



Returns: 55

Response rate: 53%

Your engagement index

67%

Difference from previous survey

0

Difference from CS2012

+9 ✧

Difference from CS High Performers

+5 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2012
B50. I am proud when I tell others I am part of the DMO	69%	0	+16 ✧
B51. I would recommend the DMO as a great place to work	60%	-7	+14 ✧

Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to the DMO	76%	+12 ✧	+32 ✧
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Strive: motivated to do the best for the organisation...

B53. The DMO inspires me to do the best in my job	60%	-1	+19 ✧
B54. The DMO motivates me to help it achieve its objectives	50%	-16 ✧	+12 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these 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.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Leadership and managing change		55%	-7	+14 ✧	+5
My work		81%	+4	+8	+4
My line manager		68%	+2	+2	-1
Pay and benefits		28%	-2	-1	-7
Learning and development		55%	-6	+11 ✧	+4
Resources and workload		82%	+4	+8	+5
Organisational objectives and purpose		94%	+4	+12 ✧	+7 ✧
My team		71%	-6	-7	-10 ✧
Inclusion and fair treatment		79%	-3	+4	+2


✧ = Statistically significant difference from comparison

Top three key driver themes in more detail


The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change		Strength of association with engagement: 	
B44. Overall, I have confidence in the decisions made by the DMO's senior managers	64%	-12 ◇	+24 ◇
B41. Senior managers in the DMO are sufficiently visible	71%	-2	+23 ◇
B42. I believe the actions of senior managers are consistent with the DMO's values	65%	-8	+23 ◇
B46. When changes are made in the DMO they are usually for the better	44%	-8	+19 ◇
B40. I feel that the DMO as a whole is managed well	60%	-9	+17 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	51%	-1	+15 ◇
B43. I believe that the Managing Board has a clear vision for the future of the DMO	51%	-6	+11 ◇
B45. I feel that change is managed well in the DMO	38%	-4	+9 ◇
B47. The DMO keeps me informed about matters that affect me	65%	-7	+9
B49. I think it is safe to challenge the way things are done in the DMO	45%	-15 ◇	+5

My work		Strength of association with engagement: 	
B03. My work gives me a sense of personal accomplishment	83%	+10 ◇	+11 ◇
B01. I am interested in my work	100%	+7	+11 ◇
B02. I am sufficiently challenged by my work	84%	+6	+7
B04. I feel involved in the decisions that affect my work	60%	-4	+7
B05. I have a choice in deciding how I do my work	76%	-2	+4

My line manager		Strength of association with engagement: 	
B11. My manager is open to my ideas	91%	+11 ◇	+12 ◇
B14. My manager recognises when I have done my job well	84%	+8	+6
B13. Overall, I have confidence in the decisions made by my manager	76%	+4	+5
B10. My manager is considerate of my life outside work	84%	+5	+3
B12. My manager helps me to understand how I contribute to the DMO's objectives	64%	-1	+3
B17. I think that my performance is evaluated fairly	65%	-2	+2
B09. My manager motivates me to be more effective in my job	67%	-1	+2
B18. Poor performance is dealt with effectively in my team	36%	+5	-1
B16. The feedback I receive helps me to improve my performance	56%	-3	-4
B15. I receive regular feedback on my performance	56%	-5	-7

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



Question	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
My work									
:Strength of association with engagement									
B01. I am interested in my work	38	62				100%	+7	+11 ◇	+8
B02. I am sufficiently challenged by my work	15	69	7	7		84%	+6	+7	+3
B03. My work gives me a sense of personal accomplishment	19	65	15			83%	+10 ◇	+11 ◇	+6
B04. I feel involved in the decisions that affect my work	22	38	24	15		60%	-4	+7	0
B05. I have a choice in deciding how I do my work	33	44	15	7		76%	-2	+4	-1
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the DMO's purpose	55	42	4			96%	+5	+12 ◇	+6 ◇
B07. I have a clear understanding of the DMO's objectives	44	47	7			91%	+1	+12 ◇	+6
B08. I understand how my work contributes to the DMO's objectives	42	53	4			95%	+6	+13 ◇	+8 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	18	49	22	7	4	67%	-1	+2	-1
B10. My manager is considerate of my life outside work	38	45	9	4	4	84%	+5	+3	0
B11. My manager is open to my ideas	22	69	6			91%	+11 ◇	+12 ◇	+8 ◇
B12. My manager helps me to understand how I contribute to the DMO's objectives	22	42	33	4		64%	-1	+3	-2
B13. Overall, I have confidence in the decisions made by my manager	27	49	11	9	4	76%	+4	+5	+1
B14. My manager recognises when I have done my job well	29	55	13			84%	+8	+6	+4
B15. I receive regular feedback on my performance	15	42	25	15	4	56%	-5	-7	-12 ◇
B16. The feedback I receive helps me to improve my performance	15	41	37	7		56%	-3	-4	-7
B17. I think that my performance is evaluated fairly	19	46	26	6	4	65%	-2	+2	-3
B18. Poor performance is dealt with effectively in my team	9	27	36	13	15	36%	+5	-1	-5

My team

:Strength of association with engagement

B19. The people in my team can be relied upon to help when things get difficult in my job	26	46	19	9		72%	-6	-11 ◇	-14 ◇
B20. The people in my team work together to find ways to improve the service we provide	16	56	22	4		73%	-6	-6	-9 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	13	55	18	13		67%	-6	-3	-8 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

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◇ indicates statistically significant difference from comparison



Learning and development

:Strength of association with engagement

Question	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	31	45	20			76%	-6	+18 ◇	+12 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	24	35	33	7		58%	-7	+12 ◇	+6
B24. There are opportunities for me to develop my career in the DMO	11	22	29	25	13	33%	-5	-3	-10 ◇
B25. Learning and development activities I have completed while working for the DMO are helping me to develop my career	15	40	27	16		55%	-6	+15 ◇	+8

Inclusion and fair treatment

:Strength of association with engagement








B26. I am treated fairly at work	29	47	11	11		76%	-15 ◇	-2	-5
B27. I am treated with respect by the people I work with	25	60	13			85%	+1	+2	-1
B28. I feel valued for the work I do	17	56	19	4	6	72%	+1	+10 ◇	+5
B29. I think that the DMO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	55	11	7		82%	-1	+10 ◇	+3

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Resources and workload									
 :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	24	64	5	5	5	87%	+7	+4	+1
B31. I get the information I need to do my job well	11	64	15	11	5	75%	+4	+6	+2
B32. I have clear work objectives	15	53	25	5	5	67%	-6	-8	-12 ◇
B33. I have the skills I need to do my job effectively	38	58	4			96%	+9	+8 ◇	+6 ◇
B34. I have the tools I need to do my job effectively	16	67	11	5	5	84%	+12 ◇	+12 ◇	+8 ◇
B35. I have an acceptable workload	9	73	7	11	5	82%	+2	+22 ◇	+16 ◇
B36. I achieve a good balance between my work life and my private life	22	57	9	9	5	80%	0	+12 ◇	+6
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	7	27	20	25	20	35%	+3	+4	-2
B38. I am satisfied with the total benefits package	7	22	20	35	16	29%	-6	-4	-10 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	18	24	31	24	22%	-3	-4	-11 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



Leadership and managing change

: Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B40. I feel that the DMO as a whole is managed well	15	45	20	16	4	60%	-9	+17 ◇	+3
B41. Senior managers in the DMO are sufficiently visible	20	51	13	15		71%	-2	+23 ◇	+11 ◇
B42. I believe the actions of senior managers are consistent with the DMO's values	19	46	31		4	65%	-8	+23 ◇	+11 ◇
B43. I believe that the Managing Board has a clear vision for the future of the DMO	18	33	35	11	4	51%	-6	+11 ◇	0
B44. Overall, I have confidence in the decisions made by the DMO's senior managers	16	47	25	7	4	64%	-12 ◇	+24 ◇	+12 ◇
B45. I feel that change is managed well in the DMO	5	33	24	29	9	38%	-4	+9 ◇	-1
B46. When changes are made in the DMO they are usually for the better	4	40	36	18		44%	-8	+19 ◇	+8
B47. The DMO keeps me informed about matters that affect me	9	56	24	11		65%	-7	+9	+2
B48. I have the opportunity to contribute my views before decisions are made that affect me	5	45	35	13		51%	-1	+15 ◇	+9
B49. I think it is safe to challenge the way things are done in the DMO	11	35	25	20	9	45%	-15 ◇	+5	-1

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the DMO	22	47	27	4	0	69%	0	+16 ◇	+5
B51. I would recommend the DMO as a great place to work	18	42	29	9	0	60%	-7	+14 ◇	+2
B52. I feel a strong personal attachment to the DMO	24	53	16	7	0	76%	+12 ◇	+32 ◇	+24 ◇
B53. The DMO inspires me to do the best in my job	16	44	24	16	0	60%	-1	+19 ◇	+11 ◇
B54. The DMO motivates me to help it achieve its objectives	15	35	33	17	0	50%	-16 ◇	+12 ◇	+3
Taking action									
B55. I believe that senior managers in the DMO will take action on the results from this survey	7	33	27	22	11	40%	-14 ◇	-3	-14 ◇
B56. I believe that managers where I work will take action on the results from this survey	9	22	38	22	9	31%	-21 ◇	-21 ◇	-29 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	5	16	45	24	9	22%	-9	-10 ◇	-18 ◇

All questions by theme

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 CS2012	Difference from CS High Performers
I want to leave the DMO as soon as possible		4%	-3	-4	-6
I want to leave the DMO within the next 12 months		9%	+2	-3	-7
I want to stay working for the DMO for at least the next year		42%	-4	+13 [^]	+7
I want to stay working for the DMO for at least the next three years		45%	+5	-6	-14 [^]

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		5	95%	+7	+6 [^]	+1
D02. Are you aware of how to raise a concern under the Civil Service Code?		27	73%	+13 [^]	+10 [^]	+3
D03. Are you confident that if you raised a concern under the Civil Service Code in the DMO it would be investigated properly?		18	82%	-1	+15 [^]	+11 [^]

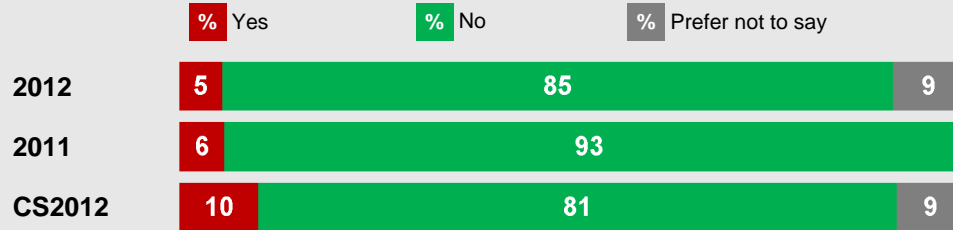
[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

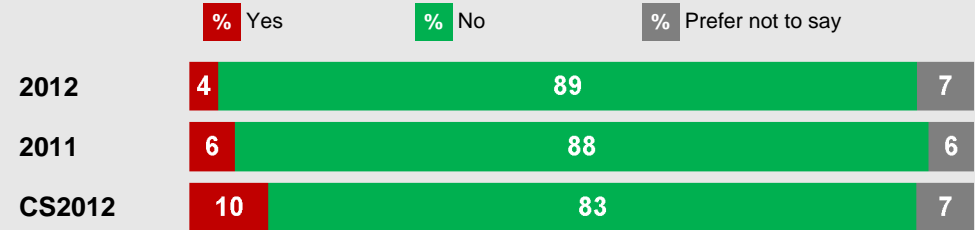
All questions by theme

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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✦

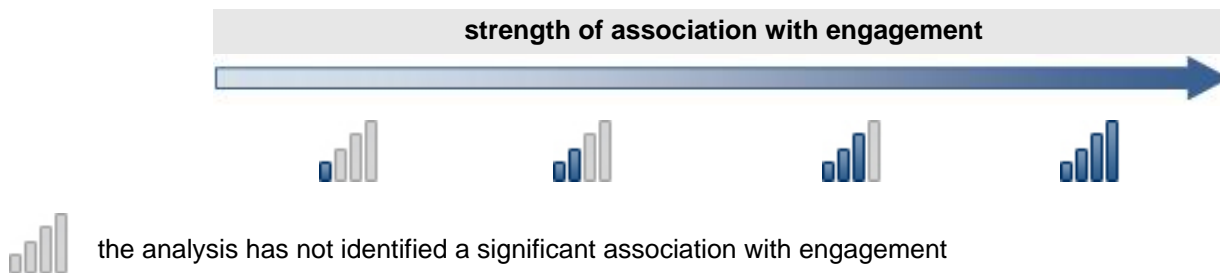
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2012 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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.