

Department for Transport Corporate Report (including the agencies)

Returns: 12,493

Response rate: 71%

Your engagement index

54%

Difference from previous survey	Difference from CS2012	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 CS2012
B50. I am proud when I tell others I am part of [my organisation]	47%	+1 ✧	-6 ✧
B51. I would recommend [my organisation] as a great place to work	41%	+1 ✧	-5 ✧

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

B52. I feel a strong personal attachment to [my organisation]	40%	+1	-4 ✧
---	-----	----	------

Strive: motivated to do the best for the organisation...

B53. [My organisation] inspires me to do the best in my job	35%	+1 ✧	-6 ✧
B54. [My organisation] motivates me to help it achieve its objectives	32%	+1 ✧	-6 ✧

✧ = 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		33%	0	-8 ✧	-18 ✧
My work		65%	+1 ✧	-8 ✧	-11 ✧
My line manager		65%	0	-1 ✧	-4 ✧
Resources and workload		72%	+1 ✧	-2 ✧	-5 ✧
Pay and benefits		29%	0	-1 ✧	-7 ✧
Learning and development		40%	+4 ✧	-4 ✧	-12 ✧
Organisational objectives and purpose		75%	-1 ✧	-7 ✧	-12 ✧
My team		73%	-1 ✧	-4 ✧	-7 ✧
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 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: 			
B46. When changes are made in [my organisation] they are usually for the better	21%	0	-4 ✦
B45. I feel that change is managed well in [my organisation]	25%	-1 ✦	-4 ✦
B43. I believe that [the executive team has] a clear vision for the future of [my organisation]	34%	-2 ✦	-6 ✦
B40. I feel that [my organisation] as a whole is managed well	36%	-1 ✦	-7 ✦
B49. I think it is safe to challenge the way things are done in [my organisation]	33%	-1 ✦	-7 ✦
B42. I believe the actions of [senior managers] are consistent with [my organisation's] values	34%	+1 ✦	-8 ✦
B41. [Senior managers] in [my organisation] are sufficiently visible	40%	+2 ✦	-8 ✦
B48. I have the opportunity to contribute my views before decisions are made that affect me	26%	0	-9 ✦
B47. [My organisation] keeps me informed about matters that affect me	47%	-1 ✦	-9 ✦
B44. Overall, I have confidence in the decisions made by [my organisation's senior managers]	29%	0	-10 ✦
My work Strength of association with engagement: 			
B01. I am interested in my work	86%	+1 ✦	-3 ✦
B03. My work gives me a sense of personal accomplishment	69%	+1	-4 ✦
B02. I am sufficiently challenged by my work	70%	+2 ✦	-6 ✦
B04. I feel involved in the decisions that affect my work	43%	+1 ✦	-10 ✦
B05. I have a choice in deciding how I do my work	57%	+2 ✦	-15 ✦
My line manager Strength of association with engagement: 			
B18. Poor performance is dealt with effectively in my team	42%	0	+5 ✦
B15. I receive regular feedback on my performance	66%	0	+3 ✦
B16. The feedback I receive helps me to improve my performance	59%	0	0
B17. I think that my performance is evaluated fairly	62%	+1 ✦	0 ✦
B12. My manager helps me to understand how I contribute to [my organisation's] objectives	59%	0	-2 ✦
B14. My manager recognises when I have done my job well	76%	0	-2 ✦
B09. My manager motivates me to be more effective in my job	64%	+1 ✦	-2 ✦
B10. My manager is considerate of my life outside work	78%	+1 ✦	-2 ✦
B13. Overall, I have confidence in the decisions made by my manager	68%	+1 ✦	-3 ✦
B11. My manager is open to my ideas	75%	+1 ✦	-4 ✦

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	48	8	4		86%	+1 ◇	-3 ◇	-6 ◇
B02. I am sufficiently challenged by my work	26	45	16	10		70%	+2 ◇	-6 ◇	-10 ◇
B03. My work gives me a sense of personal accomplishment	21	47	18	10	4	69%	+1	-4 ◇	-9 ◇
B04. I feel involved in the decisions that affect my work	10	33	22	22	13	43%	+1 ◇	-10 ◇	-17 ◇
B05. I have a choice in deciding how I do my work	16	41	20	15	8	57%	+2 ◇	-15 ◇	-20 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of [my organisation's] purpose	23	55	13	6		78%	-1 ◇	-6 ◇	-12 ◇
B07. I have a clear understanding of [my organisation's] objectives	19	53	17	8		72%	0	-6 ◇	-13 ◇
B08. I understand how my work contributes to [my organisation's] objectives	22	53	16	6		75%	-1 ◇	-6 ◇	-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

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	21	43	20	11	6	64%	+1 ◇	-2 ◇	-5 ◇
B10. My manager is considerate of my life outside work	35	43	14	4	3	78%	+1 ◇	-2 ◇	-5 ◇
B11. My manager is open to my ideas	29	46	16	6	4	75%	+1 ◇	-4 ◇	-7 ◇
B12. My manager helps me to understand how I contribute to [my organisation's] objectives	17	42	28	9	4	59%	0	-2 ◇	-7 ◇
B13. Overall, I have confidence in the decisions made by my manager	25	43	18	8	6	68%	+1 ◇	-3 ◇	-7 ◇
B14. My manager recognises when I have done my job well	28	47	14	6		76%	0	-2 ◇	-4 ◇
B15. I receive regular feedback on my performance	21	45	19	11	4	66%	0	+3 ◇	-2 ◇
B16. The feedback I receive helps me to improve my performance	19	41	26	10	5	59%	0	0	-3 ◇
B17. I think that my performance is evaluated fairly	18	44	22	10	6	62%	+1 ◇	0 ◇	-6 ◇
B18. Poor performance is dealt with effectively in my team	11	32	33	15	10	42%	0	+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	48	12	5		81%	-1 ◇	-2 ◇	-5 ◇
B20. The people in my team work together to find ways to improve the service we provide	28	46	17	7		74%	-1 ◇	-5 ◇	-7 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	23	42	21	10	4	65%	-1	-6 ◇	-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
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	41	28	15	7	50%	+5 ◇	-8 ◇	-14 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	30	40	14	8	38%	+3 ◇	-8 ◇	-14 ◇
B24. There are opportunities for me to develop my career in [my organisation]	6	27	26	21	20	33%	+6 ◇	-2 ◇	-9 ◇
B25. Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	8	29	34	17	12	37%	+2 ◇	-3 ◇	-9 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	21	52	15	7	4	73%	-1 ◇	-5 ◇	-8 ◇
B27. I am treated with respect by the people I work with	26	56	12	4		81%	-1 ◇	-3 ◇	-5 ◇
B28. I feel valued for the work I do	15	41	23	14	8	56%	0	-7 ◇	-11 ◇
B29. I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	48	22	7	5	67%	+2 ◇	-5 ◇	-12 ◇

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

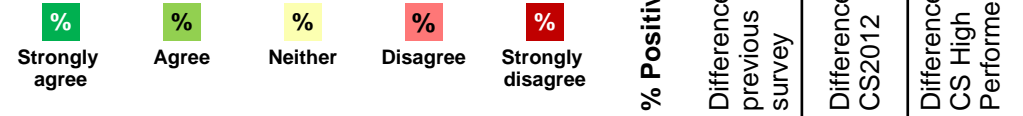
	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Resources and workload									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	23	61	10	5	84%	0	0	-3 ◇	
B31. I get the information I need to do my job well	13	51	21	11	4	65%	+2 ◇	-4 ◇	-8 ◇
B32. I have clear work objectives	17	56	16	7	73%	0	-2 ◇	-6 ◇	
B33. I have the skills I need to do my job effectively	26	61	10	3	86%	0	-2 ◇	-4 ◇	
B34. I have the tools I need to do my job effectively	15	50	17	13	5	65%	+1 ◇	-7 ◇	-10 ◇
B35. I have an acceptable workload	11	51	19	13	6	62%	+2 ◇	+2 ◇	-4 ◇
B36. I achieve a good balance between my work life and my private life	17	51	17	9	5	69%	+1 ◇	+1 ◇	-5 ◇
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	25	20	29	23	28%	0	-2 ◇	-8 ◇	
B38. I am satisfied with the total benefits package	5	28	26	24	17	33%	+1 ◇	0	-7 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	21	22	29	25	25%	0	-1 ◇	-8 ◇

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



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 [my organisation] as a whole is managed well	4	32	28	23	14	36%	-1 ◇	-7 ◇	-21 ◇
B41. [Senior managers] in [my organisation] are sufficiently visible	6	34	25	21	14	40%	+2 ◇	-8 ◇	-20 ◇
B42. I believe the actions of [senior managers] are consistent with [my organisation's] values	5	29	37	17	12	34%	+1 ◇	-8 ◇	-20 ◇
B43. I believe that [the executive team has] a clear vision for the future of [my organisation]	6	28	37	16	13	34%	-2 ◇	-6 ◇	-17 ◇
B44. Overall, I have confidence in the decisions made by [my organisation's senior managers]	4	25	33	21	17	29%	0	-10 ◇	-23 ◇
B45. I feel that change is managed well in [my organisation]		23	31	29	15	25%	-1 ◇	-4 ◇	-13 ◇
B46. When changes are made in [my organisation] they are usually for the better		19	37	27	15	21%	0	-4 ◇	-14 ◇
B47. [My organisation] keeps me informed about matters that affect me	5	42	27	17	9	47%	-1 ◇	-9 ◇	-17 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	23	28	27	18	26%	0	-9 ◇	-16 ◇
B49. I think it is safe to challenge the way things are done in [my organisation]	4	28	31	22	15	33%	-1 ◇	-7 ◇	-14 ◇

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 [my organisation]	12	36	35	12	6	47%	+1 ◇	-6 ◇	-17 ◇
B51. I would recommend [my organisation] as a great place to work	9	32	35	15	8	41%	+1 ◇	-5 ◇	-16 ◇
B52. I feel a strong personal attachment to [my organisation]	10	30	35	17	9	40%	+1	-4 ◇	-12 ◇
B53. [My organisation] inspires me to do the best in my job	7	27	38	18	9	35%	+1 ◇	-6 ◇	-15 ◇
B54. [My organisation] motivates me to help it achieve its objectives	6	26	39	19	10	32%	+1 ◇	-6 ◇	-15 ◇
Taking action									
B55. I believe that [senior managers] in [my organisation] will take action on the results from this survey	5	26	28	22	18	31%	-1 ◇	-12 ◇	-22 ◇
B56. I believe that managers where I work will take action on the results from this survey	10	35	26	16	13	45%	0	-7 ◇	-15 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	6	22	37	19	15	29%	0	-3 ◇	-11 ◇

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 CS2012	Difference from CS High Performers
I want to leave [my organisation] as soon as possible		8%	+1 ^	0	-2 ^
I want to leave [my organisation] within the next 12 months		9%	0	-3 ^	-7 ^
I want to stay working for [my organisation] for at least the next year		22%	+1	-7 ^	-13 ^
I want to stay working for [my organisation] for at least the next three years		61%	-2 ^	+9 ^	+1 ^

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?		15	85%	+3 ^	-3 ^	-8 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	+5 ^	+1 ^	-6 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in [your organisation] it would be investigated properly?		41	59%	+1 ^	-8 ^	-12 ^

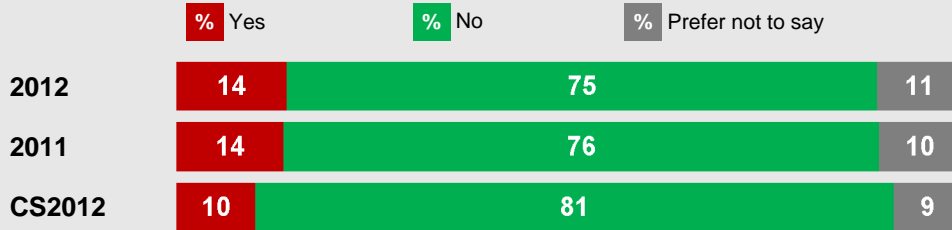
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

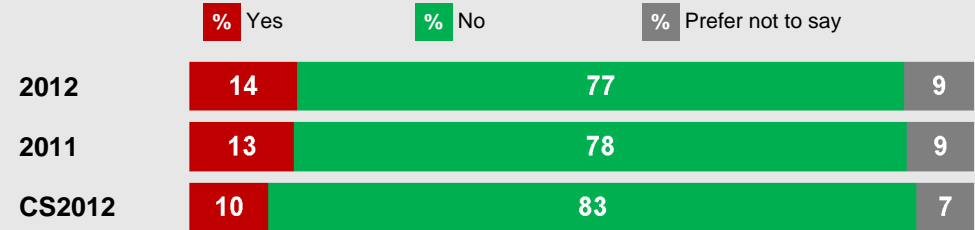
All questions by theme

Discrimination, harassment and bullying

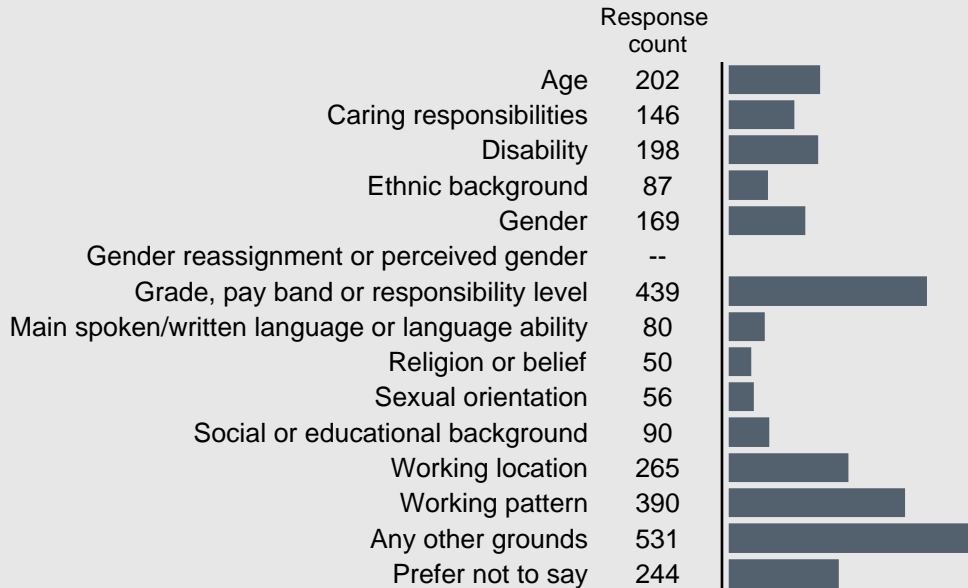
E01. During the past 12 months, have you personally experienced discrimination at work?



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)

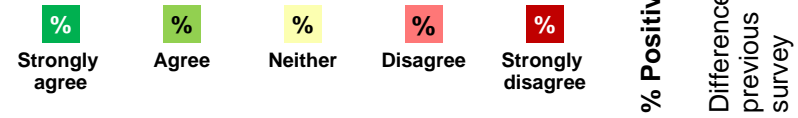


All questions by theme

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



Department for Transport Corporate Report (including the agencies) questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I review my learning and development needs with my manager on a regular basis	7	39	27	19	7	46%	-
F02. My manager encourages me to make time for learning and development	10	38	29	15	8	48%	-

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: ✧

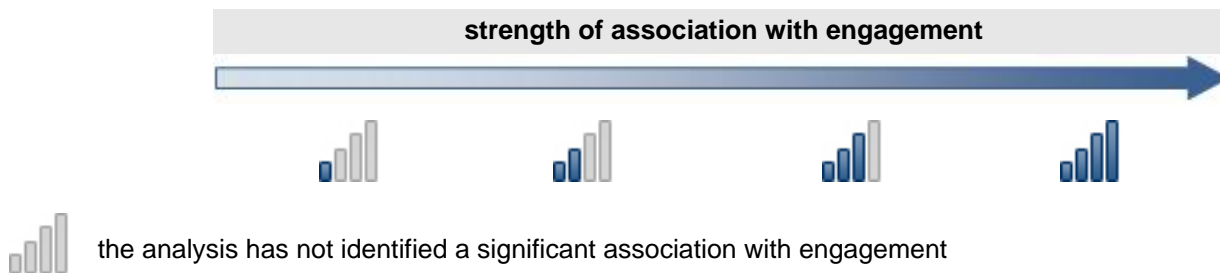
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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