

DWP

Returns: 66,069

Response rate: 65%

Your engagement index

44%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
-2	-12 ✧	-18 ✧

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 DWP	27%	-2 ✧	-25 ✧
B51. I would recommend DWP as a great place to work	23%	-3 ✧	-19 ✧

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

B52. I feel a strong personal attachment to DWP	29%	-1 ✧	-16 ✧
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Strive: motivated to do the best for the organisation...

B53. DWP inspires me to do the best in my job	24%	-2 ✧	-14 ✧
B54. DWP motivates me to help it achieve its objectives	23%	-2 ✧	-13 ✧

✧ = 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		22%	-2 ✧	-16 ✧	-25 ✧
My work		57%	-2 ✧	-14 ✧	-19 ✧
My line manager		60%	-2 ✧	-4 ✧	-7 ✧
Pay and benefits		21%	-2 ✧	-10 ✧	-18 ✧
Learning and development		32%	-4 ✧	-10 ✧	-18 ✧
Resources and workload		66%	-4 ✧	-7 ✧	-10 ✧
Organisational objectives and purpose		72%	-2 ✧	-9 ✧	-14 ✧
My team		72%	-2 ✧	-5 ✧	-8 ✧
Inclusion and fair treatment		65%	-3 ✧	-8 ✧	-12 ✧


✧ = 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: 			
B45. I feel that change is managed well in DWP	19%	-3 ✧	-8 ✧
B46. When changes are made in DWP they are usually for the better	14%	-1 ✧	-8 ✧
B49. I think it is safe to challenge the way things are done in DWP	27%	-1 ✧	-12 ✧
B47. DWP keeps me informed about matters that affect me	39%	-2 ✧	-16 ✧
B40. I feel that DWP as a whole is managed well	23%	-2 ✧	-18 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	18%	-2 ✧	-18 ✧
B42. I believe the actions of senior managers (Senior Civil Service, Grade 5 and above) are consistent with DWP's values^	21%	-2 ✧	-18 ✧
B43. I believe that DWP's Departmental Level Executive Team has a clear vision for the future of DWP^	20%	0	-19 ✧
B44. Overall, I have confidence in the decisions made by DWP's senior managers (Senior Civil Service, Grade 5 and above)^	16%	-1 ✧	-20 ✧
B41. Senior managers (Senior Civil Service, Grade 5 and above) in DWP are sufficiently visible^	21%	-4 ✧	-24 ✧

	% Positive	Diff. from previous survey	Difference from CS2011
My work Strength of association with engagement: 			
B02. I am sufficiently challenged by my work	67%	-1 ✧	-8 ✧
B01. I am interested in my work	78%	-2 ✧	-10 ✧
B03. My work gives me a sense of personal accomplishment	61%	-3 ✧	-12 ✧
B04. I feel involved in the decisions that affect my work	34%	-2 ✧	-15 ✧
B05. I have a choice in deciding how I do my work	46%	-2 ✧	-25 ✧

	% Positive	Diff. from previous survey	Difference from CS2011
My line manager Strength of association with engagement: 			
B15. I receive regular feedback on my performance	70%	-3 ✧	+10 ✧
B16. The feedback I receive helps me to improve my performance	56%	-2 ✧	-1 ✧
B18. Poor performance is dealt with effectively in my team	35%	-2 ✧	-2 ✧
B12. My manager helps me to understand how I contribute to DWP's objectives	56%	-2 ✧	-2 ✧
B14. My manager recognises when I have done my job well	73%	-2 ✧	-3 ✧
B09. My manager motivates me to be more effective in my job	59%	-2 ✧	-4 ✧
B17. I think that my performance is evaluated fairly	55%	-4 ✧	-7 ✧
B10. My manager is considerate of my life outside work	70%	-2 ✧	-9 ✧
B13. Overall, I have confidence in the decisions made by my manager	60%	-2 ✧	-11 ✧
B11. My manager is open to my ideas	67%	-3 ✧	-12 ✧

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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B01. I am interested in my work	27	52	12	6	6	78%	-2 ◇	-10 ◇	-13 ◇
B02. I am sufficiently challenged by my work	22	45	15	13	6	67%	-1 ◇	-8 ◇	-12 ◇
B03. My work gives me a sense of personal accomplishment	16	45	18	14	7	61%	-3 ◇	-12 ◇	-17 ◇
B04. I feel involved in the decisions that affect my work	7	27	21	27	18	34%	-2 ◇	-15 ◇	-26 ◇
B05. I have a choice in deciding how I do my work	10	37	19	21	14	46%	-2 ◇	-25 ◇	-31 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of DWP's purpose	15	58	16	7	7	73%	-2 ◇	-10 ◇	-16 ◇
B07. I have a clear understanding of DWP's objectives	14	57	18	8	7	71%	-2 ◇	-8 ◇	-14 ◇
B08. I understand how my work contributes to DWP's objectives	15	58	17	7	7	73%	-2 ◇	-8 ◇	-13 ◇

All questions by theme

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

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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	15	44	21	13	7	59%	-2 ◇	-4 ◇	-8 ◇
B10. My manager is considerate of my life outside work	24	46	17	8	6	70%	-2 ◇	-9 ◇	-13 ◇
B11. My manager is open to my ideas	19	48	19	9	5	67%	-3 ◇	-12 ◇	-14 ◇
B12. My manager helps me to understand how I contribute to DWP's objectives	12	44	28	11	5	56%	-2 ◇	-2 ◇	-8 ◇
B13. Overall, I have confidence in the decisions made by my manager	17	44	21	11	7	60%	-2 ◇	-11 ◇	-14 ◇
B14. My manager recognises when I have done my job well	22	51	15	8	4	73%	-2 ◇	-3 ◇	-6 ◇
B15. I receive regular feedback on my performance	19	51	15	11	5	70%	-3 ◇	+10 ◇	+4 ◇
B16. The feedback I receive helps me to improve my performance	15	42	26	12	5	56%	-2 ◇	-1 ◇	-5 ◇
B17. I think that my performance is evaluated fairly	12	42	23	15	8	55%	-4 ◇	-7 ◇	-12 ◇
B18. Poor performance is dealt with effectively in my team	7	28	33	19	13	35%	-2 ◇	-2 ◇	-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	27	52	11	6		80%	-2 ◇	-3 ◇	-6 ◇
B20. The people in my team work together to find ways to improve the service we provide	24	50	16	7		74%	-2 ◇	-4 ◇	-8 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	18	44	21	11	5	63%	-2 ◇	-6 ◇	-12 ◇

All questions by theme

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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	6	43	26	18	7	49%	-2 ◇	-5 ◇	-14 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	5	32	34	20	8	38%	-4 ◇	-7 ◇	-14 ◇
B24. There are opportunities for me to develop my career in DWP	14	24	31	28		17%	-5 ◇	-14 ◇	-22 ◇
B25. Learning and development activities I have completed while working for DWP are helping me to develop my career	4	21	31	26	18	25%	-3 ◇	-15 ◇	-20 ◇

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	14	56	16	9	5	70%	-3 ◇	-8 ◇	-11 ◇
B27. I am treated with respect by the people I work with	18	62	13	5		81%	-2 ◇	-3 ◇	-6 ◇
B28. I feel valued for the work I do	10	39	23	18	10	49%	-3 ◇	-11 ◇	-17 ◇
B29. I think that DWP respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	13	49	23	9	6	62%	-5 ◇	-8 ◇	-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
Resources and workload									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	16	65	11	6	81%	-2 ✧	-1 ✧	-5 ✧	
B31. I get the information I need to do my job well	8	48	22	16	56%	-4 ✧	-11 ✧	-15 ✧	
B32. I have clear work objectives	11	59	17	9	70%	-4 ✧	-3 ✧	-8 ✧	
B33. I have the skills I need to do my job effectively	18	61	13	6	79%	-3 ✧	-9 ✧	-12 ✧	
B34. I have the tools I need to do my job effectively	9	50	19	15	59%	-4 ✧	-11 ✧	-16 ✧	
B35. I have an acceptable workload	6	47	19	18	53%	-4 ✧	-7 ✧	-12 ✧	
B36. I achieve a good balance between my work life and my private life	11	50	19	13	61%	-5 ✧	-7 ✧	-13 ✧	
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	19	17	34	28	21%	-2 ✧	-11 ✧	-18 ✧	
B38. I am satisfied with the total benefits package	21	23	31	23	23%	-3 ✧	-11 ✧	-18 ✧	
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	18	33	29	20%	-1 ✧	-7 ✧	-15 ✧	

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2011
 Difference from CS High Performers

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 DWP as a whole is managed well	21	29	29	19	23%	-2 ✦	-18 ✦	-32 ✦	
B41. Senior managers (Senior Civil Service, Grade 5 and above) in DWP are sufficiently visible [^]	19	23	31	24	21%	-4 ✦	-24 ✦	-38 ✦	
B42. I believe the actions of senior managers (Senior Civil Service, Grade 5 and above) are consistent with DWP's values [^]	19	43	20	17	21%	-2 ✦	-18 ✦	-29 ✦	
B43. I believe that DWP's Departmental Level Executive Team has a clear vision for the future of DWP [^]	18	44	19	17	20%	0	-19 ✦	-30 ✦	
B44. Overall, I have confidence in the decisions made by DWP's senior managers (Senior Civil Service, Grade 5 and above) [^]	14	34	27	23	16%	-1 ✦	-20 ✦	-32 ✦	
B45. I feel that change is managed well in DWP	17	24	36	21	19%	-3 ✦	-8 ✦	-18 ✦	
B46. When changes are made in DWP they are usually for the better	13	31	35	20	14%	-1 ✦	-8 ✦	-17 ✦	
B47. DWP keeps me informed about matters that affect me	37	28	21	12	39%	-2 ✦	-16 ✦	-23 ✦	
B48. I have the opportunity to contribute my views before decisions are made that affect me	16	22	35	25	18%	-2 ✦	-18 ✦	-26 ✦	
B49. I think it is safe to challenge the way things are done in DWP	24	29	26	18	27%	-1 ✦	-12 ✦	-19 ✦	

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 DWP	4	23	37	23	13	27%	-2 ◇	-25 ◇	-38 ◇
B51. I would recommend DWP as a great place to work		20	34	26	16	23%	-3 ◇	-19 ◇	-32 ◇
B52. I feel a strong personal attachment to DWP	5	24	33	23	15	29%	-1 ◇	-16 ◇	-24 ◇
B53. DWP inspires me to do the best in my job	4	20	37	24	14	24%	-2 ◇	-14 ◇	-25 ◇
B54. DWP motivates me to help it achieve its objectives		19	37	25	15	23%	-2 ◇	-13 ◇	-23 ◇
Taking action									
B55. I believe that senior managers (Senior Civil Service, Grade 5 and above) in DWP will take action on the results from this survey [^]		20	28	27	24	22%	-3 ◇	-17 ◇	-28 ◇
B56. I believe that managers where I work will take action on the results from this survey	6	32	25	19	17	38%	-2 ◇	-10 ◇	-18 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	5	22	34	21	18	26%	-	-3 ◇	-11 ◇

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for DWP?

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave DWP as soon as possible		12%	+2 ^	+5 ^	+2 ^
I want to leave DWP within the next 12 months		9%	0	-2 ^	-5 ^
I want to stay working for DWP for at least the next year		16%	0 ^	-12 ^	-19 ^
I want to stay working for DWP for at least the next three years		63%	-1 ^	+9 ^	+2 ^

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?		77	23	77%	+3 ^	-8 ^	-14 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		56	44	56%	+5 ^	-3 ^	-9 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in DWP it would be investigated properly?		53	47	53%	-1 ^	-11 ^	-18 ^

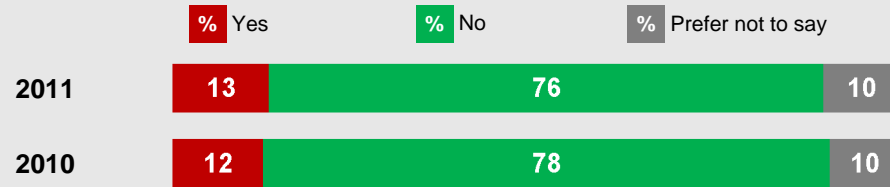
^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

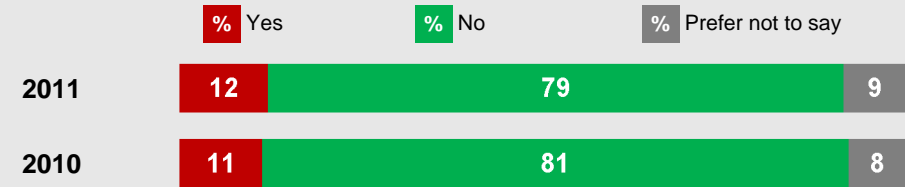
All questions by theme

Discrimination, harassment and bullying

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

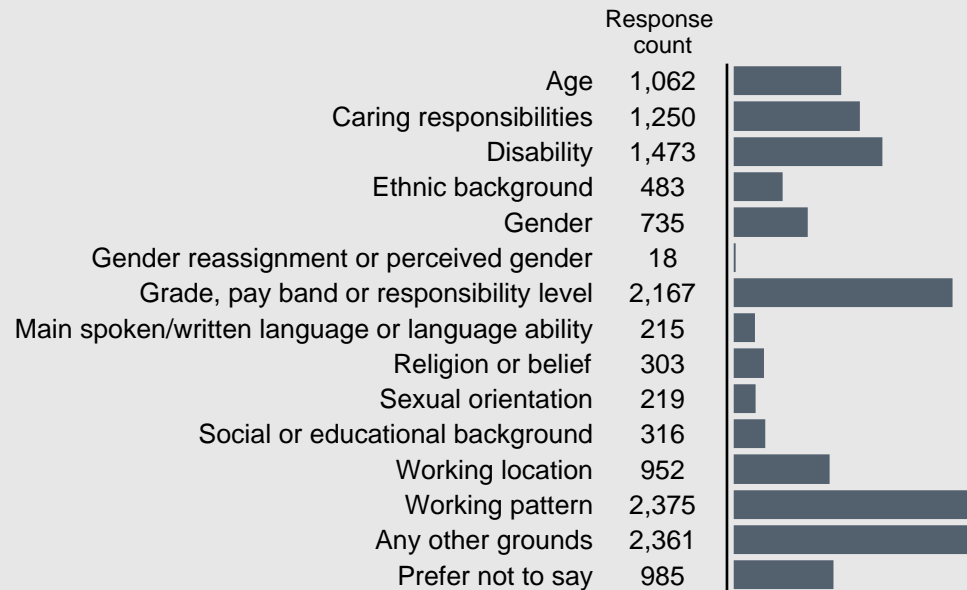


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



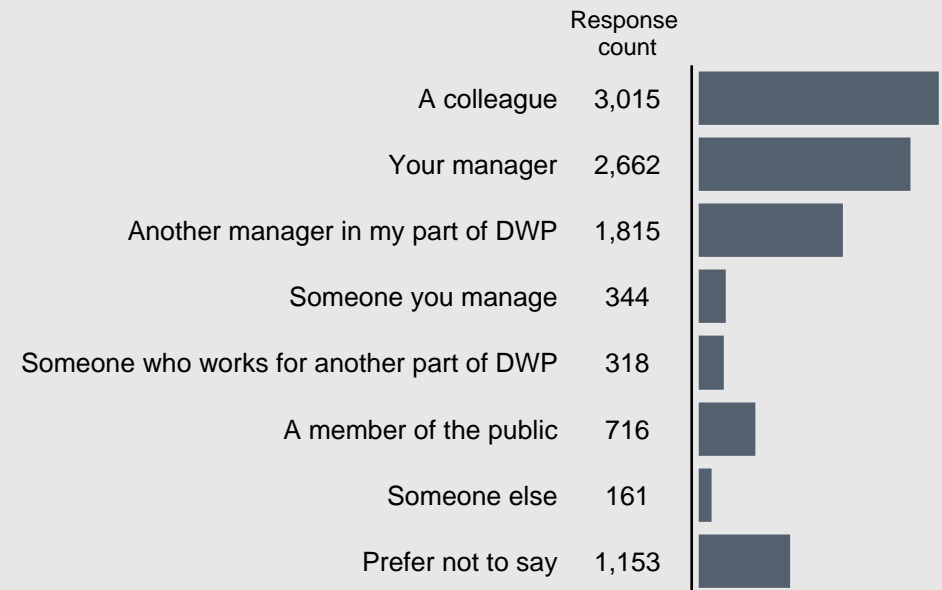
For respondents who selected 'Yes' to question E01.

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



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)

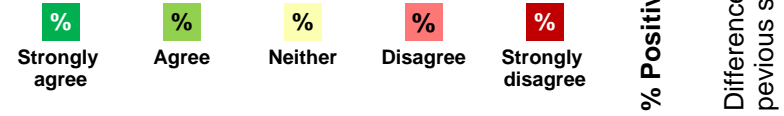


All questions by theme

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^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



DWP questions

Question	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey
F01. I understand how the values relate to my job	7	54	29	8		60%	-3 ◇
F02. I am given a real opportunity to improve my skills in this organisation	4	27	32	26	11	30%	-5 ◇
F03. The information technology (IT) I have access to provides effective support for the job I do		34	21	26	16	37%	-7 ◇
F04. We act on the feedback we receive from customers	6	41	33	15	6	46%	-3 ◇
F05. My part of DWP (e.g. JCP, PDCS, Shared Services, WWG, EG, etc) is committed to delivering a quality customer service	14	51	18	10	7	65%	-5 ◇
F06. I believe strongly in the purpose and objectives of DWP	8	40	39	9	5	47%	-1 ◇
F07. I am proud to work for DWP	6	26	39	17	11	32%	-4 ◇
F08. I am proud to work for my part of DWP (e.g. JCP, PDCS, Shared Services, WWG, EG etc)	9	32	35	14	10	40%	-5 ◇

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: ✦

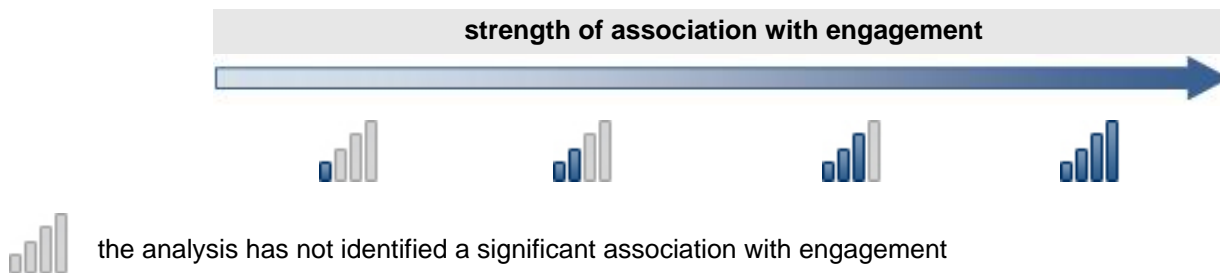
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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