



Your engagement index

51%

Difference from previous survey

-5 ✧

Difference from CS2013

-7 ✧

Difference from CS High Performers

-11 ✧

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 DfE	46%	-7 ✧	-10 ✧
B51. I would recommend DfE as a great place to work	35%	-9 ✧	-10 ✧

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

B52. I feel a strong personal attachment to DfE	35%	-5 ✧	-11 ✧
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Strive: motivated to do the best for the organisation...

B53. DfE inspires me to do the best in my job	33%	-5 ✧	-10 ✧
B54. DfE motivates me to help it achieve its objectives	31%	-4 ✧	-9 ✧

✧ = 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		32%	-5 ✧	-10 ✧	-19 ✧
My work		74%	+1 ✧	+1 ✧	-4 ✧
My manager		68%	0	+1 ✧	-1 ✧
Pay and benefits		41%	0	+11 ✧	+6 ✧
Resources and workload		70%	-2 ✧	-4 ✧	-7 ✧
Learning and development		46%	+4 ✧	-1 ✧	-8 ✧
Organisational objectives and purpose		81%	+1 ✧	-2 ✧	-7 ✧
Inclusion and fair treatment		73%	-4 ✧	-2 ✧	-5 ✧
My team		83%	0	+4 ✧	+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 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: 			
B47. DfE keeps me informed about matters that affect me	53%	-2 ◇	-5 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	29%	-8 ◇	-7 ◇
B49. I think it is safe to challenge the way things are done in DfE	31%	-5 ◇	-7 ◇
B45. I feel that change is managed well in DfE	21%	-6 ◇	-8 ◇
B42. I believe the actions of Senior Civil Servants (SCS) are consistent with DfE's values	35%	-5 ◇	-9 ◇
B41. Senior Civil Servants (SCS) in DfE are sufficiently visible	41%	-5 ◇	-10 ◇
B44. Overall, I have confidence in the decisions made by DfE's Senior Civil Servants (SCS)	30%	-5 ◇	-11 ◇
B46. When changes are made in DfE they are usually for the better	16%	-1 ◇	-11 ◇
B40. I feel that DfE as a whole is managed well	32%	-7 ◇	-11 ◇
B43. I believe that the DfE Board has a clear vision for the future of DfE	29%	-2 ◇	-13 ◇
My work Strength of association with engagement: 			
B05. I have a choice in deciding how I do my work	75%	0	+3 ◇
B04. I feel involved in the decisions that affect my work	56%	+2 ◇	+2 ◇
B02. I am sufficiently challenged by my work	78%	+2 ◇	0
B01. I am interested in my work	88%	-1 ◇	-1 ◇
B03. My work gives me a sense of personal accomplishment	74%	+2 ◇	-1 ◇
My manager Strength of association with engagement: 			
B11. My manager is open to my ideas	84%	+1 ◇	+5 ◇
B13. Overall, I have confidence in the decisions made by my manager	76%	-1	+5 ◇
B16. The feedback I receive helps me to improve my performance	64%	+1	+4 ◇
B09. My manager motivates me to be more effective in my job	69%	0	+4 ◇
B18. Poor performance is dealt with effectively in my team	43%	+1 ◇	+4 ◇
B10. My manager is considerate of my life outside work	83%	-1 ◇	+2 ◇
B14. My manager recognises when I have done my job well	79%	-1 ◇	+2 ◇
B15. I receive regular feedback on my performance	66%	0	+2 ◇
B12. My manager helps me to understand how I contribute to DfE's objectives	63%	+1 ◇	+1 ◇
B17. I think that my performance is evaluated fairly	57%	-2 ◇	-6 ◇

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	49	7	4		88%	-1 ◇	-1 ◇	-4 ◇
B02. I am sufficiently challenged by my work	34	44	10	9		78%	+2 ◇	0	-4 ◇
B03. My work gives me a sense of personal accomplishment	24	49	15	9		74%	+2 ◇	-1 ◇	-5 ◇
B04. I feel involved in the decisions that affect my work	14	42	19	18	7	56%	+2 ◇	+2 ◇	-5 ◇
B05. I have a choice in deciding how I do my work	21	54	14	7		75%	0	+3 ◇	-2 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of DfE's purpose	24	59	10	5		83%	0	-1 ◇	-6 ◇
B07. I have a clear understanding of DfE's objectives	20	57	15	6		77%	0	-3 ◇	-8 ◇
B08. I understand how my work contributes to DfE's objectives	25	56	12	5		81%	+1 ◇	-1 ◇	-5 ◇

All questions 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	23	47	18	9	4	69%	0	+4 ◇	0
B10. My manager is considerate of my life outside work	38	45	11	4		83%	-1 ◇	+2 ◇	-1 ◇
B11. My manager is open to my ideas	36	48	10	4		84%	+1 ◇	+5 ◇	+2 ◇
B12. My manager helps me to understand how I contribute to DfE's objectives	18	45	25	9		63%	+1 ◇	+1 ◇	-3 ◇
B13. Overall, I have confidence in the decisions made by my manager	29	47	15	6	4	76%	-1	+5 ◇	0 ◇
B14. My manager recognises when I have done my job well	31	48	13	6		79%	-1 ◇	+2 ◇	-1 ◇
B15. I receive regular feedback on my performance	20	46	18	13		66%	0	+2 ◇	-3 ◇
B16. The feedback I receive helps me to improve my performance	19	45	23	10	4	64%	+1	+4 ◇	-1 ◇
B17. I think that my performance is evaluated fairly	16	41	24	12	7	57%	-2 ◇	-6 ◇	-9 ◇
B18. Poor performance is dealt with effectively in my team	9	33	40	11	7	43%	+1 ◇	+4 ◇	+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	37	48	10	4		85%	-2 ◇	+1 ◇	-1 ◇
B20. The people in my team work together to find ways to improve the service we provide	33	50	11	4		84%	-1	+3 ◇	+1 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	30	51	12	5		81%	+4 ◇	+8 ◇	+4 ◇

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
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	9	47	26	14	5	56%	+5 ◇	-5 ◇	-9 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	42	34	12	5	49%	+8 ◇	+2 ◇	-4 ◇
B24. There are opportunities for me to develop my career in DfE	7	32	29	21	10	39%	-1 ◇	+1 ◇	-8 ◇
B25. Learning and development activities I have completed while working for DfE are helping me to develop my career	7	32	36	18	7	39%	+3 ◇	-3 ◇	-10 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	22	54	14	6	4	76%	-5 ◇	-2 ◇	-5 ◇
B27. I am treated with respect by the people I work with	28	58	9			86%	-2 ◇	+1 ◇	-1 ◇
B28. I feel valued for the work I do	17	46	18	13	6	63%	-3 ◇	0	-5 ◇
B29. I think that DfE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	47	19	9	6	66%	-8 ◇	-6 ◇	-11 ◇

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
Resources and workload									
 :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	20	60	10	8	80%	0	-3 ◇	-6 ◇	
B31. I get the information I need to do my job well	12	54	19	12	66%	0	-3 ◇	-7 ◇	
B32. I have clear work objectives	17	56	14	10	73%	-1 ◇	-2 ◇	-7 ◇	
B33. I have the skills I need to do my job effectively	24	63	9		88%	+1 ◇	-1 ◇	-3 ◇	
B34. I have the tools I need to do my job effectively	13	58	16	11	71%	+1 ◇	-1 ◇	-5 ◇	
B35. I have an acceptable workload	7	46	18	21	53%	-7 ◇	-7 ◇	-12 ◇	
B36. I achieve a good balance between my work life and my private life	11	48	18	16	60%	-8 ◇	-8 ◇	-13 ◇	
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	5	37	22	24	42%	0	+13 ◇	+7 ◇	
B38. I am satisfied with the total benefits package	6	36	25	21	41%	-1 ◇	+9 ◇	+4 ◇	
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	32	24	23	38%	+2 ◇	+13 ◇	+7 ◇	

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that DfE as a whole is managed well	29	32	23	13	32%	-7 ◇	-11 ◇	-25 ◇	
B41. Senior Civil Servants (SCS) in DfE are sufficiently visible	6	35	26	23	11	41%	-5 ◇	-10 ◇	-21 ◇
B42. I believe the actions of Senior Civil Servants (SCS) are consistent with DfE's values	4	31	42	14	10	35%	-5 ◇	-9 ◇	-20 ◇
B43. I believe that the DfE Board has a clear vision for the future of DfE	26	49	12	9	29%	-2 ◇	-13 ◇	-26 ◇	
B44. Overall, I have confidence in the decisions made by DfE's Senior Civil Servants (SCS)	27	39	18	13	30%	-5 ◇	-11 ◇	-21 ◇	
B45. I feel that change is managed well in DfE	19	27	32	19	21%	-6 ◇	-8 ◇	-18 ◇	
B46. When changes are made in DfE they are usually for the better	14	38	30	16	16%	-1 ◇	-11 ◇	-19 ◇	
B47. DfE keeps me informed about matters that affect me	4	49	27	13	7	53%	-2 ◇	-5 ◇	-12 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	26	31	26	13	29%	-8 ◇	-7 ◇	-14 ◇	
B49. I think it is safe to challenge the way things are done in DfE	28	31	23	14	31%	-5 ◇	-7 ◇	-17 ◇	

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 DfE	9	37	34	13	6	46%	-7 ◇	-10 ◇	-19 ◇
B51. I would recommend DfE as a great place to work	7	28	34	21	10	35%	-9 ◇	-10 ◇	-21 ◇
B52. I feel a strong personal attachment to DfE	8	27	34	21	10	35%	-5 ◇	-11 ◇	-17 ◇
B53. DfE inspires me to do the best in my job	6	28	38	20	9	33%	-5 ◇	-10 ◇	-17 ◇
B54. DfE motivates me to help it achieve its objectives	5	26	38	21	10	31%	-4 ◇	-9 ◇	-17 ◇
Taking action									
B55. I believe that Senior Civil Servants (SCS) in DfE will take action on the results from this survey	4	29	31	22	14	33%	-7 ◇	-10 ◇	-19 ◇
B56. I believe that managers where I work will take action on the results from this survey	12	42	25	13	7	54%	-2 ◇	0	-5 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	6	21	46	16	11	27%	-3 ◇	-6 ◇	-13 ◇

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
Organisational Culture									
B58. I am trusted to carry out my job effectively	26	60	8	4	85%	+3 ◇	-3 ◇	-5 ◇	
B59. I believe I would be supported if I try a new idea, even if it may not work	16	53	19	10	68%	+4 ◇	+1 ◇	-3 ◇	
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	14	51	22	8	5	65%	+1 ◇	0	-5 ◇
B61. When I talk about DfE I say "we" rather than "they"	17	47	21	11	4	64%	-9 ◇	-3 ◇	-12 ◇
B62. I have some really good friendships at work	26	50	18	5	76%	+2 ◇	0	-4 ◇	

Please note these questions were not asked on paper surveys in 2012.

All questions 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?	18	25	46	11	58%	-4 ◇	-6 ◇	-9 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	23	48	18	66%	-2 ◇	-3 ◇	-7 ◇
W03. Overall, how happy did you feel yesterday?	21	25	39	15	55%	-3 ◇	-5 ◇	-8 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	18	24	21	37	42%	-7 ◇	-8 ◇	-11 ◇

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 CS2013	Difference from CS High Performers
I want to leave DfE as soon as possible		8%	+3 ^	0	-3 ^
I want to leave DfE within the next 12 months		15%	+4 ^	+2 ^	-1 ^
I want to stay working for DfE for at least the next year		33%	+2 ^	+2 ^	-2 ^
I want to stay working for DfE for at least the next three years		44%	-9 ^	-4 ^	-14 ^

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?		6	94%	+2 ^	+5 ^	+1 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	-1 ^	0	-6 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in DfE it would be investigated properly?		37	63%	-7 ^	-4 ^	-10 ^

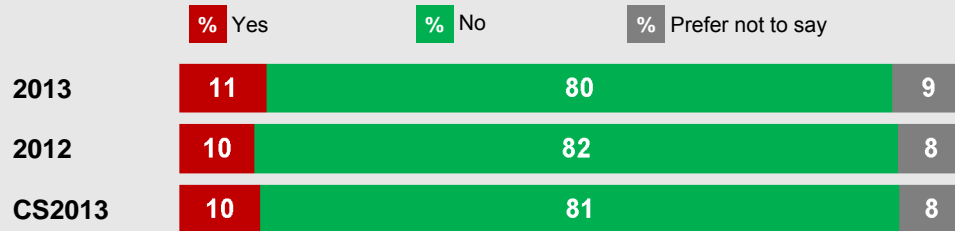
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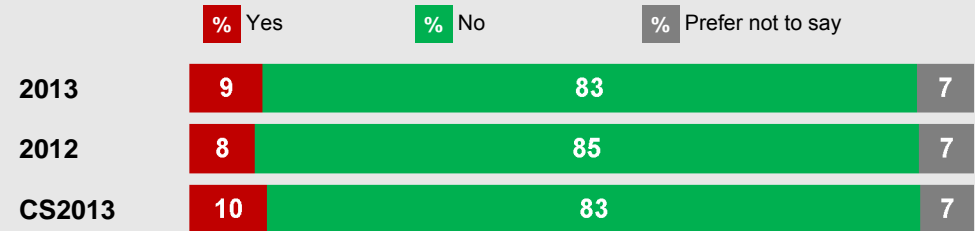
All questions by theme

Discrimination, harassment and bullying

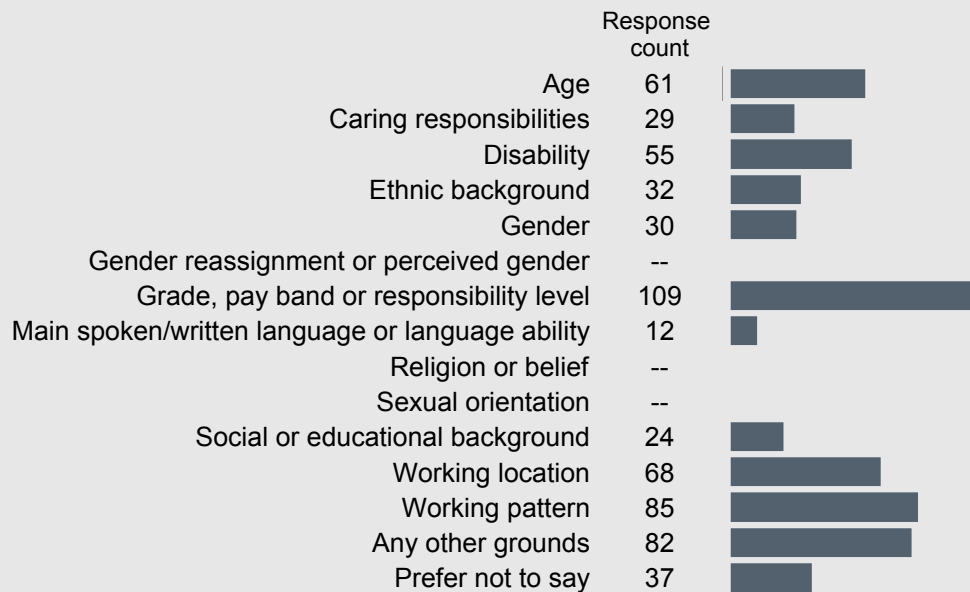
E01. During the past 12 months, have you personally experienced discrimination at work?



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

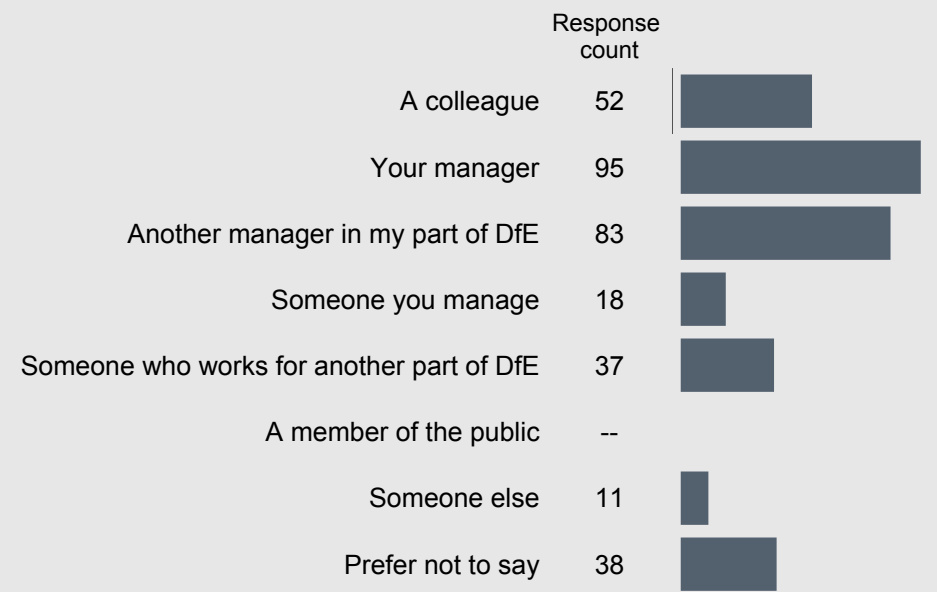


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



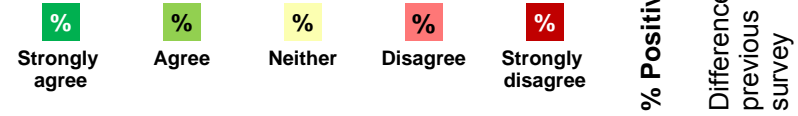
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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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	14	51	27	5		65%	-7 ✦
F02. My manager demonstrates an understanding of diversity in the way he/she manages people	22	55	17	4		77%	-2 ✦
F03. My manager evaluates my performance looking equally at what I achieve and how I achieve against objectives^	19	51	20	6		71%	+4 ✦
F04. I believe DfE is a place where unacceptable behaviour is tackled and not tolerated	7	36	33	18	7	43%	-6 ✦
F05. I understand how different parts of the DfE, including the Executive Agencies, should work together	8	51	24	14		59%	+2 ✦
F06. To be answered by Agency staff only: I understand how the work of my Agency supports the objectives of the wider department	18	62	12	5		80%	-
F07. I believe managers in DfE are held accountable for the value for money resulting from their decisions	6	37	33	18	6	43%	-
F08. Everybody has two responsibilities - their day job and working out how to do it better	16	57	20	6		72%	-
F09. My line manager manages people well	22	48	18	8	4	70%	-1 ✦
F10. The Performance Management process helps managers raise performance	5	23	28	23	21	28%	-

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: ✧

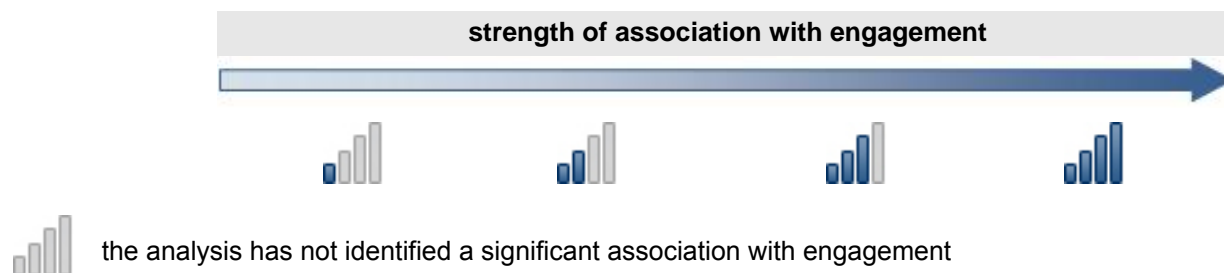
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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