

DFID

Returns: 2,285

Response rate: 89%

Your engagement index

71%

Difference from previous survey

+1 ✧

Difference from CS2012

+13 ✧

Difference from CS High Performers

+8 ✧

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 CS2012
B50. I am proud when I tell others I am part of DFID	82%	+1	+29 ✧
B51. I would recommend DFID as a great place to work	67%	+4 ✧	+20 ✧

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

B52. I feel a strong personal attachment to DFID	68%	+1	+24 ✧
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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%	+1 ✧	+24 ✧
B54. DFID motivates me to help it achieve its objectives	61%	0	+23 ✧

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		56%	+3 ✧	+15 ✧	+6 ✧
My work		80%	0	+7 ✧	+3 ✧
My line manager		71%	+1 ✧	+5 ✧	+2 ✧
Resources and workload		75%	-1	+1 ✧	-2 ✧
Organisational objectives and purpose		92%	0	+10 ✧	+5 ✧
Pay and benefits		36%	-1 ✧	+6 ✧	+1 ✧
Learning and development		59%	+1 ✧	+15 ✧	+7 ✧
My team		80%	-2 ✧	+2 ✧	-1 ✧
Inclusion and fair treatment		79%	0	+5 ✧	+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 CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change	Strength of association with engagement: 		
B43. I believe that the Management Board has a clear vision for the future of DFID	64%	+4 ◇	+25 ◇
B41. Senior managers in DFID are sufficiently visible	71%	+3 ◇	+23 ◇
B40. I feel that DFID as a whole is managed well	63%	+3 ◇	+21 ◇
B42. I believe the actions of senior managers are consistent with DFID's values	62%	+6 ◇	+20 ◇
B44. Overall, I have confidence in the decisions made by DFID's senior managers	58%	+5 ◇	+18 ◇
B45. I feel that change is managed well in DFID	44%	+3 ◇	+14 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	50%	+2 ◇	+14 ◇
B47. DFID keeps me informed about matters that affect me	69%	+2 ◇	+13 ◇
B46. When changes are made in DFID they are usually for the better	32%	+2 ◇	+7 ◇
B49. I think it is safe to challenge the way things are done in DFID	44%	+1	+4 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
My work	Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	65%	-1	+12 ◇
B03. My work gives me a sense of personal accomplishment	81%	0	+8 ◇
B02. I am sufficiently challenged by my work	84%	-1 ◇	+7 ◇
B01. I am interested in my work	94%	0	+5 ◇
B05. I have a choice in deciding how I do my work	76%	-1	+4 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
My line manager	Strength of association with engagement: 		
B16. The feedback I receive helps me to improve my performance	69%	0	+9 ◇
B09. My manager motivates me to be more effective in my job	74%	+3 ◇	+8 ◇
B18. Poor performance is dealt with effectively in my team	45%	-2 ◇	+8 ◇
B12. My manager helps me to understand how I contribute to DFID's objectives	67%	+1	+7 ◇
B15. I receive regular feedback on my performance	69%	+1 ◇	+5 ◇
B14. My manager recognises when I have done my job well	82%	+2 ◇	+5 ◇
B11. My manager is open to my ideas	83%	+2 ◇	+4 ◇
B17. I think that my performance is evaluated fairly	66%	+1	+3 ◇
B13. Overall, I have confidence in the decisions made by my manager	74%	+1 ◇	+2 ◇
B10. My manager is considerate of my life outside work	79%	+1 ◇	-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



My work									
Strength of association with engagement									
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B01. I am interested in my work	55	39	4			94%	0	+5 ◇	+3 ◇
B02. I am sufficiently challenged by my work	40	44	9	6		84%	-1 ◇	+7 ◇	+3 ◇
B03. My work gives me a sense of personal accomplishment	32	49	12	5		81%	0	+8 ◇	+3 ◇
B04. I feel involved in the decisions that affect my work	17	48	19	13	4	65%	-1	+12 ◇	+5 ◇
B05. I have a choice in deciding how I do my work	25	51	15	7		76%	-1	+4 ◇	-1 ◇
Organisational objectives and purpose									
Strength of association with engagement									
B06. I have a clear understanding of DFID's purpose	47	48	4			94%	0	+10 ◇	+4 ◇
B07. I have a clear understanding of DFID's objectives	41	51	6			92%	-1 ◇	+13 ◇	+7 ◇
B08. I understand how my work contributes to DFID's objectives	43	48	7			91%	+1 ◇	+9 ◇	+5 ◇

All questions by theme

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	27	46	16	7	4	74%	+3 ◇	+8 ◇	+5 ◇
B10. My manager is considerate of my life outside work	35	44	13	5		79%	+1 ◇	-1 ◇	-4 ◇
B11. My manager is open to my ideas	37	46	11	5		83%	+2 ◇	+4 ◇	0
B12. My manager helps me to understand how I contribute to DFID's objectives	22	46	23	7		67%	+1	+7 ◇	+1 ◇
B13. Overall, I have confidence in the decisions made by my manager	27	47	16	7		74%	+1 ◇	+2 ◇	-2 ◇
B14. My manager recognises when I have done my job well	34	47	11	5		82%	+2 ◇	+5 ◇	+2 ◇
B15. I receive regular feedback on my performance	21	48	19	10		69%	+1 ◇	+5 ◇	0
B16. The feedback I receive helps me to improve my performance	24	46	20	8		69%	0	+9 ◇	+6 ◇
B17. I think that my performance is evaluated fairly	20	46	21	10	4	66%	+1	+3 ◇	-2 ◇
B18. Poor performance is dealt with effectively in my team	10	35	36	13	6	45%	-2 ◇	+8 ◇	+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	6		81%	-3 ◇	-2 ◇	-5 ◇
B20. The people in my team work together to find ways to improve the service we provide	28	52	13	5		80%	-3 ◇	+1 ◇	-1 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	27	51	15	6		77%	0	+7 ◇	+2 ◇

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2012
 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 CS2012	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	12	48	21	15		60%	0	+2 ◇	-4 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	45	28	9		60%	+2 ◇	+14 ◇	+8 ◇
B24. There are opportunities for me to develop my career in DFID	13	42	23	14	7	55%	+4 ◇	+20 ◇	+13 ◇
B25. Learning and development activities I have completed while working for DFID are helping me to develop my career	15	44	27	10	4	59%	+1	+20 ◇	+13 ◇

Inclusion and fair treatment

: Strength of association with engagement

B26. I am treated fairly at work	27	55	11	5		81%	+1 ◇	+3 ◇	0
B27. I am treated with respect by the people I work with	32	54	9			86%	-1 ◇	+2 ◇	0
B28. I feel valued for the work I do	22	50	17	8		72%	-1	+10 ◇	+5 ◇
B29. I think that DFID respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	51	14	6		78%	+1 ◇	+6 ◇	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 CS2012
 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 CS2012	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	27	57	10	5		85%	0	+1 ◇	-2 ◇
B31. I get the information I need to do my job well	19	56	16	8		74%	-2 ◇	+6 ◇	+2 ◇
B32. I have clear work objectives	27	58	11	4		84%	0	+9 ◇	+5 ◇
B33. I have the skills I need to do my job effectively	31	60	7			90%	+1 ◇	+2 ◇	0
B34. I have the tools I need to do my job effectively	19	53	16	10		72%	-5 ◇	0	-3 ◇
B35. I have an acceptable workload	10	45	19	19	7	55%	-1 ◇	-5 ◇	-11 ◇
B36. I achieve a good balance between my work life and my private life	15	47	18	15	5	62%	+1	-6 ◇	-11 ◇

Pay and benefits

 :Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	6	33	23	25	13	39%	-2 ◇	+9 ◇	+3 ◇
B38. I am satisfied with the total benefits package	7	32	24	26	12	39%	0	+6 ◇	-1 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	25	25	29	15	31%	-3 ◇	+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 CS2012	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	11	53	24	10		63%	+3 ◇	+21 ◇	+7 ◇
B41. Senior managers in DFID are sufficiently visible	16	55	17	10		71%	+3 ◇	+23 ◇	+11 ◇
B42. I believe the actions of senior managers are consistent with DFID's values	13	50	27	8		62%	+6 ◇	+20 ◇	+9 ◇
B43. I believe that the Management Board has a clear vision for the future of DFID	14	51	27	7		64%	+4 ◇	+25 ◇	+13 ◇
B44. Overall, I have confidence in the decisions made by DFID's senior managers	11	47	30	10		58%	+5 ◇	+18 ◇	+6 ◇
B45. I feel that change is managed well in DFID	5	39	33	19	5	44%	+3 ◇	+14 ◇	+5 ◇
B46. When changes are made in DFID they are usually for the better	5	27	45	20	4	32%	+2 ◇	+7 ◇	-4 ◇
B47. DFID keeps me informed about matters that affect me	10	60	20	8		69%	+2 ◇	+13 ◇	+6 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	7	43	30	16	5	50%	+2 ◇	+14 ◇	+7 ◇
B49. I think it is safe to challenge the way things are done in DFID	8	37	29	20	7	44%	+1	+4 ◇	-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 CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of DFID	35	47	14			82%	+1	+29 ◇	+18 ◇
B51. I would recommend DFID as a great place to work	23	44	23	8		67%	+4 ◇	+20 ◇	+9 ◇
B52. I feel a strong personal attachment to DFID	26	43	23	7		68%	+1	+24 ◇	+16 ◇
B53. DFID inspires me to do the best in my job	21	43	25	9		65%	+1 ◇	+24 ◇	+15 ◇
B54. DFID motivates me to help it achieve its objectives	18	44	27	9		61%	0	+23 ◇	+14 ◇
Taking action									
B55. I believe that senior managers in DFID will take action on the results from this survey	16	51	21	8		68%	+7 ◇	+25 ◇	+14 ◇
B56. I believe that managers where I work will take action on the results from this survey	21	49	19	7	4	70%	+1	+18 ◇	+10 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	16	36	34	9	5	52%	+3 ◇	+20 ◇	+12 ◇

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 CS2012	Difference from CS High Performers
I want to leave DFID as soon as possible		4%	-1	-4 ✧	-6 ✧
I want to leave DFID within the next 12 months		9%	-2 ✧	-3 ✧	-7 ✧
I want to stay working for DFID for at least the next year		27%	+1	-1 ✧	-7 ✧
I want to stay working for DFID for at least the next three years		60%	+1	+8 ✧	0

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		12	88%	0	-1 ✧	-6 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+2 ✧	+5 ✧	-2 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in DFID it would be investigated properly?		26	74%	+2 ✧	+7 ✧	+3 ✧

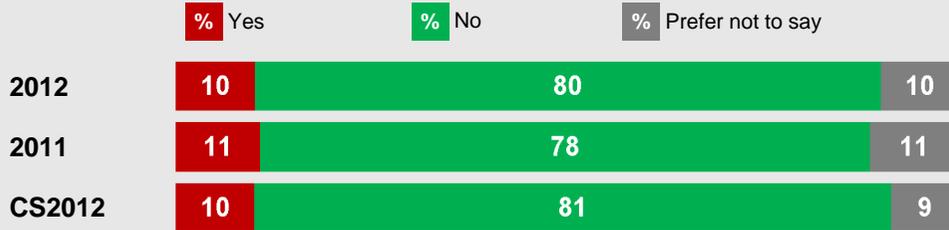
^ indicates a variation in question wording from your previous survey

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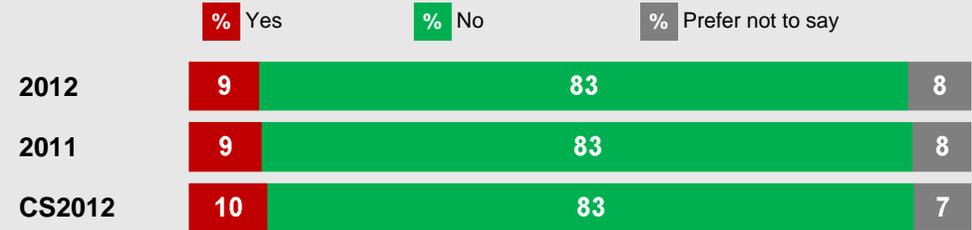
All questions by theme

Discrimination, harassment and bullying

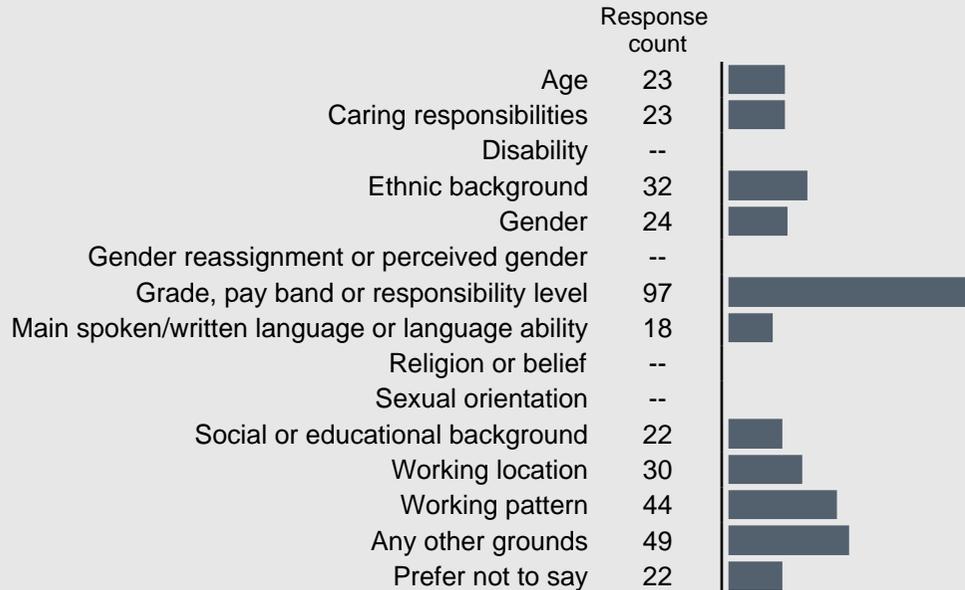
E01. During the past 12 months, have you personally experienced discrimination at work?



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

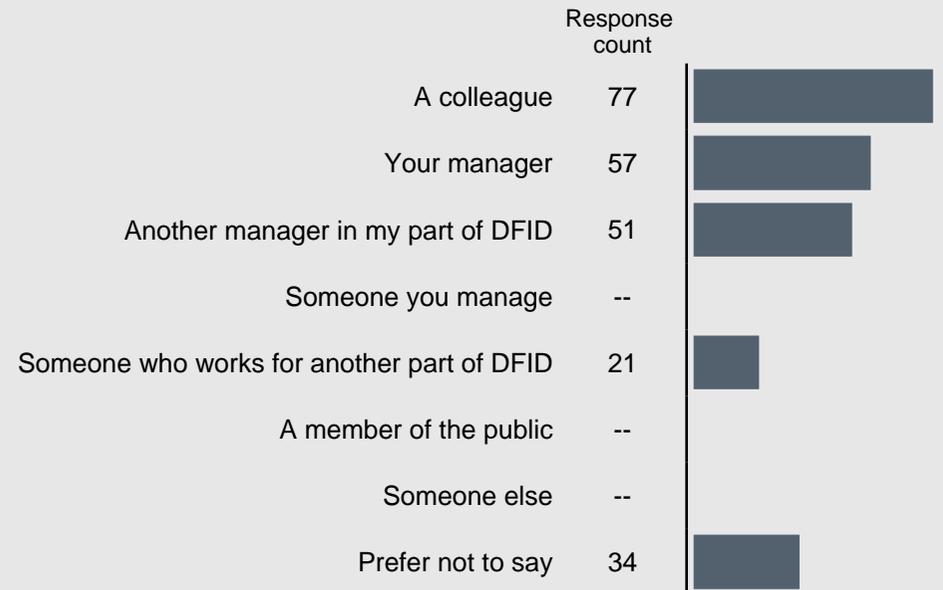


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



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

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	16	41	16	21	7	56%	+1
F02. I would be confident to report harassment or bullying in the area where I work	22	52	16	8		74%	+2 ✧
F03. Senior managers in the area where I work address health and safety issues	17	51	23	7		68%	-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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✧

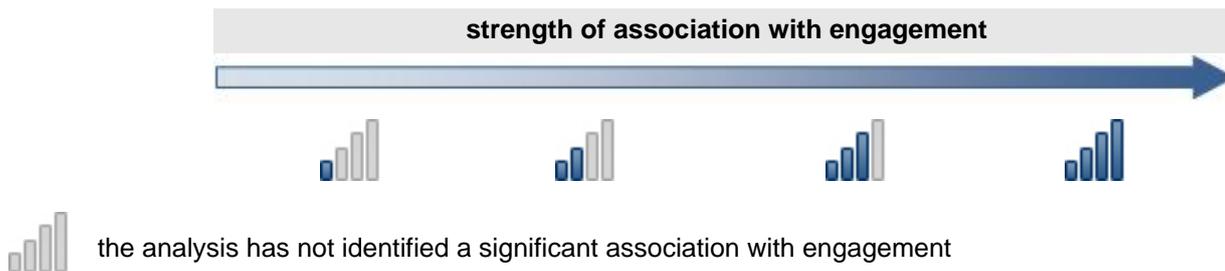
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2012 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.