

Department for Transport Corporate Report (including the agencies)

Returns: 11,871

Response rate: 69%

Your engagement index

53%

Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0	-4 ✧	-9 ✧

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 [my organisation]	48%	0	-8 ✧
B51. I would recommend [my organisation] as a great place to work	41%	-1 ✧	-4 ✧

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

B52. I feel a strong personal attachment to [my organisation]	40%	-1 ✧	-6 ✧
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Strive: motivated to do the best for the organisation...

B53. [My organisation] inspires me to do the best in my job	35%	+1 ✧	-8 ✧
B54. [My organisation] motivates me to help it achieve its objectives	32%	0	-7 ✧

✧ = 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		33%	0	-9 ✧	-18 ✧
My work		66%	+1 ✧	-7 ✧	-12 ✧
My manager		66%	+1	-1 ✧	-4 ✧
Resources and workload		72%	0	-2 ✧	-5 ✧
Pay and benefits		25%	-4 ✧	-5 ✧	-10 ✧
Learning and development		42%	+2 ✧	-5 ✧	-12 ✧
Organisational objectives and purpose		76%	+1 ✧	-6 ✧	-11 ✧
My team		75%	+2 ✧	-4 ✧	-6 ✧
Inclusion and fair treatment		69%	0	-5 ✧	-8 ✧




✧ = 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: 	
B45. I feel that change is managed well in [my organisation]	25%	-1 ◇	-4 ◇
B49. I think it is safe to challenge the way things are done in [my organisation]	33%	0	-6 ◇
B46. When changes are made in [my organisation] they are usually for the better	21%	0	-6 ◇
B40. I feel that [my organisation] as a whole is managed well	35%	-1 ◇	-8 ◇
B42. I believe the actions of [senior managers] are consistent with [my organisation's] values	35%	+1	-9 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	27%	+1 ◇	-9 ◇
B43. I believe that [the executive team has] a clear vision for the future of [my organisation]	33%	-1 ◇	-9 ◇
B41. [Senior managers] in [my organisation] are sufficiently visible	41%	+1 ◇	-10 ◇
B47. [My organisation] keeps me informed about matters that affect me	48%	+1	-10 ◇
B44. Overall, I have confidence in the decisions made by [my organisation's senior managers]	29%	0	-12 ◇
My work		Strength of association with engagement: 	
B01. I am interested in my work	86%	0	-3 ◇
B03. My work gives me a sense of personal accomplishment	70%	+1 ◇	-5 ◇
B02. I am sufficiently challenged by my work	73%	+2 ◇	-5 ◇
B04. I feel involved in the decisions that affect my work	45%	+1 ◇	-9 ◇
B05. I have a choice in deciding how I do my work	57%	0	-15 ◇
My manager		Strength of association with engagement: 	
B18. Poor performance is dealt with effectively in my team	43%	+1 ◇	+5 ◇
B15. I receive regular feedback on my performance	66%	0	+2 ◇
B16. The feedback I receive helps me to improve my performance	60%	0	0
B12. My manager helps me to understand how I contribute to [my organisation's] objectives	62%	+3 ◇	0
B09. My manager motivates me to be more effective in my job	65%	+1 ◇	0 ◇
B14. My manager recognises when I have done my job well	77%	+1 ◇	-1 ◇
B13. Overall, I have confidence in the decisions made by my manager	69%	+1 ◇	-2 ◇
B10. My manager is considerate of my life outside work	78%	0	-2 ◇
B17. I think that my performance is evaluated fairly	60%	-1 ◇	-2 ◇
B11. My manager is open to my ideas	76%	+1	-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 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	39	47	9	4		86%	0	-3 ◇	-6 ◇
B02. I am sufficiently challenged by my work	27	45	14	10		73%	+2 ◇	-5 ◇	-9 ◇
B03. My work gives me a sense of personal accomplishment	24	46	17	10	4	70%	+1 ◇	-5 ◇	-9 ◇
B04. I feel involved in the decisions that affect my work	11	33	22	21	13	45%	+1 ◇	-9 ◇	-16 ◇
B05. I have a choice in deciding how I do my work	17	40	19	15	8	57%	0	-15 ◇	-20 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of [my organisation's] purpose	24	54	13	6		78%	0	-6 ◇	-11 ◇
B07. I have a clear understanding of [my organisation's] objectives	20	53	16	8		73%	+1 ◇	-7 ◇	-12 ◇
B08. I understand how my work contributes to [my organisation's] objectives	23	54	15	6		77%	+2 ◇	-6 ◇	-9 ◇

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	44	20	10	5	65%	+1 ◇	0 ◇	-5 ◇
B10. My manager is considerate of my life outside work	37	42	13	5	4	78%	0	-2 ◇	-6 ◇
B11. My manager is open to my ideas	30	45	15	6	4	76%	+1	-3 ◇	-7 ◇
B12. My manager helps me to understand how I contribute to [my organisation's] objectives	18	43	26	8	4	62%	+3 ◇	0	-4 ◇
B13. Overall, I have confidence in the decisions made by my manager	26	43	17	8	6	69%	+1 ◇	-2 ◇	-7 ◇
B14. My manager recognises when I have done my job well	29	47	14	6		77%	+1 ◇	-1 ◇	-4 ◇
B15. I receive regular feedback on my performance	21	45	19	11	4	66%	0	+2 ◇	-3 ◇
B16. The feedback I receive helps me to improve my performance	19	40	26	10	5	60%	0	0	-5 ◇
B17. I think that my performance is evaluated fairly	18	43	22	11	6	60%	-1 ◇	-2 ◇	-6 ◇
B18. Poor performance is dealt with effectively in my team	11	32	32	14	10	43%	+1 ◇	+5 ◇	+1 ◇

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	33	49	11	5		82%	+1 ◇	-2 ◇	-4 ◇
B20. The people in my team work together to find ways to improve the service we provide	28	48	15	6		77%	+2 ◇	-3 ◇	-6 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	23	43	20	9	4	66%	+1 ◇	-6 ◇	-10 ◇

All questions by theme

This section shows the results for each question in the survey, 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 CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	10	45	26	14	6	54%	+4 ◇	-6 ◇	-10 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	31	39	14	7	40%	+2 ◇	-8 ◇	-14 ◇
B24. There are opportunities for me to develop my career in [my organisation]	7	30	26	20	16	37%	+4 ◇	-1 ◇	-10 ◇
B25. Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	7	28	35	17	11	36%	-1 ◇	-6 ◇	-13 ◇

Inclusion and fair treatment

: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
B26. I am treated fairly at work	21	53	15	7	4	74%	0	-5 ◇	-8 ◇
B27. I am treated with respect by the people I work with	27	56	11	4		82%	+1 ◇	-2 ◇	-4 ◇
B28. I feel valued for the work I do	16	40	22	14	8	56%	+1 ◇	-7 ◇	-11 ◇
B29. I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	19	47	22	7	5	65%	-1 ◇	-7 ◇	-12 ◇

All questions by theme

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

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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	24	60	10	5		84%	0	+1 ◇	-2 ◇
B31. I get the information I need to do my job well	14	51	20	11		65%	0	-4 ◇	-8 ◇
B32. I have clear work objectives	18	56	16	7		74%	+1 ◇	-1 ◇	-6 ◇
B33. I have the skills I need to do my job effectively	27	60	9			87%	0	-2 ◇	-4 ◇
B34. I have the tools I need to do my job effectively	15	50	17	13	5	65%	0	-6 ◇	-10 ◇
B35. I have an acceptable workload	11	49	19	14	6	61%	-1 ◇	+1 ◇	-5 ◇
B36. I achieve a good balance between my work life and my private life	17	50	18	10	5	67%	-2 ◇	-1 ◇	-6 ◇

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	21	20	30	27		23%	-5 ◇	-5 ◇	-12 ◇
B38. I am satisfied with the total benefits package	4	26	27	24	20	29%	-3 ◇	-3 ◇	-8 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	21	30	28		21%	-3 ◇	-4 ◇	-10 ◇

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

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 [my organisation] as a whole is managed well	4	31	29	22	13	35%	-1 ◇	-8 ◇	-21 ◇
B41. [Senior managers] in [my organisation] are sufficiently visible	7	34	24	21	14	41%	+1 ◇	-10 ◇	-21 ◇
B42. I believe the actions of [senior managers] are consistent with [my organisation's] values	5	30	38	16	12	35%	+1	-9 ◇	-20 ◇
B43. I believe that [the executive team has] a clear vision for the future of [my organisation]	6	27	39	16	13	33%	-1 ◇	-9 ◇	-23 ◇
B44. Overall, I have confidence in the decisions made by [my organisation's senior managers]	4	24	34	21	16	29%	0	-12 ◇	-22 ◇
B45. I feel that change is managed well in [my organisation]		22	30	29	16	25%	-1 ◇	-4 ◇	-14 ◇
B46. When changes are made in [my organisation] they are usually for the better		19	37	27	15	21%	0	-6 ◇	-14 ◇
B47. [My organisation] keeps me informed about matters that affect me	5	43	27	16	9	48%	+1	-10 ◇	-17 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me		24	29	27	17	27%	+1 ◇	-9 ◇	-16 ◇
B49. I think it is safe to challenge the way things are done in [my organisation]	4	28	30	21	15	33%	0	-6 ◇	-16 ◇

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 [my organisation]	12	36	35	12	6	48%	0	-8 ◇	-18 ◇
B51. I would recommend [my organisation] as a great place to work	9	32	34	16	9	41%	-1 ◇	-4 ◇	-15 ◇
B52. I feel a strong personal attachment to [my organisation]	10	29	34	18	9	40%	-1 ◇	-6 ◇	-13 ◇
B53. [My organisation] inspires me to do the best in my job	7	28	38	18	9	35%	+1 ◇	-8 ◇	-15 ◇
B54. [My organisation] motivates me to help it achieve its objectives	6	26	38	19	10	32%	0	-7 ◇	-15 ◇
Taking action									
B55. I believe that [senior managers] in [my organisation] will take action on the results from this survey	5	25	29	22	19	30%	-1 ◇	-13 ◇	-22 ◇
B56. I believe that managers where I work will take action on the results from this survey	10	34	26	16	14	44%	-1 ◇	-10 ◇	-15 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	6	21	39	18	15	27%	-2 ◇	-6 ◇	-13 ◇

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	28	57	8	4	85%	+2 ◇	-3 ◇	-5 ◇	
B59. I believe I would be supported if I try a new idea, even if it may not work	15	45	23	12	5	60%	+4 ◇	-8 ◇	-11 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	11	44	27	11	5	56%	+2 ◇	-9 ◇	-14 ◇
B61. When I talk about [my organisation] I say "we" rather than "they"	16	42	25	12	6	58%	0	-10 ◇	-19 ◇
B62. I have some really good friendships at work	29	47	17	5	77%	+3 ◇	+1 ◇	-2 ◇	

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?	16	23	46	15	61%	+1	-2 ◇	-6 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	21	46	22	68%	+2 ◇	-2 ◇	-5 ◇
W03. Overall, how happy did you feel yesterday?	19	23	38	20	58%	0	-1 ◇	-5 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	27	24	20	29	51%	-1 ◇	+1 ◇	-2 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2013	Difference from CS High Performers
I want to leave [my organisation] as soon as possible		8%	0	0 [◇]	-2 [◇]
I want to leave [my organisation] within the next 12 months		10%	+1 [◇]	-3 [◇]	-6 [◇]
I want to stay working for [my organisation] for at least the next year		24%	+2 [◇]	-6 [◇]	-11 [◇]
I want to stay working for [my organisation] for at least the next three years		58%	-3 [◇]	+10 [◇]	0

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?		11	89%	+4 [◇]	-1 [◇]	-5 [◇]
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+3 [◇]	+3 [◇]	-3 [◇]
D03. Are you confident that if you raised a concern under the Civil Service Code in [your organisation] it would be investigated properly?		40	60%	+1 [◇]	-7 [◇]	-13 [◇]

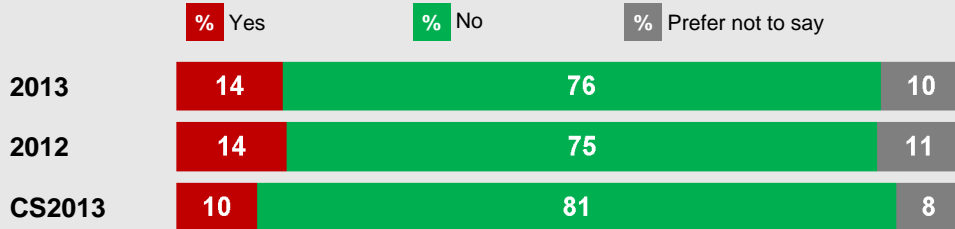
^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

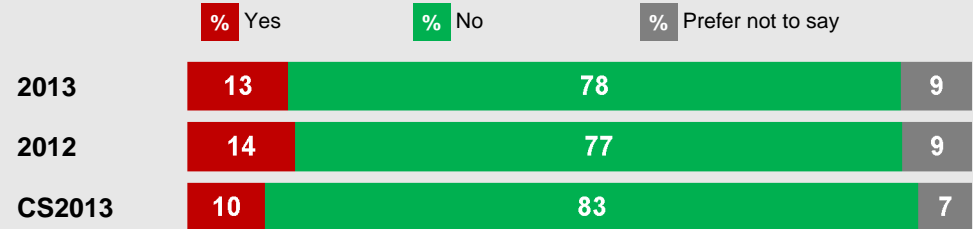
All questions by theme

Discrimination, harassment and bullying

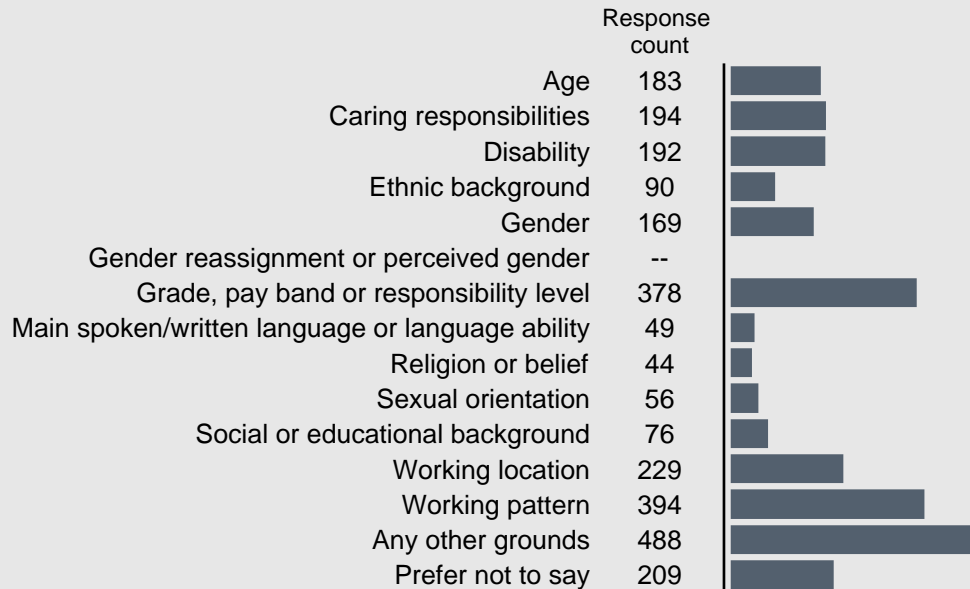
E01. During the past 12 months, have you personally experienced discrimination at work?



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)



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: ✧

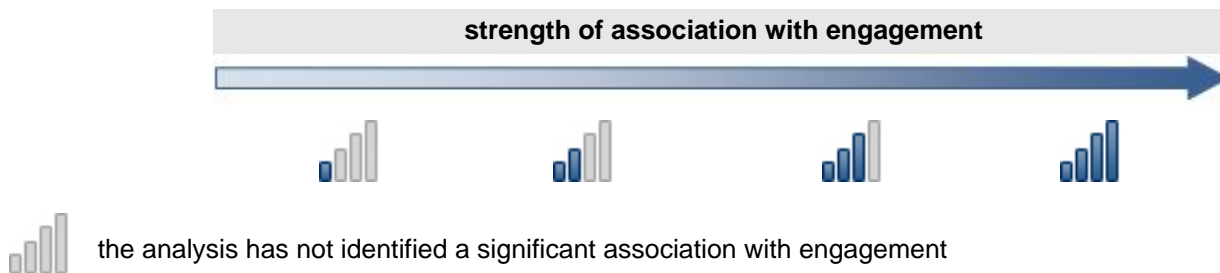
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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