



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 **+7** ✧

Difference from CS2017 **+2** ✧

Difference from CS High Performers **-2** ✧

My work

77%

Difference from previous survey **+4** ✧

Difference from CS2017 **+1** ✧

Difference from CS High Performers **-2** ✧

Organisational objectives and purpose

84%

Difference from previous survey **+9** ✧

Difference from CS2017 **+2** ✧

Difference from CS High Performers **-3** ✧

My manager

70%

Difference from previous survey **+3** ✧

Difference from CS2017 **0**

Difference from CS High Performers **-2** ✧

My team

81%

Difference from previous survey **+3** ✧

Difference from CS2017 **0**

Difference from CS High Performers **-3** ✧

Learning and development

51%

Difference from previous survey **+6** ✧

Difference from CS2017 **-2** ✧

Difference from CS High Performers **-6** ✧

Inclusion and fair treatment

79%

Difference from previous survey **+5** ✧

Difference from CS2017 **+2** ✧

Difference from CS High Performers **-1** ✧

Resources and workload

66%

Difference from previous survey **+3** ✧

Difference from CS2017 **-7** ✧

Difference from CS High Performers **-10** ✧

Pay and benefits

26%

Difference from previous survey **+5** ✧

Difference from CS2017 **-4** ✧

Difference from CS High Performers **-10** ✧

Leadership and managing change

48%

Difference from previous survey **+18** ✧

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%	+18 ✧	+2 ✧	-3 ✧
My work		77%	+4 ✧	+1 ✧	-2 ✧
My manager		70%	+3 ✧	0	-2 ✧
Pay and benefits		26%	+5 ✧	-4 ✧	-10 ✧
Learning and development		51%	+6 ✧	-2 ✧	-6 ✧
Resources and workload		66%	+3 ✧	-7 ✧	-10 ✧
Organisational objectives and purpose		84%	+9 ✧	+2 ✧	-3 ✧
Inclusion and fair treatment		79%	+5 ✧	+2 ✧	-1 ✧
My team		81%	+3 ✧	0	-3 ✧



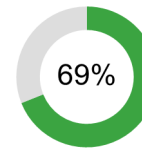
Strength of association with engagement



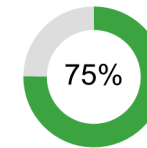
Statistically significant difference from comparison

Wellbeing

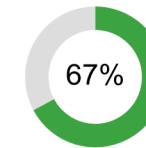
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



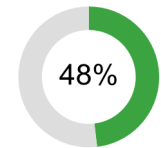
W01. Overall, how satisfied are you with your life nowadays?



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



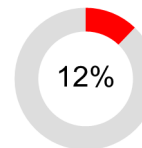
W03. Overall, how happy did you feel yesterday?



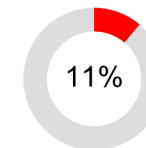
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

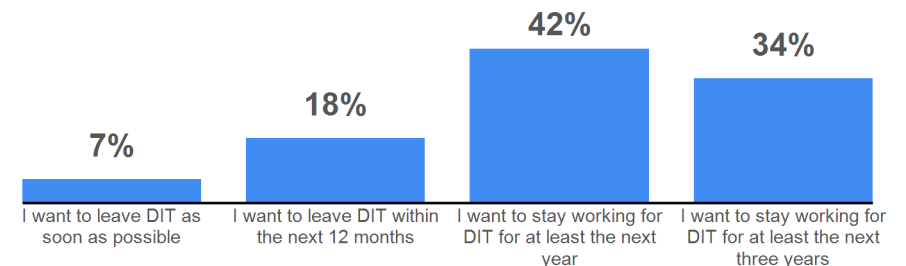


During the past 12 months have you personally experienced discrimination at work?




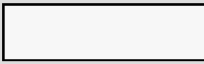


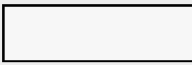

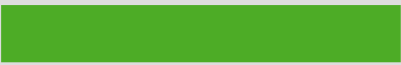
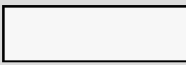




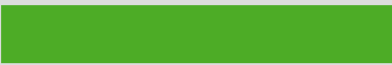


During the past 12 months have you personally experienced bullying or harassment at work?

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	 92%	B53	Where I work, I think effective action has been taken on the results of the last survey	 45%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 58%
B31	I have the skills I need to do my job effectively	 87%	B43	When changes are made in DIT they are usually for the better	 42%	B35	I feel that my pay adequately reflects my performance	 51%
B54	I am trusted to carry out my job effectively	 87%	B17	Poor performance is dealt with effectively in my team	 41%	B36	I am satisfied with the total benefits package	 46%
B26	I am treated with respect by the people I work with	 87%	B59	Senior Leaders in DIT actively role model the behaviours set out in the Civil Service Leadership Statement	 36%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	 35%
B07	I understand how my work contributes to DIT's objectives	 85%	B24	Learning and development activities I have completed while working for DIT are helping me to develop my career	 35%	B42	I feel that change is managed well in DIT	 34%



All questions by theme

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

My work

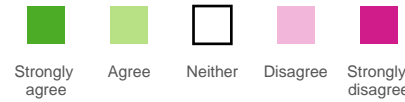
77%

+4

◆ 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	48	45	5			92%	+2 ◆	+2 ◆	0 ◆
B02 I am sufficiently challenged by my work	38	43	10	7		81%	+1 ◆	0	-2 ◆
B03 My work gives me a sense of personal accomplishment	30	48	13	7		78%	+3 ◆	+1 ◆	-2 ◆
B04 I feel involved in the decisions that affect my work	16	41	22	16	5	57%	+8 ◆	-1 ◆	-7 ◆
B05 I have a choice in deciding how I do my work	27	49	13	8		77%	+5 ◆	+1 ◆	-3 ◆

Organisational objectives and purpose*

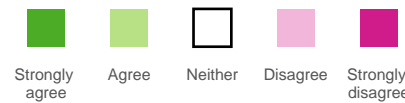
84%

+9

◆ 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	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06 I have a clear understanding of DIT's objectives	27	55	10	6		83%	+12 ◆	+2 ◆	-4 ◆
B07 I understand how my work contributes to DIT's objectives	32	53	9			85%	+7 ◆	+2 ◆	-2 ◆



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My manager

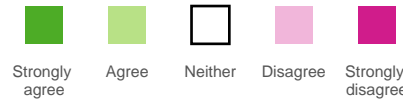
70%

+3

◆ Difference from previous survey



Strength of association with engagement



% Positive

◆ Difference from previous survey

◆ Difference from CS2017

◆ Difference from CS High Performers

Question ID	Statement	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	28	43	16	7	7	72%	+4 ◆	+2 ◆	-3 ◆
B09	My manager is considerate of my life outside work	42	42	11	1	1	83%	+5 ◆	-1 ◆	-4 ◆
B10	My manager is open to my ideas	41	43	11	1	1	83%	+3 ◆	+2 ◆	-1 ◆
B11	My manager helps me to understand how I contribute to DIT's objectives	25	45	20	7	1	70%	+7 ◆	+4 ◆	-1
B12	Overall, I have confidence in the decisions made by my manager	31	43	15	6	1	74%	+5 ◆	0	-5 ◆
B13	My manager recognises when I have done my job well	35	47	11	5	1	82%	+3 ◆	+3 ◆	-1 ◆
B14	I receive regular feedback on my performance	20	45	21	11	1	65%	+1	-3 ◆	-8 ◆
B15	The feedback I receive helps me to improve my performance	20	45	22	9	1	65%	+2 ◆	+2 ◆	-2 ◆
B16	I think that my performance is evaluated fairly	20	44	24	8	1	64%	+3 ◆	-2 ◆	-7 ◆
B17	Poor performance is dealt with effectively in my team	11	30	41	11	7	42%	+1	+2 ◆	-2 ◆



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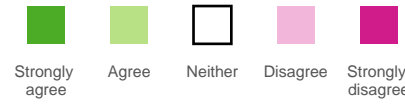
My team

81%

+3 ◆ 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	36	48	11	5	0	84%	+2 ◆	-1 ◆	-4 ◆
B19	The people in my team work together to find ways to improve the service we provide	32	48	14	5	0	81%	+2 ◆	-2 ◆	-4 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	31	46	15	6	0	77%	+4 ◆	+2 ◆	-2 ◆

Learning and development

51%

+6 ◆ 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	13	45	25	14	0	58%	+5 ◆	-6 ◆	-11 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	39	34	11	0	51%	+1	-1 ◆	-6 ◆
B23	There are opportunities for me to develop my career in DIT	13	35	25	16	11	48%	+14 ◆	+2 ◆	-7 ◆
B24	Learning and development activities I have completed while working for DIT are helping me to develop my career	10	36	35	13	6	46%	+6 ◆	0	-5 ◆



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Inclusion and fair treatment

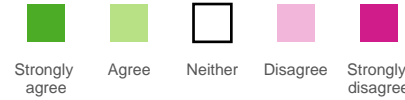
79%

+5 ◆

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	30	51	12	6	6	80%	+4 ◆	0	-3 ◆
B26 I am treated with respect by the people I work with	33	54	8	8	1	87%	+4 ◆	+2 ◆	0
B27 I feel valued for the work I do	24	46	17	9	4	70%	+5 ◆	+5 ◆	-2 ◆
B28 I think that DIT respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	30	47	15	5	3	77%	+6 ◆	+2 ◆	-2 ◆

Resources and workload*

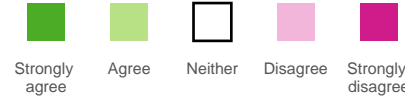
66%

+3 ◆

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	11	49	23	15	2	60%	+6 ◆	-10 ◆	-14 ◆
B30 I have clear work objectives	18	55	14	10	3	73%	+5 ◆	-3 ◆	-7 ◆
B31 I have the skills I need to do my job effectively	27	60	9	4	0	87%	+2 ◆	-1 ◆	-3 ◆
B32 I have the tools I need to do my job effectively	12	42	23	18	6	54%	+1	-16 ◆	-23 ◆
B33 I have an acceptable workload	10	45	20	17	7	56%	+2 ◆	-5 ◆	-11 ◆
B34 I achieve a good balance between my work life and my private life	16	47	17	14	5	64%	+1	-4 ◆	-10 ◆



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Pay and benefits

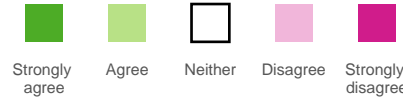
26%

+5

◆ 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
B35 I feel that my pay adequately reflects my performance	24	21	27	24	24	28%	+5	-3	-9
B36 I am satisfied with the total benefits package	5	26	23	27	19	31%	+6	-3	-9
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	21	29	28	24	21%	+5	-5	-12

Leadership and managing change*

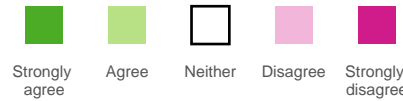
48%

+18

◆ 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
B38 Senior Leaders in DIT are sufficiently visible	14	50	17	13	6	64%	+24	+4	-5
B39 I believe the actions of Senior Leaders are consistent with DIT's values	12	42	31	10	5	54%	+18	0	-6
B40 I believe that the Permanent Secretary and the Executive team have a clear vision for the future of DIT	15	43	28	10	4	58%	+26	+9	+4
B41 Overall, I have confidence in the decisions made by DIT's Senior Leaders	10	39	33	12	5	49%	+19	+1	-5
B42 I feel that change is managed well in DIT	5	28	33	24	10	33%	+11	0	-7
B43 When changes are made in DIT they are usually for the better	5	27	42	17	8	33%	+12	0	-8
B44 DIT keeps me informed about matters that affect me	8	51	25	12	4	59%	+16	+1	-5
B45 I have the opportunity to contribute my views before decisions are made that affect me	6	32	33	20	9	38%	+16	0	-9
B46 I think it is safe to challenge the way things are done in DIT	8	38	32	15	7	46%	+15	0	-7



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 DIT	23	47	24	5	5	69%	+13 ◆	+7 ◆	0
B48 I would recommend DIT as a great place to work	17	40	28	11	5	57%	+18 ◆	+2 ◆	-6 ◆
B49 I feel a strong personal attachment to DIT	15	34	32	14	5	49%	+8 ◆	0	-8 ◆
B50 DIT inspires me to do the best in my job	13	38	33	12	5	51%	+13 ◆	+3 ◆	-3 ◆
B51 DIT motivates me to help it achieve its objectives	13	37	32	13	5	50%	+14 ◆	+4 ◆	-3 ◆

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 Leaders in DIT will take action on the results from this survey	12	40	28	13	7	52%	+17 ◆	+2 ◆	-6 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	10	26	45	12	7	36%	+5 ◆	0	-9 ◆



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	29	58	7	7	7	87%	0	-1 ◆	-3 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	21	52	17	7	7	73%	+6 ◆	+2 ◆	-3 ◆
B56 In DIT, people are encouraged to speak up when they identify a serious policy or delivery risk	16	48	25	9	9	63%	New	-3 ◆	-8 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	15	48	22	10	10	64%	New	0	-4 ◆
B58 DIT is committed to creating a diverse and inclusive workplace	23	53	17	5	5	76%	New	+2 ◆	-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 Leaders in DIT actively role model the behaviours set out in the Civil Service Leadership Statement	10	43	36	8	8	53%	+18 ◆	+6 ◆	-2 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	22	45	22	6	6	68%	+7 ◆	+2 ◆	-4 ◆

Civil Service vision

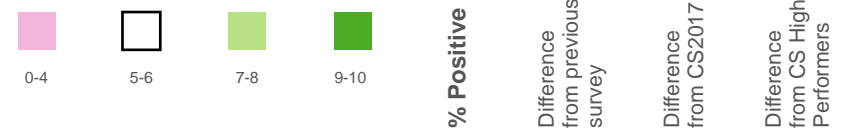
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	8	35	22	28	7	43%	New	0	-12 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	6	31	30	26	7	37%	New	+1	-7 ◆



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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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	10	21	52	17	69%	+2 ◆	+3 ◆	+1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	18	52	23	75%	+3 ◆	+4 ◆	+2 ◆
W03 Overall, how happy did you feel yesterday?	12	20	47	21	67%	+4 ◆	+4 ◆	+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?	19	29	21	31	48%	+2 ◆	-1	-4 ◆
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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 DIT?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave DIT as soon as possible		7%	-3 ◆	-2 ◆	-5 ◆
I want to leave DIT within the next 12 months		18%	0	+3 ◆	0
I want to stay working for DIT for at least the next year		42%	+2	+8 ◆	+3 ◆
I want to stay working for DIT for at least the next three years		34%	0	-10 ◆	-18 ◆

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?		17	83%	+3 ◆	-9 ◆	-12 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		44	56%	-1	-12 ◆	-18 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in DIT it would be investigated properly?		35	65%	+6 ◆	-5 ◆	-10 ◆

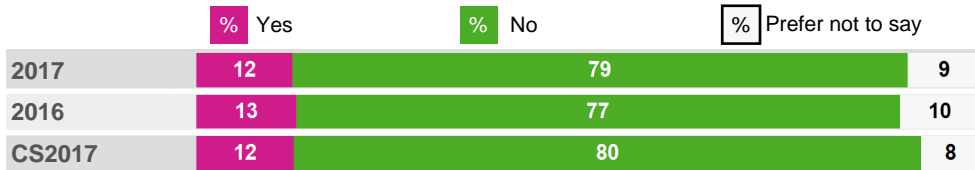


All questions by theme

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

Discrimination, harassment and bullying

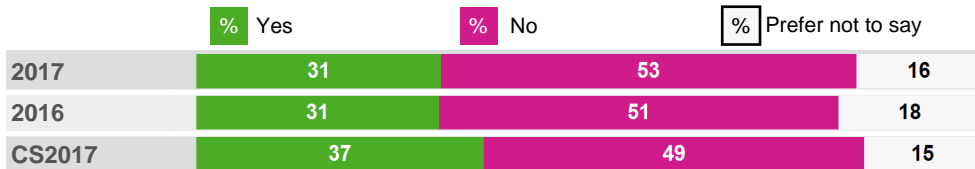
E01. During the past 12 months have you personally experienced discrimination at work?



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	49
Caring responsibilities	26
Disability	13
Ethnic background	46
Gender	54
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	136
Main spoken/written language or language ability	15
Religion or belief	11
Sexual orientation	--
Social or educational background	22
Working location	31
Working pattern	51
Any other grounds	56
Prefer not to say	31

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	85
Your manager	76
Another manager in my part of DIT	49
Someone you manage	--
Someone who works for another part of DIT	38
A member of the public	--
Someone else	23
Prefer not to say	38

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

Department for International Trade questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 My manager encourages me to make time for learning and development	23	49	18	8		72%	New
F02 Where I work I feel we are increasingly operating as One DIT^	12	36	27	19	7	47%	+2 ◇
F03 I have undertaken at least one development activity this year^	Yes: 78%		No: 22%			78%	+12 ◇
F04 I have a clear set of performance objectives	Yes: 77%		No: 23%			77%	New
F05 My work environment enables me to do my job well	15	44	21	15	5	59%	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.