

Your engagement index

56%

Difference from
previous survey

-3 ✧

Difference from CS2012

-1 ✧

Difference from CS
High Performers

-6 ✧

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 DfE	53%	-2 ✧	0
B51. I would recommend DfE as a great place to work	43%	-4 ✧	-3 ✧

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

B52. I feel a strong personal attachment to DfE	40%	-8 ✧	-4 ✧
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Strive: motivated to do the best for the organisation...










B53. DfE inspires me to do the best in my job	38%	-6 ✧	-3 ✧
B54. DfE motivates me to help it achieve its objectives	35%	-5 ✧	-3 ✧

✧ = 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		36%	-6 ✧	-5 ✧	-14 ✧
My work		73%	-2 ✧	0	-3 ✧
My line manager		69%	-2 ✧	+3 ✧	0
Learning and development		42%	-3 ✧	-2 ✧	-10 ✧
Pay and benefits		40%	0	+10 ✧	+5 ✧
Resources and workload		72%	-2 ✧	-2 ✧	-5 ✧
Organisational objectives and purpose		80%	-3 ✧	-2 ✧	-7 ✧
Inclusion and fair treatment		77%	-2 ✧	+2 ✧	0
My team		83%	-1 ✧	+5 ✧	+2 ✧


✧ = 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
Leadership and managing change		Strength of association with engagement: 	
B48. I have the opportunity to contribute my views before decisions are made that affect me	37%	0	+1 ◇
B47. DfE keeps me informed about matters that affect me	55%	-3 ◇	-2 ◇
B45. I feel that change is managed well in DfE	27%	-5 ◇	-2 ◇
B41. Senior Civil Servants (SCS) in DfE are sufficiently visible	46%	-8 ◇	-3 ◇
B42. I believe the actions of Senior Civil Servants (SCS) are consistent with DfE's values	39%	-7 ◇	-3 ◇
B40. I feel that DfE as a whole is managed well	39%	-10 ◇	-4 ◇
B44. Overall, I have confidence in the decisions made by DfE's Senior Civil Servants (SCS)	35%	-8 ◇	-5 ◇
B49. I think it is safe to challenge the way things are done in DfE	36%	-3 ◇	-5 ◇
B46. When changes are made in DfE they are usually for the better	17%	-4 ◇	-8 ◇
B43. I believe that the DfE Board has a clear vision for the future of DfE	31%	-12 ◇	-9 ◇

My work		Strength of association with engagement: 	
B05. I have a choice in deciding how I do my work	75%	-2 ◇	+3 ◇
B04. I feel involved in the decisions that affect my work	54%	-3 ◇	+1 ◇
B02. I am sufficiently challenged by my work	76%	-1 ◇	0
B01. I am interested in my work	89%	0	0 ◇
B03. My work gives me a sense of personal accomplishment	72%	-1 ◇	-1 ◇

My line manager		Strength of association with engagement: 	
B13. Overall, I have confidence in the decisions made by my manager	76%	-3 ◇	+5 ◇
B11. My manager is open to my ideas	83%	-2 ◇	+4 ◇
B18. Poor performance is dealt with effectively in my team	41%	-3 ◇	+4 ◇
B09. My manager motivates me to be more effective in my job	70%	-2 ◇	+4 ◇
B16. The feedback I receive helps me to improve my performance	63%	0	+4 ◇
B14. My manager recognises when I have done my job well	81%	-2 ◇	+3 ◇
B10. My manager is considerate of my life outside work	84%	-3 ◇	+3 ◇
B15. I receive regular feedback on my performance	66%	-1	+2 ◇
B12. My manager helps me to understand how I contribute to DfE's objectives	62%	-1 ◇	+1 ◇
B17. I think that my performance is evaluated fairly	59%	-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



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	38	51	6	4		89%	0	0 ◇	-3 ◇
B02. I am sufficiently challenged by my work	30	46	11	10		76%	-1 ◇	0	-4 ◇
B03. My work gives me a sense of personal accomplishment	22	50	16	10		72%	-1 ◇	-1 ◇	-6 ◇
B04. I feel involved in the decisions that affect my work	12	42	20	19	7	54%	-3 ◇	+1 ◇	-6 ◇
B05. I have a choice in deciding how I do my work	21	54	14	9		75%	-2 ◇	+3 ◇	-2 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of DfE's purpose	23	61	12	4		83%	-2 ◇	-1 ◇	-7 ◇
B07. I have a clear understanding of DfE's objectives	19	58	16	6		77%	-4 ◇	-2 ◇	-8 ◇
B08. I understand how my work contributes to DfE's objectives	24	56	14	5		80%	-2 ◇	-2 ◇	-7 ◇

All questions 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 CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	23	46	17	10	4	70%	-2 ◇	+4 ◇	+1 ◇
B10. My manager is considerate of my life outside work	41	42	11	4		84%	-3 ◇	+3 ◇	+1 ◇
B11. My manager is open to my ideas	35	48	11	4		83%	-2 ◇	+4 ◇	+1 ◇
B12. My manager helps me to understand how I contribute to DfE's objectives	17	45	26	9		62%	-1 ◇	+1 ◇	-4 ◇
B13. Overall, I have confidence in the decisions made by my manager	30	47	15	6		76%	-3 ◇	+5 ◇	+1 ◇
B14. My manager recognises when I have done my job well	32	49	12	5		81%	-2 ◇	+3 ◇	+1 ◇
B15. I receive regular feedback on my performance	20	45	19	13		66%	-1	+2 ◇	-2 ◇
B16. The feedback I receive helps me to improve my performance	19	44	23	10		63%	0	+4 ◇	0
B17. I think that my performance is evaluated fairly	17	42	25	11	5	59%	-4 ◇	-3 ◇	-8 ◇
B18. Poor performance is dealt with effectively in my team	9	32	42	11	6	41%	-3 ◇	+4 ◇	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	36	50	9			87%	-1 ◇	+4 ◇	+1 ◇
B20. The people in my team work together to find ways to improve the service we provide	33	51	11	4		84%	-1 ◇	+5 ◇	+2 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	28	49	15	6		77%	-2 ◇	+6 ◇	+1 ◇

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 CS2012
 Difference from CS High Performers

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	8	43	29	15	4	52%	+3 ◇	-6 ◇	-13 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	35	41	14	4	41%	-4 ◇	-5 ◇	-11 ◇
B24. There are opportunities for me to develop my career in DfE	6	34	30	21	10	40%	-2 ◇	+5 ◇	-2 ◇
B25. Learning and development activities I have completed while working for DfE are helping me to develop my career	6	30	40	17	7	36%	-8 ◇	-4 ◇	-10 ◇

Inclusion and fair treatment

 :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
B26. I am treated fairly at work	24	57	11	6		81%	-4 ◇	+3 ◇	0 ◇
B27. I am treated with respect by the people I work with	30	57	9			87%	-1 ◇	+3 ◇	+1 ◇
B28. I feel valued for the work I do	19	47	19	11	4	66%	-3 ◇	+4 ◇	-1 ◇
B29. I think that DfE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	53	17	5		75%	-2 ◇	+3 ◇	-4 ◇

All questions by theme

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% 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	60	11	7		81%	-4 ◇	-3 ◇	-6 ◇
B31. I get the information I need to do my job well	12	55	18	13		66%	-4 ◇	-2 ◇	-6 ◇
B32. I have clear work objectives	16	58	14	9		74%	+1	-1 ◇	-5 ◇
B33. I have the skills I need to do my job effectively	23	64	10			87%	-1 ◇	-1 ◇	-4 ◇
B34. I have the tools I need to do my job effectively	13	57	17	11		69%	-6 ◇	-2 ◇	-6 ◇
B35. I have an acceptable workload	7	53	19	16	5	60%	0	0	-6 ◇
B36. I achieve a good balance between my work life and my private life	13	55	16	13	4	68%	0	0	-6 ◇

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	5	37	22	25	12	41%	-1	+11 ◇	+5 ◇
B38. I am satisfied with the total benefits package	6	37	26	22	10	43%	+1 ◇	+10 ◇	+3 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	31	26	26	13	36%	-2 ◇	+10 ◇	+4 ◇

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2012
 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 CS2012	Difference from CS High Performers
B40. I feel that DfE as a whole is managed well	36	37	18	6	39%	-10 ◇	-4 ◇	-18 ◇	
B41. Senior Civil Servants (SCS) in DfE are sufficiently visible	6	39	28	19	7	46%	-8 ◇	-3 ◇	-15 ◇
B42. I believe the actions of Senior Civil Servants (SCS) are consistent with DfE's values	4	35	47	9	4	39%	-7 ◇	-3 ◇	-15 ◇
B43. I believe that the DfE Board has a clear vision for the future of DfE	28	52	12	5	31%	-12 ◇	-9 ◇	-20 ◇	
B44. Overall, I have confidence in the decisions made by DfE's Senior Civil Servants (SCS)	31	46	14	6	35%	-8 ◇	-5 ◇	-17 ◇	
B45. I feel that change is managed well in DfE	25	35	28	10	27%	-5 ◇	-2 ◇	-12 ◇	
B46. When changes are made in DfE they are usually for the better	15	51	24	8	17%	-4 ◇	-8 ◇	-18 ◇	
B47. DfE keeps me informed about matters that affect me	4	50	28	13	4	55%	-3 ◇	-2 ◇	-9 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	34	33	22	8	37%	0	+1 ◇	-5 ◇	
B49. I think it is safe to challenge the way things are done in DfE	32	36	20	8	36%	-3 ◇	-5 ◇	-11 ◇	

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
Engagement									
B50. I am proud when I tell others I am part of DfE	11	42	34	10	5	53%	-2 ◇	0	-11 ◇
B51. I would recommend DfE as a great place to work	8	35	39	14	4	43%	-4 ◇	-3 ◇	-14 ◇
B52. I feel a strong personal attachment to DfE	9	31	36	19	5	40%	-8 ◇	-4 ◇	-12 ◇
B53. DfE inspires me to do the best in my job	7	31	40	18	5	38%	-6 ◇	-3 ◇	-11 ◇
B54. DfE motivates me to help it achieve its objectives	6	29	42	18	5	35%	-5 ◇	-3 ◇	-12 ◇
Taking action									
B55. I believe that Senior Civil Servants (SCS) in DfE will take action on the results from this survey	5	36	34	17	8	41%	-5 ◇	-2 ◇	-13 ◇
B56. I believe that managers where I work will take action on the results from this survey	11	45	26	12	6	56%	-5 ◇	+4 ◇	-3 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	6	24	49	14	7	30%	-6 ◇	-1 ◇	-9 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave DfE as soon as possible		5%	+1	-3 ^	-5 ^
I want to leave DfE within the next 12 months		11%	+2 ^	-1 ^	-5 ^
I want to stay working for DfE for at least the next year		31%	+3 ^	+2 ^	-3 ^
I want to stay working for DfE for at least the next three years		53%	-6 ^	+1 ^	-6 ^

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?		8	92%	-3 ^	+4 ^	-1 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		35	65%	-1	+2 ^	-4 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in DfE it would be investigated properly?		30	70%	-4 ^	+3 ^	-2 ^

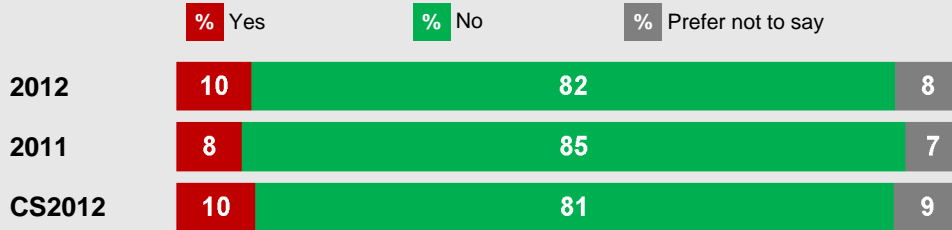
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

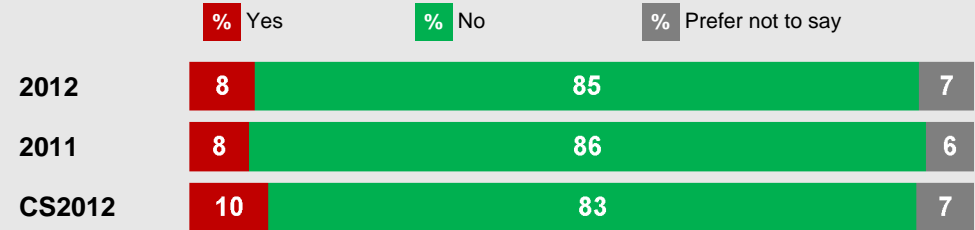
All questions by theme

Discrimination, harassment and bullying

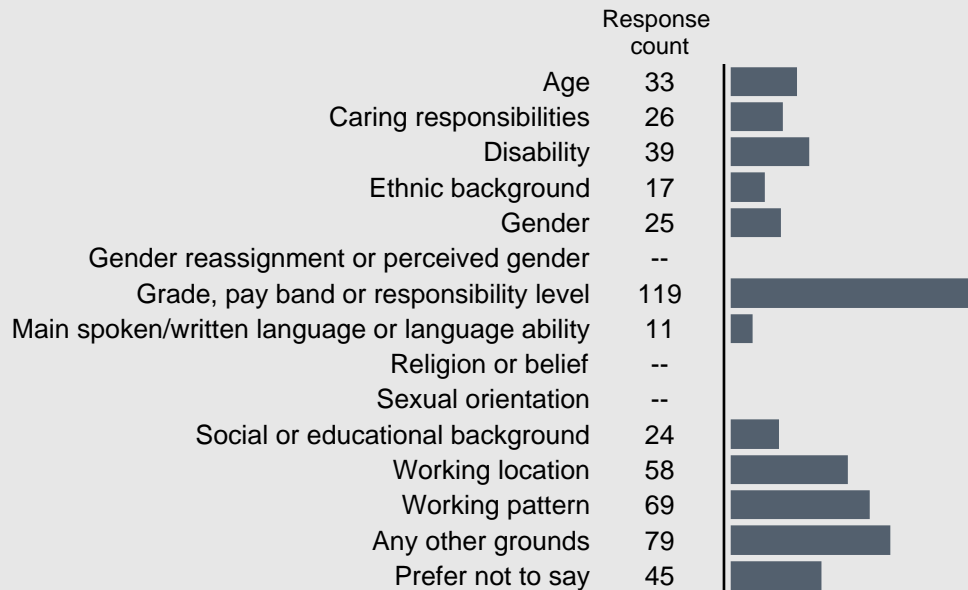
E01. During the past 12 months, have you personally experienced discrimination at work?



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

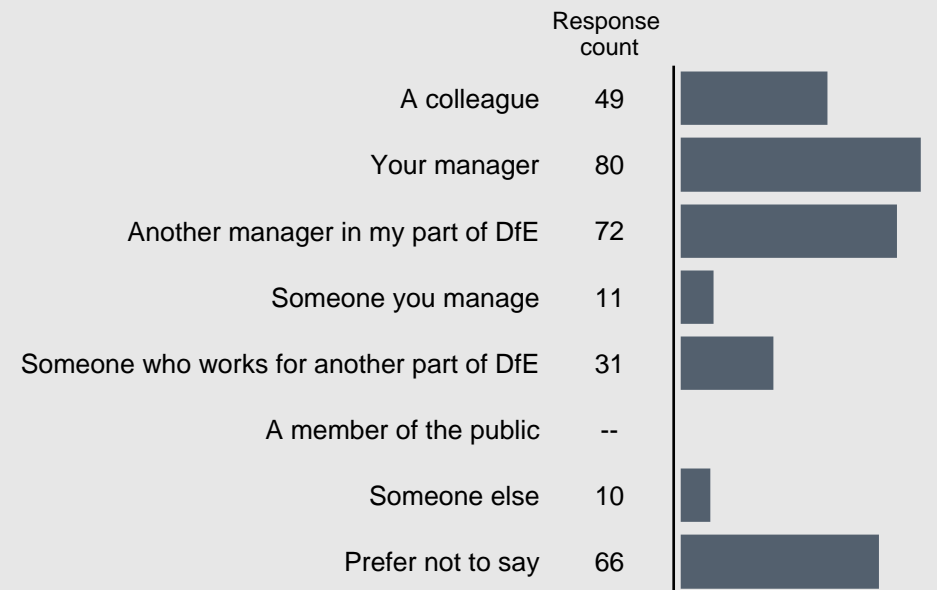


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



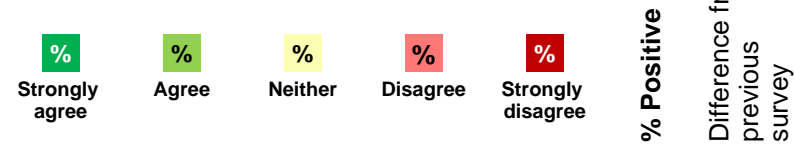
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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✦ indicates statistically significant difference from comparison



DEPARTMENT for EDUCATION questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I believe DfE actively supports staff with caring responsibilities	18	54	24	4	0	72%	-6 ✦
F02. My manager demonstrates an understanding of diversity in the way he/she manages people	23	56	16	4	0	79%	-3 ✦
F03. I am clear about our respective roles when working with our partners outside DfE	14	63	18	4	0	78%	-3 ✦
F04. I believe DfE is a place where unacceptable behaviour is tackled and not tolerated	7	42	34	14	4	48%	+1
F05. I understand how different parts of the DfE, including the Executive Agencies, should work together	7	49	25	16	0	56%	-
F06. My manager evaluates my performance looking equally at both what I achieve and how I achieve it	13	53	24	7	0	66%	-
F07. I believe the selection process for vacancy filling is fair	5	30	36	20	10	34%	-2 ✦
F08. We have people with the right skills, in the right posts, for the work we do	0	28	35	26	8	31%	-6 ✦
F09. My line manager manages people well	22	49	17	8	4	71%	-4 ✦
F10. We have an inclusive culture where everyone's talents can flourish	6	37	35	15	6	44%	-4 ✦

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 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 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: ✦

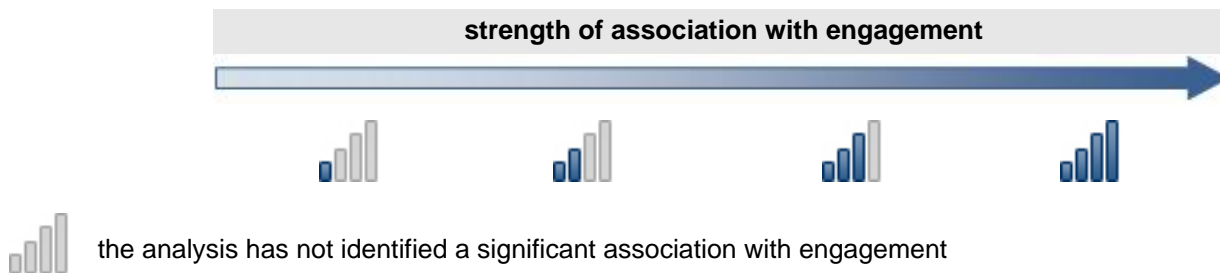
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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