


Department for International Development

Returns : 2,329

Response rate : 85%

Civil Service People Survey 2015


 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.

Engagement Index

70%

Difference from previous survey 0


Difference from CS2015 +12 


Difference from CS High Performers +7 

My work

80% 

Difference from previous survey 0


Difference from CS2015 +5 


Difference from CS High Performers +2 

Organisational objectives and purpose

90% 

Difference from previous survey -2 


Difference from CS2015 +8 

Difference from CS High Performers +4 

My manager

71% 

Difference from previous survey 0

Difference from CS2015 +3 


Difference from CS High Performers 0

My team

80% 

Difference from previous survey +1


Difference from CS2015 0


Difference from CS High Performers -3 

Learning and development

52% 

Difference from previous survey -7 


Difference from CS2015 +3 

Difference from CS High Performers -3 

Inclusion and fair treatment

78% 


Difference from previous survey 0


Difference from CS2015 +3 


Difference from CS High Performers -1

Resources and workload


74% 


Difference from previous survey -2 


Difference from CS2015 +1 

Difference from CS High Performers -3 

Pay and benefits

36% 

Difference from previous survey -1 


Difference from CS2015 +7 


Difference from CS High Performers 0

Leadership and managing change

50% 

Difference from previous survey 0

Difference from CS2015 +7 

Difference from CS High Performers -1 



Strength of association with engagement



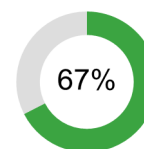
Statistically significant difference from comparison

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.

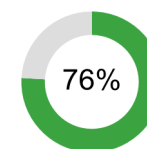
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		50%	0	+7 ✧	-1 ✧
My work		80%	0	+5 ✧	+2 ✧
Learning and development		52%	-7 ✧	+3 ✧	-3 ✧
My manager		71%	0	+3 ✧	0
Organisational objectives and purpose		90%	-2 ✧	+8 ✧	+4 ✧
Pay and benefits		36%	-1 ✧	+7 ✧	0
Resources and workload		74%	-2 ✧	+1 ✧	-3 ✧
My team		80%	+1	0	-3 ✧
Inclusion and fair treatment		78%	0	+3 ✧	-1

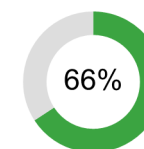
Wellbeing



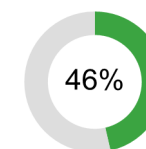
Overall, how satisfied are you with your life nowadays?



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

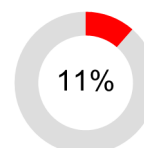


Overall, how happy did you feel yesterday?

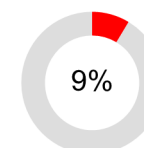


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

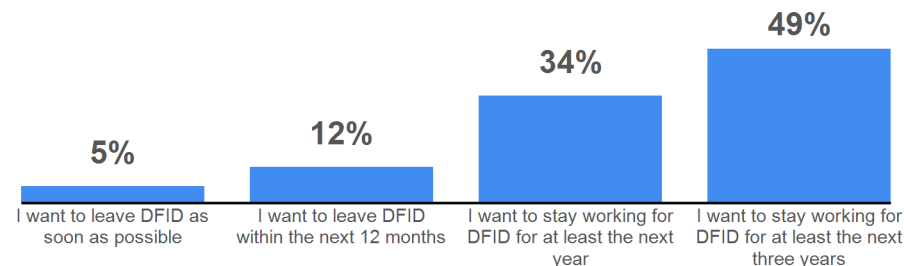


During the past 12 months have you personally experienced discrimination at work?



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

80% 0

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2015

Difference
from CS High
Performers

B01 I am interested in my work	55	39	8	6	94%	+1 ♦	+5 ♦	+3 ♦
B02 I am sufficiently challenged by my work	40	45	8	6	85%	+1 ♦	+6 ♦	+2 ♦
B03 My work gives me a sense of personal accomplishment	32	48	12	6	80%	0	+5 ♦	+2 ♦
B04 I feel involved in the decisions that affect my work	17	45	18	14	62%	-1 ♦	+6 ♦	-2 ♦
B05 I have a choice in deciding how I do my work	27	51	12	8	78%	+1	+5 ♦	-1 ♦

Organisational objectives and purpose

90% -2

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2015

Difference
from CS High
Performers

B06 I have a clear understanding of DFID's purpose	43	49	5	3	92%	-2 ♦	+7 ♦	+3 ♦
B07 I have a clear understanding of DFID's objectives	37	52	7	4	89%	-2 ♦	+10 ♦	+5 ♦
B08 I understand how my work contributes to DFID's objectives	38	51	7	4	90%	-1 ♦	+7 ♦	+3 ♦

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

My manager

71% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

B09	My manager motivates me to be more effective in my job	27	46	15	9	73%	0	+5 ♦	+1
B10	My manager is considerate of my life outside work	40	43	10	5	83%	+3 ♦	+1 ♦	-2 ♦
B11	My manager is open to my ideas	37	45	11	5	83%	+1	+2 ♦	-2 ♦
B12	My manager helps me to understand how I contribute to DFID's objectives	22	45	22	8	67%	-1	+4 ♦	-1 ♦
B13	Overall, I have confidence in the decisions made by my manager	27	45	16	7	73%	+1	+1	-4 ♦
B14	My manager recognises when I have done my job well	35	46	11	5	81%	0	+2 ♦	0
B15	I receive regular feedback on my performance	20	48	17	11	69%	+2 ♦	+2 ♦	-1 ♦
B16	The feedback I receive helps me to improve my performance	21	47	20	9	68%	0	+7 ♦	+4 ♦
B17	I think that my performance is evaluated fairly	19	47	19	10	66%	-1 ♦	+4 ♦	-2 ♦
B18	Poor performance is dealt with effectively in my team	10	33	38	13	42%	-2 ♦	+3 ♦	-1 ♦

My team

80% +1

Difference from previous survey



Strength of association with engagement



B19	The people in my team can be relied upon to help when things get difficult in my job	31	52	10	5	83%	+2 ♦	-1 ♦	-4 ♦
B20	The people in my team work together to find ways to improve the service we provide	30	51	13	5	80%	0	0	-4 ♦
B21	The people in my team are encouraged to come up with new and better ways of doing things	28	49	15	6	77%	0	+2 ♦	-2 ♦

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

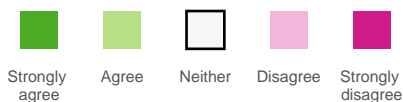
Learning and development

52% -7

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	11	38	23	20	7	49%	-10 ♦	-14 ♦	-18 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	41	30	12	5	54%	-8 ♦	+2 ♦	-4 ♦
B24	There are opportunities for me to develop my career in DFID	13	38	25	16	8	51%	-4 ♦	+10 ♦	+1 ♦
B25	Learning and development activities I have completed while working for DFID are helping me to develop my career	13	42	27	13	5	55%	-6 ♦	+11 ♦	+5 ♦

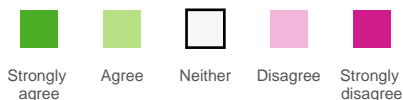
Inclusion and fair treatment

78% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	27	54	11	6		81%	+1 ♦	+3 ♦	-1
B27	I am treated with respect by the people I work with	35	52	8			86%	0	+2 ♦	-1 ♦
B28	I feel valued for the work I do	25	46	17	9		71%	-1	+7 ♦	+2 ♦
B29	I think that DFID respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	25	49	15	8		74%	-2 ♦	+2 ♦	-4 ♦

All questions by theme

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

Resources and workload

74%

-2

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2015

Difference
from CS High
Performers

B30	In my job, I am clear what is expected of me	26	58	9	7	83%	-1 ♦	0	-3 ♦
B31	I get the information I need to do my job well	18	56	16	9	73%	-2 ♦	+4 ♦	0
B32	I have clear work objectives	24	59	11	6	82%	-1	+7 ♦	+3 ♦
B33	I have the skills I need to do my job effectively	29	61	7		90%	-1 ♦	+2 ♦	0
B34	I have the tools I need to do my job effectively	17	54	15	11	72%	-4 ♦	+3 ♦	-2 ♦
B35	I have an acceptable workload	9	45	18	21	54%	-2 ♦	-5 ♦	-10 ♦
B36	I achieve a good balance between my work life and my private life	14	47	18	15	62%	-1	-5 ♦	-10 ♦

Pay and benefits

36%

-1

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2015

Difference
from CS High
Performers

B37	I feel that my pay adequately reflects my performance	5	32	22	25	37%	-2 ♦	+5 ♦	0
B38	I am satisfied with the total benefits package	6	33	21	24	39%	-1	+6 ♦	0
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	27	21	26	33%	-2 ♦	+7 ♦	+1

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Leadership and managing change

50% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that DFID as a whole is managed well	8	51	23	14	5	59%	0	+13 ♦	+2 ♦
B41 Senior managers in DFID are sufficiently visible	12	54	18	12	5	66%	0	+13 ♦	0
B42 I believe the actions of senior managers are consistent with DFID's values	9	46	29	12	5	55%	-2 ♦	+10 ♦	-1 ♦
B43 I believe that the Executive Management Committee has a clear vision for the future of DFID	9	45	32	11	5	54%	+5 ♦	+12 ♦	0
B44 Overall, I have confidence in the decisions made by DFID's senior managers	8	43	32	13	5	51%	0	+10 ♦	-1
B45 I feel that change is managed well in DFID		33	32	23	8	37%	-1 ♦	+7 ♦	-2 ♦
B46 When changes are made in DFID they are usually for the better		26	42	22	6	30%	-1	+3 ♦	-5 ♦
B47 DFID keeps me informed about matters that affect me	8	56	22	11	5	64%	+1 ♦	+8 ♦	0
B48 I have the opportunity to contribute my views before decisions are made that affect me	6	39	29	20	7	45%	+2 ♦	+9 ♦	0
B49 I think it is safe to challenge the way things are done in DFID	6	36	27	21	9	43%	0	+1 ♦	-7 ♦

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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of DFID	34	49			14	83%	0	+26 ♦	+17 ♦
B51 I would recommend DFID as a great place to work	23	44	23		8	67%	0	+20 ♦	+8 ♦
B52 I feel a strong personal attachment to DFID	26	42	22		9	67%	+1	+21 ♦	+14 ♦
B53 DFID inspires me to do the best in my job	20	43	25		10	63%	-2 ♦	+19 ♦	+12 ♦
B54 DFID motivates me to help it achieve its objectives	19	43	26		10	61%	-1 ♦	+20 ♦	+13 ♦

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers in DFID will take action on the results from this survey	11	44	26	13	6	55%	-1	+11 ♦	0
B56 I believe that managers where I work will take action on the results from this survey	20	46	18	10	6	66%	-1 ♦	+10 ♦	+3 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	13	34	33	12	7	48%	-2 ♦	+14 ♦	+6 ♦

All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	31	56		8		87%	+1	0	-2 ♦
B59 I believe I would be supported if I try a new idea, even if it may not work	18	49	21	10		67%	+1	-1 ♦	-6 ♦
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	18	52	19	8		70%	-1 ♦	+5 ♦	0
B61 When I talk about DFID I say "we" rather than "they"	32	52		11		85%	0	+15 ♦	+7 ♦
B62 I have some really good friendships at work	31	48		15	5	79%	0	+4 ♦	0

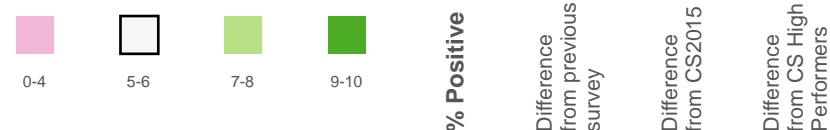
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	23	48	17	9		71%	--	+4 ♦	0
B64 Senior managers inspire people across DFID to do their best	9	42	32	13		50%	--	+13 ♦	+4 ♦
B65 My manager leads our team with confidence	27	50	13	8		76%	--	+6 ♦	0
B66 Senior managers lead DFID with confidence	14	52	24	8		66%	--	+19 ♦	+9 ♦
B67 My manager empowers me to do my job effectively	26	50	14	7		76%	--	+4 ♦	0
B68 DFID's senior managers empower teams to deliver	9	44	30	11	5	54%	--	+14 ♦	+5 ♦
B69 Senior managers in DFID actively role model the behaviours set out in the Civil Service Leadership Statement	9	41	38	9		49%	--	+14 ♦	+6 ♦
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	18	47	26	7		65%	--	+8 ♦	+3 ♦

All questions by theme

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Wellbeing

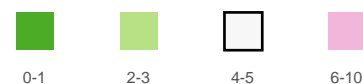


Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

W01 Overall, how satisfied are you with your life nowadays?	10	22	53	14	67%	+1 ♦	+2 ♦	-1 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	6	18	52	24	76%	+1	+5 ♦	+2 ♦
W03 Overall, how happy did you feel yesterday?	13	21	45	20	66%	0	+4 ♦	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?	17	29	22	31	46%	+1	-4 ♦	-6 ♦
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All questions by theme

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




Your plans for the future

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

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave DFID as soon as possible		5%	0	-3 ♦	-6 ♦
I want to leave DFID within the next 12 months		12%	0	-4 ♦	-8 ♦
I want to stay working for DFID for at least the next year		34%	+3 ♦	+2 ♦	-4 ♦
I want to stay working for DFID for at least the next three years		49%	-3 ♦	+6 ♦	-2 ♦

The Civil Service Code

Differences are based on '% Yes' score

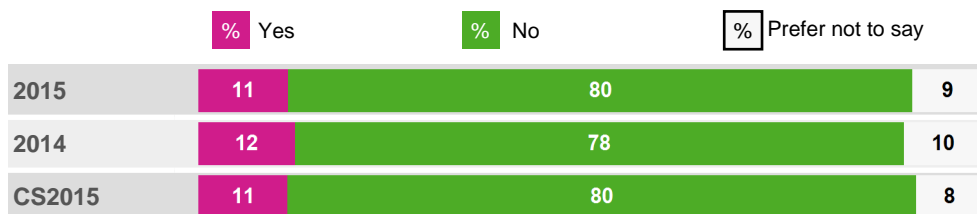
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		6	94%	+2 ♦	+3 ♦	-1 ♦
D02. Are you aware of how to raise a concern under the Civil Service Code?		29	71%	0	+5 ♦	-1 ♦
D03. Are you confident that if you raised a concern under the Civil Service Code in DFID it would be investigated properly?		26	74%	0	+6 ♦	+1

All questions by theme

♦ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

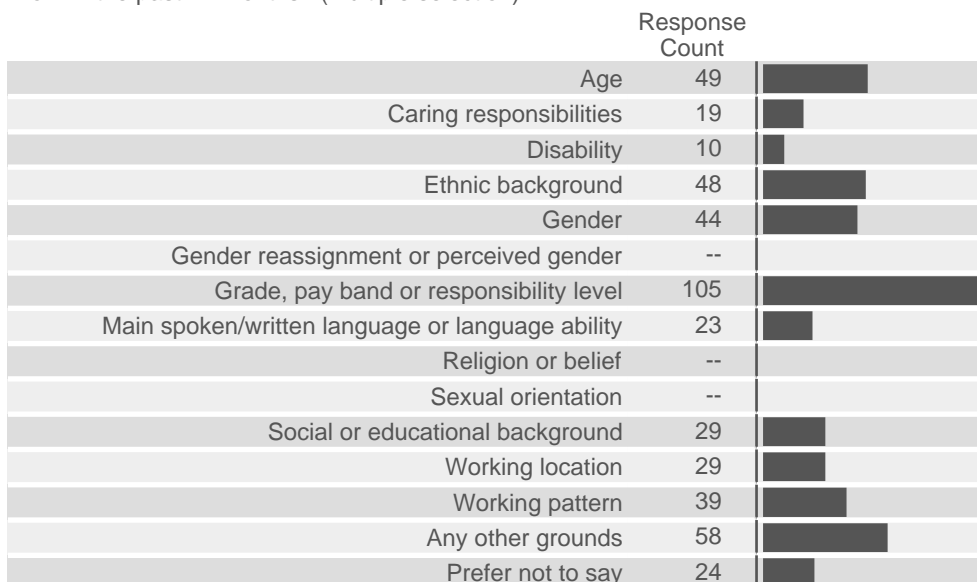
Discrimination, harassment and bullying

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



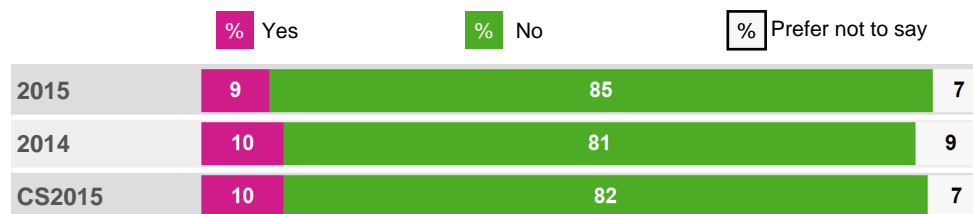
For respondents who selected 'Yes' to question E01.

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



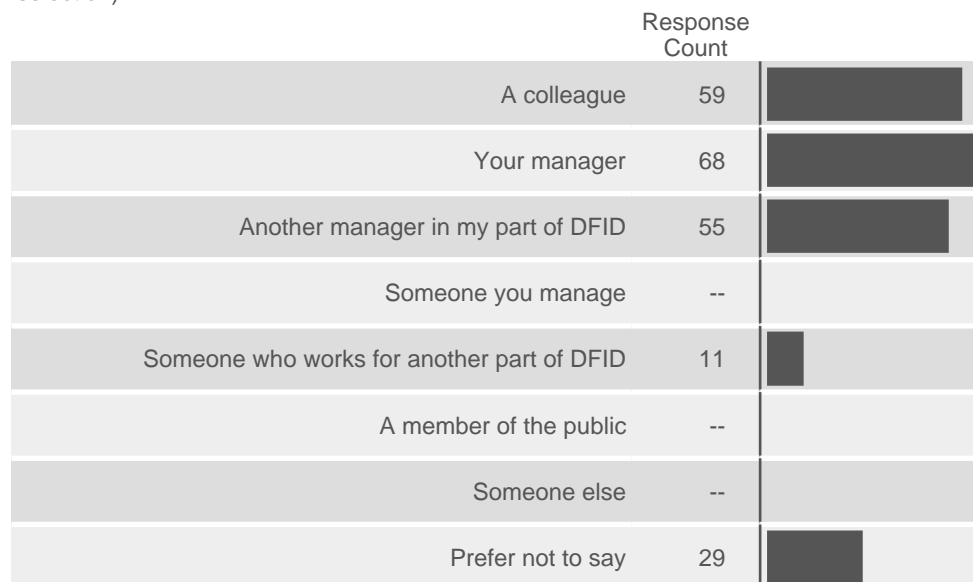
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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)



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

All questions by theme

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

Department for International Development questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	Only to be answered by people who have changed jobs within the last 12 months: I had a structured induction when beginning my present job	15	34	17	22	13	48%	-3 ♦
F02	I would be confident to report harassment or bullying in the area where I work	23	51	14	9		74%	+1 ♦
F03	Senior managers in the area where I work address health and safety issues	16	49	25	7		65%	-1 ♦
F04	Staff from DFID and other UK government departments work as 'One Team'	9	33	33	20	6	41%	-1

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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.