



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

34%

Difference from previous survey **-14** ✧

Difference from CS2017 **-27** ✧

Difference from CS High Performers **-30** ✧

My work

53%

Difference from previous survey **-12** ✧

Difference from CS2017 **-23** ✧

Difference from CS High Performers **-27** ✧

Organisational objectives and purpose

47%

Difference from previous survey **-17** ✧

Difference from CS2017 **-35** ✧

Difference from CS High Performers **-40** ✧

My manager

38%

Difference from previous survey **-10** ✧

Difference from CS2017 **-31** ✧

Difference from CS High Performers **-34** ✧

My team

57%

Difference from previous survey **-15** ✧

Difference from CS2017 **-24** ✧

Difference from CS High Performers **-27** ✧

Learning and development

19%

Difference from previous survey **-1**

Difference from CS2017 **-34** ✧

Difference from CS High Performers **-38** ✧

Inclusion and fair treatment

42%

Difference from previous survey **-14** ✧

Difference from CS2017 **-35** ✧

Difference from CS High Performers **-38** ✧

Resources and workload

47%

Difference from previous survey **-14** ✧

Difference from CS2017 **-25** ✧

Difference from CS High Performers **-28** ✧

Pay and benefits

10%

Difference from previous survey **-5** ✧

Difference from CS2017 **-20** ✧

Difference from CS High Performers **-26** ✧

Difference from CS High Performers **-33** ✧



Strength of association with engagement



Statistically significant difference from comparison

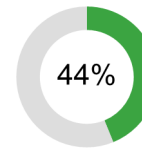
The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

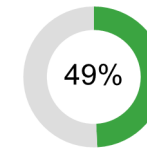
	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		18%	-11 ✧	-28 ✧	-33 ✧
My manager		38%	-10 ✧	-31 ✧	-34 ✧
My work		53%	-12 ✧	-23 ✧	-27 ✧
Resources and workload		47%	-14 ✧	-25 ✧	-28 ✧
Learning and development		19%	-1 ✧	-34 ✧	-38 ✧
Pay and benefits		10%	-5 ✧	-20 ✧	-26 ✧
Organisational objectives and purpose		47%	-17 ✧	-35 ✧	-40 ✧
Inclusion and fair treatment		42%	-14 ✧	-35 ✧	-38 ✧
My team		57%	-15 ✧	-24 ✧	-27 ✧

Wellbeing

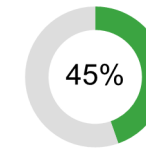
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0, 1,2 or 3 for W04)



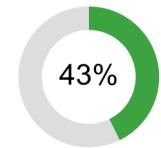
W01. Overall, how satisfied are you with your life nowadays?



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



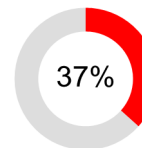
W03. Overall, how happy did you feel yesterday?



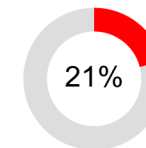
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

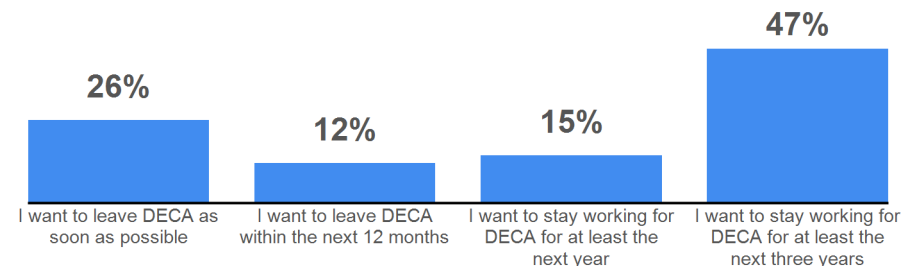


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	66%	B58	DECA is committed to creating a diverse and inclusive workplace	34%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	82%
B54	I am trusted to carry out my job effectively	66%	B59	Directors in DECA actively role model the behaviours set out in the Civil Service Leadership Statement	33%	B35	I feel that my pay adequately reflects my performance	81%
B18	The people in my team can be relied upon to help when things get difficult in my job	63%	B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	30%	B36	I am satisfied with the total benefits package	76%
B31	I have the skills I need to do my job effectively	63%	B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	29%	B53	Where I work, I think effective action has been taken on the results of the last survey	73%
B19	The people in my team work together to find ways to improve the service we provide	61%	B47	I am proud when I tell others I am part of DECA	28%	B45	I have the opportunity to contribute my views before decisions are made that affect me	67%



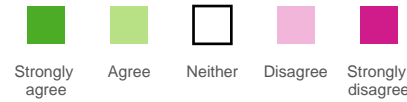
All questions by theme

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

My work

53% -12 ◇ Difference from previous survey

Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

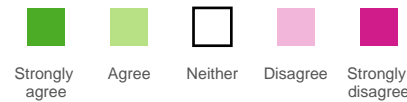
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	23	43	12	13	9	66%	-17 ◇	-24 ◇	-26 ◇
B02 I am sufficiently challenged by my work	20	35	15	11	19	55%	-14 ◇	-25 ◇	-28 ◇
B03 My work gives me a sense of personal accomplishment	16	38	14	10	21	54%	-10 ◇	-22 ◇	-25 ◇
B04 I feel involved in the decisions that affect my work	10	26	18	16	30	36%	-5 ◇	-22 ◇	-27 ◇
B05 I have a choice in deciding how I do my work	15	36	16	11	22	51%	-13 ◇	-25 ◇	-29 ◇

Organisational objectives and purpose*

47% -17 ◇ Difference from previous survey

Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06 I have a clear understanding of DECA's objectives	9	34	18	14	26	43%	-17 ◇	-38 ◇	-43 ◇
B07 I understand how my work contributes to DECA's objectives	11	39	17	9	24	50%	-16 ◇	-33 ◇	-37 ◇



All questions by theme

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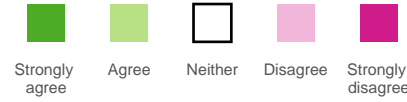
My manager

38% -10

◆ Difference from previous survey



Strength of association with engagement



% Positive

◆ Difference from previous survey

◆ Difference from CS2017

◆ Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	8	28	20	15	29	36%	-11 ◆	-34 ◆	-38 ◆
B09 My manager is considerate of my life outside work	19	36	15	12	18	55%	-10 ◆	-29 ◆	-32 ◆
B10 My manager is open to my ideas	17	34	16	8	25	51%	-16 ◆	-31 ◆	-34 ◆
B11 My manager helps me to understand how I contribute to DECA's objectives	7	28	23	15	27	36%	-7 ◆	-30 ◆	-35 ◆
B12 Overall, I have confidence in the decisions made by my manager	10	30	20	11	29	39%	-13 ◆	-35 ◆	-40 ◆
B13 My manager recognises when I have done my job well	12	35	14	13	26	47%	-14 ◆	-32 ◆	-36 ◆
B14 I receive regular feedback on my performance	7	25	22	19	27	31%	-9 ◆	-37 ◆	-41 ◆
B15 The feedback I receive helps me to improve my performance	8	22	26	16	28	30%	-9 ◆	-34 ◆	-38 ◆
B16 I think that my performance is evaluated fairly	7	27	25	12	28	34%	-12 ◆	-31 ◆	-36 ◆
B17 Poor performance is dealt with effectively in my team		20	26	18	33	23%	0	-16 ◆	-20 ◆



All questions by theme

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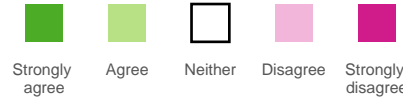
My team

57% -15

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	29	34	17	9	11	63%	-19	-22	-24
B19	The people in my team work together to find ways to improve the service we provide	25	37	16	9	14	61%	-19	-21	-23
B20	The people in my team are encouraged to come up with new and better ways of doing things	17	30	20	14	20	46%	-7	-29	-33

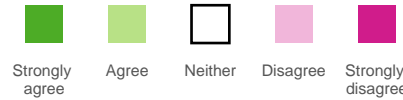
Learning and development

19% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	5	18	26	23	29	22%	-5	-41	-47
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	12	30	19	33	18%	-4	-34	-40
B23	There are opportunities for me to develop my career in DECA	15	17	17	48		18%	+2	-29	-37
B24	Learning and development activities I have completed while working for DECA are helping me to develop my career	14	21	20	41		18%	+1	-28	-33



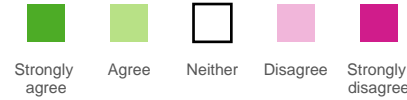
All questions by theme

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Inclusion and fair treatment

42% -14 ◆ Difference from previous survey

Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

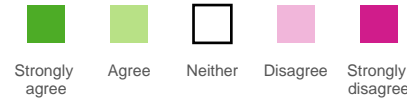
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25 I am treated fairly at work	8	37	16	13	25	46%	-16 ◆	-34 ◆	-38 ◆
B26 I am treated with respect by the people I work with	14	44	19	8	15	58%	-15 ◆	-27 ◆	-29 ◆
B27 I feel valued for the work I do	5	25	18	19	33	30%	-10 ◆	-36 ◆	-42 ◆
B28 I think that DECA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	8	26	27	13	25	34%	-14 ◆	-41 ◆	-45 ◆

Resources and workload*

47% -14 ◆ Difference from previous survey

Strength of association with engagement



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Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29 I get the information I need to do my job well		37	26	18	17	39%	-9 ◆	-30 ◆	-34 ◆
B30 I have clear work objectives	6	42	20	16	16	48%	-15 ◆	-27 ◆	-32 ◆
B31 I have the skills I need to do my job effectively	14	49	20	7	9	63%	-15 ◆	-25 ◆	-28 ◆
B32 I have the tools I need to do my job effectively	6	42	23	14	16	48%	-13 ◆	-22 ◆	-29 ◆
B33 I have an acceptable workload	5	30	22	19	24	35%	-14 ◆	-26 ◆	-32 ◆
B34 I achieve a good balance between my work life and my private life	11	38	22	11	17	49%	-16 ◆	-19 ◆	-25 ◆



All questions by theme

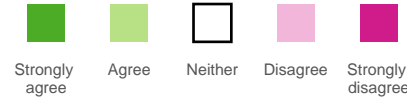
◆ indicates statistically significant difference from comparison
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Pay and benefits

10%

-5 ◆ Difference from previous survey

Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

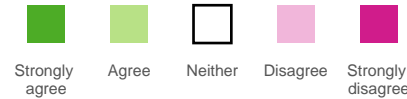
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	9	10	22	58	9%	-4 ◆	-21 ◆	-28 ◆	
B36 I am satisfied with the total benefits package	11	12	24	52	12%	-6 ◆	-21 ◆	-28 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	11	20	62	7%	-5 ◆	-18 ◆	-25 ◆	

Leadership and managing change*

18%

-11 ◆ Difference from previous survey

Strength of association with engagement



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Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 Directors in DECA are sufficiently visible	5	15	15	21	44	20%	-9 ◆	-40 ◆	-49 ◆
B39 I believe the actions of Directors are consistent with DECA's values	15	27	16	38	19%	-8 ◆	-35 ◆	-41 ◆	
B40 I believe that the Board of Directors have a clear vision for the future of DECA	16	24	17	38	20%	-14 ◆	-28 ◆	-34 ◆	
B41 Overall, I have confidence in the decisions made by DECA's Board of Directors	13	23	19	41	17%	-10 ◆	-32 ◆	-38 ◆	
B42 I feel that change is managed well in DECA	12	21	25	42	12%	-12 ◆	-21 ◆	-28 ◆	
B43 When changes are made in DECA they are usually for the better	11	23	22	42	13%	-9 ◆	-21 ◆	-28 ◆	
B44 DECA keeps me informed about matters that affect me	23	17	22	34	26%	-15 ◆	-32 ◆	-39 ◆	
B45 I have the opportunity to contribute my views before decisions are made that affect me	16	15	22	45	17%	-6 ◆	-21 ◆	-30 ◆	
B46 I think it is safe to challenge the way things are done in DECA	16	20	21	39	20%	-17 ◆	-26 ◆	-32 ◆	



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of DECA	6	22	28	16	28	29%	-12 ◆	-33 ◆	-40 ◆
B48 I would recommend DECA as a great place to work	14	23	25	35	18%	-11 ◆	-37 ◆	-45 ◆	
B49 I feel a strong personal attachment to DECA	8	23	21	19	29	31%	-7 ◆	-18 ◆	-26 ◆
B50 DECA inspires me to do the best in my job	15	24	24	35	17%	-8 ◆	-31 ◆	-37 ◆	
B51 DECA motivates me to help it achieve its objectives	14	20	25	38	16%	-5 ◆	-30 ◆	-38 ◆	

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that Directors in DECA will take action on the results from this survey	14	15	14	54	18%	-15 ◆	-32 ◆	-40 ◆	
B53 Where I work, I think effective action has been taken on the results of the last survey	9	16	21	52	10%	-14 ◆	-26 ◆	-34 ◆	



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	20	46	13	7	13	66%	-18 ◆	-22 ◆	-24 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	6	37	22	14	22	43%	-13 ◆	-28 ◆	-32 ◆
B56 In DECA, people are encouraged to speak up when they identify a serious policy or delivery risk	8	32	18	14	28	40%	New	-26 ◆	-31 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	7	31	22	15	25	37%	New	-26 ◆	-31 ◆
B58 DECA is committed to creating a diverse and inclusive workplace	8	25	34	10	24	32%	New	-42 ◆	-45 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Directors in DECA actively role model the behaviours set out in the Civil Service Leadership Statement	11	33	19	19	33	15%	-8 ◆	-32 ◆	-40 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	22	29	11	11	34	26%	-7 ◆	-40 ◆	-46 ◆

Civil Service vision

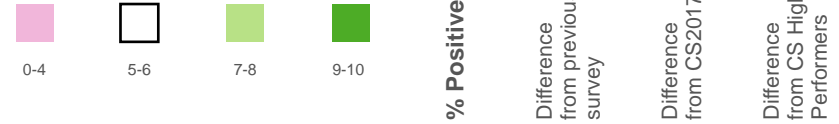
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	26	23	22	22	27	28%	New	-14 ◆	-27 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	17	27	23	23	32	18%	New	-19 ◆	-27 ◆



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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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	36	20	32	12	44%	-10 ◆	-22 ◆	-24 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	31	20	33	16	49%	-12 ◆	-22 ◆	-24 ◆
W03 Overall, how happy did you feel yesterday?	40	16	32	13	45%	-10 ◆	-19 ◆	-21 ◆

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?	24	19	15	42	43%	-10 ◆	-6 ◆	-9 ◆
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All questions by theme

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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 CS2017	Difference from CS High Performers
I want to leave DECA as soon as possible		26%	+18 ◆	+17 ◆	+14 ◆
I want to leave DECA within the next 12 months		12%	+3	-2 ◆	-6 ◆
I want to stay working for DECA for at least the next year		15%	-4	-19 ◆	-24 ◆
I want to stay working for DECA for at least the next three years		47%	-18 ◆	+3 ◆	-5 ◆

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		32	68%	-8 ◆	-24 ◆	-27 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		62	38%	-7 ◆	-30 ◆	-36 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in DECA it would be investigated properly?		71	29%	-17 ◆	-42 ◆	-47 ◆

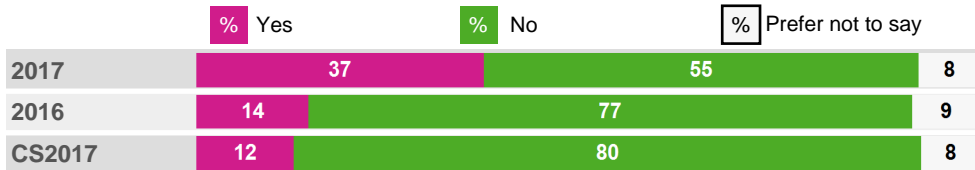


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Discrimination, harassment and bullying

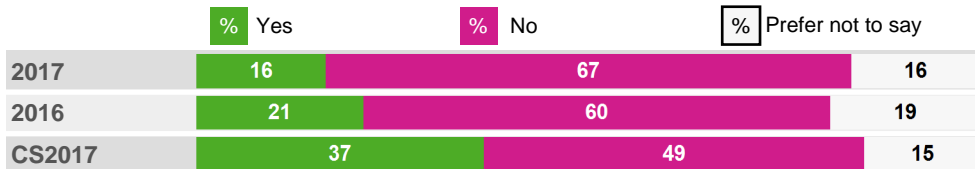
E01. During the past 12 months have you personally experienced discrimination at work?



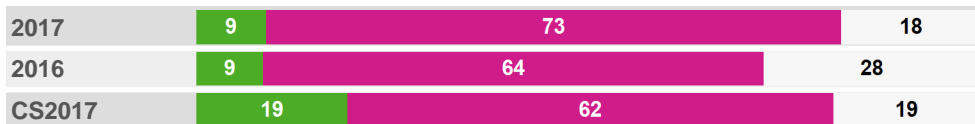
E03. During the past 12 months have you personally experienced bullying or harassment at work?



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)

Ground	Response Count
Age	16
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	12
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	59
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	57
Working pattern	61
Any other grounds	17
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)

Person	Response Count
A colleague	31
Your manager	31
Another manager in my part of DECA	31
Someone you manage	--
Someone who works for another part of DECA	--
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 Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (B47-B51). 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

Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

Confidentiality

The survey was carried out as part of the 2017 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.