



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

56%

Difference from previous survey +1 ✧

Difference from CS2017 -5 ✧

Difference from CS High Performers -9 ✧

My work

77%

Difference from previous survey +1 ✧

Difference from CS2017 +1 ✧

Difference from CS High Performers -2 ✧

Organisational objectives and purpose

67%

Difference from previous survey +3 ✧

Difference from CS2017 -15 ✧

Difference from CS High Performers -20 ✧

My manager

62%

Difference from previous survey +2 ✧

Difference from CS2017 -8 ✧

Difference from CS High Performers -10 ✧

My team

76%

Difference from previous survey +1 ✧

Difference from CS2017 -5 ✧

Difference from CS High Performers -8 ✧

Learning and development

54%

Difference from previous survey -2 ✧

Difference from CS2017 +1 ✧

Difference from CS High Performers -3 ✧

Inclusion and fair treatment

75%

Difference from previous survey +2 ✧

Difference from CS2017 -1 ✧

Difference from CS High Performers -5 ✧

Resources and workload

66%

Difference from previous survey +1 ✧

Difference from CS2017 -6 ✧

Difference from CS High Performers -9 ✧

Pay and benefits

23%

Difference from previous survey +1 ✧

Difference from CS2017 -7 ✧

Difference from CS High Performers -13 ✧

Leadership and managing change

33%










Difference from previous survey 0 ✧

Difference from CS2017 -13 ✧

Difference from CS High Performers -18 ✧

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		33%	0	-13 ✧	-18 ✧
My manager		62%	+2 ✧	-8 ✧	-10 ✧
My work		77%	+1	+1 ✧	-2 ✧
Pay and benefits		23%	+1	-7 ✧	-13 ✧
Learning and development		54%	-2 ✧	+1 ✧	-3 ✧
Organisational objectives and purpose		67%	+3 ✧	-15 ✧	-20 ✧
Resources and workload		66%	+1 ✧	-6 ✧	-9 ✧
My team		76%	+1	-5 ✧	-8 ✧
Inclusion and fair treatment		75%	+2 ✧	-1 ✧	-5 ✧



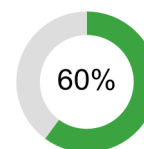
Strength of association with engagement



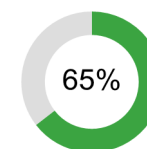
Statistically significant difference from comparison

Wellbeing

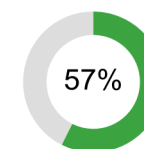
 % responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



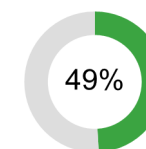
W01. Overall, how satisfied are you with your life nowadays?



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



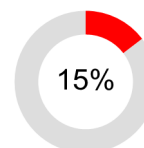
W03. Overall, how happy did you feel yesterday?



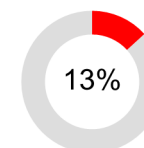
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

 % responding Yes

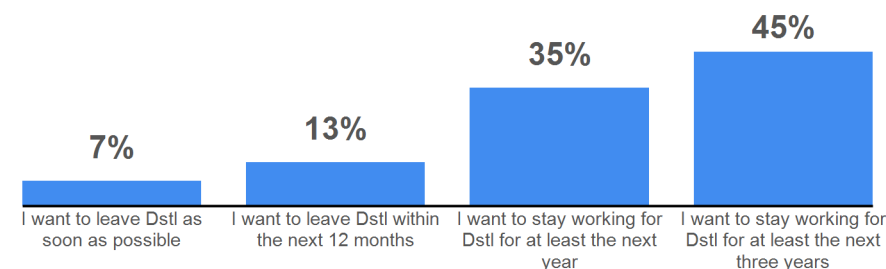


During the past 12 months have you personally experienced discrimination at work?



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	90%	B17 Poor performance is dealt with effectively in my team	44%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	71%
B54 I am trusted to carry out my job effectively	90%	B59 Senior managers in Dstl actively role model the behaviours set out in the Civil Service Leadership Statement	43%	B35 I feel that my pay adequately reflects my performance	61%
B09 My manager is considerate of my life outside work	87%	B39 I believe the actions of senior managers are consistent with Dstl's values	37%	B42 I feel that change is managed well in Dstl	56%
B31 I have the skills I need to do my job effectively	85%	B53 Where I work, I think effective action has been taken on the results of the last survey	36%	B43 When changes are made in Dstl they are usually for the better	52%
B26 I am treated with respect by the people I work with	84%	B51 Dstl motivates me to help it achieve its objectives	34%	B36 I am satisfied with the total benefits package	48%

All questions by theme

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

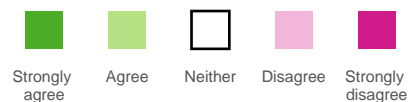
My work

77% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B01 I am interested in my work

45 45 6

90%

-1 ♦

0

-2 ♦

B02 I am sufficiently challenged by my work

35 46 9 7

81%

+1

0

-2 ♦

B03 My work gives me a sense of personal accomplishment

28 48 13 8

77%

0

0

-3 ♦

B04 I feel involved in the decisions that affect my work

14 42 18 18 8

57%

+1

-1 ♦

-7 ♦

B05 I have a choice in deciding how I do my work

31 52 9 6

82%

+2 ♦

+7 ♦

+2 ♦

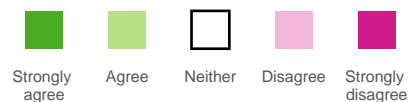
Organisational objectives and purpose*

67% +3 ♦

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 Dstl's objectives

16 51 16 12 5

66%

+4 ♦

-14 ♦

-20 ♦

B07 I understand how my work contributes to Dstl's objectives

18 50 17 10 5

68%

+1

-16 ♦

-20 ♦

All questions by theme

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My manager

62%

+2

Difference
from
previous
survey



Strength of
association
with
engagement



% 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	18	41	20	13	8	59%	0	-11 ♦	-16 ♦
B09	My manager is considerate of my life outside work	47	40	9			87%	+2 ♦	+3 ♦	0
B10	My manager is open to my ideas	35	45	12			81%	0	-1 ♦	-4 ♦
B11	My manager helps me to understand how I contribute to DStI's objectives	14	39	26	15	7	52%	+3 ♦	-13 ♦	-18 ♦
B12	Overall, I have confidence in the decisions made by my manager	24	43	18	8	7	67%	+1 ♦	-8 ♦	-12 ♦
B13	My manager recognises when I have done my job well	28	45	14	9	5	73%	+3 ♦	-6 ♦	-10 ♦
B14	I receive regular feedback on my performance	15	43	20	16	7	57%	+2 ♦	-10 ♦	-15 ♦
B15	The feedback I receive helps me to improve my performance	14	39	25	14	8	53%	+2 ♦	-11 ♦	-15 ♦
B16	I think that my performance is evaluated fairly	16	44	20	13	7	60%	+4 ♦	-6 ♦	-10 ♦
B17	Poor performance is dealt with effectively in my team	7	24	44	15	10	30%	0	-9 ♦	-13 ♦

All questions by theme

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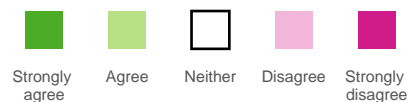
My team

76% +1

Difference from previous survey



Strength of association with engagement



% 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	33	47	12	6	80%	+1	-5 ♦	-7 ♦
B19	The people in my team work together to find ways to improve the service we provide	28	48	14	7	75%	+1	-7 ♦	-9 ♦
B20	The people in my team are encouraged to come up with new and better ways of doing things	25	47	16	8	72%	+2 ♦	-3 ♦	-8 ♦

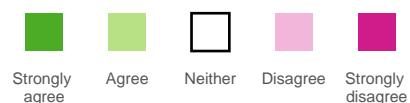
Learning and development

54% -2 ♦

Difference from previous survey



Strength of association with engagement



B21	I am able to access the right learning and development opportunities when I need to	12	45	21	16	7	57%	-6 ♦	-7 ♦	-12 ♦
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	37	29	12	7	52%	0	0	-6 ♦
B23	There are opportunities for me to develop my career in Dstl	13	41	20	15	11	54%	-1	+7 ♦	-1 ♦
B24	Learning and development activities I have completed while working for Dstl are helping me to develop my career	15	39	25	13	8	54%	0	+8 ♦	+3 ♦

All questions by theme

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Inclusion and fair treatment

75%

+2 ♦

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B25 I am treated fairly at work

28

51

11

7

78%

+2 ♦

-2 ♦

-5 ♦

B26 I am treated with respect by the people I work with

32

53

9

1

84%

+1 ♦

0

-3 ♦

B27 I feel valued for the work I do

18

43

17

14

8

61%

+2 ♦

-4 ♦

-10 ♦

B28 I think that DstI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)

30

48

13

5

78%

+2 ♦

+2 ♦

-2 ♦

Resources and workload*

66%

+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

B29 I get the information I need to do my job well

7

54

21

14

5

62%

+1 ♦

-8 ♦

-12 ♦

B30 I have clear work objectives

12

54

17

12

5

66%

+1

-9 ♦

-14 ♦

B31 I have the skills I need to do my job effectively

23

63

10

1

5

85%

0

-3 ♦

-6 ♦

B32 I have the tools I need to do my job effectively

9

46

19

19

8

55%

0

-15 ♦

-22 ♦

B33 I have an acceptable workload

8

50

18

16

8

57%

+2 ♦

-3 ♦

-9 ♦

B34 I achieve a good balance between my work life and my private life

23

48

15

9

5

71%

+3 ♦

+3 ♦

-3 ♦

All questions by theme

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Pay and benefits

23% +1

Difference from previous survey



Strength of association with engagement



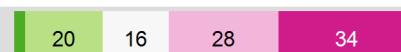
% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B35 I feel that my pay adequately reflects my performance



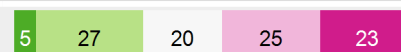
22%

+1

-8 ♦

-15 ♦

B36 I am satisfied with the total benefits package



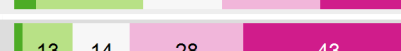
32%

+2 ♦

-2 ♦

-8 ♦

B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable



15%

-1

-11 ♦

-18 ♦

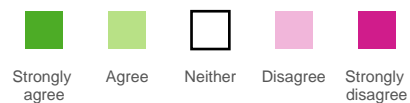
Leadership and managing change*

33% 0

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

B38 Senior managers in Dstl are sufficiently visible



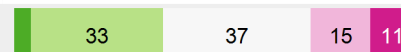
40%

0

-20 ♦

-28 ♦

B39 I believe the actions of senior managers are consistent with Dstl's values



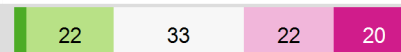
37%

0

-17 ♦

-23 ♦

B40 I believe that the Executive has a clear vision for the future of Dstl



25%

-5 ♦

-24 ♦

-30 ♦

B41 Overall, I have confidence in the decisions made by Dstl's senior managers



26%

0

-23 ♦

-29 ♦

B42 I feel that change is managed well in Dstl



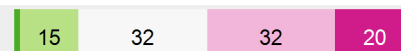
19%

-1

-14 ♦

-21 ♦

B43 When changes are made in Dstl they are usually for the better



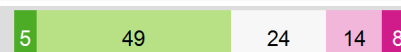
16%

-3 ♦

-17 ♦

-24 ♦

B44 Dstl keeps me informed about matters that affect me



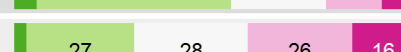
54%

0

-4 ♦

-10 ♦

B45 I have the opportunity to contribute my views before decisions are made that affect me



30%

+1 ♦

-9 ♦

-18 ♦

B46 I think it is safe to challenge the way things are done in Dstl



51%

+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 CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of Dstl	16	43	28	9		59%	-1	-3 ♦	-10 ♦
B48 I would recommend Dstl as a great place to work	12	38	27	15	8	50%	+2 ♦	-5 ♦	-13 ♦
B49 I feel a strong personal attachment to Dstl	14	33	27	18	8	47%	-1 ♦	-2 ♦	-9 ♦
B50 Dstl inspires me to do the best in my job	8	31	31	20	10	39%	+1 ♦	-9 ♦	-16 ♦
B51 Dstl motivates me to help it achieve its objectives	6	26	34	21	12	33%	0	-13 ♦	-20 ♦

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 managers in Dstl will take action on the results from this survey	7	37	24	17	15	44%	-2 ♦	-6 ♦	-14 ♦
B53 Where I work, I think effective action has been taken on the results of the last survey	5	25	36	18	16	30%	-1 ♦	-6 ♦	-15 ♦

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	36	53	5			90%	+1 ♦	+1 ♦	-1 ♦
B55 I believe I would be supported if I try a new idea, even if it may not work	21	52	15	8		74%	+1 ♦	+3 ♦	-2 ♦
B56 In Dstl, people are encouraged to speak up when they identify a serious policy or delivery risk	22	51	15	7	5	74%	New	+7 ♦	+2 ♦
B57 I feel able to challenge inappropriate behaviour in the workplace	18	52	15	10	5	70%	New	+6 ♦	+2 ♦
B58 Dstl is committed to creating a diverse and inclusive workplace	28	51	14			79%	New	+6 ♦	+2 ♦

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior managers in Dstl actively role model the behaviours set out in the Civil Service Leadership Statement	5	31	43	13	8	36%	-2 ♦	-11 ♦	-19 ♦
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	16	45	27	7	5	62%	+2 ♦	-4 ♦	-10 ♦

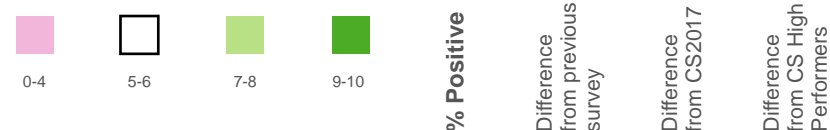
Civil Service vision

	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'	6	37	19	29	10	42%	New	-1	-13 ♦
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	23	29	32	13		26%	New	-10 ♦	-18 ♦

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?	18	22	49	11	60%	-1 ♦	-6 ♦	-8 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	15	21	47	18	65%	-2 ♦	-7 ♦	-9 ♦
W03 Overall, how happy did you feel yesterday?	20	23	41	17	57%	-2 ♦	-6 ♦	-8 ♦

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?	21	28	19	32	49%	-2 ♦	0	-3 ♦
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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 Dstl?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave Dstl as soon as possible		7%	-1	-1 ♦	-4 ♦
I want to leave Dstl within the next 12 months		13%	0	-2 ♦	-5 ♦
I want to stay working for Dstl for at least the next year		35%	-1	+1 ♦	-4 ♦
I want to stay working for Dstl for at least the next three years		45%	+1	+1 ♦	-7 ♦

The Civil Service Code

Differences are based on '% Yes' score

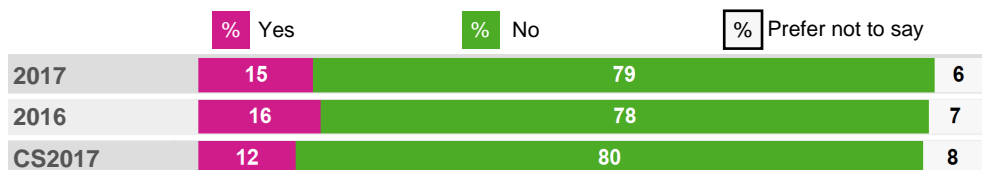
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	-1 ♦	0	-3 ♦
D02. Are you aware of how to raise a concern under the Civil Service Code?		37	63%	0	-4 ♦	-11 ♦
D03. Are you confident that if you raised a concern under the Civil Service Code in Dstl it would be investigated properly?		30	70%	+1	0	-6 ♦

All questions by theme

◆ indicates statistically significant difference from comparison
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Discrimination, harassment and bullying

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

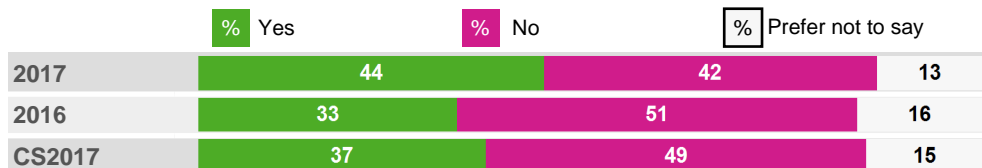


E03. During the past 12 months have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.

E05. Did you report the bullying and harassment you experienced?



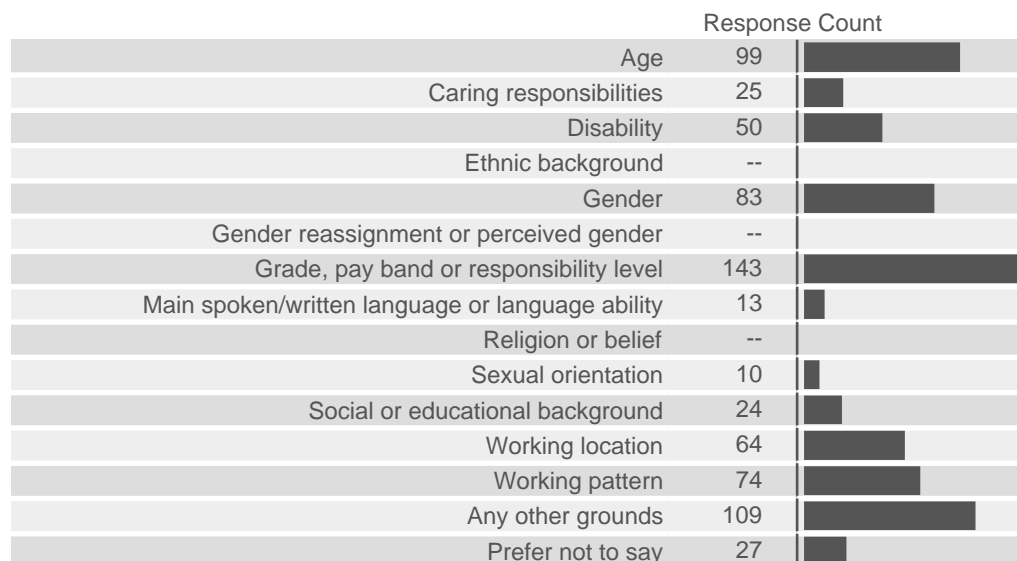
For respondents who selected 'Yes' to question E03.

E06. In your opinion, has this issue been resolved?



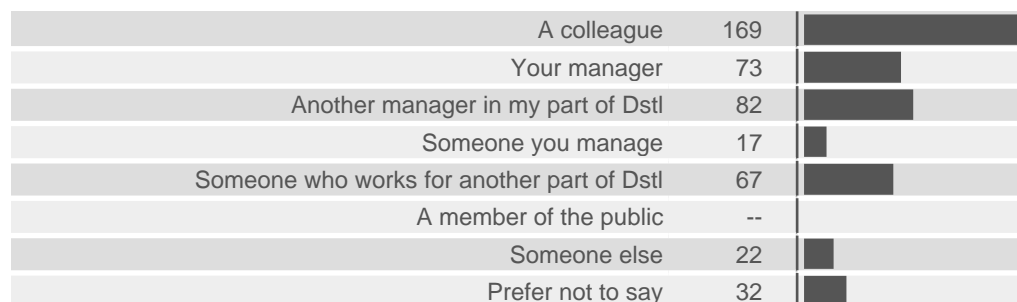
For respondents who selected 'Yes' to question E01.

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



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)



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	54	16	9		70%	+2 ♦
F02	Dstl is becoming a better place to work	18	29	30	19		21%	+2 ♦
F03	My colleagues consistently demonstrate the Dstl Principles	7	50	32	9		57%	0
F04	I take opportunities to work more flexibly; across Dstl and customer sites, office spaces and from home	30	48	11	9		77%	+6 ♦
F05	Dstl's Fellows and Senior Fellows support me to deliver high impact science and technology	7	22	37	19	16	29%	+2 ♦
F06	I feel that I am able to take ideas that I have forward	12	55	21	9		66%	+2 ♦
F07	Dstl shows consideration and support for my ideas	10	50	28	8		59%	+3 ♦
F08	Dstl shares and exploits good ideas and best practice	7	44	29	14	6	51%	+3 ♦
F09	In the last 12 months, I have personally experienced inappropriate behaviours while working for Dstl	Yes: 26% No: 67% Prefer not to say: 7%					26%	New
F10	At Dstl the need to deliver our work is balanced against the need to work safely	25	53	12	7		78%	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.