



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

65%

Difference from previous survey +2

Difference from CS2017 +3

Difference from CS High Performers 0

## My work

81%

Difference from previous survey 0

Difference from CS2017 +5

Difference from CS High Performers +1

## Organisational objectives and purpose

82%

Difference from previous survey -1

Difference from CS2017 0

Difference from CS High Performers -5

## My manager

71%

Difference from previous survey +1

Difference from CS2017 +1

Difference from CS High Performers -1

## My team

83%

Difference from previous survey +1

Difference from CS2017 +3

Difference from CS High Performers -1

## Learning and development

64%

Difference from previous survey +4

Difference from CS2017 +12

Difference from CS High Performers +7

## Inclusion and fair treatment

82%

Difference from previous survey +2

Difference from CS2017 +5

Difference from CS High Performers +2

## Resources and workload

75%

Difference from previous survey +1

Difference from CS2017 +2

Difference from CS High Performers -1

## Pay and benefits

33%

Difference from previous survey -3

Difference from CS2017 +3

Difference from CS High Performers -3

## Leadership and managing change

59%

Difference from previous survey +5

Difference from CS2017 +12

Difference from CS High Performers +8



Strength of association with engagement



Statistically significant difference from comparison

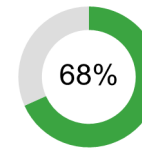
The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

## Drivers of Engagement

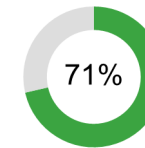
	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		59%	+5 ✧	+12 ✧	+8 ✧
My work		81%	0	+5 ✧	+1 ✧
My manager		71%	+1 ✧	+1 ✧	-1 ✧
Learning and development		64%	+4 ✧	+12 ✧	+7 ✧
Pay and benefits		33%	-3 ✧	+3 ✧	-3 ✧
Resources and workload		75%	+1	+2 ✧	-1
Organisational objectives and purpose		82%	-1	0	-5 ✧
My team		83%	+1 ✧	+3 ✧	-1 ✧
Inclusion and fair treatment		82%	+2 ✧	+5 ✧	+2 ✧

## Wellbeing

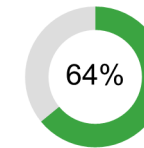
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



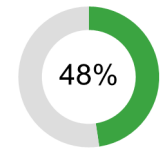
W01. Overall, how satisfied are you with your life nowadays?



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



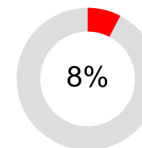
W03. Overall, how happy did you feel yesterday?



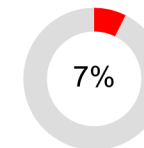
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

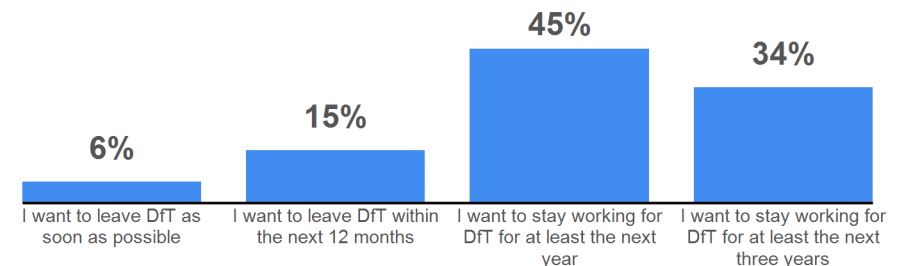


During the past 12 months have you personally experienced discrimination at work?


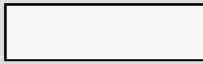


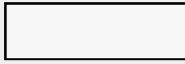

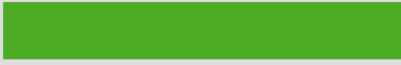
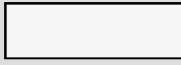


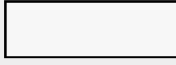






During the past 12 months have you personally experienced bullying or harassment at work?

## 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%	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	 47%
B54	I am trusted to carry out my job effectively	 89%	B40	I believe that the board has a clear vision for the future of DfT	 40%	B35	I feel that my pay adequately reflects my performance	 44%
B26	I am treated with respect by the people I work with	 87%	B43	When changes are made in DfT they are usually for the better	 40%	B36	I am satisfied with the total benefits package	 42%
B31	I have the skills I need to do my job effectively	 87%	B53	Where I work, I think effective action has been taken on the results of the last survey	 39%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	 26%
B18	The people in my team can be relied upon to help when things get difficult in my job	 87%	B42	I feel that change is managed well in DfT	 33%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	 22%

## All questions by theme

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

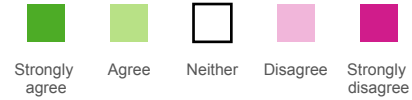
### My work

81% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	45	46	5	0	0	92%	0	+2 ◆	0
B02 I am sufficiently challenged by my work	41	41	9	7	2	83%	-1	+2 ◆	-1 ◆
B03 My work gives me a sense of personal accomplishment	31	48	12	7	2	79%	-1	+2 ◆	-1 ◆
B04 I feel involved in the decisions that affect my work	21	47	16	11	5	68%	+1 ◆	+10 ◆	+4 ◆
B05 I have a choice in deciding how I do my work	36	47	10	5	2	83%	+1 ◆	+7 ◆	+3 ◆

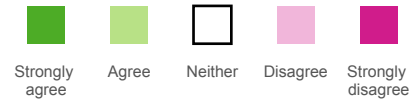
### Organisational objectives and purpose\*

82% -1

Difference from previous survey



Strength of association with engagement



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

Question	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 DfT's objectives	24	56	13	5	2	81%	0	0	-6 ◆
B07 I understand how my work contributes to DfT's objectives	30	53	11	5	1	83%	-1 ◆	0	-5 ◆

## All questions by theme

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### My manager

71%

+1

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	29	46	14	7	5	74%	+1 ◆	+4 ◆	0
B09	My manager is considerate of my life outside work	49	37	9			86%	+1	+1 ◆	-2 ◆
B10	My manager is open to my ideas	43	41	9			85%	+1 ◆	+3 ◆	0
B11	My manager helps me to understand how I contribute to DfT's objectives	22	44	23	8		66%	0	0	-5 ◆
B12	Overall, I have confidence in the decisions made by my manager	34	45	12	5		79%	0	+5 ◆	0
B13	My manager recognises when I have done my job well	38	44	12			81%	+1 ◆	+2 ◆	-1 ◆
B14	I receive regular feedback on my performance	25	42	19	10		67%	+1	-1 ◆	-6 ◆
B15	The feedback I receive helps me to improve my performance	24	42	23	7		66%	+2 ◆	+2 ◆	-2 ◆
B16	I think that my performance is evaluated fairly	24	42	21	8	5	66%	+4 ◆	0	-4 ◆
B17	Poor performance is dealt with effectively in my team	11	29	44	10	6	40%	-1	0	-4 ◆

## All questions by theme

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### My team

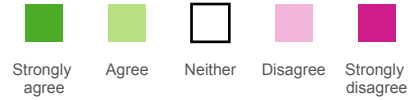
83%

+1

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	42	44	8			87%	+1	+2	-1
B19	The people in my team work together to find ways to improve the service we provide	36	48	11			84%	+1	+2	0
B20	The people in my team are encouraged to come up with new and better ways of doing things	33	45	14	5		78%	+1	+3	-1

### Learning and development

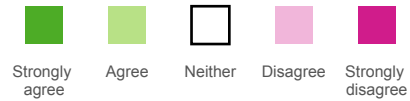
64%

+4

◆ 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 CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	23	51	17	7		74%	+4	+11	+5
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	20	41	30	7		61%	+2	+8	+3
B23	There are opportunities for me to develop my career in DfT	22	44	19	10	5	66%	+5	+19	+11
B24	Learning and development activities I have completed while working for DfT are helping me to develop my career	18	40	29	8		58%	+5	+11	+6

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### Inclusion and fair treatment

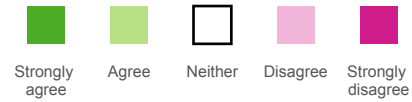
82%

+2

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25 I am treated fairly at work	37	47	9	7	0	84%	+3	+4	0
B26 I am treated with respect by the people I work with	40	47	7	4	2	87%	+1	+3	0
B27 I feel valued for the work I do	29	44	14	9	6	73%	+2	+8	+2
B28 I think that DfT respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	36	46	12	5	1	81%	+2	+6	+2

### Resources and workload\*

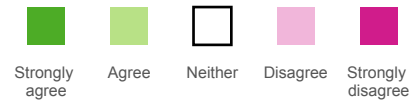
75%

+1

◆ Difference from previous survey



Strength of association with engagement



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Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29 I get the information I need to do my job well	16	57	16	8	1	74%	-1	+4	0
B30 I have clear work objectives	21	57	12	8	2	78%	+1	+2	-2
B31 I have the skills I need to do my job effectively	26	61	9	4	0	87%	-2	-1	-3
B32 I have the tools I need to do my job effectively	20	57	14	7	2	77%	-2	+7	0
B33 I have an acceptable workload	12	50	17	15	6	63%	+4	+2	-4
B34 I achieve a good balance between my work life and my private life	19	50	15	12	4	69%	+2	+1	-5

## All questions by theme

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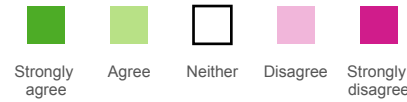
### Pay and benefits

33%

-3 ◆ 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	6	30	21	25	19	35%	-3 ◆	+5 ◆	-2 ◆
B36 I am satisfied with the total benefits package	5	28	25	25	17	33%	-3 ◆	0	-7 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	25	23	26	21	30%	-1 ◆	+5 ◆	-2 ◆

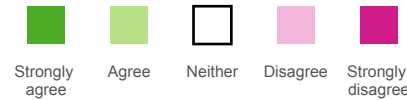
### Leadership and managing change\*

59%

+5 ◆ 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
B38 Senior managers in DfT are sufficiently visible	24	53	12	8	6	77%	+4 ◆	+17 ◆	+8 ◆
B39 I believe the actions of senior managers are consistent with DfT's values	18	49	23	6	6	67%	+5 ◆	+13 ◆	+7 ◆
B40 I believe that the board has a clear vision for the future of DfT	11	39	40	6	6	50%	+1 ◆	+1 ◆	-4 ◆
B41 Overall, I have confidence in the decisions made by DfT's senior managers	15	48	26	7	7	63%	+4 ◆	+14 ◆	+8 ◆
B42 I feel that change is managed well in DfT	6	40	33	16	6	46%	+5 ◆	+13 ◆	+6 ◆
B43 When changes are made in DfT they are usually for the better	7	37	40	12	5	44%	+7 ◆	+11 ◆	+3 ◆
B44 DfT keeps me informed about matters that affect me	14	57	18	8	6	70%	+3 ◆	+13 ◆	+6 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	10	44	27	12	6	55%	+12 ◆	+16 ◆	+7 ◆
B46 I think it is safe to challenge the way things are done in DfT	13	46	24	11	6	59%	+5 ◆	+13 ◆	+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 DfT	20	46	25	7	7	66%	+4 ◆	+4 ◆	-3 ◆
B48 I would recommend DfT as a great place to work	25	45	20	7	7	70%	+5 ◆	+15 ◆	+7 ◆
B49 I feel a strong personal attachment to DfT	17	34	30	15	5	50%	+1	+1 ◆	-6 ◆
B50 DfT inspires me to do the best in my job	15	39	30	12	6	54%	+2 ◆	+6 ◆	0
B51 DfT motivates me to help it achieve its objectives	14	39	32	12	6	52%	+3 ◆	+6 ◆	-1 ◆

### 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 DfT will take action on the results from this survey	16	46	22	10	6	62%	+3 ◆	+12 ◆	+4 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	13	33	39	10	6	46%	+1	+10 ◆	+1 ◆

## 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	6			89%	+1 ◆	0 ◆	-1 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	25	51	15	7		75%	+1 ◆	+5 ◆	0
B56 In DfT, people are encouraged to speak up when they identify a serious policy or delivery risk	21	50	19	7		71%	New	+4 ◆	0
B57 I feel able to challenge inappropriate behaviour in the workplace	18	51	18	9		69%	New	+6 ◆	+1 ◆
B58 DfT is committed to creating a diverse and inclusive workplace	31	51	13			82%	New	+8 ◆	+4 ◆

### 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 DfT actively role model the behaviours set out in the Civil Service Leadership Statement	14	49	28	6		63%	+6 ◆	+16 ◆	+8 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	23	47	21	6		70%	+4 ◆	+4 ◆	-2 ◆

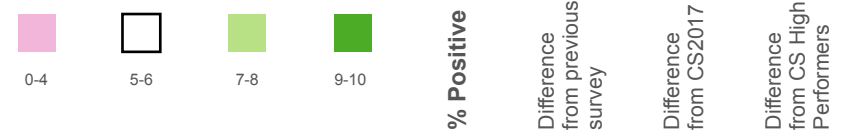
### Civil Service vision

	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'	12	49	18	17	5	61%	New	+18 ◆	+5 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	9	36	29	20	5	45%	New	+8 ◆	0

## 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.

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?	11	20	55	13	68%	+1 ◆	+2 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	20	51	20	71%	-2 ◆	0	-2 ◆
W03 Overall, how happy did you feel yesterday?	13	22	44	20	64%	-3 ◆	+1 ◆	-1 ◆

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?	20	28	22	30	48%	-3 ◆	-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 DfT?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave DfT as soon as possible		6%	0	-2 ◆	-6 ◆
I want to leave DfT within the next 12 months		15%	0	+1 ◆	-3 ◆
I want to stay working for DfT for at least the next year		45%	+4 ◆	+11 ◆	+6 ◆
I want to stay working for DfT for at least the next three years		34%	-4 ◆	-10 ◆	-19 ◆

### The Civil Service Code

Differences are based on '% Yes' score

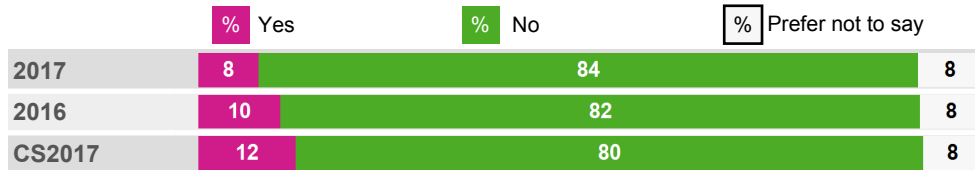
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97%	0	+5 ◆	+2 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?			70%	0	+2 ◆	-4 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in DfT it would be investigated properly?			78%	+2 ◆	+7 ◆	+2 ◆

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### Discrimination, harassment and bullying

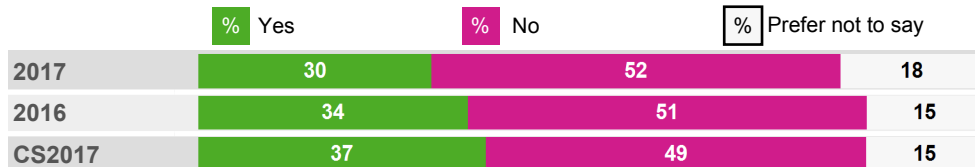
E01. During the past 12 months have you personally experienced discrimination at work?



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



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



For respondents who selected 'Yes' to question E03.  
E06. In your opinion, has this issue been resolved?



For respondents who selected 'Yes' to question E01.

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

	Response Count
Age	26
Caring responsibilities	--
Disability	26
Ethnic background	15
Gender	26
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	53
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	14
Working location	19
Working pattern	29
Any other grounds	33
Prefer not to say	29

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	38
Your manager	45
Another manager in my part of DfT	36
Someone you manage	--
Someone who works for another part of DfT	13
A member of the public	--
Someone else	14
Prefer not to say	20

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 Transport (excluding agencies) questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 DfT is a great place to work	24	48	19	6		72%	+5 ◆
F02 We are outward facing in DfT	18	56	18	6		74%	+6 ◆
F03 DfT is an ambitious department. We aim high	23	54	17			77%	+3 ◆
F04 We work as one team in DfT	12	35	29	20	5	46%	-6 ◆
F05 We work as one team in my Group	19	40	21	15	5	59%	New
F06 We work as one team in my Directorate	20	41	20	14	5	61%	New
F07 My manager supports me to work flexibly	46	43	7			88%	+1 ◆
F08 I am satisfied with my working environment	20	44	15	15	6	65%	-6 ◆
F09 The department's IT supports the way I want to work	22	50	14	11		72%	+1 ◆
F10 My line manager supports me taking time for learning and development activities	37	47	12			84%	New
F11 SCS in DfT promote inclusive behaviours	22	47	22	5		70%	+5 ◆
F12 Line managers in DfT promote inclusive behaviours	24	50	20			75%	+4 ◆

## 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 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.