



Your engagement index

49%

Difference from
previous survey

+6 ✧

Difference from CS2013

-9 ✧

Difference from CS
High Performers

-13 ✧

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 DCLG	32%	+10 ✧	-24 ✧
B51. I would recommend DCLG as a great place to work	32%	+10 ✧	-13 ✧

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

B52. I feel a strong personal attachment to DCLG	29%	+9 ✧	-17 ✧
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Strive: motivated to do the best for the organisation...

B53. DCLG inspires me to do the best in my job	30%	+11 ✧	-13 ✧
B54. DCLG motivates me to help it achieve its objectives	30%	+11 ✧	-10 ✧

✧ = 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		40%	+9 ✧	-1	-10 ✧
My work		76%	+6 ✧	+2 ✧	-2 ✧
Learning and development		47%	+10 ✧	0	-7 ✧
Pay and benefits		36%	+4 ✧	+6 ✧	+1 ✧
My manager		71%	+4 ✧	+4 ✧	+1
Resources and workload		72%	+5 ✧	-2 ✧	-5 ✧
Organisational objectives and purpose		75%	+8 ✧	-7 ✧	-12 ✧
My team		82%	+5 ✧	+3 ✧	0
Inclusion and fair treatment		76%	+6 ✧	+1 ✧	-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

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	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change Strength of association with engagement: 			
B48. I have the opportunity to contribute my views before decisions are made that affect me	41%	+9 ✧	+5 ✧
B41. The SCS in DCLG are sufficiently visible	53%	+9 ✧	+2 ✧
B47. DCLG keeps me informed about matters that affect me	60%	+6 ✧	+2 ✧
B49. I think it is safe to challenge the way things are done in DCLG	39%	+9 ✧	0
B45. I feel that change is managed well in DCLG	29%	+7 ✧	0
B40. I feel that DCLG as a whole is managed well	43%	+11 ✧	0
B42. I believe the actions of the SCS are consistent with DCLG's values	42%	+9 ✧	-1 ✧
B44. Overall, I have confidence in the decisions made by DCLG's SCS	39%	+9 ✧	-2 ✧
B43. I believe that the Executive Team has a clear vision for the future of DCLG	39%	+8 ✧	-3 ✧
B46. When changes are made in DCLG they are usually for the better	20%	+7 ✧	-6 ✧
My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	60%	+9 ✧	+7 ✧
B05. I have a choice in deciding how I do my work	76%	+6 ✧	+3 ✧
B02. I am sufficiently challenged by my work	80%	+5 ✧	+2 ✧
B01. I am interested in my work	89%	+4 ✧	0
B03. My work gives me a sense of personal accomplishment	72%	+6 ✧	-3 ✧
Learning and development Strength of association with engagement: 			
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	50%	+10 ✧	+3 ✧
B24. There are opportunities for me to develop my career in DCLG	39%	+9 ✧	+1
B25. Learning and development activities I have completed while working for DCLG are helping me to develop my career	41%	+7 ✧	-1
B22. I am able to access the right learning and development opportunities when I need to	60%	+12 ✧	-1

All questions by theme

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

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	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
My work									
 :Strength of association with engagement									
B01. I am interested in my work	37	52	7			89%	+4 ✧	0	-3 ✧
B02. I am sufficiently challenged by my work	33	47	11	7		80%	+5 ✧	+2 ✧	-1 ✧
B03. My work gives me a sense of personal accomplishment	23	49	16	9		72%	+6 ✧	-3 ✧	-7 ✧
B04. I feel involved in the decisions that affect my work	17	44	20	14	6	60%	+9 ✧	+7 ✧	0
B05. I have a choice in deciding how I do my work	23	52	14	7		76%	+6 ✧	+3 ✧	-1 ✧
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of DCLG's purpose	16	60	16	7		75%	+9 ✧	-9 ✧	-14 ✧
B07. I have a clear understanding of DCLG's objectives	14	59	19	7		72%	+9 ✧	-7 ✧	-13 ✧
B08. I understand how my work contributes to DCLG's objectives	21	57	16	4		78%	+6 ✧	-4 ✧	-8 ✧

All questions by theme

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My manager  :Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	23	49	17	8		72%	+4 ✧	+6 ✧	+2 ✧
B10. My manager is considerate of my life outside work	40	45	10			85%	+2 ✧	+5 ✧	+1 ✧
B11. My manager is open to my ideas	37	47	10	4		85%	+3 ✧	+6 ✧	+2 ✧
B12. My manager helps me to understand how I contribute to DCLG's objectives	17	45	29	7		62%	+7 ✧	0	-4 ✧
B13. Overall, I have confidence in the decisions made by my manager	29	50	13	5		79%	+5 ✧	+8 ✧	+3 ✧
B14. My manager recognises when I have done my job well	31	51	12	5		82%	0	+4 ✧	+1 ✧
B15. I receive regular feedback on my performance	20	52	17	10		72%	+7 ✧	+8 ✧	+3 ✧
B16. The feedback I receive helps me to improve my performance	19	46	24	8		65%	+5 ✧	+5 ✧	0
B17. I think that my performance is evaluated fairly	18	48	22	9		66%	+4 ✧	+3 ✧	-1 ✧
B18. Poor performance is dealt with effectively in my team	9	31	43	12	5	40%	+2 ✧	+1 ✧	-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	37	48	10	4		85%	+2 ✧	+1 ✧	-1 ✧
B20. The people in my team work together to find ways to improve the service we provide	32	51	12	4		83%	+6 ✧	+2 ✧	0
B21. The people in my team are encouraged to come up with new and better ways of doing things	27	50	15	6		78%	+8 ✧	+5 ✧	+1 ✧

All questions by theme

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Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	13	46	25	12		60%	+12 ✧	-1	-5 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	39	35	11	4	50%	+10 ✧	+3 ✧	-3 ✧
B24. There are opportunities for me to develop my career in DCLG	8	31	27	20	14	39%	+9 ✧	+1	-8 ✧
B25. Learning and development activities I have completed while working for DCLG are helping me to develop my career	9	32	36	16	7	41%	+7 ✧	-1	-7 ✧
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	27	54	12	4		81%	+5 ✧	+3 ✧	0
B27. I am treated with respect by the people I work with	33	53	9			86%	+3 ✧	+2 ✧	0
B28. I feel valued for the work I do	19	45	22	9	5	64%	+8 ✧	+1	-3 ✧
B29. I think that DCLG respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	50	20	6	4	70%	+6 ✧	-2 ✧	-8 ✧

All questions by theme

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	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Resources and workload									
<div><div></div><div></div><div></div></div> :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	23	60	10	6		83%	+3 ✧	0	-3 ✧
B31. I get the information I need to do my job well	15	57	18	9		71%	+6 ✧	+2 ✧	-2 ✧
B32. I have clear work objectives	18	60	14	7		78%	+8 ✧	+3 ✧	-1 ✧
B33. I have the skills I need to do my job effectively	23	62	12			85%	+1	-3 ✧	-5 ✧
B34. I have the tools I need to do my job effectively	12	51	18	16	4	63%	+4 ✧	-9 ✧	-13 ✧
B35. I have an acceptable workload	8	48	20	19	6	56%	+5 ✧	-4 ✧	-9 ✧
B36. I achieve a good balance between my work life and my private life	14	51	18	13	4	65%	+6 ✧	-3 ✧	-8 ✧
Pay and benefits									
<div><div></div><div></div><div></div></div> :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	4	35	22	24	15	38%	+5 ✧	+10 ✧	+3 ✧
B38. I am satisfied with the total benefits package	4	32	24	25	14	37%	+4 ✧	+4 ✧	-1
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	27	25	26	17	32%	+3 ✧	+7 ✧	0

All questions by theme

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Leadership and managing change  :Strength of association with engagement									
B40. I feel that DCLG as a whole is managed well	5	38	33	18	7	43%	+11 ✧	0	-14 ✧
B41. The SCS in DCLG are sufficiently visible	8	45	27	15	5	53%	+9 ✧	+2 ✧	-8 ✧
B42. I believe the actions of the SCS are consistent with DCLG's values	6	37	43	10	5	42%	+9 ✧	-1 ✧	-13 ✧
B43. I believe that the Executive Team has a clear vision for the future of DCLG	7	32	45	11	5	39%	+8 ✧	-3 ✧	-16 ✧
B44. Overall, I have confidence in the decisions made by DCLG's SCS	6	33	41	13	7	39%	+9 ✧	-2 ✧	-12 ✧
B45. I feel that change is managed well in DCLG	4	25	36	26	9	29%	+7 ✧	0	-10 ✧
B46. When changes are made in DCLG they are usually for the better	4	17	44	26	9	20%	+7 ✧	-6 ✧	-15 ✧
B47. DCLG keeps me informed about matters that affect me	7	53	26	11		60%	+6 ✧	+2 ✧	-4 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	6	35	33	19	7	41%	+9 ✧	+5 ✧	-3 ✧
B49. I think it is safe to challenge the way things are done in DCLG	5	34	34	18	9	39%	+9 ✧	0	-10 ✧

All questions by theme

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

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	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2013</div></div>	<div><div>Difference from CS High Performers</div></div>
Engagement									
B50. I am proud when I tell others I am part of DCLG	6	26	41	19	8	32%	+10 ✧	-24 ✧	-33 ✧
B51. I would recommend DCLG as a great place to work	7	25	39	20	9	32%	+10 ✧	-13 ✧	-24 ✧
B52. I feel a strong personal attachment to DCLG	7	22	34	25	11	29%	+9 ✧	-17 ✧	-23 ✧
B53. DCLG inspires me to do the best in my job	6	24	40	22	8	30%	+11 ✧	-13 ✧	-20 ✧
B54. DCLG motivates me to help it achieve its objectives	6	24	39	23	8	30%	+11 ✧	-10 ✧	-18 ✧
Taking action									
B55. I believe that the SCS in DCLG will take action on the results from this survey	9	41	27	14	9	50%	+14 ✧	+7 ✧	-2 ✧
B56. I believe that managers where I work will take action on the results from this survey	15	49	23	9	5	64%	+12 ✧	+10 ✧	+5 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	11	32	39	12	7	43%	+14 ✧	+10 ✧	+3 ✧

All questions by theme

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	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2013</div></div>	<div><div>Difference from CS High Performers</div></div>
Organisational Culture									
B58. I am trusted to carry out my job effectively	29	59	7	4	88%	+6 ✧	0	-2 ✧	
B59. I believe I would be supported if I try a new idea, even if it may not work	17	53	20	8	70%	+12 ✧	+3 ✧	-1	
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	18	52	20	6	71%	+5 ✧	+6 ✧	+1	
B61. When I talk about DCLG I say "we" rather than "they"	16	47	25	9	63%	+4 ✧	-5 ✧	-13 ✧	
B62. I have some really good friendships at work	23	49	19	7	73%	+7 ✧	-3 ✧	-7 ✧	

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?	14	24	52	11	62%	+8 ✧	-1	-4 ✧
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	22	50	17	68%	+10 ✧	-1 ✧	-5 ✧
W03. Overall, how happy did you feel yesterday?	19	24	41	16	57%	+5 ✧	-2 ✧	-5 ✧
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	20	28	19	33	48%	0	-2 ✧	-5 ✧

All questions by theme




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 CS2013	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		16%	-2 ✧	+3 ✧	-1
I want to stay working for DCLG for at least the next year		39%	+6 ✧	+9 ✧	+4 ✧
I want to stay working for DCLG for at least the next three years		38%	-3	-10 ✧	-20 ✧

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?		5	95%	+1 ✧	+6 ✧	+1 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+2 ✧	+3 ✧	-3 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in DCLG it would be investigated properly?		29	71%	+8 ✧	+4 ✧	-1 ✧

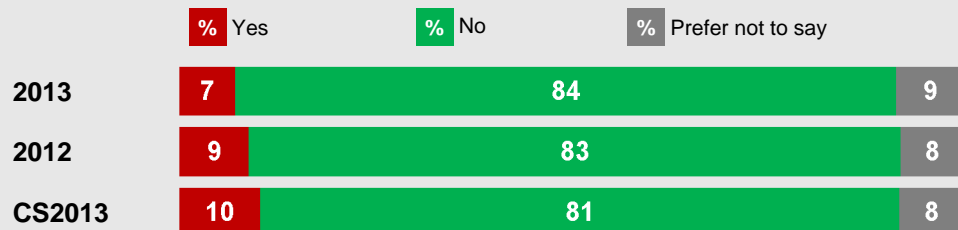
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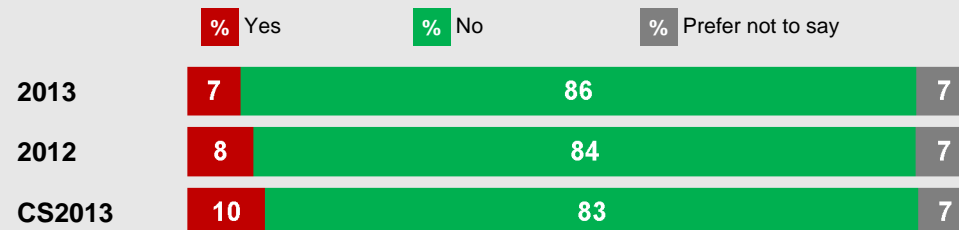
All questions by theme

Discrimination, harassment and bullying

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

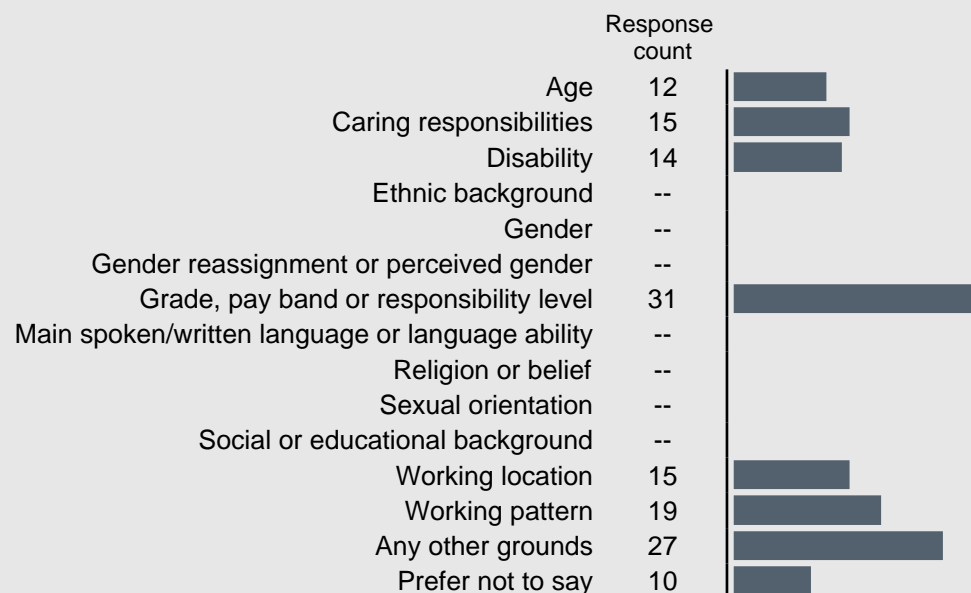


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

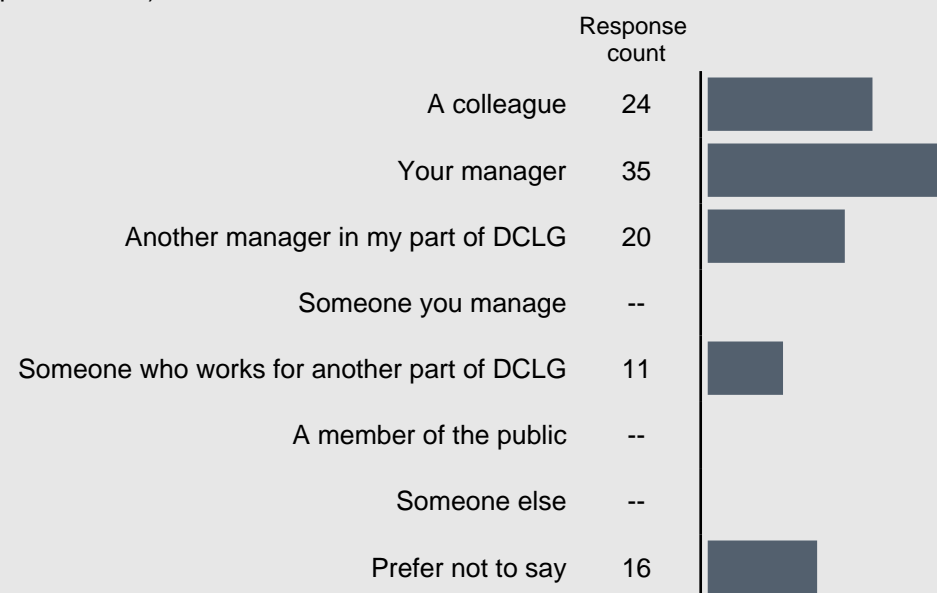
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



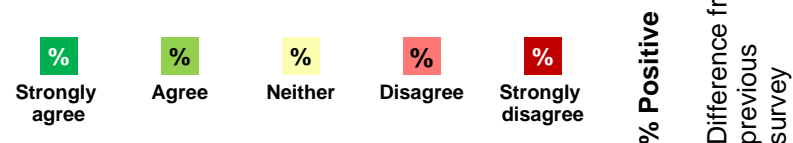
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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DCLG questions

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: 47%		No: 53%		47%	-1	
F02. I believe managers in DCLG are held accountable for the value for money resulting from their decisions	8	42	32	14	4	50%	-
F03. I have participated in at least 5 days of learning and development activity in the last 12 months	Yes: 46%		No: 54%		46%	-	
F04. My manager encourages me to make time for learning and development	22	54	16	6		76%	+16 ↗
F05. I review my learning and development needs with my manager on a regular basis	10	43	27	17		54%	+3 ↗
F06. I understand what DCLG expects of me as a leader	10	48	31	9		58%	-
F07. My manager demonstrates the leadership behaviours expected of him/her	19	54	17	7		73%	-
F08. My manager encourages me to get involved in activities and events to make DCLG a Better Department	18	48	24	7		66%	-
F09. I am clear how I can contribute to making DCLG a Better Department	13	44	32	10		57%	-

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: ✧

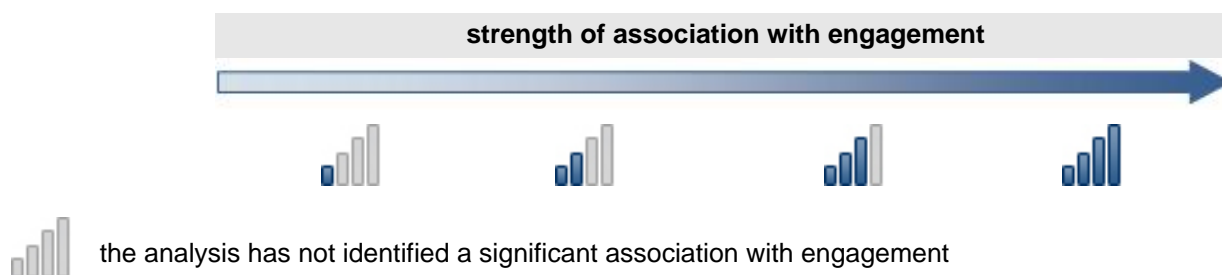
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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