



Returns : 59

Response rate : 54%

Civil Service People Survey 2015


 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 CS2015	Difference from CS High Performers
Leadership and managing change		55%	-2	+12 ✧	+3
My work		74%	-7	-1	-5
My manager		69%	-3	+1	-2
Pay and benefits		28%	-1	-2	-8 ✧
Learning and development		57%	0	+8	+2
Resources and workload		78%	-5	+6	+2
Organisational objectives and purpose		90%	-4	+8 ✧	+4
My team		82%	+1	+2	-1
Inclusion and fair treatment		74%	-4	-1	-5

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

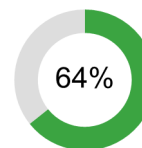


Strength of association with engagement

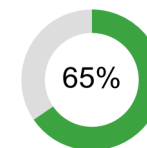


Statistically significant difference from comparison

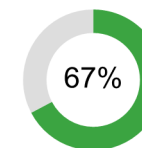
Wellbeing



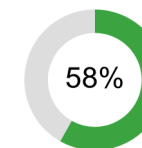
Overall, how satisfied are you with your life nowadays?



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

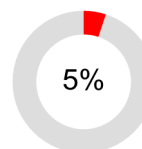


Overall, how happy did you feel yesterday?

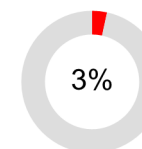


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

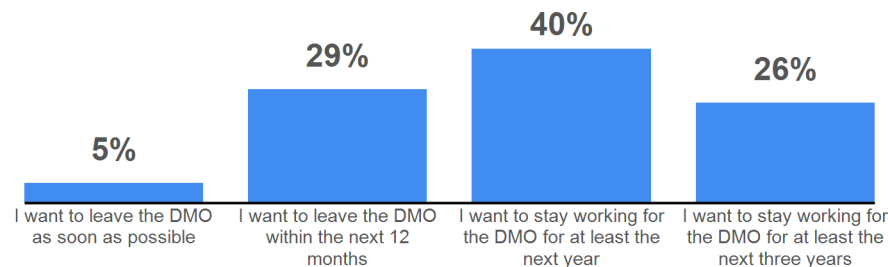


During the past 12 months have you personally experienced discrimination at work?



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

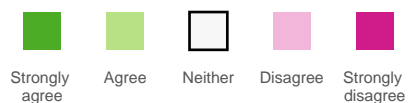
My work

74% -7

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	39	47	10	5	0	86%	-9	-3	-5 ◆
B02 I am sufficiently challenged by my work	29	34	29	5	5	64%	-11 ◆	-15 ◆	-19 ◆
B03 My work gives me a sense of personal accomplishment	28	60	7	5	0	88%	+9 ◆	+12 ◆	+9 ◆
B04 I feel involved in the decisions that affect my work	14	45	22	16	5	59%	-6	+3	-5
B05 I have a choice in deciding how I do my work	21	50	24	5	0	71%	-17 ◆	-3	-8 ◆

Organisational objectives and purpose

90% -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of the DMO's purpose	63	32	5	0	0	95%	-3	+10 ◆	+6 ◆
B07 I have a clear understanding of the DMO's objectives	47	42	8	3	0	90%	-5	+11 ◆	+6
B08 I understand how my work contributes to the DMO's objectives	49	37	10	4	0	86%	-4	+4	0



All questions by theme

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^ indicates a variation in question wording from your previous survey

My manager

69% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	10	51	31	7	7	61%	-9	-7	-11 ◆
B10	My manager is considerate of my life outside work	41	49	7	7	7	90%	+4	+8 ◆	+4
B11	My manager is open to my ideas	24	58	14	5	5	81%	-4	+1	-3
B12	My manager helps me to understand how I contribute to the DMO's objectives	17	54	22	5	5	71%	+3	+8	+3
B13	Overall, I have confidence in the decisions made by my manager	21	52	21	5	5	72%	-6	0	-5
B14	My manager recognises when I have done my job well	34	37	20	7	7	71%	-9	-7 ◆	-10 ◆
B15	I receive regular feedback on my performance	20	46	20	10	10	66%	-5	-1	-4
B16	The feedback I receive helps me to improve my performance	17	44	31	5	5	61%	-5	0	-4
B17	I think that my performance is evaluated fairly	15	54	22	5	5	69%	-6	+7	+2
B18	Poor performance is dealt with effectively in my team	7	36	39	10	8	42%	+5	+3	-1

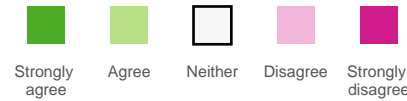
My team

82% +1

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 CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	22	66	7	7	7	88%	+4	+4	+1
B20	The people in my team work together to find ways to improve the service we provide	28	60	7	7	7	88%	+5	+8 ◆	+4
B21	The people in my team are encouraged to come up with new and better ways of doing things	22	47	24	7	7	69%	-6	-5	-9 ◆



All questions by theme

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

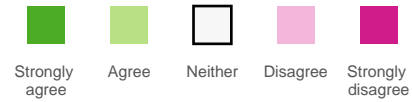
Learning and development

57% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	24	54	20			78%	-5	+15 ◆	+10 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	46	31			63%	+3	+11 ◆	+5
B24	There are opportunities for me to develop my career in the DMO	10	29	20	22	19	39%	-1	-2	-10 ◆
B25	Learning and development activities I have completed while working for the DMO are helping me to develop my career	17	32		39	12	49%	+2	+6	-1

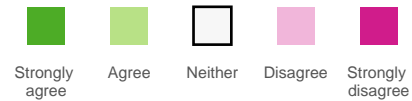
Inclusion and fair treatment

74% -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 CS2015	Difference from CS High Performers
B26	I am treated fairly at work	24	48	22			72%	-9	-6	-9 ◆
B27	I am treated with respect by the people I work with	24	59	15			83%	+2	-2	-4
B28	I feel valued for the work I do	20	47	22	5	5	68%	-2	+4	-1
B29	I think that the DMO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	12	59	21	7		71%	-6	-2	-7



All questions by theme

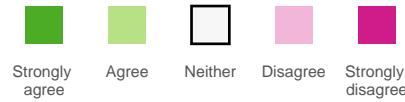
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Resources and workload **78%** -5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	25	59	15			85%	-4	+2	-1
B31 I get the information I need to do my job well	15	56	24			71%	-5	+2	-2
B32 I have clear work objectives	19	51	27			69%	-9	-6	-10 ◆
B33 I have the skills I need to do my job effectively	34	61	5			95%	-1	+7 ◆	+5
B34 I have the tools I need to do my job effectively	15	64	17			80%	-4	+11 ◆	+6
B35 I have an acceptable workload	12	60	16	10		72%	-5	+13 ◆	+8
B36 I achieve a good balance between my work life and my private life	15	61	12	10		76%	-9 ◆	+10 ◆	+5

Pay and benefits **28%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	8	25	25	25	15	34%	+1	+2	-3
B38 I am satisfied with the total benefits package	22	29	29	17		25%	-6	-7	-14 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	19	24	24	29	24%	+1	-1	-8 ◆



All questions by theme

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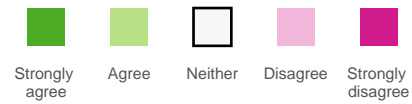
Leadership and managing change

55% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that the DMO as a whole is managed well	8	49	24	15		58%	+1	+12 ◆	+2
B41 Senior managers in the DMO are sufficiently visible	22	56	10	10		78%	+8	+25 ◆	+12 ◆
B42 I believe the actions of senior managers are consistent with the DMO's values	14	53	20	10		66%	0	+21 ◆	+10 ◆
B43 I believe that the Managing Board has a clear vision for the future of the DMO	19	37	36	7		56%	+3	+14 ◆	+2
B44 Overall, I have confidence in the decisions made by the DMO's senior managers	17	46	24	10		63%	+5	+21 ◆	+11 ◆
B45 I feel that change is managed well in the DMO	7	32	36	17	8	39%	-7	+9 ◆	0
B46 When changes are made in the DMO they are usually for the better	5	38	47	10		43%	-9	+16 ◆	+8
B47 The DMO keeps me informed about matters that affect me	7	59	25	8		66%	-6	+10 ◆	+2
B48 I have the opportunity to contribute my views before decisions are made that affect me	7	34	41	14	5	41%	-7	+5	-4
B49 I think it is safe to challenge the way things are done in the DMO	8	31	31	22	8	39%	-12 ◆	-2	-11 ◆



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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of the DMO	19	56			25	75%	+1	+17 ◇	+8
B51 I would recommend the DMO as a great place to work	14	41	31	9	5	55%	-9	+8	-4
B52 I feel a strong personal attachment to the DMO	14	41	34	10		54%	-11 ◇	+7	+1
B53 The DMO inspires me to do the best in my job	8	47	31	10		56%	+1	+12 ◇	+5
B54 The DMO motivates me to help it achieve its objectives	8	49	29	10		58%	+6	+16 ◇	+9 ◇

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers in the DMO will take action on the results from this survey	5	27	25	24	19	32%	-2	-11 ◇	-23 ◇
B56 I believe that managers where I work will take action on the results from this survey	5	31	29	22	14	36%	-11	-20 ◇	-27 ◇
B57 Where I work, I think effective action has been taken on the results of the last survey	20		46	14	19	22%	-4	-11 ◇	-20 ◇



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	26	59	10			84%	-1	-3	-5
B59 I believe I would be supported if I try a new idea, even if it may not work	14	36	32	12	7	49%	-12 ◆	-19 ◆	-23 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	14	56	22		5	69%	+3	+4	0
B61 When I talk about the DMO I say "we" rather than "they"	29	53	10		7	81%	-2	+12 ◆	+3
B62 I have some really good friendships at work	19	58	22			76%	-4	+1	-3

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	12	47	25		14	59%	--	-8	-12 ◆
B64 Senior managers inspire people across the DMO to do their best		42	34	12	8	46%	--	+8	0
B65 My manager leads our team with confidence	10	51	29		8	61%	--	-9 ◆	-15 ◆
B66 Senior managers lead the DMO with confidence	8	44	34	8	5	53%	--	+6	-4
B67 My manager empowers me to do my job effectively	16	55	22		7	71%	--	-1	-5
B68 The DMO's senior managers empower teams to deliver	8	37	36	8	10	46%	--	+6	-3
B69 Senior managers in the DMO actively role model the behaviours set out in the Civil Service Leadership Statement	5	34	49		8	39%	--	+4	-4
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	9	48	40			57%	--	0	-5

Returns : 59

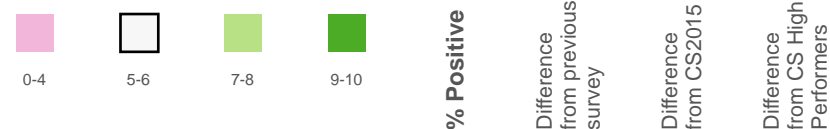
Response rate : 54%

Civil Service People Survey 2015

All questions by theme

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Wellbeing



Unlike the questions B01-B70 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 CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	14	21	54	11	64%	+6	-1	-4
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	27	51	15	65%	-1	-6	-8 ◆
W03 Overall, how happy did you feel yesterday?	13	20	53	15	67%	+2	+5	+2

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	24	35	24	18	58%	+9	+8	+6



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 CS2015	Difference from CS High Performers
I want to leave the DMO as soon as possible	5%	-1	-3	-6
I want to leave the DMO within the next 12 months	29%	+3	+14	+10
I want to stay working for the DMO for at least the next year	40%	+5	+8	+2
I want to stay working for the DMO for at least the next three years	26%	-7	-17 ◇	-25 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	86	14	86%	-6	-4	-8
D02. Are you aware of how to raise a concern under the Civil Service Code?	68	32	68%	-6	+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?	81	19	81%	+10 ◇	+14 ◇	+8 ◇

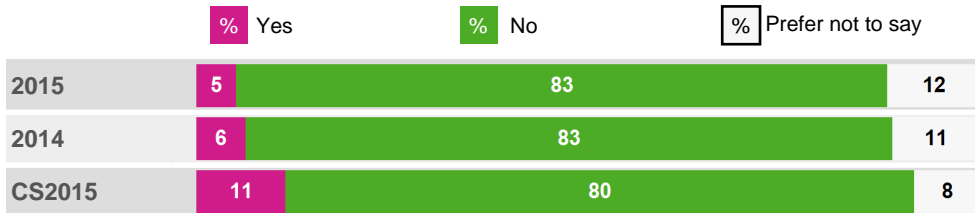


All questions by theme

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Discrimination, harassment and bullying

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



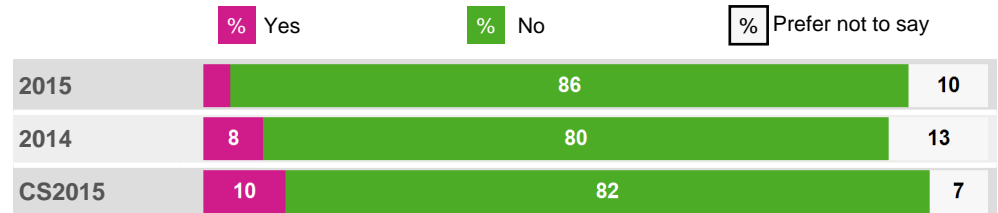
For respondents who selected 'Yes' to question E01.

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	--
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 '--'

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



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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.