


Department for Transport Corporate Report (including the agencies)

Returns : 11,414

Response rate : 68%

Civil Service People Survey 2014

 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.



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Strength of association with engagement



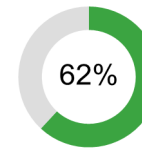
Statistically significant difference from comparison

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.

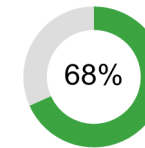
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		36%	+3	-7	-14
My work		68%	+1	-8	-11
My manager		66%	0	-2	-5
Pay and benefits		32%	+8	+5	-3
Resources and workload		71%	-1	-3	-6
Learning and development		46%	+4	-4	-9
Organisational objectives and purpose		75%	-1	-8	-12
My team		76%	+1	-3	-6
Inclusion and fair treatment		71%	+1	-5	-8

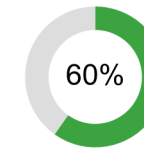
Wellbeing



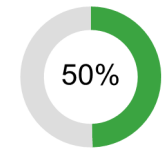
Overall, how satisfied are you with your life nowadays?



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

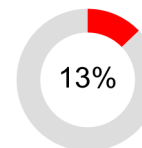


Overall, how happy did you feel yesterday?

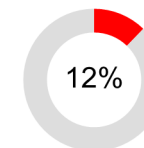


No or low anxiety yesterday

Discrimination, bullying and harassment

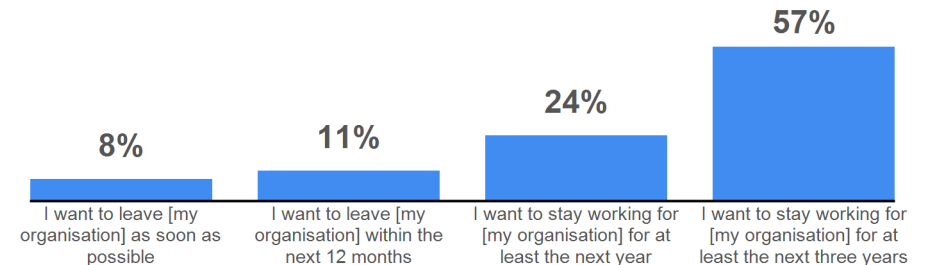


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



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All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

My work

68% +1

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	39	48	9	9	9	86%	0	-3 ◆	-6 ◆
B02 I am sufficiently challenged by my work	30	45	13	9	9	74%	+2 ◆	-5 ◆	-8 ◆
B03 My work gives me a sense of personal accomplishment	25	46	16	9	9	71%	+1 ◆	-5 ◆	-7 ◆
B04 I feel involved in the decisions that affect my work	13	34	20	21	13	47%	+2 ◆	-10 ◆	-15 ◆
B05 I have a choice in deciding how I do my work	19	40	17	15	9	60%	+2 ◆	-15 ◆	-20 ◆

Organisational objectives and purpose

75% -1

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 [my organisation's] purpose	24	54	12	6	6	78%	0	-7 ◆	-12 ◆
B07 I have a clear understanding of [my organisation's] objectives	20	51	17	8	8	71%	-2 ◆	-9 ◆	-14 ◆
B08 I understand how my work contributes to [my organisation's] objectives	24	52	15	6	6	76%	-1 ◆	-8 ◆	-12 ◆

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My manager

66% 0

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
B09	My manager motivates me to be more effective in my job	22	43	19	10	6	65%	+1	-3 ◆	-6 ◆
B10	My manager is considerate of my life outside work	38	40	13	7	2	78%	0	-3 ◆	-7 ◆
B11	My manager is open to my ideas	32	44	14	6	6	76%	0	-4 ◆	-8 ◆
B12	My manager helps me to understand how I contribute to [my organisation's] objectives	19	42	25	9	5	61%	-1	-3 ◆	-8 ◆
B13	Overall, I have confidence in the decisions made by my manager	28	42	17	8	6	69%	0	-4 ◆	-8 ◆
B14	My manager recognises when I have done my job well	31	45	13	7	2	76%	0	-1 ◆	-5 ◆
B15	I receive regular feedback on my performance	22	43	17	12	5	66%	0	0	-3 ◆
B16	The feedback I receive helps me to improve my performance	21	40	24	10	5	61%	+1 ◆	0	-5 ◆
B17	I think that my performance is evaluated fairly	19	41	22	11	7	60%	-1 ◆	-3 ◆	-7 ◆
B18	Poor performance is dealt with effectively in my team	12	31	33	14	10	44%	0	+4 ◆	0

My team

76% +1

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	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	36	47	11	6	2	83%	+1 ◆	-1 ◆	-3 ◆
B20	The people in my team work together to find ways to improve the service we provide	31	47	14	6	2	78%	+1 ◆	-2 ◆	-5 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	26	41	19	9	5	67%	+1	-7 ◆	-11 ◆

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Learning and development

46% +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
B22	I am able to access the right learning and development opportunities when I need to	12	46	24	13	6	57%	+3 ◆	-5 ◆	-10 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	33	36	14	7	44%	+4 ◆	-7 ◆	-13 ◆
B24	There are opportunities for me to develop my career in [my organisation]	10	32	25	18	16	42%	+5 ◆	0	-7 ◆
B25	Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	10	29	34	17	11	39%	+3 ◆	-4 ◆	-10 ◆

Inclusion and fair treatment

71% +1

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	24	51	13	7	5	75%	+1 ◆	-5 ◆	-8 ◆
B27	I am treated with respect by the people I work with	29	54	11			83%	+1 ◆	-2 ◆	-4 ◆
B28	I feel valued for the work I do	18	40	20	14	8	58%	+1 ◆	-7 ◆	-12 ◆
B29	I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	21	46	20	7	6	67%	+2 ◆	-7 ◆	-11 ◆

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Resources and workload

71% -1

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	25	58	10	5		83%	-1 ◆	-1 ◆	-4 ◆
B31 I get the information I need to do my job well	15	49	20	12		64%	-1 ◆	-6 ◆	-10 ◆
B32 I have clear work objectives	18	54	15	9		72%	-2 ◆	-3 ◆	-7 ◆
B33 I have the skills I need to do my job effectively	28	58	9			86%	0	-3 ◆	-5 ◆
B34 I have the tools I need to do my job effectively	16	48	17	13	6	64%	-1 ◆	-7 ◆	-11 ◆
B35 I have an acceptable workload	12	49	19	14	7	60%	0	+1 ◆	-6 ◆
B36 I achieve a good balance between my work life and my private life	18	48	16	10	7	66%	-1	0	-8 ◆

Pay and benefits

32% +8

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	5	28	20	27	20	33%	+9 ◆	+3 ◆	-4 ◆
B38 I am satisfied with the total benefits package	6	30	25	22	17	36%	+6 ◆	+4 ◆	-4 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	24	21	27	23	29%	+8 ◆	+5 ◆	-2 ◆

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Leadership and Managing Change

36% +3

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 [my organisation] as a whole is managed well	5	34	28	20	13	39%	+4 ◆	-6 ◆	-17 ◆
B41	[Senior managers] in [my organisation] are sufficiently visible	8	35	22	21	14	43%	+2 ◆	-10 ◆	-19 ◆
B42	I believe the actions of [senior managers] are consistent with [my organisation's] values	6	30	36	15	12	37%	+2 ◆	-11 ◆	-19 ◆
B43	I believe that [the executive team has] a clear vision for the future of [my organisation]	7	32	36	13	12	39%	+7 ◆	-6 ◆	-14 ◆
B44	Overall, I have confidence in the decisions made by [my organisation's senior managers]	6	27	34	18	16	33%	+4 ◆	-11 ◆	-18 ◆
B45	I feel that change is managed well in [my organisation]		23	29	28	16	27%	+2 ◆	-4 ◆	-11 ◆
B46	When changes are made in [my organisation] they are usually for the better		23	35	24	14	26%	+5 ◆	-3 ◆	-11 ◆
B47	[My organisation] keeps me informed about matters that affect me	6	44	25	15	10	50%	+3 ◆	-8 ◆	-14 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me		24	27	26	18	28%	+1 ◆	-7 ◆	-14 ◆
B49	I think it is safe to challenge the way things are done in [my organisation]	6	30	29	20	16	36%	+3 ◆	-6 ◆	-12 ◆

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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 [my organisation]	13	37	32	11	5	51%	+3 ◇	-8 ◇	-15 ◇
B51 I would recommend [my organisation] as a great place to work	12	35	31	14	8	47%	+6 ◇	-2 ◇	-13 ◇
B52 I feel a strong personal attachment to [my organisation]	12	30	32	17	9	42%	+3 ◇	-5 ◇	-12 ◇
B53 [My organisation] inspires me to do the best in my job	9	30	35	17	9	39%	+4 ◇	-6 ◇	-12 ◇
B54 [My organisation] motivates me to help it achieve its objectives	8	28	35	18	10	37%	+4 ◇	-6 ◇	-13 ◇

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 [my organisation] will take action on the results from this survey	7	28	27	21	18	34%	+4 ◇	-11 ◇	-19 ◇
B56 I believe that managers where I work will take action on the results from this survey	11	35	24	16	13	47%	+3 ◇	-9 ◇	-14 ◇
B57 Where I work, I think effective action has been taken on the results of the last survey	7	23	36	18	16	30%	+3 ◇	-5 ◇	-10 ◇

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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	30	56	8			85%	0	-3 ◇	-5 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	16	44	23	12	5	60%	0	-8 ◇	-12 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	13	42	26	12	7	55%	-1	-10 ◇	-15 ◇
B61 When I talk about [my organisation] I say "we" rather than "they"	18	43	23	11	6	60%	+3 ◇	-8 ◇	-18 ◇
B62 I have some really good friendships at work	32	46	16		5	78%	+1 ◇	+2 ◇	-2 ◇

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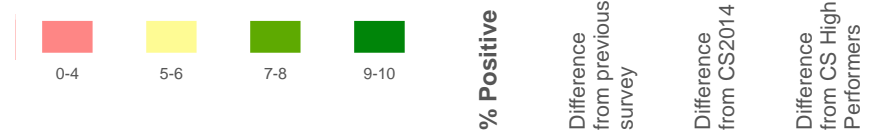
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Wellbeing



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?	15	23	46	16	62%	+1 ◆	-2 ◆	-5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	21	47	22	68%	+1 ◆	-1 ◆	-4 ◆
W03 Overall, how happy did you feel yesterday?	18	22	40	20	60%	+2 ◆	0	-4 ◆
W04 Overall, how anxious did you feel yesterday?	25	24	20	30	50%	-2 ◆	0	-3 ◆

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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 CS2014	Difference from CS High Performers
I want to leave [my organisation] as soon as possible		8%	0	+1 ◇	-2 ◇
I want to leave [my organisation] within the next 12 months		11%	+1 ◇	-3 ◇	-7 ◇
I want to stay working for [my organisation] for at least the next year		24%	0	-7 ◇	-13 ◇
I want to stay working for [my organisation] for at least the next three years		57%	-1	+10 ◇	+3 ◇

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?		12	88%	-1 ◇	-2 ◇	-6 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		35	65%	-1 ◇	+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?		39	61%	+2 ◇	-7 ◇	-12 ◇

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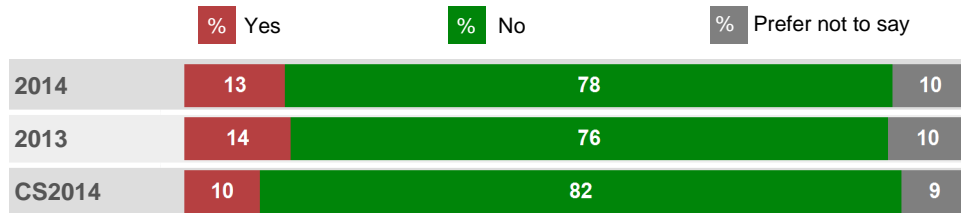
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All questions by theme

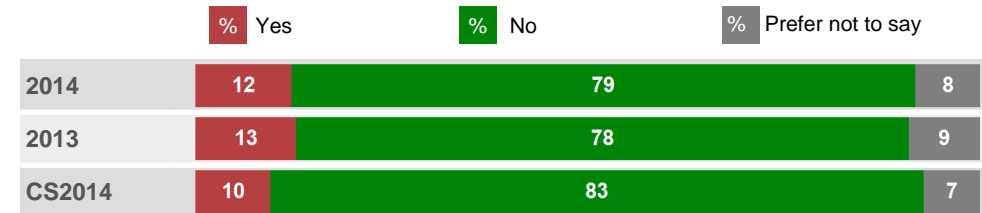
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Discrimination, harassment and bullying

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
Age	185
Caring responsibilities	162
Disability	175
Ethnic background	99
Gender	161
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	370
Main spoken/written language or language ability	74
Religion or belief	43
Sexual orientation	51
Social or educational background	97
Working location	213
Working pattern	362
Any other grounds	409
Prefer not to say	181

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	441
Your manager	386
Another manager in my part of [your organisation]	369
Someone you manage	78
Someone who works for another part of [your organisation]	143
A member of the public	164
Someone else	61
Prefer not to say	193

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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.