

DfT(C) (excluding the agencies)

Returns: 1,428

Response rate: 88%

Your engagement index

52%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
+2	-3	-10

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 CS2011
B50. I am proud when I tell others I am part of DfT	42%	+1	-10 ✧
B51. I would recommend DfT as a great place to work	36%	+6 ✧	-6 ✧

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

B52. I feel a strong personal attachment to DfT	37%	-1	-9 ✧
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Strive: motivated to do the best for the organisation...

B53. DfT inspires me to do the best in my job	32%	+1	-6 ✧
B54. DfT motivates me to help it achieve its objectives	32%	+4 ✧	-3 ✧

✧ = 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 CS2011	Difference from CS High Performers
Leadership and managing change		43%	+6 ✧	+5 ✧	-4 ✧
My work		75%	+1	+4 ✧	-2 ✧
Pay and benefits		32%	-7 ✧	+1	-7 ✧
Resources and workload		70%	-3 ✧	-3 ✧	-6 ✧
My line manager		67%	+1	+2 ✧	-1 ✧
Learning and development		43%	+1	0	-7 ✧
Organisational objectives and purpose		76%	+11 ✧	-5 ✧	-10 ✧
My team		81%	+1	+4 ✧	0
Inclusion and fair treatment		78%	+3 ✧	+4 ✧	0




✧ = 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 CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change Strength of association with engagement: 			
B41. Senior managers in DfT are sufficiently visible	59%	+5 ◇	+13 ◇
B47. DfT keeps me informed about matters that affect me	64%	+7 ◇	+9 ◇
B42. I believe the actions of senior managers are consistent with DfT's values	46%	+7 ◇	+8 ◇
B49. I think it is safe to challenge the way things are done in DfT	45%	+5 ◇	+7 ◇
B44. Overall, I have confidence in the decisions made by DfT's senior managers	42%	+10 ◇	+6 ◇
B40. I feel that DfT as a whole is managed well	45%	+3 ◇	+5 ◇
B45. I feel that change is managed well in DfT	31%	+6 ◇	+4 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	39%	+3 ◇	+4 ◇
B46. When changes are made in DfT they are usually for the better	21%	+6 ◇	-2 ◇
B43. I believe that the board has a clear vision for the future of DfT	36%	+7 ◇	-4 ◇
My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	61%	+7 ◇	+12 ◇
B05. I have a choice in deciding how I do my work	77%	+1	+6 ◇
B02. I am sufficiently challenged by my work	78%	+1	+3 ◇
B03. My work gives me a sense of personal accomplishment	72%	-1	-1 ◇
B01. I am interested in my work	85%	-4 ◇	-3 ◇
Pay and benefits Strength of association with engagement: 			
B37. I feel that my pay adequately reflects my performance	36%	-7 ◇	+4 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	28%	-6 ◇	+1 ◇
B38. I am satisfied with the total benefits package	31%	-7 ◇	-3 ◇

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

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My work									
:Strength of association with engagement									
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B01. I am interested in my work	39	47	9	4		85%	-4 ◇	-3 ◇	-6 ◇
B02. I am sufficiently challenged by my work	34	43	11	8		78%	+1	+3 ◇	-1 ◇
B03. My work gives me a sense of personal accomplishment	24	47	15	9	4	72%	-1	-1 ◇	-6 ◇
B04. I feel involved in the decisions that affect my work	15	46	18	15	5	61%	+7 ◇	+12 ◇	+2 ◇
B05. I have a choice in deciding how I do my work	24	53	15	6		77%	+1	+6 ◇	0
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of DfT's purpose	22	57	15	4		79%	+11 ◇	-5 ◇	-11 ◇
B07. I have a clear understanding of DfT's objectives	19	54	18	6		74%	+13 ◇	-5 ◇	-11 ◇
B08. I understand how my work contributes to DfT's objectives	23	53	16	5		76%	+8 ◇	-5 ◇	-10 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

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My line manager

:Strength of association with engagement

Question	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	18	48	20	10	4	66%	+2	+3 ✦	-1
B10. My manager is considerate of my life outside work	36	47	12	4	4	83%	0	+4 ✦	0
B11. My manager is open to my ideas	32	51	11	4	4	83%	+2 ✦	+4 ✦	+2 ✦
B12. My manager helps me to understand how I contribute to DfT's objectives	14	44	30	9	4	58%	+4 ✦	0	-6 ✦
B13. Overall, I have confidence in the decisions made by my manager	27	49	16	6	4	76%	+3 ✦	+5 ✦	+1 ✦
B14. My manager recognises when I have done my job well	27	54	13	5	4	80%	0	+4 ✦	+1 ✦
B15. I receive regular feedback on my performance	15	45	23	14	4	60%	0	0	-6 ✦
B16. The feedback I receive helps me to improve my performance	14	44	29	9	4	58%	0	0	-3 ✦
B17. I think that my performance is evaluated fairly	15	50	25	7	4	65%	0	+3 ✦	-2 ✦
B18. Poor performance is dealt with effectively in my team	7	31	45	12	5	38%	0	+1	-3 ✦

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	35	50	10	4	4	85%	0	+2 ✦	-1 ✦
B20. The people in my team work together to find ways to improve the service we provide	29	53	13	5	4	81%	0	+3 ✦	0
B21. The people in my team are encouraged to come up with new and better ways of doing things	27	49	17	6	4	76%	+2	+7 ✦	+1 ✦

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 CS2011	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	8	43	29	15	4	51%	+2	-3 ✧	-12 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	35	39	14	4	43%	-8 ✧	-2 ✧	-9 ✧
B24. There are opportunities for me to develop my career in DfT	6	28	31	22	13	34%	+9 ✧	+3 ✧	-5 ✧
B25. Learning and development activities I have completed while working for DfT are helping me to develop my career	7	36	34	16	6	44%	-1	+4 ✧	-2 ✧
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	24	57	13	5		81%	+1	+3 ✧	0
B27. I am treated with respect by the people I work with	30	58	9			88%	+2	+4 ✧	+1 ✧
B28. I feel valued for the work I do	18	49	19	10	4	66%	+4 ✧	+7 ✧	0
B29. I think that DfT respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	56	17	4		76%	+4 ✧	+5 ✧	-1 ✧

All questions by theme


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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2011
 Difference from CS High Performers

Resources and workload

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	22	60	10	7		82%	+2	-1 ✧	-5 ✧
B31. I get the information I need to do my job well	13	56	19	10		69%	-1	+2 ✧	-2 ✧
B32. I have clear work objectives	16	57	16	8		73%	+2	-1	-5 ✧
B33. I have the skills I need to do my job effectively	23	61	12			84%	-5 ✧	-4 ✧	-6 ✧
B34. I have the tools I need to do my job effectively	13	55	18	11	4	68%	-3 ✧	-2 ✧	-8 ✧
B35. I have an acceptable workload	7	45	22	19	7	52%	-12 ✧	-8 ✧	-13 ✧
B36. I achieve a good balance between my work life and my private life	12	50	21	13	4	61%	-7 ✧	-6 ✧	-12 ✧

Pay and benefits

 :Strength of association with engagement







B37. I feel that my pay adequately reflects my performance	4	32	25	25	13	36%	-7 ✧	+4 ✧	-3 ✧
B38. I am satisfied with the total benefits package	4	27	31	25	13	31%	-7 ✧	-3 ✧	-9 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	24	28	27	17	28%	-6 ✧	+1 ✧	-7 ✧

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 CS2011	Difference from CS High Performers
Leadership and managing change									
 :Strength of association with engagement									
B40. I feel that DfT as a whole is managed well	4	42	31	17	6	45%	+3 ◇	+5 ◇	-9 ◇
B41. Senior managers in DfT are sufficiently visible	8	51	22	14	5	59%	+5 ◇	+13 ◇	0
B42. I believe the actions of senior managers are consistent with DfT's values	6	41	38	11	5	46%	+7 ◇	+8 ◇	-4 ◇
B43. I believe that the board has a clear vision for the future of DfT	4	31	46	13	5	36%	+7 ◇	-4 ◇	-15 ◇
B44. Overall, I have confidence in the decisions made by DfT's senior managers	5	37	36	14	8	42%	+10 ◇	+6 ◇	-5 ◇
B45. I feel that change is managed well in DfT		28	31	26	12	31%	+6 ◇	+4 ◇	-6 ◇
B46. When changes are made in DfT they are usually for the better		19	43	26	11	21%	+6 ◇	-2 ◇	-11 ◇
B47. DfT keeps me informed about matters that affect me	7	57	23	9		64%	+7 ◇	+9 ◇	+3 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	5	34	32	20	9	39%	+3 ◇	+4 ◇	-4 ◇
B49. I think it is safe to challenge the way things are done in DfT	5	40	31	16	8	45%	+5 ◇	+7 ◇	-1

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of DfT	9	33	38	14	6	42%	+1	-10 ✧	-23 ✧
B51. I would recommend DfT as a great place to work	7	29	38	18	8	36%	+6 ✧	-6 ✧	-19 ✧
B52. I feel a strong personal attachment to DfT	8	29	35	19	8	37%	-1	-9 ✧	-17 ✧
B53. DfT inspires me to do the best in my job	5	27	43	18	8	32%	+1	-6 ✧	-17 ✧
B54. DfT motivates me to help it achieve its objectives	4	28	42	18	8	32%	+4 ✧	-3 ✧	-13 ✧
Taking action									
B55. I believe that senior managers in DfT will take action on the results from this survey	7	38	29	16	10	45%	+9 ✧	+6 ✧	-5 ✧
B56. I believe that managers where I work will take action on the results from this survey	13	47	24	11	5	60%	+11 ✧	+11 ✧	+3 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	7	25	43	17	8	32%	-	+3 ✧	-5 ✧

All questions by theme

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 CS2011	Difference from CS High Performers
I want to leave DfT as soon as possible		6%	-2 ^	-1 ^	-4 ^
I want to leave DfT within the next 12 months		14%	-1	+2 ^	-1 ^
I want to stay working for DfT for at least the next year		35%	+6 ^	+7 ^	0
I want to stay working for DfT for at least the next three years		45%	-3 ^	-8 ^	-15 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		5	95%	+4 ^	+9 ^	+3 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		39	61%	+5 ^	+2 ^	-5 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in DfT it would be investigated properly?		29	71%	+7 ^	+7 ^	0

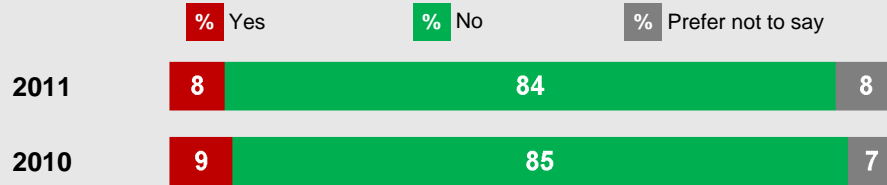
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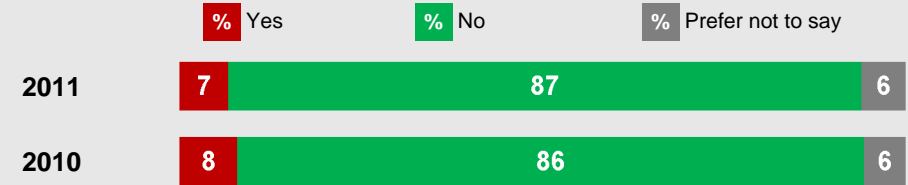
All questions by theme

Discrimination, harassment and bullying

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

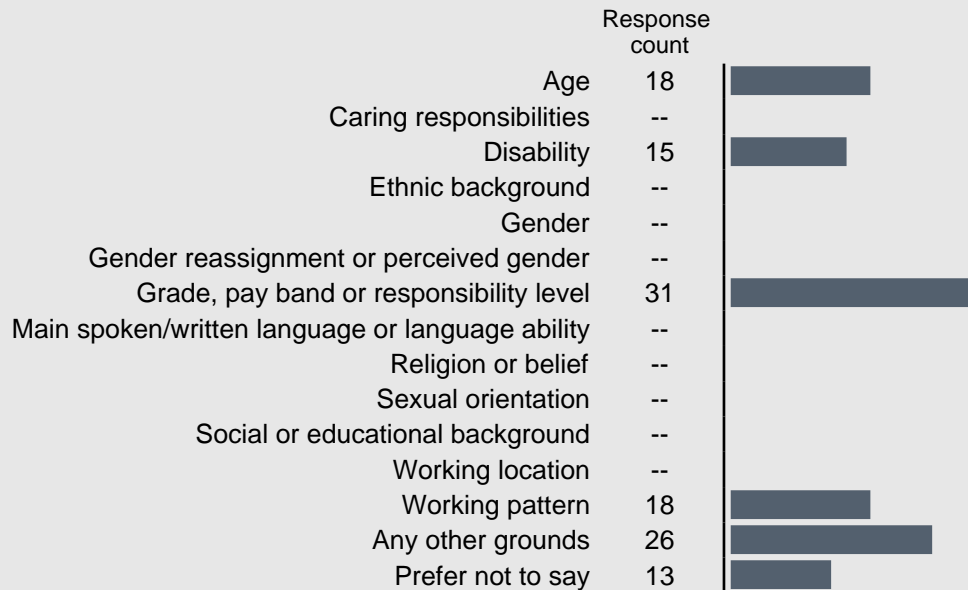


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

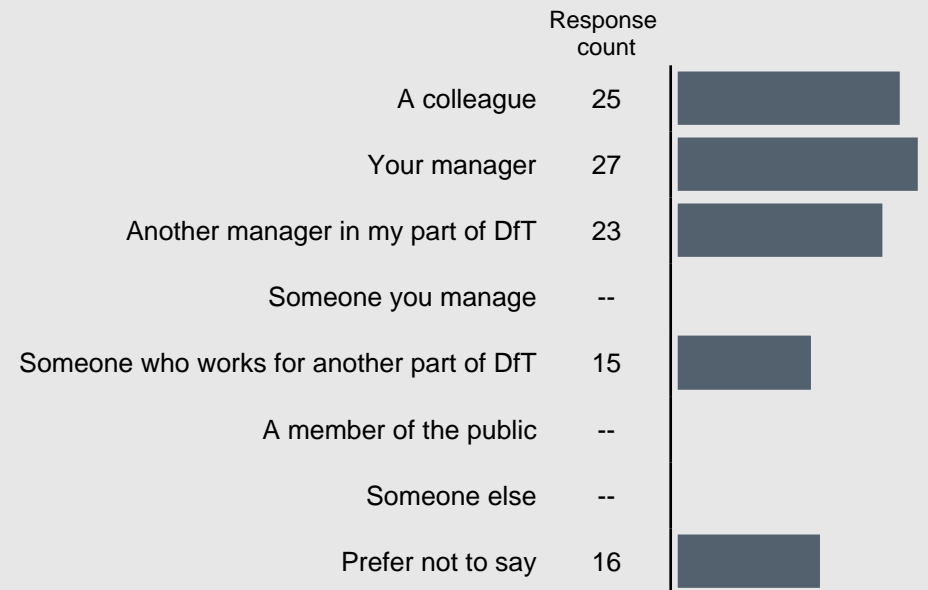
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



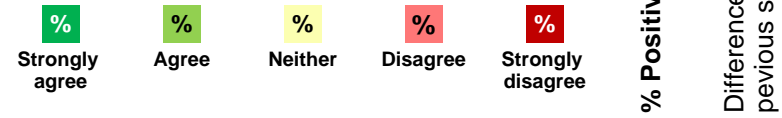
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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



DfT(C) (excluding the agencies) questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I regularly use internal media to find news or work related information: Bulletin	23	59	10	6		82%	-1
F02. I regularly use internal media to find news or work related information: Transnet	25	60	8	6		85%	+2 ◇
F03. I regularly use internal media to find news or work related information: a2c	8	32	24	26	10	40%	+5 ◇
F04. I regularly use internal media to find news or work related information: electronic news screens	9	41	24	18	8	50%	0
F05. Have you taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	Yes: 45%		No: 55%			45%	-
F06. Have you taken any special leave from your job in the past 12 months to take part in volunteering activity or giving of unpaid help?	Yes: 9%		No: 91%			9%	-

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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✧

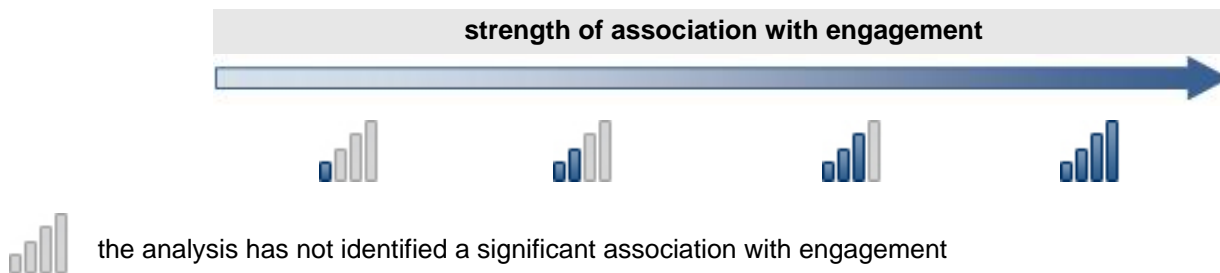
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2011 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.