

Your engagement index

50%

Difference from previous survey	Difference from CS2013	Difference from CS High Performers
-3 ✧	-8 ✧	-12 ✧

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 DfT	40%	-1	-16 ✧
B51. I would recommend DfT as a great place to work	34%	-5 ✧	-10 ✧

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

B52. I feel a strong personal attachment to DfT	34%	-3 ✧	-12 ✧
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Strive: motivated to do the best for the organisation...










B53. DfT inspires me to do the best in my job	31%	-2 ✧	-13 ✧
B54. DfT motivates me to help it achieve its objectives	29%	-3 ✧	-11 ✧

✧ = 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		39%	-2 ✧	-2 ✧	-12 ✧
My work		77%	+1	+4 ✧	-1
Pay and benefits		27%	-8 ✧	-2 ✧	-7 ✧
Resources and workload		70%	-2 ✧	-3 ✧	-7 ✧
My manager		66%	0	0	-3 ✧
Learning and development		48%	-1	+1	-6 ✧
Organisational objectives and purpose		78%	0	-4 ✧	-9 ✧
My team		81%	0	+2 ✧	0
Inclusion and fair treatment		73%	-3 ✧	-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: 			
B41. Senior managers in DfT are sufficiently visible	57%	-2 ◇	+6 ◇
B47. DfT keeps me informed about matters that affect me	60%	-3 ◇	+2 ◇
B42. I believe the actions of senior managers are consistent with DfT's values	45%	-2 ◇	+1
B49. I think it is safe to challenge the way things are done in DfT	40%	-3 ◇	+1
B40. I feel that DfT as a whole is managed well	41%	-2 ◇	-2 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	33%	-1	-3 ◇
B45. I feel that change is managed well in DfT	25%	-2 ◇	-4 ◇
B44. Overall, I have confidence in the decisions made by DfT's senior managers	37%	-3 ◇	-4 ◇
B46. When changes are made in DfT they are usually for the better	21%	+2 ◇	-6 ◇
B43. I believe that the board has a clear vision for the future of DfT	34%	-1	-7 ◇
My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	60%	-1	+6 ◇
B02. I am sufficiently challenged by my work	83%	+3 ◇	+5 ◇
B05. I have a choice in deciding how I do my work	77%	-2 ◇	+5 ◇
B03. My work gives me a sense of personal accomplishment	77%	+2 ◇	+2 ◇
B01. I am interested in my work	90%	+1 ◇	+1
Pay and benefits Strength of association with engagement: 			
B37. I feel that my pay adequately reflects my performance	30%	-9 ◇	+1
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	23%	-7 ◇	-2 ◇
B38. I am satisfied with the total benefits package	28%	-7 ◇	-4 ◇

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



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	45	44	7			90%	+1 ◇	+1	-2 ◇
B02. I am sufficiently challenged by my work	38	44	9	7		83%	+3 ◇	+5 ◇	+1 ◇
B03. My work gives me a sense of personal accomplishment	28	49	14	7		77%	+2 ◇	+2 ◇	-2 ◇
B04. I feel involved in the decisions that affect my work	15	45	20	13	7	60%	-1	+6 ◇	0
B05. I have a choice in deciding how I do my work	25	52	14	6		77%	-2 ◇	+5 ◇	0

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of DfT's purpose	23	57	14	5		80%	0	-5 ◇	-9 ◇
B07. I have a clear understanding of DfT's objectives	19	56	17	6		75%	+1 ◇	-5 ◇	-10 ◇
B08. I understand how my work contributes to DfT's objectives	25	54	14	5		79%	0	-3 ◇	-7 ◇

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	47	19	9	4	68%	+1	+3 ◇	-2 ◇
B10. My manager is considerate of my life outside work	40	43	11	4		83%	0	+3 ◇	-1
B11. My manager is open to my ideas	35	49	10			85%	+3 ◇	+6 ◇	+2 ◇
B12. My manager helps me to understand how I contribute to DfT's objectives	15	44	29	8		60%	0	-2 ◇	-7 ◇
B13. Overall, I have confidence in the decisions made by my manager	27	49	15	6	4	76%	+2 ◇	+4 ◇	-1
B14. My manager recognises when I have done my job well	30	50	12	6		80%	+1 ◇	+3 ◇	0
B15. I receive regular feedback on my performance	15	45	23	14		60%	+1	-4 ◇	-8 ◇
B16. The feedback I receive helps me to improve my performance	14	45	25	12	4	59%	+2 ◇	-1	-6 ◇
B17. I think that my performance is evaluated fairly	14	42	24	12	7	56%	-7 ◇	-7 ◇	-11 ◇
B18. Poor performance is dealt with effectively in my team	8	30	42	12	8	38%	-4 ◇	0	-4 ◇

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	36	49	9	4		85%	-1 ◇	+1 ◇	-1
B20. The people in my team work together to find ways to improve the service we provide	32	51	12	4		83%	+2 ◇	+3 ◇	0
B21. The people in my team are encouraged to come up with new and better ways of doing things	25	51	16	5		76%	-1 ◇	+3 ◇	0

All questions by theme

This section shows the results for each question in the survey, 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
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	11	50	25	11		60%	0	-1	-4 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	38	36	11	4	49%	-2 ◇	+1 ◇	-5 ◇
B24. There are opportunities for me to develop my career in DfT	7	33	28	19	12	40%	0	+2 ◇	-7 ◇
B25. Learning and development activities I have completed while working for DfT are helping me to develop my career	9	34	34	16	7	43%	-2 ◇	+1 ◇	-6 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	23	53	14	7		76%	-5 ◇	-2 ◇	-5 ◇
B27. I am treated with respect by the people I work with	30	55	9	4		85%	0	+1	-1 ◇
B28. I feel valued for the work I do	18	45	18	13	6	63%	-2 ◇	0	-4 ◇
B29. I think that DfT respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	48	19	8	5	69%	-7 ◇	-4 ◇	-9 ◇

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	22	59	11	6		81%	-2 ◇	-2 ◇	-5 ◇
B31. I get the information I need to do my job well	14	55	21	9		69%	-4 ◇	-1	-4 ◇
B32. I have clear work objectives	18	57	14	9		75%	+3 ◇	-1	-5 ◇
B33. I have the skills I need to do my job effectively	24	63	10			87%	-1	-1 ◇	-3 ◇
B34. I have the tools I need to do my job effectively	12	53	19	13		65%	-3 ◇	-6 ◇	-11 ◇
B35. I have an acceptable workload	8	46	19	20	7	54%	-6 ◇	-6 ◇	-11 ◇
B36. I achieve a good balance between my work life and my private life	13	48	19	15	5	61%	-3 ◇	-7 ◇	-11 ◇

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	27	22	28	21		30%	-9 ◇	+1	-6 ◇
B38. I am satisfied with the total benefits package	25	24	28	21		28%	-7 ◇	-4 ◇	-10 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	21	25	27	24		23%	-7 ◇	-2 ◇	-8 ◇

All questions 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 DfT as a whole is managed well	37	29	21	9	41%	-2 ◇	-2 ◇	-16 ◇	
B41. Senior managers in DfT are sufficiently visible	9	48	23	13	6	57%	-2 ◇	+6 ◇	-4 ◇
B42. I believe the actions of senior managers are consistent with DfT's values	6	39	36	13	6	45%	-2 ◇	+1	-10 ◇
B43. I believe that the board has a clear vision for the future of DfT	5	29	44	14	7	34%	-1	-7 ◇	-21 ◇
B44. Overall, I have confidence in the decisions made by DfT's senior managers	5	32	35	18	10	37%	-3 ◇	-4 ◇	-14 ◇
B45. I feel that change is managed well in DfT	22	30	29	16	25%	-2 ◇	-4 ◇	-14 ◇	
B46. When changes are made in DfT they are usually for the better	18	36	28	15	21%	+2 ◇	-6 ◇	-14 ◇	
B47. DfT keeps me informed about matters that affect me	7	53	23	11	6	60%	-3 ◇	+2 ◇	-5 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	30	31	23	13	33%	-1	-3 ◇	-11 ◇
B49. I think it is safe to challenge the way things are done in DfT	5	35	30	18	12	40%	-3 ◇	+1	-9 ◇

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 DfT	8	33	36	16	8	40%	-1	-16 ◇	-25 ◇
B51. I would recommend DfT as a great place to work	6	28	34	20	12	34%	-5 ◇	-10 ◇	-21 ◇
B52. I feel a strong personal attachment to DfT	8	26	35	21	11	34%	-3 ◇	-12 ◇	-19 ◇
B53. DfT inspires me to do the best in my job	6	25	39	21	10	31%	-2 ◇	-13 ◇	-19 ◇
B54. DfT motivates me to help it achieve its objectives	5	24	39	21	12	29%	-3 ◇	-11 ◇	-19 ◇
Taking action									
B55. I believe that senior managers in DfT will take action on the results from this survey	6	34	29	20	12	40%	-8 ◇	-3 ◇	-13 ◇
B56. I believe that managers where I work will take action on the results from this survey	13	43	23	14	7	56%	-5 ◇	+2 ◇	-3 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	6	24	42	17	11	30%	-10 ◇	-3 ◇	-10 ◇

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

	% 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	31	57	8			88%	+2 ◇	0	-2 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	16	53	20	8		69%	+1	+1 ◇	-2 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	14	52	20	10	5	65%	0	+1	-5 ◇
B61. When I talk about DfT I say "we" rather than "they"	18	48	22	7	4	66%	-3 ◇	-1 ◇	-10 ◇
B62. I have some really good friendships at work	23	48	20	7		71%	+6 ◇	-4 ◇	-8 ◇

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.

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%	%	%	%	% 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?	13	24	51	12	63%	0	-1	-4 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	20	51	19	70%	+2 ◇	+1	-3 ◇
W03. Overall, how happy did you feel yesterday?	17	25	43	15	58%	+3 ◇	-1 ◇	-5 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	19	29	20	31	48%	+1	-2 ◇	-5 ◇

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 CS2013	Difference from CS High Performers
I want to leave DfT as soon as possible		9%	+1	+1 ^	-2 ^
I want to leave DfT within the next 12 months		15%	+1	+2 ^	-1 ^
I want to stay working for DfT for at least the next year		39%	+3	+9 ^	+4 ^
I want to stay working for DfT for at least the next three years		37%	-5 ^	-11 ^	-21 ^

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?		4	96%	0	+6 ^	+2 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	+1	+2 ^	-4 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in DfT it would be investigated properly?		34	66%	-5 ^	-1 ^	-7 ^

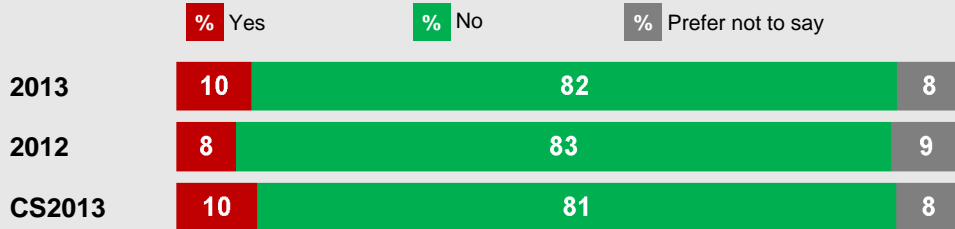
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

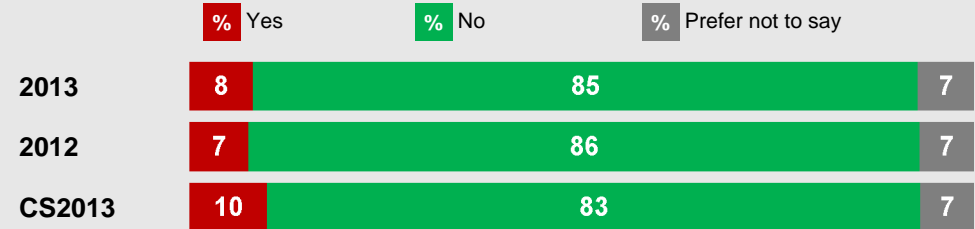
All questions by theme

Discrimination, harassment and bullying

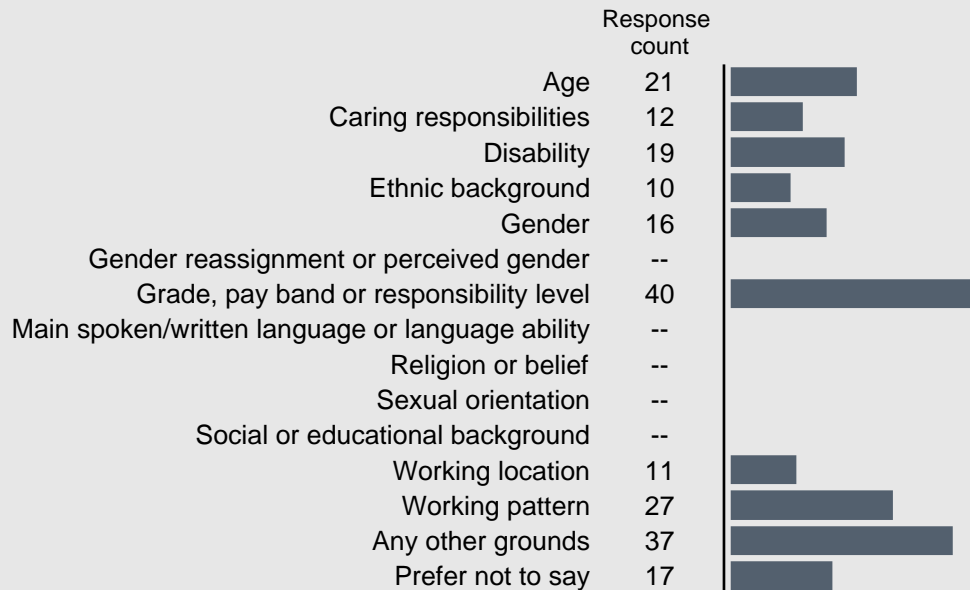
E01. During the past 12 months, have you personally experienced discrimination at work?



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

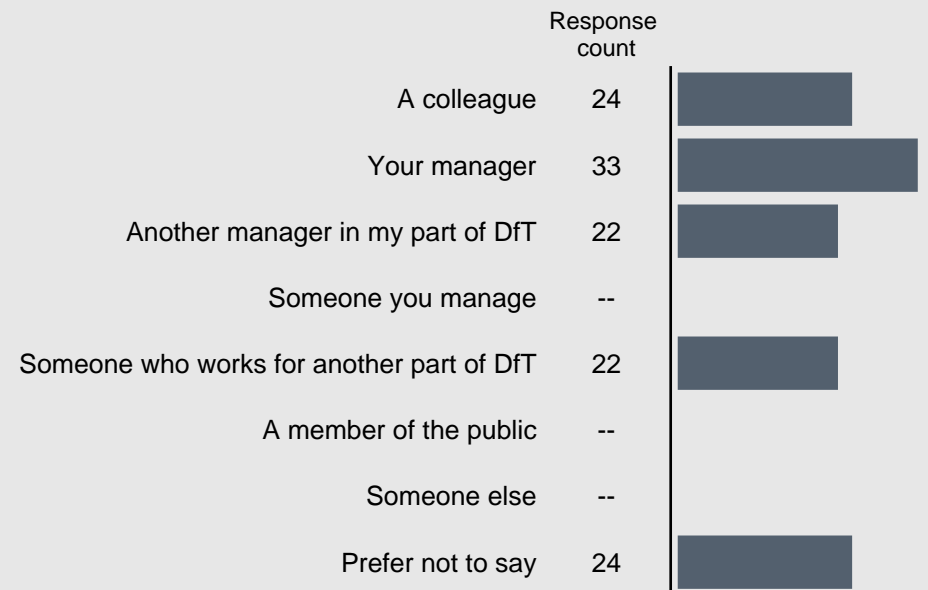


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



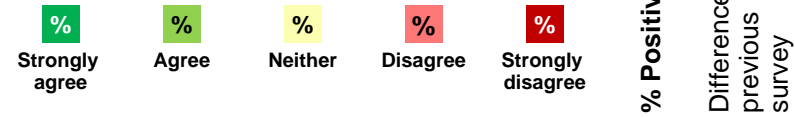
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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DfT(C) (excluding the agencies) questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I am aware of the findings of the Laidlaw Inquiry	16	60	12	8		76%	-
F02. I understand what DfT is doing to implement the recommendations of the Laidlaw Inquiry	11	50	23	13		61%	-
F03. The DfT's response to the Laidlaw Inquiry is relevant to me and my work	14	41	30	12	4	55%	-
F04. The DfT's response to the Laidlaw Inquiry has strengthened the Department	7	33	47	10	4	39%	-
F05. I am using the new framework for assuring analysis when commissioning, producing, or using analysis in my work	9	25	46	15	4	34%	-
F06. I understand what the DfT Vision is aiming to achieve	7	42	32	14	5	49%	-
F07. The DfT Vision is relevant to me and my work	8	42	34	11	5	50%	-
F08. The Vision has improved the way we work in our team	4	16	48	23	10	20%	-
F09. I have seen a difference in DfT as a result of the Vision	14	46	26	11		18%	-

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: ✦

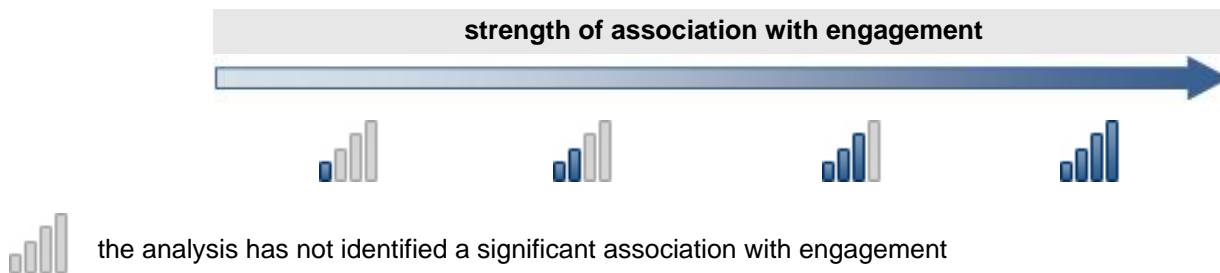
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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