



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

## Engagement Index

62%

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

82%

Difference from previous survey -4

Difference from CS2016 -1

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

84%

Difference from previous survey -2

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

45%

Difference from previous survey +2

Difference from CS2016 +14

Difference from CS High Performers +7

## Leadership and managing change

48%

Difference from previous survey 0

Difference from CS2016 +5

Difference from CS High Performers -5



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		48%	0	+5 ✧	-5 ✧
My work		78%	0	+3 ✧	0
Learning and development		56%	0	+6 ✧	+1 ✧
My manager		72%	-1	+4 ✧	+1 ✧
Organisational objectives and purpose		82%	-4 ✧	-1 ✧	-5 ✧
Pay and benefits		45%	+2 ✧	+14 ✧	+7 ✧
Resources and workload		72%	-1 ✧	-1 ✧	-4 ✧
Inclusion and fair treatment		80%	+1 ✧	+4 ✧	+1 ✧
My team		84%	-2 ✧	+5 ✧	+1 ✧



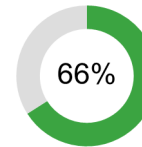
Strength of association with engagement



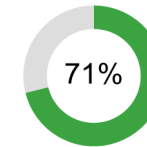
Statistically significant difference from comparison

## Wellbeing

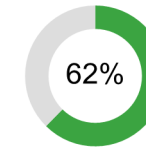
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



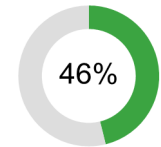
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



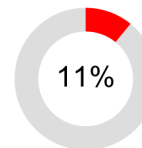
W03. Overall, how happy did you feel yesterday?



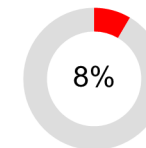
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

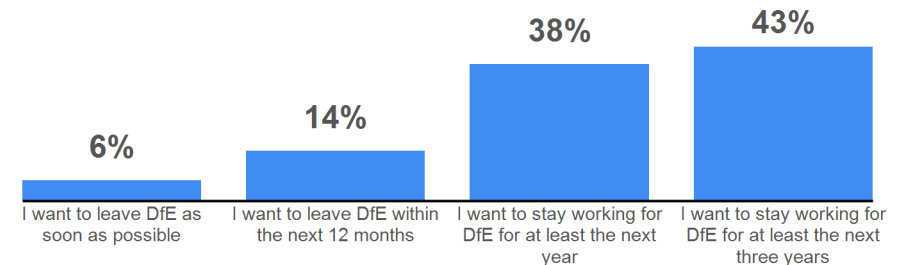


During the past 12 months have you personally experienced discrimination at work?



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

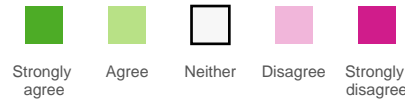
My work

78% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	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	40	50	6	1	3	90%	0	0	-2 ◆
B02 I am sufficiently challenged by my work	38	44	9	7	4	83%	0	+3 ◆	0
B03 My work gives me a sense of personal accomplishment	26	50	13	8	3	77%	0	+2 ◆	-2 ◆
B04 I feel involved in the decisions that affect my work	18	46	17	14	5	64%	+1 ◆	+7 ◆	+2 ◆
B05 I have a choice in deciding how I do my work	27	51	12	7	3	78%	0	+4 ◆	-1 ◆

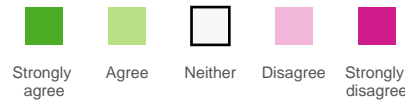
Organisational objectives and purpose

82% -4

Difference from previous survey



Strength of association with engagement



Question	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 DfE's purpose	27	58	9	5	1	85%	-3 ◆	0 ◆	-5 ◆
B07 I have a clear understanding of DfE's objectives	22	56	14	7	2	78%	-6 ◆	-2 ◆	-6 ◆
B08 I understand how my work contributes to DfE's objectives	28	54	11	5	2	82%	-4 ◆	-1 ◆	-5 ◆



All questions by theme

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

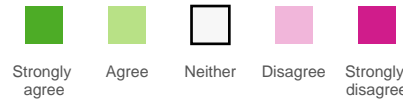
My manager

72% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	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	9	74%	-1 ◆	+6 ◆	+1 ◆
B10	My manager is considerate of my life outside work	45	41	8	8	0	86%	+1 ◆	+3 ◆	0
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	45	23	8	2	66%	-2 ◆	+2 ◆	-3 ◆
B13	Overall, I have confidence in the decisions made by my manager	34	46	11	6	3	80%	0	+7 ◆	+2 ◆
B14	My manager recognises when I have done my job well	35	47	10	5	3	83%	-1 ◆	+4 ◆	+1 ◆
B15	I receive regular feedback on my performance	23	46	17	12	2	69%	-2 ◆	+3 ◆	-1 ◆
B16	The feedback I receive helps me to improve my performance	22	45	21	9	3	68%	-1	+5 ◆	+1 ◆
B17	I think that my performance is evaluated fairly	19	45	21	10	5	65%	+3 ◆	+1 ◆	-4 ◆
B18	Poor performance is dealt with effectively in my team	11	34	40	10	5	45%	-4 ◆	+6 ◆	+2 ◆

My team

84% -2

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 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	39	47	8	6	0	87%	-1 ◆	+2 ◆	0 ◆
B20	The people in my team work together to find ways to improve the service we provide	35	50	9	6	0	86%	0	+4 ◆	+1 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	33	49	13	5	0	81%	-3 ◆	+7 ◆	+2 ◆



All questions by theme

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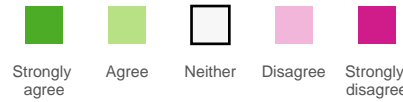
Learning and development

56% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	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	13	5	62%	-2 ◆	+1 ◆	-6 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	43	32	11	5	55%	-5 ◆	+4 ◆	-2 ◆
B24	There are opportunities for me to develop my career in DfE	14	46	24	11	5	60%	+7 ◆	+17 ◆	+9 ◆
B25	Learning and development activities I have completed while working for DfE are helping me to develop my career	11	38	35	13	5	48%	+1 ◆	+5 ◆	-3 ◆

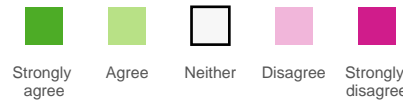
Inclusion and fair treatment

80% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	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	55	9	5	5	83%	+2 ◆	+4 ◆	+1 ◆
B27	I am treated with respect by the people I work with	34	55	7	7	5	88%	0	+4 ◆	+1 ◆
B28	I feel valued for the work I do	24	49	15	9	5	72%	+1 ◆	+8 ◆	+2 ◆
B29	I think that DfE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	51	15	6	5	77%	+1 ◆	+3 ◆	-1 ◆



All questions by theme

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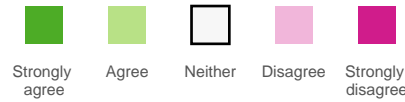
Resources and workload

72% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	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	22	59	10	8		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	18	58	14	8		75%	-4 ◆	0	-4 ◆
B33 I have the skills I need to do my job effectively	24	62	9			86%	-2 ◆	-2 ◆	-5 ◆
B34 I have the tools I need to do my job effectively	15	57	16	10		72%	-2 ◆	+2 ◆	-4 ◆
B35 I have an acceptable workload	9	48	17	19	7	57%	+3 ◆	-1 ◆	-8 ◆
B36 I achieve a good balance between my work life and my private life	15	50	16	15	5	64%	+3 ◆	-2 ◆	-7 ◆

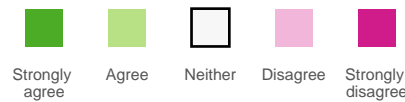
Pay and benefits

45% +2

Difference from previous survey



Strength of association with engagement



Question	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	9	47%	+2 ◆	+15 ◆	+8 ◆
B38 I am satisfied with the total benefits package	7	40	24	21	9	46%	+1 ◆	+12 ◆	+6 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	35	23	24	12	41%	+2 ◆	+15 ◆	+7 ◆



All questions by theme

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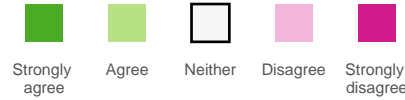
Leadership and  
managing change

48% 0

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from  
previous  
survey

Difference  
from  
CS2016

Difference  
from CS High  
Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that DfE as a whole is managed well	6	48	31	12	6	54%	0	+7 ◆	-5 ◆
B41	Senior Civil Servants (SCS) in DfE are sufficiently visible	10	48	23	15	6	58%	+1 ◆	+3 ◆	-8 ◆
B42	I believe the actions of Senior Civil Servants (SCS) are consistent with DfE's values	8	44	37	8	6	52%	+1	+3 ◆	-6 ◆
B43	I believe that the DfE Board has a clear vision for the future of DfE	5	33	50	9	6	38%	-7 ◆	-4 ◆	-16 ◆
B44	Overall, I have confidence in the decisions made by DfE's Senior Civil Servants (SCS)	7	43	38	9	6	49%	+1	+5 ◆	-5 ◆
B45	I feel that change is managed well in DfE	7	35	34	22	6	39%	-1 ◆	+10 ◆	-2 ◆
B46	When changes are made in DfE they are usually for the better	7	30	47	16	6	34%	+2 ◆	+4 ◆	-5 ◆
B47	DfE keeps me informed about matters that affect me	7	57	24	9	6	65%	0	+9 ◆	0
B48	I have the opportunity to contribute my views before decisions are made that affect me	6	36	33	19	6	42%	-1 ◆	+4 ◆	-5 ◆
B49	I think it is safe to challenge the way things are done in DfE	6	40	34	15	6	46%	+1 ◆	+3 ◆	-3 ◆



All questions by theme

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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 DfE	17	46	27	8		63%	+2 ◆	+4 ◆	-4 ◆
B51 I would recommend DfE as a great place to work	14	44	29	10		58%	+6 ◆	+7 ◆	-2 ◆
B52 I feel a strong personal attachment to DfE	12	34	33	17	5	46%	0	-2 ◆	-10 ◆
B53 DfE inspires me to do the best in my job	11	38	35	12		50%	+2 ◆	+4 ◆	-3 ◆
B54 DfE motivates me to help it achieve its objectives	10	38	35	13		48%	+4 ◆	+4 ◆	-2 ◆

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 Civil Servants (SCS) in DfE will take action on the results from this survey	9	42	30	13	5	51%	0	+5 ◆	-3 ◆
B56 I believe that managers where I work will take action on the results from this survey	17	49	20	9	5	66%	+2 ◆	+10 ◆	+1 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	10	29	45	11	5	39%	-2 ◆	+4 ◆	-2 ◆





All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	30	58	7			87%	-1 ◆	0 ◆	-2 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	19	53	17	8		72%	0	+3 ◆	-1 ◆
B60 When I talk about DfE I say "we" rather than "they"	23	51	16	8		74%	+1 ◆	+3 ◆	-5 ◆
B61 I have some really good friendships at work	25	50	18	6		74%	-1 ◆	-3 ◆	-6 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior Civil Servants (SCS) in DfE actively role model the behaviours set out in the Civil Service Leadership Statement	7	41	39	9		49%	+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

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Wellbeing



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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	22	53	13	66%	+1 ◆	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	23	44	19	62%	+3 ◆	-1 ◆	-4 ◆

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



W04 Overall, how anxious did you feel yesterday?	18	28	21	33	46%	+3 ◆	-4 ◆	-7 ◆
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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 DfE?

		Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave DfE as soon as possible	6%	0	-3 ◇	-5 ◇
I want to leave DfE within the next 12 months	14%	-1	-1 ◇	-5 ◇
I want to stay working for DfE for at least the next year	38%	0	+6 ◇	-1 ◇
I want to stay working for DfE for at least the next three years	43%	+1	-1 ◇	-9 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% 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%	-1 ◇	+2 ◇	-6 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DfE it would be investigated properly?	76	24	76%	+3 ◇	+8 ◇	+1 ◇

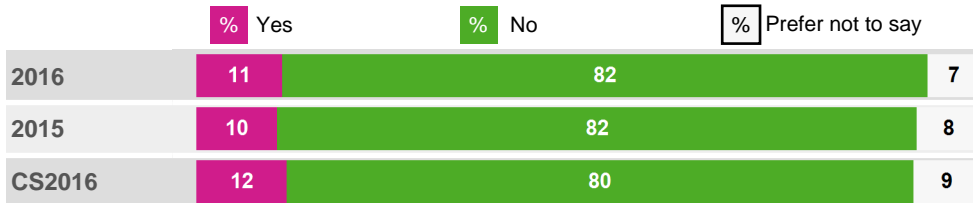


All questions by theme

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Discrimination, harassment and bullying

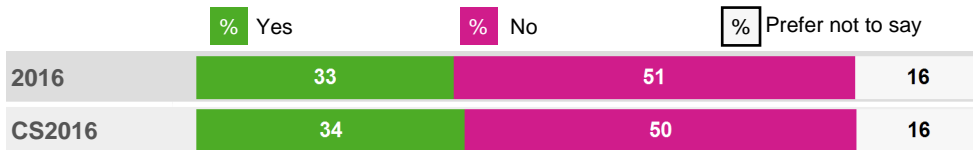
E01. During the past 12 months, have you personally experienced discrimination at work?



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



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



For respondents who selected 'Yes' to question E03.  
E06. In your opinion, has this issue been resolved?



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	78
Caring responsibilities	46
Disability	52
Ethnic background	39
Gender	51
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	120
Main spoken/written language or language ability	21
Religion or belief	12
Sexual orientation	10
Social or educational background	32
Working location	100
Working pattern	86
Any other grounds	68
Prefer not to say	42

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)

Person	Response Count
A colleague	68
Your manager	108
Another manager in my part of DfE	98
Someone you manage	11
Someone who works for another part of DfE	35
A member of the public	--
Someone else	21
Prefer not to say	37

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



All questions by theme

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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	18	53	25			71%	-2 ◆
F02 My manager demonstrates an understanding of diversity in the way he/she manages people	26	55	14			81%	-1 ◆
F03 I understand the core expectations about how we work in the DfE	19	67	10			86%	-3 ◆
F04 The department's requirement to be more data driven has had an impact on the way I do my work	17	47	27	7		65%	-4 ◆
F05 The Performance Management process helps managers raise performance		25	31	26	14	29%	-2 ◆
F06 I believe DfE is a place where unacceptable behaviour is tackled and not tolerated	7	43	33	12		50%	-2 ◆
F07 We act as one department to deliver our vision and priorities	5	34	33	22	6	39%	0
F08 To be answered by Agency staff only: I understand how the work of my Agency supports the objectives of the wider department	27	58	11			85%	-1 ◆
F09 I believe managers in DfE are held accountable for delivering a good service	8	52	28	9		60%	--
F10 The technology provided to staff enables me to work flexibly to deliver departmental objectives	11	43	20	17	9	54%	--



## Appendix

### Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 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.