



Your engagement index

52%

 Difference from
previous survey

+2 ✧

Difference from CS2013

-6 ✧

 Difference from CS
High Performers

-10 ✧

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 Defra	44%	+4 ✧	-12 ✧
B51. I would recommend Defra as a great place to work	36%	+4 ✧	-9 ✧

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

B52. I feel a strong personal attachment to Defra	38%	+2 ✧	-7 ✧
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Strive: motivated to do the best for the organisation...

B53. Defra inspires me to do the best in my job	32%	+6 ✧	-11 ✧
B54. Defra motivates me to help it achieve its objectives	29%	+4 ✧	-11 ✧

✧ = 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		35%	+4 ✧	-6 ✧	-16 ✧
My work		76%	+2 ✧	+2 ✧	-2 ✧
My manager		68%	+3 ✧	+1 ✧	-1 ✧
Learning and development		45%	+9 ✧	-2 ✧	-9 ✧
Resources and workload		72%	+3 ✧	-1 ✧	-4 ✧
Pay and benefits		31%	+3 ✧	+1 ✧	-4 ✧
Organisational objectives and purpose		77%	+4 ✧	-6 ✧	-11 ✧
My team		82%	+3 ✧	+3 ✧	0
Inclusion and fair treatment		76%	+2 ✧	+2 ✧	-1 ✧




✧ = 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

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	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change Strength of association with engagement: 			
B47. Defra keeps me informed about matters that affect me	58%	+2 ✧	0
B49. I think it is safe to challenge the way things are done in Defra	38%	+1	0
B41. Senior Civil Servants (SCS) in Defra are sufficiently visible	49%	+8 ✧	-2 ✧
B42. I believe the actions of Senior Civil Servants (SCS) are consistent with Defra's values	41%	+8 ✧	-2 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	31%	-1	-5 ✧
B45. I feel that change is managed well in Defra	23%	+3 ✧	-6 ✧
B44. Overall, I have confidence in the decisions made by Defra's Senior Civil Servants (SCS)	34%	+5 ✧	-7 ✧
B40. I feel that Defra as a whole is managed well	35%	+6 ✧	-8 ✧
B46. When changes are made in Defra they are usually for the better	16%	+3 ✧	-10 ✧
B43. I believe that the Executive Committee has a clear vision for the future of Defra^	28%	+7 ✧	-14 ✧
My work Strength of association with engagement: 			
B05. I have a choice in deciding how I do my work	79%	+2 ✧	+6 ✧
B04. I feel involved in the decisions that affect my work	59%	+4 ✧	+5 ✧
B02. I am sufficiently challenged by my work	79%	+1	+1 ✧
B01. I am interested in my work	88%	0	-1 ✧
B03. My work gives me a sense of personal accomplishment	73%	+3 ✧	-2 ✧
My manager Strength of association with engagement: 			
B11. My manager is open to my ideas	85%	+2 ✧	+6 ✧
B10. My manager is considerate of my life outside work	85%	+1	+4 ✧
B13. Overall, I have confidence in the decisions made by my manager	76%	0	+4 ✧
B09. My manager motivates me to be more effective in my job	70%	+2	+4 ✧
B14. My manager recognises when I have done my job well	81%	+3 ✧	+4 ✧
B18. Poor performance is dealt with effectively in my team	41%	+4 ✧	+2 ✧
B16. The feedback I receive helps me to improve my performance	61%	+4 ✧	+1 ✧
B12. My manager helps me to understand how I contribute to Defra's objectives	62%	+4 ✧	0
B15. I receive regular feedback on my performance	63%	+5 ✧	-1
B17. I think that my performance is evaluated fairly	60%	+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



Indicates a difference in question responding from your previous survey									
	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
My work									
<div><div></div><div></div><div></div></div> :Strength of association with engagement									
B01. I am interested in my work	40	48	7	4	88%	0	-1 ✧	-4 ✧	
B02. I am sufficiently challenged by my work	34	45	11	8	79%	+1	+1 ✧	-2 ✧	
B03. My work gives me a sense of personal accomplishment	23	50	14	10	73%	+3 ✧	-2 ✧	-6 ✧	
B04. I feel involved in the decisions that affect my work	14	45	19	16	59%	+4 ✧	+5 ✧	-1 ✧	
B05. I have a choice in deciding how I do my work	26	53	11	7	79%	+2 ✧	+6 ✧	+2 ✧	
Organisational objectives and purpose									
<div><div></div><div></div><div></div></div> :Strength of association with engagement									
B06. I have a clear understanding of Defra's purpose	18	60	14	7	77%	+4 ✧	-8 ✧	-12 ✧	
B07. I have a clear understanding of Defra's objectives	17	58	17	7	74%	+4 ✧	-5 ✧	-11 ✧	
B08. I understand how my work contributes to Defra's objectives	21	57	13	6	79%	+4 ✧	-4 ✧	-8 ✧	

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	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
My manager									
 :Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	23	46	18	8	5	70%	+2	+4 ✧	0
B10. My manager is considerate of my life outside work	43	42	9	4		85%	+1	+4 ✧	+1 ✧
B11. My manager is open to my ideas	38	47	9			85%	+2 ✧	+6 ✧	+3 ✧
B12. My manager helps me to understand how I contribute to Defra's objectives	17	46	26	8		62%	+4 ✧	0	-4 ✧
B13. Overall, I have confidence in the decisions made by my manager	29	46	14	6	4	76%	0	+4 ✧	-1
B14. My manager recognises when I have done my job well	32	49	12	5		81%	+3 ✧	+4 ✧	+1 ✧
B15. I receive regular feedback on my performance	18	45	20	13	4	63%	+5 ✧	-1	-5 ✧
B16. The feedback I receive helps me to improve my performance	17	43	27	9	4	61%	+4 ✧	+1 ✧	-4 ✧
B17. I think that my performance is evaluated fairly	16	43	24	11	6	60%	+9 ✧	-3 ✧	-7 ✧
B18. Poor performance is dealt with effectively in my team	9	32	42	11	6	41%	+4 ✧	+2 ✧	-1 ✧
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	36	50	9	4		86%	+3 ✧	+2 ✧	0
B20. The people in my team work together to find ways to improve the service we provide	31	51	11	5		82%	+3 ✧	+2 ✧	0
B21. The people in my team are encouraged to come up with new and better ways of doing things	27	49	15	5		77%	+2 ✧	+4 ✧	0

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Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	12	47	26	12	4	59%	+14 ✧	-2 ✧	-6 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	36	37	13	4	46%	+10 ✧	-1 ✧	-7 ✧
B24. There are opportunities for me to develop my career in Defra	7	29	29	20	15	36%	+8 ✧	-2 ✧	-12 ✧
B25. Learning and development activities I have completed while working for Defra are helping me to develop my career	9	32	35	16	8	41%	+4 ✧	-1	-8 ✧
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	26	54	12	5		80%	+1	+2 ✧	-1 ✧
B27. I am treated with respect by the people I work with	32	55	9			87%	0	+2 ✧	0
B28. I feel valued for the work I do	20	46	18	11	5	65%	+4 ✧	+2 ✧	-2 ✧
B29. I think that Defra respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	51	16	6	4	74%	+2 ✧	+1 ✧	-4 ✧

All questions by theme

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	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div>% Positive</div>	<div>Difference from previous survey</div>	<div>Difference from CS2013</div>	<div>Difference from CS High Performers</div>
Resources and workload									
 :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	21	60	10	7		81%	+3 ✧	-2 ✧	-5 ✧
B31. I get the information I need to do my job well	15	56	18	9		71%	+4 ✧	+1 ✧	-2 ✧
B32. I have clear work objectives	18	58	14	7		77%	+8 ✧	+1 ✧	-3 ✧
B33. I have the skills I need to do my job effectively	23	63	10			86%	+1	-2 ✧	-4 ✧
B34. I have the tools I need to do my job effectively	14	58	16	9		72%	+3 ✧	+1	-4 ✧
B35. I have an acceptable workload	7	47	19	18	8	55%	+1	-5 ✧	-10 ✧
B36. I achieve a good balance between my work life and my private life	15	51	17	13	5	65%	+1	-3 ✧	-7 ✧
Pay and benefits									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	4	28	22	29	17	32%	+4 ✧	+3 ✧	-3 ✧
B38. I am satisfied with the total benefits package	4	29	28	25	14	33%	+3 ✧	+1	-5 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	23	27	27	19	27%	+1	+2 ✧	-5 ✧

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%

Strongly agree

%

Agree

%

Neither

%

Disagree

%

Strongly disagree

% Positive

Difference from previous survey

Difference from CS2013

Difference from CS High Performers

Strength of association with engagement

B40. I feel that Defra as a whole is managed well	<div> <div></div> <div>32</div> </div>	<div> <div></div> <div>36</div> </div>	<div> <div></div> <div>20</div> </div>	<div> <div></div> <div>9</div> </div>	35%	+6 ✧	-8 ✧	-21 ✧
B41. Senior Civil Servants (SCS) in Defra are sufficiently visible	<div> <div>7</div> <div>43</div> </div>	<div> <div></div> <div>27</div> </div>	<div> <div></div> <div>17</div> </div>	<div> <div></div> <div>7</div> </div>	49%	+8 ✧	-2 ✧	-13 ✧
B42. I believe the actions of Senior Civil Servants (SCS) are consistent with Defra's values	<div> <div>5</div> <div>36</div> </div>	<div> <div></div> <div>44</div> </div>	<div> <div></div> <div>9</div> </div>	<div> <div></div> <div>5</div> </div>	41%	+8 ✧	-2 ✧	-14 ✧
B43. I believe that the Executive Committee has a clear vision for the future of Defra^	<div> <div>4</div> <div>25</div> </div>	<div> <div></div> <div>50</div> </div>	<div> <div></div> <div>14</div> </div>	<div> <div></div> <div>8</div> </div>	28%	+7 ✧	-14 ✧	-27 ✧
B44. Overall, I have confidence in the decisions made by Defra's Senior Civil Servants (SCS)	<div> <div>4</div> <div>29</div> </div>	<div> <div></div> <div>42</div> </div>	<div> <div></div> <div>16</div> </div>	<div> <div></div> <div>8</div> </div>	34%	+5 ✧	-7 ✧	-17 ✧
B45. I feel that change is managed well in Defra	<div> <div></div> <div>21</div> </div>	<div> <div></div> <div>35</div> </div>	<div> <div></div> <div>29</div> </div>	<div> <div></div> <div>13</div> </div>	23%	+3 ✧	-6 ✧	-16 ✧
B46. When changes are made in Defra they are usually for the better	<div> <div></div> <div>15</div> </div>	<div> <div></div> <div>42</div> </div>	<div> <div></div> <div>30</div> </div>	<div> <div></div> <div>12</div> </div>	16%	+3 ✧	-10 ✧	-19 ✧
B47. Defra keeps me informed about matters that affect me	<div> <div>5</div> <div>53</div> </div>	<div> <div></div> <div>27</div> </div>	<div> <div></div> <div>10</div> </div>	<div> <div></div> <div>5</div> </div>	58%	+2 ✧	0	-6 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	<div> <div>4</div> <div>27</div> </div>	<div> <div></div> <div>34</div> </div>	<div> <div></div> <div>24</div> </div>	<div> <div></div> <div>11</div> </div>	31%	-1	-5 ✧	-13 ✧
B49. I think it is safe to challenge the way things are done in Defra	<div> <div>5</div> <div>33</div> </div>	<div> <div></div> <div>34</div> </div>	<div> <div></div> <div>18</div> </div>	<div> <div></div> <div>10</div> </div>	38%	+1	0	-10 ✧

All questions by theme

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	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of Defra	8	36	35	15	6	44%	+4 ✧	-12 ✧	-21 ✧
B51. I would recommend Defra as a great place to work	7	29	37	19	8	36%	+4 ✧	-9 ✧	-20 ✧
B52. I feel a strong personal attachment to Defra	8	30	33	21	8	38%	+2 ✧	-7 ✧	-14 ✧
B53. Defra inspires me to do the best in my job	6	26	39	21	8	32%	+6 ✧	-11 ✧	-18 ✧
B54. Defra motivates me to help it achieve its objectives	5	24	40	21	9	29%	+4 ✧	-11 ✧	-19 ✧
Taking action									
B55. I believe that Senior Civil Servants (SCS) in Defra will take action on the results from this survey	6	35	30	19	10	41%	+10 ✧	-2 ✧	-12 ✧
B56. I believe that managers where I work will take action on the results from this survey	13	46	23	12	6	59%	+7 ✧	+6 ✧	0
B57. Where I work, I think effective action has been taken on the results of the last survey	7	28	43	15	7	36%	+12 ✧	+3 ✧	-4 ✧

All questions by theme

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Indicates a variation in question wording from your previous survey									
✧ indicates statistically significant difference from comparison									
	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2013</div></div>	<div><div>Difference from CS High Performers</div></div>
Organisational Culture									
B58. I am trusted to carry out my job effectively	29	57	8	4	86%	+2 ✧	-2 ✧	-4 ✧	
B59. I believe I would be supported if I try a new idea, even if it may not work	17	53	18	8	71%	+7 ✧	+3 ✧	0	
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	15	53	21	7	68%	+9 ✧	+4 ✧	-2 ✧	
B61. When I talk about Defra I say "we" rather than "they"	19	51	20	8	69%	+2	+2 ✧	-7 ✧	
B62. I have some really good friendships at work	24	48	19	8	71%	+5 ✧	-4 ✧	-8 ✧	

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?	18	24	47	11	59%	-2 ✧	-5 ✧	-8 ✧
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	20	48	19	66%	+1	-3 ✧	-6 ✧
W03. Overall, how happy did you feel yesterday?	20	23	42	16	57%	-1	-2 ✧	-6 ✧
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	20	27	21	32	47%	-3 ✧	-3 ✧	-6 ✧

All questions by theme

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 CS2013	Difference from CS High Performers
I want to leave Defra as soon as possible		9%	-1	+1 ^	-1 ^
I want to leave Defra within the next 12 months		16%	+1	+3 ^	0
I want to stay working for Defra for at least the next year		33%	0	+3 ^	-2 ^
I want to stay working for Defra for at least the next three years		42%	-1	-6 ^	-16 ^

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?		6	94%	0	+5 ^	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		38	62%	-1	-2 ^	-8 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in Defra it would be investigated properly?		31	69%	0	+2 ^	-4 ^

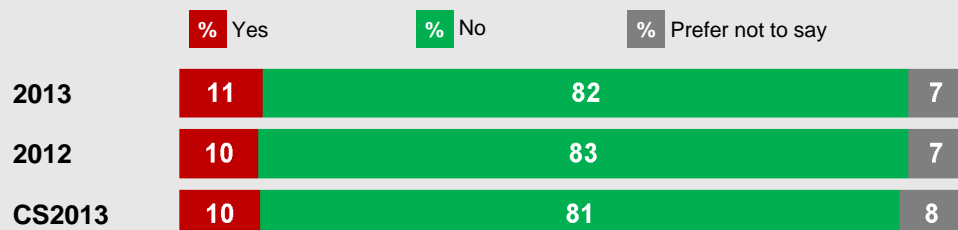
^ indicates a variation in question wording from your previous survey

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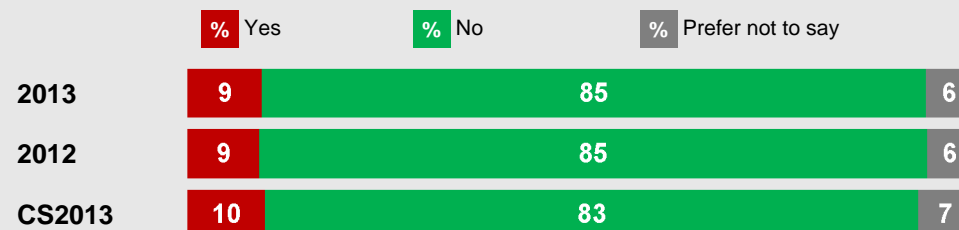
All questions by theme

Discrimination, harassment and bullying

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

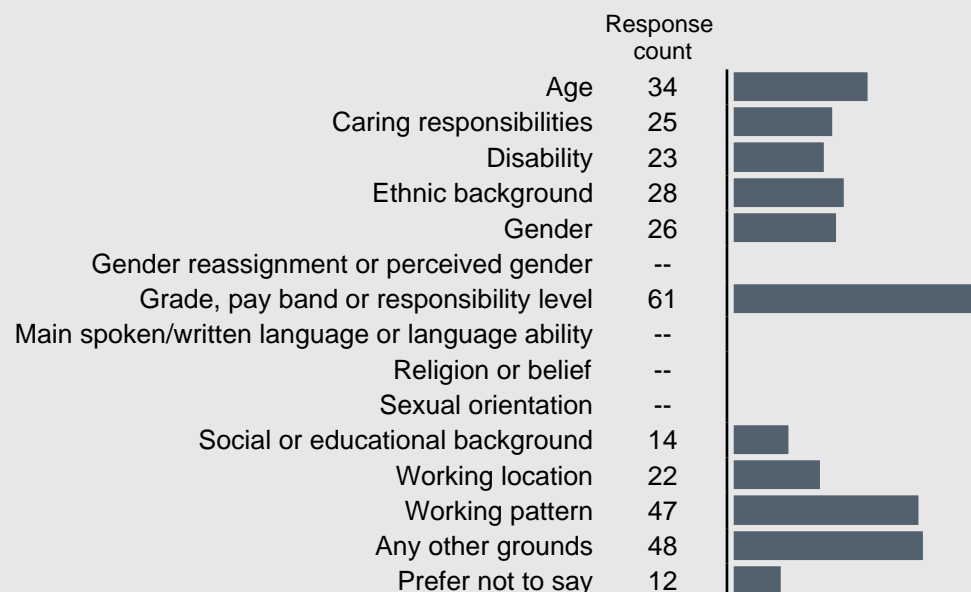


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

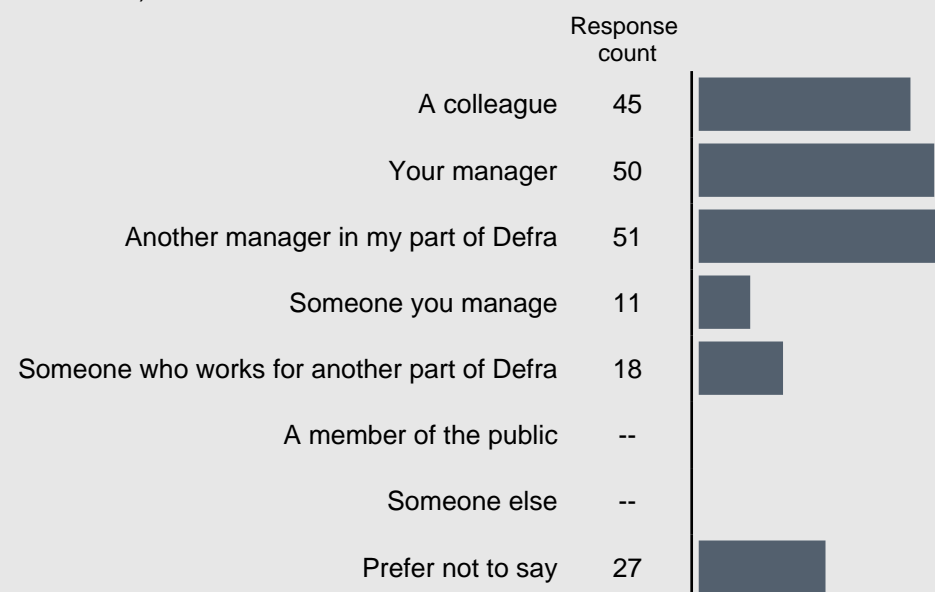
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



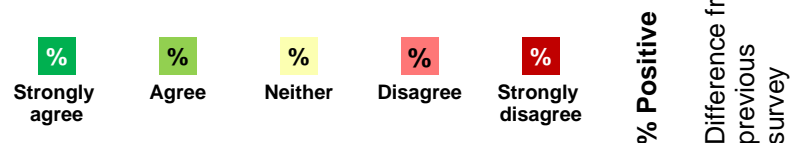
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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Defra questions

F01. Defra's Senior Civil Servants (SCS) provide effective leadership	4	35	38	16	7	39%	+6 ✧
F02. Defra's Senior Civil Servants (SCS) give time to identifying and developing talented people at all levels	4	21	41	23	10	26%	+6 ✧
F03. I receive the appropriate support to develop my skills for the future	6	39	32	17	7	45%	+9 ✧
F04. My manager keeps me informed of changes that are going to be made across Defra	14	57	19	7		72%	+3 ✧
F05. Have you taken any special leave (paid or unpaid) to take part in any volunteering activity (including given unpaid help to a club, group or organisation) in the last 12 months	Yes: 9%		No: 91%			9%	-
F06. The Executive Committee take clear-cut decisions on critical issues^	19	60	13	6		21%	+5 ✧
F07. My manager encourages me to make time for learning and development	15	53	21	8		68%	-
F08. In the past 12 months I have been able to take sufficient time to focus on my learning and development needs	9	32	27	25	7	41%	-
F09. I believe Defra cares about the wellbeing of its staff	8	42	26	14	10	50%	+6 ✧
F10. For managers only: The people I manage have the right skills they need to deliver their objectives	9	58	21	9		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: ✧

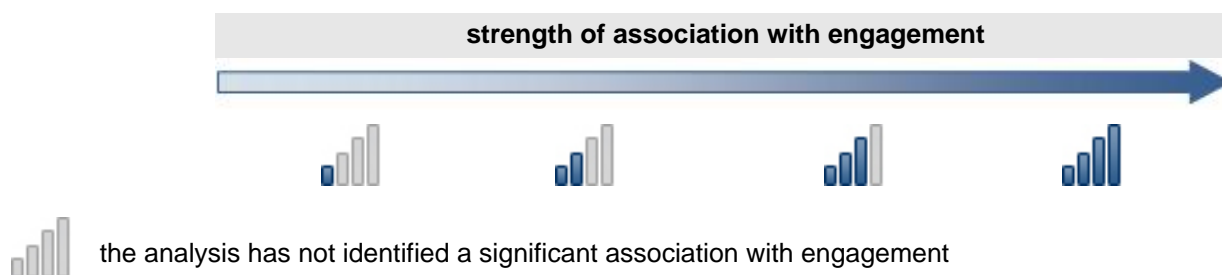
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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