



Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.





Strength of association with engagement



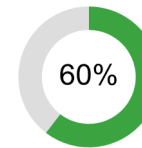
Statistically significant difference from comparison

The table below shows how you performed on each of the nine 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.

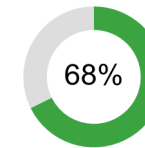
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		42%	+10 ✧	-1 ✧	-8 ✧
My work		77%	+3 ✧	+1 ✧	-2 ✧
Pay and benefits		42%	+1 ✧	+14 ✧	+7 ✧
My manager		71%	+3 ✧	+4 ✧	0
Resources and workload		72%	+2 ✧	-2 ✧	-5 ✧
Learning and development		54%	+8 ✧	+5 ✧	0 ✧
Organisational objectives and purpose		85%	+4 ✧	+2 ✧	-3 ✧
Inclusion and fair treatment		77%	+5 ✧	+2 ✧	-1 ✧
My team		85%	+2 ✧	+5 ✧	+2 ✧

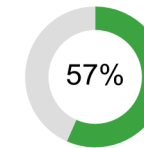
Wellbeing



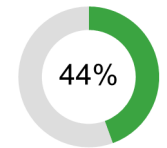
Overall, how satisfied are you with your life nowadays?



Overall, to what extent do you feel that the things you do in your life are worthwhile?

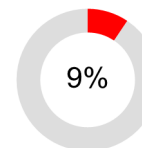


Overall, how happy did you feel yesterday?

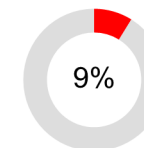


No or low anxiety yesterday

Discrimination, bullying and harassment

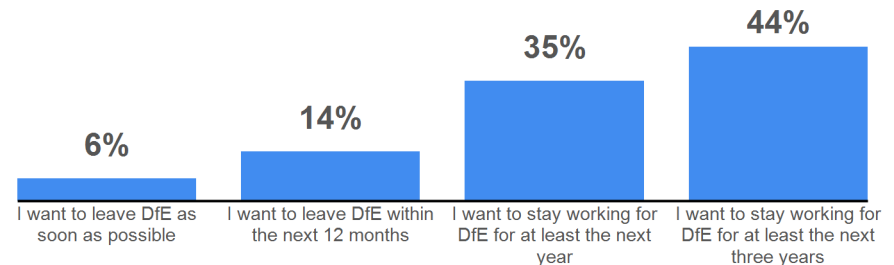


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

77% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	41	49	6	2	2	89%	+1 ◇	0	-3 ◇
B02 I am sufficiently challenged by my work	38	44	9	7	4	82%	+4 ◇	+3 ◇	0 ◇
B03 My work gives me a sense of personal accomplishment	27	49	14	8	4	76%	+2 ◇	0	-3 ◇
B04 I feel involved in the decisions that affect my work	17	43	19	16	5	60%	+5 ◇	+4 ◇	-2 ◇
B05 I have a choice in deciding how I do my work	26	51	12	8	3	76%	+1 ◇	+2 ◇	-3 ◇

Organisational objectives and purpose

85% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of DfE's purpose	26	62	8	2	2	88%	+5 ◇	+2 ◇	-3 ◇
B07 I have a clear understanding of DfE's objectives	22	60	12	4	2	83%	+5 ◇	+2 ◇	-3 ◇
B08 I understand how my work contributes to DfE's objectives	28	57	11	3	1	85%	+4 ◇	+1 ◇	-3 ◇



All questions by theme

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^ indicates a variation in question wording from your previous survey

My manager

71% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	27	45	16	9		72%	+3 ◆	+4 ◆	+1 ◆
B10 My manager is considerate of my life outside work	43	41	11			84%	+1 ◆	+2 ◆	-2 ◆
B11 My manager is open to my ideas	40	45	9			85%	+1 ◆	+5 ◆	+1 ◆
B12 My manager helps me to understand how I contribute to DfE's objectives	20	46	23	9		66%	+3 ◆	+2 ◆	-3 ◆
B13 Overall, I have confidence in the decisions made by my manager	33	45	13	6		78%	+2 ◆	+4 ◆	0 ◆
B14 My manager recognises when I have done my job well	36	46	10	6		82%	+3 ◆	+5 ◆	+1 ◆
B15 I receive regular feedback on my performance	24	47	15	11		71%	+5 ◆	+6 ◆	+2 ◆
B16 The feedback I receive helps me to improve my performance	22	45	20	9		68%	+4 ◆	+7 ◆	+2 ◆
B17 I think that my performance is evaluated fairly	19	42	21	12	6	61%	+4 ◆	-2 ◆	-6 ◆
B18 Poor performance is dealt with effectively in my team	12	35	36	10	6	48%	+5 ◆	+8 ◆	+5 ◆

My team

85% +2

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	39	48	9			87%	+2 ◆	+3 ◆	0
B20 The people in my team work together to find ways to improve the service we provide	36	49	10			85%	+1 ◆	+5 ◆	+2 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	33	49	11	5		82%	+2 ◆	+9 ◆	+4 ◆



All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Learning and development

54% +8

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	13	51	21	11		64%	+8 ◇	+2 ◇	-3 ◇
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	45	30	10		57%	+8 ◇	+6 ◇	0 ◇
B24	There are opportunities for me to develop my career in DfE	11	39	28	15	7	50%	+10 ◇	+8 ◇	+1 ◇
B25	Learning and development activities I have completed while working for DfE are helping me to develop my career	9	38	34	15	5	47%	+8 ◇	+4 ◇	-3 ◇

Inclusion and fair treatment

77% +5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	27	53	11	6		80%	+4 ◇	+1 ◇	-2 ◇
B27	I am treated with respect by the people I work with	32	55	8			87%	+1 ◇	+3 ◇	0 ◇
B28	I feel valued for the work I do	21	47	16	11		69%	+6 ◇	+4 ◇	-1 ◇
B29	I think that DfE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	51	15	7		73%	+7 ◇	-1 ◇	-5 ◇



All questions by theme

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Resources and workload **72%** +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	24	60	9	6		83%	+3 ◇	-1 ◇	-3 ◇
B31 I get the information I need to do my job well	15	55	18	10		70%	+4 ◇	0 ◇	-4 ◇
B32 I have clear work objectives	20	58	13	7		78%	+5 ◇	+2 ◇	-2 ◇
B33 I have the skills I need to do my job effectively	26	62	8			88%	0 ◇	-1 ◇	-3 ◇
B34 I have the tools I need to do my job effectively	16	57	16	9		73%	+2 ◇	+1 ◇	-3 ◇
B35 I have an acceptable workload	9	45	19	19	8	54%	+1 ◇	-5 ◇	-12 ◇
B36 I achieve a good balance between my work life and my private life	13	47	18	16	7	60%	0	-7 ◇	-14 ◇

Pay and benefits

42% +1

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	6	37	19	25	12	43%	+2 ◇	+14 ◇	+7 ◇
B38 I am satisfied with the total benefits package	6	37	25	22	10	43%	+2 ◇	+11 ◇	+3 ◇
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	32	24	24	13	39%	+1	+15 ◇	+7 ◇



All questions by theme

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Leadership and Managing Change

42% +10

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from
previous
survey

Difference
from
CS2014

Difference
from CS High
Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40	I feel that DfE as a whole is managed well	41	31	17	7	7	45%	+13 ◆	0	-11 ◆
B41	Senior Civil Servants (SCS) in DfE are sufficiently visible	9	43	24	18	6	52%	+12 ◆	-1 ◆	-11 ◆
B42	I believe the actions of Senior Civil Servants (SCS) are consistent with DfE's values	7	39	40	9	5	46%	+11 ◆	-1 ◆	-10 ◆
B43	I believe that the DfE Board has a clear vision for the future of DfE	34	48	10	10	0	38%	+9 ◆	-7 ◆	-15 ◆
B44	Overall, I have confidence in the decisions made by DfE's Senior Civil Servants (SCS)	6	36	40	12	7	42%	+12 ◆	-2 ◆	-10 ◆
B45	I feel that change is managed well in DfE	28	32	27	10	3	31%	+11 ◆	0	-7 ◆
B46	When changes are made in DfE they are usually for the better	23	42	24	8	5	26%	+10 ◆	-4 ◆	-11 ◆
B47	DfE keeps me informed about matters that affect me	6	55	25	10	4	61%	+8 ◆	+3 ◆	-3 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	5	32	32	23	8	37%	+8 ◆	+2 ◆	-5 ◆
B49	I think it is safe to challenge the way things are done in DfE	6	35	31	19	9	41%	+10 ◆	0	-7 ◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of DfE	14	45	29	9	1	58%	+12 ◆	-1 ◆	-8 ◆
B51 I would recommend DfE as a great place to work	11	37	32	15	5	48%	+13 ◆	-1 ◆	-12 ◆
B52 I feel a strong personal attachment to DfE	11	33	33	18	6	44%	+9 ◆	-4 ◆	-11 ◆
B53 DfE inspires me to do the best in my job	9	35	37	14	5	44%	+11 ◆	-1 ◆	-7 ◆
B54 DfE motivates me to help it achieve its objectives	8	34	37	15	6	42%	+11 ◆	-1 ◆	-8 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that Senior Civil Servants (SCS) in DfE will take action on the results from this survey	7	38	29	17	9	45%	+12 ◆	0	-8 ◆
B56 I believe that managers where I work will take action on the results from this survey	16	46	22	10	6	62%	+8 ◆	+6 ◆	+1 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	10	29	41	13	7	39%	+12 ◆	+4 ◆	-2 ◆



All questions by theme

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Organisational Culture

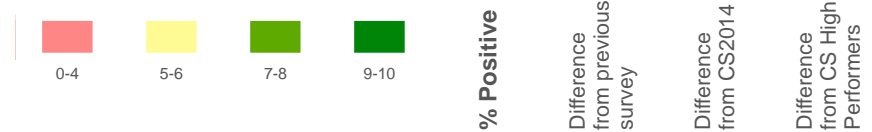
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	31	56	7	5		87%	+2 ◇	-2 ◇	-4 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	19	52	17	10		71%	+3 ◇	+2 ◇	-1 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	16	50	20	9	5	66%	+2 ◇	+1 ◇	-4 ◇
B61 When I talk about DfE I say "we" rather than "they"	20	50	18	8		71%	+6 ◇	+2 ◇	-8 ◇
B62 I have some really good friendships at work	26	48	18	6		74%	-2 ◇	-2 ◇	-6 ◇



All questions by theme

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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. The 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?	14	25	49	12	60%	+3 ◆	-3 ◆	-6 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	23	49	18	68%	+2 ◆	-2 ◆	-5 ◆
W03 Overall, how happy did you feel yesterday?	18	25	41	15	57%	+2 ◆	-4 ◆	-7 ◆
W04 Overall, how anxious did you feel yesterday?	18	27	21	34	44%	+2 ◆	-6 ◆	-8 ◆



All questions by theme

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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 CS2014	Difference from CS High Performers
I want to leave DfE as soon as possible		6%	-1 ◇	-1 ◇	-3 ◇
I want to leave DfE within the next 12 months		14%	-1	+1 ◇	-3 ◇
I want to stay working for DfE for at least the next year		35%	+2 ◇	+3 ◇	-3 ◇
I want to stay working for DfE for at least the next three years		44%	0	-2 ◇	-9 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		4	96%	+1 ◇	+6 ◇	+2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+3 ◇	+2 ◇	-5 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DfE it would be investigated properly?		31	69%	+7 ◇	+1 ◇	-4 ◇

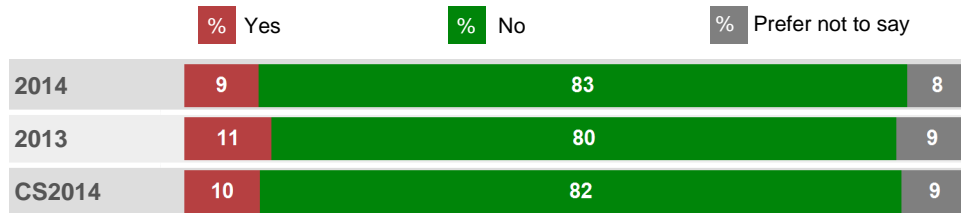


All questions by theme

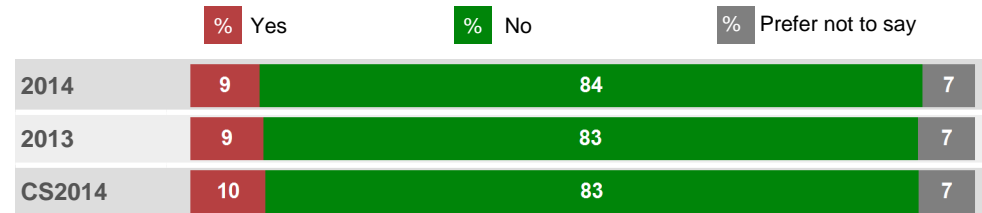
◆ indicates statistically significant difference from comparison
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Discrimination, harassment and bullying

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)

Ground	Response Count
Age	45
Caring responsibilities	35
Disability	53
Ethnic background	31
Gender	22
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	93
Main spoken/written language or language ability	15
Religion or belief	--
Sexual orientation	--
Social or educational background	31
Working location	53
Working pattern	87
Any other grounds	59
Prefer not to say	31

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)

Who	Response Count
A colleague	49
Your manager	96
Another manager in my part of DfE	74
Someone you manage	10
Someone who works for another part of DfE	35
A member of the public	--
Someone else	--
Prefer not to say	46

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



All questions by theme

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^ indicates a variation in question wording from your previous survey

DEPARTMENT for EDUCATION questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I believe DfE actively supports staff with caring responsibilities	17	52	26			69%	+4 ◆
F02 My manager demonstrates an understanding of diversity in the way he/she manages people	25	54	16			79%	+2 ◆
F03 My manager evaluates my performance looking equally at what I achieve and how I achieve against objectives	22	53	17	5		75%	+5 ◆
F04 The department's requirement to be more data driven has had an impact on the way I do my work	17	46	28	9		62%	--
F05 The Performance Management process helps managers raise performance	5	26	28	24	17	32%	+4 ◆
F06 I believe DfE is a place where unacceptable behaviour is tackled and not tolerated	7	40	33	14	6	47%	+4 ◆
F07 I understand how different parts of the DfE, including the Executive Agencies, should work together	9	51	25	13		60%	+1 ◆
F08 To be answered by Agency staff only: I understand how the work of my Agency supports the objectives of the wider department	23	64	10			86%	+6 ◆
F09 I believe managers in DfE are held accountable for the value for money resulting from their decisions	7	39	34	15	6	45%	+3 ◆
F10 Everybody has two responsibilities - their day job and working out how to do it better	19	57	18			76%	+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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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 shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association
with engagement



 the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all 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.