



## Your engagement index

**54%**

Difference from previous survey

**+2** ✧

Difference from CS2013

**-4** ✧

Difference from CS High Performers

**-8** ✧

See the appendix for further details

### The three elements of engagement and their component questions are:

#### Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2013
B50. I am proud when I tell others I am part of the MOD	<b>53%</b>	+4 ✧	-3 ✧
B51. I would recommend the MOD as a great place to work	<b>34%</b>	+5 ✧	-11 ✧

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

B52. I feel a strong personal attachment to the MOD	<b>51%</b>	+2 ✧	+5 ✧
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#### Strive: motivated to do the best for the organisation...

B53. The MOD inspires me to do the best in my job	<b>35%</b>	+4 ✧	-8 ✧
B54. The MOD motivates me to help it achieve its objectives	<b>29%</b>	+4 ✧	-10 ✧

✧ = 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		<b>26%</b>	+4 ✧	-16 ✧	-25 ✧
My work		<b>73%</b>	+3 ✧	0	-5 ✧
Pay and benefits		<b>29%</b>	+1 ✧	0	-5 ✧
My manager		<b>61%</b>	+2 ✧	-5 ✧	-8 ✧
Learning and development		<b>49%</b>	+5 ✧	+1 ✧	-6 ✧
Resources and workload		<b>67%</b>	+1 ✧	-7 ✧	-10 ✧
Organisational objectives and purpose		<b>78%</b>	+2 ✧	-4 ✧	-9 ✧
My team		<b>74%</b>	+3 ✧	-5 ✧	-7 ✧
Inclusion and fair treatment		<b>72%</b>	+2 ✧	-2 ✧	-6 ✧




✧ = 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

◇ indicates statistically significant difference from comparison

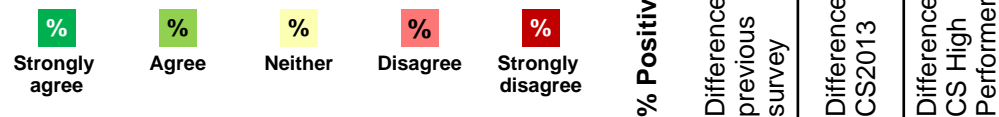
	% Positive	Diff. from previous survey	Difference from CS2013
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>			
B49. I think it is safe to challenge the way things are done in the MOD	33%	+3 ◇	-5 ◇
B47. The MOD keeps me informed about matters that affect me	45%	+4 ◇	-13 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	23%	+3 ◇	-13 ◇
B42. I believe the actions of Senior managers/leaders are consistent with the MOD's values	29%	+5 ◇	-14 ◇
B45. I feel that change is managed well in the MOD	14%	+2 ◇	-15 ◇
B43. I believe that the Defence Board has a clear vision for the future of the MOD	27%	+5 ◇	-15 ◇
B46. When changes are made in the MOD they are usually for the better	11%	+2 ◇	-16 ◇
B44. Overall, I have confidence in the decisions made by the MOD's Senior managers/leaders	22%	+5 ◇	-19 ◇
B41. Senior managers/leaders in the MOD are sufficiently visible	32%	+6 ◇	-19 ◇
B40. I feel that the MOD as a whole is managed well	24%	+5 ◇	-20 ◇
<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	55%	+6 ◇	+1 ◇
B05. I have a choice in deciding how I do my work	73%	+2 ◇	+1 ◇
B02. I am sufficiently challenged by my work	78%	+4 ◇	0
B01. I am interested in my work	89%	+2 ◇	-1 ◇
B03. My work gives me a sense of personal accomplishment	72%	+4 ◇	-2 ◇
<b>Pay and benefits</b> <span style="float: right;">Strength of association with engagement: </span>			
B37. I feel that my pay adequately reflects my performance	31%	+1	+2 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	26%	+1 ◇	+1 ◇
B38. I am satisfied with the total benefits package	30%	+1 ◇	-2 ◇

# All questions by theme

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

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My work									
:Strength of association with engagement									
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	41	47	7			89%	+2 ◇	-1 ◇	-3 ◇
B02. I am sufficiently challenged by my work	32	45	12	8		78%	+4 ◇	0	-4 ◇
B03. My work gives me a sense of personal accomplishment	25	47	15	9		72%	+4 ◇	-2 ◇	-6 ◇
B04. I feel involved in the decisions that affect my work	14	41	19	17	8	55%	+6 ◇	+1 ◇	-5 ◇
B05. I have a choice in deciding how I do my work	21	52	15	9	4	73%	+2 ◇	+1 ◇	-4 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the MOD's purpose	23	59	12	5		82%	+2 ◇	-3 ◇	-7 ◇
B07. I have a clear understanding of the MOD's objectives	18	56	17	7		74%	+2 ◇	-6 ◇	-11 ◇
B08. I understand how my work contributes to the MOD's objectives	22	57	15	5		79%	+2 ◇	-4 ◇	-8 ◇

# All questions by theme

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## My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	16	45	22	12	5	61%	+3 ◇	-4 ◇	-9 ◇
B10. My manager is considerate of my life outside work	32	44	14	6		77%	+1 ◇	-4 ◇	-7 ◇
B11. My manager is open to my ideas	29	49	14	5		78%	+2 ◇	-1 ◇	-5 ◇
B12. My manager helps me to understand how I contribute to the MOD's objectives	13	41	31	11	4	54%	+4 ◇	-8 ◇	-13 ◇
B13. Overall, I have confidence in the decisions made by my manager	23	46	18	8	5	68%	+3 ◇	-3 ◇	-8 ◇
B14. My manager recognises when I have done my job well	25	49	16	7		74%	+2 ◇	-3 ◇	-6 ◇
B15. I receive regular feedback on my performance	14	40	25	16	5	54%	+1 ◇	-10 ◇	-14 ◇
B16. The feedback I receive helps me to improve my performance	13	39	31	12	5	52%	+3 ◇	-7 ◇	-13 ◇
B17. I think that my performance is evaluated fairly	14	45	25	10	6	59%	-1 ◇	-4 ◇	-7 ◇
B18. Poor performance is dealt with effectively in my team	7	30	37	16	10	37%	+4 ◇	-1 ◇	-5 ◇

## 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	26	52	13	6		79%	+2 ◇	-5 ◇	-7 ◇
B20. The people in my team work together to find ways to improve the service we provide	24	51	15	7		76%	+3 ◇	-4 ◇	-7 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	21	47	20	9		68%	+4 ◇	-5 ◇	-9 ◇

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	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	10	50	22	14	5	60%	+4 ◇	-1 ◇	-5 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	35	34	16	6	44%	+4 ◇	-3 ◇	-9 ◇
B24. There are opportunities for me to develop my career in the MOD	8	36	25	19	12	44%	+7 ◇	+6 ◇	-3 ◇
B25. Learning and development activities I have completed while working for the MOD are helping me to develop my career	9	37	31	15	8	46%	+2 ◇	+4 ◇	-3 ◇
<b>Inclusion and fair treatment</b>									
 :Strength of association with engagement									
B26. I am treated fairly at work	23	57	12	6		79%	+1 ◇	+1 ◇	-2 ◇
B27. I am treated with respect by the people I work with	26	57	11	4		83%	+1 ◇	-2 ◇	-4 ◇
B28. I feel valued for the work I do	16	43	21	13	6	59%	+4 ◇	-4 ◇	-8 ◇
B29. I think that the MOD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	15	52	23	7		67%	+2 ◇	-5 ◇	-11 ◇

# 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 CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	21	59	12	6	6	80%	+2 ◇	-3 ◇	-6 ◇
B31. I get the information I need to do my job well	11	51	22	13	4	61%	+4 ◇	-8 ◇	-12 ◇
B32. I have clear work objectives	15	53	18	10	4	68%	+2 ◇	-7 ◇	-12 ◇
B33. I have the skills I need to do my job effectively	24	60	11	4	4	84%	+1 ◇	-4 ◇	-6 ◇
B34. I have the tools I need to do my job effectively	11	47	19	16	6	59%	+1 ◇	-13 ◇	-17 ◇
B35. I have an acceptable workload	8	47	19	18	8	55%	+1 ◇	-5 ◇	-10 ◇
B36. I achieve a good balance between my work life and my private life	13	49	18	14	6	62%	-1 ◇	-6 ◇	-10 ◇

## Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	27	20	29	20	4	31%	+1	+2 ◇	-5 ◇
B38. I am satisfied with the total benefits package	27	25	27	17	4	30%	+1 ◇	-2 ◇	-7 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	22	22	29	24	26%	+1 ◇	+1 ◇	-6 ◇

# All questions by theme

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## Leadership and managing change

:Strength of association with engagement






Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that the MOD as a whole is managed well	22	32	30	14	24%	+5 ◇	-20 ◇	-33 ◇	
B41. Senior managers/leaders in the MOD are sufficiently visible	29	28	27	14	32%	+6 ◇	-19 ◇	-30 ◇	
B42. I believe the actions of Senior managers/leaders are consistent with the MOD's values	27	42	18	11	29%	+5 ◇	-14 ◇	-26 ◇	
B43. I believe that the Defence Board has a clear vision for the future of the MOD	24	45	18	11	27%	+5 ◇	-15 ◇	-28 ◇	
B44. Overall, I have confidence in the decisions made by the MOD's Senior managers/leaders	20	37	26	16	22%	+5 ◇	-19 ◇	-29 ◇	
B45. I feel that change is managed well in the MOD	13	28	38	20	14%	+2 ◇	-15 ◇	-25 ◇	
B46. When changes are made in the MOD they are usually for the better	10	34	36	19	11%	+2 ◇	-16 ◇	-24 ◇	
B47. The MOD keeps me informed about matters that affect me	43	32	16	7	45%	+4 ◇	-13 ◇	-19 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	22	30	30	17	23%	+3 ◇	-13 ◇	-20 ◇	
B49. I think it is safe to challenge the way things are done in the MOD	31	35	21	11	33%	+3 ◇	-5 ◇	-15 ◇	

# All questions by theme

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of the MOD	13	40	30	12	5	53%	+4 ◇	-3 ◇	-12 ◇
B51. I would recommend the MOD as a great place to work	6	28	35	21	10	34%	+5 ◇	-11 ◇	-22 ◇
B52. I feel a strong personal attachment to the MOD	14	37	28	15	6	51%	+2 ◇	+5 ◇	-1 ◇
B53. The MOD inspires me to do the best in my job	7	28	38	20	8	35%	+4 ◇	-8 ◇	-15 ◇
B54. The MOD motivates me to help it achieve its objectives	5	24	39	22	10	29%	+4 ◇	-10 ◇	-18 ◇
<b>Taking action</b>									
B55. I believe that Senior managers/leaders in the MOD will take action on the results from this survey		22	31	26	19	25%	+7 ◇	-18 ◇	-27 ◇
B56. I believe that managers where I work will take action on the results from this survey	6	30	29	21	14	36%	+5 ◇	-18 ◇	-23 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey		16	43	22	16	19%	+3 ◇	-14 ◇	-21 ◇



# All questions by theme

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

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	<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 CS2013	Difference from CS High Performers
<b>Organisational Culture</b>									
B58. I am trusted to carry out my job effectively	29	60	7			88%	+2 ◇	0 ◇	-2 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	16	53	20	9		68%	+3 ◇	+1 ◇	-3 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	13	50	25	8	4	63%	-1 ◇	-1 ◇	-7 ◇
B61. When I talk about the MOD I say "we" rather than "they"	12	42	29	13	5	53%	-13 ◇	-14 ◇	-23 ◇
B62. I have some really good friendships at work	25	51	18	5		76%	+4 ◇	0	-4 ◇

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?	19	24	45	13	58%	+3 ◇	-5 ◇	-9 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	22	47	19	65%	+4 ◇	-4 ◇	-7 ◇
W03. Overall, how happy did you feel yesterday?	21	23	38	17	56%	+1 ◇	-4 ◇	-7 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	27	26	20	28	52%	0	+2 ◇	-1 ◇

# 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 CS2013	Difference from CS High Performers
I want to leave the MOD as soon as possible		7%	0	-1 ✧	-3 ✧
I want to leave the MOD within the next 12 months		10%	0	-3 ✧	-7 ✧
I want to stay working for the MOD for at least the next year		22%	0	-8 ✧	-13 ✧
I want to stay working for the MOD for at least the next three years		61%	0	+13 ✧	+3 ✧

## 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?		15	85%	-2 ✧	-4 ✧	-8 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		40	60%	-3 ✧	-4 ✧	-9 ✧
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 ✧	-17 ✧

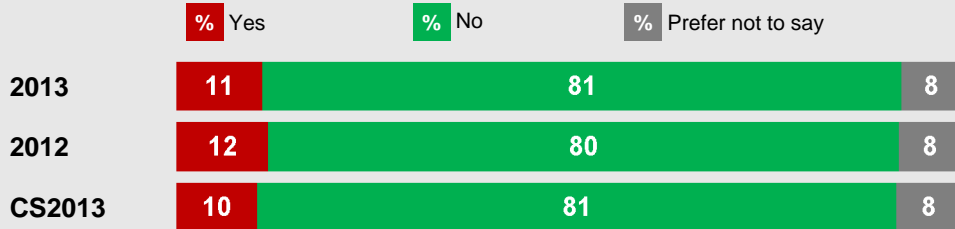
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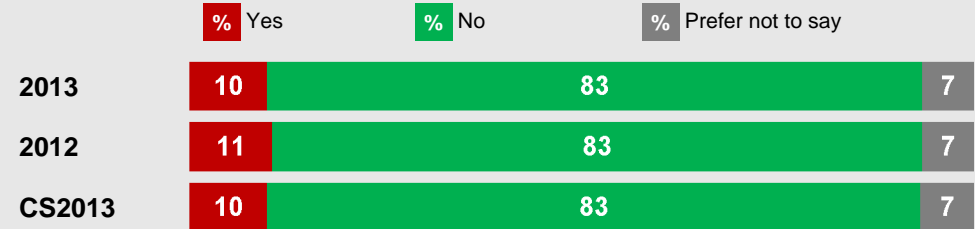
# All questions by theme

## Discrimination, harassment and bullying

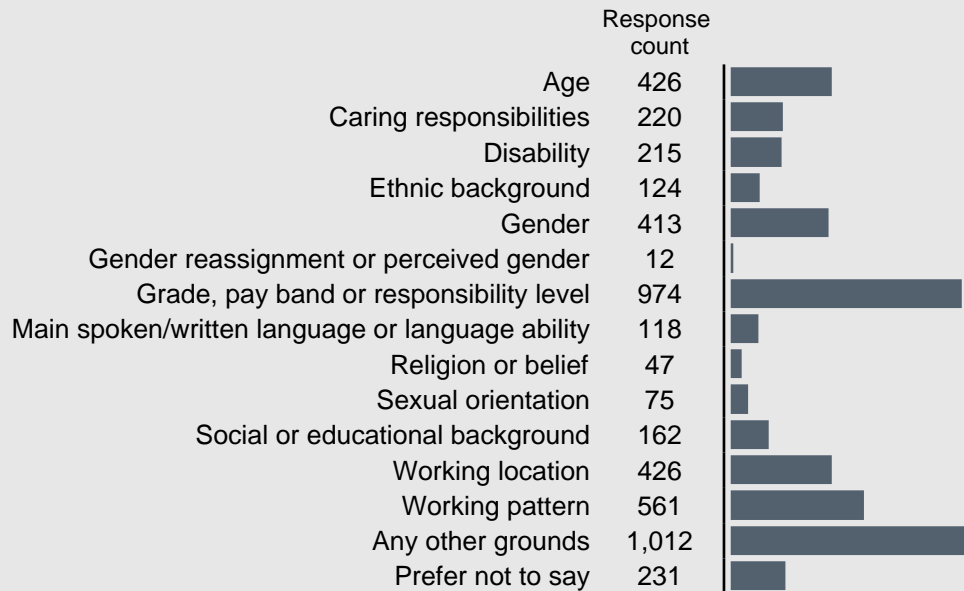
E01. During the past 12 months, have you personally experienced discrimination at work?



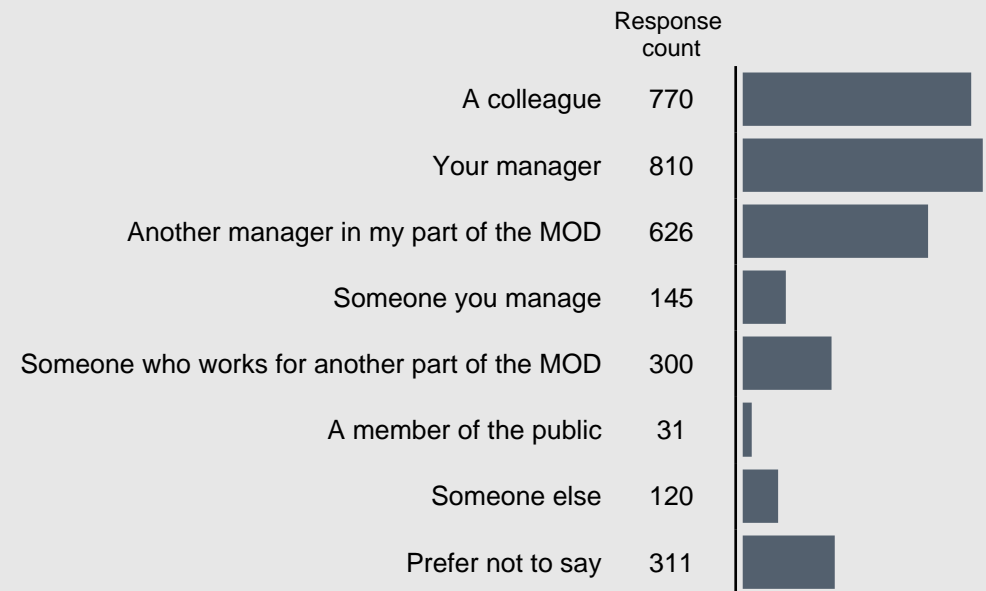
E03. During the past 12 months, have you personally experienced bullying or harassment at work?



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)



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)

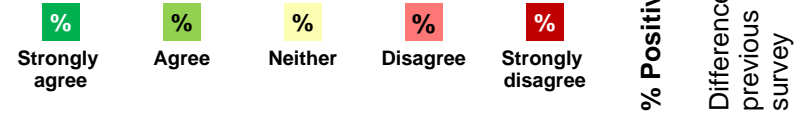


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## Ministry of Defence questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I know what Defence Transformation is about	7	60	20	11		67%	+2 ✦
F02. I understand the purpose of Defence Transformation	7	57	22	11		64%	+3 ✦
F03. I believe Defence Transformation will improve working in the MOD	15		47	25	11	17%	+4 ✦
F04. In the last twelve months I have had the opportunity to contribute to Defence Transformation activities that affect me	19		35	32	12	22%	+3 ✦
F05. My manager has helped me understand how Defence Transformation will affect me	21		37	29	11	23%	+2 ✦
F06. I feel more optimistic about the future of the MOD as a result of Defence Transformation	9		38	33	18	10%	+3 ✦
F07. My manager actively provides me with opportunities to develop my leadership skills	7	36	32	17	8	43%	+4 ✦
F08. My manager delivers results by getting the best out of everyone	8	39	32	13	7	47%	+5 ✦
F09. In my TLB I have seen a positive change in the way most Senior managers/leaders lead	15		43	25	15	17%	+5 ✦
F10. Senior managers/leaders both military and civilian, champion either the Support to Operations scheme or civilians who deploy to a high degree	4	23	54	11	7	27%	+3 ✦

# 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 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.
<b>CS2013</b>	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 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: ✦

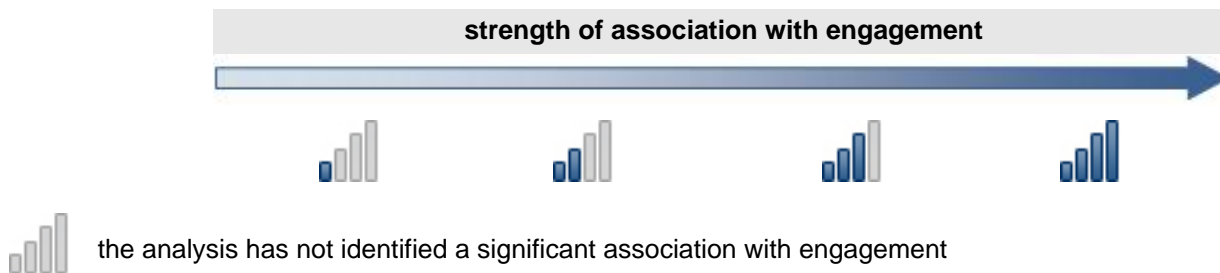
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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