Autumn 2013 survey report for:

DH

Department of Health

Returns: 1,473 Response rate: 70%

Your engagement index

57%	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
	+3 ✧	-1 ✧	-5 ✧

See the appendix for further details

The three elements of engagement and their component questions are:	% Positive	Difference from previous survey	Difference from CS2013
Say: speaks positively of the organisation...			
B50. I am proud when I tell others I am part of the Department	**56%**	+8 ✧	0
B51. I would recommend the Department as a great place to work	**43%**	+7 ✧	-2 ✧
Stay: emotionally attached and committed to the organisation...			
B52. I feel a strong personal attachment to the Department	**45%**	+4 ✧	-1
Strive: motivated to do the best for the organisation...			
B53. The Department inspires me to do the best in my job	**40%**	+8 ✧	-4 ✧
B54. The Department motivates me to help it achieve its objectives	**35%**	+5 ✧	-4 ✧

✧ = 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		**39%**	+8 ✧	-2 ✧	-12 ✧
My work		**75%**	+1	+1	-3 ✧
Pay and benefits		**35%**	+1	+6 ✧	+1
My manager		**69%**	+2 ✧	+2 ✧	-1
Learning and development		**47%**	+8 ✧	0	-7 ✧
Organisational objectives and purpose		**76%**	+9 ✧	-6 ✧	-12 ✧
Resources and workload		**74%**	+2 ✧	0	-3 ✧
My team		**80%**	+1	+1	-2 ✧
Inclusion and fair treatment		**77%**	+1	+3 ✧	-1

✧ = 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
✧ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change	Strength of association with engagement:		
B41. SCS in the Department are sufficiently visible	**57%**	+10 ✧	+6 ✧
B42. I believe the actions of SCS are consistent with the Department's values	**46%**	+7 ✧	+2 ✧
B44. Overall, I have confidence in the decisions made by the Department's SCS	**43%**	+10 ✧	+2 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	**37%**	+7 ✧	+1
B47. The Department keeps me informed about matters that affect me	**56%**	+7 ✧	-2 ✧
B49. I think it is safe to challenge the way things are done in the Department	**36%**	+6 ✧	-2 ✧
B40. I feel that the Department as a whole is managed well	**41%**	+10 ✧	-2 ✧
B45. I feel that change is managed well in the Department	**26%**	+7 ✧	-3 ✧
B46. When changes are made in the Department they are usually for the better	**18%**	+5 ✧	-8 ✧
B43. I believe that the Departmental Board has a clear vision for the future of the Department	**32%**	+7 ✧	-10 ✧
My work	Strength of association with engagement:		
B04. I feel involved in the decisions that affect my work	**59%**	+5 ✧	+6 ✧
B05. I have a choice in deciding how I do my work	**76%**	-1	+3 ✧
B01. I am interested in my work	**89%**	0	-1
B02. I am sufficiently challenged by my work	**77%**	0	-1
B03. My work gives me a sense of personal accomplishment	**73%**	+2 ✧	-2 ✧
Pay and benefits	Strength of association with engagement:		
B37. I feel that my pay adequately reflects my performance	**38%**	+1	+9 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	**32%**	+1	+7 ✧
B38. I am satisfied with the total benefits package	**35%**	+1	+3 ✧

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 CS2013	Difference from CS High Performers
My work :Strength of association with engagement									
B01. I am interested in my work	38	50	7	4		**89%**	0	-1	-3 ✧
B02. I am sufficiently challenged by my work	32	45	12	8		**77%**	0	-1	-5 ✧
B03. My work gives me a sense of personal accomplishment	23	50	16	9		**73%**	+2 ✧	-2 ✧	-6 ✧
B04. I feel involved in the decisions that affect my work	16	44	21	14	5	**59%**	+5 ✧	+6 ✧	-1
B05. I have a choice in deciding how I do my work	24	51	15	7		**76%**	-1	+3 ✧	-2 ✧
Organisational objectives and purpose :Strength of association with engagement									
B06. I have a clear understanding of the Department's purpose	19	58	14	7		**77%**	+10 ✧	-7 ✧	-12 ✧
B07. I have a clear understanding of the Department's objectives	15	58	18	8		**73%**	+10 ✧	-7 ✧	-12 ✧
B08. I understand how my work contributes to the Department's objectives	22	56	15	7		**78%**	+8 ✧	-5 ✧	-9 ✧

All questions by theme

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

:Strength of association with engagement

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	23	48	17	9	4	71%	+2 ✧	+5 ✧	+1
B10. My manager is considerate of my life outside work	37	47	11			83%	+1	+3 ✧	-1
B11. My manager is open to my ideas	34	50	11			84%	+1	+5 ✧	+1 ✧
B12. My manager helps me to understand how I contribute to the Department's objectives	17	46	26	8		63%	+5 ✧	+2 ✧	-3 ✧
B13. Overall, I have confidence in the decisions made by my manager	29	49	14	5		78%	+3 ✧	+7 ✧	+2 ✧
B14. My manager recognises when I have done my job well	32	50	11	5		82%	+2 ✧	+5 ✧	+2 ✧
B15. I receive regular feedback on my performance	19	47	20	11		66%	+3 ✧	+2 ✧	-3 ✧
B16. The feedback I receive helps me to improve my performance	18	44	26	9		62%	0	+2 ✧	-3 ✧
B17. I think that my performance is evaluated fairly	19	47	23	8		66%	0	+3 ✧	-1
B18. Poor performance is dealt with effectively in my team	9	28	42	14	7	37%	+2	-1 ✧	-5 ✧

My team

:Strength of association with engagement

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B19. The people in my team can be relied upon to help when things get difficult in my job	34	50	10	5		84%	0	0	-2 ✧
B20. The people in my team work together to find ways to improve the service we provide	31	50	12	5		81%	+1	+1 ✧	-1 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	26	48	17	7		74%	+3 ✧	+1 ✧	-2 ✧

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
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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	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	11	51	26	10		**61%**	+7 ✧	0	-4 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	39	38	13		**46%**	+8 ✧	-1	-7 ✧
B24. There are opportunities for me to develop my career in the Department	7	31	28	22	12	**37%**	+10 ✧	-1	-10 ✧
B25. Learning and development activities I have completed while working for the Department are helping me to develop my career	8	35	35	17	6	**43%**	+7 ✧	+1	-6 ✧
Inclusion and fair treatment :Strength of association with engagement									
B26. I am treated fairly at work	26	55	12	5		**81%**	+2 ✧	+3 ✧	0
B27. I am treated with respect by the people I work with	31	55	9			**86%**	0	+2 ✧	0
B28. I feel valued for the work I do	21	49	16	10	4	**70%**	+4 ✧	+7 ✧	+2 ✧
B29. I think that the Department respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	51	19	7	4	**71%**	0	-2 ✧	-7 ✧

All questions by theme

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

:Strength of association with engagement

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	21	62	11	5		83%	+2 ✧	0	-3 ✧
B31. I get the information I need to do my job well	15	56	19	9		71%	+4 ✧	+2 ✧	-2 ✧
B32. I have clear work objectives	18	59	14	8		76%	+4 ✧	+1	-3 ✧
B33. I have the skills I need to do my job effectively	25	65	8			90%	+1	+1 ✧	0
B34. I have the tools I need to do my job effectively	14	57	16	11		71%	+2 ✧	0	-4 ✧
B35. I have an acceptable workload	8	50	18	18	6	58%	0	-1	-7 ✧
B36. I achieve a good balance between my work life and my private life	12	52	18	13	5	64%	0	-4 ✧	-8 ✧

Pay and benefits

:Strength of association with engagement

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	4	34	20	25	16	38%	+1	+9 ✧	+3 ✧
B38. I am satisfied with the total benefits package	4	31	26	22	16	35%	+1	+3 ✧	-3 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	28	24	25	18	32%	+1	+7 ✧	+1

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 CS2013	Difference from CS High Performers
B40. I feel that the Department as a whole is managed well	4	37	33	20	7	41%	+10 ✧	-2 ✧	-16 ✧
B41. SCS in the Department are sufficiently visible	8	49	23	15	5	57%	+10 ✧	+6 ✧	-5 ✧
B42. I believe the actions of SCS are consistent with the Department's values	6	40	36	12	6	46%	+7 ✧	+2 ✧	-9 ✧
B43. I believe that the Departmental Board has a clear vision for the future of the Department		29	49	14	5	32%	+7 ✧	-10 ✧	-24 ✧
B44. Overall, I have confidence in the decisions made by the Department's SCS	4	39	38	13	6	43%	+10 ✧	+2 ✧	-8 ✧
B45. I feel that change is managed well in the Department		24	34	29	11	26%	+7 ✧	-3 ✧	-13 ✧
B46. When changes are made in the Department they are usually for the better		17	45	27	10	18%	+5 ✧	-8 ✧	-17 ✧
B47. The Department keeps me informed about matters that affect me	5	52	28	12	4	56%	+7 ✧	-2 ✧	-8 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	33	33	22	8	37%	+7 ✧	+1	-7 ✧
B49. I think it is safe to challenge the way things are done in the Department		33	33	22	9	36%	+6 ✧	-2 ✧	-12 ✧

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 CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the Department	11	45	31	10		56%	+8 ✧	0	-9 ✧
B51. I would recommend the Department as a great place to work	7	36	36	16	6	43%	+7 ✧	-2 ✧	-13 ✧
B52. I feel a strong personal attachment to the Department	10	35	34	16	6	45%	+4 ✧	-1	-7 ✧
B53. The Department inspires me to do the best in my job	6	34	39	16	6	40%	+8 ✧	-4 ✧	-10 ✧
B54. The Department motivates me to help it achieve its objectives	5	30	41	17	6	35%	+5 ✧	-4 ✧	-12 ✧
Taking action									
B55. I believe that SCS in the Department will take action on the results from this survey	6	37	31	18	9	42%	+8 ✧	-1	-10 ✧
B56. I believe that managers where I work will take action on the results from this survey	13	44	24	12	7	58%	+5 ✧	+4 ✧	-1
B57. Where I work, I think effective action has been taken on the results of the last survey	8	24	46	14	8	32%	+5 ✧	-1	-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 CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	27	61	7	4		**88%**	+2 ✧	0	-2 ✧
B59. I believe I would be supported if I try a new idea, even if it may not work	17	54	18	8		**71%**	+5 ✧	+4 ✧	0
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	17	55	20	5		**72%**	+6 ✧	+7 ✧	+2 ✧
B61. When I talk about the Department I say "we" rather than "they"	21	50	19	8		**71%**	+2 ✧	+3 ✧	-5 ✧
B62. I have some really good friendships at work	25	52	17	5		**77%**	+4 ✧	+1	-3 ✧

Please note these questions were not asked on paper surveys in 2012.

All questions by theme

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

	% 0-4	% 5-6	% 7-8	% 9-10	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
W01. Overall, how satisfied are you with your life nowadays?	13	23	51	13	64%	+3 ✧	+1	-2 ✧
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	22	50	20	70%	+1	0	-3 ✧
W03. Overall, how happy did you feel yesterday?	14	24	44	18	62%	+1	+2 ✧	-1

	% 0-1	% 2-3	% 4-5	% 6-10				
W04. Overall, how anxious did you feel yesterday?	20	30	23	28	50%	-2 ✧	0	-3 ✧

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the Department?		Difference from previous survey	Difference from CS2013	Difference from CS High Performers
I want to leave the Department as soon as possible	**7%**	0	-1 ✧	-3 ✧
I want to leave the Department within the next 12 months	**16%**	-2 ✧	+3 ✧	0
I want to stay working for the Department for at least the next year	**35%**	+1	+4 ✧	0
I want to stay working for the Department for at least the next three years	**42%**	+1	-6 ✧	-16 ✧

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?	94	6	**94%**	0	+5 ✧	0
D02. Are you aware of how to raise a concern under the Civil Service Code?	63	37	**63%**	-2	-1 ✧	-7 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in the Department it would be investigated properly?	65	35	**65%**	+3 ✧	-2 ✧	-8 ✧

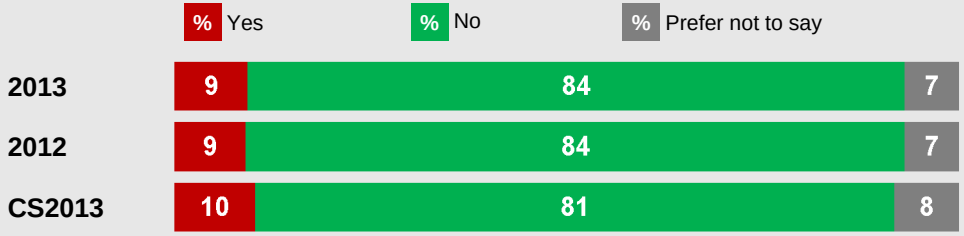
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

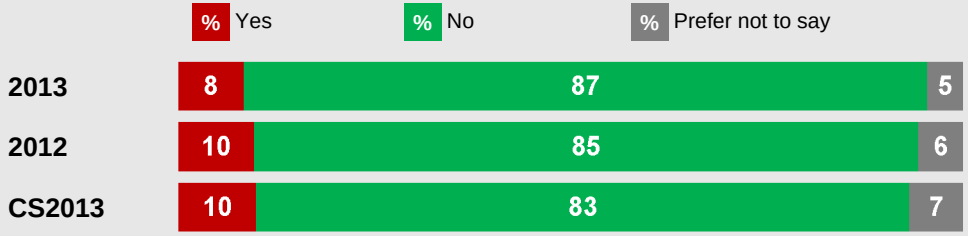
All questions by theme

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	26
Caring responsibilities	16
Disability	22
Ethnic background	14
Gender	13
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	51
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	24
Working pattern	35
Any other grounds	22
Prefer not to say	20

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)

	Response count
A colleague	31
Your manager	41
Another manager in my part of the Department	30
Someone you manage	--
Someone who works for another part of the Department	15
A member of the public	--
Someone else	--
Prefer not to say	20

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

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

DH questions

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey
F01. The Department does a good job of improving the health and well-being of the population of England	7	57	29	6		64%	+2 ✧
F02. The Department does a good job of promoting health and well-being to its staff	11	57	21	9		68%	+2 ✧
F03. The Department actively encourages employees to act sustainably when conducting their work	6	36	37	17	4	42%	-2 ✧
F04. Equality and diversity are actively practised in the Department	11	55	25	6		66%	+1
F05. I believe managers in the Department are held accountable for the value for money resulting from their decisions	6	37	31	20	6	43%	-
F06. My manager encourages me to make time for learning and development	14	51	24	9		64%	-
F07. In the past 12 months I have been able to take sufficient time to focus on my learning and development needs	9	34	30	21	6	42%	-
F08. I feel that change is managed well in my Directorate	5	35	39	15	6	40%	+6 ✧
F09. I feel that change is managed well in my team	12	46	28	9	5	58%	+5 ✧
F10. I feel that my work is influenced by the experience of patients and service users	11	35	30	18	6	45%	-

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: ✧

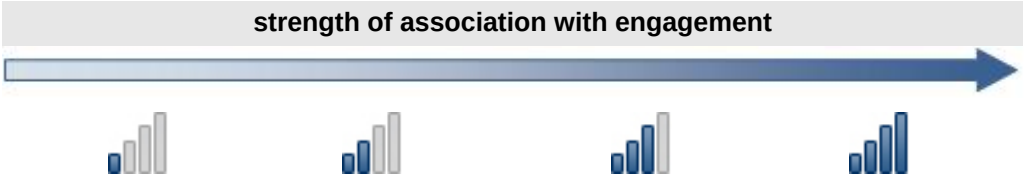
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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



the analysis has not identified a significant 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.