



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

63%

Difference from previous survey +1

Difference from CS2017 +1

Difference from CS High Performers -2

My work

78%

Difference from previous survey 0

Difference from CS2017 +2

Difference from CS High Performers -1

Organisational objectives and purpose

81%

Difference from previous survey +1

Difference from CS2017 -1

Difference from CS High Performers -6

My manager

74%

Difference from previous survey +2

Difference from CS2017 +4

Difference from CS High Performers +1

My team

84%

Difference from previous survey 0

Difference from CS2017 +4

Difference from CS High Performers 0

Learning and development

56%

Difference from previous survey 0

Difference from CS2017 +3

Difference from CS High Performers -1

Inclusion and fair treatment

81%

Difference from previous survey 0

Difference from CS2017 +4

Difference from CS High Performers +1

Resources and workload

72%

Difference from previous survey +1

Difference from CS2017 0

Difference from CS High Performers -3

Pay and benefits

44%

Difference from previous survey -1

Difference from CS2017 +14

Difference from CS High Performers +8

Leadership and managing change

48%

Difference from previous survey +1

Difference from CS2017 +2

Difference from CS High Performers -3



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 CS2017	Difference from CS High Performers
Leadership and managing change		48%	+1 ✧	+2 ✧	-3 ✧
My work		78%	0	+2 ✧	-1 ✧
My manager		74%	+2 ✧	+4 ✧	+1 ✧
Learning and development		56%	0	+3 ✧	-1 ✧
Pay and benefits		44%	-1	+14 ✧	+8 ✧
Resources and workload		72%	+1 ✧	0	-3 ✧
Organisational objectives and purpose		81%	+1 ✧	-1 ✧	-6 ✧
My team		84%	0	+4 ✧	0
Inclusion and fair treatment		81%	0	+4 ✧	+1 ✧



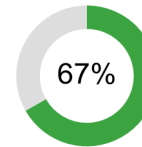
Strength of association with engagement



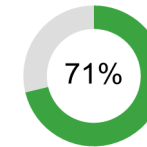
Statistically significant difference from comparison

Wellbeing

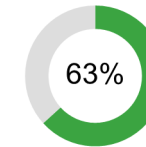
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



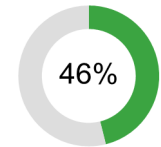
W01. Overall, how satisfied are you with your life nowadays?



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



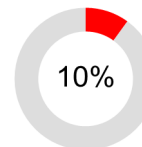
W03. Overall, how happy did you feel yesterday?



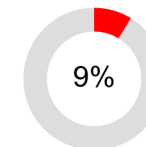
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

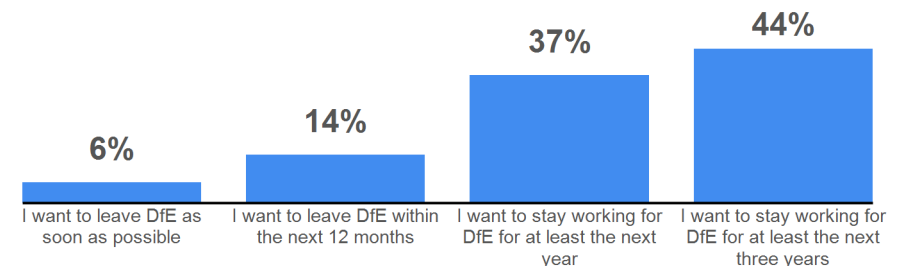


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	89%	B40	I believe that the DfE Board has a clear vision for the future of DfE	48%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	37%
B26	I am treated with respect by the people I work with	88%	B43	When changes are made in DfE they are usually for the better	45%	B35	I feel that my pay adequately reflects my performance	35%
B54	I am trusted to carry out my job effectively	88%	B53	Where I work, I think effective action has been taken on the results of the last survey	44%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	32%
B31	I have the skills I need to do my job effectively	87%	B17	Poor performance is dealt with effectively in my team	41%	B42	I feel that change is managed well in DfE	31%
B09	My manager is considerate of my life outside work	87%	B59	Senior Civil Servants (SCS) in DfE actively role model the behaviours set out in the Civil Service Leadership Statement	39%	B36	I am satisfied with the total benefits package	31%



All questions by theme

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

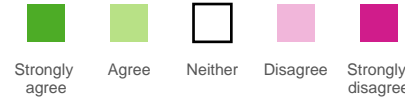
My work

78% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	40	49	6	1	4	89%	-1 ◆	-1 ◆	-3 ◆
B02 I am sufficiently challenged by my work	37	45	9	7	2	82%	-1 ◆	+1 ◆	-1 ◆
B03 My work gives me a sense of personal accomplishment	25	51	13	8	5	76%	-1 ◆	-1 ◆	-3 ◆
B04 I feel involved in the decisions that affect my work	17	45	18	15	5	63%	-1 ◆	+5 ◆	-1 ◆
B05 I have a choice in deciding how I do my work	29	52	10	6	3	81%	+3 ◆	+5 ◆	+1 ◆

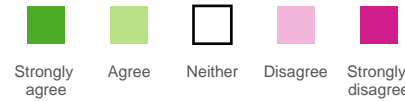
Organisational objectives and purpose*

81% +1 ◆

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

B06 I have a clear understanding of DfE's objectives	18	61	13	6	2	79%	+1 ◆	-2 ◆	-7 ◆
B07 I understand how my work contributes to DfE's objectives	24	59	11	5	1	83%	+1 ◆	0	-4 ◆



All questions by theme

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My manager

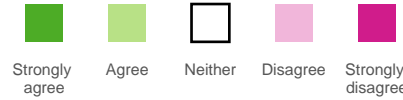
74%

+2

◆ Difference from previous survey



Strength of association with engagement



% Positive

◆ Difference from previous survey

◆ Difference from CS2017

◆ Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	◆ Difference from previous survey	◆ Difference from CS2017	◆ Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	29	46	14	8	8	75%	+1	+5	+1
B09 My manager is considerate of my life outside work	46	41	8	8	8	87%	+1	+3	0
B10 My manager is open to my ideas	42	44	8	8	8	86%	+1	+4	+2
B11 My manager helps me to understand how I contribute to DfE's objectives	21	46	22	9	9	67%	0	+1	-4
B12 Overall, I have confidence in the decisions made by my manager	34	46	11	5	5	80%	0	+6	+1
B13 My manager recognises when I have done my job well	36	46	10	6	6	82%	-1	+3	-1
B14 I receive regular feedback on my performance	30	48	12	8	8	78%	+9	+10	+5
B15 The feedback I receive helps me to improve my performance	25	44	20	9	9	69%	+1	+5	+1
B16 I think that my performance is evaluated fairly	23	46	20	8	8	68%	+4	+3	-2
B17 Poor performance is dealt with effectively in my team	11	33	41	10	5	44%	-1	+5	0



All questions by theme

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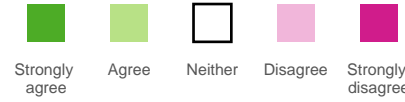
My team

84% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	40	46	8	0	4	87%	0	+2 ◆	-1 ◆
B19	The people in my team work together to find ways to improve the service we provide	37	48	10	0	5	85%	-1 ◆	+2 ◆	0
B20	The people in my team are encouraged to come up with new and better ways of doing things	34	47	12	5	2	81%	0	+6 ◆	+2 ◆

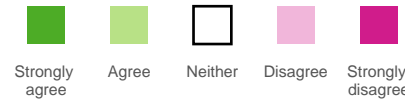
Learning and development

56% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	14	48	22	13	3	61%	-1 ◆	-2 ◆	-8 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	41	31	12	3	54%	-1 ◆	+1 ◆	-4 ◆
B23	There are opportunities for me to develop my career in DfE	15	46	23	10	6	61%	+1 ◆	+15 ◆	+6 ◆
B24	Learning and development activities I have completed while working for DfE are helping me to develop my career	11	37	33	14	5	48%	0	+1 ◆	-4 ◆

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

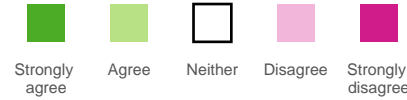
81%

0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25 I am treated fairly at work	31	52	9	5		83%	0	+3 ♦	0
B26 I am treated with respect by the people I work with	35	53	7			88%	0	+3 ♦	+1 ♦
B27 I feel valued for the work I do	24	48	15	9		72%	0	+7 ♦	0
B28 I think that DfE respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	28	51	13	6		79%	+2 ♦	+3 ♦	-1 ♦

Resources and workload*

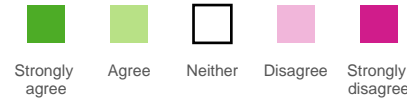
72%

+1 ♦

Difference from previous survey



Strength of association with engagement



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Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29 I get the information I need to do my job well	12	58	16	12		70%	+1 ♦	0	-4 ♦
B30 I have clear work objectives	17	59	13	9		76%	+1	+1 ♦	-4 ♦
B31 I have the skills I need to do my job effectively	23	64	9			87%	+1 ♦	-1 ♦	-4 ♦
B32 I have the tools I need to do my job effectively	14	59	14	11		73%	+1 ♦	+3 ♦	-4 ♦
B33 I have an acceptable workload	10	50	16	18	7	59%	+2 ♦	-1 ♦	-7 ♦
B34 I achieve a good balance between my work life and my private life	17	50	16	13	5	67%	+2 ♦	-2 ♦	-7 ♦



All questions by theme

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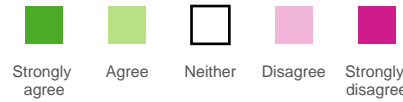
Pay and benefits

44% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance	7	40	19	23	12	46%	-1 ◆	+16 ◆	+9 ◆
B36	I am satisfied with the total benefits package	7	39	23	21	10	46%	0	+12 ◆	+6 ◆
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	33	22	24	13	41%	-1 ◆	+15 ◆	+8 ◆

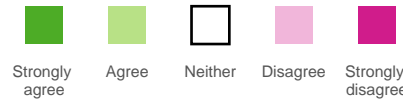
Leadership and managing change*

48% +1 ◆

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38	Senior Civil Servants (SCS) in DfE are sufficiently visible	12	50	19	15	4	62%	+4 ◆	+2 ◆	-6 ◆
B39	I believe the actions of Senior Civil Servants (SCS) are consistent with DfE's values	10	47	33	7	3	57%	+5 ◆	+3 ◆	-3 ◆
B40	I believe that the DfE Board has a clear vision for the future of DfE	6	34	48	9	3	40%	+1 ◆	-9 ◆	-15 ◆
B41	Overall, I have confidence in the decisions made by DfE's Senior Civil Servants (SCS)	8	43	37	8	3	51%	+2 ◆	+3 ◆	-3 ◆
B42	I feel that change is managed well in DfE	3	32	33	24	7	36%	-3 ◆	+3 ◆	-5 ◆
B43	When changes are made in DfE they are usually for the better	2	29	45	17	5	33%	-1 ◆	0	-8 ◆
B44	DfE keeps me informed about matters that affect me	7	57	23	9	1	64%	-1 ◆	+6 ◆	-1 ◆
B45	I have the opportunity to contribute my views before decisions are made that affect me	5	36	32	21	6	41%	-1 ◆	+2 ◆	-7 ◆
B46	I think it is safe to challenge the way things are done in DfE	7	41	32	14	6	49%	+3 ◆	+3 ◆	-4 ◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of DfE	18	48	26	6	6	66%	+3 ◆	+4 ◆	-3 ◆
B48 I would recommend DfE as a great place to work	17	45	27	9	9	62%	+3 ◆	+7 ◆	-1 ◆
B49 I feel a strong personal attachment to DfE	13	34	33	16	5	46%	+1	-2 ◆	-10 ◆
B50 DfE inspires me to do the best in my job	12	39	33	13	6	51%	+1 ◆	+3 ◆	-4 ◆
B51 DfE motivates me to help it achieve its objectives	11	37	35	13	6	48%	0	+2 ◆	-5 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that Senior Civil Servants (SCS) in DfE will take action on the results from this survey	10	42	28	13	6	52%	+1 ◆	+2 ◆	-6 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	10	28	44	12	6	38%	-1 ◆	+2 ◆	-7 ◆

All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	31	57	6			88%	0	-1 ◆	-3 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	20	53	16	8		73%	+1 ◆	+3 ◆	-2 ◆
B56 In DfE, people are encouraged to speak up when they identify a serious policy or delivery risk	17	53	19	8		70%	New	+4 ◆	-1 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	14	51	21	9		66%	New	+2 ◆	-2 ◆
B58 DfE is committed to creating a diverse and inclusive workplace	21	55	17			76%	New	+3 ◆	-1 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior Civil Servants (SCS) in DfE actively role model the behaviours set out in the Civil Service Leadership Statement	8	42	39	7		51%	+2 ◆	+4 ◆	-4 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	23	50	20	5		73%	+3 ◆	+7 ◆	+1 ◆

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	8	47	17	24		55%	New	+12 ◆	-1 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	6	34	28	27	5	40%	New	+4 ◆	-4 ◆

All questions by theme

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Wellbeing



Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

W01 Overall, how satisfied are you with your life nowadays?	12	22	53	14	67%	+1 ◆	+1 ◆	-1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	20	50	21	71%	0	0	-2 ◆
W03 Overall, how happy did you feel yesterday?	15	22	44	19	63%	+1 ◆	0	-2 ◆

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%	0	-3 ◆	-6 ◆
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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 CS2017	Difference from CS High Performers
I want to leave DfE as soon as possible		6%	0	-2 ◇	-6 ◇
I want to leave DfE within the next 12 months		14%	0	-1 ◇	-4 ◇
I want to stay working for DfE for at least the next year		37%	-1	+3 ◇	-2 ◇
I want to stay working for DfE for at least the next three years		44%	+1	0	-8 ◇

The Civil Service Code

Differences are based on '% Yes' score

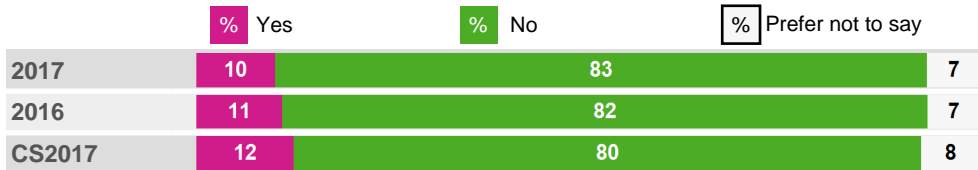
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		4	96%	+1 ◇	+4 ◇	+1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		30	70%	+1 ◇	+2 ◇	-4 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DfE it would be investigated properly?		23	77%	+1 ◇	+6 ◇	+1 ◇

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Discrimination, harassment and bullying

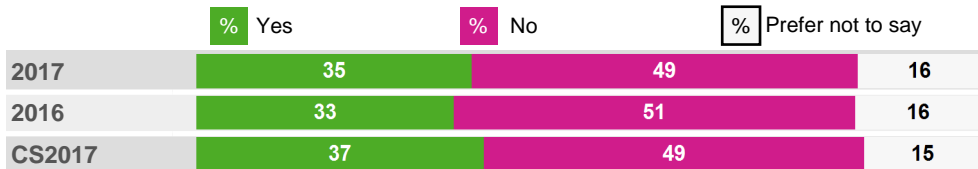
E01. During the past 12 months have you personally experienced discrimination at work?



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)

	Response Count
Age	115
Caring responsibilities	55
Disability	71
Ethnic background	71
Gender	74
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	192
Main spoken/written language or language ability	35
Religion or belief	13
Sexual orientation	12
Social or educational background	53
Working location	97
Working pattern	116
Any other grounds	107
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)

	Response Count
A colleague	116
Your manager	134
Another manager in my part of DfE	119
Someone you manage	11
Someone who works for another part of DfE	43
A member of the public	--
Someone else	32
Prefer not to say	59

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	21	53	22			73%	+2 ◆
F02 My manager demonstrates an understanding of diversity in the way he/she manages people	28	53	13			82%	0
F03 I understand the core expectations about how we work in the DfE	19	68	10			87%	+1 ◆
F04 The department's requirement to be more data driven has had an impact on the way I do my work	18	46	26	9		64%	0
F05 The Performance Management process helps managers raise performance	10	40	30	14	7	49%	+20 ◆
F06 I believe DfE is a place where unacceptable behaviour is tackled and not tolerated	10	44	30	11		55%	+4 ◆
F07 We act as one department to deliver our vision and priorities	6	33	31	23	7	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	24	60	11			84%	-1 ◆
F09 I believe managers in DfE are held accountable for delivering a good service	10	51	27	9		61%	+1 ◆
F10 The technology provided to staff enables me to work flexibly to deliver departmental objectives	25	52	10	9		77%	+23 ◆
F11 In all areas of DfE we really listen to our customers and take their views into account	7	39	34	16		46%	New
F12 People in DfE are recognised and measured by the difference made on the ground	6	32	39	18	6	37%	New



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 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (B47-B51). 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

Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

Confidentiality

The survey was carried out as part of the 2017 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.