

DH

Returns: 1,710

Response rate: 67%

Your engagement index

55%

Difference from
previous survey

-5 ✧

Difference from
CS2010

-1 ✧

Difference from CS High
Performers

-7 ✧

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 the Department	51%	-7 ✧	-4 ✧
B51. I would recommend the Department as a great place to work	38%	-12 ✧	-3 ✧

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

B52. I feel a strong personal attachment to the Department	44%	-3 ✧	-3 ✧
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Strive: motivated to do the best for the organisation...










B53. The Department inspires me to do the best in my job	37%	-7 ✧	-2 ✧
B54. The Department motivates me to help it achieve its objectives	34%	-9 ✧	-2 ✧

✧ = 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		34%	-8 ✧	-3 ✧	-12 ✧
My work		71%	-5 ✧	0	-4 ✧
My line manager		68%	-1	+4 ✧	0
Learning and development		43%	-11 ✧	0	-6 ✧
Pay and benefits		48%	-2	+11 ✧	+5 ✧
Organisational objectives and purpose		72%	-9 ✧	-9 ✧	-14 ✧
Resources and workload		74%	+1	+1 ✧	-3 ✧
My team		78%	-1	+1 ✧	-2 ✧
Inclusion and fair treatment		75%	-3 ✧	+2 ✧	-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 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: 			
B41. SCS in the Department are sufficiently visible	51%	-2	+6 ✧
B42. I believe the actions of SCS are consistent with the Department's values	42%	-2	+2 ✧
B44. Overall, I have confidence in the decisions made by the Department's SCS	37%	-8 ✧	+1
B40. I feel that the Department as a whole is managed well	39%	-9 ✧	-2 ✧
B47. The Department keeps me informed about matters that affect me	52%	-10 ✧	-2 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	29%	-11 ✧	-4 ✧
B49. I think it is safe to challenge the way things are done in the Department	33%	-9 ✧	-7 ✧
B45. I feel that change is managed well in the Department	21%	-6 ✧	-7 ✧
B43. I believe that the Departmental Board has a clear vision for the future of the Department	28%	-13 ✧	-7 ✧
B46. When changes are made in the Department they are usually for the better	14%	-11 ✧	-9 ✧

My work Strength of association with engagement: 			
B05. I have a choice in deciding how I do my work	77%	-2	+7 ✧
B04. I feel involved in the decisions that affect my work	52%	-10 ✧	+3 ✧
B01. I am interested in my work	88%	-2 ✧	-1
B02. I am sufficiently challenged by my work	73%	-4 ✧	-1
B03. My work gives me a sense of personal accomplishment	67%	-7 ✧	-5 ✧



My line manager Strength of association with engagement: 			
B09. My manager motivates me to be more effective in my job	69%	0	+7 ✧
B13. Overall, I have confidence in the decisions made by my manager	75%	-2	+6 ✧
B10. My manager is considerate of my life outside work	84%	+3 ✧	+6 ✧
B15. I receive regular feedback on my performance	66%	0	+5 ✧
B17. I think that my performance is evaluated fairly	67%	-1	+5 ✧
B11. My manager is open to my ideas	83%	0	+5 ✧
B14. My manager recognises when I have done my job well	82%	0	+5 ^
B16. The feedback I receive helps me to improve my performance	61%	-1	+4 ✧
B12. My manager helps me to understand how I contribute to the Department's objectives	60%	-4 ✧	+2 ✧
B18. Poor performance is dealt with effectively in my team	34%	-3 ✧	-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

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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 CS2010	Difference from CS High Performers
My work									
 :Strength of association with engagement									
B01. I am interested in my work	39	49	7	4		88%	-2 ✧	-1	-3 ✧
B02. I am sufficiently challenged by my work	26	46	13	12		73%	-4 ✧	-1	-5 ✧
B03. My work gives me a sense of personal accomplishment	20	47	19	11		67%	-7 ✧	-5 ✧	-10 ✧
B04. I feel involved in the decisions that affect my work	11	41	21	21	6	52%	-10 ✧	+3 ✧	-4 ✧
B05. I have a choice in deciding how I do my work	22	55	14	7		77%	-2	+7 ✧	0
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of the Department's purpose	17	57	15	9		74%	-11 ✧	-10 ✧	-16 ✧
B07. I have a clear understanding of the Department's objectives	14	55	19	10		69%	-11 ✧	-8 ✧	-17 ✧
B08. I understand how my work contributes to the Department's objectives	19	55	17	7		74%	-7 ✧	-6 ✧	-12 ✧

All questions by theme

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	% 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	18	51	17	10	4	69%	0	+7 ✧	+2 ✧
B10. My manager is considerate of my life outside work	35	49	11			84%	+3 ✧	+6 ✧	+1 ✧
B11. My manager is open to my ideas	33	49	12	4		83%	0	+5 ✧	+1 ✧
B12. My manager helps me to understand how I contribute to the Department's objectives	15	45	29	8		60%	-4 ✧	+2 ✧	-4 ✧
B13. Overall, I have confidence in the decisions made by my manager	25	49	16	6	4	75%	-2	+6 ✧	0
B14. My manager recognises when I have done my job well	29	53	12	4		82%	0	+5 ✧	+2 ✧
B15. I receive regular feedback on my performance	17	48	19	12		66%	0	+5 ✧	0
B16. The feedback I receive helps me to improve my performance	16	45	26	10		61%	-1	+4 ✧	0
B17. I think that my performance is evaluated fairly	16	51	22	7		67%	-1	+5 ✧	+1
B18. Poor performance is dealt with effectively in my team	6	28	39	18	8	34%	-3 ✧	-3 ✧	-7 ✧
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	54	10	5		84%	0	0	-2 ✧
B20. The people in my team work together to find ways to improve the service we provide	25	54	14	6		79%	-1	0	-3 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	22	50	18	8		71%	-3 ✧	+2 ✧	-3 ✧

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 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	7	45	28	17		52%	-13 ✧	-3 ✧	-11 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	42	36	12	4	49%	-4 ✧	0	-4 ✧
B24. There are opportunities for me to develop my career in the Department	5	24	27	27	17	29%	-21 ✧	+1	-7 ✧
B25. Learning and development activities I have completed while working for the Department are helping me to develop my career	7	36	34	15	7	44%	-7 ✧	+3 ✧	-3 ✧
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	21	60	12	5		81%	-2 ✧	+3 ✧	0
B27. I am treated with respect by the people I work with	26	60	10			86%	-1	+2 ✧	-1
B28. I feel valued for the work I do	17	47	20	11	4	64%	-7 ✧	+4 ✧	-1
B29. I think that the Department respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	54	19	8		70%	-2 ✧	-1	-5 ✧

All questions 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 CS2010	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	17	64	12	7		81%	0	-1 ◇	-5 ◇
B31. I get the information I need to do my job well	10	58	19	11		68%	+3 ◇	+2 ◇	-2 ◇
B32. I have clear work objectives	14	59	15	10		73%	0	-1	-6 ◇
B33. I have the skills I need to do my job effectively	22	67	8			89%	-1	+1	-2 ◇
B34. I have the tools I need to do my job effectively	11	62	16	9		74%	+1	+2 ◇	-2 ◇
B35. I have an acceptable workload	7	57	19	13		64%	+2	+3 ◇	-3 ◇
B36. I achieve a good balance between my work life and my private life	13	58	17	11		71%	+3 ◇	+1	-3 ◇
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	8	46	20	19	7	53%	+1	+15 ◇	+9 ◇
B38. I am satisfied with the total benefits package	8	40	25	19	8	48%	-4 ◇	+9 ◇	+1
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	8	35	26	21	10	43%	-2	+12 ◇	+4 ◇

All questions by theme

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Leadership and managing change									
 :Strength of association with engagement									
B40. I feel that the Department as a whole is managed well	36		33	21	7	39%	-9 ✧	-2 ✧	-14 ✧
B41. SCS in the Department are sufficiently visible	6	45	23	19	7	51%	-2	+6 ✧	-9 ✧
B42. I believe the actions of SCS are consistent with the Department's values	5	37	37	15	7	42%	-2	+2 ✧	-10 ✧
B43. I believe that the Departmental Board has a clear vision for the future of the Department		24	46	18	9	28%	-13 ✧	-7 ✧	-19 ✧
B44. Overall, I have confidence in the decisions made by the Department's SCS	4	33	39	17	7	37%	-8 ✧	+1	-11 ✧
B45. I feel that change is managed well in the Department		19	33	32	15	21%	-6 ✧	-7 ✧	-18 ✧
B46. When changes are made in the Department they are usually for the better		13	45	30	11	14%	-11 ✧	-9 ✧	-18 ✧
B47. The Department keeps me informed about matters that affect me	5	48	27	16	5	52%	-10 ✧	-2 ✧	-10 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me		25	32	28	11	29%	-11 ✧	-4 ✧	-10 ✧
B49. I think it is safe to challenge the way things are done in the Department		29	35	23	10	33%	-9 ✧	-7 ✧	-14 ✧

All questions by theme

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

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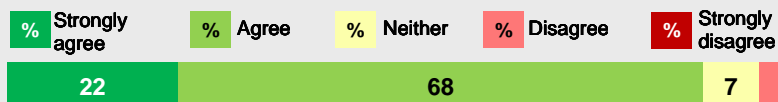
✧ indicates statistically significant difference from comparison

	<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 the Department	10	41	35	12		51%	-7 ✧	-4 ✧	-14 ✧
B51. I would recommend the Department as a great place to work	5	33	36	20	6	38%	-12 ✧	-3 ✧	-14 ✧
B52. I feel a strong personal attachment to the Department	9	34	32	20	5	44%	-3 ✧	-3 ✧	-10 ✧
B53. The Department inspires me to do the best in my job	6	31	39	19	5	37%	-7 ✧	-2 ✧	-12 ✧
B54. The Department motivates me to help it achieve its objectives	5	29	40	21	5	34%	-9 ✧	-2 ✧	-12 ✧
Taking action									
B55. I believe that SCS in the Department will take action on the results from this survey	4	33	32	21	11	37%	-9 ✧	-1	-11 ✧
B56. I believe that managers where I work will take action on the results from this survey	9	42	25	16	8	51%	-5 ✧	+5 ✧	-2 ✧

All questions by theme

Data Security

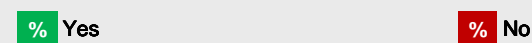
C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

90%	2010 % Positive
+2 ^	Difference from previous survey
+7 ^	Difference from CS2010

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



Differences are based on '% Yes' score

95%	2010 % Yes
+2 ^	Difference from previous survey
+17 ^	Difference from CS2010

Your plans for the future

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

D01. Which of the following statements most reflects your current thoughts about working for the Department?			Difference from previous survey	Difference from CS2010
I want to leave the Department as soon as possible	<div></div>	8%	+3 ✧	0
I want to leave the Department within the next 12 months	<div></div>	13%	+1	+2 ✧
I want to stay working for the Department for at least the next year	<div></div>	27%	-6 ✧	+1
I want to stay working for the Department for at least the next three years	<div></div>	52%	+2	-3 ✧

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?	95	5	+7 ^	+14 ^
E02. Are you aware of how to raise a concern under the Civil Service Code?	59	41	+10	+7 ^
E03. Are you confident that if you raised a concern under the Civil Service Code in the Department it would be investigated properly?	63	37	0	+1

^ 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?

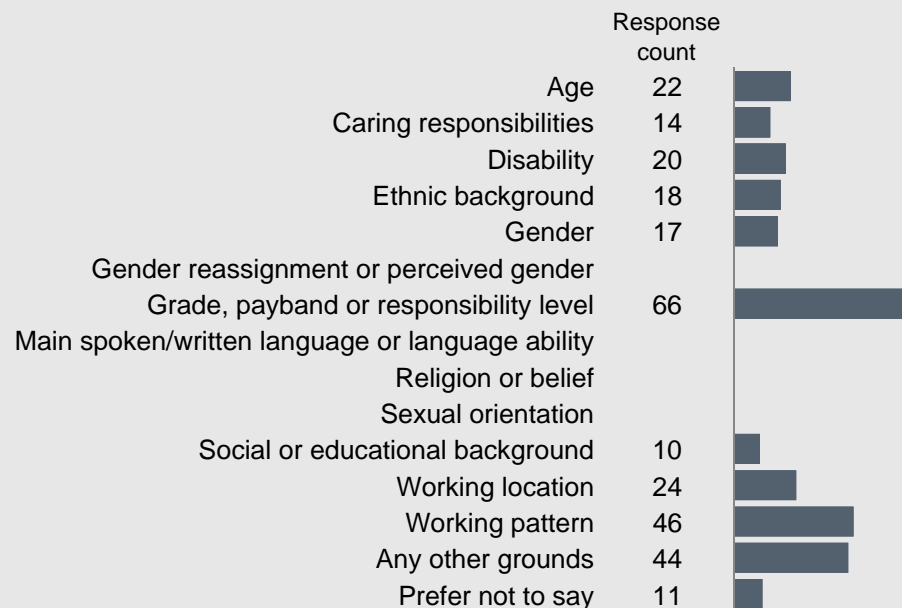


% Yes

9% 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)



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

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

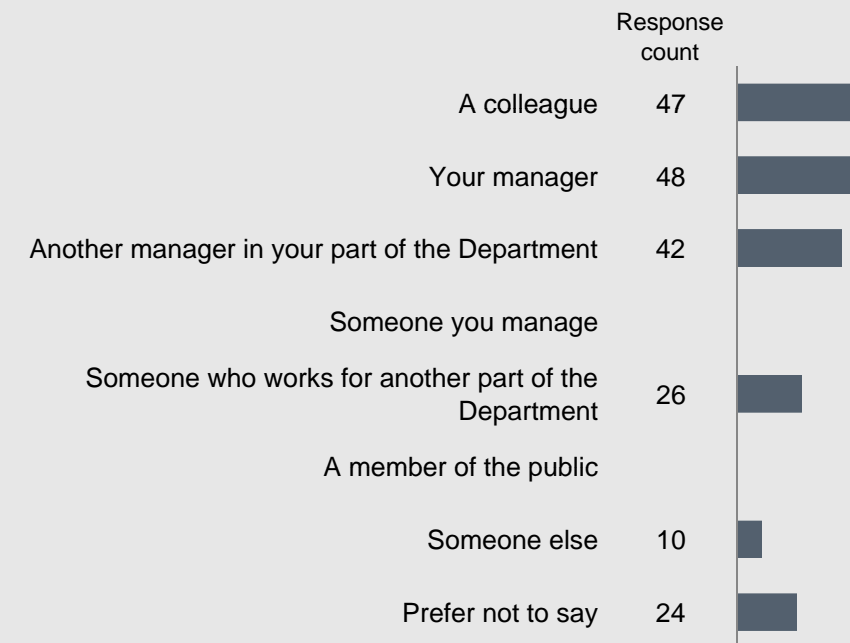


% Yes

12% 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)



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

[^] 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.

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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>%</div><div>Posi</div></div>	<div><div>Differen</div><div>previous</div></div>
DH questions							
G01. The Department does a good job of improving the health and well-being of the population of England	10	62	23	4		72%	-11 ✧
G02. The Department does a good job of promoting health and well-being to its staff	7	50	26	14		58%	-7 ✧
G03. The Department actively encourages employees to act sustainably when conducting their work	5	47	31	14		52%	+2
G04. Equality and diversity are actively practised in the Department	9	57	25	7		66%	-1
G05. The Department is a continuously improving organisation	4	35	40	16	5	39%	-16 ✧

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: ✧

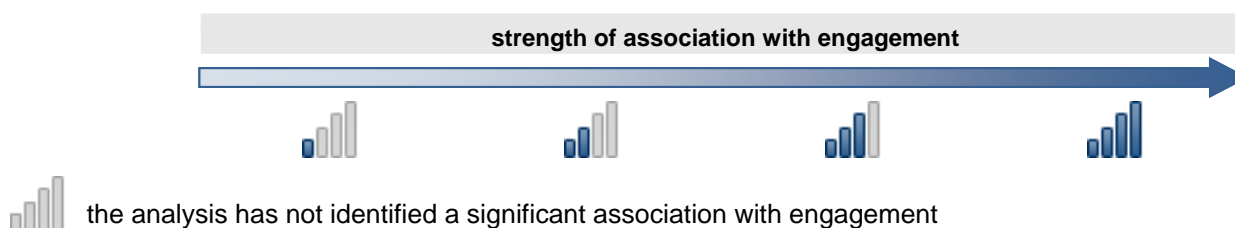
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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