



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

Engagement Index

56%

Difference from
previous survey +5 ✧

Difference from
CS2016 -4 ✧

Difference from CS
High Performers -8 ✧

My work

77%

Difference from
previous survey +2 ✧

Difference from
CS2016 +2 ✧

Difference from CS
High Performers -1 ✧

Organisational objectives and purpose

79%

Difference from
previous survey +6 ✧

Difference from
CS2016 -3 ✧

Difference from CS
High Performers -8 ✧

My manager

70%

Difference from
previous survey +1 ✧

Difference from
CS2016 +2 ✧

Difference from CS
High Performers -1 ✧

My team

82%

Difference from
previous survey 0

Difference from
CS2016 +3 ✧

Difference from CS
High Performers -1 ✧

Learning and development

48%

Difference from
previous survey +1

Difference from
CS2016 -2 ✧

Difference from CS
High Performers -7 ✧

Inclusion and fair treatment

78%

Difference from
previous survey +3 ✧

Difference from
CS2016 +2 ✧

Difference from CS
High Performers -1 ✧

Resources and workload

71%

Difference from
previous survey -1

Difference from
CS2016 -3 ✧

Difference from CS
High Performers -6 ✧

Pay and benefits

26%

Difference from
previous survey -1

Difference from
CS2016 -5 ✧

Difference from CS
High Performers -11 ✧

Leadership and managing change

42%

Difference from
previous survey +9 ✧

Difference from
CS2016 -1 ✧

Difference from CS
High Performers -11 ✧



Strength of association with engagement



Statistically significant difference from comparison

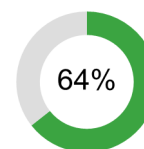
The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

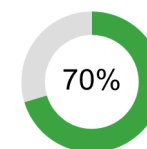
	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
Leadership and managing change		42%	+9	-1	-11
My work		77%	+2	+2	-1
Pay and benefits		26%	-1	-5	-11
My manager		70%	+1	+2	-1
Learning and development		48%	+1	-2	-7
Resources and workload		71%	-1	-3	-6
Organisational objectives and purpose		79%	+6	-3	-8
Inclusion and fair treatment		78%	+3	+2	-1
My team		82%	0	+3	-1

Wellbeing

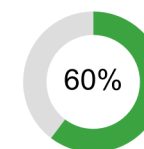
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



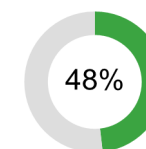
W01. Overall, how satisfied are you with your life nowadays?



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



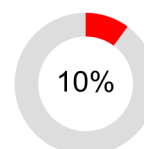
W03. Overall, how happy did you feel yesterday?



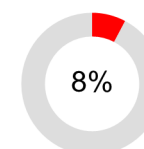
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

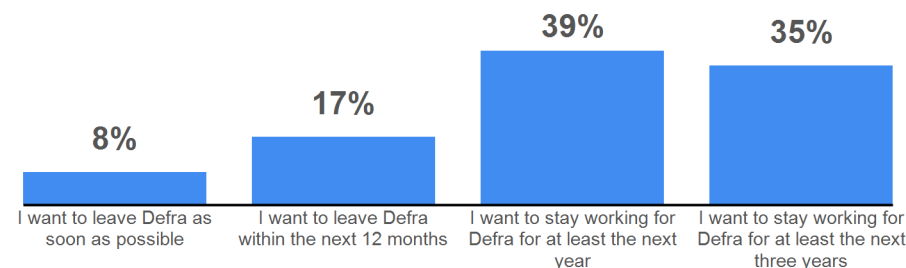


During the past 12 months have you personally experienced discrimination at work?



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

77% +2

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2016

Difference
from CS High
Performers

B01 I am interested in my work	40	49	7	7	89%	+1 ♦	-1 ♦	-2 ♦
B02 I am sufficiently challenged by my work	37	45	10	7	82%	0	+1 ♦	-1 ♦
B03 My work gives me a sense of personal accomplishment	26	48	15	9	74%	+3 ♦	-1	-5 ♦
B04 I feel involved in the decisions that affect my work	15	44	21	15	59%	+6 ♦	+3 ♦	-2 ♦
B05 I have a choice in deciding how I do my work	27	54	11	6	82%	+3 ♦	+7 ♦	+3 ♦

Organisational objectives and purpose

79% +6

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2016

Difference
from CS High
Performers

B06 I have a clear understanding of Defra's purpose	23	57	13	6	80%	+6 ♦	-5 ♦	-10 ♦
B07 I have a clear understanding of Defra's objectives	21	56	15	7	77%	+6 ♦	-2 ♦	-7 ♦
B08 I understand how my work contributes to Defra's objectives	25	56	13	5	81%	+6 ♦	-2 ♦	-7 ♦

All questions by theme

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

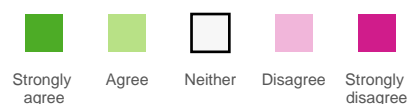
My manager

70% +1

Difference from previous survey



Strength of association with engagement



% 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	26	46	16	9	72%	+2 ♦	+3 ♦	-1 ♦
B10	My manager is considerate of my life outside work	45	42	9		87%	0	+4 ♦	+1 ♦
B11	My manager is open to my ideas	40	47	8		87%	+2 ♦	+6 ♦	+3 ♦
B12	My manager helps me to understand how I contribute to Defra's objectives	21	43	24	9	64%	+4 ♦	0	-5 ♦
B13	Overall, I have confidence in the decisions made by my manager	32	46	14	6	78%	+2 ♦	+5 ♦	0
B14	My manager recognises when I have done my job well	34	50	10		83%	+2 ♦	+5 ♦	+2 ♦
B15	I receive regular feedback on my performance	21	45	18	12	66%	+2 ♦	0	-3 ♦
B16	The feedback I receive helps me to improve my performance	20	44	25	8	64%	+2 ♦	+2 ♦	-2 ♦
B17	I think that my performance is evaluated fairly	16	40	25	13	56%	-2 ♦	-8 ♦	-12 ♦
B18	Poor performance is dealt with effectively in my team	9	31	43	12	40%	-1 ♦	+1 ♦	-2 ♦

My team

82% 0

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	38	49	9		86%	0	+2 ♦	-1 ♦
B20	The people in my team work together to find ways to improve the service we provide	33	50	12		83%	-1	+1 ♦	-2 ♦
B21	The people in my team are encouraged to come up with new and better ways of doing things	30	48	16	5	78%	0	+4 ♦	-1



All questions by theme

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

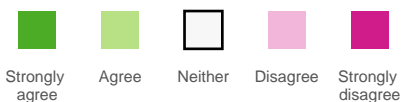
Learning and development

48% +1

Difference
from
previous
survey



Strength of
association with
engagement



% 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	10	50	24	12	60%	-3 ♦	0	-7 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	40	37	11	50%	-4 ♦	-1 ♦	-7 ♦
B24	There are opportunities for me to develop my career in Defra	7	33	27	22	40%	+9 ♦	-3 ♦	-11 ♦
B25	Learning and development activities I have completed while working for Defra are helping me to develop my career	8	35	36	15	43%	+2 ♦	-1 ♦	-9 ♦

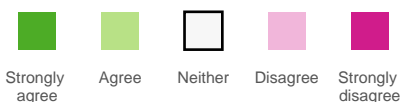
Inclusion and fair treatment

78% +3

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2016

Difference
from CS High
Performers

B26	I am treated fairly at work	25	56	11	6	81%	+2 ♦	+2 ♦	-2 ♦
B27	I am treated with respect by the people I work with	32	55	9		86%	+1 ♦	+2 ♦	-1 ♦
B28	I feel valued for the work I do	20	49	16	11	69%	+6 ♦	+4 ♦	-1 ♦
B29	I think that Defra respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	25	51	14	8	76%	+4 ♦	+2 ♦	-2 ♦



All questions by theme

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

Resources and workload

71% -1

Difference
from
previous
survey



Strength of
association with
engagement



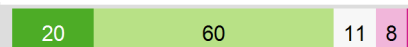
% Positive

Difference
from previous
survey

Difference
from CS2016

Difference
from CS High
Performers

B30 In my job, I am clear what is expected of me



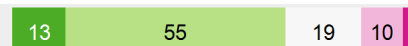
80%

+1 ♦

-2 ♦

-6 ♦

B31 I get the information I need to do my job well



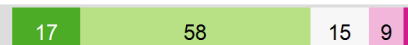
68%

-2 ♦

-1

-6 ♦

B32 I have clear work objectives



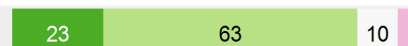
75%

0

-1

-5 ♦

B33 I have the skills I need to do my job effectively



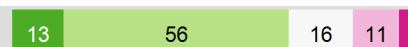
86%

+1

-2 ♦

-5 ♦

B34 I have the tools I need to do my job effectively



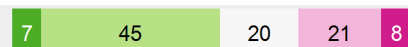
69%

-2 ♦

-1 ♦

-7 ♦

B35 I have an acceptable workload



52%

-4 ♦

-7 ♦

-13 ♦

B36 I achieve a good balance between my work life and my private life



64%

-2 ♦

-3 ♦

-8 ♦

Pay and benefits

26% -1

Difference
from
previous
survey



Strength of
association with
engagement



B37 I feel that my pay adequately reflects my performance



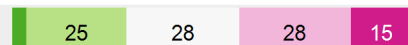
28%

0

-4 ♦

-11 ♦

B38 I am satisfied with the total benefits package



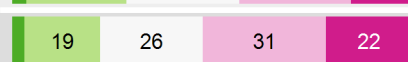
28%

-1 ♦

-5 ♦

-12 ♦

B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable



22%

-1

-5 ♦

-12 ♦

All questions by theme

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

Leadership and managing change

42% +9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

B40	I feel that Defra as a whole is managed well	5	39	31	19	7	43%	+12 ♦	-4 ♦	-15 ♦
B41	Senior Civil Servants (SCS) in Defra are sufficiently visible	13	52	20	12		65%	+11 ♦	+10 ♦	-1 ♦
B42	I believe the actions of Senior Civil Servants (SCS) are consistent with Defra's values	8	42	37	9		50%	+9 ♦	+2 ♦	-7 ♦
B43	I believe that ExCo has a clear vision for the future of Defra	6	31	44	13	6	37%	+16 ♦	-6 ♦	-17 ♦
B44	Overall, I have confidence in the decisions made by Defra's Senior Civil Servants (SCS)	6	36	37	15	6	42%	+12 ♦	-2 ♦	-13 ♦
B45	I feel that change is managed well in Defra		23	30	31	14	26%	+7 ♦	-4 ♦	-15 ♦
B46	When changes are made in Defra they are usually for the better		17	42	28	10	20%	+6 ♦	-10 ♦	-19 ♦
B47	Defra keeps me informed about matters that affect me	7	52	24	13	5	59%	+10 ♦	+3 ♦	-6 ♦
B48	I have the opportunity to contribute my views before decisions are made that affect me		30	34	23	9	34%	+5 ♦	-3 ♦	-13 ♦
B49	I think it is safe to challenge the way things are done in Defra	6	36	34	16	8	43%	+3 ♦	0	-6 ♦

All questions by theme

♦ indicates statistically significant difference from comparison
 ^ 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 Defra	11	39	34	12	6	50%	+7 ♦	-9 ♦	-16 ♦
B51 I would recommend Defra as a great place to work	8	34	35	17	6	42%	+9 ♦	-9 ♦	-19 ♦
B52 I feel a strong personal attachment to Defra	10	34	31	19	5	44%	+5 ♦	-3 ♦	-11 ♦
B53 Defra inspires me to do the best in my job	7	31	37	20	6	38%	+7 ♦	-8 ♦	-15 ♦
B54 Defra motivates me to help it achieve its objectives	7	29	38	19	6	36%	+8 ♦	-7 ♦	-14 ♦

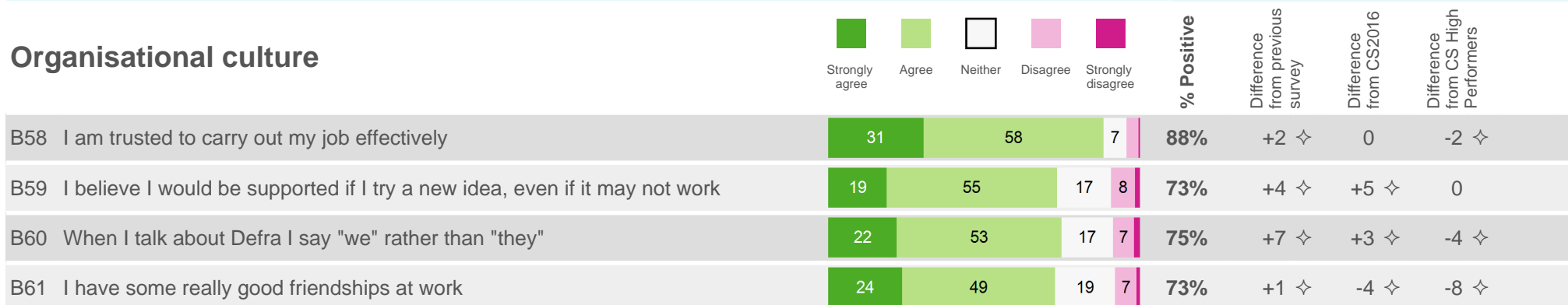
Taking action

	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 Civil Servants (SCS) in Defra will take action on the results from this survey	9	41	30	13	7	50%	+7 ♦	+4 ♦	-4 ♦
B56 I believe that managers where I work will take action on the results from this survey	17	50	21	8	4	67%	+2 ♦	+12 ♦	+3 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	11	32	40	12	5	43%	-1 ♦	+8 ♦	+1 ♦

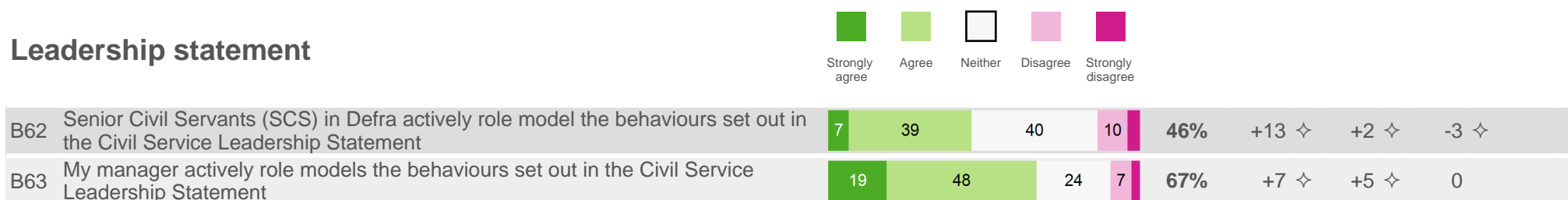
All questions by theme

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

Organisational culture



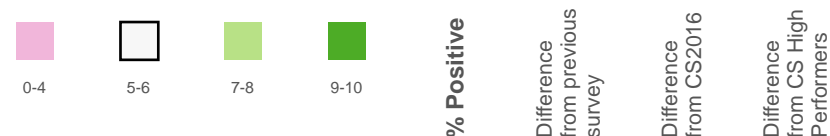
Leadership statement



All questions by theme

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

Wellbeing

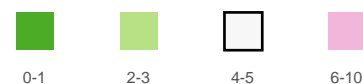


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

W01 Overall, how satisfied are you with your life nowadays?	14	21	53	11	64%	+5 ♦	-2 ♦	-5 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	19	52	18	70%	+3 ♦	-1	-4 ♦
W03 Overall, how happy did you feel yesterday?	16	24	44	17	60%	+2 ♦	-3 ♦	-6 ♦

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?	18	30	20	31	48%	+2 ♦	-2 ♦	-5 ♦
--	----	----	----	----	-----	------	------	------



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 Defra?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave Defra as soon as possible		8%	-8 ✧	0	-3 ✧
I want to leave Defra within the next 12 months		17%	-4 ✧	+2 ✧	-2 ✧
I want to stay working for Defra for at least the next year		39%	+6 ✧	+7 ✧	0
I want to stay working for Defra for at least the next three years		35%	+5 ✧	-8 ✧	-16 ✧

The Civil Service Code

Differences are based on '% Yes' score

Differences are based on % Yes score

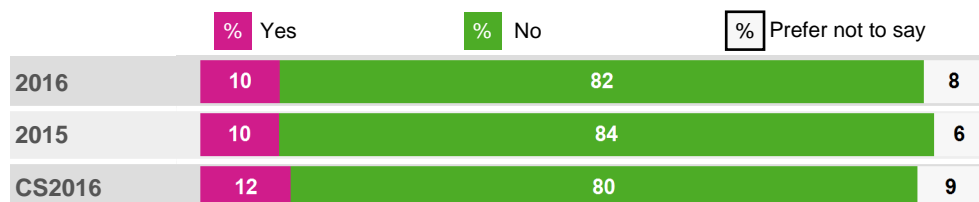
	<div><div>% Yes</div><div>% No</div></div>	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	<div><div>96</div><div>4</div></div>	96%	0	+5 ⬆	+1 ⬆
D02. Are you aware of how to raise a concern under the Civil Service Code?	<div><div>73</div><div>27</div></div>	73%	+4 ⬆	+6 ⬆	-1 ⬆
D03. Are you confident that if you raised a concern under the Civil Service Code in Defra it would be investigated properly?	<div><div>73</div><div>27</div></div>	73%	+6 ⬆	+6 ⬆	-2 ⬆

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?

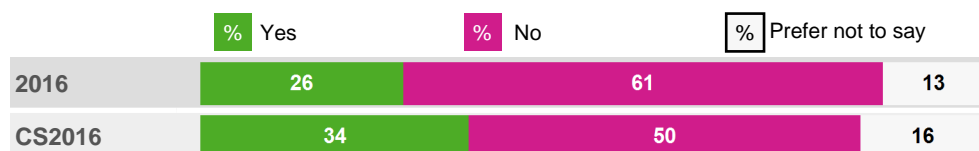


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



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	24
Caring responsibilities	--
Disability	11
Ethnic background	13
Gender	24
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	53
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	14
Working location	32
Working pattern	30
Any other grounds	42
Prefer not to say	--

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)

A colleague	24
Your manager	38
Another manager in my part of Defra	25
Someone you manage	--
Someone who works for another part of Defra	16
A member of the public	--
Someone else	--
Prefer not to say	22

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 Environment, Food and Rural Affairs questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand the need for change across the Defra group	24	57	14			81%	--
F02	I understand how the changes we are making across the Defra group will make things simpler for our customers	10	33	33	20		43%	--
F03	I can see examples of the Defra group working together	13	54	23	9		67%	--
F04	My leaders actively engage with me on changes that will make a difference to the way I work	10	48	28	11		58%	--
F05	I feel heard when I make suggestions about things that will make a difference to the way I work	9	48	29	10		57%	--
F06	I believe my organisation cares about my wellbeing	10	45	26	12	7	54%	--

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.