

DSA Overall

Returns: 2,161

Response rate: 85%

Your engagement index

54%

Difference from previous survey	Difference from CS2012	Difference from CS High Performers
+1 ✧	-3 ✧	-8 ✧

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 CS2012
B50. I am proud when I tell others I am part of DSA	47%	0	-6 ✧
B51. I would recommend DSA as a great place to work	43%	+1	-3 ✧

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

B52. I feel a strong personal attachment to DSA	38%	0	-6 ✧
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Strive: motivated to do the best for the organisation...

B53. DSA inspires me to do the best in my job	35%	+1 ✧	-6 ✧
B54. DSA motivates me to help it achieve its objectives	32%	+1 ✧	-7 ✧

✧ = 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		30%	+2 ✧	-11 ✧	-20 ✧
My work		60%	-1	-13 ✧	-16 ✧
My line manager		69%	+1	+3 ✧	0
Resources and workload		79%	+1 ✧	+5 ✧	+2 ✧
Pay and benefits		24%	0	-6 ✧	-11 ✧
Learning and development		40%	0	-4 ✧	-12 ✧
Organisational objectives and purpose		74%	+1	-8 ✧	-13 ✧
My team		73%	0	-5 ✧	-8 ✧
Inclusion and fair treatment		68%	0	-7 ✧	-10 ✧


✧ = 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: 		
B45. I feel that change is managed well in DSA	30%	+1	+1 ◇
B46. When changes are made in DSA they are usually for the better	22%	-1 ◇	-3 ◇
B47. DSA keeps me informed about matters that affect me	47%	+1	-9 ◇
B42. I believe the actions of senior managers are consistent with DSA's values	32%	+5 ◇	-10 ◇
B41. Senior managers in DSA are sufficiently visible	37%	+6 ◇	-11 ◇
B40. I feel that DSA as a whole is managed well	31%	+3 ◇	-11 ◇
B43. I believe that the Board have a clear vision for the future of DSA	28%	+4 ◇	-12 ◇
B44. Overall, I have confidence in the decisions made by DSA's senior managers	25%	+3 ◇	-14 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	21%	0	-15 ◇
B49. I think it is safe to challenge the way things are done in DSA	24%	+1	-16 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
My work	Strength of association with engagement: 		
B01. I am interested in my work	88%	0	-2 ◇
B03. My work gives me a sense of personal accomplishment	68%	0	-4 ◇
B02. I am sufficiently challenged by my work	68%	-2 ◇	-9 ◇
B04. I feel involved in the decisions that affect my work	36%	0	-17 ◇
B05. I have a choice in deciding how I do my work	40%	-1	-32 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
My line manager	Strength of association with engagement: 		
B18. Poor performance is dealt with effectively in my team	53%	0	+16 ◇
B15. I receive regular feedback on my performance	76%	+2 ◇	+13 ◇
B16. The feedback I receive helps me to improve my performance	67%	+4 ◇	+8 ◇
B17. I think that my performance is evaluated fairly	70%	+2 ◇	+7 ◇
B14. My manager recognises when I have done my job well	77%	+1	0
B09. My manager motivates me to be more effective in my job	65%	+1	0
B12. My manager helps me to understand how I contribute to DSA's objectives	59%	-1	-2 ◇
B13. Overall, I have confidence in the decisions made by my manager	69%	+1 ◇	-2 ◇
B10. My manager is considerate of my life outside work	76%	+1 ◇	-5 ◇
B11. My manager is open to my ideas	74%	+1	-5 ◇

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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B01. I am interested in my work	42	45	8			88%	0	-2 ◇	-4 ◇
B02. I am sufficiently challenged by my work	22	46	18	11		68%	-2 ◇	-9 ◇	-13 ◇
B03. My work gives me a sense of personal accomplishment	23	46	17	11	4	68%	0	-4 ◇	-9 ◇
B04. I feel involved in the decisions that affect my work	9	28	25	24	14	36%	0	-17 ◇	-23 ◇
B05. I have a choice in deciding how I do my work	11	29	24	23	13	40%	-1	-32 ◇	-38 ◇

Organisational objectives and purpose

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B06. I have a clear understanding of DSA's purpose	23	53	16	7		75%	-2 ◇	-9 ◇	-15 ◇
B07. I have a clear understanding of DSA's objectives	20	51	18	9		71%	+2 ◇	-8 ◇	-14 ◇
B08. I understand how my work contributes to DSA's objectives	23	53	16	6		76%	+2 ◇	-5 ◇	-10 ◇

All questions by theme

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

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	24	41	19	11	5	65%	+1	0	-3 ◇
B10. My manager is considerate of my life outside work	36	40	15	5	4	76%	+1 ◇	-5 ◇	-7 ◇
B11. My manager is open to my ideas	30	44	16	7	7	74%	+1	-5 ◇	-8 ◇
B12. My manager helps me to understand how I contribute to DSA's objectives	20	39	28	9	4	59%	-1	-2 ◇	-7 ◇
B13. Overall, I have confidence in the decisions made by my manager	29	40	17	8	6	69%	+1 ◇	-2 ◇	-6 ◇
B14. My manager recognises when I have done my job well	33	44	14	7	7	77%	+1	0	-2 ◇
B15. I receive regular feedback on my performance	28	49	14	7	7	76%	+2 ◇	+13 ◇	+8 ◇
B16. The feedback I receive helps me to improve my performance	25	43	21	8	7	67%	+4 ◇	+8 ◇	+4 ◇
B17. I think that my performance is evaluated fairly	24	45	19	8	7	70%	+2 ◇	+7 ◇	+2 ◇
B18. Poor performance is dealt with effectively in my team	16	37	29	11	7	53%	0	+16 ◇	+11 ◇

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	32	48	13	5	5	80%	0	-3 ◇	-6 ◇
B20. The people in my team work together to find ways to improve the service we provide	28	46	18	6	6	74%	+1	-5 ◇	-8 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	24	40	23	10	7	64%	0	-7 ◇	-12 ◇

All questions by theme

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

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Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	9	42	32	13	4	51%	+5 ◇	-7 ◇	-14 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	26	45	14	5	36%	+2 ◇	-10 ◇	-15 ◇
B24. There are opportunities for me to develop my career in DSA	8	27	27	21	16	35%	-5 ◇	0	-7 ◇
B25. Learning and development activities I have completed while working for DSA are helping me to develop my career	9	28	37	16	10	38%	-2 ◇	-2 ◇	-8 ◇

Inclusion and fair treatment

:Strength of association with engagement








B26. I am treated fairly at work	25	48	15	7	5	73%	-1	-5 ◇	-8 ◇
B27. I am treated with respect by the people I work with	30	51	12	5		81%	-1	-3 ◇	-6 ◇
B28. I feel valued for the work I do	16	35	27	14	8	51%	0	-11 ◇	-16 ◇
B29. I think that DSA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	45	23	7	5	65%	+1	-6 ◇	-13 ◇

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 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	31	58	7			89%	0	+5 ◇	+2 ◇
B31. I get the information I need to do my job well	16	53	20	8		69%	+3 ◇	+1 ◇	-3 ◇
B32. I have clear work objectives	23	59	13	4		82%	+2 ◇	+7 ◇	+2 ◇
B33. I have the skills I need to do my job effectively	35	56	7			91%	0	+3 ◇	0
B34. I have the tools I need to do my job effectively	24	53	13	8		77%	0	+5 ◇	+2 ◇
B35. I have an acceptable workload	16	51	17	12	5	66%	+1	+6 ◇	+1
B36. I achieve a good balance between my work life and my private life	24	53	15	6		77%	+3 ◇	+9 ◇	+3 ◇
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		19	18	31	29	22%	0	-9 ◇	-15 ◇
B38. I am satisfied with the total benefits package	4	24	25	27	21	28%	+1	-5 ◇	-12 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		19	21	30	28	22%	-1	-4 ◇	-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



Leadership and managing change

: Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B40. I feel that DSA as a whole is managed well	4	27	31	25	13	31%	+3 ◇	-11 ◇	-26 ◇
B41. Senior managers in DSA are sufficiently visible	6	31	28	22	13	37%	+6 ◇	-11 ◇	-23 ◇
B42. I believe the actions of senior managers are consistent with DSA's values	5	27	39	17	11	32%	+5 ◇	-10 ◇	-22 ◇
B43. I believe that the Board have a clear vision for the future of DSA	5	23	43	17	12	28%	+4 ◇	-12 ◇	-23 ◇
B44. Overall, I have confidence in the decisions made by DSA's senior managers	4	21	37	22	16	25%	+3 ◇	-14 ◇	-26 ◇
B45. I feel that change is managed well in DSA		28	37	24	9	30%	+1	+1 ◇	-8 ◇
B46. When changes are made in DSA they are usually for the better		20	41	27	9	22%	-1 ◇	-3 ◇	-13 ◇
B47. DSA keeps me informed about matters that affect me	6	41	29	16	7	47%	+1	-9 ◇	-17 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me		18	29	30	20	21%	0	-15 ◇	-21 ◇
B49. I think it is safe to challenge the way things are done in DSA		21	33	24	19	24%	+1	-16 ◇	-22 ◇

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 DSA	13	35	36	12	5	47%	0	-6 ◇	-17 ◇
B51. I would recommend DSA as a great place to work	11	33	36	14	6	43%	+1	-3 ◇	-14 ◇
B52. I feel a strong personal attachment to DSA	10	28	37	16	9	38%	0	-6 ◇	-14 ◇
B53. DSA inspires me to do the best in my job	8	27	39	18	8	35%	+1 ◇	-6 ◇	-14 ◇
B54. DSA motivates me to help it achieve its objectives	7	25	40	19	9	32%	+1 ◇	-7 ◇	-15 ◇
Taking action									
B55. I believe that senior managers in DSA will take action on the results from this survey	4	21	34	24	17	25%	-2 ◇	-18 ◇	-29 ◇
B56. I believe that managers where I work will take action on the results from this survey	7	31	33	17	12	38%	-2 ◇	-14 ◇	-21 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	4	18	46	19	13	22%	-5 ◇	-9 ◇	-18 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave DSA as soon as possible		8%	+1	0	-2 ^
I want to leave DSA within the next 12 months		7%	0	-5 ^	-10 ^
I want to stay working for DSA for at least the next year		17%	-1	-12 ^	-18 ^
I want to stay working for DSA for at least the next three years		69%	0	+17 ^	+9 ^

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?		23	77%	+5 ^	-11 ^	-16 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		41	59%	+6 ^	-4 ^	-11 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in DSA it would be investigated properly?		47	53%	+4 ^	-14 ^	-19 ^

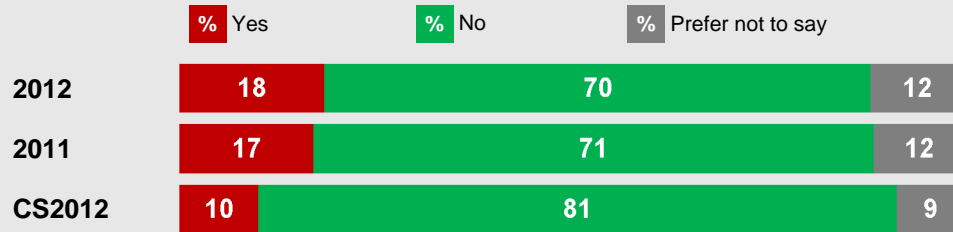
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

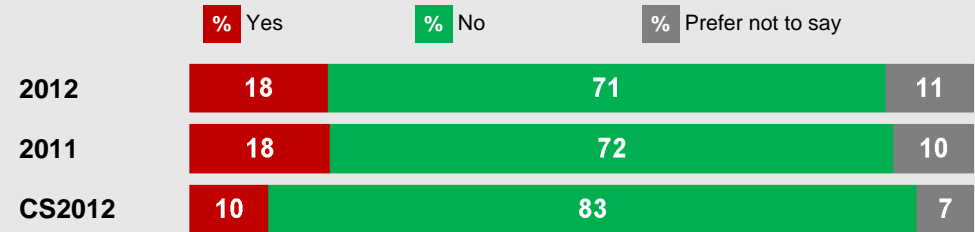
All questions by theme

Discrimination, harassment and bullying

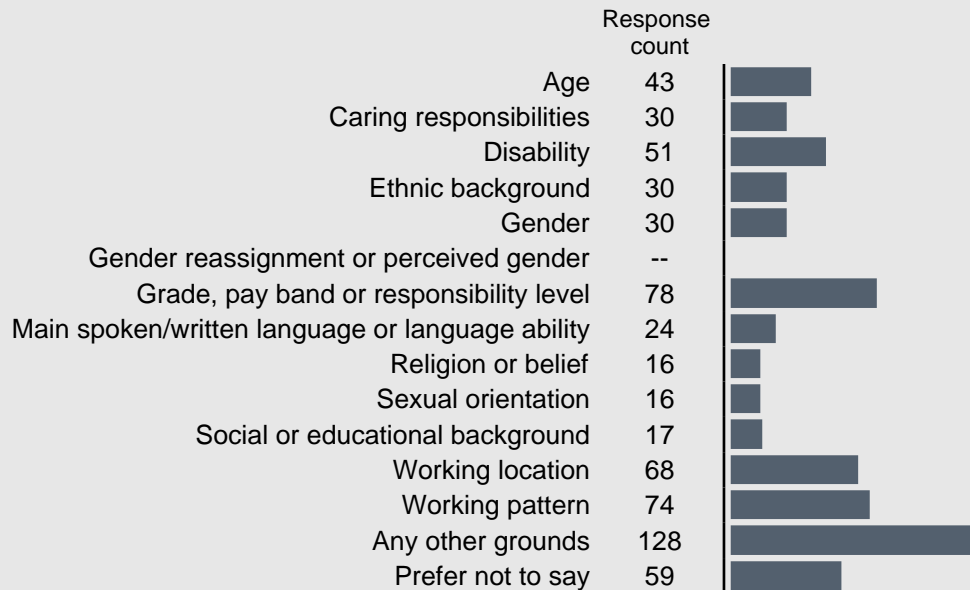
E01. During the past 12 months, have you personally experienced discrimination at work?



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

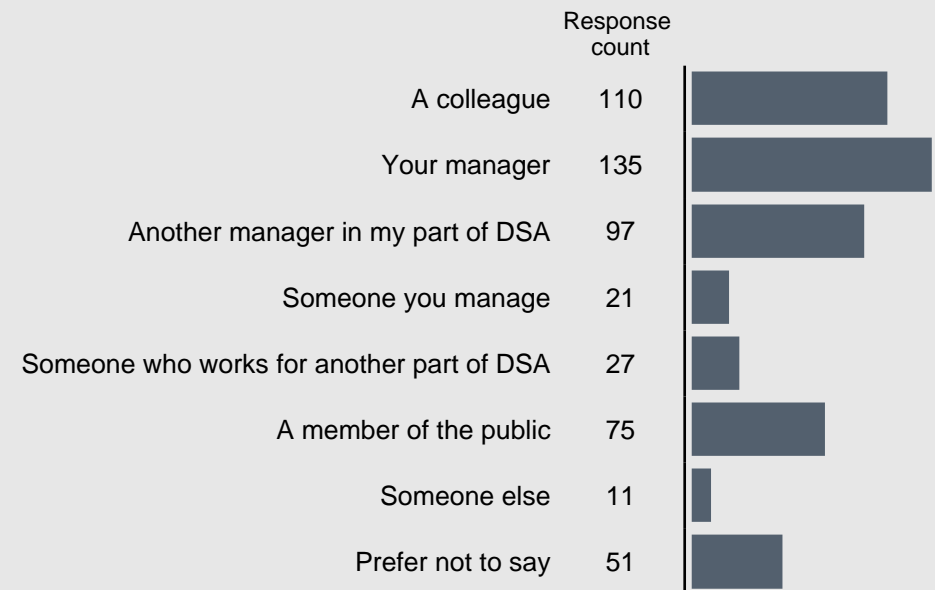


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



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: ✦

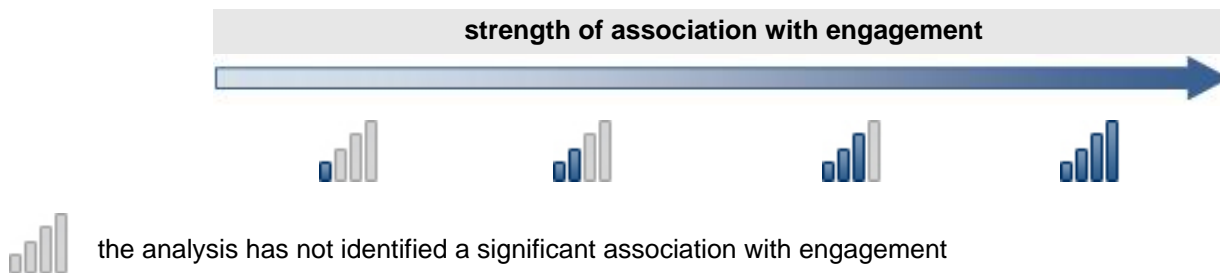
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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



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.