

DWP

Returns: 77,229

Response rate: 68%

Your engagement index

46%

Difference from previous survey

-5 ✧

Difference from CS2010

-11 ✧

Difference from CS High Performers

-16 ✧

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 CS2010
B50. I am proud when I tell others I am part of DWP	29%	-6 ✧	-26 ✧
B51. I would recommend DWP as a great place to work	27%	-11 ✧	-15 ✧

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

B52. I feel a strong personal attachment to DWP	30%	-2 ✧	-16 ✧
---	-----	------	-------

Strive: motivated to do the best for the organisation...

B53. DWP inspires me to do the best in my job	27%	-6 ✧	-13 ✧
B54. DWP motivates me to help it achieve its objectives	25%	-6 ✧	-11 ✧

✧ = 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 CS2010	Difference from CS High Performers
Leadership and managing change		24%	-5 ✧	-14 ✧	-23 ✧
My work		59%	-4 ✧	-12 ✧	-16 ✧
My line manager		63%	+1 ✧	-2 ✧	-5 ✧
Pay and benefits		23%	-9 ✧	-13 ✧	-19 ✧
Learning and development		36%	-11 ✧	-8 ✧	-13 ✧
Resources and workload		69%	+1 ✧	-4 ✧	-8 ✧
Organisational objectives and purpose		74%	-4 ✧	-7 ✧	-12 ✧
My team		74%	0	-3 ✧	-6 ✧
Inclusion and fair treatment		69%	-4 ✧	-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 the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from CS2010
Leadership and managing change		Strength of association with engagement: 	
B45. I feel that change is managed well in DWP	22%	-5 ✧	-5 ✧
B46. When changes are made in DWP they are usually for the better	15%	-7 ✧	-8 ✧
B49. I think it is safe to challenge the way things are done in DWP	28%	-4 ✧	-11 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	19%	-4 ✧	-13 ✧
B47. DWP keeps me informed about matters that affect me	41%	-7 ✧	-13 ✧
B43. I believe that the Executive Team (ET) has a clear vision for the future of DWP	20%	-5 ✧	-15 ✧
B40. I feel that DWP as a whole is managed well	25%	-7 ✧	-16 ✧
B42. I believe the actions of senior managers (Senior Civil Service) are consistent with DWP's values	23%	-4 ✧	-17 ✧
B44. Overall, I have confidence in the decisions made by DWP's senior managers (Senior Civil Service)	17%	-6 ✧	-19 ✧
B41. Senior managers (Senior Civil Service) in DWP are sufficiently visible	25%	-3 ✧	-20 ✧

My work		Strength of association with engagement: 	
B02. I am sufficiently challenged by my work	68%	-3 ✧	-6 ✧
B01. I am interested in my work	81%	-3 ✧	-8 ✧
B03. My work gives me a sense of personal accomplishment	63%	-4 ✧	-9 ✧
B04. I feel involved in the decisions that affect my work	36%	-5 ✧	-14 ✧
B05. I have a choice in deciding how I do my work	49%	-3 ✧	-22 ✧



My line manager		Strength of association with engagement: 	
B15. I receive regular feedback on my performance	73%	+6 ✧	+12 ✧
B16. The feedback I receive helps me to improve my performance	59%	0	+2 ✧
B12. My manager helps me to understand how I contribute to DWP's objectives	58%	+1 ✧	0 ✧
B18. Poor performance is dealt with effectively in my team	38%	0	0
B09. My manager motivates me to be more effective in my job	62%	+1 ✧	0 ✧
B14. My manager recognises when I have done my job well	75%	+2 ✧	-2 ✧
B17. I think that my performance is evaluated fairly	58%	-1 ✧	-3 ✧
B13. Overall, I have confidence in the decisions made by my manager	63%	-2 ✧	-6 ✧
B10. My manager is considerate of my life outside work	71%	+1 ✧	-7 ✧
B11. My manager is open to my ideas	70%	+1 ✧	-7 ✧

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








	<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 CS2010	Difference from CS High Performers
My work									
 :Strength of association with engagement									
B01. I am interested in my work	29	52	11	5		81%	-3 ✧	-8 ✧	-10 ✧
B02. I am sufficiently challenged by my work	22	45	15	13	5	68%	-3 ✧	-6 ✧	-10 ✧
B03. My work gives me a sense of personal accomplishment	18	46	18	13	6	63%	-4 ✧	-9 ✧	-13 ✧
B04. I feel involved in the decisions that affect my work	7	28	21	27	17	36%	-5 ✧	-14 ✧	-21 ✧
B05. I have a choice in deciding how I do my work	11	38	19	20	13	49%	-3 ✧	-22 ✧	-28 ✧
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of DWP's purpose	16	60	16	6		76%	-5 ✧	-9 ✧	-14 ✧
B07. I have a clear understanding of DWP's objectives	14	58	17	7		73%	-4 ✧	-5 ✧	-13 ✧
B08. I understand how my work contributes to DWP's objectives	16	59	16	6		75%	-3 ✧	-5 ✧	-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



	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	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	16	46	21	12	6	62%	+1 ◇	0 ◇	-5 ◇
B10. My manager is considerate of my life outside work	25	46	17	7	5	71%	+1 ◇	-7 ◇	-11 ◇
B11. My manager is open to my ideas	20	50	18	8	4	70%	+1 ◇	-7 ◇	-11 ◇
B12. My manager helps me to understand how I contribute to DWP's objectives	13	46	27	10	4	58%	+1 ◇	0 ◇	-5 ◇
B13. Overall, I have confidence in the decisions made by my manager	18	45	21	10	6	63%	-2 ◇	-6 ◇	-12 ◇
B14. My manager recognises when I have done my job well	23	51	14	8	4	75%	+2 ◇	-2 ◇	-5 ◇
B15. I receive regular feedback on my performance	20	52	14	10	4	73%	+6 ◇	+12 ◇	+7 ◇
B16. The feedback I receive helps me to improve my performance	16	43	26	11	4	59%	0	+2 ◇	-3 ◇
B17. I think that my performance is evaluated fairly	14	45	22	13	6	58%	-1 ◇	-3 ◇	-8 ◇
B18. Poor performance is dealt with effectively in my team	7	30	33	19	11	38%	0	0	-4 ◇
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	29	53	11	6		81%	0 ◇	-2 ◇	-4 ◇
B20. The people in my team work together to find ways to improve the service we provide	25	51	15	7		76%	0	-2 ◇	-6 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	19	46	20	11	4	65%	+1 ◇	-5 ◇	-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



	<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 CS2010	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	6	45	25	17	6	51%	-8 ✧	-4 ✧	-12 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	35	33	18	6	42%	-7 ✧	-6 ✧	-11 ✧
B24. There are opportunities for me to develop my career in DWP	19	26	29	23		21%	-21 ✧	-7 ✧	-14 ✧
B25. Learning and development activities I have completed while working for DWP are helping me to develop my career	4	24	33	25	14	28%	-9 ✧	-13 ✧	-18 ✧
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	15	58	15	8	4	74%	-4 ✧	-5 ✧	-8 ✧
B27. I am treated with respect by the people I work with	20	63	11	4		83%	-1 ✧	-1 ✧	-4 ✧
B28. I feel valued for the work I do	11	41	24	16	8	52%	-5 ✧	-8 ✧	-13 ✧
B29. I think that DWP respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	15	52	21	7	5	67%	-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







	<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 CS2010</div></div>	<div><div>Difference from CS High Performers</div></div>
Resources and workload									
 :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	17	66	10	5		83%	+2 ◇	+1 ◇	-3 ◇
B31. I get the information I need to do my job well	9	50	22	15	4	60%	+4 ◇	-7 ◇	-11 ◇
B32. I have clear work objectives	12	62	16	8		74%	+3 ◇	0	-5 ◇
B33. I have the skills I need to do my job effectively	19	63	12	5		81%	+1 ◇	-7 ◇	-9 ◇
B34. I have the tools I need to do my job effectively	11	53	18	14	5	64%	-2 ◇	-8 ◇	-12 ◇
B35. I have an acceptable workload	7	50	19	17	8	57%	-2 ◇	-4 ◇	-10 ◇
B36. I achieve a good balance between my work life and my private life	12	53	18	11	5	65%	-1 ◇	-4 ◇	-8 ◇
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	21	18	34	26		23%	-9 ◇	-15 ◇	-22 ◇
B38. I am satisfied with the total benefits package	24	25	29	20		26%	-12 ◇	-13 ◇	-20 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	18	33	27		22%	-8 ◇	-9 ◇	-17 ◇

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 CS2010	Difference from CS High Performers
Leadership and managing change									
 :Strength of association with engagement									
B40. I feel that DWP as a whole is managed well	23	30		28	17	25%	-7 ✧	-16 ✧	-29 ✧
B41. Senior managers (Senior Civil Service) in DWP are sufficiently visible	23	25		30	20	25%	-3 ✧	-20 ✧	-35 ✧
B42. I believe the actions of senior managers (Senior Civil Service) are consistent with DWP's values	21	42		20	15	23%	-4 ✧	-17 ✧	-29 ✧
B43. I believe that the Executive Team (ET) has a clear vision for the future of DWP	18	44		21	16	20%	-5 ✧	-15 ✧	-27 ✧
B44. Overall, I have confidence in the decisions made by DWP's senior managers (Senior Civil Service)	15	35		27	21	17%	-6 ✧	-19 ✧	-30 ✧
B45. I feel that change is managed well in DWP	21	27		34	17	22%	-5 ✧	-5 ✧	-17 ✧
B46. When changes are made in DWP they are usually for the better	14	33		34	17	15%	-7 ✧	-8 ✧	-16 ✧
B47. DWP keeps me informed about matters that affect me	39	29		20	10	41%	-7 ✧	-13 ✧	-21 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	18	24		35	22	19%	-4 ✧	-13 ✧	-20 ✧
B49. I think it is safe to challenge the way things are done in DWP	26	30		26	16	28%	-4 ✧	-11 ✧	-19 ✧

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

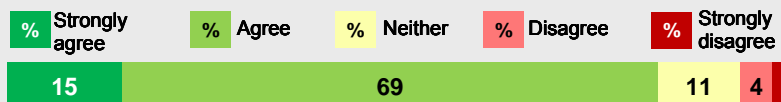
✧ indicates statistically significant difference from comparison

	<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 CS2010</div></div>	<div><div>Difference from CS High Performers</div></div>
Engagement									
B50. I am proud when I tell others I am part of DWP	5	25	38	22	12	29%	-6 ✧	-26 ✧	-35 ✧
B51. I would recommend DWP as a great place to work	4	23	35	24	14	27%	-11 ✧	-15 ✧	-25 ✧
B52. I feel a strong personal attachment to DWP	5	25	34	23	13	30%	-2 ✧	-16 ✧	-24 ✧
B53. DWP inspires me to do the best in my job	4	22	38	23	12	27%	-6 ✧	-13 ✧	-22 ✧
B54. DWP motivates me to help it achieve its objectives	4	21	38	24	13	25%	-6 ✧	-11 ✧	-21 ✧
Taking action									
B55. I believe that senior managers (Senior Civil Service) in DWP will take action on the results from this survey		22	28	26	21	25%	-4 ✧	-13 ✧	-23 ✧
B56. I believe that managers where I work will take action on the results from this survey	7	33	25	19	16	40%	-2 ✧	-6 ✧	-13 ✧

All questions by theme

Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

84% **2010 % Positive**

+1 ^ Difference from previous survey

+1 ^ Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?

% Yes % No



Differences are based on '% Yes' score

84% **2010 % Yes**

-4 ^ Difference from previous survey

+6 ^ Difference from CS2010

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for DWP?

D01. Which of the following statements most reflects your current thoughts about working for DWP?			Difference from previous survey	Difference from CS2010
I want to leave DWP as soon as possible	<div></div>	11%	+3 ◇	+3 ◇
I want to leave DWP within the next 12 months	<div></div>	9%	+1 ◇	-2 ◇
I want to stay working for DWP for at least the next year	<div></div>	16%	-2 ◇	-10 ◇
I want to stay working for DWP for at least the next three years	<div></div>	64%	-2 ◇	+9 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	74	26	+6 ^	-7 ^
E02. Are you aware of how to raise a concern under the Civil Service Code?	51	49	+5 ^	-1 ^
E03. Are you confident that if you raised a concern under the Civil Service Code in DWP it would be investigated properly?	53	47	0	-9 ^

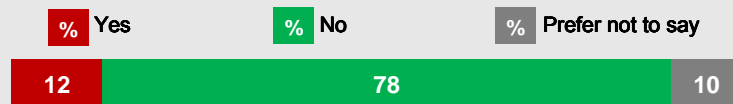
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



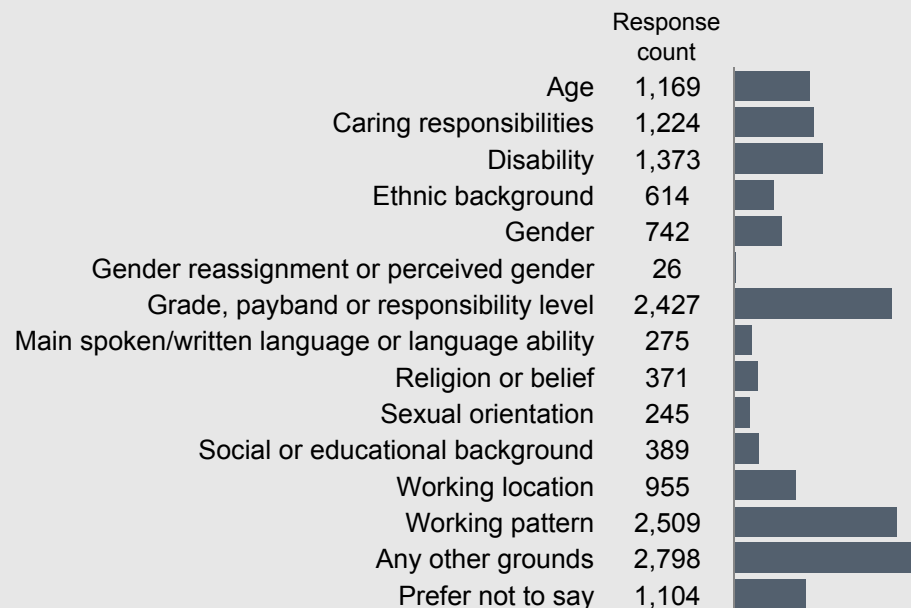
% Yes

11% ^ Previous survey

10% ^ CS2010

For respondents who selected 'Yes' to question F01.

F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



F03. During the past 12 months, have you personally experienced bullying or harassment at work?



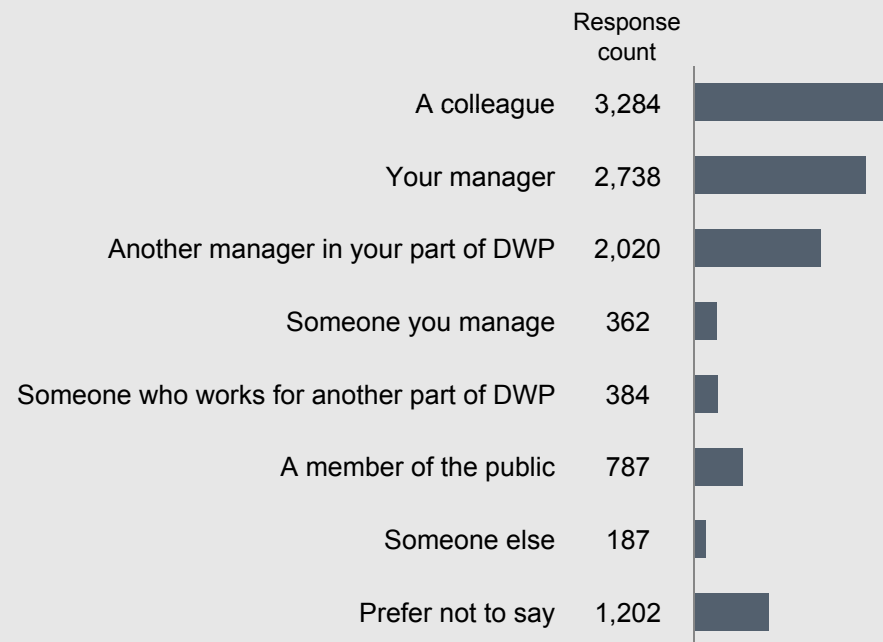
% Yes

10% ^ Previous survey

10% ^ CS2010

For respondents who selected 'Yes' to question F03.

F04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

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
DWP questions							
G01. I understand how the values relate to my job	7	57	27	7		64%	-5 ✦
G02. I am given a real opportunity to improve my skills in this organisation	5	31	32	24	9	35%	-11 ✦
G03. The information technology (IT) I have access to provides effective support for the job I do	4	41	21	22	12	45%	-9 ✦
G04. We act on the feedback we receive from customers	6	43	32	14	5	49%	-2 ✦
G05. My part of DWP (e.g. JCP, PDCS, Shared Services, WWG, EG, etc) is committed to delivering a quality customer service	16	54	16	9	5	70%	-4 ✦
G06. In my experience, my DWP Executive Team (ET) member provides effective leadership		24	44	18	11	27%	-5 ✦
G07. Overall, I have confidence in the senior managers (Senior Civil Service) within DWP		19	36	25	17	21%	-6 ✦
G08. I believe strongly in the purpose and objectives of DWP	7	41	37	9	5	48%	-4 ✦
G09. I am proud to work for DWP	7	29	38	16	10	36%	-6 ✦
G10. I am proud to work for my part of DWP (e.g. JCP, PDCS, Shared Services, WWG, EG etc)	10	35	33	13	9	46%	-5 ✦

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 2009 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.
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 2010 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: ✧

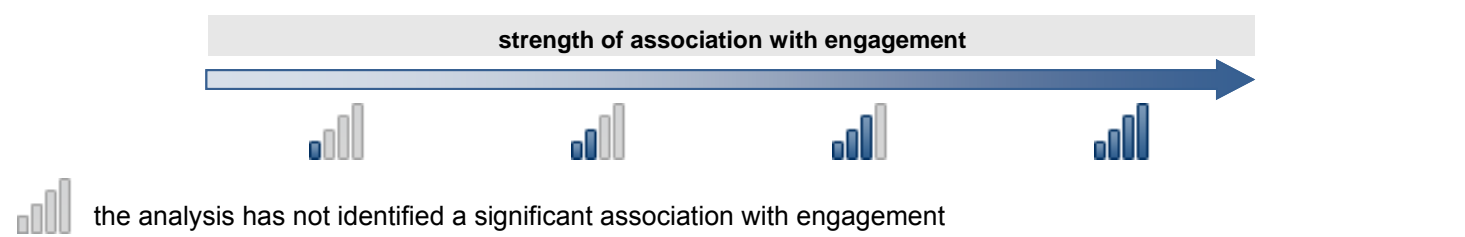
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



Confidentiality

This survey was carried out as part of the 2010 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 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.