



Returns : 80

Response rate : 63%

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 ¹	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		57%	+6	+14 ✧	+7 ✧
My work		80%	0	+5	+2
My manager		72%	-1	+4	+1
Pay and benefits		29%	+6	+1	-6
Resources and workload		84%	+3	+10 ✧	+7 ✧
Learning and development		57%	+1	+8 ✧	+2
Organisational objectives and purpose		94%	-4	+11 ✧	+7 ✧
My team		80%	+8	+1	-2
Inclusion and fair treatment		77%	+4	+2	-1

¹The table above shows the strength of association between engagement and the themes for Civil Service

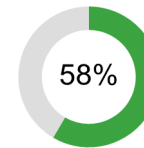


Strength of association with engagement

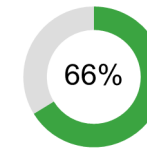


Statistically significant difference from comparison

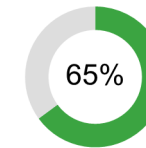
Wellbeing



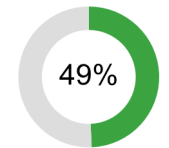
Overall, how satisfied are you with your life nowadays?



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

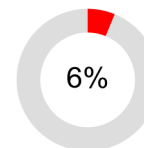


Overall, how happy did you feel yesterday?

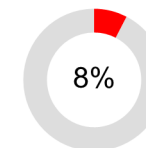


No or low anxiety yesterday

Discrimination, bullying and harassment

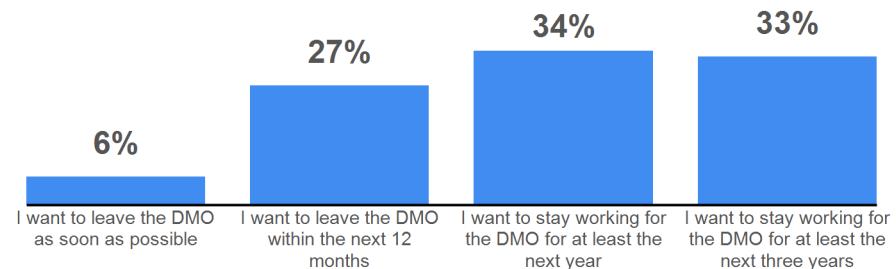


During the past 12 months have you personally experienced discrimination at work?



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

80% 0

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	35	60				95%	-5	+6 ◆	+3
B02 I am sufficiently challenged by my work	21	54	13	8	5	75%	-4	-4	-7 ◆
B03 My work gives me a sense of personal accomplishment	19	60	13	5		79%	-9	+3	0
B04 I feel involved in the decisions that affect my work	18	48	21	8	6	65%	+3	+8 ◆	+3
B05 I have a choice in deciding how I do my work	26	61	8			88%	+17 ◆	+13 ◆	+8 ◆

Organisational objectives and purpose

94% -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 the DMO's purpose	51	46				98%	-3	+12 ◆	+7 ◆
B07 I have a clear understanding of the DMO's objectives	43	53				95%	+1	+14 ◆	+9 ◆
B08 I understand how my work contributes to the DMO's objectives	39	51	8			90%	-10	+6 ◆	+2



All questions by theme

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

My manager

72% -1

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	23	48	20	5	5	70%	0	+2	-2
B10 My manager is considerate of my life outside work	46	40	13			86%	+4	+5	+1
B11 My manager is open to my ideas	36	49	9			85%	+3	+5	+1
B12 My manager helps me to understand how I contribute to the DMO's objectives	25	43	25			68%	-14 ◇	+4	-1
B13 Overall, I have confidence in the decisions made by my manager	30	49	14	5		79%	-1	+5	+2
B14 My manager recognises when I have done my job well	35	45	14	5		80%	+1	+3	-1
B15 I receive regular feedback on my performance	26	45	20	8		71%	+4	+6	+3
B16 The feedback I receive helps me to improve my performance	25	41	26	6		66%	-10	+5	0
B17 I think that my performance is evaluated fairly	23	53	15	5	5	75%	-1	+12 ◇	+8 ◇
B18 Poor performance is dealt with effectively in my team	6	31	38	18	8	38%	+3	-2	-6

My team

80% +8

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	31	53	11			84%	+7	0	-3
B20 The people in my team work together to find ways to improve the service we provide	34	49	11			83%	+9	+2	-1
B21 The people in my team are encouraged to come up with new and better ways of doing things	19	56	19			75%	+7	+1	-3



All questions by theme

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

Learning and development

57% +1

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	23	60	13	1	1	83%	0	+20 ◆	+16 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	16	43	37	1	1	59%	-7	+9 ◆	+3
B24	There are opportunities for me to develop my career in the DMO	13	28	30	15	15	40%	+14	-2	-9 ◆
B25	Learning and development activities I have completed while working for the DMO are helping me to develop my career	14	34	40	8	5	48%	-1	+4	-2

Inclusion and fair treatment

77% +4

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	29	53	14	1	1	81%	+11	+2	-1
B27	I am treated with respect by the people I work with	29	53	16	1	1	81%	+2	-3	-5 ◆
B28	I feel valued for the work I do	24	46	15	10	5	70%	+5	+6	+1
B29	I think that the DMO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	28	49	19	1	1	76%	0	+2	-2



All questions by theme

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^ indicates a variation in question wording from your previous survey

Resources and workload

84% +3

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	24	65	6	1	1	89%	+3	+5 ◆	+2
B31 I get the information I need to do my job well	21	55	15	8	1	76%	0	+6 ◆	+3
B32 I have clear work objectives	19	60	11	9	1	79%	-4	+3	0
B33 I have the skills I need to do my job effectively	33	63	1	1	1	96%	+2	+7 ◆	+5 ◆
B34 I have the tools I need to do my job effectively	18	66	11	1	1	84%	+1	+12 ◆	+8 ◆
B35 I have an acceptable workload	15	63	9	11	1	78%	+7	+18 ◆	+11 ◆
B36 I achieve a good balance between my work life and my private life	29	56	1	11	1	85%	+9	+19 ◆	+11 ◆

Pay and benefits

29% +6

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
B37 I feel that my pay adequately reflects my performance	9	24	19	31	18	33%	+9	+3	-4
B38 I am satisfied with the total benefits package	6	25	24	31	14	31%	+7	-1	-9 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	18	29	25	24	23%	+1	-2	-9 ◆



All questions by theme

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Leadership and
Managing Change

57% +6

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 the DMO as a whole is managed well	10	46	21	18	5	56%	0	+11 ◆	0
B41 Senior managers in the DMO are sufficiently visible	23	48	13	14		70%	+5	+17 ◆	+7 ◆
B42 I believe the actions of senior managers are consistent with the DMO's values	15	51	21	10		66%	+7	+19 ◆	+11 ◆
B43 I believe that the Managing Board has a clear vision for the future of the DMO	14	39	36	5	6	53%	-3	+8 ◆	0
B44 Overall, I have confidence in the decisions made by the DMO's senior managers	16	41	26	14		58%	+2	+14 ◆	+6
B45 I feel that change is managed well in the DMO		43	25	23	6	46%	+8	+15 ◆	+8 ◆
B46 When changes are made in the DMO they are usually for the better	8	45	38	9		53%	+14	+23 ◆	+16 ◆
B47 The DMO keeps me informed about matters that affect me	13	60	21	6		73%	+11	+14 ◆	+9 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	8	40	36	13		48%	+9	+12 ◆	+5
B49 I think it is safe to challenge the way things are done in the DMO	8	43	19	23	8	51%	+4	+10 ◆	+3



All questions by theme

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^ 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 the DMO	24	50	24			74%	-3	+15 ◆	+8 ◆
B51 I would recommend the DMO as a great place to work	19	45	23	11		64%	+5	+15 ◆	+4
B52 I feel a strong personal attachment to the DMO	18	48	20	13		65%	-9	+17 ◆	+11 ◆
B53 The DMO inspires me to do the best in my job	14	41	33	11		55%	-10	+10 ◆	+4
B54 The DMO motivates me to help it achieve its objectives	10	41	35	11		51%	-8	+8 ◆	+2

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 the DMO will take action on the results from this survey		30	39	15	13	34%	+4	-11 ◆	-20 ◆
B56 I believe that managers where I work will take action on the results from this survey	5	41	35	13	6	46%	+14	-9 ◆	-15 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	24		49	16	9	26%	+12	-9 ◆	-14 ◆



All questions by theme

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Organisational Culture

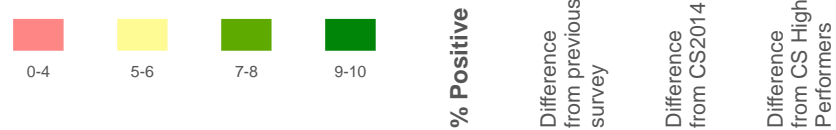
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	26	59	5	9		85%	+3	-4	-6 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	14	48	23	13		61%	+7	-7 ◆	-11 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	15	51	28			66%	+2	+1	-4
B61 When I talk about the DMO I say "we" rather than "they"	36	48	9	8		84%	-2	+15 ◆	+5
B62 I have some really good friendships at work	28	53	15			80%	-2	+4	0



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.

W01 Overall, how satisfied are you with your life nowadays?	12	30	45	13	58%	-20 ◆	-5	-8 ◆																										
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	23	43	23	66%	-14	-3	-6 ◆																										
W03 Overall, how happy did you feel yesterday?	13	22	49	16	65%	-10	+5	+2																										
<table border="1"> <thead> <tr> <th>Color</th> <th>Range</th> <th>% Positive</th> <th>Difference from previous survey</th> <th>Difference from CS High Performers</th> </tr> </thead> <tbody> <tr> <td>Dark Green</td> <td>0-1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Light Green</td> <td>2-3</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Yellow</td> <td>4-5</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Red</td> <td>6-10</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>										Color	Range	% Positive	Difference from previous survey	Difference from CS High Performers	Dark Green	0-1				Light Green	2-3				Yellow	4-5				Red	6-10			
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Dark Green	0-1																																	
Light Green	2-3																																	
Yellow	4-5																																	
Red	6-10																																	
W04 Overall, how anxious did you feel yesterday?	26	23	25	26	49%	-15	-1	-3																										



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 the DMO?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave the DMO as soon as possible		6%	+3	-1	-4
I want to leave the DMO within the next 12 months		27%	+14	+13	+9
I want to stay working for the DMO for at least the next year		34%	-2	+3	-3
I want to stay working for the DMO for at least the next three years		33%	-16	-13 ◇	-21 ◇

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?		8	93%	+4	+3	-1
D02. Are you aware of how to raise a concern under the Civil Service Code?		26	74%	0	+10 ◇	+2
D03. Are you confident that if you raised a concern under the Civil Service Code in the DMO it would be investigated properly?		28	72%	+1	+3	-2

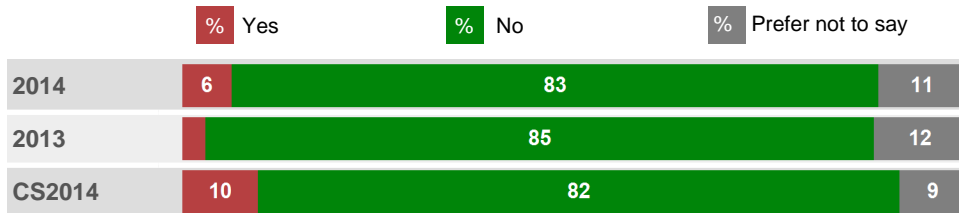


All questions by theme

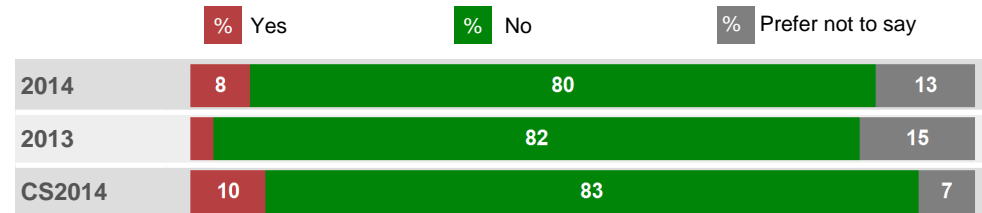
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Discrimination, harassment and bullying

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 E01.

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

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

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

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

Who	Response Count
A colleague	--
Your manager	--
Another manager in my part of the DMO	--
Someone you manage	--
Someone who works for another part of the DMO	--
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 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.