

# DfT(C) (excluding the agencies)

Returns: 1,509

Response rate: 88%

## Your engagement index

# 53%

Difference from previous survey	Difference from CS2012	Difference from CS High Performers
0	-5 ✧	-10 ✧

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 DfT	42%	-1	-12 ✧
B51. I would recommend DfT as a great place to work	39%	+3 ✧	-7 ✧

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

B52. I feel a strong personal attachment to DfT	36%	0	-8 ✧
---	-----	---	------

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

B53. DfT inspires me to do the best in my job	33%	+1	-8 ✧
B54. DfT motivates me to help it achieve its objectives	32%	0	-6 ✧

✧ 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		41%	-2 ✧	0	-9 ✧
My work		76%	+2 ✧	+3 ✧	0
My line manager		67%	0	+1	-2 ✧
Pay and benefits		35%	+3 ✧	+5 ✧	-1
Resources and workload		72%	+3 ✧	-1 ✧	-4 ✧
Learning and development		49%	+6 ✧	+5 ✧	-3 ✧
Organisational objectives and purpose		78%	+1 ✧	-4 ✧	-10 ✧
My team		81%	+1	+4 ✧	+1
Inclusion and fair treatment		77%	-1	+2 ✧	-1


✧ = 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
<b>Leadership and managing change</b>	Strength of association with engagement: 		
B41. Senior managers in DfT are sufficiently visible	59%	0	+11 ◇
B47. DfT keeps me informed about matters that affect me	63%	-1 ◇	+7 ◇
B42. I believe the actions of senior managers are consistent with DfT's values	47%	+1	+5 ◇
B49. I think it is safe to challenge the way things are done in DfT	43%	-3 ◇	+2 ◇
B44. Overall, I have confidence in the decisions made by DfT's senior managers	39%	-3 ◇	0
B40. I feel that DfT as a whole is managed well	43%	-3 ◇	0
B48. I have the opportunity to contribute my views before decisions are made that affect me	35%	-5 ◇	-1 ◇
B45. I feel that change is managed well in DfT	27%	-4 ◇	-2 ◇
B43. I believe that the board has a clear vision for the future of DfT	35%	0	-4 ◇
B46. When changes are made in DfT they are usually for the better	19%	-2 ◇	-6 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
<b>My work</b>	Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	61%	-1	+8 ◇
B05. I have a choice in deciding how I do my work	79%	+2 ◇	+7 ◇
B02. I am sufficiently challenged by my work	80%	+2 ◇	+3 ◇
B03. My work gives me a sense of personal accomplishment	74%	+3 ◇	+2 ◇
B01. I am interested in my work	89%	+3 ◇	-1 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
<b>My line manager</b>	Strength of association with engagement: 		
B18. Poor performance is dealt with effectively in my team	42%	+4 ◇	+5 ◇
B11. My manager is open to my ideas	82%	-1 ◇	+3 ◇
B10. My manager is considerate of my life outside work	84%	+1	+3 ◇
B13. Overall, I have confidence in the decisions made by my manager	74%	-2 ◇	+2 ◇
B14. My manager recognises when I have done my job well	79%	-1 ◇	+2 ◇
B09. My manager motivates me to be more effective in my job	67%	+1	+1 ◇
B17. I think that my performance is evaluated fairly	63%	-2 ◇	+1
B12. My manager helps me to understand how I contribute to DfT's objectives	60%	+2 ◇	-1 ◇
B16. The feedback I receive helps me to improve my performance	57%	-1	-3 ◇
B15. I receive regular feedback on my performance	59%	-1	-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

◇ indicates statistically significant difference from comparison



## My work

: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
B01. I am interested in my work	43	45	7			89%	+3 ◇	-1 ◇	-3 ◇
B02. I am sufficiently challenged by my work	36	44	11	8		80%	+2 ◇	+3 ◇	-1
B03. My work gives me a sense of personal accomplishment	26	49	15	8		74%	+3 ◇	+2 ◇	-3 ◇
B04. I feel involved in the decisions that affect my work	17	44	20	15	5	61%	-1	+8 ◇	+1 ◇
B05. I have a choice in deciding how I do my work	26	53	14	5		79%	+2 ◇	+7 ◇	+1 ◇

## Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of DfT's purpose	21	59	14	4		80%	+2 ◇	-4 ◇	-10 ◇
B07. I have a clear understanding of DfT's objectives	18	56	18	6		74%	0	-5 ◇	-11 ◇
B08. I understand how my work contributes to DfT's objectives	24	55	14	5		79%	+3 ◇	-2 ◇	-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



## 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	21	46	19	10	4	67%	+1	+1 ◇	-2 ◇
B10. My manager is considerate of my life outside work	39	45	12	4		84%	+1	+3 ◇	0
B11. My manager is open to my ideas	34	48	12	4		82%	-1 ◇	+3 ◇	0
B12. My manager helps me to understand how I contribute to DfT's objectives	16	44	29	9		60%	+2 ◇	-1 ◇	-6 ◇
B13. Overall, I have confidence in the decisions made by my manager	28	46	16	7		74%	-2 ◇	+2 ◇	-2 ◇
B14. My manager recognises when I have done my job well	29	50	14	4		79%	-1 ◇	+2 ◇	-1
B15. I receive regular feedback on my performance	15	43	24	13	4	59%	-1	-4 ◇	-9 ◇
B16. The feedback I receive helps me to improve my performance	15	41	31	9		57%	-1	-3 ◇	-6 ◇
B17. I think that my performance is evaluated fairly	15	48	24	8	5	63%	-2 ◇	+1	-4 ◇
B18. Poor performance is dealt with effectively in my team	8	34	42	10	6	42%	+4 ◇	+5 ◇	0

## 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	38	48	10			86%	+2 ◇	+3 ◇	0
B20. The people in my team work together to find ways to improve the service we provide	31	50	14	4		81%	0	+2 ◇	0
B21. The people in my team are encouraged to come up with new and better ways of doing things	28	49	16	5		77%	+2 ◇	+7 ◇	+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 CS2012	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	11	49	25	11	4	60%	+9 ◇	+2 ◇	-4 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	42	35	11	3	51%	+8 ◇	+5 ◇	-1 ◇
B24. There are opportunities for me to develop my career in DfT	7	33	28	19	12	41%	+7 ◇	+5 ◇	-2 ◇
B25. Learning and development activities I have completed while working for DfT are helping me to develop my career	9	37	36	12	6	45%	+2 ◇	+6 ◇	-1

## Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	24	57	12	5	0	81%	0	+2 ◇	-1
B27. I am treated with respect by the people I work with	30	55	10	5	0	85%	-2 ◇	+1 ◇	-1 ◇
B28. I feel valued for the work I do	18	47	20	10	5	65%	-1	+3 ◇	-2 ◇
B29. I think that DfT respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	54	18	4	2	75%	0	+4 ◇	-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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	21	62	11	5	83%	+1 ◇	-1	-4 ◇	
B31. I get the information I need to do my job well	14	59	17	8	73%	+4 ◇	+5 ◇	0	
B32. I have clear work objectives	17	54	18	8	71%	-2 ◇	-4 ◇	-8 ◇	
B33. I have the skills I need to do my job effectively	24	64	9	1	88%	+4 ◇	0	-3 ◇	
B34. I have the tools I need to do my job effectively	13	55	19	10	68%	0	-3 ◇	-7 ◇	
B35. I have an acceptable workload	8	52	20	14	60%	+7 ◇	0	-6 ◇	
B36. I achieve a good balance between my work life and my private life	14	50	20	12	64%	+3 ◇	-3 ◇	-9 ◇	

## Pay and benefits

 :Strength of association with engagement

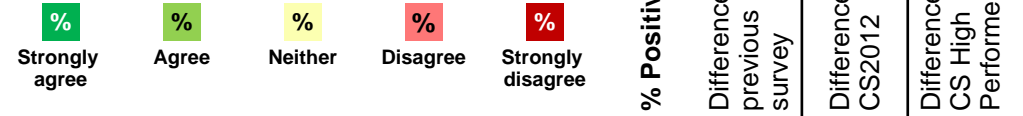
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	4	34	23	25	14	39%	+2 ◇	+8 ◇	+2 ◇
B38. I am satisfied with the total benefits package	4	31	27	24	14	35%	+4 ◇	+2 ◇	-4 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	26	26	26	17	30%	+2 ◇	+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



## 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 DfT as a whole is managed well	4	38	29	20	9	43%	-3 ◇	0	-14 ◇
B41. Senior managers in DfT are sufficiently visible	9	50	22	13	6	59%	0	+11 ◇	-1 ◇
B42. I believe the actions of senior managers are consistent with DfT's values	6	41	36	10	7	47%	+1	+5 ◇	-7 ◇
B43. I believe that the board has a clear vision for the future of DfT	5	31	44	13	7	35%	0	-4 ◇	-16 ◇
B44. Overall, I have confidence in the decisions made by DfT's senior managers	5	34	35	17	8	39%	-3 ◇	0	-12 ◇
B45. I feel that change is managed well in DfT		24	35	26	13	27%	-4 ◇	-2 ◇	-12 ◇
B46. When changes are made in DfT they are usually for the better		16	41	28	12	19%	-2 ◇	-6 ◇	-17 ◇
B47. DfT keeps me informed about matters that affect me	8	55	24	10	4	63%	-1 ◇	+7 ◇	-1
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	31	34	22	10	35%	-5 ◇	-1 ◇	-8 ◇
B49. I think it is safe to challenge the way things are done in DfT	6	36	33	16	8	43%	-3 ◇	+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

◇ indicates statistically significant difference from comparison

	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of DfT	8	33	36	16	7	42%	-1	-12 ◇	-22 ◇
B51. I would recommend DfT as a great place to work	7	32	37	15	8	39%	+3 ◇	-7 ◇	-18 ◇
B52. I feel a strong personal attachment to DfT	8	29	37	19	8	36%	0	-8 ◇	-16 ◇
B53. DfT inspires me to do the best in my job	6	27	43	17	7	33%	+1	-8 ◇	-17 ◇
B54. DfT motivates me to help it achieve its objectives	5	27	42	17	8	32%	0	-6 ◇	-15 ◇
<b>Taking action</b>									
B55. I believe that senior managers in DfT will take action on the results from this survey	8	39	29	16	8	47%	+2 ◇	+4 ◇	-6 ◇
B56. I believe that managers where I work will take action on the results from this survey	15	46	23	10	6	61%	+2 ◇	+9 ◇	+2 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	8	32	39	15	7	40%	+8 ◇	+8 ◇	0



# All questions by theme

## Your plans for the future

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

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave DfT as soon as possible		7%	+1	-1 ✧	-3 ✧
I want to leave DfT within the next 12 months		14%	0	+2 ✧	-3 ✧
I want to stay working for DfT for at least the next year		36%	+1	+8 ✧	+2 ✧
I want to stay working for DfT for at least the next three years		43%	-3	-9 ✧	-17 ✧

## 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?		4	96%	+1 ✧	+8 ✧	+2 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		35	65%	+5 ✧	+3 ✧	-4 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in DfT it would be investigated properly?		29	71%	0	+4 ✧	-1

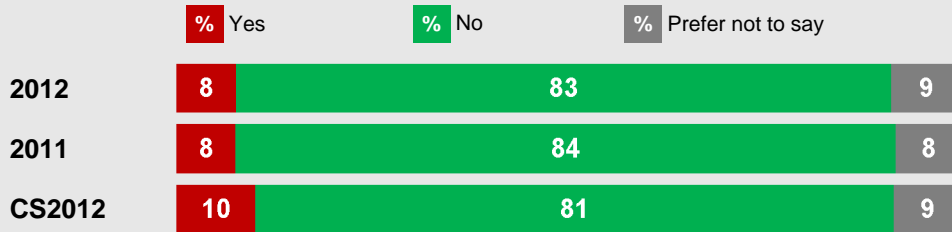
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

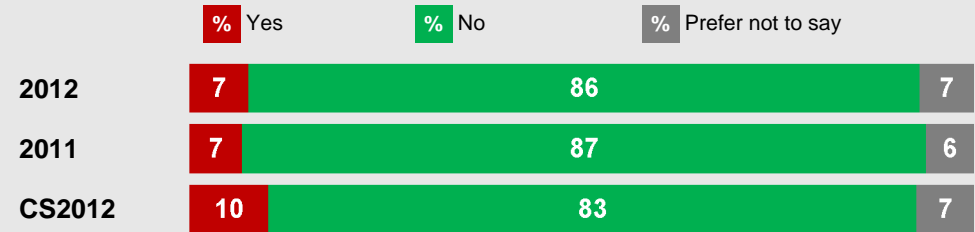
# All questions by theme

## Discrimination, harassment and bullying

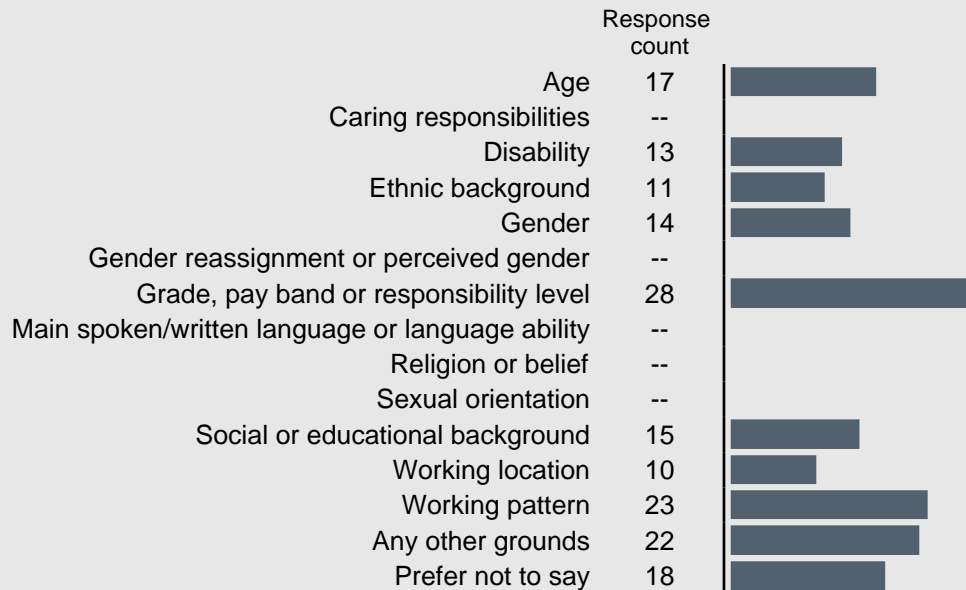
E01. During the past 12 months, have you personally experienced discrimination at work?



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

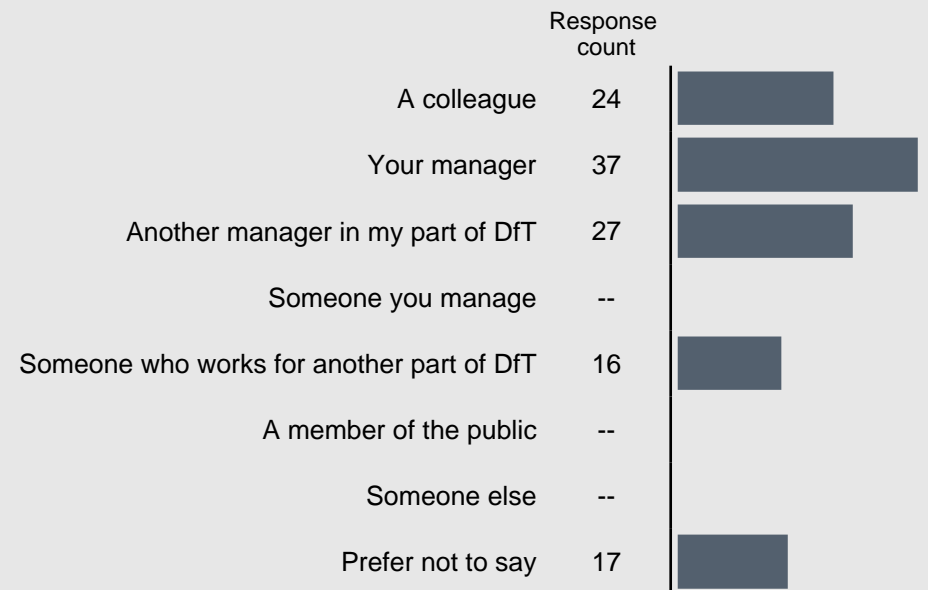


For respondents who selected 'Yes' to question E01.  
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



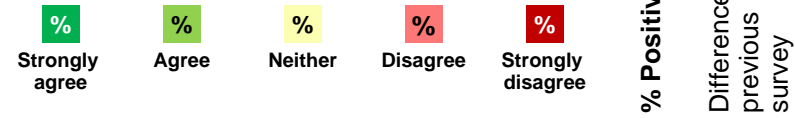
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

# 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



## DfT(C) (excluding the agencies) questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I regularly use internal media to find news or work related information: Bulletin	29	58	8	4		87%	+5 ◇
F02. I regularly use internal media to find news or work related information: Transnet	28	58	9	4		86%	+1
F03. I regularly use internal media to find news or work related information: a2c	9	33	23	26	9	42%	+2 ◇
F04. I regularly use internal media to find news or work related information: electronic news screens	10	41	23	19	8	50%	0
F05. Have you taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	Yes: 45%		No: 55%			45%	+1
F06. Have you taken any special leave from your job in the past 12 months to take part in volunteering activity or giving of unpaid help?	Yes: 10%		No: 90%			10%	+1 ◇
F07. I am aware that Civil Service Learning is the first place to go for learning and development opportunities that are open to all civil servants	Yes: 76%		No: 24%			76%	-
F08. I review my learning and development needs with my manager on a regular basis	9	44	26	16	5	53%	-
F09. My manager encourages me to make time for learning and development	14	46	27	10		60%	-

# Appendix

## Glossary of key terms

<b>% positive</b>	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
<b>Previous survey</b>	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.
<b>CS2012</b>	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 Civil Service People Survey.
<b>CS High Performers</b>	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: ✦

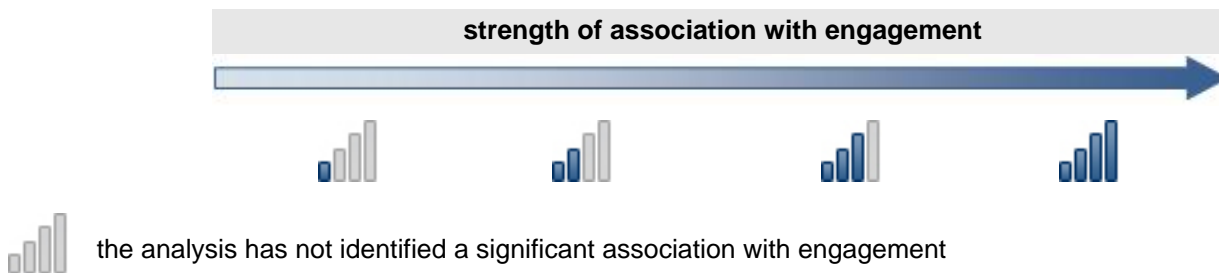
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.