

# DFID

Returns: 2,036

Response rate: 89%

## Your engagement index

# 70%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
-1	+14	+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 CS2011
B50. I am proud when I tell others I am part of DFID	81%	-2 ✧	+29 ✧
B51. I would recommend DFID as a great place to work	63%	-1	+20 ✧

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

B52. I feel a strong personal attachment to DFID	67%	-3 ✧	+22 ✧
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#### Strive: motivated to do the best for the organisation...

B53. DFID inspires me to do the best in my job	64%	-2 ✧	+25 ✧
B54. DFID motivates me to help it achieve its objectives	61%	-1	+26 ✧

✧ = 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		53%	+2	+15 ✧	+6 ✧
My work		80%	+1	+9 ✧	+4 ✧
My line manager		70%	-2 ✧	+5 ✧	+2 ✧
Pay and benefits		38%	-3 ✧	+6 ✧	-2 ✧
Organisational objectives and purpose		92%	+1	+11 ✧	+6 ✧
Learning and development		57%	0	+15 ✧	+7 ✧
Resources and workload		75%	-2	+3 ✧	0
My team		82%	+1	+5 ✧	+2 ✧
Inclusion and fair treatment		79%	-1	+6 ✧	+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 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
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>			
B41. Senior managers in DFID are sufficiently visible	68%	+3 ◇	+22 ◇
B43. I believe that the Management Board has a clear vision for the future of DFID	60%	+9 ◇	+21 ◇
B40. I feel that DFID as a whole is managed well	60%	0	+20 ◇
B42. I believe the actions of senior managers are consistent with DFID's values	57%	0	+18 ◇
B44. Overall, I have confidence in the decisions made by DFID's senior managers	53%	+3 ◇	+17 ◇
B45. I feel that change is managed well in DFID	40%	0	+13 ◇
B47. DFID keeps me informed about matters that affect me	68%	+2	+13 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	47%	+3 ◇	+12 ◇
B46. When changes are made in DFID they are usually for the better	29%	-1	+7 ◇
B49. I think it is safe to challenge the way things are done in DFID	43%	+2	+5 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>			
B04. I feel involved in the decisions that affect my work	65%	+4 ◇	+16 ◇
B02. I am sufficiently challenged by my work	85%	+2 ◇	+10 ◇
B03. My work gives me a sense of personal accomplishment	81%	+1	+8 ◇
B05. I have a choice in deciding how I do my work	77%	+1	+6 ◇
B01. I am interested in my work	94%	-1	+6 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
<b>My line manager</b> <span style="float: right;">Strength of association with engagement: </span>			
B16. The feedback I receive helps me to improve my performance	69%	-1	+11 ◇
B18. Poor performance is dealt with effectively in my team	47%	-3 ◇	+10 ◇
B12. My manager helps me to understand how I contribute to DFID's objectives	67%	-1	+8 ◇
B09. My manager motivates me to be more effective in my job	71%	-4 ◇	+8 ◇
B15. I receive regular feedback on my performance	67%	-1	+7 ◇
B14. My manager recognises when I have done my job well	80%	-3 ◇	+4 ◇
B17. I think that my performance is evaluated fairly	65%	-1	+3 ◇
B11. My manager is open to my ideas	81%	-2 ◇	+2 ◇
B13. Overall, I have confidence in the decisions made by my manager	72%	-2	+1 ◇
B10. My manager is considerate of my life outside work	78%	-2 ◇	-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



	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
<b>My work</b>									
:Strength of association with engagement									
B01. I am interested in my work	57	37	4			94%	-1	+6 ◇	+3 ◇
B02. I am sufficiently challenged by my work	43	41	8	6		85%	+2 ◇	+10 ◇	+6 ◇
B03. My work gives me a sense of personal accomplishment	35	46	12	6		81%	+1	+8 ◇	+3 ◇
B04. I feel involved in the decisions that affect my work	20	45	18	12	4	65%	+4 ◇	+16 ◇	+6 ◇
B05. I have a choice in deciding how I do my work	25	52	14	7		77%	+1	+6 ◇	0
<b>Organisational objectives and purpose</b>									
:Strength of association with engagement									
B06. I have a clear understanding of DFID's purpose	50	45	4			94%	0	+11 ◇	+5 ◇
B07. I have a clear understanding of DFID's objectives	45	48	6			93%	+1	+14 ◇	+8 ◇
B08. I understand how my work contributes to DFID's objectives	45	46	8			90%	0	+9 ◇	+4 ◇

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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 CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	27	44	17	9		71%	-4 ✦	+8 ✦	+4 ✦
B10. My manager is considerate of my life outside work	35	43	14	6		78%	-2 ✦	-1 ✦	-5 ✦
B11. My manager is open to my ideas	36	45	12	5		81%	-2 ✦	+2 ✦	0
B12. My manager helps me to understand how I contribute to DFID's objectives	22	45	23	8		67%	-1	+8 ✦	+3 ✦
B13. Overall, I have confidence in the decisions made by my manager	27	45	18	7		72%	-2	+1 ✦	-2 ✦
B14. My manager recognises when I have done my job well	33	47	12	6		80%	-3 ✦	+4 ✦	+1 ✦
B15. I receive regular feedback on my performance	21	47	18	12		67%	-1	+7 ✦	+2 ✦
B16. The feedback I receive helps me to improve my performance	23	46	21	8		69%	-1	+11 ✦	+8 ✦
B17. I think that my performance is evaluated fairly	20	45	20	11	4	65%	-1	+3 ✦	-2 ✦
B18. Poor performance is dealt with effectively in my team	11	36	36	12	5	47%	-3 ✦	+10 ✦	+7 ✦

## 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	51	11	4		84%	+1	+2 ✦	-1 ✦
B20. The people in my team work together to find ways to improve the service we provide	32	52	12	4		84%	+1	+6 ✦	+2 ✦
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	+9 ✦	+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

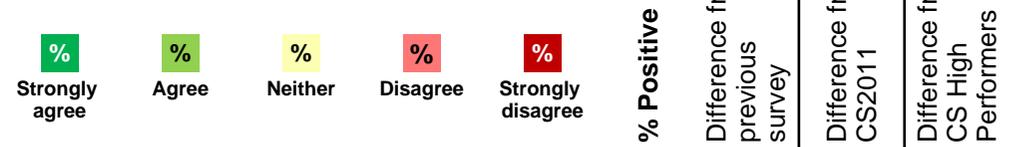
	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
<b>Learning and development</b>									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	13	47	22	14	4	61%	0	+6 ✧	-3 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	16	42	30	9	4	58%	-7 ✧	+14 ✧	+6 ✧
B24. There are opportunities for me to develop my career in DFID	13	38	23	17	8	52%	+7 ✧	+20 ✧	+13 ✧
B25. Learning and development activities I have completed while working for DFID are helping me to develop my career	16	43	26	11	4	59%	0	+19 ✧	+13 ✧
<b>Inclusion and fair treatment</b>									
 :Strength of association with engagement									
B26. I am treated fairly at work	30	51	11	6	2	80%	-2 ✧	+2 ✧	-1
B27. I am treated with respect by the people I work with	34	53	9	2	2	87%	-1	+4 ✧	+1 ✧
B28. I feel valued for the work I do	26	47	15	8	4	73%	+2	+14 ✧	+7 ✧
B29. I think that DFID respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	49	14	7	3	77%	-2 ✧	+6 ✧	0

# All questions by theme

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## 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	29	55	10	5	85%	-2 ◇	+2 ◇	-2 ◇	
B31. I get the information I need to do my job well	20	57	15	8	77%	0	+9 ◇	+6 ◇	
B32. I have clear work objectives	28	57	9	5	84%	0	+11 ◇	+6 ◇	
B33. I have the skills I need to do my job effectively	31	58	8	2	89%	-1	+1 ◇	-2 ◇	
B34. I have the tools I need to do my job effectively	21	56	15	8	77%	-3 ◇	+6 ◇	+1 ◇	
B35. I have an acceptable workload	11	45	19	18	6	56%	-3 ◇	-5 ◇	-9 ◇
B36. I achieve a good balance between my work life and my private life	14	47	19	15	4	61%	-4 ◇	-6 ◇	-12 ◇

## Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	6	35	22	25	12	41%	-2 ◇	+9 ◇	+2 ◇
B38. I am satisfied with the total benefits package	6	32	24	25	13	39%	-4 ◇	+5 ◇	-2 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	28	24	27	16	33%	-1	+6 ◇	-2 ◇

# All questions by theme

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% 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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that DFID as a whole is managed well	9	51	23	13	4	60%	0	+20 ✧	+6 ✧
B41. Senior managers in DFID are sufficiently visible	13	54	18	11	6	68%	+3 ✧	+22 ✧	+9 ✧
B42. I believe the actions of senior managers are consistent with DFID's values	10	47	29	11	4	57%	0	+18 ✧	+7 ✧
B43. I believe that the Management Board has a clear vision for the future of DFID	11	49	29	8	3	60%	+9 ✧	+21 ✧	+10 ✧
B44. Overall, I have confidence in the decisions made by DFID's senior managers	9	44	31	12	4	53%	+3 ✧	+17 ✧	+5 ✧
B45. I feel that change is managed well in DFID	5	36	30	23	7	40%	0	+13 ✧	+4 ✧
B46. When changes are made in DFID they are usually for the better	5	25	40	24	6	29%	-1	+7 ✧	-2 ✧
B47. DFID keeps me informed about matters that affect me	10	57	21	9	3	68%	+2	+13 ✧	+6 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	7	40	30	18	5	47%	+3 ✧	+12 ✧	+4 ✧
B49. I think it is safe to challenge the way things are done in DFID	6	37	28	19	9	43%	+2	+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

	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of DFID	35	46	15			81%	-2 ◇	+29 ◇	+16 ◇
B51. I would recommend DFID as a great place to work	23	40	24	11		63%	-1	+20 ◇	+8 ◇
B52. I feel a strong personal attachment to DFID	26	41	23	8		67%	-3 ◇	+22 ◇	+14 ◇
B53. DFID inspires me to do the best in my job	21	43	25	10		64%	-2 ◇	+25 ◇	+14 ◇
B54. DFID motivates me to help it achieve its objectives	19	43	27	10		61%	-1	+26 ◇	+16 ◇
<b>Taking action</b>									
B55. I believe that senior managers in DFID will take action on the results from this survey	14	47	24	11	4	60%	-2	+22 ◇	+10 ◇
B56. I believe that managers where I work will take action on the results from this survey	21	48	19	8	4	69%	-1	+20 ◇	+13 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	14	34	34	12	6	48%	-	+19 ◇	+11 ◇

# 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 CS2011	Difference from CS High Performers
I want to leave DFID as soon as possible		4%	0	-3 ^	-6 ^
I want to leave DFID within the next 12 months		11%	+1	0	-4 ^
I want to stay working for DFID for at least the next year		26%	0	-1 ^	-8 ^
I want to stay working for DFID for at least the next three years		58%	-1	+5 ^	-2 ^

## 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?		12	88%	0	+2 ^	-4 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	+3 ^	+6 ^	0
D03. Are you confident that if you raised a concern under the Civil Service Code in DFID it would be investigated properly?		28	72%	0	+7 ^	0

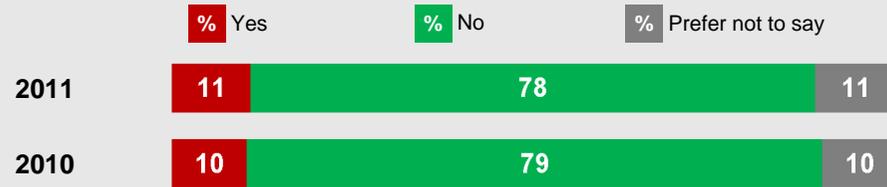
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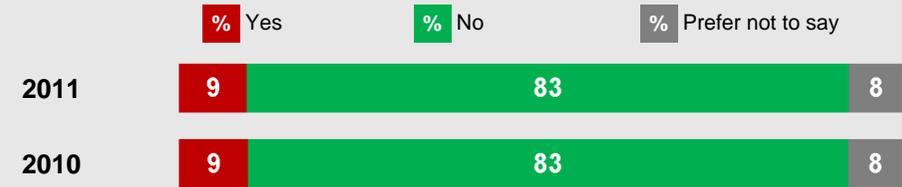
# All questions by theme

## Discrimination, harassment and bullying

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

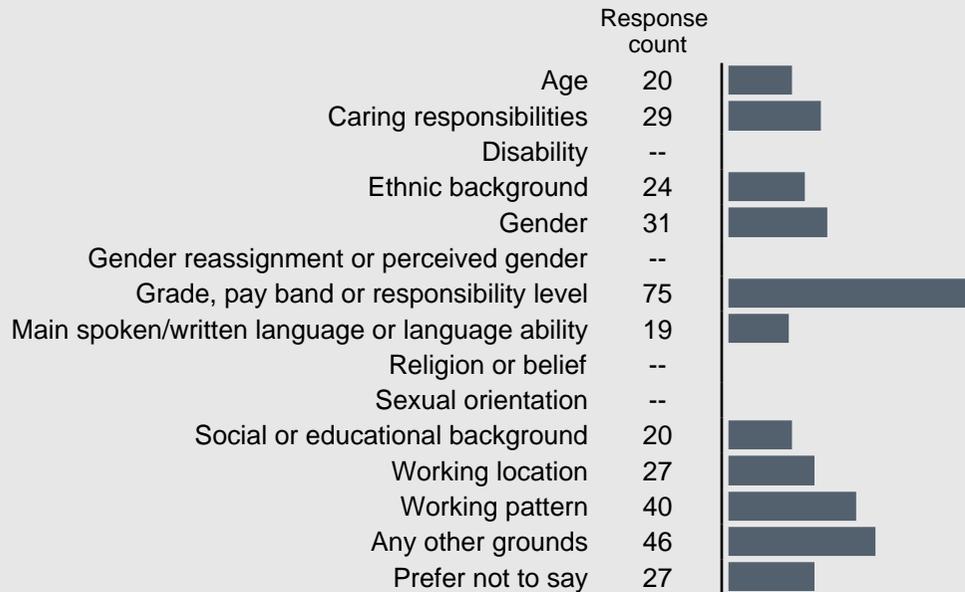


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

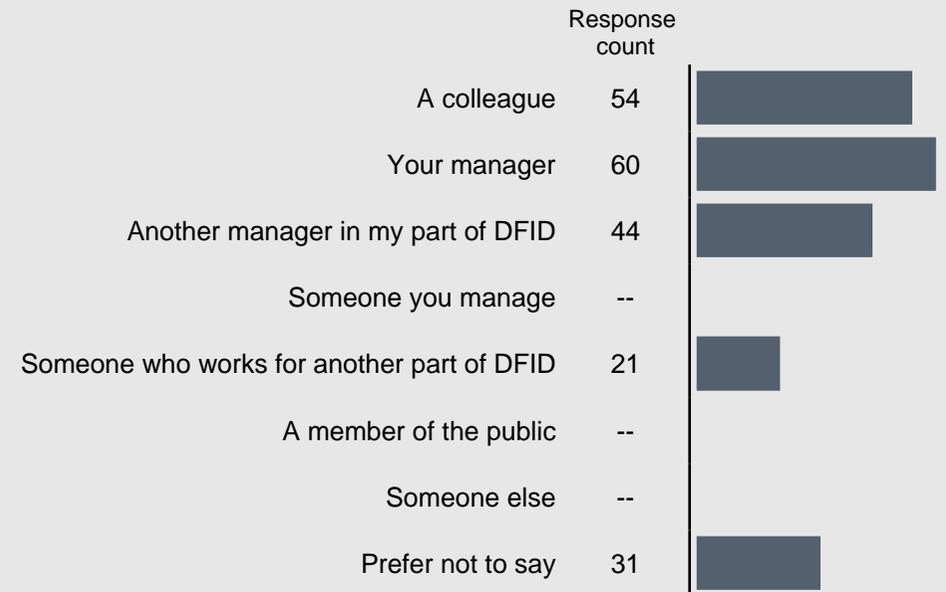
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



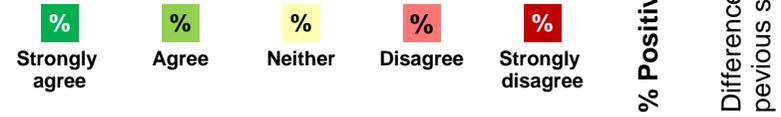
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

# All questions by theme

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

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⚡ 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 <sup>^</sup>	15	39	14	24	8	55%	-4
F02. I would be confident to report harassment or bullying in the area where I work	22	50	16	9		72%	-1
F03. Senior managers in the area where I work address health and safety issues	17	51	24	6		68%	-1

# Appendix

## Glossary of key terms

<b>% positive</b>	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> ).
<b>Previous survey</b>	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.
<b>CS2011</b>	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 Civil Service People Survey.
<b>CS High Performers</b>	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: ✧

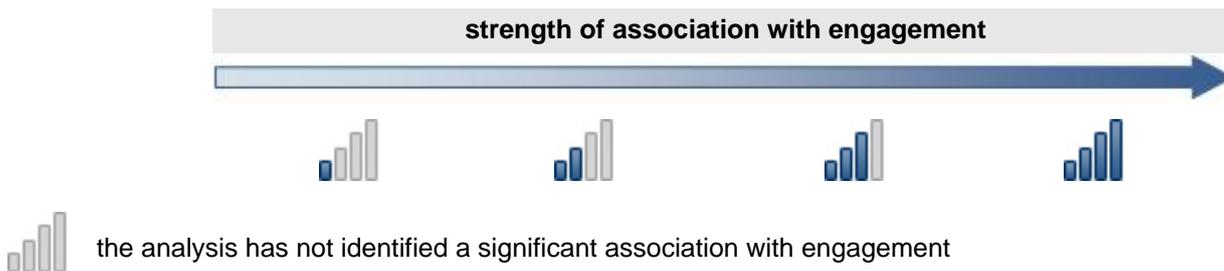
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.