

Returns: 180

Response rate: 88%

Your engagement index

57%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
+2	+2 ✧	-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 CS2011
B50. I am proud when I tell others I am part of ECGD	43%	-1	-9 ✧
B51. I would recommend ECGD as a great place to work	37%	+1	-6 ✧

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

B52. I feel a strong personal attachment to ECGD	51%	+1	+6 ✧
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Strive: motivated to do the best for the organisation...










B53. ECGD inspires me to do the best in my job	38%	-2	0
B54. ECGD motivates me to help it achieve its objectives	35%	0	-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	Theme score % positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Leadership and managing change		35%	-2	-3 ✧	-12 ✧
My work		77%	+4	+6 ✧	+1
My line manager		63%	+4	-1	-5 ✧
Resources and workload		74%	-2	+1	-2
Pay and benefits		31%	-5	-1	-9 ✧
Learning and development		46%	-3	+3 ✧	-4 ✧
Organisational objectives and purpose		88%	+6 ✧	+7 ✧	+2
My team		77%	+4	0	-3 ✧
Inclusion and fair treatment		73%	+2	0	-4 ✧


✧ = 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 CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change		Strength of association with engagement: 	
B49. I think it is safe to challenge the way things are done in ECGD	41%	-7	+3 ◇
B44. Overall, I have confidence in the decisions made by ECGD's Executive Committee	38%	+1	+1
B40. I feel that ECGD as a whole is managed well	39%	-2	-1
B42. I believe the actions of the Senior Management Team are consistent with ECGD's values	37%	-2	-2
B46. When changes are made in ECGD they are usually for the better	21%	-4	-2 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	33%	-5	-3 ◇
B43. I believe that the Executive Committee has a clear vision for the future of ECGD	34%	0	-6 ◇
B45. I feel that change is managed well in ECGD	22%	+1	-6 ◇
B47. ECGD keeps me informed about matters that affect me	49%	+6	-6 ◇
B41. The Senior Management Team in ECGD are sufficiently visible	37%	-8	-8 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My work		Strength of association with engagement: 	
B04. I feel involved in the decisions that affect my work	61%	+8	+11 ◇
B05. I have a choice in deciding how I do my work	81%	+5	+10 ◇
B02. I am sufficiently challenged by my work	78%	+3	+3 ◇
B03. My work gives me a sense of personal accomplishment	75%	+4	+3 ◇
B01. I am interested in my work	91%	0	+2 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My line manager		Strength of association with engagement: 	
B13. Overall, I have confidence in the decisions made by my manager	73%	+8 ◇	+2 ◇
B09. My manager motivates me to be more effective in my job	64%	+5	+1
B16. The feedback I receive helps me to improve my performance	59%	+6	+1
B12. My manager helps me to understand how I contribute to ECGD's objectives	59%	+8	+1
B18. Poor performance is dealt with effectively in my team	36%	+1	-1
B14. My manager recognises when I have done my job well	74%	+4	-2
B15. I receive regular feedback on my performance	56%	+1	-4 ◇
B10. My manager is considerate of my life outside work	75%	+1	-4 ◇
B11. My manager is open to my ideas	74%	+1	-5 ◇
B17. I think that my performance is evaluated fairly	56%	+4	-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 CS2011
 Difference from CS High Performers

My work

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B01. I am interested in my work	37	54	6			91%	0	+2 ✧	0
B02. I am sufficiently challenged by my work	25	53	12	9		78%	+3	+3 ✧	-1
B03. My work gives me a sense of personal accomplishment	21	55	17	7		75%	+4	+3 ✧	-2
B04. I feel involved in the decisions that affect my work	11	50	22	12	4	61%	+8	+11 ✧	+1
B05. I have a choice in deciding how I do my work	17	64	13			81%	+5	+10 ✧	+4 ✧

Organisational objectives and purpose

 :Strength of association with engagement

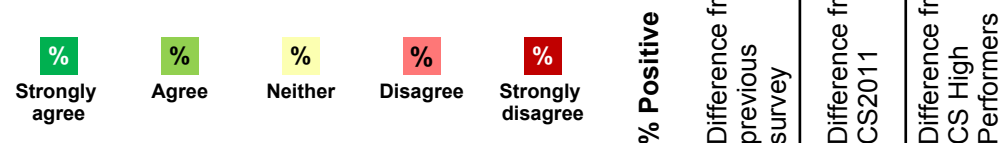
B06. I have a clear understanding of ECGD's purpose	27	64	5			91%	+4	+7 ✧	+2 ✧
B07. I have a clear understanding of ECGD's objectives	22	64	8	4		85%	+12 ✧	+7 ✧	+1
B08. I understand how my work contributes to ECGD's objectives	26	61	9			88%	+2	+7 ✧	+2

All questions by theme

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

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	20	44	19	13		64%	+5	+1	-3 ◇
B10. My manager is considerate of my life outside work	36	39	15	7		75%	+1	-4 ◇	-8 ◇
B11. My manager is open to my ideas	25	49	19	6		74%	+1	-5 ◇	-7 ◇
B12. My manager helps me to understand how I contribute to ECGD's objectives	15	45	27	12		59%	+8	+1	-5 ◇
B13. Overall, I have confidence in the decisions made by my manager	21	52	13	9	4	73%	+8 ◇	+2 ◇	-1
B14. My manager recognises when I have done my job well	26	48	16	6	4	74%	+4	-2	-5 ◇
B15. I receive regular feedback on my performance	10	46	23	16	4	56%	+1	-4 ◇	-9 ◇
B16. The feedback I receive helps me to improve my performance	13	45	26	12		59%	+6	+1	-3 ◇
B17. I think that my performance is evaluated fairly	14	43	25	11	8	56%	+4	-6 ◇	-11 ◇
B18. Poor performance is dealt with effectively in my team	5	31	45	14	5	36%	+1	-1	-4 ◇

My team

:Strength of association with engagement








B19. The people in my team can be relied upon to help when things get difficult in my job	26	60	12			86%	+7 ◇	+4 ◇	+1
B20. The people in my team work together to find ways to improve the service we provide	19	60	16	4		79%	+5	+1	-2 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	16	51	26	6		66%	-1	-3 ◇	-8 ◇

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 CS2011	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	9	56	22	12		65%	-2	+11 ◇	+1
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	43	38	9		51%	-2	+6 ◇	-2
B24. There are opportunities for me to develop my career in ECGD	22	35	26	13		25%	-2	-6 ◇	-13 ◇
B25. Learning and development activities I have completed while working for ECGD are helping me to develop my career	7	36	34	18	5	43%	-4	+3 ◇	-2
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	18	58	14	7		76%	+1	-2	-5 ◇
B27. I am treated with respect by the people I work with	21	60	14			81%	-2	-3 ◇	-5 ◇
B28. I feel valued for the work I do	15	49	23	9	4	64%	+4	+4 ◇	-2
B29. I think that ECGD respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	52	20	5		72%	+5	+2	-5 ◇

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 CS2011
 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 CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	17	67	10	6	83%	-1	+1	-3 ✧	
B31. I get the information I need to do my job well	9	57	23	8	66%	-2	-1	-4 ✧	
B32. I have clear work objectives	17	54	19	8	71%	-2	-3 ✧	-7 ✧	
B33. I have the skills I need to do my job effectively	23	68	7	0	91%	+1	+2 ✧	0	
B34. I have the tools I need to do my job effectively	15	54	16	12	69%	-8 ✧	-1	-7 ✧	
B35. I have an acceptable workload	9	59	18	10	68%	+1	+8 ✧	+3 ✧	
B36. I achieve a good balance between my work life and my private life	21	48	16	13	69%	-3	+2	-4 ✧	

Pay and benefits

 :Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	4	29	21	29	16	33%	-4	+1	-6 ✧
B38. I am satisfied with the total benefits package	5	30	27	24	14	35%	-3	+1	-6 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	18	26	28	23	23%	-8	-4 ✧	-12 ✧

All questions by theme


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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2011
 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 CS2011	Difference from CS High Performers
B40. I feel that ECGD as a whole is managed well	37	35	21	5	39%	-2	-1	-15 ✧	
B41. The Senior Management Team in ECGD are sufficiently visible	34	29	24	9	37%	-8	-8 ✧	-22 ✧	
B42. I believe the actions of the Senior Management Team are consistent with ECGD's values	34	44	13	6	37%	-2	-2	-13 ✧	
B43. I believe that the Executive Committee has a clear vision for the future of ECGD	4	30	48	12	6	34%	0	-6 ✧	-17 ✧
B44. Overall, I have confidence in the decisions made by ECGD's Executive Committee	35	46	11	6	38%	+1	+1	-10 ✧	
B45. I feel that change is managed well in ECGD	21	32	33	14	22%	+1	-6 ✧	-15 ✧	
B46. When changes are made in ECGD they are usually for the better	19	53	21	6	21%	-4	-2 ✧	-11 ✧	
B47. ECGD keeps me informed about matters that affect me	4	45	29	16	6	49%	+6	-6 ✧	-13 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	29	31	28	8	33%	-5	-3 ✧	-11 ✧
B49. I think it is safe to challenge the way things are done in ECGD	6	36	32	18	9	41%	-7	+3 ✧	-5 ✧

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 CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of ECGD	8	35	46	9		43%	-1	-9 ✧	-22 ✧
B51. I would recommend ECGD as a great place to work	8	28	43	18		37%	+1	-6 ✧	-18 ✧
B52. I feel a strong personal attachment to ECGD	14	37	37	8	4	51%	+1	+6 ✧	-2
B53. ECGD inspires me to do the best in my job	9	29	46	12	4	38%	-2	0	-11 ✧
B54. ECGD motivates me to help it achieve its objectives	7	28	40	20	6	35%	0	-1	-11 ✧
Taking action									
B55. I believe that the Senior Management Team in ECGD will take action on the results from this survey	6	34	33	17	9	40%	-5	+1	-10 ✧
B56. I believe that managers where I work will take action on the results from this survey	12	38	29	14	7	50%	-3	+1	-6 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	8	25	43	17	7	33%	-	+4 ✧	-4 ✧

All questions by theme

Your plans for the future

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

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave ECGD as soon as possible		5%	+1	-2	-5
I want to leave ECGD within the next 12 months		11%	-3	0	-3
I want to stay working for ECGD for at least the next year		38%	+6	+10 ^	+3 ^
I want to stay working for ECGD for at least the next three years		46%	-4	-8 ^	-14 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	0	+8 ^	+2 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		26	74%	+12 ^	+15 ^	+8 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in ECGD it would be investigated properly?		25	75%	+5	+11 ^	+4 ^

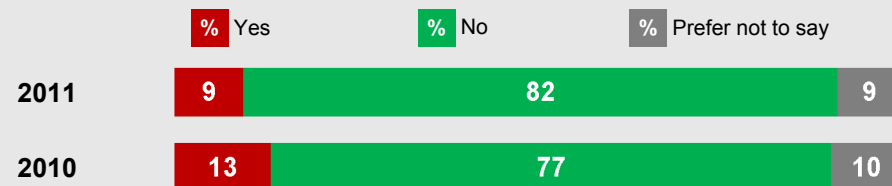
^ indicates a variation in question wording from your previous survey

◇ 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?



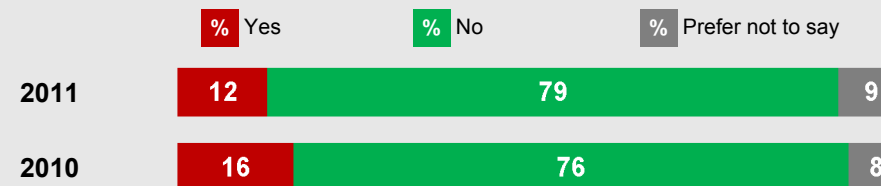
For respondents who selected 'Yes' to question E01.

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

Ground	Response count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	--
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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)

Who	Response count
A colleague	--
Your manager	--
Another manager in my part of ECGD	--
Someone you manage	--
Someone who works for another part of ECGD	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✦

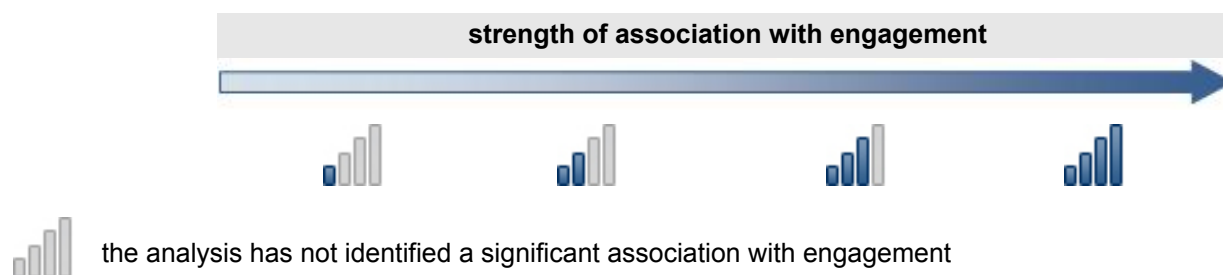
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2011 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.