

Returns : 2,343

Response rate : 81%

Civil Service People Survey 2014


 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.



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 CS2014	Difference from CS High Performers
Leadership and Managing Change		50%	-5 ✧	+7 ✧	0
My work		79%	-1 ✧	+4 ✧	+1 ✧
My manager		70%	0	+3 ✧	-1
Learning and development		59%	0	+10 ✧	+4 ✧
Pay and benefits		38%	-2 ✧	+10 ✧	+3 ✧
Organisational objectives and purpose		92%	0	+9 ✧	+4 ✧
Resources and workload		75%	0	+1 ✧	-2 ✧
My team		79%	0	0	-3 ✧
Inclusion and fair treatment		78%	-1 ✧	+3 ✧	0

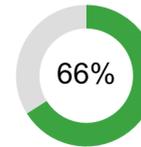


Strength of association with engagement

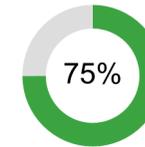


Statistically significant difference from comparison

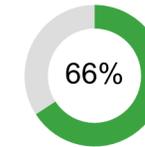
Wellbeing



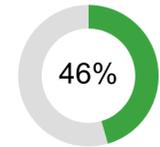
Overall, how satisfied are you with your life nowadays?



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



Overall, how happy did you feel yesterday?

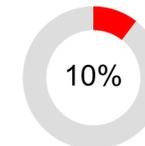


No or low anxiety yesterday

Discrimination, bullying and harassment

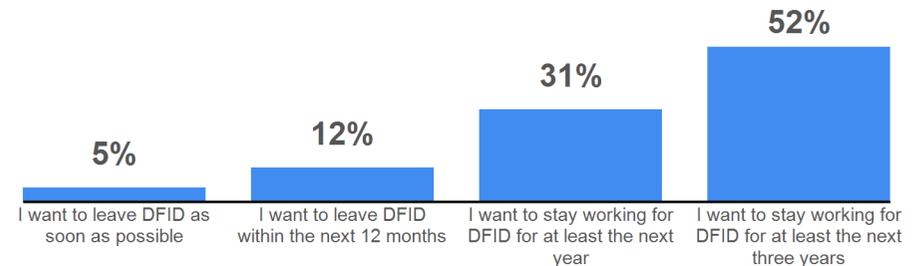


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





All questions by theme

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

My work

79% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	54	39				94%	-2 ◆	+4 ◆	+1 ◆
B02 I am sufficiently challenged by my work	42	41	9	6		83%	-1 ◆	+4 ◆	+1 ◆
B03 My work gives me a sense of personal accomplishment	33	47	12	6		80%	-3 ◆	+4 ◆	+2 ◆
B04 I feel involved in the decisions that affect my work	18	45	19	13	5	63%	-1	+7 ◆	+1 ◆
B05 I have a choice in deciding how I do my work	26	51	12	8		77%	+1 ◆	+3 ◆	-3 ◆

Organisational objectives and purpose

92% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of DFID's purpose	45	49				94%	0	+8 ◆	+3 ◆
B07 I have a clear understanding of DFID's objectives	40	51	6			91%	0	+11 ◆	+6 ◆
B08 I understand how my work contributes to DFID's objectives	42	49	6			91%	0	+7 ◆	+3 ◆

All questions by theme

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

My manager

70% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	27	45	15	8	8	73%	-1	+5 ♦	+1 ♦
B10 My manager is considerate of my life outside work	38	43	11	6	6	80%	0	-1 ♦	-5 ♦
B11 My manager is open to my ideas	36	46	11	5	5	82%	-1	+2 ♦	-2 ♦
B12 My manager helps me to understand how I contribute to DFID's objectives	22	46	22	7	7	68%	-1	+3 ♦	-1 ♦
B13 Overall, I have confidence in the decisions made by my manager	28	45	16	8	8	72%	-1 ♦	-1 ♦	-5 ♦
B14 My manager recognises when I have done my job well	33	48	11	6	6	81%	-2 ♦	+3 ♦	0
B15 I receive regular feedback on my performance	21	46	17	13	13	67%	-1	+2 ♦	-2 ♦
B16 The feedback I receive helps me to improve my performance	22	46	20	9	9	68%	0	+7 ♦	+2 ♦
B17 I think that my performance is evaluated fairly	20	47	19	9	9	67%	+3 ♦	+4 ♦	0
B18 Poor performance is dealt with effectively in my team	11	34	35	14	5	45%	0	+6 ♦	+2 ♦

My team

79% 0

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	30	51	12	6	6	81%	+1	-3 ♦	-5 ♦
B20 The people in my team work together to find ways to improve the service we provide	29	51	13	5	5	80%	-1	0	-3 ♦
B21 The people in my team are encouraged to come up with new and better ways of doing things	27	49	15	7	7	76%	0	+3 ♦	-2 ♦



All questions by theme

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

Learning and development

59% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	13	47	21	15	2	59%	-1	-3 ◆	-8 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	47	25	10	2	62%	+2 ◆	+11 ◆	+5 ◆
B24	There are opportunities for me to develop my career in DFID	14	41	23	15	7	55%	0	+13 ◆	+6 ◆
B25	Learning and development activities I have completed while working for DFID are helping me to develop my career	15	46	25	10	2	61%	0	+18 ◆	+11 ◆

Inclusion and fair treatment

78% -1

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 CS2014	Difference from CS High Performers
B26	I am treated fairly at work	28	52	10	7	2	80%	0	+1 ◆	-2 ◆
B27	I am treated with respect by the people I work with	32	54	8	2	2	86%	0	+2 ◆	-1 ◆
B28	I feel valued for the work I do	23	49	15	10	2	71%	-2 ◆	+7 ◆	+2 ◆
B29	I think that DFID respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	50	14	7	2	76%	-2 ◆	+2 ◆	-2 ◆



All questions by theme

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

Resources and workload **75%** **0**

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	27	57	9	6		84%	0	0	-3 ◆
B31 I get the information I need to do my job well	18	57	15	8		75%	+1	+5 ◆	+1 ◆
B32 I have clear work objectives	26	57	10	5		83%	0	+7 ◆	+4 ◆
B33 I have the skills I need to do my job effectively	30	61	7			91%	+1 ◆	+2 ◆	-1 ◆
B34 I have the tools I need to do my job effectively	19	56	13	9		75%	0	+4 ◆	-1
B35 I have an acceptable workload	9	48	16	19	8	57%	-1	-2 ◆	-9 ◆
B36 I achieve a good balance between my work life and my private life	14	48	17	15	5	63%	0	-4 ◆	-11 ◆

Pay and benefits

38% **-2**

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	6	32	21	26	15	39%	-3 ◆	+9 ◆	+3 ◆
B38 I am satisfied with the total benefits package	7	33	21	24	15	40%	-3 ◆	+8 ◆	0
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	28	20	26	19	34%	0	+10 ◆	+3 ◆



All questions by theme

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

Leadership and
Managing Change

50% -5

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from
previous
survey

Difference
from
CS2014

Difference
from CS High
Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40	I feel that DFID as a whole is managed well	8	50	24	14		58%	-6 ◆	+13 ◆	+2 ◆
B41	Senior managers in DFID are sufficiently visible	13	53	18	12		67%	-3 ◆	+14 ◆	+4 ◆
B42	I believe the actions of senior managers are consistent with DFID's values	10	48	26	12		58%	-4 ◆	+10 ◆	+2 ◆
B43	I believe that the Executive Management Committee has a clear vision for the future of DFID	8	40	36	11		48%	-7 ◆	+4 ◆	-4 ◆
B44	Overall, I have confidence in the decisions made by DFID's senior managers	8	43	31	13	5	51%	-6 ◆	+7 ◆	0
B45	I feel that change is managed well in DFID	5	34	30	24	8	38%	-4 ◆	+7 ◆	0
B46	When changes are made in DFID they are usually for the better		26	41	22	6	30%	-4 ◆	+1	-7 ◆
B47	DFID keeps me informed about matters that affect me	8	54	21	12		62%	-7 ◆	+4 ◆	-1 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	6	37	30	19	7	43%	-5 ◆	+8 ◆	0
B49	I think it is safe to challenge the way things are done in DFID	6	36	27	20	10	43%	-2 ◆	+1 ◆	-5 ◆

All questions by theme

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

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of DFID	35	49	13			84%	0	+25 ♦	+18 ♦
B51 I would recommend DFID as a great place to work	23	44	23	8		67%	-2 ♦	+19 ♦	+7 ♦
B52 I feel a strong personal attachment to DFID	26	41	23	9		67%	0	+19 ♦	+12 ♦
B53 DFID inspires me to do the best in my job	21	44	24	8		65%	0	+20 ♦	+14 ♦
B54 DFID motivates me to help it achieve its objectives	18	44	26	9		62%	-1 ♦	+20 ♦	+13 ♦

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers in DFID will take action on the results from this survey	12	44	26	13	6	56%	-5 ♦	+11 ♦	+2 ♦
B56 I believe that managers where I work will take action on the results from this survey	20	47	18	10	5	67%	-1	+12 ♦	+6 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	13	36	32	12	6	50%	0	+15 ♦	+9 ♦



All questions by theme

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

Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	30	57	8			87%	-1 ◇	-2 ◇	-4 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	17	49	22	10		66%	-2 ◇	-3 ◇	-6 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	17	55	19	7		71%	+1 ◇	+6 ◇	+1
B61 When I talk about DFID I say "we" rather than "they"	32	53	10			85%	+1	+16 ◇	+6 ◇
B62 I have some really good friendships at work	32	47	15			79%	-1	+3 ◇	-1

All questions by theme

◆ indicates statistically significant difference from comparison

 ^ indicates a variation in question wording from your previous survey

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

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	11	22	52	14	66%	-3 ◆	+2 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	18	51	24	75%	-2 ◆	+6 ◆	+3 ◆
W03 Overall, how happy did you feel yesterday?	13	22	45	21	66%	0	+6 ◆	+2 ◆



W04 Overall, how anxious did you feel yesterday?	17	29	21	33	46%	+1	-5 ◆	-7 ◆
--	----	----	----	----	-----	----	------	------

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 DFID?

		Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave DFID as soon as possible	5%	+1	-3 ◇	-5 ◇
I want to leave DFID within the next 12 months	12%	+2 ◇	-2 ◇	-6 ◇
I want to stay working for DFID for at least the next year	31%	+2 ◇	0	-6 ◇
I want to stay working for DFID for at least the next three years	52%	-5 ◇	+6 ◇	-2 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	91	9	91%	+2 ◇	+1 ◇	-3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	72	28	72%	+5 ◇	+8 ◇	0
D03. Are you confident that if you raised a concern under the Civil Service Code in DFID it would be investigated properly?	73	27	73%	-2 ◇	+5 ◇	0

All questions by theme

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

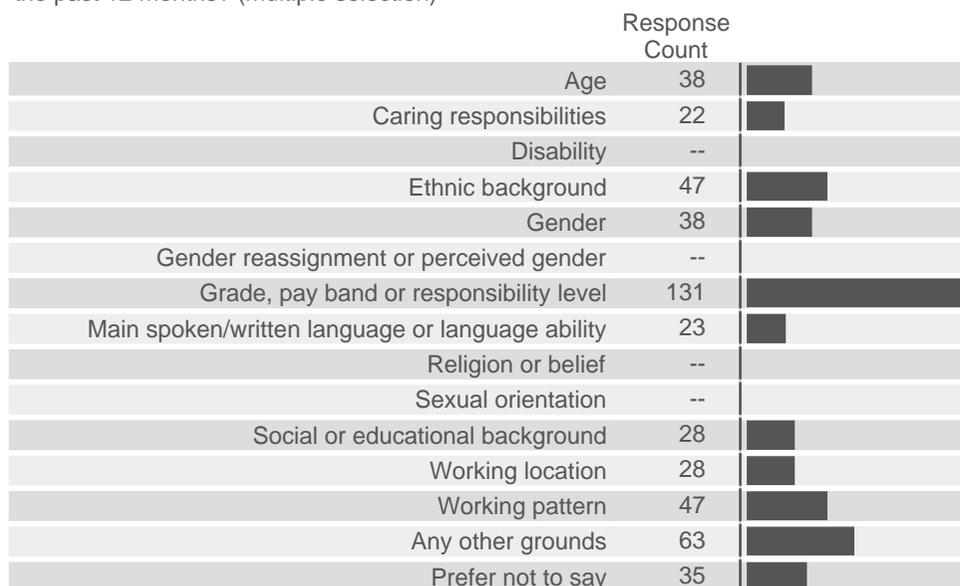
Discrimination, harassment and bullying

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



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)



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

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



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 '--'

Returns : 2,343

Response rate : 81%

Civil Service People Survey 2014

All questions by theme

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

DFID questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	Only to be answered by people who have changed jobs within the last 12 months: I had a structured induction when beginning my present job	14	38	15	24	10	51%	-7 ◆
F02	I would be confident to report harassment or bullying in the area where I work	21	51	16	9		72%	-1
F03	Senior managers in the area where I work address health and safety issues	15	51	24	7		66%	-1
F04	Staff from DFID and other UK government departments work as 'One Team'	9	34	33	19	5	43%	--

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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

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

The drivers of engagement

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

strength of association
with engagement





 the analysis has not identified a
 significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 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 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.