



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

Engagement Index

60%

Difference from previous survey +2

Difference from CS2015 +2

Difference from CS High Performers -3

My work

78%

Difference from previous survey +2

Difference from CS2015 +4

Difference from CS High Performers 0

Organisational objectives and purpose

86%

Difference from previous survey +1

Difference from CS2015 +4

Difference from CS High Performers 0

My manager

73%

Difference from previous survey +1

Difference from CS2015 +5

Difference from CS High Performers +2

My team

86%

Difference from previous survey +1

Difference from CS2015 +6

Difference from CS High Performers +3

Learning and development

56%

Difference from previous survey +2

Difference from CS2015 +7

Difference from CS High Performers 0

Inclusion and fair treatment

79%

Difference from previous survey +2

Difference from CS2015 +5

Difference from CS High Performers +1

Resources and workload

73%

Difference from previous survey +1

Difference from CS2015 +1

Difference from CS High Performers -3

Pay and benefits

43%

Difference from previous survey +1

Difference from CS2015 +13

Difference from CS High Performers +7

Leadership and managing change

48%

Difference from previous survey +6

Difference from CS2015 +5

Difference from CS High Performers -4



Strength of association with engagement



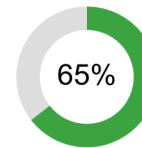
Statistically significant difference from comparison

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.

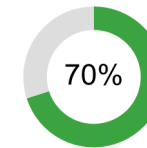
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		48%	+6 ✧	+5 ✧	-4 ✧
My work		78%	+2 ✧	+4 ✧	0
My manager		73%	+1 ✧	+5 ✧	+2 ✧
Pay and benefits		43%	+1 ✧	+13 ✧	+7 ✧
Resources and workload		73%	+1 ✧	+1 ✧	-3 ✧
Learning and development		56%	+2 ✧	+7 ✧	0
Organisational objectives and purpose		86%	+1 ✧	+4 ✧	0
Inclusion and fair treatment		79%	+2 ✧	+5 ✧	+1 ✧
My team		86%	+1 ✧	+6 ✧	+3 ✧

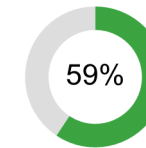
Wellbeing



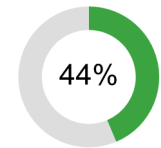
Overall, how satisfied are you with your life nowadays?



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

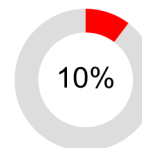


Overall, how happy did you feel yesterday?

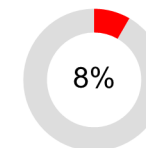


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

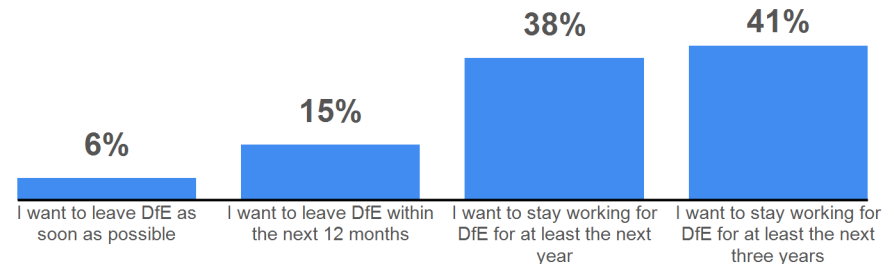


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





All questions by theme

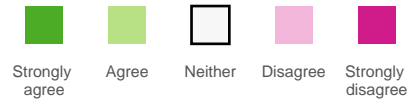
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

78% +2
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

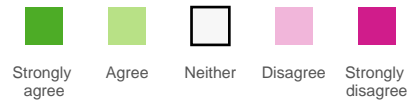
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	40	49	6	1	4	90%	0	0 ◆	-2 ◆
B02 I am sufficiently challenged by my work	39	44	8	7	4	83%	+1 ◆	+4 ◆	+1 ◆
B03 My work gives me a sense of personal accomplishment	27	50	13	8	4	77%	+1 ◆	+1 ◆	-2 ◆
B04 I feel involved in the decisions that affect my work	17	46	18	15	14	63%	+3 ◆	+7 ◆	-1 ◆
B05 I have a choice in deciding how I do my work	26	53	12	7	4	78%	+2 ◆	+5 ◆	0

Organisational objectives and purpose

86% +1
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of DfE's purpose	28	61	8	1	2	89%	+1 ◆	+4 ◆	0 ◆
B07 I have a clear understanding of DfE's objectives	24	60	11	1	4	84%	+2 ◆	+5 ◆	0
B08 I understand how my work contributes to DfE's objectives	30	56	9	1	4	86%	+1 ◆	+3 ◆	-1 ◆



All questions by theme

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

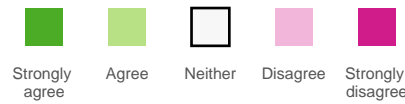
My manager

73% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	28	47	14	8	8	75%	+3 ◇	+7 ◇	+3 ◇
B10	My manager is considerate of my life outside work	43	41	10	6	0	85%	+1 ◇	+3 ◇	-1 ◇
B11	My manager is open to my ideas	41	44	9	6	0	85%	0	+5 ◇	+1 ◇
B12	My manager helps me to understand how I contribute to DfE's objectives	22	47	22	8	0	68%	+2 ◇	+5 ◇	0
B13	Overall, I have confidence in the decisions made by my manager	33	47	12	6	0	80%	+2 ◇	+8 ◇	+3 ◇
B14	My manager recognises when I have done my job well	37	46	9	5	0	83%	+1 ◇	+5 ◇	+2 ◇
B15	I receive regular feedback on my performance	25	46	16	11	0	71%	0	+4 ◇	+1 ◇
B16	The feedback I receive helps me to improve my performance	24	44	21	9	0	68%	0	+7 ◇	+3 ◇
B17	I think that my performance is evaluated fairly	20	42	21	12	6	62%	+1 ◇	0	-6 ◇
B18	Poor performance is dealt with effectively in my team	12	36	36	11	5	48%	+1	+9 ◇	+5 ◇

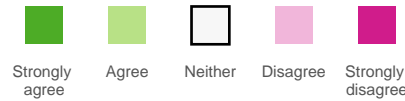
My team

86% +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 CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	41	47	8	4	0	87%	+1 ◇	+3 ◇	+1 ◇
B20	The people in my team work together to find ways to improve the service we provide	37	49	9	5	0	86%	+1 ◇	+6 ◇	+2 ◇
B21	The people in my team are encouraged to come up with new and better ways of doing things	35	49	10	6	0	84%	+2 ◇	+10 ◇	+6 ◇



All questions by theme

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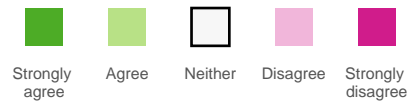
Learning and development

56% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	13	51	21	13	0	64%	0	+2 ◆	-3 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	46	28	10	0	59%	+2 ◆	+8 ◆	+1 ◆
B24	There are opportunities for me to develop my career in DfE	12	41	26	15	6	53%	+3 ◆	+12 ◆	+4 ◆
B25	Learning and development activities I have completed while working for DfE are helping me to develop my career	10	37	35	14	6	47%	0	+4 ◆	-3 ◆

Inclusion and fair treatment

79% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	28	54	10	6	0	82%	+2 ◆	+3 ◆	0
B27	I am treated with respect by the people I work with	34	54	7	7	0	88%	+1 ◆	+4 ◆	+1 ◆
B28	I feel valued for the work I do	23	49	15	9	0	72%	+3 ◆	+8 ◆	+3 ◆
B29	I think that DfE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	25	51	14	6	0	76%	+3 ◆	+4 ◆	-2 ◆



All questions by theme

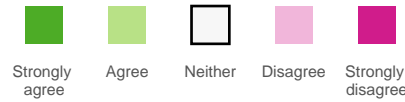
◆ indicates statistically significant difference from comparison
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Resources and workload **73%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	24	60	9	6		84%	+1 ◆	+1 ◆	-1 ◆
B31 I get the information I need to do my job well	15	57	17	10		72%	+2 ◆	+3 ◆	-1 ◆
B32 I have clear work objectives	20	59	13	6		79%	+2 ◆	+4 ◆	0 ◆
B33 I have the skills I need to do my job effectively	26	62	8			88%	0	0	-2 ◆
B34 I have the tools I need to do my job effectively	16	58	15	10		74%	+1 ◆	+5 ◆	0
B35 I have an acceptable workload	9	46	19	20	7	54%	0	-5 ◆	-10 ◆
B36 I achieve a good balance between my work life and my private life	14	48	17	16	5	62%	+2 ◆	-5 ◆	-10 ◆

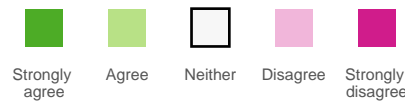
Pay and benefits

43% +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 CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	6	39	20	24	11	45%	+2 ◆	+14 ◆	+8 ◆
B38 I am satisfied with the total benefits package	6	38	25	21	9	45%	+1 ◆	+12 ◆	+6 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	33	23	25	13	39%	+1	+14 ◆	+7 ◆



All questions by theme

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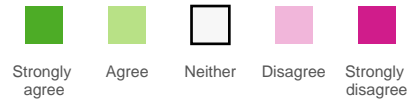
Leadership and managing change

48% +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that DfE as a whole is managed well	6	47	31	12	5	53%	+8 ◆	+8 ◆	-3 ◆
B41	Senior Civil Servants (SCS) in DfE are sufficiently visible	10	47	23	15	5	57%	+5 ◆	+4 ◆	-9 ◆
B42	I believe the actions of Senior Civil Servants (SCS) are consistent with DfE's values	8	43	36	8	5	51%	+6 ◆	+6 ◆	-5 ◆
B43	I believe that the DfE Board has a clear vision for the future of DfE	6	40	44	8	5	45%	+8 ◆	+3 ◆	-8 ◆
B44	Overall, I have confidence in the decisions made by DfE's Senior Civil Servants (SCS)	7	41	37	10	5	48%	+7 ◆	+7 ◆	-3 ◆
B45	I feel that change is managed well in DfE	6	36	34	21	5	40%	+8 ◆	+10 ◆	+1 ◆
B46	When changes are made in DfE they are usually for the better	6	27	45	19	5	31%	+5 ◆	+4 ◆	-4 ◆
B47	DfE keeps me informed about matters that affect me	7	58	24	9	5	65%	+4 ◆	+9 ◆	+1 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	6	37	32	20	6	43%	+6 ◆	+7 ◆	-2 ◆
B49	I think it is safe to challenge the way things are done in DfE	6	39	31	17	7	45%	+4 ◆	+4 ◆	-5 ◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of DfE	16	44	29	8		60%	+2 ◆	+3 ◆	-6 ◆
B51 I would recommend DfE as a great place to work	12	41	31	12		53%	+5 ◆	+6 ◆	-6 ◆
B52 I feel a strong personal attachment to DfE	12	33	34	16		45%	+2 ◆	-1 ◆	-8 ◆
B53 DfE inspires me to do the best in my job	10	37	35	14		47%	+4 ◆	+3 ◆	-4 ◆
B54 DfE motivates me to help it achieve its objectives	9	35	36	15		44%	+2 ◆	+3 ◆	-4 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that Senior Civil Servants (SCS) in DfE will take action on the results from this survey	10	41	29	13	6	51%	+6 ◆	+8 ◆	-4 ◆
B56 I believe that managers where I work will take action on the results from this survey	16	47	21	11	5	63%	+1 ◆	+8 ◆	+1 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	10	31	41	12	6	42%	+3 ◆	+8 ◆	-1



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	31	57	7			88%	+1 ◆	0	-2 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	20	52	17	9		72%	+1 ◆	+5 ◆	0
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	17	51	20	9		67%	+1 ◆	+2 ◆	-2 ◆
B61 When I talk about DfE I say "we" rather than "they"	22	51	17	8		73%	+2 ◆	+3 ◆	-5 ◆
B62 I have some really good friendships at work	26	49	17	6		75%	+2 ◆	0	-4 ◆

Leadership statement

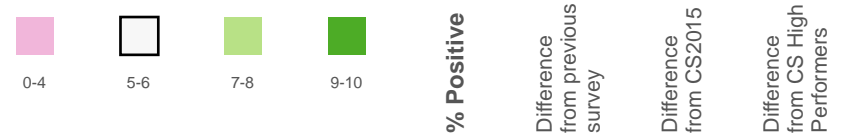
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	25	49	16	8		74%	--	+7 ◆	+3 ◆
B64 Senior Civil Servants (SCS) inspire people across DfE to do their best	7	35	40	13		43%	--	+5 ◆	-3 ◆
B65 My manager leads our team with confidence	28	50	13	6		78%	--	+8 ◆	+2 ◆
B66 Senior Civil Servants (SCS) lead DfE with confidence	11	44	35	7		55%	--	+8 ◆	-2 ◆
B67 My manager empowers me to do my job effectively	26	52	14	6		77%	--	+6 ◆	+2 ◆
B68 DfE's Senior Civil Servants (SCS) empower teams to deliver	8	40	40	9		47%	--	+7 ◆	-1 ◆
B69 Senior Civil Servants (SCS) in DfE actively role model the behaviours set out in the Civil Service Leadership Statement	7	36	44	9		43%	--	+8 ◆	0
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	48	24	6		67%	--	+10 ◆	+5 ◆



All questions by theme

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Wellbeing

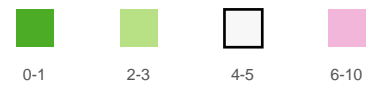


Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	13	23	52	13	65%	+4 ◆	-1 ◆	-4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	21	50	20	70%	+2 ◆	-1 ◆	-4 ◆
W03 Overall, how happy did you feel yesterday?	17	23	42	17	59%	+3 ◆	-3 ◆	-6 ◆

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



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	17	26	21	36	44%	-1 ◆	-6 ◆	-9 ◆



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 DfE?

		Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave DfE as soon as possible		6%	-1	-3 ◇ -6 ◇
I want to leave DfE within the next 12 months		15%	0	-1 ◇ -5 ◇
I want to stay working for DfE for at least the next year		38%	+3 ◇	+6 ◇ 0
I want to stay working for DfE for at least the next three years		41%	-3 ◇	-1 ◇ -10 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		6	94%	-1 ◇	+4 ◇	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		30	70%	+3 ◇	+3 ◇	-3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DfE it would be investigated properly?		27	73%	+3 ◇	+5 ◇	0

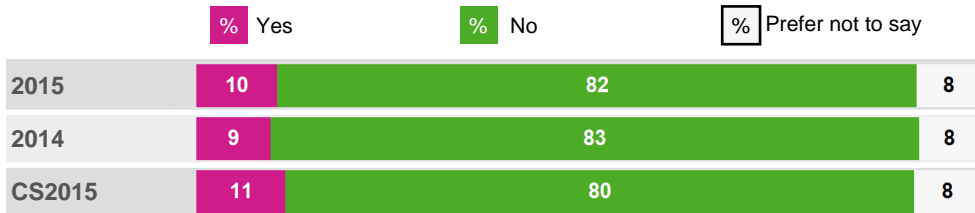


All questions by theme

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Discrimination, harassment and bullying

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



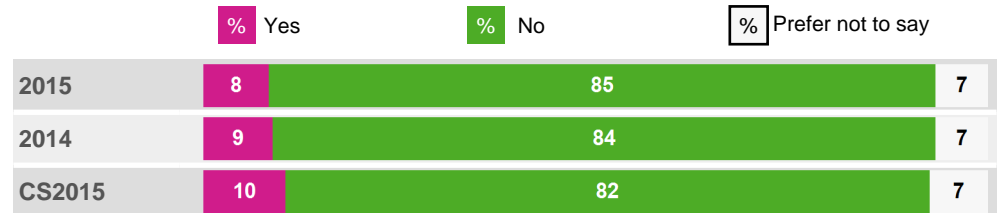
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	64
Caring responsibilities	38
Disability	45
Ethnic background	41
Gender	39
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	103
Main spoken/written language or language ability	10
Religion or belief	15
Sexual orientation	--
Social or educational background	26
Working location	62
Working pattern	84
Any other grounds	54
Prefer not to say	38

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

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



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	52
Your manager	95
Another manager in my part of DfE	72
Someone you manage	--
Someone who works for another part of DfE	24
A member of the public	--
Someone else	--
Prefer not to say	46

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



All questions by theme

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

DEPARTMENT for EDUCATION questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I believe DfE actively supports staff with caring responsibilities	20	53	22			73%	+5 ◆
F02 My manager demonstrates an understanding of diversity in the way he/she manages people	27	55	13			82%	+3 ◆
F03 I understand the core expectations about how we work in the DfE	20	69	9			89%	--
F04 The department's requirement to be more data driven has had an impact on the way I do my work	20	49	23	7		69%	+7 ◆
F05 The Performance Management process helps managers raise performance	6	26	26	25	17	31%	0
F06 I believe DfE is a place where unacceptable behaviour is tackled and not tolerated	9	43	30	13		52%	+6 ◆
F07 We act as one department to deliver our vision and priorities	6	33	34	21	6	39%	--
F08 To be answered by Agency staff only: I understand how the work of my Agency supports the objectives of the wider department	26	60	11			86%	0
F09 I believe managers in DfE are held accountable for the value for money resulting from their decisions	8	42	32	13		50%	+5 ◆
F10 Everybody has two responsibilities - their day job and working out how to do it better	19	55	18	5		74%	-2 ◆



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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.