

# Ministry of Defence

Returns: 24,724

Response rate: 37%

## Your engagement index

# 52%

Difference from previous survey

-1 ✧

Difference from CS2012

-6 ✧

Difference from CS High Performers

-11 ✧

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 the MOD	49%	-2 ✧	-4 ✧
B51. I would recommend the MOD as a great place to work	29%	-3 ✧	-18 ✧

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

B52. I feel a strong personal attachment to the MOD	49%	0	+5 ✧
---	-----	---	------

#### Strive: motivated to do the best for the organisation...










B53. The MOD inspires me to do the best in my job	31%	-2 ✧	-10 ✧
B54. The MOD motivates me to help it achieve its objectives	25%	-2 ✧	-13 ✧

✧ = 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		22%	0	-19 ✧	-28 ✧
My work		70%	0	-3 ✧	-6 ✧
My line manager		59%	-1 ✧	-7 ✧	-9 ✧
Pay and benefits		28%	-4 ✧	-2 ✧	-7 ✧
Learning and development		44%	-1	0	-8 ✧
Resources and workload		66%	-4 ✧	-8 ✧	-11 ✧
Organisational objectives and purpose		76%	0	-6 ✧	-11 ✧
My team		71%	-2 ✧	-7 ✧	-10 ✧
Inclusion and fair treatment		70%	-1 ✧	-5 ✧	-7 ✧


✧ = 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
<b>Leadership and managing change</b>	Strength of association with engagement: 		
B49. I think it is safe to challenge the way things are done in the MOD	30%	-1 ◇	-10 ◇
B47. The MOD keeps me informed about matters that affect me	41%	0	-16 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	20%	+1 ◇	-16 ◇
B46. When changes are made in the MOD they are usually for the better	9%	-1 ◇	-16 ◇
B43. I believe that the Defence Board has a clear vision for the future of the MOD	22%	+2 ◇	-18 ◇
B45. I feel that change is managed well in the MOD	11%	-1 ◇	-18 ◇
B42. I believe the actions of Senior managers/leaders are consistent with the MOD's values	24%	-3 ◇	-18 ◇
B41. Senior managers/leaders in the MOD are sufficiently visible	26%	-1 ◇	-22 ◇
B44. Overall, I have confidence in the decisions made by the MOD's Senior managers/leaders	16%	-1 ◇	-23 ◇
B40. I feel that the MOD as a whole is managed well	19%	-1	-24 ◇

<b>My work</b>	Strength of association with engagement: 		
B05. I have a choice in deciding how I do my work	71%	0	0 ◇
B02. I am sufficiently challenged by my work	74%	+1 ◇	-2 ◇
B01. I am interested in my work	87%	0	-3 ◇
B04. I feel involved in the decisions that affect my work	50%	-2 ◇	-3 ◇
B03. My work gives me a sense of personal accomplishment	69%	-1 ◇	-4 ◇

<b>My line manager</b>	Strength of association with engagement: 		
B17. I think that my performance is evaluated fairly	60%	-1 ◇	-2 ◇
B11. My manager is open to my ideas	75%	0	-3 ◇
B18. Poor performance is dealt with effectively in my team	34%	-4 ◇	-4 ◇
B10. My manager is considerate of my life outside work	76%	+1 ◇	-5 ◇
B14. My manager recognises when I have done my job well	73%	-2 ◇	-5 ◇
B13. Overall, I have confidence in the decisions made by my manager	65%	-1 ◇	-6 ◇
B09. My manager motivates me to be more effective in my job	58%	0	-8 ◇
B16. The feedback I receive helps me to improve my performance	50%	-1 ◇	-10 ◇
B15. I receive regular feedback on my performance	53%	-1 ◇	-10 ◇
B12. My manager helps me to understand how I contribute to the MOD's objectives	50%	0	-11 ◇

# 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
<b>My work</b>									
:Strength of association with engagement									
B01. I am interested in my work	37	50	8	4		87%	0	-3 ◇	-5 ◇
B02. I am sufficiently challenged by my work	28	46	13	10		74%	+1 ◇	-2 ◇	-6 ◇
B03. My work gives me a sense of personal accomplishment	21	48	17	11	4	69%	-1 ◇	-4 ◇	-9 ◇
B04. I feel involved in the decisions that affect my work	11	38	20	20	10	50%	-2 ◇	-3 ◇	-10 ◇
B05. I have a choice in deciding how I do my work	18	53	16	9	4	71%	0	0 ◇	-6 ◇
<b>Organisational objectives and purpose</b>									
:Strength of association with engagement									
B06. I have a clear understanding of the MOD's purpose	21	59	13	5		80%	0	-4 ◇	-10 ◇
B07. I have a clear understanding of the MOD's objectives	17	55	18	8		72%	0	-7 ◇	-13 ◇
B08. I understand how my work contributes to the MOD's objectives	19	57	16	6		76%	0	-5 ◇	-10 ◇

# All questions by theme


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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison


% Strongly agree   
 % Agree   
 % Neither   
 % Disagree   
 % Strongly disagree   
 % Positive   
 Difference from previous survey   
 Difference from CS2012   
 Difference from CS High Performers

## 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	14	44	23	13	6	58%	0	-8 ◇	-11 ◇
B10. My manager is considerate of my life outside work	29	47	15	6	4	76%	+1 ◇	-5 ◇	-7 ◇
B11. My manager is open to my ideas	25	50	15	6	6	75%	0	-3 ◇	-7 ◇
B12. My manager helps me to understand how I contribute to the MOD's objectives	10	40	32	13	5	50%	0	-11 ◇	-16 ◇
B13. Overall, I have confidence in the decisions made by my manager	19	46	19	10	6	65%	-1 ◇	-6 ◇	-10 ◇
B14. My manager recognises when I have done my job well	22	50	17	7	7	73%	-2 ◇	-5 ◇	-7 ◇
B15. I receive regular feedback on my performance	12	41	25	17	6	53%	-1 ◇	-10 ◇	-15 ◇
B16. The feedback I receive helps me to improve my performance	11	38	32	13	6	50%	-1 ◇	-10 ◇	-13 ◇
B17. I think that my performance is evaluated fairly	13	47	26	9	5	60%	-1 ◇	-2 ◇	-7 ◇
B18. Poor performance is dealt with effectively in my team	5	28	36	19	12	34%	-4 ◇	-4 ◇	-8 ◇

## 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	23	54	14	7	7	77%	-1 ◇	-6 ◇	-9 ◇
B20. The people in my team work together to find ways to improve the service we provide	20	52	17	8	7	72%	-2 ◇	-7 ◇	-9 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	18	46	22	11	4	63%	-2 ◇	-7 ◇	-12 ◇

# 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
<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	8	48	22	17	6	56%	-3 ◇	-2 ◇	-9 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	33	36	17	6	40%	-2 ◇	-6 ◇	-11 ◇
B24. There are opportunities for me to develop my career in the MOD	6	31	25	22	15	37%	+2 ◇	+2 ◇	-6 ◇
B25. Learning and development activities I have completed while working for the MOD are helping me to develop my career	7	36	31	17	9	43%	+1	+3 ◇	-3 ◇
<b>Inclusion and fair treatment</b>									
 :Strength of association with engagement									
B26. I am treated fairly at work	20	58	13	6		78%	-1 ◇	0	-3 ◇
B27. I am treated with respect by the people I work with	22	60	12	4		82%	-1 ◇	-2 ◇	-5 ◇
B28. I feel valued for the work I do	13	42	23	15	7	55%	-2 ◇	-7 ◇	-12 ◇
B29. I think that the MOD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	13	52	24	7		65%	0	-6 ◇	-13 ◇

# 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
<b>Resources and workload</b>									
 :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	17	61	13	7	78%	-2 ◇	-5 ◇	-8 ◇	
B31. I get the information I need to do my job well	8	49	25	15	57%	-4 ◇	-11 ◇	-15 ◇	
B32. I have clear work objectives	12	54	19	11	66%	-3 ◇	-9 ◇	-13 ◇	
B33. I have the skills I need to do my job effectively	21	62	11	4	83%	-2 ◇	-5 ◇	-7 ◇	
B34. I have the tools I need to do my job effectively	10	47	21	17	57%	-7 ◇	-14 ◇	-18 ◇	
B35. I have an acceptable workload	6	48	20	18	54%	-5 ◇	-6 ◇	-12 ◇	
B36. I achieve a good balance between my work life and my private life	12	51	19	13	63%	-3 ◇	-5 ◇	-10 ◇	
<b>Pay and benefits</b>									
 :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	28	21	30	19	30%	-5 ◇	-1 ◇	-6 ◇	
B38. I am satisfied with the total benefits package	27	26	28	17	30%	-3 ◇	-4 ◇	-10 ◇	
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	23	30	23	25%	-4 ◇	-1 ◇	-8 ◇	

# 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



## Leadership and managing change

: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
B40. I feel that the MOD as a whole is managed well	18	31	33	17	19%	-1	-24 ◇	-38 ◇	
B41. Senior managers/leaders in the MOD are sufficiently visible	24	28	30	16	26%	-1 ◇	-22 ◇	-34 ◇	
B42. I believe the actions of Senior managers/leaders are consistent with the MOD's values	22	42	22	13	24%	-3 ◇	-18 ◇	-30 ◇	
B43. I believe that the Defence Board has a clear vision for the future of the MOD	20	42	22	14	22%	+2 ◇	-18 ◇	-30 ◇	
B44. Overall, I have confidence in the decisions made by the MOD's Senior managers/leaders	15	35	29	20	16%	-1 ◇	-23 ◇	-35 ◇	
B45. I feel that change is managed well in the MOD	11	26	40	23	11%	-1 ◇	-18 ◇	-28 ◇	
B46. When changes are made in the MOD they are usually for the better	8	31	39	21	9%	-1 ◇	-16 ◇	-27 ◇	
B47. The MOD keeps me informed about matters that affect me	39	33	18	9	41%	0	-16 ◇	-23 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	19	28	32	19	20%	+1 ◇	-16 ◇	-22 ◇	
B49. I think it is safe to challenge the way things are done in the MOD	28	35	22	12	30%	-1 ◇	-10 ◇	-16 ◇	

# 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 CS2012	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of the MOD	11	38	32	13	5	49%	-2 ◇	-4 ◇	-15 ◇
B51. I would recommend the MOD as a great place to work	5	24	36	24	11	29%	-3 ◇	-18 ◇	-29 ◇
B52. I feel a strong personal attachment to the MOD	12	37	28	16	7	49%	0	+5 ◇	-3 ◇
B53. The MOD inspires me to do the best in my job	6	25	39	22	8	31%	-2 ◇	-10 ◇	-18 ◇
B54. The MOD motivates me to help it achieve its objectives	4	21	40	25	10	25%	-2 ◇	-13 ◇	-22 ◇
<b>Taking action</b>									
B55. I believe that Senior managers/leaders in the MOD will take action on the results from this survey	16	29	30	22		18%	0	-25 ◇	-36 ◇
B56. I believe that managers where I work will take action on the results from this survey	4	26	29	24	17	31%	+2 ◇	-21 ◇	-29 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	14	42	24	19		16%	+1 ◇	-16 ◇	-24 ◇



# All questions by theme

## Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the MOD?

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave the MOD as soon as possible		7%	-1 ^	-1 ^	-3 ^
I want to leave the MOD within the next 12 months		10%	-1 ^	-3 ^	-7 ^
I want to stay working for the MOD for at least the next year		22%	+3 ^	-6 ^	-12 ^
I want to stay working for the MOD for at least the next three years		61%	-1 ^	+9 ^	+1 ^

## 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?		13	87%	+5 ^	-1 ^	-6 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	+3 ^	+1 ^	-6 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in the MOD it would be investigated properly?		45	55%	0	-12 ^	-16 ^

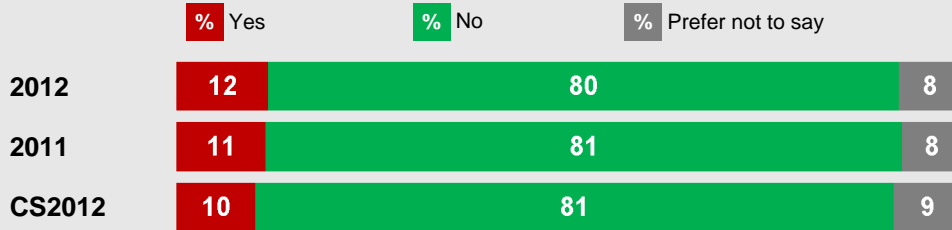
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

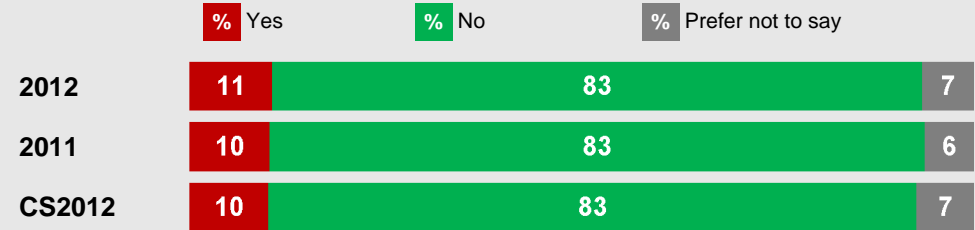
# All questions by theme

## Discrimination, harassment and bullying

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

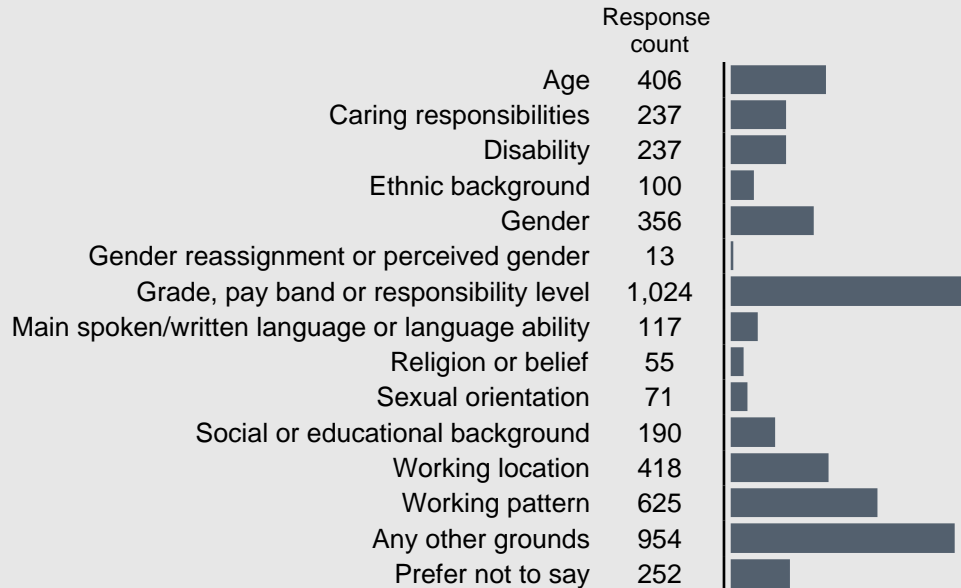


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



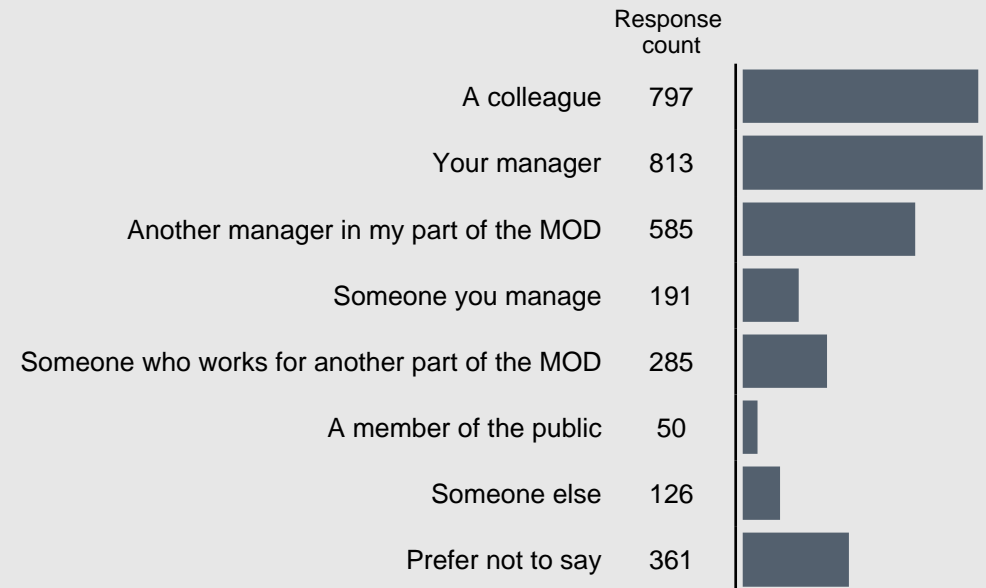
For respondents who selected 'Yes' to question E01.

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



For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

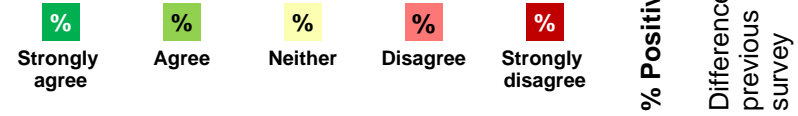


# All questions by theme

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

^ indicates a variation in question wording from your previous survey

✦ indicates statistically significant difference from comparison



## Ministry of Defence questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I know what Defence Transformation is about	5	60	20	12		65%	+3 ✦
F02. I understand the purpose of Defence Transformation	5	56	22	14	4	61%	0
F03. I believe Defence Transformation will improve working in the MOD	12	45	30	13		13%	0
F04. In the last twelve months I have had the opportunity to contribute to Defence Transformation activities that affect me	17	33	34	13		19%	+3 ✦
F05. My manager has helped me understand how Defence Transformation will affect me	20	35	31	13		21%	0
F06. I feel more optimistic about the future of the MOD as a result of Defence Transformation	6	34	37	23		7%	0
F07. My manager actively provides me with opportunities to develop my leadership skills	5	34	32	19	10	39%	+1 ✦
F08. My manager delivers results by getting the best out of everyone	6	37	33	16	9	43%	0
F09. In my TLB I have seen a positive change in the way most Senior managers/leaders lead	12	41	29	17		13%	+2 ✦
F10. Senior managers/leaders both military and civilian, champion either the Support to Operations scheme or civilians who deploy to a high degree <sup>^</sup>	21	53	13	9		25%	-4 ✦

# 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 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.
<b>CS2012</b>	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 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: ✦

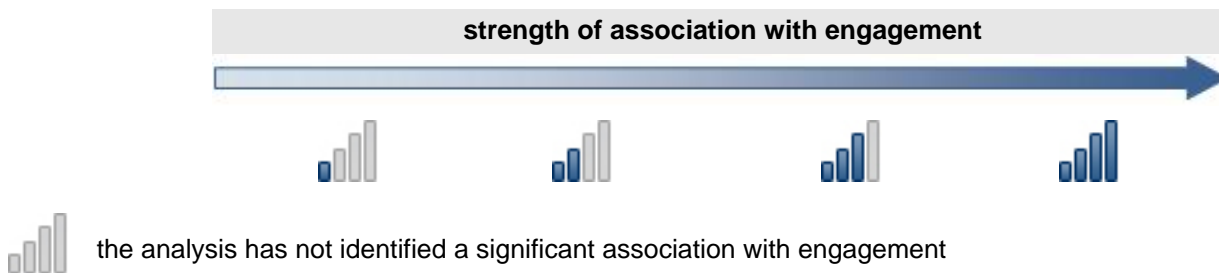
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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