

Your engagement index

56%

Difference from previous survey

-2

Difference from CS2010

-1

Difference from CS High Performers

-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 CS2010
B50. I am proud when I tell others I am part of ECGD	44%	-2	-10 ✧
B51. I would recommend ECGD as a great place to work	36%	-7	-5 ✧

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

B52. I feel a strong personal attachment to ECGD	50%	-5	+3
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Strive: motivated to do the best for the organisation...










B53. ECGD inspires me to do the best in my job	40%	+1	+1
B54. ECGD motivates me to help it achieve its objectives	34%	-3	-1

✧ = 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 ¹	Theme score % positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change		37%	-	0	-9 ✧
My work		73%	-3	+2 ✧	-2 ✧
My line manager		59%	-5	-6 ✧	-9 ✧
Learning and development		49%	+1	+5 ✧	-1
Pay and benefits		36%	-1	-1	-7 ✧
Resources and workload		76%	+3	+3 ✧	-1
Organisational objectives and purpose		82%	-1	+1	-5 ✧
My team		73%	-2	-4 ✧	-7 ✧
Inclusion and fair treatment		71%	-3	-2	-5 ✧

✧ = Statistically significant difference from comparison




¹The table above shows the strength of association between engagement and the themes for Civil Service

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 the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from CS2010
Leadership and managing change Strength of association with engagement: 			
B49. I think it is safe to challenge the way things are done in ECGD	48%	+9 ◇	+8 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	38%	+1	+5 ◇
B46. When changes are made in ECGD they are usually for the better	25%	+1	+2
B44. Overall, I have confidence in the decisions made by ECGD's Executive Committee	37%	-	+1
B40. I feel that ECGD as a whole is managed well	41%	-6	0
B41. The Senior Management Team in ECGD are sufficiently visible	45%	+4	0
B42. I believe the actions of the Senior Management Team are consistent with ECGD's values	39%	0	-1
B43. I believe that the Executive Committee has a clear vision for the future of ECGD	34%	-	-1
B45. I feel that change is managed well in ECGD	21%	-4	-6 ◇
B47. ECGD keeps me informed about matters that affect me	43%	-10 ◇	-11 ◇
My work Strength of association with engagement: 			
B05. I have a choice in deciding how I do my work	76%	-6	+6 ◇
B04. I feel involved in the decisions that affect my work	53%	-8	+4
B01. I am interested in my work	91%	+1	+2
B02. I am sufficiently challenged by my work	74%	-2	+1
B03. My work gives me a sense of personal accomplishment	72%	0	0
My line manager Strength of association with engagement: 			
B18. Poor performance is dealt with effectively in my team	36%	-4	-2
B09. My manager motivates me to be more effective in my job	59%	-5	-3
B13. Overall, I have confidence in the decisions made by my manager	65%	-6	-3
B11. My manager is open to my ideas	73%	-4	-4 ◇
B10. My manager is considerate of my life outside work	74%	-4	-4 ◇
B16. The feedback I receive helps me to improve my performance	53%	-5	-4 ◇
B15. I receive regular feedback on my performance	55%	-2	-5 ◇
B12. My manager helps me to understand how I contribute to ECGD's objectives	51%	-8	-7 ◇
B14. My manager recognises when I have done my job well	69%	-5	-7 ◇
B17. I think that my performance is evaluated fairly	52%	-11 ◇	-9 ◇

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 CS2010	Difference from CS High Performers
My work									
 :Strength of association with engagement									
B01. I am interested in my work	35	56	4	5		91%	+1	+2	0
B02. I am sufficiently challenged by my work	24	50	16	9		74%	-2	+1	-3
B03. My work gives me a sense of personal accomplishment	18	54	18	10		72%	0	0	-5 ◇
B04. I feel involved in the decisions that affect my work	13	40	27	13	6	53%	-8	+4	-3
B05. I have a choice in deciding how I do my work	16	60	14	6	4	76%	-6	+6 ◇	-1
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of ECGD's purpose	31	56	8			87%	+2	+3	-3 ◇
B07. I have a clear understanding of ECGD's objectives	21	52	14	8	5	73%	-5	-4 ◇	-12 ◇
B08. I understand how my work contributes to ECGD's objectives	27	59	7	5		86%	+1	+6 ◇	0

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My line manager									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	16	43	21	14	6	59%	-5	-3	-8 ◇
B10. My manager is considerate of my life outside work	30	44	15	6	5	74%	-4	-4 ◇	-9 ◇
B11. My manager is open to my ideas	23	50	15	10		73%	-4	-4 ◇	-8 ◇
B12. My manager helps me to understand how I contribute to ECGD's objectives	13	39	35	8	5	51%	-8	-7 ◇	-12 ◇
B13. Overall, I have confidence in the decisions made by my manager	19	46	19	13		65%	-6	-3	-9 ◇
B14. My manager recognises when I have done my job well	24	45	22	5	4	69%	-5	-7 ◇	-10 ◇
B15. I receive regular feedback on my performance	15	41	21	17	7	55%	-2	-5 ◇	-10 ◇
B16. The feedback I receive helps me to improve my performance	10	42	28	13	7	53%	-5	-4 ◇	-9 ◇
B17. I think that my performance is evaluated fairly	13	39	22	15	10	52%	-11 ◇	-9 ◇	-14 ◇
B18. Poor performance is dealt with effectively in my team	4	31	38	17	9	36%	-4	-2	-6 ◇
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	17	63	17			79%	-1	-4 ◇	-6 ◇
B20. The people in my team work together to find ways to improve the service we provide	10	64	19	6		74%	-3	-4 ◇	-7 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	12	55	26	5		67%	-2	-3	-8 ◇

All questions by theme

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

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Learning and development									
:Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	7	60	22	9		67%	+2	+11 ◇	+4
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	45	35	8	4	53%	+4	+5 ◇	0
B24. There are opportunities for me to develop my career in ECGD		27	33	25	14	28%	-6	-1	-8 ◇
B25. Learning and development activities I have completed while working for ECGD are helping me to develop my career	5	42	31	15	6	47%	+3	+6 ◇	+1
Inclusion and fair treatment									
:Strength of association with engagement									
B26. I am treated fairly at work	21	54	15	7		75%	0	-3	-6 ◇
B27. I am treated with respect by the people I work with	21	62	12			83%	0	0	-3 ◇
B28. I feel valued for the work I do	15	45	25	11	4	60%	-5	0	-5 ◇
B29. I think that ECGD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	19	48	21	9		67%	-7	-4	-8 ◇

All questions by theme

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

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Resources and workload									
Strength of association with engagement									
B30. In my job, I am clear what is expected of me	18	66	8	5		85%	+7 ◇	+3	-1
B31. I get the information I need to do my job well	13	56	19	10		69%	+2	+2	-2
B32. I have clear work objectives	17	56	16	8		73%	+2	-1	-6 ◇
B33. I have the skills I need to do my job effectively	24	65	8			90%	+2	+1	-1
B34. I have the tools I need to do my job effectively	16	61	15	6		77%	-3	+6 ◇	+2
B35. I have an acceptable workload	10	57	17	10	6	67%	+7	+6 ◇	0
B36. I achieve a good balance between my work life and my private life	20	53	16	6	6	73%	+4	+3	-1
Pay and benefits									
Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	4	34	20	25	17	38%	+2	0	-7 ◇
B38. I am satisfied with the total benefits package	5	34	28	20	14	38%	-7	0	-8 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	27	25	22	22	31%	+1	0	-8 ◇

All questions by theme

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


	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change									
■ ■ ■ :Strength of association with engagement									
B40. I feel that ECGD as a whole is managed well	6	35	31	22	6	41%	-6	0	-12 ◇
B41. The Senior Management Team in ECGD are sufficiently visible	5	40	20	24	11	45%	+4	0	-15 ◇
B42. I believe the actions of the Senior Management Team are consistent with ECGD's values	4	35	41	12	8	39%	0	-1	-13 ◇
B43. I believe that the Executive Committee has a clear vision for the future of ECGD	6	27	41	16	9	34%	-	-1	-13 ◇
B44. Overall, I have confidence in the decisions made by ECGD's Executive Committee	6	31	42	13	8	37%	-	+1	-10 ◇
B45. I feel that change is managed well in ECGD	18	30	33	17		21%	-4	-6 ◇	-18 ◇
B46. When changes are made in ECGD they are usually for the better	22	49	18	8		25%	+1	+2	-7 ◇
B47. ECGD keeps me informed about matters that affect me	7	36	27	21	8	43%	-10 ◇	-11 ◇	-19 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	33	26	24	12	38%	+1	+5 ◇	-2
B49. I think it is safe to challenge the way things are done in ECGD	6	42	27	15	10	48%	+9 ◇	+8 ◇	+1

All questions by theme

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

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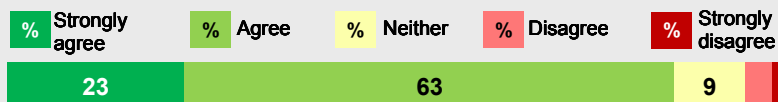
◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of ECGD	6	38	42	12		44%	-2	-10 ◇	-20 ◇
B51. I would recommend ECGD as a great place to work	8	28	41	17	6	36%	-7	-5 ◇	-16 ◇
B52. I feel a strong personal attachment to ECGD	16	34	33	13	5	50%	-5	+3	-4
B53. ECGD inspires me to do the best in my job	8	31	35	20	5	40%	+1	+1	-9 ◇
B54. ECGD motivates me to help it achieve its objectives	6	29	36	24	6	34%	-3	-1	-11 ◇
Taking action									
B55. I believe that the Senior Management Team in ECGD will take action on the results from this survey	5	41	25	18	11	45%	+10	+8 ◇	-2
B56. I believe that managers where I work will take action on the results from this survey	10	43	28	11	8	53%	+9 ◇	+7 ◇	0

All questions by theme

Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

86%	2010 % Positive
+6	Difference from previous survey
+4 ✧	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

85%	2010 % Yes
+28 ✧	Difference from previous survey
+7 ✧	Difference from CS2010

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for ECGD?

Statement	%	Difference from previous survey	Difference from CS2010
I want to leave ECGD as soon as possible	4%	-3	-3
I want to leave ECGD within the next 12 months	14%	+2	+3
I want to stay working for ECGD for at least the next year	31%	-1	+5 ✧
I want to stay working for ECGD for at least the next three years	50%	+3	-5 ✧

The Civil Service Code

Differences are based on '% Yes' score

Question	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	94	6	+4	+13 ✧
E02. Are you aware of how to raise a concern under the Civil Service Code?	62	38	+13 ✧	+10 ✧
E03. Are you confident that if you raised a concern under the Civil Service Code in ECGD it would be investigated properly?	70	30	+7	+8 ✧

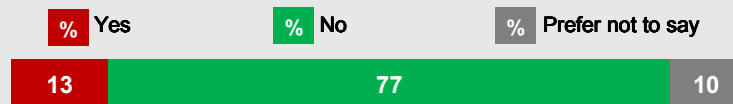
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All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?

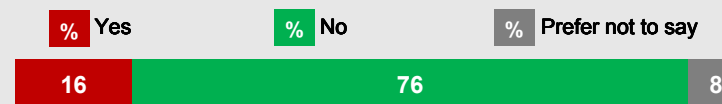


% Yes

17% | Previous survey

10% [◇] | CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



% Yes

17% | Previous survey

10% [◇] | CS2010

For respondents who selected 'Yes' to question F01.

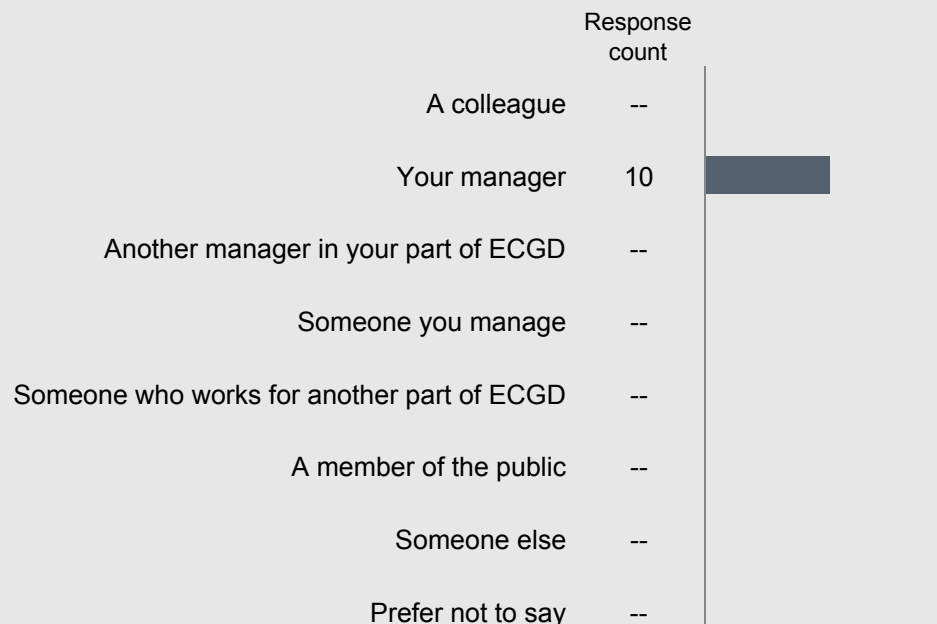
F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question F03.

F04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



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

[^] indicates a variation in question wording from your previous survey

[◇] indicates statistically significant difference from comparison

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 2009 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.
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 2010 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: ✧

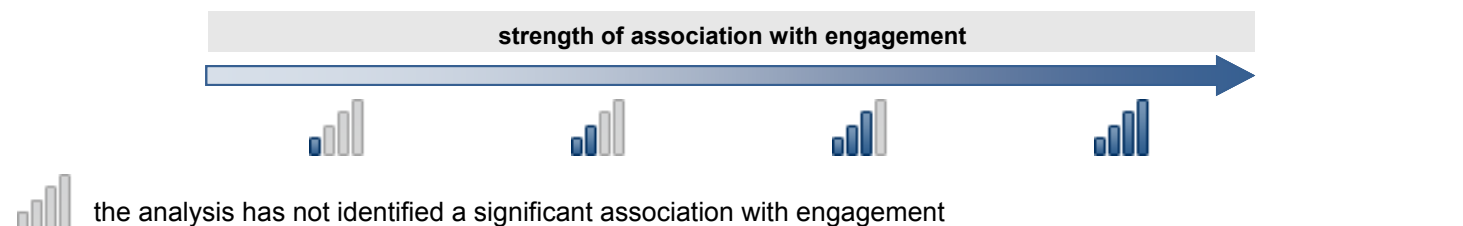
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



Confidentiality

This survey was carried out as part of the 2010 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 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.