



Foreign and Commonwealth Office

Returns: 11,846

Response rate: 89%

Your engagement index

66%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
-2	+10	+4

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2011
B50. I am proud when I tell others I am part of the FCO [^]	76%	-2 ✧	+24 ✧
B51. I would recommend the FCO as a great place to work [^]	58%	-2 ✧	+15 ✧

Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to the FCO [^]	59%	-4 ✧	+13 ✧
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Strive: motivated to do the best for the organisation...

B53. The FCO inspires me to do the best in my job [^]	57%	-4 ✧	+19 ✧
B54. The FCO motivates me to help it achieve its objectives [^]	52%	-5 ✧	+17 ✧

✧ = Statistically significant difference from comparison
The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these 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.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Leadership and managing change		48%	-4 ✧	+10 ✧	+1 ✧
My work		77%	0	+6 ✧	+1 ✧
My line manager		70%	0	+5 ✧	+2 ✧
Learning and development		57%	0	+14 ✧	+7 ✧
Pay and benefits		31%	-2 ✧	-1 ✧	-8 ✧
Organisational objectives and purpose		82%	0	0 ✧	-5 ✧
Resources and workload		79%	-1	+6 ✧	+3 ✧
My team		81%	0	+4 ✧	0 ✧
Inclusion and fair treatment		77%	-1	+4 ✧	0 ✧

✧ = Statistically significant difference from comparison

Top three key driver themes in more detail

The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change	Strength of association with engagement: 		
B40. I feel that the FCO as a whole is managed well^	54%	-5 ◇	+13 ◇
B42. I believe the actions of senior managers are consistent with the FCO's values^	52%	-8 ◇	+13 ◇
B45. I feel that change is managed well in the FCO^	40%	-5 ◇	+13 ◇
B43. I believe that the FCO Board has a clear vision for the future of the FCO^	51%	+2 ◇	+12 ◇
B46. When changes are made in the FCO they are usually for the better^	34%	-3 ◇	+11 ◇
B41. Senior managers in the FCO are sufficiently visible^	56%	-8 ◇	+11 ◇
B44. Overall, I have confidence in the decisions made by the FCO's senior managers^	47%	-5 ◇	+11 ◇
B47. The FCO keeps me informed about matters that affect me^	60%	-3 ◇	+5 ◇
B49. I think it is safe to challenge the way things are done in the FCO^	43%	-4 ◇	+5 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	39%	-4 ◇	+4 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My work	Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	62%	-1	+13 ◇
B03. My work gives me a sense of personal accomplishment	80%	+1 ◇	+7 ◇
B02. I am sufficiently challenged by my work	81%	+1 ◇	+6 ◇
B01. I am interested in my work	92%	0	+4 ◇
B05. I have a choice in deciding how I do my work	71%	-1 ◇	0 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My line manager	Strength of association with engagement: 		
B18. Poor performance is dealt with effectively in my team	53%	0	+16 ◇
B16. The feedback I receive helps me to improve my performance	71%	+1 ◇	+13 ◇
B09. My manager motivates me to be more effective in my job	72%	+1 ◇	+9 ◇
B15. I receive regular feedback on my performance	67%	+1	+7 ◇
B12. My manager helps me to understand how I contribute to the FCO's objectives^	64%	-2 ◇	+6 ◇
B14. My manager recognises when I have done my job well	81%	0	+5 ◇
B17. I think that my performance is evaluated fairly	67%	0	+5 ◇
B13. Overall, I have confidence in the decisions made by my manager	72%	+1	+1 ◇
B11. My manager is open to my ideas	78%	0	0 ◇
B10. My manager is considerate of my life outside work	71%	0	-8 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison



	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
My work									
:Strength of association with engagement									
B01. I am interested in my work	53	39	5			92%	0	+4 ✧	+1 ✧
B02. I am sufficiently challenged by my work	36	45	10	7		81%	+1 ✧	+6 ✧	+2 ✧
B03. My work gives me a sense of personal accomplishment	33	47	12	6		80%	+1 ✧	+7 ✧	+2 ✧
B04. I feel involved in the decisions that affect my work	19	43	19	13	5	62%	-1	+13 ✧	+3 ✧
B05. I have a choice in deciding how I do my work	24	47	16	9		71%	-1 ✧	0 ✧	-6 ✧
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the FCO's purpose^	27	55	12	4		82%	0	-2 ✧	-7 ✧
B07. I have a clear understanding of the FCO's objectives^	25	54	15	5		79%	+1	+1 ✧	-5 ✧
B08. I understand how my work contributes to the FCO's objectives^	30	53	12	4		83%	0	+2 ✧	-3 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

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✦ indicates statistically significant difference from comparison



My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	28	44	16	8	4	72%	+1 ✦	+9 ✦	+5 ✦
B10. My manager is considerate of my life outside work	30	42	17	8	4	71%	0	-8 ✦	-11 ✦
B11. My manager is open to my ideas	33	46	13	5		78%	0	0 ✦	-3 ✦
B12. My manager helps me to understand how I contribute to the FCO's objectives [^]	20	44	24	9		64%	-2 ✦	+6 ✦	0
B13. Overall, I have confidence in the decisions made by my manager	26	46	17	7	4	72%	+1	+1 ✦	-3 ✦
B14. My manager recognises when I have done my job well	33	47	12	5		81%	0	+5 ✦	+1 ✦
B15. I receive regular feedback on my performance	22	45	19	11		67%	+1	+7 ✦	+2 ✦
B16. The feedback I receive helps me to improve my performance	25	46	19	8		71%	+1 ✦	+13 ✦	+9 ✦
B17. I think that my performance is evaluated fairly	21	46	21	9	4	67%	0	+5 ✦	0 ✦
B18. Poor performance is dealt with effectively in my team	15	38	29	12	6	53%	0	+16 ✦	+13 ✦

My team

:Strength of association with engagement

B19. The people in my team can be relied upon to help when things get difficult in my job	34	49	11	4		83%	-1	0 ✦	-2 ✦
B20. The people in my team work together to find ways to improve the service we provide	32	50	12	4		82%	0	+4 ✦	0
B21. The people in my team are encouraged to come up with new and better ways of doing things	29	48	16	5		77%	0	+8 ✦	+3 ✦

All questions by theme

This section shows the results for each question in the survey, by theme.

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✧ indicates statistically significant difference from comparison



Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	17	48	20	12	4	65%	+1 ✧	+11 ✧	+1 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	18	44	26	9		63%	0	+18 ✧	+11 ✧
B24. There are opportunities for me to develop my career in the FCO [^]	12	32	25	18	13	44%	0	+13 ✧	+6 ✧
B25. Learning and development activities I have completed while working for the FCO are helping me to develop my career [^]	14	41	28	11	6	56%	0	+16 ✧	+10 ✧

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	27	51	12	6		78%	-1 ✧	0	-3 ✧
B27. I am treated with respect by the people I work with	32	53	10	4		85%	0	+1 ✧	-2 ✧
B28. I feel valued for the work I do	26	45	17	8	4	71%	-1	+11 ✧	+5 ✧
B29. I think that the FCO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc) [^]	26	48	16	7		74%	-1 ✧	+3 ✧	-3 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

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◇ indicates statistically significant difference from comparison

% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2011
 Difference from CS High Performers

Resources and workload

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	32	56	8			88%	+1 ◇	+6 ◇	+2 ◇
B31. I get the information I need to do my job well	22	54	15	7		77%	0	+9 ◇	+6 ◇
B32. I have clear work objectives	27	55	12	4		83%	0	+9 ◇	+5 ◇
B33. I have the skills I need to do my job effectively	36	55	7			91%	0	+3 ◇	0 ◇
B34. I have the tools I need to do my job effectively	22	52	14	8		75%	-1	+4 ◇	-1 ◇
B35. I have an acceptable workload	16	50	16	13	5	66%	-3 ◇	+5 ◇	+1 ◇
B36. I achieve a good balance between my work life and my private life	21	50	15	10	4	71%	-1 ◇	+4 ◇	-3 ◇

Pay and benefits

 :Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	6	26	22	27	19	32%	-3 ◇	0	-7 ◇
B38. I am satisfied with the total benefits package	6	27	25	26	17	33%	-3 ◇	-1 ◇	-8 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	22	21	28	24	27%	-2 ◇	0	-8 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Leadership and managing change									
:Strength of association with engagement									
B40. I feel that the FCO as a whole is managed well [^]	10	44	28	13	5	54%	-5 ✧	+13 ✧	-1 ✧
B41. Senior managers in the FCO are sufficiently visible [^]	11	46	26	12	5	56%	-8 ✧	+11 ✧	-3 ✧
B42. I believe the actions of senior managers are consistent with the FCO's values [^]	10	42	33	10	5	52%	-8 ✧	+13 ✧	+2 ✧
B43. I believe that the FCO Board has a clear vision for the future of the FCO [^]	11	40	34	10	5	51%	+2 ✧	+12 ✧	0 ✧
B44. Overall, I have confidence in the decisions made by the FCO's senior managers [^]	10	37	33	13	7	47%	-5 ✧	+11 ✧	-1 ✧
B45. I feel that change is managed well in the FCO [^]	7	33	32	20	8	40%	-5 ✧	+13 ✧	+3 ✧
B46. When changes are made in the FCO they are usually for the better [^]	7	27	37	21	9	34%	-3 ✧	+11 ✧	+2 ✧
B47. The FCO keeps me informed about matters that affect me [^]	10	51	26	10	4	60%	-3 ✧	+5 ✧	-2 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	7	33	29	21	11	39%	-4 ✧	+4 ✧	-4 ✧
B49. I think it is safe to challenge the way things are done in the FCO [^]	7	36	32	16	9	43%	-4 ✧	+5 ✧	-2 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the FCO [^]	31	46	18	4	4	76%	-2 ✧	+24 ✧	+11 ✧
B51. I would recommend the FCO as a great place to work [^]	20	37	26	12	4	58%	-2 ✧	+15 ✧	+3 ✧
B52. I feel a strong personal attachment to the FCO [^]	20	38	28	10	4	59%	-4 ✧	+13 ✧	+5 ✧
B53. The FCO inspires me to do the best in my job [^]	18	39	29	10	4	57%	-4 ✧	+19 ✧	+8 ✧
B54. The FCO motivates me to help it achieve its objectives [^]	15	37	32	12	4	52%	-5 ✧	+17 ✧	+7 ✧
Taking action									
B55. I believe that senior managers in the FCO will take action on the results from this survey [^]	14	40	26	13	7	55%	-2 ✧	+16 ✧	+4 ✧
B56. I believe that managers where I work will take action on the results from this survey	18	43	23	10	6	62%	+1 ✧	+13 ✧	+6 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	13	33	36	12	7	46%	-	+17 ✧	+9 ✧

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave the FCO as soon as possible		5%	0	-2 ✧	-5 ✧
I want to leave the FCO within the next 12 months		9%	-1	-2 ✧	-5 ✧
I want to stay working for the FCO for at least the next year		24%	+1	-3 ✧	-10 ✧
I want to stay working for the FCO for at least the next three years		61%	-1	+7 ✧	0

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		48	52%	+4 ✧	-34 ✧	-39 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		63	37%	+5 ✧	-22 ✧	-28 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in the FCO it would be investigated properly?^		48	52%	+3 ✧	-12 ✧	-19 ✧

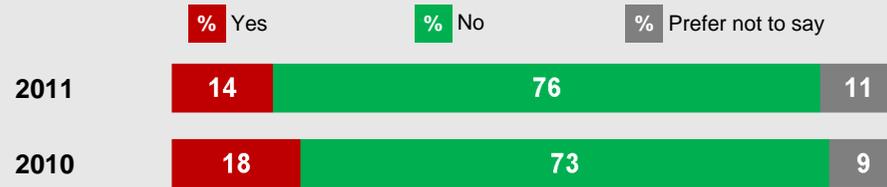
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✧ indicates statistically significant difference from comparison

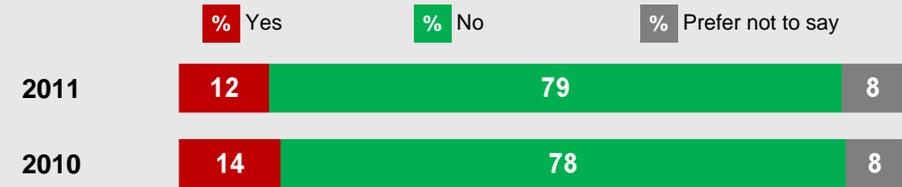
All questions by theme

Discrimination, harassment and bullying

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

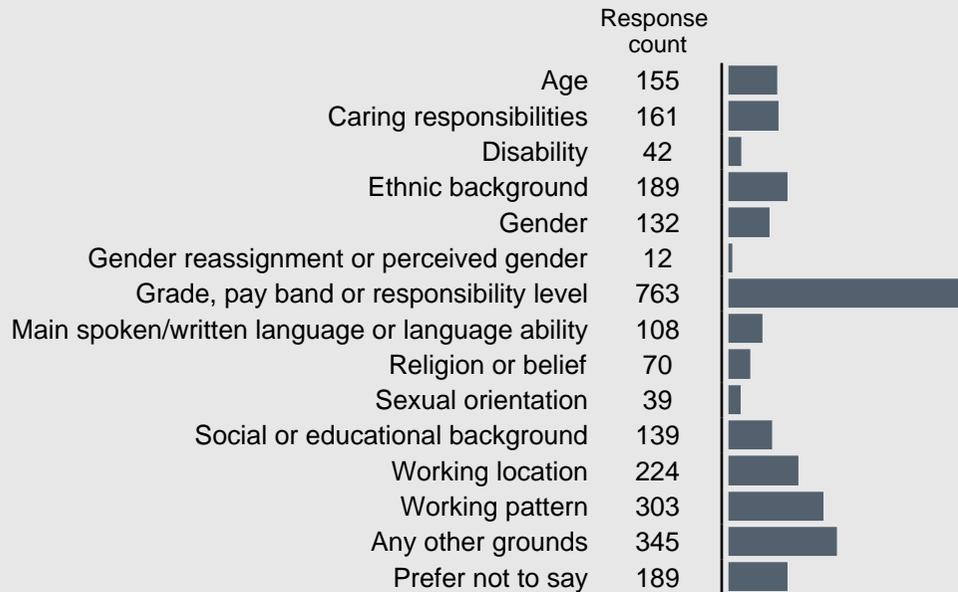


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



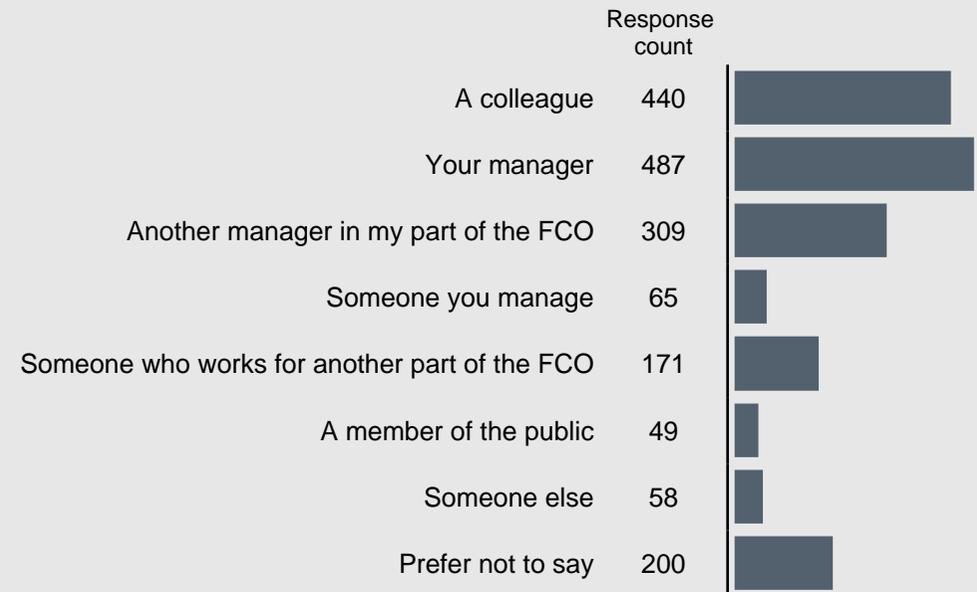
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination 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)

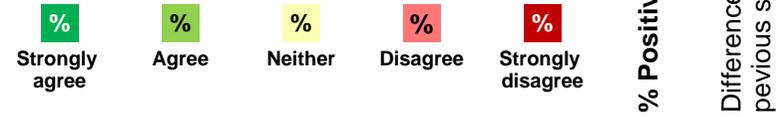


All questions by theme

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✧ indicates statistically significant difference from comparison



Foreign and Commonwealth Office questions

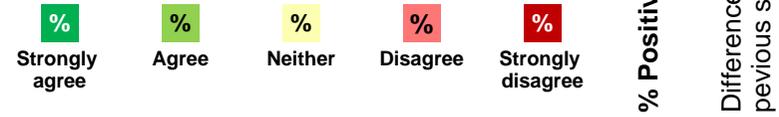
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I feel that the FCO is led effectively	11	47	28	9	4	59%	-
F02. I feel that my Post/Directorate is led effectively	19	49	21	8		68%	-
F03. I have a clear understanding of the Post/Directorate's objectives	19	55	19	6		74%	-
F04. I feel proud to work for my Post/Directorate	25	49	20	4		74%	-
F05. I feel that change is managed well in my Post/Directorate	13	41	30	12	4	54%	-
F06. I believe that my Post/Directorate encourages Diplomatic Excellence, including high standards in all we do	20	48	24	6		68%	-
F07. I understand what Diplomatic Excellence means for how I do my job	17	48	22	10		65%	-
F08. I would feel able to report any discrimination, bullying or harassment without worrying that it would have a negative impact on me	21	42	19	12	6	63%	0
F09. I believe the process of filling vacancies within the FCO/Post is fair	13	38	25	15	9	51%	+2 ✧
F10. Promotion within the FCO/Post is based on merit	10	33	32	15	10	43%	+1 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison



Foreign and Commonwealth Office questions

Question	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	% Positive	Difference from previous survey
F11. The Post/Directorate encourages and supports diverse working practices	15	51	24	6	6	66%	-
F12. I understand why the FCO is changing	14	55	24	6	6	68%	-5 ✧
F13. UK-based and Local Staff work as 'One Team'	13	36	27	15	8	49%	+1 ✧
F14. Staff from the FCO and other UK Government departments work as 'One Team'	11	34	34	14	7	45%	+2 ✧
F15. My UK-based line manager has passed an Assessment and Development Centre	Yes: 19%		No: 12%	Don't know: 69%		19%	-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 Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✧

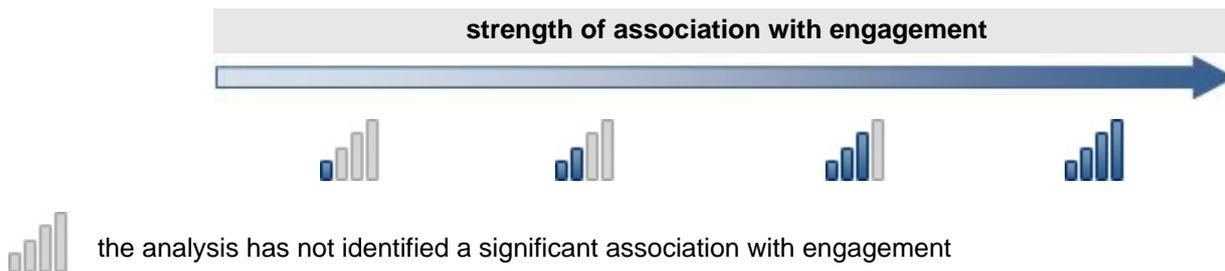
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2011 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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 less 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.