Department for Education (Corporate Report)

Returns : 4,365　　　Response rate : 92%　　　Civil Service People Survey 2016

▊▌▍ 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.

Engagement Index

61%

Difference from previous survey	+1 ✧
Difference from CS2016	+2 ✧
Difference from CS High Performers	-2 ✧

My work

78% ▊▌▍

Difference from previous survey	0
Difference from CS2016	+3 ✧
Difference from CS High Performers	0

Organisational objectives and purpose

83% ▊▌▍

Difference from previous survey	-4 ✧
Difference from CS2016	0
Difference from CS High Performers	-5 ✧

My manager

72% ▊▌▍

Difference from previous survey	-1
Difference from CS2016	+4 ✧
Difference from CS High Performers	+1 ✧

My team

85% ▊▌▍

Difference from previous survey	-1 ✧
Difference from CS2016	+5 ✧
Difference from CS High Performers	+1 ✧

Learning and development

56% ▊▌▍

Difference from previous survey	0
Difference from CS2016	+6 ✧
Difference from CS High Performers	+1 ✧

Inclusion and fair treatment

80% ▊▌▍

Difference from previous survey	+1 ✧
Difference from CS2016	+4 ✧
Difference from CS High Performers	+1 ✧

Resources and workload

72% ▊▌▍

Difference from previous survey	-1 ✧
Difference from CS2016	-1 ✧
Difference from CS High Performers	-4 ✧

Pay and benefits

44% ▊▌▍

Difference from previous survey	+1 ✧
Difference from CS2016	+13 ✧
Difference from CS High Performers	+7 ✧

Leadership and managing change

47% ▊▌▍

Difference from previous survey	-1 ✧
Difference from CS2016	+4 ✧
Difference from CS High Performers	-6 ✧

📊 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 CS2016	Difference from CS High Performers
Leadership and managing change	📊	47%	-1 ✧	+4 ✧	-6 ✧
My work	📊	78%	0	+3 ✧	0
Learning and development	📊	56%	0	+6 ✧	+1 ✧
Pay and benefits	📊	44%	+1 ✧	+13 ✧	+7 ✧
My manager	📊	72%	-1	+4 ✧	+1 ✧
Organisational objectives and purpose	📊	83%	-4 ✧	0	-5 ✧
Resources and workload	📊	72%	-1 ✧	-1 ✧	-4 ✧
Inclusion and fair treatment	📊	80%	+1 ✧	+4 ✧	+1 ✧
My team	📊	85%	-1 ✧	+5 ✧	+1 ✧

Wellbeing

🟩 % responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)
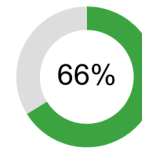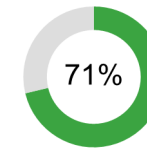
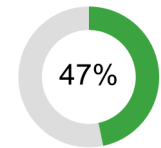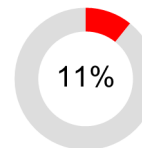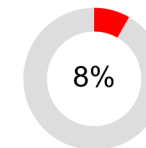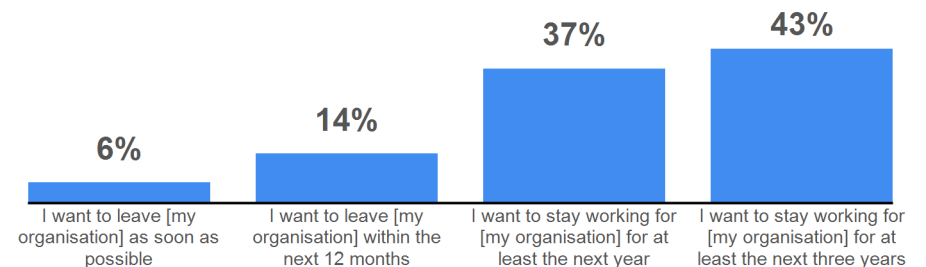| 66%	71%	63%	47%
W01. Overall, how satisfied are you with your life nowadays?	W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	W03. Overall, how happy did you feel yesterday?	W04. Overall, how anxious did you feel yesterday?
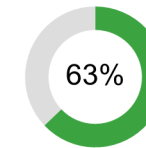
Discrimination, bullying and harassment

🟥 % responding Yes

11%	During the past 12 months have you personally experienced discrimination at work?
8%	During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

6%	14%	37%	43%
I want to leave [my organisation] as soon as possible	I want to leave [my organisation] within the next 12 months	I want to stay working for [my organisation] for at least the next year	I want to stay working for [my organisation] for at least the next three years

Department for Education (Corporate Report)

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All questions by theme

My work — 78% — 0 Difference from previous survey
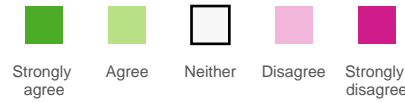
Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01	I am interested in my work	41	49	6			90%	0	0	-1 ✧
B02	I am sufficiently challenged by my work	39	44	9	7		83%	0	+3 ✧	0
B03	My work gives me a sense of personal accomplishment	27	50	13	8		77%	0	+2 ✧	-2 ✧
B04	I feel involved in the decisions that affect my work	17	46	17	14	5	63%	0	+7 ✧	+2 ✧
B05	I have a choice in deciding how I do my work	27	51	12	7		78%	0	+4 ✧	0 ✧

Organisational objectives and purpose — 83% — -4 Difference from previous survey

Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06	I have a clear understanding of [my organisation's] purpose	27	58	9	5		86%	-3 ✧	0	-5 ✧
B07	I have a clear understanding of [my organisation's] objectives	22	57	13	6		79%	-5 ✧	-1 ✧	-6 ✧
B08	I understand how my work contributes to [my organisation's] objectives	29	54	10	5		83%	-3 ✧	0	-4 ✧

All questions by theme

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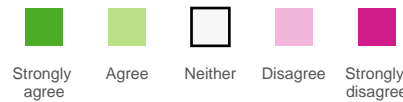^ indicates a variation in question wording from your previous survey

My manager 72% -1

Difference from previous survey | Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	29	46	14	9		75%	-1	+6 ✧	+1 ✧
B10	My manager is considerate of my life outside work	44	41	9			85%	+1 ✧	+3 ✧	0
B11	My manager is open to my ideas	41	44	9			85%	0	+5 ✧	+1 ✧
B12	My manager helps me to understand how I contribute to [my organisation's] objectives	22	45	22	8		67%	-1 ✧	+3 ✧	-2 ✧
B13	Overall, I have confidence in the decisions made by my manager	34	46	12	6		80%	0	+7 ✧	+1 ✧
B14	My manager recognises when I have done my job well	36	47	10	5		83%	-1 ✧	+5 ✧	+1 ✧
B15	I receive regular feedback on my performance	23	46	17	12		69%	-2 ✧	+3 ✧	0 ✧
B16	The feedback I receive helps me to improve my performance	23	45	21	9		68%	0	+5 ✧	+2 ✧
B17	I think that my performance is evaluated fairly	20	45	21	10	5	65%	+3 ✧	+2 ✧	-3 ✧
B18	Poor performance is dealt with effectively in my team	11	33	40	11	5	44%	-4 ✧	+5 ✧	+1 ✧

My team 85% -1

Difference from previous survey | Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	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			87%	-1 ✧	+2 ✧	0 ✧
B20	The people in my team work together to find ways to improve the service we provide	35	50	9			86%	0	+4 ✧	+1 ✧
B21	The people in my team are encouraged to come up with new and better ways of doing things	32	49	13			81%	-3 ✧	+7 ✧	+3 ✧

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^ indicates a variation in question wording from your previous survey

Learning and development — 56% 0

Difference from previous survey | Strength of association with engagement

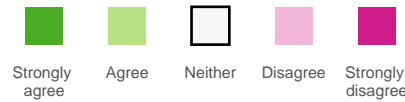|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	12	50	23	12		62%	-2 ✧	+2 ✧	-5 ✧
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	43	32	11		55%	-4 ✧	+4 ✧	-2 ✧
B24	There are opportunities for me to develop my career in [my organisation]	14	44	24	13	6	57%	+4 ✧	+14 ✧	+6 ✧
B25	Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	11	38	34	13		49%	+2 ✧	+5 ✧	-3 ✧

Inclusion and fair treatment — 80% +1

Difference from previous survey | Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	28	54	9	6		83%	+1 ✧	+4 ✧	0
B27	I am treated with respect by the people I work with	34	55	7			89%	0 ✧	+4 ✧	+1 ✧
B28	I feel valued for the work I do	23	49	15	9		72%	0	+7 ✧	+2 ✧
B29	I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	51	14	6		77%	+1 ✧	+3 ✧	-1 ✧

Department for Education (Corporate Report)

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All questions by theme

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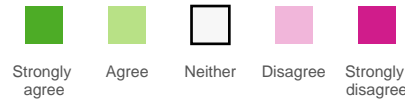^ indicates a variation in question wording from your previous survey

Resources and workload — 72% -1

Difference from previous survey | Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30	In my job, I am clear what is expected of me	23	59	10	7		81%	-3 ✧	-1 ✧	-5 ✧
B31	I get the information I need to do my job well	14	55	18	11		69%	-3 ✧	0	-5 ✧
B32	I have clear work objectives	19	57	14	8		75%	-4 ✧	0	-4 ✧
B33	I have the skills I need to do my job effectively	25	62	9			86%	-2 ✧	-2 ✧	-5 ✧
B34	I have the tools I need to do my job effectively	16	57	16	10		73%	-1 ✧	+3 ✧	-3 ✧
B35	I have an acceptable workload	8	49	17	18	7	57%	+3 ✧	-1 ✧	-7 ✧
B36	I achieve a good balance between my work life and my private life	15	50	16	14	5	65%	+3 ✧	-2 ✧	-7 ✧

Pay and benefits — 44% +1

Difference from previous survey | Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37	I feel that my pay adequately reflects my performance	6	41	20	24	10	47%	+2 ✧	+15 ✧	+8 ✧
B38	I am satisfied with the total benefits package	6	38	24	22	10	44%	-1	+10 ✧	+4 ✧
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	35	22	24	13	41%	+2 ✧	+15 ✧	+7 ✧

Returns : 4,365   Response rate : 92%   Civil Service People Survey 2016

All questions by theme

Leadership and managing change — **47%** **-1**

Difference from previous survey — Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that [my organisation] as a whole is managed well	6	47	30	13		52%	-1 ✧	+5 ✧	-6 ✧
B41	[Senior managers] in [my organisation] are sufficiently visible	10	48	22	15		58%	+1	+3 ✧	-8 ✧
B42	I believe the actions of [senior managers] are consistent with [my organisation's] values	8	44	35	9		52%	0	+3 ✧	-6 ✧
B43	I believe that [the executive team has] a clear vision for the future of [my organisation]	5	34	47	10		39%	-7 ✧	-4 ✧	-15 ✧
B44	Overall, I have confidence in the decisions made by [my organisation's senior managers]	6	42	37	11	5	48%	0	+4 ✧	-6 ✧
B45	I feel that change is managed well in [my organisation]		33	32	23	8	37%	-3 ✧	+7 ✧	-4 ✧
B46	When changes are made in [my organisation] they are usually for the better		28	45	18	6	31%	0	+1 ✧	-7 ✧
B47	[My organisation] keeps me informed about matters that affect me	7	57	23	10		64%	-1 ✧	+8 ✧	0 ✧
B48	I have the opportunity to contribute my views before decisions are made that affect me	6	35	32	21	7	40%	-3 ✧	+3 ✧	-7 ✧
B49	I think it is safe to challenge the way things are done in [my organisation]	6	39	33	16	7	45%	0	+1 ✧	-4 ✧

Department for Education (Corporate Report)

All questions by theme

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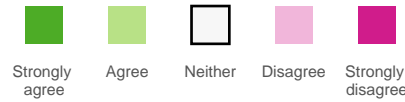
Engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50	I am proud when I tell others I am part of [my organisation]	16	45	28	9		61%	+1 ✧	+2 ✧	-5 ✧
B51	I would recommend [my organisation] as a great place to work	13	42	29	11		56%	+3 ✧	+5 ✧	-5 ✧
B52	I feel a strong personal attachment to [my organisation]	12	34	32	17	5	46%	+1 ✧	-2 ✧	-9 ✧
B53	[My organisation] inspires me to do the best in my job	11	38	34	13		49%	+2 ✧	+3 ✧	-4 ✧
B54	[My organisation] motivates me to help it achieve its objectives	10	38	35	14		47%	+3 ✧	+4 ✧	-3 ✧

Taking action

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55	I believe that [senior managers] in [my organisation] will take action on the results from this survey	9	41	29	14	6	50%	-1 ✧	+4 ✧	-4 ✧
B56	I believe that managers where I work will take action on the results from this survey	17	48	20	9	5	65%	+2 ✧	+10 ✧	+1 ✧
B57	Where I work, I think effective action has been taken on the results of the last survey	9	29	44	12	6	38%	-3 ✧	+3 ✧	-3 ✧

All questions by theme

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

Organisational culture

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58	I am trusted to carry out my job effectively	30	58	7			88%	0	0	-2 ✧
B59	I believe I would be supported if I try a new idea, even if it may not work	20	53	17	8		73%	+1	+4 ✧	-1 ✧
B60	When I talk about [my organisation] I say "we" rather than "they"	23	51	16	8		74%	+2 ✧	+3 ✧	-4 ✧
B61	I have some really good friendships at work	25	50	18	6		75%	0	-2 ✧	-5 ✧

Leadership statement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62	[Senior managers] in [my organisation] actively role model the behaviours set out in the Civil Service Leadership Statement	7	41	38	10		48%	+5 ✧	+5 ✧	-1 ✧
B63	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	50	21	6		70%	+3 ✧	+9 ✧	+3 ✧

All questions by theme

Wellbeing

	0-4	5-6	7-8	9-10

Unlike the questions B01-B63 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.

		Chart				% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01	Overall, how satisfied are you with your life nowadays?	11	22	53	13	66%	+2 ✧	0	-3 ✧
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	19	50	21	71%	+1 ✧	0	-3 ✧
W03	Overall, how happy did you feel yesterday?	15	22	44	19	63%	+4 ✧	-1 ✧	-3 ✧

	0-1	2-3	4-5	6-10

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

		Chart				% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	19	28	21	32	47%	+3 ✧	-3 ✧	-6 ✧

All questions by theme

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

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 CS2016	Difference from CS High Performers
I want to leave [my organisation] as soon as possible	**6%**	0	-3 ✧	-5 ✧
I want to leave [my organisation] within the next 12 months	**14%**	-1	-1 ✧	-5 ✧
I want to stay working for [my organisation] for at least the next year	**37%**	-1	+5 ✧	-2 ✧
I want to stay working for [my organisation] for at least the next three years	**43%**	+2	0	-8 ✧

The Civil Service Code

Differences are based on '% Yes' score

% Yes   % No

|	% Yes	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	95 / 5	**95%**	+1 ✧	+4 ✧	0
D02. Are you aware of how to raise a concern under the Civil Service Code?	69 / 31	**69%**	0	+2 ✧	-5 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in [your organisation] it would be investigated properly?	75 / 25	**75%**	+3 ✧	+8 ✧	0

All questions by theme

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

### Discrimination, harassment and bullying

E01. During the past 12 months, have you personally experienced discrimination at work?
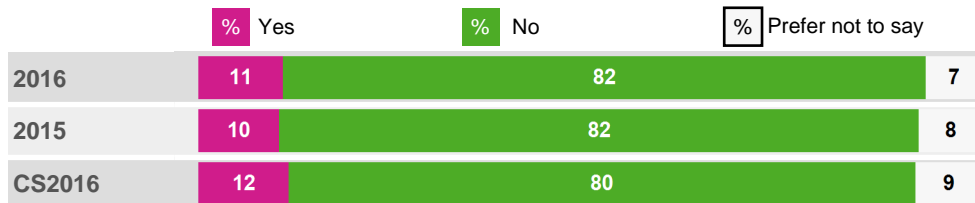
	% Yes	% No	% Prefer not to say
2016	11	82	7
2015	10	82	8
CS2016	12	80	9

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

	% Yes	% No	% Prefer not to say
2016	8	86	6
2015	8	85	7
CS2016	11	82	7

For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?

	% Yes	% No	% Prefer not to say
2016	33	51	16
CS2016	34	50	16
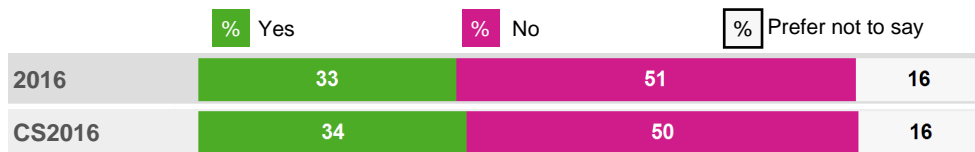
For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

	% Yes	% No	% Prefer not to say
2016	24	53	23
CS2016	20	60	20

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

	Response Count	
Age	86	
Caring responsibilities	49	
Disability	57	
Ethnic background	44	
Gender	55	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	157	
Main spoken/written language or language ability	27	
Religion or belief	14	
Sexual orientation	10	
Social or educational background	35	
Working location	112	
Working pattern	99	
Any other grounds	75	
Prefer not to say	46	

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)

A colleague	80	
Your manager	119	
Another manager in my part of [your organisation]	107	
Someone you manage	11	
Someone who works for another part of [your organisation]	38	
A member of the public	--	
Someone else	24	
Prefer not to say	47	

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

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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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 fewer 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.