



Strength of association with engagement

Statistically significant difference from comparison

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





Strength of association with engagement



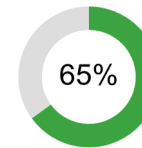
Statistically significant difference from comparison

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.

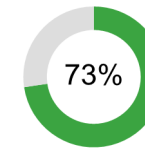
## Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		46%	+6	+2	-4
My work		79%	+2	+4	0
Pay and benefits		32%	+5	+4	-3
My manager		69%	+3	+2	-2
Learning and development		54%	+6	+5	-1
Resources and workload		72%	+2	-2	-5
Organisational objectives and purpose		81%	+3	-2	-7
My team		83%	+1	+3	0
Inclusion and fair treatment		78%	+4	+2	-1

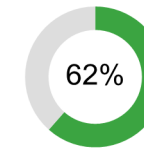
## Wellbeing



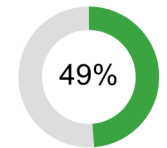
Overall, how satisfied are you with your life nowadays?



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

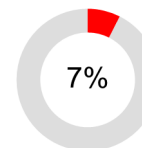


Overall, how happy did you feel yesterday?

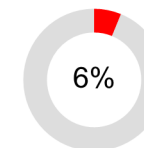


No or low anxiety yesterday

## Discrimination, bullying and harassment

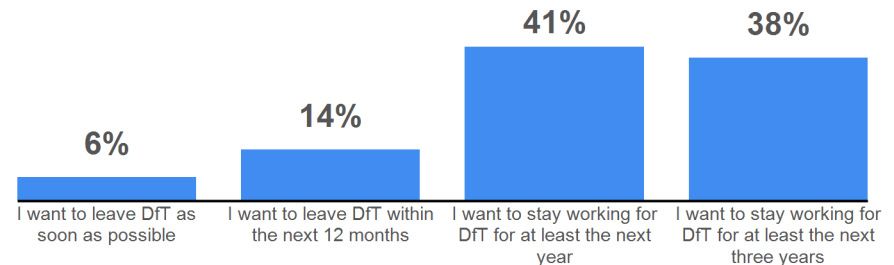


During the past 12 months have you personally experienced discrimination at work?



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

**79%** +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
B01 I am interested in my work	45	45	6			91%	+1 ◇	+1 ◇	-2 ◇
B02 I am sufficiently challenged by my work	41	41	10	6		83%	0	+4 ◇	+1
B03 My work gives me a sense of personal accomplishment	31	46	13	8		77%	+1	+2 ◇	-1 ◇
B04 I feel involved in the decisions that affect my work	18	45	19	13	5	63%	+3 ◇	+6 ◇	+1
B05 I have a choice in deciding how I do my work	30	50	12	5		81%	+4 ◇	+6 ◇	+1

### Organisational objectives and purpose

**81%** +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
B06 I have a clear understanding of DfT's purpose	26	59	11			84%	+4 ◇	-1 ◇	-6 ◇
B07 I have a clear understanding of DfT's objectives	21	56	16	5		77%	+2 ◇	-4 ◇	-9 ◇
B08 I understand how my work contributes to DfT's objectives	27	54	12			81%	+2 ◇	-2 ◇	-6 ◇



## All questions by theme

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### My manager

**69%** +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	23	48	16	9	9	71%	+3 ◆	+3 ◆	0
B10 My manager is considerate of my life outside work	44	42	9	9	9	86%	+3 ◆	+5 ◆	+1
B11 My manager is open to my ideas	39	46	9	9	9	85%	0	+5 ◆	+1
B12 My manager helps me to understand how I contribute to DfT's objectives	17	46	25	10	10	62%	+3 ◆	-2 ◆	-7 ◆
B13 Overall, I have confidence in the decisions made by my manager	30	47	14	6	6	76%	+1	+3 ◆	-1
B14 My manager recognises when I have done my job well	34	48	12	5	5	82%	+1	+4 ◆	+1
B15 I receive regular feedback on my performance	19	46	19	13	13	65%	+5 ◆	0	-3 ◆
B16 The feedback I receive helps me to improve my performance	19	44	25	10	10	63%	+4 ◆	+2 ◆	-3 ◆
B17 I think that my performance is evaluated fairly	17	42	23	11	6	59%	+3 ◆	-3 ◆	-7 ◆
B18 Poor performance is dealt with effectively in my team	9	32	42	11	6	40%	+2 ◆	+1	-3 ◆

### My team

**83%** +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
B19 The people in my team can be relied upon to help when things get difficult in my job	40	47	8	8	8	87%	+2 ◆	+4 ◆	+1 ◆
B20 The people in my team work together to find ways to improve the service we provide	34	50	11	8	8	84%	+1	+4 ◆	+1
B21 The people in my team are encouraged to come up with new and better ways of doing things	31	46	16	5	5	76%	0	+2 ◆	-2 ◆



## All questions by theme

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### Learning and development

**54%** +6

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	14	52	21	11	11	66%	+6 ◆	+4 ◆	-1
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	42	33	10	10	55%	+6 ◆	+4 ◆	-2 ◆
B24	There are opportunities for me to develop my career in DfT	11	36	27	18	8	47%	+7 ◆	+5 ◆	-2 ◆
B25	Learning and development activities I have completed while working for DfT are helping me to develop my career	11	37	35	12	5	48%	+5 ◆	+4 ◆	-2 ◆

### Inclusion and fair treatment

**78%** +4

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	6	80%	+4 ◆	+1 ◆	-2 ◆
B27	I am treated with respect by the people I work with	32	55	8	8	8	87%	+2 ◆	+3 ◆	0
B28	I feel valued for the work I do	21	47	17	10	5	68%	+5 ◆	+4 ◆	-1
B29	I think that DfT respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	50	16	6	6	75%	+6 ◆	+1	-3 ◆



## 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	58	10	6		83%	+1	-1 ◆	-4 ◆
B31 I get the information I need to do my job well	15	58	17	8		73%	+4 ◆	+3 ◆	-1
B32 I have clear work objectives	20	57	14	8		76%	+2 ◆	+1	-3 ◆
B33 I have the skills I need to do my job effectively	28	60	9			88%	+1 ◆	-1	-3 ◆
B34 I have the tools I need to do my job effectively	16	52	18	10		69%	+4 ◆	-3 ◆	-7 ◆
B35 I have an acceptable workload	9	47	20	17	7	56%	+2 ◆	-3 ◆	-10 ◆
B36 I achieve a good balance between my work life and my private life	15	48	18	15	5	63%	+1	-4 ◆	-11 ◆

### Pay and benefits

**32%** +5

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		30	24	25	17	34%	+4 ◆	+5 ◆	-2 ◆
B38 I am satisfied with the total benefits package	5	28	25	26	16	33%	+5 ◆	+1	-7 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	24	24	26	21	29%	+6 ◆	+5 ◆	-2 ◆



## All questions by theme

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### Leadership and Managing Change

**46%** +6

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
B40 I feel that DfT as a whole is managed well	6	45	30	14	5	51%	+10 ◆	+5 ◆	-5 ◆
B41 Senior managers in DfT are sufficiently visible	12	51	18	13	5	63%	+6 ◆	+10 ◆	+1
B42 I believe the actions of senior managers are consistent with DfT's values	8	42	36	10	5	50%	+5 ◆	+3 ◆	-6 ◆
B43 I believe that the board has a clear vision for the future of DfT	6	34	44	11	5	40%	+6 ◆	-5 ◆	-13 ◆
B44 Overall, I have confidence in the decisions made by DfT's senior managers	7	39	35	12	6	46%	+10 ◆	+2 ◆	-5 ◆
B45 I feel that change is managed well in DfT		27	33	26	11	30%	+6 ◆	-1	-8 ◆
B46 When changes are made in DfT they are usually for the better		25	39	23	10	28%	+7 ◆	-2 ◆	-9 ◆
B47 DfT keeps me informed about matters that affect me	9	55	23	8	5	64%	+4 ◆	+6 ◆	0
B48 I have the opportunity to contribute my views before decisions are made that affect me	5	32	31	21	10	37%	+4 ◆	+2 ◆	-6 ◆
B49 I think it is safe to challenge the way things are done in DfT	7	39	29	16	9	46%	+7 ◆	+5 ◆	-2 ◆



## All questions by theme

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

### 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 DfT	12	38	34	12	6	50%	+10 ◇	-8 ◇	-15 ◇
B51 I would recommend DfT as a great place to work	12	38	31	14	6	49%	+15 ◇	+1	-11 ◇
B52 I feel a strong personal attachment to DfT	11	30	34	18	6	41%	+7 ◇	-7 ◇	-13 ◇
B53 DfT inspires me to do the best in my job	9	32	36	17	6	41%	+11 ◇	-4 ◇	-10 ◇
B54 DfT motivates me to help it achieve its objectives	8	31	37	17	7	39%	+10 ◇	-4 ◇	-11 ◇

### 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 managers in DfT will take action on the results from this survey	10	42	27	14	8	52%	+12 ◇	+7 ◇	-2 ◇
B56 I believe that managers where I work will take action on the results from this survey	16	48	21	9	6	64%	+8 ◇	+9 ◇	+3 ◇
B57 Where I work, I think effective action has been taken on the results of the last survey	10	32	37	14	7	42%	+12 ◇	+8 ◇	+2 ◇





## All questions by theme

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### Organisational Culture

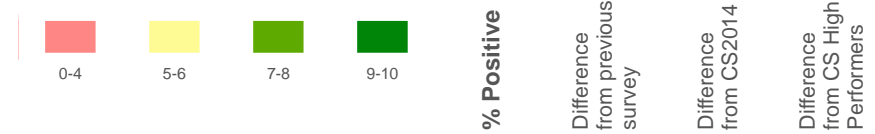
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	33	55	7			88%	0	0	-2 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	19	52	19	8		71%	+2 ◇	+3 ◇	-1 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	16	50	21	7	6	65%	0	0	-5 ◇
B61 When I talk about DfT I say "we" rather than "they"	23	50	18	6		73%	+7 ◇	+4 ◇	-6 ◇
B62 I have some really good friendships at work	26	46	19	8		72%	0	-4 ◇	-8 ◇



## 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	13	22	52	13	65%	+2 ◆	+1 ◆	-1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	18	52	21	73%	+3 ◆	+3 ◆	0
W03 Overall, how happy did you feel yesterday?	17	22	44	17	62%	+3 ◆	+1 ◆	-2 ◆
W04 Overall, how anxious did you feel yesterday?	19	29	20	31	49%	0	-1 ◆	-4 ◆





## 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 DfT?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave DfT as soon as possible		6%	-2 ◇	-1 ◇	-3 ◇
I want to leave DfT within the next 12 months		14%	-1	0	-4 ◇
I want to stay working for DfT for at least the next year		41%	+3	+10 ◇	+4 ◇
I want to stay working for DfT for at least the next three years		38%	+1	-8 ◇	-15 ◇

### 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%	0	+6 ◇	+2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		31	69%	+2 ◇	+5 ◇	-2 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DfT it would be investigated properly?		27	73%	+7 ◇	+4 ◇	-1

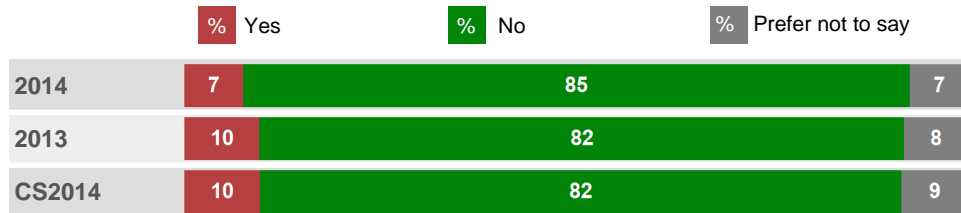


## All questions by theme

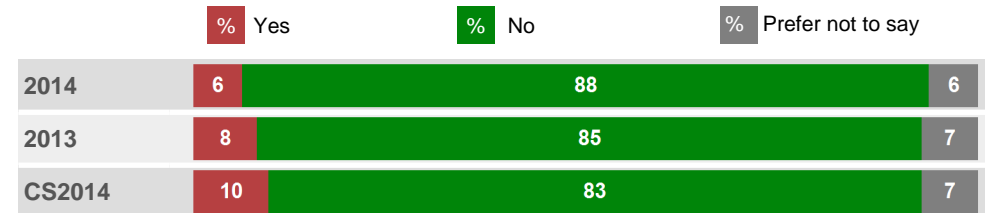
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### Discrimination, harassment and bullying

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	Bar
Age	16	[Bar]
Caring responsibilities	10	[Bar]
Disability	12	[Bar]
Ethnic background	11	[Bar]
Gender	23	[Bar]
Gender reassignment or perceived gender	--	[Bar]
Grade, pay band or responsibility level	42	[Bar]
Main spoken/written language or language ability	--	[Bar]
Religion or belief	--	[Bar]
Sexual orientation	--	[Bar]
Social or educational background	--	[Bar]
Working location	--	[Bar]
Working pattern	22	[Bar]
Any other grounds	24	[Bar]
Prefer not to say	11	[Bar]

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	Bar
A colleague	22	[Bar]
Your manager	28	[Bar]
Another manager in my part of DfT	19	[Bar]
Someone you manage	--	[Bar]
Someone who works for another part of DfT	13	[Bar]
A member of the public	--	[Bar]
Someone else	--	[Bar]
Prefer not to say	17	[Bar]

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

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I understand what the DfT Vision is aiming to achieve	9	48	27	12		58%	+8 ◇
F02 The DfT Vision is relevant to me and my work	9	42	34	11		51%	+1
F03 The Vision has improved the way we work in our team	5	20	48	20	7	25%	+6 ◇
F04 I have seen a difference in DfT as a result of the Vision		19	49	21	7	23%	+6 ◇
F05 Internal Communications are open, honest and transparent	5	44	34	12	5	50%	--
F06 My manager is supportive of flexible working		40	48		9	88%	--
F07 I am satisfied with my working environment	16	47	16	14	7	63%	--



## 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 <b>Theme score % positive</b> ).
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.