



Your engagement index

69%

Difference from
previous survey

+2

Difference from CS2013

+11 ✧

Difference from CS
High Performers

+7 ✧

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 CS2013
B50. I am proud when I tell others I am part of the DMO	76%	+7	+21 ✧
B51. I would recommend the DMO as a great place to work	59%	-1	+14 ✧

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

B52. I feel a strong personal attachment to the DMO	74%	-3	+28 ✧
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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	65%	+5	+22 ✧
B54. The DMO motivates me to help it achieve its objectives	59%	+9	+19 ✧

✧ = 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 CS2013	Difference from CS High Performers
Leadership and managing change		51%	-4	+10	+1
My work		80%	-1	+6	+2
My manager		73%	+5	+6	+3
Pay and benefits		23%	-5	-6	-11
Learning and development		56%	+1	+9	+2
Resources and workload		81%	0	+7	+4
Organisational objectives and purpose		98%	+4	+16 ✧	+11
My team		73%	+2	-6	-9
Inclusion and fair treatment		73%	-6	-1	-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 CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change Strength of association with engagement: 			
B42. I believe the actions of senior managers are consistent with the DMO's values	59%	-6	+15 ◇
B44. Overall, I have confidence in the decisions made by the DMO's senior managers	56%	-8	+15 ◇
B43. I believe that the Managing Board has a clear vision for the future of the DMO	56%	+5	+14 ◇
B41. Senior managers in the DMO are sufficiently visible	65%	-6	+14
B40. I feel that the DMO as a whole is managed well	56%	-4	+13
B46. When changes are made in the DMO they are usually for the better	38%	-5	+11
B45. I feel that change is managed well in the DMO	38%	0	+10
B49. I think it is safe to challenge the way things are done in the DMO	47%	+2	+9
B47. The DMO keeps me informed about matters that affect me	62%	-4	+4
B48. I have the opportunity to contribute my views before decisions are made that affect me	38%	-13	+2
My work Strength of association with engagement: 			
B03. My work gives me a sense of personal accomplishment	88%	+5	+13 ◇
B01. I am interested in my work	100%	0	+11
B04. I feel involved in the decisions that affect my work	62%	+2	+8
B02. I am sufficiently challenged by my work	79%	-4	+2
B05. I have a choice in deciding how I do my work	71%	-6	-2
My manager Strength of association with engagement: 			
B12. My manager helps me to understand how I contribute to the DMO's objectives	82%	+19 ◇	+20 ◇
B16. The feedback I receive helps me to improve my performance	76%	+20 ◇	+16 ◇
B17. I think that my performance is evaluated fairly	76%	+12	+14 ◇
B13. Overall, I have confidence in the decisions made by my manager	79%	+3	+8
B09. My manager motivates me to be more effective in my job	70%	+2	+4
B15. I receive regular feedback on my performance	68%	+11	+4
B11. My manager is open to my ideas	82%	-9	+3
B14. My manager recognises when I have done my job well	79%	-4	+2
B10. My manager is considerate of my life outside work	82%	-2	+1
B18. Poor performance is dealt with effectively in my team	34%	-2	-4

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

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My work

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	38	62				100%	0	+11	+8
B02. I am sufficiently challenged by my work	18	62	15			79%	-4	+2	-2
B03. My work gives me a sense of personal accomplishment	24	65	9			88%	+5	+13 ◇	+9
B04. I feel involved in the decisions that affect my work	18	44	26	6	6	62%	+2	+8	+1
B05. I have a choice in deciding how I do my work	18	53	21	6		71%	-6	-2	-6

Organisational objectives and purpose

:Strength of association with engagement

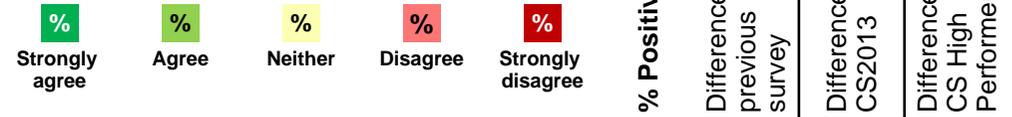
B06. I have a clear understanding of the DMO's purpose	32	68				100%	+4	+15 ◇	+10
B07. I have a clear understanding of the DMO's objectives	35	59	6			94%	+3	+14 ◇	+9
B08. I understand how my work contributes to the DMO's objectives	29	71				100%	+5	+17 ◇	+14

All questions by theme

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

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My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	21	48	18	9		70%	+2	+4	0
B10. My manager is considerate of my life outside work	45	36	6	6	6	82%	-2	+1	-2
B11. My manager is open to my ideas	30	52	9	6		82%	-9	+3	-1
B12. My manager helps me to understand how I contribute to the DMO's objectives	24	59	9	6		82%	+19 ◇	+20 ◇	+16 ◇
B13. Overall, I have confidence in the decisions made by my manager	32	47	15			79%	+3	+8	+3
B14. My manager recognises when I have done my job well	32	47	15			79%	-4	+2	-1
B15. I receive regular feedback on my performance	12	56	24	6		68%	+11	+4	-1
B16. The feedback I receive helps me to improve my performance	9	67	18			76%	+20 ◇	+16 ◇	+11
B17. I think that my performance is evaluated fairly	24	53	15	6		76%	+12	+14 ◇	+10
B18. Poor performance is dealt with effectively in my team	6	28	41	16	9	34%	-2	-4	-8

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	32	44	24			76%	+4	-7	-9
B20. The people in my team work together to find ways to improve the service we provide	18	56	12	12		74%	+1	-7	-9
B21. The people in my team are encouraged to come up with new and better ways of doing things	18	50	26	6		68%	0	-5	-9

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 CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	12	71	9	6	6	82%	+6	+21 ◇	+18 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	61	27	6	6	67%	+8	+19 ◇	+13
B24. There are opportunities for me to develop my career in the DMO	9	18	32	32	9	26%	-6	-12	-21 ◇
B25. Learning and development activities I have completed while working for the DMO are helping me to develop my career	6	42	39	6	6	48%	-6	+7	0

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	32	38	15	12	6	71%	-6	-8	-11
B27. I am treated with respect by the people I work with	29	50	12	6	6	79%	-6	-5	-7
B28. I feel valued for the work I do	15	50	24	9	6	65%	-8	+2	-3
B29. I think that the DMO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	12	65	12	9	6	76%	-5	+4	-1

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 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 CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	15	71	9	6	6	85%	-2	+2	-1
B31. I get the information I need to do my job well	12	65	18	6	6	76%	+2	+7	+3
B32. I have clear work objectives	12	71	12	6	6	82%	+15 ◇	+7	+3
B33. I have the skills I need to do my job effectively	32	62	6	6	6	94%	-2	+6	+4
B34. I have the tools I need to do my job effectively	9	74	12	6	6	82%	-1	+11	+7
B35. I have an acceptable workload	6	65	12	15	6	71%	-11	+11	+5
B36. I achieve a good balance between my work life and my private life	18	59	9	12	6	76%	-3	+9	+4

Pay and benefits

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	6	18	29	29	18	24%	-11	-5	-12
B38. I am satisfied with the total benefits package	6	18	33	30	12	24%	-5	-8	-14
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	15	15	36	27	21%	-1	-4	-11

All questions by theme

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

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Leadership and managing change

: Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that the DMO as a whole is managed well	12	44	24	9	12	56%	-4	+13	-1
B41. Senior managers in the DMO are sufficiently visible	12	53	18	18		65%	-6	+14	+3
B42. I believe the actions of senior managers are consistent with the DMO's values	21	38	21	18		59%	-6	+15 ◇	+4
B43. I believe that the Managing Board has a clear vision for the future of the DMO	12	44	35	9		56%	+5	+14 ◇	+1
B44. Overall, I have confidence in the decisions made by the DMO's senior managers	9	47	35	9		56%	-8	+15 ◇	+5
B45. I feel that change is managed well in the DMO	6	32	26	18	18	38%	0	+10	-1
B46. When changes are made in the DMO they are usually for the better	6	32	41	15	6	38%	-5	+11	+3
B47. The DMO keeps me informed about matters that affect me	6	56	18	21		62%	-4	+4	-3
B48. I have the opportunity to contribute my views before decisions are made that affect me	6	32	38	24		38%	-13	+2	-6
B49. I think it is safe to challenge the way things are done in the DMO	6	41	21	18	15	47%	+2	+9	-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 CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the DMO	32	44	24			76%	+7	+21 ◇	+11
B51. I would recommend the DMO as a great place to work	15	44	26	15		59%	-1	+14 ◇	+3
B52. I feel a strong personal attachment to the DMO	24	50	24			74%	-3	+28 ◇	+21 ◇
B53. The DMO inspires me to do the best in my job	18	47	24	9		65%	+5	+22 ◇	+15 ◇
B54. The DMO motivates me to help it achieve its objectives	12	47	29	9		59%	+9	+19 ◇	+11
Taking action									
B55. I believe that senior managers in the DMO will take action on the results from this survey		29	29	21	21	29%	-11	-14	-23 ◇
B56. I believe that managers where I work will take action on the results from this survey		32	32	21	15	32%	+1	-21 ◇	-26 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	12		44	26	15	15%	-7	-18 ◇	-25 ◇

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 CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	29	53	6	12		82%	-4	-6	-8
B59. I believe I would be supported if I try a new idea, even if it may not work	21	33	36	6		55%	-2	-13	-16 ✧
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	15	50	29	6		65%	-13	0	-5
B61. When I talk about the DMO I say "we" rather than "they"	38	47	6	9		85%	-1	+18 ✧	+9
B62. I have some really good friendships at work	24	59	12			82%	+14	+7	+3

Please note these questions were not asked on paper surveys in 2012.

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

%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

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. This 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?	9	12	67	12	79%	+13	+16 ◇	+12
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	10	58	23	81%	+13	+11	+8
W03. Overall, how happy did you feel yesterday?	13	13	63	13	75%	+12	+15 ◇	+12
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	39	26	10	26	65%	+6	+15	+11

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 CS2013	Difference from CS High Performers
I want to leave the DMO as soon as possible		3%	-1	-5	-7
I want to leave the DMO within the next 12 months		12%	+3	-1	-4
I want to stay working for the DMO for at least the next year		36%	-5	+6	+1
I want to stay working for the DMO for at least the next three years		48%	+3	0	-10

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		12	88%	-6	-1	-5
D02. Are you aware of how to raise a concern under the Civil Service Code?		26	74%	+1	+9	+4
D03. Are you confident that if you raised a concern under the Civil Service Code in the DMO it would be investigated properly?		29	71%	-11	+4	-2

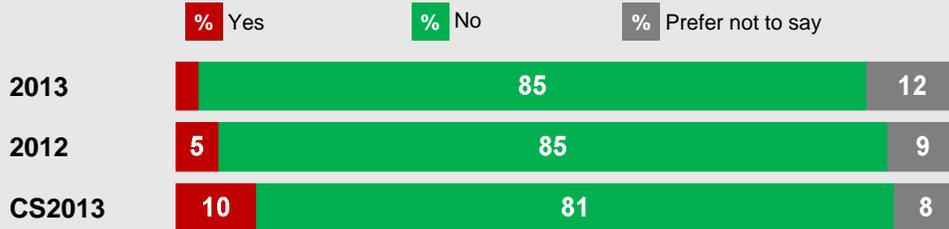
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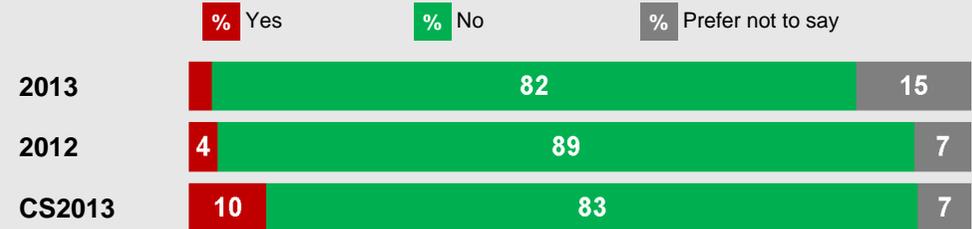
All questions by theme

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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✧

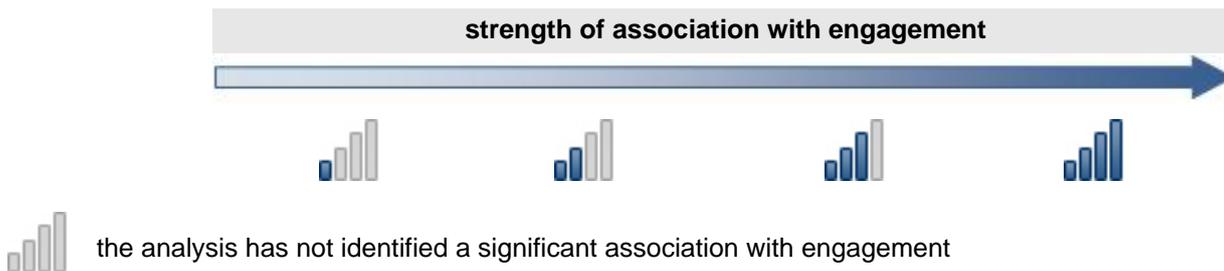
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2013 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.