

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

## Engagement Index

48%

Difference from  
previous survey +1

Difference from  
CS2016 -11 ◇

Difference from CS  
High Performers -15 ◇

## My work

65% 

Difference from  
previous survey +3

Difference from  
CS2016 -10 ◇

Difference from CS  
High Performers -14 ◇

## Organisational objectives and purpose

63% 

Difference from  
previous survey +1

Difference from  
CS2016 -19 ◇

Difference from CS  
High Performers -24 ◇

## My manager

49% 

Difference from  
previous survey +6 ◇

Difference from  
CS2016 -20 ◇

Difference from CS  
High Performers -22 ◇

## My team

72% 

Difference from  
previous survey +2

Difference from  
CS2016 -8 ◇

Difference from CS  
High Performers -11 ◇

## Learning and development


21% 

Difference from  
previous survey +1

Difference from  
CS2016 -30 ◇

Difference from CS  
High Performers -35 ◇

## Inclusion and fair treatment

56% 

Difference from  
previous survey +2

Difference from  
CS2016 -20 ◇

Difference from CS  
High Performers -24 ◇

## Resources and workload

63% 

Difference from  
previous survey +1

Difference from  
CS2016 -10 ◇

Difference from CS  
High Performers -14 ◇

## Pay and benefits

15% 

Difference from  
previous survey +1

Difference from  
CS2016 -16 ◇

Difference from CS  
High Performers -23 ◇

## Leadership and managing change

29% 

Difference from  
previous survey +1

Difference from  
CS2016 -14 ◇

Difference from CS  
High Performers -23 ◇



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 CS2016	Difference from CS High Performers
Leadership and managing change		29%	+1	-14 ✧	-23 ✧
My manager		49%	+6 ✧	-20 ✧	-22 ✧
Learning and development		21%	+1	-30 ✧	-35 ✧
My work		65%	+3	-10 ✧	-14 ✧
Pay and benefits		15%	+1	-16 ✧	-23 ✧
Resources and workload		63%	+1	-10 ✧	-14 ✧
Inclusion and fair treatment		56%	+2	-20 ✧	-24 ✧
Organisational objectives and purpose		63%	+1	-19 ✧	-24 ✧
My team		72%	+2	-8 ✧	-11 ✧



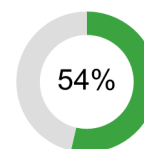
Strength of association with engagement



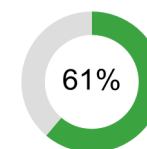
Statistically significant difference from comparison

## Wellbeing

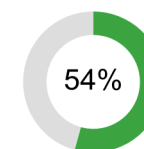
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



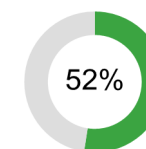
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



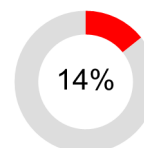
W03. Overall, how happy did you feel yesterday?



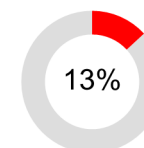
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

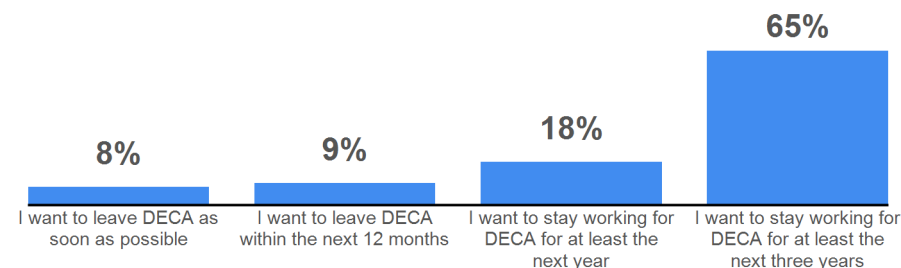


During the past 12 months have you personally experienced discrimination at work?



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

**65%** +3

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2016

Difference  
from CS High  
Performers

B01 I am interested in my work	30	53	11	5	84%	+3	-6 ♦	-8 ♦
B02 I am sufficiently challenged by my work	21	49	18	10	70%	+10 ♦	-11 ♦	-13 ♦
B03 My work gives me a sense of personal accomplishment	18	45	22	10	64%	+1	-11 ♦	-15 ♦
B04 I feel involved in the decisions that affect my work	11	30	25	22	42%	+3	-15 ♦	-20 ♦
B05 I have a choice in deciding how I do my work	17	47	22	11	64%	-2	-10 ♦	-15 ♦

### Organisational objectives and purpose

**63%** +1

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2016

Difference  
from CS High  
Performers

B06 I have a clear understanding of DECA's purpose	14	50	21	11	5	64%	+1	-22 ♦	-26 ♦
B07 I have a clear understanding of DECA's objectives	12	48	22	13	5	60%	+3	-20 ♦	-25 ♦
B08 I understand how my work contributes to DECA's objectives	17	49	22	8		66%	-2	-17 ♦	-21 ♦



## All questions by theme

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

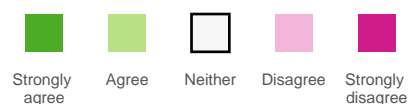
### My manager

**49%** +6

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2016

Difference  
from CS High  
Performers

B09	My manager motivates me to be more effective in my job	11	36	24	19	9	48%	+11 ♦	-21 ♦	-25 ♦
B10	My manager is considerate of my life outside work	24	42	23	8		65%	+3	-17 ♦	-20 ♦
B11	My manager is open to my ideas	21	45	18	8	8	67%	+8 ♦	-14 ♦	-18 ♦
B12	My manager helps me to understand how I contribute to DECA's objectives	11	31	34	17	7	42%	+5	-22 ♦	-27 ♦
B13	Overall, I have confidence in the decisions made by my manager	15	37	20	14	13	53%	+7 ♦	-21 ♦	-26 ♦
B14	My manager recognises when I have done my job well	18	43	18	11	10	61%	+3	-17 ♦	-20 ♦
B15	I receive regular feedback on my performance	10	31	28	18	13	41%	+7 ♦	-25 ♦	-29 ♦
B16	The feedback I receive helps me to improve my performance	10	28	33	17	11	39%	+3	-24 ♦	-27 ♦
B17	I think that my performance is evaluated fairly	9	37	28	15	11	46%	+5	-17 ♦	-22 ♦
B18	Poor performance is dealt with effectively in my team		20	36	23	18	23%	+3	-16 ♦	-19 ♦

### My team

**72%** +2

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



B19	The people in my team can be relied upon to help when things get difficult in my job	31	51	9	6		82%	-1	-3 ♦	-5 ♦
B20	The people in my team work together to find ways to improve the service we provide	28	52	11	6		81%	+7 ♦	-1	-4 ♦
B21	The people in my team are encouraged to come up with new and better ways of doing things	19	35	30	12	5	53%	-1	-21 ♦	-25 ♦



## All questions by theme

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

### Learning and development

21% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

B22	I am able to access the right learning and development opportunities when I need to	<div><div>24</div><div>28</div></div>	<div><div>29</div><div>16</div></div>	27%	0	-33 ⬇	-40 ⬇
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	<div><div>19</div><div>33</div></div>	<div><div>26</div><div>18</div></div>	23%	0	-28 ⬇	-34 ⬇
B24	There are opportunities for me to develop my career in DECA	<div><div>13</div><div>19</div></div>	<div><div>31</div><div>34</div></div>	16%	+5 ⬆	-27 ⬇	-36 ⬇
B25	Learning and development activities I have completed while working for DECA are helping me to develop my career	<div><div>14</div><div>28</div></div>	<div><div>28</div><div>27</div></div>	17%	-2	-27 ⬇	-35 ⬇

### Inclusion and fair treatment

56% +2

Difference from previous survey



Strength of association with engagement



B26	I am treated fairly at work	15	47	22	11	6	61%	0	-17 ⬇	-21 ⬇
B27	I am treated with respect by the people I work with	18	55	19	5		73%	0	-11 ⬇	-14 ⬇
B28	I feel valued for the work I do	11	28	27	20	13	40%	+5	-25 ⬇	-30 ⬇
B29	I think that DECA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	12	36	38	9	5	48%	+4	-26 ⬇	-30 ⬇



## All questions by theme

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

### Resources and workload

**63%** +1

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2016

Difference  
from CS High  
Performers

B30	In my job, I am clear what is expected of me	17	58	15	7	74%	+2	-8 ♦	-12 ♦
B31	I get the information I need to do my job well	8	40	30	17	49%	-1	-20 ♦	-25 ♦
B32	I have clear work objectives	11	52	22	9	64%	+8 ♦	-12 ♦	-16 ♦
B33	I have the skills I need to do my job effectively	17	61	14	7	78%	-1	-11 ♦	-13 ♦
B34	I have the tools I need to do my job effectively	9	52	20	15	61%	-2	-9 ♦	-15 ♦
B35	I have an acceptable workload	5	44	21	20	49%	0	-9 ♦	-15 ♦
B36	I achieve a good balance between my work life and my private life	14	51	23	9	65%	-1	-2	-7 ♦

### Pay and benefits

**15%** +1

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



B37	I feel that my pay adequately reflects my performance	11	14	28	44	13%	-1	-19 ♦	-26 ♦
B38	I am satisfied with the total benefits package	15	15	27	39	18%	+3	-16 ♦	-22 ♦
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	11	13	24	50	13%	0	-14 ♦	-21 ♦



## All questions by theme

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

### Leadership and managing change

**29%** +1

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from CS2016

Difference  
from CS High  
Performers

B40	I feel that DECA as a whole is managed well	29	28	28	14	30%	+3	-16 ✦	-28 ✦
B41	Directors in DECA are sufficiently visible^	25	22	30	19	29%	-4	-26 ✦	-37 ✦
B42	I believe the actions of Directors are consistent with DECA's values^	25	43	21	9	27%	-2	-21 ✦	-30 ✦
B43	I believe that the Board of Directors have a clear vision for the future of DECA	30	36	18	12	35%	-2	-8 ✦	-20 ✦
B44	Overall, I have confidence in the decisions made by DECA's Board of Directors	23	37	23	15	26%	-3	-18 ✦	-28 ✦
B45	I feel that change is managed well in DECA	23	32	30	14	25%	+6 ✦	-5 ✦	-16 ✦
B46	When changes are made in DECA they are usually for the better	20	33	32	14	21%	+2	-9 ✦	-18 ✦
B47	DECA keeps me informed about matters that affect me	5	36	30	21	41%	+6 ✦	-15 ✦	-23 ✦
B48	I have the opportunity to contribute my views before decisions are made that affect me	19	24	34	18	23%	+1	-14 ✦	-24 ✦
B49	I think it is safe to challenge the way things are done in DECA	5	32	29	19	37%	+2	-6 ✦	-12 ✦



## 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 CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of DECA	8	33	41	12	7	41%	+4	-18 ♦	-26 ♦
B51 I would recommend DECA as a great place to work	5	25	33	24	14	29%	+4	-22 ♦	-32 ♦
B52 I feel a strong personal attachment to DECA	10	27	35	20	8	37%	0	-11 ♦	-19 ♦
B53 DECA inspires me to do the best in my job	5	20	40	21	14	24%	0	-22 ♦	-28 ♦
B54 DECA motivates me to help it achieve its objectives	16	37	27	15		21%	-1	-23 ♦	-29 ♦

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that Directors in DECA will take action on the results from this survey^	7	26	25	23	19	33%	+13 ♦	-13 ♦	-21 ♦
B56 I believe that managers where I work will take action on the results from this survey	5	23	28	25	18	29%	+11 ♦	-27 ♦	-35 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	20	30	22	23		25%	+18 ♦	-10 ♦	-17 ♦





## All questions by theme

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

### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	30	53		14		84%	0	-4 ♦	-6 ♦
B59 I believe I would be supported if I try a new idea, even if it may not work	11	44	26	13	5	56%	+4	-13 ♦	-18 ♦
B60 When I talk about DECA I say "we" rather than "they"	12	39	27	16	6	51%	+2	-21 ♦	-28 ♦
B61 I have some really good friendships at work	29	52		16		80%	+3	+4 ♦	0

### Leadership statement

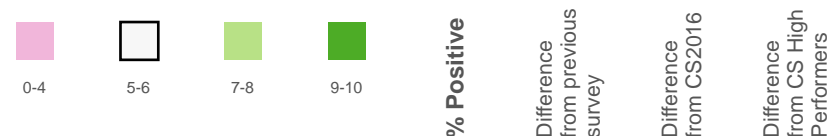
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Directors in DECA actively role model the behaviours set out in the Civil Service Leadership Statement^	20		55	15	8	23%	+1	-21 ♦	-26 ♦
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	7	26	44	13	10	33%	-2	-29 ♦	-34 ♦



## All questions by theme

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

### Wellbeing

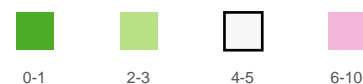


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

W01 Overall, how satisfied are you with your life nowadays?	21	26	40	14	54%	-7 ✧	-13 ✧	-16 ✧
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	18	21	43	18	61%	-4	-10 ✧	-13 ✧
W03 Overall, how happy did you feel yesterday?	24	21	32	22	54%	-2	-9 ✧	-12 ✧

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



W04 Overall, how anxious did you feel yesterday?	27	25	21	27	52%	+3	+2 ✧	-1
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## 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 DECA?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave DECA as soon as possible		8%	-3	-1	-3
I want to leave DECA within the next 12 months		9%	-2	-6	-10 ♦
I want to stay working for DECA for at least the next year		18%	+5	-14 ♦	-21 ♦
I want to stay working for DECA for at least the next three years		65%	+1	+22 ♦	+14 ♦

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	76	24	76%	+1	-15 ♦	-19 ♦
D02. Are you aware of how to raise a concern under the Civil Service Code?	45	55	45%	-4	-22 ♦	-29 ♦
D03. Are you confident that if you raised a concern under the Civil Service Code in DECA it would be investigated properly?	46	54	46%	+3	-21 ♦	-29 ♦

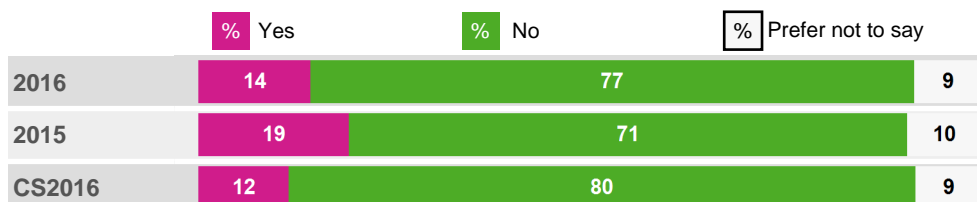


## All questions by theme

✦ 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?

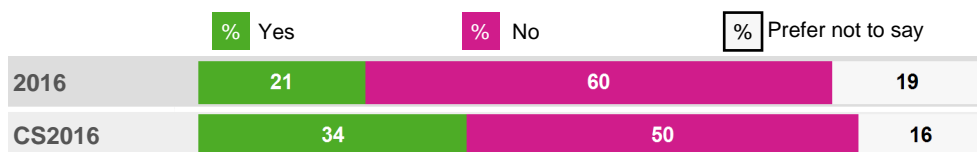


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



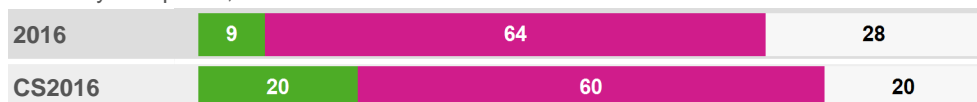
For respondents who selected 'Yes' to question E03.

E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.

E06. In your opinion, has this issue been resolved?



For respondents who selected 'Yes' to question E01.

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

	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	20
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	12
Working pattern	12
Any other grounds	12
Prefer not to say	--

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)

A colleague	11
Your manager	13
Another manager in my part of DECA	--
Someone you manage	--
Someone who works for another part of DECA	--
A member of the public	--
Someone else	12
Prefer not to say	--

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

### Defence Electronics and Components Agency questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I am optimistic for the future of DECA	8	38	29	18	6	47%	--
F02	Given an external job offer with similar terms and conditions I would choose to remain working at DECA	7	34	25	22	12	41%	--
F03	I believe that the workplace morale within DECA has improved in the last year	16	22	37	20		21%	--
F04	I believe that outside awareness of DECA has improved in the last year	28	31	26	12		31%	--
F05	I believe there are tangible outcomes from recent Business Improvement / Transformation projects	28	35	23	10		32%	--
F06	I am content with the level of engagement between DECA and the local community	19	48	25	8		20%	--
F07	I am satisfied with the on-site catering facilities	6	16	28	49		7%	--
F08	I am satisfied with the social & recreational opportunities within DECA	5	25	29	41		5%	--
F09	My working environment is satisfactory	6	43	22	21	9	48%	--
F10	I feel there is an effective level of inter-departmental co-operation in DECA	20	29	28	21		22%	--
F11	I would benefit from a greater understanding of other functional areas of the Business	8	42	33	14		51%	--



## 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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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 fewer 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.