


Returns : 2,910

Response rate : 77%

Civil Service People Survey 2014

 Strength of association with engagement

◇ Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



The table below shows how you performed on each of the nine 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.

## Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		38%	-4 ✧	-5 ✧	-12 ✧
My work		77%	-2 ✧	+1 ✧	-2 ✧
My manager		60%	-2 ✧	-8 ✧	-11 ✧
Pay and benefits		23%	-5 ✧	-5 ✧	-12 ✧
Learning and development		56%	-2 ✧	+7 ✧	+1 ✧
Organisational objectives and purpose		74%	-4 ✧	-9 ✧	-14 ✧
Resources and workload		66%	0	-8 ✧	-11 ✧
My team		75%	-1 ✧	-4 ✧	-7 ✧
Inclusion and fair treatment		73%	-3 ✧	-2 ✧	-5 ✧

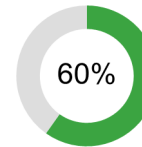


Strength of association with engagement

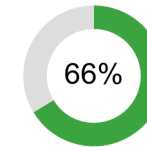


Statistically significant difference from comparison

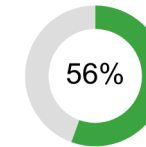
## Wellbeing



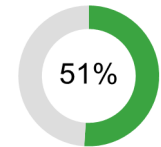
Overall, how satisfied are you with your life nowadays?



Overall, to what extent do you feel that the things you do in your life are worthwhile?

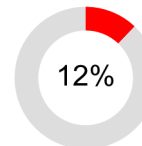


Overall, how happy did you feel yesterday?

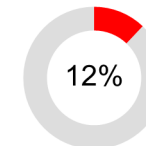


No or low anxiety yesterday

## Discrimination, bullying and harassment

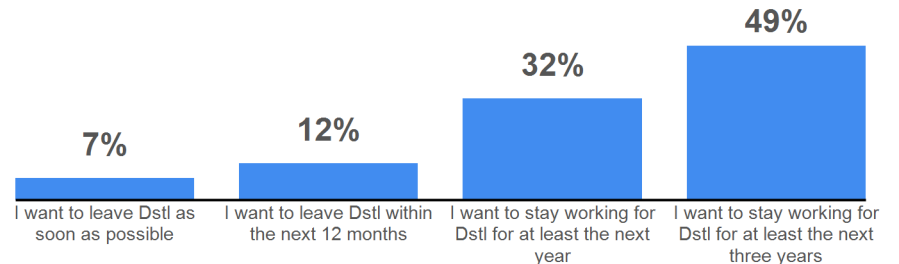


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future



**All questions by theme**

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

**My work**

**77%** -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	45	46	5	1	1	91%	-1 ◆	+1 ◆	-2 ◆
B02 I am sufficiently challenged by my work	36	45	10	7	1	81%	-2 ◆	+2 ◆	-1 ◆
B03 My work gives me a sense of personal accomplishment	28	50	12	8	1	77%	-2 ◆	+2 ◆	-1 ◆
B04 I feel involved in the decisions that affect my work	13	42	19	18	8	55%	-6 ◆	-1 ◆	-7 ◆
B05 I have a choice in deciding how I do my work	26	52	12	7	1	78%	-2 ◆	+4 ◆	-1 ◆

**Organisational objectives and purpose**

**74%** -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of Dstl's purpose	23	55	10	8	1	78%	-5 ◆	-8 ◆	-13 ◆
B07 I have a clear understanding of Dstl's objectives	17	54	15	10	1	71%	-5 ◆	-10 ◆	-15 ◆
B08 I understand how my work contributes to Dstl's objectives	20	52	15	9	1	73%	-1 ◆	-11 ◆	-15 ◆

All questions by theme

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

My manager

60% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	17	40	21	14	8	57%	-4 ◆	-11 ◆	-15 ◆
B10 My manager is considerate of my life outside work	41	43	10			84%	0	+3 ◆	-2 ◆
B11 My manager is open to my ideas	33	46	13	5		79%	-1 ◆	-1 ◆	-6 ◆
B12 My manager helps me to understand how I contribute to Dstl's objectives	14	39	27	14	6	53%	-2 ◆	-12 ◆	-17 ◆
B13 Overall, I have confidence in the decisions made by my manager	22	42	18	10	7	64%	-2 ◆	-9 ◆	-13 ◆
B14 My manager recognises when I have done my job well	24	46	15	10	5	70%	-2 ◆	-7 ◆	-11 ◆
B15 I receive regular feedback on my performance	13	41	21	18	7	54%	-1 ◆	-11 ◆	-14 ◆
B16 The feedback I receive helps me to improve my performance	13	37	27	15	8	50%	-2 ◆	-11 ◆	-15 ◆
B17 I think that my performance is evaluated fairly	14	40	22	13	10	55%	-4 ◆	-8 ◆	-12 ◆
B18 Poor performance is dealt with effectively in my team	7	25	41	17	10	32%	-5 ◆	-7 ◆	-11 ◆

My team

75% -1

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	32	47	11	6		79%	-1	-5 ◆	-7 ◆
B20 The people in my team work together to find ways to improve the service we provide	28	48	14	7		76%	-2 ◆	-5 ◆	-8 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	24	47	18	9		70%	-2 ◆	-4 ◆	-8 ◆

**All questions by theme**

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

**Learning and development**

**56%** -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	15	51	18	12	6	66%	+2 ◆	+4 ◆	-1 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	38	30	12	6	53%	-1	+2 ◆	-4 ◆
B24	There are opportunities for me to develop my career in Dstl	13	39	21	14	12	52%	-6 ◆	+11 ◆	+4 ◆
B25	Learning and development activities I have completed while working for Dstl are helping me to develop my career	14	38	26	14	8	53%	-2 ◆	+9 ◆	+3 ◆

**Inclusion and fair treatment**

**73%** -3

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	27	50	11	8	5	76%	-2 ◆	-3 ◆	-6 ◆
B27	I am treated with respect by the people I work with	32	52	9	5	5	83%	-2 ◆	-1 ◆	-4 ◆
B28	I feel valued for the work I do	18	41	19	14	8	59%	-5 ◆	-6 ◆	-10 ◆
B29	I think that Dstl respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	48	15	6	5	74%	-3 ◆	+1	-4 ◆

**All questions by theme**

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 ^ indicates a variation in question wording from your previous survey

**Resources and workload 66%**

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	18	57	12	10		76%	-2 ◆	-8 ◆	-11 ◆
B31 I get the information I need to do my job well	10	50	21	15		60%	-2 ◆	-10 ◆	-14 ◆
B32 I have clear work objectives	14	52	18	12		66%	-1 ◆	-10 ◆	-13 ◆
B33 I have the skills I need to do my job effectively	24	61	10			85%	-1	-4 ◆	-7 ◆
B34 I have the tools I need to do my job effectively	10	48	20	16	6	58%	+5 ◆	-14 ◆	-18 ◆
B35 I have an acceptable workload	7	46	19	18	10	53%	-1	-6 ◆	-13 ◆
B36 I achieve a good balance between my work life and my private life	18	49	17	11	6	66%	0	0	-8 ◆

**Pay and benefits**

**23%**

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	20	17	29	32		22%	-5 ◆	-7 ◆	-14 ◆
B38 I am satisfied with the total benefits package	5	28	22	24	20	33%	-5 ◆	+1 ◆	-7 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	12	16	29	41		14%	-6 ◆	-10 ◆	-17 ◆

**All questions by theme**

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

**Leadership and Managing Change**

**38%** -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40 I feel that Dstl as a whole is managed well	32	27	24	14	34%	-9 ◆	-11 ◆	-22 ◆	
B41 Senior managers in Dstl are sufficiently visible	6	36	23	22	12	42%	-4 ◆	-11 ◆	-20 ◆
B42 I believe the actions of senior managers are consistent with Dstl's values	5	34	36	14	10	39%	-8 ◆	-8 ◆	-17 ◆
B43 I believe that the Executive has a clear vision for the future of Dstl	7	33	28	19	14	40%	-10 ◆	-5 ◆	-13 ◆
B44 Overall, I have confidence in the decisions made by Dstl's senior managers	26	30	23	17	30%	-8 ◆	-14 ◆	-21 ◆	
B45 I feel that change is managed well in Dstl	23	27	30	18	25%	-3 ◆	-7 ◆	-14 ◆	
B46 When changes are made in Dstl they are usually for the better	20	37	26	16	21%	-3 ◆	-8 ◆	-15 ◆	
B47 Dstl keeps me informed about matters that affect me	8	55	22	11	5	62%	+3 ◆	+4 ◆	-2 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	5	32	28	22	13	37%	+4 ◆	+1 ◆	-6 ◆
B49 I think it is safe to challenge the way things are done in Dstl	9	39	24	17	11	48%	-3 ◆	+7 ◆	0

## All questions by theme

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

### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of Dstl	18	43	27	8	8	61%	-6 ◆	+2 ◆	-5 ◆
B51 I would recommend Dstl as a great place to work	12	38	27	15	8	50%	-5 ◆	+1 ◆	-10 ◆
B52 I feel a strong personal attachment to Dstl	14	35	27	17	7	49%	-3 ◆	+2 ◆	-5 ◆
B53 Dstl inspires me to do the best in my job	9	31	31	21	9	39%	-5 ◆	-6 ◆	-12 ◆
B54 Dstl motivates me to help it achieve its objectives	7	27	32	23	11	34%	-5 ◆	-9 ◆	-15 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers in Dstl will take action on the results from this survey	9	38	23	18	12	47%	-11 ◆	+2 ◆	-7 ◆
B56 I believe that managers where I work will take action on the results from this survey	14	44	19	13	9	58%	-4 ◆	+2 ◆	-3 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	6	26	37	18	13	32%	-6 ◆	-3 ◆	-8 ◆



**All questions by theme**

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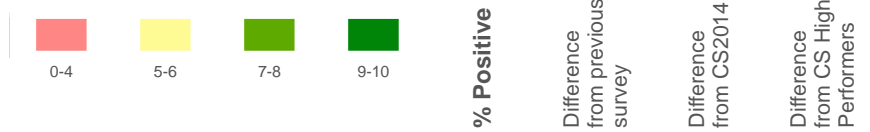
**Organisational Culture**

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	35	53	6			88%	-1 ◇	-1	-3 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	21	51	17	9		71%	-3 ◇	+3 ◇	-1 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	13	44	22	11	9	57%	-3 ◇	-8 ◇	-13 ◇
B61 When I talk about Dstl I say "we" rather than "they"	24	46	19	7		70%	-1 ◇	+2 ◇	-8 ◇
B62 I have some really good friendships at work	30	45	17	5		76%	-1	0	-4 ◇

## All questions by theme

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

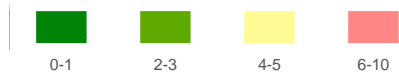
### Wellbeing



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. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	19	22	48	12	60%	-2 ◆	-4 ◆	-7 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	20	49	17	66%	-2 ◆	-3 ◆	-6 ◆
W03 Overall, how happy did you feel yesterday?	21	24	40	16	56%	-1	-5 ◆	-8 ◆
W04 Overall, how anxious did you feel yesterday?	23	28	18	31	51%	+1	+1 ◆	-2 ◆



## All questions by theme

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

### Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for Dstl?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave Dstl as soon as possible		7%	+1 ◇	0 ◇	-3 ◇
I want to leave Dstl within the next 12 months		12%	+2 ◇	-2 ◇	-6 ◇
I want to stay working for Dstl for at least the next year		32%	+1	+1 ◇	-5 ◇
I want to stay working for Dstl for at least the next three years		49%	-4 ◇	+3 ◇	-5 ◇

### The Civil Service Code

Differences are based on '% Yes' score

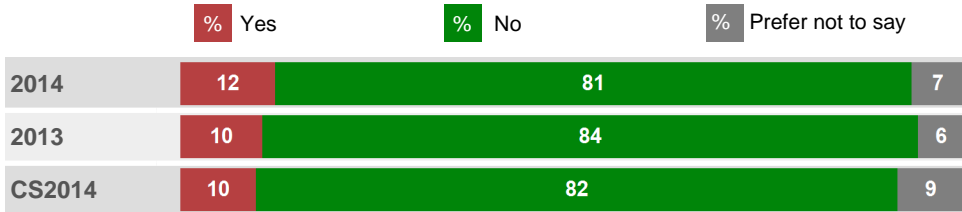
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		9	91%	+1 ◇	+2 ◇	-2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		41	59%	+2 ◇	-5 ◇	-12 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Dstl it would be investigated properly?		31	69%	-4 ◇	0	-4 ◇

## All questions by theme

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

### Discrimination, harassment and bullying

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



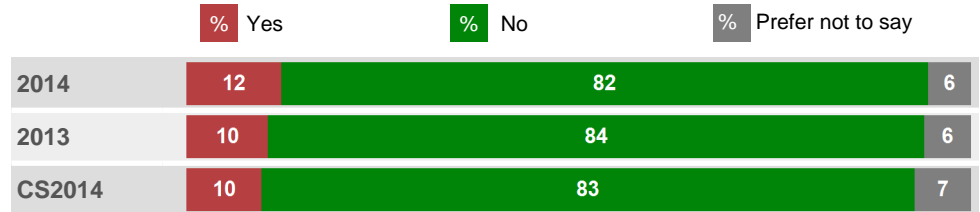
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	72
Caring responsibilities	16
Disability	41
Ethnic background	16
Gender	55
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	124
Main spoken/written language or language ability	14
Religion or belief	--
Sexual orientation	--
Social or educational background	31
Working location	49
Working pattern	71
Any other grounds	92
Prefer not to say	32

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

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



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)

Who	Response Count
A colleague	149
Your manager	106
Another manager in my part of Dstl	63
Someone you manage	13
Someone who works for another part of Dstl	35
A member of the public	--
Someone else	13
Prefer not to say	44

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

## All questions by theme

◆ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

### Dstl questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 My line manager helps me to understand changes which affect me at work	18	54	15	10		72%	--
F02 I feel that opportunities to work away from core site is an attractive proposition	18	32	23	18	9	50%	-7 ◆
F03 My colleagues consistently demonstrate the Dstl Principles	7	48	31	11		54%	-3 ◆
F04 I feel I have a clear career path in Dstl		24	26	26	21	28%	-6 ◆
F05 I feel that I am able to take ideas that I have forward	11	53	22	10		64%	-4 ◆
F06 I feel that bullying & harassment is taken seriously and dealt with appropriately	17	42	24	10	6	60%	-4 ◆
F07 I knew what was expected of me when change occurred that affected me in the last 12 months	6	40	33	14	6	47%	--
F08 Dstl shows consideration and support for my ideas	7	48	32	8		56%	-2 ◆
F09 Dstl openly shares and exploits good ideas and best practice	7	45	31	12	6	51%	-2 ◆
F10 I am prepared to challenge unacceptable behaviours in the workplace	25	55	12	6		80%	-1 ◆

## 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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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.

strength of association  
with engagement



 the analysis has not identified a significant association with engagement

### Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all 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.