP?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave DWP as soon as possible		10%	+1 ◇	+3 ◇	0 ◇
I want to leave DWP within the next 12 months		10%	0 ◇	-4 ◇	-8 ◇
I want to stay working for DWP for at least the next year		18%	+1 ◇	-13 ◇	-20 ◇
I want to stay working for DWP for at least the next three years		62%	-3 ◇	+16 ◇	+8 ◇

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?		12	88%	+1 ◇	-2 ◇	-6 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+1 ◇	+3 ◇	-4 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DWP it would be investigated properly?		34	66%	0 ◇	-3 ◇	-7 ◇

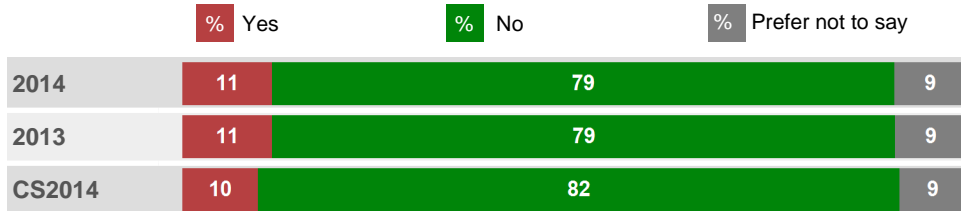


All questions by theme

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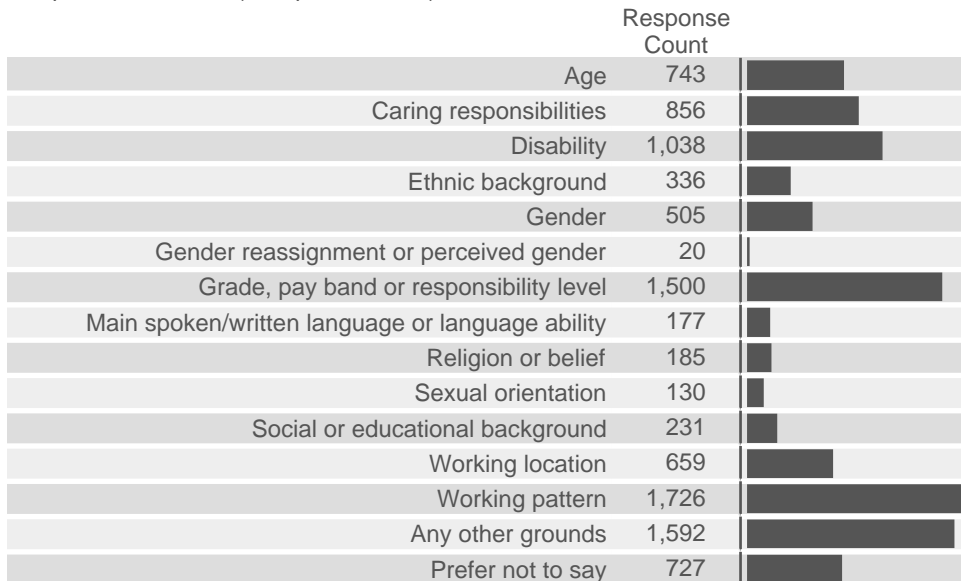
Discrimination, harassment and bullying

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

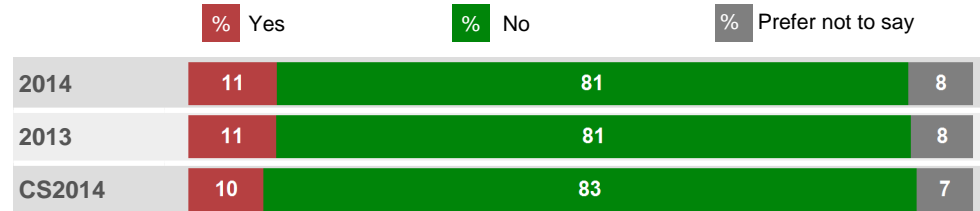


For respondents who selected 'Yes' to question E01.

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

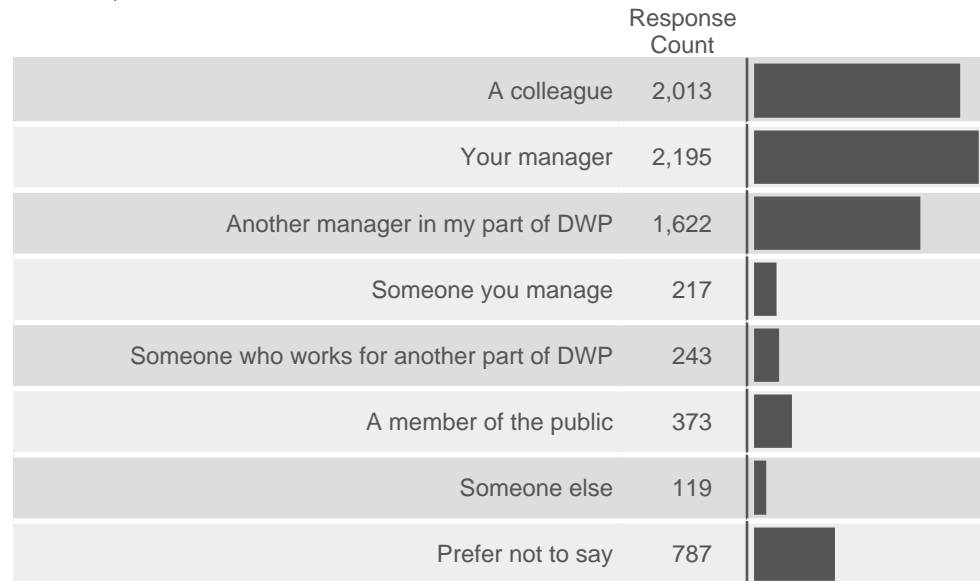


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



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)



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All questions by theme

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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	25	53	10	8		78%	0 ♦
F02	I am given a real opportunity to improve my skills in this organisation	15	41	21	17	6	56%	+4 ♦
F03	The information technology (IT) I have access to provides effective support for the job I do	5	28	14	30	24	33%	0
F04	I understand what I need to do to contribute towards improved customer service, in my part of the organisation	21	64	10			86%	0
F05	My manager encourages my team to understand how we are important to achieving what DWP has to do	21	52	16	8		73%	0
F06	I believe strongly in the purpose and objectives of DWP	17	46	25	8		63%	+1 ♦
F07	In DWP, ideas and innovation are increasingly driven from the frontline	11	34	28	19	9	45%	+1 ♦
F08	The DWP Story helps me to understand my part in helping DWP achieve all it has to do	9	36	31	15	8	45%	+2 ♦
F09	People across DWP are getting better at collaborating with each other so that we can deliver	10	41	25	17	7	51%	+2 ♦
F10	DWP values new ideas and I know that good ones will be tested and implemented	10	40	28	15	7	50%	0



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 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.