

Foreign and Commonwealth Office

Returns: 12,587

Response rate: 90%

Your engagement index

68%

Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0 ✧	+10 ✧	+6 ✧

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 FCO	78%	0	+22 ✧
B51. I would recommend the FCO as a great place to work	61%	+1 ✧	+16 ✧

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

B52. I feel a strong personal attachment to the FCO	60%	0	+14 ✧
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Strive: motivated to do the best for the organisation...










B53. The FCO inspires me to do the best in my job	58%	0	+15 ✧
B54. The FCO motivates me to help it achieve its objectives	55%	-1 ✧	+15 ✧

✧ = 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		51%	+1 ✧	+9 ✧	0 ✧
My work		79%	0	+5 ✧	+1 ✧
My manager		70%	-1 ✧	+3 ✧	0
Learning and development		56%	-1 ✧	+9 ✧	+2 ✧
Pay and benefits		30%	-1 ✧	+1 ✧	-4 ✧
Organisational objectives and purpose		83%	0	0 ✧	-5 ✧
Resources and workload		77%	-1 ✧	+3 ✧	0
Inclusion and fair treatment		78%	-1 ✧	+3 ✧	0
My team		81%	0	+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

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change Strength of association with engagement: 			
B40. I feel that the FCO as a whole is managed well	57%	+1 ◇	+14 ◇
B42. I believe the actions of senior managers are consistent with the FCO's values	57%	+2 ◇	+14 ◇
B45. I feel that change is managed well in the FCO	40%	-1 ◇	+12 ◇
B43. I believe that the FCO Board has a clear vision for the future of the FCO	53%	0	+12 ◇
B44. Overall, I have confidence in the decisions made by the FCO's senior managers	51%	+1 ◇	+10 ◇
B41. Senior managers in the FCO are sufficiently visible	60%	+1 ◇	+9 ◇
B46. When changes are made in the FCO they are usually for the better	35%	-1 ◇	+8 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	44%	+2 ◇	+7 ◇
B49. I think it is safe to challenge the way things are done in the FCO	46%	+1 ◇	+7 ◇
B47. The FCO keeps me informed about matters that affect me	62%	0 ◇	+4 ◇
My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	63%	-1 ◇	+10 ◇
B03. My work gives me a sense of personal accomplishment	81%	0 ◇	+6 ◇
B02. I am sufficiently challenged by my work	82%	+1 ◇	+4 ◇
B01. I am interested in my work	93%	0	+4 ◇
B05. I have a choice in deciding how I do my work	73%	0	+1 ◇
My manager Strength of association with engagement: 			
B18. Poor performance is dealt with effectively in my team	52%	-1 ◇	+14 ◇
B16. The feedback I receive helps me to improve my performance	70%	-1 ◇	+11 ◇
B09. My manager motivates me to be more effective in my job	72%	-1 ◇	+7 ◇
B17. I think that my performance is evaluated fairly	67%	-1 ◇	+4 ◇
B15. I receive regular feedback on my performance	68%	-1 ◇	+4 ◇
B14. My manager recognises when I have done my job well	81%	-1 ◇	+4 ◇
B12. My manager helps me to understand how I contribute to the FCO's objectives	65%	0	+3 ◇
B13. Overall, I have confidence in the decisions made by my manager	72%	-1 ◇	+1 ◇
B11. My manager is open to my ideas	79%	0 ◇	0 ◇
B10. My manager is considerate of my life outside work	74%	0 ◇	-7 ◇

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



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	53	40	5			93%	0	+4 ◇	+1 ◇
B02. I am sufficiently challenged by my work	37	45	10	6		82%	+1 ◇	+4 ◇	+1 ◇
B03. My work gives me a sense of personal accomplishment	34	47	12	5		81%	0 ◇	+6 ◇	+2 ◇
B04. I feel involved in the decisions that affect my work	21	43	19	13	5	63%	-1 ◇	+10 ◇	+3 ◇
B05. I have a choice in deciding how I do my work	25	48	15	8	4	73%	0	+1 ◇	-4 ◇

Organisational objectives and purpose									
: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
B06. I have a clear understanding of the FCO's purpose	28	55	12	4		84%	0 ◇	-1 ◇	-6 ◇
B07. I have a clear understanding of the FCO's objectives	26	55	14	4		81%	0	+1 ◇	-4 ◇
B08. I understand how my work contributes to the FCO's objectives	31	53	12			84%	0 ◇	+1 ◇	-2 ◇

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	28	44	16	8	4	72%	-1 ◇	+7 ◇	+2 ◇
B10. My manager is considerate of my life outside work	33	41	16	7	4	74%	0 ◇	-7 ◇	-10 ◇
B11. My manager is open to my ideas	34	45	13	5		79%	0 ◇	0 ◇	-3 ◇
B12. My manager helps me to understand how I contribute to the FCO's objectives	22	43	24	8		65%	0	+3 ◇	-1 ◇
B13. Overall, I have confidence in the decisions made by my manager	28	44	17	7	4	72%	-1 ◇	+1 ◇	-4 ◇
B14. My manager recognises when I have done my job well	35	46	12	5		81%	-1 ◇	+4 ◇	+1 ◇
B15. I receive regular feedback on my performance	23	45	19	10		68%	-1 ◇	+4 ◇	0 ◇
B16. The feedback I receive helps me to improve my performance	26	44	20	7		70%	-1 ◇	+11 ◇	+5 ◇
B17. I think that my performance is evaluated fairly	22	45	20	9	4	67%	-1 ◇	+4 ◇	0
B18. Poor performance is dealt with effectively in my team	15	37	30	11	6	52%	-1 ◇	+14 ◇	+11 ◇

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	35	48	11	4		83%	0	-1 ◇	-3 ◇
B20. The people in my team work together to find ways to improve the service we provide	32	49	12	5		81%	0	+1 ◇	-1 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	30	47	15	5		78%	0	+5 ◇	+1 ◇

All questions by theme

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Learning and development

: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
B22. I am able to access the right learning and development opportunities when I need to	17	46	22	12	4	62%	-2 ◇	+1 ◇	-2 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	44	27	9		61%	-1 ◇	+13 ◇	+7 ◇
B24. There are opportunities for me to develop my career in the FCO	12	32	26	18	13	44%	-1 ◇	+6 ◇	-3 ◇
B25. Learning and development activities I have completed while working for the FCO are helping me to develop my career	15	41	28	11	5	56%	-1 ◇	+14 ◇	+7 ◇

Inclusion and fair treatment

: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
B26. I am treated fairly at work	28	51	12	6		79%	-1 ◇	+1 ◇	-2 ◇
B27. I am treated with respect by the people I work with	34	50	10	4		84%	-1 ◇	0	-2 ◇
B28. I feel valued for the work I do	27	46	16	8	4	72%	-1 ◇	+9 ◇	+5 ◇
B29. I think that the FCO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	28	48	15	6		76%	0 ◇	+3 ◇	-2 ◇

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

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	32	55	9	4		86%	-1 ◇	+3 ◇	0
B31. I get the information I need to do my job well	22	53	16	7		75%	-1 ◇	+6 ◇	+2 ◇
B32. I have clear work objectives	27	56	11	5		82%	-1 ◇	+7 ◇	+3 ◇
B33. I have the skills I need to do my job effectively	35	55	7			90%	0 ◇	+2 ◇	0
B34. I have the tools I need to do my job effectively	20	50	16	10		70%	-3 ◇	-2 ◇	-6 ◇
B35. I have an acceptable workload	15	49	16	14	6	64%	-1 ◇	+4 ◇	-1 ◇
B36. I achieve a good balance between my work life and my private life	21	48	16	11	5	69%	0 ◇	+1 ◇	-4 ◇

Pay and benefits

: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
B37. I feel that my pay adequately reflects my performance	6	25	21	27	21	32%	-1 ◇	+3 ◇	-4 ◇
B38. I am satisfied with the total benefits package	6	27	23	25	18	33%	0	+1 ◇	-5 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	21	21	28	25	26%	0 ◇	+1 ◇	-5 ◇

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

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 FCO as a whole is managed well	11	46	28	11	4	57%	+1 ◇	+14 ◇	+1 ◇
B41. Senior managers in the FCO are sufficiently visible	12	48	25	11	4	60%	+1 ◇	+9 ◇	-2 ◇
B42. I believe the actions of senior managers are consistent with the FCO's values	12	45	31	8	4	57%	+2 ◇	+14 ◇	+2 ◇
B43. I believe that the FCO Board has a clear vision for the future of the FCO	12	41	35	9	4	53%	0	+12 ◇	-2 ◇
B44. Overall, I have confidence in the decisions made by the FCO's senior managers	11	40	33	11	5	51%	+1 ◇	+10 ◇	0
B45. I feel that change is managed well in the FCO	8	32	34	19	6	40%	-1 ◇	+12 ◇	+2 ◇
B46. When changes are made in the FCO they are usually for the better	8	27	40	19	6	35%	-1 ◇	+8 ◇	0
B47. The FCO keeps me informed about matters that affect me	10	52	25	9	4	62%	0 ◇	+4 ◇	-2 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	8	36	30	18	8	44%	+2 ◇	+7 ◇	0
B49. I think it is safe to challenge the way things are done in the FCO	9	37	32	15	7	46%	+1 ◇	+7 ◇	-3 ◇

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
Engagement									
B50. I am proud when I tell others I am part of the FCO	33	45	17			78%	0	+22 ◇	+13 ◇
B51. I would recommend the FCO as a great place to work	22	39	25	10		61%	+1 ◇	+16 ◇	+5 ◇
B52. I feel a strong personal attachment to the FCO	22	38	27	10		60%	0	+14 ◇	+8 ◇
B53. The FCO inspires me to do the best in my job	20	38	29	9		58%	0	+15 ◇	+8 ◇
B54. The FCO motivates me to help it achieve its objectives	18	37	32	10	4	55%	-1 ◇	+15 ◇	+7 ◇
Taking action									
B55. I believe that senior managers in the FCO will take action on the results from this survey	15	41	26	11	6	56%	0	+13 ◇	+4 ◇
B56. I believe that managers where I work will take action on the results from this survey	20	43	22	10	6	63%	0	+9 ◇	+4 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	15	33	34	11	6	48%	0	+15 ◇	+9 ◇

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
Organisational Culture									
B58. I am trusted to carry out my job effectively	35	55	7			90%	+2 ◇	+2 ◇	-1 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	19	50	20	8		69%	0	+2 ◇	-2 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	19	53	20	6		71%	+1 ◇	+7 ◇	+2 ◇
B61. When I talk about the FCO I say "we" rather than "they"	23	45	21	9		68%	-9 ◇	0 ◇	-8 ◇
B62. I have some really good friendships at work	31	48	15	4		79%	+3 ◇	+3 ◇	0

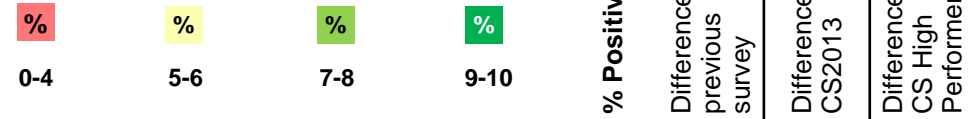
Please note these questions were not asked on paper surveys in 2012.

All questions by theme

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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?	11	22	46	20	66%	+1 ◇	+3 ◇	0 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	19	45	28	73%	+2 ◇	+4 ◇	0 ◇
W03. Overall, how happy did you feel yesterday?	13	22	39	25	65%	0	+5 ◇	+2 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	24	24	21	31	48%	+1 ◇	-2 ◇	-5 ◇

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2013	Difference from CS High Performers
I want to leave the FCO as soon as possible		5%	0	-3 ✧	-5 ✧
I want to leave the FCO within the next 12 months		10%	+1 ✧	-3 ✧	-6 ✧
I want to stay working for the FCO for at least the next year		26%	+1	-4 ✧	-9 ✧
I want to stay working for the FCO for at least the next three years		58%	-2 ✧	+10 ✧	0 ✧

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?		34	66%	+7 ✧	-24 ✧	-28 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		50	50%	+7 ✧	-15 ✧	-20 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in the FCO it would be investigated properly?		40	60%	+4 ✧	-7 ✧	-13 ✧

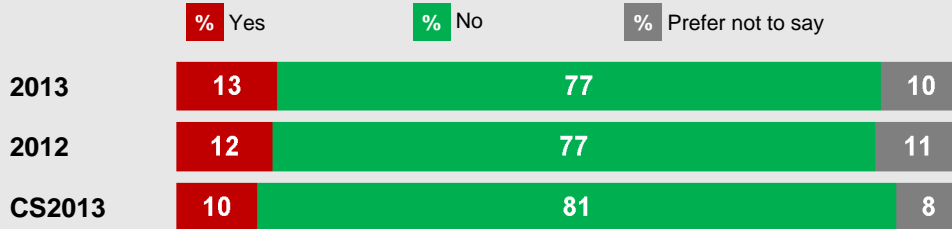
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

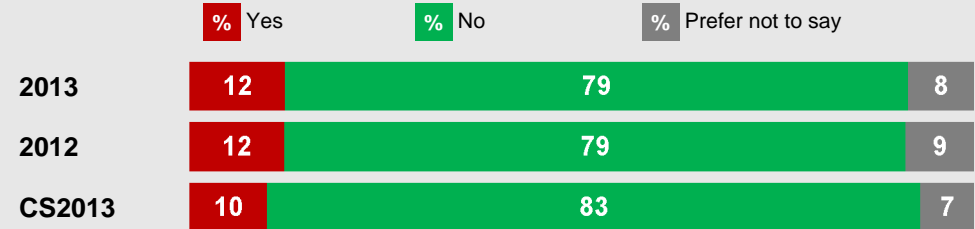
All questions by theme

Discrimination, harassment and bullying

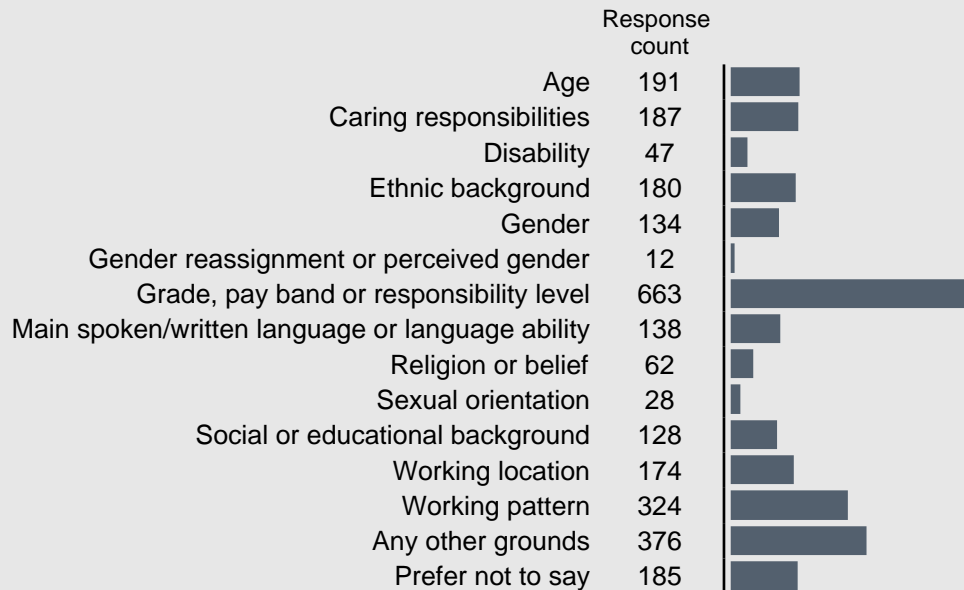
E01. During the past 12 months, have you personally experienced discrimination at work?



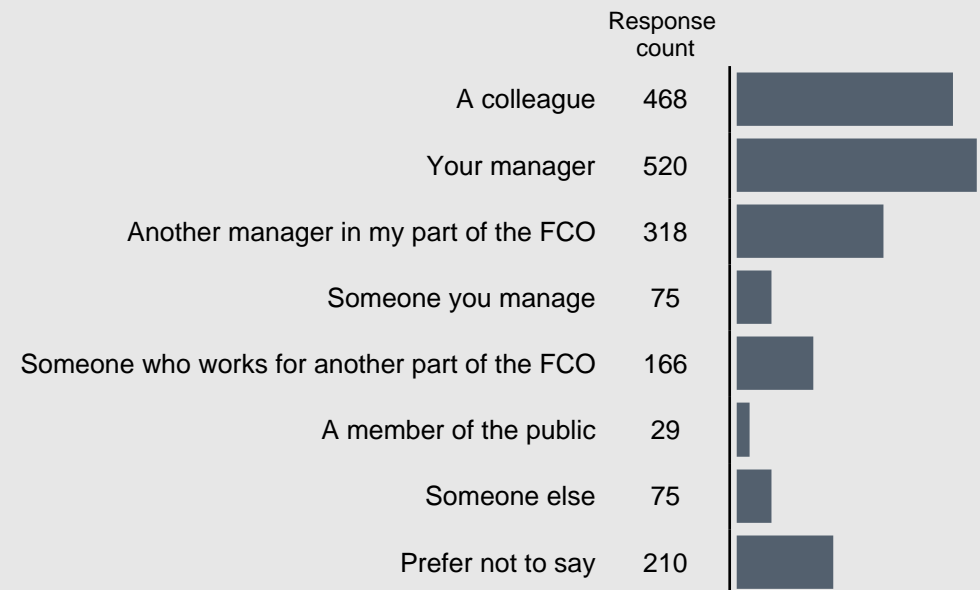
E03. During the past 12 months, have you personally experienced bullying or harassment at work?



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)

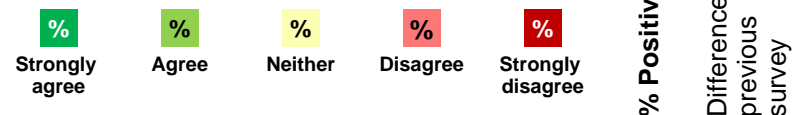


All questions by theme

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Foreign and Commonwealth Office questions

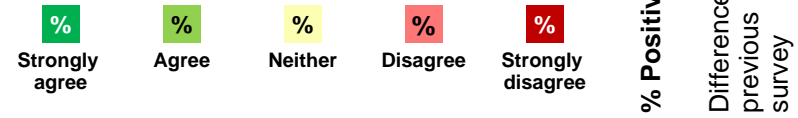
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I feel that the FCO is led effectively	13	50	27	8		62%	0 ✦
F02. I feel that my Post/Directorate is led effectively	21	49	19	7		70%	0 ✦
F03. I have a clear understanding of the Post/Directorate's objectives	20	55	18	5		75%	0
F04. I feel proud to work for my Post/Directorate	28	49	18	4		76%	0
F05. I feel that change is managed well in my Post/Directorate	15	40	29	12	4	55%	0 ✦
F06. My Post/Directorate promotes Diplomatic Excellence values (taking responsibility, encouraging innovation, working together) in the way we do things	21	50	21	6		71%	+1 ✦
F07. I understand what Diplomatic Excellence means for how I do my job	19	51	20	7		70%	+1 ✦
F08. I would feel able to report any discrimination, bullying or harassment without worrying that it would have a negative impact on me	23	42	18	11	6	65%	0
F09. I believe the process of filling vacancies within the FCO/Post is fair	14	39	26	13	9	53%	+1 ✦
F10. Promotion within the FCO/Post is based on merit	11	33	32	14	10	44%	0

All questions by theme

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Foreign and Commonwealth Office questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F11. The Post/Directorate encourages and supports diverse working practices	18	51	23	5	5	69%	+1 ✦
F12. I understand why the FCO is changing	14	52	25	6	6	66%	0 ✦
F13. UK-based and Local Staff work as 'One Team'	14	36	27	15	8	51%	+1 ✦
F14. Staff from the FCO and other UK government departments work as 'One Team'	11	34	33	15	7	45%	0 ✦
F15. Over the last 12 months bureaucratic processes in the FCO have reduced	5	21	46	20	9	26%	-

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: ✦

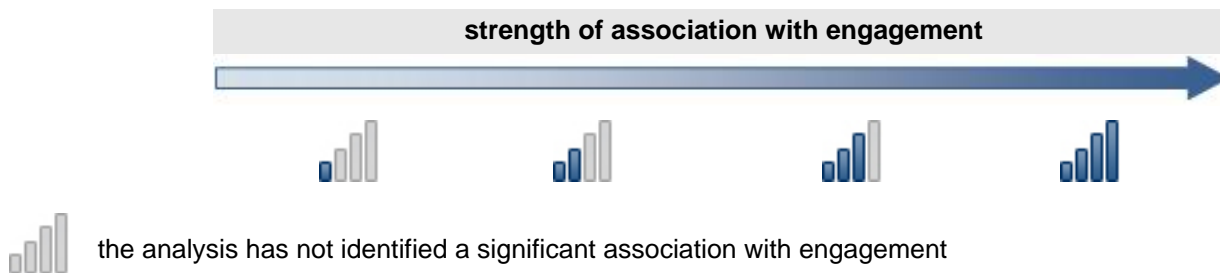
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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