



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.

## Engagement Index

61%

Difference from previous survey +5 ✧

Difference from CS2017 0

Difference from CS High Performers -4 ✧

## My work

79%

Difference from previous survey +2 ✧

Difference from CS2017 +3 ✧

Difference from CS High Performers 0

## Organisational objectives and purpose

81%

Difference from previous survey +2 ✧

Difference from CS2017 -1 ✧

Difference from CS High Performers -6 ✧

## My manager

71%

Difference from previous survey +1 ✧

Difference from CS2017 +1 ✧

Difference from CS High Performers -1 ✧

## My team

84%

Difference from previous survey +2 ✧

Difference from CS2017 +4 ✧

Difference from CS High Performers 0

## Learning and development

57%

Difference from previous survey +9 ✧

Difference from CS2017 +4 ✧

Difference from CS High Performers 0

## Inclusion and fair treatment

82%

Difference from previous survey +4 ✧

Difference from CS2017 +5 ✧

Difference from CS High Performers +2 ✧

## Resources and workload

69%

Difference from previous survey 0

Difference from CS2017 -3 ✧

Difference from CS High Performers -6 ✧

## Pay and benefits

30%

Difference from previous survey +4 ✧

Difference from CS2017 0

Difference from CS High Performers -6 ✧

## Leadership and managing change

48%

Difference from previous survey +7 ✧

Difference from CS2017 +2 ✧

Difference from CS High Performers -3 ✧



Strength of association with engagement



Statistically significant difference from comparison

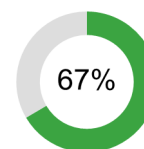
The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

## Drivers of Engagement

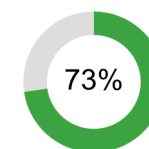
	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		48%	+7	+2	-3
My work		79%	+2	+3	0
My manager		71%	+1	+1	-1
Learning and development		57%	+9	+4	0
Pay and benefits		30%	+4	0	-6
Resources and workload		69%	0	-3	-6
Organisational objectives and purpose		81%	+2	-1	-6
My team		84%	+2	+4	0
Inclusion and fair treatment		82%	+4	+5	+2

## Wellbeing

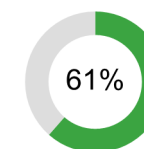
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



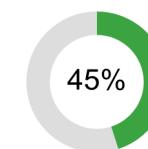
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



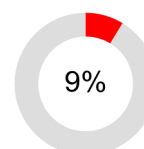
W03. Overall, how happy did you feel yesterday?



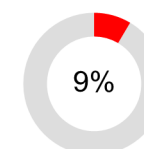
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

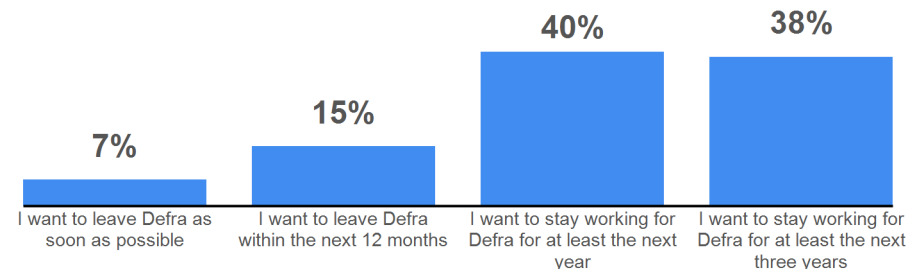


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future



## Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B01 I am interested in my work	91%	B17 Poor performance is dealt with effectively in my team	46%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	53%
B54 I am trusted to carry out my job effectively	90%	B53 Where I work, I think effective action has been taken on the results of the last survey	45%	B35 I feel that my pay adequately reflects my performance	51%
B26 I am treated with respect by the people I work with	89%	B43 When changes are made in Defra they are usually for the better	44%	B36 I am satisfied with the total benefits package	43%
B18 The people in my team can be relied upon to help when things get difficult in my job	87%	B40 I believe that ExCo has a clear vision for the future of Defra	44%	B42 I feel that change is managed well in Defra	37%
B09 My manager is considerate of my life outside work	87%	B59 Senior Civil Servants (SCS) in Defra actively role model the behaviours set out in the Civil Service Leadership Statement	36%	B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	31%

## All questions by theme

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

### My work

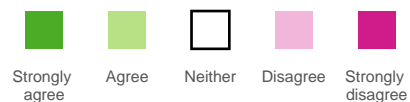
79%

+2 ♦

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B01 I am interested in my work

45

46

5

91%

+2 ♦

+1 ♦

-1 ♦

B02 I am sufficiently challenged by my work

44

41

8

6

84%

+3 ♦

+4 ♦

+1 ♦

B03 My work gives me a sense of personal accomplishment

28

48

13

8

76%

+2 ♦

0

-3 ♦

B04 I feel involved in the decisions that affect my work

18

44

17

16

6

62%

+2 ♦

+4 ♦

-2 ♦

B05 I have a choice in deciding how I do my work

31

52

9

6

83%

+1 ♦

+7 ♦

+2 ♦

### Organisational objectives and purpose\*

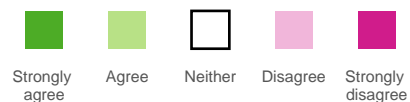
81%

+2 ♦

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

B06 I have a clear understanding of Defra's objectives

22

58

12

7

80%

+2 ♦

-1 ♦

-7 ♦

B07 I understand how my work contributes to Defra's objectives

27

55

10

7

82%

+2 ♦

-1 ♦

-5 ♦

## All questions by theme

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

### My manager

71%

+1

Difference from previous survey  
 ▲



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	29	44	15	10		72%	0	+2 ♦	-2 ♦
B09 My manager is considerate of my life outside work	50	37	8			87%	0	+3 ♦	0
B10 My manager is open to my ideas	43	44	7			87%	0	+5 ♦	+3 ♦
B11 My manager helps me to understand how I contribute to Defra's objectives	22	43	23	9		65%	+1	0	-5 ♦
B12 Overall, I have confidence in the decisions made by my manager	36	45	11	6		80%	+2 ♦	+6 ♦	+1 ♦
B13 My manager recognises when I have done my job well	36	47	10	5		83%	-1	+3 ♦	0
B14 I receive regular feedback on my performance	21	45	17	14		66%	0	-2 ♦	-6 ♦
B15 The feedback I receive helps me to improve my performance	21	44	22	10		65%	+1	+1 ♦	-3 ♦
B16 I think that my performance is evaluated fairly	20	45	21	10		65%	+9 ♦	-1	-5 ♦
B17 Poor performance is dealt with effectively in my team	8	31	46	11	5	39%	-1 ♦	0	-5 ♦

## All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

### My team

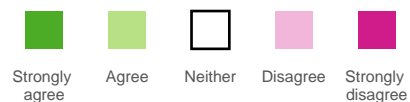
84%

+2 ♦

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B18	The people in my team can be relied upon to help when things get difficult in my job	40	48	8	5	87%	+1 ♦	+2 ♦	0
B19	The people in my team work together to find ways to improve the service we provide	35	49	10	5	84%	+2 ♦	+2 ♦	0
B20	The people in my team are encouraged to come up with new and better ways of doing things	33	48	12	5	81%	+3 ♦	+6 ♦	+1 ♦

### Learning and development

57%

+9 ♦

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B21	I am able to access the right learning and development opportunities when I need to	16	51	19	11	68%	+7 ♦	+4 ♦	-1 ♦
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	42	29	11	57%	+7 ♦	+4 ♦	-1 ♦
B23	There are opportunities for me to develop my career in Defra	16	39	23	15	55%	+15 ♦	+8 ♦	0
B24	Learning and development activities I have completed while working for Defra are helping me to develop my career	13	36	32	15	50%	+7 ♦	+3 ♦	-2 ♦



## All questions by theme

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

### Inclusion and fair treatment

82%

+4 ♦

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B25 I am treated fairly at work

35

50

8

5

85%

+4 ♦

+5 ♦

+2 ♦

B26 I am treated with respect by the people I work with

40

49

6

1

89%

+3 ♦

+4 ♦

+2 ♦

B27 I feel valued for the work I do

28

44

14

10

72%

+3 ♦

+7 ♦

0

B28 I think that Defra respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)

35

46

11

5

81%

+4 ♦

+5 ♦

+1 ♦

### Resources and workload\*

69%

0

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

B29 I get the information I need to do my job well

13

57

16

12

70%

+1 ♦

0

-4 ♦

B30 I have clear work objectives

17

57

13

10

74%

-1

-2 ♦

-6 ♦

B31 I have the skills I need to do my job effectively

24

62

10

1

85%

-1 ♦

-3 ♦

-5 ♦

B32 I have the tools I need to do my job effectively

13

54

16

14

67%

-2 ♦

-3 ♦

-10 ♦

B33 I have an acceptable workload

8

46

15

21

9

54%

+2 ♦

-7 ♦

-13 ♦

B34 I achieve a good balance between my work life and my private life

17

47

15

15

5

65%

+1

-4 ♦

-9 ♦

## All questions by theme

♦ indicates statistically significant difference from comparison  
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### Pay and benefits

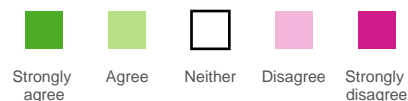
30%

+4 ♦

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B35 I feel that my pay adequately reflects my performance



31%

+2 ♦

0

-7 ♦

B36 I am satisfied with the total benefits package



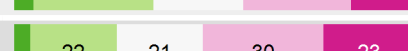
35%

+6 ♦

+1 ♦

-5 ♦

B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable



26%

+4 ♦

0

-7 ♦

### Leadership and managing change\*

48%

+7 ♦

Difference from previous survey

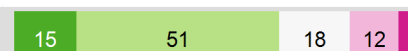


Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

B38 Senior Civil Servants (SCS) in Defra are sufficiently visible



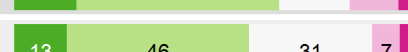
66%

+2 ♦

+6 ♦

-2 ♦

B39 I believe the actions of Senior Civil Servants (SCS) are consistent with Defra's values



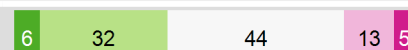
59%

+8 ♦

+5 ♦

-1 ♦

B40 I believe that ExCo has a clear vision for the future of Defra



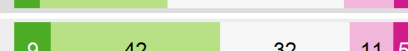
38%

+1 ♦

-10 ♦

-16 ♦

B41 Overall, I have confidence in the decisions made by Defra's Senior Civil Servants (SCS)



51%

+9 ♦

+3 ♦

-3 ♦

B42 I feel that change is managed well in Defra



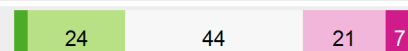
32%

+6 ♦

-1 ♦

-8 ♦

B43 When changes are made in Defra they are usually for the better



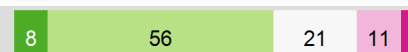
28%

+8 ♦

-5 ♦

-13 ♦

B44 Defra keeps me informed about matters that affect me



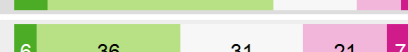
65%

+6 ♦

+7 ♦

0

B45 I have the opportunity to contribute my views before decisions are made that affect me



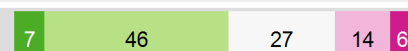
42%

+7 ♦

+3 ♦

-6 ♦

B46 I think it is safe to challenge the way things are done in Defra



54%

+11 ♦

+8 ♦

+1 ♦

## 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 CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of Defra	18	43	27	9	5	61%	+11 ♦	-1	-8 ♦
B48 I would recommend Defra as a great place to work	16	41	28	11	5	57%	+15 ♦	+2 ♦	-6 ♦
B49 I feel a strong personal attachment to Defra	14	35	30	17	5	48%	+4 ♦	-1	-8 ♦
B50 Defra inspires me to do the best in my job	12	36	32	15	5	48%	+10 ♦	0	-7 ♦
B51 Defra motivates me to help it achieve its objectives	11	35	33	16	5	46%	+10 ♦	0	-7 ♦

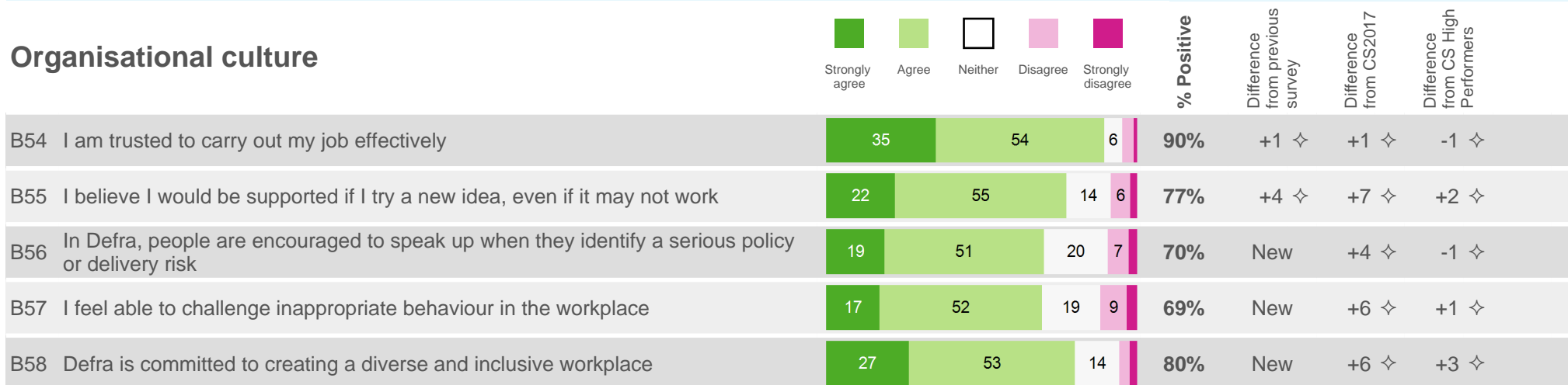
### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that Senior Civil Servants (SCS) in Defra will take action on the results from this survey	11	44	26	13	7	55%	+5 ♦	+5 ♦	-3 ♦
B53 Where I work, I think effective action has been taken on the results of the last survey	9	27	45	13	6	36%	-7 ♦	0	-9 ♦

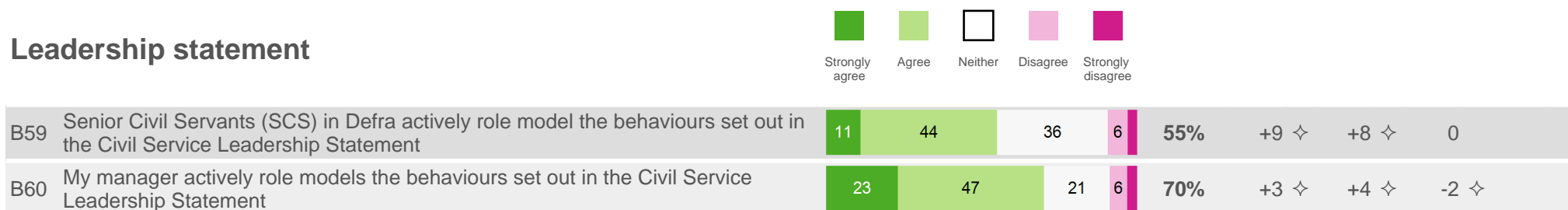
## All questions by theme

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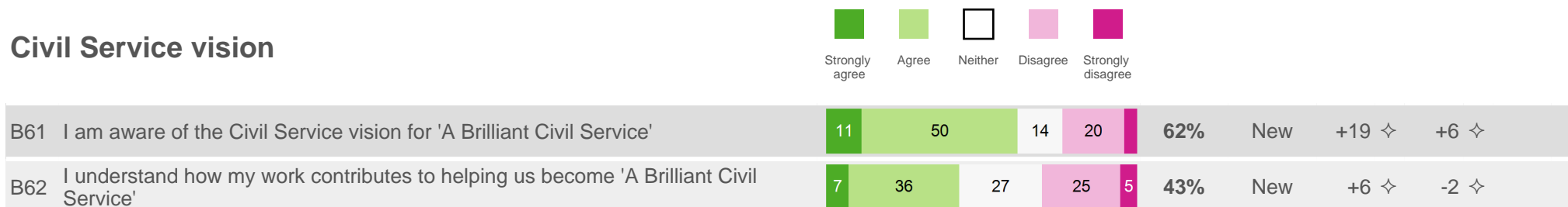
### Organisational culture



### Leadership statement



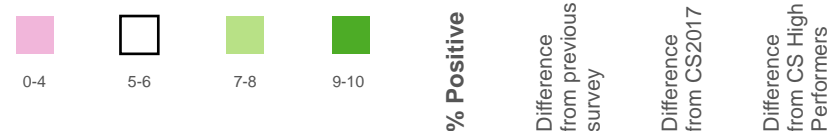
### Civil Service vision



## 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.

W01 Overall, how satisfied are you with your life nowadays?	12	21	55	12	67%	+2 ♦	+1	-2 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	18	53	20	73%	+2 ♦	+2 ♦	0
W03 Overall, how happy did you feel yesterday?	16	22	45	17	61%	+1	-2 ♦	-4 ♦

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



W04 Overall, how anxious did you feel yesterday?	16	29	20	35	45%	-3 ♦	-4 ♦	-7 ♦
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## 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 Defra?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave Defra as soon as possible		7%	-1 ♦	-2 ♦	-5 ♦
I want to leave Defra within the next 12 months		15%	-2 ♦	+1 ♦	-3 ♦
I want to stay working for Defra for at least the next year		40%	0	+6 ♦	+1 ♦
I want to stay working for Defra for at least the next three years		38%	+3 ♦	-6 ♦	-14 ♦

### The Civil Service Code

Differences are based on '% Yes' score

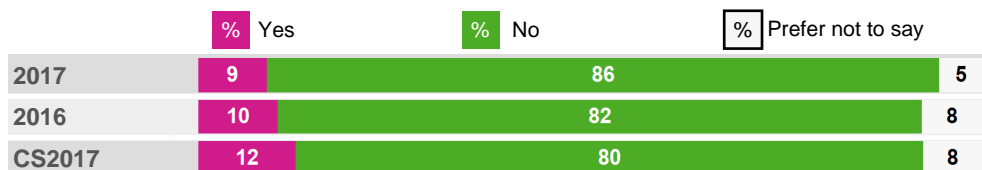
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		5	95%	-1 ♦	+3 ♦	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		29	71%	-2 ♦	+4 ♦	-2 ♦
D03. Are you confident that if you raised a concern under the Civil Service Code in Defra it would be investigated properly?		24	76%	+3 ♦	+6 ♦	+1 ♦

## All questions by theme

♦ indicates statistically significant difference from comparison  
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### Discrimination, harassment and bullying

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

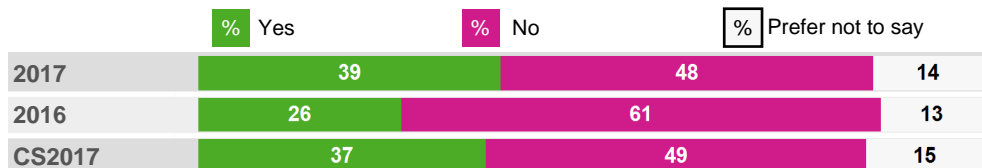


E03. During the past 12 months have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.

E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.

E06. In your opinion, has this issue been resolved?



For respondents who selected 'Yes' to question E01.

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

Response Count		
Age	35	
Caring responsibilities	17	
Disability	17	
Ethnic background	16	
Gender	27	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	76	
Main spoken/written language or language ability	13	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	18	
Working location	44	
Working pattern	46	
Any other grounds	39	
Prefer not to say	16	

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)

A colleague	44	
Your manager	49	
Another manager in my part of Defra	48	
Someone you manage	10	
Someone who works for another part of Defra	26	
A member of the public	--	
Someone else	11	
Prefer not to say	31	

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



## All questions by theme

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

### Department for Environment, Food and Rural Affairs questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand the need for change across the Defra group	24	58	13	5		82%	+1 ✧
F02	I understand how the changes we are making across the Defra group will make things simpler for our customers	9	39	29	19		48%	+5 ✧
F03	I can see examples of the Defra group working together	15	58	17	8		73%	+6 ✧
F04	My leaders actively engage with me on changes that will make a difference to the way I work	13	49	23	12		61%	+3 ✧
F05	I feel heard when I make suggestions about things that will make a difference to the way I work	12	51	25	10		62%	+5 ✧
F06	I believe my organisation cares about my wellbeing	18	50	18	9	5	68%	+14 ✧

## 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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (B47-B51). 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

### Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

### Confidentiality

The survey was carried out as part of the 2017 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 fewer 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.