



Returns : 9,856

Response rate : 84%

Civil Service People Survey 2016

 Strength of association with engagement

 Statistically significant difference from comparison

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



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 CS2016	Difference from CS High Performers
Leadership and managing change		59%	+3 ✧	+16 ✧	+6 ✧
My work		80%	+1 ✧	+5 ✧	+1 ✧
My manager		72%	+1 ✧	+4 ✧	+1 ✧
Pay and benefits		27%	+1 ✧	-3 ✧	-10 ✧
Resources and workload		78%	+1 ✧	+4 ✧	+1 ✧
Learning and development		60%	+4 ✧	+10 ✧	+5 ✧
Organisational objectives and purpose		83%	+2 ✧	0	-5 ✧
My team		82%	+1 ✧	+2 ✧	-1 ✧
Inclusion and fair treatment		79%	+1 ✧	+4 ✧	0



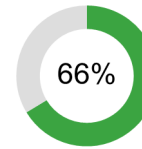
Strength of association with engagement



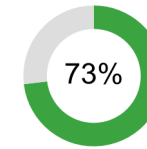
Statistically significant difference from comparison

Wellbeing

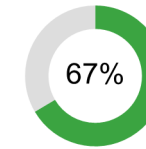
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



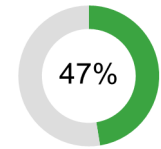
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



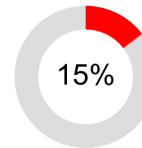
W03. Overall, how happy did you feel yesterday?



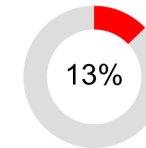
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

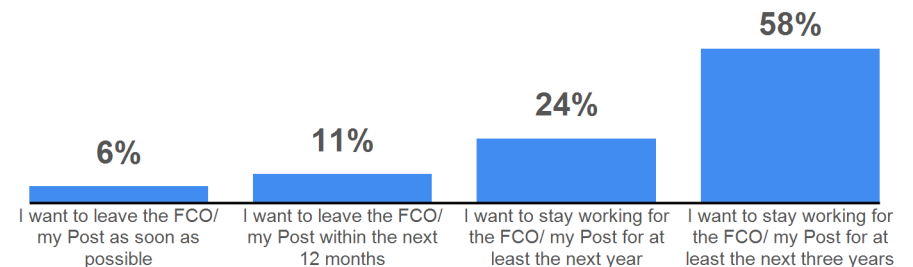


During the past 12 months have you personally experienced discrimination at work?



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

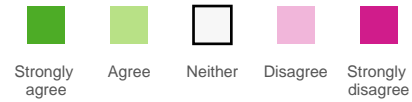
My work

80% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	55	39	5	0	1	93%	+1 ◇	+3 ◇	+2 ◇
B02 I am sufficiently challenged by my work	38	44	10	6	2	82%	0	+2 ◇	-1 ◇
B03 My work gives me a sense of personal accomplishment	35	47	11	5	2	82%	+1 ◇	+7 ◇	+3 ◇
B04 I feel involved in the decisions that affect my work	22	44	18	11	7	66%	+1 ◇	+9 ◇	+5 ◇
B05 I have a choice in deciding how I do my work	28	48	14	7	5	75%	+1 ◇	+1 ◇	-3 ◇

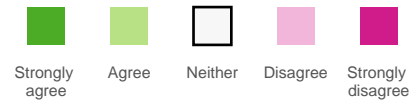
Organisational objectives and purpose

83% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of the FCO's purpose	30	54	12	2	2	83%	+1 ◇	-3 ◇	-7 ◇
B07 I have a clear understanding of the FCO's objectives	26	54	14	5	3	81%	+2 ◇	+1 ◇	-4 ◇
B08 I understand how my work contributes to the FCO's objectives	33	52	11	2	2	84%	+1 ◇	+1 ◇	-3 ◇

All questions by theme

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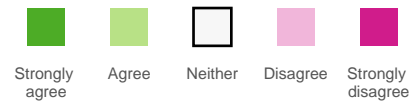
My manager

72% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	30	44	14	7	7	75%	+1 ◆	+6 ◆	+2 ◆
B10	My manager is considerate of my life outside work	36	42	13	6	6	77%	+1 ◆	-5 ◆	-9 ◆
B11	My manager is open to my ideas	36	45	12	5	5	81%	0	0	-4 ◆
B12	My manager helps me to understand how I contribute to the FCO's objectives	25	44	21	8	8	69%	+2 ◆	+4 ◆	-1 ◆
B13	Overall, I have confidence in the decisions made by my manager	30	45	15	6	6	74%	+1 ◆	+1 ◆	-4 ◆
B14	My manager recognises when I have done my job well	36	45	11	5	5	81%	0	+3 ◆	0
B15	I receive regular feedback on my performance	24	46	17	10	10	70%	+1 ◆	+4 ◆	+1 ◆
B16	The feedback I receive helps me to improve my performance	28	45	17	7	7	73%	+2 ◆	+10 ◆	+7 ◆
B17	I think that my performance is evaluated fairly	23	45	19	8	5	68%	+2 ◆	+5 ◆	0
B18	Poor performance is dealt with effectively in my team	17	38	29	10	6	54%	+1 ◆	+15 ◆	+12 ◆

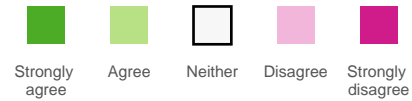
My team

82% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	36	48	10	5	5	84%	0	0	-3 ◆
B20	The people in my team work together to find ways to improve the service we provide	35	48	11	5	5	83%	+1 ◆	+1 ◆	-1 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	32	47	14	5	5	79%	+1 ◆	+4 ◆	0

All questions by theme

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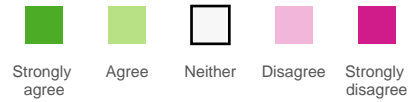
Learning and development

60% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	18	48	20	11	11	66%	+2 ◆	+5 ◆	-2 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	20	45	24	8	11	65%	+4 ◆	+14 ◆	+8 ◆
B24	There are opportunities for me to develop my career in the FCO/ my Post	15	36	23	15	11	51%	+6 ◆	+9 ◆	0
B25	Learning and development activities I have completed while working for the FCO/ my Post are helping me to develop my career	17	42	25	10	5	59%	+5 ◆	+16 ◆	+8 ◆

Inclusion and fair treatment

79% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	30	49	11	6	6	79%	+1 ◆	+1 ◆	-3 ◆
B27	I am treated with respect by the people I work with	35	50	9	9	6	86%	+1 ◆	+1 ◆	-2 ◆
B28	I feel valued for the work I do	29	46	14	7	6	75%	+2 ◆	+10 ◆	+5 ◆
B29	I think that the FCO/ my Post respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29	48	14	6	6	77%	+1 ◆	+4 ◆	-1 ◆

All questions by theme

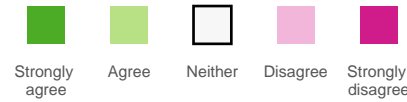
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Resources and workload **78%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	32	55	8			86%	0 ◆	+4 ◆	0
B31 I get the information I need to do my job well	24	53	15	7		77%	+1 ◆	+8 ◆	+3 ◆
B32 I have clear work objectives	28	55	11	5		83%	+1 ◆	+8 ◆	+4 ◆
B33 I have the skills I need to do my job effectively	37	54	6			91%	+1 ◆	+3 ◆	0
B34 I have the tools I need to do my job effectively	23	47	15	11		70%	+2 ◆	0	-6 ◆
B35 I have an acceptable workload	17	48	16	13	6	66%	+3 ◆	+7 ◆	+1 ◆
B36 I achieve a good balance between my work life and my private life	22	49	15	10		70%	+1 ◆	+3 ◆	-1 ◆

Pay and benefits **27%** +1

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	7	22	18	26	28	29%	+1 ◆	-3 ◆	-11 ◆
B38 I am satisfied with the total benefits package	7	23	21	25	23	30%	+1 ◆	-4 ◆	-10 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	17	18	26	33	24%	+1 ◆	-3 ◆	-11 ◆

All questions by theme

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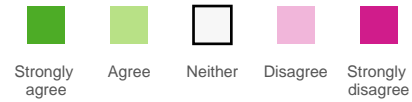
Leadership and managing change

59% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that the FCO/ my Post as a whole is managed well	17	48	20	10	5	66%	+3 ◆	+19 ◆	+7 ◆
B41	Senior managers, e.g. Directors or Heads of Mission, in the FCO/ my Post are sufficiently visible	24	49	14	9	5	73%	+1 ◆	+18 ◆	+8 ◆
B42	I believe the actions of senior managers, e.g. Directors or Heads of Mission, are consistent with the FCO's values	21	49	21	6	5	70%	+2 ◆	+21 ◆	+12 ◆
B43	I believe that the FCO Board has a clear vision for the future of the FCO/ my Post	14	40	31	11	5	54%	+4 ◆	+11 ◆	0
B44	Overall, I have confidence in the decisions made by the FCO's/ my Post's senior managers	17	44	25	9	5	61%	+3 ◆	+17 ◆	+7 ◆
B45	I feel that change is managed well in the FCO/ my Post	12	39	28	15	6	51%	+4 ◆	+22 ◆	+10 ◆
B46	When changes are made in the FCO/ my Post they are usually for the better	11	32	37	15	5	43%	+4 ◆	+13 ◆	+5 ◆
B47	The FCO/ my Post keeps me informed about matters that affect me	15	51	21	9	5	66%	+2 ◆	+10 ◆	+2 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	12	38	28	15	7	50%	+2 ◆	+12 ◆	+3 ◆
B49	I think it is safe to challenge the way things are done in the FCO/ my Post	13	40	27	13	7	53%	+2 ◆	+10 ◆	+4 ◆

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 CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of the FCO/ my Post	36	45	14			81%	+2 ◆	+22 ◆	+15 ◆
B51 I would recommend the FCO/ my Post as a great place to work	25	40	21	9		66%	+4 ◆	+15 ◆	+5 ◆
B52 I feel a strong personal attachment to the FCO/ my Post	27	41	21	8		68%	+3 ◆	+20 ◆	+12 ◆
B53 The FCO/ my Post inspires me to do the best in my job	24	42	23	8		66%	+4 ◆	+20 ◆	+14 ◆
B54 The FCO/ my Post motivates me to help it achieve its objectives	22	41	25	8		63%	+4 ◆	+20 ◆	+13 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that senior managers, e.g. Directors or Heads of Mission, in the FCO/ my Post will take action on the results from this survey	19	42	23	11	7	60%	+3 ◆	+14 ◆	+6 ◆
B56 I believe that managers where I work will take action on the results from this survey	20	43	22	9	6	63%	+1 ◆	+7 ◆	-1 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	15	34	33	11	7	49%	+1 ◆	+14 ◆	+8 ◆

All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	37	52	7			90%	0 ◆	+2 ◆	0
B59 I believe I would be supported if I try a new idea, even if it may not work	21	50	19	7		71%	+1 ◆	+2 ◆	-2 ◆
B60 When I talk about the FCO/ my Post I say "we" rather than "they"	30	49	15	5		79%	+3 ◆	+7 ◆	0
B61 I have some really good friendships at work	34	47	14			81%	+2 ◆	+4 ◆	0 ◆

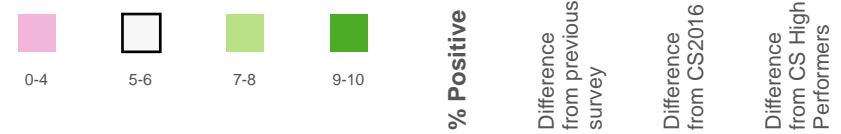
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior managers, e.g. Directors or Heads of Mission, in the FCO/ my Post actively role model the behaviours set out in the Civil Service Leadership Statement	18	45	26	6		63%	+7 ◆	+20 ◆	+14 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	45	25	6		65%	+5 ◆	+4 ◆	-2 ◆

All questions by theme

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Wellbeing



Unlike the questions B01-B63 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	11	22	44	22	66%	0	0	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	19	44	29	73%	+1 ◆	+2 ◆	-1 ◆
W03 Overall, how happy did you feel yesterday?	12	21	40	27	67%	+1 ◆	+3 ◆	0 ◆

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



W04 Overall, how anxious did you feel yesterday?	23	25	23	30	47%	+1 ◆	-3 ◆	-6 ◆
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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 CS2016	Difference from CS High Performers
I want to leave the FCO/ my Post as soon as possible		6%	0	-2 ◆	-5 ◆
I want to leave the FCO/ my Post within the next 12 months		11%	-2 ◆	-4 ◆	-8 ◆
I want to stay working for the FCO/ my Post for at least the next year		24%	-3 ◆	-8 ◆	-15 ◆
I want to stay working for the FCO/ my Post for at least the next three years		58%	+5 ◆	+15 ◆	+7 ◆

The Civil Service Code

Differences are based on '% Yes' score

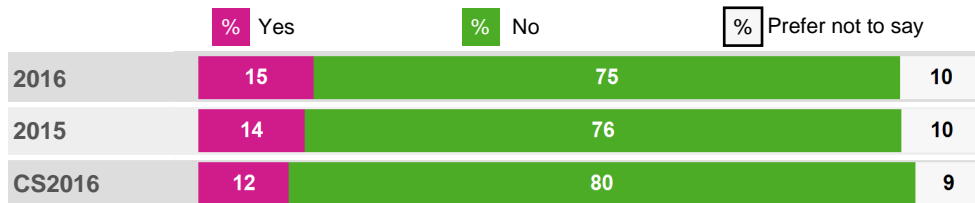
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		28	72%	0	-20 ◆	-23 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		44	56%	+1 ◆	-11 ◆	-18 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the FCO it would be investigated properly?		37	63%	+2 ◆	-4 ◆	-12 ◆

All questions by theme

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Discrimination, harassment and bullying

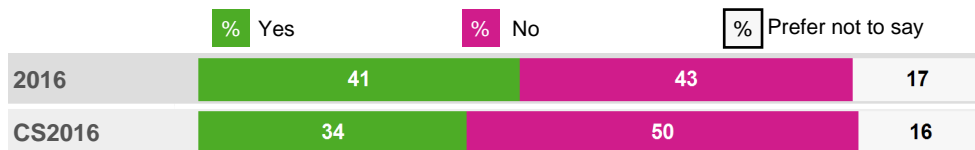
E01. During the past 12 months, have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?



For respondents who selected 'Yes' to question E01.

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

	Response Count
Age	164
Caring responsibilities	166
Disability	49
Ethnic background	165
Gender	174
Gender reassignment or perceived gender	15
Grade, pay band or responsibility level	637
Main spoken/written language or language ability	128
Religion or belief	52
Sexual orientation	25
Social or educational background	145
Working location	154
Working pattern	287
Any other grounds	292
Prefer not to say	171

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	360
Your manager	412
Another manager in my part of the FCO	309
Someone you manage	45
Someone who works for another part of the FCO	132
A member of the public	29
Someone else	77
Prefer not to say	181

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	16	52	22	7	7	67%	+5 ◇
F02 I feel that my Post/ Directorate is led effectively	23	50	17	7	7	73%	+2 ◇
F03 I have a clear understanding of my Post/ Directorate's objectives	23	55	16	5	5	77%	+2 ◇
F04 I feel proud to work for my Post/ Directorate	30	49	16	5	5	78%	+1 ◇
F05 I feel that change is managed well in my Post/ Directorate	15	41	28	12	6	56%	+2 ◇
F06 I understand the aims of Diplomacy 20:20	10	37	31	16	5	47%	--
F07 I would feel able to report discrimination, bullying or harassment without worrying that it would have a negative impact on me	21	44	19	11	6	64%	-1 ◇
F08 I believe the process of filling vacancies within the FCO/ my Post is fair	15	41	23	13	8	56%	+3 ◇
F09 Promotion within the FCO/ my Post is based on merit	12	32	30	15	11	44%	+3 ◇
F10 I have the technology (ICT/IT) I need to do my job effectively	11	34	17	21	17	45%	--
F11 UK-based and Local Staff work together as 'One Team'	17	41	24	12	6	58%	+4 ◇
F12 Staff from the FCO and other UK government departments work together as 'One HMG'	14	39	28	13	5	53%	+4 ◇
F13 The contribution of Local Staff at my Post is valued	21	45	26	5	5	66%	--

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
F14 Over the last 12 months bureaucratic processes in the FCO have reduced	6	22	42	21	9	28%	+2 ◇
F15 The Diplomatic Academy has helped me to improve my performance in my job	9	26	44	14	7	35%	+6 ◇

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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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 fewer 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.