

# DSA Overall



Returns: 1,971

Response rate: 78%

## Your engagement index

# 53%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
+3 ✧	-3 ✧	-9 ✧

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 CS2011
B50. I am proud when I tell others I am part of DSA	48%	+6 ✧	-5 ✧
B51. I would recommend DSA as a great place to work	43%	+8 ✧	0

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

B52. I feel a strong personal attachment to DSA	38%	+2	-8 ✧
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#### Strive: motivated to do the best for the organisation...

B53. DSA inspires me to do the best in my job	34%	+7 ✧	-5 ✧
B54. DSA motivates me to help it achieve its objectives	30%	+6 ✧	-5 ✧

✧ = 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		28%	+3 ✧	-10 ✧	-19 ✧
My work		61%	+2	-10 ✧	-16 ✧
My line manager		68%	+10 ✧	+3 ✧	0
Learning and development		40%	+8 ✧	-3 ✧	-10 ✧
Resources and workload		77%	+9 ✧	+4 ✧	+1 ✧
Pay and benefits		24%	-1	-7 ✧	-15 ✧
Organisational objectives and purpose		73%	+1	-8 ✧	-13 ✧
My team		72%	+2	-5 ✧	-8 ✧
Inclusion and fair treatment		68%	+7 ✧	-5 ✧	-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 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
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>			
B45. I feel that change is managed well in DSA	30%	+5 ◇	+2 ◇
B46. When changes are made in DSA they are usually for the better	24%	+2	+1 ◇
B47. DSA keeps me informed about matters that affect me	46%	+4 ◇	-9 ◇
B42. I believe the actions of senior managers are consistent with DSA's values	27%	+4 ◇	-12 ◇
B40. I feel that DSA as a whole is managed well	28%	+4 ◇	-12 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	21%	+4 ◇	-14 ◇
B44. Overall, I have confidence in the decisions made by DSA's senior managers	22%	+3	-14 ◇
B41. Senior managers in DSA are sufficiently visible	31%	+4 ◇	-15 ◇
B43. I believe that the board have a clear vision for the future of DSA	24%	+2	-15 ◇
B49. I think it is safe to challenge the way things are done in DSA	23%	-1	-15 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>			
B01. I am interested in my work	88%	+3 ◇	-1
B03. My work gives me a sense of personal accomplishment	69%	+4 ◇	-4 ◇
B02. I am sufficiently challenged by my work	70%	+5 ◇	-5 ◇
B04. I feel involved in the decisions that affect my work	36%	+3	-13 ◇
B05. I have a choice in deciding how I do my work	41%	-6 ◇	-30 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
<b>My line manager</b> <span style="float: right;">Strength of association with engagement: </span>			
B18. Poor performance is dealt with effectively in my team	53%	+10 ◇	+16 ◇
B15. I receive regular feedback on my performance	74%	+15 ◇	+14 ◇
B16. The feedback I receive helps me to improve my performance	64%	+12 ◇	+6 ◇
B17. I think that my performance is evaluated fairly	68%	+10 ◇	+6 ◇
B12. My manager helps me to understand how I contribute to DSA's objectives	60%	+12 ◇	+2 ◇
B09. My manager motivates me to be more effective in my job	64%	+10 ◇	+1 ◇
B14. My manager recognises when I have done my job well	76%	+8 ◇	0
B13. Overall, I have confidence in the decisions made by my manager	68%	+9 ◇	-3 ◇
B10. My manager is considerate of my life outside work	75%	+6 ◇	-4 ◇
B11. My manager is open to my ideas	73%	+6 ◇	-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 CS2011   
 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 CS2011	Difference from CS High Performers
B01. I am interested in my work	45	43	7	4		88%	+3 ✧	-1	-3 ✧
B02. I am sufficiently challenged by my work	23	46	16	11		70%	+5 ✧	-5 ✧	-9 ✧
B03. My work gives me a sense of personal accomplishment	24	45	17	10	4	69%	+4 ✧	-4 ✧	-9 ✧
B04. I feel involved in the decisions that affect my work	10	26	25	26	13	36%	+3	-13 ✧	-23 ✧
B05. I have a choice in deciding how I do my work	12	28	23	24	13	41%	-6 ✧	-30 ✧	-37 ✧

## Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of DSA's purpose	24	53	14	7		77%	+2	-7 ✧	-12 ✧
B07. I have a clear understanding of DSA's objectives	20	49	18	10		69%	0	-10 ✧	-16 ✧
B08. I understand how my work contributes to DSA's objectives	24	50	18	5		74%	+1	-7 ✧	-12 ✧

# 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 CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	22	42	19	10	6	64%	+10 ◇	+1 ◇	-2 ◇
B10. My manager is considerate of my life outside work	33	42	15	6	4	75%	+6 ◇	-4 ◇	-8 ◇
B11. My manager is open to my ideas	29	45	15	8	4	73%	+6 ◇	-5 ◇	-8 ◇
B12. My manager helps me to understand how I contribute to DSA's objectives	19	41	26	9	4	60%	+12 ◇	+2 ◇	-4 ◇
B13. Overall, I have confidence in the decisions made by my manager	26	41	16	10	6	68%	+9 ◇	-3 ◇	-7 ◇
B14. My manager recognises when I have done my job well	31	45	14	6	6	76%	+8 ◇	0	-3 ◇
B15. I receive regular feedback on my performance	25	50	14	9	6	74%	+15 ◇	+14 ◇	+9 ◇
B16. The feedback I receive helps me to improve my performance	22	42	23	9	4	64%	+12 ◇	+6 ◇	+2 ◇
B17. I think that my performance is evaluated fairly	21	47	19	9	4	68%	+10 ◇	+6 ◇	+1
B18. Poor performance is dealt with effectively in my team	16	37	27	12	8	53%	+10 ◇	+16 ◇	+13 ◇

## 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	12	6	6	80%	+3 ◇	-3 ◇	-5 ◇
B20. The people in my team work together to find ways to improve the service we provide	30	44	17	8	6	73%	+1	-5 ◇	-9 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	24	40	23	10	6	64%	+2	-5 ◇	-10 ◇

# All questions 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 CS2011	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	9	37	32	17	6	46%	+9 ◇	-9 ◇	-18 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	24	46	14	7	34%	0	-11 ◇	-18 ◇
B24. There are opportunities for me to develop my career in DSA	9	31	24	20	16	40%	+15 ◇	+9 ◇	+1 ◇
B25. Learning and development activities I have completed while working for DSA are helping me to develop my career	10	30	34	16	10	40%	+9 ◇	0	-6 ◇

## Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	24	50	14	8	5	74%	+9 ◇	-4 ◇	-7 ◇
B27. I am treated with respect by the people I work with	28	54	11	4		82%	+4 ◇	-2 ◇	-5 ◇
B28. I feel valued for the work I do	16	35	26	15	8	51%	+9 ◇	-8 ◇	-15 ◇
B29. I think that DSA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	19	45	24	7	5	64%	+6 ◇	-6 ◇	-13 ◇

# All questions by theme

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✧ indicates statistically significant difference from comparison



## Resources and workload

:Strength of association with engagement

Question	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	29	59	7	4		88%	+8 ✧	+6 ✧	+2 ✧
B31. I get the information I need to do my job well	16	50	22	10		66%	+9 ✧	-1 ✧	-5 ✧
B32. I have clear work objectives	22	58	14	4		80%	+8 ✧	+6 ✧	+2 ✧
B33. I have the skills I need to do my job effectively	33	57	7			91%	+6 ✧	+3 ✧	0
B34. I have the tools I need to do my job effectively	22	54	13	8		77%	+10 ✧	+6 ✧	+1 ✧
B35. I have an acceptable workload	15	50	18	13	4	65%	+13 ✧	+4 ✧	0
B36. I achieve a good balance between my work life and my private life	22	51	18	6		73%	+9 ✧	+6 ✧	0

## Pay and benefits

:Strength of association with engagement

Question	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	19	17	32	29		22%	-2	-10 ✧	-17 ✧
B38. I am satisfied with the total benefits package	23	25	26	22		27%	0	-7 ✧	-14 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	19	19	29	28	23%	-2	-5 ✧	-13 ✧

# All questions by theme

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## Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that DSA as a whole is managed well	25	29	26	17	28%	+4 ◇	-12 ◇	-26 ◇	
B41. Senior managers in DSA are sufficiently visible	5 26	26	25	18	31%	+4 ◇	-15 ◇	-28 ◇	
B42. I believe the actions of senior managers are consistent with DSA's values	4 23	39	19	15	27%	+4 ◇	-12 ◇	-23 ◇	
B43. I believe that the board have a clear vision for the future of DSA	4 21	43	18	14	24%	+2	-15 ◇	-26 ◇	
B44. Overall, I have confidence in the decisions made by DSA's senior managers	19	34	25	19	22%	+3	-14 ◇	-25 ◇	
B45. I feel that change is managed well in DSA	26	34	26	10	30%	+5 ◇	+2 ◇	-7 ◇	
B46. When changes are made in DSA they are usually for the better	21	41	25	10	24%	+2	+1 ◇	-8 ◇	
B47. DSA keeps me informed about matters that affect me	5 41	27	19	8	46%	+4 ◇	-9 ◇	-16 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	18	27	32	20	21%	+4 ◇	-14 ◇	-22 ◇	
B49. I think it is safe to challenge the way things are done in DSA	20	30	27	20	23%	-1	-15 ◇	-22 ◇	

# All questions by theme

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

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	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of DSA	12	36	36	11	6	48%	+6 ◇	-5 ◇	-18 ◇
B51. I would recommend DSA as a great place to work	10	33	35	14	8	43%	+8 ◇	0	-12 ◇
B52. I feel a strong personal attachment to DSA	10	27	33	20	9	38%	+2	-8 ◇	-16 ◇
B53. DSA inspires me to do the best in my job	7	26	37	20	10	34%	+7 ◇	-5 ◇	-16 ◇
B54. DSA motivates me to help it achieve its objectives	6	24	37	21	11	30%	+6 ◇	-5 ◇	-15 ◇
<b>Taking action</b>									
B55. I believe that senior managers in DSA will take action on the results from this survey	4	23	32	24	18	27%	+8 ◇	-12 ◇	-23 ◇
B56. I believe that managers where I work will take action on the results from this survey	8	32	30	17	12	41%	+9 ◇	-8 ◇	-15 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	5	22	40	18	14	27%	-	-2 ◇	-10 ◇



# 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 CS2011	Difference from CS High Performers
I want to leave DSA as soon as possible		7%	-4 ^	0	-3 ^
I want to leave DSA within the next 12 months		6%	-2 ^	-5 ^	-8 ^
I want to stay working for DSA for at least the next year		17%	-2	-10 ^	-17 ^
I want to stay working for DSA for at least the next three years		69%	+8 ^	+15 ^	+9 ^

## 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?		28	72%	-3 ^	-14 ^	-19 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		47	53%	-1	-6 ^	-12 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in DSA it would be investigated properly?		51	49%	+6 ^	-15 ^	-22 ^

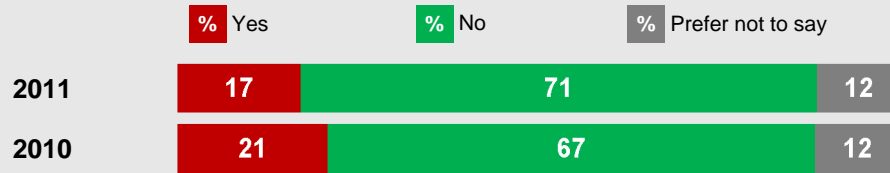
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

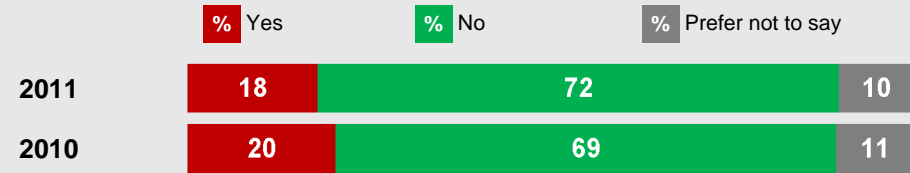
# All questions by theme

## Discrimination, harassment and bullying

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

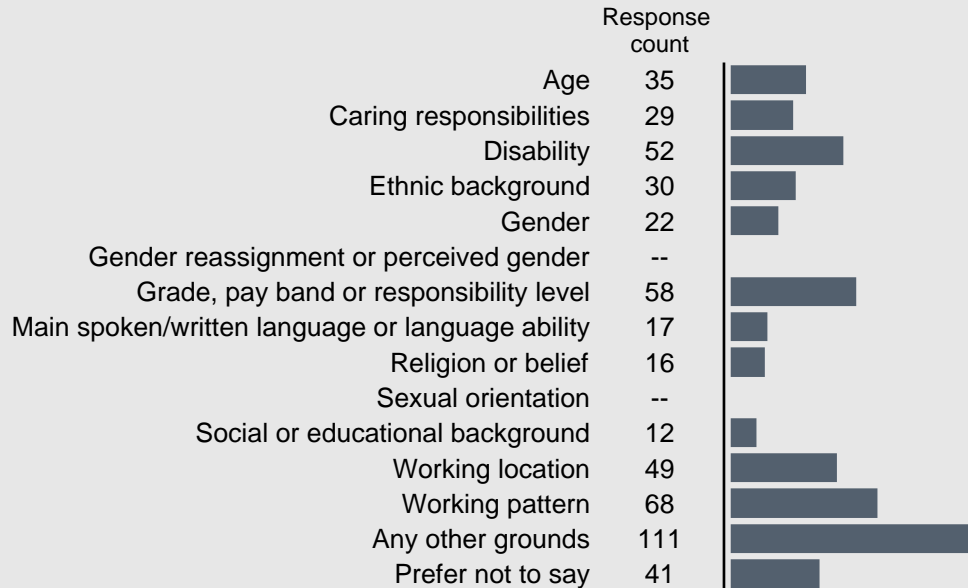


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

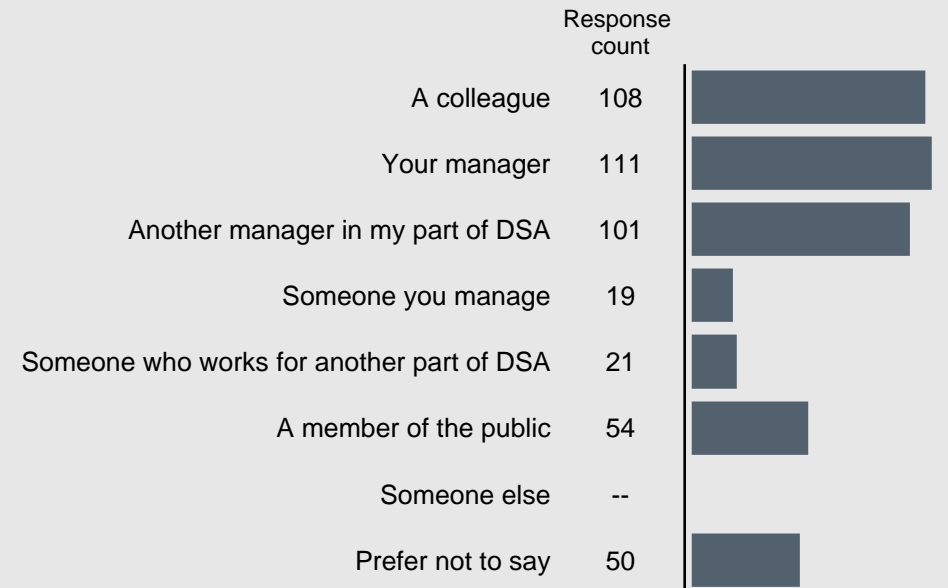
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



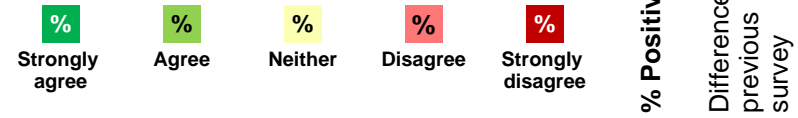
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

# 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



## DSA Overall questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. My job makes good use of my skills and abilities	15	49	16	14	5	64%	+5 ◇
F02. I have received the training I need to do my job <sup>^</sup>	17	61	14	6		78%	+20 ◇
F03. Communication is timely within the agency	6	31	33	24	7	36%	+4 ◇
F04. Communications I receive from the agency are relevant to my job	6	40	35	15	4	46%	-
F05. I have time to read information which helps me to do my job	5	30	20	29	16	35%	-
F06. I am encouraged to make decisions by my line manager <sup>^</sup>	18	46	21	10	5	64%	+1
F07. I feel supported by my line manager	30	44	14	7	5	74%	-
F08. I meet for discussion with my manager on a regular basis	23	47	16	10	5	70%	-
F09. I meet with my team for discussion on a regular basis	22	49	16	10	4	70%	-
F10. Overall I am satisfied to be working for DSA	16	46	23	9	6	62%	+7 ◇

# Appendix

## Glossary of key terms

<b>% positive</b>	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
<b>Previous survey</b>	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.
<b>CS2011</b>	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 Civil Service People Survey.
<b>CS High Performers</b>	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: ✦

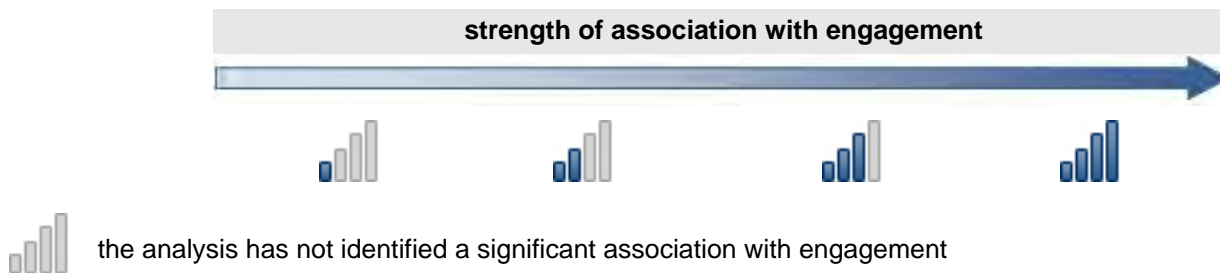
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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



## 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.