Department for Transport (excluding agencies)

Returns : 1,835   Response rate : 85%   Civil Service People Survey 2016

Strength of association with engagement   ✧ Statistically significant difference from comparison

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

Engagement Index

63%

Difference from previous survey	+2 ✧
Difference from CS2016	+3 ✧
Difference from CS High Performers	-1 ✧

My work

80%

Difference from previous survey	0
Difference from CS2016	+6 ✧
Difference from CS High Performers	+2 ✧

Organisational objectives and purpose

84%

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

My manager

70%

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

My team

82%

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

Learning and development

60%

Difference from previous survey	+3 ✧
Difference from CS2016	+10 ✧
Difference from CS High Performers	+5 ✧

Inclusion and fair treatment

80%

Difference from previous survey	+1 ✧
Difference from CS2016	+4 ✧
Difference from CS High Performers	0

Resources and workload

75%

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

Pay and benefits

35%

Difference from previous survey	0
Difference from CS2016	+5 ✧
Difference from CS High Performers	-2 ✧

Leadership and managing change

55%

Difference from previous survey	+3 ✧
Difference from CS2016	+12 ✧
Difference from CS High Performers	+3 ✧

Department for Transport

⬛ Strength of association with engagement   ✧ Statistically significant difference from comparison

The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

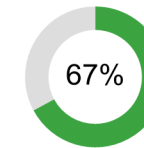|	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
Leadership and managing change	▁▃▅█	55%	+3 ✧	+12 ✧	+3 ✧
My work	▁▃▅█	80%	0	+6 ✧	+2 ✧
My manager	▁▃▅█	70%	+1	+2 ✧	-1 ✧
Learning and development	▁▃▅█	60%	+3 ✧	+10 ✧	+5 ✧
Pay and benefits	▁▃▅█	35%	0	+5 ✧	-2 ✧
Resources and workload	▁▃▅█	75%	+2 ✧	+2 ✧	-1 ✧
Organisational objectives and purpose	▁▃▅█	84%	+1	+1 ✧	-4 ✧
My team	▁▃▅█	82%	-2 ✧	+2 ✧	-1 ✧
Inclusion and fair treatment	▁▃▅█	80%	+1	+4 ✧	0

Wellbeing

🟩 *% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)*
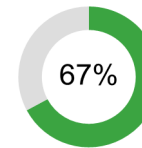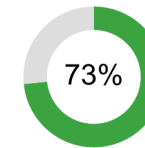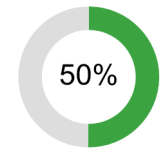
67% — W01. Overall, how satisfied are you with your life nowadays?

73% — W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
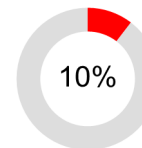
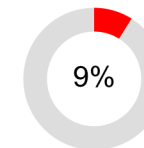**67%** — W03. Overall, how happy did you feel yesterday?

50% — W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment
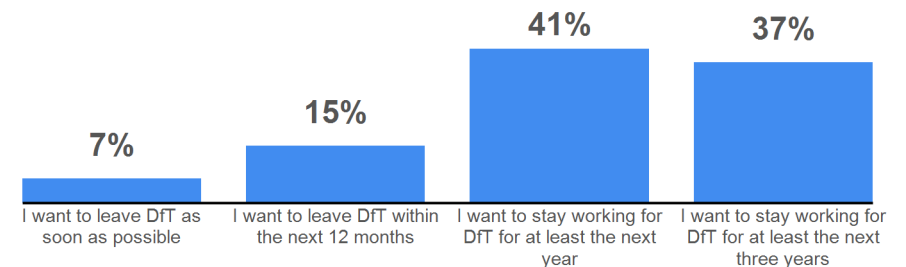
🟥 *% responding Yes*

10% — During the past 12 months have you personally experienced discrimination at work?

9% — During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

- **7%** — I want to leave DfT as soon as possible
- **15%** — I want to leave DfT within the next 12 months
- **41%** — I want to stay working for DfT for at least the next year
- **37%** — I want to stay working for DfT for at least the next three years

All questions by theme

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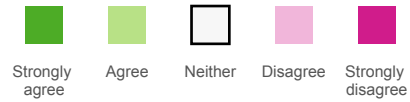^ indicates a variation in question wording from your previous survey

My work **80%** 0 Difference from previous survey Strength of association with engagement

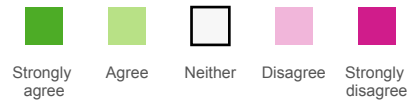|	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	46	46	6			92%	0	+2 ✧	+1 ✧
B02 I am sufficiently challenged by my work	40	43	9	6		83%	-1	+3 ✧	0
B03 My work gives me a sense of personal accomplishment	31	49	13	6		79%	0	+4 ✧	0
B04 I feel involved in the decisions that affect my work	21	45	18	11	5	66%	+1	+10 ✧	+5 ✧
B05 I have a choice in deciding how I do my work	33	49	11	5		82%	0	+8 ✧	+3 ✧

Organisational objectives and purpose **84%** +1 Difference from previous survey Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of DfT's purpose	31	55	10			86%	0	0	-4 ✧
B07 I have a clear understanding of DfT's objectives	28	53	13	5		80%	+1	+1	-4 ✧
B08 I understand how my work contributes to DfT's objectives	32	52	11			84%	+1 ✧	+1 ✧	-3 ✧

All questions by theme

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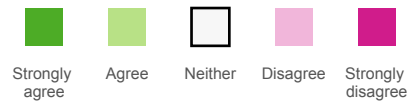^ indicates a variation in question wording from your previous survey

My manager — 70%   +1

Difference from previous survey · Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	27	46	15	8		73%	0	+4 ✧	0
B10	My manager is considerate of my life outside work	45	40	10			85%	-1	+3 ✧	-1
B11	My manager is open to my ideas	41	43	10			84%	-1 ✧	+3 ✧	-1
B12	My manager helps me to understand how I contribute to DfT's objectives	22	44	22	9		66%	+2 ✧	+1 ✧	-4 ✧
B13	Overall, I have confidence in the decisions made by my manager	32	46	11	6		79%	+1 ✧	+6 ✧	0
B14	My manager recognises when I have done my job well	36	44	12	5		80%	-1	+2 ✧	-1 ✧
B15	I receive regular feedback on my performance	22	44	19	11		66%	+2 ✧	0	-3 ✧
B16	The feedback I receive helps me to improve my performance	20	43	24	9		63%	+1	+1 ✧	-3 ✧
B17	I think that my performance is evaluated fairly	19	43	22	9	7	62%	+2 ✧	-1 ✧	-6 ✧
B18	Poor performance is dealt with effectively in my team	9	31	42	12	7	40%	+1	+1 ✧	-3 ✧

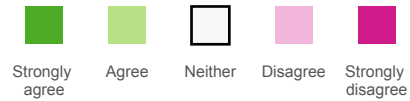### My team — 82%   -2

Difference from previous survey · Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	39	46	9			86%	-1 ✧	+1 ✧	-1 ✧
B20	The people in my team work together to find ways to improve the service we provide	34	49	12			83%	-1 ✧	+1 ✧	-2 ✧
B21	The people in my team are encouraged to come up with new and better ways of doing things	30	48	15	5		78%	-2 ✧	+3 ✧	-1 ✧

Department for Transport

All questions by theme

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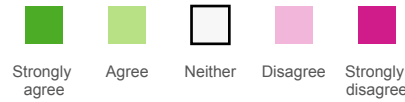^ indicates a variation in question wording from your previous survey

Learning and development

60% +3   Difference from previous survey   Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

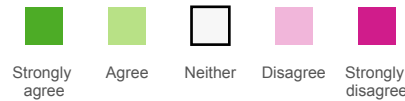|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	19	51	19	7		70%	+1	+9 ✧	+2 ✧
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	18	41	31	7		58%	+2 ✧	+8 ✧	+2 ✧
B24	There are opportunities for me to develop my career in DfT	18	43	21	12	6	61%	+6 ✧	+18 ✧	+9 ✧
B25	Learning and development activities I have completed while working for DfT are helping me to develop my career	16	37	33	9	5	53%	+3 ✧	+9 ✧	+1 ✧

Inclusion and fair treatment

80% +1   Difference from previous survey   Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

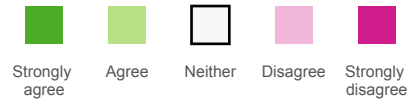|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	32	49	10	6		81%	0	+2 ✧	-2 ✧
B27	I am treated with respect by the people I work with	37	49	8			86%	-1	+2 ✧	-1 ✧
B28	I feel valued for the work I do	26	45	16	9		71%	+2 ✧	+7 ✧	+1 ✧
B29	I think that DfT respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	30	49	12	5		80%	+3 ✧	+6 ✧	+2 ✧

All questions by theme

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

Resources and workload 75% +2

Difference from previous survey | Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30	In my job, I am clear what is expected of me	25	59	9	6		83%	+1 ✧	+1 ✧	-3 ✧
B31	I get the information I need to do my job well	18	57	15	8		75%	+2 ✧	+6 ✧	+1 ✧
B32	I have clear work objectives	22	54	14	7		77%	+4 ✧	+1 ✧	-3 ✧
B33	I have the skills I need to do my job effectively	27	62	8			89%	+2 ✧	0	-2 ✧
B34	I have the tools I need to do my job effectively	21	58	14	6		78%	+5 ✧	+8 ✧	+3 ✧
B35	I have an acceptable workload	12	47	19	17	6	59%	+1 ✧	0	-6 ✧
B36	I achieve a good balance between my work life and my private life	18	49	17	12		67%	+2 ✧	0	-5 ✧

Pay and benefits 35% 0

Difference from previous survey | Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37	I feel that my pay adequately reflects my performance	6	33	23	24	14	39%	-1	+7 ✧	0
B38	I am satisfied with the total benefits package	5	31	26	25	13	36%	+1	+2 ✧	-4 ✧
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	27	26	25	18	32%	0	+5 ✧	-3 ✧

Department for Transport

All questions by theme

Leadership and managing change

55% **+3** Difference from previous survey

Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that DfT as a whole is managed well	13	53	21	9		66%	+5 ✧	+19 ✧	+8 ✧
B41	Senior managers in DfT are sufficiently visible	21	52	16	8		73%	+4 ✧	+18 ✧	+7 ✧
B42	I believe the actions of senior managers are consistent with DfT's values	14	48	27	8		62%	+3 ✧	+13 ✧	+4 ✧
B43	I believe that the board has a clear vision for the future of DfT	10	39	40	8		49%	+1	+6 ✧	-6 ✧
B44	Overall, I have confidence in the decisions made by DfT's senior managers	12	46	28	9	5	59%	+3 ✧	+15 ✧	+4 ✧
B45	I feel that change is managed well in DfT	5	36	36	16	6	41%	+4 ✧	+12 ✧	0
B46	When changes are made in DfT they are usually for the better	5	31	43	15	5	36%	+5 ✧	+6 ✧	-2 ✧
B47	DfT keeps me informed about matters that affect me	11	56	22	7		67%	+1	+12 ✧	+3 ✧
B48	I have the opportunity to contribute my views before decisions are made that affect me	8	35	33	17	7	43%	+2 ✧	+5 ✧	-5 ✧
B49	I think it is safe to challenge the way things are done in DfT	10	44	27	12	6	54%	+2 ✧	+11 ✧	+5 ✧

All questions by theme

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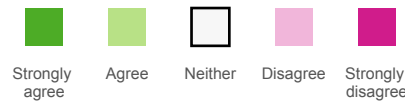^ indicates a variation in question wording from your previous survey

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 DfT	17	45	28	8		62%	+4 ✧	+3 ✧	-5 ✧
B51	I would recommend DfT as a great place to work	19	46	22	9		65%	+6 ✧	+14 ✧	+4 ✧
B52	I feel a strong personal attachment to DfT	14	35	30	15	5	50%	+3 ✧	+2 ✧	-6 ✧
B53	DfT inspires me to do the best in my job	12	39	33	11	5	52%	+4 ✧	+6 ✧	-1 ✧
B54	DfT motivates me to help it achieve its objectives	12	38	34	11	5	49%	+5 ✧	+6 ✧	-1

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 DfT will take action on the results from this survey	12	47	23	11	7	59%	+4 ✧	+13 ✧	+5 ✧
B56	I believe that managers where I work will take action on the results from this survey	19	48	18	9	6	67%	+3 ✧	+12 ✧	+3 ✧
B57	Where I work, I think effective action has been taken on the results of the last survey	11	34	37	11	7	45%	+4 ✧	+10 ✧	+4 ✧

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	35	53	7			88%	0	0	-2 ✧
B59 I believe I would be supported if I try a new idea, even if it may not work	23	51	16	7		74%	+2 ✧	+5 ✧	+1
B60 When I talk about DfT I say "we" rather than "they"	28	48	16	5		76%	+1 ✧	+5 ✧	-2 ✧
B61 I have some really good friendships at work	27	45	20	7		71%	+3 ✧	-5 ✧	-9 ✧

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 DfT actively role model the behaviours set out in the Civil Service Leadership Statement	10	46	31	8		57%	+9 ✧	+13 ✧	+7 ✧
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	46	25	6		66%	+4 ✧	+5 ✧	-1 ✧

All questions by theme

Wellbeing

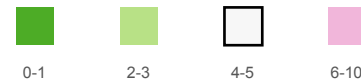|	0-4	5-6	7-8	9-10

Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

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

	Question	Distribution	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01	Overall, how satisfied are you with your life nowadays?	12 / 21 / 54 / 13	67%	-1	+1	-2 ✧
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	9 / 18 / 52 / 21	73%	0	+2 ✧	-1
W03	Overall, how happy did you feel yesterday?	13 / 20 / 47 / 20	67%	+5 ✧	+3 ✧	+1 ✧

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

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

	Question	Distribution	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	21 / 29 / 22 / 28	50%	+2 ✧	0	-3 ✧

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for DfT?

		Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave DfT as soon as possible	7%	+1	-2 ✧	-4 ✧
I want to leave DfT within the next 12 months	15%	0	0	-4 ✧
I want to stay working for DfT for at least the next year	41%	0	+9 ✧	+2 ✧
I want to stay working for DfT for at least the next three years	37%	-1	-6 ✧	-14 ✧

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?	97%	+1 ✧	+5 ✧	+2 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	70%	+3 ✧	+3 ✧	-4 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in DfT it would be investigated properly?	75%	+3 ✧	+8 ✧	0

All questions by theme

Discrimination, harassment and bullying

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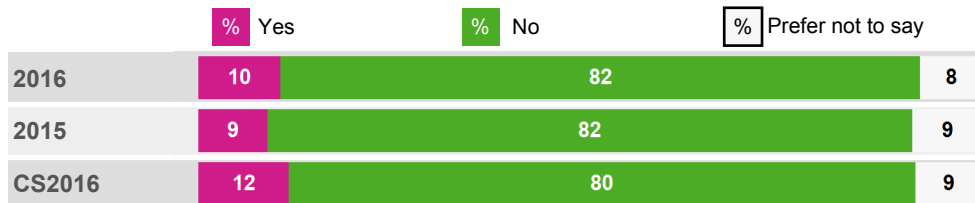
	% Yes	% No	% Prefer not to say
2016	10	82	8
2015	9	82	9
CS2016	12	80	9

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

	% Yes	% No	% Prefer not to say
2016	9	84	7
2015	8	86	7
CS2016	11	82	7

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

	% Yes	% No	% Prefer not to say
2016	34	51	15
CS2016	34	50	16
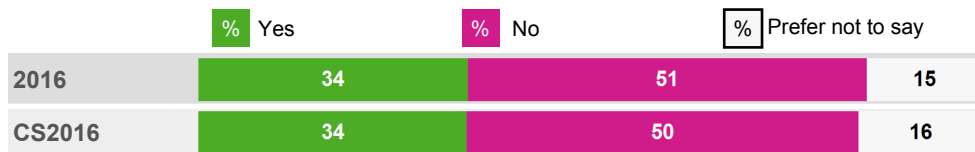
For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

	% Yes	% No	% Prefer not to say
2016	22	56	21
CS2016	20	60	20

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

	Response Count	
Age	43	
Caring responsibilities	15	
Disability	17	
Ethnic background	14	
Gender	25	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	56	
Main spoken/written language or language ability	--	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	18	
Working location	12	
Working pattern	40	
Any other grounds	54	
Prefer not to say	22	

For respondents who selected 'Yes' to question E03.
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

A colleague	44	
Your manager	49	
Another manager in my part of DfT	32	
Someone you manage	11	
Someone who works for another part of DfT	23	
A member of the public	--	
Someone else	--	
Prefer not to say	23	

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

All questions by theme

Department for Transport (excluding agencies) questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	DfT is a great place to work	17	50	22	8		68%	--
F02	We work as one team in DfT	10	43	26	17		53%	--
F03	We are outward facing in DfT	13	54	23	8		67%	--
F04	DfT is an ambitious department. We aim high	19	55	20			74%	--
F05	I understand what the DfT Vision is aiming to achieve	15	52	23	8		67%	-1
F06	The DfT Vision is relevant to me and my work	13	47	29	9		60%	-1
F07	The DfT Vision has improved the way we work in our team	6	28	46	15	5	34%	+6 ✧
F08	I have seen a difference in DfT as a result of the Vision	5	22	51	16	5	27%	+1
F09	My manager supports me to work flexibly	41	46	8			87%	+1 ✧
F10	I am satisfied with my working environment	19	51	13	11	5	70%	+4 ✧
F11	The department's IT supports the way I want to work	20	51	14	11	5	71%	+15 ✧
F12	SCS in DfT promote inclusive behaviours	17	48	26	6		65%	--
F13	Line managers in DfT promote inclusive behaviours	20	51	22	5		71%	--

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of **Theme score % positive**).
Previous survey	Comparisons to the previous survey relate to the results from the 2015 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2016 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance:

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2016 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association with engagement

the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2016 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.