



Department for Environment, Food and Rural Affairs

Returns : 1,666

Response rate : 84%

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

50%

Difference from
previous survey -4 ✧

Difference from
CS2015 -8 ✧

Difference from CS
High Performers -13 ✧

My work

75%

Difference from
previous survey -3 ✧

Difference from
CS2015 0

Difference from CS
High Performers -3 ✧

Organisational objectives and purpose

73%

Difference from
previous survey -5 ✧

Difference from
CS2015 -9 ✧

Difference from CS
High Performers -13 ✧

My manager

69%

Difference from
previous survey -1 ✧

Difference from
CS2015 +1 ✧

Difference from CS
High Performers -2 ✧

My team

82%

Difference from
previous survey 0

Difference from
CS2015 +3 ✧

Difference from CS
High Performers 0

Learning and development

47%

Difference from
previous survey -5 ✧

Difference from
CS2015 -2 ✧

Difference from CS
High Performers -8 ✧

Inclusion and fair treatment

75%

Difference from
previous survey -2 ✧

Difference from
CS2015 +1

Difference from CS
High Performers -3 ✧

Resources and workload

72%

Difference from
previous survey -3 ✧

Difference from
CS2015 -1 ✧

Difference from CS
High Performers -5 ✧

Pay and benefits

27%

Difference from
previous survey +1

Difference from
CS2015 -3 ✧

Difference from CS
High Performers -9 ✧

Leadership and managing change

33%

Difference from
previous survey -5 ✧

Difference from
CS2015 -10 ✧

Difference from CS
High Performers -19 ✧



Strength of association with engagement



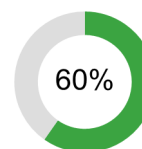
Statistically significant difference from comparison

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.

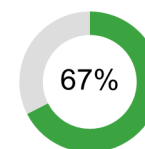
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		33%	-5 ✧	-10 ✧	-19 ✧
My work		75%	-3 ✧	0	-3 ✧
Pay and benefits		27%	+1	-3 ✧	-9 ✧
My manager		69%	-1 ✧	+1 ✧	-2 ✧
Organisational objectives and purpose		73%	-5 ✧	-9 ✧	-13 ✧
Resources and workload		72%	-3 ✧	-1 ✧	-5 ✧
Learning and development		47%	-5 ✧	-2 ✧	-8 ✧
My team		82%	0	+3 ✧	0
Inclusion and fair treatment		75%	-2 ✧	+1	-3 ✧

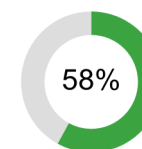
Wellbeing



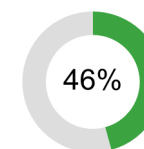
Overall, how satisfied are you with your life nowadays?



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

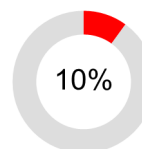


Overall, how happy did you feel yesterday?

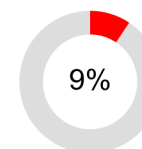


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

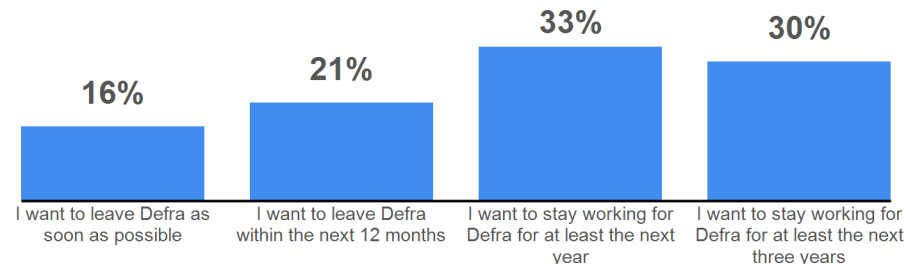


During the past 12 months have you personally experienced discrimination at work?



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

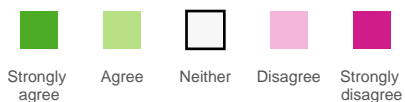
My work

75% -3

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	36	52	7	7	88%	-1 ♦	-1 ♦	-3 ♦
B02	I am sufficiently challenged by my work	32	49	9	9	81%	0	+2 ♦	-1 ♦
B03	My work gives me a sense of personal accomplishment	22	50	15	10	72%	-3 ♦	-4 ♦	-7 ♦
B04	I feel involved in the decisions that affect my work	12	41	21	18	54%	-6 ♦	-2 ♦	-10 ♦
B05	I have a choice in deciding how I do my work	24	54	12	7	78%	-2 ♦	+5 ♦	0

Organisational objectives and purpose

73% -5

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 Defra's purpose	18	56	15	8	74%	-4 ♦	-11 ♦	-15 ♦
B07	I have a clear understanding of Defra's objectives	17	55	17	8	72%	-4 ♦	-8 ♦	-13 ♦
B08	I understand how my work contributes to Defra's objectives	21	54	16	7	75%	-5 ♦	-8 ♦	-12 ♦

All questions by theme

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

My manager

69% -1

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	23	47	18	9	70%	-2 ♦	+2 ♦	-2 ♦
B10	My manager is considerate of my life outside work	46	41	8	5	87%	+2 ♦	+5 ♦	+2 ♦
B11	My manager is open to my ideas	39	46	9	6	85%	0	+5 ♦	+1 ♦
B12	My manager helps me to understand how I contribute to Defra's objectives	19	41	27	10	60%	-3 ♦	-3 ♦	-8 ♦
B13	Overall, I have confidence in the decisions made by my manager	30	46	14	6	77%	-1 ♦	+4 ♦	0
B14	My manager recognises when I have done my job well	32	49	10	6	81%	0	+3 ♦	0
B15	I receive regular feedback on my performance	19	45	19	13	65%	-2 ♦	-2 ♦	-5 ♦
B16	The feedback I receive helps me to improve my performance	18	44	24	11	62%	-3 ♦	0	-3 ♦
B17	I think that my performance is evaluated fairly	15	43	23	13	58%	-2 ♦	-4 ♦	-10 ♦
B18	Poor performance is dealt with effectively in my team	9	33	41	12	42%	-2 ♦	+2 ♦	-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	36	50	9	5	86%	+1 ♦	+2 ♦	-1
B20	The people in my team work together to find ways to improve the service we provide	31	52	12	5	83%	0	+3 ♦	-1 ♦
B21	The people in my team are encouraged to come up with new and better ways of doing things	28	50	16	6	78%	-1	+4 ♦	0

All questions by theme

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

Learning and development

47% -5

Difference from previous survey



Strength of association with engagement



% 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	13	50	21	13	63%	-4 ♦	0	-4 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	43	32	11	53%	-3 ♦	+2 ♦	-5 ♦
B24	There are opportunities for me to develop my career in Defra	6	26	27	25	31%	-10 ♦	-10 ♦	-18 ♦
B25	Learning and development activities I have completed while working for Defra are helping me to develop my career	8	34	35	16	41%	-5 ♦	-2 ♦	-8 ♦

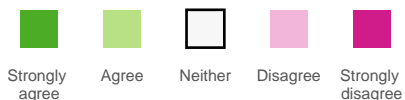
Inclusion and fair treatment

75% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

B26	I am treated fairly at work	25	54	12	5	79%	-2 ♦	+1 ♦	-2 ♦
B27	I am treated with respect by the people I work with	32	54	9		85%	-1	+1 ♦	-1 ♦
B28	I feel valued for the work I do	19	45	18	13	63%	-3 ♦	0	-6 ♦
B29	I think that Defra respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	50	16	8	72%	-4 ♦	0	-6 ♦

All questions by theme

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

Resources and workload

72% -3

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	20	59	12	8	79%	-2 ♦	-4 ♦	-6 ♦
B31	I get the information I need to do my job well	13	57	15	12	70%	-2 ♦	+1	-3 ♦
B32	I have clear work objectives	18	56	15	9	74%	-2 ♦	-1 ♦	-5 ♦
B33	I have the skills I need to do my job effectively	25	61	11		86%	-3 ♦	-3 ♦	-5 ♦
B34	I have the tools I need to do my job effectively	16	55	16	12	71%	-7 ♦	+2 ♦	-3 ♦
B35	I have an acceptable workload	8	48	18	17	56%	-2 ♦	-3 ♦	-8 ♦
B36	I achieve a good balance between my work life and my private life	16	49	16	13	66%	-1	-1 ♦	-6 ♦

Pay and benefits

27% +1

Difference
from
previous
survey



Strength of
association with
engagement



B37	I feel that my pay adequately reflects my performance	25	20	32	19	28%	+1	-3 ♦	-9 ♦
B38	I am satisfied with the total benefits package	27	25	28	17	30%	+1	-3 ♦	-9 ♦
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	22	32	23	23%	+1	-2 ♦	-9 ♦

All questions by theme

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

Leadership and managing change

33% -5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

B40	I feel that Defra as a whole is managed well	28	32	25	11	31%	-9 ♦	-15 ♦	-25 ♦
B41	Senior Civil Servants (SCS) in Defra are sufficiently visible	8	45	23	17	53%	-1	0	-13 ♦
B42	I believe the actions of Senior Civil Servants (SCS) are consistent with Defra's values	5	36	40	12	41%	-2 ♦	-4 ♦	-15 ♦
B43	I believe that the Network Executive Committee has a clear vision for the future of Defra^	19	50	19	10	21%	-7 ♦	-21 ♦	-33 ♦
B44	Overall, I have confidence in the decisions made by Defra's Senior Civil Servants (SCS)	26	40	19	10	30%	-7 ♦	-12 ♦	-22 ♦
B45	I feel that change is managed well in Defra	17	31	32	19	18%	-8 ♦	-12 ♦	-21 ♦
B46	When changes are made in Defra they are usually for the better	13	40	30	16	14%	-4 ♦	-13 ♦	-21 ♦
B47	Defra keeps me informed about matters that affect me	45	26	17	8	49%	-11 ♦	-7 ♦	-15 ♦
B48	I have the opportunity to contribute my views before decisions are made that affect me	26	32	26	12	30%	-3 ♦	-6 ♦	-15 ♦
B49	I think it is safe to challenge the way things are done in Defra	35	31	18	11	40%	-1	-1 ♦	-10 ♦

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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of Defra	8	35	35	16	6	43%	-5 ♦	-14 ♦	-23 ♦
B51 I would recommend Defra as a great place to work	5	28	32	24	10	33%	-8 ♦	-14 ♦	-26 ♦
B52 I feel a strong personal attachment to Defra	8	32	30	21	9	40%	-2 ♦	-7 ♦	-14 ♦
B53 Defra inspires me to do the best in my job	5	26	37	23	9	30%	-5 ♦	-14 ♦	-21 ♦
B54 Defra motivates me to help it achieve its objectives		24	37	25	10	28%	-5 ♦	-13 ♦	-20 ♦

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 Civil Servants (SCS) in Defra will take action on the results from this survey	6	37	30	18	10	42%	-3 ♦	-1	-12 ♦
B56 I believe that managers where I work will take action on the results from this survey	15	50	19	11	5	65%	+2 ♦	+10 ♦	+3 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	11	33	35	13	7	44%	0	+11 ♦	+2 ♦

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	28	58	8			86%	+1	-2 ♦	-3 ♦
B59 I believe I would be supported if I try a new idea, even if it may not work	15	55	19	9		70%	-2 ♦	+2 ♦	-2 ♦
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	14	53	20	8		67%	0	+2 ♦	-3 ♦
B61 When I talk about Defra I say "we" rather than "they"	17	51	19	9		68%	-3 ♦	-2 ♦	-10 ♦
B62 I have some really good friendships at work	24	47	19	8		72%	+2 ♦	-4 ♦	-8 ♦

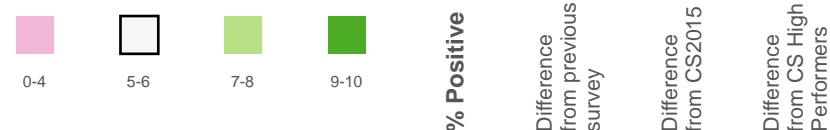
Leadership statement

	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	21	49	18	8		70%	--	+3 ♦	-1 ♦
B64 Senior Civil Servants (SCS) inspire people across Defra to do their best	27	40	20	9		31%	--	-6 ♦	-15 ♦
B65 My manager leads our team with confidence	24	52	15	7		75%	--	+5 ♦	0
B66 Senior Civil Servants (SCS) lead Defra with confidence	6	35	38	14	7	41%	--	-6 ♦	-16 ♦
B67 My manager empowers me to do my job effectively	23	52	16	7		74%	--	+3 ♦	-1 ♦
B68 Defra's Senior Civil Servants (SCS) empower teams to deliver	29	43	15	9		33%	--	-7 ♦	-15 ♦
B69 Senior Civil Servants (SCS) in Defra actively role model the behaviours set out in the Civil Service Leadership Statement	29	45	14	8		33%	--	-3 ♦	-11 ♦
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	16	44	30	7		59%	--	+2 ♦	-2 ♦

All questions by theme

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

Wellbeing

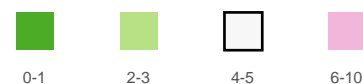


Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	15	25	50	10	60%	-1	-5 ♦	-9 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	22	48	19	67%	-1	-4 ♦	-6 ♦
W03 Overall, how happy did you feel yesterday?	18	24	42	16	58%	-1	-4 ♦	-7 ♦

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?	19	27	22	32	46%	-2 ♦	-4 ♦	-7 ♦
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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 Defra?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave Defra as soon as possible		16%	+8 ♦	+7 ♦	+4 ♦
I want to leave Defra within the next 12 months		21%	+3 ♦	+6 ♦	+1 ♦
I want to stay working for Defra for at least the next year		33%	-3 ♦	+1 ♦	-5 ♦
I want to stay working for Defra for at least the next three years		30%	-8 ♦	-13 ♦	-21 ♦

The Civil Service Code

Differences are based on '% Yes' score

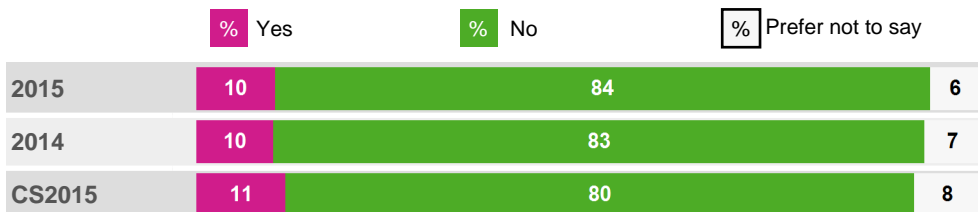
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		4	96%	-1 ♦	+5 ♦	+1 ♦
D02. Are you aware of how to raise a concern under the Civil Service Code?		30	70%	+1	+3 ♦	-3 ♦
D03. Are you confident that if you raised a concern under the Civil Service Code in Defra it would be investigated properly?		32	68%	-2 ♦	0	-5 ♦

All questions by theme

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

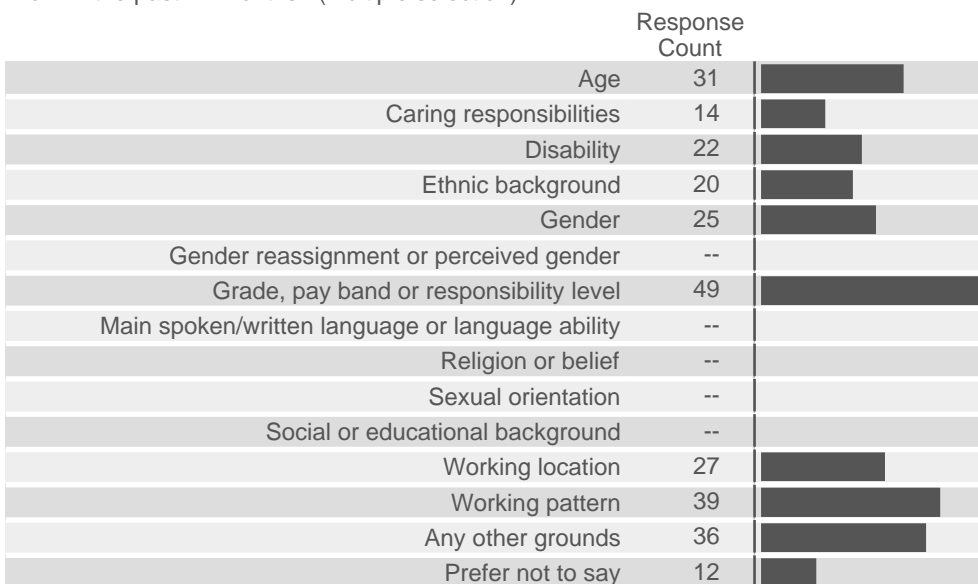
Discrimination, harassment and bullying

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



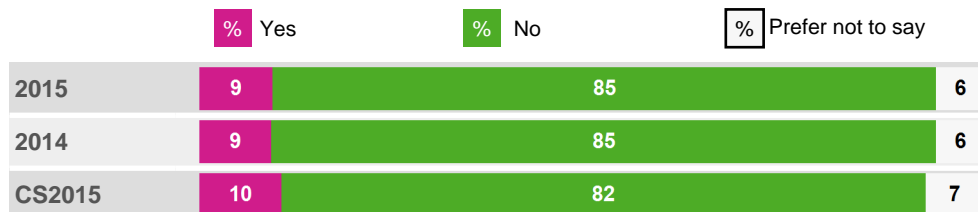
For respondents who selected 'Yes' to question E01.

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 Environment, Food and Rural Affairs questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	'One business' will make a difference to the way I work	8	31	42	14	5	39%	+6 ♦
F02	Defra's Senior Civil Servants (SCS) provide effective leadership		30	39	19	9	33%	-4 ♦
F03	The leadership training I have received has improved my leadership skills and knowledge	5	27	54	9	5	32%	--
F04	The leadership training I have received has made a positive difference in the workplace		22	59	10	5	26%	--
F05	I have sufficient learning opportunities relevant to my profession which help with my career development	7	40	28	18	7	47%	-4 ♦
F06	I believe my profession has helped achieve my career aspirations	6	23	41	21	8	30%	--

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.