

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



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		33%	+1	-10 ✧	-19 ✧
My work		77%	+2 ✧	+2 ✧	-2 ✧
My manager		60%	+4 ✧	-8 ✧	-11 ✧
Pay and benefits		22%	+3 ✧	-8 ✧	-15 ✧
Organisational objectives and purpose		67%	0	-15 ✧	-20 ✧
Learning and development		56%	+1 ✧	+6 ✧	+1
Resources and workload		66%	+1 ✧	-7 ✧	-10 ✧
My team		75%	+2 ✧	-5 ✧	-9 ✧
Inclusion and fair treatment		74%	+2 ✧	-2 ✧	-6 ✧



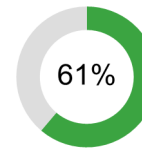
Strength of association with engagement



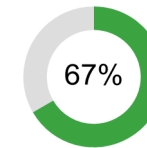
Statistically significant difference from comparison

## Wellbeing

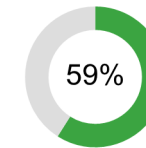
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



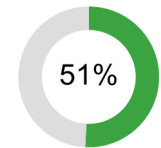
W01. Overall, how satisfied are you with your life nowadays?



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



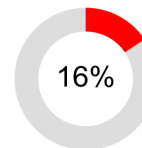
W03. Overall, how happy did you feel yesterday?



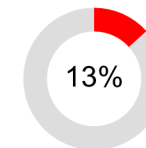
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

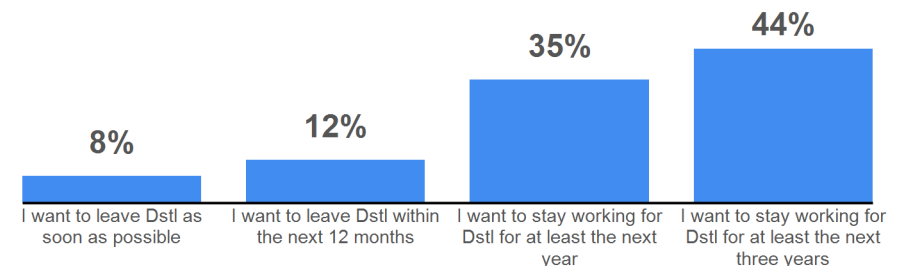


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future



All questions by theme

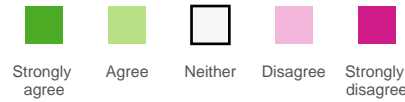
◆ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

My work

**77%** +2 Difference from previous survey



Strength of association with engagement



**% Positive**  
 Difference from previous survey  
 Difference from CS2016  
 Difference from CS High Performers

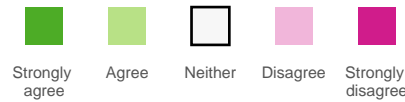
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	45	46	5			91%	+2 ◆	+1 ◆	0 ◆
B02 I am sufficiently challenged by my work	35	45	9	8		80%	+1 ◆	0	-2 ◆
B03 My work gives me a sense of personal accomplishment	29	47	12	8		77%	+1 ◆	+1 ◆	-2 ◆
B04 I feel involved in the decisions that affect my work	14	42	18	18	8	56%	+3 ◆	-1 ◆	-6 ◆
B05 I have a choice in deciding how I do my work	30	50	10	6		80%	+2 ◆	+6 ◆	+1 ◆

Organisational objectives and purpose

**67%** 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
B06 I have a clear understanding of Dstl's purpose	20	53	12	11	5	73%	0	-13 ◆	-18 ◆
B07 I have a clear understanding of Dstl's objectives	14	48	17	14	6	62%	-1	-18 ◆	-22 ◆
B08 I understand how my work contributes to Dstl's objectives	17	49	17	11	5	67%	0	-16 ◆	-20 ◆

All questions by theme

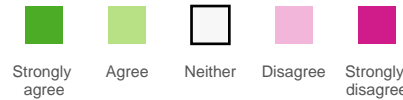
◆ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

My manager

**60%** +4  
 Difference from previous survey



Strength of association with engagement



**% Positive**  
 Difference from previous survey  
 Difference from CS2016  
 Difference from CS High Performers

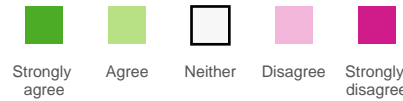
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	18	40	19	14	8	58%	+6 ◆	-10 ◆	-15 ◆
B10	My manager is considerate of my life outside work	45	40	9			85%	+4 ◆	+3 ◆	0
B11	My manager is open to my ideas	35	45	12			80%	+5 ◆	0	-4 ◆
B12	My manager helps me to understand how I contribute to Dstl's objectives	14	36	29	14	7	50%	+2 ◆	-15 ◆	-20 ◆
B13	Overall, I have confidence in the decisions made by my manager	23	43	17	10	7	66%	+5 ◆	-8 ◆	-13 ◆
B14	My manager recognises when I have done my job well	26	44	15	10	5	70%	+4 ◆	-8 ◆	-11 ◆
B15	I receive regular feedback on my performance	15	41	21	16	7	56%	+3 ◆	-10 ◆	-13 ◆
B16	The feedback I receive helps me to improve my performance	14	37	26	14	8	51%	+4 ◆	-11 ◆	-15 ◆
B17	I think that my performance is evaluated fairly	16	40	21	13	10	56%	+5 ◆	-7 ◆	-12 ◆
B18	Poor performance is dealt with effectively in my team	7	24	43	15	12	31%	+2 ◆	-8 ◆	-12 ◆

My team

**75%** +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	32	47	12	6		79%	+1	-5 ◆	-8 ◆
B20	The people in my team work together to find ways to improve the service we provide	28	47	16	7		75%	+1	-7 ◆	-10 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	24	47	18	8		70%	+3 ◆	-4 ◆	-8 ◆

### All questions by theme

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 ^ indicates a variation in question wording from your previous survey

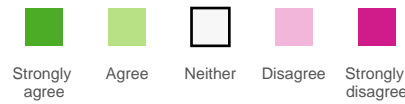
## Learning and development

**56%** +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
B22	I am able to access the right learning and development opportunities when I need to	15	48	20	12	5	62%	0	+2 ◆	-5 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	37	28	13	7	52%	0	+2 ◆	-5 ◆
B24	There are opportunities for me to develop my career in Dstl	15	40	19	14	12	55%	+5 ◆	+12 ◆	+4 ◆
B25	Learning and development activities I have completed while working for Dstl are helping me to develop my career	14	40	24	14	8	54%	+1	+10 ◆	+3 ◆

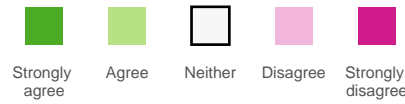
## Inclusion and fair treatment

**74%** +2

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	26	51	11	8	4	76%	+3 ◆	-2 ◆	-6 ◆
B27	I am treated with respect by the people I work with	31	52	9	5	3	83%	+1 ◆	-1 ◆	-4 ◆
B28	I feel valued for the work I do	17	42	18	14	9	59%	+3 ◆	-6 ◆	-11 ◆
B29	I think that Dstl respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29	47	13	6	5	76%	+2 ◆	+2 ◆	-2 ◆

All questions by theme

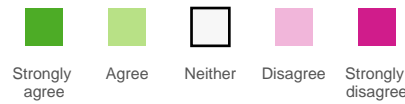
◆ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

Resources and workload **66%** +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	18	56	13	9	5	74%	+1 ◆	-8 ◆	-12 ◆
B31 I get the information I need to do my job well	10	50	21	14	5	60%	+3 ◆	-9 ◆	-14 ◆
B32 I have clear work objectives	14	52	18	12	5	65%	+2 ◆	-10 ◆	-14 ◆
B33 I have the skills I need to do my job effectively	24	61	10	5	0	85%	+1 ◆	-4 ◆	-6 ◆
B34 I have the tools I need to do my job effectively	9	46	19	19	7	55%	+1 ◆	-15 ◆	-20 ◆
B35 I have an acceptable workload	8	48	18	18	9	56%	+2 ◆	-3 ◆	-9 ◆
B36 I achieve a good balance between my work life and my private life	21	47	15	12	5	68%	0	+1 ◆	-4 ◆

Pay and benefits

**22%** +3

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	19	15	28	36	2	21%	+4 ◆	-11 ◆	-18 ◆
B38 I am satisfied with the total benefits package	5	26	19	24	26	31%	+2 ◆	-3 ◆	-10 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	13	13	27	45	2	15%	+3 ◆	-12 ◆	-19 ◆

All questions by theme

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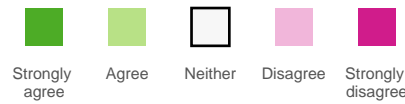
Leadership and managing change

33% +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
B40 I feel that Dstl as a whole is managed well	27	27	25	18	30%	+3 ◆	-17 ◆	-28 ◆	
B41 Senior managers in Dstl are sufficiently visible	6	35	23	21	15	40%	+1	-14 ◆	-25 ◆
B42 I believe the actions of senior managers are consistent with Dstl's values	5	33	36	14	12	38%	+2 ◆	-11 ◆	-20 ◆
B43 I believe that the Executive has a clear vision for the future of Dstl	5	25	30	21	19	29%	+2 ◆	-13 ◆	-25 ◆
B44 Overall, I have confidence in the decisions made by Dstl's senior managers	22	31	24	20	25%	+1 ◆	-18 ◆	-29 ◆	
B45 I feel that change is managed well in Dstl	18	24	33	24	20%	-2 ◆	-10 ◆	-21 ◆	
B46 When changes are made in Dstl they are usually for the better	17	30	29	22	19%	+1 ◆	-11 ◆	-20 ◆	
B47 Dstl keeps me informed about matters that affect me	6	48	23	14	8	54%	-3 ◆	-1 ◆	-10 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	25	28	26	17	29%	-4 ◆	-9 ◆	-18 ◆	
B49 I think it is safe to challenge the way things are done in Dstl	8	39	24	16	12	48%	+3 ◆	+5 ◆	-1 ◆

## 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 Dstl	17	44	26	9	5	60%	+2 ◆	+1 ◆	-6 ◆
B51 I would recommend Dstl as a great place to work	12	37	26	16	9	49%	+4 ◆	-3 ◆	-12 ◆
B52 I feel a strong personal attachment to Dstl	14	35	25	17	9	49%	+1	+1	-7 ◆
B53 Dstl inspires me to do the best in my job	9	28	31	21	11	37%	+2 ◆	-9 ◆	-16 ◆
B54 Dstl motivates me to help it achieve its objectives	7	25	31	23	14	32%	+3 ◆	-11 ◆	-18 ◆

### 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 Dstl will take action on the results from this survey	9	37	22	17	15	46%	+4 ◆	0	-8 ◆
B56 I believe that managers where I work will take action on the results from this survey	15	45	18	12	10	60%	+5 ◆	+4 ◆	-4 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	6	25	34	19	16	31%	+5 ◆	-4 ◆	-10 ◆



## 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	36	53	6			89%	+1 ◆	+1 ◆	-1 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	22	51	15	8		73%	+5 ◆	+4 ◆	-1 ◆
B60 When I talk about Dstl I say "we" rather than "they"	25	45	18	8		70%	+3 ◆	-1 ◆	-9 ◆
B61 I have some really good friendships at work	32	44	16	5		77%	0	0	-4 ◆

### 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 Dstl actively role model the behaviours set out in the Civil Service Leadership Statement	33	39	14	9		38%	+10 ◆	-6 ◆	-12 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	15	44	27	8	6	59%	+7 ◆	-2 ◆	-8 ◆

## All questions by theme

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

### 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?	17	22	49	12	61%	+4 ◆	-5 ◆	-8 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	20	48	18	67%	+3 ◆	-4 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	18	22	42	17	59%	+3 ◆	-5 ◆	-7 ◆

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 CS2016	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	23	28	18	31	51%	0	+1 ◆	-2 ◆

## 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 Dstl?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave Dstl as soon as possible		8%	0	-1 ◆	-3 ◆
I want to leave Dstl within the next 12 months		12%	-4 ◆	-3 ◆	-6 ◆
I want to stay working for Dstl for at least the next year		35%	+2	+3 ◆	-4 ◆
I want to stay working for Dstl for at least the next three years		44%	+2 ◆	+1 ◆	-7 ◆

### The Civil Service Code

Differences are based on '% Yes' score

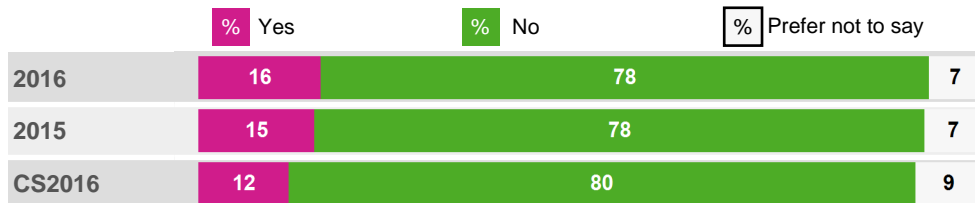
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	0	+1 ◆	-2 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		37	63%	0	-4 ◆	-11 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in Dstl it would be investigated properly?		31	69%	+1	+2 ◆	-6 ◆

## All questions by theme

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

### Discrimination, harassment and bullying

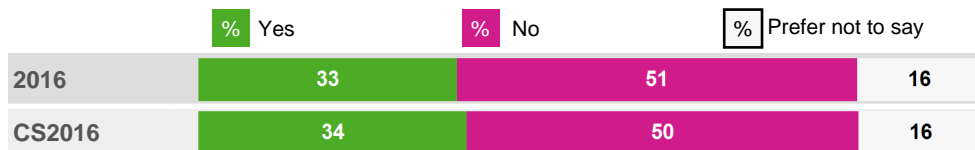
E01. During the past 12 months, have you personally experienced discrimination at work?



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	86
Caring responsibilities	21
Disability	51
Ethnic background	--
Gender	62
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	169
Main spoken/written language or language ability	11
Religion or belief	--
Sexual orientation	--
Social or educational background	32
Working location	65
Working pattern	97
Any other grounds	105
Prefer not to say	38

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	168
Your manager	78
Another manager in my part of Dstl	79
Someone you manage	20
Someone who works for another part of Dstl	48
A member of the public	--
Someone else	18
Prefer not to say	56

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

### Dstl questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 My line manager helps me to understand the changes that affect me at work	16	53	17	11		68%	+1 ◆
F02 Dstl is becoming a better place to work	16	30	28	23		19%	--
F03 My colleagues consistently demonstrate the Dstl Principles	7	50	30	11		57%	0
F04 I take opportunities to work more flexibly; across Dstl and customer sites, office spaces and from home	25	46	15	10		71%	--
F05 Dstl's Fellows and Senior Fellows support me to deliver high impact science and technology	7	20	39	19	15	27%	--
F06 I feel that I am able to take ideas that I have forward	12	52	23	9		64%	+1 ◆
F07 Dstl shows consideration and support for my ideas	9	48	30	9		57%	+6 ◆
F08 Dstl shares and exploits good ideas and best practice	7	42	30	15	7	49%	+5 ◆
F09 Instances of bullying and harassment are dealt with appropriately	8	28	44	11	8	37%	-21 ◆
F10 Dstl's culture helps me feel confident to challenge unacceptable behaviours in the workplace	13	45	23	12	8	57%	--

## 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.