

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.





Strength of association with engagement



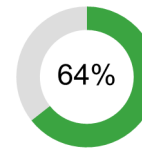
Statistically significant difference from comparison

The table below shows how you performed on each of the nine 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.

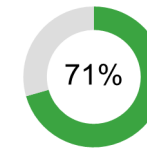
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		49%	-2 ✧	+6 ✧	-1 ✧
My work		78%	0	+3 ✧	0
My manager		70%	0	+3 ✧	-1 ✧
Learning and development		54%	-2 ✧	+5 ✧	-1 ✧
Pay and benefits		27%	-3 ✧	-1 ✧	-8 ✧
Resources and workload		76%	-1 ✧	+2 ✧	-1 ✧
Organisational objectives and purpose		82%	0	-1 ✧	-5 ✧
Inclusion and fair treatment		78%	0	+2 ✧	-1 ✧
My team		81%	0 ✧	+2 ✧	-1 ✧

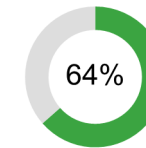
Wellbeing



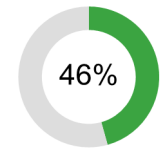
Overall, how satisfied are you with your life nowadays?



Overall, to what extent do you feel that the things you do in your life are worthwhile?

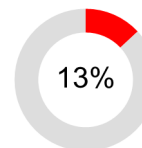


Overall, how happy did you feel yesterday?

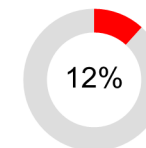


No or low anxiety yesterday

Discrimination, bullying and harassment

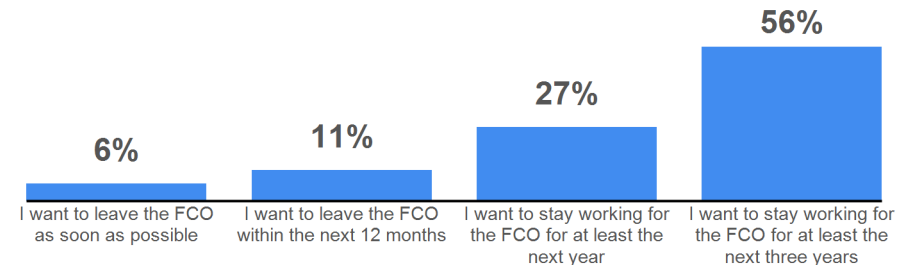


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

78% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	53	40	5	1	1	92%	-1 ◇	+3 ◇	0
B02 I am sufficiently challenged by my work	36	46	10	6	2	82%	0	+3 ◇	0 ◇
B03 My work gives me a sense of personal accomplishment	33	47	12	5	3	81%	-1 ◇	+5 ◇	+2 ◇
B04 I feel involved in the decisions that affect my work	21	43	19	12	5	64%	0 ◇	+7 ◇	+2 ◇
B05 I have a choice in deciding how I do my work	27	47	16	8	2	74%	+1 ◇	-1 ◇	-6 ◇

Organisational objectives and purpose

82% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of the FCO's purpose	29	54	12	3	2	83%	0	-2 ◇	-7 ◇
B07 I have a clear understanding of the FCO's objectives	26	54	14	3	3	80%	0	0 ◇	-5 ◇
B08 I understand how my work contributes to the FCO's objectives	31	53	12	3	3	84%	0	0 ◇	-4 ◇

All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

70% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	28	44	15	8	5	72%	0	+4 ◆	+1 ◆
B10	My manager is considerate of my life outside work	33	42	14	7	5	75%	+2 ◆	-6 ◆	-10 ◆
B11	My manager is open to my ideas	35	45	12	5	5	80%	+1 ◆	0	-4 ◆
B12	My manager helps me to understand how I contribute to the FCO's objectives	22	44	23	8	5	66%	+1 ◆	+1 ◆	-3 ◆
B13	Overall, I have confidence in the decisions made by my manager	28	45	16	7	5	72%	0 ◆	-1 ◆	-5 ◆
B14	My manager recognises when I have done my job well	34	47	12	5	5	81%	0	+4 ◆	0
B15	I receive regular feedback on my performance	22	45	18	11	5	67%	-1 ◆	+2 ◆	-1 ◆
B16	The feedback I receive helps me to improve my performance	25	45	20	7	5	69%	-1 ◆	+8 ◆	+4 ◆
B17	I think that my performance is evaluated fairly	21	46	21	9	5	66%	-1 ◆	+3 ◆	-1 ◆
B18	Poor performance is dealt with effectively in my team	14	37	31	11	6	52%	-1 ◆	+12 ◆	+9 ◆

My team

81% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	34	49	11	5	5	83%	0	-1 ◆	-3 ◆
B20	The people in my team work together to find ways to improve the service we provide	32	50	12	5	5	82%	0 ◆	+2 ◆	-1 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	31	47	15	5	5	78%	0	+4 ◆	0

All questions by theme

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^ indicates a variation in question wording from your previous survey

Learning and development

54% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	15	45	23	12	6	61%	-2 ◆	-2 ◆	-6 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	43	28	9	6	59%	-2 ◆	+9 ◆	+3 ◆
B24	There are opportunities for me to develop my career in the FCO	12	31	27	18	13	43%	-2 ◆	+1 ◆	-6 ◆
B25	Learning and development activities I have completed while working for the FCO are helping me to develop my career	14	40	28	11	6	54%	-1 ◆	+11 ◆	+5 ◆

Inclusion and fair treatment

78% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	28	51	12	6	6	79%	0	-1 ◆	-4 ◆
B27	I am treated with respect by the people I work with	33	52	10	3	6	85%	+1 ◆	+1 ◆	-2 ◆
B28	I feel valued for the work I do	26	46	16	8	6	72%	0	+8 ◆	+3 ◆
B29	I think that the FCO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	48	16	7	6	75%	-1 ◆	+1 ◆	-3 ◆

All questions by theme

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^ indicates a variation in question wording from your previous survey

Resources and workload **76%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	31	55	9	1	1	86%	-1 ◆	+2 ◆	-1 ◆
B31 I get the information I need to do my job well	21	53	16	8	1	74%	-1 ◆	+4 ◆	+1 ◆
B32 I have clear work objectives	26	56	11	5	1	82%	0	+7 ◆	+3 ◆
B33 I have the skills I need to do my job effectively	35	55	7	1	1	90%	0	+1 ◆	-1 ◆
B34 I have the tools I need to do my job effectively	20	47	17	12	1	67%	-2 ◆	-5 ◆	-9 ◆
B35 I have an acceptable workload	15	48	17	13	6	63%	-1 ◆	+4 ◆	-3 ◆
B36 I achieve a good balance between my work life and my private life	20	48	16	10	5	69%	0	+3 ◆	-5 ◆

Pay and benefits **27%** -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	6	22	20	27	25	28%	-3 ◆	-1 ◆	-8 ◆
B38 I am satisfied with the total benefits package	6	24	23	26	21	30%	-3 ◆	-2 ◆	-10 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	18	19	27	31	23%	-3 ◆	-1 ◆	-8 ◆

All questions by theme

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^ indicates a variation in question wording from your previous survey

Leadership and Managing Change

49% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40 I feel that the FCO as a whole is managed well	11	45	28	12		55%	-2 ◆	+10 ◆	-1 ◆
B41 Senior managers in the FCO are sufficiently visible	12	47	26	12		58%	-2 ◆	+5 ◆	-4 ◆
B42 I believe the actions of senior managers are consistent with the FCO's values	11	44	32	8		55%	-2 ◆	+8 ◆	-1 ◆
B43 I believe that the FCO Board has a clear vision for the future of the FCO	10	40	37	9		50%	-3 ◆	+6 ◆	-2 ◆
B44 Overall, I have confidence in the decisions made by the FCO's senior managers	10	39	34	12	5	49%	-2 ◆	+5 ◆	-2 ◆
B45 I feel that change is managed well in the FCO	8	32	33	20	7	40%	-1 ◆	+8 ◆	+1 ◆
B46 When changes are made in the FCO they are usually for the better	8	27	38	20	7	35%	0	+5 ◆	-2 ◆
B47 The FCO keeps me informed about matters that affect me	10	52	25	10		61%	-1 ◆	+3 ◆	-3 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	7	34	32	19	8	41%	-3 ◆	+5 ◆	-2 ◆
B49 I think it is safe to challenge the way things are done in the FCO	8	37	32	16	8	45%	-1 ◆	+3 ◆	-3 ◆

All questions by theme

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^ indicates a variation in question wording from your previous survey

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of the FCO	32	45	18			77%	-1 ◆	+19 ◆	+12 ◆
B51 I would recommend the FCO as a great place to work	21	39	27	10		59%	-2 ◆	+11 ◆	-1 ◆
B52 I feel a strong personal attachment to the FCO	21	38	28	10		59%	-1 ◆	+11 ◆	+5 ◆
B53 The FCO inspires me to do the best in my job	19	39	29	10		58%	-1 ◆	+13 ◆	+7 ◆
B54 The FCO motivates me to help it achieve its objectives	16	37	32	11		54%	-1 ◆	+11 ◆	+4 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers in the FCO will take action on the results from this survey	14	40	26	13	7	53%	-3 ◆	+8 ◆	0
B56 I believe that managers where I work will take action on the results from this survey	18	43	21	10	7	62%	-1 ◆	+6 ◆	+1 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	14	33	33	12	8	47%	-1 ◆	+12 ◆	+6 ◆

All questions by theme

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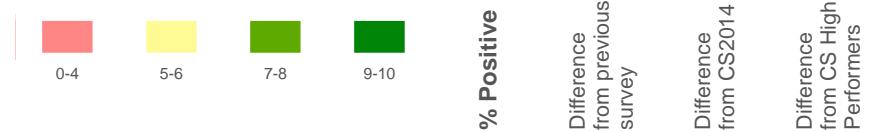
Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	35	54	7			89%	0 ◇	+1 ◇	-1 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	20	49	21	8		69%	-1 ◇	0	-4 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	19	52	20	6		71%	0	+6 ◇	+1 ◇
B61 When I talk about the FCO I say "we" rather than "they"	24	45	21	8		68%	0	0	-10 ◇
B62 I have some really good friendships at work	31	49	15			80%	0 ◇	+4 ◇	0

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

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. The 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	14	22	45	19	64%	-2 ◆	+1 ◆	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	20	45	26	71%	-3 ◆	+1 ◆	-2 ◆
W03 Overall, how happy did you feel yesterday?	16	21	40	24	64%	-1 ◆	+3 ◆	0
W04 Overall, how anxious did you feel yesterday?	20	26	23	31	46%	-2 ◆	-4 ◆	-7 ◆

All questions by theme

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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 CS2014	Difference from CS High Performers
I want to leave the FCO as soon as possible		6%	+1 ◇	-1 ◇	-4 ◇
I want to leave the FCO within the next 12 months		11%	+1 ◇	-2 ◇	-6 ◇
I want to stay working for the FCO for at least the next year		27%	0	-5 ◇	-11 ◇
I want to stay working for the FCO for at least the next three years		56%	-3 ◇	+9 ◇	+2 ◇

The Civil Service Code

Differences are based on '% Yes' score

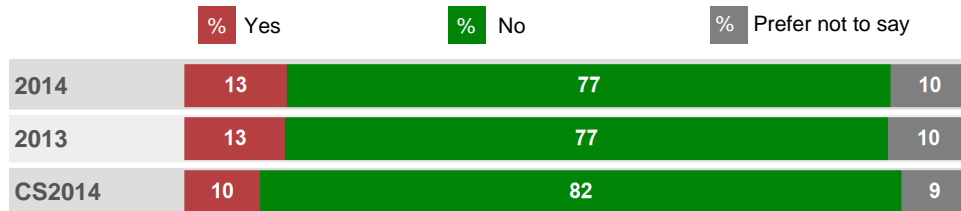
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			68%	+2 ◇	-22 ◇	-26 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			50%	+1 ◇	-14 ◇	-21 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the FCO it would be investigated properly?			60%	0	-9 ◇	-13 ◇

All questions by theme

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Discrimination, harassment and bullying

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



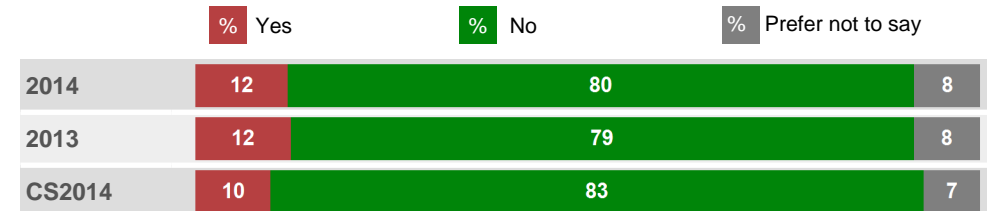
For respondents who selected 'Yes' to question E01.

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

	Response Count	
Age	192	
Caring responsibilities	150	
Disability	43	
Ethnic background	188	
Gender	186	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	671	
Main spoken/written language or language ability	125	
Religion or belief	58	
Sexual orientation	21	
Social or educational background	159	
Working location	168	
Working pattern	296	
Any other grounds	316	
Prefer not to say	144	

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

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



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)

	Response Count	
A colleague	424	
Your manager	444	
Another manager in my part of the FCO	293	
Someone you manage	62	
Someone who works for another part of the FCO	148	
A member of the public	31	
Someone else	75	
Prefer not to say	184	

All questions by theme

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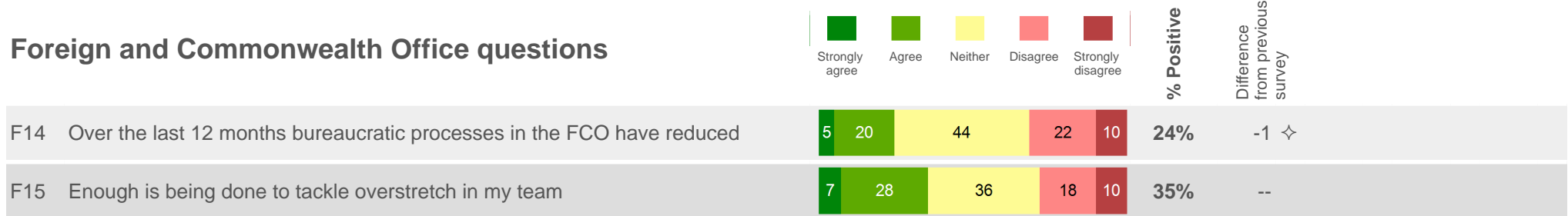
Foreign and Commonwealth Office questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I feel that the FCO is led effectively	12	49	28	9		60%	-2 ◇
F02 I feel that my Post/Directorate is led effectively	20	49	20	7		69%	-2 ◇
F03 I have a clear understanding of the Post/Directorate's objectives	20	55	18	6		75%	0 ◇
F04 I feel proud to work for my Post/Directorate	26	49	19			75%	-1 ◇
F05 I feel that change is managed well in my Post/Directorate	14	39	30	12	5	53%	-2 ◇
F06 My Post/Directorate promotes Diplomatic Excellence values (taking responsibility, encouraging innovation, working together) in the way we do things	20	49	23	6		68%	-2 ◇
F07 I understand what Diplomatic Excellence means for how I do my job	18	51	20	8		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	22	43	19	11	5	65%	0
F09 I believe the process of filling vacancies within the FCO/Post is fair	14	39	26	13	8	53%	0
F10 Promotion within the FCO/Post is based on merit	10	31	33	15	10	41%	-2 ◇
F11 The Post/Directorate encourages and supports diverse working practices	18	51	23	6		69%	0
F12 UK-based and Local Staff work as 'One Team'	16	37	27	13	8	52%	+2 ◇
F13 Staff from the FCO and other UK government departments work as 'One Team'	13	34	32	14	6	48%	+2 ◇

All questions by theme

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^ indicates a variation in question wording from your previous survey

Foreign and Commonwealth Office questions



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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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 shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association
with engagement



 the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all 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.