



Your engagement index

71%

Difference from
previous survey

0 ✧

Difference from CS2013

+13 ✧

Difference from CS
High Performers

+9 ✧

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 CS2013
B50. I am proud when I tell others I am part of DFID	84%	+1 ✧	+28 ✧
B51. I would recommend DFID as a great place to work	69%	+2 ✧	+24 ✧

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

B52. I feel a strong personal attachment to DFID	67%	-2 ✧	+21 ✧
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Strive: motivated to do the best for the organisation...

B53. DFID inspires me to do the best in my job	65%	0	+22 ✧
B54. DFID motivates me to help it achieve its objectives	64%	+2 ✧	+24 ✧

✧ = 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 CS2013	Difference from CS High Performers
Leadership and managing change		55%	-1 ✧	+13 ✧	+4 ✧
My work		80%	0	+7 ✧	+2 ✧
My manager		71%	0	+4 ✧	+1 ✧
Organisational objectives and purpose		92%	0	+10 ✧	+5 ✧
Pay and benefits		40%	+3 ✧	+10 ✧	+5 ✧
Resources and workload		75%	+1	+2 ✧	-1 ✧
Learning and development		59%	0	+12 ✧	+5 ✧
Inclusion and fair treatment		79%	0	+5 ✧	+2 ✧
My team		79%	0	0	-2 ✧

✧ = 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 CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change Strength of association with engagement: 			
B40. I feel that DFID as a whole is managed well	64%	+1 ◇	+21 ◇
B42. I believe the actions of senior managers are consistent with DFID's values	62%	-1	+18 ◇
B41. Senior managers in DFID are sufficiently visible	69%	-2 ◇	+18 ◇
B44. Overall, I have confidence in the decisions made by DFID's senior managers	57%	-1	+16 ◇
B45. I feel that change is managed well in DFID	43%	-1 ◇	+14 ◇
B43. I believe that the Executive Management Committee has a clear vision for the future of DFID [^]	55%	-9 ◇	+14 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	48%	-1 ◇	+12 ◇
B47. DFID keeps me informed about matters that affect me	69%	0	+11 ◇
B46. When changes are made in DFID they are usually for the better	34%	+2 ◇	+8 ◇
B49. I think it is safe to challenge the way things are done in DFID	44%	0	+6 ◇
My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	64%	-1	+10 ◇
B03. My work gives me a sense of personal accomplishment	82%	+2 ◇	+8 ◇
B02. I am sufficiently challenged by my work	84%	+1	+6 ◇
B01. I am interested in my work	95%	+1 ◇	+6 ◇
B05. I have a choice in deciding how I do my work	76%	0	+3 ◇
My manager Strength of association with engagement: 			
B16. The feedback I receive helps me to improve my performance	68%	-1 ◇	+8 ◇
B09. My manager motivates me to be more effective in my job	73%	0	+8 ◇
B18. Poor performance is dealt with effectively in my team	45%	0	+7 ◇
B12. My manager helps me to understand how I contribute to DFID's objectives	69%	+1 ◇	+7 ◇
B14. My manager recognises when I have done my job well	82%	+1	+5 ◇
B15. I receive regular feedback on my performance	68%	-1	+4 ◇
B11. My manager is open to my ideas	83%	0	+4 ◇
B13. Overall, I have confidence in the decisions made by my manager	73%	0	+2 ◇
B17. I think that my performance is evaluated fairly	65%	-1 ◇	+2 ◇
B10. My manager is considerate of my life outside work	80%	+1	-1 ◇

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 work

:Strength of association with engagement

Question	Strongly agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly disagree (%)	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	57	38				95%	+1 ◇	+6 ◇	+3 ◇
B02. I am sufficiently challenged by my work	41	43	9	5		84%	+1	+6 ◇	+3 ◇
B03. My work gives me a sense of personal accomplishment	33	49	11	5		82%	+2 ◇	+8 ◇	+4 ◇
B04. I feel involved in the decisions that affect my work	17	47	20	12	4	64%	-1	+10 ◇	+4 ◇
B05. I have a choice in deciding how I do my work	26	50	15	7		76%	0	+3 ◇	-1 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of DFID's purpose	47	47	4			94%	0	+10 ◇	+5 ◇
B07. I have a clear understanding of DFID's objectives	41	50	6			92%	0	+12 ◇	+7 ◇
B08. I understand how my work contributes to DFID's objectives	42	49	6			91%	0	+9 ◇	+5 ◇

All questions by theme

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

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My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	25	48	16	7	7	73%	0	+8 ◇	+4 ◇
B10. My manager is considerate of my life outside work	37	43	13	5	5	80%	+1	-1 ◇	-4 ◇
B11. My manager is open to my ideas	37	46	12	4	4	83%	0	+4 ◇	0
B12. My manager helps me to understand how I contribute to DFID's objectives	21	48	22	7	7	69%	+1 ◇	+7 ◇	+2 ◇
B13. Overall, I have confidence in the decisions made by my manager	26	47	17	7	7	73%	0	+2 ◇	-3 ◇
B14. My manager recognises when I have done my job well	33	50	10	5	5	82%	+1	+5 ◇	+2 ◇
B15. I receive regular feedback on my performance	19	49	18	11	11	68%	-1	+4 ◇	0
B16. The feedback I receive helps me to improve my performance	22	46	22	8	8	68%	-1 ◇	+8 ◇	+3 ◇
B17. I think that my performance is evaluated fairly	18	46	22	9	4	65%	-1 ◇	+2 ◇	-2 ◇
B18. Poor performance is dealt with effectively in my team	10	35	36	13	5	45%	0	+7 ◇	+3 ◇

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	29	52	12	5	5	81%	0	-3 ◇	-5 ◇
B20. The people in my team work together to find ways to improve the service we provide	27	53	13	5	5	81%	+1	+1 ◇	-2 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	26	50	16	6	6	76%	-1 ◇	+3 ◇	0

All questions by theme

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

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 Difference from CS High Performers

Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	13	47	22	14	4	60%	0	-1 ◇	-5 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	45	28	8		60%	0	+13 ◇	+7 ◇
B24. There are opportunities for me to develop my career in DFID	15	41	24	14	7	56%	0	+18 ◇	+8 ◇
B25. Learning and development activities I have completed while working for DFID are helping me to develop my career	14	46	27	9	4	61%	+1 ◇	+19 ◇	+12 ◇

Inclusion and fair treatment

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B26. I am treated fairly at work	28	52	11	5		80%	-1 ◇	+2 ◇	-1 ◇
B27. I am treated with respect by the people I work with	34	52	9			86%	0	+2 ◇	0
B28. I feel valued for the work I do	24	50	16	7		73%	+1 ◇	+10 ◇	+6 ◇
B29. I think that DFID respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	28	50	14	6		78%	0	+5 ◇	0

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 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 CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	26	59	9	5		84%	0	+1 ◇	-2 ◇
B31. I get the information I need to do my job well	18	57	18	7		74%	0	+5 ◇	+1 ◇
B32. I have clear work objectives	25	58	10	6		83%	-1 ◇	+8 ◇	+3 ◇
B33. I have the skills I need to do my job effectively	29	61	8			90%	-1 ◇	+1 ◇	-1 ◇
B34. I have the tools I need to do my job effectively	20	55	15	8		75%	+3 ◇	+4 ◇	0
B35. I have an acceptable workload	10	48	19	17	7	58%	+3 ◇	-2 ◇	-8 ◇
B36. I achieve a good balance between my work life and my private life	14	49	19	13	5	63%	+1 ◇	-5 ◇	-10 ◇

Pay and benefits

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	6	36	24	23	12	42%	+2 ◇	+13 ◇	+6 ◇
B38. I am satisfied with the total benefits package	7	35	24	23	11	42%	+4 ◇	+10 ◇	+5 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	29	24	27	14	35%	+4 ◇	+10 ◇	+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 CS2013	Difference from CS High Performers
Leadership and managing change									
:Strength of association with engagement									
B40. I feel that DFID as a whole is managed well	10	54	21	12		64%	+1 ◇	+21 ◇	+8 ◇
B41. Senior managers in DFID are sufficiently visible	14	55	17	10		69%	-2 ◇	+18 ◇	+7 ◇
B42. I believe the actions of senior managers are consistent with DFID's values	11	51	27	8		62%	-1	+18 ◇	+7 ◇
B43. I believe that the Executive Management Committee has a clear vision for the future of DFID [^]	10	46	35	7		55%	-9 ◇	+14 ◇	0
B44. Overall, I have confidence in the decisions made by DFID's senior managers	10	47	31	10		57%	-1	+16 ◇	+6 ◇
B45. I feel that change is managed well in DFID	5	37	33	19	5	43%	-1 ◇	+14 ◇	+4 ◇
B46. When changes are made in DFID they are usually for the better	5	30	43	18	4	34%	+2 ◇	+8 ◇	-1
B47. DFID keeps me informed about matters that affect me	9	60	20	9		69%	0	+11 ◇	+5 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	7	41	30	16	6	48%	-1 ◇	+12 ◇	+4 ◇
B49. I think it is safe to challenge the way things are done in DFID	6	38	29	18	8	44%	0	+6 ◇	-4 ◇

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



Engagement

B50. I am proud when I tell others I am part of DFID	35	48	14		84%	+1 ◇	+28 ◇	+18 ◇
B51. I would recommend DFID as a great place to work	24	45	22	7	69%	+2 ◇	+24 ◇	+13 ◇
B52. I feel a strong personal attachment to DFID	26	41	24	8	67%	-2 ◇	+21 ◇	+14 ◇
B53. DFID inspires me to do the best in my job	21	44	25	8	65%	0	+22 ◇	+15 ◇
B54. DFID motivates me to help it achieve its objectives	19	45	26	8	64%	+2 ◇	+24 ◇	+16 ◇

Taking action

B55. I believe that senior managers in DFID will take action on the results from this survey	13	48	25	10	4	61%	-7 ◇	+18 ◇	+9 ◇
B56. I believe that managers where I work will take action on the results from this survey	20	48	20	9	4	68%	-2 ◇	+14 ◇	+9 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	14	36	35	10	5	50%	-2 ◇	+16 ◇	+10 ◇

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 CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	30	58	8			88%	+1 ◇	0	-2 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	15	52	22	9		68%	+2 ◇	0	-3 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	17	53	21	7		70%	0	+5 ◇	0
B61. When I talk about DFID I say "we" rather than "they"	31	53	11	4		84%	+1 ◇	+17 ◇	+8 ◇
B62. I have some really good friendships at work	30	50	16	4		80%	+2 ◇	+4 ◇	+1 ◇

Please note these questions were not asked on paper surveys in 2012.

All questions by theme

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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

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. This 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.

W01. Overall, how satisfied are you with your life nowadays?	10	21	53	16	69%	+2 ◇	+6 ◇	+2 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	6	17	52	25	77%	+2 ◇	+8 ◇	+4 ◇
W03. Overall, how happy did you feel yesterday?	13	21	45	21	66%	+3 ◇	+6 ◇	+3 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	18	27	22	33	45%	-2 ◇	-5 ◇	-8 ◇

All questions by theme

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 CS2013	Difference from CS High Performers
I want to leave DFID as soon as possible		4%	0	-4 ✧	-6 ✧
I want to leave DFID within the next 12 months		9%	0	-4 ✧	-7 ✧
I want to stay working for DFID for at least the next year		29%	+1	-1 ✧	-6 ✧
I want to stay working for DFID for at least the next three years		58%	-2	+10 ✧	0

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		11	89%	+2 ✧	0	-4 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	-1 ✧	+2 ✧	-3 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in DFID it would be investigated properly?		25	75%	+1 ✧	+8 ✧	+2 ✧

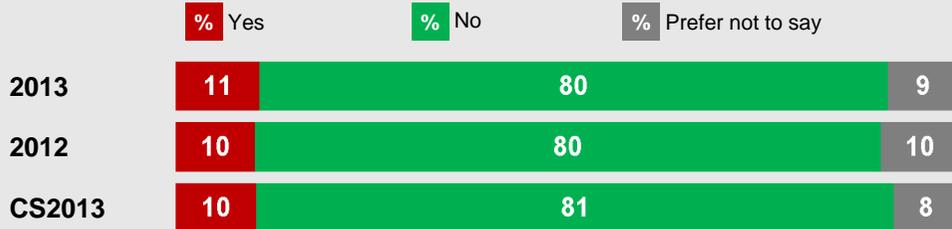
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

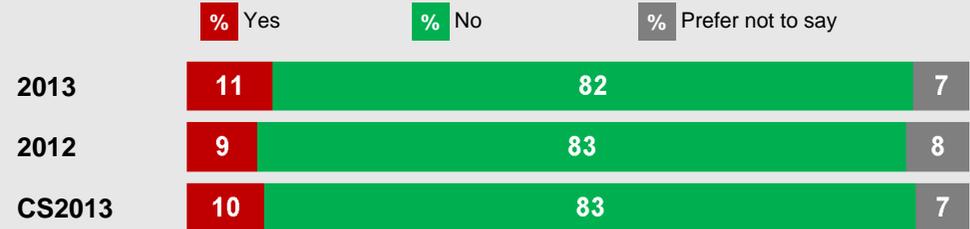
All questions by theme

Discrimination, harassment and bullying

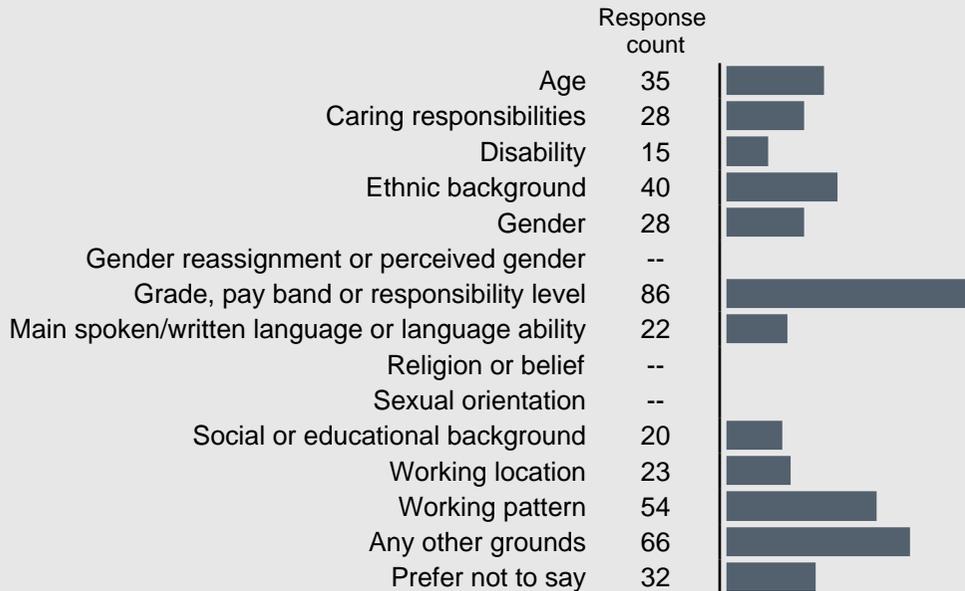
E01. During the past 12 months, have you personally experienced discrimination at work?



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)



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

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

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



DFID questions

Question	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	17	41	15	19	8	58%	+2 ✦
F02. I would be confident to report harassment or bullying in the area where I work	21	52	15	9		73%	-1
F03. Senior managers in the area where I work address health and safety issues	17	50	25	6		67%	-1

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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✦

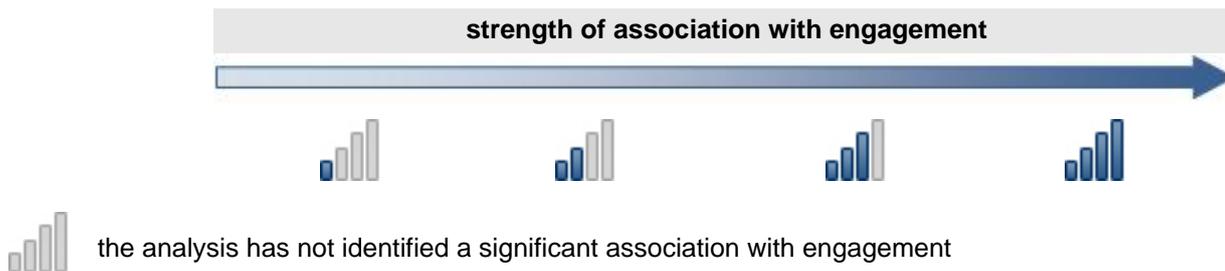
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2013 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.