



Foreign and Commonwealth Office

Returns: 12,220

Response rate: 91%

Your engagement index

67%

Difference from previous survey

+1 ✧

Difference from CS2012

+10 ✧

Difference from CS High Performers

+5 ✧

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 FCO | 79% | +2 ✧ | +25 ✧ |
| B51. I would recommend the FCO as a great place to work | 60% | +3 ✧ | +14 ✧ |

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

| | | | |
|---|------------|------|-------|
| B52. I feel a strong personal attachment to the FCO | 61% | +2 ✧ | +16 ✧ |
|---|------------|------|-------|

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

| | | | |
|---|------------|------|-------|
| B53. The FCO inspires me to do the best in my job | 59% | +2 ✧ | +18 ✧ |
| B54. The FCO motivates me to help it achieve its objectives | 55% | +3 ✧ | +17 ✧ |

✧ = 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 | | 50% | +2 ✧ | +9 ✧ | 0 |
| My work | | 78% | +1 ✧ | +6 ✧ | +2 ✧ |
| My line manager | | 71% | +1 ✧ | +5 ✧ | +2 ✧ |
| Learning and development | | 57% | 0 | +13 ✧ | +5 ✧ |
| Pay and benefits | | 31% | 0 | +1 ✧ | -4 ✧ |
| Resources and workload | | 78% | -1 ✧ | +4 ✧ | +1 ✧ |
| Organisational objectives and purpose | | 82% | +1 ✧ | 0 ✧ | -5 ✧ |
| My team | | 81% | 0 | +3 ✧ | 0 |
| Inclusion and fair treatment | | 78% | +1 ✧ | +4 ✧ | +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 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 |
|---|--|----------------------------|------------------------|
| Leadership and managing change | Strength of association with engagement:  | | |
| B43. I believe that the FCO Board has a clear vision for the future of the FCO | 54% | +3 ◇ | +14 ◇ |
| B42. I believe the actions of senior managers are consistent with the FCO's values | 55% | +3 ◇ | +13 ◇ |
| B40. I feel that the FCO as a whole is managed well | 56% | +2 ◇ | +13 ◇ |
| B45. I feel that change is managed well in the FCO | 42% | +2 ◇ | +12 ◇ |
| B41. Senior managers in the FCO are sufficiently visible | 59% | +3 ◇ | +11 ◇ |
| B46. When changes are made in the FCO they are usually for the better | 36% | +2 ◇ | +11 ◇ |
| B44. Overall, I have confidence in the decisions made by the FCO's senior managers | 50% | +3 ◇ | +11 ◇ |
| B48. I have the opportunity to contribute my views before decisions are made that affect me | 42% | +2 ◇ | +6 ◇ |
| B47. The FCO keeps me informed about matters that affect me | 62% | +1 ◇ | +5 ◇ |
| B49. I think it is safe to challenge the way things are done in the FCO | 45% | +1 ◇ | +4 ◇ |

| | % Positive | Diff. from previous survey | Difference from CS2012 |
|---|---|----------------------------|------------------------|
| My work | Strength of association with engagement:  | | |
| B04. I feel involved in the decisions that affect my work | 64% | +2 ◇ | +11 ◇ |
| B03. My work gives me a sense of personal accomplishment | 81% | +1 ◇ | +8 ◇ |
| B02. I am sufficiently challenged by my work | 81% | +1 ◇ | +5 ◇ |
| B01. I am interested in my work | 93% | +1 ◇ | +3 ◇ |
| B05. I have a choice in deciding how I do my work | 73% | +2 ◇ | +1 ◇ |

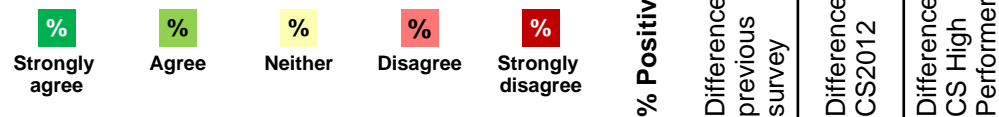
| | % Positive | Diff. from previous survey | Difference from CS2012 |
|---|--|----------------------------|------------------------|
| My line manager | Strength of association with engagement:  | | |
| B18. Poor performance is dealt with effectively in my team | 54% | 0 | +17 ◇ |
| B16. The feedback I receive helps me to improve my performance | 71% | +1 ◇ | +11 ◇ |
| B09. My manager motivates me to be more effective in my job | 73% | +1 ◇ | +8 ◇ |
| B15. I receive regular feedback on my performance | 69% | +1 ◇ | +6 ◇ |
| B17. I think that my performance is evaluated fairly | 68% | +1 ◇ | +5 ◇ |
| B14. My manager recognises when I have done my job well | 82% | +1 ◇ | +5 ◇ |
| B12. My manager helps me to understand how I contribute to the FCO's objectives | 65% | +1 ◇ | +4 ◇ |
| B13. Overall, I have confidence in the decisions made by my manager | 73% | +1 ◇ | +1 ◇ |
| B11. My manager is open to my ideas | 80% | +1 ◇ | +1 ◇ |
| B10. My manager is considerate of my life outside work | 73% | +2 ◇ | -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 CS2012 | Difference from CS High Performers |
| B01. I am interested in my work | 53 | 40 | 5 | | | 93% | +1 ◇ | +3 ◇ | +1 ◇ |
| B02. I am sufficiently challenged by my work | 36 | 45 | 11 | 7 | | 81% | +1 ◇ | +5 ◇ | +1 ◇ |
| B03. My work gives me a sense of personal accomplishment | 32 | 48 | 12 | 6 | | 81% | +1 ◇ | +8 ◇ | +3 ◇ |
| B04. I feel involved in the decisions that affect my work | 20 | 44 | 18 | 12 | 5 | 64% | +2 ◇ | +11 ◇ | +5 ◇ |
| B05. I have a choice in deciding how I do my work | 26 | 47 | 15 | 8 | | 73% | +2 ◇ | +1 ◇ | -4 ◇ |
| Organisational objectives and purpose | | | | | | | | | |
| :Strength of association with engagement | | | | | | | | | |
| B06. I have a clear understanding of the FCO's purpose | 28 | 55 | 12 | 4 | | 83% | +1 ◇ | -1 ◇ | -7 ◇ |
| B07. I have a clear understanding of the FCO's objectives | 26 | 55 | 14 | 4 | | 80% | +1 ◇ | +2 ◇ | -5 ◇ |
| B08. I understand how my work contributes to the FCO's objectives | 30 | 53 | 12 | | | 84% | +1 ◇ | +2 ◇ | -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



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 | 28 | 45 | 15 | 8 | 4 | 73% | +1 ◇ | +8 ◇ | +5 ◇ |
| B10. My manager is considerate of my life outside work | 31 | 42 | 15 | 8 | 4 | 73% | +2 ◇ | -7 ◇ | -10 ◇ |
| B11. My manager is open to my ideas | 34 | 46 | 12 | 5 | 3 | 80% | +1 ◇ | +1 ◇ | -3 ◇ |
| B12. My manager helps me to understand how I contribute to the FCO's objectives | 21 | 44 | 24 | 8 | 3 | 65% | +1 ◇ | +4 ◇ | -1 ◇ |
| B13. Overall, I have confidence in the decisions made by my manager | 27 | 46 | 17 | 7 | 4 | 73% | +1 ◇ | +1 ◇ | -3 ◇ |
| B14. My manager recognises when I have done my job well | 34 | 48 | 11 | 5 | 2 | 82% | +1 ◇ | +5 ◇ | +2 ◇ |
| B15. I receive regular feedback on my performance | 22 | 47 | 18 | 10 | 3 | 69% | +1 ◇ | +6 ◇ | +1 ◇ |
| B16. The feedback I receive helps me to improve my performance | 25 | 46 | 19 | 7 | 3 | 71% | +1 ◇ | +11 ◇ | +8 ◇ |
| B17. I think that my performance is evaluated fairly | 21 | 47 | 20 | 8 | 4 | 68% | +1 ◇ | +5 ◇ | 0 |
| B18. Poor performance is dealt with effectively in my team | 15 | 39 | 29 | 12 | 6 | 54% | 0 | +17 ◇ | +12 ◇ |

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 | 34 | 49 | 11 | 4 | 2 | 83% | 0 | 0 | -3 ◇ |
| B20. The people in my team work together to find ways to improve the service we provide | 31 | 51 | 13 | 5 | 2 | 82% | 0 ◇ | +2 ◇ | 0 |
| B21. The people in my team are encouraged to come up with new and better ways of doing things | 29 | 49 | 15 | 5 | 2 | 78% | +1 ◇ | +7 ◇ | +2 ◇ |

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

Learning and development

 :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 |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B22. I am able to access the right learning and development opportunities when I need to | 16 | 48 | 21 | 12 | | 65% | 0 | +7 ◇ | 0 |
| B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance | 18 | 45 | 27 | 8 | | 62% | 0 | +16 ◇ | +11 ◇ |
| B24. There are opportunities for me to develop my career in the FCO | 13 | 33 | 25 | 17 | 12 | 46% | +1 ◇ | +10 ◇ | +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 ◇ | +16 ◇ | +10 ◇ |

Inclusion and fair treatment

 :Strength of association with engagement

| | | | | | | | | | |
|--|----|----|----|---|--|-----|------|-------|------|
| B26. I am treated fairly at work | 28 | 51 | 12 | 6 | | 80% | +2 ◇ | +1 ◇ | -2 ◇ |
| B27. I am treated with respect by the people I work with | 33 | 52 | 10 | | | 85% | 0 ◇ | +2 ◇ | -1 ◇ |
| B28. I feel valued for the work I do | 26 | 47 | 15 | 8 | | 73% | +2 ◇ | +11 ◇ | +6 ◇ |
| B29. I think that the FCO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc) | 26 | 49 | 16 | 6 | | 75% | +2 ◇ | +4 ◇ | -3 ◇ |

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

Resources and workload

 :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 |
|--|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B30. In my job, I am clear what is expected of me | 32 | 56 | 8 | 4 | | 88% | 0 ◇ | +4 ◇ | +1 ◇ |
| B31. I get the information I need to do my job well | 22 | 55 | 16 | 7 | | 76% | 0 ◇ | +8 ◇ | +4 ◇ |
| B32. I have clear work objectives | 27 | 56 | 11 | 5 | | 83% | 0 ◇ | +8 ◇ | +4 ◇ |
| B33. I have the skills I need to do my job effectively | 35 | 56 | 7 | | | 91% | 0 | +2 ◇ | 0 |
| B34. I have the tools I need to do my job effectively | 22 | 51 | 15 | 10 | | 73% | -2 ◇ | +1 ◇ | -3 ◇ |
| B35. I have an acceptable workload | 16 | 50 | 16 | 13 | 5 | 65% | 0 | +5 ◇ | 0 |
| B36. I achieve a good balance between my work life and my private life | 20 | 49 | 15 | 11 | 4 | 69% | -1 ◇ | +2 ◇ | -4 ◇ |

Pay and benefits

 :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 |
|--|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B37. I feel that my pay adequately reflects my performance | 6 | 26 | 21 | 27 | 19 | 33% | 0 ◇ | +2 ◇ | -4 ◇ |
| B38. I am satisfied with the total benefits package | 6 | 27 | 24 | 25 | 17 | 34% | +1 ◇ | +1 ◇ | -6 ◇ |
| B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable | 6 | 21 | 21 | 28 | 24 | 27% | -1 ◇ | +1 ◇ | -6 ◇ |

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

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 FCO as a whole is managed well | 11 | 45 | 28 | 12 | 4 | 56% | +2 ◇ | +13 ◇ | -1 ◇ |
| B41. Senior managers in the FCO are sufficiently visible | 12 | 47 | 25 | 11 | 4 | 59% | +3 ◇ | +11 ◇ | -1 ◇ |
| B42. I believe the actions of senior managers are consistent with the FCO's values | 11 | 44 | 31 | 9 | 4 | 55% | +3 ◇ | +13 ◇ | +2 ◇ |
| B43. I believe that the FCO Board has a clear vision for the future of the FCO | 11 | 42 | 34 | 8 | 4 | 54% | +3 ◇ | +14 ◇ | +2 ◇ |
| B44. Overall, I have confidence in the decisions made by the FCO's senior managers | 10 | 40 | 33 | 11 | 6 | 50% | +3 ◇ | +11 ◇ | -1 ◇ |
| B45. I feel that change is managed well in the FCO | 7 | 34 | 32 | 19 | 7 | 42% | +2 ◇ | +12 ◇ | +3 ◇ |
| B46. When changes are made in the FCO they are usually for the better | 7 | 29 | 38 | 19 | 7 | 36% | +2 ◇ | +11 ◇ | 0 ◇ |
| B47. The FCO keeps me informed about matters that affect me | 10 | 52 | 25 | 9 | 4 | 62% | +1 ◇ | +5 ◇ | -2 ◇ |
| B48. I have the opportunity to contribute my views before decisions are made that affect me | 7 | 35 | 31 | 19 | 8 | 42% | +2 ◇ | +6 ◇ | 0 ◇ |
| B49. I think it is safe to challenge the way things are done in the FCO | 8 | 37 | 32 | 16 | 8 | 45% | +1 ◇ | +4 ◇ | -2 ◇ |

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 |
|---|----------------------------|-------------------|---------------------|----------------------|-------------------------------|-------------------|---------------------------------|------------------------|------------------------------------|
| Engagement | | | | | | | | | |
| B50. I am proud when I tell others I am part of the FCO | 31 | 47 | 17 | 4 | 4 | 79% | +2 ◇ | +25 ◇ | +14 ◇ |
| B51. I would recommend the FCO as a great place to work | 21 | 40 | 26 | 10 | 4 | 60% | +3 ◇ | +14 ◇ | +3 ◇ |
| B52. I feel a strong personal attachment to the FCO | 21 | 40 | 27 | 10 | 4 | 61% | +2 ◇ | +16 ◇ | +9 ◇ |
| B53. The FCO inspires me to do the best in my job | 19 | 40 | 29 | 9 | 4 | 59% | +2 ◇ | +18 ◇ | +9 ◇ |
| B54. The FCO motivates me to help it achieve its objectives | 16 | 39 | 30 | 11 | 4 | 55% | +3 ◇ | +17 ◇ | +8 ◇ |
| Taking action | | | | | | | | | |
| B55. I believe that senior managers in the FCO will take action on the results from this survey | 15 | 42 | 26 | 11 | 6 | 57% | +2 ◇ | +14 ◇ | +3 ◇ |
| B56. I believe that managers where I work will take action on the results from this survey | 19 | 44 | 22 | 9 | 6 | 63% | +1 ◇ | +11 ◇ | +4 ◇ |
| B57. Where I work, I think effective action has been taken on the results of the last survey | 14 | 34 | 34 | 11 | 6 | 48% | +3 ◇ | +17 ◇ | +8 ◇ |

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 CS2012 | 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 | | 9% | -1 ^ | -4 ^ | -8 ^ |
| I want to stay working for the FCO for at least the next year | | 26% | +1 ^ | -3 ^ | -8 ^ |
| I want to stay working for the FCO for at least the next three years | | 60% | 0 | +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? | | 41 | 59% | +7 ^ | -30 ^ | -35 ^ |
| D02. Are you aware of how to raise a concern under the Civil Service Code? | | 57 | 43% | +6 ^ | -20 ^ | -27 ^ |
| D03. Are you confident that if you raised a concern under the Civil Service Code in the FCO it would be investigated properly? | | 44 | 56% | +4 ^ | -11 ^ | -15 ^ |

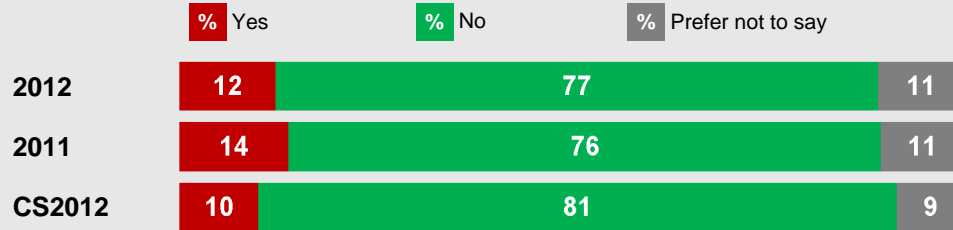
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

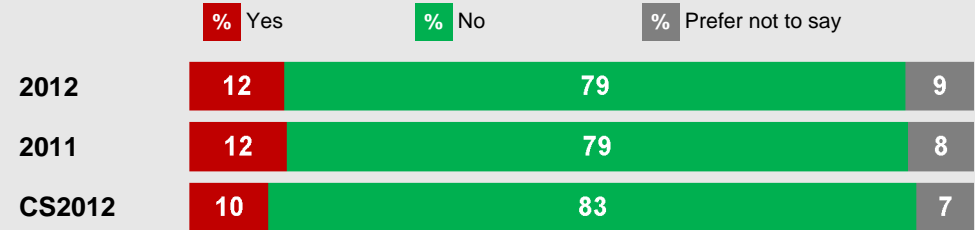
All questions by theme

Discrimination, harassment and bullying

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

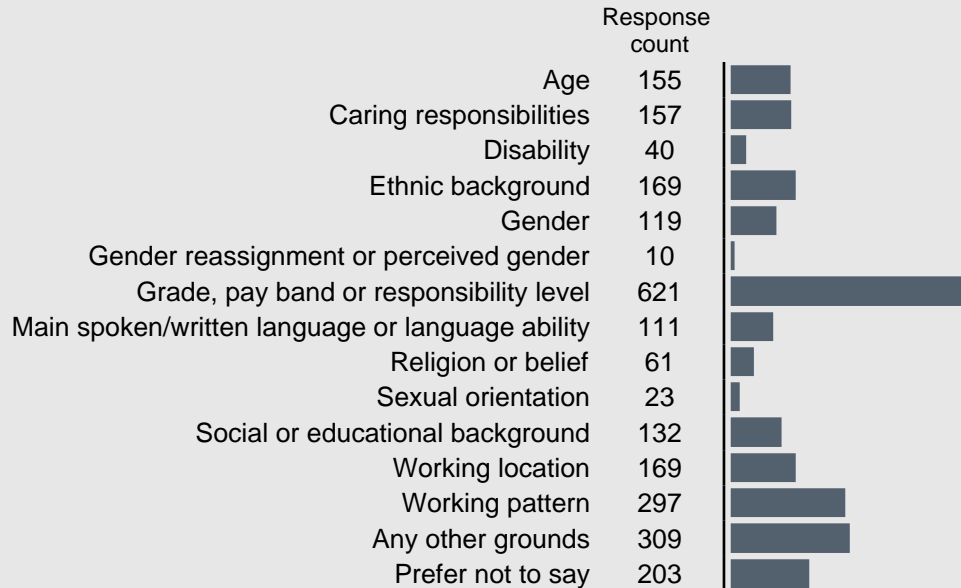


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



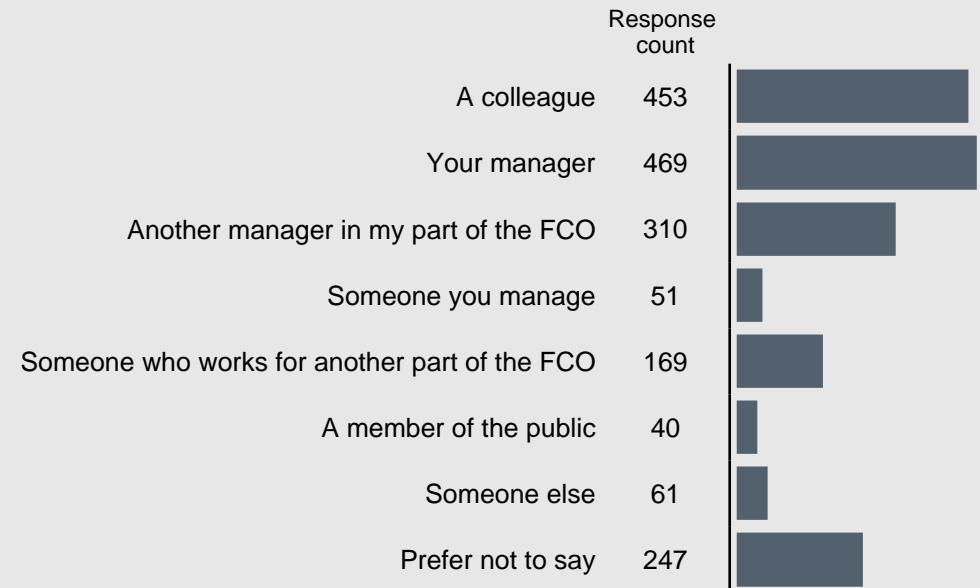
For respondents who selected 'Yes' to question E01.

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)

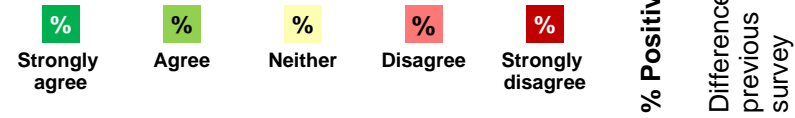


All questions by theme

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^ indicates a variation in question wording from your previous survey

✦ indicates statistically significant difference from comparison



Foreign and Commonwealth Office questions

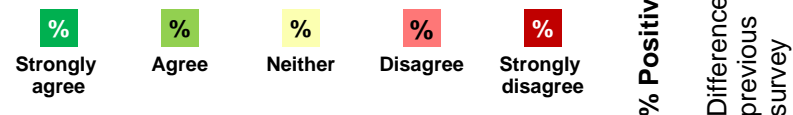
| Question | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|
| F01. I feel that the FCO is led effectively | 12 | 50 | 27 | 8 | | 62% | +3 ✦ |
| F02. I feel that my Post/Directorate is led effectively | 20 | 51 | 19 | 7 | | 71% | +3 ✦ |
| F03. I have a clear understanding of the Post/Directorate's objectives | 19 | 56 | 18 | 5 | | 75% | +1 ✦ |
| F04. I feel proud to work for my Post/Directorate | 26 | 50 | 19 | 4 | | 76% | +2 ✦ |
| F05. I feel that change is managed well in my Post/Directorate | 14 | 42 | 29 | 11 | 4 | 56% | +2 ✦ |
| F06. My Post/Directorate promotes Diplomatic Excellence values (taking responsibility, encouraging innovation, working together) in the way we do things [^] | 20 | 50 | 22 | 6 | | 69% | +2 ✦ |
| F07. I understand what Diplomatic Excellence means for how I do my job | 18 | 52 | 21 | 8 | | 69% | +4 ✦ |
| F08. I would feel able to report any discrimination, bullying or harassment without worrying that it would have a negative impact on me | 22 | 44 | 18 | 11 | 6 | 65% | +3 ✦ |
| F09. I believe the process of filling vacancies within the FCO/Post is fair | 13 | 39 | 25 | 14 | 8 | 52% | +1 ✦ |
| F10. Promotion within the FCO/Post is based on merit | 11 | 33 | 32 | 15 | 10 | 44% | +1 ✦ |

All questions by theme

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^ indicates a variation in question wording from your previous survey

✦ indicates statistically significant difference from comparison



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 | 16 | 52 | 23 | 6 | 6 | 68% | +2 ✦ | | |
| F12. I understand why the FCO is changing | 13 | 54 | 25 | 6 | 6 | 67% | -1 ✦ | | |
| F13. UK-based and Local Staff work as 'One Team' | 14 | 36 | 27 | 15 | 8 | 50% | 0 | | |
| F14. Staff from the FCO and other UK Government departments work as 'One Team' | 11 | 33 | 34 | 15 | 6 | 45% | 0 | | |
| F15. My UK-based line manager has passed an Assessment and Development Centre | Yes: 21% | | | No: 12% | | Don't know: 68% | | 21% | +1 ✦ |
| F16. Usually, I feel happy when I am at work | 22 | 50 | 20 | 6 | 6 | 72% | - | | |

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 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. |
| CS2012 | The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 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: ✧

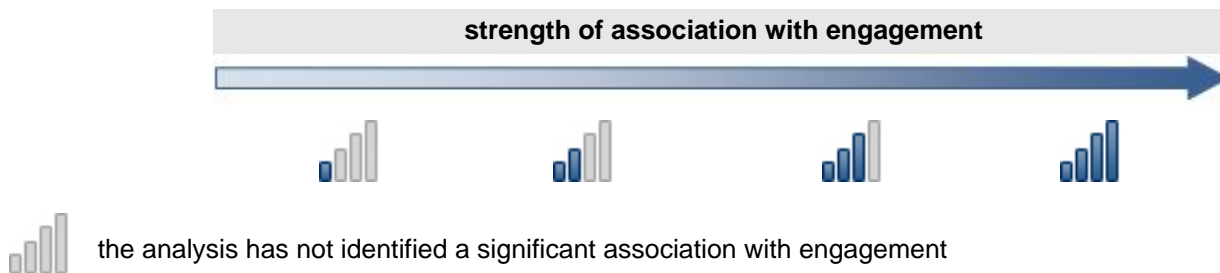
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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