

# Department for Culture, Media and Sport

Returns : 509

Response rate : 96%

Civil Service People Survey 2015


 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.

## Engagement Index

66%

Difference from previous survey +7 


Difference from CS2015 +8 

Difference from CS High Performers +3 

## My work

79% 

Difference from previous survey +1

Difference from CS2015 +4 


Difference from CS High Performers +1

## Organisational objectives and purpose

83% 

Difference from previous survey -1


Difference from CS2015 0


Difference from CS High Performers -4 

## My manager

69% 

Difference from previous survey +2 


Difference from CS2015 +1 


Difference from CS High Performers -2 

## My team

82% 

Difference from previous survey +1


Difference from CS2015 +2 


Difference from CS High Performers -1 

## Learning and development

54% 

Difference from previous survey +13 


Difference from CS2015 +4 


Difference from CS High Performers -2 

## Inclusion and fair treatment

81% 

Difference from previous survey +4 

Difference from CS2015 +7 


Difference from CS High Performers +3 

## Resources and workload

73% 


Difference from previous survey +4 

Difference from CS2015 0


Difference from CS High Performers -4 

## Pay and benefits

30% 


Difference from previous survey +5 


Difference from CS2015 +1


Difference from CS High Performers -6 

## Leadership and managing change

59% 

Difference from previous survey +10 

Difference from CS2015 +16 

Difference from CS High Performers +8 



Strength of association with engagement

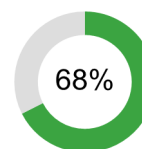
✧ Statistically significant difference from comparison

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.

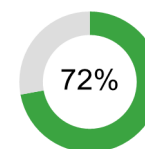
## Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		59%	+10 ✧	+16 ✧	+8 ✧
My work		79%	+1	+4 ✧	+1
My manager		69%	+2 ✧	+1 ✧	-2 ✧
Learning and development		54%	+13 ✧	+4 ✧	-2 ✧
Organisational objectives and purpose		83%	-1	0	-4 ✧
Pay and benefits		30%	+5 ✧	+1	-6 ✧
Resources and workload		73%	+4 ✧	0	-4 ✧
Inclusion and fair treatment		81%	+4 ✧	+7 ✧	+3 ✧
My team		82%	+1	+2 ✧	-1 ✧

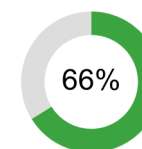
## Wellbeing



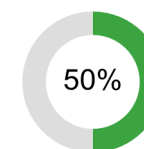
Overall, how satisfied are you with your life nowadays?



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

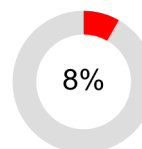


Overall, how happy did you feel yesterday?

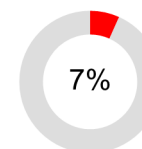


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

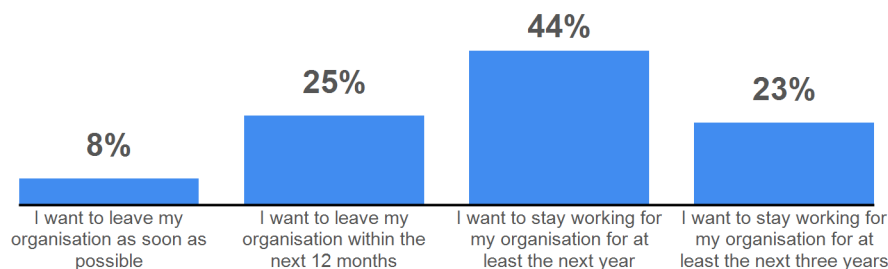


During the past 12 months have you personally experienced discrimination at work?



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

79% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

B01 I am interested in my work	46	46				92%	+1	+3 ♦	+1 ♦
B02 I am sufficiently challenged by my work	38	43	9	7		82%	+4 ♦	+3 ♦	-1 ♦
B03 My work gives me a sense of personal accomplishment	33	45	11	8		78%	0	+2 ♦	-1
B04 I feel involved in the decisions that affect my work	20	44	20	11	5	64%	0	+8 ♦	0
B05 I have a choice in deciding how I do my work	30	49	13	6		79%	-1	+6 ♦	0

### Organisational objectives and purpose

83% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

B06 I have a clear understanding of my organisation's purpose	34	52	8			86%	+1 ♦	+1 ♦	-3 ♦
B07 I have a clear understanding of my organisation's objectives	27	52	13	7		79%	-2 ♦	0	-5 ♦
B08 I understand how my work contributes to my organisation's objectives	33	50	10	5		83%	-2 ♦	0	-4 ♦

## All questions by theme

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

### My manager

69% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

B09	My manager motivates me to be more effective in my job	26	45	18	8	71%	+3 ♦	+3 ♦	-1
B10	My manager is considerate of my life outside work	44	39	11	6	83%	+1	+1 ♦	-2 ♦
B11	My manager is open to my ideas	44	43	9	4	87%	+3 ♦	+6 ♦	+2 ♦
B12	My manager helps me to understand how I contribute to my organisation's objectives	23	44	23	7	67%	+3 ♦	+4 ♦	-1
B13	Overall, I have confidence in the decisions made by my manager	35	44	13	5	79%	+5 ♦	+7 ♦	+3 ♦
B14	My manager recognises when I have done my job well	34	47	12	5	81%	0	+3 ♦	0
B15	I receive regular feedback on my performance	19	42	22	14	61%	+4 ♦	-6 ♦	-9 ♦
B16	The feedback I receive helps me to improve my performance	22	37	29	9	60%	+1	-2 ♦	-5 ♦
B17	I think that my performance is evaluated fairly	20	44	26	6	64%	+1	+2 ♦	-4 ♦
B18	Poor performance is dealt with effectively in my team	9	27	48	10	37%	+1	-3 ♦	-7 ♦

### My team

82% +1

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	40	44	10	5	85%	+2 ♦	0	-2 ♦
B20	The people in my team work together to find ways to improve the service we provide	37	46	13	4	83%	+1	+3 ♦	-1 ♦
B21	The people in my team are encouraged to come up with new and better ways of doing things	33	44	17	6	77%	+1	+3 ♦	-1 ♦

## All questions by theme

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

### Learning and development

**54%** **+13**

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	16	45	25	12	2	61%	+14 ♦	-2 ♦	-7 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	41	33	7	2	57%	+19 ♦	+5 ♦	-2 ♦
B24	There are opportunities for me to develop my career in my organisation	13	37	27	16	8	50%	+9 ♦	+9 ♦	+1
B25	Learning and development activities I have completed while working for my organisation are helping me to develop my career	13	35	38	10	2	48%	+11 ♦	+4 ♦	-2 ♦

### Inclusion and fair treatment

**81%** **+4**

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	35	48	10	5	2	83%	+2 ♦	+5 ♦	+2 ♦
B27	I am treated with respect by the people I work with	41	46	8	2	2	88%	+5 ♦	+3 ♦	+1 ♦
B28	I feel valued for the work I do	30	43	15	8	2	73%	+4 ♦	+9 ♦	+4 ♦
B29	I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	39	43	12	2	2	81%	+4 ♦	+9 ♦	+4 ♦

## All questions by theme

♦ indicates statistically significant difference from comparison  
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### Resources and workload

73% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

B30	In my job, I am clear what is expected of me	23	57	12	6	81%	-3 ♦	-2 ♦	-5 ♦
B31	I get the information I need to do my job well	17	55	18	8	72%	+4 ♦	+3 ♦	-1 ♦
B32	I have clear work objectives	20	53	16	8	73%	+8 ♦	-3 ♦	-7 ♦
B33	I have the skills I need to do my job effectively	31	57	9		88%	+1	0	-2 ♦
B34	I have the tools I need to do my job effectively	21	52	16	9	73%	+3 ♦	+5 ♦	-1
B35	I have an acceptable workload	12	48	19	16	59%	+8 ♦	0	-5 ♦
B36	I achieve a good balance between my work life and my private life	17	46	20	13	63%	+6 ♦	-4 ♦	-9 ♦

### Pay and benefits

30% +5

Difference from previous survey



Strength of association with engagement



B37	I feel that my pay adequately reflects my performance	5	28	19	27	33%	+6 ♦	+2 ♦	-4 ♦
B38	I am satisfied with the total benefits package	6	26	26	26	32%	+6 ♦	-1 ♦	-7 ♦
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	20	16	32	25%	+5 ♦	0	-7 ♦

## All questions by theme

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

### Leadership and managing change

**59%** +10

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

B40	I feel that my organisation as a whole is managed well	13	58	18	9	71%	+21 ♦	+26 ♦	+15 ♦
B41	The Senior Leadership Team in my organisation are sufficiently visible	20	56	13	9	76%	+12 ♦	+23 ♦	+10 ♦
B42	I believe the actions of the Senior Leadership Team are consistent with my organisation's values	16	51	26	6	67%	+12 ♦	+22 ♦	+11 ♦
B43	I believe that the Executive Board has a clear vision for the future of my organisation	13	44	34	6	57%	+19 ♦	+15 ♦	+3 ♦
B44	Overall, I have confidence in the decisions made by my organisation's senior managers	15	50	24	9	65%	+14 ♦	+23 ♦	+13 ♦
B45	I feel that change is managed well in my organisation	7	39	33	18	46%	+10 ♦	+15 ♦	+7 ♦
B46	When changes are made in my organisation they are usually for the better	8	31	44	14	39%	+5 ♦	+12 ♦	+4 ♦
B47	My organisation keeps me informed about matters that affect me	14	59	17	7	73%	+2 ♦	+17 ♦	+9 ♦
B48	I have the opportunity to contribute my views before decisions are made that affect me	9	38	31	17	46%	0	+10 ♦	+2 ♦
B49	I think it is safe to challenge the way things are done in my organisation	10	42	31	12	52%	+4 ♦	+11 ♦	+2 ♦

## 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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of my organisation	30	42	20	6		72%	+7 ♦	+15 ♦	+5 ♦
B51 I would recommend my organisation as a great place to work	26	38	22	10		64%	+18 ♦	+17 ♦	+5 ♦
B52 I feel a strong personal attachment to my organisation	22	31	27	15	5	53%	+5 ♦	+6 ♦	0
B53 My organisation inspires me to do the best in my job	20	38	26	12		58%	+11 ♦	+14 ♦	+7 ♦
B54 My organisation motivates me to help it achieve its objectives	18	38	29	11		56%	+11 ♦	+14 ♦	+7 ♦

### Taking action

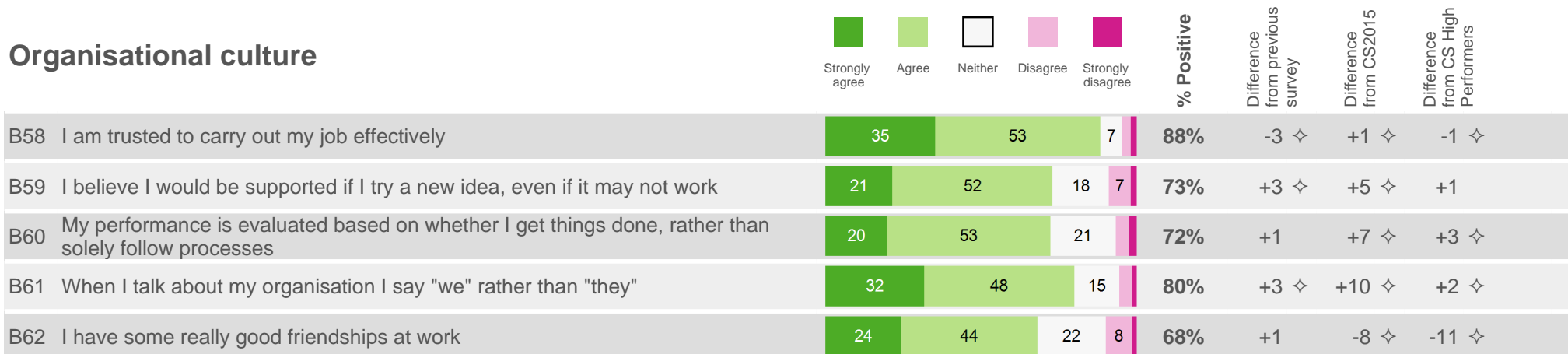
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that the Senior Leadership Team in my organisation will take action on the results from this survey	15	47	25	9		62%	+9 ♦	+19 ♦	+7 ♦
B56 I believe that managers where I work will take action on the results from this survey	19	47	23	9		65%	+10 ♦	+10 ♦	+3 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	10	27	50	8		38%	+12 ♦	+4 ♦	-4 ♦



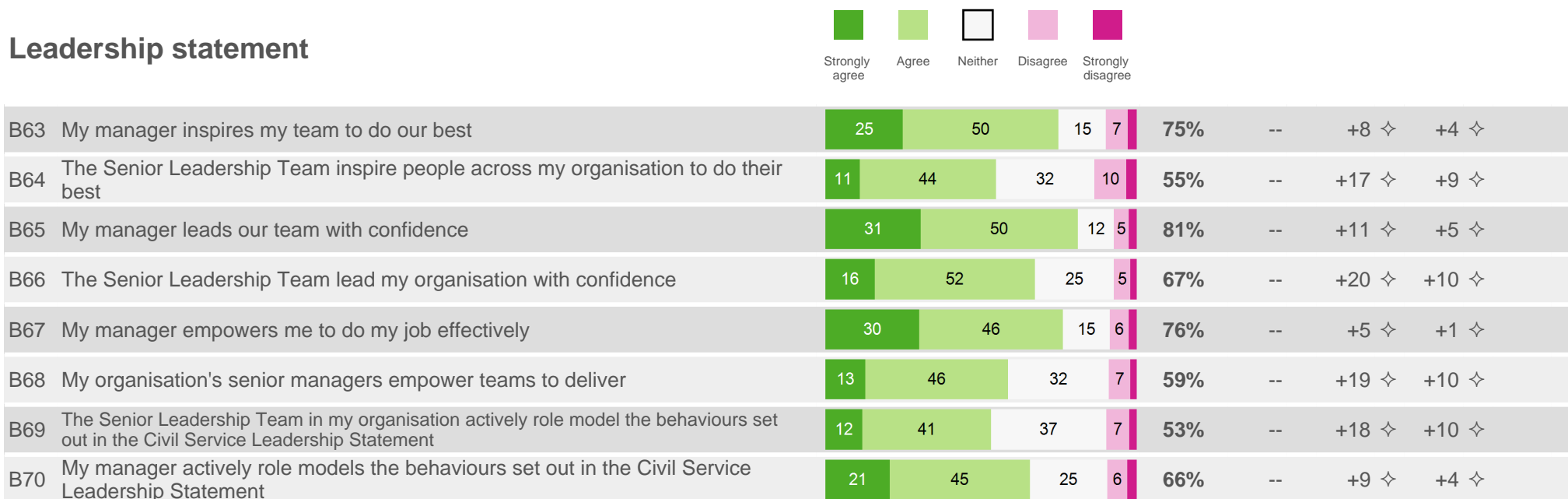
## All questions by theme

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

### Organisational culture



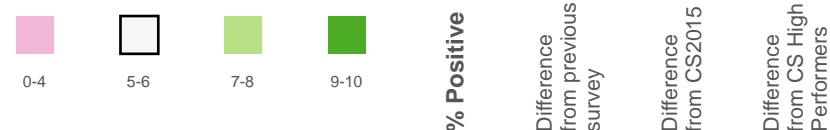
### Leadership statement



## All questions by theme

♦ indicates statistically significant difference from comparison  
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### Wellbeing

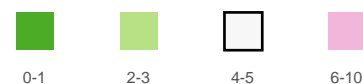


Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	10	22	54	14	68%	+8 ♦	+2 ♦	-1
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	21	54	18	72%	+2 ♦	+1 ♦	-2 ♦
W03 Overall, how happy did you feel yesterday?	11	23	49	17	66%	+13 ♦	+4 ♦	+1

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?	17	33	20	30	50%	+10 ♦	0	-2 ♦
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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 your organisation?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave my organisation as soon as possible		8%	-5 ◆	-1	-4
I want to leave my organisation within the next 12 months		25%	-2	+10 ◆	+6 ◆
I want to stay working for my organisation for at least the next year		44%	+5	+12 ◆	+6 ◆
I want to stay working for my organisation for at least the next three years		23%	+2	-19 ◆	-28 ◆

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		6	94%	+2 ◆	+3 ◆	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		39	61%	-1	-5 ◆	-12 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in your organisation it would be investigated properly?		24	76%	+5 ◆	+8 ◆	+3 ◆

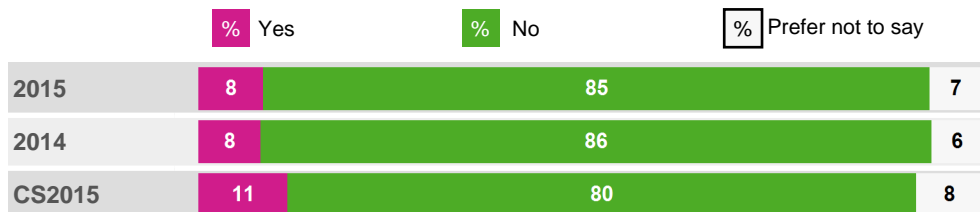


## All questions by theme

◆ 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?



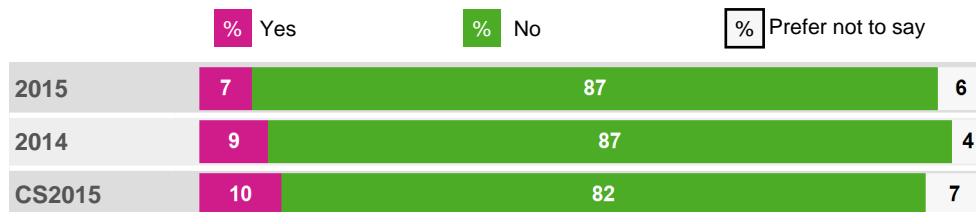
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination 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	19	
Main spoken/written language or language ability	--	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	--	
Working location	--	
Working pattern	13	
Any other grounds	--	
Prefer not to say	--	

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)

	Response Count	
A colleague	--	
Your manager	--	
Another manager in my part of your organisation	14	
Someone you manage	--	
Someone who works for another part of your organisation	--	
A member of the public	--	
Someone else	--	
Prefer not to say	--	

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

## 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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.