



Returns: 70

Response rate: 69%

Your engagement index

67%

Difference from
previous survey

+2

Difference from CS2011

+11

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 CS2011 |
|---|------------|---------------------------------------|---------------------------|
| B50. I am proud when I tell others I am part of the DMO | 70% | -5 | +17 ✧ |
| B51. I would recommend the DMO as a great place to work | 67% | +2 | +24 ✧ |

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

| | | | |
|---|-----|----|-------|
| B52. I feel a strong personal attachment to the DMO | 64% | +6 | +19 ✧ |
|---|-----|----|-------|

Strive: motivated to do the best for the organisation...

| | | | |
|---|-----|----|-------|
| B53. The DMO inspires me to do the best in my job | 61% | +4 | +23 ✧ |
| B54. The DMO motivates me to help it achieve its objectives | 66% | +8 | +31 ✧ |

✧ = 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 CS2011 | Difference from CS High Performers |
|---------------------------------------|---|---------------------------|---------------------------------------|---------------------------|--|
| Leadership and managing change | | 63% | +9 | +25 ✧ | +16 ✧ |
| My work | | 77% | +8 | +6 ✧ | +1 |
| My line manager | | 66% | +7 | +1 | -2 |
| Pay and benefits | | 30% | +3 | -1 | -9 ✧ |
| Learning and development | | 62% | +15 ✧ | +19 ✧ | +11 ✧ |
| Resources and workload | | 78% | +10 | +5 | +2 |
| Organisational objectives and purpose | | 90% | +6 | +9 ✧ | +4 |
| My team | | 77% | +4 | 0 | -4 |
| Inclusion and fair treatment | | 82% | +7 | +9 ✧ | +5 |


✧ = 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 CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

| | % Positive | Diff. from previous survey | Difference from CS2011 |
|---|------------|----------------------------|------------------------|
| Leadership and managing change Strength of association with engagement:  | | | |
| B44. Overall, I have confidence in the decisions made by the DMO's senior managers | 75% | +16 ◇ | +39 ◇ |
| B42. I believe the actions of senior managers are consistent with the DMO's values | 72% | +8 | +34 ◇ |
| B46. When changes are made in the DMO they are usually for the better | 51% | +5 | +29 ◇ |
| B40. I feel that the DMO as a whole is managed well | 69% | +8 | +28 ◇ |
| B41. Senior managers in the DMO are sufficiently visible | 73% | +7 | +28 ◇ |
| B49. I think it is safe to challenge the way things are done in the DMO | 61% | +10 | +22 ◇ |
| B43. I believe that the Managing Board has a clear vision for the future of the DMO | 57% | +14 | +18 ◇ |
| B47. The DMO keeps me informed about matters that affect me | 72% | +11 | +17 ◇ |
| B48. I have the opportunity to contribute my views before decisions are made that affect me | 51% | +2 | +16 ◇ |
| B45. I feel that change is managed well in the DMO | 42% | +7 | +15 ◇ |

| | % Positive | Diff. from previous survey | Difference from CS2011 |
|---|------------|----------------------------|------------------------|
| My work Strength of association with engagement:  | | | |
| B04. I feel involved in the decisions that affect my work | 64% | +7 | +15 ◇ |
| B05. I have a choice in deciding how I do my work | 79% | +13 | +8 ◇ |
| B01. I am interested in my work | 93% | +9 | +4 ◇ |
| B02. I am sufficiently challenged by my work | 77% | +9 | +3 |
| B03. My work gives me a sense of personal accomplishment | 73% | +1 | 0 |

| | % Positive | Diff. from previous survey | Difference from CS2011 |
|--|------------|----------------------------|------------------------|
| My line manager Strength of association with engagement:  | | | |
| B12. My manager helps me to understand how I contribute to the DMO's objectives | 64% | +2 | +6 |
| B09. My manager motivates me to be more effective in my job | 69% | +9 | +6 |
| B17. I think that my performance is evaluated fairly | 67% | +13 | +5 |
| B13. Overall, I have confidence in the decisions made by my manager | 72% | +3 | +2 |
| B15. I receive regular feedback on my performance | 61% | +4 | +1 |
| B11. My manager is open to my ideas | 80% | +11 | +1 |
| B16. The feedback I receive helps me to improve my performance | 59% | +7 | +1 |
| B14. My manager recognises when I have done my job well | 76% | +4 | 0 |
| B10. My manager is considerate of my life outside work | 79% | +6 | 0 |
| B18. Poor performance is dealt with effectively in my team | 31% | +11 | -6 |

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 CS2011 | Difference from CS High Performers |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| My work | | | | | | | | | |
| :Strength of association with engagement | | | | | | | | | |
| B01. I am interested in my work | 44 | 49 | 6 | | | 93% | +9 | +4 ◇ | +1 |
| B02. I am sufficiently challenged by my work | 27 | 50 | 17 | 6 | | 77% | +9 | +3 | -2 |
| B03. My work gives me a sense of personal accomplishment | 26 | 47 | 23 | 4 | | 73% | +1 | 0 | -5 |
| B04. I feel involved in the decisions that affect my work | 21 | 43 | 19 | 13 | 4 | 64% | +7 | +15 ◇ | +5 |
| B05. I have a choice in deciding how I do my work | 29 | 50 | 14 | 7 | | 79% | +13 | +8 ◇ | +2 |
| Organisational objectives and purpose | | | | | | | | | |
| :Strength of association with engagement | | | | | | | | | |
| B06. I have a clear understanding of the DMO's purpose | 47 | 44 | 6 | | | 91% | +6 | +8 ◇ | +2 |
| B07. I have a clear understanding of the DMO's objectives | 39 | 51 | 7 | | | 90% | +3 | +11 ◇ | +6 ◇ |
| B08. I understand how my work contributes to the DMO's objectives | 40 | 49 | 10 | | | 89% | +10 | +7 ◇ | +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



My line manager

:Strength of association with engagement

| Question | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2011 | Difference from CS High Performers |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B09. My manager motivates me to be more effective in my job | 20 | 49 | 21 | 4 | 6 | 69% | +9 | +6 | +2 |
| B10. My manager is considerate of my life outside work | 37 | 41 | 13 | 4 | 4 | 79% | +6 | 0 | -4 |
| B11. My manager is open to my ideas | 30 | 50 | 13 | 4 | 4 | 80% | +11 | +1 | -1 |
| B12. My manager helps me to understand how I contribute to the DMO's objectives | 23 | 41 | 21 | 9 | 6 | 64% | +2 | +6 | 0 |
| B13. Overall, I have confidence in the decisions made by my manager | 29 | 43 | 17 | 4 | 6 | 72% | +3 | +2 | -2 |
| B14. My manager recognises when I have done my job well | 31 | 44 | 16 | 6 | 6 | 76% | +4 | 0 | -3 |
| B15. I receive regular feedback on my performance | 17 | 44 | 24 | 10 | 4 | 61% | +4 | +1 | -4 |
| B16. The feedback I receive helps me to improve my performance | 16 | 43 | 34 | 6 | 6 | 59% | +7 | +1 | -3 |
| B17. I think that my performance is evaluated fairly | 23 | 43 | 26 | 4 | 4 | 67% | +13 | +5 | 0 |
| B18. Poor performance is dealt with effectively in my team | 9 | 23 | 47 | 13 | 9 | 31% | +11 | -6 | -9 ✧ |

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 | 30 | 49 | 14 | 7 | 7 | 79% | 0 | -4 | -7 ✧ |
| B20. The people in my team work together to find ways to improve the service we provide | 23 | 55 | 14 | 7 | 7 | 78% | +6 | 0 | -4 |
| B21. The people in my team are encouraged to come up with new and better ways of doing things | 14 | 59 | 17 | 9 | 9 | 73% | +6 | +4 | -2 |

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



Learning and development

:Strength of association with engagement

| Question | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2011 | Difference from CS High Performers |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B22. I am able to access the right learning and development opportunities when I need to | 30 | 52 | 13 | 4 | 4 | 83% | +9 | +28 ◇ | +19 ◇ |
| B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance | 20 | 45 | 28 | 4 | 4 | 65% | +23 ◇ | +21 ◇ | +13 ◇ |
| B24. There are opportunities for me to develop my career in the DMO | 9 | 29 | 35 | 14 | 13 | 38% | +4 | +7 ◇ | -1 |
| B25. Learning and development activities I have completed while working for the DMO are helping me to develop my career | 14 | 46 | 28 | 7 | 4 | 61% | +23 ◇ | +21 ◇ | +16 ◇ |

Inclusion and fair treatment

:Strength of association with engagement

| | | | | | | | | | |
|--|----|----|----|---|---|-----|-------|-------|-------|
| B26. I am treated fairly at work | 29 | 62 | 4 | 4 | 4 | 91% | +13 ◇ | +13 ◇ | +10 ◇ |
| B27. I am treated with respect by the people I work with | 32 | 52 | 13 | 4 | 4 | 84% | +4 | 0 | -2 |
| B28. I feel valued for the work I do | 22 | 49 | 20 | 4 | 4 | 71% | +12 | +12 ◇ | +5 |
| B29. I think that the DMO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc) | 39 | 44 | 14 | 4 | 4 | 83% | -1 | +12 ◇ | +6 ◇ |

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 CS2011
 Difference from CS High Performers

Resources and workload

:Strength of association with engagement

| Question | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2011 | Difference from CS High Performers |
|--|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B30. In my job, I am clear what is expected of me | 20 | 60 | 13 | 7 | 7 | 80% | +12 | -2 | -6 ◇ |
| B31. I get the information I need to do my job well | 16 | 55 | 20 | 6 | 6 | 71% | +12 | +4 | 0 |
| B32. I have clear work objectives | 19 | 54 | 19 | 6 | 6 | 73% | +12 | 0 | -5 |
| B33. I have the skills I need to do my job effectively | 28 | 59 | 12 | | | 87% | +3 | -1 | -4 |
| B34. I have the tools I need to do my job effectively | 16 | 56 | 19 | 9 | 9 | 72% | +2 | +2 | -4 |
| B35. I have an acceptable workload | 14 | 65 | 12 | 9 | 9 | 80% | +14 ◇ | +19 ◇ | +15 ◇ |
| B36. I achieve a good balance between my work life and my private life | 24 | 56 | 9 | 11 | 11 | 80% | +12 | +13 ◇ | +7 ◇ |

Pay and benefits

:Strength of association with engagement

| Question | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2011 | Difference from CS High Performers |
|--|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B37. I feel that my pay adequately reflects my performance | 4 | 28 | 30 | 25 | 13 | 32% | +3 | 0 | -7 ◇ |
| B38. I am satisfied with the total benefits package | 4 | 30 | 28 | 28 | 10 | 35% | +2 | +1 | -6 |
| B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable | 4 | 20 | 28 | 29 | 19 | 25% | +5 | -3 | -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 CS2011 | Difference from CS High Performers |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B40. I feel that the DMO as a whole is managed well | 19 | 50 | 21 | 10 | | 69% | +8 | +28 ◇ | +14 ◇ |
| B41. Senior managers in the DMO are sufficiently visible | 26 | 47 | 14 | 10 | | 73% | +7 | +28 ◇ | +14 ◇ |
| B42. I believe the actions of senior managers are consistent with the DMO's values | 19 | 54 | 22 | 4 | | 72% | +8 | +34 ◇ | +22 ◇ |
| B43. I believe that the Managing Board has a clear vision for the future of the DMO | 12 | 46 | 32 | 9 | | 57% | +14 | +18 ◇ | +7 |
| B44. Overall, I have confidence in the decisions made by the DMO's senior managers | 19 | 57 | 16 | 6 | | 75% | +16 ◇ | +39 ◇ | +28 ◇ |
| B45. I feel that change is managed well in the DMO | 6 | 36 | 35 | 16 | 7 | 42% | +7 | +15 ◇ | +5 |
| B46. When changes are made in the DMO they are usually for the better | 4 | 47 | 40 | 7 | | 51% | +5 | +29 ◇ | +20 ◇ |
| B47. The DMO keeps me informed about matters that affect me | 15 | 57 | 19 | 4 | 4 | 72% | +11 | +17 ◇ | +10 ◇ |
| B48. I have the opportunity to contribute my views before decisions are made that affect me | 9 | 43 | 35 | 9 | 4 | 51% | +2 | +16 ◇ | +8 ◇ |
| B49. I think it is safe to challenge the way things are done in the DMO | 9 | 52 | 23 | 12 | 4 | 61% | +10 | +22 ◇ | +15 ◇ |

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 CS2011 | Difference from CS High Performers |
|---|----------------------------|-------------------|---------------------|----------------------|-------------------------------|-------------------|---------------------------------|------------------------|------------------------------------|
| Engagement | | | | | | | | | |
| B50. I am proud when I tell others I am part of the DMO | 22 | 48 | 26 | | | 70% | -5 | +17 ◇ | +4 |
| B51. I would recommend the DMO as a great place to work | 25 | 42 | 25 | 4 | 4 | 67% | +2 | +24 ◇ | +12 ◇ |
| B52. I feel a strong personal attachment to the DMO | 23 | 41 | 23 | 10 | | 64% | +6 | +19 ◇ | +11 ◇ |
| B53. The DMO inspires me to do the best in my job | 14 | 46 | 26 | 10 | | 61% | +4 | +23 ◇ | +12 ◇ |
| B54. The DMO motivates me to help it achieve its objectives | 9 | 57 | 19 | 10 | 4 | 66% | +8 | +31 ◇ | +21 ◇ |
| Taking action | | | | | | | | | |
| B55. I believe that senior managers in the DMO will take action on the results from this survey | 4 | 49 | 28 | 12 | 7 | 54% | +9 | +15 ◇ | +3 |
| B56. I believe that managers where I work will take action on the results from this survey | 6 | 46 | 28 | 14 | 6 | 52% | +7 | +4 | -4 |
| B57. Where I work, I think effective action has been taken on the results of the last survey | | 28 | 49 | 10 | 10 | 31% | - | +2 | -6 |

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 CS2011 | Difference from CS High Performers |
|--|--|-----|---------------------------------|------------------------|------------------------------------|
| I want to leave the DMO as soon as possible | | 7% | -2 | 0 | -3 |
| I want to leave the DMO within the next 12 months | | 7% | -15 [^] | -4 | -8 |
| I want to stay working for the DMO for at least the next year | | 46% | +9 | +18 [^] | +11 [^] |
| I want to stay working for the DMO for at least the next three years | | 40% | +7 | -14 [^] | -20 [^] |

The Civil Service Code

Differences are based on '% Yes' score

| | % Yes | % No | % Yes | Difference from previous survey | Difference from CS2011 | Difference from CS High Performers |
|--|-------|------|-------|---------------------------------|------------------------|------------------------------------|
| D01. Are you aware of the Civil Service Code? | | 13 | 87% | +14 [^] | +1 | -4 [^] |
| D02. Are you aware of how to raise a concern under the Civil Service Code? | | 40 | 60% | +7 | +1 | -5 |
| D03. Are you confident that if you raised a concern under the Civil Service Code in the DMO it would be investigated properly? | | 17 | 83% | +21 [^] | +19 [^] | +12 [^] |

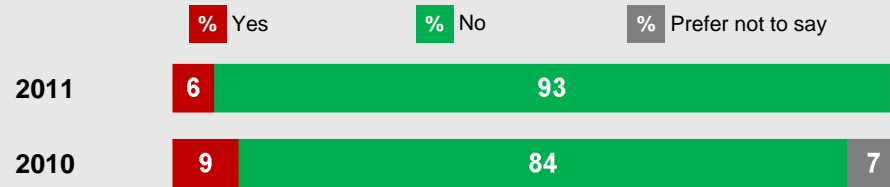
[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

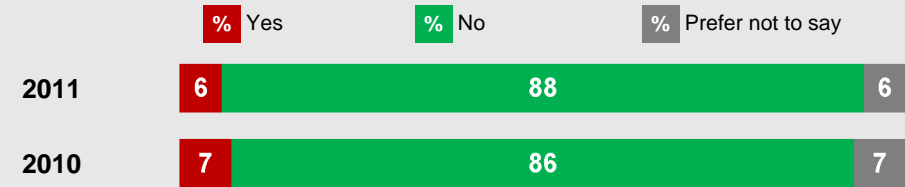
All questions by theme

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 2010 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. |
| CS2011 | The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✦

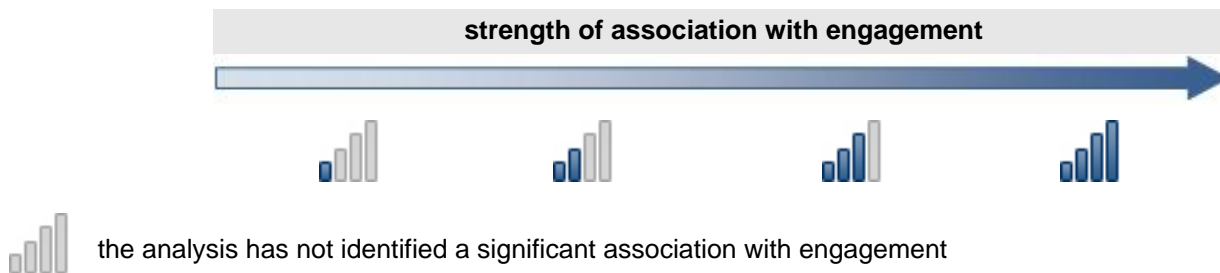
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2011 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.