Autumn 2011 survey report for:

DH

Department of Health

Returns: 2,091 Response rate: 73%

Your engagement index

53%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
-2 ✧	-2 ✧	-9 ✧

See the appendix for further details

The three elements of engagement and their component questions are:	% Positive	Difference from previous survey	Difference from CS2011
Say: speaks positively of the organisation...			
B50. I am proud when I tell others I am part of the Department	**47%**	-3 ✧	-5 ✧
B51. I would recommend the Department as a great place to work	**35%**	-4 ✧	-8 ✧
Stay: emotionally attached and committed to the organisation...			
B52. I feel a strong personal attachment to the Department	**43%**	-1	-3 ✧
Strive: motivated to do the best for the organisation...			
B53. The Department inspires me to do the best in my job	**33%**	-3 ✧	-5 ✧
B54. The Department motivates me to help it achieve its objectives	**29%**	-4 ✧	-6 ✧

✧ *= 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 CS2011	Difference from CS High Performers
Leadership and managing change		**34%**	0	-4 ✧	-13 ✧
My work		**73%**	+2	+2 ✧	-3 ✧
My line manager		**68%**	0	+4 ✧	+1
Learning and development		**42%**	-1	0	-8 ✧
Pay and benefits		**40%**	-8 ✧	+8 ✧	0
Organisational objectives and purpose		**68%**	-4 ✧	-13 ✧	-18 ✧
Resources and workload		**73%**	-1	0	-3 ✧
My team		**78%**	0	+1 ✧	-2 ✧
Inclusion and fair treatment		**76%**	+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 CS2011.

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

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change	Strength of association with engagement:		
B41. SCS in the Department are sufficiently visible	**53%**	+2	+8 ✧
B42. I believe the actions of SCS are consistent with the Department's values	**41%**	-1	+2 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	**37%**	+9 ✧	+2 ✧
B47. The Department keeps me informed about matters that affect me	**53%**	0	-3 ✧
B44. Overall, I have confidence in the decisions made by the Department's SCS	**33%**	-3 ✧	-3 ✧
B49. I think it is safe to challenge the way things are done in the Department	**33%**	0	-5 ✧
B40. I feel that the Department as a whole is managed well	**33%**	-6 ✧	-8 ✧
B45. I feel that change is managed well in the Department	**19%**	-2	-9 ✧
B46. When changes are made in the Department they are usually for the better	**12%**	-2	-10 ✧
B43. I believe that the Departmental Board has a clear vision for the future of the Department	**28%**	0	-12 ✧
My work	Strength of association with engagement:		
B05. I have a choice in deciding how I do my work	**76%**	-1	+5 ✧
B04. I feel involved in the decisions that affect my work	**53%**	0	+3 ✧
B02. I am sufficiently challenged by my work	**76%**	+3 ✧	+1 ✧
B01. I am interested in my work	**89%**	+1	+1
B03. My work gives me a sense of personal accomplishment	**71%**	+4 ✧	-2 ✧
My line manager	Strength of association with engagement:		
B13. Overall, I have confidence in the decisions made by my manager	**77%**	+2	+6 ✧
B09. My manager motivates me to be more effective in my job	**69%**	0	+6 ✧
B11. My manager is open to my ideas	**84%**	+1	+5 ✧
B15. I receive regular feedback on my performance	**65%**	-1	+5 ✧
B16. The feedback I receive helps me to improve my performance	**63%**	+1	+5 ✧
B17. I think that my performance is evaluated fairly	**67%**	0	+5 ✧
B14. My manager recognises when I have done my job well	**80%**	-1	+4 ✧
B10. My manager is considerate of my life outside work	**83%**	-1	+4 ✧
B12. My manager helps me to understand how I contribute to the Department's objectives	**59%**	0	+1
B18. Poor performance is dealt with effectively in my team	**35%**	+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
✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
My work									
:Strength of association with engagement									
B01. I am interested in my work	40	49	6	4		89%	+1	+1	-2 ✧
B02. I am sufficiently challenged by my work	28	48	12	10		76%	+3 ✧	+1 ✧	-3 ✧
B03. My work gives me a sense of personal accomplishment	21	49	17	9		71%	+4 ✧	-2 ✧	-7 ✧
B04. I feel involved in the decisions that affect my work	12	41	23	18	7	53%	0	+3 ✧	-7 ✧
B05. I have a choice in deciding how I do my work	22	54	15	7		76%	-1	+5 ✧	-1
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the Department's purpose	15	54	17	11		69%	-5 ✧	-14 ✧	-20 ✧
B07. I have a clear understanding of the Department's objectives	13	51	22	12		63%	-6 ✧	-15 ✧	-21 ✧
B08. I understand how my work contributes to the Department's objectives	18	54	18	7		72%	-2	-9 ✧	-14 ✧

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	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	21	48	19	9		69%	0	+6 ✧	+2 ✧
B10. My manager is considerate of my life outside work	37	46	12			83%	-1	+4 ✧	+1
B11. My manager is open to my ideas	34	50	11	4		84%	+1	+5 ✧	+2 ✧
B12. My manager helps me to understand how I contribute to the Department's objectives	15	44	29	9		59%	0	+1	-5 ✧
B13. Overall, I have confidence in the decisions made by my manager	29	48	15	6		77%	+2	+6 ✧	+2 ✧
B14. My manager recognises when I have done my job well	29	51	13	5		80%	-1	+4 ✧	+1 ✧
B15. I receive regular feedback on my performance	17	47	20	12		65%	-1	+5 ✧	-1
B16. The feedback I receive helps me to improve my performance	17	45	26	8		63%	+1	+5 ✧	+1 ✧
B17. I think that my performance is evaluated fairly	18	49	22	8		67%	0	+5 ✧	0
B18. Poor performance is dealt with effectively in my team	6	29	42	16	7	35%	+1	-2 ✧	-5 ✧
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	52	11	4		84%	0	+1 ✧	-1 ✧
B20. The people in my team work together to find ways to improve the service we provide	27	53	14	4		80%	+2	+2 ✧	-1 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	23	47	21	7		70%	-2	+1 ✧	-4 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.
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✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	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	10	45	27	14		**55%**	+3 ✧	+1 ✧	-8 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	36	40	11	4	**44%**	-4 ✧	0	-8 ✧
B24. There are opportunities for me to develop my career in the Department	6	23	28	27	17	**28%**	-1	-3 ✧	-10 ✧
B25. Learning and development activities I have completed while working for the Department are helping me to develop my career	7	34	35	17	7	**41%**	-3	+1 ✧	-4 ✧
Inclusion and fair treatment :Strength of association with engagement									
B26. I am treated fairly at work	23	57	13	5		**80%**	-1	+2 ✧	-1
B27. I am treated with respect by the people I work with	28	58	9			**86%**	0	+3 ✧	0
B28. I feel valued for the work I do	18	50	18	10	4	**68%**	+4 ✧	+8 ✧	+2 ✧
B29. I think that the Department respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	53	20	7	4	**70%**	0	-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
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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 CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	19	64	10	6		82%	+2	0	-4 ✧
B31. I get the information I need to do my job well	12	57	19	10		69%	+1	+2 ✧	-2 ✧
B32. I have clear work objectives	16	58	15	9		74%	+1	0	-4 ✧
B33. I have the skills I need to do my job effectively	24	66	9			90%	+1	+2 ✧	-1 ✧
B34. I have the tools I need to do my job effectively	14	57	17	10		71%	-3 ✧	0	-5 ✧
B35. I have an acceptable workload	8	50	20	17	5	58%	-6 ✧	-2 ✧	-6 ✧
B36. I achieve a good balance between my work life and my private life	13	52	20	12		65%	-6 ✧	-2 ✧	-8 ✧

Pay and benefits

:Strength of association with engagement

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	5	38	22	24	10	43%	-10 ✧	+11 ✧	+4 ✧
B38. I am satisfied with the total benefits package	5	34	28	23	10	39%	-9 ✧	+5 ✧	-2 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	31	27	24	12	36%	-7 ✧	+9 ✧	+1

All questions by theme

This section shows the results for each question in the survey, by theme.
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Leadership and managing change

:Strength of association with engagement

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that the Department as a whole is managed well		30	34	24	9	33%	-6 ✧	-8 ✧	-21 ✧
B41. SCS in the Department are sufficiently visible	7	46	24	17	6	53%	+2	+8 ✧	-6 ✧
B42. I believe the actions of SCS are consistent with the Department's values	5	36	38	14	7	41%	-1	+2 ✧	-9 ✧
B43. I believe that the Departmental Board has a clear vision for the future of the Department		25	44	19	10	28%	0	-12 ✧	-23 ✧
B44. Overall, I have confidence in the decisions made by the Department's SCS	4	29	39	18	10	33%	-3 ✧	-3 ✧	-14 ✧
B45. I feel that change is managed well in the Department		17	34	30	18	19%	-2	-9 ✧	-18 ✧
B46. When changes are made in the Department they are usually for the better		11	44	31	13	12%	-2	-10 ✧	-19 ✧
B47. The Department keeps me informed about matters that affect me	5	48	27	14	7	53%	0	-3 ✧	-9 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	34	30	23	10	37%	+9 ✧	+2 ✧	-6 ✧
B49. I think it is safe to challenge the way things are done in the Department		30	35	22	10	33%	0	-5 ✧	-13 ✧

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 CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the Department	9	38	38	12		47%	-3 ✧	-5 ✧	-18 ✧
B51. I would recommend the Department as a great place to work	5	29	35	22	7	35%	-4 ✧	-8 ✧	-20 ✧
B52. I feel a strong personal attachment to the Department	8	34	33	18	6	43%	-1	-3 ✧	-11 ✧
B53. The Department inspires me to do the best in my job	6	28	41	20	6	33%	-3 ✧	-5 ✧	-16 ✧
B54. The Department motivates me to help it achieve its objectives	5	25	41	23	7	29%	-4 ✧	-6 ✧	-16 ✧
Taking action									
B55. I believe that SCS in the Department will take action on the results from this survey	5	31	32	22	10	37%	0	-2 ✧	-14 ✧
B56. I believe that managers where I work will take action on the results from this survey	9	44	28	13	6	53%	+2	+4 ✧	-3 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	5	21	50	16	8	26%	-	-3 ✧	-11 ✧

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 CS2011	Difference from CS High Performers
I want to leave the Department as soon as possible	**6%**	-2 ✧	-2 ✧	-4 ✧
I want to leave the Department within the next 12 months	**14%**	+1	+3 ✧	0
I want to stay working for the Department for at least the next year	**33%**	+6 ✧	+5 ✧	-2 ✧
I want to stay working for the Department for at least the next three years	**47%**	-5 ✧	-7 ✧	-13 ✧

The Civil Service Code

Differences are based on '% Yes' score	% Yes	% No	**% Yes**	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	95	5	**95%**	0	+9 ✧	+3 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	62	38	**62%**	+3 ✧	+3 ✧	-3 ✧
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%**	+2	+1	-6 ✧

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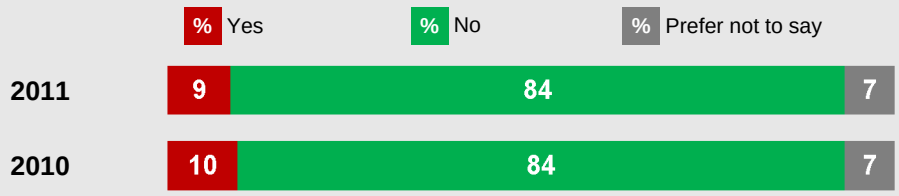
✧ indicates statistically significant difference from comparison

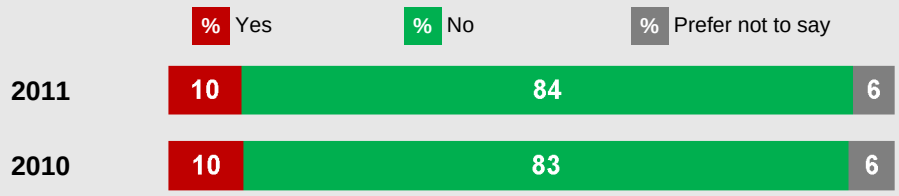
All questions by theme

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	13
Caring responsibilities	17
Disability	10
Ethnic background	12
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	69
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	11
Working location	23
Working pattern	46
Any other grounds	55
Prefer not to say	23

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	48
Your manager	58
Another manager in my part of the Department	52
Someone you manage	12
Someone who works for another part of the Department	31
A member of the public	--
Someone else	--
Prefer not to say	40

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 pevious survey
F01. The Department does a good job of improving the health and well-being of the population of England	7	55	30	6		62%	-10 ✧
F02. The Department does a good job of promoting health and well-being to its staff	7	53	24	13		61%	+3 ✧
F03. The Department actively encourages employees to act sustainably when conducting their work	4	42	34	17		46%	-7 ✧
F04. Equality and diversity are actively practised in the Department	8	55	27	7		64%	-2
F05. The Department is a continuously improving organisation	4	27	42	20	6	31%	-8 ✧

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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✧

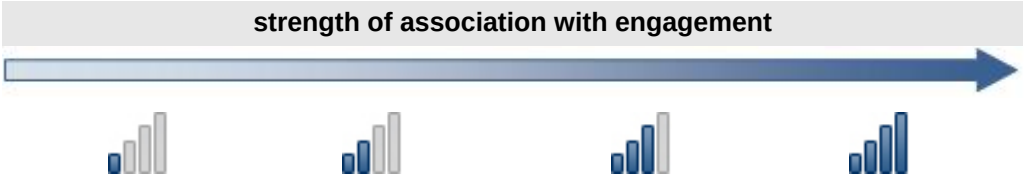
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2011 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.